

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.



BUSINESS AGILITY
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Capabilities of Business Agility

A **capability** is the power, skill, and proficiency for an organization to do something and are expressed through behaviors. A **behavior** is an observable and measurable action undertaken by an individual, such as an executive, leader, or individual contributor. Overall, capabilities are improved when you improve the underlying behaviors across the organization.

Customer-Centric Capabilities



C04: Ability to deliver value to customers at a frequency appropriate to the market



C06: Ability to recruit, retain and manage the best people for your mission



C07: Ability to seize emergent opportunities



C10: Ability to craft a customer-centric adaptive strategy

Innovation & Growth Capabilities



C05: Ability to cultivate a culture of learning and experimentation



C08: Ability to innovate and thrive



C11: Ability to sense, forecast, and respond to changing business environments



C12: Ability to adaptively and dynamically fund

High Performance Capabilities



C01: Ability to lead through trust, influence, and purpose



C02: Ability to [hyper] focus the organization on what's important



C03: Ability to continuously improve



C09: Ability to seamlessly evolve organization structure & operating model



C13: Ability to balance governance and compliance with autonomy and agility [in service of the customer]

Behaviors of Business Agility

A **behavior** is an observable & measurable action undertaken by an individual, such as an executive, leader, or individual contributor. Overall, capabilities are improved when you improve the underlying behaviors across the organization.

Customer Behaviors

- B01: Everyone proactively searches for opportunities to satisfy and delight the customer.
- B02: Everyone deliberately crafts and iteratively refines the customer experience: Everyone in the organization understands the organization's vision for the "Customer .
- B03: Everyone invests in an in-depth understanding of customer motivation.

Growth Mindset

- B04: Everyone actively cultivates a growth mindset.
- B05: Everyone establishes and maintains psychological safety.
- B06: Everyone challenges the status quo and is open to being challenged.
- B07: Everyone is invited to speak-up with ideas and opportunities.
- B08: Everyone frequently seeks and iterates on employee, customer, and stakeholder feedback.
- B09: Everyone deliberately designs and runs experiments based on hypotheses, observations, ideas, and feedback.
- B10: Everyone makes time to learn and develop.

One Team

- B11: Everyone does what it takes to achieve customer outcomes without being bound by job description.
- B12: Everyone in Finance, HR, and security teams see their role as a partner (vs police) to business teams.
- B13: Everyone shares learnings and they are appropriately applied.

One Team (continued)

- B14: Everyone defaults to the open sharing of information.
- B15: Leaders act in the interest of the organization rather than their own area.
- B16: Leaders create a sense of belonging through inclusive experiences.
- B17: Leaders invest time to communicate and align everyone in the organization around the strategic priorities, starting with the "why".
- B18: Executives create vivid and inspiring visions of the future and invest time inspiring everyone towards it.

Ownership & Accountability

- B19: Everyone takes ownership of business outcomes with the necessary authority, autonomy, and agency to do what it takes to achieve it.
- B20: Everyone regularly measures business outcomes and associated impacts.
- B21: Leaders develop people to take increasing ownership and accountability.
- B22: Leaders hold teams and peers to account for the commitments they make.
- B23: Leaders set clear direction and measures of success.

Behaviors of Business Agility

People Management

- B24: Leaders create personal connections through empathy, listening, coaching, and mentoring.
- B25: Leaders reinforce positive behavior.
- B26: Leaders are accessible, supportive, and give regular actionable feedback.
- B27: Leaders delegate decision authority to the lowest appropriate level based on risk.
- B28: Leaders model desired behavioral changes before asking others to do it.
- B29: Leaders intentionally develop staff for lateral and diagonal positions and promotions.
- B30: Leaders use stories to communicate, inspire, and influence.
- B31: Leaders communicate and discuss the why, what, and impact of change early and often.
- B32: Leaders factor in the organization's capacity for change and balance accordingly.
- B33: Leaders support people throughout the change so that change is not a distraction from day to day work.
- B34: Executives invest in developing effective and human-centric people managers.

Work Force

- B35: Leaders deliberately craft the employee (and candidate) experience.
- B36: Leaders deliberately staff diverse teams.
- B37: Leaders instill a strong culture of Diversity, Equity, and Inclusion (DE&I) to bring out the best in everyone.
- B38: Leaders recruit employees based on mission-alignment, culture add, and a growth mindset.
- B39: Leaders enable new employees to be effective quickly by focusing onboarding on organizational networks, interactions, culture, and values, in addition to the necessary processes & tools.
- B40: Leaders compensate, reward, and recognize individuals and teams fairly for the work they do.
- B41: Leaders share the rules behind salary and compensation with everyone.
- B42: Executives design incentive and reward systems that tap into intrinsic motivation.

