



A G I L E V E L

Open knowledge 5.0 protocol  
instructions

## OK 5.0 protocol instructions for assessing and improving organizational agility

AgiLevel®

Version rev 2

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The latest version of this guide and of the Open Knowledge protocol is available at [agilevel.com](https://agilevel.com). It can be used in official assessments and also freely in independent ones.



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## Preface

AgiLevel is a guide for running diagnostics as part of agile assessment and improvement processes, both at team level and when scaling to company level.

It examines a range of factors, distinguishing between two dimensions of the organization: the operational or technical dimension, and the organizational one, which covers cultural and structural aspects. Managing either of them in an agile way is always shaped by the kind of support the organization provides, above all its leadership.

The AgiLevel theoretical framework can be applied freely or by following a protocol — that is, a process with specific activities and artifacts.

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**The OK protocol**, developed by Scrum Manager, is exactly that: a process for assessing agility with the AgiLevel criteria. It is a generic protocol that can be adapted to most organizations. This document contains the instructions for using it: you can record the data and results either through the spreadsheet that is part of the protocol or through the web application, both available at [agilevel.com](https://agilevel.com).

If the OK protocol does not fit the circumstances of your project or business, or if you want to make changes, **you can produce your own protocol** and even have it approved.

Approval guarantees that the protocol has been reviewed by AgiLevel and is considered to conform to the assessment and improvement guidelines defined in this guide. The "Evaluation protocols and reports guide", available at [agilevel.com](https://agilevel.com), sets out the requirements for a protocol to be approved.

\*\*\*

If you want to carry out an official assessment, you can contact a certified assessor.



# Open knowledge protocol

## Specification sheet

**Protocol name:** OK 05

**Version:** rev – 2

**Validity:** Approved.

**Suitable for:**

- Assessments of all categories.
- Expert assessments.
- AgiLevel versions 5.0x

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<http://agilevel.com>



# 1. Introduction

## Purpose of this document

Guide to the OK 05 protocol for assessing and improving agile management in projects and organizations, carried out with the AgiLevel® model.

## Audience

Those responsible for agility advisory and improvement processes. Understanding this guide, and using the protocol, requires knowledge of AgiLevel®.

## The OK 05 protocol

Protocols set out specific procedures to guide assessment and improvement activities, and provide resources for carrying them out.

This protocol is suitable for expert assessments.

## Components of the protocol

- **Guide:** this document.
- **Questionnaires with questions for gathering the necessary information from the members of the assessment team or teams:** cuestionario\_OK5\_0\_F01, cuestionario\_OK5\_0\_T01 and cuestionario\_OK5\_0\_S01.
- **Spreadsheet for calculating results:** Excel spreadsheets for calculating the ratings from the questionnaire information and from the weighting that the lead assessor's fieldwork advises: formulaci3n\_OK\_05.
- **[EVAL](#):** online tool for electronically distributing the protocol's questionnaires to the members of the assessment team and calculating the results.

## How this guide is organized

1. **Introduction.** Background information on the OK protocol and on this document.
2. **Activities.** A description of the five groups of activities this protocol establishes for carrying out AgiLevel® assessment and improvement processes.
3. **Instructions for using the platform** for electronic management of the surveys and rating of the results.
4. **Spreadsheet for calculating results.** Instructions for using the protocol's spreadsheets to obtain the results and generate charts.



## Conventions used

Terms used with the meaning defined in the glossary of the AgiLevel guide are shown in bold.



## 2. Activities

### 1. Preliminary study

The preliminary study establishes the starting situation and the expected objectives. It is needed in order to assess how feasible the improvement process is or, where applicable, the risks that threaten it.

It is carried out by the lead assessor on the basis of the information gathered by them or by assistant assessors through open interviews with heads of the organization's management areas who are involved in the improvement process.

It covers the following points:

#### 1.1. The organization's expectations and objectives

Identifying and analyzing the reasons behind the agility assessment and improvement process; the organization's expectations; and the improvement objectives it wants to achieve.

#### 1.2. Initial analysis of the organization's general characteristics

Gathering and analyzing the background information needed for the advisory work and the assessment, concerning the organization's structural and cultural features, the characteristics of the projects it carries out, and the working techniques and practices it uses.

#### 1.3. Early assessment of leadership support

With the information from the initial interviews, the assessor makes a first appraisal of the five points that make up the necessary support:

- Leadership involvement.
- Cultural compatibility.
- Resources.
- Training.
- Coaching.

The preliminary study must include an appraisal of the foreseeable risks.



