

JUNE 2019

FUTURE OF WORK SERIES

AGILE CULTURE

BE-ING AGILE



Unlocking the secrets of an agile culture

What is important to your customers and stakeholders? What do they want and need and when do they need it?

Can you deliver better and faster than your competitors?

More and more we hear from leaders that they need their organisations to be more flexible and responsive to the market. They need to develop the speed to anticipate, pivot and be ready for whatever comes toward them. They need to be agile and want a culture to support that – an agile culture.

But what does an 'agile culture' really mean? As experts in culture we have set out to answer this question. In a spirit of co-creation, we have gone out to the market and listened and learned from the views of leaders in over a dozen leading organisations across multiple sectors, from financial services, to telecommunications, consulting and academia, to technology. We have combined these insights with Walking the Talk's 30 years of research and delivery experience in culture and, in this report, we present our learnings.

So what have we learnt?

- How to define an agile culture.
- That you don't get an agile culture simply by adopting Agile working practices, that mindsets, BE-ing agile are critical.
- To build an agile culture, you need do it holistically from the organisation vision through to individual mindsets.
- Organisations that are making progress towards an agile culture not only experience business outcomes improving, but also the experience of their colleagues. People feel like they are making a difference, that they have the freedom to make decisions, are getting more done and feel a part of something fun and meaningful.

This is the possibility that awaits you.

The Walking the Talk Team.

In this report

01

Cracking the code

We reveal the DNA of an agile culture and highlight the patterns of behaviour and mindsets that together bring organisational benefits.

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How to foster an agile culture: agile behaviours, symbols and systems

There are key shifts leaders and colleagues can make to unleash agility in any organisation. Here we get practical about specific behaviours, symbols and systems that will make the biggest changes occur, fastest.

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Troubleshooting: Top eight cultural challenges

The path to building an agile culture is not straightforward. We share common traps along with tried-and-tested solutions and ideas for course correction if you lose your way.

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Toolkit: Implementing an agile culture

Your essential toolkit – top tips for leaders, a checklist for building an agile culture, a roadmap of the typical journey, and a quick-fire current culture assessment to help you get started.

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How to read this report

Based on our research, organisations are in one of three stages of creating an agile culture. Even 'born agile' organisations are looking at how they can evolve.

WHERE IS YOUR ORGANISATION?

Are you yet to embark on your agile journey?

Understand what an agile culture means; learn what is critical to get right, anticipate where to focus in order to position agile successfully for your organisation.

ALL REPORT

All of this report will be useful for you

Have you have adopted Agile ways of working but are experiencing some blockages?

Identify critical missing pieces, hidden strengths, or common challenges to discover how to unlock a fuller potential of agile culture.

SECTION 2

SECTION 3

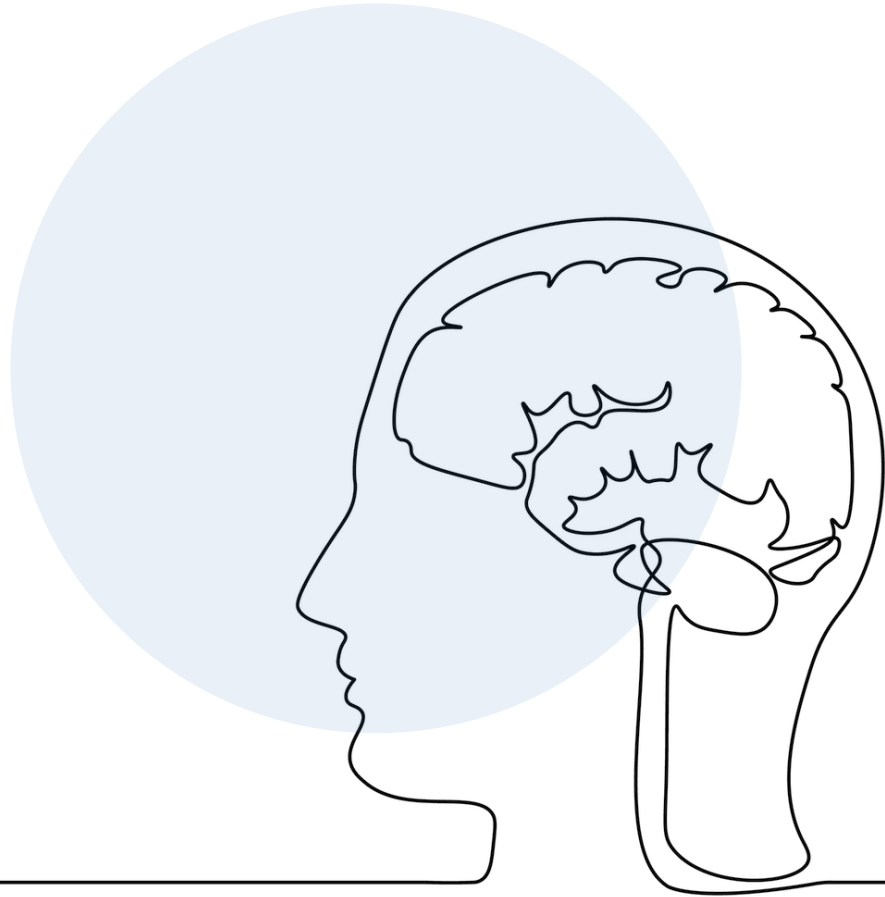
will be useful for you

Were you "born agile" but need to keep evolving?

Find out how agile your culture is and assess whether your people have an agile mindset to build in sustainability and avoid the pitfalls of growth.

SECTION 4

will be the most useful for you



CRACKING THE CODE

We reveal the **DNA** of an agile culture and highlight the patterns of **behaviour and mindsets** that together bring organisational benefits.

01

Why agile?

Think of yourself as a customer. You demand immediacy; you want to be understood; you expect improvements; you expect high levels of service, whether it is for internet connectivity, banking, shopping, healthcare, or entertainment. And you have more choices than ever. Now think of businesses responding to this in the current economic environment. In this highly competitive, fast moving environment of constant change, the main imperatives of business have to be:



The Economist Intelligence Unit found that 90% of executives believe organisational agility is critical for business success. Thanks to our research, we know that the organisations that can adapt faster than others, deliver value for customers, not spend a dollar more than they need to in order to get there and can fail fast will thrive in the world that we live in today. Supporting this, MIT research found that agile firms grow revenue 37% faster and generate 30% higher profits than non-agile companies.

But what is the fastest, most efficient and sustainable way of getting there?

