



A G I L E V E L

Dynamic to analyze and improve organizational agility

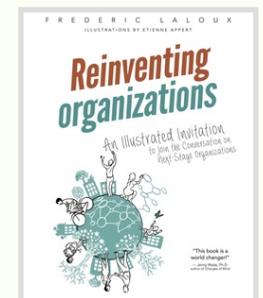
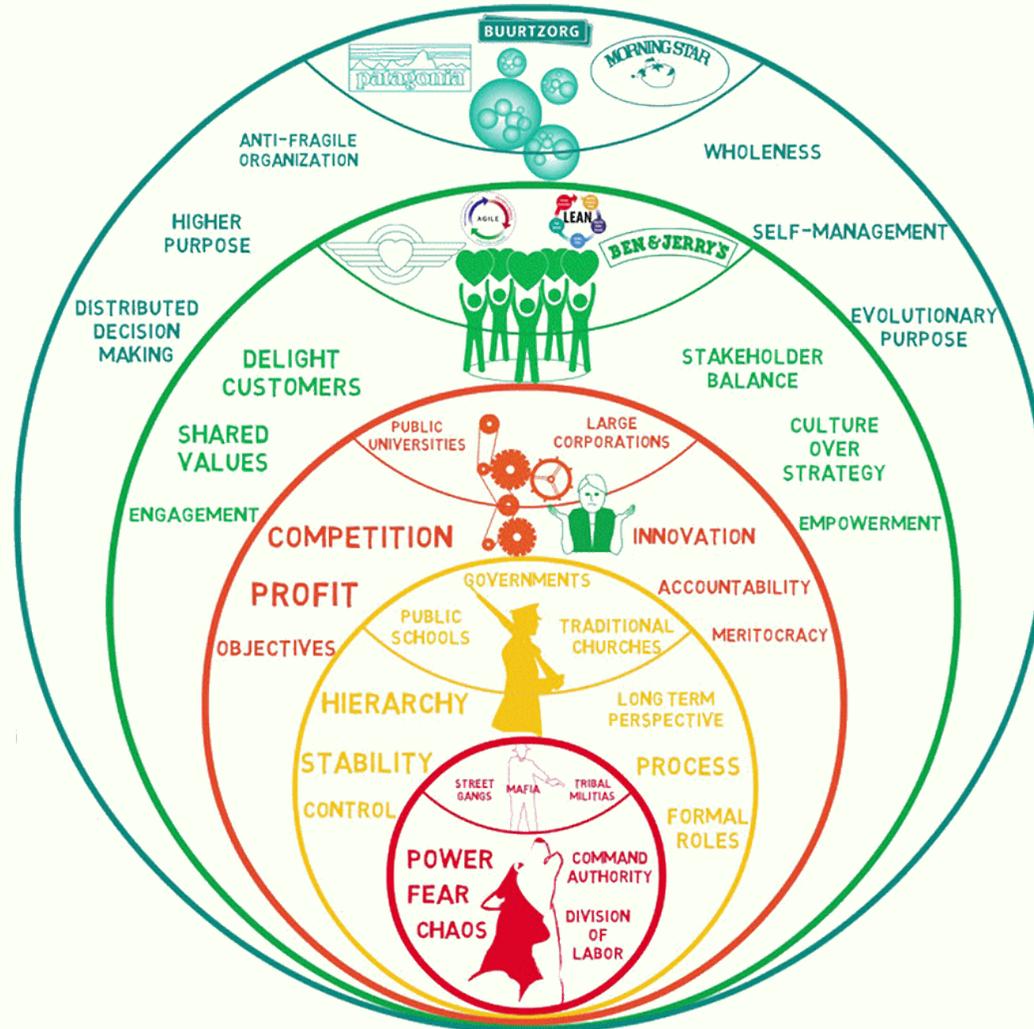


About AgiLevel Dimensional Dynamic

AgiLevel is a guide to improve organizational agility and design the cultural transformation of companies.

You can download the newest version of this dynamic at agilevel.com

Cultural paradigms



Source: Frederic Laloux



CULTURAL MODEL

The company's personality

PURPOSE



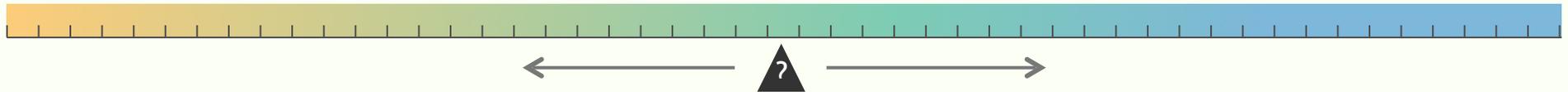
Maximize benefits



Share benefits



Evolutionary



ORGANIZATION



Pyramidal
Managerial governance



Horizontal
Empowered teams



Fractal or holocratic
Dynamic governance



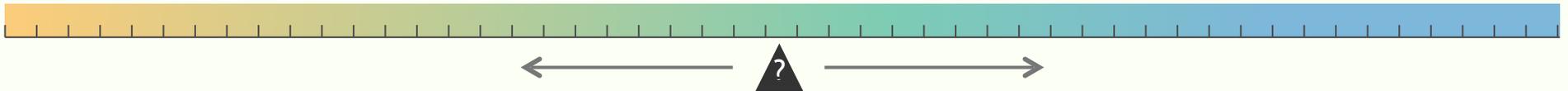
OPERATIONAL MODEL



Predictive management
Sequential engineering (waterfall)

