Introduction to WorkMatters Organisational Agility Assessment tool (SCOPE)

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WorkMatters
people and leadership solutions for
the changing world of work

Introduction

"the concept of the agile organisation is the most predominant solution to the problem of dealing with unpredictable, dynamic and constantly changing environments"

(A. Muduli)

- Organisational agility is commonly quoted as critical to successfully adapting to this rapidly changing business and work environment – and to future-proofing the organisation for future challenges and opportunities. As a response to Covid most organisations have now prioritised building and improving their agility capability into the future.

- The case for improving organisational agility is compelling. If business and HR leaders can improve an organisation's agility and build it into the organisational culture, structure and processes, they will have gone a long way in preparing for the business challenges and opportunities of the future.

- However, as a deliberate organisation wide strategy and competency, agility often inconsistently defined and unevenly executed.

- We work with clients to address the people and leadership challenges of being an 'agile organisation'. We help clients advance the debate regarding organisational agility from an aspired value and concept to being an operational, cultural and consistently applied reality. Assessment is needed to assist that development process.

- The following provides an overview of our Organisational Assessment tool, called SCOPE.

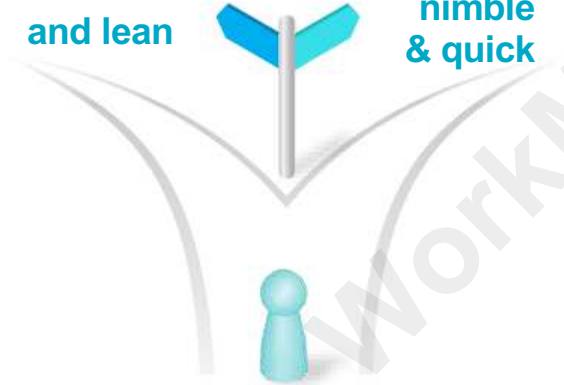**Work**Matters

Organisational Agility Assessment

What is Organisational Agility?

Agility is often perceived as a choice between…

Agile is BOTH, stable and dynamic at the same time
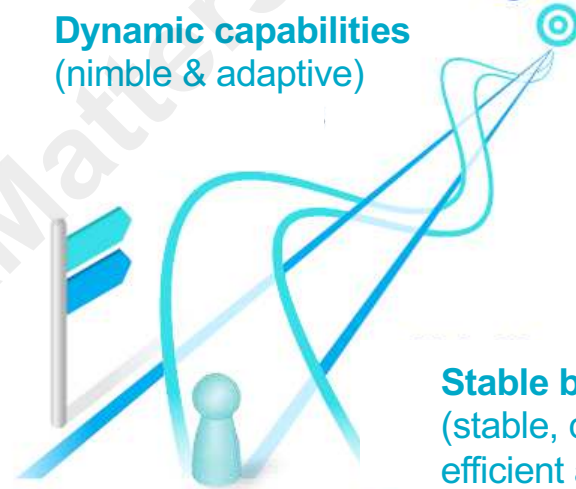
Stable, efficient and lean

Dynamic, flexible, nimble & quick

Dynamic capabilities (nimble & adaptive)

Stable backbone (stable, disciplined, efficient and lean)

