

# A G I L E V E L

Dynamic to analyze and improve organizational agility

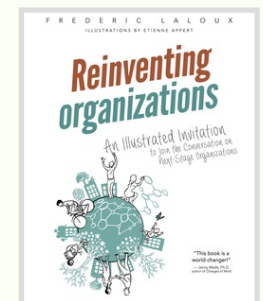
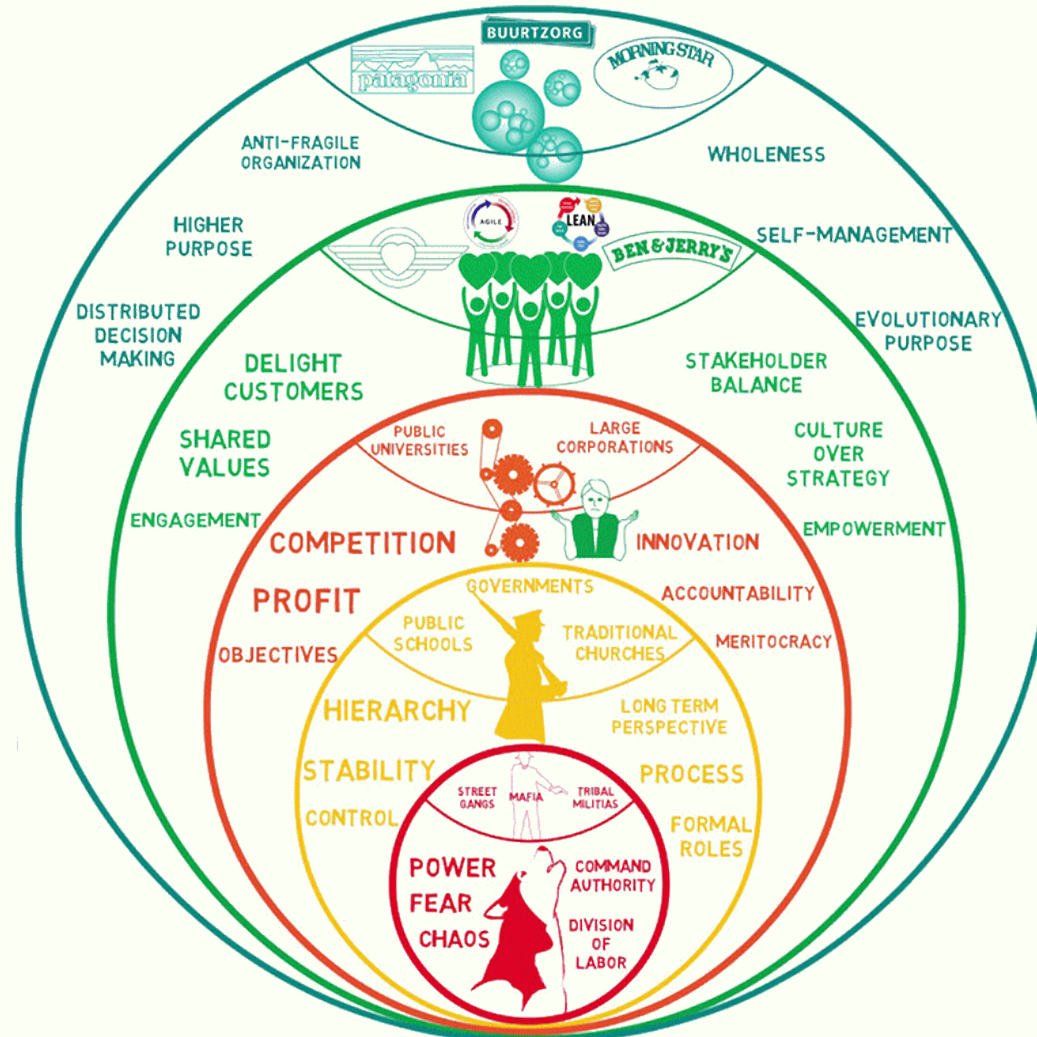


## About AgiLevel Dimensional Dynamic

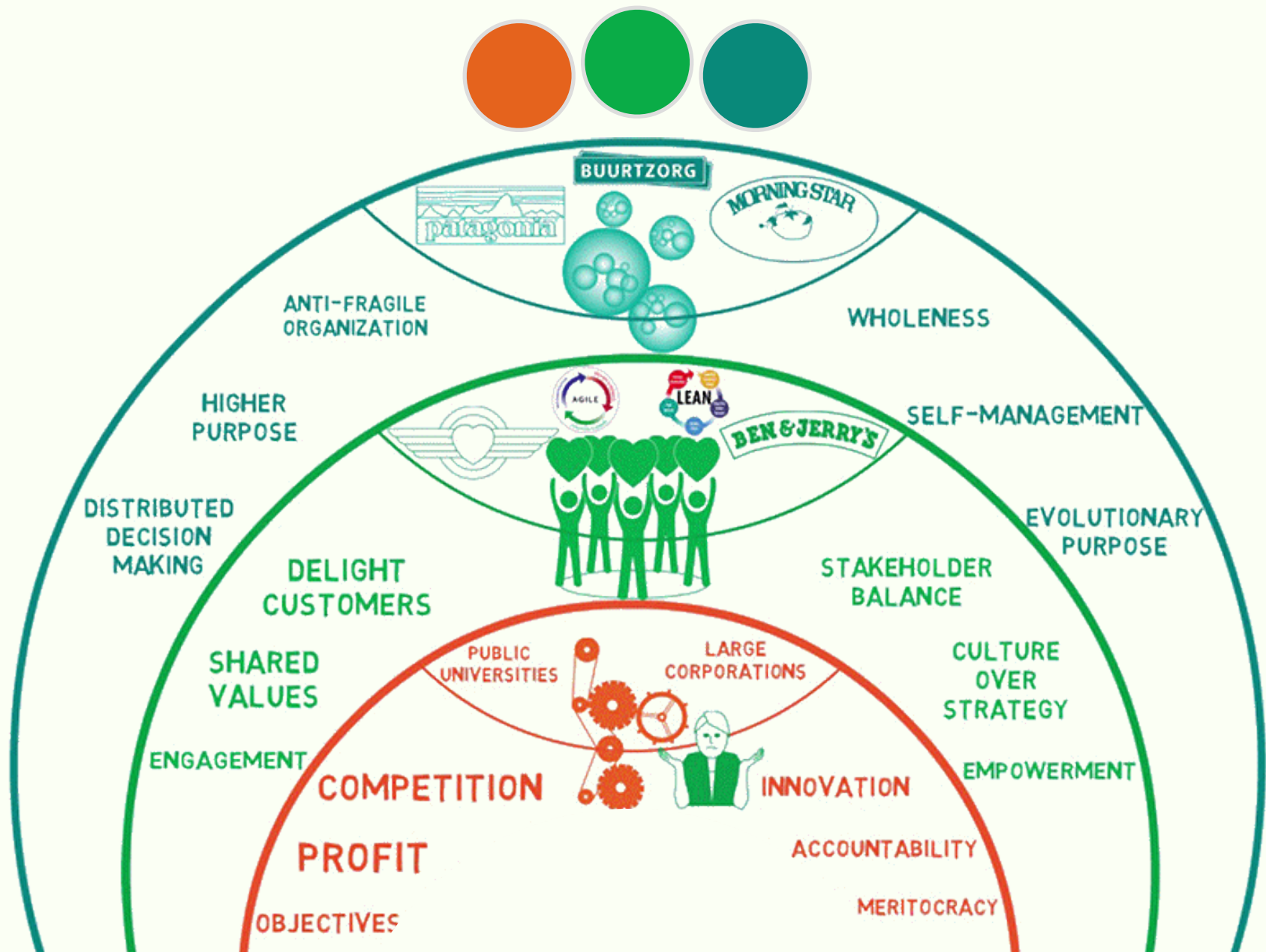
AgiLevel is a guide to improve organizational agility and design the cultural transformation of companies.

