



Agile Business Awards

Application Guidance

**Agile
Business**
Consortium

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The Awards Process and How to Apply

Why Apply?

We encourage you and your organisation to apply now for an Agile Business Award. This is an awards process like no other and is designed to support you to advance in business agility right from the time you decide to apply! Even if you do not achieve an award, you will receive a feedback report from a panel of expert reviewers. Don't miss this opportunity to gather external perspectives on your journey!

We've heard from previous applicants that the time taken to complete the application is an invaluable reflection opportunity. A chance to take stock of your achievements, to identify the evidence for your success, and realise how your transformation has benefited your people, your business resilience, and your ability to sustain success into the future.

Please note: *Consultancies and those supplying agile services are not eligible to apply. If your organisation falls into this area, please contact us to learn more about how you can benefit from the Agile Business Awards.*

After we receive your application, it will be reviewed by 3-4 independent reviewers. Regardless of whether they select you for an award, you will receive a 20-page feedback report. This report will help you on your further agility journey and will give you insights from experts on business agility to think about. And, last but not least, all organisations receiving awards will be invited to our acclaimed Agile Business Conference (online), where you will be able to share your story with a worldwide audience. We will even provide coaching to help you create and deliver your talk! We aim for the Agile Business Awards and Conference to be a unique and valuable experience to be a part of.

The Agile Business Consortium is a not-for-profit professional body aiming to advance business agility worldwide. We do that, among other things, by providing high-quality feedback to your organisation through the awards process and by sharing your insights with other organisations.

Our annual Insights report is created based on the applications and feedback reports. The 2023 Insights Report 2023 can be found [here](#), and the 2024 Insights Report [here](#). You can also have a look at the [award-winning talks](#) from previous years; they provide great learning. Will people learn from your story next year?

Some Key Points:

We will NEVER publish anything about your organisation, or the specific feedback given to you. We will only publish general bits. We might invite you to provide a talk or a case study, in which case you agree on the content being published. Also, the reviewers are NOT allowed to talk about specifics from your application, nor are they allowed to contact you for further consultancy. "You can share your experience with a safe environment."

We WILL share that you are going to speak at our conference, should you be chosen. And in that case, the recording of your presentation and the questions will be shared with the wider audience as well.

How to Apply?

The easy answer is: please choose one of the four Awards categories i.e. [Agility in HR](#); [Agility in Marketing](#); [Agility in Finance, Procurement & Contracts](#); or [Overall Business Agility](#) and just fill in the application form. The application allows you to describe your achievements within every area of the [Framework for Business Agility](#). And we require that information in the format of evidence stories please. This is all explained in the application form and in another area in this document. There is a word limit in every section. We have seen this is limiting; it requires applicants to really choose what to submit. We know it will never be the full story you can supply. By limiting words, it DOES create a level playing field for all applications.

We will also ask you to provide SOME evidence. This is by means of pictures or perhaps links to videos. This evidence provides us with the flavour of your interventions; it provides us with the background. Evidence does not have to be complete, it is scored per section. Evidence will be seen as supporting; we will not read it as part

of the application. So what you want to share with us and want to receive feedback on is in the application and the application form.

From past years, we know that for most organisations, application **will take between 2-6 weeks to gather information, to gather evidence, to involve people, and to gain internal approval to apply.** So please, start early. Feedback we received from applicants over the years: “the application itself was a great learning journey, we already improved our business agility journey by gathering the evidence stories and the feedback”.

Our application form will help you start creating and writing the evidence, changing it, and submitting it when completely ready. Our organisation will support you throughout that journey should you have any questions. What we will not do is write your application for you.

Please note:

Applications will be assessed purely on content and authenticity. Reviewers will not be evaluating your use of English, or grammar, so please do not be tempted to use ChatGPT or other Artificial Intelligence (AI) or machine learning models to create your application. Applications will be screened for use AI and machine learning models. Any applications that appear to have been generated in this way will be returned. To summarise, we are looking for evidence of what has been actioned in your organisation to improve agility, rather than your English language skills.

Awards Process



The application process opens in the last week of July 2024. To create a level playing field, the review criteria are fully transparent, and the process clearly explained.

Applications are open to organisations and parts of organisations, recognising that many large enterprises develop their agility in different departments, in different countries, for different functions and at a different pace.