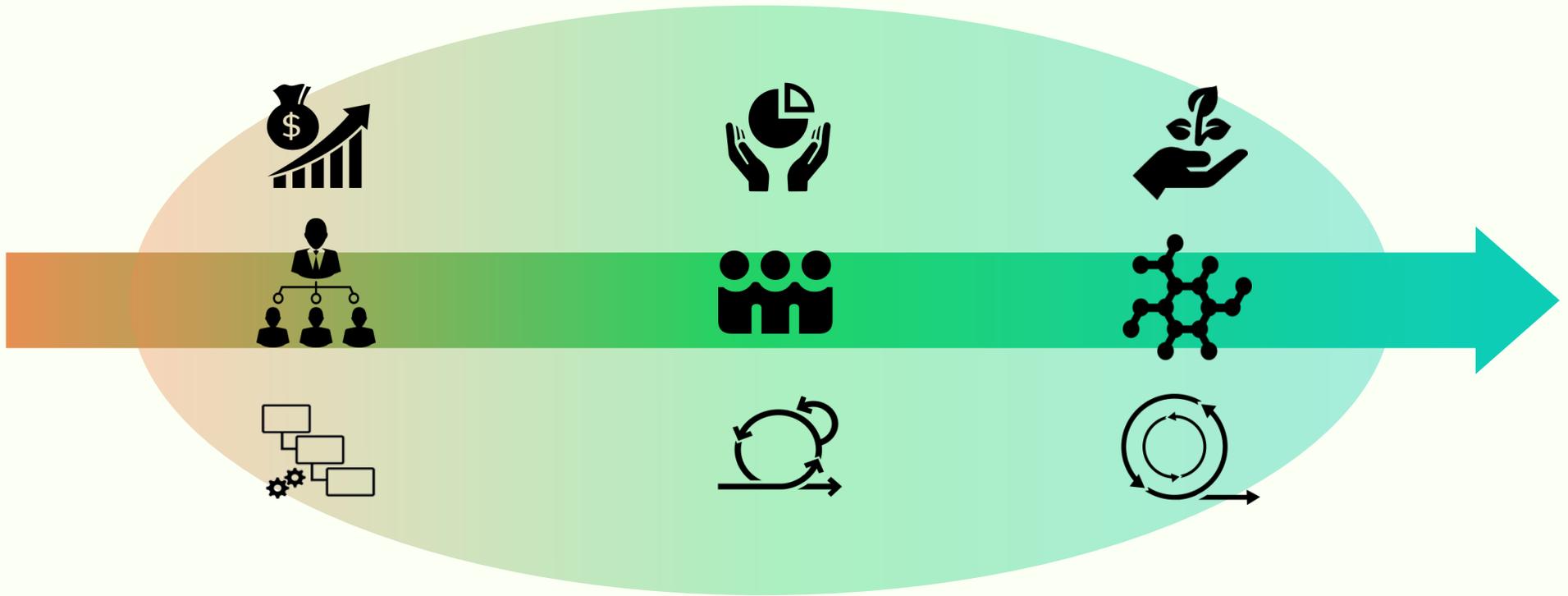


Agile or evolutionary management
Concurrent engineering



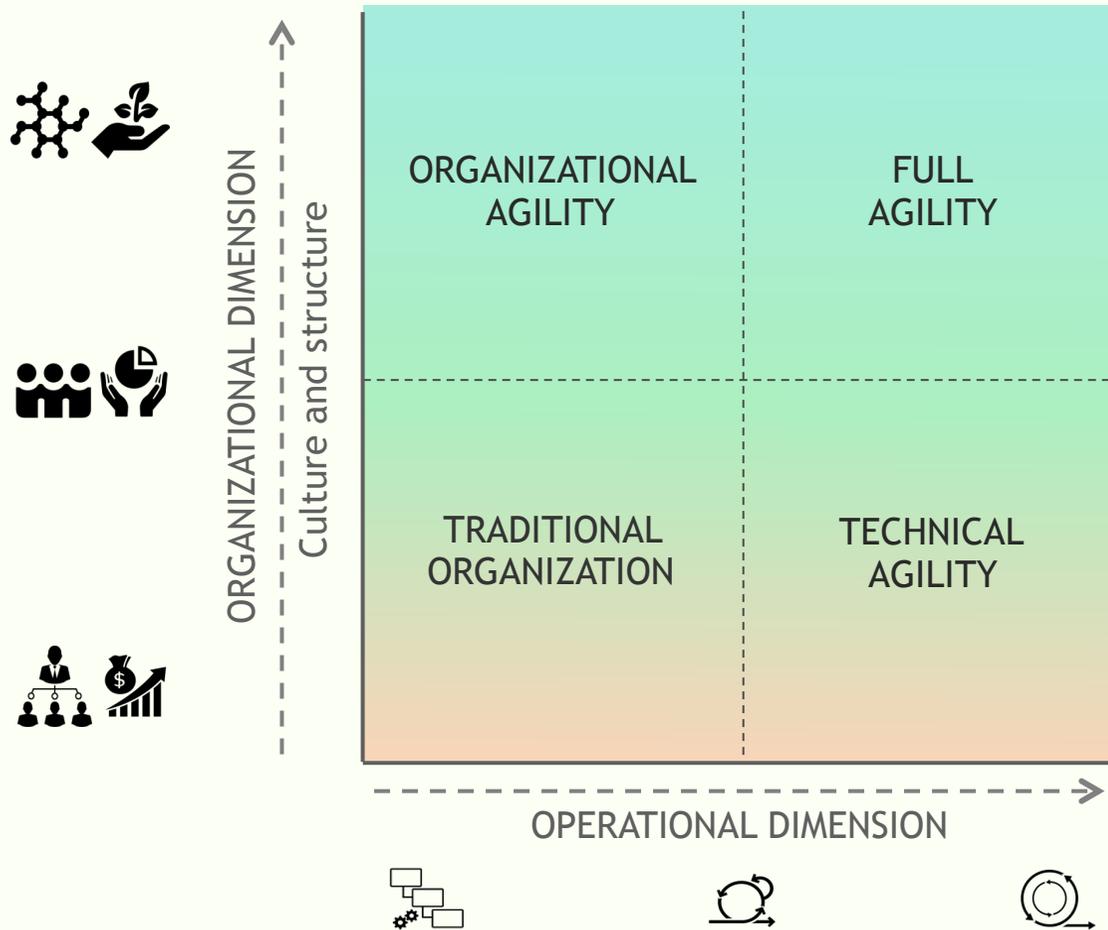
AGILITY FOR COMPANIES

Usual strategy



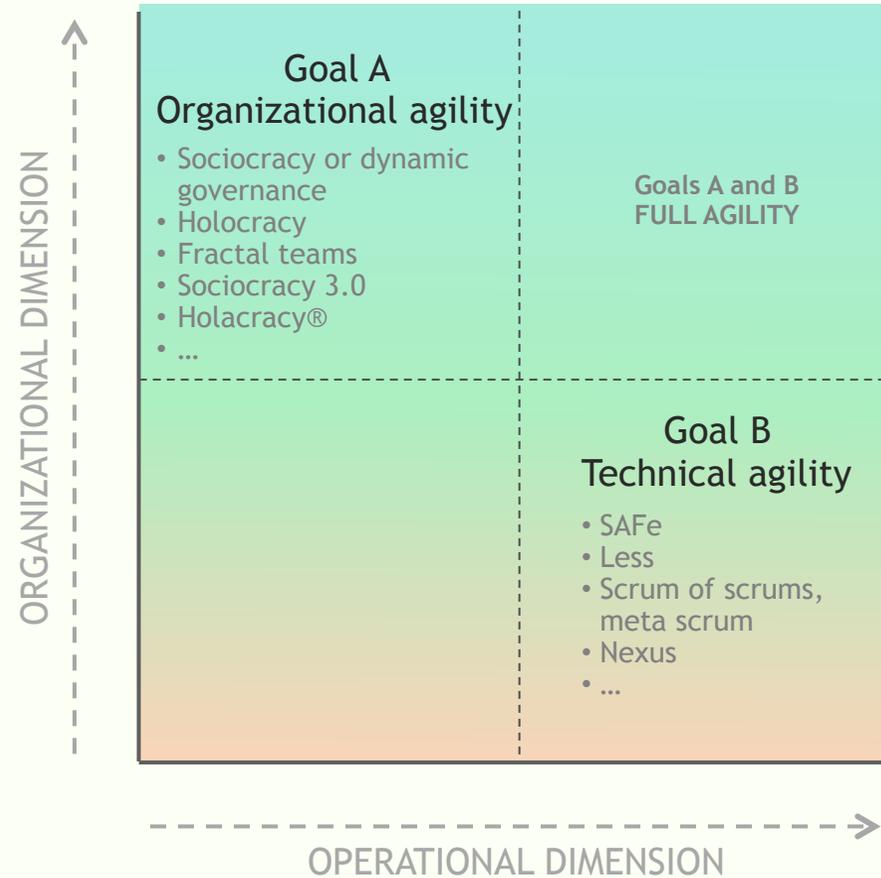
AGILITY FOR COMPANIES

Scrum Manager® strategy

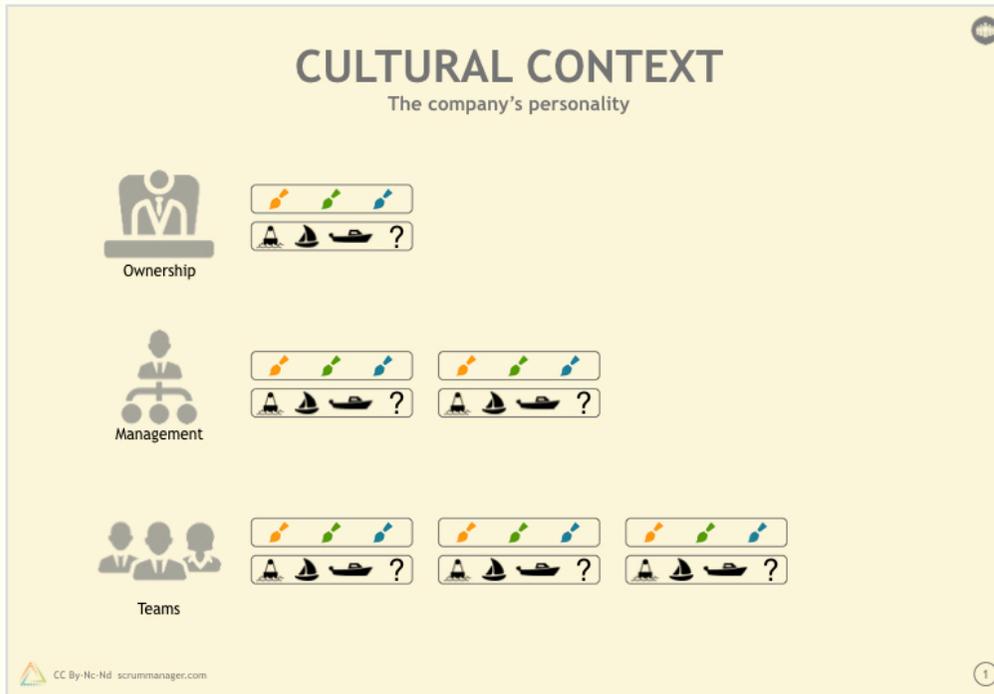


What's the goal?

- A. Engagement and motivation.
- B. Delivery and evolutionary management.



General assessment of the cultural context



Cultural pattern



Willingness to change



Fixed cultural values. People are comfortable or used to them, and either don't question these values or don't wish to change them.



People question how suitable the current cultural values are. They seem predisposed to modify and improve them.



People are open to question and modify the cultural values if the transformation of the organizational or production models require it.

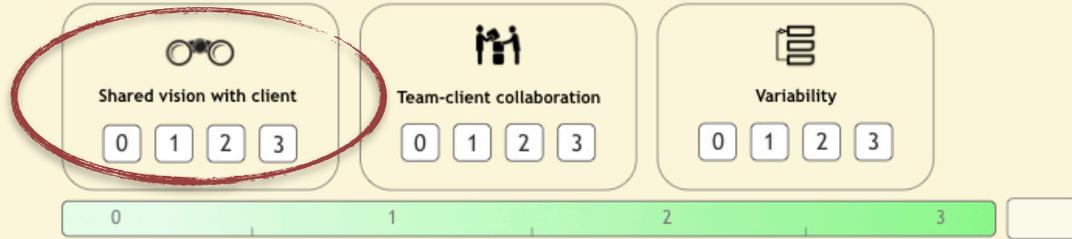


Unknown level of stability of predisposition to change the current cultural value.

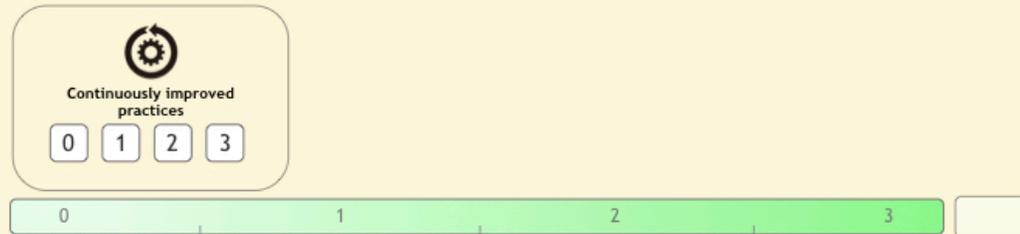
OPERATIONAL DIMENSION

Principles for “doing” agile

Value delivery



Continuous improvement



“All the team is involved in the development of the product or service. Everyone knows, understands, and shares the client’s goal.”

