

REALAGILITY ASSESSMENT

SAMPLE

WHERE DOES YOUR TEAM RANK?

- **The REALagility Assessment (RAA)** provides a benchmark of the level of cultural agility in your organization. The RAA:
 - Measures five aspects of cultural agility,
 - Uncovers cultural gaps between leaders and staff, and
 - Highlights focus areas for in-depth assessment, training and consulting.
- Using the REALagility Assessment, BERTEIG gives you the data showing you exactly what hurdles are holding back the humans in your business.

STATISTICS and METHODOLOGY

- There were 109 of 128 complete responses to the survey. Participants are grouped into three categories:
 - Leadership: 36 respondents
 - Staff: 66 respondents
 - Other: 7 respondents
- All 109 responses are included in the overall culture scores. However, for the purposes of examining alignment between leadership and staff, the “other” respondents are excluded from the results.
- Like any statistical survey-based tool, there may be errors in results due to sampling, misunderstanding or deliberate gaming. On-site assessment with interviews and workshops may validate, refine or invalidate results from the survey.
- We strongly recommend use of the RAA every quarter or half in order to monitor changes.

WHERE DOES YOUR TEAM RANK?



Suncor's mining department reduced rework and down time **saving \$50,000** over the course of a few hours and **preventing the loss of over \$1M of production.**



Equitable Life of Canada's time-to-market for IT projects was reduced from **4 months to just 2 weeks. Defect rates dropped down to zero.**

SIEMENS

Siemens delivery teams developed the capacity to complete work **in two years instead of four with one third the staff.**

CULTURE

CULTURE: Real Agility



IMPROVEMENT CULTURE

How well do your people take the initiative to improve?



TEAMWORK CULTURE

Do your people share a strong mutual commitment?



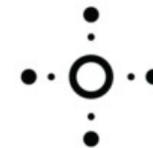
URGENCY CULTURE

Do your people care about delivering results now and not later?



FOCUS CULTURE

Can your people focus on their work without task switching or interruptions?



VISION CULTURE

Are the people in your company united around a common vision?

CULTURE: Scores



IMPROVEMENT CULTURE
How well do your people take the initiative to improve?



TEAMWORK CULTURE
Do your people share a strong mutual commitment?



URGENCY CULTURE
Do your people care about delivering results now and not later?