The process for assessment uses the agnostic Framework for Business Agility (FBA) as a basis. This framework is explained in more detail in the next section. Using this model for all categories ensures that what is being assessed is true business agility. Applicants will also be invited to regular check-in sessions, where we will be able to answer queries and provide support.

Reviewers are selected based on their experience of business agility and agility journeys. Many of them are internationally recognised as experts in their field. They are specialists, reviewing applications in one distinct section. Each application is reviewed by a team of 3 independent reviewers, none of whom has any ties with the organisation being reviewed. We also strive to have different sets of reviewers per application. Reviewers are not allowed to share information on which applicants they have reviewed and what their comments were. To ensure this, the Agile Business Consortium does not reveal who reviewed which application. All reviewers are trained specifically in the process by the lead reviewers and review process owner, our Chief Agility Officer, Peter Coesmans.

Each reviewer reviews, at most, 2 applications, first assessing the application, without knowing its other reviewers. After the individual assessments, all information is gathered, and the scores, feedback and assessments shared. The reviewers will review only the application form – using the evidence provided to

substantiate the achievements described. Balancing meetings take place for each of the four awards categories, where the reviewers choose the organisations that will receive an award and present at the conference. These organisations will be informed and then supported to prepare their conference talk in sessions that include the other award-winning organisations – a valuable knowledge-sharing and networking opportunity.

The feedback from the reviewers is used to create your organisation's Feedback Report, which provides you with a balanced review and insights from these independent experts.

Scoring

At least three independent reviewers will receive your application. Each individual will score each area, with a score of 0-5. A 3 in this score is a good example, 4 is providing some innovation, 5 is very innovative. 0 is no useful evidence, 1 is some evidence, 2 is some quite good (Definitions for reviewers are very precise, this is shorthand). Every application is reviewed by a unique team, reviewers score a maximum of 2 applications. The reviewers will also score the supporting evidence, on a scale of 0 (nothing), - 2 (comprehensive). Next to their scoring, they will substantiate their scoring and they will write feedback statements for you (see the examples in the insights report 2024).

The individual scores will be gathered, and in a discussion between the reviewers, they will balance their scores and insights. They will also tell us whether and why the application might be of interest to be given an award and to tell their story at the conference. Note: we have more applications than presentations at the conference.

The balancing meetings are led by the Agile Business Consortium and the lead reviewers. After all the evidence is discussed, they decide whom to award and invite to the conference. The lead reviewers are also responsible for organising the feedback reports. Every applicant, also those not invited, will get a 20 page review document for their specific application. The structure is similar to the insights report, with general observations and including direct quotes from the reviewers.

Evidence Stories

Writing Evidence Stories

Your input (except for the first chapter on Overview and Context) should be submitted using evidence stories. This format was devised to help you submit the input we need for an appropriate review and to provide you with valuable feedback. The format is as follows:

- Situation (S)
- What did you do and how? (A)ction
- Results achieved (R)
- Lessons learned (L)

Based on any one **Situation**, there can be several **Actions**, **Results** and **Lessons learned**.

For every evidence story, we would like to see some supportive evidence. For example:

- Screenshot of workshop output/collaboration e.g., Miro or Mural board or photos of flipcharts
- Communications around changes to practices
- Calendar entries for future series of workshops
- Job titles or functions of those involved in the workshops
- Results or NPS (net promoter score) from customer satisfaction surveys (before and after)
- The meeting calendar for an upcoming joint meeting, and the graph showing customer satisfaction to have gone up). 10 pictures maximum

Per section in the report, you can use 1 or more evidence stories. Some applicants have used relatively brief evidence stories, some rather long ones. It is up to you. Some examples of evidence stories:

Example in 'Customer' Area:

Situation: We had a situation, where we were receiving an unacceptably high number of customer complaints, which were not being dealt with fast enough – leading to further complaints. A customer survey and feedback along the lines of “the right hand does not seem to know what the left hand is doing” and “I kept getting passed from one department to another but no one would take responsibility” helped us to conclude that most people were still working in siloed departments and not collaborating to serve our customers better.

Actions: We looked at the 7th principle of the agile people manifesto, “Agile People harness the power of boundary spanning to facilitate proactive collaboration across organisational barriers” and in cross-functional workshops we explored how we could provide better customer service.

