

## Agile maturity assessment as an important part of organizational transformation

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Agility – the ability to adapt quickly, respond effectively, and thrive in uncertainty – has become a vital competency for organizations to navigate these turbulent times. In today’s complex and chaotic environment, agility is no longer a competitive advantage – it’s a necessity. Organizations that embrace agility can better navigate uncertainty, adapt to change, and position themselves as leaders in their industries. By fostering a culture of flexibility, continuous improvement, and innovation, organizations can not only survive but thrive amidst the challenges of the modern world.

The starting point of any organizational transformation is a maturity assessment. In a complex environment an Agile Maturity Assessment is used as a structured evaluation designed to measure an organization’s or team’s adoption, proficiency, and effectiveness in applying Agile principles, practices, and values. This assessment provides insights into how well Agile is integrated into an organization’s culture, processes, and structures and identifies areas for improvement to enhance overall agility.

It is also important to make the Agile Maturity Assessment periodically during the process of transformation to align the goals and milestones of the transformation with the achieved results. In this case this assessment becomes a crucial tool for organizations undergoing Agile transformations or aiming to optimize their Agile practices to achieve better results.

During the Agile Maturity Assessment, the organization need to evaluate multiple dimensions of agility. Such key dimensions could be:

- culture and mindset: Assessing how well Agile values (e.g., collaboration, transparency, and customer focus) are embraced;
- processes and practices: measuring the implementation of Agile frameworks like Scrum, method Kanban, or scale frameworks like SAFe, LeSS, Nexus or other;
- team dynamics: evaluating communication, collaboration, and cross-functionality within teams as for entire organization as the communication with the stakeholders outside;
- leadership support: assessing the extent to which leaders enable and promote Agile ways of working and how these leaders are involved in the agile transformation process;
- customer value focus: determining how well the organization prioritizes and delivers value to customers, what products are created and feedback with the end-users;

- **technical agility:** analyzing engineering practices such as continuous integration, automated testing, and DevOps, etc.

All key dimensions could be aggregated to the several Areas of Agile assessment.

At the earliest stage of planning of Agile assessment, the Engagement Plan should be created.

This plan defines the steps the organization could follow to achieve the defined goals of the agile evaluation.

The process could be built as iterations (sprints) to use the Inspect and Adapt principle. In this case to assessment process could be changed on the base of feedback of all participants and stakeholders of the process.

The crucial element of the Agile Assessment is the involvement of a proper experts who could organize and realize the defined plan. These experts must have all needed on-hands experience in Agile to be able to obtain the mature results. The certifications of such experts in different domains would be a plus to use different Agile approaches and practices for the assessment. These experts organize the Agile Audit Team.

The next key elements for the preparation and the steps of implementation of the Agile Maturity Assessments (with the practical examples) will be described in the next articles.

In conclusion, the Agile Maturity Assessment is an essential step in understanding where an organization stands on its Agile journey and what steps are necessary to advance its practices and culture. By providing a clear roadmap for growth and fostering continuous improvement, this assessment empowers organizations to fully realize the benefits of Agile, including greater adaptability, innovation, and customer satisfaction.

**Ключові слова:** Agile transformation, Technical Agility, Agile Leadership, Agile Audit Team.

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