Business Agility Profile™

Report for **EXAMPLE**

Company
Slogan here

MONTH YEAR

Report prepared by REPORT AUTHOR

TABLE OF CONTENTS

What is Business Agility?

Business agility is a set of organizational capabilities, behaviors, and ways of working that affords your business the freedom, flexibility, and resilience to achieve its purpose. *No matter what the future brings.*

What is the Business Agility Profile?

The **Business Agility Profile™** highlights the progress EXAMPLE has made towards the behaviors and capabilities of business agility.

In Q1, 2024, the Business Agility Institute conducted a detailed behavioral study of EXAMPLE – measuring the business impact of your investment in organizational change to date. This profile also highlights the key challenges and constraints facing your organization to unlock the value of Business Agility
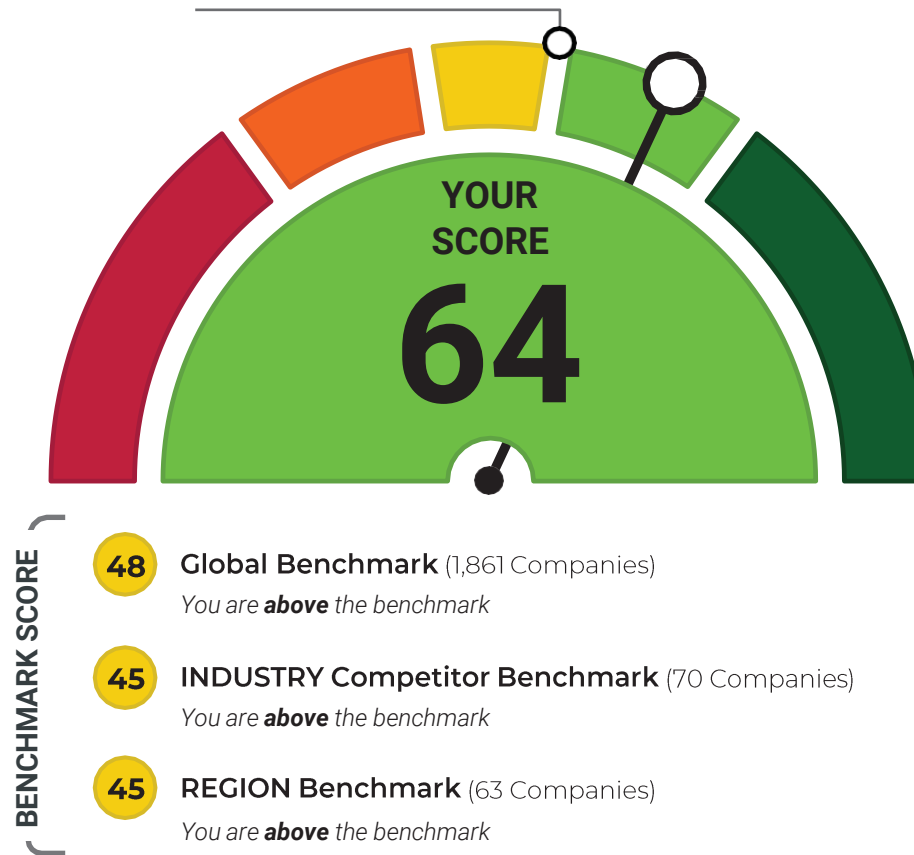
1 KEY FINDINGS

WHAT'S THE BOTTOM LINE?

EXAMPLE demonstrates a **good** level of business agility across the organization, overall scoring **64 / 100**. Up from 55 in 2023.

EXAMPLE in 2023

KEY FINDINGS

Congratulations.

Business agility at EXAMPLE is emerging across most business areas, with many already well established.

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean cursus, risus eget feugiat cursus, nisi massa fringilla nisi, non euismod massa tellus vitae lacus.

Maecenas suscipit dui sed facilisis viverra. Maecenas non fermentum eros. In quis diam faucibus orci pulvinar molestie et at erat. Nullam sit amet nibh ultrices, tincidunt neque a, lacinia orci.

YOUR SCORE

64

BENCHMARK SCORE

48 **Global Benchmark** (1,861 Companies)
*You are **above** the benchmark*

45 **INDUSTRY Competitor Benchmark** (70 Companies)
*You are **above** the benchmark*

45 **REGION Benchmark** (63 Companies)
*You are **above** the benchmark*

YOUR SCORE VS BENCHMARK

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Morbi sed velit et tellus tempus dapibus. Proin massa ipsum, laoreet id diam lobortis, tempus posuere ipsum. Sed cursus neque sed elementum vulputate.