Focus on **BE-ing** agile vs **DO-ing** agile

There's a big difference
between implementing Agile
and having an agile culture.
To move beyond **DO-ing** Agile
to truly **BE-ing** agile.

agile

Adjective | ag-ile | \ 'a-jel, -ji(-e) | \

able to anticipate, pivot
and respond quickly

Agile as a process, something that you *do*

Implementing Agile involves following a set of specified methodologies and daily routines and practices. Agile usually exists within 1 or 2 pockets only (i.e. HR, technology, retail).

Agile as a way of *BE-ing*

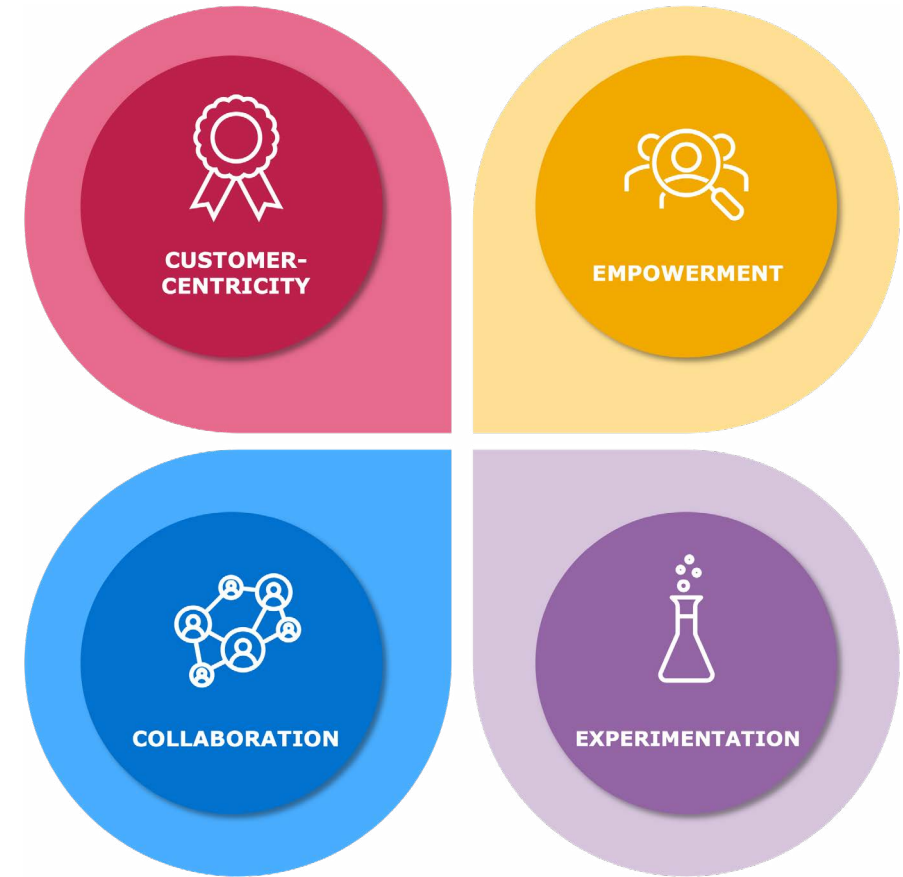
Distinct, enterprise-wide cultural characteristics required to be an agile organisation that is intentionally shaped through behaviours, symbols and systems and underpinned by enabling beliefs and mindsets.

So what is an **agile culture**?

Culture is the patterns of behaviour that are encouraged, discouraged or tolerated by people and systems over time.

We were excited to discover in our reasearch* four distinctive patterns of behaviour of an agile culture - customer-centricity, self-direction, experimentation and collaborative networks - which are interdependent and need to occur together to realise the full organisational benefits of Agile.

** Conducted in the first 6 months of 2019 via interview and survey with 14 organisations across financial services, telecommunications, professional services, academia and technology.*



DEEP DIVE: Defining an agile culture

The following pages deep dive into each of the four patterns of behaviour of an agile culture.

For each pattern of behaviour we:

- Share a definition to bring it to life.
- Define the ways of BE-ing – mindset and belief that must be present or built in your organisation for this pattern of behaviour to emerge.
- Summarise what you would see people DO-ing if this pattern of behaviour was present in your organisation.
- Reveal the outcomes you will HAVE if this pattern of behaviour is activated.
- Share critical shift in thinking reported as necessary by organisations working on building an agile culture.

Although in the following pages the 4 agile patterns of behaviour are defined separately, remember they are interdependent and need to occur together to realise full organisation benefits.

BE DO HAVE

What you **HAVE** as an organisation, your business and employee outcomes are shaped by...

What people **DO** in your organisation – the behaviours and actions that are encouraged, discouraged and tolerated.

These behaviours are shaped by the collective mindsets and beliefs in your organisation – the **BE** level.

Importantly, what people believe, their collective mindsets, shape what people do and the outcomes you have. Cultural transformation therefore must start at the BE level.

DEEP DIVE:

How Customer-centricity drives outcomes

DEFINITION

In an agile culture **the customer sits at the heart of what people do and think.**

There is a genuine interest and **curiosity** in customers– who they are, what is important to them and how you can help them solve their problems or enhance their business/life.

Customers become **active participants** not passive recipients. Time is spent **continuously** connecting with them and, as their needs **flex** and change, so can the solution which can be tested for fit.

There are few surprises. The ability to ask **good questions** and deeply listen are core skills. Being an **expert** is no longer important.

BE-ING Mindset & Belief	DO-ING Behaviours	HAVE Outcomes
<p>MINDSET Curiosity</p> <p>BELIEF I don't have all the answers - there is more than one right way.</p> <ul style="list-style-type: none"> • Curiosity. • Improvement. • Tolerance of mistakes. 	<ul style="list-style-type: none"> • Continuous customer engagement. • Co-creating • Listening. • Customer empathy & interest. • Flexing and adapting. 	<ul style="list-style-type: none"> • Market share. • Increased NPS. • Value for customers. • Unlocks purpose motivation.

DEEP DIVE: How Self-direction drives outcomes

DEFINITION

In an **agile culture** people believe that they **are responsible to deliver to others and leaders trust their employees will deliver on their promises.**

There is a focus on empowering people at all levels to have the confidence to act. The world is moving too fast to have top-down control with decision bottlenecks at the top of the organisation or people who are disconnected from the customer driving the organisation.

Controls exist but it is loosened. Leaders set the **direction**, the **guardrails** to act and 'let go' – they do not set how activity is delivered.