0

Never

1

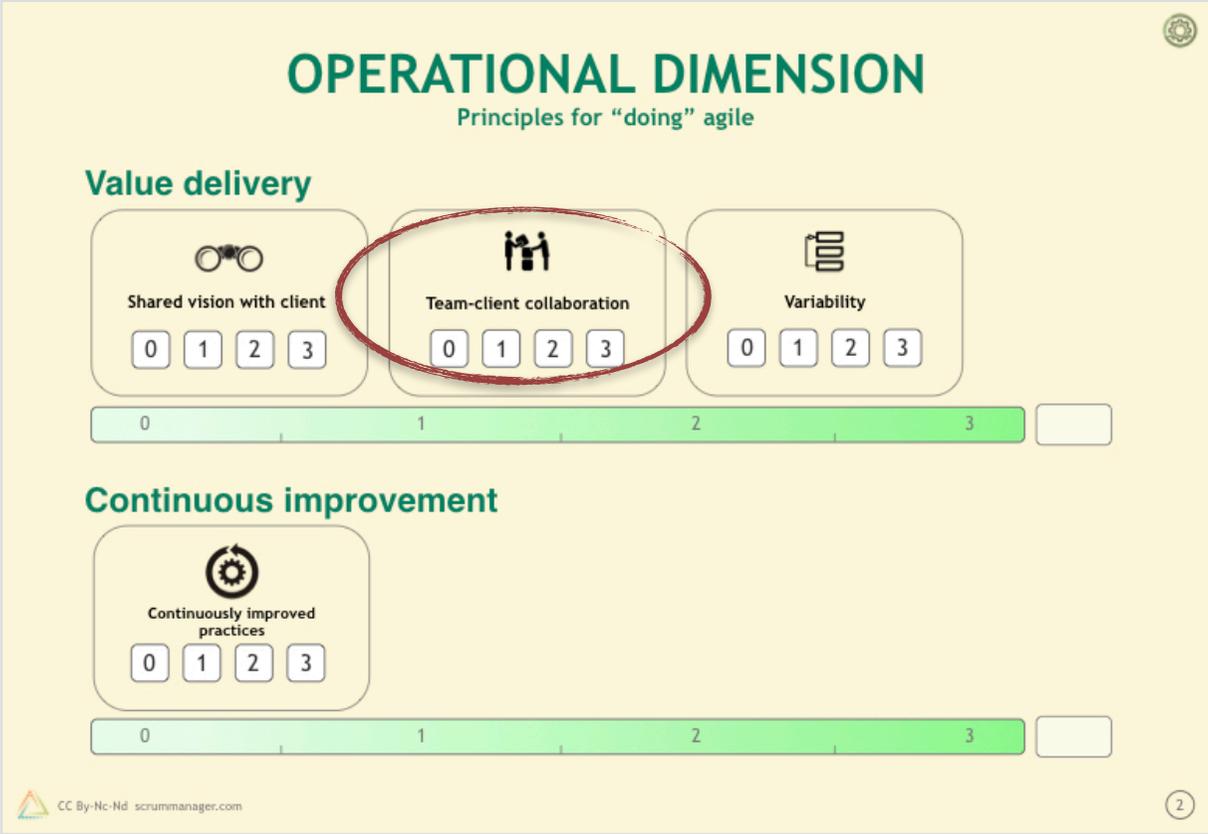
Rarely

2

Often

3

Always



“The person in charge of the product or service collaborates with the team during communication and synchronization events (sprint planning, reviews...)”

0

Never

1

Rarely

2

Often

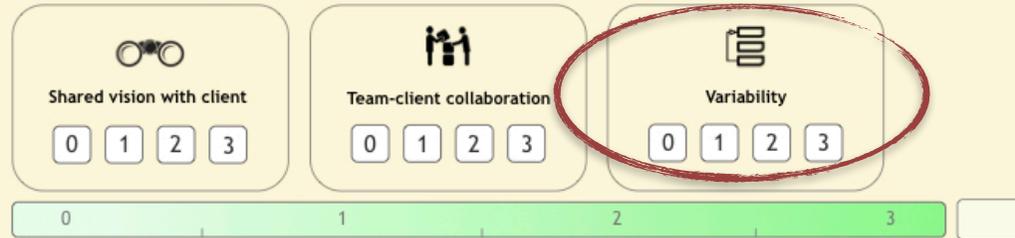
3

Always

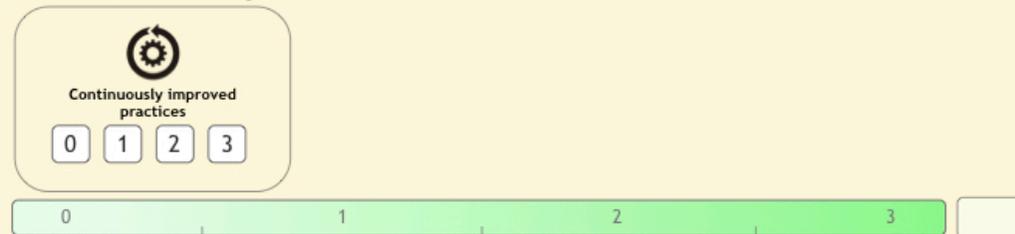
OPERATIONAL DIMENSION

Principles for “doing” agile

Value delivery



Continuous improvement



“Those involved in the development accept variability and understand that value emerges from constantly reviewing and reconsidering requirements. Their work strategies and techniques are appropriate for quickly adapting to changes.”

0

Never

1

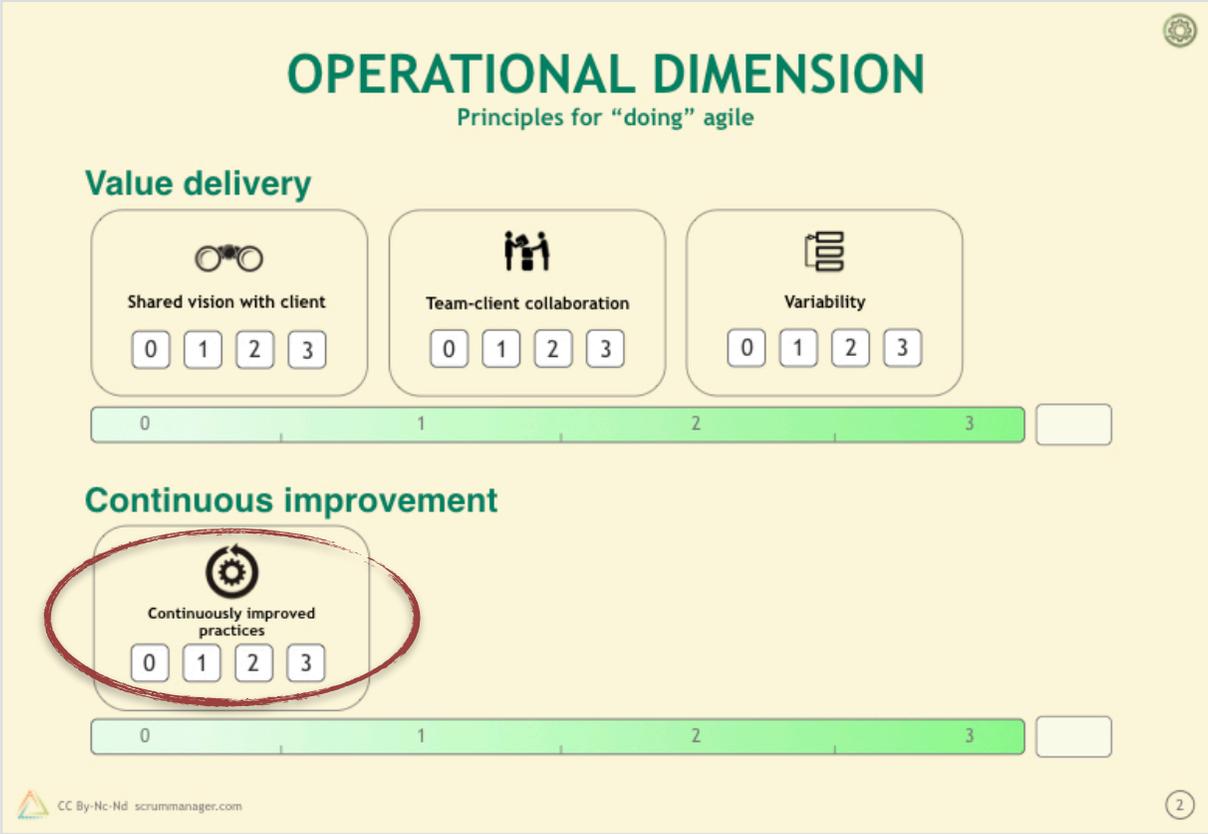
Rarely

2

Often

3

Always



“Teams take actions periodically to review and improve their work practices.”

0

Never

1

Rarely

2

Often

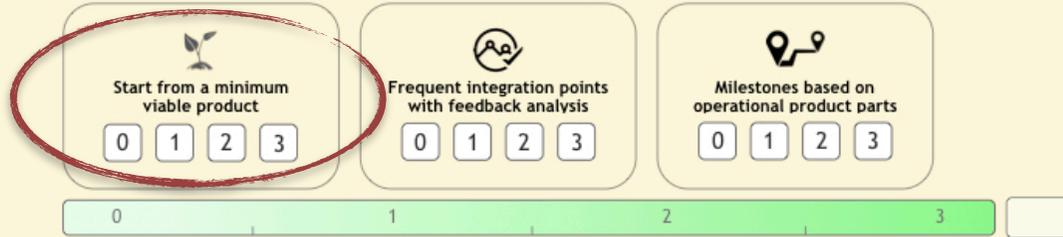
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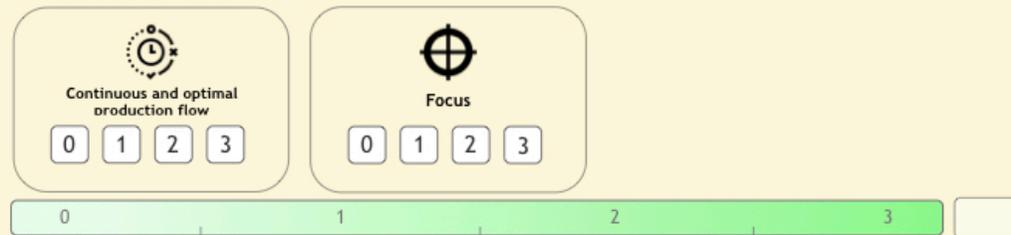
OPERATIONAL DIMENSION

Principles for “doing” agile

Iterative and incremental development



Sustainable workflow



“The life cycle model includes the ‘minimum viable product’ concept as the starting point of the products and services being developed.”