It is important to note that this comparison is against firms that are investing in a business agility journey – this is not a truly random sample of organizations.
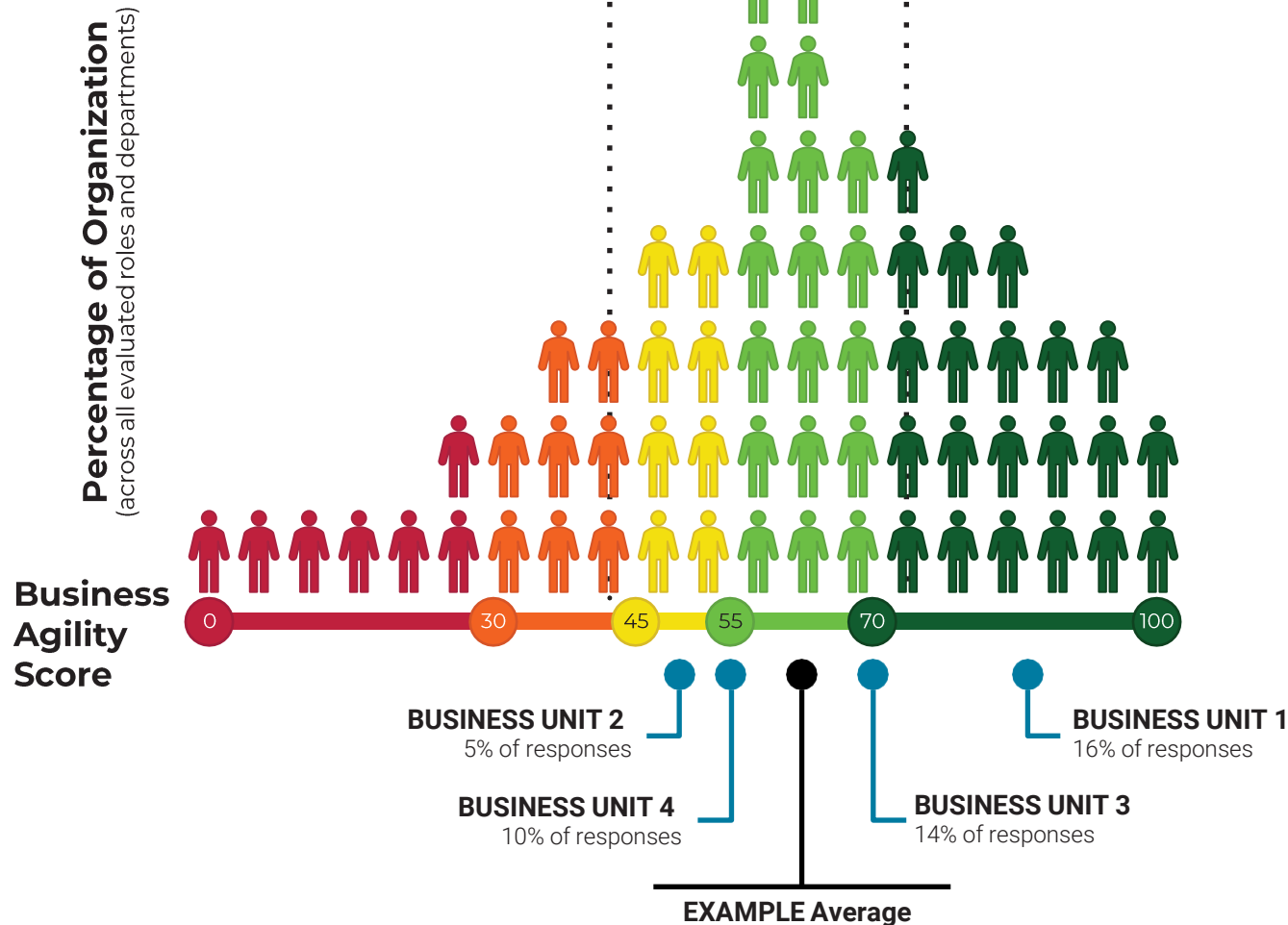
KEY

0+ Low 30+ Fair 45+ Moderate 55+ Good 70+ Great

WHAT'S THE RANGE OF BUSINESS AGILITY?

50% of your organization is represented in this range

Percentage of Organization (across all evaluated roles and departments)

Business Agility Score

0   30   45   55   70   100

BUSINESS UNIT 2
5% of responses

BUSINESS UNIT 4
10% of responses

EXAMPLE Average

BUSINESS UNIT 3
14% of responses

BUSINESS UNIT 1
16% of responses

HOW TO READ THE CHART

This is the range of business agility demonstrated across all evaluated teams and functions in EXAMPLE.

The height at each point shows the percentage of the organization operating at this level. Whereas the higher the score (horizontal), the better they operate.

Scores are calculated from both **behavioral data** & **evidence reviews** and scaled (from 0 to 100) based on the variance in responses.

EXAMPLE's range of responses is high with clearly divergent capabilities and experience across the organization. This is larger than average and shows an organization in tension with itself.

By Business Unit, "BUSINESS UNIT #1" demonstrated the highest levels of business agility.

Further detail is available later in the Profile.

WHAT'S HOLDING YOU BACK?

NEUTRAL BEHAVIORS
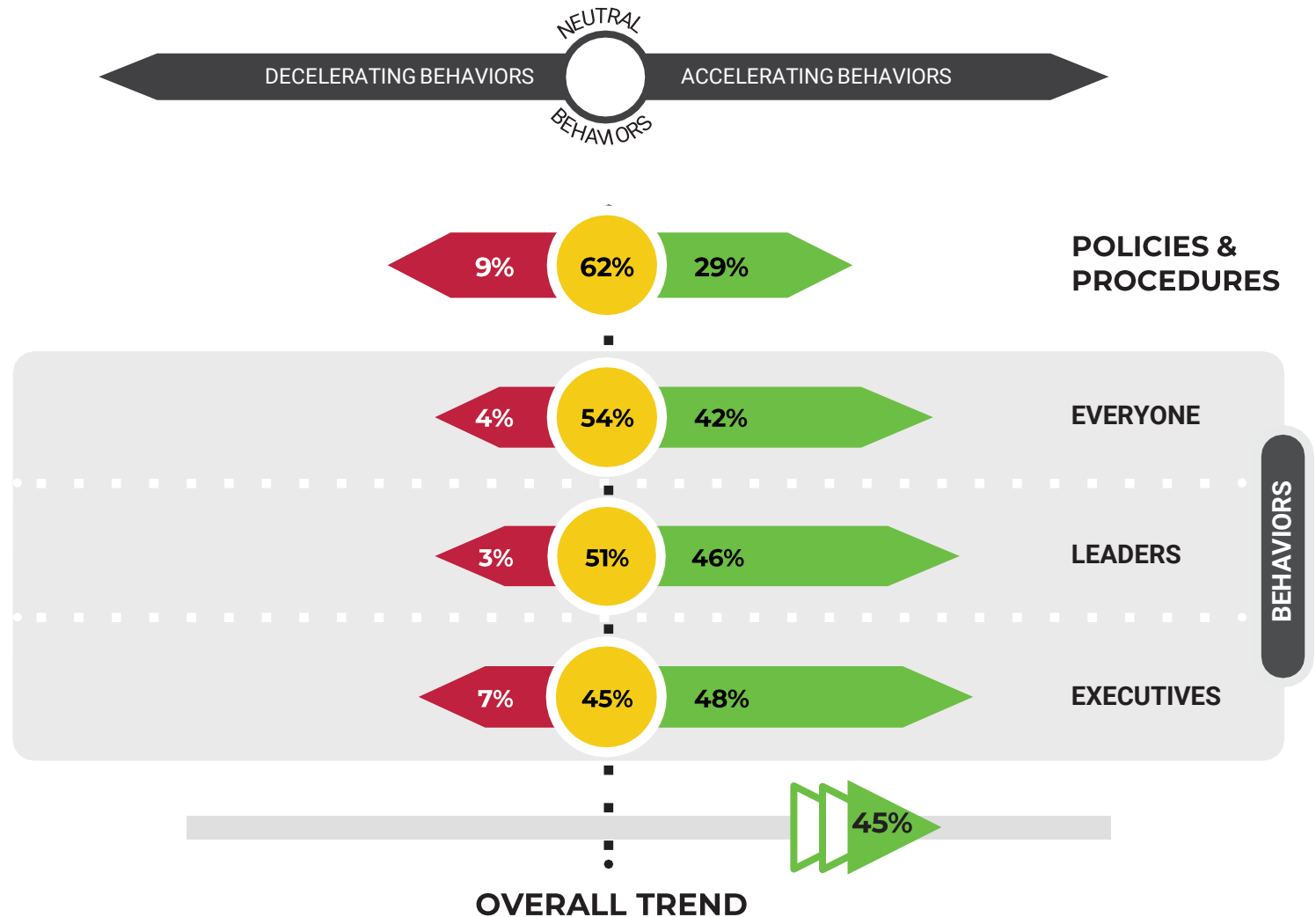
DECELERATING BEHAVIORS ← → ACCELERATING BEHAVIORS

KEY FINDINGS

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Fusce vehicula nibh eget mi eleifend, hendrerit blandit tortor elementum.

