

Agile Leadership Maturity Model							
		Evading Agile	Attempting Agile	Doing Agile	Being Agile	Exemplifying Agile	
Principle		The organisation may be aware of Agile, but does not yet see it as relevant to them	The organisation has seen the relevance of Agile to their work and is seeking to adopt it in its own way	The organisation has recognised that Agile represents a serious cultural & behavioural change and is actively managing its adoption	Ownership of Agile practices is now fully deployed and second nature. People have begun to improve upon them	The organisation implementation and adaptation of Agile is now seen as Best Practice and is being adopted elsewhere	What supporting tools & resources can aid progress?
Customer Engagement	How does the organisation utilise its customer relationships?	Customers may be fully appreciated by the organisation, and CSat may be measured and increasing. However Customer representatives are not yet an active component of improvement projects.	Customer representatives may be consulted on product and service improvements, but mainly from the perspective of requirement surveys and feedback on the end result. The organisation may have started a few Agile pilot projects, and user stories may have become a part of product and service development.	Customer representatives are now active participants in prototype testing of product and service developments. GEMBA is utilised to gather real understanding of customer use and application in all cases. Key customer development partnerships have begun to form.	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 appropriate customers (internal or external) in testing out prototypes and increments as an integral part of the conclusion of each sprint cycle.	External customers see the business as active and trusted partners in their own progress, and are keen to play a regular and active part within the development process. Joint customer Agile teams have begun to develop as the business begins to help them better serve their customers' customers.	User stories; GEMBA; Big Bets; Prototyping; Customer Success; Management; Partnership Planning; Surveys;
Clarity of Purpose	How are the efforts of the organisation aligned and focused?	The organisation may have well defined vision and values, with clear targets. However these have not yet been broken down into targeted local improvements, except possibly in a financial sense.	A well defined and unambiguous vision has now been broken down into a series of OKRs covering customers, processes, people and financial targets. These have been further broken down into prioritised improvement projects. However, depending on the support available, these may be Agile in name only.	Some form of Programme Increment Planning is now utilised to align bottom-up and top-down goals, which are robustly prioritised into product backlogs, and scheduled with 30, 60, 90 day outcomes using DoD (Definition of Done). These provide the necessary clarity for teams to fully utilise Agile methodology.	The organisation has become rigorous in focusing entirely on its value-add priorities and has adopted a disciplined approach to dropping things when new things are taken on in order to ensure capacity. Targets are deployed congruently and clearly through the organisation. This may be through the use of QFD.	There is continuous ruthless prioritisation focused on value creation at all levels of the organisation from the overarching vision down to teams, projects and sprints. As a result, targets are predominantly met or exceeded, and everyone knows their part.	Visioning; Goals; Targets; Values; OKR; Balanced Scorecard; PIP; DoD; Epics; Product Backlogs; QFD/SEMS
Constancy of Message	How do people understand what the organisation is all about?	Communication of vision, values and objectives may be sporadic and often passive. Activities and meetings reference them only occasionally if at all. People may, as a result, have a task rather than a purpose focus.	The organisation has begun to adopt more regular and routine communication of the key goals and progress against it, using methods such as Town Halls, all-hands meetings and internal social media channels such as blogs and Slack. However it is likely that this does not yet carry over to a focus within meetings.	The organisation's pursuit of Agile to pursue its goals and vision is now an integral element of most internal communication, which has grown to include many communication events such as Lunch & Learn, showcases, podcasts and testimonials. Nobody can claim ignorance of what is being pursued and how.	The organisation has begun to champion, support and promote those who evangelise, demonstrate and disseminate the Agile approach. People have generally been won over heart and soul through the extensive range of targeted communication. And they are increasingly now the source of that communication.	There is now laser clarity and focus on the end goals in all work based communication, both general and individual. The 'reason why' is evident in all exchanges. Advocacy through communication channels has become owned by everyone, and reflects the values of: commitment, courage, openness, respect & focus.	Town Halls; All-Hands; Employee forums; BBs; Blogs; Podcasts; Vlogs; Tech showcasing; SNAKs; Cadence; Kudos boards;
Servant Leadership	How is the role of leadership understood and adopted?	Leadership may be still be predominantly based on authority and expertise, and may also be largely directive in nature. Leadership naturally devolves to the most senior person in the room. Some people may still see leadership as a power over others, rather than a responsibility to lift them up.	Leaders have begun to recognise that participation in 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.	As a result of developing facilitation skills, leaders have become more confident in supporting collective decision making and in enabling autonomy for Agile teams, although they may not always be fully comfortable with this. They are however now fully and demonstrably supportive of the Agile journey.	Deeper understanding of facilitation has driven greater insight into 'servant leadership' and supporting others to be the best that they can be. This includes radical candour in the context of unconditional positive regard. Authority is devolved to the lowest viable level, especially in the case of Agile teams.	The concept of leadership has now morphed into 'servant leadership' and the realisation that facilitation skills empower everyone to lead appropriately from wherever they are in the team and the process. This is mainly effected by asking the most productive question at the most appropriate point.	Facilitation skills; Design tools; Listening skills; Emotional intelligence; Clean language; appreciative enquiry