Result and Learning: As a result, we now understand each other much better and have greater insight into each other’s functions and challenges, and agreed that from a customer's point of view it did not matter which department was ‘responsible’.

Action: We tested the hypotheses from the workshops in a series of experiments, including:

- Whoever first picks up the enquiry takes ownership and collaborates with other departments where necessary to resolve
- Cross department groups meet weekly to discuss issues from that week and suggest process improvement – often followed by social events
- Cross-functional workshops to identify further improvements every quarter – with social events added

Results: Subsequent customer satisfaction surveys indicated significant improvement, with the number of complaints, and complaints waiting to be resolved, going down.

Learning: We conclude our experiments to have been a success and will continue to monitor and improve.

Example in the 'Leadership' Area:

Situation: Our business agility had been going for 6 months, our management were not convinced by the evidence so far that the journey actually was providing business results. They started asking for more and more detailed results from the agility support chapter. This was leading to more and more disagreements and mistrust.

Actions: Instead of providing more and more information, we invited management to do a “gemba-walk”. They could speak to the teams, see the Obeya in real life. Before this, we invited them on a 1-hour “introduction to agile leadership” by a senior leader from another company.

Results: because the workshop, which lasted much longer because of the discussions, our management came to see what was needed from them. The Gemba walk was very insightful and closed the distance. Management then asked for agile coaching of the management team, since that was one of the key insights from the other leader.

Learnings: sometimes you need to find different ways of satisfying management. They are now supporting our journey, and have applauded what they learned through coaching, both individually and as a team.

Example in the 'Operational Agility' Area:

Situation: as a startup, we knew we needed to be able to pivot fast, based on how our products and services were perceived by the market. We needed to find a way to get market feedback fast

Actions: We introduced minimal viable products, and minimal marketable products. We established an alpha-beta-live process, where alpha was testing MVP, Beta was testing MMP, and live was the full campaign. For this process, we also established communities, the "friends and family" community for the alpha, the "trusted partners" for the beta.

Results: 53,7% of our proposed products were significantly enhanced or abandoned after alpha, and still 14,3% needed significant work after beta. All products of course needed improvements. We know that the value to market has been improved from qualitative data from the market. Our portfolio currently is so unbalanced that real statistically sound data is not trustworthy.

Learnings: The process was not the difficult part. Establishing the communities was hard work. Building relationships and providing value through these relationships took more than half a year. Keeping them alive and fresh, allowing and promoting change in the communities is also hard work, where we have to have dedicated staff working on keeping them alive and relevant. But since the relationship is improving, the participants in the communities also reap benefits and attract new customers or new community members. They seem to start to become a sales channel for us, but that is too soon to tell.

Example in the 'Strategy' Area:

Situation: Our strategy cycle was 3 years. It started with in-depth analysis of market and competition, the usual SWOT etc. Then we decided internally on strategic pillars or directions, and we tested these with internal and external stakeholders. Then we started brainstorming a strategic portfolio, with investment plans, divided over the next 3 years, with some priority ideas. That portfolio then needed to materialize into initiatives and BAU and was managed. In the next 2 years we would measure progress of the portfolio, and would try to also measure outcome and impact. That input would lead to smaller enhancements, and learnings would be kept for the new 3-year portfolio process. However, we found out that we needed to pivot faster, more drastically. Our market and technology no longer were "predictable" for a 3-year period.

Action: We realized that cranking up the speed of the process would not work. We needed almost a year to stabilize and getting the portfolio started. Back to the drawing board, we wanted to start with a more evolutionary strategy process, based on rolling forecasts. Analysis became continuous, measuring progress became cadenced (we now have a 2-month cadence), and measuring outcome and impact is introduced. We have introduced large room strategic planning sessions, where the strategic pillars are always open for discussion.

Results: We have balanced outside-in with inside out better. We found that actually talking about impact with our customer base has provided much better insights, which has led to improved performance from us, but certainly also for them! Proof of the pudding is in the eating: we have not yet needed to really pivot, but 2 strategic pillars have been dropped in priority, 1 was abandoned and 1 was added.