Time is spent clarifying the direction and providing the tools and resources needed to succeed and solve problems.

BE-ING Mindset & Belief	DO-ING Behaviours	HAVE Outcomes
<p>MINDSET Personal Responsibility</p> <p>BELIEF People matter and will deliver.</p> <ul style="list-style-type: none"> • Respect. • Courage. • Contribution is valued. 	<ul style="list-style-type: none"> • Empowering. • Doing what we say we will do. • Transparency. • Setting a framework/ 'guardrails'. 	<ul style="list-style-type: none"> • Efficiency. • Realising value sooner. • Unlocks autonomy motivation. • Trust (reliability and consistency).

DEEP DIVE:

How Collaborative networks drive outcomes

DEFINITION

In an agile culture **unlocking the potential of people in teams becomes fundamental to success as problems are too complex for individuals to solve** on their own.

Dynamic teams form and dissipate around specific goals. Diversity is important as the solution is not found through one expert but through the right group of people coming together to work on an issue.

Teams are **autonomous** but **standards**/rules of engagement and behaviour are clearly established and agreed.

Time is spent talking and forming connections, creating alignment within and across communities around common goals. Sharing knowledge and resources is expected. **Connectivity** with others matters and is more important than status.

BE-ING Mindset & Belief	DO-ING Behaviours	HAVE Outcomes
MINDSET Teamwork BELIEF Together we achieve more. CURIOSITY <ul style="list-style-type: none">• Connections and relationships matter.• Collective over individuals.• Respect.	<ul style="list-style-type: none">• Forming connections.• Holding each other to high standards.• Being inclusive of others.• Problem solving together.• Supporting each other.	<ul style="list-style-type: none">• Diversity.• Unlocks social interaction motivation.• Psychological safety & trust.• Dynamic teams.

DEEP DIVE: How Experimentation drives outcomes

DEFINITION

In an agile culture **there is openness to feedback and learning and testing and experimentation are at the heart of how work is structured.**

It involves moving away from a right/wrong view of the world to one where there are multiple possibilities. Accuracy no longer equals success.

People spend time talking about learnings and there are regular feedback loops. Creating **safety** around mistakes becomes important to learn faster than competitors.

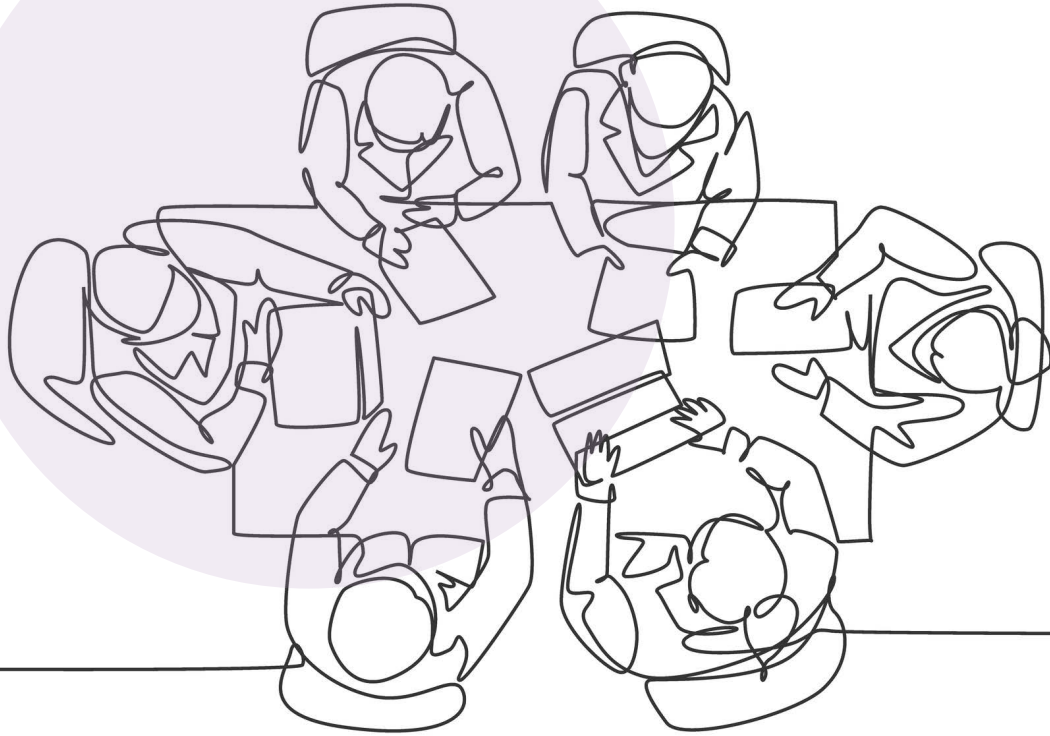
There is a discipline to stop and review and course correct if the direction is no longer appropriate – iterations are regular.

Regular **delivery** is seen as essential for success. Being **perfect** is no longer important.

BE-ING Mindset & Belief	DO-ING Behaviours	HAVE Outcomes
MINDSET Learning	<ul style="list-style-type: none"> • Course correcting. • Testing and trialling. • Providing feedback. • Iterating. • Reflecting. • Focussing on 80/20. 	<ul style="list-style-type: none"> • Realising value sooner. • Unlocks achievement motivation. • Innovation. • Adaptability.
BELIEF There is no failure only learning.		
CURIOSITY <ul style="list-style-type: none"> • Openness. • Interest. • Humility. • Outcome driven. 		

Agile culture blueprint: Definition on a page...

HAVE	Adapdibility; Delivering value for customers; Realising value sooner			
DO	Customer-centricity Continuous customer engagement. Customer empathy & interest. Co-creation. Flexing and adapting. Listening.	Self-direction Empowering. Doing what we say we will do. Transparency. Setting a framework/ 'guardrails'.	Experimentation Course correcting. Test and trialling. Providing feedback. Iterating. Reflecting. Focussing on 80/20.	Collaborative Networks Forming connections. Holding each other to standards. Being inclusive of others. Problem-solving together. Supporting each other.
BE	Mindset: Curiosity Belief: "I don't have all the answers."	Mindset: Personal Responsibility Belief: "People matter and will deliver."	Mindset: Learning "There is no failure, only learning."	Mindset: Teamwork Belief: "Together we achieve more."



HOW TO FOSTER AN AGILE CULTURE

There are key **shifts leaders** and colleagues can make to **unleash agility** in any culture.