Suspendisse ultrices nisi vitae sapien ornare, et dapibus enim hendrerit. Donec tincidunt tortor risus. Nam a sodales mauris. Duis ut mollis lorem. Quisque non ex sem.

Praesent sed nisi erat. Nunc sagittis, orci non eleifend congue, ante felis lobortis ipsum, nec tempor ipsum mi id tellus. Pellentesque vel enim non ex lacinia ultrices.

Further detail is available later in the Profile.

9%	62%	29%

POLICIES & PROCEDURES

4%	54%	42%

EVERYONE

3%	51%	46%

LEADERS

BEHAVIORS

7%	45%	48%

EXECUTIVES

45%

OVERALL TREND

KEY

0+ Low	30+ Fair	45+ Moderate	55+ Good	70+ Great

SUMMARY OF BUSINESS CAPABILITIES

Learn more about the Domains and Capabilities of Business Agility at https://bainst.co/domains

OBSERVATIONS OF NOTE

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nunc non cursus arcu. Sed maximus erat aliquet nunc imperdiet, id mattis ante interdum. Curabitur dignissim felis sed ipsum consequat pharetra. Ut tempus gravida massa, ac vulputate est rutrum ac. Nam ut ante volutpat, efficitur libero id, interdum leo.

Industry benchmarks are shown in the Breakdown by Capability section. Only capabilities with > 4% difference from 2023 are shown (black pointers).

Engaged Culture

- **51** — Cultivate a Learning Organization
- **66** — Engage Transparently & Courageously
- **83** — Embed Psychological Safety
- **58** — Act as One

Responsive Customer-Centricity

- **59** — Fiercely Champion the Customer
- **44** — Sense & Respond Proactively
- **54** — Integrate Diverse Ideas

People-First Leadership

- **73** — Foster Authentic Relationships
- **64** — Empower with Accountability
- **68** — Realize People's Potential

Flexible Operations

- **63** — Adapt Strategies Seamlessly
- **24** — Fund Work Dynamically
- **46** — (Re)organize Structures Fluidly
- **47** — Balance Governance & Risk

Value-Based Delivery

- **52** — Unleash Workflow Creatively
- **51** — Prioritize. Prioritize. Prioritize.
- **62** — Deliver Value Sooner
- **45** — Seize Emergent Opportunities

WHERE DO YOU EXCEL?

KEY OBSERVATIONS

Engaged Culture

EXAMPLE has created a work environment where it is safe to speak up, challenge ideas, ask questions, and make mistakes without fear of repercussion.

Engage Transparently & Courageously

83

Embed Psychological Safety

Act as One

Of the **18 Capabilities** across **5 Domains,** EXAMPLE scored best in:
- Embed Psychology Safety
- Foster Authentic Relationships
- Realize People's Potential

Responsive Customer-Centricity

Fiercely Champion the Customer

Sense & Respond Proactively

Integrate Diverse Ideas

People-First Leadership

73

Foster Authentic Relationships

Empower with Accountability

68

Realize People's Potential

Flexible Operations

Adapt Strategies Seamlessly

(Re)organize Structures Fluidly

Balance Governance & Risk

Value-Based Delivery

Unleash Workflow Creatively

Deliver Value Sooner

Seize Emergent Opportunities

People are the lifeblood of EXAMPLE and leaders respect this by fostering environments that support personal development.

Leaders across EXAMPLE develop interpersonal connections through honest, respectful discussions and debates.

66% Agree

"I understand what I am accountable for and the consequences of that."

84% Agree

"I ensure that I am accessible so that individuals and teams are able to communicate directly with me."

64% Agree

"I am willing to challenge decisions if it will create a better outcome for my customer(s)."

Learn more about the Domains and Capabilities of Business Agility at https://bainst.co/domains

WHERE SHOULD YOU FOCUS?