Learning: getting our strategists in a different mode, "out of their ivory tower", started with some difficulties but when they saw the impact of their work and reducing their frustration, it turned out to be much better. Talking impact with our customer base is going great, we will need to start to do the same with our supply chain. The large room strategic planning sessions really have aligned our whole organization. We are not talking strategy and trying to convince our staff, we are co-creating and living our strategy. It's been so much fun, despite the efforts.

Required Input

Overview and Context (max 500 words)

NOTE: This section is for reference of the application. It will be scored for clarity, evidence stories are not needed.

Please include:

- Which part of your organisation this application is based on - full organisation, a division or department, a business unit etc.
- The organisational context for this application
- The need for, the current length of, and the impact of, the business agility journey
- Potentially: which frameworks or principles have been used on the journey
- Whether this is the standard way of working in this organisation, or an improvement
- Any general information, so the application can be understood in its context (national/international, market etc.)
- For an explanation of the categories, please refer to the [webpage](#).

NOTE: This section is NOT in the evidence story format, since it only describes the overall situation and context for the reviewers to have a better understanding. This section is scored.

Blue Zone

In successful organisations agility will be embedded in the organisation's culture, leadership and governance - the core of the [Framework for Business Agility](#).

Leadership (max 750 words)

[Leadership](#) is found throughout the organisation. Constantly improving the organisation to deliver outcomes, value and impact requires supportive, thoughtful, focused leadership.

Write your input using [Evidence Stories](#) for maximum feedback. For further input on the section, please consult the Framework for Business Agility, which is described in this PDF and [on the website](#).

Please consider:

- How you have defined and built the leadership competencies needed in your agile organisation
- How you have supported and maintained the leadership approach
- What you have learned, what you have achieved, what innovation have you applied in your organisation

For supporting evidence:

- Please provide some evidence / pictures / recommendations etc. to support your evidence stories (*evidence can be uploaded on the online application form*)

Culture (max 750 words)

"Culture eats strategy for breakfast" highlights Peter Drucker. In many organisations, developing a "growth" mindset and building psychological safety so that it is OK to fail within boundaries is not something that comes easily and naturally. However, in an agile organisation, you need to feel safe to experiment and learn. Hence, an agile culture is part of the core of business agility.

Write your input using [Evidence Stories](#) for maximum feedback. For further input on the section, please consult the Framework for Business Agility described in this PDF and [on the website](#).

Please consider:

- How you have defined and built the culture needed in your agile organisation
- How you have supported and maintained an agile culture
- What you have learned, what have you achieved, what innovation have you applied in your organisation

For supporting evidence:

- Please provide some evidence / pictures / recommendations etc. to support your evidence stories *(evidence can be uploaded on the online application form)*

Governance (max 750 words)

Agility can be lost in organisations when the wrong people make the wrong choices, taking too much time.

Write your input using Evidence Stories for maximum feedback. For further input on the section, please consult the Framework for Business Agility described in this PDF and on the website.

Please consider:

- How you have defined and built the governance needed in your agile organisation
- How you have supported and maintained the agile governance approach
- What you have learned, what you have achieved, what innovation you have applied in your organisation

For supporting evidence:

- Please provide some evidence / pictures / recommendations etc. to support your evidence stories *(evidence can be uploaded on the online application form)*

Teal Zone

This indicates how, directly or indirectly, value is created to provide outcomes and impact. This zone of the Framework for Business Agility is described in this PDF and on the website.

Please provide evidence for operational agility, and for either change or support.

Operational Agility (max 750 words)

Describing how the organisation directly provides value to its customers, its ecosystem. Write your input using evidence stories Evidence Stories for maximum feedback.

Examples you may consider:

- How you have defined and created the direct value production
- How you have maintained and improved value delivery
- What you have learned, what you have achieved, what innovation you have applied in your organisation

For supporting evidence:

- Please provide some evidence / pictures / recommendations etc. to support your evidence stories *(evidence can be uploaded on the online application form)*

Support or Change Agility (max 750 words)

Some organisations will have a strong focus on change agility, the competency of changing rapidly and drastically, the competency of quickly creating new products, or developing new markets, the competency to quickly set up

new supply chains etc. We invite those organisations to discuss such innovative aspects. But we recognise this is not the situation for all organisations.