You can download the newest version of this dynamic at [agilevel.com](https://agilevel.com)

# Cultural paradigms



Source: Frederic Laloux



# CULTURAL MODEL

The company's personality

## PURPOSE



Maximize benefits



Share benefits



Evolutionary



## ORGANIZATION



Pyramidal  
Managerial governance



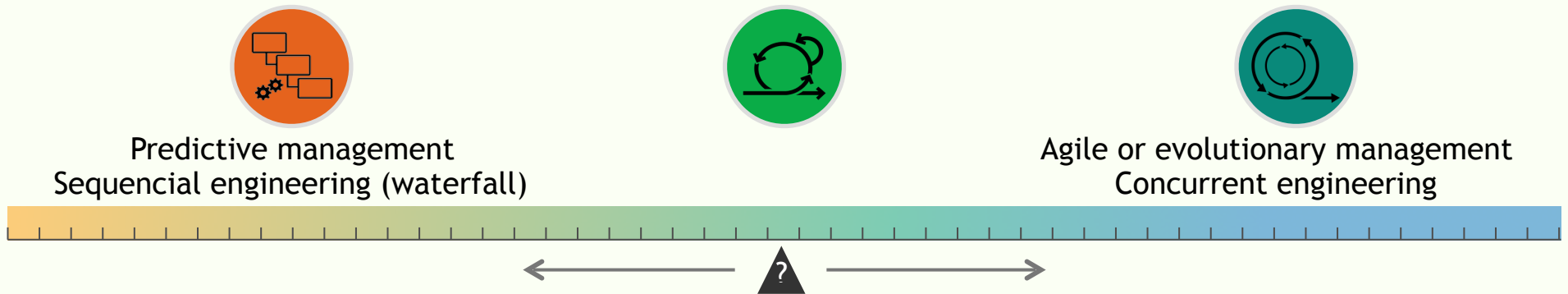
Horizontal  