"Organisational Agility is the strategic and operational ability to sense environmental change and to quickly respond by flexibly assembling resources, processes, knowledge and capabilities" (Yang and Liu)
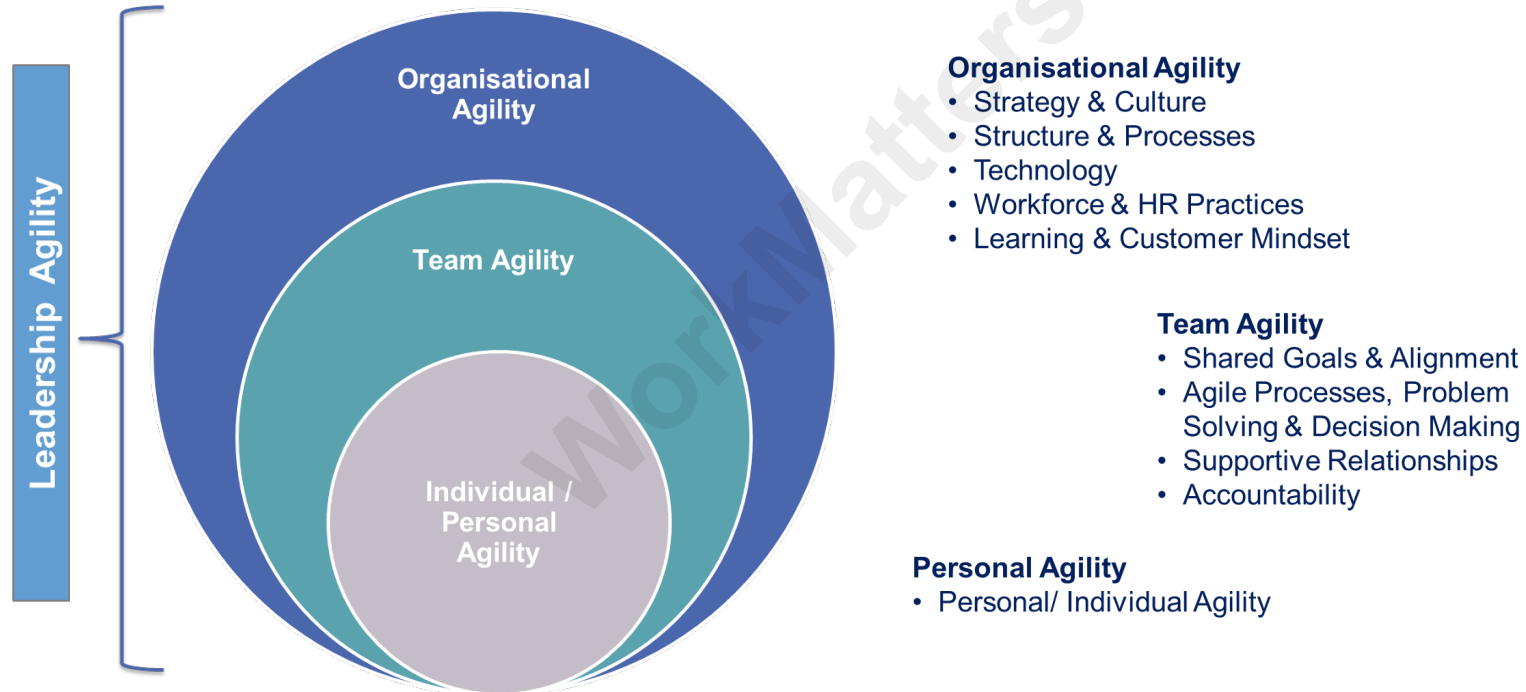
The Agile organisation maintains some of the required characteristics of a traditional organisation but is increasingly required to be more adaptive, dynamic and responsive

"Agility, along with resilience, at organization, team and individual level is a key adaptive quality required to deal with increasing and turbulent change"

(McCann and Selsky)

	TRADITIONAL ORGS	AGILE ORGS
STRATEGY	• **Top-down** vision, purpose & strategy	• **Shared** vision, purpose and strategy
DESIGN	• Designed **primarily for stability**	• Designed for **stability & dynamism**
STRUCTURE	• **Hierarchical** and siloed	• **Networked** – flat & cross-functional
PLANNING	• **Linear and sequential**	• **Iterative and dynamic**
CULTURE	• **Hierarchical, top-down, controlling**, goals and delegations cascade	• **Collaborative**, local accountability and execution • **Open mindset, iterative** including **rapid** experimentation and learning • **Agility Enablers** – ways of working, optimization of data and technology

Agility is therefore needed at all levels to be successful in an organisation…

- S.C.O.P.E provides leaders with a accessible tool to conduct an overall evaluation of Organisational Agility covering all these levels – Strategic, Culture, Operational, People and External Focus

Leadership Agility

Organisational Agility

Team Agility

Individual / Personal Agility

Organisational Agility
- Strategy & Culture
- Structure & Processes
- Technology
- Workforce & HR Practices
- Learning & Customer Mindset

Team Agility
- Shared Goals & Alignment
- Agile Processes, Problem Solving & Decision Making
- Supportive Relationships
- Accountability