## RISKS TO ORGANIZATIONAL AGILITY

|                        | LEVEL OF SUPPORT |   |   |   |   |   |   |
|------------------------|------------------|---|---|---|---|---|---|
|                        | 0                | 1 | 2 | 3 | 4 | 5 | 6 |
| Leadership involvement |                  |   |   |   |   |   |   |
| Cultural compatibility |                  |   |   |   |   |   |   |
| Resources              |                  |   |   |   |   |   |   |
| Training               |                  |   |   |   |   |   |   |
| Support, coaching      |                  |   |   |   |   |   |   |

## 2. Training the assessment team

The members of the assessment team or teams must be given the general information about the organization's improvement plan, and the training they need to take part in the assessment properly.

## 3. Interviews / questionnaires

If the assessment covers the **operational dimension**, the information from questionnaire OK T01, which is part of this protocol, must be gathered from every member of the assessment team or teams.

If the assessment covers the **organizational dimension**, the information from questionnaire OK F01, which is part of this protocol, must be gathered from every member of the assessment team or teams.

**Whichever dimension is assessed**, the information from questionnaire OK S01, which is part of this protocol, must be gathered.

The assessor must safeguard the anonymity of the questionnaires.

**In expert assessments**, the information for weighting the results can be expanded through additional interviews with the member(s) of the assessment team, carried out by the lead adviser.

## 4. Verifying evidence

**In expert assessments**, the information for weighting the results can be expanded by verifying the evidence the assessors observe in the artifacts, practices and working procedures used in the organization.



## 5. Assessment report

A document with the result and conclusions of the assessment, together with advisory information for the improvement process: areas of strength, weaknesses, and improvement actions or plan, according to the type, scope and purpose of the assessment.

## EVAL.AGILEVEL.COM

Located at <https://eval.agilelevel.com/>.

This tool manages the surveys and the rating of the key parameters of organizational agility. Information on the model and protocol used: [AgileLevel](#).

It is freely accessible to members of the [Scrum Manager](#) professional community.

Use for academic or trial purposes is free for Scrum Manager members.

For professional use, a professional licence is required, which can be requested from the [Scrum Manager members' area](#).

### 1. Registering a new assessment

#### New evaluation

|                                                                                                                                                     |                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| <b>Internal project name / improvement action</b>                                                                                                   |                                          |
| <input type="text" value="Improvement"/>                                                                                                            |                                          |
| <b>Company name</b>                                                                                                                                 |                                          |
| <input type="text" value="Demo company"/>                                                                                                           |                                          |
| <b>Area / Project</b>                                                                                                                               |                                          |
| <input type="text" value="HR"/>                                                                                                                     |                                          |
| <b>Logo</b>                                                                                                                                         |                                          |
| <input type="button" value="Choose file"/> logo-placeholder.jpg                                                                                     |                                          |
| <b>Available from</b>                                                                                                                               | <b>Available until</b>                   |
| <input type="text" value="15/04/2020"/>                                                                                                             | <input type="text" value="15/05/2020"/>  |
| <b>Facet(s)</b>                                                                                                                                     | <b>Number of people who will respond</b> |
| <div><div>Technical and organizational ▼</div><div><div>Technical and organizational</div><div>Technical</div><div>Organizational</div></div></div> | <input type="text" value="3"/>           |
| <div><input type="button" value="Save"/> <input type="button" value="Cancel"/></div>                                                                |                                          |



## **2. Generating survey access**

This action generates the fields for entering the email addresses of the members of the assessment team, to which the link for answering the protocol's survey will be sent.

Once the email addresses have been entered, the "Save" button updates the information and displays the buttons for sending the invitation emails.

## **3. Survey responses**

Each member of the assessment team receives an email with the survey link and a code for accessing the survey.

## **4. Viewing the results**

In the list of assessments, the icon for accessing the results appears once at least 2 surveys have been answered. It does not appear when only one has been answered, to guarantee confidentiality, so that the system cannot reveal the answers given by any one person.



### 3. Spreadsheet for calculating results

The file "formulation\_OK5\_r2\_25part.xlsx" is a tool included in this protocol for performing the technical calculations and producing a graphical representation of the results.

It is an Excel workbook made up of the following sheets:

- ABOUT.
- INSTRUCTIONS.
- QUESTIONNAIRE\_T01.
- QUESTIONNAIRE\_F01.
- QUESTIONNAIRE\_S01.
- OPERATIVE DIMENSION.
- ORGANIZATIONAL DIMENSION.
- TOTALS.