0

Never

1

Rarely

2

Often

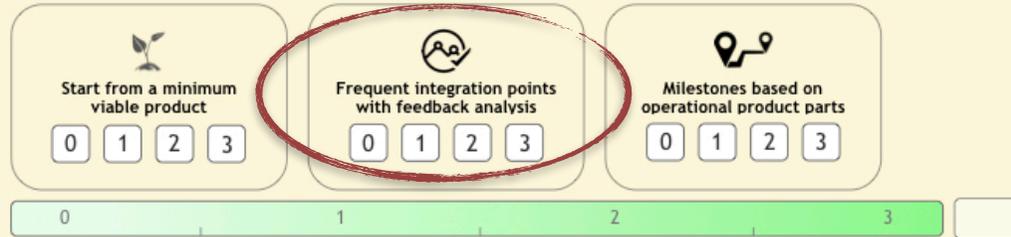
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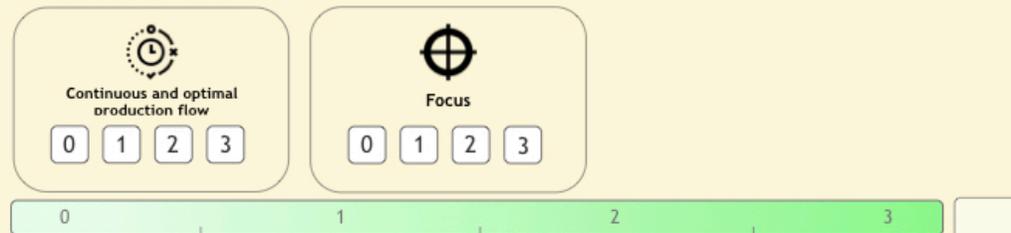
OPERATIONAL DIMENSION

Principles for “doing” agile

Iterative and incremental development



Sustainable workflow



“Integration points are frequent, both to test subsystems and to show full working solutions.”

0

Never

1

Rarely

2

Often

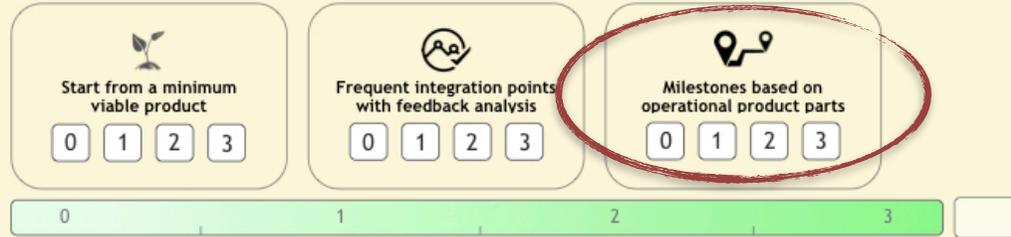
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Always

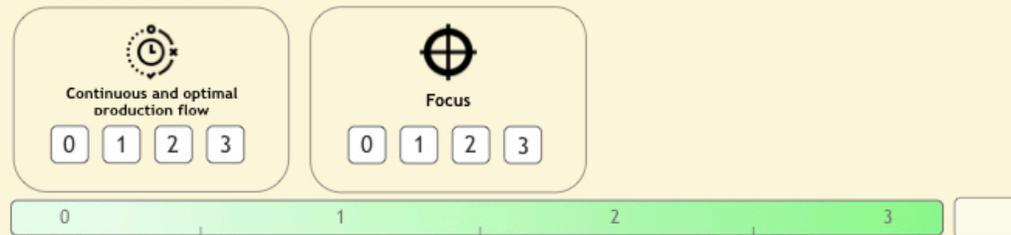
OPERATIONAL DIMENSION

Principles for “doing” agile

Iterative and incremental development



Sustainable workflow



“Progress milestones aren’t based on development stages (requirements, design, development...) but on increments or finished parts.”

0

Never

1

Rarely

2

Often

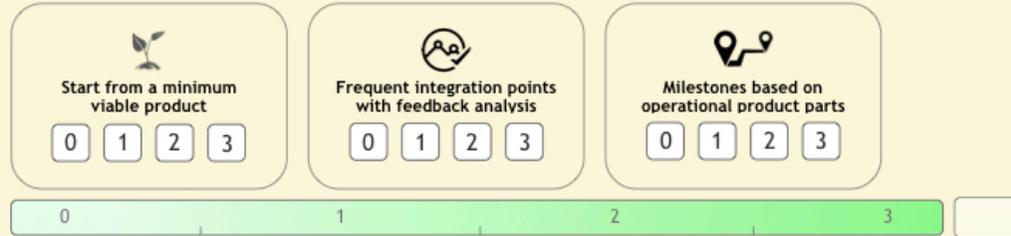
3

Always

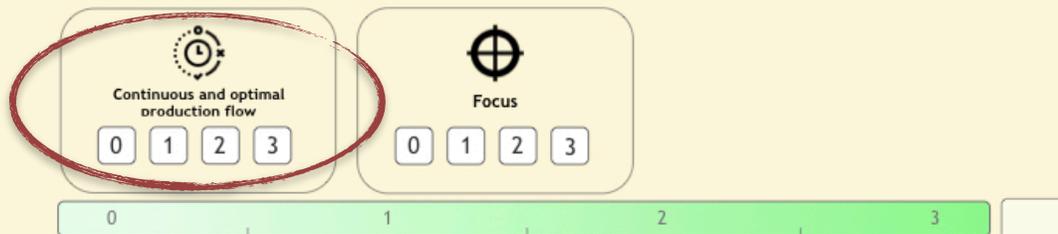
OPERATIONAL DIMENSION

Principles for “doing” agile

Iterative and incremental development



Sustainable workflow



“Team members keep a continuous workflow with a sustainable amount of effort.”

0

Never

1

Rarely

2

Often

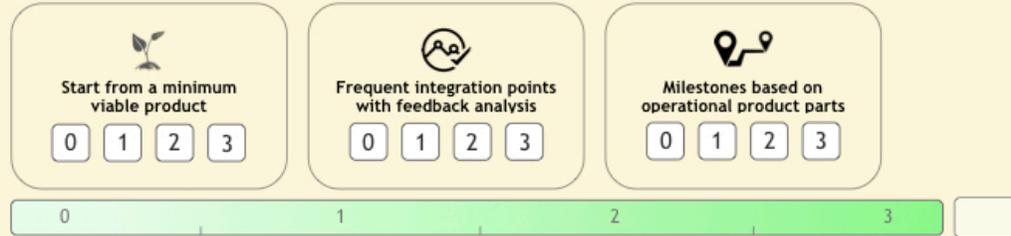
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Always

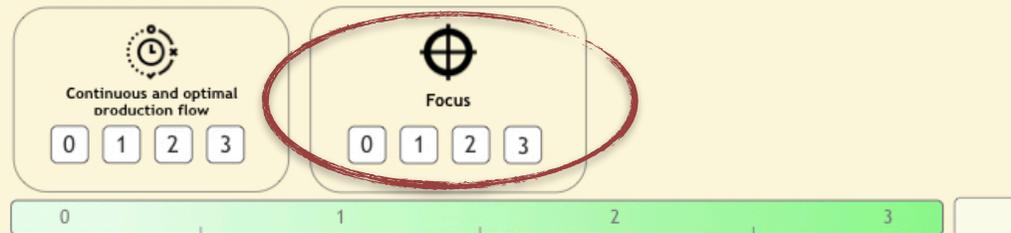
OPERATIONAL DIMENSION

Principles for “doing” agile

Iterative and incremental development



Sustainable workflow



“Works are managed so that people don’t have to multitask, but focus on one goal at a time.”

0

Never

1

Rarely

2

Often

3

Always

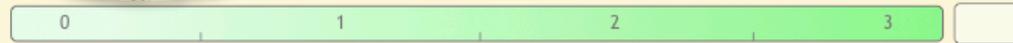
OPERATIONAL DIMENSION

Principles for “doing” agile

Constant attention to excellence


Techniques to
guarantee high quality

0 1 2 3



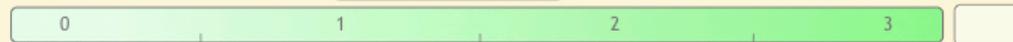
Visibility of operations


Early detection of
impediments

0 1 2 3


Shared information

0 1 2 3



“Work practices and tools include techniques to detect, prevent, or minimize mistakes.”

0

Never

1

Rarely

2

Often

3

Always

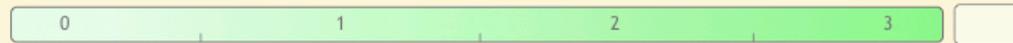
OPERATIONAL DIMENSION

Principles for “doing” agile

Constant attention to excellence


Techniques to
guarantee high quality

0 1 2 3



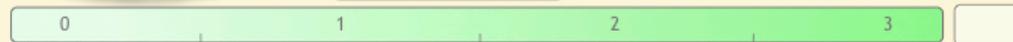
Visibility of operations


Early detection of
impediments

0 1 2 3


Shared information

0 1 2 3



“The team has standup meetings and uses open and updated means of communication (such as a kanban board) to share information about the development.”

0

Never

1

Rarely

2

Often

3

Always

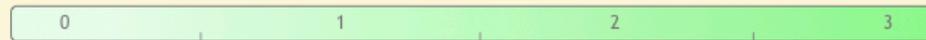
OPERATIONAL DIMENSION

Principles for “doing” agile

Constant attention to excellence


Techniques to
guarantee high quality

0 1 2 3



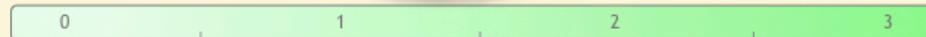
Visibility of operations


Early detection of
impediments

0 1 2 3


Shared information

0 1 2 3



“Those involved in project development communicate frequently and share their knowledge and insights across departments and company areas.”

0

Never

1

Rarely

2

Often

3

Always

OPERATIONAL DIMENSION

Principles for “doing” agile

Global timing and synchronisation



Knowledge



“If several teams are working on a project, they have meetings to maintain a synchronized development and delivery pace.”

