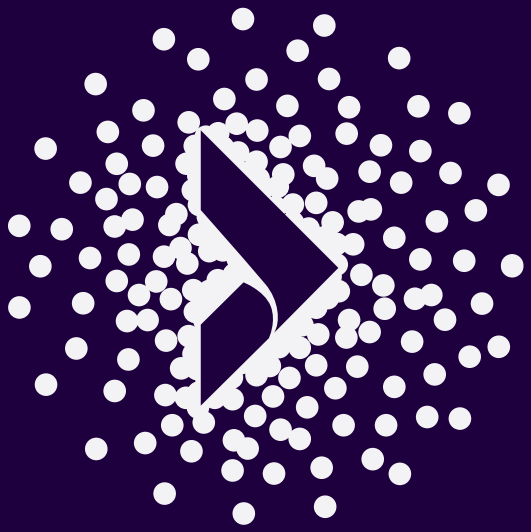
BUSINESS AGILITY INSTITUTE | X2A

Tomorrow-Ready DNA

The Domains, Capabilities, and Behaviors of Business Agility



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Domains of Business Agility ***v5.0***

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PREFACE

The Evolution of Our Work

When we first published the Domains of Business Agility ("the Domains") in 2017, we saw them as both inspirational and aspirational. At their core lay a simple, powerful question: How can an organization effectively keep up with a changing world?

The answer isn't found in adopting new processes or following a prescribed transformation. It is found in the capabilities an organization possesses. Capabilities developed through intentional behaviors. How people act, decide, and collaborate across the organization. Business agility is not just something an organization does, it is something it lives.

And tens of thousands of organizations around the world live these behaviors every day.

Yet for many more, we observed a fundamental misunderstanding where "agility" became a goal to chase and a set of processes to implement. In response, we continue to make the idea of business agility accessible for as many people as possible.

It's time to decouple the Domains of Business Agility from the term "Agility". Many now link the term "Agility" to frameworks and checklists. And our work has moved beyond the constraints of the term.

We are happy to share this evolution of our behavioral model: **Tomorrow-Ready DNA**. This latest version builds on our ongoing analysis on the capabilities of high-functioning organizations and incorporates lessons from the rapid adoption of AI across global enterprises.

Why Tomorrow-Ready DNA?

In our physical world, **DNA** encodes the fundamental capabilities of life. It does not dictate how you use those capabilities, but it defines what's possible. In much the same way, Tomorrow-Ready DNA defines the capabilities of a modern organization. How you use those capabilities is still up to you.

Much of Tomorrow-Ready DNA will look familiar. This is intentional. This represents an evolution of our research, not a departure from it. The same elements still make up the DNA; the **five Core Domains, 18 Essential Capabilities, and 85 Catalytic Behaviors** that make business agility possible.

We believe this approach feels more human, and reflects an organization as a living system, where healthy behaviors signal long-term resilience and performance. Bringing aspirational organizational capabilities to life.

Like the previous model before it, **Tomorrow-Ready DNA** offers a comprehensive map of the capabilities in successful organizations of all sizes and industries. It helps you understand your innate strengths, identify constraints holding you back, and make intuitive, informed decisions about where to focus your energy.

Whether you are an executive seeking a new perspective, a leader aligning your goals, or a practitioner starting out, Tomorrow-Ready DNA provides a practical guide. It is your way to help organizations adapt naturally, and continuously, to a rapidly changing world.

What is Tomorrow-Ready DNA?

Driven by rapid advances in AI and ongoing economic disruptions around the globe, the world is changing faster than ever. Organizations are no longer just competing for market share. They are working hard to stay relevant as the rules of business constantly change around them.

Customers are more informed than ever and expect personalized experiences that were once unimaginable. At the same time, employees are navigating a shifting landscape, seeking stability, empowerment, and clarity on how their creativity and contribution fit alongside increasingly capable technologies.

In this dynamic world, **business agility** is the foundation. The capabilities and behaviors that enable organizations to sense change, adapt, and deliver value.

But no two organizations are the same.

Tomorrow-Ready DNA is the unique expression of your organization's business agility and cultural core. It's how you work, how you engage, and how you collaborate. It's how you show up for your customers. It's what gives your organization the ability to reach its goals, no matter what tomorrow brings.

Business agility is a set of organizational capabilities, behaviors, and ways of working that affords your business the freedom, flexibility, and resilience to achieve its purpose.

No matter what tomorrow brings.

Improving your Tomorrow-Ready DNA requires deliberate choices about the capabilities and behaviors you build into your organization. It is more than updating processes; it is reflected in the everyday decisions you make—what you encourage, what you reward, and how you define success.

Done well, tomorrow-ready organizations do more than respond to change—they use it to advance their purpose.

FOUNDATION

Key Principles

Business Agility is based on four key principles that take into account the different ways organizations establish their Tomorrow-Ready DNA.



PRINCIPLE 1

SPECTRUM. NOT A SWITCH.

Business agility is not something you either have or don't. It exists on a spectrum of maturity.

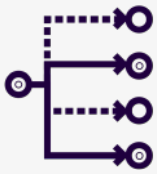
The real questions are *"where are we strong and what needs to improve?"*



PRINCIPLE 2

STRENGTHS VARY

No organization is uniformly good or bad. Different parts of the business will demonstrate different levels of capability, some strong, others still developing.



PRINCIPLE 3

NO SINGLE PATH

There is no one "right way" to build business agility. What matters is not the method, but the capability it enables regardless of practice, framework, or operating model.