All agile organisations will need to update, upgrade and “agilify” their financial processes and competences, their HR processes and competences, their marketing competences etc. In that case, we would like you to describe to us what you have learned in these supporting processes. How they have supported, or have driven, your agility journey. For further information about this section, please

Write your input using Evidence Stories for maximum feedback. For further input on the section, please consult the Framework for Business Agility is described in this PDF and on the website.

Examples you may consider:

- How you have defined and created the delivery
- How you have maintained and improved the delivery
- What you have learned, what you have achieved, what innovation you have applied in your organisation

For supporting evidence:

- Please provide some evidence / pictures / recommendations etc. to support your evidence stories (*evidence can be uploaded on the online application form*)

Purple Zone

An agile organisation is always sustainably delivering added value to their customers, their ecosystem and their people – their staff. This is the trigger to constantly improve, adjust, and learn. For further input on the purple zone, please consult the Framework for Business Agility described in this PDF and on the website.

Customers (max 750 words)

In the agile world, we are always focused on sustainably, consistently and increasingly providing (added) value for customers. This is reflected in the values and principles of all agile manifestos.

Write your input using Evidence Stories maximum feedback. For further input on the section, please consult the Framework for Business Agility described in this PDF and on the website.

Examples you may consider:

- What value you wanted to create for your customers
- What value you achieved for your customers
- How you measure achieving success
- Where there are innovations in process or technology you have used to increase success
- How did you learn, with your customer, to provide even more value?

People (max 750 words)

People, your staff, are the core of your success. Purpose Driven People, in direct contact with customers, are a key enabler to an organisation’s success.

Write your input using Evidence Stories for maximum feedback. For further input on the section, please consult the Framework for Business Agility described in this PDF and on the website.

Examples you may consider:

- What value you wanted to create for your people
- What value you have achieved for your people
- How you measured achieving success

- Where there are innovations in process or technology that you have used to increase success
- How did you learn, with your people, to provide even more value?

Ecosystem (max 750 words)

Ecosystem is the external environment. It might refer to regulators, the supply chain, the technological environment which might be rapidly changing, the social environment, and/or the ecological environment you are in. i.e. the impact you make on society at large. Next to customer, the ecosystem is the main driver for change and adaptation.

Please, when describing your impact, ensure the reviewers know what aspects of your ecosystem you are referring to. There is no need to write about all, we would expect at least 2 different parts (for example impact on supply chain and impact on the usage of base materials or so).

Write your input using Evidence Stories for maximum feedback. For further input on the section, please consult the Framework for Business Agility described in this PDF and on the website.

Examples you may consider:

- What value you wanted to create for your ecosystem
- What value you have achieved for your ecosystem
- How did you measure achieving success?
- What innovations in process or technology have been used to increase success?
- How did you learn, with your ecosystem, to provide even more value?

Grey Zone

Strategy (max 750 words)

In a VUCA (Volatile, Uncertain, Complex, Ambiguous) world, an organisation needs to be able to flex its strategy and implementation to keep up with its environment, whilst maintaining quality.

Write your input using Evidence Stories for maximum feedback. For further input on the section, please consult the Framework for Business Agility described in this PDF and on the website.

Examples you may consider:

- How you have defined your strategy, using knowledge, data and experience
- How did you adapt your strategy?
- How did you learn, to provide even more strategic value?

Required Fields

Application Contact Details: (This information will be used for communications about the Awards. Please provide at least two contacts)

Approval & Consent to Share (these are required fields on the online form)

I can confirm that either myself or a colleague would be able to share and present a version of this case study/story publicly as a 20-minute talk on 26th & 27th March 2025. I understand this talk will be recorded and the video will be available to me as a link from the Agile Business Consortium website.

The information in my application can be shared with reviewers for the Awards by the Agile Business Consortium.

Framework for Business Agility

We use the Framework for Business Agility, which describes the areas that define an agile organisation, as the basis for the awards process. The most current version of the framework can be found [on our website](#). For clarity and support, the information is also copied in this document.

Business Agility is a people-centred, organisation-wide capability that enables a business to deliver value to a world characterised by ever-increasing volatility, uncertainty, complexity, and ambiguity. It is achieved by inspiring and harnessing the collaborative, creative ways of working of the people of the organisation in meeting its core purpose.