Empowered teams



Fractal or holocratic  
Dynamic governance

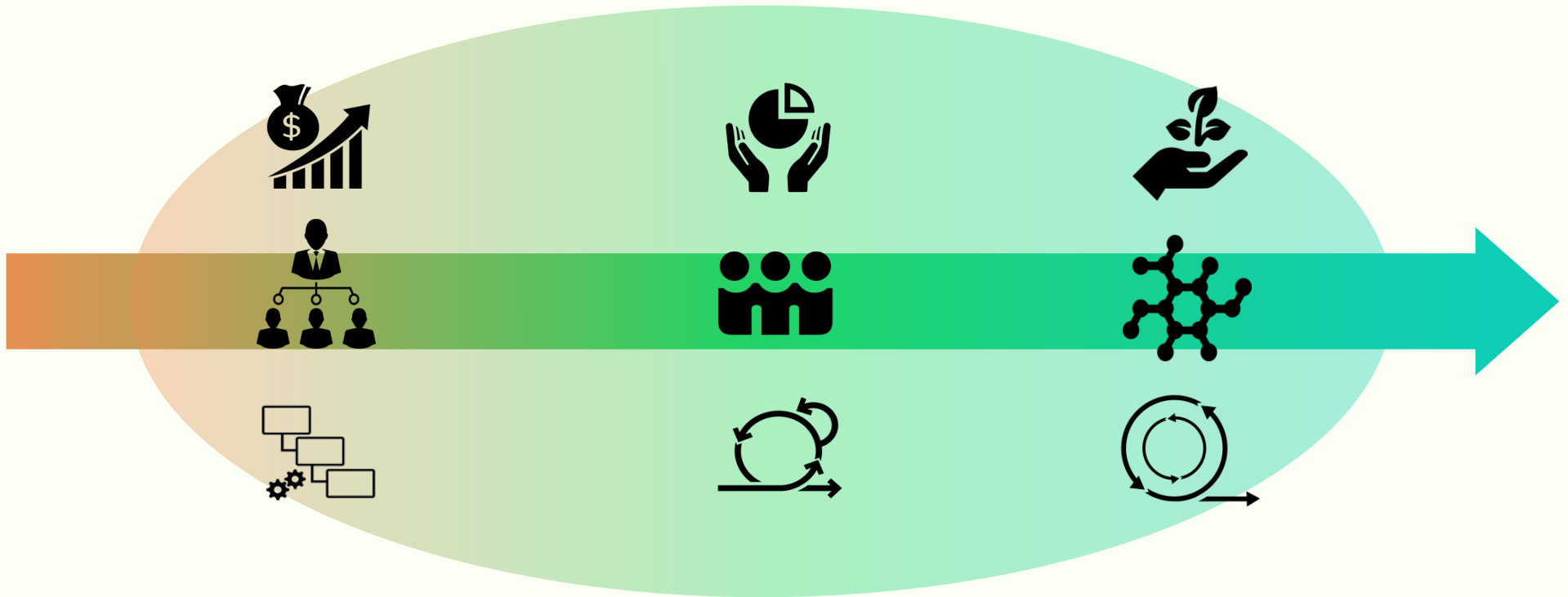


# OPERATIONAL MODEL



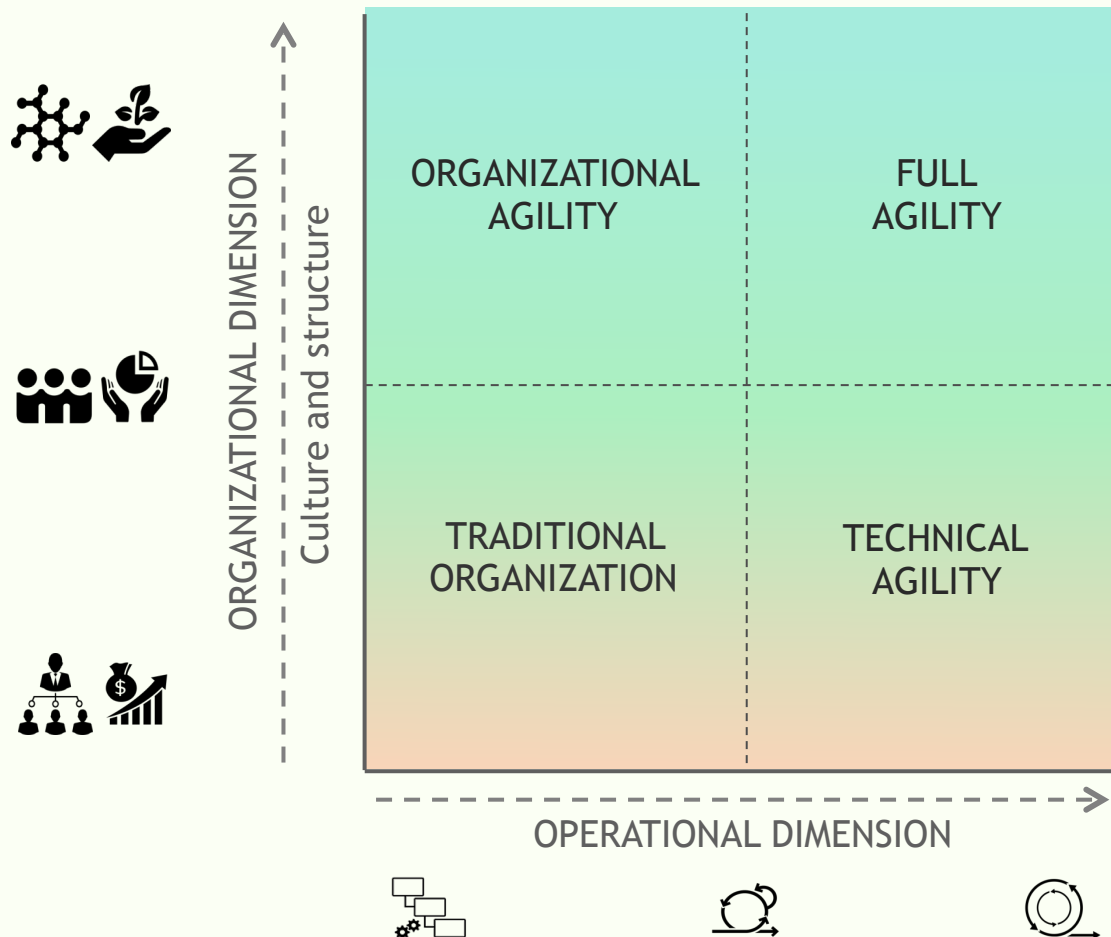
# AGILITY FOR COMPANIES

Usual strategy



# AGILITY FOR COMPANIES

Scrum Manager® strategy

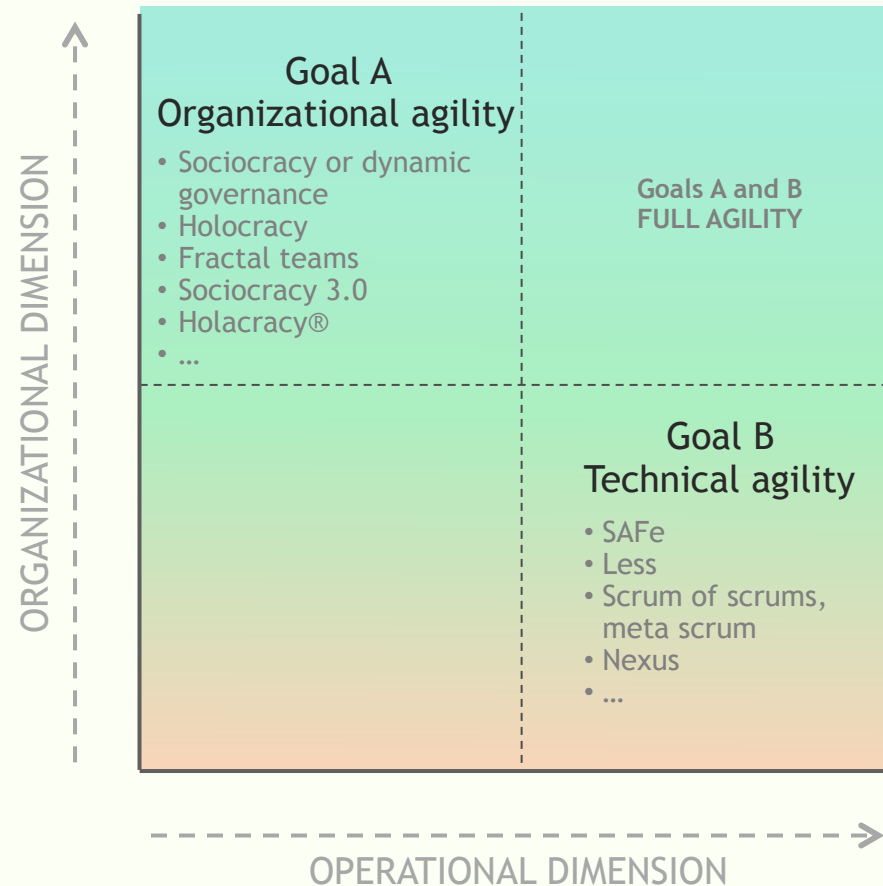




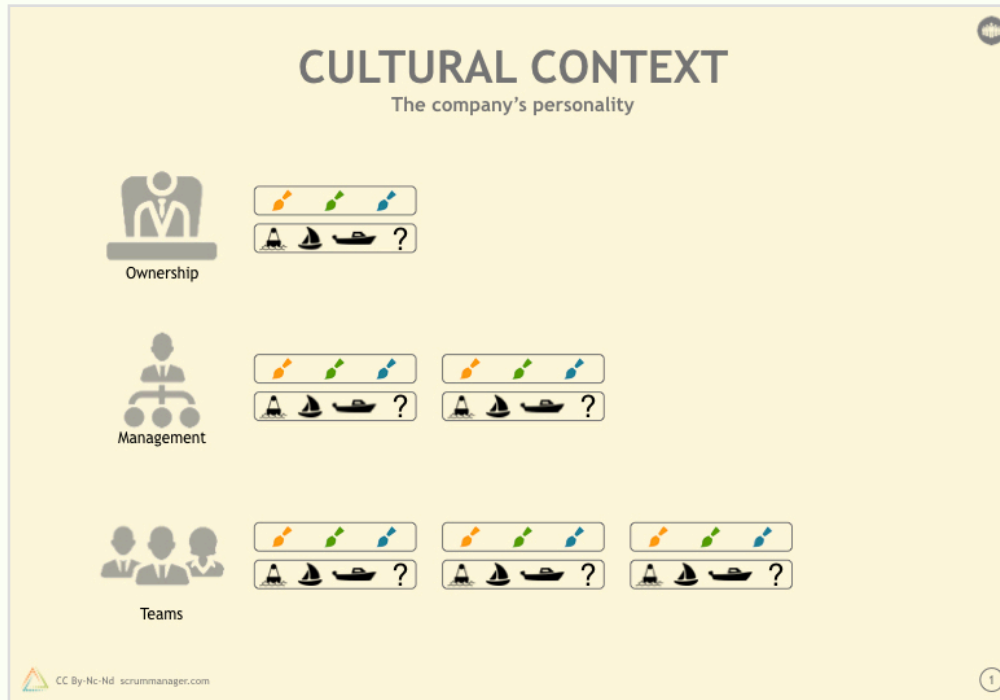
What's the goal?

