THE SECOND ANNUAL

STATE OF AGILE CULTURE REPORT

PRESENTED BY:

JCURV

TRUTH SAYERS®

Agile Business Consortium

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THE SECOND ANNUAL **STATE OF AGILE CULTURE REPORT:**

AGILITY IS MORE IMPORTANT THAN EVER AS WE ADJUST TO POST-PANDEMIC WAYS OF WORKING

OBJECTIVES

The benefits of an agile culture in organisations are widely recognised, yet cultural issues with its adoption still present a problem.

Our first ***State of Agile Culture Report*** revealed that 48% of organisations cite this as their biggest challenge to successfully implementing agile.

Agile is shaped by the company set-up, the leadership and the people, and that is not always readily understood.

We commissioned this report to closely examine each of these viewpoints, which will enable leaders to identify opportunities to introduce an agile culture within different types of organisation, as well as to address the barriers at each level.

We did this by surveying the people in organisations – at all levels – who are dealing with this cultural challenge on a daily basis and we uncover what they actually think and feel (see page 32 for survey approach).

These are the same people who will shape the change and enable the delivery of agile culture.

THIS REPORT AIMS TO:

Identify the challenges different industries and differently sized organisations face to allow best practice to be shared.

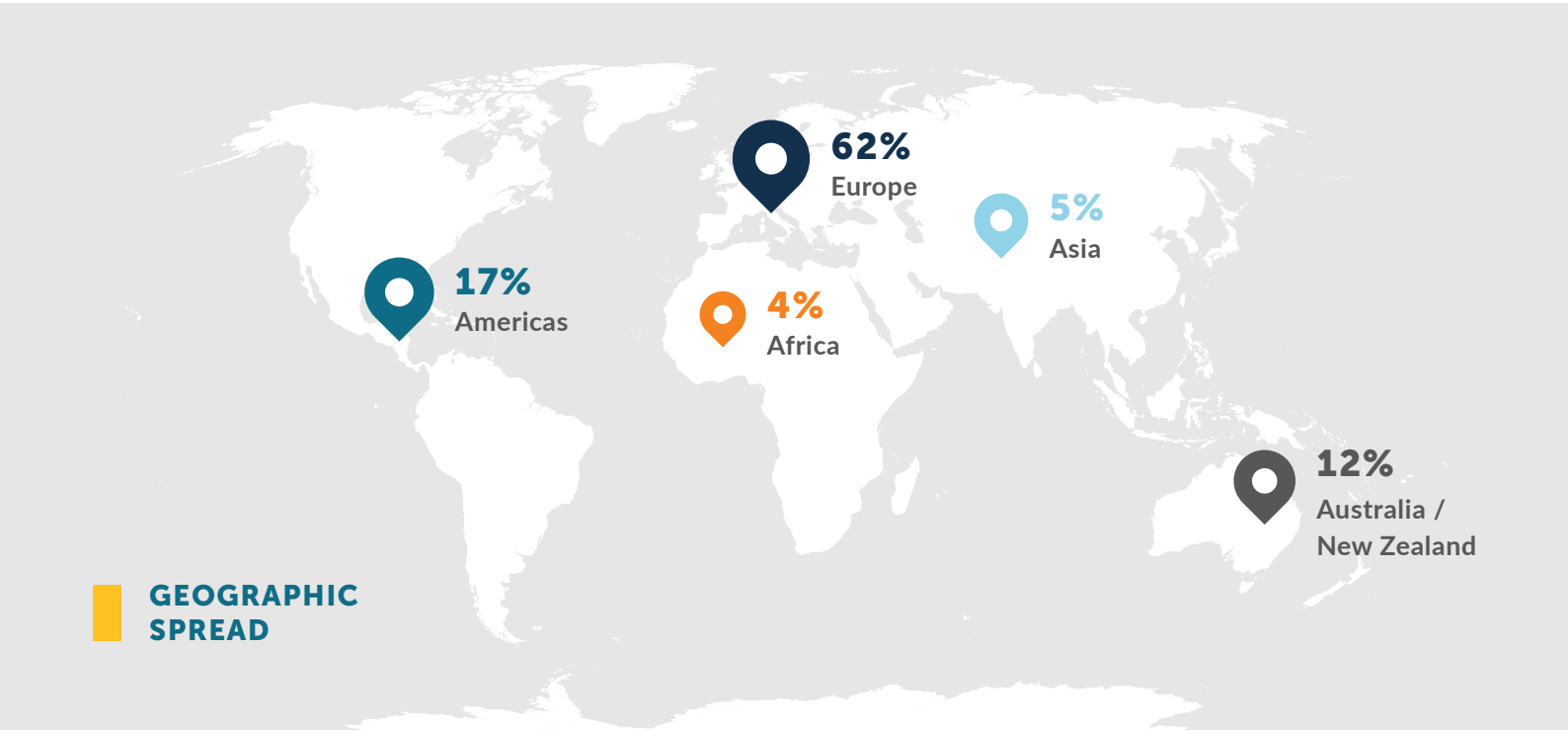
Give organisations and leaders the ability to identify key cultural enablers for organisational agility.

Benchmark agile capability in and across organisations, geographies and industries.

DEMOGRAPHIC OVERVIEW

With 1,392 responses, the State of Agile cultural survey was the largest global agile analysis of 2021. Our respondents come from a variety of geographies, industries, and organisations.

We analysed all the data and looked at various segments which allowed us to draw out fascinating insights to help organisations on their journey with agile. Identifying key focus areas for organisations to act on will improve their agility and allow them to enjoy the resulting benefits.



GEOGRAPHIC SPREAD

SECTOR SPLIT

Government	18%
Technology	14%
Professional Services	11%
Education	8%
Banking	6%
Manufacturing	6%
Financial Services Other	5%
Healthcare & Pharma	5%
Insurance	5%
Transport	2%
Other	20%

ORGANISATION SIZE

<500	41%
501 - 1,000	7%
1,001 - 5,000	20%
5,001 - 20,000	14%
>20,000	18%

SCALE OF AGILE

No agile use	5%
Used in discrete projects	31%
One or a few discrete teams	23%
Used for major programmes	22%
Used enterprise wide	19%

EXECUTIVE SUMMARY

In an era where Covid has significantly accelerated the pace of change, the application of agile principles has never been more important for organisations.

Organisations have had to adopt new working styles, change leadership behaviours, embrace remote working practices and digitalisation, and are dealing with the broader impact that the pandemic has had on society, with knock-on effects like the great resignation causing workforces to shrink.

The pandemic encouraged organisations to fundamentally rethink the processes, tools and techniques they used, shifting to adopt those that could deal with the high volume of change at pace.

Although these changes made a difference, our survey shows that the organisations which outperformed others had a stronger set of behaviours and culture that enabled greater agility.

We commissioned our 'State of Agile Culture Survey' to understand what the components of an agile culture are and the key levers to strengthen it. We also wanted to determine what practical actions practitioners, delivery teams and leaders can apply to sustainably transform their respective organisations.

In this, our second survey, we aimed to expand our sectoral and geographic reach, as well as observe the impact of the pandemic specifically.

The survey has produced several exciting and fascinating insights about agile culture such as:

- Businesses can expect a steep increase in performance from adopting agile enterprise wide.
- A strong agile culture results in a more passionate, engaged and happier workforce.
- Leadership is the enabling factor to building a strong agile culture.
- Empowerment is key to unlocking a successful agile culture.
- Companies who were the most effective at prioritisation had the strongest response to the pandemic.
- There are significant opportunities in sectors such as Energy and geographies such as North America to strengthen agile culture to deliver greater organisational performance.
- There is a lack of engagement and underinvestment in the development of leaders, as agile is delegated to the front-line teams.
- The three levers leaders can pull to strengthen an agile culture:
  - Creating an environment for giving and receiving feedback
  - Giving greater clarity of intent
  - Role modelling agile ways of working

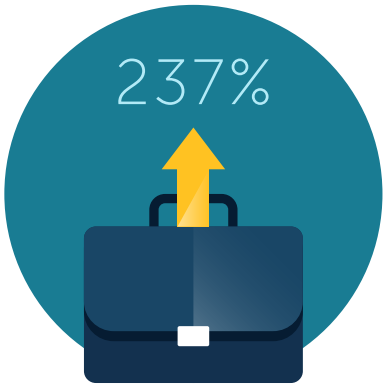
This year's survey has shown there has been tremendous progress made in several sectors in building strong agile cultures over the 12 months preceding the survey.

However, there are also huge opportunities to be unlocked from directing effort in building leadership capabilities – and those should be addressed now.

Ben Beavers
Managing Consultant at **JCURV**

*"The organisations we see who most rapidly realise the benefits from building a strong agile culture are those who have the **leadership on board**. When Leaders understand how an agile culture functions and what their role is in shaping it is, the speed of adoption accelerates exponentially!".*

RESEARCH HIGHLIGHTS



BUSINESSES CAN EXPECT A STEEP PERFORMANCE INCREASE FROM ADOPTING AGILE ENTERPRISE-WIDE

Our research has indicated that building a strong agile culture in your organisation will result in an increased commercial performance of 237%. Focusing on these cultural outcomes from agile implementation efforts is therefore critical to ensure you get the best out of your transformation.

Organisations who are using small scale agile deployments in individual teams or projects report seeing a large increase in commercial performance when compared to their pre-agile results. This shows that when basic agile mechanisms are applied, such as focusing on your customer, being more collaborative and empowering your teams, a big initial impact can occur.

When organisations move agility from teams and projects to major programmes and enterprise wide, they see another big increase in business performance. This derives from the whole organisation being aligned and committed, resulting in the culture shifting dramatically. Leadership also becomes more strongly engaged which allows for the big organisational blockers to value to be addressed.

Ultimately, our data shows that the biggest benefits can be had through enterprise level agile deployment. Businesses must stay committed to investing in and scaling their agile journeys to realise the full benefits.

"Since adopting agile in Jaja, cross-functional teams really love the transparency on where projects stand, and the focus on prioritisation.

This dramatically improves delivery success, efficiency and morale. This way of working is a ***clear competitive advantage*** *for us as a fintech startup, as we effectively take on competitors that are double or triple our size".*

David Chan
CEO at **JAJA** (ex-CEO at **Barclaycard Europe**)

Mwaka Lungu
Managing Director at **Agile Business Consortium**

"It's great to launch the second report on the State of Agile Culture and to understand how industries and sectors have ***moved in their agility****.*

The Agile way of working is a natural fit for our organisation but we made a deliberate effort to emphasise the importance of collaborative working and communication to increase our effectiveness as a team. We found that improving these two elements positively influenced our behaviours and culture. Our report enables other organisations to identify what they can enhance to build an agile advantage against their competitors".