PRINCIPLE 4

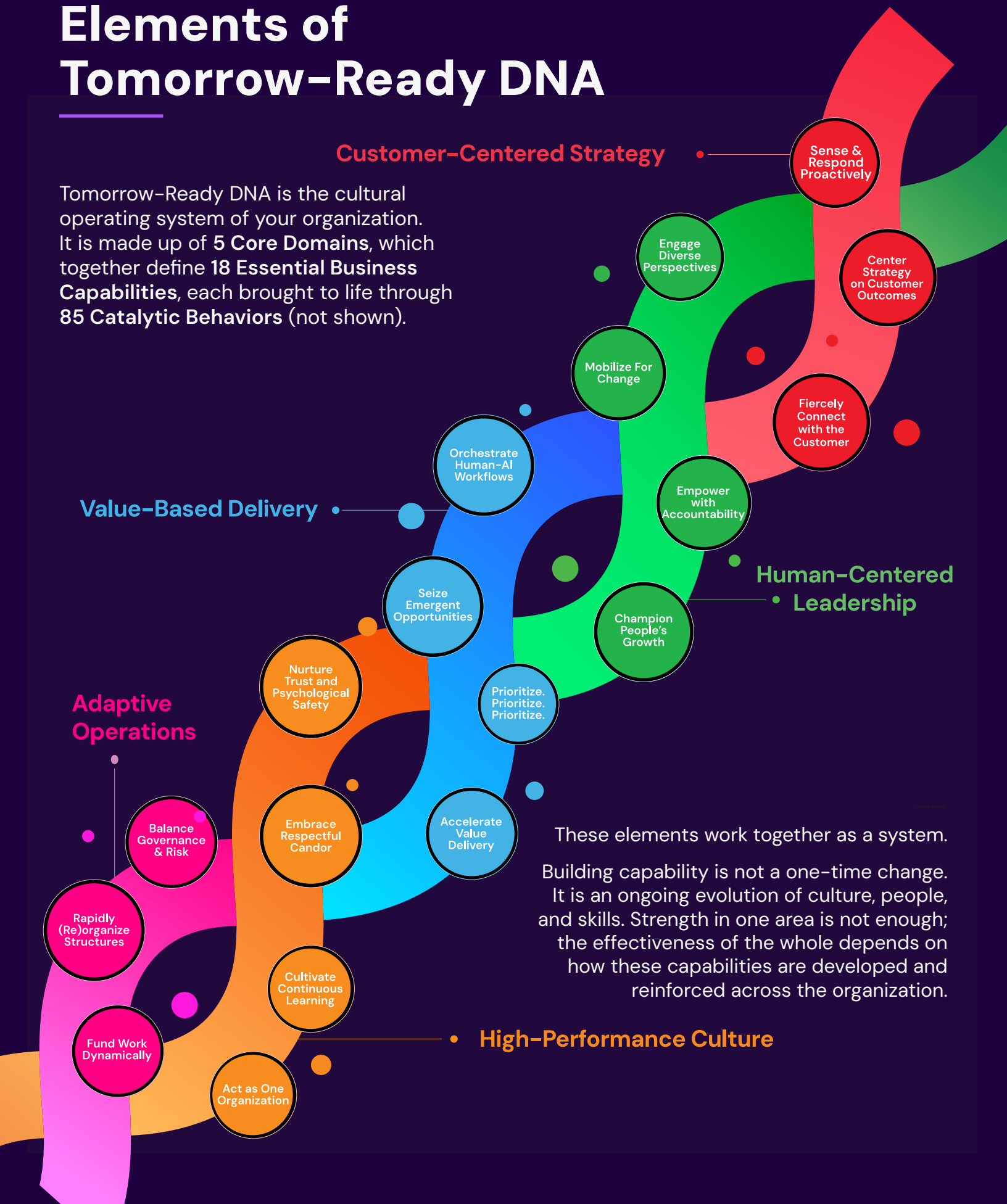
CHANGE BEHAVIORS

If you act with agility, you have agility. It is expressed, and measured, through everyday behaviors: how decisions are made, how work flows, and how people collaborate.

FOUNDATION

Elements of Tomorrow-Ready DNA

Tomorrow-Ready DNA is the cultural operating system of your organization. It is made up of **5 Core Domains**, which together define **18 Essential Business Capabilities**, each brought to life through **85 Catalytic Behaviors** (not shown).



These elements work together as a system.

Building capability is not a one-time change. It is an ongoing evolution of culture, people, and skills. Strength in one area is not enough; the effectiveness of the whole depends on how these capabilities are developed and reinforced across the organization.

FOUNDATION

Domains of Business Agility

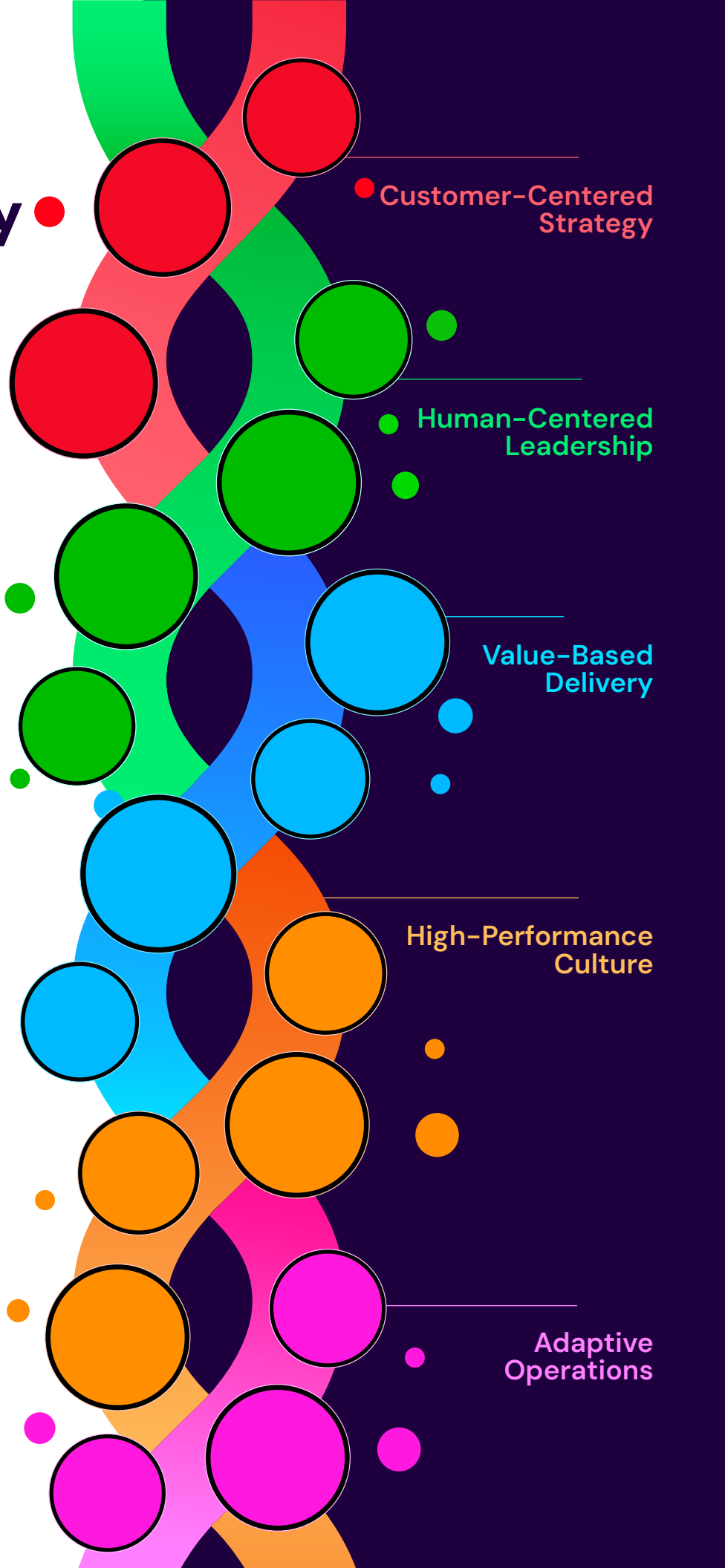
Core Domains

Core Domains are the top-level categories that help you decide where to focus your improvement efforts. Another way of looking at it is, what are the desired outcomes of having greater agility?

There are 5 Core Domains:

1. **Customer-Centered Strategy**: Effectively align strategy and execution to evolving customer needs.
2. **Human-Centered Leadership**: Create the conditions for people to thrive and perform at their best.
3. **Value-Based Delivery**: Enable the right work to flow from idea to outcome.
4. **High-Performance Culture**: Build consistent behaviors and clear standards around a shared purpose.
5. **Adaptive Operations**: Design governance controls for speed, flexibility, and ambiguity.

Each domain groups 3-4 related capabilities into a meaningful area of focus.



FOUNDATION

Capabilities & Behaviors

Essential Capabilities

Essential Capabilities enable an organization to get things done. For example, how can your organization capitalize on new opportunities? How can everyone work together as a team? How can you fund projects flexibly? How can you communicate openly and take bold steps?

Research from the Business Agility Institute shows that these 18 essential capabilities emerge as business agility matures. We have associated each capability with the domain they best support.

Capabilities come to life through certain catalytic behaviors. When people consistently act in specific ways, the organization develops these capabilities. There are more than 80 behaviors that help organizations build the 18 essential capabilities.

Catalytic Behaviors

Picture leaders who reward risk-taking, give teams room to innovate, adapt strategy based on customer feedback, and let purpose guide their actions.

Picture a workforce that is united as one team and committed to your mission.

Picture a workplace where people feel safe and are encouraged to question the norm and think differently.

These are all observable behaviors, not just tools, processes, or systems.

A Catalytic Behavior is a clear, observable, and repeatable action taken by a person or group within an organization. These behaviors are the practical expression of business agility, shaping how people work, decide, and collaborate.

Many of the 80+ behaviors belong to multiple capabilities. However, for simplicity, we have listed each behavior under the capability it contributes to most.

Each Catalytic Behavior is expressed by a type of role in the organization; either leaders, executives, or everyone.

- **Executives** are leaders with significant responsibility and authority. They are usually directly responsible for financial results and the strategic vision.
- **Leaders** are people with significant influence and varying degrees of authority across the organization. While this often includes people managers, not all leaders are managers. Leaders also include the Executives mentioned above.
- **Everyone** includes the entire workforce, including employees, contractors, managers, leaders, and executives. Collectively, Everyone's behaviors set the culture of the organization.

