



A G I L E V E L

Questionnaires for the operational, organizational and support dimensions

OK5 protocol



OPERATIONAL DIMENSION QUESTIONNAIRE

Questionnaire for assessing and improving agility in organizations.

It has **16 questions** and should take **under 15 to 20 minutes**.

The aim is to learn your opinion on aspects of your company and of the team and project you currently work on, so there are no right or wrong answers. Nor do the answers call for much analysis of each question; usually the answer that first comes to mind is the best one, and the most appropriate for the purpose of the assessment.

For the best results, the information recorded on this form must be truthful, which is why the form is anonymous. To that end we kindly ask for, and are grateful for, your honest cooperation, and we remind you that you must not sign the form or give your name or any information that would identify you.

Please **circle the answer you consider most appropriate**, on this basis:

0	1	2	3
"Not at all agree" – "Never or almost never the case"	"Generally not the case"	"On average" – "Half the time"	"Always or almost always"

P01101	Everyone involved in developing the product or service knows, understands and shares the vision of what the customer wants to achieve.	0	1	2	3
P01201	The person responsible for the product or service, directly or through a product owner, collaborates with the team at the events for communicating and synchronizing development, such as sprint planning meetings, reviews, and so on.	0	1	2	3
P01301	Those involved in development accept variability and understand the value that comes from continuously reviewing and reconsidering requirements. They therefore use working techniques and strategies suited to adapting to change.	0	1	2	3
P02101	The teams periodically take action to review and improve the working practices they use.	0	1	2	3
P02201	Changes to implement improvements or new features in the products or services produced are frequent.	0	1	2	3
P03101	The life-cycle model includes the concept of a "minimum viable product" as the starting milestone for the products developed.	0	1	2	3
P03201	During development of the product or service, integration points are continuous, both for subsystem testing and for demonstrating the complete solution.	0	1	2	3
P03301	Project tracking milestones are not based on development phases (requirements, design, development, and so on) but on increments or real, completed parts.	0	1	2	3
P04101	Team members maintain a continuous flow of results with sustainable effort.	0	1	2	3



P04201	Work is managed so that people do not attend to several things at once, but keep their focus on a single objective.	0	1	2	3
P05101	Working practices and tools include techniques for detecting, avoiding or minimizing errors.	0	1	2	3
P06101	Daily reviews or stand-ups are held, and open communication media (whiteboards, kanban boards, and so on) are used to share development information across the team.	0	1	2	3
P06201	The team shares and has access to development information.	0	1	2	3
P07101	Projects involving several teams hold cross-team communication and planning meetings, keeping a cadence in the progress, delivery and integration of the parts produced.	0	1	2	3
P07201	The pace or flow of production and partial deliveries to the customer is predictable and known to the team.	0	1	2	3
P08101	Everyone's professional level is excellent.	0	1	2	3
P08201	Everyone on the team handles the interpersonal skills their work calls for well (communication, teamwork, problem-solving, people skills, and so on).	0	1	2	3



ORGANIZATIONAL DIMENSION QUESTIONNAIRE

Questionnaire for assessing and improving agility in organizations.

It has **13 questions** and should take **under 15 minutes**.

The aim is to learn your opinion on aspects of your company and of the team and project you currently work on, so there are no right or wrong answers. Nor do the answers call for much analysis of each question; usually the answer that first comes to mind is the best one, and the most appropriate for the purpose of the assessment.

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Please circle the answer you consider most appropriate, on this basis:

0	1	2	3
"Not at all agree" – "Never or almost never the case"	"Generally not the case"	"On average" – "Half the time"	"Always or almost always"

F01101	People take part actively and confidently in day-to-day challenges and situations, stating their views objectively and openly.	0	1	2	3
F01201	People state their views and opinions without aggression, considering and respecting the dignity of others.	0	1	2	3
F02101	Bringing talent into the company is the main objective of the activities for selecting and developing people.	0	1	2	3
F02201	The organization's working environment is professionally rewarding and socially healthy (not "toxic"), with policies geared towards retaining talent such as: intrinsic motivation, empowerment, knowledge of and involvement in the vision behind projects, and a sustainable working pace.	0	1	2	3
F02301	Enhancing and improving people's professional development is a strategic objective for the organization.	0	1	2	3
F03101	Information and communication are transparent between the people and teams in the company.	0	1	2	3
F03201	People communicate sincerely and honestly.	0	1	2	3
F04101	People know they can express themselves freely and assertively, showing themselves as they are, without feeling questioned for it.	0	1	2	3
F04201	People know the organization trusts them, and they in turn trust the organization.	0	1	2	3
F05101	The organization has a defined purpose, and everyone knows and shares it.	0	1	2	3



F05202	The organization has known, shared principles and values, and they are the basis for decisions.	0	1	2	3
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F06101— Indicate which of the following is the usual team model in your organization:

0	Manager-led team: team members have authority only over carrying out tasks. Managers are the ones who administer the project and the tasks, monitor progress, design the way of working and take part in the organization's strategic decisions.
1	Self-managing team: team members have authority to carry out tasks and also to manage them within the project. This is the case of teams that use technical Scrum or Kanban frameworks to manage development.
2	Self-designing team: team members, as well as being responsible for carrying out tasks and managing them within the project, also design the team's internal organizational model and the way of working they use.
3	Self-governing team: in addition to the responsibilities of a self-designing team (answer 2), members of a self-governing team also have decision-making power over the organization's strategic decisions that the team takes part in or is involved in.

F06201— Indicate how many hierarchical levels you estimate there are in your organization:

0	More than three levels (e.g. CEO, directors, managers, employees)
1	3 levels (e.g. strategic, tactical and operational)
2	2 levels (e.g. strategic and operational)
3	No hierarchy



SUPPORT QUESTIONNAIRE

Questionnaire for assessing and improving agility in organizations.

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CURRENT SITUATION

Please circle the answer you consider most appropriate, on this basis:

0	1	2
"Not at all agree" – "Never or almost never the case"	"Generally not the case"	"Yes, I agree"

LEADERSHIP

S01101a	The company's leadership knows and promotes agile principles and values.	0	1	2
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CULTURE

S02101a	The company's culture supports open communication and working in autonomous teams, in a workplace climate that cares about people's wellbeing.	0	1	2
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RESOURCES

S03101a	The company takes care to provide the resources people need in order to organize themselves and do their work as efficiently as possible.	0	1	2
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TRAINING

S04101a	The company provides the training needed to take on scaling or improving agility.	0	1	2
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COACHING

S05101a	The process of adopting or improving agility in the company has in-house or external professionals to carry it out and sustain it over time.	0	1	2
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FUTURE DISPOSITION

Please circle the answer you consider most appropriate, on this basis:

0	1	2	3
<i>"Not at all the future disposition to agree with"</i>	<i>"I consider it unlikely to be the future disposition"</i>	<i>"It is most likely the future disposition"</i>	<i>"It is without doubt what will happen"</i>

LEADERSHIP

S01101f	The company's leadership is undertaking a change to learn about and promote agile principles and values.	0	1	2	3
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CULTURE

S02101f	The company is undertaking a change to improve open communication, team autonomy and people's wellbeing.	0	1	2	3
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RESOURCES

S03101f	The company is undertaking changes to identify improvement needs and provide working resources that favour agile practices.	0	1	2	3
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TRAINING

S04101f	Continuous training for people's professional updating and improvement will be maintained.	0	1	2	3
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COACHING

S05101f	The work of in-house or external professionals to accompany and consolidate the process of adopting or improving agility will be maintained.	0	1	2	3
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