Empowered People	How do people acquire the insight, confidence & motivation they need to thrive?	People may be valued, and employee satisfaction may be high. However, teams are not yet self-managing, and tend to defer to management for any situations that are not routine. The absence of the perceived need as Agile means that this hierarchical approach is not seen as a problem yet.	The organisation has provided some initial training on Agile fundamentals to particular groups. And they have begun to establish Agile teams. However, a lack of full leadership buy-in may create problems with coaching, adoption of disciplines, and regular follow-up. As a result these teams may struggle to deliver effectively.	Learning has been gained from earlier attempts at Agile teams, and there is now an acceptance that Agile is a journey and a mindset, not a task. The leadership has taken responsibility for ensuring and enabling the progress of Agile and, as a result, 'doing Agile' has spread to all appropriate areas, and across boundaries.	Agile practices are now the default process for all improvement teams, most of which are now cross-functional and include customer representation. Other agile teams have begun to form to provide support and to share best practice. Agile has now begun to evolve from the 'standard' based on experience and learning.	The organisation has now developed the insight and understanding to fulfill most of its activity, including governance, strategy and leadership, using innovative Agile approaches that they have developed through experiment. People feel fully empowered and recognised for the difference they are making.	Situational leadership; Scrums; Sprints; Retrospectives; Agile training; Agile coaching;
Agile Practices	How are effective patterns of working developed, deployed & improved?	Agile practices are not yet understood by the organisation. Most are likely to consider it a new fad or a management buzzword, and be cynical about its potential. Inefficient meetings, and a tendency to try to do too much may lead to timescales slipping, poor work-life balance and an increase of stress.	The organisation has begun to implement the most common basics of Agile practice in a limited number of areas. These are typically the use of scrums, product owners, backlogs, sprints, small teams, kanban and daily stand-ups. They may use 3rd parties to support this, although this may risk becoming a dependency.	The organisation has begun to see the real importance of ceremonies and consistent language and practice to support and enable the cultural changes required. As a result they have become more rigorous on their use and review of Agile practice. They have begun to adopt helpful web-based tools to support this.	People now adopt Agile practices by desire and default. Furthermore, they have begun to adapt and experiment - testing new mods and abandoning those that don't add value, including some of the specifics they learned early-on. They have become clearer on their reasoning of where and when to apply Agile.	The organisation has become an exemplar of Agile practice, and shares its (continually developing) experience and understanding widely with other organisations. And particularly with customers, with whom it has formed joint Agile teams to drive greater customer success.	Kanban; standups; Design Sprints; LDJs; Design Tools; Templates; Case Studies; Archetypes;
Data Driven Decisions	How is information utilised to improve the quality and timeliness of 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. Furthermore, the response to deficiencies may be subjective and fail to follow an established discipline.	Customer metrics are now a more important factor in driving action. This may be as a result of seeking to adopt Agile, and the priority of customers in the principles therein. Retrospectives have begun to take place, but these may feel strange and uncomfortable. As a result they may not yet be rigorously applied.	Retrospectives, of all types, are now an established discipline and valued for the learning they provide. Data is sought through a range of channels, especially customer prototypes. Deficiencies are addressed through a disciplined methodology, which is itself data driven. OKRs and KPIs have been carefully selected.	The organisation's data and improvement methods have now themselves refined through Agile approaches. This has helped to maximise the impact of data flows throughout the business to visualise progress and external challenges. Insight Landscaping (whiteboards) are being used to engage emotional and creative data	The organisation has fully embraced both growth mindset, and the potential of AI, in order to provide data clarity and transparency which enables and empowers everybody to maximise their value-add. Meta-metrics of the effectiveness of Agile now drive further Agile improvements.	Metrics; OKRs; KPIs; Metric design; Insight Landscaping; Problem Solving Method; Retrospectives; Growth mindset;
Adaptive Organisation	How does the organisation flex to best utilise the opportunities in its evolving context?	The organisation may be structured in an hierarchical or matrix configuration which is fairly fixed. Most roles may be static in nature, with personal development primarily as a component of promotion of some type. Silos may exist, and cross-functional change can have long lead times.	The introduction of Agile teams, scrums, and communities of practice/excellence has begun to provide a parallel framework for developing people outside of the constraints of their established role. However push-back from established structures mean that the potential of this may not yet be realised.	Defined and evolving Agile roles, the concept of tribes, and squads, and the transient nature of epics and sprints have provided a productive format to increase people's development and growth beyond the constraints of the traditional structure. Cross-functional working is the norm and silos are being broken down.	The flexible and adaptive nature of the organisation structure rapidly configures the best face of the organisation to meet new challenges. Everything is organised around ensuring the flow of value through the end-to-end customer chain. Change is delivered through a network of collaborative teams	Team selection is now aimed at both the development of current-value through performance, and also future-value through developing the potential of the team members. The flexibility of the organisation enables team selections to maximise both current and future performance on an ongoing basis.	Strategy Engagement Matrices; Agile roles; EPICs; Value Streams; Int. Customers; Feedback
Aligned Culture	How does the organisation define and reward the behaviours it needs?	The culture may be currently simply a function of the characteristics of the people it employs and the leadership it appoints. Managing culture may be little more than values written on a wall. In any event, Agile does not yet feature as a component of it.	The culture around Agile may be divided. There are some early adopters and enthusiasts who appreciate its potential and try to promote it. And there are many skeptics, some of who see it as a new fad, and others who believe 'we are already agile'. Agile is primarily seen as an admin task rather than a mindset.	The culture has begun to shift, aided by extensive training and communication, and by regular consistent use of a shared terminology and language. A playbook has been defined, and a safe platform for people to apply it has been created. Consistent authentic messaging from the leadership has been a key factor.	The culture has shifted such that Agile is now business as usual. People recognise a sea change in the organisation, and are taking full advantage of the empowerment to promote and drive their own improvements. Agile wins and Agile champions are enthusiastically highlighted and celebrated.	There is real pride in the organisation both about what has been achieved through Agile, and also what new ground is being broken within Agile. As it is tailored to meet the organisation's evolving needs. Everybody is a natural Agile evangelist and seeks to spread the human and performance benefits widely.	Maturity Models; Mood surveys; Playbooks; Personal Development; Recognition; © Culturitics