

Fully functional, SILO structure.
Huge gap between Commercial & Supportive units.

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Fully self-organised teams/squads like startups (micro enterprises) with P&L authority.

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Some Cross-functional Pilot Teams (established around BAU and/or specific project) started to experiment some Agile habits.
Agile practices are imposed on the teams (even if Scrum).
Huge gap between Commercial & Supportive units, except the few pilot teams started to use Agile practices (the gap started to close for these teams).

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Organization does not have a clear strategic focus.

Gating planning and budget approval process.

Top-down approach with long planning horizon, alignment is not expected (follow the plan, upper management knows what to do).

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Cross-functional teams that established around BAU are part of the organization.
Teams have end-to-end delivery capabilities (the right people with the right knowledge or ability to gain it and empowered).
Teams understand and respect Agile values.

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Strategy and objectives are clear only at the top management level.

Portfolio is somewhat aligned with strategic intent.

Yearly gating planning approach with bi-annually budget reviews and approval process.

Top-down planning approach with upper level management alignment.

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Successful use of Agile at scale (organization fully established around Agile teams).

The teams handle their own problems (no team mom).

Supporting the teams is modus operandi - the organization works for the teams and not the other way around.

Teams can make their own agreements on how to interact with other teams even if with different models.

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Strategic focus is clearly communicated with everyone in the organization.

Portfolio is aligned with strategic intent.

Managers engage teams in planning and plans are adopted few times a year (plans are enablers for strategy).

For some areas, funding shifts away from project based model to funding teams.

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Strategic focus is clear and everyone is engaged around it.
Customer Feedback is the core driver for portfolio strategy and capacity allocation decisions.
Lean portfolio management (frequent, rolling wave planning).
Everybody is part of planning and planning is transparent.
Teams are funded, not the projects.

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Management mostly look for consensus to move forward.
Management drives motivational initiatives.
Management co-creates plans with the teams, and searches for some decisions to be made by the teams.
Managers co-operate for common interest.
Focus is not on efficiency but on areas of the product/organization and aligned with business goals (e.g. sales, active users, churn, ...)

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Strategies are developed by everyone in the organization (total ownership) and flexible around changing customer needs.
Continuous planning & replanning is not a separate activity, is part of natural way of working.
Budget requests/pitches as per demand.
Full P&L responsibility within Teams.
Organisation act as Venture capitalists to its startups.

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Management mostly acts as advisory and delegates all but critical decisions.
Management triggers an environment where teams can self organize.
Management takes the team morale/happiness as a leadership accountability.
More leadership instead of management.
The leaders role is to bring people and teams up - not to manage projects.
Leaders initiates trustworthy working environment.
Leaders strongly aligned on the goals/targets.

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Highly directive and control driven management.
Management analyzes, plans and controls for perfection.
Status power and fear are the two main pillars of management practices.
Significant amount of managers' efforts goes to manage daily micro tasks, managerial meetings, reporting and administrative issues.
Frequently results in competition between managers/departments which can lead to politics which prevent collaboration.
Focus on efficiency not value. Teams need to provide proof they are working and effective.

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Inspirational leadership that grows a culture of collaboration, entrepreneurship, curiosity and growth inside the micro company.
Leaders serve people much more than demanding from them.
Coaching and collaboration are the two main pillars of leadership practices.
Leaders are the main protector of autonomy, and significantly invest their time to grow mastery within their people.
Focus is on mostly coaching and supportive actions to grow the working culture.
Each micro company is directly exposed to the economics and competition inside the market.

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Executing influence-based orders.
Management provides solutions to the problems, and directs teams/individuals with the answer.
Status power and expertise (eg. i know this) are the two main pillars of management practices.
Competition between managers are still there.
Focus is still on efficiency though translated into other metrics - e.g. velocity, # of delivered tasks.

Individuals just deliver what is assigned to them.
Individuals are a part of a bigger mechanism and do their part without visibility of the bigger picture.

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Teams are self established around clear purpose, and re-shape/evolve autonomously together with their evolving purpose.
Teams find their job interesting and valuable.

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Individuals can sometimes see the reason/the goal behind what they are delivering.
Individuals still focus just on their part, not the big picture as a whole.

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Individuals execute defined instructions.
Ways of working imposed from management.

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Individuals and/or groups are mostly clear about the goals which are given/defined by the management.

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Individuals have little influence on decisions.
Ways of working mostly driven by management.

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Teams are clear about the reason why they exist and what they need to achieve, and have the power to influence their targets.

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Individuals and/or groups influence decisions in their own close (protected) environment.
Still there is standardization (e.g. same tools for all, same DoD for all) and process is driven separate of objective.
Tools/practices are more important - Doing Agile for the sake of doing Agile.

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Teams are responsible and committed to deliver valuable outcome frequently with the advise of management.

Holding each other accountable (Agile is a team sport)

Teams can adapt their ways of working based on their particular context.

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Knowledge and practices are somewhat shared and discussed between groups of people, little time invested for learning from each other.

Organization understands the value of self growth and allocates some budget/time for it.

Organization tries to establish feedback mechanisms to support personal growth.

03

Teams own decisions, have end to end ownership of the value, and feel directly accountable for the business results.

