

# Business agility health check

Version 1.0

★ organisations | teams | leaders | employees ★

## Purpose

This *business agility health check* is designed to assess business agility at a point in time. It helps you focus on areas for uplift and carry out reassessments. Most importantly, it promotes thinking, provokes conversations, and inspires action.

- Assess your contribution (as leader or team member) to business agility in your team or organisation
- Collate individual results to assess and discuss business agility within teams or across the organisation

## Guidelines for use

1. Work through each element (e.g. Collaboration), one at a time, starting with the element's 'Healthy' column.
2. Read each statement and decide whether it applies to your situation, 'Never', 'Rarely', 'Sometimes', 'Often', or 'Always'. Mark the corresponding box.
3. Once you've worked through the entire 'Healthy' column, add up the column's sub-total.
4. Repeat this process for the 'Deficient' column and then for the 'Excessive' column.
5. Note that for the 'Healthy' column, the points are positive and for the 'Deficient' and 'Excessive' columns, the points are negative.
6. Calculate a total score for the element (e.g. Collaboration) by combining the three sub-totals.
7. Reflect on your result and make at least one time-bound commitment to improve the element. (You may wish to focus commitments on the elements with the lowest scores.)
8. Repeat this process for each of the five remaining elements, one at a time.
9. You may wish to calculate a grand total by combining scores across all elements.
10. Consider reassessing every three to four months.

## Interpreting results

Results can range from negative to positive numbers. For example, each element's total can range anywhere from -16 to +16. The grand total for the health check can range from -96 to +96. There's no special significance to a score of zero, or any other specific number. Interpreting the results is simple – the closer your genuine score is to the highest positive number possible, the better. Results should be used to create a baseline and a way to reassess. It's more important to focus on your reflections and commitments to improve, than on the actual number.

## For assessing teams

Each team member including the leader(s) evaluate her/his own contribution to the team's agility. Keeping individual survey results anonymous may encourage more candid responses. Focus should be on the combined results. The team can discuss results and make plans to uplift specific areas.

## Comparing results across teams

Importantly, one team's score should not be compared with another team's score. There is variability from one assessor to another, and this means that comparing scores across teams may be misleading. The *health check* is designed to help individuals and groups continuously improve - not to compete with each other.

## Collaboration

### Deficient

Never | Rarely | Sometimes | Often | Always  
0 -1 -2 -3 -4

I avoid sharing information or opinions that may prove unpopular or bring negative attention

Never | Rarely | Sometimes | Often | Always

0  -1  -2  -3  -4

To help others I need to clearly know how it may benefit me

Never | Rarely | Sometimes | Often | Always

0  -1  -2  -3  -4

### Healthy

Never | Rarely | Sometimes | Often | Always  
0 +1 +2 +3 +4

I cooperate with others (within my team) to share information and opinions to help them achieve their separate purposes

Never | Rarely | Sometimes | Often | Always

0  +1  +2  +3  +4

I collaborate with others within and outside my team (e.g. ideate/brainstorm, experiment, make decisions, and build & scale solutions) to achieve something new in pursuit of a common purpose

Never | Rarely | Sometimes | Often | Always

0  +1  +2  +3  +4

I offer my information and opinions beyond my own team

Never | Rarely | Sometimes | Often | Always

0  +1  +2  +3  +4

I help others freely (beyond my own team) whilst maintaining a sense of priorities (e.g. not forgetting about my own commitments)

Never | Rarely | Sometimes | Often | Always

0  +1  +2  +3  +4

### Excessive

Never | Rarely | Sometimes | Often | Always  
0 -1 -2 -3 -4

I find myself helping others with low value initiatives instead of constructively challenging the initiatives

Never | Rarely | Sometimes | Often | Always

0  -1  -2  -3  -4

I draw in unneeded or unwilling participants for the sake of collaboration

Never | Rarely | Sometimes | Often | Always

0  -1  -2  -3  -4

Subtotal - \_\_\_\_\_

Subtotal + \_\_\_\_\_

Subtotal - \_\_\_\_\_

**Collaboration: Total** \_\_\_\_\_

Reflection / Comment: \_\_\_\_\_

Commitment: \_\_\_\_\_

# Curiosity

## Deficient

Never | Rarely | Sometimes | Often | Always  
0   -1   -2   -3   -4

My approach for investigating curiosities can be too cursory or insular (i.e. lacking depth or diversity)

