Organizational Agility 360 Assessment

The Trail Ridge Organizational Agility 360 Assessment evaluates the culture, structure and processes of your organization to inform you on your current agile effectiveness or to guide an agile transformation. It outlines those areas aligned and mis-aligned with agility to help leadership prioritize and steer effectively. While most organizations do agile in some form, most are challenged in effectively scaling it and growing it within their organization to consistently drive business results.

Cultural

Understanding your organizational values (how your organization "ticks") is the first step in aligning agility. Too often, organizations implement an agile process only to be trumped by organizational structures and culture which impede its every effort.

Through a Competing Values Framework Survey tool, we will visualize your organizational culture and provide leadership with the information necessary to guide the rest of their agile journey.

Structural

Organizational structures are the primary enabler or impediment of agility. Structures include roles and responsibilities, departments, locations, teams, leadership and organizational reporting, financial and human resource policies, and more.

Organizational agility is the ability for an organization to not only "do" agile, but "be" agile - this includes the ability to adapt the organization itself. Creating and supporting flexible organizational structures and integrating silos is critical to becoming and sustaining agility.

Procedural

Processes and Tools represent how people and teams work. They are the most visible aspects of your business and are typically the first place to look for change. However, changing processes without considering the structure and culture will likely result in poor execution and only temporary success.

This assessment evaluates your organization's strategy, release, and development cycles; reviews your documentation and product life cycles; analyzes your communication channels; metrics and reporting; and more.

Catalyst for Change

This in-depth Organizational Agility 360 Assessment provides your leadership a roadmap and execution strategy to not only implement change, but involve the organization and share responsibility of that change to gain full awareness, engagement and follow-through. This service includes leadership preparation, onsite evaluation and discussion, report feedback and recommendations, and leadership review.

An effective agile strategy requires an "inside-out" approach. That is, starting with an understanding of culture, aligning the organizational structures to support and sustain agility.
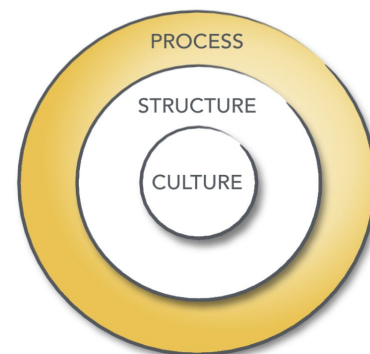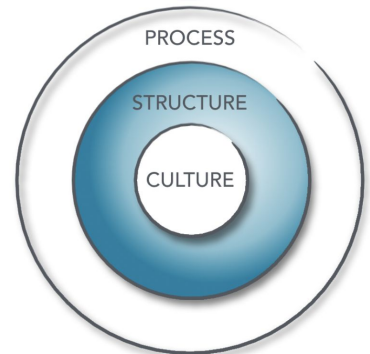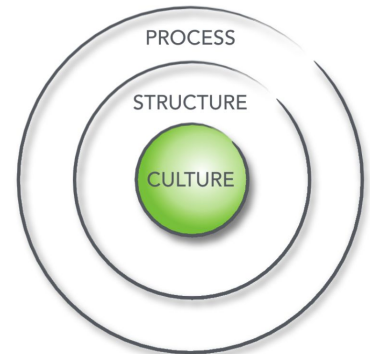
Why Assess Organizational Agility?

Organizational Agility is the ability for an organization to effectively and quickly adapt to changes in the marketplace in order to attract and delight customers. While most organizations today can learn and apply agile practices, **sustaining and growing agility is challenging**.

The primary reason for an inability to sustain agility is due to applying agility from the "outside-in", starting with agile as a process to expose organizational impediments. However, key impediments are often rooted deep within the organization are not easily addressed. Thus, organizations often modify their agile practices rather than change the deeper and systemic issues needed to sustain beyond the current fix.
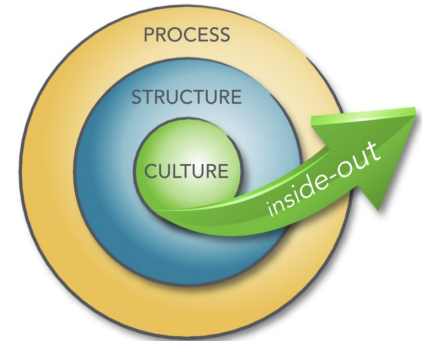
Organizational Agility is the difference between "doing" an agile process and "being" an agile organization. Leadership is required address agility from the "inside-out" - that is, aligning their values toward agility and building structures within the organization to support an agile approach.

