

AGILE CULTURE DEVELOPMENT MATRIX

ADVANCED VERSION 2021



Level	Purpose and Results (PR)	Agile Leadership (AL)	Well-being and Fulfilment (WF)	Collaboration and Autonomy (CA)	Trust and Transparency (TT)	Adaptability to Change (AC)	Innovation and Learning (IL)
Transformational	<p>A shared vision is embraced and reflected in everyone's behaviours organisation-wide.</p> <p>A clear, compelling, inspiring purpose is at the heart of the culture as a focus on game-changing results that are important to all stakeholders and are driven by delighting customers.</p> <p>The people in the organisation understand how they contribute to this success and feel proud to be part of it.</p> <p>Organisational values are often referenced, are enshrined via peer role-modelling, and there is a genuine desire to follow them. Behaviours throughout reflect this passion for the organisation.</p>	<p>Leaders are Servant Leadership orientated (placing others' needs in the highest regard), working towards the shared vision and developing collaborative teams with a sense of shared responsibility.</p> <p>They can manage the inevitable conflict between control and flexibility and internal and external viewpoints to create an organisation that delivers today and is also looking well into the future.</p> <p>High emotional intelligence ensures they put others first and behave with humility, fostering a learning organisation.</p>	<p>The people are happy and positive and feel secure, supported and valued.</p> <p>There is a deep sense of fulfilment and a feeling of enjoyment and achievement.</p> <p>They feel part of something dynamic and game-changing.</p> <p>Work-life balance is as they wish it, self-esteem is boosted by recognition, respect and development opportunities, and they are vocal ambassadors for the organisation.</p>	<p>Change is delivered through a network of collaborative teams.</p> <p>Authority is distributed with an appropriate level of autonomy.</p> <p>Self-directed teams are supported with the right level of resource and training. Individual initiative is encouraged, and roles are flexible according to need.</p> <p>Organisational structures encourage rather than inhibit distributed authority.</p>	<p>There is complete transparency and honesty in day to day working unless the subject matter is confidential.</p> <p>Loyalty, commitment and trust permeate throughout the organisation, and staff feel valued.</p> <p>Leaders are open to being advised when their behaviours might send the wrong message and act on feedback to correct it.</p> <p>It is completely safe to challenge and question, and there is full knowledge sharing.</p>	<p>The organisation scans the horizon for new challenges and adapts quickly to changes in the business environment.</p> <p>Equally, there is a strong core that provides stability to support the change.</p> <p>It is entrepreneurial in character, proactive in seeking change and risk is embraced and managed.</p> <p>New ideas are adopted quickly and then reviewed for effectiveness and discontinued if not appropriate. People are supported through change.</p>	<p>There is a strong commitment to innovation and learning throughout the organisation and in all contexts.</p> <p>Reflective practice and learning are a standard part of normal business, and people feel psychologically secure enough to try new things and move outside their comfort zone.</p> <p>Fast fail is seen as an important part of learning. Reflection time is built into the diary and is seen as an essential activity, ring-fenced from crises.</p> <p>Failure is seen as an opportunity to learn, and a growth mindset is a norm.</p>
Thriving	<p>A long term shared vision is accepted across the organisation, with a clear purpose and a focus on results that reflect more than just the financials.</p> <p>The people in the organisation can see how their individual and team goals align with this, and they see delivering customer value as a meaningful objective.</p> <p>They are encouraged to live the values but have to be reminded to follow them.</p> <p>There is a consistency of purpose and measures reflecting customer value, which are closely monitored.</p>	<p>Visionary, inspirational leaders seek and listen to input and feedback from all stakeholders to enhance understanding and leverage diversity.</p> <p>They have the emotional intelligence to admit they make mistakes and the empathy to enable their people feel respected and valued.</p> <p>They understand what motivates and how to develop others, acting as facilitators, encouraging an open exchange of views.</p>	<p>People feel motivated and empowered.</p> <p>They know their input is valued and will help fashion the ultimate decision.</p> <p>They don't feel threatened within the team and get satisfaction from helping deliver the organization's goals.</p> <p>They are content with their work-life balance and will respond with an overall positive in a staff survey.