KEY OBSERVATIONS

10% Agree

"We limit multitasking and only work on a small number of tasks at a time."
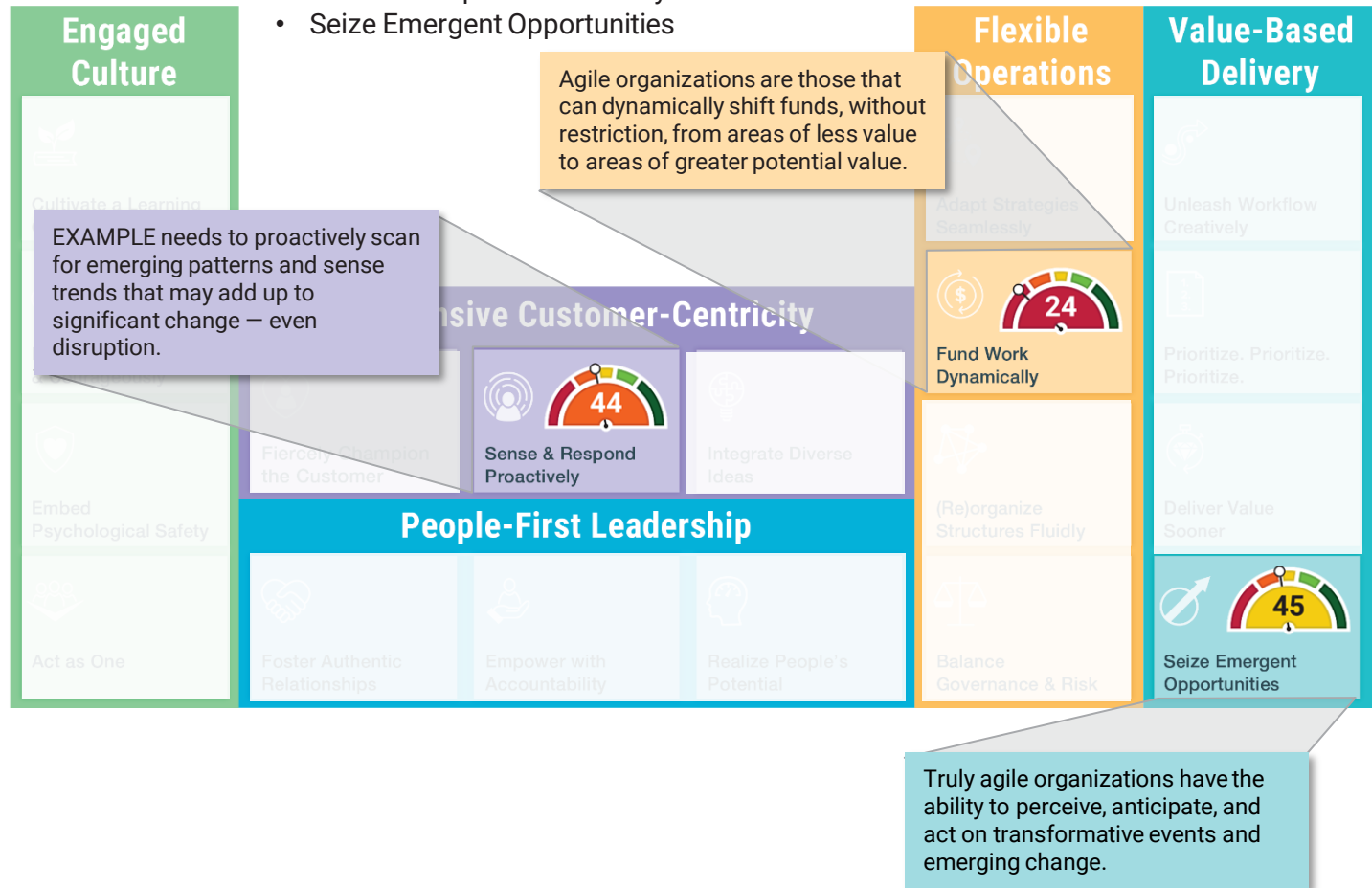
16% Agree

"I can make a mistake without feeling that my job is in jeopardy or impacting my performance review."

27% Agree

"My team can organize and deliver their complete work without depending on another team."
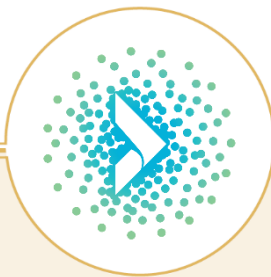
These are the top 3 capabilities slowing EXAMPLE down from achieving business agility:

- Fund Work Dynamically
- Sense & Respond Proactively
- Seize Emergent Opportunities

Engaged Culture

Cultivate a Learning

Embed Psychological Safety

Act as One

Agile organizations are those that can dynamically shift funds, without restriction, from areas of less value to areas of greater potential value.

EXAMPLE needs to proactively scan for emerging patterns and sense trends that may add up to significant change — even disruption.

Intensive Customer-Centricity

Fiercely Champion the Customer

44 Sense & Respond Proactively

Integrate Diverse Ideas

People-First Leadership

Foster Authentic Relationships

Empower with Accountability

Realize People's Potential

Flexible Operations

Adapt Strategies Seamlessly

24 Fund Work Dynamically

(Re)organize Structures Fluidly

Balance Governance & Risk

Value-Based Delivery

Unleash Workflow Creatively

Prioritize. Prioritize. Prioritize.

Deliver Value Sooner

45 Seize Emergent Opportunities

Truly agile organizations have the ability to perceive, anticipate, and act on transformative events and emerging change.

Learn more about the Domains and Capabilities of Business Agility at https://bainst.co/domains

Congratulations, EXAMPLE is a
3-Star Certified Agile Organization™

Compared to over 1800 organizations in the benchmark;

> **Only 11%** of organizations studied achieve the a 3-star rating.
> *Over 60% do not achieve the standard for certification (0-stars).*

> You are rated in the **top 40% of INDUSTRY**.
> *This includes both older firms as well as digital-native "unicorns".*

> You made the journey in **2-3 years**.
> *Most organizations take 5+ years to reach this point.*

> This recognizes your **growth in 2024**.
> *Based on your progress since the 2023 Business Agility Profile.*

What does this mean for EXAMPLE?

While there are still opportunities for improvement, and not all business areas are at the same stage of development, EXAMPLE has developed truly effective business agility capabilities, ahead of many organizations of similar size and complexity.

OUR TOP RECOMMENDATIONS

TOP BEHAVIORAL RECOMMENDATIONS

1 — Reduce ...

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nunc non cursus arcu. Sed maximus erat aliquet nunc imperdiet, id mattis ante interdum. Curabitur dignissim felis sed ipsum consequat pharetra. Ut tempus gravida massa, ac vulputate est rutrum ac. Nam ut ante volutpat, efficitur libero id, interdum leo.

Behavioral weaknesses (B63, B64, B65, and B66)

1 2 3 4 5

2 — Improve ...

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Duis in ipsum rutrum, egestas purus sed, interdum lorem. Suspendisse vestibulum leo at dolor eleifend ultrices. Phasellus scelerisque ullamcorper felis.

Behavioral weaknesses (B21, B24, B25, and B26)

1 2 3 4 5

3 — Reduce ...

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Pellentesque ut tristique turpis. Donec sit amet sodales dui. Sed facilisis lectus vitae ex lacinia molestie. Donec orci quam, gravida eu purus nec, volutpat cursus est.

Behavioral weaknesses (B45 and B36)

1 2 3 4 5

4 — Bring ...

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nam vulputate risus quis scelerisque congue. Mauris a elit lacus. Donec interdum augue tortor, vitae ornare ipsum semper id. Suspendisse potenti. Nam laoreet eu nisl non bibendum.