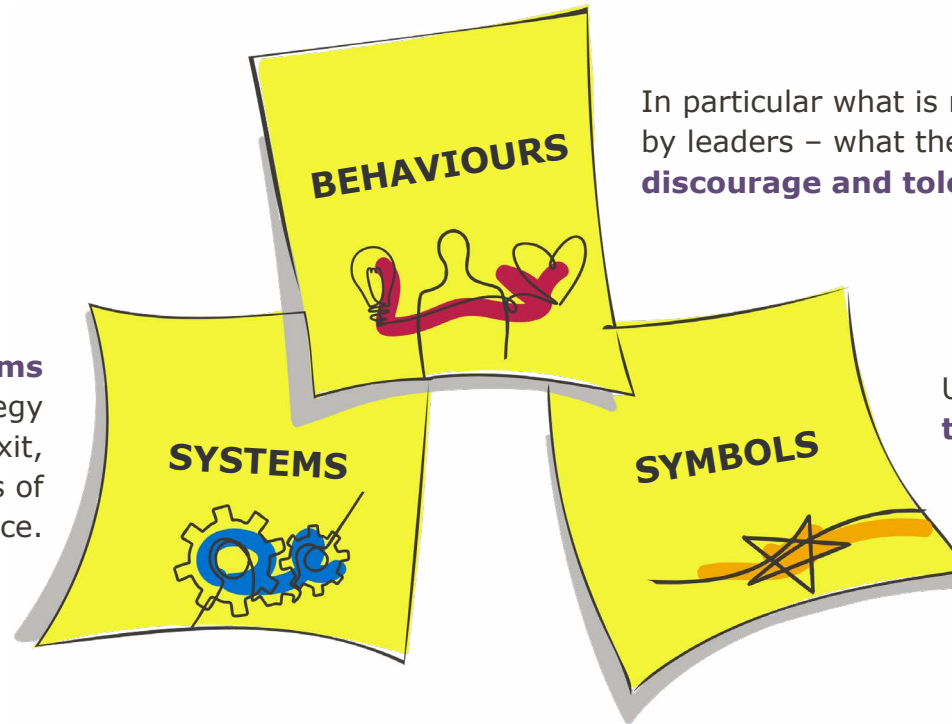
Culture is created by the messages people receive through the **behaviours, symbols and systems** that exist in your organisation.

Here we get practical about the leadership behaviours, symbols and systems that, based on our research, will make **the biggest impact**.

Culture is created by the **unspoken messages** people receive about what is valued

Peoples' behaviour is shaped by unspoken messages they receive about what is important and, therefore, how they are expected to behave. The messages come from three sources - **Behaviours, Symbols and Systems**.

Tangible business systems
ranging from budgeting, strategy setting, HR entry to exit, technology, that hold patterns of behaviour in place.



In particular what is role modelled by leaders – what they **encourage, discourage and tolerate**.

Use of finite resources in particular, **time and money**.

Creating an agile culture involves fundamentally rethinking how you run your organisation and the following pages share insights on how organisations are doing this.

Rewire your leadership behaviours and mindset

While people do not need to be managed in an agile culture, they do need to be led. The role of the leader in an agile culture is to create a vision that multiple teams can work towards, to enable teams with the right capabilities and conditions to operate within a network, to set and hold people to standards and to spend time coaching and supporting teams to succeed.

Many of the organisations that we spoke to shared three challenges that leaders face when shifting to leading in an agile culture:

- Letting go of control – being in control has historically yielded results for many leaders.
- Not having all the answers – historically leaders have been trained to have the answers.
- Tolerating mistakes – whilst people learn faster when they make mistakes, senior leaders don't like to make mistakes.



Reminder:

Leadership and structure are still necessary in agile cultures



"We continually need to re-set expectations. Learned behaviour, muscle memory is really hard to re-wire in terms of the hierarchy – this is how it works and this is how this organisation works and this is what my level needs."

(Leader, Technology company)



"There are very few companies that have found a way to differentiate reward for the 10x successes and to tolerate 3x failure. We reward maintaining the status quo."

(Leader, Media company)



"From a culture perspective I find that a lot of leader work is on the dark matter of the organisation. It's the thing in between the teams. Often there is more ROI fixing a relationship with another team than to continuously coach one team and make it the fastest goldfish in the goldfish bowl."

(Leader, Technology company)

Anatomy of an agile leader, harnessing the power of teams

According to our research, the #1 challenge facing leaders in agile cultures is letting go of fears related to losing control and not being needed. The key transition to make is from a command-and-control mindset to one of trusting and serving people to help them be their best.

How a great leader thinks

(Customer-centricity)

I don't have all the answers

(Collaborative networks)

Working in a team makes things better

What a great agile leader does

(Customer-centricity)

Prioritises

(Self-direction)

Empowers

(Experimentation)

Creates a safe environment

(Collaborative networks)

Communicates regularly



(Self-direction)

I can relinquish control

(Experimentation)

Mistakes are learning opportunities

(All mindsets)

I believe in people

(Customer-centricity)

Keeps the team aligned around shared purpose

(Self-direction)

Walks their talk

(Experimentation)

Course corrects quickly

(Collaborative networks)

Creates community across teams

When employees are led by agile leaders in agile culture, it unlocks **four intrinsic motivators**



Anatomy of an agile **employee**, intrinsically motivated

The purpose of an agile culture is to be able to respond to the customer almost in real time.
In order to achieve that, people have to be able to pivot quickly.

How a great employee thinks

(Customer-centricity)

I am curious and interested about customers

(Collaborative networks)

Working in a team makes things better

What a great agile employee does

(Customer-centricity)

Continually engages with the customer

(Self-direction)