</p> <p>They can see the potential to grow as an individual in terms of skills. Sometimes they feel overloaded or neglected, but they put this down to business pressures.</p>	<p>There are some examples of self-organising teams which are given an appropriate level of autonomy and have achieved great things.</p> <p>But there are other areas where the management is unhappy to give away accountability and retains a close monitoring relationship that stifles autonomy.</p> <p>Teams are told to be self-organised but don't have the support or skills to succeed.</p> <p>Cross-functional collaboration is how we work around here.</p>	<p>There is generally an open and honest culture where people feel that their leaders will act in their interests.</p> <p>The overall culture is trust and transparency, but most people can still cite one or two managers, or colleagues who do not live these values yet are continuing to survive and flourish.</p> <p>Particularly when times are tough old behaviours surface.</p>	<p>There are many good examples of innovative approaches in various parts of the organisation and a good understanding of the business environment.</p> <p>The need to deliver today's results is an inhibitor to bold action.</p> <p>Change is triggered once the operational performance starts to come under threat rather than proactively in advance.</p> <p>Once triggered, people will well manage the change.</p>	<p>People are encouraged to learn new skills beyond the current role requirements and stretch themselves to try something new, perhaps moving out of their current function.</p> <p>There are formal reflection sessions at set points in processes to ensure lessons learnt are identified and actioned. Innovation is encouraged and rewarded and 360-degree feedback employed.</p> <p>People have some authority to make changes within bounds.</p> <p>Design thinking and rapid experimentation are well understood.</p>
Secure	<p>Annual goals and objectives are clear and cover many facets of the operation.</p> <p>People have individual and/or team objectives with a degree of alignment with the top-level goals, although this is not always explicit.</p> <p>Organisational values are shared and integrated into annual performance reviews but are seen as separate from a normal business.</p> <p>There is some evidence of taking customer feedback into account, and the concept of delivering value is understood.</p>	<p>Leaders understand the need for stakeholder buy-in and motivation.</p> <p>They have a more strategic, external orientation. Very focused on achieving outcomes, they use consultation, seeking feedback and discussion, and gain buy-in to their own views than to gain new insights.</p> <p>They use their authority to influence others and are competent in delivering their goals.</p> <p>They maintain an open door but are sometimes not effective at shielding their team from negative pressure.</p>	<p>People get moderate support from the team and come to work to enjoy working with colleagues.</p> <p>They welcome an opportunity to contribute to the discussion and are pleased if the 'boss' takes it on board.</p> <p>They would like to play a more active part in the team or organisation's decision-making and sometimes feel their input is overlooked.</p> <p>Their basic welfare is addressed, and they will typically describe their boss as doing a good job 'in the circumstances' but express the wish to see them more.</p>	<p>Cross-functional and process orientation is encouraged in change activity, and the various stakeholders are consulted.</p> <p>Ultimate responsibility remains functional or with a process owner, so an improvement team will still need to get buy-in and sign-off of ideas from functional managers before implementation.</p> <p>There is a tension between improvement activity and business as usual needs.</p>	<p>Overall the people feel they can trust their managers and peers, but there are sufficient lapses in behaviour that go un-remedied to impact the sense of trust negatively.</p> <p>Although there is a reasonable amount of communication, there is a feeling that sensitive or controversial material is withheld and a culture of selling pre-determined decisions rather than full consultation is the norm.</p>	<p>A complex set of business processes are in place, which is well managed, and they are pro-actively improved, but they can act as a disincentive for breakthrough change.</p> <p>If a big change is needed, it is usually handled by a separate department that tends to work in isolation from business as usual and may not solicit input from the current process operators.</p>	<p>Improvement is encouraged, and people are trained in structured process analysis and problem-solving techniques and encouraged to identify ways to improve their work and create value continuously. Still, they are not given the authority to change anything without permission.</p> <p>There is a fear of failure.</p> <p>People have personal development plans, which are generally actioned and reviewed, although training is often cancelled because of operational overload.</p>