#### Sheet: ABOUT

Sheet information and revision history.

#### Sheet: INSTRUCTIONS

A quick guide summarizing how to use the spreadsheet.

#### Sheet: QUESTIONNAIRE\_T01

| QUESTIONNAIRE RESPONSE |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|------------------------|--------------------------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| QUESTION               | RESPONSE FROM EACH PARTICIPANT |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|                        | 1                              | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| P01101                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P01201                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P01301                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P02101                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P02201                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P03101                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P03201                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P03301                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P04101                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P04201                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P05101                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P06101                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P06201                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P07101                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P07201                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P08101                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| P08201                 |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

| PARTIAL VALUES |           |       |                                              |
|----------------|-----------|-------|----------------------------------------------|
| OBTAINED       | WEIGHTING | FINAL | INDICATOR                                    |
| 0.0            |           | 0.0   | Share and understand the customer vision     |
| 0.0            |           | 0.0   | Customer collaboration within the team       |
| 0.0            |           | 0.0   | Manage variability                           |
| 0.0            |           | 0.0   | Improve predictive capabilities              |
| 0.0            |           | 0.0   | Continuous improvement of product or service |
| 0.0            |           | 0.0   | Backlog with a minimum viable                |
| 0.0            |           | 0.0   | Frequent integration points                  |
| 0.0            |           | 0.0   | Focus on functional parts                    |
| 0.0            |           | 0.0   | Continuous and optimal flow                  |
| 0.0            |           | 0.0   | Maintain focus                               |
| 0.0            |           | 0.0   | Use of techniques to ensure quality          |
| 0.0            |           | 0.0   | Early identification of impediments          |
| 0.0            |           | 0.0   | Share information related to development     |
| 0.0            |           | 0.0   | Cadence-based meetings                       |
| 0.0            |           | 0.0   | Predictability of deliveries                 |
| 0.0            |           | 0.0   | Professional knowledge (hard skills)         |
| 0.0            |           | 0.0   | Social skills (soft skills)                  |

| PARTIAL VALUES                        |       |
|---------------------------------------|-------|
| PRINCIPLES AND SUPPORT                | VALUE |
| Value delivery                        | 0.0   |
| Continuous improvement                | 0.0   |
| Iterative and incremental development | 0.0   |
| Sustainable pace of work              | 0.0   |
| Continuous attention to excellence    | 0.0   |
| Visible operation                     | 0.0   |
| Cadence and synchronization           | 0.0   |
| People over processes                 | 0.0   |



### 1. T01 QUESTIONNAIRE RESPONSES

**Data entry:** column B contains the codes assigned to the questions on the forms. The responses given by the various members of the assessment team are recorded in the columns to the right, in the area marked **(1)** in the illustration.

### 2. WEIGHTING

A column for recording the weighting value in those cases and indicators where the lead assessor has found evidence that advises it.

It is the direct value to be added to or subtracted from the value obtained from the questionnaires (the one shown in the "OBTAINED" column) for a given indicator.

The final value of each indicator, once the weighting has been applied, is the one shown in the "FINAL" column.

### 3. PARTIAL VALUES

The resulting values for the various principles of operational agility.

## Sheet: QUESTIONNAIRE\_F01

| QUESTIONNAIRE RESPONSES |          |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|-------------------------|----------|--------------------------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| BEHAVIORS               | QUESTION | RESPONSE FROM EACH PARTICIPANT |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|                         |          | 1                              | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 22 | 23 | 24 | 25 |
|                         | F01Q01   |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|                         | F01Q01   |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|                         | F02Q01   |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|                         | F02Q01   |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|                         | F03Q01   |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|                         | F03Q01   |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|                         | F04Q01   |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|                         | F04Q01   |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|                         | F05Q01   |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|                         | F06Q01   |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|                         | F06Q01   |                                |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

| PARTIAL VALUES |           |       |                                         |
|----------------|-----------|-------|-----------------------------------------|
| OBTAINED       | WEIGHTING | FINAL | INDICATOR                               |
| 0.0            |           | 0.0   | Courage                                 |
| 0.0            |           | 0.0   | Respect                                 |
| 0.0            |           | 0.0   | Incorporation and development of talent |
| 0.0            |           | 0.0   | Talent retention                        |
| 0.0            |           | 0.0   | Professional development                |
| 0.0            |           | 0.0   | Transparency                            |
| 0.0            |           | 0.0   | Honesty                                 |
| 0.0            |           | 0.0   | Safe environment                        |
| 0.0            |           | 0.0   | Trust                                   |
| 0.0            |           | 0.0   | Shared purpose and goals                |
| 0.0            |           | 0.0   | Values-based decision making            |
| 0.0            |           | 0.0   | Self-organization                       |
| 0.0            |           | 0.0   | Horizontality                           |

| PARTIAL VALUES             |       |
|----------------------------|-------|
| PRINCIPLES AND SUPPORTS    | VALUE |
| Assertiveness              | 0.0   |
| Talent valuation           | 0.0   |
| Clarity                    | 0.0   |
| Trust                      | 0.0   |
| Common purpose             | 0.0   |
| Debureaucratized structure | 0.0   |