Never | Rarely | Sometimes | Often | Always  
      
0   -1   -2   -3   -4

Work priorities stop me exploring curiosities and learning new things

Never | Rarely | Sometimes | Often | Always  
      
0   -1   -2   -3   -4

## Healthy

Never | Rarely | Sometimes | Often | Always  
0   +1   +2   +3   +4

I learn and discover new things (e.g. finding out 'why' and gaining deeper understanding)

Never | Rarely | Sometimes | Often | Always  
      
0   +1   +2   +3   +4

I access a diverse range of learning opportunities (e.g. experiments, research, courses, thought leaders, and publications)

Never | Rarely | Sometimes | Often | Always  
      
0   +1   +2   +3   +4

I help others to be curious by encouraging them to question things

Never | Rarely | Sometimes | Often | Always  
      
0   +1   +2   +3   +4

I help create an environment where questions are easily asked (e.g. encourage questions, and not 'shoot down' or label any as silly)

Never | Rarely | Sometimes | Often | Always  
      
0   +1   +2   +3   +4

## Excessive

Never | Rarely | Sometimes | Often | Always  
0   -1   -2   -3   -4

I'm drawn to immediately investigate curiosities (even as a distraction to, or to the detriment of, higher priorities)

Never | Rarely | Sometimes | Often | Always  
      
0   -1   -2   -3   -4

I pursue curiosities (researching and discussing them) beyond the point that's valuable in the circumstances

Never | Rarely | Sometimes | Often | Always  
      
0   -1   -2   -3   -4

Subtotal - \_\_\_\_\_

Subtotal + \_\_\_\_\_

Subtotal - \_\_\_\_\_

**Curiosity: Total** \_\_\_\_\_

Reflection / Comment: \_\_\_\_\_

Commitment: \_\_\_\_\_

## Clarity of Purpose\*

\*Purpose can relate to many things including an organisation, department, team, initiative, or role.

Deficient	Healthy	Excessive
Never   Rarely   Sometimes   Often   Always 0   -1   -2   -3   -4 	Never   Rarely   Sometimes   Often   Always 0   +1   +2   +3   +4 	Never   Rarely   Sometimes   Often   Always 0   -1   -2   -3   -4 
<p>I miss or receive poor communication of purpose(s) significant to me</p> <p style="text-align: center;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> -1   <input type="checkbox"/> -2   <input type="checkbox"/> -3   <input type="checkbox"/> -4                 </p>	<p>Purpose(s) significant to me are shared early and broadly (including, with me)</p> <p style="text-align: center;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> +1   <input type="checkbox"/> +2   <input type="checkbox"/> +3   <input type="checkbox"/> +4                 </p>	<p>Communications (regarding purpose) are shared with me when still highly fluid and yet to form a coherent draft</p> <p style="text-align: center;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> -1   <input type="checkbox"/> -2   <input type="checkbox"/> -3   <input type="checkbox"/> -4                 </p>
<p>I believe that purpose(s) significant to me are out of date or not defined</p> <p style="text-align: center;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> -1   <input type="checkbox"/> -2   <input type="checkbox"/> -3   <input type="checkbox"/> -4                 </p>	<p>Communications used to share purpose(s) with me use clear, accessible language, and include adequate context, for me to thoroughly understand them</p> <p style="text-align: center;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> +1   <input type="checkbox"/> +2   <input type="checkbox"/> +3   <input type="checkbox"/> +4                 </p>	<p>Communications (regarding purpose) shared with me are overly simplified, to the point of being incomplete, condescending, or lacking key content</p> <p style="text-align: center;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> -1   <input type="checkbox"/> -2   <input type="checkbox"/> -3   <input type="checkbox"/> -4                 </p>
<p>I have enough clarity of purpose to link work effort back to it and confidently identify misaligned activities</p> <p style="text-align: center;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> +1   <input type="checkbox"/> +2   <input type="checkbox"/> +3   <input type="checkbox"/> +4                 </p>	<p>I constructively challenge myself and others over activities lacking alignment to purpose (or aligned to an obsolete one)</p> <p style="text-align: center;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> +1   <input type="checkbox"/> +2   <input type="checkbox"/> +3   <input type="checkbox"/> +4                 </p>	
<p>Subtotal   -   _____</p>	<p>Subtotal   +   _____</p>	<p>Subtotal   -   _____</p>