Stabilising	<p>Goals and objectives will typically be financially and/or functionally focused and current year bound.</p> <p>People will be motivated to deliver through various layers of scorecards, personal objectives and remuneration.</p> <p>The organisation will apply pressure if the goals are not being met. Staff will say they understand the targets' point, but there is little emotional attachment to them.</p> <p>People will miss several deadlines without any real comeback.</p>	<p>Leadership is based on authority and expertise and is 'Command and Control' in character.</p> <p>There is a tactical, functional, task focus with a team of individuals and reliance on one's own opinions. Feedback is not sought.</p> <p>Often leaders are too busy to give their people time or to listen to their views.</p> <p>They may be respected for their technical expertise and/or feared for their strong task focus but are not seen as inspirational.</p>	<p>People have clear objectives and targets and understand how they individually will be rewarded for meeting them.</p> <p>They can feel overwhelmed at the size of the task, and whilst the manager is sympathetic, everyone is under pressure, so... it is hard to feel motivated or secure.</p> <p>People concentrate on keeping their head down and out of trouble. They have given up trying to make a difference and come to work for the money.</p>	<p>There is a rigid, top-down bureaucracy with well developed functional silos and clearly delineated roles and responsibilities.</p> <p>People are not encouraged to spend time on activities that don't directly contribute to the tasks defined.</p> <p>Direction and solutions are defined top-down, and people are pulled off teams to work on operational priorities.</p> <p>People see themselves as a pair of hands to do as they are told, and a focus on personal result inhibits collaboration. Teams sometimes display dysfunctional traits.</p>	<p>Some managers trust their staff, but many are seen as secretive and manipulative or just plain disinterested.</p> <p>Information is made available only once a decision has been made, and there is a culture of dictating rather than seeking to sell their ideas.</p>	<p>There is a view that 'if it is not broken, don't fix it', and change is predominantly reactive.</p> <p>Some process management is in place with improvement activity prompted mainly by a failure to meet current goals.</p> <p>There is little understanding of what capabilities will be needed tomorrow.</p>	<p>There are some limited mechanisms for identifying potential changes and problem solving, but they are patchy, and people complain that ideas often seem to disappear into a black hole.</p> <p>People struggle to get the job done. Improving the way, they work is not seen as part of the job.</p> <p>There is little personal development activity outside of a few 'high potentials', and people may see themselves as in a dead-end environment.</p>
Surviving	<p>Individuals may not have any personal objectives, or if they do, there is no clear linkage with operational or strategic goals.</p> <p>There may be frequent changes of direction/priorities and an overwhelming sense of just trying to survive the latest crisis.</p> <p>There is a sense of disorder all around.</p> <p>People do not feel any loyalty to the organisation.</p>	<p>Leaders are disengaged, and there is widespread in-fighting with personal priorities taking precedence over all else.</p> <p>With little focus on improvement, leaders are caught up in surviving/ winning the day and fire fighting, often with frequent changes in priorities and deliberately or inadvertently generating a fear culture.</p>	<p>The people are often unclear what success would look like or feel targets and goals are unachievable.</p> <p>They may manipulate the data to feign success and/or cover mistakes.</p> <p>They are frustrated at best and disengaged or positively hostile at worst.</p>	<p>There is possibly no structure at all or a very 'Command and Control' environment with 'the boss' determining what is done and everyone else rushing around to attempt to follow.</p> <p>Responsibilities are unclear, and there are many misunderstandings.</p>	<p>There is minimal trust, either upwards or down, through the organisation.</p> <p>It is a culture of everyone for themselves, and knowledge is power – to be hidden from others.</p>	<p>The focus is on surviving today.</p> <p>Things are changed, sometimes chaotically and in an uncoordinated fashion to try to meet the pressures of the day but with no thought to the future and little analysis of how the changes might impact other areas.</p>	<p>There is no systematic approach to continuous improvement or learning.</p> <p>There is an analysis of lessons learned, and there is a fear this will lead to more work, so it is suppressed.</p> <p>Feedback is not encouraged, and fear ensures nothing negative is said.</p> <p>Anyone experimenting and failing will be penalised.</p>