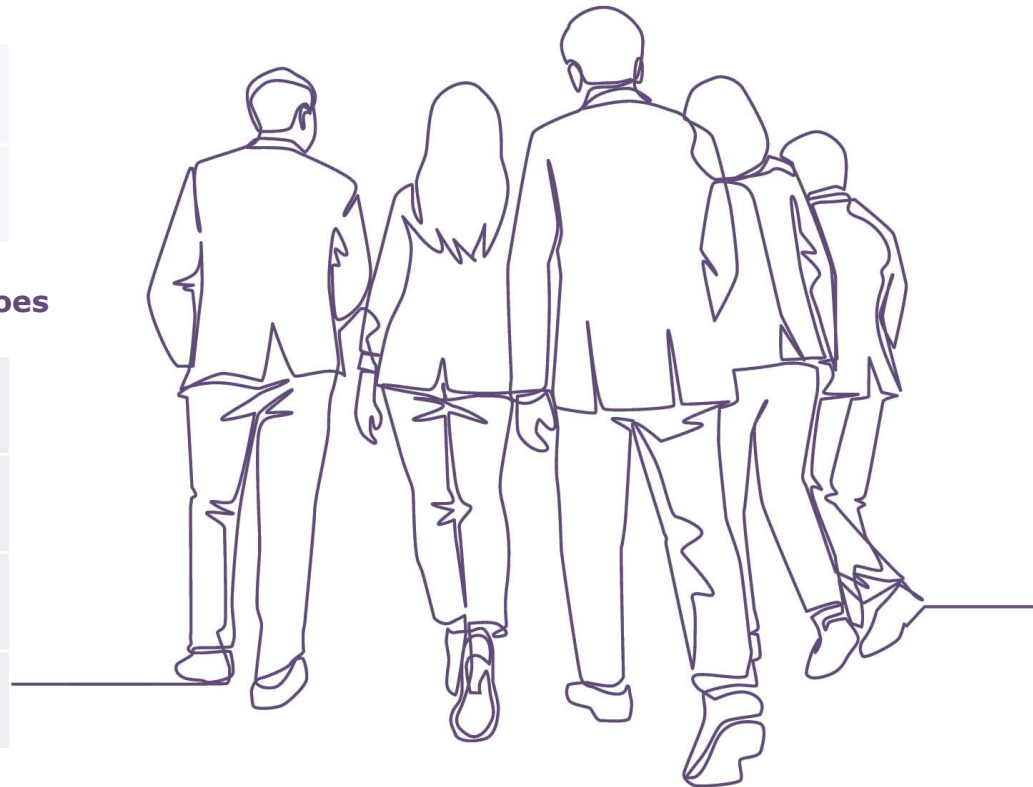
Is autonomous

(Experimentation)

Learns from failure

(Collaborative networks)

Problem solves with others



(Self-direction)

I am responsible for the outcomes we achieve

(Experimentation)

Feedback sooner is better

(Customer-centricity)

Adapts based on customer feedback and insight

(Self-direction)

Is reliable & trustworthy

(Experimentation)

Is open & curious

(Collaborative networks)

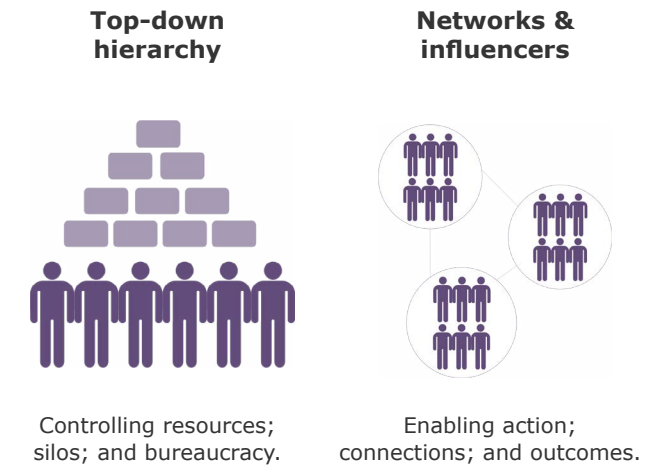
Connects to the external world

Agile routines and rituals

Many people associate 'Agile' with certain work practices. Some of the best known are:

Practice	Planning/ Layout	Encourages
Sprints	Defined work periods - usually 2 weeks	Customer-centricity, self-direction
Sprint planning	Plans the work undertaken within sprints	Customer-centricity, self-direction, collaborative networks
Stand-ups/ daily scrums	Quick daily team meetings	Self-direction, collaborative networks
Retrospectives	Assessment meetings	Experimentation, self-direction, customer-centricity
Spikes	Proves a concept within a short period of time	Customer-centricity, experimentation
Kanban/ team walls	Work capture and prioritisation method	Self-direction, collaborative networks
Backlogs	Work capture and prioritisation tool	Self-direction
User stories	Encapsulates business requirements into backlog	Client-centricity, self-direction
Design thinking	A process for designing and innovating	Customer-centricity

These Agile routines or rituals encourage customer centricity, self-direction, experimentation and collaborative networks, however companies that build an agile culture also use other symbols and systems because building an agile culture involves fundamentally shifting the way work gets done.



Symbols of an agile culture...where **time** and **money** are spent

CUSTOMER-CENTRICITY

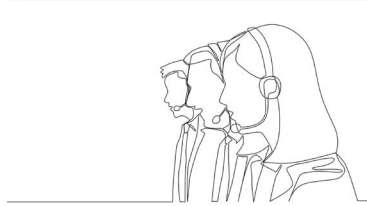


Involving the customer

Customers are listened to, and continually invited to participate.

Investment - time and money – is made in the collection of customer data and testing.

SELF-DIRECTION



Regular Delivery

Cycles are short: implementing, launching, testing and assessing usually happen in two week cycles.

SELF-DIRECTION

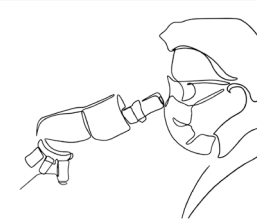


Development

Employees are trained and coached in Agile from beginning to end – it's ongoing and continuous. Invest in events, activities and specialised coaches:

- Behavioural experiments;
- Intensive training sessions and boot camps;
- Leadership programmes.

EXPERIMENTATION



Testing, failing, learning, experimenting

Continuous improvement is emphasised: people spend a great portion of their time testing, providing feedback and learning. Individual feedback is frequent and transparent.

Companies invest in a 'failure budget'; failure parties; monthly experimentation talks.

COLLABORATIVE NETWORKS



Connecting

Time is spent talking with others –between team members AND across teams – understanding what they are doing, priorities and resolving any blockages rapidly.

There are shorter and smaller meetings oriented around decision-making.

Systems to **enable** an agile culture are ones that...

...enable customer-centricity and purpose

- Direct consultation with customers; input early on in processes: 'co-creation' and design.
- Appointment of 'customer representatives'.
- Design thinking to build customer empathy.
- Changing HR, finance, security processes to be customer-oriented.
- Investment that supports customer decisions.
- Success measured by business outcome & customer experience.