**Clarity of Purpose: Total**   \_\_\_\_\_

Reflection / Comment: \_\_\_\_\_

Commitment: \_\_\_\_\_

## Distributed Authority

Deficient	Healthy	Excessive
Never   Rarely   Sometimes   Often   Always 0   -1   -2   -3   -4 	Never   Rarely   Sometimes   Often   Always 0   +1   +2   +3   +4 	Never   Rarely   Sometimes   Often   Always 0   -1   -2   -3   -4 
<p>I feel disconnected from the decision-making process (e.g. not consulted nor included in meetings with stakeholders)</p> <p style="text-align: center; font-size: x-small;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> -1   <input type="checkbox"/> -2   <input type="checkbox"/> -3   <input type="checkbox"/> -4                 </p>	<p>I'm a decision-maker in cases where the purpose is known and I'm closest to the action (i.e. Closest to the problem, opportunity, solution, subject matter, etc.)</p> <p style="text-align: center; font-size: x-small;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> +1   <input type="checkbox"/> +2   <input type="checkbox"/> +3   <input type="checkbox"/> +4                 </p>	<p>I'm authorised to make decisions without a clear path for adequate resourcing, execution, or implementation</p> <p style="text-align: center; font-size: x-small;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> -1   <input type="checkbox"/> -2   <input type="checkbox"/> -3   <input type="checkbox"/> -4                 </p>
<p>My manager determines and prescribes the tasks I do (e.g. I may have to pause valuable work whilst awaiting manager approval to continue)</p> <p style="text-align: center; font-size: x-small;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> -1   <input type="checkbox"/> -2   <input type="checkbox"/> -3   <input type="checkbox"/> -4                 </p>	<p>I'm able to draw from stakeholders, a set of guardrails (a.k.a. constraints) that are clear, meaningful and liberating (i.e. minimally constraining whilst providing adequate guidance and support for decision autonomy)</p> <p style="text-align: center; font-size: x-small;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> +1   <input type="checkbox"/> +2   <input type="checkbox"/> +3   <input type="checkbox"/> +4                 </p>	<p>I utilise democratic decision-making, involving a diverse group of participants, regardless of cost or effort</p> <p style="text-align: center; font-size: x-small;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> -1   <input type="checkbox"/> -2   <input type="checkbox"/> -3   <input type="checkbox"/> -4                 </p>
<p>I work in an environment where it is 'safe to fail' as long as I learn from my failures</p> <p style="text-align: center; font-size: x-small;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> +1   <input type="checkbox"/> +2   <input type="checkbox"/> +3   <input type="checkbox"/> +4                 </p>	<p>I have opportunities to lead initiatives, deliverables, or similar. (Opportunities include support systems for new &amp; existing leaders and other decision-makers)</p> <p style="text-align: center; font-size: x-small;">Never   Rarely   Sometimes   Often   Always</p> <p style="text-align: center;"> <input type="checkbox"/> 0   <input type="checkbox"/> +1   <input type="checkbox"/> +2   <input type="checkbox"/> +3   <input type="checkbox"/> +4                 </p>	
Subtotal   -   _____	Subtotal   +   _____	Subtotal   -   _____

**Distributed Authority: Total**   \_\_\_\_\_

Reflection / Comment: \_\_\_\_\_

Commitment: \_\_\_\_\_

# Trust

## Deficient

Never | Rarely | Sometimes | Often | Always  
0   -1   -2   -3   -4

I limit my expectations of colleagues to only performing / adding value to their current roles

Never | Rarely | Sometimes | Often | Always

0    -1    -2    -3    -4

I hold onto work that my leader(s) and team members can or should do, for fear it won't be done or done well by the team

Never | Rarely | Sometimes | Often | Always

0    -1    -2    -3    -4

## Healthy

Never | Rarely | Sometimes | Often | Always  
0   +1   +2   +3   +4

I make commitments and keep my promises. If I can't for any reason, I promptly, openly and honestly communicate it

Never | Rarely | Sometimes | Often | Always

0    +1    +2    +3    +4

I apply the principle of 'Transparency by default' (e.g. asking, "Has this been shared with everyone?" and if not, "Why not?")