Teams decide what is best for them and will find their own solutions to their context - with responsibility comes autonomy.

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Teams pro-actively share knowledge/experience with the others, learn from each other, feels good with sharing/learning from failures.

Tools and processes are in place that support knowledge sharing.

Organization strongly invests in skills growth via training and hands on coaching.

Feedback is received regularly from every direction.

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Personal growth is one's own task to do and one rarely has time for it.

One needs to fight for training/learning budget.

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Experimentation and growth is the main focus of the organization.

Teams invest to learn new skills and cross-pollinate the organization with innovation.

Besides getting training and hands on coaching, organization leads the expertise in its market and creates the market wide known concepts as the best practice.

Organization celebrates early failure as success.

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Just in time feedback embraces new behavior models and decisions.

Individuals that work closely together share good practices naturally.

Organization feels itself obliged to invest some amount of budget for training/learning to compete to other competitors.

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Status Reports towards management (filtered to only show critical input).

No clear metrics.

Performance is not visible and is evaluated by the management via perception without any data. It is mostly used as a stick/carrot.

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Mixture of status reporting and some individual (handcrafted) metrics (activity and output metrics).

Individual performance is evaluated by the management mostly via perception (few data exists), somewhat used to support personal growth.

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Some parts of the organization are collecting business KPIs, but they are not aligned across the full org.

KPIs are generated (partially) manually, not available to everyone, or not available at any time.

Individual performance is evaluated by the management via assigned individual targets, personal growth is supported via these assigned targets.

Some part of individual performance is effected by the team's overall performance.

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Cross-Team business KPIs are aligned and collected.

Goals are aligned and shared across the company.

KPIs are generated (partially) manually, available to everyone, but not available all the time.

Performance is not focused on individuals but on teams instead.

Teams set their own performance targets, and own their growth.

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Individual performance is team's own issue.

Key KPIs aligned to business value are generated automatically and available any time (self-serve).

Performance is not triggered via targets, and not evaluated. Instead, performance can be easily seen via growth in the market/business value.

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Roadmap input and budget decisions based on manager(s) opinion.

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Data is collected to measure team performance (eg. active users) against ambition.

Roadmap decisions are still opinion driven.

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Customer Data is collected, but only used either for status reporting or as supporting material for the PO/Manager to manage roadmap and budget.

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Customer Data is collected,
PO/Manager manages and adapts the roadmap regularly based on customer data to reach pre-defined KPIs.

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Roadmap input/prioritization and budget allocation is done purely based on data collected from real customers (against pre-defined KPIs).

A-B Testing, Design Thinking, Piloting kind of practices are used regularly to set the direction.

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Team assesses the impact on Business KPIs for any idea and MVP.

PO prioritizes the MVP in the road-map based on Cost of Delay (or similar), then MVP scope gets implemented by the agile team.

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Every idea needs to run through a proper design phase, where solution is described and approved by management.

(Idea to first implementation ≥ 3 months)

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Team implements experiments to understand potential impact of an idea (on business KPIs) and its best implementation approach.

Based on outcome of the experiment, idea is killed, reshaped or development is done in iterative improvements.

(Idea to first experimentation ≤ 2 w)

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Ideas are pre-analyzed in a design phase, potentially even by a separate design team.

Effort estimates are provided and given.

Idea that commercially seems to make sense, is implemented.

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Development is 100% focused on delivery.

No time to innovate.

Failure is not an option.

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Ideas are broken down by the full team.

MVP scope is identified.

PO prioritizes the MVP in the road-map based on gut feeling or management demand.

MVP scope gets implemented by the agile team.

(Idea to MVP ~ 6 w)

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Innovations happen on ad-hoc basis (free time) or are in-sourced via external vendors/resources.

Failure is not welcomed and not openly discussed.

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Some business processes are in place in order to facilitate innovation within the organisation.
Top management accepts (at least some level) the experimental failure as a learning opportunity.

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Some level of knowledge sharing activities are in place.

Some individuals own improvement proactively.

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The organization operates in a pace that gives time to teams to drive innovations.
Innovation & experimentation budget is in place.
Organization regularly (but safely) pushes both leaders and teams outside their comfort zones to provide opportunities to test, fail, learn.

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Some of the teams share and learn from each other.

Team level kaizen activities are part of the culture.

Teams own their way of working and improve it.

Individuals and teams feel safe in our organization.

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Innovations are driven by everyone in the organization and are considered as a key objective.

Innovation & experimentation gets easily and dynamically funded.

Sustainable pace of innovation.

Innovation is a typical source of new products and services.

"Failure" (or learning) KPIs for teams and leaders are explicit.

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There are regular basis activities for organization wide experience sharing.

Teams are eager to help/support other parts of the organization.

There are some established and running communities inside the organization that work for improving organization wide way of working & standards.

People are regularly rewarded for collaboration and kindness by their peers without needing to "nominate" themselves.

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Little to no cross knowledge sharing and collaboration.

Improvement expected from others.

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Communities are self established & dissolve frequently around any improvement opportunities.

All working for perfecting waste reduction and enhancing smooth flow of value delivery.

Employee retention is extremely high (<2%) with people choosing to stay and work for such a great organization.

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