### 1. F01 QUESTIONNAIRE RESPONSES

**Data entry:** column B contains the question codes. The responses given by the various members of the assessment team must be entered in each of the following columns, in the area marked **(1)** in the illustration.

### 2. WEIGHTING



A column for recording the weighting value in those cases and indicators where the lead assessor has found evidence that advises it.

It is the direct value to be added to or subtracted from the value obtained from the questionnaires (the one shown in the "OBTAINED" column) for a given indicator.

The final value of each indicator, once the weighting has been applied, is the one shown in the "FINAL" column.

### 3. PARTIAL VALUES

The results of the agility values in the organizational dimension.

## Sheet: QUESTIONNAIRE\_S01

RISK FACTORS

| ANSWER FROM EACH PARTICIPANT |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
|------------------------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|--|
| QUESTION                     | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 |  |
| S01Q01a                      |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| S02Q01a                      |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| S03Q01a                      |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| S04Q01a                      |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| S05Q01a                      |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| S01Q01f                      |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| S02Q01f                      |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| S03Q01f                      |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| S04Q01f                      |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |
| S05Q01f                      |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |  |

| AC             | AD        | AE    | AF                              | AG        | AH              | AI | AJ    |
|----------------|-----------|-------|---------------------------------|-----------|-----------------|----|-------|
| PARTIAL VALUES |           |       |                                 |           | PARTIAL VALUES  |    |       |
| SCORE OBTAINED | WEIGHTING | FINAL | INDICATOR                       |           | SUPPORT FACTORS |    | VALUE |
| 0.0            | 2         | 0.0   | A<br>C<br>T<br>U<br>A<br>L      | Direction | DIRECTION       | 3  | 0.0   |
| 0.0            |           | 0.0   |                                 | Culture   |                 |    |       |
| 0.0            |           | 0.0   |                                 | Tools     | CULTURE         |    | 0.0   |
| 0.0            |           | 0.0   |                                 | Training  |                 |    |       |
| 0.0            |           | 0.0   |                                 | Coaching  | TOOLS           |    | 0.0   |
| 0.0            |           | 0.0   | Direction                       |           |                 |    |       |
| 0.0            |           | 0.0   | D<br>E<br>S<br>I<br>R<br>E<br>D | Culture   | TRAINING        |    | 0.0   |
| 0.0            |           | 0.0   |                                 | Tools     |                 |    |       |
| 0.0            |           | 0.0   |                                 | Training  | COACHING        |    | 0.0   |
| 0.0            |           | 0.0   |                                 | Coaching  |                 |    |       |

### 1. S01 QUESTIONNAIRE RESPONSES

**Data entry:** column B contains the question codes. The responses given by the various members of the assessment team must be entered in each of the following columns, in the area marked **(1)** in the illustration.

### 2. WEIGHTING

A column for recording the weighting value in those cases and indicators where the lead assessor has found evidence that advises it.

It is the direct value to be added to or subtracted from the value obtained from the questionnaires (the one shown in the "OBTAINED" column) for a given indicator.

The final value of each indicator, once the weighting has been applied, is the one shown in the "FINAL" column.