Organizational agility is an enterprise-level agility, working across many inter-dependent teams, departments, and locations to accomplish common goals or objectives. Scaled agility requires flexible agile structures, shared focus, and a shared set of values, espoused through leadership, to be effective.

Driving Sustained Agility

Without rooting agility in the culture and structure of the organization, organizations find it challenging to sustain healthy and effective agile practices. Without stabilizing agility, organizations change their approach frequently - thrashing agility. Leveraging experience and education has enabled organizations to achieve healthier agile more quickly. However, once the initial agile change initiative has concluded, these organizations again find it difficult to sustain their new approach - essentially rolling back to traditional approaches when pressures mount or severe problems occur.

Sustaining agility is critical because the external marketplace is evolving. And because of ongoing technology advancements, it is evolving faster each year. Agility is necessary to not only keep up with these changes, but outpace competition in order to succeed and grow.

Thrashing and rolling agility are results of an "outside-in" approach, organizations can be successful initially, but often don't withstand disruptive change in the organization or the marketplace. When agility is rooted within the culture, and structures have been established to support it, organizations adapt and grow.
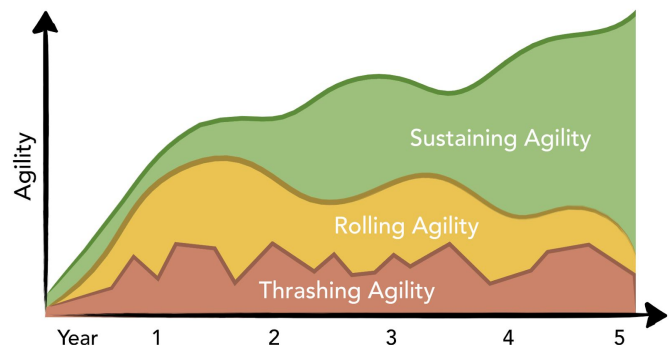
The goal of this assessment is to inform leadership on an "inside-out" approach to agility, and the gaps between the current approach and a new approach to sustaining enterprise agility - one that allows the organization to achieve its current goals, and is flexible enough to grow and meet future goals. The assessment provides leadership a pivot point for reflection, evaluation, learning and applying a more holistic and enterprise-level approach to agility and more successful business outcomes.

Assessing Your Organization - What is Involved?

This Organizational Agility 360 Assessment is a straight-forward and low-intensity investment with a valuable return. You commit to an employee survey, document discovery, leadership and team interviews, and an assessment review with leadership.

Cultural Survey

Organizational culture is an unseen set of norms, values and characteristics visualized through behaviors and decisions of the leaders within your organization.

The Trail Ridge Organizational Culture and Values survey is built upon an industrial standardized cultural assessment tool developed by researchers at the University of Michigan in the 1990s entitled the Competing Values Framework (CVF). It is a simple 5 question survey to seek out the values currently exposed values as well as those desired by the organization - the gap represents the discontinuity in the organizational culture.

Document Discovery

To expedite and validate other aspects of the assessment, you will provide documentation to provide context on your organizational approach including the following: Roles & Teams, Departments and Divisions, Products and Goals, Roadmaps and Releases,Development and Delivery Process, Architecture and Technologies, Tools and Metrics, and more.

Leadership and Team Interviews

We cannot overstate the importance of leadership and team feedback in the assessment process. Having direct access to the people closest to the work being done is critical in better understanding the interworking of your organization.

We will schedule time with key leaders, stakeholders, teams and team members to better understand how your organization works, what is working and what challenges they face. This includes "all hands" type meetings to share the goals and approach to the assessment, 1-on-1 interviews with key leaders and stakeholders, role-based discussions with product management, architecture, project management, quality, support, marketing, and operations, and team-based discussions.

Optionally we will observe key team and organizational ceremonies to get a better real feel for how work and meetings are being conducted.

Leadership Education, Review & Priorities

Our assessment is performed in collaboration with your leadership team. While we provide the experience and expertise to identify key impediments and impact areas, your leadership team is responsible for prioritizing and focusing the organizational change.

Through this process, we don't find that handing you a simple report is the most effective outcome. Rather, we provide an engagement workshop with your leadership team to both understand the key concepts behind organizational agility and focus on your key results to prioritize your transition towards improved agile ways of working.

We will communicate, collaborate and engage with your leadership team to more fully understand, identify and focus the change process to address the results of the assessment. Agility is a journey, and while the assessment is a key step in that journey, it is only one step along a successful agile transition.