0

Never

1

Rarely

2

Often

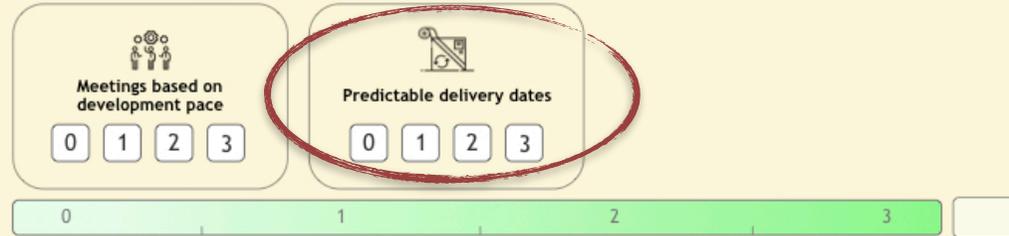
3

Always

OPERATIONAL DIMENSION

Principles for “doing” agile

Global timing and synchronisation



Knowledge



“The team knows and can predict the pace of development and partial deliveries to the client.”

0

Never

1

Rarely

2

Often

3

Always

OPERATIONAL DIMENSION

Principles for “doing” agile

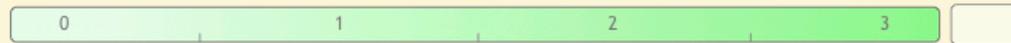
Global timing and synchronisation


Meetings based on development pace

0 1 2 3


Predictable delivery dates

0 1 2 3



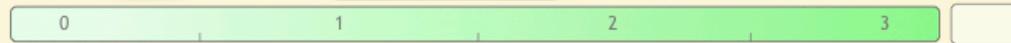
Knowledge


Hard skills

0 1 2 3


Soft skills

0 1 2 3



The proficiency level of technical staff is:

0
Defficient

1
Normal

2
Good

3
Excellent

OPERATIONAL DIMENSION

Principles for “doing” agile

Global timing and synchronisation



Knowledge



People aptly manage the social skills required for their jobs (communication, team work, problem solving, interpersonal skills, etc.)

0

Few people

1

Some people

2

Most people

3

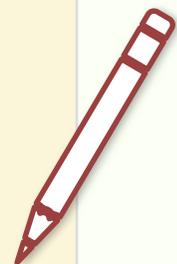
Everyone



OPERATIONAL DIMENSION

Analysis

PRINCIPLES	PRIORITY		
	CURRENT	SITUATION	IMPACT
1. Value delivery	<input type="range" value="2.5"/> 2.5	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> ?	<input type="text" value="3"/>
2. Continuous improvement	<input type="range" value="0"/> 0	<input type="radio"/> <input type="radio"/> <input type="radio"/> ?	<input type="text"/>
3. Incr. and iterative development	<input type="range" value="0"/> 0	<input type="radio"/> <input type="radio"/> <input type="radio"/> ?	<input type="text"/>
4. Sustainable workflow	<input type="range" value="0"/> 0	<input type="radio"/> <input type="radio"/> <input type="radio"/> ?	<input type="text"/>
5. Attention to excellence	<input type="range" value="0"/> 0	<input type="radio"/> <input type="radio"/> <input type="radio"/> ?	<input type="text"/>
6. Visible operations	<input type="range" value="0"/> 0	<input type="radio"/> <input type="radio"/> <input type="radio"/> ?	<input type="text"/>
7. Global timing and synch	<input type="range" value="0"/> 0	<input type="radio"/> <input type="radio"/> <input type="radio"/> ?	<input type="text"/>
8. Knowledge	<input type="range" value="0"/> 0	<input type="radio"/> <input type="radio"/> <input type="radio"/> ?	<input type="text"/>
	<input type="text" value="Average"/>	<input type="text"/>	<input type="text"/>



CULTURAL DIMENSION

Values for “being” agile

Assertiveness



Courage

0
1
2
3



Respect

0
1
2
3

0
1
2
3

Appreciation of talent



Incorporation and development

0
1
2
3



Retention

0
1
2
3



Career development

0
1
2
3

0
1
2
3

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“People face daily challenges with optimism and a problem-solving attitude. They don’t avoid new solutions, they admit their mistakes and limitations, they hold each other accountable, and share their progress openly.”

0

Never

1

Rarely

2

Often

3

Always

CULTURAL DIMENSION

Values for “being” agile

Assertiveness

 Courage
0 1 2 3

 Respect
0 1 2 3

0 1 2 3

Appreciation of talent

 Incorporation and development
0 1 2 3

 Retention
0 1 2 3

 Career development
0 1 2 3

0 1 2 3

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7

“People value and respect the dignity of others, maintaining a safe and kind environment that encourages behaviors such as self-organization, horizontality, and trust.”

0

Never

1

Rarely

2

Often

3

Always

CULTURAL DIMENSION

Values for “being” agile

Assertiveness


Courage

0 1 2 3


Respect

0 1 2 3

0 1 2 3

Appreciation of talent


Incorporation and development

0 1 2 3


Retention

0 1 2 3


Career development

0 1 2 3

0 1 2 3

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7

“The main goal of processes of personnel incorporation is to attract talent.”

0

Never

1

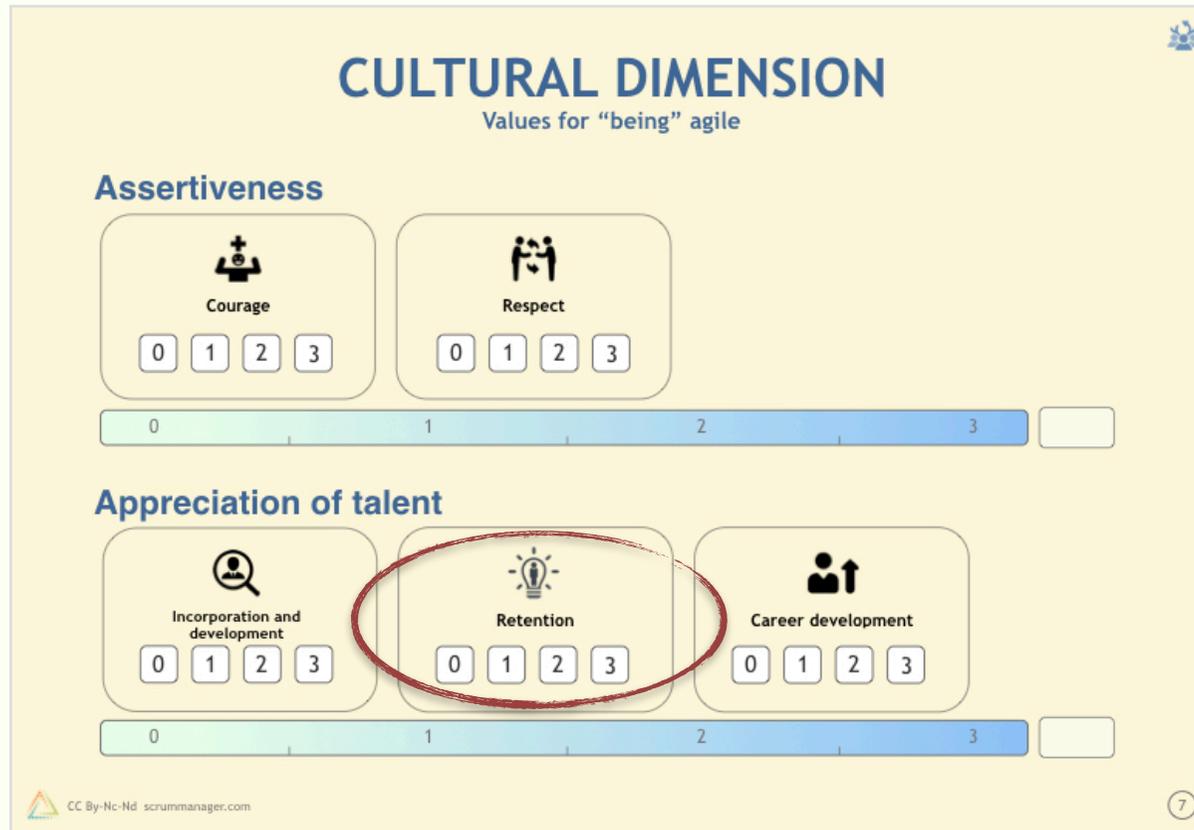
Rarely

2

Often

3

Always



“The company promotes relevant aspects to retain talented people such as an enriching and socially healthy environment, a sustainable workflow, empowerment, intrinsic motivation, and participation in the projects’ vision.”

0

Never

1

Rarely

2

Often

3

Always

CULTURAL DIMENSION

Values for “being” agile

Assertiveness

Courage
0 1 2 3

Respect
0 1 2 3

0 1 2 3

Appreciation of talent

Incorporation and development
0 1 2 3

Retention
0 1 2 3

Career development
0 1 2 3

0 1 2 3

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7

“The organization shows an active interest for the development of people’s careers.”

0

Never

1

Rarely

2

Often

3

Always

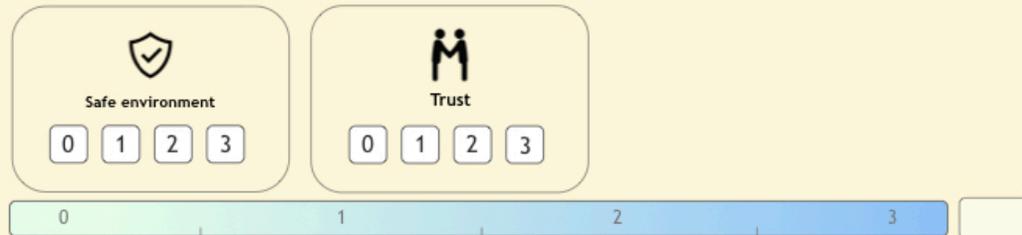
CULTURAL DIMENSION

Values for “being” agile

Clarity



Trust



“There’s a good flow of information and communication between people and teams in the company.”