DRIVING BETTER PERFORMANCE: THE TOP 3 CULTURAL LEVERS FOR LEADERS TO PULL TO UNLOCK PERFORMANCE IMPROVEMENTS

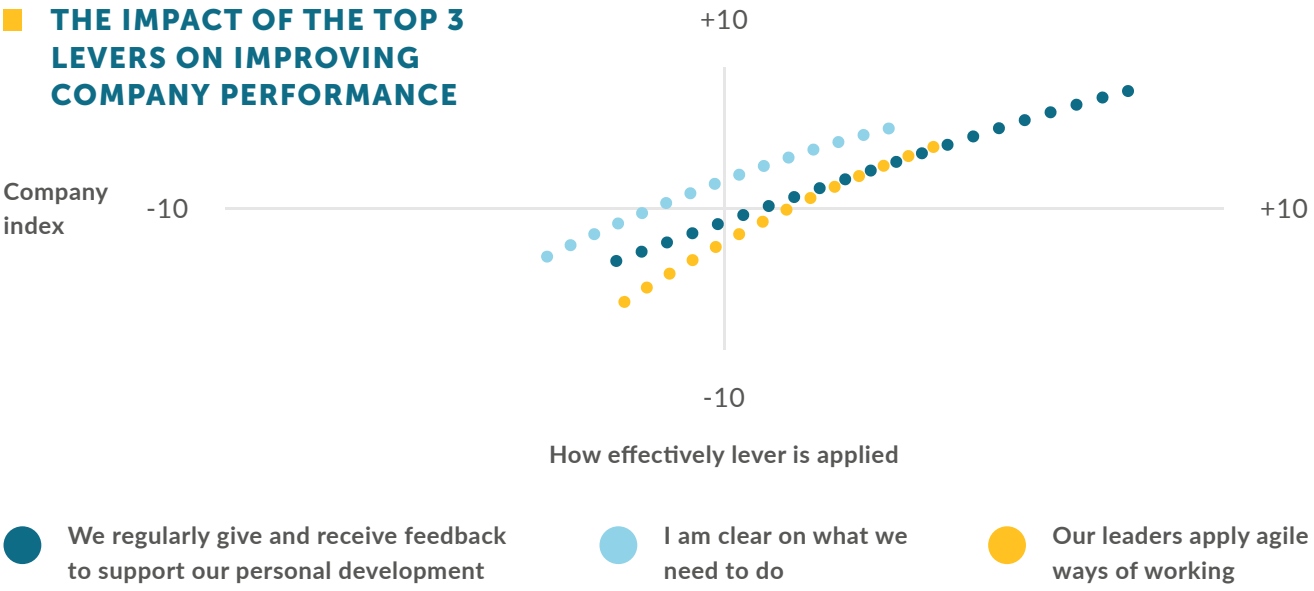
Across all 27 cultural attributes in the study, the top 3 components most strongly correlated with high business performance are:

- Giving and receiving feedback
- I am clear on what we need to do
- Our leaders apply agile ways of working

Our research shows these are the biggest levers that organisations have to pull to unlock greater business performance. Rather than embarking on complex change programmes or widely promoting agile practices, they can stand to benefit more by simply focusing on giving and receiving feedback, ensuring clarity of intent and role modelling agile behaviours.

Agile encourages learning and improvement; inspection and adaptation. Agile builds these into its cadence, the routine of retrospectives, and the coaching role of its leaders. Businesses should look at the balance of regular reflection versus ongoing execution to understand if they are prioritising improving as well as delivering. By bringing the leadership closer in supporting and applying these practices, leaders will get feedback on whether teams have clarity on the organisation's direction and can provide clarity if not. This will also help to demonstrate to the organisation that they are living and breathing the behaviours, not just paying lip service.

THE IMPACT OF THE TOP 3 LEVERS ON IMPROVING COMPANY PERFORMANCE



Jaqs Harper
Digital Director at **Nuffield Health**

*"Building an environment where a high volume of good quality feedback is shared, regardless of hierarchical status, is an effective way of supporting individual and team development. At Nuffield Health, we are experimenting with **"speedback"** which we have defined as rapid feedback following the TASK (timely, actionable, specific, kind) model. This can be done by pinging a quick Teams message or staying on a Zoom session for a couple of mins after the meeting has ended".*

MORE AGILE ORGANISATIONS, BUT LESS AGILE LEADERS? EXPLORING THE LEADERSHIP DICHOTOMY

While many organisations have become more agile now due to Covid (for more information see insight 'Companies that weren't using agile pre-pandemic have seen benefits from applying agile ways of working' on page 11), leaders are now regarded as less agile in their behaviours (44%) compared to 2020 (56%) – presenting an interesting disconnect. These less agile leadership behaviours have been most strongly seen in the areas of leadership empowering their teams (just 17%), being able to effectively prioritise the highest value outcomes (34%) and experimenting to improve performance (35%).

The pandemic placed leaders in exceptional circumstances, which would have seen many default to the command-and-control behaviours they were previously accustomed to, rather than empowering others to respond more locally to opportunities and challenges. In other cases, it may be that the leadership have been exhibiting agile leadership behaviours, but these haven't translated while the workforce has been remote. In circumstances like this, communication is key. Leaders must ensure that they are regularly engaging to the organisation through all the channels they have available to them and are encouraging an open dialogue.

In both instances, leaders must ensure that they are bringing themselves closer to the organisation and building an environment of transparency in both directions – empowering the organisation and role modelling the behaviours that they expect from the teams.

PERCEPTION OF THE STRENGTH OF AGILE LEADERSHIP ACROSS THE ORGANISATION

LEADERSHIP DIMENSION QUESTIONS	DELIVERY TEAM MEMBERS	MANAGERS	SENIOR LEADERSHIP TEAM	C-SUITE	COMBINED
Our leaders encourage us to experiment to improve performance	10%	55%	42%	27%	35%
Our leaders are role models in agile behaviour	16%	70%	9%	73%	34%
Our leaders effectively prioritise our focus on the highest value outcomes	24%	46%	75%	11%	48%
I feel empowered by our leaders	28%	22%	15%	1%	17%
Our leaders promote agile ways of working	33%	66%	73%	47%	60%
Our leaders apply agile ways of working	34%	70%	72%	56%	62%
Our leaders are inclusive	36%	46%	36%	63%	43%
Our leaders' behaviours are more agile since Covid	84%	41%	37%	51%	53%
Combined	33%	52%	45%	41%	44%

100% = Strong **0%** = Weak

Greg Horton
Head of Technology at **Brewin Dolphin**

"Being an agile leader is much more than being happy to pivot on a daily basis, it's absolutely about educating self and others in what is required to ***harness the benefits of Agile delivery.*** *Agile leaders need to be open to learning, not having all the answers and visibly empowering those around them with trust".*

EMPOWERMENT IS CRUCIAL TO A SUCCESSFUL AGILE CULTURE IN ORGANISATIONS

Since our last report in 2020, empowerment has dropped by 30%.

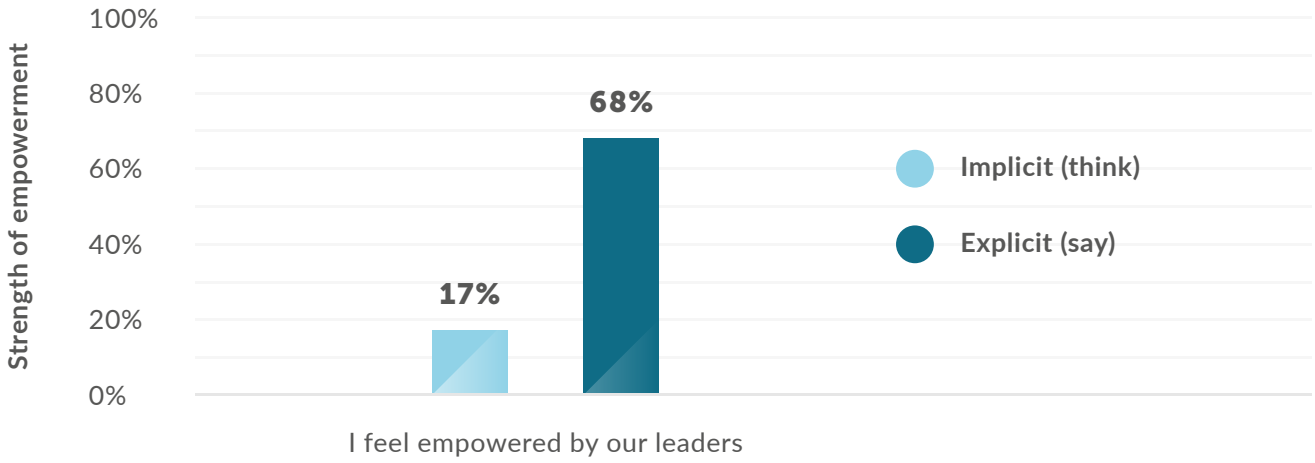
In fact, after adjusting for cognitive dissonance (for more information see insight 'Cognative dissonance in a nutshell' on page 33), the extent that individuals feel empowered by leaders scored lowest of all 27 questions, it also featured the largest cognitive dissonance – meaning the survey engine identified that respondents were saying one thing but thinking another.

Whilst 68% of respondents agreed that they felt empowered by leaders, after adjusting for cognitive bias, the neuroscience analysis determined that **just 17% of respondents really felt empowered.** This indicates that within organisations, people will report that they are feeling empowered when they are not. Leaders must therefore not take it as a given that when they're receiving positive feedback on the topic, that their work is done.

Otherwise, they will unintentionally face the challenges which occur through a lack of empowerment, such as; disengaged teams, lower job satisfaction and decreased productivity.

With remote working becoming the norm, empowerment is fundamental to the success of virtual teams. A priority for organisations needs to be strengthening leaders ability to empower their teams.

HOW PEOPLE THINK VS. WHAT THEY SAY ABOUT EMPOWERMENT



Gill Bennet
Portfolio and Transformation Manager at **News UK**

"Leaders are not just management. People in the teams themselves can be leaders as well. ***It's finding that balance*** *to not only empower those to lead with you but also allow them the freedom to take the lead".*

Challenging as it may be to successfully achieve, empowerment is critical to a successful agile culture. **Good empowerment requires leaders to adopt the following three tenets:**

01

CLARITY OF THE ASPIRATION

Teams and leaders must have a clear, shared understanding of what the organisation is trying to achieve with agile. To achieve this, two-way dialogue is crucial – along with providing teams with strategic context, and demonstrating how the target state relates to bigger organisational priorities. Sharing KPIs can be valuable here too.