Behavioral weaknesses (B13, B19, B26, B35, B47, B68, B75, B82, B83, and B84)
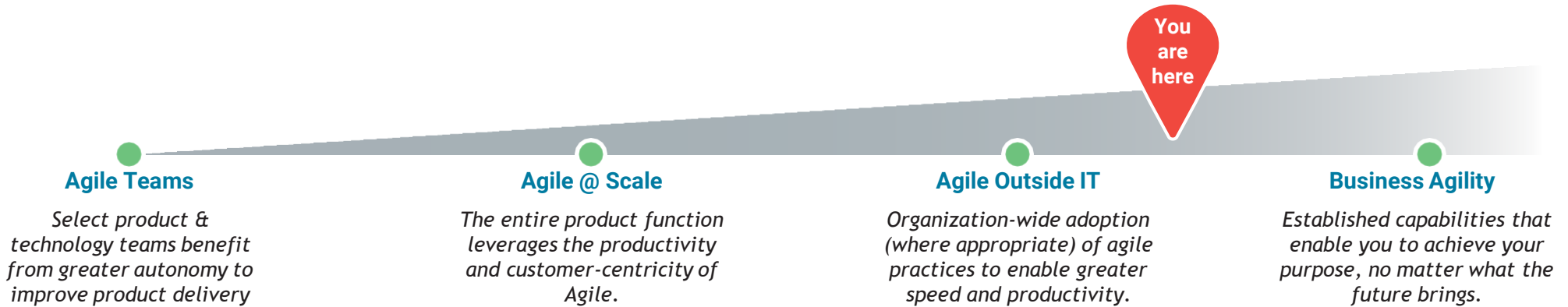
1 2 3 4 5

YOUR GOALS
Connecting to EXAMPLE's values

1 — Innovation
Lorem ipsum dolor sit amet

2 — Transparency
Lorem ipsum dolor sit amet

3 — Productivity
Lorem ipsum dolor sit amet

4 — Quality
Lorem ipsum dolor sit amet

5 — Development
Lorem ipsum dolor sit amet

HOW DO YOU COMPARE?

You are here

Agile Teams

Select product & technology teams benefit from greater autonomy to improve product delivery

Agile @ Scale

The entire product function leverages the productivity and customer-centricity of Agile.

Agile Outside IT

Organization-wide adoption (where appropriate) of agile practices to enable greater speed and productivity.

Business Agility

Established capabilities that enable you to achieve your purpose, no matter what the future brings.

TIME ON JOURNEY

Years

EXAMPLE

vs

Industry Average*
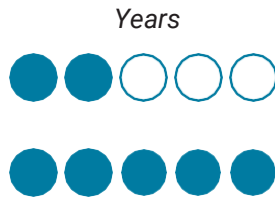
* Of companies undertaking a business agility transformation, 72% started 2 years ago, while 12% have been on the journey for more than eight years.

SCOPE OF TRANSFORMATION

% of Organization

EXAMPLE — 82%

vs

Industry Average* — 18%
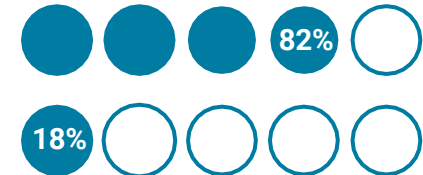
% OF ORGANIZATIONS TRANSFORMING THEIR ENTIRE ORGANIZATION **13%**

CONGRATULATIONS

Congratulations from all of us in the **Business Agility Institute** on achieving this milestone. You are part of a select community of organizations facing ambiguity and uncertainty head on.

If you have any further questions about any aspect of this report, or business agility in general, please contact us directly.

Evan Leybourn
Report Author
Co-Founder & Head of Thought-Leadership & Advocacy
eleybourn@businessagility.institute

2

WHAT'S NEXT FOR EXAMPLE

TOP RECOMMENDATION #1

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Morbi sollicitudin dui vitae euismod euismod. Pellentesque porttitor egestas lorem, et congue eros rhoncus sed. Etiam vel felis eget metus pretium pharetra. Aliquam fermentum et arcu non sollicitudin. Nam ornare consequat magna eu gravida. Sed in lacus consequat, hendrerit arcu aliquet, ornare turpis.

Sed ac fringilla ligula. Nullam at arcu scelerisque, cursus enim non, dictum velit. Cras orci ex, auctor sit amet est eget, lobortis semper neque. Cras ut dapibus risus. Phasellus malesuada tortor ac lacus sagittis maximus. Fusce lobortis luctus orci sit amet luctus. Cras efficitur lectus in sodales bibendum.

Focus Behaviors: Behavioral change (e.g., B35, B82, B84, B86)

Recommended Change: Behavioral

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Etiam tincidunt et leo vel placerat. Donec sollicitudin lobortis porta. Etiam nisl ipsum, dignissim eget ultrices sed, imperdiet in felis. Proin at lacus feugiat, iaculis ante a, sodales justo. Aliquam porta risus auctor nunc ornare rutrum. Donec facilisis lectus risus, nec faucibus enim sagittis sed. Praesent tristique justo id leo semper, vitae finibus ligula bibendum.

In tempor vulputate magna in egestas. Sed sed lectus malesuada, consectetur risus sit amet, sagittis purus. Etiam condimentum massa eget lacus rutrum pretium. Nunc non neque lacus. Nullam ultricies, ante non pellentesque gravida, dolor dui porttitor erat, a viverra magna libero vel massa. Duis dapibus lacus nec justo rutrum malesuada.

Recommended Change: Business System

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas nibh eros, rhoncus nec orci a, venenatis molestie orci. Vivamus imperdiet tortor et mollis ultrices. Vestibulum eu justo viverra, sodales ligula id, blandit turpis. Nulla fringilla mollis molestie.

Maecenas rhoncus sollicitudin bibendum. Vivamus et augue turpis. Mauris quis orci iaculis nibh fringilla iaculis. Fusce auctor nibh in libero interdum, id condimentum lectus congue. Duis scelerisque purus tincidunt ornare laoreet. Aenean porttitor ligula in euismod imperdiet. Praesent at diam tincidunt, iaculis risus id, auctor lacus. Ut mollis lacinia bibendum. Suspendisse tempor maximus urna, eu lacinia sapien finibus eu.

Business Agility Institute References

1. *Case Study Title*
   "Lorem ipsum dolor sit amet, consectetur adipiscing elit. Pellentesque suscipit vitae dolor eu pretium. In nec eleifend est."