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




Shared vision with client

0123



Team-client collaboration

0123




Variability

0123

0123


## Continuous improvement



Continuously improved practices

0123

0123

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2

“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

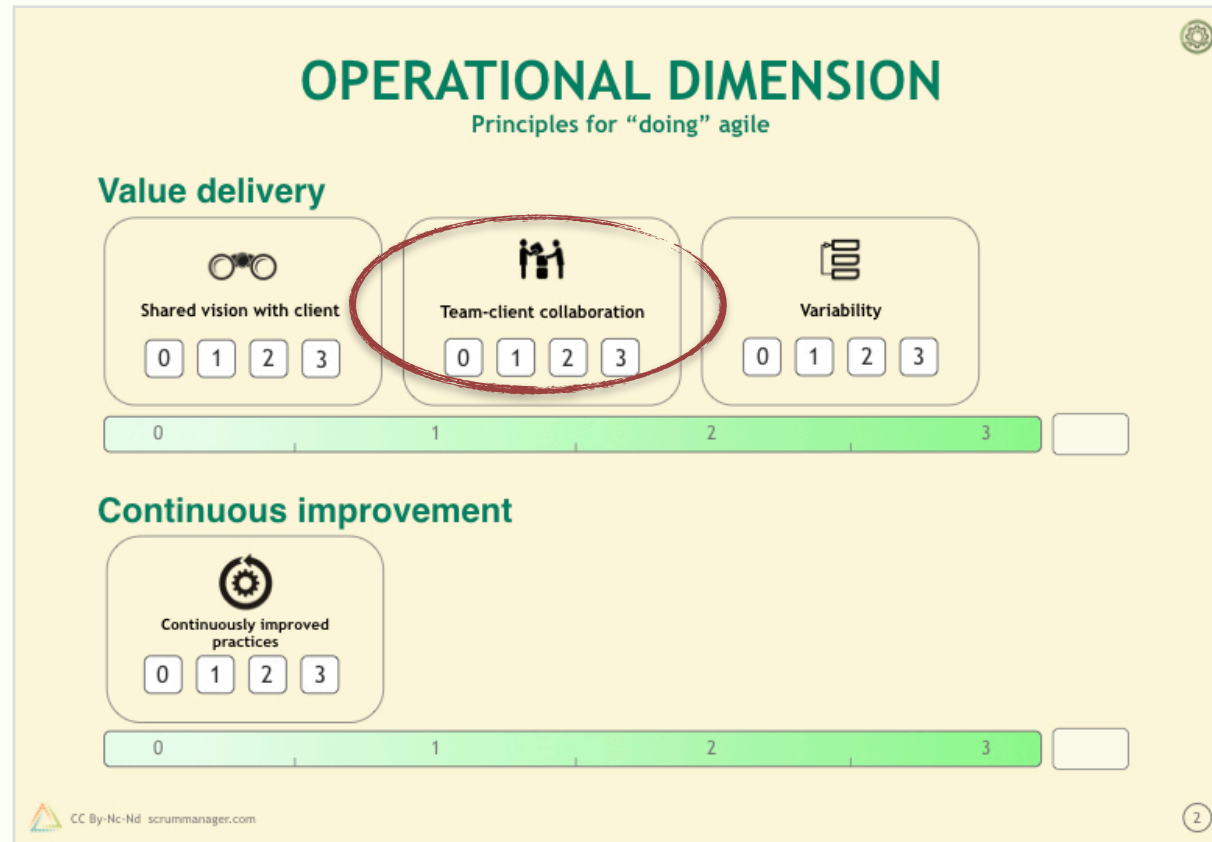
Rarely

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

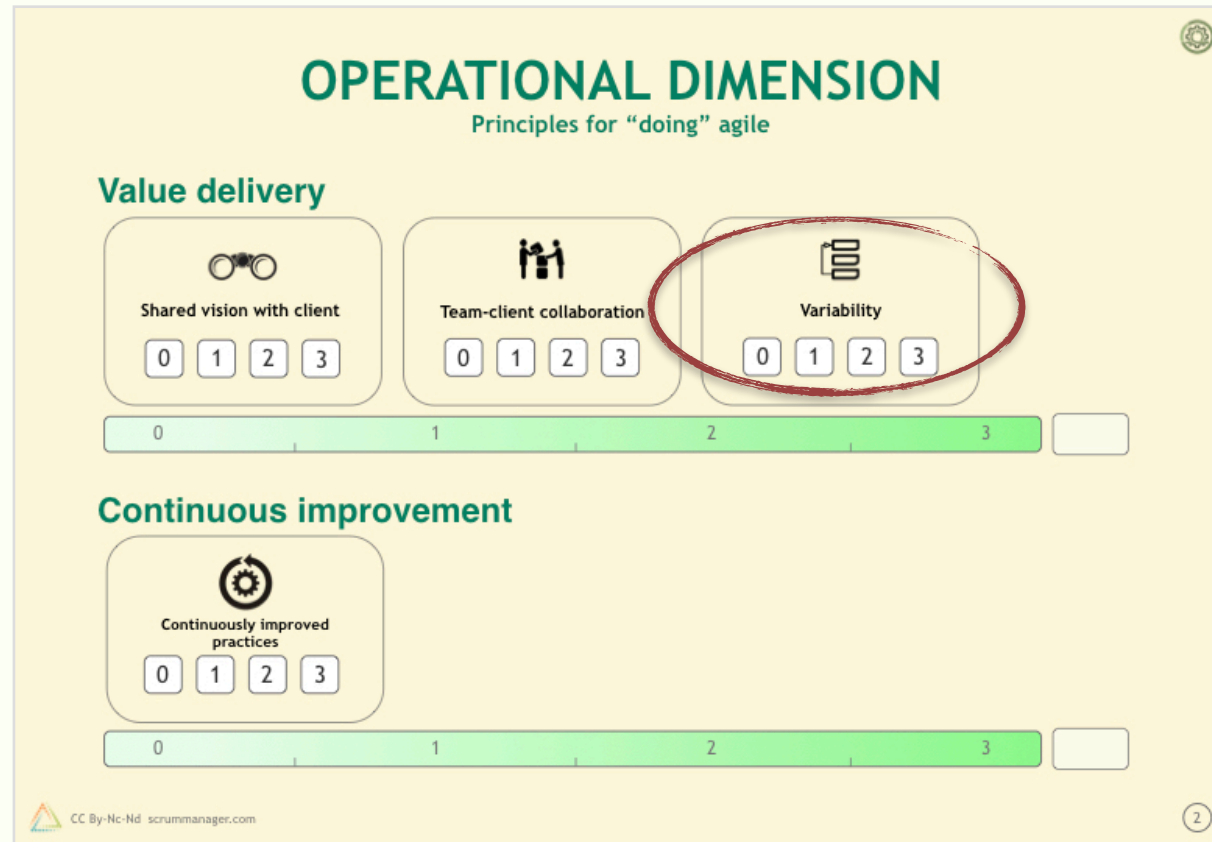
Rarely

2

Often

3

Always



“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



# OPERATIONAL DIMENSION


Principles for “doing” agile

## Value delivery




Shared vision with client

0123



Team-client collaboration

0123




Variability

0123

0123


## Continuous improvement



Continuously improved practices

0123

0123

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2

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

0

Never

1

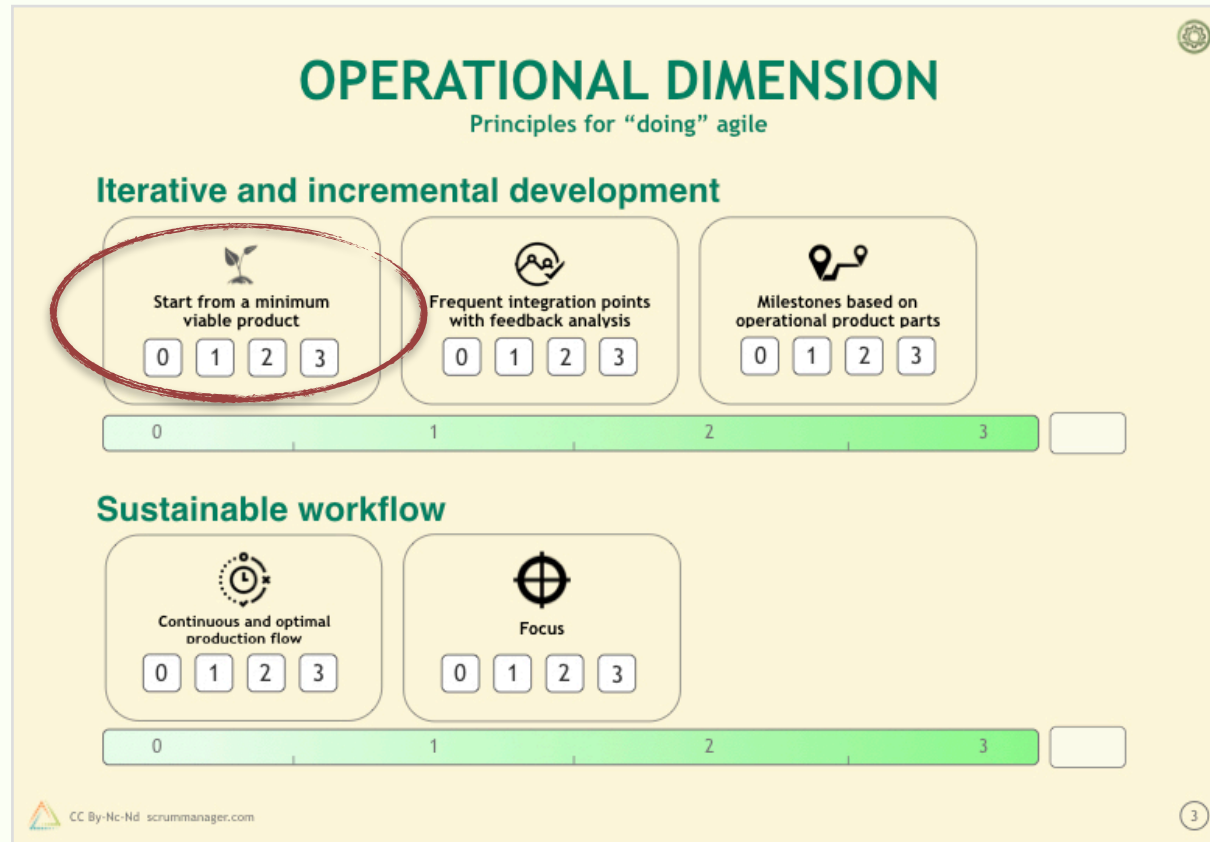
Rarely

2

Often

3

Always



“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

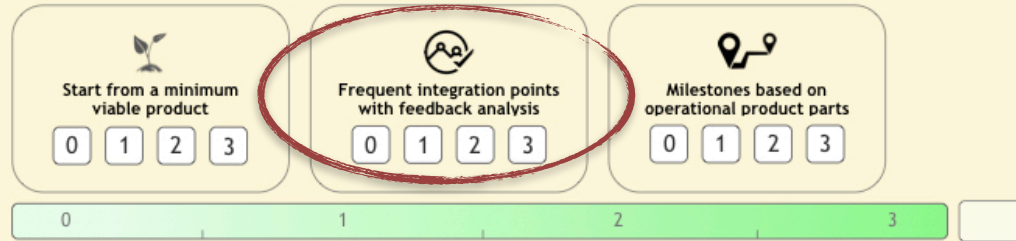
3

Always

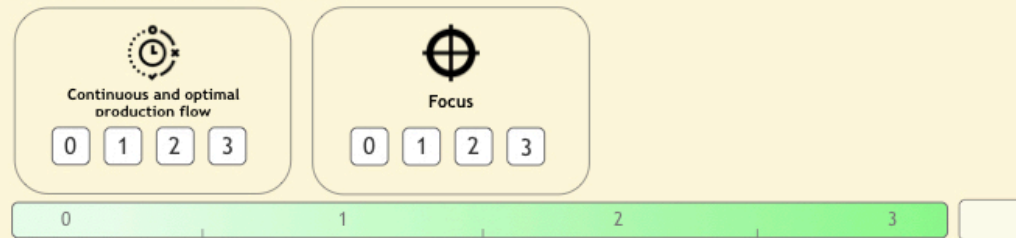
# OPERATIONAL DIMENSION

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

3

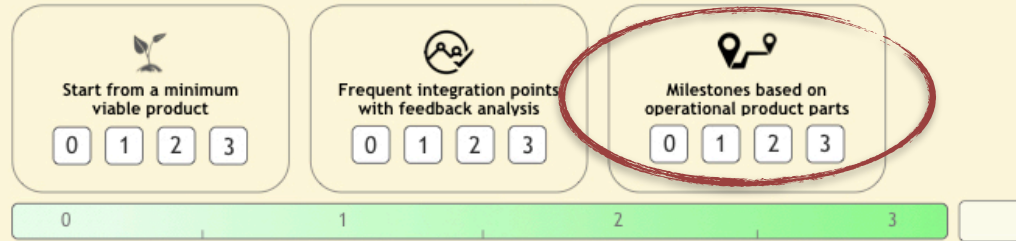
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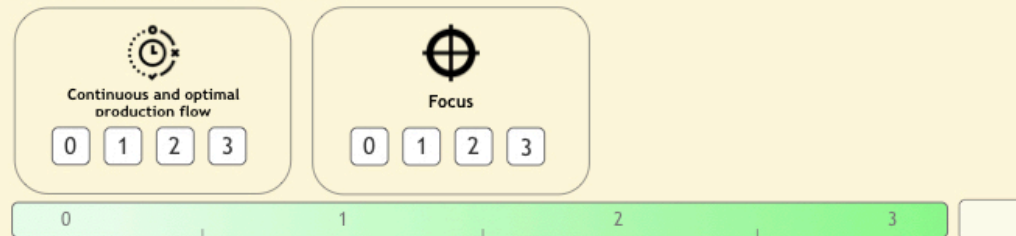
# OPERATIONAL DIMENSION

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