0

Never

1

Rarely

2

Often

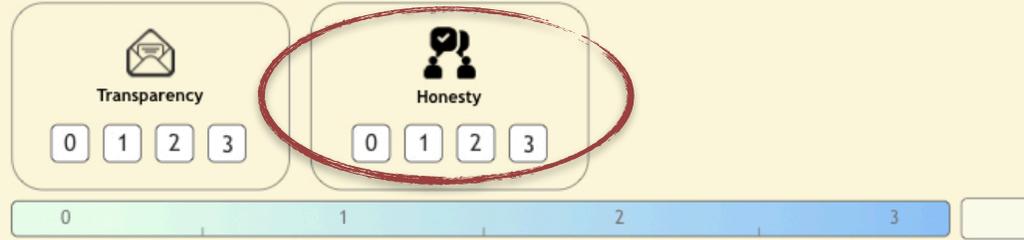
3

Always

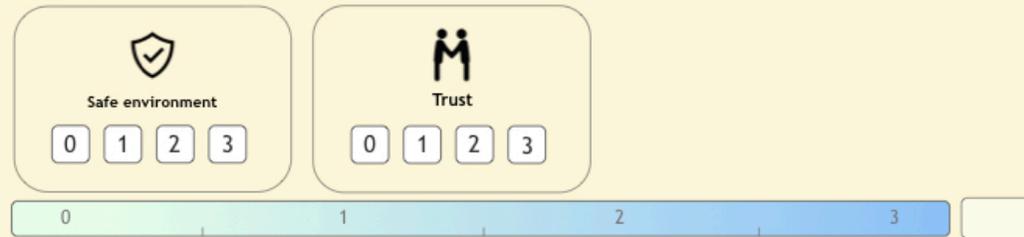
CULTURAL DIMENSION

Values for “being” agile

Clarity



Trust



“People share their sincere thoughts with each other.”

0

Never

1

Rarely

2

Often

3

Always

CULTURAL DIMENSION

Values for “being” agile

Clarity

 Transparency
0 1 2 3

 Honesty
0 1 2 3

0 1 2 3

Trust

 Safe environment
0 1 2 3

 Trust
0 1 2 3

0 1 2 3

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8

“People know they can express themselves freely and assertively; they can show themselves as they truly are without feeling judged for it.”

0

Never

1

Rarely

2

Often

3

Always

CULTURAL DIMENSION

Values for “being” agile

Clarity

 Transparency
0 1 2 3

 Honesty
0 1 2 3

0 1 2 3

Trust

 Safe environment
0 1 2 3

 Trust
0 1 2 3

0 1 2 3

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8

“People know the company trusts them, and they trust the company in turn.”

0

Never

1

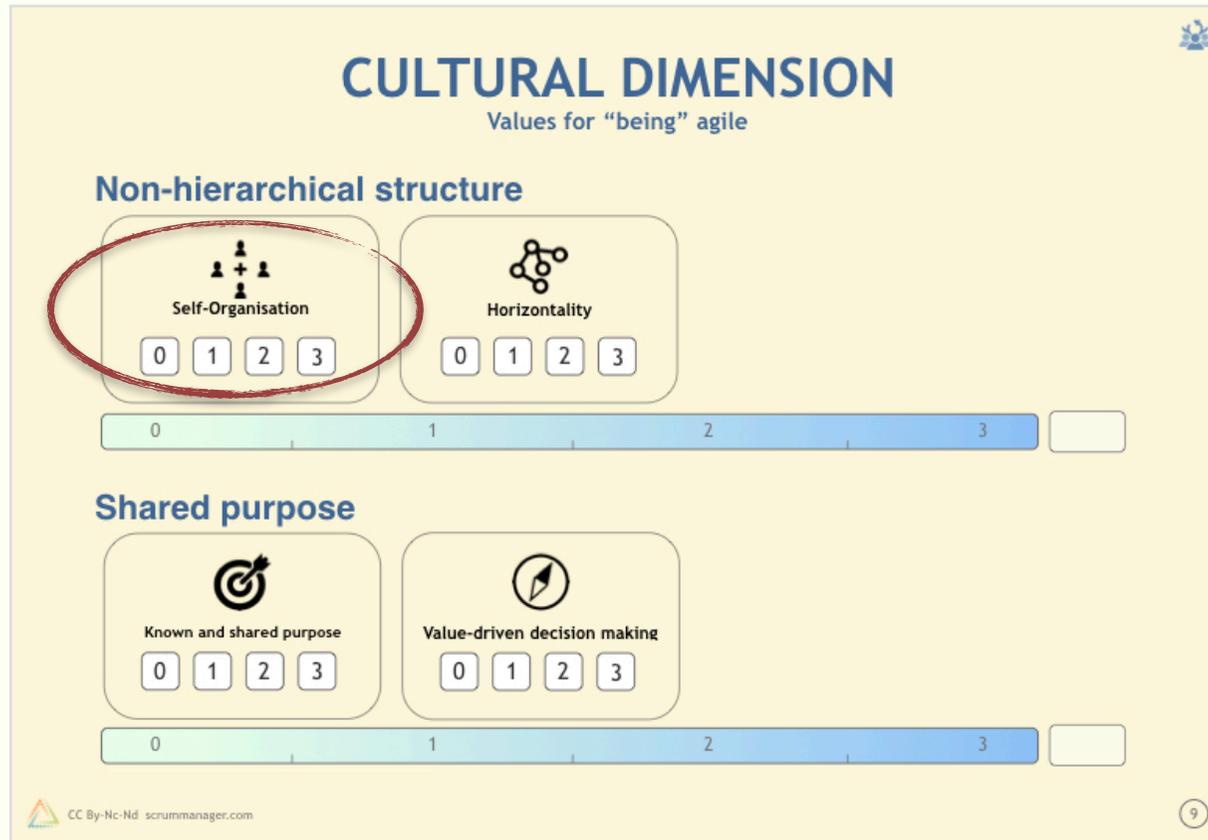
Rarely

2

Often

3

Always



Teams 0) execute tasks, 1) also manage those tasks within the project’s scope, 2) also design their own organization model, 3) also participate in the organization’s strategic decisions.

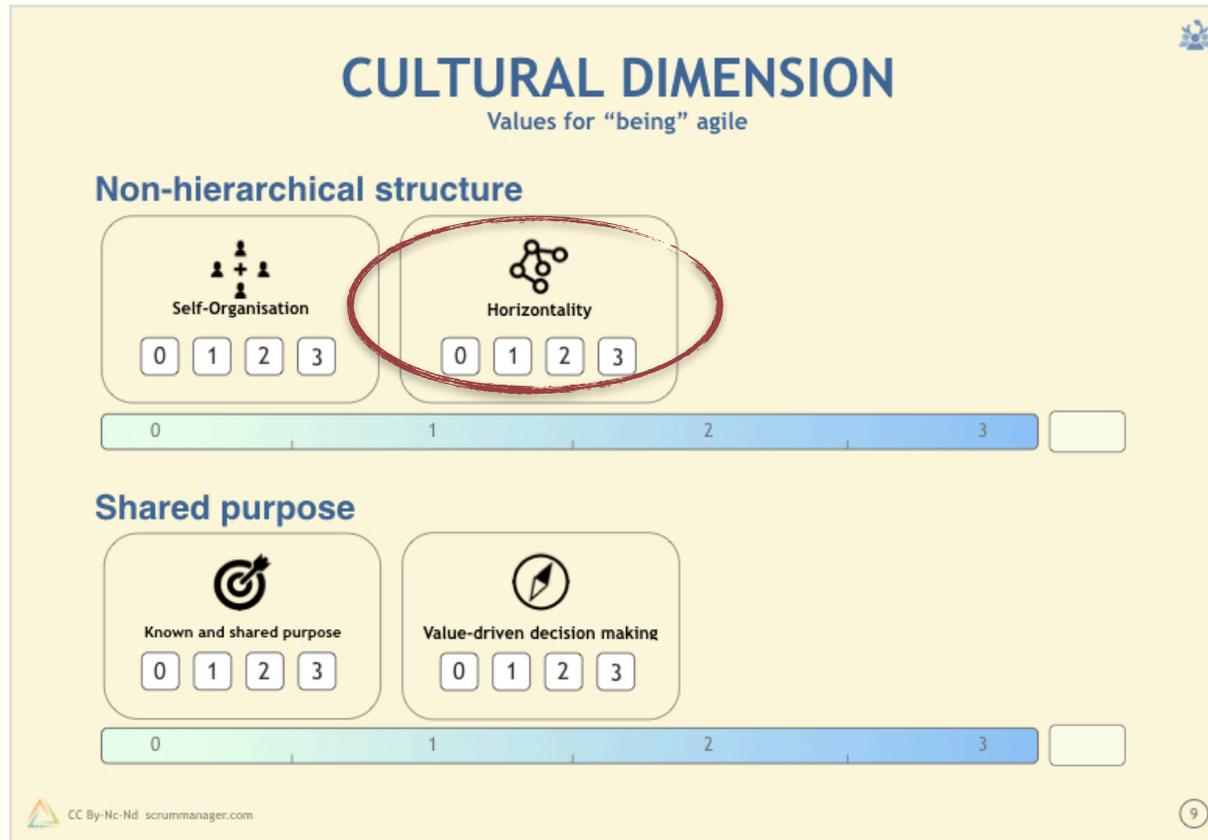
- 0

Managed teams
- 1

Self-managed teams
- 2

Self-designed teams
- 3

Self-governed teams



The company regulates instructions and work management through hierarchical levels:

- 0

>3 levels

Eg: CEO,
directors,
managers,
employees
- 1

3 levels

Eg: strategic,
tactical,
operational
- 2

2 levels

Eg: strategic,
operational.
- 3

No hierarchy

CULTURAL DIMENSION

Values for “being” agile



Non-hierarchical structure


Self-Organisation

0 1 2 3


Horizontality

0 1 2 3



Shared purpose


Known and shared purpose

0 1 2 3


Value-driven decision making

0 1 2 3



“The organization has a defined purpose that people know and share.”