Never | Rarely | Sometimes | Often | Always

0    +1    +2    +3    +4

Whilst I have specific people I need to include in an activity, I design interactions to be inclusive of others who are not required, but have interest and time to participate (e.g. 'dial in' options, shared documents for providing feedback, and online polling)

Never | Rarely | Sometimes | Often | Always

0    +1    +2    +3    +4

I share non-work information with my leaders and team members so they can get to know me beyond a work role (e.g. recreational interests, family stories, etc.)

Never | Rarely | Sometimes | Often | Always

0    +1    +2    +3    +4

## Excessive

Never | Rarely | Sometimes | Often | Always  
0   -1   -2   -3   -4

In order to avoid placing blame (and potentially impacting trust), I let issues remain unraised with others

Never | Rarely | Sometimes | Often | Always

0    -1    -2    -3    -4

I'll set aside multiple, negative experiences with a person or group in order to trust them again (without needing evidence of change or firm commitments to change)

Never | Rarely | Sometimes | Often | Always

0    -1    -2    -3    -4

Subtotal - \_\_\_\_\_

Subtotal + \_\_\_\_\_

Subtotal - \_\_\_\_\_

**Trust: Total** \_\_\_\_\_

Reflection / Comment: \_\_\_\_\_

Commitment: \_\_\_\_\_

## Bias for Action

Bias for Action		
Deficient	Healthy	Excessive
Never   Rarely   Sometimes   Often   Always 0   -1   -2   -3   -4 	Never   Rarely   Sometimes   Often   Always 0   +1   +2   +3   +4 	Never   Rarely   Sometimes   Often   Always 0   -1   -2   -3   -4 
<p>I over-analyse (e.g. experience 'analysis paralysis') and/or feel most comfortable when being extremely risk averse</p> <p style="text-align: center;">                     Never   Rarely   Sometimes   Often   Always  <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>                      0   -1   -2   -3   -4                 </p>	<p>I use rituals and tools that focus on <i>doing</i> (e.g. 'stand ups', showcases, and agile boards/ walls)</p> <p style="text-align: center;">                     Never   Rarely   Sometimes   Often   Always  <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>                      0   +1   +2   +3   +4                 </p>	<p>My initiatives/experiments feel a little haphazard, or lack clear hypothesis/objectives/plans, or evaluation criteria</p> <p style="text-align: center;">                     Never   Rarely   Sometimes   Often   Always  <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>                      0   -1   -2   -3   -4                 </p>
<p>I believe there is little value in attempting to improve on the 'status quo' (e.g. believing that, "If it ain't broke, don't fix it")</p> <p style="text-align: center;">                     Never   Rarely   Sometimes   Often   Always  <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>                      0   -1   -2   -3   -4                 </p>	<p>I understand and utilise the power of, 'learning by doing' (e.g. using Minimal Viable Products and experimentation to discover customer/ user desirability)</p> <p style="text-align: center;">                     Never   Rarely   Sometimes   Often   Always  <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>                      0   +1   +2   +3   +4                 </p>	<p>I tend to start more new things at the expense of completing, ceasing, tweaking, pivoting, continuing, or scaling current things</p> <p style="text-align: center;">                     Never   Rarely   Sometimes   Often   Always  <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>                      0   -1   -2   -3   -4                 </p>
<p>I apply the principle of, 'Yes, by default' (e.g. when a suggestion to do something is provided, I frame my thinking with, "Yes... Why would we say no?" rather than "No. Why would we say yes?")</p> <p style="text-align: center;">                     Never   Rarely   Sometimes   Often   Always  <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>                      0   +1   +2   +3   +4                 </p>	<p>I utilise short iterations for developing and implementing solutions (e.g. I don't undertake extensive planning in the absence of any development/ implementation, nor develop large chunks of a solution without progressively implementing it)</p> <p style="text-align: center;">                     Never   Rarely   Sometimes   Often   Always  <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>                      0   +1   +2   +3   +4                 </p>	<p style="text-align: center;">                     Never   Rarely   Sometimes   Often   Always  <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>                      0   -1   -2   -3   -4                 </p>
<p>Subtotal   -   _____</p>	<p>Subtotal   +   _____</p>	<p>Subtotal   -   _____</p>

**Bias for Action: Total**   \_\_\_\_\_

Reflection / Comment: \_\_\_\_\_  
 Commitment: \_\_\_\_\_