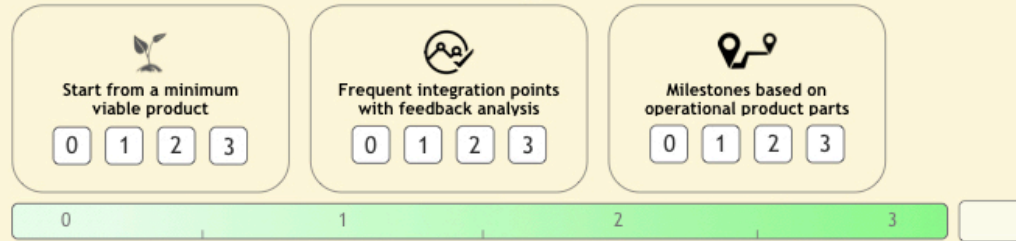
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Always

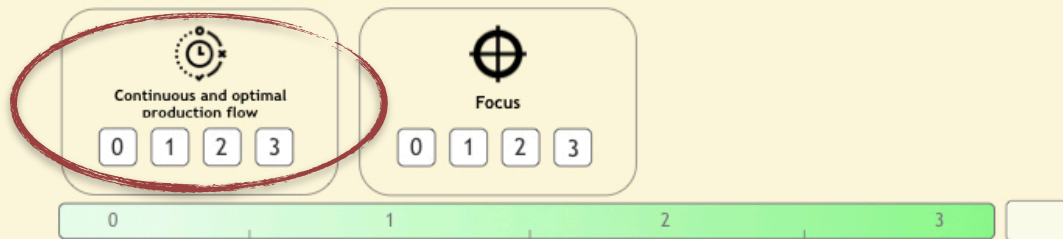
# OPERATIONAL DIMENSION

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

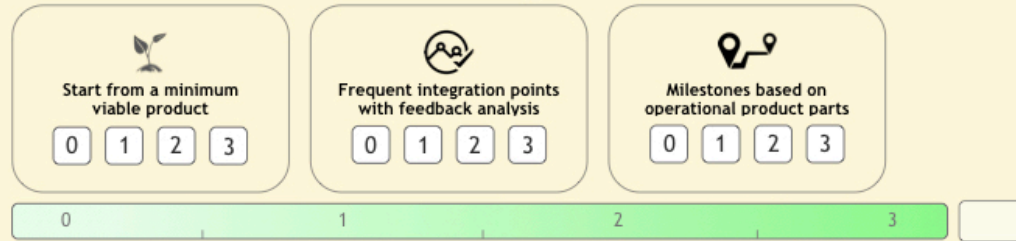
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Always

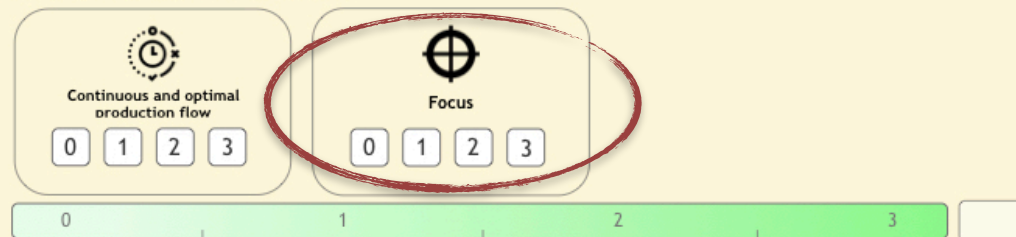
# OPERATIONAL DIMENSION

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

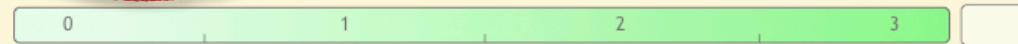
  
Techniques to  
guarantee high quality

0


1

2

3



## Visibility of operations


  
Early detection of  
impediments

0

1

2

3

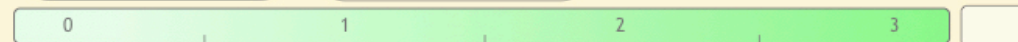
  
Shared information

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



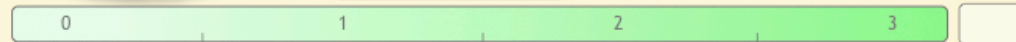
Early detection of  
impediments

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

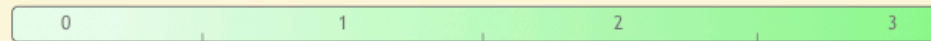
# OPERATIONAL DIMENSION

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

Meetings based on development pace		Predictable delivery dates	
0	1	2	3

0 1 2 3

## Knowledge

Hard skills		Soft skills	
0	1	2	3

0 1 2 3

“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

Meetings based on development pace	Predictable delivery dates
<div></div> <div>0 1 2 3</div>	<div></div> <div>0 1 2 3</div>
<div>0 1 2 3</div>	

## Knowledge

Hard skills	Soft skills
<div></div> <div>0 1 2 3</div>	<div></div> <div>0 1 2 3</div>
<div>0 1 2 3</div>	