02

COMPETENCY TO ACHIEVE THE ASPIRATION

Teams must be set up for success; namely equipped with sufficient skills and capabilities to have earned the trust of the empowering leaders. If teams lack competency, leaders should look to bring in initiatives to empower or bolster the team through training or reskilling.

03

RELINQUISHMENT OF CONTROL AS TO HOW TO REALISE THE ASPIRATION

In order to progress, leaders must relinquish control – ensuring their teams have the clarity and competency required to achieve the same goal. This can be a difficult transition for a leader, but it's an important step to take. Coaches can assist in the interim with behavioural transition and skill redeployment.

01. CLARITY

Teams are clear on what the desired **target outcomes** are and the **acceptance criteria** that define success

02. COMPETENCY

Teams are equipped with the **skills and capabilities** to be empowered and deliver the target state through **earned trust**

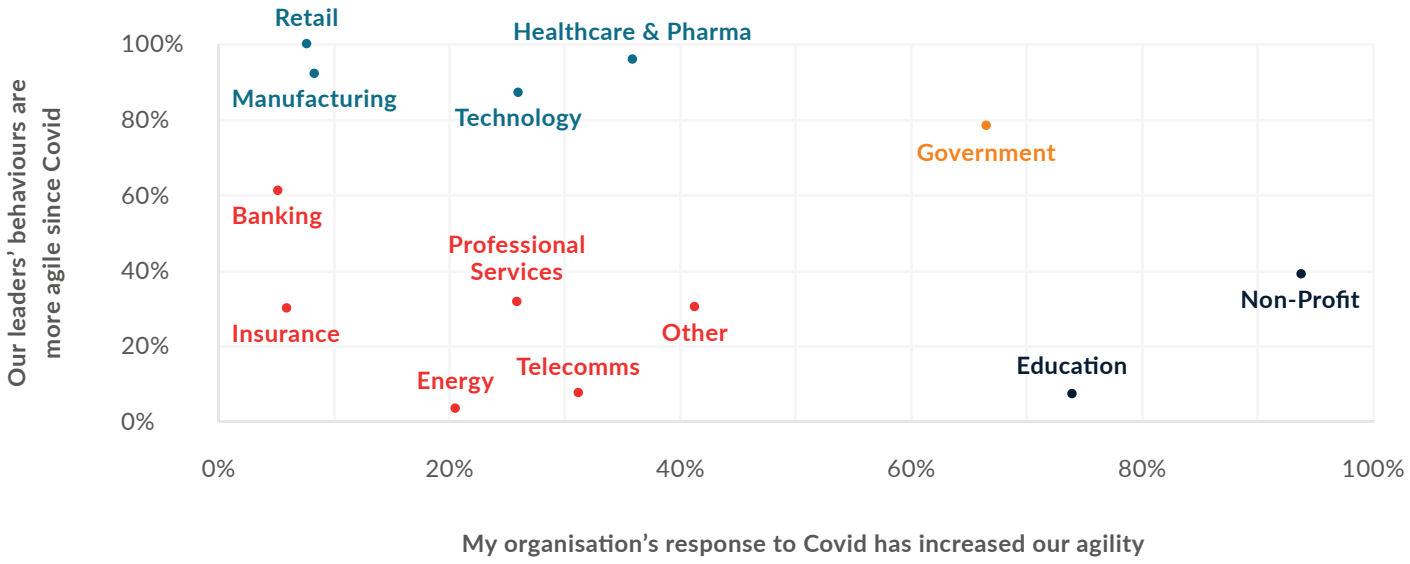
03. CONTROL

Leaders have **relinquished control** of how to get the target state, and act as **servant leaders** to help teams get there

Source: David Marquet

SPOTLIGHT ON THE **IMPACT OF COVID** ON ORGANISATIONAL AGILITY

THE IMPACT OF COVID ON ORGANISATIONAL AND LEADERSHIP AGILITY



- Leaders became more agile
- Organisations and leaders did not become more agile
- Organisations and leaders became more agile
- Organisations became more agile

Industries with respondents who strongly agreed that Covid had increased their **organisational agility** were Non-profit (100%) and Education (74%). The pandemic heavily impacted the core operating models of these organisations, especially those who were previously reliant on face-to-face contact. They were forced to reinvent themselves –operationally testing, learning and pivoting throughout uncertain times. That the non-profits have an agile culture score of 45%, suggests many opportunities for further benefits.

Industries with respondents who strongly agreed that Covid had increased their **leadership agility** were Retail (100%), Industrial and Manufacturing (100%), Healthcare and Pharmaceuticals (95%) and Technology (86%). Leaders in these industries were challenged to repeatedly strategise, prioritise and innovate in response to rapidly changing circumstances.

Technology, Manufacturing and Retail, however, have low agile culture scores (39%, 41% and 38% respectively). During the initial stages of the pandemic, it may be that in large organisations leadership was able to pivot, but organisational processes required more time and effort to transform.

Government increased in both organisational and leadership agility (67% and 79%, respectively). Agile is not new to Government especially within IT. The exceptional circumstances demanding changes in working practices, rapidly changing priorities and urgent calls to action have brought about the most comprehensive applications of agile in government – impacting organisational processes and leadership behaviours.

Industries that didn't see a substantial increase in agility due to Covid and don't already score highly in terms of agile culture were Energy, Insurance and Telecommunications. Shielded to some extent from the full impact of Covid on their business, these industries may have 'missed out' on a 'trial by fire' chance to experience agile. These organisations are now at risk of being left out from the workplace revolution that countless others have begun. Businesses that don't catch up could be losing touch with both existing and new talent, as well as their customers.

COMPANIES THAT WEREN'T USING AGILE PRE-PANDEMIC HAVE SEEN BENEFITS FROM APPLYING AGILE WAYS OF WORKING

Organisations who had not previously been using agile found that the change in ways of working forced by Covid gave them a much greater increase in their agility than organisations who were already using it.

The pandemic served as a catalyst in those organisations as they had to adapt their behaviours to become more responsive and flexible – all key characteristics of an agile environment.

It is unsurprising, therefore, that those organisations reported the greatest benefits.

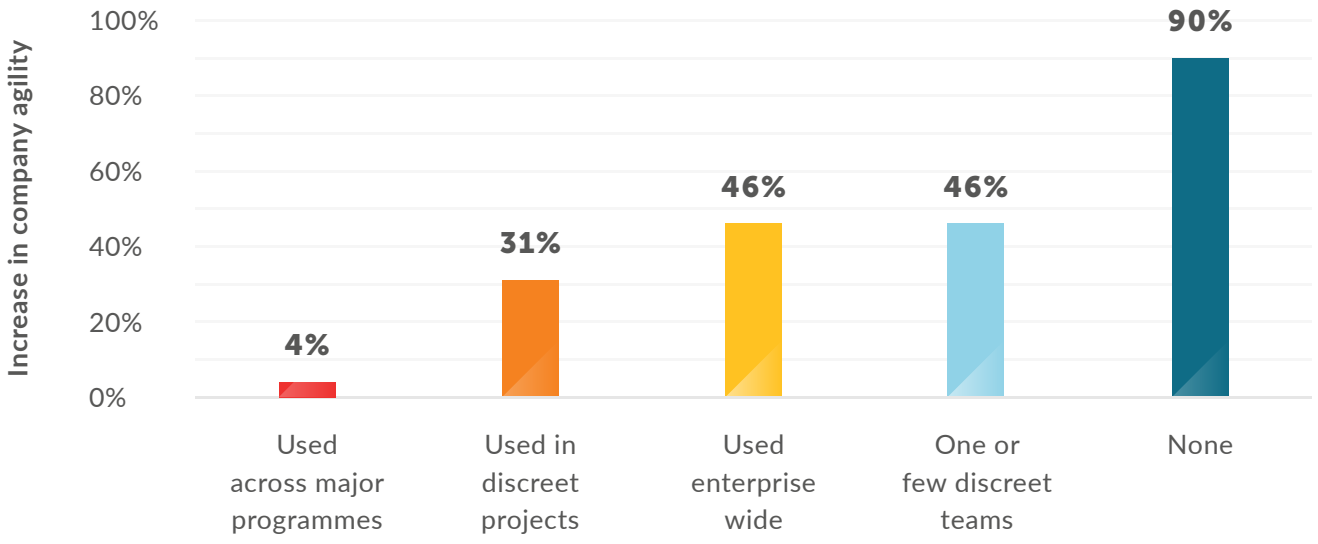
However, organisations that were already working in this way were naturally better prepared to handle the challenges before they came, and so had a lower reported increase in agility due to Covid.

Creating a burning platform to convince the organisation to change is the first step in any successful transformation.

Organisations who have started to benefit from applying agility should look to capitalise on the platform created by Covid and build out a structure into their agility, allowing them to accelerate the benefits achieved for their organisation.

Covid has taught us that agility is a core competency for businesses operating in the complex, changing landscape of today.

THE IMPACT COVID HAS HAD ON COMPANY AGILITY



C-SUITE ARE MOST POSITIVE ABOUT THE AGILITY OF THEIR COVID RESPONSE – DELIVERY TEAM AND THE SENIOR LEADERSHIP TEAM ARE THE COMPLETE OPPOSITE

Different levels of the organisation see the improvement in their company's agility very differently. The C-Suite are extremely positive about their organisations' response, but the rest of the organisation disagrees.

C-Suite may view this differently due to their distance from the day-to-day operations of the organisation; they could be out of touch. Their strategic overview may paint a rosier view of the organisation than is the reality at a more operational level.