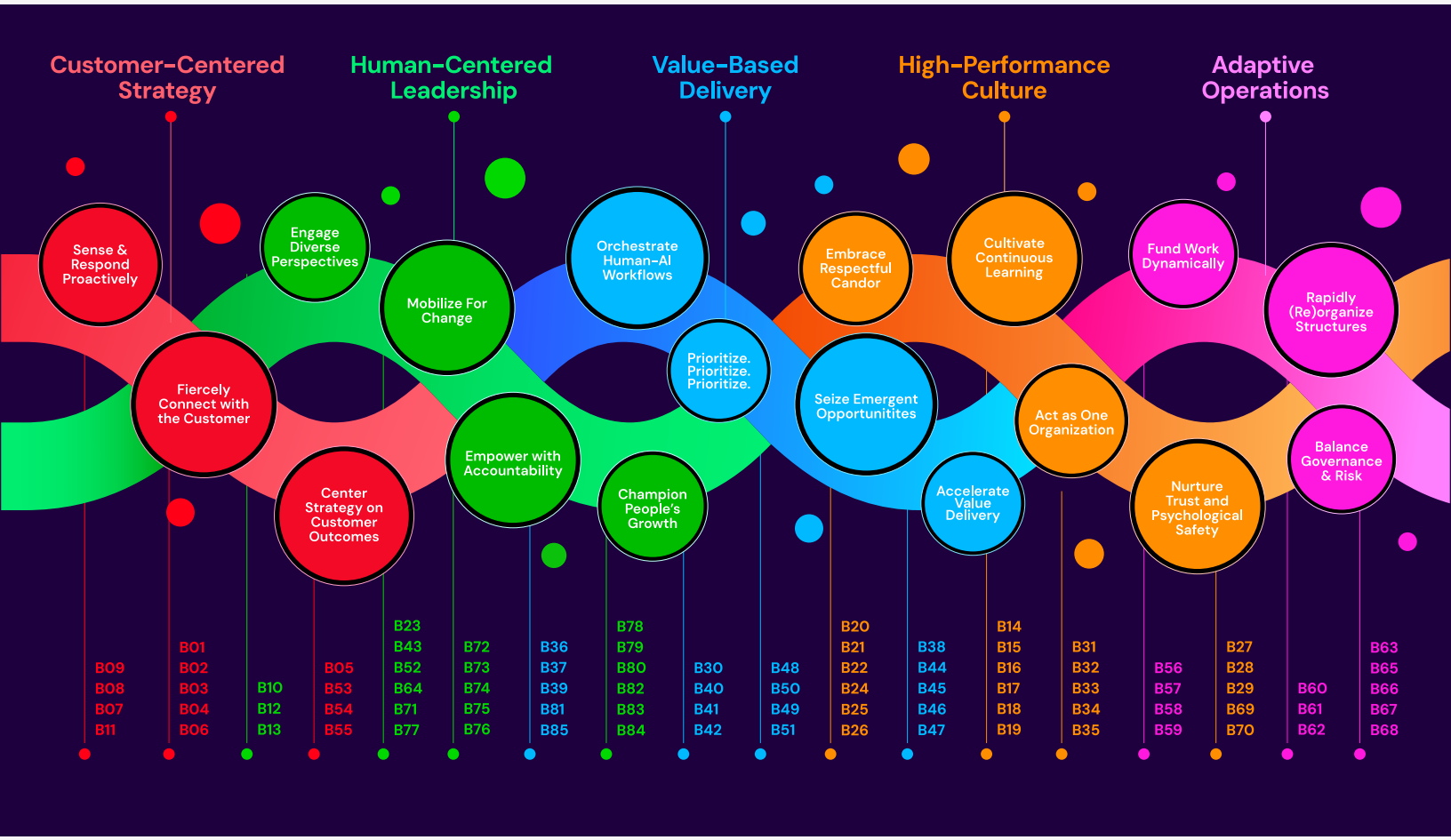
FOUNDATION

Capabilities & Behaviors

Capabilities only improve when you strengthen underlying behaviors across the organization. This model describes the 80+ behaviors found to have the biggest impact on Business Agility, and why we consider them "Catalytic."

Behaviors have another important characteristic: they are observable. If you can see it, you can measure it. And if you can measure it, you can coach it. This means that behaviors are a strong way to assess and improve the overall business agility of an organization. Especially because these behaviors are observable in executives, senior leaders, or any and all employees of the organization – regardless of their title or rank.

As you explore the Tomorrow-Ready DNA, begin to assess how effective your capabilities are by noticing how many observable behaviors are present in your organization.



Tomorrow-Ready DNA is the foundation of the Business Agility Profile. An in-depth evaluation of the state of your organization's 18 organizational capabilities and the 80+ behaviors.

Learn more about the Business Agility Profile: https://businessagilityprofile.com

CUSTOMER CENTERED STRATEGY

As customers' needs and expectations continue to change, organizations need to respond quickly to stay relevant. Keeping a laser focus on what resonates with your customers enables you to adapt to their changing needs in real time. Even anticipating their needs before they ask.

Customer-centricity is the foundation of modern business. When your strategies align with your customers, your customers become your greatest allies in an uncertain world.

CAPABILITIES AND BEHAVIORS:

+ FIERCELY CONNECT WITH THE CUSTOMER
  B01 | B02 | B03 | B04 | B06
+ SENSE & RESPOND PROACTIVELY
  B07 | B08 | B09 | B11
+ CENTER STRATEGY ON CUSTOMER OUTCOMES
  B05 | B53 | B54 | B55

Fiercely Connect with the Customer

"Put the customer at the heart of every decision, ensuring strategies, priorities, and actions consistently elevate their experience and create meaningful value."

Every role in your organization contributes to the value created for customers. This means that, no matter their role, everyone must place the customer at the heart of each decision. Every action taken to create meaningful customer value. And every strategy made with the customer experience in mind.

Connecting with the customer means going beyond surface-level understanding. It requires understanding their values, needs, and expectations by actively listening and learning from them. When you know what motivates and excites your customers, what their goals and challenges are, you can create a future that inspires them.

BEHAVIORS TO ESTABLISH CONNECTION WITH THE CUSTOMER

B01 EVERYONE PROACTIVELY SEARCHES FOR OPPORTUNITIES TO DELIGHT THE CUSTOMER

The customer is at the center of "what we do". Plans, priorities, decisions, and actions all consider the customer's experience. While each action taken is designed to improve customer satisfaction.

B02 EVERYONE DELIBERATELY CRAFTS AND ITERATIVELY REFINES THE CUSTOMER EXPERIENCE

Everyone understands the desired customer experience and takes an active role in creating (and improving) it.

B03 EVERYONE INVESTS IN AN IN-DEPTH UNDERSTANDING OF CUSTOMER MOTIVATION

Everyone takes the time to learn the underlying needs or desires that drive potential customers to identify and purchase the products or services on offer.

B04 LEADERS DESIGN GOVERNANCE PROCESSES TO IMPROVE CUSTOMER OUTCOMES

When creating rules and systems, leaders consider, and design for, how these changes will affect the customer. Organizational processes should support improved customer outcomes.

B06 LEADERS BEHAVE AS CREATIVE VISIONARIES AS WELL AS OPERATIONAL LEADERS

Leaders inspire and motivate the creativity of their teams by sharing their vision of what's possible tomorrow, rather than just emphasizing today's operations.

Sense & Respond Proactively

"Continuously scan for emerging trends and signals, enabling the organization to anticipate change early and respond with speed, confidence, and intent."

Organizations can no longer afford to take a "wait and see" approach when it comes to change. Technology, market, and customer trends move quickly, and whether these shifts are a challenge or opportunity depends on your perspective.

You must proactively seek emerging patterns and trends that could lead to significant disruption. This isn't just a task for the few people at the top of your organization. It requires everyone to keep a watchful eye and open mind, especially to recognize weak signals before they become obvious. Organizations that excel do more than observe. They respond early, make informed bets, and adapt ahead of the curve, turning uncertainty into advantage.