0

No

1

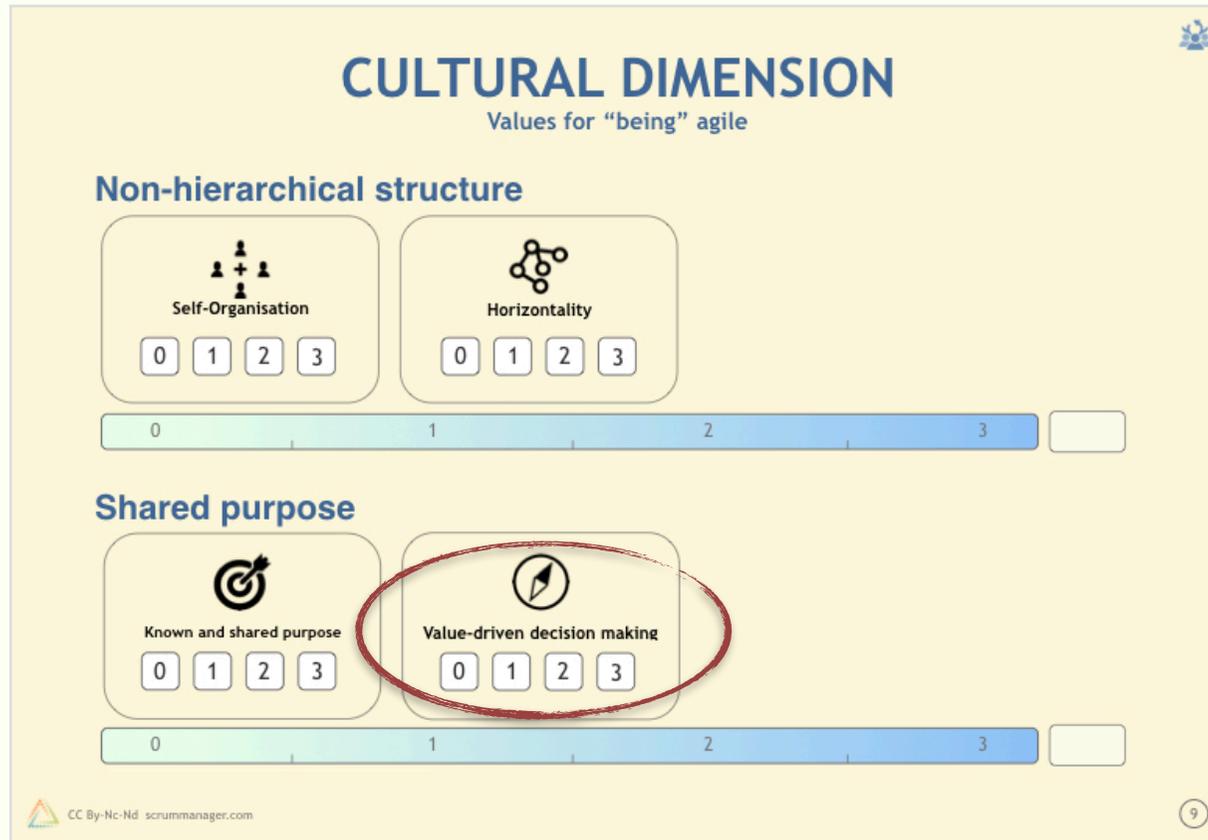
Vague purpose

2

Defined but
not shared or
known by all

3

Clear and
common
purpose



“The organization has clear principles and values that are the base of its decisions.”

0

No

1

Vague principles and values

2

Defined but not shared or known by all

3

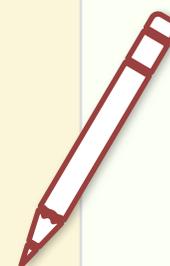
They're clear and people's decisions



CULTURAL DIMENSION

2 dimension analysis

	CURRENT		PRIORITY				
			SITUATION		IMPACT		
1. Assertiveness	<input type="range" value="2.5"/>	<input type="text" value="2.5"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text" value="3"/>
2. Appreciation of talent	<input type="range"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
3. Clarity	<input type="range"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
4. Trust	<input type="range"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
5. Non-hierarchical structure	<input type="range"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
6. Shared purpose	<input type="range"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
	<input type="text" value="Average"/>	<input type="text"/>					



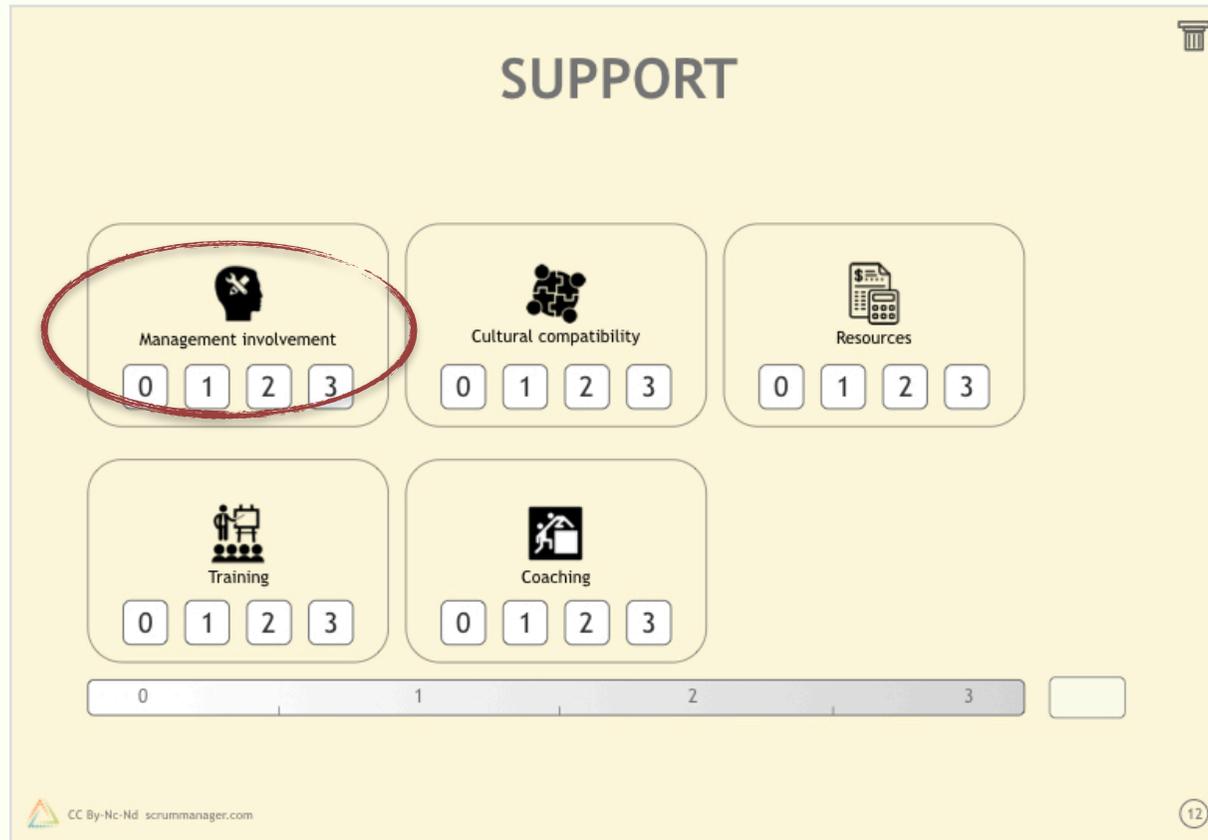


CULTURAL DIMENSION

3 dimension analysis

CULTURAL DIMENSION	PRIORITY		
	CURRENT	SITUATION	IMPACT
Values			
1. Assertiveness	2.5		3
2. Appreciation of talent			
3. Clarity			
4. Trust			
	Average		
STRUCTURAL DIMENSION			
Organizational arrangements			
5. Non-hierarchical structure	2.5		3
6. Shared purpose			
	Average		





“The company’s directors know the principles and implications of agile management, and they are involved in promoting the model of agility they wish for the organization.”

0

They either don't know about it or don't promote it

1

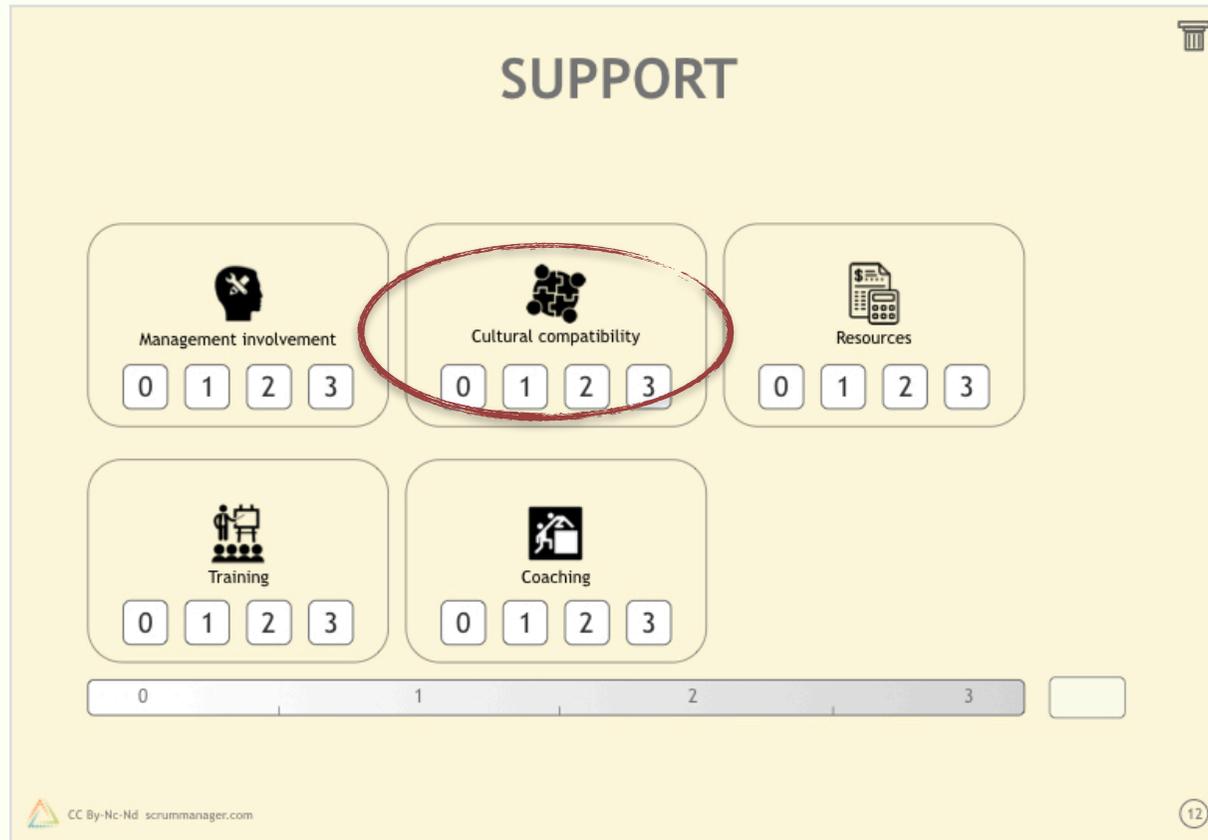
Their knowledge or support is insufficient