...facilitate collaborative networks

- Compelling narrative from leaders, to communicate purpose.
- Frequent team check-ins, such as stand-ups.
- Use of collaborative tools: video-conferencing, Office 365, Yammer.
- Shared targets across team and network of teams.
- Budgets support dynamic teams with evolving customer driven priorities.

...encourage self-direction by empowering individuals and giving them autonomy

- 'Health checks' (for psychological safety).
- Teams set their own routines and rituals.
- Goals/ responsibilities are clearly defined, team determines the how.
- Decision-making is decentralised.
- Meetings don't include three or more layers of the hierarchy.

...facilitate learning and experimentation

- Teams work in sprints, frequently iterate and course-correct.
- Retrospectives encourage learning "What can we do better?"
- Frequent experimentation and data-driven decision-making: A/B testing (optimisation and experimentation).



TROUBLESHOOTING: TOP EIGHT CULTURE CHALLENGES

The path to building an agile culture is not straightforward. We share common traps along with tried-and-tested solutions and ideas for course correction if you lose your way.

03

CHALLENGE 1: Why is agile so hard to implement?

Perceived reality: agile is a panacea and will fix our cultural problems.



"People learn faster when allowed to make mistakes. Organisations are not set up to make them."

(Leader, Financial Services company)

Organisations that build successful agile cultures spend time up front creating a foundation of trust and de-stigmatising failure



"Do I trust that individual to make decisions I've always had to make?"
[...] our effort is to educate those people that they have to let go."

(Leader, Telecommunications company)

Solution: Create a strong cultural foundation before implementing agile.

CHALLENGE 2: This is causing more change than I expected...

Perceived reality: Implementing agile is just like every other change.



"The biggest challenge is that it takes time... it is not an instant thing. You can't just turn on a switch and it happens, and everyone takes a different amount of time to adopt it. People need to hold their nerve and ride it out."

(Leader, Financial Services company)



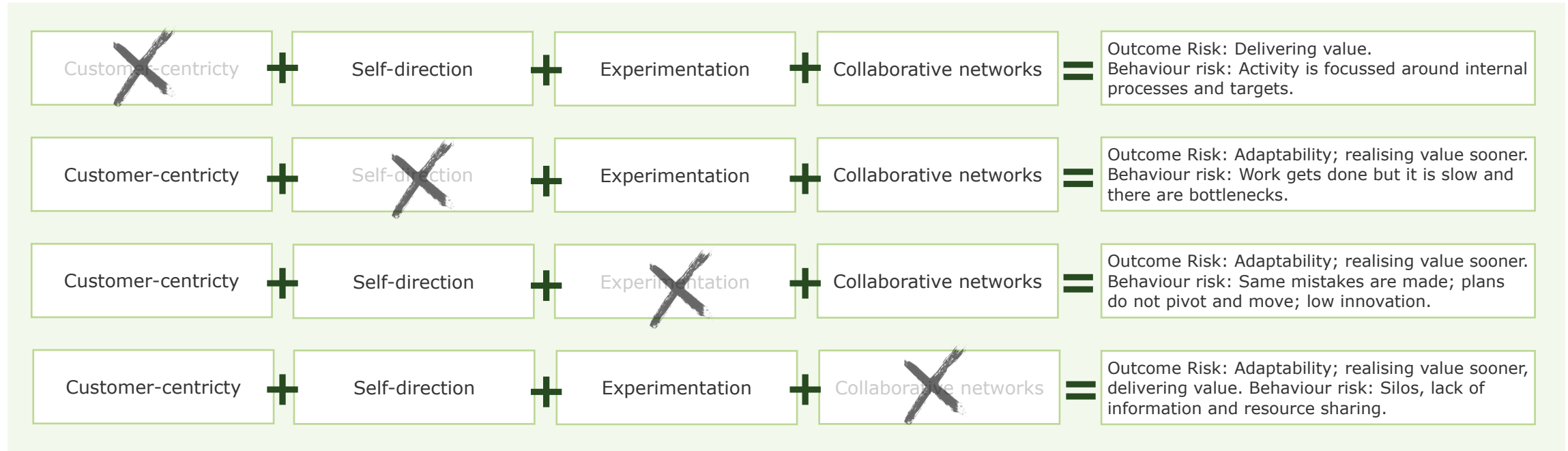
agile is a very different way of thinking and working and few of the organisations that we spoke to felt that they had fully mastered the transition to an agile culture. Many were grappling with tensions resulting from new and different ways of working – these tensions are reflected here.

Solution: Recognising and actively managing the tensions that agile can create in your organisation will help you manage resistance.

CHALLENGE 3:

We have some of the behaviours of an agile culture so why aren't we agile?

Perceived reality: We are strong on a few of the agile patterns of behaviour so we have an agile culture.



Solution: Start with and leverage your strengths but find the underpinning beliefs and behaviours that will unlock ALL of the agile patterns of behaviour for your organisation. It is only by unlocking all the patterns of behaviour that you can become truly agile.

CHALLENGE 4: I've implemented agile...it doesn't work

Perceived reality: agile routines alone will change the culture.

TRAPS:

Agile as a set of tools

Focusing on processes and rituals.

Trying to implement Agile by focusing on the rituals alone can, paradoxically, lead to greater rigidity and less space for empowerment and experimentation.

VERSUS

TIPS:

Agile as a mindset

Focusing on beliefs and mindsets.

Instead of trying to "do" Agile, try to "be" agile. This will create the right mindset and help agile stick.

Solution: agility is more than a set of rituals... it is a mindset.

CHALLENGE 5: I am struggling to scale agile

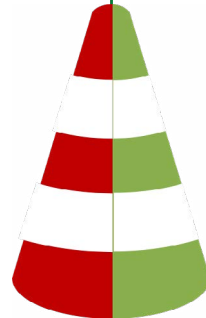
Perceived reality: If it works in one area we can scale it to the enterprise.

Focusing on processes and rituals.

Implementing agile in pockets may lead to a number of challenges:

- x Inconsistent role modelling.
- x Inconsistent messages.
- x Processes are not aligned.
- x Disconnect between teams.

The existing culture will make it difficult for agile to flourish.