   https://businessagility.institute/

2. *Case Study Title*
   "Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas volutpat velit a ultricies placerat. Mauris ac imperdiet lacus, id venenatis nisi."
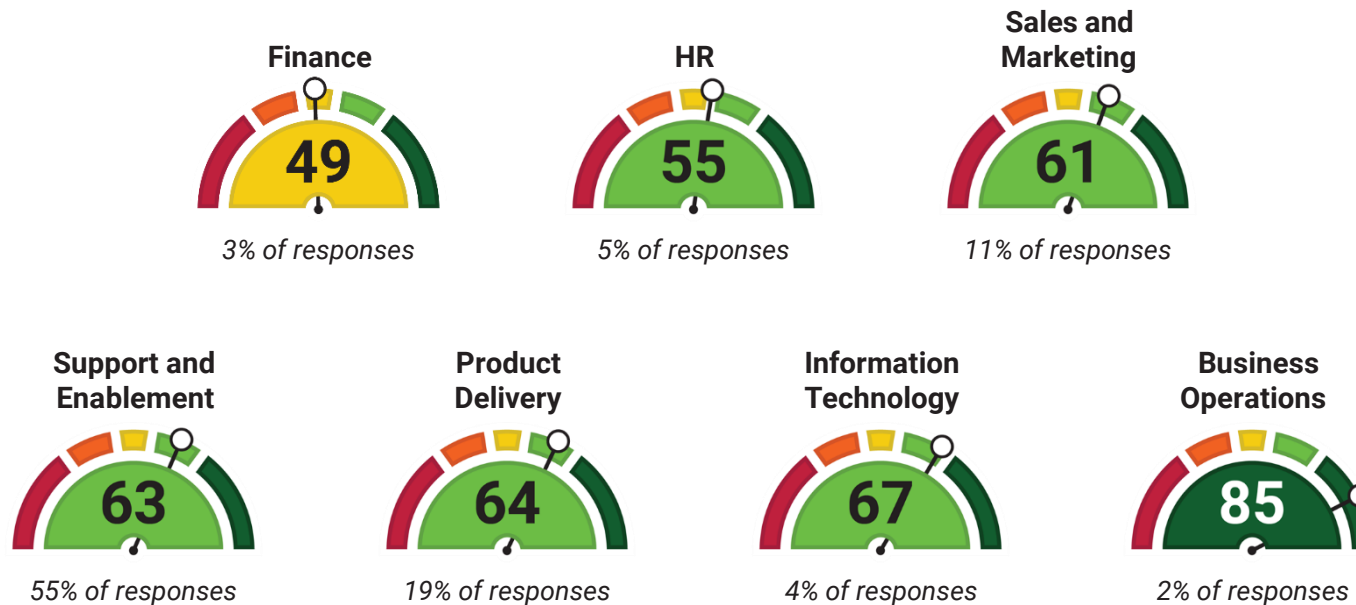
   https://businessagility.institute/

3

ORGANIZATIONAL DEEP-DIVE

BUSINESS AGILITY INDEX
BREAKDOWN BY FUNCTION

Finance

49

3% of responses

HR

55

5% of responses

Sales and Marketing

61

11% of responses

Support and Enablement

63

55% of responses

Product Delivery

64

19% of responses

Information Technology

67

4% of responses

Business Operations

85

2% of responses

GENERAL SUMMARY

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Pellentesque sollicitudin arcu urna, convallis aliquet sapien sollicitudin luctus. Donec lectus sapien, commodo id feugiat quis, dictum eget est. Curabitur ac iaculis lorem. Nullam ut lobortis justo, ac lobortis turpis. Cras efficitur aliquam orci, vel consequat lectus iaculis nec. Duis et tristique orci, eget placerat urna. Duis eu ipsum consectetur ligula hendrerit imperdiet. Maecenas bibendum lacus risus, ut tincidunt velit lacinia ac.

BUSINESS UNIT TRENDS

GROUP A

BUSINESS UNIT 1
16% of group

44

BUSINESS UNIT 3
14% of group

50

BUSINESS UNIT 5
16% of group

54

BUSINESS UNIT 4
10% of group

61

BUSINESS UNIT 2
3% of group

83

HEAD QUARTERS

HQ 4
7% of responses

50

HQ 5
7% of responses

59

HQ 1
14% of responses

67

HQ 2
5% of responses

68

OBSERVATIONS

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec interdum quis eros ut ultrices. In hac habitasse platea dictumst. Morbi sit amet turpis est. Etiam ac neque suscipit, lobortis tortor eu, semper urna. Nam vehicula arcu sit amet odio efficitur tempor. Suspendisse pretium risus finibus aliquet semper.

Important note: This summary excludes any business units with fewer than 5 responses.

KEY   0+ Low   30+ Fair   45+ Moderate   55+ Good   70+ Great

BREAKDOWN BY POLICIES & PROCEDURES

Procurement Policies and Procedures: Not Evaluated
Lorem ipsum dolor sit amet, consectetur adipiscing elit. In eget pulvinar justo, ac tincidunt urna. Morbi pulvinar urna interdum nulla rutrum, sollicitudin bibendum arcu viverra.

Innovation Policies & Procedures: 53
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Sed quis dui quam. Ut in nulla id dolor dignissim hendrerit sit amet id purus. Nunc vel est nec arcu tempor aliquet sed ac quam.

Corporate Strategy (Strategic Agility): 65
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Cras rutrum sem sit amet risus pharetra, eget maximus purus tincidunt. Mauris tempus lorem non orci vulputate feugiat.

Work / Delivery Policies and Procedures: 67
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Phasellus ut sem quis massa elementum euismod. Nullam eget lacinia odio, non rutrum dolor.

General Evidence: 72
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas ut metus tincidunt, viverra eros et, dictum ante. Praesent malesuada tortor at porta vehicula.

People Policies and Procedures: 74
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Fusce sapien enim, tincidunt et ligula consectetur, placerat elementum nibh. Aenean at facilisis arcu. Proin id rutrum ex, eu gravida metus.

Finance Policies & Procedures: 81
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Proin sit amet purus eget purus lacinia blandit. Suspendisse et pharetra libero. Cras tincidunt pharetra imperdiet.
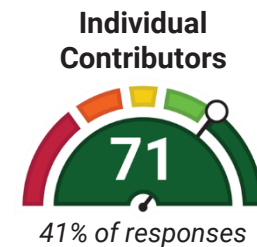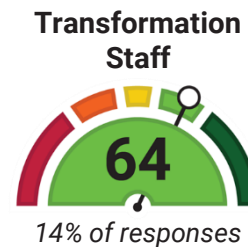
0 — 30 — 45 — 55 — 70 — 100

GENERAL SUMMARY

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Ut posuere ipsum nunc, ut luctus ante efficitur sit amet. Maecenas porttitor sapien ac vestibulum aliquam. Aliquam condimentum vulputate eros, in pulvinar nulla tristique quis. Nam id lacus ac metus molestie tincidunt. In ornare posuere felis. Ut mattis sagittis lacus vel mattis. Etiam tempor scelerisque ipsum, nec vestibulum ipsum.

Maecenas id odio eu quam iaculis scelerisque nec nec est. Aliquam erat volutpat. Aenean dolor dui, condimentum vel leo vel, porta aliquet nisl. Proin pulvinar congue purus, nec vehicula ex congue at. Cras lacus justo, porta sit amet ultricies non, iaculis vitae orci. Duis id tellus ac orci maximus viverra. Praesent viverra, orci quis malesuada consectetur, mauris ex consectetur magna.