BEHAVIORS TO SENSE & RESPOND PROACTIVELY

B07 **LEADERS** PROACTIVELY IDENTIFY AND TRACK EMERGING PATTERNS AND TRENDS

They regularly scan the market for changes in technology, regulatory, and other areas that may affect business today or in the future. Instead of relying on a few experts, they use the power of many to spot and track emergent patterns and trends.

B08 **LEADERS** DEFINE STRATEGIC OUTCOMES IN WAYS THAT GIVE TEAMS THE SPACE TO PURSUE INNOVATIVE AND POTENTIALLY UNFORESEEN SOLUTIONS

They explain desired outcomes or strategic results with enough detail for teams to understand the operational constraints, while allowing the teams the flexibility to discover new solutions.

B09 **EVERYONE** ANTICIPATES CHANGE AND VIEWS IT AS A STRATEGIC ADVANTAGE

Change is not seen as something to control, limit, and, if possible, avoid. Change is seen as an inevitable characteristic of business, and that positive opportunity often lies in change. The whole organization works to develop the capability to use change as a way of serving customers in new and better ways.

B11 **LEADERS** ENCOURAGE AND FUND TEAMS TO TAKE WORTHWHILE RISKS

Teams are not always expected to "play it safe." They are given the time, support, and (most importantly) funding to explore ideas and opportunities with no guarantee of success but which may be of value to customers and the business.

CUSTOMER-CENTERED STRATEGY

Center Strategy on Customer Outcomes

"Continuously align and evolve strategy in response to changing conditions, ensuring the organization stays relevant without disruption or loss of momentum."

Strategy is no longer a static plan set months or years in advance. It is continuously shaped by the outcomes your organization seeks to create for its customers. Evolving as expectations change. Rather than defining success by internal milestones or completion of work, your strategies are centered on delivering meaningful customer value while also ensuring organizational sustainability.

This requires a more dynamic approach to strategy: one that is iterative, responsive, and grounded in real-world signals. When strategy is anchored in customer outcomes, your organization can refine goals, make better trade-offs, and adapt with clarity and purpose.

BEHAVIORS TO CENTER STRATEGIES ON CUSTOMER OUTCOMES

B05 **EXECUTIVES** CRAFT STRATEGIES FOR CUSTOMER (NOT JUST COMPANY) BENEFIT

Your strategies focus on creating positive outcomes for customers in alignment with your mission, vision, and values. Leaders understand that, as you create value for your customers, the organization is more likely to achieve your internal financial and growth objectives.

B53 **EVERYONE** PLANS WITH CUSTOMER OUTCOMES IN MIND, NOT JUST OUTPUTS

Plans are defined in terms of the outcomes to be achieved (clear, measurable changes in customer or business results) rather than a fixed list of tasks (outputs). Teams are aligned on what success looks like and are accountable for achieving it, while retaining the flexibility to determine how best to get there as conditions evolve.

B54 **LEADERS** HOLD REGULAR & FREQUENT STRATEGIC REVIEWS AND UPDATES

Leaders regularly check progress on your organization's strategic plans and update them based on new customer feedback and lessons learned.

B55 **LEADERS** CONDUCT STRATEGIC PLANNING ACROSS MULTIPLE TIME HORIZONS

Leaders consider multiple time periods, such as 6 months, 1 to 3 years, 3 to 5 years, and even 10-20 years when developing strategic plans.

HUMAN CENTERED LEADERSHIP

Your organization's strongest advantage comes from your people and the culture they build together. It is every leader's job to help others succeed and thrive in this environment. And this goes beyond direct employees. It requires building a people-first culture with partners, collaborators, and contractors.

Human-centered leadership starts by building trust and respect. It means sharing information openly, communicating clearly, and giving others power and responsibility. What matters most is not just a leader's knowledge, but how they create an environment where people can do their best work.

CAPABILITIES AND BEHAVIORS:

+ EMPOWER WITH ACCOUNTABILITY
  B72 | B73 | B74 | B75 | B76
+ ENGAGE DIVERSE PERSPECTIVES
  B10 | B12 | B13
+ CHAMPION PEOPLES GROWTH
  B78 | B79 | B80 | B82 | B83 | B84
+ MOBILIZE FOR CHANGE
  B23 | B43 | B52 | B64 | B71 | B77

HUMAN-CENTERED LEADERSHIP

Empower with Accountability

"Enable people with the autonomy to make decisions and take action, while holding clear accountability for outcomes that drive organizational success."

To drive timely decision-making and adaptability, you need to bring ownership to the lowest responsible level in your organization. Where leadership sees the big picture, others can often see critical details more clearly and are best positioned to act fast. They understand what is needed, and, when empowered, can make a powerful impact for both the customer and the organization.

Empowerment allows individuals to contribute meaningfully through the mindsets of growth and ownership. However, empowerment without accountability is laissez-faire. And accountability without empowerment is just command and control. Empowerment with accountability requires balancing the two in order to become truly tomorrow-ready.

BEHAVIORS TO EMPOWER WITH ACCOUNTABILITY

B72 **LEADERS** DELEGATE DECISION AUTHORITY TO THE LOWEST APPROPRIATE LEVEL

Rather than aggregate decision authority at the highest levels, leaders assign clear responsibility for specific types of decisions to the level best suited to make the decision based on access to data, time sensitivity, and relative risk to the business and its goals. There are clear expectations for transparency and communication so that leaders see the result of the decision, without having to personally be involved in making it.

B73 **EVERYONE** TAKES OWNERSHIP OF BUSINESS OUTCOMES WITH THE NECESSARY AUTHORITY, AUTONOMY, AND AGENCY TO DO WHAT IT TAKES TO ACHIEVE IT

Regardless of seniority, everyone understands the goals that the organization is working towards and feels ownership for helping to achieve them. Everyone in the organization has the authority to act in the best interest of the customer and is able to exercise the autonomy to take action.

Empower with Accountability

BEHAVIORS

B74 **LEADERS** HOLD TEAMS AND PEERS TO ACCOUNT FOR THE COMMITMENTS THEY MAKE

Teams and peers are given the opportunity to make their own commitments for their work, but are expected to account for their completion (or not) of their commitment. The approach is one of “celebration” for commitments that are met, and “learning” for commitments that are not (rather than punishment).

B75 **EVERYONE** MAKES DECISIONS USING COMMON-SENSE JUDGMENT, GUIDED BY ORGANIZATIONAL PRINCIPLES AND VALUES

Decision-making can be fast and consistent when everyone in the organization understands the process and criteria for decision-making. Connecting decision-making to organizational principles, values, and priorities allows decisions to be made quickly at the most appropriate level, without the delays of consulting bureaucratic policies and procedures.

B76 **EVERYONE** REGULARLY MEASURES BUSINESS OUTCOMES AND ASSOCIATED IMPACTS

Outcomes are what your customers do as a result of your product or service. Impact is the benefit your organization, your customers, and the world gets because of the outcome delivered. While the specific metrics will vary between organizations and different products and services, they should always be expressed in terms of customer value and measured early and often (not tied to an artificial calendar). These are not "soft" metrics. They are actionable, relevant and provide insight into customer behavior and achievement of organizational goals.

Engage Diverse Perspectives

"Actively seek out, combine, and apply diverse perspectives from across and beyond the organization to fuel innovation and better decision-making."

The next big idea could come from anyone in your organization. This means that organizations must aggressively invest to seek out and openly discuss diverse ideas from anyone. Especially those closest to the customer. There is always more than one way to think about something, and each person brings a perspective forged through their unique identity, culture, and experiences.

However, seeking out and discussing diverse ideas is not enough. Organizations also need to act on diverse ideas. Integrating them into their strategies, roadmaps, and plans.

BEHAVIORS TO ENGAGE DIVERSE PERSPECTIVES

B10 **EVERYONE** IS INVITED TO SPEAK-UP WITH IDEAS AND OPPORTUNITIES

In both formal and informal discussions, people in the organization work to include everyone else in the conversation. Ideas and opportunities are actively sought after and welcomed from anyone and everyone. People notice if a conversation is being dominated by one or a few voices, and respectfully find ways to invite others to contribute as well.