An agile organisation can respond quickly and effectively to opportunities and threats found in its internal and external environments (be they commercial, legal, technological, social, moral or political).

An agile organisation has the ability to:

- **Adapt quickly to market changes** - internally and externally
- **Respond rapidly and flexibly** to customer needs
- **Lead change** in a productive and cost-effective way without compromising quality
- **Sustain a competitive advantage**

The Agile Business Consortium has developed the Framework for Business Agility (FBA) to help organisations to get a holistic, agnostic view of the agility of their organisation, or any part of it. NOTE: The Framework can be applied to an organisation, or any part of an organisation, to assess its business agility.



Blue Zone

Agile Culture

An organisation's culture reflects its personality – one that's influenced by a range of factors, including its size, geographic spread, beliefs, and values. People and events also affect an organisation's culture.

An agile culture provides an organisation with a set of core values, behaviours and practices that allow it to prosper in a world characterised by volatility, uncertainty, complexity and ambiguity.

Its success also comes from promoting, encouraging, rewarding and harnessing the flexible and innovative behaviour of people within the organisation, by nurturing the three components of intrinsic motivation: autonomy, mastery and purpose.

There are seven elements that combine to form the DNA of an organisation's agile culture, for which there is a development Matrix for Agile Culture describing five levels of agility for each of the seven elements.

Agile Leadership

Individuals within an organisation are typically identified as leaders as a result of one or more of: their knowledge and experience related to what they are leading; their competence as a leader; and/or their position within a hierarchy.

To create and sustain flexible, resilient and adaptable organisations, agile leaders seek to develop others as leaders at all levels, believing that everyone has the potential inherent in a growth mindset to deliver on a shared purpose.

To be credible and effective, agile leadership requires a willingness from those who lead to ensure that they extend their own competencies, capabilities and thinking to 'being' agile rather than just 'doing' agile.

There are nine principles for agile leadership that are aligned with the agile themes of communication, collaboration and commitment. These principles should be embraced by any leader wishing to harness the power of collective effort – regardless of the scale of the change or the authority they inherit from organisational structure.

Agile Governance

Agility in governance reflects a light-touch, flexible approach to decision-making and oversight needed to ensure that the activities of an organisation remain aligned with the values and purpose of its sponsors and regulators.

The term sponsor depends entirely on the organisation context: For an entire business, the sponsors are its shareholders; for a charity, its trustees; for a government body, its citizens etc. On a smaller scale, in subdivisions of the organisation, the sponsor may be an individual, a team or a committee with devolved authority.

In principle, governance is universal, pervasive and scaled. It is based on:

- Empowerment – reliant on informed decision making, at the lowest responsible level that is responsive and at pace
- Alignment - with the purpose and values of the organisation and any appropriate legislation
- Transparency - easy for people internal and external to the organisation to see what is going on and when intervention is needed. Providing an auditable record of activity where needed to demonstrate compliance and appropriate management of risk

Agility in Governance values: radical transparency, trusted autonomy, collaborative responsiveness and informed judgement. To be effective overall, this should be applied through all levels of devolved accountability.

Teal Zone

Operational Agility

Agility in business operation, business change and the internal support of these are at the heart of every business that is able to survive and thrive in a VUCA world (one characterised by Volatility, Uncertainty, Complexity and Ambiguity).

Operational agility allows the organisation to respond, day-to-day, to the ever-changing needs and demands of its customers, people and ecosystem.

In a VUCA world, what is considered to be valuable is constantly changing, so the processes delivering value need to be adaptive in order to ensure sustainable, cost-effective value delivery.

Much effort over the last few decades has been put into reducing the cost of delivery and increasing efficiency – optimising for a 'steady state' that often does not exist in reality. Organisations need to balance operational efficiency with the ability to respond rapidly to changes in what is perceived as valuable.

An organisation's operational agility is largely dependent on the agility of its culture, leadership and governance.

Note that where pressure for change exceeds the capacity and capability of operational agility, a special response may be needed. This is achieved through agility in business change that exists on a continuum with operational agility.