When you implement agile enterprise-wide:

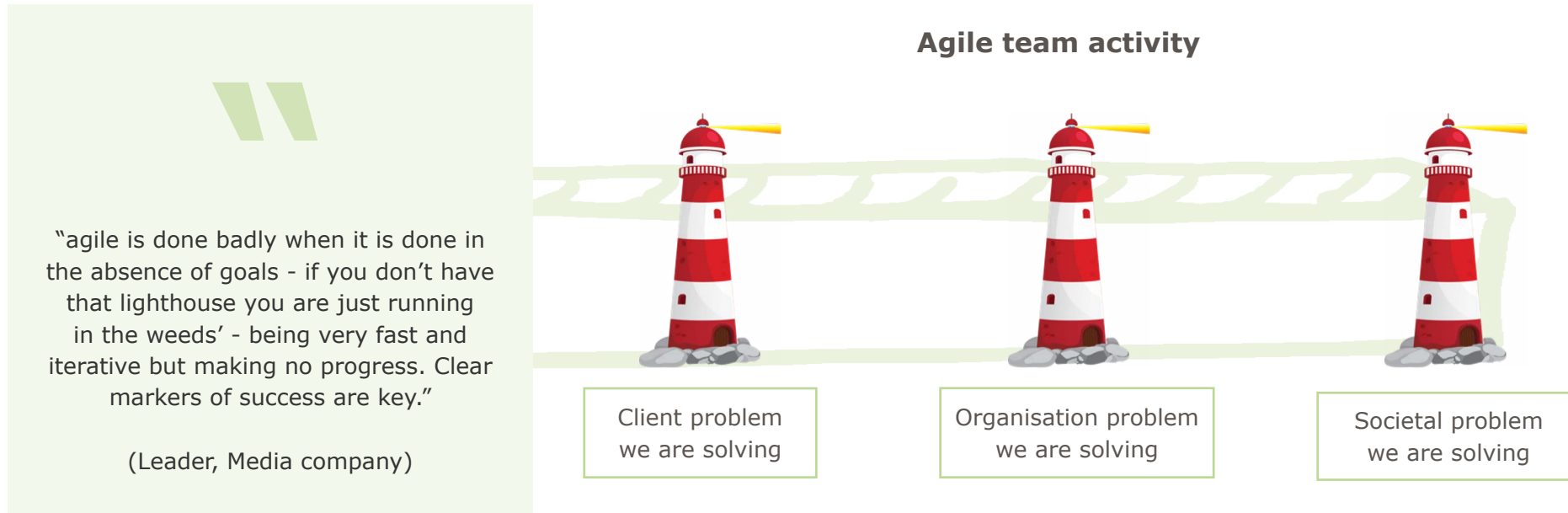
- Role modelled in all parts of the organisation.
- Organisation-wide symbols that enable alignment and a common language.
- Organisation-wide systems can be aligned.
- Collaboration is created across different functions.
- Learning is shared organisation-wide.

agile becomes a mindset and part of the culture.

Solution: Think enterprise from the start – engage leaders at the top in the mindset of agile.

CHALLENGE 6: My business is hyperactive

Perceived reality: Everyone is busy, focussed on multiple priorities, but we aren't moving forward - agile doesn't work.



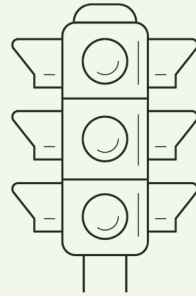
Solution: agile must include outcome thinking (design thinking; customer-centricity) otherwise attention goes to the most urgent, though not necessarily most important activity.

CHALLENGE 7:

We will lose control and FAIL if we adopt agile

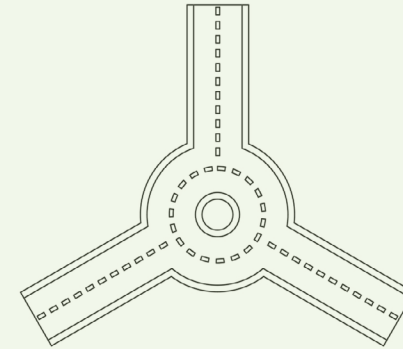
Perceived reality: We are a regulated business/ we have always worked this way - we can't give up control.

The traffic light vs. roundabout is a perfect analogy to explain how moving to agile does not involve abandoning all controls. It is the difference between command and control and self-management.



TRAFFIC LIGHT

VERSUS



ROUNDABOUT

A traffic light dictates to the driver when to stop and when to go whereas a roundabout hands control back to the driver, but is designed to manage risks. In this system, people make the decision when to stop and when to go based on the drivers around them. This requires more responsibility as well as more visibility of others' actions.

Solution: Loosen control without losing control.

CHALLENGE 8: People won't step up

Perceived reality: It is too hard to get people to take responsibility here.

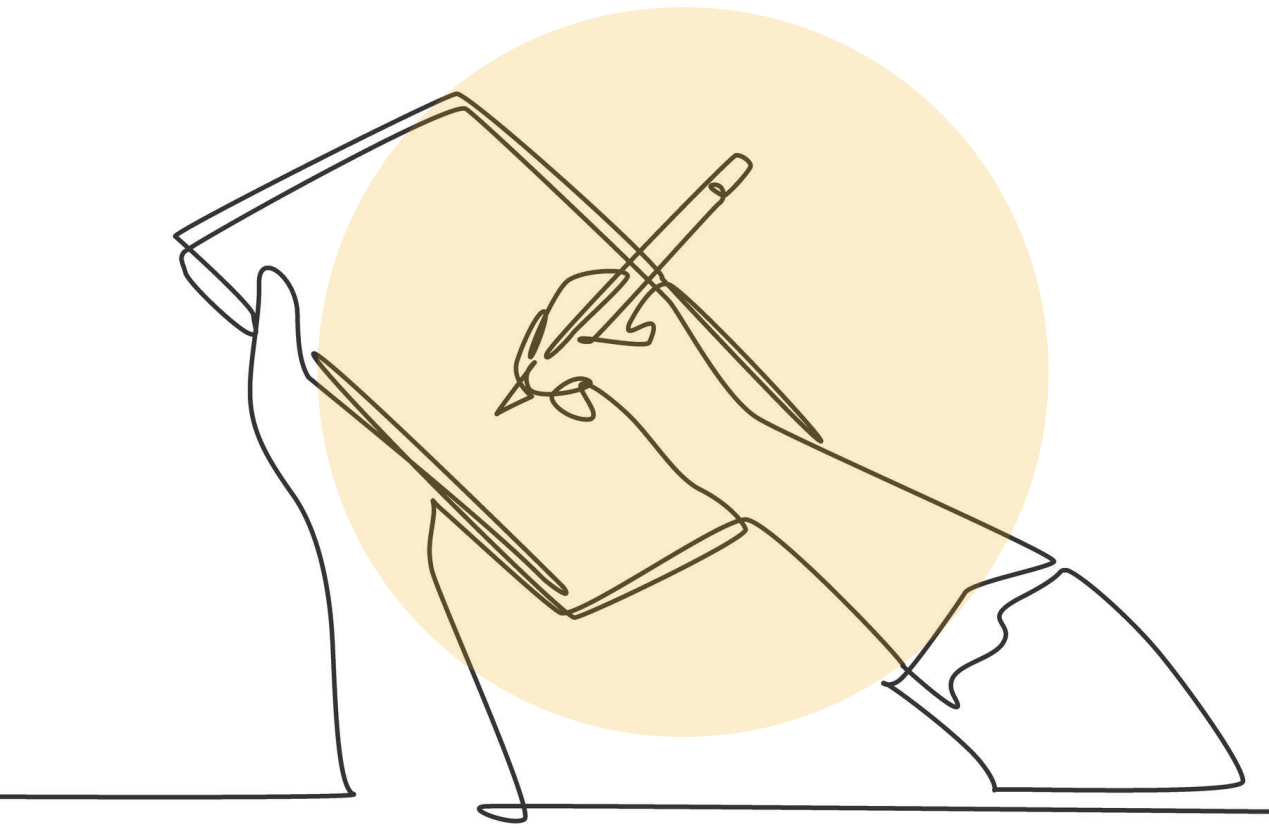
Any situation can be looked in two ways: above the line and below the line. When above the line an individual believes that in any situation, they have a choice about how they respond – response-ability. When below the line individuals involve blame others for their situation - avoid, deny, defend. An agile culture makes it safe to stay above the line. Being above the line drives individual accountability and opens the door to learning and solutions.