B12 **EVERYONE** PURSUES OPPORTUNITIES FOR CROSS POLLINATION WITH OTHER GROUPS

People communicate frequently across teams and levels, sharing challenges, insights, and progress. Solutions and lessons, both successful and unsuccessful, are openly shared, enabling others to learn, avoid duplication, and build on what already exists. By sharing challenges, teams often find that a particular problem has already been solved somewhere else.

B13 **LEADERS** DELIBERATELY STAFF DIVERSE TEAMS

Leaders build teams with demographic diversity (gender, race, sexual orientation, etc.); experiential diversity (affinities, abilities, skills, experience); and cognitive diversity (how people approach problems and think about things).

HUMAN-CENTERED LEADERSHIP

Champion People's Growth

"Invest in the growth and development of individuals, creating an environment where people can continuously learn, contribute, and perform at their best."

People are the lifeblood of your organization. It's their talents, skills, and ideas that drive success. That's why it's vital for organizations to attract, develop, retain, and manage their people well. Leaders need to spot latent potential, create supportive environments, and create opportunities. In the end though, it's up to each person to pursue their own growth.

Leaders must ensure everyone has the support they need to grow and succeed. This calls for a big-picture view. What complementary skills, behaviors, and experiences would help the team right now? Could someone gain more by moving to a different role instead of staying where they are? What will the team need in the future?

BEHAVIORS TO CHAMPION PEOPLE'S GROWTH

B78 **LEADERS** ARE ACCESSIBLE, SUPPORTIVE, AND GIVE REGULAR ACTIONABLE FEEDBACK

Leaders are proactive in providing timely feedback for both positive and negative feedback. They act from a place of improvement, providing constructive feedback that helps the receiver.

B80 **LEADERS** REINFORCE POSITIVE BEHAVIOR

Leaders recognize, encourage, and immediately celebrate "what's going right" to create a positive feedback loop.

B79 **EVERYONE** MAKES TIME TO LEARN AND DEVELOP

In recognition that there will always be tension between "what's needed today" versus "what will be needed in the future", professional development is emphasized in the organization. Managers take the time to discuss professional development interests and needs with their employees, and include this in the budget and schedule. Employees take responsibility for taking action in support of their professional development.

Champion People's Growth

BEHAVIORS

B82 **LEADERS** DELIBERATELY CRAFT THE EMPLOYEE (AND CANDIDATE) EXPERIENCE

Leaders intentionally design and improve each step of an employee experience; from recruitment, onboarding, development, retention, and finally exit. This experience is designed to serve both the needs of the employee as well as the organization.

B83 **EXECUTIVES** DESIGN INCENTIVE SYSTEMS THAT TAP INTO INTRINSIC MOTIVATION

Rather than traditional motivators (such as bonuses), the organization has designed sophisticated incentive and reward systems that connect an individual's intrinsic motivation with business goals.

B84 **LEADERS** INSTILL A STRONG CULTURE OF DE&I

Leaders consistently demonstrate their commitment to diversity, equity, and inclusion through the daily questions they ask, the decisions they make, and the actions they take.

HUMAN-CENTERED LEADERSHIP

Mobilize For Change

"Rapidly align people, priorities, and resources around what matters most, enabling the organization to move decisively and sustain momentum as conditions evolve."

Change does not happen because the leader points in a new direction. It's a good first step, but nothing happens until people are motivated to change and the work environment around them makes the change natural and easy. Mobilizing for change means aligning all three—clear direction, emotional engagement, and an environment designed to sustain the change.

This requires more than communication or planning. Sustainable change only happens when people behave differently. Organizations must create shared understanding, connect change to purpose, and remove the friction that slows progress. Only then do people actively participate in the change.

BEHAVIORS TO MOBILIZE FOR CHANGE

B23 **LEADERS** COMMUNICATE AND DISCUSS THE WHY, WHAT, AND IMPACT OF CHANGE

If you think you've communicated enough, you haven't. Leaders take an active role in leading change by sharing context for impending changes as early as possible. Enabling people to understand the impact, rather than second-guessing it.

B43 **LEADERS** BALANCE THE ORGANIZATION'S CAPACITY FOR CHANGE

Leaders keep track of and evaluate the types and degree of change already in process in their organization, as well as historic change-fatigue, when considering launching a new change initiative.

B52 **EXECUTIVES** COMMUNICATE VIVID AND INSPIRING VISIONS OF THE FUTURE

Your executives articulate a clear vision of the future and why change matters. Connecting change to purpose, outcomes, and impact. This vision is communicated consistently and in a way that people can understand, relate to, and act upon.

Mobilize For Change

B64 **LEADERS** DESIGN PROCESSES AND CONTROLS TO MAKE CHANGE EASIER THAN THE STATUS QUO

Policies and processes are designed to actively support new behaviors, while outdated practices are removed. Rather than relying on enforcement, you create an environment that guides people toward change.

B71 **LEADERS** MOTIVATE PEOPLE TO WELCOME AND PARTICIPATE IN CHANGE

Change is not imposed; it is embraced. Individuals across the organization understand their role in the change and are motivated to contribute. Engagement is built by addressing concerns, reinforcing purpose, and creating a sense of ownership.

B77 **LEADERS** USE STORIES TO COMMUNICATE, INSPIRE, AND INFLUENCE

Facts and data are only a small fraction of communication. Leaders craft and share vivid stories of customers, employees, and partners to connect with listeners.

VALUE-BASED DELIVERY

To create value for customers, your organization needs to deliver the right work, in the right way, and at the right time. As customer needs change, you must be ready to make deliberate, and sometimes difficult, trade-offs about where to invest time, effort, and resources.

But focusing your efforts is not enough if the systems that deliver value are ineffective. Value can only be delivered at speed when the systems that support it are designed for flow. Organizations must actively identify and remove constraints and reduce bottlenecks to enable work to move smoothly from idea to outcome.

CAPABILITIES AND BEHAVIORS:

+ PRIORITIZE. PRIORITIZE. PRIORITIZE.
  B30 | B40 | B41 | B42
+ ACCELERATE VALUE DELIVERY
  B38 | B44 | B45 | B46 | B47
+ SEIZE EMERGENT OPPORTUNITIES
  B48 | B49 | B50 | B51
+ ORCHESTRATE HUMAN-AI WORKFLOWS
  B36 | B37 | B39 | B81 | B85

VALUE-BASED DELIVERY

PRIORITIZE. PRIORITIZE. PRIORITIZE.

"Relentlessly focus on the most important work, making deliberate trade-offs to ensure effort and energy are directed toward the highest-value outcomes."

Just how many 'top priorities' can an organization really handle? Too much is crippling. The most important work gets buried under everything else, compounded as new tasks and ideas emerge. This is how progress stagnates and dies.

Leaders must ruthlessly prioritize the organization's work, again and again. What matters most? How does it support your current vision, strategies, and goals for your customers? Is everyone on the same page? Prioritizing helps teams finish what matters most, faster. Which, in turn, creates capacity for tomorrow's top priority.

BEHAVIORS TO PRIORITIZE. PRIORITIZE. PRIORITIZE.

B30 LEADERS INVEST TIME TO ALIGN EVERYONE IN THE ORGANIZATION AROUND THE STRATEGIC PRIORITIES, STARTING WITH THE "WHY"

Leaders take the time to make sure that everyone (at all levels) is aligned on the strategic priorities and understands the reason behind why it's important. As the strategic priorities cascade through the organization, team, departmental, and functional priorities are visibly connected, so everyone understands not only what matters, but how their work contributes.

B40 LEADERS RUTHLESSLY PRIORITIZE WHAT THE ORGANIZATION WORKS ON

Instead of agreeing to every request, leaders constantly assess what is most important and say no to less critical options. This helps the organization concentrate on fewer initiatives and finish the most valuable work faster.

B41 LEADERS CONTINUOUSLY (RE) PRIORITIZE BUSINESS OUTCOMES & OPPORTUNITIES

Leaders collaborate to prioritize which outcomes are most important right now, knowing that not everything can be the top priority. As new information or opportunities become available, priorities are quickly updated and communicated.