“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

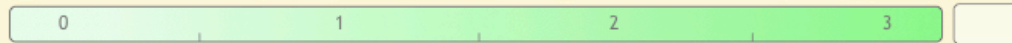
## Global timing and synchronisation

  
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



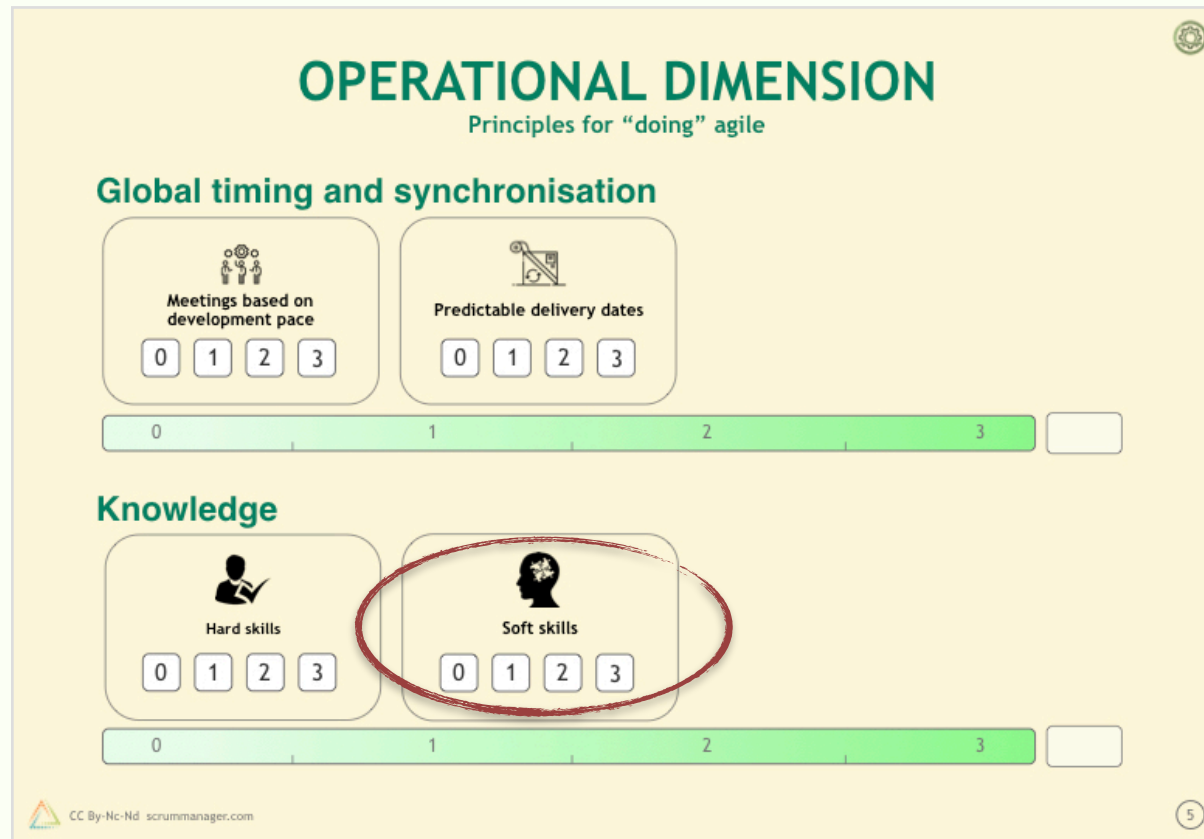
The proficiency level of technical staff is:

0  
Defficient

1  
Normal

2  
Good

3  
Excellent



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

0 1 2 3

Few people Some people Most people Everyone



# OPERATIONAL DIMENSION


Analysis


PRINCIPLES	PRIORITY					
	CURRENT	SITUATION			IMPACT	
1. Value delivery	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div>2.5</div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>
2. Continuous improvement	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>
3. Incr. and iterative development	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>
4. Sustainable workflow	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>
5. Attention to excellence	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>
6. Visible operations	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>
7. Global timing and synch	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>
8. Knowledge	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>	<div><div></div><div></div><div></div><div></div><div></div></div> <div>0123</div> <div></div>
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# 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 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

0123


### Appreciation of talent

  
Incorporation and development  
0 1 2 3

  
Retention  
0 1 2 3

  
Career development  
0 1 2 3

0123

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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

0123


## Appreciation of talent

  
Incorporation and development  
0 1 2 3

  
Retention  
0 1 2 3

  
Career development  
0 1 2 3

0123

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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




## CULTURAL DIMENSION

Values for “being” agile


### Assertiveness


  
Courage  
0 1 2 3


  
Respect  
0 1 2 3

0123


### Appreciation of talent

  
Incorporation and development  
0 1 2 3

  
Retention  
0 1 2 3

  
Career development  
0 1 2 3

0123

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7

“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

0123


### Appreciation of talent

  
Incorporation and development  
0 1 2 3

  
Retention  
0 1 2 3

  
Career development  
0 1 2 3

0123

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“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


  
Transparency  
0 1 2 3

  
Honesty  
0 1 2 3


0123

## Trust

  
Safe environment  
0 1 2 3

  
Trust  
0 1 2 3

0123

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“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


  
Transparency  
0 1 2 3

  
Honesty  
0 1 2 3


0123

## Trust

  
Safe environment  
0 1 2 3

  
Trust  
0 1 2 3

0123

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“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


0123

## Trust

  
Safe environment  
0 1 2 3

  
Trust  
0 1 2 3

0123

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“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

