

AGILE CULTURE DEVELOPMENT MATRIX

FULL 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>The organisation's vision & purpose is clear and compelling.</p> <p>The people in the organisation understand how they contribute to this success and feel proud to be part of it.</p>	<p>Our leader(s) act in a self-less and supportive way.</p> <p>High emotional intelligence ensures they put others first and behave with humility, fostering a learning organisation.</p>	<p>People have a deep sense of fulfilment and achievement at work.</p> <p>The people are happy and positive and feel secure, supported and valued.</p>	<p>People have an appropriate level of autonomy to carry out their work.</p> <p>Organisational structures encourage rather than inhibit distributed authority.</p>	<p>There is complete honesty and transparency in day to day working.</p> <p>Loyalty, commitment and trust permeate throughout the organisation, and staff feel valued.</p>	<p>New ideas are quickly adapted if appropriate or discontinued if not.</p> <p>It is entrepreneurial in character, proactive in seeking change and risk is embraced and managed.</p>	<p>The organisation has a growth mindset, with strong commitment to reflection and learning.</p> <p>Failure is seen as an opportunity to learn, and a growth mindset is a norm</p>
Thriving	<p>Individual and team goals are aligned to the organisation's vision & purpose.</p> <p>They are encouraged to live the values but have to be reminded to follow them.</p>	<p>Our leader(s) take responsibility for their actions and admit limitations.</p> <p>They understand what motivates and how to develop others, acting as facilitators, encouraging an open exchange of views.</p>	<p>People feel valued and content with work-life balance.</p> <p>People feel motivated and empowered.</p>	<p>Cross-functional collaboration is how people work here.</p> <p>Teams are told to be self-organised but don't have the support or skills to succeed.</p>	<p>It is safe to challenge and question.</p> <p>There is generally an open and honest culture where people feel that their leaders will act in their interests.</p>	<p>Routine change is well handled but transformation is seen as 'too risky'.</p> <p>The need to deliver today's results is an inhibitor to bold action.</p>	<p>There is evidence of some experimentation and learning built-in to how people work.</p> <p>People have some authority to make changes within bounds.</p>
Secure	<p>Work is primarily driven by targets that make sense.</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>Our leader(s) listen but do not always act on feedback.</p> <p>They use their authority to influence others and are competent in delivering their goals.</p>	<p>People get moderate support from the team.</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>There is a tension between improvement activity and business as usual needs.</p> <p>Cross-functional and process orientation is encouraged in change activity, and the various stakeholders are consulted.</p>	<p>People behaviours sometimes have an adverse impact on trust.</p> <p>Overall, the people feel they can trust their managers and peers, but there are sufficient lapses in behaviour that go un-remedied.</p>	<p>There is a mix of reactive and proactive continuous improvement.</p> <p>A complex set of business processes are in place, which is well managed, and they are pro-actively improved.</p>	<p>Personal development is subordinated to operations.</p> <p>There is a fear of failure.</p>
Stabilising	<p>The organisation's vision & purpose and goals are not aligned.</p> <p>People will miss several deadlines without any real comeback.</p>	<p>Our leader(s) are authoritative and give orders.</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 keep their heads down, focussing on delivering work.</p> <p>People have clear objectives and targets and understand how they individually will be rewarded for meeting them.</p>	<p>There are long-established functional silos in the organisation.</p> <p>Direction and solutions are defined top-down, and people are pulled off teams to work on operational priorities.</p>	<p>People have a feeling of not being heard.</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'.</p> <p>There is little understanding of what capabilities will be needed tomorrow.</p>	<p>Personal development is reserved mainly for high potentials.</p> <p>People struggle to get the job done. Improving the way, they work is not seen as part of the job.</p>
Surviving	<p>Change in direction and priorities are chaotic.</p> <p>There is a sense of disorder all around.</p>	<p>Our leader(s) are working in crisis mode.</p> <p>Leaders are disengaged, and there is widespread in-fighting with personal priorities taking precedence over all else.</p>	<p>People feel demotivated and disengaged.</p> <p>They are frustrated at best and disengaged or positively hostile at worst.</p>	<p>People are working in crisis mode.</p> <p>Responsibilities are unclear, and there are many misunderstandings.</p>	<p>There is no trust among our people.</p> <p>It is a culture of everyone for themselves, and knowledge is power – to be hidden from others.</p>	<p>It is often the case that changes are chaotic and uncoordinated.</p> <p>The focus is on surviving today.</p>	<p>It is common that mistakes are buried with little to no learning.</p> <p>Feedback is not encouraged, and fear ensures nothing negative is said.</p>