Business Support Agility

Agile support processes enable the organisation to deliver value to people, customers and ecosystem. They don't directly deliver value themselves

Agility in the way business support functions (such as Finance, HR and Procurement) work will allow the organisation to:

- Recognise and respond rapidly to business opportunities and challenges
- Keep and grow people and customer relations by supporting a growth mindset
- Rebalance and refocus if and when needed while stabilizing and maintaining focus where appropriate

- Achieve its purpose by adding value to customers, people and ecosystem

It will also allow the organisation to overcome issues that often hinder its business agility such as:

- Inflexible financial and planning processes that prohibit pivoting and the reassigning of people and resources
- Restrictive HR policies and processes that may prevent people from focusing on collaborative and innovative stakeholder-centric delivery of value and building new competences to do this
- Heavy process-driven approaches to procurement that do not allow for relationships to change if the situation requires it
- Overly structured marketing & sales processes that might cause blindness to new opportunities or new markets
- Inflexible facilities management policies and practices that may inhibit collaborative working and the essential focus on delivery of value

Business Change Agility

Where pressure for change exceeds the capacity and capability of operational agility, a special response may be needed. This is achieved through agility in business change that exists on a continuum with operational agility.

Examples of such changes may include: Changing the way the organisation operates to comply with new regulations; bringing new products or services to market; moving existing products and services to new markets; and transforming the business – either to meet a new purpose or to achieve an existing purpose in a significantly different way.

In order to be successful, these larger changes often need to be organised alongside the day-to-day operation of the business in a way that allows the value of the change to be delivered incrementally and as early as possible but without creating turbulence that risks overwhelming the operation.

Transformational initiatives to develop significant new products, services or capabilities and to ensure that the value of these are fully realised, e.g. by changing operational value delivery processes, support processes, and/or bringing about change in culture, governance and leadership, often need to be managed as agile projects or programmes.

Purple Zone

Value Customers of the organisation

The primary focus for the delivery of value for most organisations should be their customers.

The most successful organisations will be those that sustain delivery of value in a VUCA world (characterised by Volatility, Uncertainty, Complexity and Ambiguity).

To survive and thrive in this regard it is important to organise in a way that enables the business to constantly deliver value to customers, in a changing world, with changing customer needs

Everyone in the organisation needs to:

- Know the customer and the value they deserve so that all decisions are focused on adding to that value
- Understand the customer's "why", to help anticipate their needs. In public sector organisations, the citizen is the valued customer

Sustainable shareholder/stakeholder value can only be achieved as a result of knowing, understanding, championing and serving the customer. That is critical to the success of the organisation and must be the primary driver.

Value the People within the organisation

People are the powerhouse of every successful agile organisation – one that is able to survive and thrive in a world characterised by volatility, uncertainty, complexity and ambiguity.

Trusting people, allowing them to develop and show their talents in the organisation, and engaging them through purpose, is critical to ensuring the sustainable success of an organisation.

Collaborating talents, people happy with their work, focused on delivering value, and supported, but not constrained, by processes and technology, are the core of a resilient, responsive, agile and thus successful organisation

People learn and adapt faster than systems: They

- Learn and adapt most easily when they feel safe
- Are more creative when powered by diversity

- Grow naturally when learning from each other

Value the Ecosystem in which the organisation exists

No organisation exists in isolation. It lives in:

- An organisational ecosystem of regulators, suppliers, competitors, partners, innovators and innovations
- A social ecosystem of individuals, communities, rules and customs
- An ecological ecosystem of resources, energy, and nature.

To survive and thrive requires an organisation to understand its role in its ecosystem, with success defined by how it delivers customer value while contributing positively to the ecosystem in which it lives.

Grey Zone

Agile Strategy

Agile Strategy connects the operation of the organisation, and the way that is changed and supported, with the delivery of value to its customers, its people and its ecosystem.

It consists of a set of guiding principles that is communicated and adopted in the organisation, to generate a desired pattern of formal and informal decision-making needed to maintain a focus on delivery of value, allowing for learning in a VUCA world

In an agile organisation, strategy is not defined, fixed and implemented, but is in a constant flow of defining, realising, measuring, and adapting. This requires open eyes and ears, and an open and rapid flow of information.

Agile strategy is therefore about how people throughout the organisation are expected to make decisions and allocate resources in order to accomplish key objectives.

To make this a reality, agile strategy requires effective agility in culture, leadership and governance.