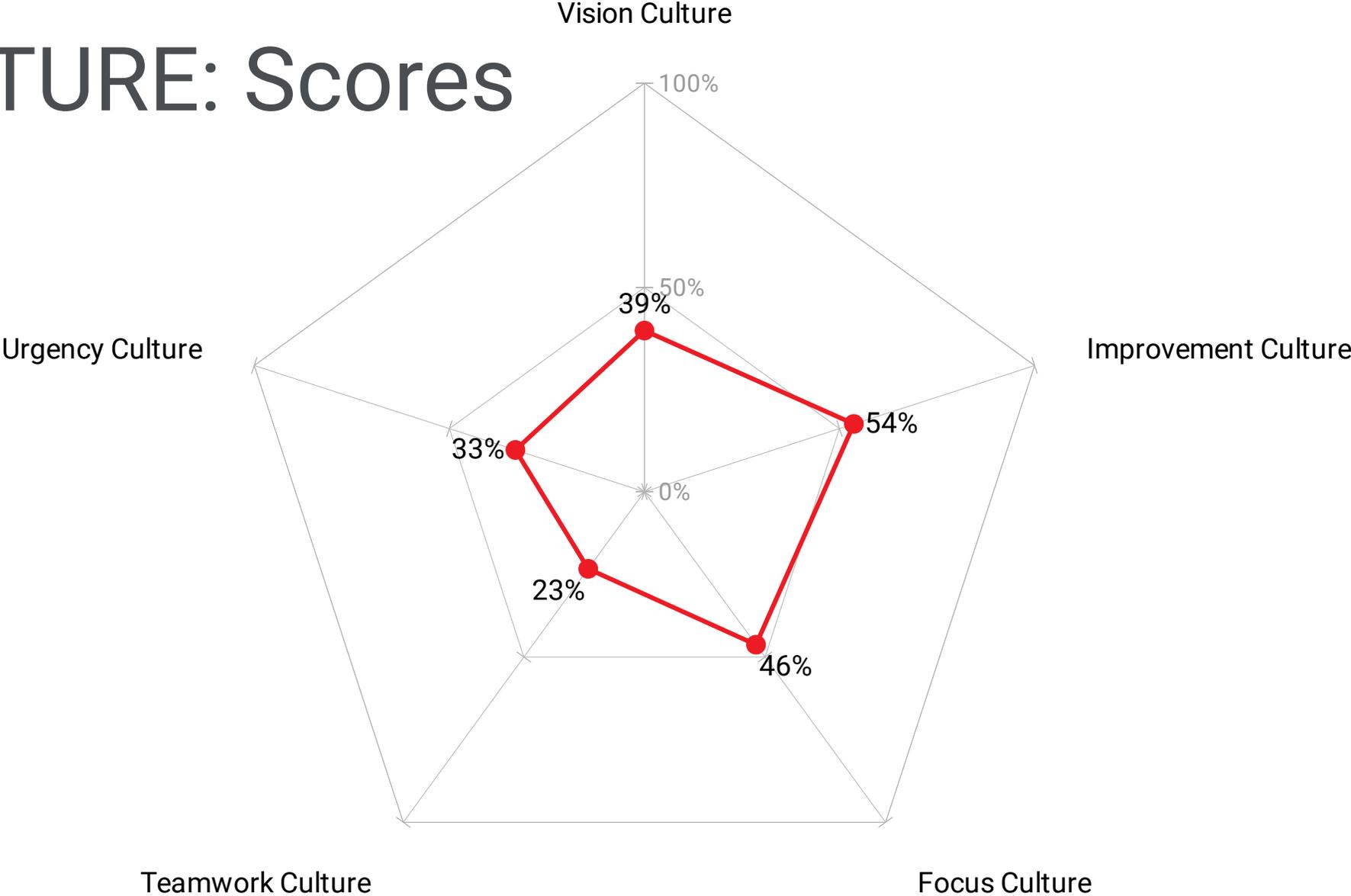


FOCUS CULTURE
Can your people focus on their work without task switching or interruptions?



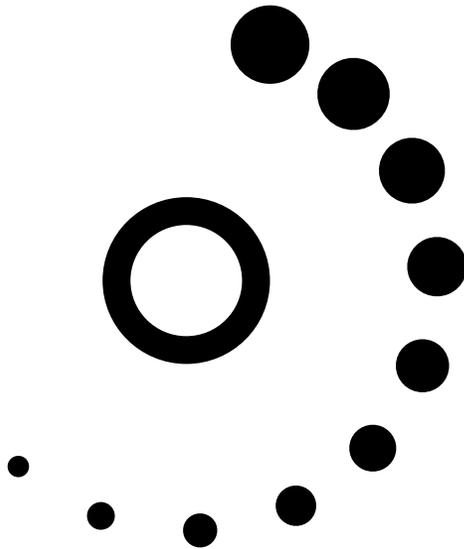
VISION CULTURE
Are the people in your company united around a common vision?

CULTURE: Scores



This is your best score.

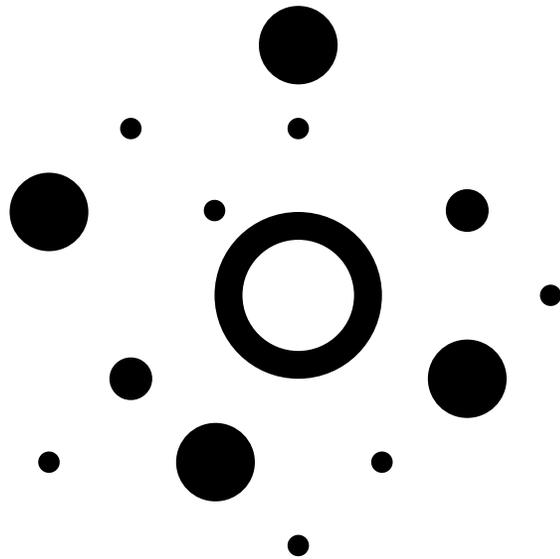
CULTURE: Improvement 54%



- **Description:** Improvement culture indicates how easily and frequently people within the organization take the initiative to work on systematic improvement initiatives, vs. temporary problem-fixing and Band-Aid solutions.
- **Implications:** Your score means that a mild culture of improvement can be leveraged with some additional leadership support. Leaders, and particularly executive leaders, are not currently providing an optimal environment for continuous improvement.
- **Comparison:** Your score is close to the average score of other organizations. The current range of scores is from 41% to 64% with an average of 55%.