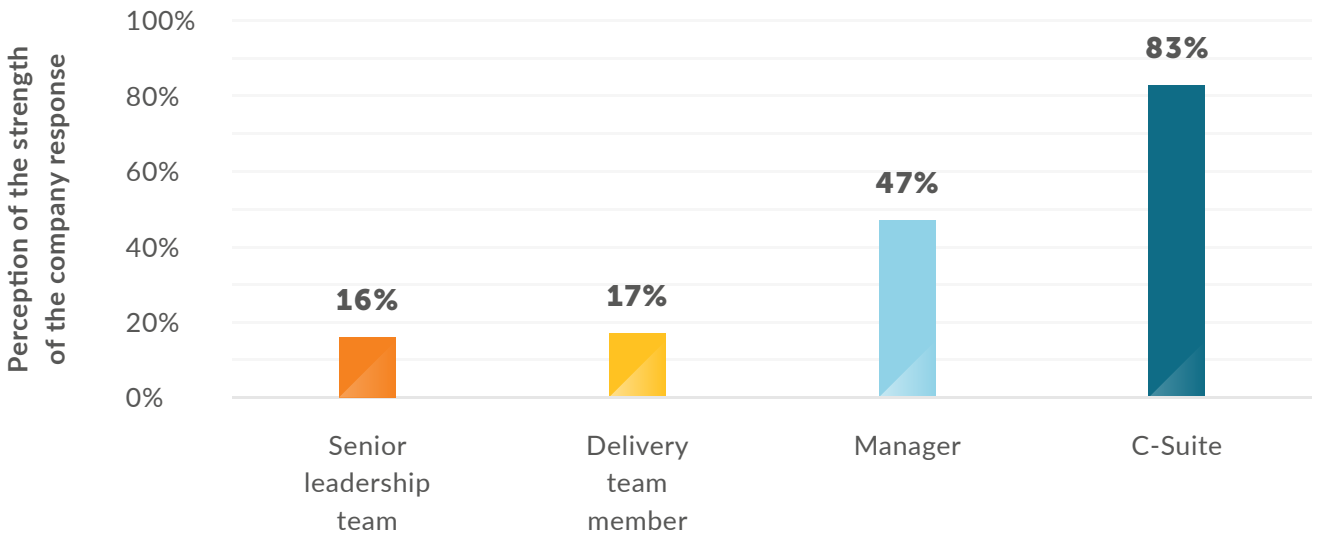
This would amplify existing issues and indicate that they need to work to get closer to the challenges to truly understand them. This may be exacerbated by remote working removing their ability to walk the floor and hear concerns directly from their teams.

To address this, they must be proactive in engaging their workforce to ensure they have an accurate picture of the organisation.

Alternatively, in some organisations it may be that the organisation has responded strongly to Covid, and their agility has increased as a result. It may be that this is only completely visible to the C-Suite who have a more complete view of how the organisation as a whole has fared; if this isn't visible to the wider organisation then they wouldn't be aware of this.

In this instance, transparency and communication are critical, and the C-Suite needs to ensure they are communicating regularly through all channels such as a company all hands, cascaded comms through management, team meetings, email comms.

PERSPECTIVES ON THE IMPROVEMENT OF AN ORGANISATION'S AGILITY IN RESPONSE TO COVID VARIES BY SENIORITY



BENEFIT CASE FOR AGILITY

BENEFITS CASE FOR INVESTING IN SCALING AGILITY

Organisations that invest in scaling agile ways of working benefit from elevated organisational performance and more engaged employees, but work life balance is negatively impacted.

THE RELATIONSHIP BETWEEN SCALE OF AGILE IN AN ORG VS. ENGAGEMENT LEVELS

FACTORS WHICH IMPACT ON ENGAGEMENT LEVELS	NO AGILE	SOME	SCALED	ENTERPRISE
We are efficient at managing change	42%	70%	24%	74%
Have a great team spirit	10%	27%	52%	77%
Openly learn from mistakes	48%	25%	12%	70%
Are recognised for their contribution	47%	48%	78%	91%
Put the best ideas into action	26%	53%	11%	85%
My leader is inclusive	36%	38%	49%	49%
Have a good work life balance	17%	36%	18%	3%
I feel valued by my organisation	15%	43%	43%	64%
Average score	30%	43%	36%	64%

100% = Strong **0%** = Weak

Our research has identified that organisations who embed agility can expect a wide range of benefits which materially impact on performance and culture; this increases as the scale of agile in the organisation grows.

Highly agile organisations not only identify and action the best ideas but are effective at implementing them and managing the associated change. When mistakes are made, they can respond swiftly, gather the learnings and immediately apply them. This gives them a formidable competitive advantage in an uncertain market – allowing them to seize opportunities much more quickly and effectively.

Their culture is strong from the top down; their leadership create an inclusive environment and their teams feel recognised for their contribution and feel that they have a great team spirit. However, there is a risk that individuals can be so engaged with their job, that it could lead to adverse effects, such as poor work life balance.

The issue of a decreased work life balance must be monitored by the leadership to ensure that they don't unintentionally overwork their employees, resulting in burnout. They can help to address this by emphasising the importance of delivering at a sustainable pace and by monitoring metrics such reliability of delivery, as a low measure here will indicate the teams are overcommitting and not effectively planning to their capacity.

The benefits that can be realised from achieving agility in the organisation make a compelling case for its application. Therefore, the question is, why aren't all organisations applying it now? Simply, because it is not easy to change and it requires a significant change in both organisational and leadership behaviour.

THE BUSINESS CASE FOR INVESTING IN AGILE LEADERSHIP

Leaders believe they are effective agile leaders, but their employees disagree. 72% of Senior Leadership Team respondents believed that the organisation's leaders were successfully applying agile ways of working. This attitude wasn't mirrored business-wide however, with only 56% of C-Suite team members agreeing with the statement, and just 34% of delivery team members.

This indicates that senior leadership underestimate the extent of the transformation they need to undergo to become effective agile leaders. It could be because they are unfamiliar with what good agile leadership looks like, or because the structure and processes of the organisation remain traditional and fail to convey and realise their agile intent.

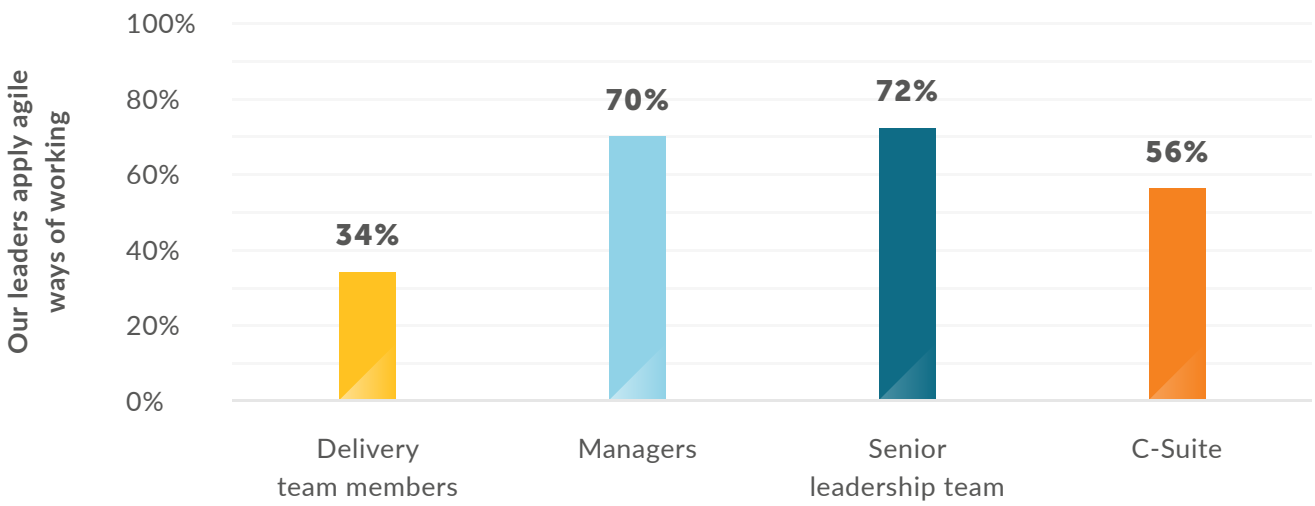
It also suggests that senior leadership could benefit from an effective feedback mechanism, that would stimulate introspection given others valued opinions.

To improve, leaders must invest in developing themselves and their peer group. They must recognise the need to upskill and develop, as well as engage with and get feedback from their direct reports and the broader organisation.

Leaders should also visit other organisations and build peer-to-peer relationships to understand what good agile leadership looks like, and how it is supported by and aligned with organisational mechanisms, such as goals, performance management, budgeting, prioritisation and governance.

Too often, leaders invest heavily in agility learning and development for delivery personnel but neglect the equivalent for themselves. This may be because many service providers focus on mass market training and certification. Leadership teams can search out expert agile Coaches with leadership training and development and executive coaching expertise who can be engaged to work directly with them. Tailored advice and support in daily business context from a trusted expert can bridge the gaps to enable effective agile leadership.

HOW EACH ROLE TYPE VIEWS HOW WELL THEIR LEADERS APPLIED AGILE WAYS OF WORKING



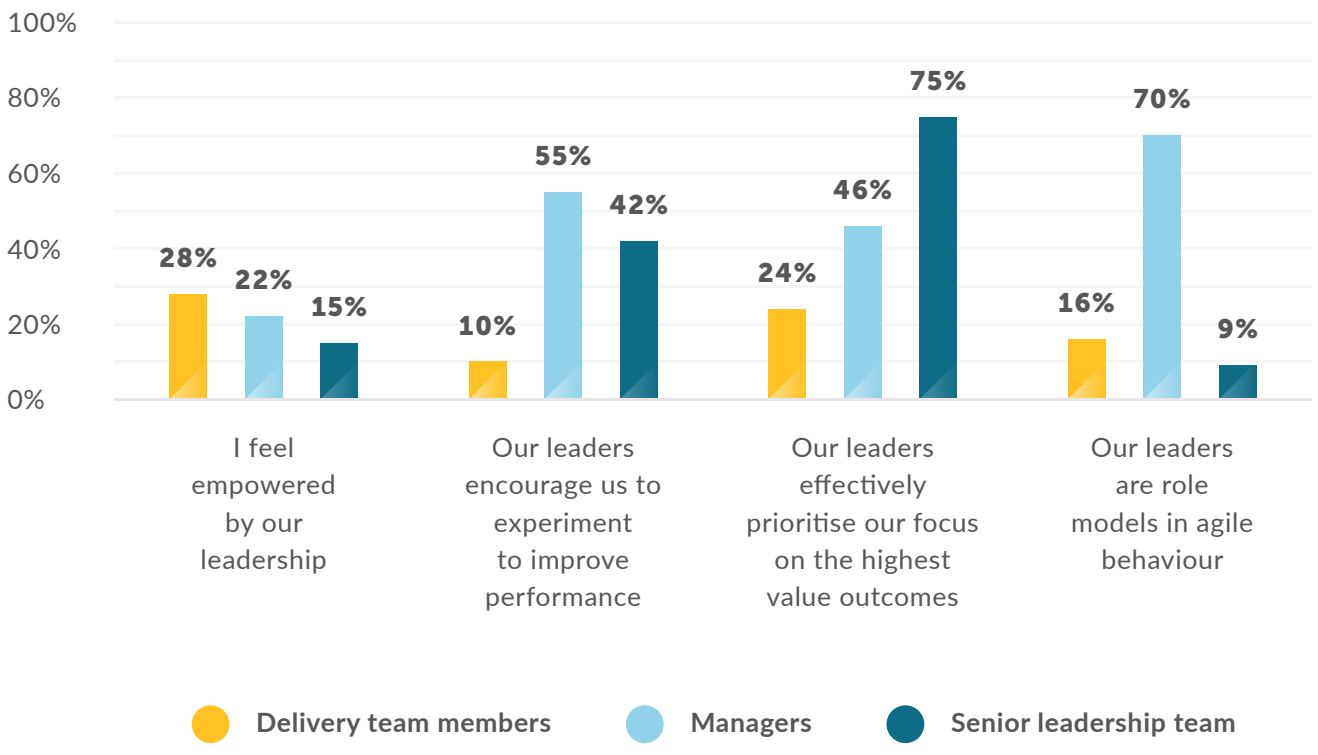
The level of confidence in the leaders applying agile ways of working drops the further from the leadership team you get. The Senior Leadership team (SLT) has the most confidence, followed by mid-level management, but the delivery teams have a much more sceptical view; C-Suite themselves are below management in their confidence, but are still positive.

C-Suite are more aware that they aren't applying agile ways of working as effectively as they could. They need to improve how they are demonstrating agility to the full organisation.

The chart below suggests some of the prime areas for focus from our survey, including role modelling (rated 9% by senior leadership) and empowering (rated 15% by senior leadership), as well as ensuring the organisation has prioritisation mechanisms and an experimentation culture that reaches all the way through to delivery team members.

Leaders applying agile in a tangible way will help to demonstrate to the full organisation that they understand it and that they should also apply it. Building this confidence will pay dividends from reaping the benefits of agility.

COMPARISON OF A LEADERS AGILITY BY THEIR ROLE TYPE



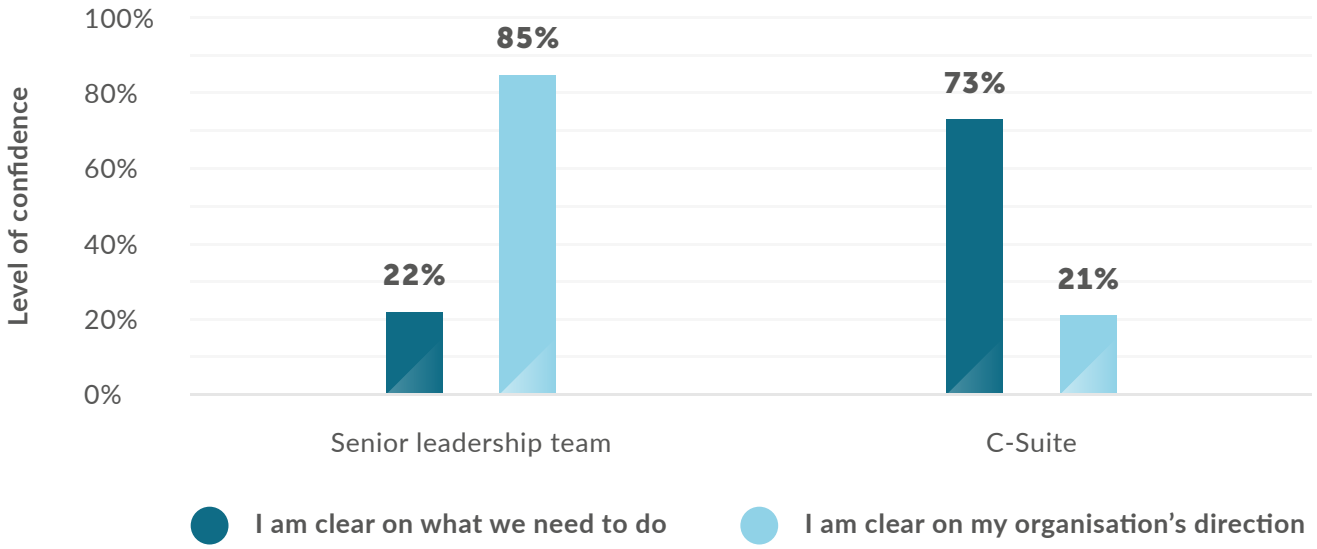
Vikram Jain
Managing Director at **JCURV**

*"These leadership insights highlight that we, as agile practitioners, need to further strengthen our own approach and skill in engaging, developing and coaching leaders through their **personal transformation journeys**".*

THE C-SUITE HAVE LOST SIGHT OF THEIR ORGANISATION'S DIRECTION

The C-Suite are clear on what needs to be done (73%) but only 21% have clear direction. In fact, the C-Suite have the lowest degree of clarity on the direction of the organisation – a big disconnect with the SLT who have a high degree of clarity. This shows that while the VUCAness of today is keeping the C-Suite awake, it's not being felt by the SLT to the same degree.

THE SLT AND C-SUITE VIEW ON HOW CLEAR THE ORGANISATION'S DIRECTION IS AND WHAT THEY NEED TO DO TO GET THERE



C-Suite may be accustomed to formulating plans on 3-, 5- or 10-year horizons, but these have proven to be impractical given the speed at which the marketplace is evolving today. The C-Suite must now learn to work with shorter planning horizons and increase the extent to which their organisations can adapt to changing circumstances.

The C-Suite also need to ensure that they have the systems and processes in the organisation to allow it to act with a high degree of agility: sensing and responding to new opportunities and building the ability to pivot when required. If the organisation's broader system does not allow this agility (especially when it comes to budgeting, committed targets, reorienting teams etc.), then the organisation risks not being able to respond quickly enough and losing their competitive edge.

The C-Suite can leverage broadly recognised uncertainty as the impetus for change in the organisation. While they may not be able to predict the future, they can set a clear short-term direction and know that the organisation will identify and act on related opportunities or challenges. Setting up feedback loops will ensure this information makes its way to them while they still have the time to pivot the strategy.

THERE IS A SIGNIFICANT GAP IN CLARITY BETWEEN LEADERS AND THE DELIVERY TEAMS, IMPACTING EMPOWERMENT AND AGILITY

While Senior Leadership Teams are clear on their organisation's direction (85%), managers and the delivery teams don't share this view (33% and 35%, respectively). This is a major challenge the organisation needs to address to gain the full benefits from applying agility.

For teams to be fully empowered and make the best decisions for the organisation, they must be clear on the organisation's direction and how they fit into it. Without this clarity of intent, it's hard to be empowered and make decisions which align to the organisation's best interests.

Leaders must ensure that their intent is cascaded effectively and that the delivery sections of the organisation understand their strategy, and how they fit into it.

DEMOGRAPHIC ANALYSIS

GLOBAL INSIGHTS

We have split the insights geographically across Europe, Asia, the Americas, Australasia and Africa. We analysed the strengths and focus opportunities in each region, showing how organisations can expect to see cultural differences playing into transformations when implementing agility on a global scale.

STRENGTHS OF THE 3 CULTURAL COMPONENTS VARY ACROSS GEOGRAPHIES

	MYSELF (VS. 2020)	COMPANY (VS. 2020)	LEADERSHIP (VS. 2020)	OVERALL (VS. 2020)
Africa	**70%** (+11%)	**83%** (+21%)	**84%** (+27%)	**79%** (+21%)
Asia	**57%** (+40%)	**31%** (-17%)	**47%** (+24%)	**45%** (+16%)
Europe	**53%** (-1%)	**51%** (+2%)	**47%** (-17%)	**50%** (-6%)
North America	**39%** (-44%)	**42%** (-23%)	**16%** (-7%)	**32%** (-25%)
Australasia	**48%** (-19%)	**48%** (+10%)	**67%** (+26%)	**54%** (+1%)
	The individual's perception of the culture	*The impact the organisation's structure has on the culture*	*The impact of the leadership on building the culture*	**100%** = Strong **0%** = Weak

DIFFERENT REGIONS HAVE DIFFERENT CULTURAL STRENGTHS TO LEVERAGE AND OPPORTUNITIES TO IMPROVE TO ENHANCE AN AGILE CULTURE

AFRICA	AUSTRALASIA	ASIA	EUROPE	NORTH AMERICA
TOP 3 DIFFERENTIATING STRENGTHS				
Our leaders are role models in agile behaviour	I feel empowered by our leaders	Our leaders encourage us to experiment to improve performance	I can experience failure without being reprimanded	I am clear on what we need to do
My work-life balance is very good	Our leaders encourage us to experiment to improve performance	Our leaders are role models in agile behaviour	Agile ways of working makes a positive difference to our business performance	My company promotes a positive, collaborative environment
My company openly learns from its mistakes	Our leaders are inclusive	Our leaders effectively prioritise our focus on the highest value outcomes	My company openly learns from its mistakes	Agile is the default way of working in my company
TOP 3 DIFFERENTIATING AREAS FOR IMPROVEMENT				
I am really enjoying my role	We have great team spirit	We regularly give and receive feedback to support our personal development	I am being recognised for my contribution	Our leaders apply agile ways of working
Agile ways of working makes a positive difference to our business performance	I am clear on what we need to do	Our leaders promote agile ways of working	My company promotes a positive, collaborative environment	I feel valued by my organisation
I am learning a lot	An agile culture has a positive impact on business performance	My company puts its people's best ideas into action	Our way of working is efficient in managing change	Our leaders effectively prioritise our focus on the highest value outcomes

THE HIGHEST AGILE CULTURE SCORE – AFRICA

We see very high agile culture scores across Africa (79%). This highly populous, resource-rich region provides massive development potential.

Respondents from Africa rated their organisations highest in overall adoption of agile culture, including leadership and organisational as well as personal perspectives. Key strengths were role modelling by leaders, work-life balance, and openly learning from mistakes.

80% of our African respondents were in medium sized companies (1,000 – 5,000 employees), and 23% had scaled agile enterprise-wide.

With this in mind, Africa can be used as a great case study to demonstrate the ease of implementing agile in smaller, younger organisations – relative to the challenges of transforming entrenched business culture in larger, older corporations.

THE LOWEST AGILE CULTURE SCORE – NORTH AMERICA

In North America the agile culture score is reported at only 32%. Agile was the default way of working for 85% of our North American respondents, but clearly the journey to an effective agile culture is far from complete.

