**Agile Leadership Maturity Model**

**Principle**

The organisation may be aware of Agile, but does not yet see it as relevant to them.

**Customer Engagement**

How does the organisation utilise its customer relationships?

Customers may be fully appreciated by the organisation, and CSAT may be measured and improved. However, Customer representatives may be a part of the improvement projects.

**Clarity of Purpose**

How are the efforts of the organisation aligned and focused?

A well-defined and unambiguous vision has now been broadly accepted by customers, employees, processes, people and financial targets. These have already been further broken down into prioritised improvement projects using methods such as Town Halls, allhands meetings, and internal social media channels such as blogs and Slack. However, this is likely to be done so not yet cover a focus within meetings.

**Constancy of Message**

How do people understand what the organisation is all about?

Communication of vision, values, and objectives may be sporadic and often peripheral. Actions and meetings reference them only occasionally if at all. People may, as a result, have a task rather than a purpose focus.

**Servant Leadership**

How is the role of leadership understood and adopted?

Leadership may be still predominantly about directing decision making is key to ensuring commitment. However, many have not yet had training in the facilitative techniques and meta-strategies that make this truly effective. As a result, some may pay lip service and thereby undermine the progress of Agile adoption.

**Empowered People**

How do people acquire the insight, capability and motivation they need to thrive?

Agile practices are not yet understood by the organisation, and may not yet self-managing, and tend to defer to leadership. Leadership may be still predominantly based on authority and expertise, and may also be largely directive in nature. Leadership naturally evolves to the most skilled person in the room. Some people may still see leadership as a power over others, rather than a responsibility to lift them up.

**Agile Practices**

How are effective patterns of working developed, deployed, and improved?

The organisation has refined earlier attempts at understanding the key goals and progress against them, using methods such as Town Halls, allhands meetings, and internal social media channels such as blogs and Slack. However, it is likely that this does not yet cover a focus within meetings.

**Data Driven Decisions**

How is information utilised to improve the quality and timeliness of decisions?

Customer metrics are now a more important factor in driving action. Many of these are not yet self-managing, and tend to defer to management for any situations that are not routine. The absence of the perceived need for Agile means that this hierarchical approach is not seen as a problem yet.

**Adaptive Organisation**

How is the organisation flexible to best utilise the opportunities in its evolving context?

The introduction of Agile teams, scrums, and communities of practice has been very challenging. As a result, this may lead to a focus within meetings.

**Aligned Culture**

How does the culture of the organisation support and reward the behaviours it needs?

The culture around Agile may be divided. There are some early adopters and enthusiasts who appreciate its potential, and some who see it as a new fad, and others who believe we are already Agile. The culture is primarily seen as an admin task rather than a mindset.

**Evading Agile**

The organisation may be aware of Agile, but does not yet see it as relevant to them.

**Attempting Agile**

The organisation has seen the relevance of Agile to their work, and is seeking to adopt it in its own way.

**Doing Agile**

The organisation has recognised that Agile represents services that are cultural and behavioural change, and is actively managing its adoption.

**Being Agile**

Ownership of Agile practices is now fully deployed and second nature. People have begun to improve upon them.

**Exemplifying Agile**

The organisation implementation and adoption of Agile has been seen as Best Practice and is being adopted elsewhere.

**What supporting tools & resources can add progress?**

Customer Engagement
- User stories; GEMBA; Big Bet; Prototyping; Costing; Success Management; Partnership Planning; Surveys.

Clarity of Purpose
- Product and service improvement activities now centre around joint big bets agreed between the customer and the project teams. All Agile projects now directly involve the appropriate customer stakeholders externally in testing prototypes and increments as an integral part of the completion of each sprint cycle.

Constancy of Message
- There is continuous ruthless prioritisation focused on solving problems that exist, and has adopted a disciplined approach to stopping things when new directions are taken on in order to ensure consistency.

Servant Leadership
- Leadership has been a key factor.

Empowered People
- Agile practices are now the default process for all engagement teams, most of which are now cross-functional and include customer representation. Other Agile teams have begun to form partnerships with developers, people, and across boundaries.

Agile Practices
- Learning has been gained from earlier attempts at understanding the key goals and progress against them, using methods such as Town Halls, allhands meetings, and internal social media channels such as blogs and Slack. However, it is likely that this does not yet cover a focus within meetings.

Data Driven Decisions
- Metrics may be used by the organisation, and these may be used to flag up issues and drive change. However, it is quite likely that there is an imbalance in focus and response in favour of financial metrics. Financials, the response to decision making may be suboptimal, and may fail to follow an established discipline.

Adaptive Organisation
- The organisation may be structured in an hierarchical or matrix configuration which is fairly static, making it hard for people to understand change

Aligned Culture
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  - **Clarity of Purpose**
    - How are the efforts of the organisation aligned and focused?
  - **Constancy of Message**
    - How do people understand what the organisation is all about?
  - **Servant Leadership**
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    - How do people acquire the insight, capability and motivation they need to thrive?
  - **Agile Practices**
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