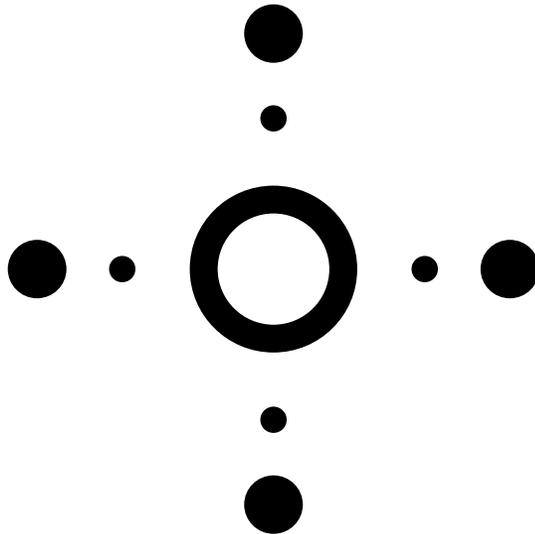
CULTURE: Focus 46%



- **Description:** Focus culture refers to the ability of people within the organization to work in an uninterrupted fashion towards a single clear objective vs. the level of multi-tasking, interruption and distraction.
- **Implications:** Your score represents a mild challenge in sustaining initiatives that are longer-term or that are not considered urgent. Your staff are more distracted by short-term or irrelevant activities, and are losing productivity due to multi-tasking.
- **Comparison:** This score is a little below the average score of other organizations. The current range of scores is from 41% to 57% with an average of 48%.



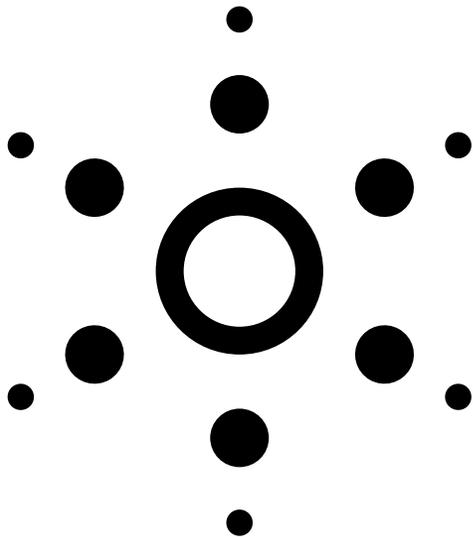
CULTURE: Vision 39%



- **Description:** Vision culture is the degree to which people in the organization are working towards “transcendent” goals (related to long-term, organization-level, customer-service-oriented aspects of work).
- **Implications:** Your score represents a low level of leadership effectiveness in motivating high-performance results from staff. Your staff work performance and decision-making effectiveness are significantly hindered.
- **Comparison:** This score is below the average score of other organizations. The current range of scores is from 20% to 73% with an average of 48%.



CULTURE: Urgency 33%

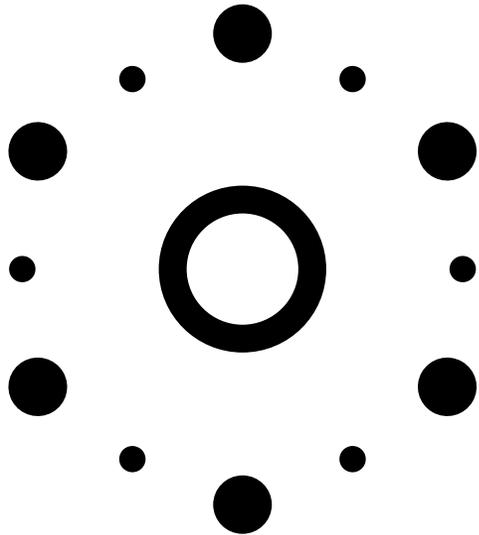


- **Description:** Urgency culture indicates a positive feeling of urgency motivating people in the organization to care about the timeliness of delivering solutions (sooner rather than later).
- **Implications:** Your low score here is a serious hinderance to motivation to deliver timely strategic results for customers and users. Your staff are either distracted by emergencies coming from individual agendas or are complacent. Improving the urgency culture aught be a high priority for leadership.
- **Comparison:** This score is much below the average score of other organizations. The current range of scores is from 28% to 91% with an average of 51%.