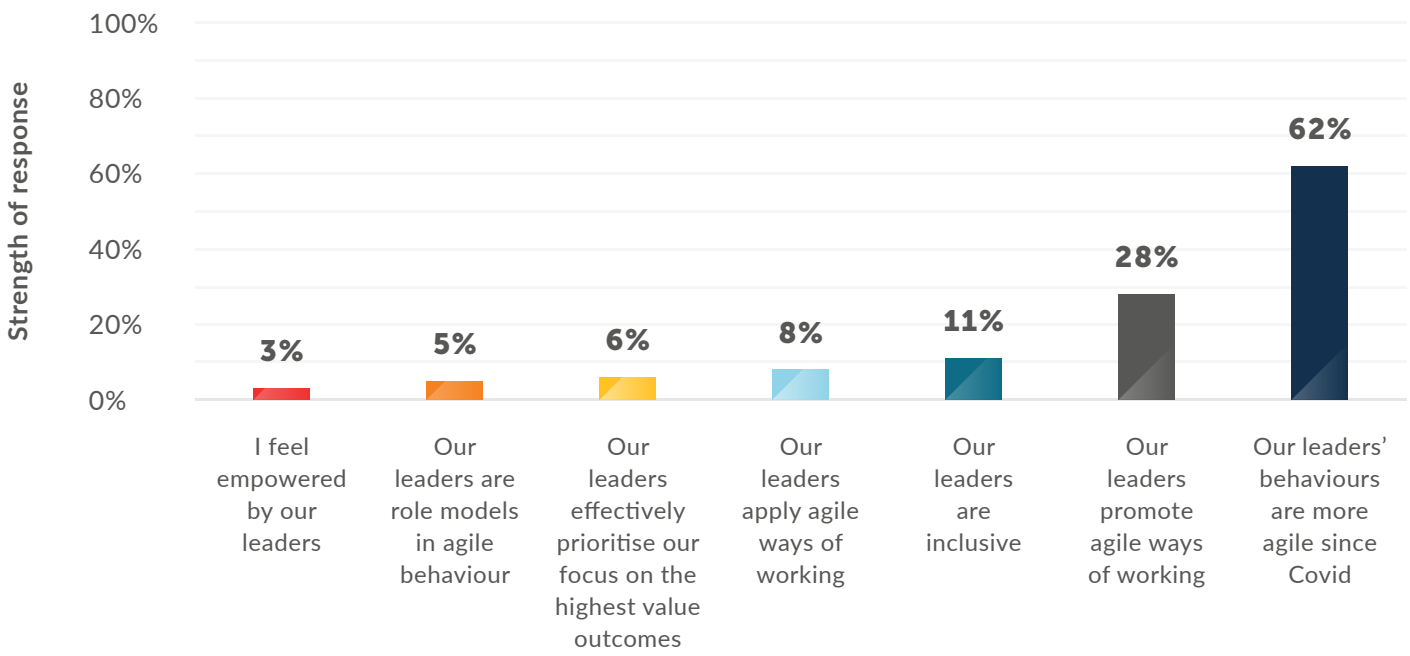
Across the dimensions of 'myself' 'my organisation' and 'our leadership', it was 'leadership' that scored lowest by North Americans, at just 16%. Where North America lagged behind other regions was in individuals feeling valued by their organisations, prioritising the highest value outcomes, and leaders role modelling agile ways of working.

Given the scale and maturity of the North American markets, including a good number that have offices globally, it's likely that well-established businesses have deep rooted cultures and processes that make it harder to realise effective agile culture.

To maintain their competitiveness, these businesses should continue to reflect and make considered decisions about their future ways of working.

Within the same region there are tech giants (MAMAA – Meta, Alphabet, Microsoft, Apple, Amazon) centred around Silicon Valley who could be studied for inspiration, for whom agile culture is so institutionalised that they don't even refer to it as agile.

THE STRENGTH OF AGILE LEADERSHIP COMPONENTS IN NORTH AMERICA



ASIA, EUROPE AND AUSTRALASIA

In **Asia**, both individuals and leadership teams rated 'myself' moderately – but rated their organisation score lower. These companies rated their leaders highly as role models in agile behaviour, and felt encouraged to experiment to improve performance and effectively prioritise focus on the highest value outcomes. But there were opportunities to improve company agility by building a culture of giving and receiving feedback and putting people's best ideas into action.

European respondents rated their organisations moderately, with an average score of 50%. Clearly their organisations show signs of agility, but many opportunities remain. Europe stood out for being able to experience failure without being reprimanded, openly learning from mistakes, and recognition that agile ways of working are making a positive difference to business performance.

Australasia were a nose ahead of Europe, with leadership agility rated relatively higher. Their leaders are inclusive, empowering, and encourage experimentation. Where they fared relatively weaker was in clarity of direction, team spirit, and the impact that agile culture has on business performance.

INDUSTRY INSIGHTS

DIFFERENT INDUSTRIES HAVE DIFFERENT CULTURAL STRENGTHS TO LEVERAGE AND OPPORTUNITIES TO ENHANCE AN AGILE CULTURE.

INDUSTRY	STRENGTHS	WEAKNESSES
Banking	• My company openly learns from its mistakes • Our leaders apply agile ways of working • Agile is the default way of working in my company	• My organisation's response to Covid has increased our agility • I feel empowered by our leaders • My work-life balance is very good
Education	• I am being recognised for my contribution • An agile culture has a positive impact on business performance • I am clear on what we need to do	• I feel valued by my organisation • My company openly learns from its mistakes • Our leaders encourage us to experiment to improve performance
Energy	• I am clear on what we need to do • We regularly give and receive feedback to support our personal development • I can experience failure without being reprimanded	• My work-life balance is very good • My organisation's response to Covid has increased our agility • My company openly learns from its mistakes
Financial Services Other	• My company openly learns from its mistakes • We regularly give and receive feedback to support our personal development • I am learning a lot	• I am being recognised for my contribution • I am clear on my organisation's direction • Agile ways of working makes a positive difference to our business performance
Government	• I am being recognised for my contribution • I am clear on my organisation's direction • I feel valued by my organisation	• We regularly give and receive feedback to support our personal development • I can experience failure without being reprimanded • I am clear on what we need to do

INDUSTRY	STRENGTHS	WEAKNESSES
Healthcare & Pharma	• We have great team spirit • I am really enjoying my role • I am learning a lot	• Our leaders are inclusive • I make a positive difference to our business performance and customers • Our way of working is efficient in managing change
Insurance	• I am really enjoying my role • I am being recognised for my contribution • Our way of working is efficient in managing change	• I make a positive difference to our business performance and customers • I feel empowered by our leaders • My organisation's response to Covid has increased our agility
Manufacturing	• Our leaders' behaviours are more agile since Covid • Agile is the default way of working in my company • Our way of working is efficient in managing change	• I feel empowered by our leaders • My organisation's response to Covid has increased our agility • An agile culture has a positive impact on business performance
Non-Profit	• We have great team spirit • My organisation's response to Covid has increased our agility • My company promotes a positive, collaborative environment	• I feel valued by my organisation • Our leaders encourage us to experiment to improve performance • I feel empowered by our leaders
Other	• Our way of working is efficient in managing change • We regularly give and receive feedback to support our personal development • My company puts its people's best ideas into action	• Our leaders are role models in agile behaviour • Our leaders promote agile ways of working • My organisation's response to Covid has increased our agility
Professional Services	• I am really enjoying my role • Our leaders are inclusive • We regularly give and receive feedback to support our personal development	• Our leaders are role models in agile behaviour • I am clear on my organisation's direction • I am being recognised for my contribution
Retail	• Our leaders' behaviours are more agile since Covid • I am really enjoying my role • I feel valued by my organisation	• Our leaders are role models in agile behaviour • We regularly give and receive feedback to support our personal development • I am being recognised for my contribution
Technology	• We regularly give and receive feedback to support our personal development • Our leaders' behaviours are more agile since Covid • Our leaders effectively prioritise our focus on the highest value outcomes	• We have great team spirit • I can experience failure without being reprimanded • Our leaders encourage us to experiment to improve performance
Telecomms	• I am being recognised for my contribution • I am clear on my organisation's direction • My company openly learns from its mistakes	• Our way of working is efficient in managing change • I can experience failure without being reprimanded • Our leaders effectively prioritise our focus on the highest value outcomes

STRENGTHS OF THE 3 CULTURAL COMPONENTS VARY ACROSS INDUSTRIES

INDUSTRY	MYSELF (VS. 2020)	COMPANY (VS. 2020)	LEADERSHIP (VS. 2020)	OVERALL (VS. 2020)
Banking	35% (-39%)	63% (+5%)	53% (-27%)	50% (-21%)
Education	67% (+24%)	50% (-17%)	41% (-13%)	53% (-2%)
Energy	41% (-26%)	39% (-28%)	38% (-25%)	39% (-27%)
Financial Services Other	64%	60%	68%	64%
Government	54% (+30%)	47% (+7%)	59% (+14%)	53% (+17%)
Healthcare & Pharma	51% (+13%)	48% (+12%)	69% (+2%)	56% (+9%)
Insurance	33% (-30%)	44% (-3%)	31% (-30%)	38% (-19%)
Manufacturing	47% (+7%)	35% (-38%)	40% (+37%)	41% (+3%)
Non-Profit	49% (-7%)	61% (+14%)	25% (-28%)	45% (-7%)
Other	57% (-10%)	59% (+2%)	49% (-12%)	55% (-7%)
Professional Services	63% (+7%)	61% (+6%)	55% (-7%)	60% (+2%)
Retail	61% (+7%)	17% (-33%)	41% (-28%)	39% (-19%)
Technology	39% (-6%)	32% (-22%)	43% (-14%)	38% (-14%)
Telecomms	41%	23%	37%	34%
	The individual's perception of the culture	*The impact the organisation's structure has on the culture*	*The impact of the leadership on building the culture*	**100%** = Strong **0%** = Weak

THE STRONGER AGILE CULTURES

The industries with the strongest agile cultures in this survey were Financial Services Other, Professional Services, Healthcare & Pharmaceutical, Government and Education. The top strengths cited by these industries were individuals learning a lot, being recognised for my contribution, really enjoying their roles, and regularly giving and receiving developmental feedback. These sectors were many of the hardest hit during the Covid era thus were 'forced' to fundamentally change and adapt in order to operate.