BREAKDOWN BY ROLE

Senior Leader / Executive

62

5% of responses

Management

62

40% of responses

Transformation Staff

64

14% of responses

Individual Contributors

71

41% of responses

GENERAL SUMMARY

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Fusce elementum, turpis nec hendrerit tempus, orci odio finibus mauris, id suscipit urna est quis est. Donec quis euismod est. Phasellus quis ultricies tortor. Nulla enim felis, sodales pellentesque vulputate at, consectetur eget orci. Vivamus a tortor dui. Nulla facilisis efficitur odio nec semper. Aliquam erat volutpat. Nullam at fermentum ante.

Fusce sed ultrices eros. Integer diam lorem, tincidunt et sem vitae, viverra facilisis odio. Cras molestie pulvinar ex. Proin ut nisl justo. Maecenas accumsan id nisi tempus iaculis.

	MANAGERS			INDIVIDUALS
EMBED PSYCH SAFETY	*"It is important for me to admit when I am wrong with my team."*	**73% Agree**	**33% Agree**	*"I have seen my leader speak up and admit they were wrong."*
EMPOWER WITH ACCOUNTABILITY	*"I give my teams the autonomy to make decisions regarding how work gets done without my involvement."*	**41% Agree**	**28% Agree**	*"I feel that my team and I have the authority to make all decisions in regards to how work is done."*
REALIZE PEOPLE'S POTENTIAL	*"I set aside time to coach team members to develop interpersonal skills and behaviors (e.g. self awareness, confidence, resilience, etc.)."*	**89% Agree**	**60% Agree**	*"My manager spends the time to coach me on improving interpersonal skills and behaviors"*

(Left margin: LARGEST DISCREPANCIES)

BREAKDOWN BY CAPABILITIES (1/6)

1

Part of the *Engaged Culture* Domain

83

Embed Psychological Safety

32 — **Financial Services Competitor Benchmark**
*You are **above** the benchmark*

Observations of Note:

1. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nunc ullamcorper enim a odio pellentesque rhoncus. Donec eget purus justo. Curabitur est ante, vehicula vel facilisis ut, iaculis sed ipsum. Quisque in est sed dui tincidunt auctor eu vitae tellus. Morbi risus ligula, consequat eu eleifend in, gravida vel arcu.
2. Quisque euismod scelerisque tellus, sit amet faucibus dui sodales ut. Maecenas ut cursus dui. Vestibulum lorem velit, cursus et ullamcorper rutrum, tincidunt a augue. Sed volutpat cursus turpis.

2

Part of the *People-First Leadership* Domain

73

Foster Authentic Relationships

34 — **Financial Services Competitor Benchmark**
*You are **above** the benchmark*

Observations of Note:

1. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Sed sit amet pellentesque ante, quis tincidunt nisl. In eget nisl eget risus varius rutrum non in magna. Suspendisse maximus pretium orci, eget ultricies lorem posuere ut.
2. Vestibulum vel enim eu dolor consectetur imperdiet. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas.

3

Part of the *People-First Leadership* Domain

68

Realize People's Potential

37 — **Financial Services Competitor Benchmark**
*You are **above** the benchmark*

Observations of Note:

1. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Morbi in aliquam libero, sed maximus ligula. Vivamus eleifend convallis mi sit amet bibendum.
2. Vestibulum non lobortis metus, sed convallis eros. Etiam efficitur ipsum at placerat aliquam. Nam quis mi sed turpis aliquet venenatis.
3. Curabitur congue, nisl quis tincidunt dictum, mauris lorem consectetur enim, non commodo nulla nulla eget metus. Nunc venenatis venenatis purus, at porttitor nibh dictum non.

4

PROFILE DEMOGRAPHICS & BACKGROUND
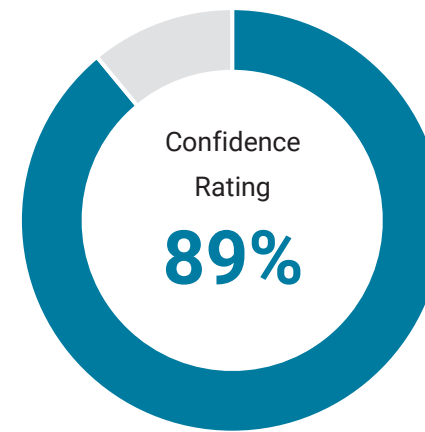
PROFILE STATISTICS & DEMOGRAPHICS

How do we assess business agility?

To understand how people in EXAMPLE behave with agility, 232 people responded to the Business Agility Profile survey—randomly selected across all functions and levels. Respondents shared their observations and experiences of culture, processes, and policies against 84 human behaviors that enable modern business capabilities.

Behaviors were measured and cross referenced against each other providing statistical validation.

In addition to survey responses, BAI assessed 19 operational policies & procedures. Requested evidence ranged from HR policies and procedures, budgeting and financial management processes, and governance systems.

Confidence
Rating

89%

Confidence Rating

Based on the diversity of responses and availability of supporting evidence, for EXAMPLE, we have 89% confidence in this profile.

ROLE	RESPONSES	%
Transformation Staff	30	13%
Senior Leadership / Executive	9	4%
Management	84	36%
Individual Contributor	108	47%