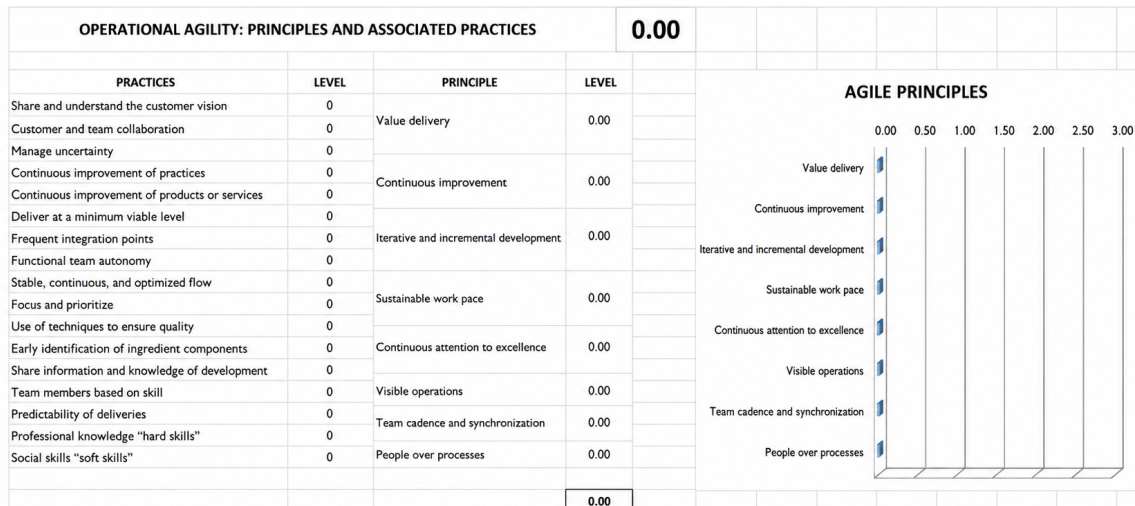


#### 4. PARTIAL VALUES

The results of the agility values in support.

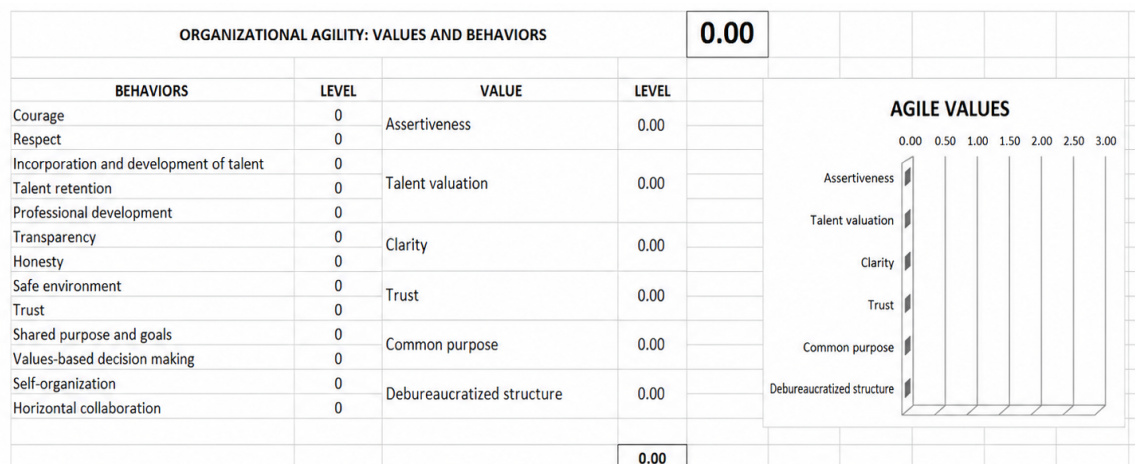
### Sheet: OPERATIONAL DIMENSION

This sheet shows the operational dimension results, broken down.



### Sheet: ORGANIZATIONAL DIMENSION

This sheet shows the organizational dimension results, broken down.



### Sheet: SUPPORT

This sheet shows the support results, broken down, and the risk of scaling agility.

| SUPPORTS FOR THE IMPROVEMENT PROCESS |            |            |
|--------------------------------------|------------|------------|
| SUPPORT FACTOR                       | LEVEL      |            |
| Management commitment                | 0,0        | LOW        |
| Cultural compatibility               | 0,0        | LOW        |
| Resources                            | 0,0        | LOW        |
| Training                             | 0,0        | LOW        |
| Coaching / Mentoring                 | 0,0        | LOW        |
| <b>Average value</b>                 | <b>0,0</b> | <b>LOW</b> |

**SUPPORT**

| Category               | Level |
|------------------------|-------|
| Management commitment  | 0     |
| Cultural compatibility | 0     |
| Resources              | 0     |
| Training               | 0     |
| Coaching / Mentoring   | 0     |

| RISK TO SCALE AGILITY |     |      |
|-----------------------|-----|------|
| Risk to scale agility | 6,0 | HIGH |

**RISK TO SCALE AGILITY**

| Category              | Level |
|-----------------------|-------|
| Risk to scale agility | 6     |

## Sheet: TOTALS

This sheet shows the overall assessment for the dimension analyzed, or the position in the quadrant of both dimensions, according to the scope of the assessment.