CASE STUDY - MODERNA AGILE CULTURE

Moderna, the US-based pharmaceutical and biotechnology company is a great example demonstrating how impactful a strong agile culture of feedback and challenge can be. CHRO Tracey Franklin said the company, founded in 2010, has long been one that thrives at a fast pace. It doesn't focus on long-range, strategic planning but rather undertakes very iterative processes: leaders sit down with data, make a plan, move forward and then pivot as needed. It is this way of working – outcome-focused, constant prioritisation and ability to pivot – being ingrained in the culture that enabled Moderna to succeed in bringing a Covid vaccine to market as fast as they did.

FINANCIAL SERVICES OTHER (NON-BANKING OR INSURANCE) HAS THE STRONGEST AGILE CULTURE

Respondents in this industry rated agile culture highly up and down the organisation. These respondents seem to have made the most progress in enterprise-wide adoption of agile culture.

Respondents in this industry scored very highly with regards to learning, including learning from mistakes.

Clarity of direction and personal recognition scored much lower than average, as well as whether agile ways of working was positively impacting business performance.

While Financial Services Other scored highest overall for agile culture (64%), Banking and Insurance as subsectors scored much lower (50% and 36% respectively), both citing their organisation's response to Covid and empowerment as areas for improvement. Banking respondents also cited work life balance as a focal point for development, while Insurance should learn from mistakes.

FINANCIAL SERVICES (OTHER) STRENGTHS AND OPPORTUNITIES VS THE BASELINE ACROSS INDUSTRIES

STRENGTHS	FINANCIAL SERVICES OTHER	AVERAGE
My company openly learns from its mistakes	98%	38%
We regularly give and receive feedback to support our personal development	98%	72%
I am learning a lot	96%	54%

AREAS OF IMPROVEMENT	FINANCIAL SERVICES OTHER	AVERAGE
I am clear on my organisation's direction	2%	55%
I am being recognised for my contribution	2%	78%
Agile ways of working makes a positive difference to our business performance	7%	41%

100% = Strong **0%** = Weak

THE LESS MATURE AGILE CULTURES

The industries with the least mature agile cultures were Telecomms, Insurance and Technology.
The top areas for improvement cited by these industries were:

01 Being able to experience failure without being reprimanded

02 Prioritising focus on highest value outcomes

With agile proven to deliver a performance uplift, there is a significant opportunity for organisations in these sectors to invest in building their agile capability.

TELECOMMS ORGANISATIONS HAVE THE WEAKEST AGILE CULTURE

Telecomms respondents saw their company and leadership's adoption of agile culture as being weak. Prioritisation and efficient management of change scored very poorly, suggesting some very real opportunities for future improvement.

In terms of strengths, Telecomms respondents reported clarity of direction and that they were being recognised for their contributions.

However, the areas for improvement suggest that individuals run the risk of becoming disillusioned –being rewarded to work hard, not necessarily work smart.

TELECOMMS STRENGTHS AND OPPORTUNITIES VS THE BASELINE ACROSS INDUSTRIES

STRENGTHS	TELECOMMS	AVERAGE
I am being recognised for my contribution	99%	78%
I am clear on my organisation's direction	98%	55%
My company openly learns from its mistakes	92%	38%

AREAS OF IMPROVEMENT	TELECOMMS	AVERAGE
Our way of working is efficient in managing change	0%	50%
I can experience failure without being reprimanded	1%	23%
Our leaders effectively prioritise our focus on the highest value outcomes	1%	48%

100% = Strong

0% = Weak

COMPANY SIZE INSIGHTS

SMALL AND MEDIUM SIZE ORGANISATIONS ARE LEADING THE WAY

The demographics were split by company size to identify the typical enablers and inhibitors for agile culture for organisations of different scales.

DIFFERENT SIZED ORGANISATIONS HAVE DIFFERENT CULTURAL STRENGTHS TO LEVERAGE AND OPPORTUNITIES TO IMPROVE AN AGILE CULTURE

SIZE	STRENGTHS	WEAKNESSES
<500	• I am being recognised for my contribution • I am really enjoying my role • We regularly give and receive feedback to support our personal development	• I can experience failure without being reprimanded • I feel empowered by our leaders • Our leaders encourage us to experiment to improve performance
501 - 1,000	• I am learning a lot • We regularly give and receive feedback to support our personal development • I am clear on what we need to do	• Our way of working is efficient in managing change • Our leaders apply agile ways of working • We have great team spirit
1,001 - 5,000	• I am learning a lot • Our leaders apply agile ways of working • Our leaders encourage us to experiment to improve performance	• I can experience failure without being reprimanded • Our leaders apply agile ways of working • I am really enjoying my role
5,001 - 20,000	• We have great team spirit • Agile ways of working makes a positive difference to our business performance • Our leaders promote agile ways of working	• My work-life balance is very good • I feel empowered by our leaders • I can experience failure without being reprimanded
>20,000	• I am really enjoying my role • Our leaders apply agile ways of working • Our leaders promote agile ways of working	• Our leaders are role models in agile behaviour • I feel empowered by our leaders • My work-life balance is very good

What we observe is that agile adoption, be that ways of working or the realisation of agile culture itself, has been most prevalent in smaller companies. Achieving this level of transformation in larger companies requires more time.

Leaders of these larger organisations must understand that an agile transformation takes time and it needs to be a long term commitment – it shouldn't be seen as a programme with a definite end-date.

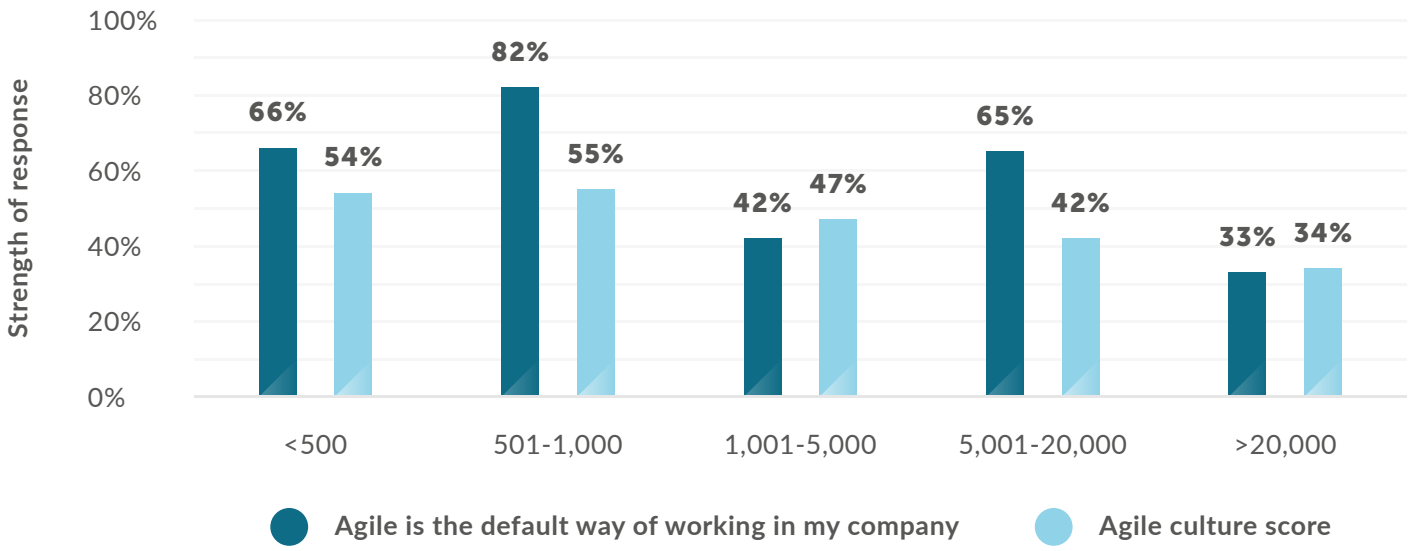
One way of addressing this challenge is to introduce agile iteratively, business unit by business unit, to avoid change fatigue and demonstrate successes – while also creating role models for good practice.

This will help inspire the next business area and allow momentum to build organically.

CASE STUDY – SAINSBURY'S AGILE TRANSFORMATION

As part of introducing agile across the enterprise, Sainsbury's PLC initially selected two high priority strategic outcomes as a pilot. Over a three month period stakeholders from the delivery teams to the Board got to learn about the approach and adapt the business and the approach to make it most impactful. The success of the first sets of pilots created a 'pull' for others to also use the approach and within 9 months, agile had expanded to supporting deliver a portfolio of over £500m with several hundred people involved. "We began to turn the oil tanker around" – HR Director, Sainsbury's PLC.

AGILE AS THE DEFAULT WAY OF WORKING AND THE STRENGTH OF THE AGILE CULTURE VARIES ACROSS COMPANY SIZE



Smaller companies (<1000 employees) have high adoption of agile as the default way of working (66% and 82%), as well as scoring highly in agile culture (54% and 55%).

Medium sized companies (1001-5000 employees) slightly lag the smaller companies in agile ways of working adoption but have a much lower agile culture score at 47%. Notably for larger companies (5001-20,000 employees), whilst 65% practice agile by default, they only achieved an agile culture score of 42%.

The largest companies fare the worst in this survey. They have the least adoption of agile as the default way of working (33%) and the lowest agile culture score (34%). Delving deeper into the data, we see that in larger companies (5,001-20,000) it is leadership that lags behind their own employees and company in adopting agile culture. In both of the largest company sizes (5,001-20,000 and >20,000) the survey identified empowerment and work life balance as top agile culture improvement opportunities.

The largest organisations are often clear on the characteristics of the organisation they want to create, for example being customer focused, value oriented, and responsive to change. Most are clear that agile, when deployed across the organisation, will give them the mechanisms to do so. They must also understand that their leaders must reflect on their own leadership styles and how they are shaping the culture. It is this commitment from leaders that will ensure organisation-wide success with embedding agile ways of working. The leaders must be continuously involved and understand that the change to the organisation includes them, it can't be seen as a change they enforce on the organisation that they can then step back from.

AGILE METHODS AND SCALE INSIGHTS

SCALE OF AGILE DEPLOYMENT IMPACTS ON THE STRENGTH OF THE AGILE CULTURE

	MYSELF (VS. 2020)	COMPANY (VS. 2020)	LEADERSHIP (VS. 2020)	OVERALL (VS. 2020)
Used enterprise wide	**50%** (-13%)	**70%** (+17%)	**52%** (-11%)	**58%** (-1%)
Used across major programmes	**47%** (-21%)	**36%** (-18%)	**39%** (-32%)	**40%** (-24%)
One or few discrete projects	**45%** (0%)	**31%** (-15%)	**42%** (-4%)	**39%** (-4%)
Used in discrete projects	**56%** (+10%)	**54%** (-10%)	**50%** (-12%)	**53%** (-5%)
	The individual's perception of the culture	*The impact the organisation's structure has on the culture*	*The impact of the leadership on building the culture*	**100%** = Strong **0%** = Weak

Organisations will see the greatest impact on their culture when they have scaled agile across the enterprise.

