

12 Highlights from the Insights Report 2025

Part of the Agile Business Awards 2025

**Agile
Business**
Consortium



AGILE

Contents

Foreword from Peter Coesmans	03
The Framework for Business Agility	04
Introduction	05
12 Key insights	09

Foreword

Behind every agile organisation, people are 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 growing evidence of 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.**

”

Business agility is considered a growing organisational competency.



Peter Coesmans
Chief Agility Officer and Director
Agile Business Consortium



Introduction

Business Agility is helping organisations to be sustainably better in an ever changing world. We see organisations becoming better at balancing “being agile” with “doing agile” in order to provide value. Top-performing organisations recognise that mindset improvement 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.

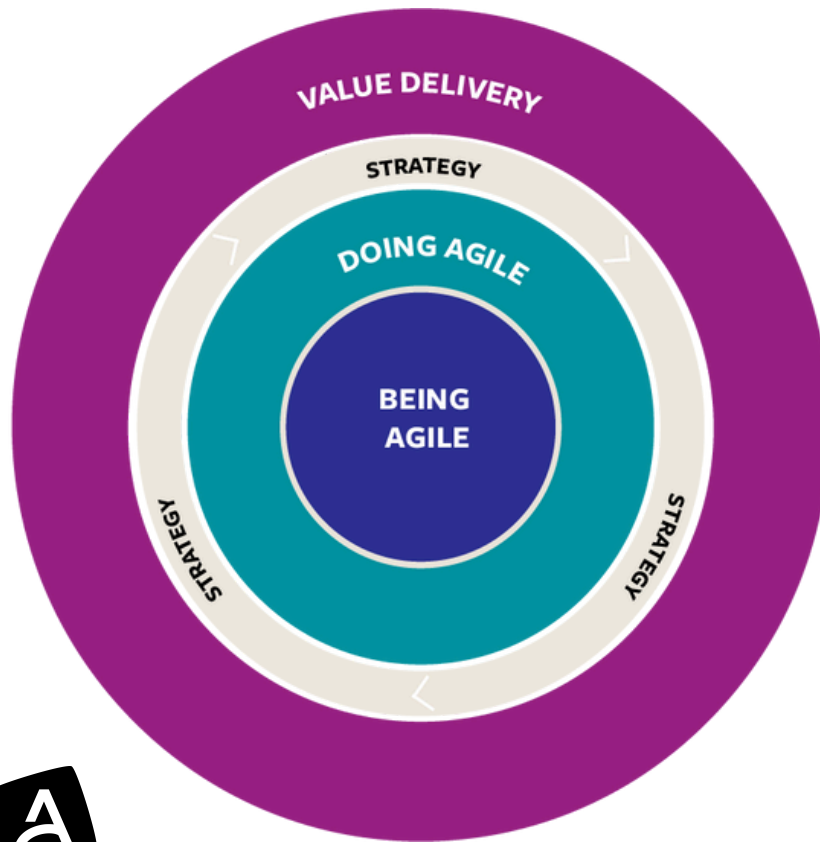
Ultimately, this leads to better business outcomes and more resilient and sustainable ways of working.



The 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.





The Framework for Business Agility

The Framework for Business Agility (FBA) continues to provide a powerful lens for reflection and assessment.

Applicants valued its agnostic, holistic approach where they use it to conduct retrospectives, prioritise improvements, and connect agility to broader organisational goals.

What became clear is that successful organisation actively balance ‘doing agile’, ‘being agile’ and delivering value.

Among the balance, it is investing in culture, leadership and adaptive governance that now marks the greatest competitive edge.

Business agility is a path to sustainable business success.

There is no ideal path to successful business agility.

For every organisation, it is a learning journey.



“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 of engaging with their business environment to assure improved agility and resilience.

The big change in the environment mentioned by most is AI. Those navigating Artificial Intelligence (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.

Organisations shared with us that through improved value delivery, business grows sustainably, and sometimes impressively.



“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

2. 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.

4. Change is Never Done

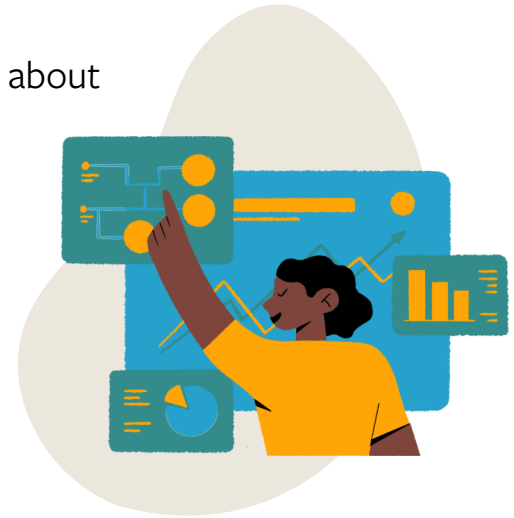
Organisations that treat change as continuous, yield better results than treating it as a finite project. Regular strategic iteration and adaptive planning cycles replace fixed multi-year plans. This kind of responsiveness creates organisational resilience that lasts.



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 areas of the Framework for Business Agility, rather than simply forcing methods that fit the framework.



3. Value Metrics Over Activity Metrics

The most mature organisations are shifting how they measure success. Leading organisations focus metrics on customer value delivered rather than activities completed.

This is supported by Objectives and Key Results (OKRs) that connect individual contributions to strategic objectives.



5. Supporting Functions as Transformation Partners

Business agility thrives when HR, Finance, Procurement and other supporting functions are part of the transformation journey, not left behind.

HR, Finance, Marketing, and Procurement 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.

7. 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.

All people at all levels are directly involved in customer-facing activities, accelerating cultural change from the inside out.



6. Culture Needs Crafting

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

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



8. 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. Leading organisations show that business agility delivers the best results when directly tied to strategic initiatives.

9. Co-Creating with Customers Accelerates Value Delivery

Direct engagement with customers through design partnerships, feedback loops, and joint experimentation consistently delivers better outcomes than internal assumption-based approaches.

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.

11. 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.



10. You Can Only be as Agile as Your Least Agile Business Partner

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

12. 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.

This isn't just a membership. **It's a movement.**

Join the movement to get:

- » Inspiring, insightful events
- » Access to a wide range of online, self-paced learning content and courses
- » Lively, engaged communities



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Attend our Agile Business Conference on 30th September 2025