This is your worst score.

CULTURE: Teamwork 23%



- **Description:** Teamwork culture refers to the degree to which the people in the organization work in well-established teams with strong mutual commitment, collaboration and communication.
- **Implications:** Your score represents a huge opportunity for improvement in both productivity and work satisfaction at the delivery level in the organization. Your staff are working primarily as individuals with isolated goals, management directives, or a team-disruptive environment.
- **Comparison:** Your score is close to the average score of other organizations. The current range of scores is from 8% to 38% with an average of 22%.



ALIGNMENT

ALIGNMENT: Current Challenges

1. Lack of knowledge sharing among staff

- 44 out of 102 survey participants selected this item
- 42% of leaders selected this item
- 44% of staff selected this item

2. Distrust between parts of the organization

- 39 out of 102 survey participants selected this item
- 61% of leaders selected this item
- 26% of staff selected this item

3. Low staff morale

- 38 out of 102 survey participants selected this item
- 33% of leaders selected this item
- 39% of staff selected this item

4. Unrealistic stakeholder expectations

- 37 out of 102 survey participants selected this item
- 50% of leaders selected this item
- 29% of staff selected this item

5. Poor quality in products or services

- 33 out of 102 survey participants selected this item
- 44% of leaders selected this item
- 26% of staff selected this item

Your staff and leadership have 73% alignment on the challenges facing the organization. This level of alignment is good and provides a foundation for improving business results.

ALIGNMENT: Current Challenges

Leadership	Staff
Distrust between parts of the organization	Lack of knowledge sharing among staff
Unrealistic stakeholder expectations	Low staff morale
Managers overworked	High staff turnover
Poor quality in products or services	Unrealistic stakeholder expectations
Lack of knowledge sharing among staff	Late project deliveries

ALIGNMENT: Management Priorities

1. Generating revenue and meeting targets

- 65 out of 102 survey participants selected this item
- 81% of leaders selected this item
- 55% of staff selected this item

2. Staying ahead of the competition

- 56 out of 102 survey participants selected this item
- 72% of leaders selected this item
- 45% of staff selected this item

3. Keeping costs low

- 45 out of 102 survey participants selected this item
- 67% of leaders selected this item
- 32% of staff selected this item

4. Providing value to shareholders

- 45 out of 102 survey participants selected this item
- 61% of leaders selected this item
- 35% of staff selected this item

5. Delivering customer value

- 44 out of 102 survey participants selected this item
- 56% of leaders selected this item
- 36% of staff selected this item

Your staff and leadership have 73% alignment on the management priorities of the organization. This level of alignment is good and provides a foundation for improving business results.

ALIGNMENT: Management Priorities

Leadership	Staff
Generating revenue and meeting targets	Generating revenue and meeting targets
Staying ahead of the competition	Staying ahead of the competition
Keeping costs low	Customer satisfaction and relationships
Providing value to shareholders	Delivering customer value
Delivering customer value	Providing value to shareholders

FOCUS AREAS

FOCUS AREAS: Data Analysis

- Analyzing the survey data from a statistical point of view to find minimums, maximums, areas of high or low variability, or points of inflection.
- **CULTURE:** What aspects of the cultural data are noteworthy and require further investigation?
- **ALIGNMENT:** What aspects of the alignment data are noteworthy and require further investigation?

FOCUS AREAS: Culture

Focus Area	Reason	Investigation
Teamwork Culture	This is the lowest culture score at 23%.	Interviews, ongoing observation, use of the “Scrum Insight” tool.
Unhealthy Urgency	People focus their attention on... ...whatever is urgent High score: 4.2/5.0, High alignment: std 0.93	Measurement of allocation, interruptions and WIP.
Complacency	59% of respondents are complacent about the state of the business	Interviews, workshop with business leaders.

FOCUS AREAS: Alignment

Focus Area	Reason	Investigation
Keeping costs low	Largest gap in alignment b/w leadership and staff (67% vs. 32%)	Confirm priority with leadership, otherwise, highly-aligned.

BERTEIG

REALagility

+1-800-215-2314 ▪ www.berteig.com