

12 Highlights from the Insights Report 2025

Part of the Agile Business Awards 2025

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Foreword

Behind every agile organisation are people making conscious choices to adapt, learn and lead. The 2025 Agile Business Awards celebrate these organisations, not for following frameworks but for embracing agility as a way to thrive in a complex and unpredictable environment.

Now in its third year, the Business Agility Awards reveal a growing maturity in how agility is understood, practised and sustained across global industries and regions. Entries came from an even broader range of sectors and geographies than in previous years; including financial services, public sector bodies, healthcare, technology providers and non-profits with representation from Asia, Europe, the Middle East and the Americas.

Despite this diversity, a consistent theme emerged:

“

**Business agility is not about technology or process,
it is about people, leadership and culture.**

”

From this theme, emerged 12 key insights about how business agility is being practised in organisations today. Read on to find out what they are!



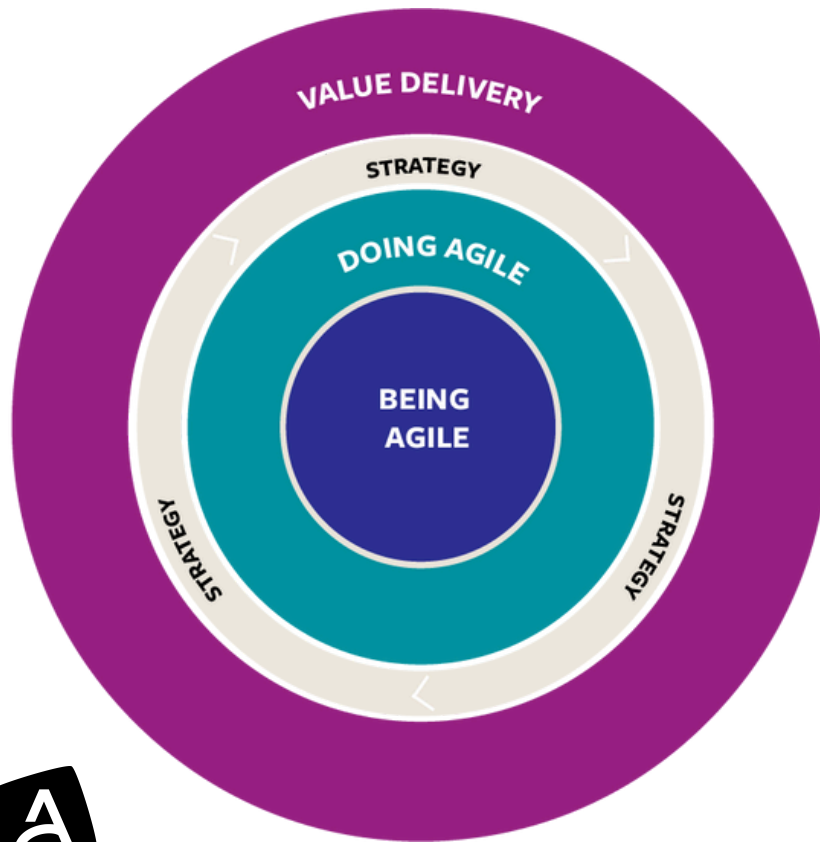
Peter Coesmans
Chief Agility Officer and Director, Agile Business Consortium



The Framework for Business Agility

2025 has marked the third year of the Agile Business Awards, organised by the Agile Business Consortium, the independent, professional body for business agility. It is a year-long process, which invites applicants to submit their own “Evidence Story” of agility, based on the Agile Business Consortium’s Framework for Business Agility.

This framework provides lenses to assess the agility of an organisation and to pinpoint where to improve. It is comprised of four circles:



“Being Agile”

At the core is “being agile”. For example, agile leadership, agile culture and agile governance.



“Doing Agile”

In the circle surrounding the core is “doing agile”. For example, agile operations, agile support, agile change.



Strategy

The third circle, connecting “being agile” and “doing agile” with value delivery, is the agile strategy circle. This circle serves as the glue in the model.



The Value Delivery Circle

Which value is your organisation delivering to the outside world? What is your “why”? What value do you provide for your customers, for your people and for your organisation’s environment or ecosystem.



Introduction

Business agility is helping organisations to be sustainably better in an ever-changing world. We see organisations becoming increasingly better at balancing “being agile” with “doing agile” in order to provide value.

Top-performing organisations recognise that culture change requires intentional design. They invest in psychological safety, learning mindsets and experimentation. Their leaders are visible, collaborative and distributed, demonstrating that leadership belongs across all levels of the organisation. Governance is evolving too; principles are enabling empowered teams to make fast, informed decisions within clear strategic boundaries.

Prioritising people over process!

High-scoring organisations treat strategy as a living process that is co-created, iterative, and responsive to the changing business environment and customer needs.

These organisations deepened their relationships with customers by co-creating solutions and not assuming their needs. They prioritise people over process and foster cultures where employees are empowered, supported and engaged.

Ultimately, this leads to better business outcomes and more resilient and sustainable ways of working.



“The ecosystem dimension has become increasingly prevalent.”

Organisations have recognised that they are only as agile as their partners, suppliers and networks. They are taking responsibility by engaging with their business environment to assure improved agility and resilience.

The big change in the environment mentioned by most is Artificial Intelligence (AI). Those navigating AI adoption with confidence share the common trait that they are already mature in their business agility journey across multiple parts of their ecosystem.





“Measurement practices are also maturing.”

Measurement practices are also maturing. Successful organisations are shifting from tracking activities to measuring impact, outcomes, and value delivered.