Personal Agility
- Personal/ Individual Agility

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Organizational Agility Assessment – S.C.O.P.E. Analysis (Client Example, Financial Services)
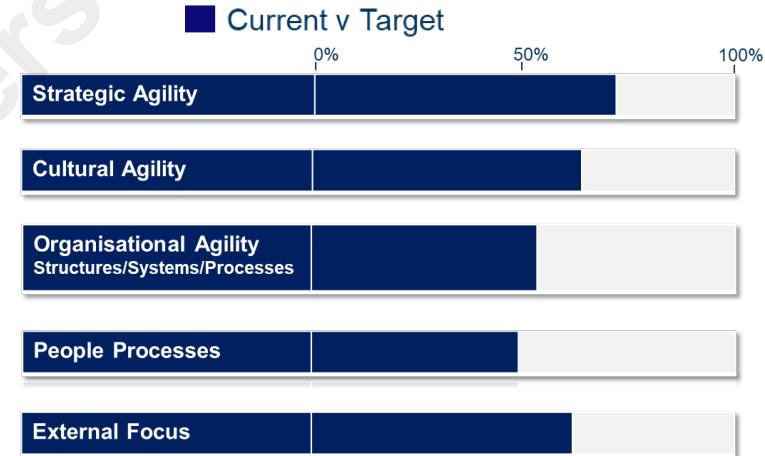
The Problem

- This organisation had a reputation historically for innovation and market leading products and services. In more recent years however, the company had started to lose ground in the market against a background of increased regulation, change of ownership, new technologies and greater competition

The Process

- The executive team identified that they needed to improve their overall agility and responsiveness from a strategy, operational and cultural perspective.
- They used SCOPE to help surface their current enablers and blockers of Agility and to plan a roadmap for moving forward. They also conducted the review at different levels of the organisation so that they could compare and contrast the views and experiences from different perspectives as well as their own.

The Outcome

- The process succeeded in identifying key areas of strength and 'drag' regarding the organisation's agility. It helped to create a shared understanding of what Agility practically meant in strategic and operational terms for the company and what its target state needed to be. Contrasting experiences, perceptions and assumptions from different organisation levels about the 'agility health' of the company were revealed and understood. This gave the leadership team the insight they needed to plan a way forward to increase innovation, remove unnecessary blockages and to re-fresh organisational culture and processes.

Current v Target

	0%	50%	100%
Strategic Agility			
Cultural Agility			
Organisational Agility Structures/Systems/Processes			
People Processes			
External Focus			

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7

Organisational Agility 'Heath Check' – *S.C.O.P.E.* *(summary version)*

1. Disagree	1. Not important
2. Disagree to some extent	2. Somewhat important
3. Unknown/undecided	3. Unknown/undecided
4. Agree to some extent	4. Important
5. Agree	5. Very important

Organizational Agility Category	Organizational Agility Statement	Current State Score	Importance to our business	Gap & Notes
Strategy	▪ Agility and adaptiveness are explicitly called out and expressed as **strategic priorities** across the organization			
	▪ Agile principles such as customer engagement, flexibility, collaboration, diversity etc. strongly influence our **business planning** processes.			
Culture	▪ We have a **culture** throughout the organization that is supportive of experimentation, co-creation and innovation for the benefit of our customers			
	▪ **Senior Leaders** of our organization take accountability, trust employees and enable a safe culture of experimentation & learning by doing, they role model an open and agile mindset			
	▪ **Team leaders and people managers** encourage an open and safe environment for experimentation, growth & learning by doing			
Organization	▪ Our **structures, systems and technology** enable agile practices and outcomes			
	▪ Our **operational processes** have the capacity to implement changes quickly (both incremental and discontinuous) and to convert these changes and resources to performance			
	▪ We have **agile team structures and processes in place** that help us efficiently organize and prioritize our work, share resources and work across team boundaries.			
	▪ Our **decision making processes** are flexible and can vary depending on the needs of specific initiatives. Decisions are consciously distributed and delegated throughout the organization.			
People	▪ Our **recruitment and workforce planning processes** are designed with having workforce agility and flexibility in mind and our talent strategy supports the development of an agile organization.			
	▪ Our supporting **HR processes and policies** (e.g. our training, remote working, reward, performance and recognition processes etc.) are recognized as important enablers of workforce and organizational agility.			
External Focus	▪ We optimize **external partnerships and relationships** in our business operating model (e.g. co-creation of value with our suppliers and external partners)			
	▪ Our organisation understands the need and takes steps to deliberately **scan the internal & external environment** to identify opportunities and risks for our business.			

Thank You

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