B42 EVERYONE ENSURES WORK IS ALIGNED TO CURRENT STRATEGIC PRIORITIES & GOALS

The day-to-day work of the organization is constantly aligned. With regular strategic reviews, all work made visible, and open lines of communication across the organization - minor course corrections ensure that day-to-day work supports the strategic intent of the organization.

ACCELERATE VALUE DELIVERY

"Accelerate the flow of ideas into real customer value, ensuring meaningful outcomes are delivered quickly, consistently, and at the right time."

How fast can a great idea move through your organization to reach your customers? How quickly can you add an idea to your strategy, secure funding, build a team, and launch?

Success depends on when your product gets to the customer, not just when you are "done". However, getting the right value into the hands of your customer is often more important than getting any value to them as quickly as possible. Agile organizations dance between delivering immediate needs and longer-term needs. The goal is to deliver the right value at the right time (and no later) for your customer.

BEHAVIORS TO ACCELERATE VALUE DELIVERY

B38 EVERYONE LIMITS WORK IN PROGRESS

Work in progress (or WIP) is work that is partially complete, but not yet ready for release or delivery to the customer. Limiting the amount of work in progress allows the organization to focus on delivering the highest priority work as quickly as possible.

B44 EVERYONE BREAKS DOWN AND DELIVERS WORK FROM THE CUSTOMER PERSPECTIVE

Plans are created by breaking down large pieces of work into smaller pieces of work. Each smaller piece of work is outcome-based and represents a piece of value that could be delivered to the customer.

B45 LEADERS CREATE STABLE CROSS-FUNCTIONAL TEAMS

Leaders staff teams with the variety of skills, knowledge, and experience needed. As much as possible, leaders keep team members together long enough so that the team moves from being a working group to being a team.

B46 LEADERS SET CLEAR DIRECTION AND MEASURES OF SUCCESS

Leaders set clear expectations without succumbing to micro-management. By setting the right context for the people of the organization, they create a vision-aligned and purpose-driven organization.

B47 LEADERS ENABLE NEW EMPLOYEES TO BE EFFECTIVE QUICKLY BY FOCUSING ONBOARDING ON RELATIONSHIPS, CULTURE, AND VALUES

They invest time in new employees by sharing the "big picture" of the organization's mission, culture and values so that they understand the context and motivation underlying their position and work.

SEIZE EMERGENT OPPORTUNITIES

"Recognize, evaluate, and act on new opportunities quickly, enabling the organization to pivot and capitalize on what matters most."

Unless acted upon, an opportunity is just potential. Lost, if you are not paying attention. This potential can emerge from anywhere, big or small. An opportunity to expand how you serve your customers when you realize that they have an unmet need. Or an opportunity to address a global need exposed by major geopolitical events, market shifts, or technological advances.

To fully seize an emergent opportunity, organizations must be able to recognize it for what it is and evaluate it in the context of their current strategy and portfolio of work. Then, organizations must be able to act decisively to reallocate people, funds, and resources from current commitments before the window of opportunity closes.

BEHAVIORS TO SEIZE EMERGENT OPPORTUNITIES

B48 **LEADERS** PIVOT WORK WHEN A MORE VALUABLE OPPORTUNITY ARISES

When a new opportunity is sufficiently more valuable than the current work focus, leaders will shift the team to work on the new opportunity.

B49 **LEADERS** DELAY COMMITMENTS AND KEEP IMPORTANT AND IRREVERSIBLE DECISIONS OPEN AS LONG AS FEASIBLE

Leaders recognize that quick, irreversible decisions are not always the best option. In some cases (particularly when it's a large-scale decision that will have a profound impact on the business). It is important to keep as many options open for as long as possible.

B50 **LEADERS** DESIGN WORK SYSTEMS AND PROCESSES SO UNPLANNED OPPORTUNITIES CAN BE STARTED QUICKLY

Processes (e.g. contract, procurement, funding models) are designed for unplanned and emergent work.

B51 **LEADERS** BUILD CAPACITY FOR EMERGENT OPPORTUNITIES INTO THE SYSTEM

Leaders help their organization quickly act on new opportunities by supporting people to shift their commitments, rather than by attempting to "just add one more thing" to the plan.

VALUE-BASED DELIVERY

ORCHESTRATE HUMAN-AI WORKFLOWS

"Seamlessly integrate human judgment and artificial intelligence (AI) capabilities into workflows, enabling faster decisions, smarter outcomes, and amplified performance across the organization."

It is not just people and processes that determine how work moves through an organization, but the interaction between humans and intelligent systems. Whether through AI, robotics, or other technologies, an augmented workforce combines judgment, creativity, and context with speed, scale, and automation. Crucially, the people closest to the work must play an active role in shaping and evolving these workflows, ensuring they remain practical, effective, and continuously improving.

True agility is not achieved by optimizing isolated tasks or maximizing efficiency in individual components. It comes from orchestrating the end-to-end flow of value.

BEHAVIORS TO ORCHESTRATE HUMAN-AI WORKFLOWS

B36 **EVERYONE** DEFINES & OPTIMIZES THE FLOW OF WORK FROM VISION TO VALUE

The organization's vision and mission are clear and guide both people and AI. The path from this vision to delivery should be streamlined, with human oversight of all intelligent systems. In the end, success is measured by delivering value to a customer.

B37 **LEADERS** DESIGN PROCESSES THAT FOCUS ON HOW PEOPLE AND AI WORK TOGETHER

They make sure that anyone working with intelligent systems shapes how these systems are built. In all but the simplest of automation, AI-augmented workflows are designed to leverage human judgement and creativity.

B39 **LEADERS** REMOVE IMPEDIMENTS

"If AI lets you create value 3x faster, can your leaders make decisions 3x faster ~ Evan Leybourn".

As workflows accelerate, particularly with the use of AI and other intelligent systems, constraints and bottlenecks across the broader organization become more visible and more costly. Leaders proactively simplify handoffs between teams and remove delays in decision-making, governance, and coordination. And when new impediments or issues are raised, leaders act decisively to resolve them.

Orchestrate Human-AI Workflows

B81 EVERYONE DEVELOPS PRODUCT LITERACY AND QUALITY SKILLS TO WORK EFFECTIVELY IN AN AI-AUGMENTED WORKFORCE

An AI-augmented workforce is more effective and less risky than pure AI-automation. However, new skills are needed as people shift from creating work directly towards composing work through AI. Beyond basic AI usage, two skillsets stand out: product literacy and quality control.

It is no longer enough to simply articulate what needs to be created, people must be able to articulate the context of the product, why it matters, and what good looks like. Similarly quality control shifts from implicit judgement during creation to an explicit review activity of AI-generated work. Both of these are fundamentally different skillsets than traditionally needed.

B85 EVERYONE EXERCISES JUDGEMENT TO CRITICALLY EVALUATE AI-GENERATED OUTPUTS AND ITERATE TOWARDS THE INTENDED OUTCOME

Human–AI work is inherently iterative. Individuals do not accept AI outputs at face value, but validate their accuracy, relevance, and alignment towards the intended outcome. In doing so, individuals continuously refine inputs and context, challenging the system to improve results until the desired result is achieved. Where appropriate, they intervene directly—recognizing when human effort is the most appropriate use of time.

HIGH PERFORMANCE CULTURE

A High-Performance Culture thrives when engaged people identify with your organization's purpose and work. It is reflected in how work gets done every day through shared expectations, strong habits, and a commitment to learning.

This does not happen by chance. It flourishes under deliberate leadership that sets clear standards, supports growth, and reinforces the behaviors that drive excellence. When done well, high performance becomes ingrained as the norm, not the exception.

CAPABILITIES AND BEHAVIORS:

+ NURTURE TRUST AND PSYCHOLOGICAL SAFETY
  B27 | B28 | B29 | B69 | B70
+ CULTIVATE CONTINUOUS LEARNING
  B14 | B15 | B16 | B17 | B18 | B19
+ EMBRACE RESPECTFUL CANDOR
  B20 | B21 | B22 | B24 | B25 | B26
+ ACT AS ONE ORGANIZATION
  B31 | B32 | B33 | B34 | B35

NURTURE TRUST AND PSYCHOLOGICAL SAFETY

"Create an environment where people feel safe to speak up, challenge ideas, experiment, and learn without fear of blame or negative consequences."