HR, Finance and other support functions are no longer peripheral, they are recognised as strategic enablers of agility and change.

“The most agile organisations are distinguishable by their mindset.”

These organisations no longer talk about “doing agile”; they simply work this way. Agility is not a method or a project and is instead embedded in their organisational DNA.

Their continued success lies in their ability to balance value across customers, people and the ecosystem which is a balance that not only drives performance but resilience and relevance in the face of a VUCA (Volatile, Uncertain, Complex, Ambiguous) world.



12 Key Insights

1. Frameworks serve, they don't lead

Business agility has grown into a strategic, organisational competency.

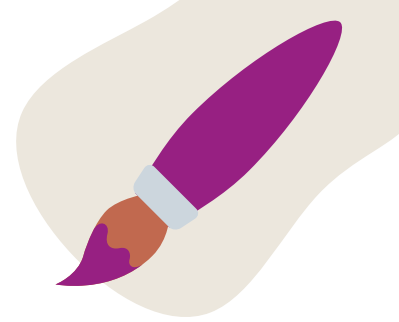
It is no longer about implementing a playbook or framework. Successful organisations develop adaptive capabilities that span all of the Framework for Business Agility, rather than forcing methods that fit the framework.



2. Culture needs crafting

Cultural transformation does not happen by accident; it takes intent and must be sustainable.

High-performing organisations deliberately build collaborative mindsets and encourage learning through explicit social structures, embedding feedback loops, fostering psychological safety and enabling inclusive communication. They are not leaving culture to evolve by chance.



3. Leadership is everyone's business

The most forward-thinking successful organisations are building leadership as a capability across the entire business, rather than confining it to formal roles. People at all levels are directly involved in customer-facing activities, accelerating cultural change from the inside out.

4. Governance that guides, not grinds

Rigid control is giving way to empowered decision-making. Lightweight, principle-based governance systems that enable teams to act quickly at the right level prove more effective.

5. Supporting functions as transformation partners

Business agility thrives when HR, Finance, Procurement and other supporting functions are part of the transformation journey. Support functions are no longer bystanders. These groups increasingly serve as crucial enablers of organisational agility with rolling forecasts and competency-based HR practices leading the way.



6. Change is never done

Organisations that treat change as continuous, yield better results than treating it as a finite project.



Regular strategic iteration and adaptive planning cycles replace fixed multi-year plans. This kind of responsiveness creates organisational resilience that lasts.

7. Strategy is an enabler, not a separate initiative

High-performing organisations treat strategy as a dynamic flow of hypotheses testing and embed agility directly into their strategy rather than treating it as a parallel or separate effort. It is supported by quarterly reviews, OKRs, and transparent information sharing. Business agility delivers the best results when directly tied to strategic initiatives.



8. People lie at the heart of progress

The best organisations know that people are not a cost, but they are the core.

Those that viewed talent development as central to business success created stronger engagement and performance. They invest in role development which equates to higher engagement, lower attrition and lasting, sustainable performance.



9. Co-creating with customers accelerates value delivery

Direct engagement with customers through design partnerships, feedback loops, and joint experimentation consistently delivers better outcomes. Aligning operational teams around customer outcomes and empowering them to deliver creates better results than function-based organisational structures. Value flows faster when customers are part of the design.

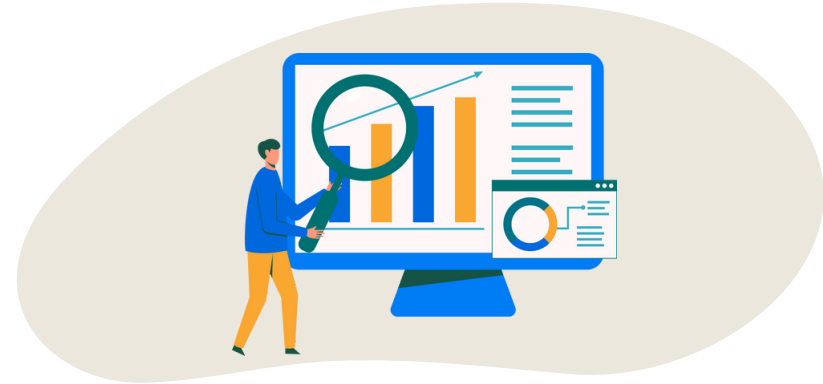
10. Agility beyond your borders

Ecosystem agility emerges when organisations move from isolated operations to collaborative partnerships that extend beyond boundaries.



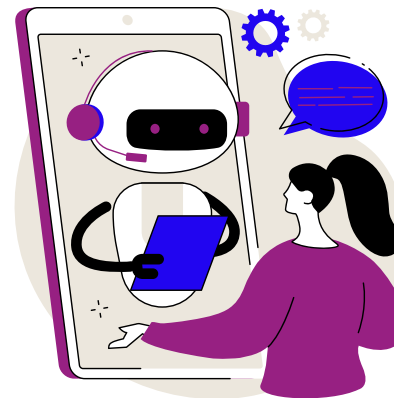
The most adaptive organisations actively collaborate with suppliers, partners, and even competitors, recognising that “you can only be as agile as your least agile business partner.”

11. Value metrics over activity metrics



The most mature organisations are shifting how they measure success. They focus metrics on the value delivered rather than activities completed. This is supported by Objectives and Key Results (OKRs) that connect individual contributions to strategic objectives.

12. AI needs agility to thrive



AI is a powerful enabler to success, it is not a shortcut. Organisations with mature business agility practices demonstrate greater success in experimenting with and integrating AI technologies as an enabler to deliver greater value.

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Attend our Agile Business Conference on 30th September 2025