However, a strong initial impact can often be seen when companies first start experimenting with agile ways of working – with quick cultural benefits providing a business case for agile investment. Scaling it across the organisation will, of course, come with challenges – but these are all part of unlocking the biggest benefits for the company.

On an individual level, employees can be most agile when working in small pockets. This gives them the freedom to operate more independently, without scaled structures above them. However, while this makes for a more agile working environment as an individual, it doesn't allow the organisation to co-ordinate and deliver results on a large scale.

Organisations which move from working with agile in discrete projects to major programmes will likely face teething issues. They may see an initial drop in the strength of the culture as the organisation learns to work together in this new way of working. As agile scales in the organisation, team members must remember that they are still part of an agile team, but the size of the team is now much larger than just the individuals within their direct team.

Another factor which will have influenced the organisations who have started to scale, but haven't yet reached the enterprise, is that they will still be on a change journey. Change is disruptive for organisations, but it is a necessary part of adapting to keep a competitive advantage. Some of these lower scoring organisations will not yet have had the time allow the initial disruption to settle. Once the ways of working become entrenched, the organisation can expect the benefits to land. To gain the greatest benefits from investing in scaling agile – stay on the journey and scale to the enterprise.

DIFFERENT METHODOLOGIES HAVE DIFFERENT CULTURAL STRENGTHS TO LEVERAGE AND OPPORTUNITIES TO IMPROVE AN AGILE CULTURE

METHOD	STRENGTHS	WEAKNESSES
Agile PM	• I am really enjoying my role • We have great team spirit • Our leaders' behaviours are more agile since Covid	• I make a positive difference to our business performance and customers • I am clear on my organisation's direction • Agile is the default way of working in my company
DSDM	• My company puts its people's best ideas into action • I am really enjoying my role • My company openly learns from its mistakes	• My company promotes a positive, collaborative environment • An agile culture has a positive impact on business performance • Our leaders effectively prioritise our focus on the highest value outcomes
Kanban	• I am being recognised for my contribution • Our leaders promote agile ways of working • Our leaders' behaviours are more agile since Covid	• My company promotes a positive, collaborative environment • I am clear on my organisation's direction • Agile ways of working makes a positive difference to our business performance
Lean	• I am clear on what we need to do • We regularly give and receive feedback to support our personal development • Our leaders are role models in agile behaviour	• I am really enjoying my role • I am learning a lot • An agile culture has a positive impact on business performance
LeSS	• I can experience failure without being reprimanded • My company openly learns from its mistakes • My work-life balance is very good	• We have great team spirit • Our leaders' behaviours are more agile since Covid • I am being recognised for my contribution
Mixed Agile	• My company puts its people's best ideas into action • I am being recognised for my contribution • I am clear on my organisation's direction	• My work-life balance is very good • Our leaders are role models in agile behaviour • I make a positive difference to our business performance and customers

METHOD	STRENGTHS	WEAKNESSES
Prince 2 agile	• I am learning a lot • My work-life balance is very good • I can experience failure without being reprimanded	• Our leaders apply agile ways of working • My organisation's response to Covid has increased our agility • I am clear on my organisation's direction
SAFe	• I am clear on my organisation's direction • I am being recognised for my contribution • Our leaders apply agile ways of working	• Our leaders are role models in agile behaviour • I am clear on what we need to do • An agile culture has a positive impact on business performance
Scrum	• I am being recognised for my contribution • I feel valued by my organisation • Our leaders effectively prioritise our focus on the highest value outcomes	• I can experience failure without being reprimanded • I feel empowered by our leaders • We have great team spirit
Scrumban	• Agile ways of working makes a positive difference to our business performance • Our leaders apply agile ways of working • I am being recognised for my contribution	• Agile is the default way of working in my company • My company puts its people's best ideas into action • I am clear on my organisation's direction
Waterfall/ agile	• We have great team spirit • Our leaders encourage us to experiment to improve performance • We regularly give and receive feedback to support our personal development	• Our leaders effectively prioritise our focus on the highest value outcomes • I can experience failure without being reprimanded • I feel empowered by our leaders
Other	• I feel valued by my organisation • I am learning a lot • An agile culture has a positive impact on business performance	• Agile ways of working makes a positive difference to our business performance • I make a positive difference to our business performance and customers • Our leaders promote agile ways of working

BACKGROUND AND REPORT OVERVIEW

The report's analysis has been based on a novel approach to surveying, using cutting edge neuroscience. The survey focused on three areas of cultural agility: **myself (employees), my company and leadership.**

Focusing on these three areas allowed us to identify how the individual, company environment and leadership interacted to enable or inhibit agility. When combined with our background data, we were able to pinpoint striking insights into how organisations can achieve success on their agile journey.

The survey ran from 06/21 to 08/21 and was a collaboration between JCURV, Truthsayers and the Agile Business Consortium.

We combined a bespoke survey centred on the key areas that shape a thriving agile culture, with an innovative method of capturing user feedback – implicit reaction times (IRT). This ensured that we identified focus areas for improving agile culture in organisations, while removing conscious bias from respondents.

ENGAGEMENT SURVEY QUESTIONS

- Leadership
- Ways of working
- Empowerment
- Clarity of purpose
- Value delivery

NEUROSCIENCE RESPONSE

- Focusing on what people feel, not what they say
- Utilising an online tool to capture users' responses implicitly

INSIGHT ACCURACY

Insight that allows leaders to improve their agile cultures by...

01 Focusing on how teams are feeling, not just on what they are saying.

02 Identifying the key areas of improvement for leadership to create a thriving agile culture.

03 Continually evaluating how teams are feeling and assessing their agile maturity.

WHAT IS AN AGILE CULTURE?

The Agile Business Consortium defines agile culture as 'creating an environment that is underpinned by values, behaviours and practices which enable organisations, teams and individuals to be more adaptive, flexible, innovative and resilient when dealing with complexity, uncertainty and change'.

An agile culture enables organisations to focus on the areas of greatest value and quickly release its benefits there, learning what works while listening to its customers. This allows the organisation to adjust its offerings as customer demand shifts. It creates high levels of trust and effective communication, and increases transparency throughout the organisation.

THE KEY COMPONENTS OF AN AGILE CULTURE ARE:

- Clear purpose and results
- Agile leadership
- Well-being and fulfilment
- Collaboration and autonomy
- Trust and transparency
- Adaptability to change
- Innovation and learning

SURVEY APPROACH

The survey focused on three areas of cultural agility: myself, my company and leadership. These areas were further split into key components:

MYSELF

- I am learning a lot
- I make a positive difference to our business performance and customers
- I am being recognised for my contribution
- I am clear on what we need to do
- I am really enjoying my role
- I feel valued by my organisation
- My work-life balance is very good

LEADERSHIP

- I feel empowered by our leadership
- Our leaders encourage us to experiment to improve performance
- Our leaders effectively prioritise our focus on the highest value outcomes
- Our leaders apply agile ways of working
- Our leaders promote agile ways of working
- Our leaders are inclusive
- Our leaders are role models in agile behaviour
- Our leaders' behaviours are more agile since Covid

MY COMPANY

- My company openly learns from its mistakes
- Our way of working is efficient in managing change
- My company promotes a positive, collaborative environment
- My company puts its people's best ideas into action
- Agile ways of working make a positive difference to our business performance
- I can experience failure without being reprimanded
- I am clear as to what the direction is of the organisation and my team
- We have great team spirit
- An agile culture has a positive impact on business performance
- Agile is the default way of working in my company
- We regularly give and receive feedback to support our personal development
- My organisation's response to Covid has increased our agility

The output gave us a combination of a traditional survey results, along with a deeper view that indicates where cognitive dissonance occurs.

SCIENTIFIC METHOD DEEP DIVE

We conducted our analysis using an advanced surveying approach which measures implicit reaction time (IRT), rather than traditional tick box questionnaires.

IRT captures people's immediate, intuitive, gut responses, which are often very different from what they say (and the answers they'll give). Unlike traditional surveys, no questions are asked.

The IRT bypasses conscious thought processes by measuring the reaction time of how employees respond 'yes' or 'no' to a statement on the digital device.

Thirty years of advances in neuroscience have proved that emotions and feelings originate in the non-conscious part of the brain that traditional methods can't access.

Traditional box-ticking exercises therefore make it impossible for organisations to capture meaningful and honest data.

As a result, normal employee surveys can't properly tap into employees' true emotions and feelings, and responses can be biased, making them ineffectual and inaccurate.

The output gave us a combination of a traditional survey results, along with a deeper view that indicates where cognitive dissonance occurs.

COGNITIVE DISSONANCE IN A NUTSHELL

Cognitive dissonance occurs when what we say and what we feel are different. This leads to feelings of mental discomfort and may require changes in attitude, beliefs, or behaviours to restore comfort. Our survey data indicates when this dissonance occurs and is a key indicator that further work is needed to sustain the change journey.

ABOUT US

JCURV is a consultancy firm whose mission is to increase our clients' agility, so they can thrive in an increasingly uncertain world. It helps clients with:

- Increasing enterprise-wide agility
- Accelerating innovation
- Programme and project acceleration
- Rapid definition and strategy mobilisation
- Extracting value from data at pace

Contact: ben@jcurv.com or vikram@jcurv.com

Truthsayers is a neurotech firm whose mission is to enable happier, more productive workplaces for millions of organisations worldwide.

It wants to fundamentally change the way that people engage at work, whether that is between an employer and their employees, or an organisation and its customers. It is what the team are passionate about and why they get up in the morning and come to work. Its Neurotech® platform combines neuroscience with technology and data to deliver insights that simply have not been made available to businesses before.

Contact: contact@truthsayers.io

The Agile Business Consortium is a professional body dedicated to advancing business agility worldwide. We inspire and promote agility in thought and practical application guided by our Framework for Business Agility.

We support organisations, through business agility networks, to access innovation, standards, and expertise. We support professionals through inclusive and agnostic learning pathways, events, and access to communities that share ideas, experiences, and knowledge.

Contact: info@agilebusiness.org

RT

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Infographic and data visualisation specialist.