Trust is, and always has been, the foundation of high performance. Without it, information is withheld, challenges go unspoken, and opportunities are missed. Organizations must create environments where people feel confident not only in each other's intentions, but in the systems and leadership that surround them. This trust enables openness, honest dialogue, and the ability to work through uncertainty together.

Psychological safety is a critical expression of that trust. First defined by Amy Edmondson as "a shared belief that the team is safe for interpersonal risk-taking," it allows individuals to speak up, ask questions, and admit mistakes without fear of negative consequences.

BEHAVIORS TO NURTURE TRUST AND PSYCHOLOGICAL SAFETY

B27 **EVERYONE** NURTURES AN OPEN AND WELCOMING ENVIRONMENT ALLOWING OTHERS TO AUTHENTICALLY SPEAK THEIR MIND

Everyone actively creates a safe space where colleagues feel welcome to share their honest views, ideas, and concerns. The culture rewards candor and curiosity rather than conformity, giving everyone the confidence to contribute authentically.

B28 **EVERYONE** ACTIVELY CULTIVATES A GROWTH MINDSET

People with a growth mindset believe that everyone can learn new skills and capabilities, that failure is a chance to grow, and that learning is more valuable than always being right.

B29 **LEADERS** CREATE A SENSE OF BELONGING AND TRUST THROUGH INCLUSIVE EXPERIENCES

When planning group interactions, leaders at all levels of the organization consider how to ensure that all participants feel included and their voice is heard.

B69 **LEADERS** CREATE PERSONAL CONNECTIONS WITH EMPATHY AND TRUST

Leaders foster trusted relationships and act with social awareness to establish effective two-way communication with others in the organization.

B70 **EXECUTIVES** INVEST IN DEVELOPING EFFECTIVE, HUMAN-CENTRIC, PEOPLE MANAGERS

People managers, at all levels of the organization, continuously improve how they collaborate with and lead their direct reports and teams.

HIGH-PERFORMANCE CULTURE

CULTIVATE CONTINUOUS LEARNING

"Embed continuous learning into how work gets done, using feedback, experimentation, and reflection to adapt and improve over time."

Whether from within or outside, a learning organization is always seeking new insights and knowledge and using this to continuously improve itself. The organization creates the conditions for everyone to learn from experience, whether their own, peers, customers, or the world. In an individual, this capability is called a growth mindset: the recognition that your talents and abilities can be continuously improved.

This relentless pursuit of continuous improvement requires individuals and organizations to be open to learning opportunities, both planned and unexpected. Planned learning can be as simple as taking the time to inspect what is happening now, or it can come from investing in formal experiments and prototypes to see what's possible. Unexpected learning emerges out of accidents, failure, and mistakes. In turn, this requires a willingness to accept and talk about failure.

BEHAVIORS TO CULTIVATE CONTINUOUS LEARNING

B14 EVERYONE SHARES LEARNINGS AND THEY ARE APPROPRIATELY APPLIED

No matter the outcome, people talk openly about what worked and what didn't. Other teams then use these insights to improve their own work.

B15 EVERYONE PRIORITIZES HIGH RISK WORK TO DETERMINE VIABILITY AND NEXT STEPS

When deciding what to do next, everyone considers both risk and potential customer value. The team focuses on the most uncertain and valuable tasks, quickly learning if the risks can be managed and the value is real.

B16 EVERYONE DELIBERATELY DESIGNS AND RUNS EXPERIMENTS

Deliberately explore and test ideas with a "beginner's mind" where you don't have predetermined expectations of what you are trying to prove.

CULTIVATE CONTINUOUS LEARNING

B17 **EVERYONE** SEEKS AND ITERATES ON FEEDBACK REGARDLESS OF THE SOURCE

"Feedback is a gift" is more than a saying; it's built into how you work. Everyone actively seeks feedback to adjust their actions and improve products and services.

B18 **LEADERS** MAKE DECISIONS BALANCING AVAILABLE INFORMATION, RISK, AND URGENCY

Decisions are made with the best information and data available at the time, instead of relying on blind assumptions, random guesses, or outdated data.

B19 **LEADERS** RECRUIT EMPLOYEES BASED ON MISSION-ALIGNMENT AND GROWTH MINDSET

Leaders look beyond the organization's short term needs when considering hiring someone. They consider how the candidate's values fit with the mission, how they can help the organizational culture grow, and whether the candidate has a growth (rather than fixed) mindset.

EMBRACE RESPECTFUL CANDOR

"Share information openly and encourage honest dialogue, enabling better decisions and empowering people to challenge the status quo constructively."

In an empowered organization, candor is essential, not "a nice to have." The free and respectful sharing of information gives people and teams the context they need to make good decisions quickly, without hesitation or concern about expressing themselves. Information and feedback, both good and bad, are communicated openly and honestly.

While some information must remain confidential for legal or strategic reasons, organizations should default to the open sharing of information.

BEHAVIORS TO EMBRACE RESPECTFUL CANDOR

B20 **EVERYONE** CHALLENGES THE STATUS QUO AND IS OPEN TO BEING CHALLENGED

Everyone in the organization questions established ways of working and is open to having their own assumptions challenged. This creates an environment of continuous inquiry and improvement, where constructive challenge is welcomed rather than feared.

B21 **EVERYONE** DEFAULTS TO THE OPEN SHARING OF INFORMATION

By default, information, policies, data, plans, and outcomes are openly shared at all levels of the organization, across the organization, rather than on a "need to know" basis.

B22 **LEADERS** MODEL DESIRED BEHAVIORAL CHANGES BEFORE ASKING OTHERS TO DO IT

Leaders do not just advocate for behavioral change—they embody it. They speak candidly with respect, invite challenge, and respond constructively when others do the same. They align their actions, decisions, and priorities with the behaviors they expect from others, demonstrating these consistently in how they work.

EMBRACE RESPECTFUL CANDOR

B24 **EVERYONE** MAKES WORK VISIBLE

The organization consistently uses shared systems and processes to organize and prioritize all of the work of the organization. Everyone uses these systems and processes so that the "cost" of current work and the capacity for future work is understood. The visibility of work is used to promote conversations and decision-making about work capacity.

B25 **LEADERS** ENSURE THAT GOVERNANCE CONTROLS ARE CLEARLY ARTICULATED

Leaders ensure that governance is clear and accessible to everyone who is affected by it. And any changes are widely communicated to everyone who might be affected. No one needs to rely on verbal mythology of "how things are done around here."

B26 **LEADERS** SHARE THE RULES BEHIND SALARY AND COMPENSATION WITH EVERYONE

The logic and rules for compensation are consistent and accessible to all employees.

ACT AS ONE ORGANIZATION

"Operate as a unified organization, aligning teams, functions, and partners around shared goals to deliver seamless outcomes for customers."

Tomorrow-ready organizations are built on collaboration. When everyone is aligned and working together, the organization can achieve goals that span teams, functions, and divisions. So, instead of just focusing on one area, leaders must consider the whole system.

While individuals and teams have autonomy, the construct of the organization, from its structure and work processes to how it connects with the market and external partners, is designed to create alignment.

BEHAVIORS TO ACT AS ONE ORGANIZATION

B31 EVERYONE DOES WHAT IT TAKES TO ACHIEVE CUSTOMER OUTCOMES WITHOUT BEING BOUND BY JOB DESCRIPTIONS

When an opportunity is identified to support the customer, everyone can act on that opportunity. "Not in my job description" is not an excuse for ignoring such an opportunity.

B32 LEADERS ACT IN THE INTEREST OF THE ORGANIZATION RATHER THAN THEIR OWN AREA

Leaders put the organization's needs first. They work together as one team, designing systems and structures that support a shared goal of delivering customer value.

B33 EVERYONE SEAMLESSLY INTEGRATES EXTERNAL PARTNERS INTO THEIR WORKFLOWS

Where appropriate, external partners are treated as members of the team. The approach is one of shared responsibility and working together to achieve common goals.