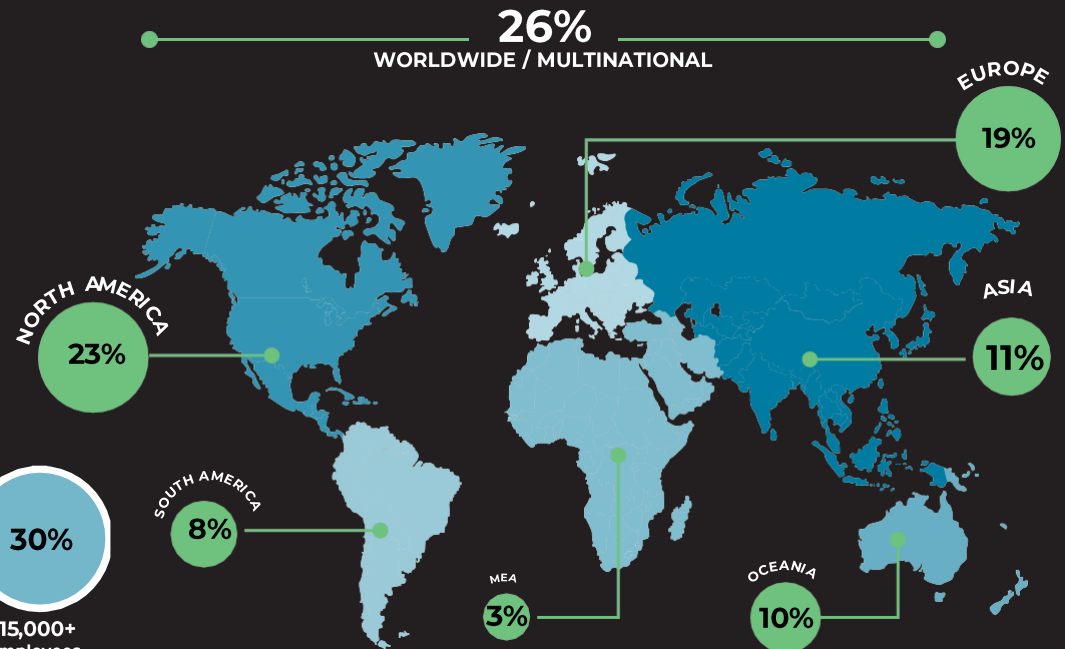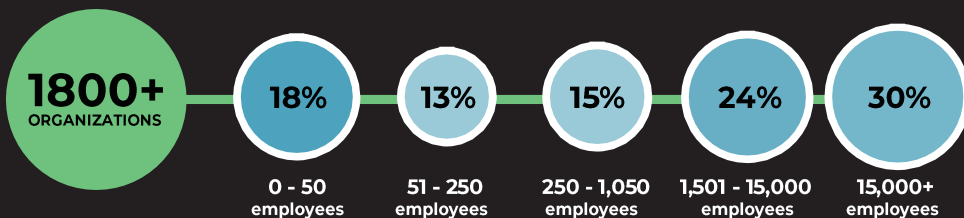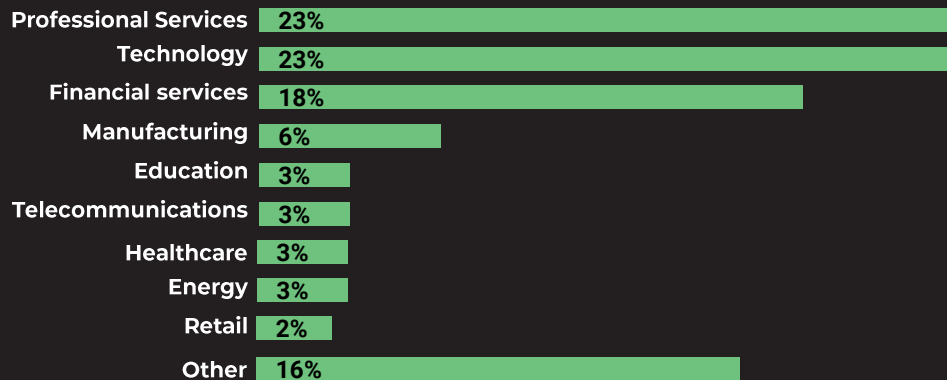| FUNCTION	RESPONSES	%
Business Operations	53	28%
Finance	11	6%
HR	11	6%
Delivery	11	6%
Sales & Marketing	78	41%
Information Technology	12	6%
Support & Enablement	16	8%

ROLES

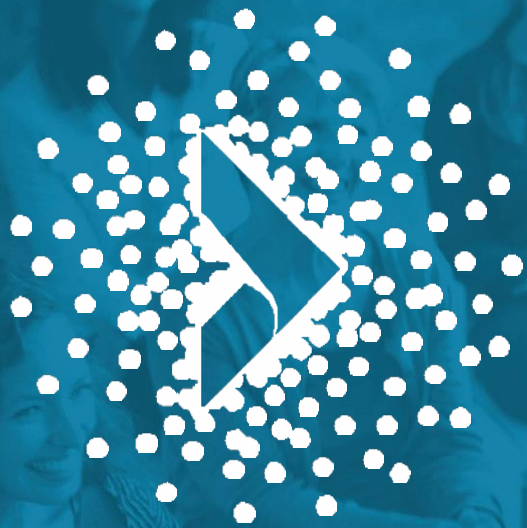**FUNCTIONS**

BAI RESEARCH APPROACH & DATA

BEHAVIORAL ANALYSIS

The Business Agility Institute® is a fiercely independent research & advocacy organization for the next generation of companies. Over the last six years, nearly 2,000 companies have taken part in our studies; whether an industry trend analysis, grounded-theory behavioral evaluation, or private commissioned research.

These insights provide your organization with the cutting-edge resources and knowledge to succeed on your business agility journey. *No matter what the future brings.*

Previous Reports Include...

The Business Agility Report
LEADING THROUGH UNCERTAINTY | 6TH EDITION, 2023

Connecting Coach to Business Need
How Organizations Organize and Assign Coaches for Impact
Evan Leybourn & Samantha Laing

SKILLS IN THE NEW WORLD OF WORK
"Which Agile Skills are Most In-Demand in Today's Workforce?"
ScrumAlliance

Professional Services — 23%
Technology — 23%
Financial services — 18%
Manufacturing — 6%
Education — 3%
Telecommunications — 3%
Healthcare — 3%
Energy — 3%
Retail — 2%
Other — 16%

1800+ ORGANIZATIONS

18% — 0 - 50 employees
13% — 51 - 250 employees
15% — 250 - 1,050 employees
24% — 1,501 - 15,000 employees
30% — 15,000+ employees

26% WORLDWIDE / MULTINATIONAL

EUROPE — 19%
ASIA — 11%
NORTH AMERICA — 23%
SOUTH AMERICA — 8%
MEA — 3%
OCEANIA — 10%

33

BUSINESS AGILITY
INSTITUTE

The **Business Agility Institute** is a **fiercely independent** research & advocacy organization for the next generation of companies. We drive industry change through applied research, pragmatic guidance, and building networks of individuals and organizations.

Organizations need to be prepared to take a hard look at themselves in order to become better, more competitive, places to work.

To support you on this journey, our research focuses on these areas of your organization;

- Organizational Performance & Productivity
- Behavioral Transformation
- Emerging Business Capabilities
- Industry Trends

Our goal is the success of our members, **no matter what the future brings.**

5900+
Members

80+
Countries

480+
Publications

The Business Agility Institute® is a community of businesses, change agents, and leaders joining together to create a better future of work.

We support organizations, teams, and individuals breaking away from traditional business models by providing the primary research, connections, information, insights, and inspiration required to try something different and embrace a customer-driven world of fast-paced change.

34