Structural Agility

- B43: Leaders create stable cross-functional teams.
- B44: Leaders proactively adjust organizational structure and operating model to align with strategy.
- B45: Everyone pursues opportunities for cross pollination with other groups and organizations.

Behaviors of Business Agility

Strategic Agility

- B46: Everyone anticipates change and views it as a strategic advantage.
- B47: Everyone ensures work is aligned to current strategic priorities & goals.
- B48: Leaders (of product teams) behave as creative visionaries rather than operational leaders.
- B49: Leaders proactively identify and track emerging patterns and trends.
- B50: Leaders conduct strategic planning across multiple time horizons.
- B51: Leaders conduct regular & frequent strategic reviews and updates.
- B52: Leaders pivot work when a more valuable opportunity arises.
- B53: Leaders rapidly identify and secure the resources and people for new opportunities.
- B54: Leaders create time to accommodate emergent opportunities.
- B55: Leaders ruthlessly prioritize what the organization works on.
- B56: Leaders continuously (re)prioritize business outcomes & opportunities.
- B57: Leaders define strategic outcomes in ways that give teams the space to pursue innovative and potentially unforeseen solutions.
- B58: Leaders delay commitments and keep important and irreversible decisions open as long as feasible.
- B59: Executives craft strategies that are impactful to customers (not just the company) while remaining aligned with the organization's principles and purpose.

Process Agility

- B60: Everyone breaks down and delivers work from the perspective of a customer.
- B61: Everyone defines & optimizes the flow of work from vision to delivery of value.
- B62: Everyone limits work in progress.
- B63: Everyone makes work visible.
- B64: Everyone plans using outcomes, rather than outputs.
- B65: Everyone prioritizes high risk work to determine viability of options and next steps as quickly as possible.
- B66: Leaders create processes that are fit for purpose and suitable to the level of complexity, risk, and impact.
- B67: Leaders create processes with the employee, contractor, or vendor experience in mind.
- B68: Leaders remove impediments.

Enterprise Agility - Funding

- B69: Leaders have autonomy over their allocated funds.
- B70: Leaders encourage and fund teams to take worthwhile risks.
- B71: Executives tailor funding approaches to the type and context of the work.
- B72: Executives dynamically, and strategically, (re)allocate funds based on data and outcome measures.
- B73: Executives decouple internal funding cycles from external reporting cycles.

Enterprise Agility - Governance

- B74: Everyone makes decisions using common-sense judgment, guided by organizational principles and values, rather than extensively documented policies.
- B75: Leaders remove superfluous controls and approvals.
- B76: Leaders design governance controls that are not one-size-fits-all.
- B77: Leaders recognize organizational tensions and make appropriate tradeoffs.
- B78: Leaders design governance processes to improve customer outcomes rather than back office efficiency.
- B79: Leaders make decisions informed by data, rather than assumptions or guesswork.
- B80: Leaders design work systems and processes so unplanned opportunities can be started quickly.
- B81: Leaders ensure that governance controls and approval processes (and any changes to them) are clearly articulated and communicated.


Partners

- B82: Everyone seamlessly and transparently integrates external partners into the value stream to achieve common goals.
- B83: Everyone invests in building trusted relationships with external partners to align them to the organization mission, strategy, and values.
- B84: Leaders create and manage contracts to expect change rather than to minimize or control it.

Selected Behavior: _____ In Support of Capability #: _____

What do we need to change for [Leaders | Everyone | Executives] to establish this behavior?


Changes in Mindsets or Mental Models. How will we change it?
Coaching, mentoring, experiences, transformational training, etc.




Changes in What We Talk About. How will we talk about it?
Needed communication (formally & informally) How often? What medium?




Changes in Goals to Encourage this Behavior & Make it Stick.
Co-creating goals, common goals, new or modified goals, etc.



Changes in Incentives & Rewards. What "sticks" need to be eliminated?
Intrinsic motivation, team rewards, etc.



Changes in Structures or Roles. Which ones?
Teams, organizations, responsibilities, accountabilities, etc.



Changes in Systems and Processes. Which Ones?
Planning, recruiting, budgeting, procurement, development, etc.