B34 EVERYONE INVESTS IN BUILDING TRUSTED RELATIONSHIPS WITH EXTERNAL PARTNERS

Time is spent laying the foundation of productive long term relationships by aligning on mission, strategy and values, rather than approaching the relationship as purely transactional. Shared goals are put in place to sustain the relationship over the long term.

B35 EVERYONE IN SUPPORTING FUNCTIONS ACT AS A PARTNER TO BUSINESS TEAMS

People in functions that set policies and manage compliance activities (e.g. Finance, HR, or Legal) are not bureaucratic enforcers of "the rules.". By partnering and collaborating with business areas, they support areas to ensure ongoing compliance.

ADAPTIVE OPERATIONS

Your organization is a complex, adaptive system operating in an environment that is dynamic and constantly changing. Yet many organizations still rely on structures, governance, and processes designed for stability and predictability. This disconnect creates friction, slows decision-making, and undermines your performance.

Adaptive operations are intentionally designed for change. Whether streamlining approval and decision processes or shifting funds and people to where they need to be, when they need to be there, every governance policy and procedure is designed to enable a fast, coordinated response to evolving customer needs.

CAPABILITIES AND BEHAVIORS:

+ BALANCE GOVERNANCE & RISK
  B63 | B65 | B66 | B67 | B68
+ FUND WORK DYNAMICALLY
  B56 | B57 | B58 | B59
+ RAPIDLY (RE)ORGANIZE STRUCTURES
  B60 | B61 | B62

BALANCE GOVERNANCE AND RISK

"Apply governance and controls proportionate to risk, enabling speed and flexibility while maintaining integrity, compliance, and sound decision-making."

The right balance requires enabling people with the highest degree of autonomy while maintaining appropriate safeguards to protect the organization from undue risk. Often challenging long-held assumptions about control, compliance, and what is truly necessary.

Are you spending $5 to save $1? Are your systems designed for the few who break them? Are you introducing unnecessary delays and bottlenecks? Are people bypassing the system just to get their work done?

BEHAVIORS TO BALANCE GOVERNANCE AND RISK

B63 LEADERS REMOVE SUPERFLUOUS CONTROLS AND APPROVALS

Leaders ensure that business controls and approvals have a clear value. Any obsolete, duplicate, or unnecessarily complicated governance is regularly archived or streamlined.

B65 LEADERS RECOGNIZE ORGANIZATIONAL TENSIONS AND MAKE APPROPRIATE TRADEOFFS

Not all challenges have a simple solution. Sometimes, moving forward in one area means giving up something in another. Leaders identify these conflicting interests and purposefully tradeoff the impact of one over the other.

B66 LEADERS CREATE PROCESSES THAT ARE FIT FOR PURPOSE AND ALIGNED TO COMPLEXITY, RISK, AND IMPACT

Organizations run smoothly when controls match the level of risk. When creating a new process, leaders ensure that it produces the desired outcomes as efficiently as possible. The "cost" or overhead of the process is designed to avoid adding complexity or delay.

B67 LEADERS CREATE AND MANAGE CONTRACTS TO LEVERAGE CHANGE, NOT CONTROL IT

Contracts are treated as a way to align expectations between parties. Since changes are likely during a contract's life, leaders make sure the contract explains how changes will be shared, decided, and managed, instead of trying to set everything in stone at the start.

B68 LEADERS COMPENSATE, REWARD, AND RECOGNIZE INDIVIDUALS AND TEAMS FAIRLY

Leaders design and improve the compensation, reward, and recognition programs based on outcomes produced and are consistent and equitable for all individuals and teams.

FUND WORK DYNAMICALLY

"Allocate and adjust funding in real time based on value, priorities, and emerging opportunities rather than fixed plans or rigid budgets."

Money is the lifeblood of your organization. Funding, or the ability to move money where it's needed, is what keeps your organization alive and thriving. To seize breakthrough opportunities, you need to be able to quickly shift funds to areas with the greatest potential impact.

This means changing how your organization allocates money, moving from fixed budgets for projects or departments to funding business outcomes without being bound by an annual cycle. The potential benefits in innovation, growth, and customer value are truly massive.

BEHAVIORS TO FUND WORK DYNAMICALLY

B56 **EXECUTIVES** STRATEGICALLY (RE) ALLOCATE FUNDS BASED ON DATA AND OUTCOME MEASURES

Funds can be moved to where it is needed most, regardless of prior decisions. Executives can change their minds as more information becomes available.

B57 **LEADERS** HAVE AUTONOMY OVER THEIR ALLOCATED FUNDS

Funds are assigned (whether to team(s), product(s), or a value stream) without granular constraint on exactly how those funds must be spent. Leaders are expected to keep their commitments, or the funds may be reallocated.

B58 **EXECUTIVES** DECOUPLE INTERNAL FUNDING CYCLES FROM EXTERNAL REPORTING CYCLES

Annual external reporting requirements don't dictate the planning or budgeting cycles inside the company.

B59 **EXECUTIVES** TAILOR FUNDING APPROACHES AND FREQUENCY TO THE TYPE AND CONTEXT OF THE WORK

Funding approaches adapt depending on the context. Project-based funding, value-stream funding, funding stable teams, etc, may be applied as appropriate.

RAPIDLY (RE)ORGANIZE STRUCTURES

"Continuously evolve team structures, roles, and systems to align with changing priorities and enable the organization to respond effectively."

In a changing environment, static structures quickly become constraints. Responsive team structures move the right people to where they need to be, when they need to be there, without delay or impediment from complicated change processes.

Rapidly reorganizing structures requires more than flexibility. It demands intentional design. Roles, reporting lines, and team boundaries must be adaptable, with minimal friction to change.

BEHAVIORS TO RAPIDLY (RE)ORGANIZE YOUR STRUCTURE

B60 **LEADERS** RAPIDLY IDENTIFY AND SECURE THE PEOPLE AND RESOURCES FOR NEW OPPORTUNITIES

When new initiatives are identified leaders can quickly bring the work to an existing team (or form a new team) while ensuring they have all the resources needed to effectively deliver the initiative. This is done mindfully without overburdening the capacity of the organization or any teams.

If needed, other work is paused to focus on the most valuable initiative. Leaders also decide quickly whether to build or buy solutions, and whether to hire or contract talent.

B61 **LEADERS** PROACTIVELY ADJUST ORGANIZATIONAL STRUCTURE AND OPERATING MODEL TO ALIGN WITH STRATEGY

Changes to operating model or organization structure are made as soon as they are needed. Small changes are relatively simple to do so leaders do not need to wait to make all the changes at once.

B62 **LEADERS** INTENTIONALLY DEVELOP STAFF FOR LATERAL AND DIAGONAL POSITIONS AND PROMOTIONS

Leaders take a long term, broad view of how their staff might serve the organization in the future. With this perspective, leaders develop and support their people not only to advance in their current area, but also to take lateral shifts and promotions in other parts of the organization.

CONCLUSION

No Matter What Tomorrow Brings

At the end of the day, the goal is to achieve your purpose — *no matter what tomorrow brings*.

That is the purpose of **Tomorrow-Ready DNA**. It's a guide to understanding the capabilities of your organization when it's at its best. And it's a practical model for leaders to reflect on the behaviors needed to get there.



Our hope is that we have expanded what's possible in your mind. That you see the journey towards an organization better able to sense change, align people, make decisions, and deliver value in a rapidly evolving world.

To get there, don't try and change everything at once. Start with the capability that matters most to you right now and develop the behaviors that enable it. Sometimes this requires learning and mindset shifts. Other times this requires changes to governance, incentives, or structure. Progress happens step by step, through deliberate choices and repeated action.

And just as your organization continues to evolve, so will this model. We will keep learning, refining, and improving Tomorrow-Ready DNA through research, practice, and the insights of those applying it in the real world. As you use this model in your own organization, we hope it helps you build the capabilities needed for whatever comes next.

Good Luck and Have Fun!
~ X2A Leadership Team