"That was probably a learning. We started off with just the goal and then we realised that, actually, guardrails needed to be part of that set-up. [...] Then people truly are empowered and feel like they can get on."

(Leader, Telecommunications company)

Solution: Set a framework for action: a clear framework and guardrails that encourage people to take responsibility and find what they can control in any situation (think above the line).



IMPLEMENTING AN AGILE CULTURE

Your essential toolkit – top tips for leaders, a checklist for building an agile culture, a roadmap of the typical journey, and a quick-fire current culture assessment to help you get started.

04

TOP 5 TIPS: Our advice to leaders... Where to start to create an agile culture

FOCUS

Collectively focus your energy on a few key things.

SET STANDARDS

Set your aspiration about how work will be done and clearly communicate that.
Don't tolerate less.

SHADOW OF THE LEADER

Look at yourself first – your own habits and ways of thinking are shaping the behaviour of others around you.

PAY ATTENTION

Become masters at encouraging agile behaviour & discouraging the behaviours that you want to move away from.

START SMALL

The easiest way to change a habit is to partner a new behaviour with an existing activity. Small routines that infiltrate your business can catalyst change.

Checklist for **building** an agile culture

We understand our current agile culture

- We have identified where we are making good progress on an agile culture.
- We know what blocks agile working.
- We have identified the root causes of blockages and what needs to change.
- We have created a measurement baseline.

We have aligned symbols and systems to an agile culture

- We have identified and changed the key symbols that will make the biggest impact on agile working.
- We have introduced new processes and routines.
- We have identified and changed a few key systems that will make the biggest impact on agile working.

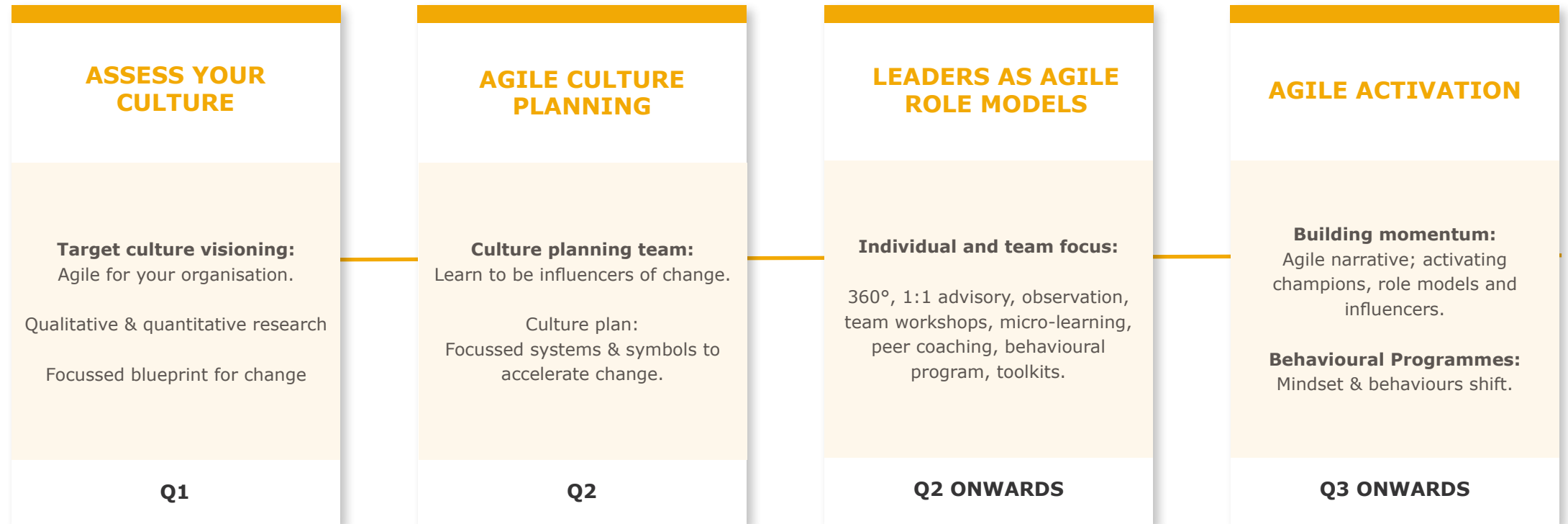
Our leaders are agile culture role models

- Our leaders clearly articulate our purpose.
- Our leaders have shifted their behaviours and beliefs.
- Our leaders set clear behavioural expectations through their own example – by being role models.
- Our leaders empower people to step forward and take accountability.
- Our leaders value learning from failure.

We have created new habit patterns

- We have set new standards and 'guardrails'.
- We have created a movement.
- We have shifted collective beliefs.
- We connect with customers.
- People demonstrate personal responsibility.
- We enable collaboration.
- We have built a safe environment for people to test, trial, and learn.
- We give feedback.

An agile culture roadmap: Creating an agile culture



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