What have you actually done that has accelerated your Business Agility journey?
How would you rate YOUR Business Agility maturity?

- Pre-crawl (1-2)
- Crawl (3-4)
- Walk (5-6)
- Run (7-8)
- Fly (9-10)
BUSINESS AGILITY FLUENCY

Average business agility maturity (Walking)

Top 5 Competencies

- Board Focus: 55%
- Understand The Customer: 54%
- Customer As Purpose: 52%
- Unity of Purpose: 52%
- Vision: 51%

Lowest 5 Competencies

- Supporting Functions: 42%
- Funding Models: 43%
- Engagement Policies: 44%
- Measure What Matters: 45%
- Supply Chain & Network: 45%
BUSINESS AGILITY AROUND THE WORLD

Average Maturity [0-10] 4.7 WORLDWIDE

Respondents (%)

22% North America
5.0

6% South America
4.6

25% EMEA
3.7

4.5 Asia

12% Oceania
4.0
PREDICTIVE INDICATORS

- Funding Models
- Value Streams
- Relentless Improvement
BENEFITS

Increased revenue
Faster turnaround times
Improved relationships
Greater transparency
BENEFITS

Most Significant Organizational Benefit of Business Agility

- Customer Satisfaction
- Employee Satisfaction
- Market Success
- Collaboration & Communication
- Ownership Accountability
- Adaptive Leadership
- Better Ways of Working
- Motivation
“We have improved lead times to our clients [and] our NPS ratings are trending up.”

“Our customers love us and perceive us to be more agile than we actually feel.”

- BAI SURVEY RESPONDENTS

“[We have] more engaged employees and early signs of nurturing a growth mindset in some individuals and teams.”

- BAI SURVEY RESPONDENT

“Our revenue is increasing.”

“[Our] early delivery to market was effective to be the market leader.”

“Revenue and customer KPIs have been improving.”

- BAI SURVEY RESPONDENTS
<table>
<thead>
<tr>
<th>Stage</th>
<th>Score</th>
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<tbody>
<tr>
<td>Pre-Crawl (1-2)</td>
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</tbody>
</table>
Rate your organization's Value Streams maturity

Pre-Crawl (1-2)
Crawl (3-4)
Walk (5-6)
Run (7-8)
Fly (9-10)
Rate your organization's Relentless Improvement maturity

Pre-Crawl (1-2)
Crawl (3-4)
Walk (5-6)
Run (7-8)
Fly (9-10)
TOP 3 INDUSTRIES

- Consulting: 5.3
- Retail, Entertainment & Hospitality: 4.6
- Information Technology: 4.4
BUSINESS AGILITY JOURNEY (YEARS)

69% of respondents have been on the journey for less than three years.

There is no significant variation in the upward trend when adjusting for company size or high-maturity organizations.
MATURITY BY JOURNEY YEARS

Point variation between companies on the journey for <1 year vs 8+ years

- Customer: 1.8
- Enterprise Agility: 1.9
- Partners: 2.6
- Ownership & Accountability: 2.7
- Workforce: 2.6
- Craft Excellence: 2.8
- Strategic Agility: 2.5
- Board: 2.0
- Process Agility: 2.5
- People Management: 3.2
- One Team: 3.1
- Structural Agility: 3.0
- Growth Mindset: 3.2
PERCEPTION OF BUSINESS AGILITY

- C-Level: 5.4
- LOB/Division: 4.1
- Manager: 5.1
- Individual Contributor: 3.9
- External Partner: 4.3
What are the TOP Challenges with enabling Business Agility?
CHALLENGES TO BUSINESS AGILITY

Top 10 Themes for Addressing Challenges Along the Journey

- Leadership Style
- Change Management
- Culture
- Agile Mindset
- Alignment
- Sponsorship
- Customer
- Silos
- Transformation
CHALLENGES TO BUSINESS AGILITY

“Our senior leadership lacks the understanding that it takes more than just tech teams ‘doing’ Agile.”
- BAI SURVEY RESPONDENT

“We struggle to properly staff [our transformation] with enough change agents to get any scale.”
- BAI SURVEY RESPONDENT

“[We have a] risk-averse culture [which forms] silos and layers of bureaucracy.”
- BAI SURVEY RESPONDENT

“People who do not share the [agile] mindset are in senior positions and their attitudes trickle down, no matter what is being done at lower levels.”
- BAI SURVEY RESPONDENT

“Senior management is not bought in [to the transformation] due to a lack of alignment with [their] personal objectives.”
- BAI SURVEY RESPONDENT
RECOMMENDATIONS

• Be mindful of your leadership style.
• Make change management a core competency for the workforce as a whole.
• Recognize that increasing business agility and shifting culture requires ongoing support and attention from the leadership team.
• Provide coaching and mentoring on the agile mindset to all levels of the organization.
• Invite the organization to participate in the goal-setting process.
Thank You

COMPLETE THE SURVEY: HTTP://BIT.LY/BAI-REPORT

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https://businessagility.institute