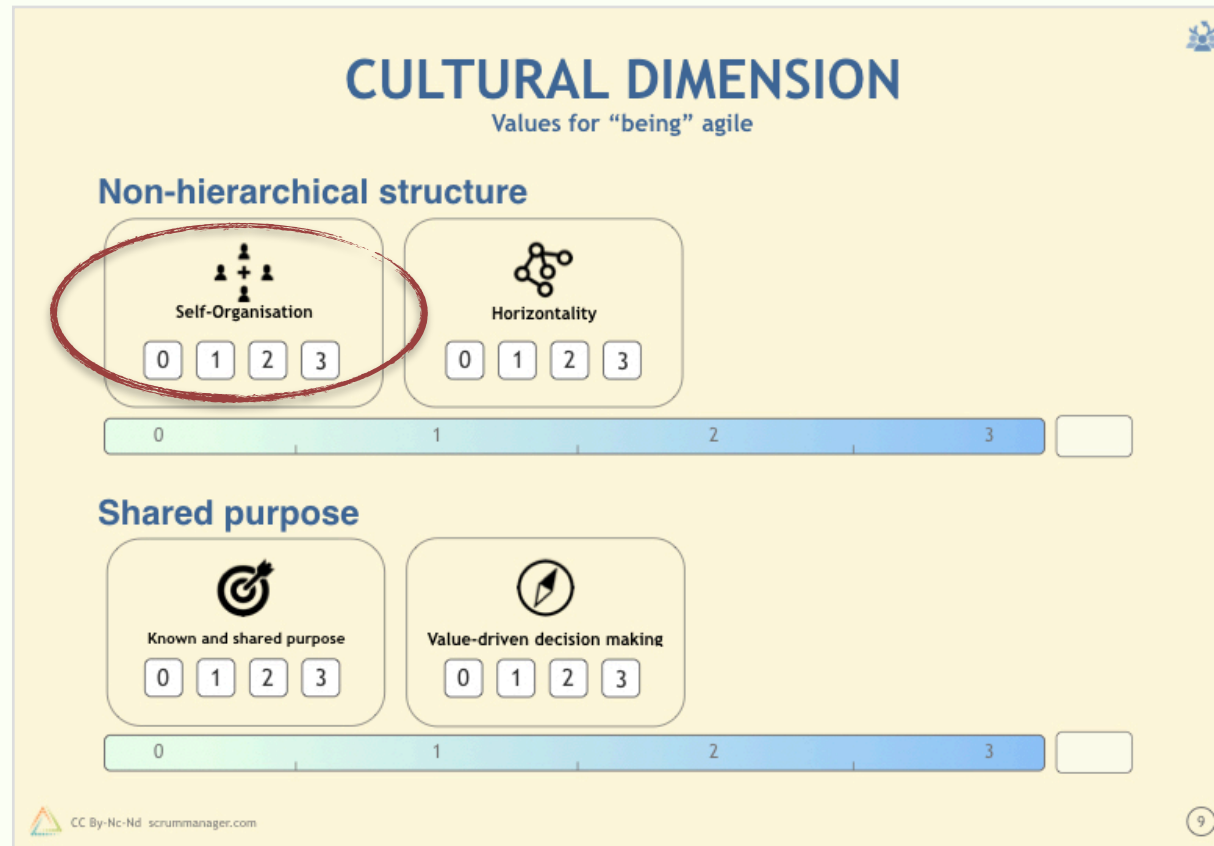
Rarely

2

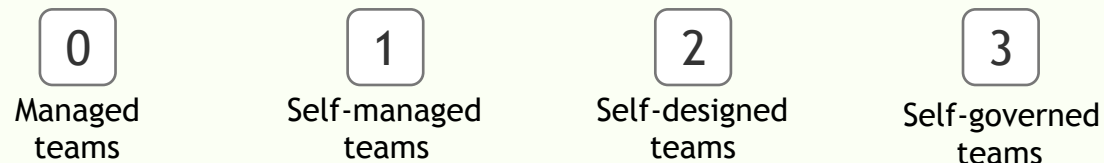
Often

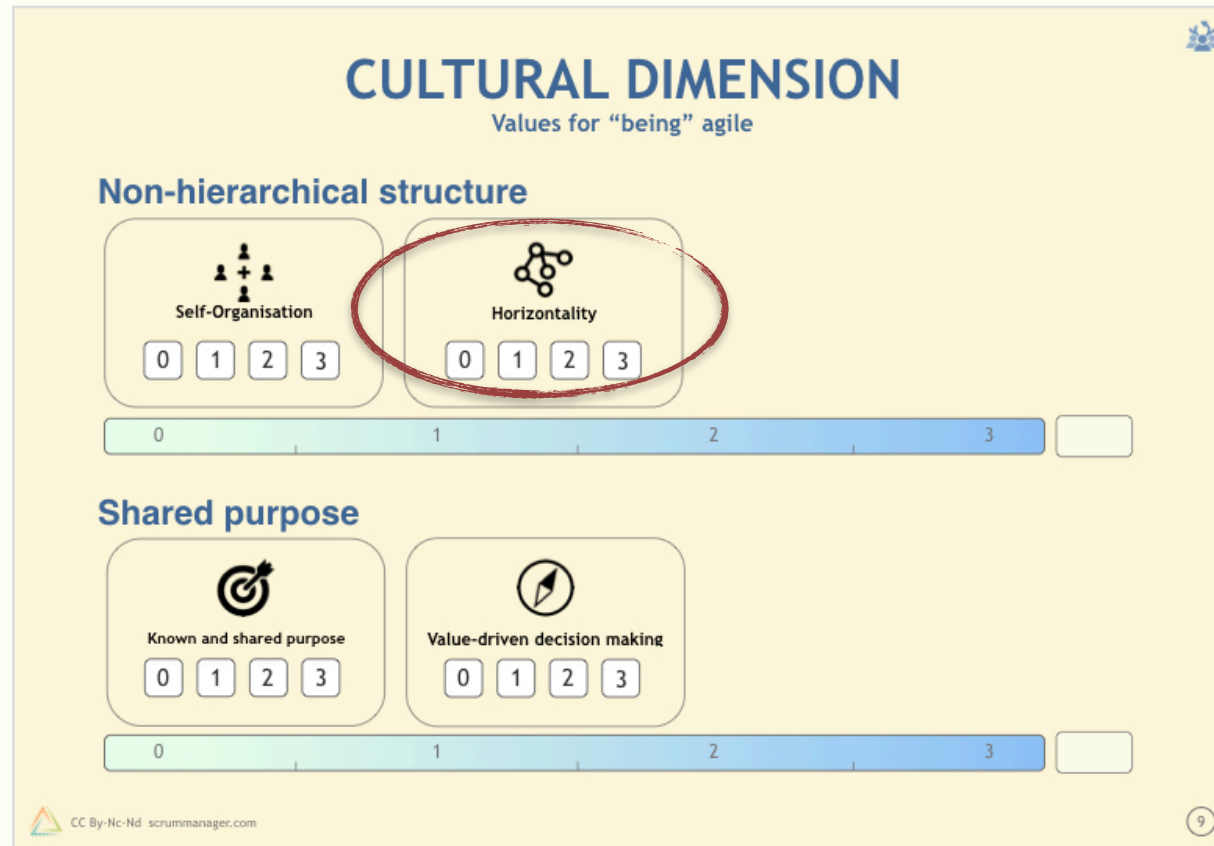
3

Always

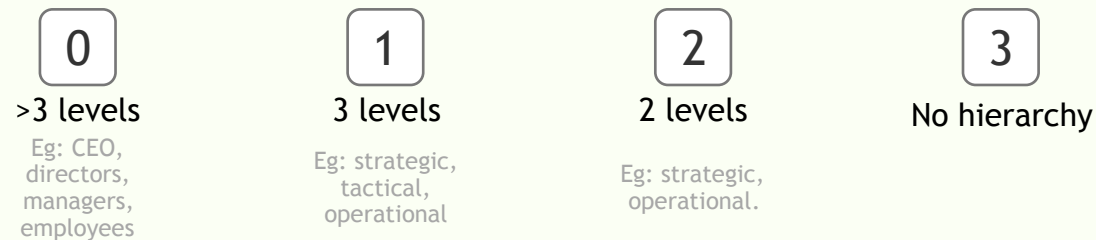


Teams 0) execute tasks, 1) also manage those tasks within the project’s scope, 2) also design their own organization model, 3) also participate in the organization’s strategic decisions.






The company regulates instructions and work management through hierarchical levels:



# CULTURAL DIMENSION

Values for “being” agile

## Non-hierarchical structure




Self-Organisation

0

1

2

3



Horizontality

0

1

2

3


0

1

2

3

## Shared purpose




Known and shared purpose

0

1

2

3



Value-driven decision making

0

1

2

3

0

1

2

3

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9

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

0

No

1

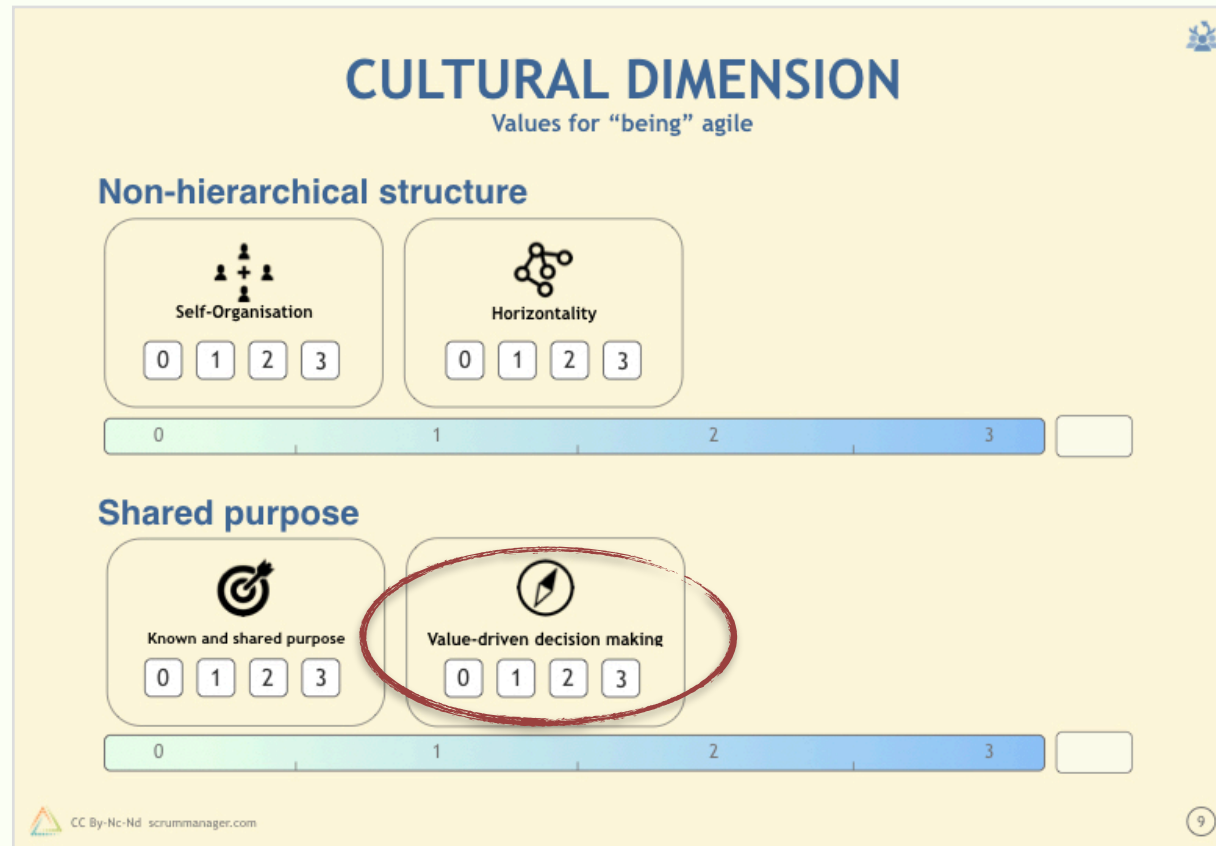
Vague purpose

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

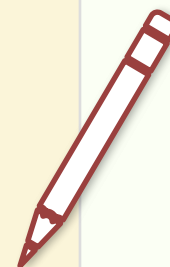




# CULTURAL DIMENSION

2 dimension analysis

	CURRENT	PRIORITY	
		SITUATION	IMPACT
1. Assertiveness	<div><div>0123</div><div>2.5</div></div>	<div><div></div></div>	<div><div>3</div></div>
2. Appreciation of talent	<div><div>0123</div><div></div></div>	<div><div></div></div>	<div><div></div></div>
3. Clarity	<div><div>0123</div><div></div></div>	<div><div></div></div>	<div><div></div></div>
4. Trust	<div><div>0123</div><div></div></div>	<div><div></div></div>	<div><div></div></div>
5. Non-hierarchical structure	<div><div>0123</div><div></div></div>	<div><div></div></div>	<div><div></div></div>
6. Shared purpose	<div><div>0123</div><div></div></div>	<div><div></div></div>	<div><div></div></div>
	<div><div>↑</div><div>Average</div><div></div></div>		





PRIORITY

## CURRENT

## SITUATION

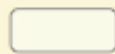
## IMPACT

## 1. Assertiveness



3

## 2. Appreciation of talent



11

### 3. Clarity



10

#### 4. Trust



10

Average

## STRUCTURAL DIMENSION

### Organizational arrangements

## 5. Non-hierarchical structure



3


## 6. Shared purpose



11

Average

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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12

“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

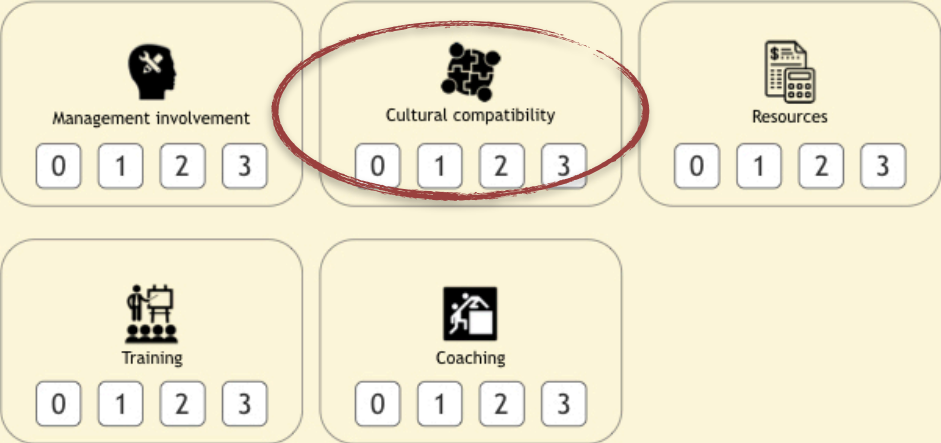
2

Their knowledge or support might not be enough

3

They are knowledgeable and committed

# SUPPORT



The diagram shows five support categories, each with an icon, a label, and a 0-3 scale. The 'Cultural compatibility' category is circled in red.

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

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12

“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



The form is titled 'SUPPORT' and contains five assessment categories, each with an icon, a label, and a 0-3 scale. The 'Resources' category is circled in red. Below the categories is a progress bar and a legend.

Category	0	1	2	3
Management involvement				
Cultural compatibility				
Resources				
Training				
Coaching				

0 1 2 3

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“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

0123




Cultural compatibility

0123




Resources

0123



Training


0123



Coaching

0123

0123

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12

“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 diagram shows five categories of support, each with a 0-3 scale:

- Management involvement** (Icon: Head with gear): 0 1 2 3
- Cultural compatibility** (Icon: Interlocking puzzle pieces): 0 1 2 3
- Resources** (Icon: Money bag and calculator): 0 1 2 3
- Training** (Icon: Person at a whiteboard): 0 1 2 3
- Coaching** (Icon: Person with a magnifying glass over a document): 0 1 2 3

The 'Coaching' category is circled in red. Below the categories is a horizontal scale from 0 to 3, with the 'Coaching' category's score of 1 highlighted. A legend at the bottom explains the scale: 0 (No), 1 (Yes but scarcely), 2 (Yes but not always or not enough), 3 (Yes).

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12

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

0

No

1

Yes but scarcely

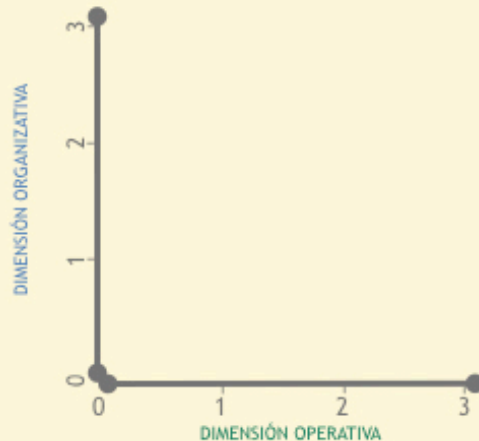
2

Yes but not  
always or not  
enough

3

Yes

# IMPROVEMENT PLAN (2D)

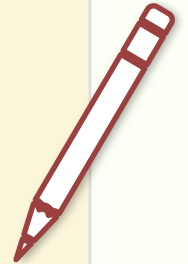


## OPERATIONAL DIMENSION

- |                                      |                          |                          |
|--------------------------------------|--------------------------|--------------------------|
| 1. Value delivery                    | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Continuous improvement            | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Incr. and iterative development   | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Sustainable workflow              | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Constant attention to excellence  | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Visible operations                | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Global timing and synchronisation | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Knowledge                         | <input type="checkbox"/> | <input type="checkbox"/> |

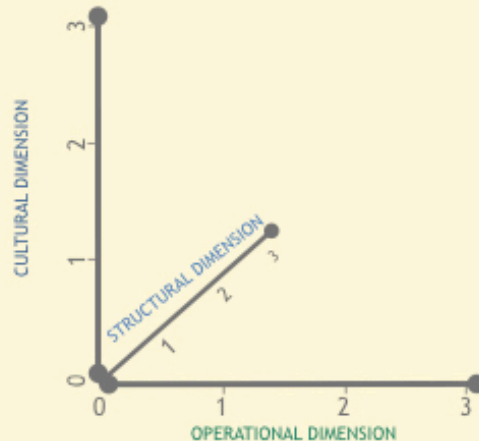
## ORGANIZATIONAL DIMENSION

- |                               |                          |                          |
|-------------------------------|--------------------------|--------------------------|
| 1. Assertiveness              | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Appreciation of talent     | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Clarity                    | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Trust                      | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Non-hierarchical structure | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Shared purpose             | <input type="checkbox"/> | <input type="checkbox"/> |





# 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 ☐

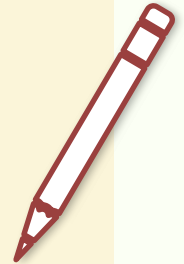
## STRUCTURAL DIMENSION

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



# SUPPORT

## Analysis



ACTIONS	CURRENT	SITUATION	ATTENTION
			OPERATIONAL DIMENSION ORGANIZATIONAL DIMENSION
1. Management involvement	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div></div>
2. Cultural compatibility	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div></div>
3. Resources	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div></div>
4. Training	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div></div>
5. Coaching	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div></div>





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