2

Their knowledge or support might not be enough

3

They are knowledgeable and committed



“The cultural pattern of the company’s ownership is compatible with the development of agility in the desired dimensions.”

- | | | | |
|-------------------------------------|--------------------------------------|---------------------------|-----------------------|
| 0 | 1 | 2 | 3 |
| Incompatible and unlikely to change | Incompatible but committed to change | They’re partially aligned | They’re fully aligned |

SUPPORT

Management involvement

Cultural compatibility

Resources

Training

Coaching

0 1 2 3

0 1 2 3

0 1 2 3

0 1 2 3

0 1 2 3

0 1 2 3

0 1 2 3

0 1 2 3

0 1 2 3

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12

“The company provides sufficient resources to develop and improve agility.”

0

No

1

Yes but scarce

2

Yes but not
always or not
enough

3

Yes

SUPPORT



Management involvement

0 1 2 3



Cultural compatibility

0 1 2 3



Resources

0 1 2 3



Training

0 1 2 3



Coaching

0 1 2 3

0 1 2 3

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“The company provides sufficient training for agility to work as desired in the wished dimensions and areas.”

0

No

1

Yes but scarce

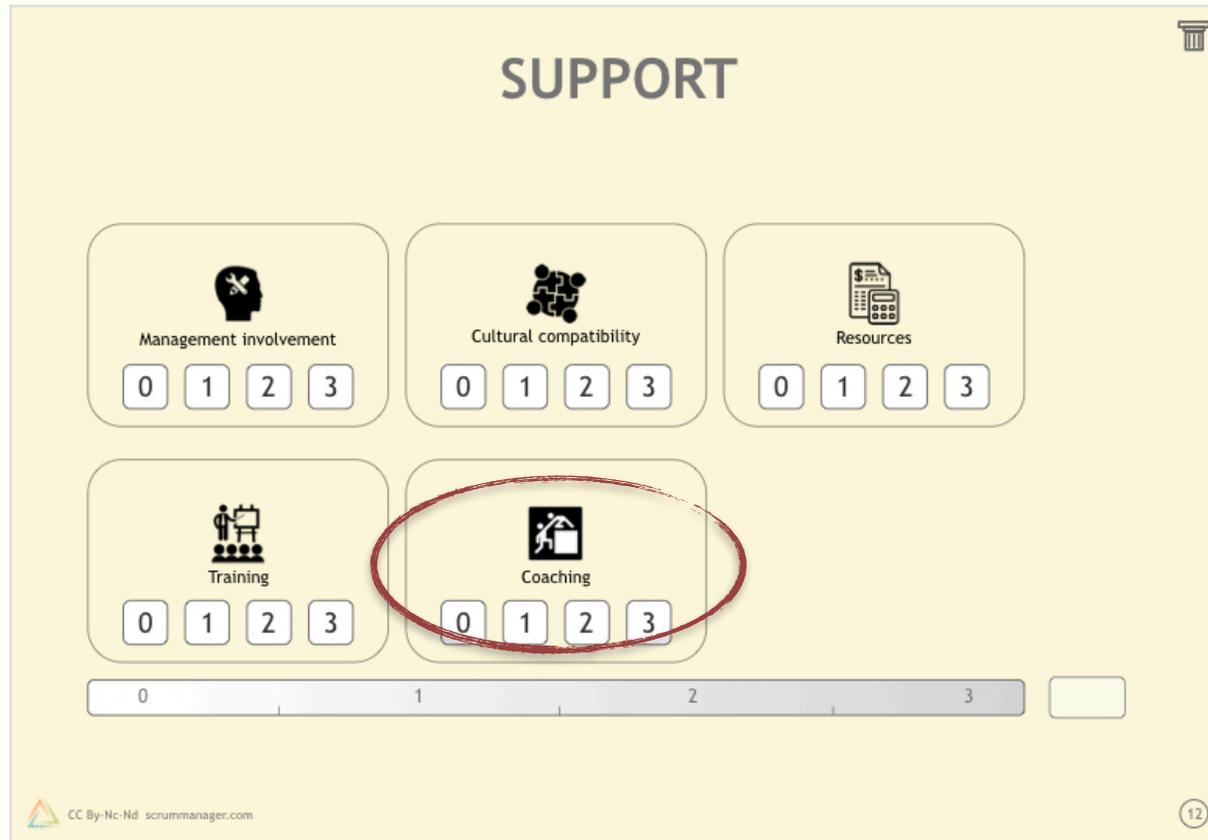
2

Yes but not
always or not
enough

3

Yes

SUPPORT



The image shows a digital assessment tool titled "SUPPORT". It features five categories, each with an icon and a 4-point scale (0-3):

- Management involvement**: Icon of a head with a gear.
- Cultural compatibility**: Icon of interconnected nodes.
- Resources**: Icon of a document with a dollar sign.
- Training**: Icon of a person at a whiteboard.
- Coaching**: Icon of a person with a hand on a shoulder. This category is circled in red.

At the bottom, there is a horizontal progress bar with markers for 0, 1, 2, and 3, and an empty box to the right. The footer includes "CC By-Nc-Nd scrummanager.com" and a page number "12".

“Those who need it have access to the assistance and guidance of coaches.”

0

No

1

Yes but scarcely

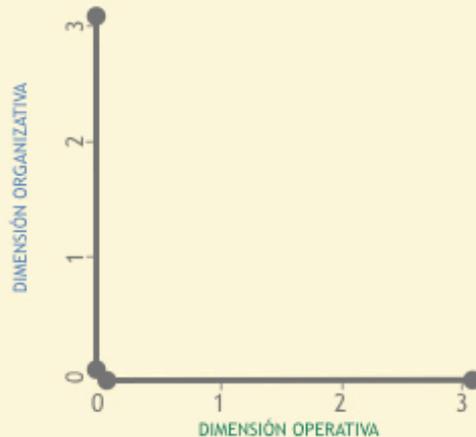
2

Yes but not
always or not
enough

3

Yes

IMPROVEMENT PLAN (2D)

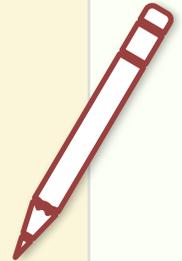


OPERATIONAL DIMENSION

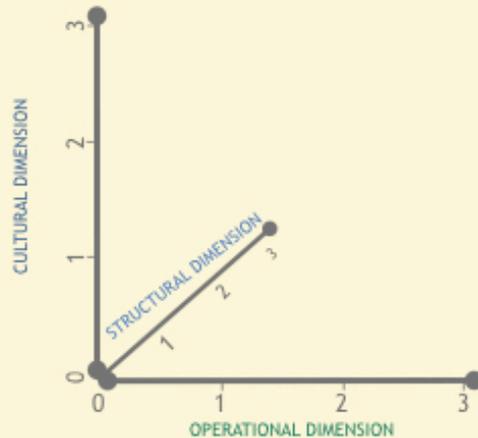
1. Value delivery
2. Continuous improvement
3. Incr. and iterative development
4. Sustainable workflow
5. Constant attention to excellence
6. Visible operations
7. Global timing and synchronisation
8. Knowledge

ORGANIZATIONAL DIMENSION

1. Assertiveness
2. Appreciation of talent
3. Clarity
4. Trust
5. Non-hierarchical structure
6. Shared purpose



IMPROVEMENT PLAN (3D)



OPERATIONAL DIMENSION

- 1. Value delivery
- 2. Continuous improvement
- 3. Incr. and iterative development
- 4. Sustainable workflow
- 5. Constant attention to excellence
- 6. Visible operations
- 7. Global timing and synchronisation
- 8. Knowledge

CULTURAL DIMENSION

- 1. Assertiveness
- 2. Appreciation of talent
- 3. Clarity
- 4. Trust

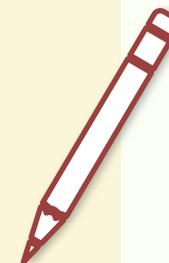
STRUCTURAL DIMENSION

- 1. Non-hierarchical structure
- 2. Shared purpose



SUPPORT

Analysis



ACTIONS	CURRENT	SITUATION	ATTENTION	
			OPERATIONAL DIMENSION	ORGANIZATIONAL DIMENSION
1. Management involvement	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3	<input type="checkbox"/> ?		
2. Cultural compatibility	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3	<input type="checkbox"/> ?		
3. Resources	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3	<input type="checkbox"/> ?		
4. Training	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3	<input type="checkbox"/> ?		
5. Coaching	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3	<input type="checkbox"/> ?		



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