

SHORT SURVEY: Organizational Agility Profiler Survey

Thank you for participating in this survey to assess the flexibility and adaptability of your organization. For each of the questions below, please select the response that most closely reflects what you *observe* about the organization in which you work. Answers are neither right nor wrong. We are seeking your honest opinion. All responses are strictly confidential and not for attribution. At the conclusion of the survey, you will be shown how well your organization fared against the key routines that confer agility.

Q.	Traditionally, this organization...	Strongly Disagree	Disagree Somewhat	Agree Somewhat	Strongly Agree
1	...has a unifying purpose or mission other than profitability and growth	1	2	3	4
2	...spends a lot of time thinking about the future	1	2	3	4
3	...encourages innovation	1	2	3	4
4	...considers the ability to change a strength of the organization	1	2	3	4
5	...develops strategies with flexibility in mind	1	2	3	4
6	...puts as many employees as possible in contact with the external environment, especially with customers	1	2	3	4
7	...has enough budget “slack” so that people can develop new products or better ways of working together	1	2	3	4
8	...has a well-developed change capability	1	2	3	4
9	...has a culture that embraces change as normal	1	2	3	4
10	... allows information to flow freely from the outside to units and groups where it is most valuable	1	2	3	4
11	...has flexible budgets that respond to marketplace changes	1	2	3	4
12	...rewards seniority more than performance	1	2	3	4
13	...has core values that reflect a change-ready organization	1	2	3	4
14	...shares financial and business strategy information with all employees	1	2	3	4
15	...is capable of shifting its structure quickly to address new opportunities	1	2	3	4
16	...pays for skills and knowledge that contribute to performance	1	2	3	4
17	...regularly reviews learnings from change efforts	1	2	3	4
18	...has formal mechanisms to connect senior management with people at all levels of the organization	1	2	3	4
19	...encourages managers to develop the leadership skills of their direct reports	1	2	3	4

Survey OUTPUT: (#) = corresponding item number on survey questionnaire (Q.)

Dynamic Strategy/Strategizing:

Stable identity and flexible intent that seeks to build a series of short-term strategic advantages.

Transfer scores from questions 1, 5, 9, 13 from Survey:

$$\boxed{} + \boxed{} + \boxed{} + \boxed{} = \boxed{}$$

(1) (5) (9) (13) Total (a)

MEANS

$$\boxed{}$$

Total (a)/4 = (A)

Perceiving:

Sensing, interpreting, and preparing responses to signals from the competitive environment.

Transfer scores from questions 2, 6, 10, 14, 18 from Survey:

$$\boxed{} + \boxed{} + \boxed{} + \boxed{} + \boxed{} = \boxed{}$$

(2) (6) (10) (14) (18) Total (b)

$$+$$

$$\boxed{}$$

Total (b)/5 = (B)

Testing:

Designing, resourcing, and executing effective tests of potential responses to environmental threats and opportunities.

Transfer scores from questions 3, 7, 11, 15, 17 from Survey:

$$\boxed{} + \boxed{} + \boxed{} + \boxed{} + \boxed{} = \boxed{}$$

(3) (7) (11) (15) (17) Total (c)

$$+$$

$$\boxed{}$$

Total (c)/5 = (C)

Implementing:

Effectively and efficiently institutionalizing the organizational response in operations of the firm.

Recalculate score for question 12 as: **Score = 5 - x (where x is input)*.**

Transfer scores from questions 4, 8, 12*, 16, 19 from Survey:

$$\boxed{} + \boxed{} + \boxed{} + \boxed{} + \boxed{} = \boxed{}$$

(4) (8) (12) (16) (19) Total (d)

$$+$$

$$\boxed{}$$

Total (d)/5 = (D)

Agility Composite:

Total (e): Sum the total of MEAN SCORE

$$||$$

$$\boxed{}$$

Total (e)

Divide the total of sum of scores by 4

$$\boxed{}$$

Total (e)/4=(E)

Example:



Plot your Mean responses (A-E) to see how well your organization fared against the key routines that confer agility:

