

# A GUIDE TO BUILDING AN AGILE CULTURE

A guide to the importance of building an agile culture and harnessing the power of people in your organisation to find ways to be more adaptive, innovative and resilient in a fast-paced digital economy.

# Highlights

- **67%** of SME managers perceive an agile culture as an important quality for their organisations.
- **Shorter lines of communication** are crucial to nurturing an agile mindset.
- **Small and more flexible teams** are key components of agile mindset in both collaborative and controlling cultures.
- **61%** of SME managers consider it important for their organisations to change their culture to a more agile one.
- Throughout the timeline of a Merger and Acquisition, **42%** of managers expect a loss of between **10%** and **25%** of staff.
- In a recent international study<sup>1</sup> of more than 500 business leaders, **53%** said that cultural fit sets great employees apart, more than employees' skills at **39%**.

## Executive summary

An organisation is only as good as its people. But people are motivated by the organisation's culture as it is what drives the behaviours that make the organisation successful. An agile culture has an agile mindset. Things can move quickly and there appears less hierarchy as decisions and responsibility are handed to small groups and teams to make things happen. Communication channels are efficient and open.



This report, produced by Excel Unlimited and weareCrank, and based on a survey of companies across multiple sectors highlights the importance of an agile workplace culture, the importance of agile teams and the ways modern management can bring about this digital transformation to maximise their chances of success.

In the digital age, more companies are undertaking extensive research into agile culture and what it could mean for their organisation. An agile culture is increasingly recognised as a critical component for the survival and growth of a business. In a fast-paced environment where changing trends and consumer sentiment are the norm, significant disruption is not only to be expected but embraced.

Rapid changes in competition, demand, consumer and employee expectations, technology and regulations make it imperative for organisations to be able to adapt quickly.

However, according to a [recent McKinsey Global Survey](#), organisational agility is not well understood. Our further research into the subject revealed four critical areas, which are key indicators of what we can term as potential misalignment within an organisation.

In our research, we looked at how SMEs manage change and transformation when they go through a transition, such as a growth phase or through the process of Merger and Acquisition. Our findings centred around four key elements of organisational culture to more efficiently pursue agile transformations.

Those four elements are:

1. **Recognition:** Recognising good or hard/smart work
2. **Communication:** Organisational purpose, clarity of expectations and alignment of people
3. **Trust:** Trust in other people/ Organisation
4. **Learning:** Investment in training

## KEY FINDINGS FROM OUR RESEARCH



### Recognition

One in five claim that there are never any personal development reviews inside their organisation

... and strongly disagree that there is a system of recognition.



### Trust

Trust is more likely to be associated with fellow colleagues rather than senior management.



### Learning

In controlling cultures there's less investment in skills.



### Communication

One in five companies claim that the organisation's values are not visible.

... and a similar number claim that the relationship between their role and the purpose of the organisation is not clear.

“ 61% of respondents consider it important for their organisations to change its culture to a more agile one.

Despite companies ranking agility as a high strategic priority in their performance units, respondents sentiment painted a picture of organisations falling behind in transforming activities in several parts of their structure—from innovation and customer experience to operations and strategy. For organisations and their performance units that aren't yet agile, the path to achieving agility depends on giving employees the tools, support and freedom to work in agile ways. The results of our survey indicate some clear guidance on how and where organisations can improve, regardless if they are lacking in stability or dynamism.

Key Findings from the report include:

- Only 24% of respondents trust their company's leadership – a number that increases even further when questioned about their managers.
- 49% of respondents feel that there is no clear system for recognizing individual efforts and more than 50% considered there is a lack of team's efforts recognition.
- Cultivating organisational culture that is more suited to an agile mindset produces higher degrees of trust in company leadership.
- 61% of respondents consider it important for their organisations to change its culture to a more agile one.
- Of general respondents only 16% confirmed there was continuous investment in skills of employees and more than a quarter strongly disagreed saying there wasn't.



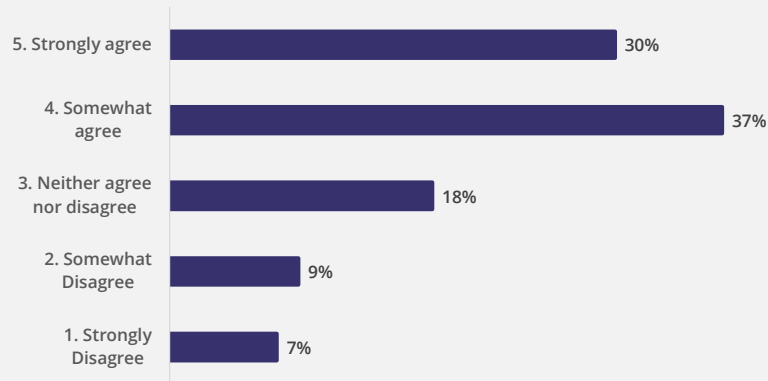
If we're not investing in our workforce what are we doing?

The majority of business leaders we interviewed agreed that agile was important to their organisation with 30% strongly agreeing. Yet, adopting an agile culture remains the most significant self-reported barrier to digital effectiveness as confirmed by a recent [Gallup poll](#). Despite the large majority of organisations running some form of digital transformation programme, or digitalising their businesses, the type of culture or behaviour they have or want is another crucial component to be taken into account.

Looking forward, the results from the survey suggest that companies have higher aspirations for agility. Respondents confirmed that agility pays off for their businesses and even those who have not begun agile transformations are planning for either unit-level or company-wide transformations in the near future. Interviewees across industries also report a desire to scale up agile ways of working.

**FIGURE 1**

Becoming Agile  
is important to  
my organisation



What's more, the survey also confirms that organisations that have successfully implemented an agile culture and adopted an agile mindset excel at both stability and dynamism.

In this report we cover:

1. Overall results from respondents
2. Findings of key considerations of respondents based on current culture type
3. Findings of key considerations of respondents based on Digital Transformation maturity
4. Key points of respondents' view on Merger & Acquisition

This report looks at some of the behaviours that nurture and characterise an agile mindset and the impact of adopting agile culture can have on communication, commitment and collaboration within your organisation, and the symbiotic relationship between culture and leadership and how it shapes and influences change within organisations.

## Methodology

We surveyed more than 100 managers and junior executives in Q1, 2018. Respondents were split based on the digital maturity of their industry and current culture type of their organisation and their answers to questions relating to:

- How they defined and implemented culture
- How they handled transformation pertaining to Mergers and Acquisitions
- How they recognised personal and team efforts
- Whether they had a preference for team sizes and culture types
- Their ability to measure performance

There is more information about the profile of respondents in the appendix, including the split between the digital maturity of their industry, and breakdown by company size (number of employees).

# Organisational agility and agile teams in the context of modern management

Transforming companies to implement an agile culture is in its early days but already yielding positive returns in a digital era shaped by changing customer expectations, digital disruption and global reach.



Corporate culture has always been important but it's only become a topic of interest in the context of the digital age. As the modern workplace continues to evolve, businesses need to be more fluid to be able to react to changes brought about by changing customer expectations, digital disruption and global reach. Successful transition to an agile organisation depends largely on the skills, attitudes and behaviour of the people in the organisation, not some shiny piece of technology, not artificial intelligence not machine learning. It involves embracing new processes, new levels of individual and team autonomy as well as structures, incentives and strategies that are adaptable and flexible.

### But what is corporate culture and how does it become 'agile'?

In simple terms, culture is a powerful way of describing a collective that is more the sum of its parts, where the nucleus or whole is stronger than the individual atoms that it consists of. It is the ideas, customs and social behaviour of a group, where those characteristics show up as attitudes and behaviours. The culture of the organisation can determine the behaviour of its people but by equal measure the behaviour that is instilled by key people also defines and shapes a culture. A culture evolves over time and is a bi-product of your people and their behaviours. It is a mindset, a way of thinking and being that can be viewed and followed by others.

When conducting our research we referred to the four types of culture as outlined by William E. Schneider in his book *The Reengineering Alternative*. His competing values matrix model defines 4 different culture types as: Collaboration, Control, Cultivation, Competence.

Mindset is a main ingredient to consistent learning and improvement and having the ability to manage change. Lawrence Mitchell Chief Customer Office for Sumo Salad and Founder of Raw Energy in Australia states that '*Mindset is number 1. It is really important. It is about helping people in seeing things differently, helping people to be resilient so that they feel empowered and are not victims*'. Lawrence has been through organisational change multiple times in his previous role with Reed Business Information in the UK. They acquired 22 businesses in his time there.

Organisational culture is the way things are done in your company and it is becoming a major priority for business functions. Whatever the type of culture you develop, it must sit at the heart of strategy for today's businesses. From an agile perspective, depending on the focus of your organisation, your company culture will either be:

1. People Oriented (Personal) vs. Company Oriented (Impersonal)
2. Reality Oriented (Actuality) vs. Possibility Oriented

There are clear benefits to having a strong, unified company culture underlying your business's operations whether that culture is of Control, Collaboration, Cultivation or Competence:



Shaping the identity and values of your company.



Attracting better talent and, more importantly, retaining that talent.

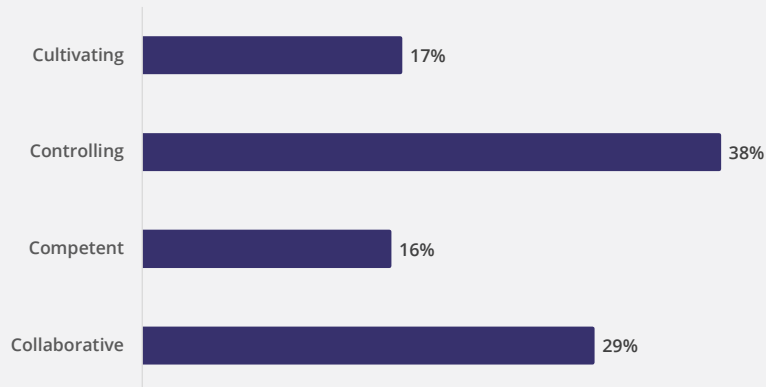


Adding to your brand identity.



**FIGURE 2**

Which of the following do you believe best describes your organisation's culture?



The majority of respondents perceive their current organisational culture as "controlling" (38%) over "collaborative" (29%)

Based on William E. Schneider's 4 different culture types from his book *The Reengineering Alternative*.

These tenets of brand culture are amongst the biggest factors contributing to organisational culture becoming a more popular consideration and development. But for businesses to successfully transition to an agile culture, the mindset of that very culture needs to flow throughout the whole organisation, where people are aligned and connected by a higher purpose or understanding why they are doing what they are doing. The mindset of the people in the collective needs to be consistent and aligned. It is a place where you can have a demanding debate, challenge the status quo and not take things personally if someone doesn't like your idea. There is a fluidity of ideas and there is a higher level of trust between people.

The majority of respondents perceive their current organisational culture as "controlling" (38%) over "collaborative" (29%) and, to a greater extent, "cultivating" (17%) and "competent" (16%). Given that 67% of interviewees say that it is important for their organisations to be agile and almost 1 in 2 (46%) perceive that their environment has a negative impact on their performance, it is not a surprise that 61% of interviewees consider important for their organisations to change its culture and adopt a more agile one.

An agile culture has an agile mindset. Things can move quickly and there appears less hierarchy as decisions and responsibility are handed to small groups and teams to make things happen. Communication channels are efficient and open. But this is not always easily achieved across departments and organisations.

“ An agile culture has an agile mindset. Things can move quickly and there appears less hierarchy as decisions and responsibility is handed to small groups and teams to make things happen.

# Cultural challenges during agile transformations

Culture starts and ends with the behaviour of each and every employee. When employees are fully engaged, performance soars.



While no one type of culture is better than another, it is imperative that businesses are able to define and implement the dominant culture within their organisation. Organisational culture itself takes a long time to cultivate or change, and often it's based on those that lead from the front and the behaviour they project. The problem is that the organisational culture changes over time as an organisation grows or as a team changes. It is common for different departments or groups to have different cultures. (e.g. development vs. operations). While companies typically have a dominant culture with aspects from other cultures, these differences may lead to conflict. This being said, the dominant culture will affect all aspects of interaction and performance within the organisation and its ability to be agile.

The clearest example of how culture type affects employee sentiment and motivation comes from 56% of respondents strongly agreeing that Collaborative and Cultivating cultures exhibit more investment in skills of employees. This is in contrast to Controlling and Competent cultures where 74% of respondents strongly disagreed with this statement.

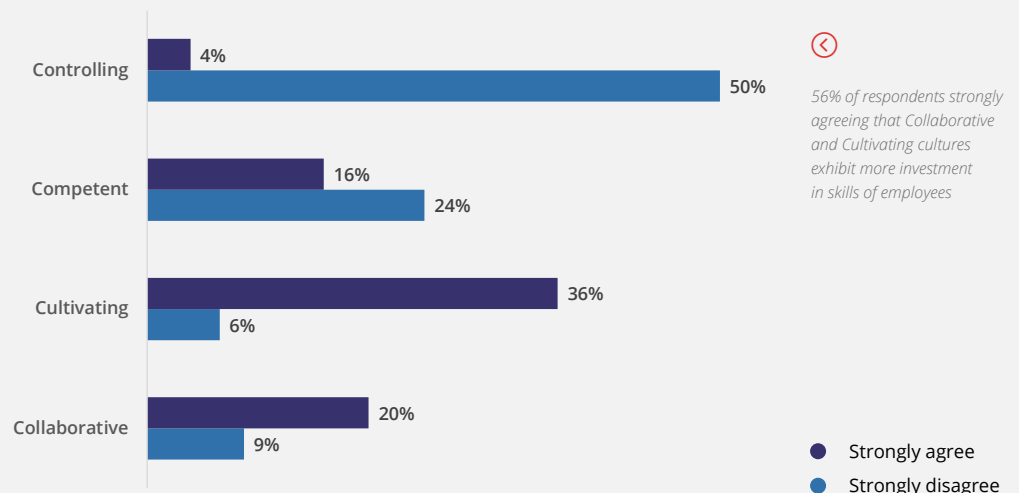
An entrenched controlling culture and the behaviour that drives it can be one of the most destructive and restrictive barriers to change. The more complicated the command and control structure is, the longer the communication chain and therefore the slower the business moves. An enabling culture puts more emphasis on empowering people to consider the next thing, to think and act in a way that is proactive and independent. This enabling of staff can remove barriers and support them to navigate barriers and ways to move at pace. Through this empowerment people have a freedom to make and take decisions and when this is allayed to the motivations and purpose of the people in their teams a real shift occurs in getting more from the sums of the parts.

“ An entrenched controlling culture and the behaviour that drives it can be one of the most destructive and restrictive barriers to change.



**FIGURE 3**

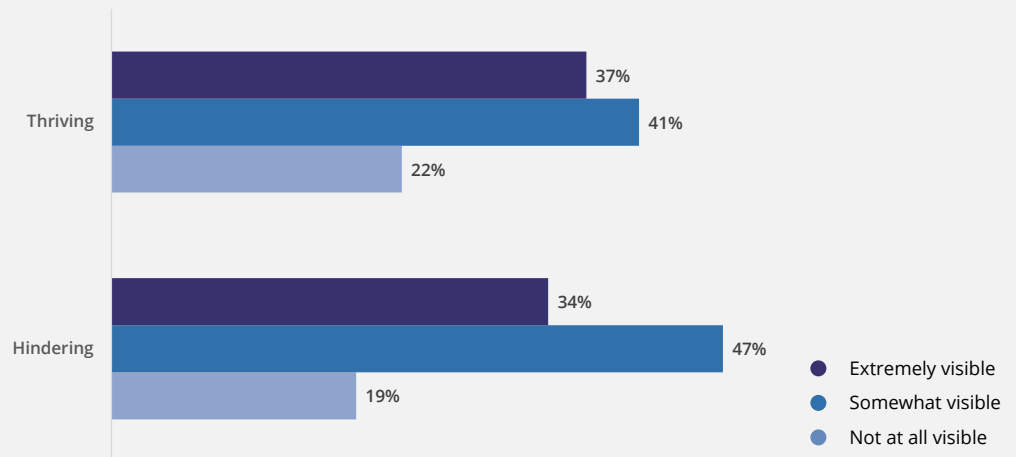
There is continuous investment in skills of employees



Note: We're not showing percentages for those that neither agree nor disagree

**FIGURE 4**

How visible are your organisation's values?



In response to the challenges that the survey results revealed, executives and their units or organisations identified several principles that have measurable impact in turnover for companies with poor or dominant culture. These include a lot of politics in a company, the lack of a clear system for recognising a team's efforts in the organisation and organisational values that are not clearly visible.

Most organisations are unaware of the behaviours they exhibit that can demonstrate and describe their culture and are not able to define them. It is akin to having multiple mindsets at play at the same time where some collaborate and some conflict. There are several suggestions for using cultural information to guide decision-making:

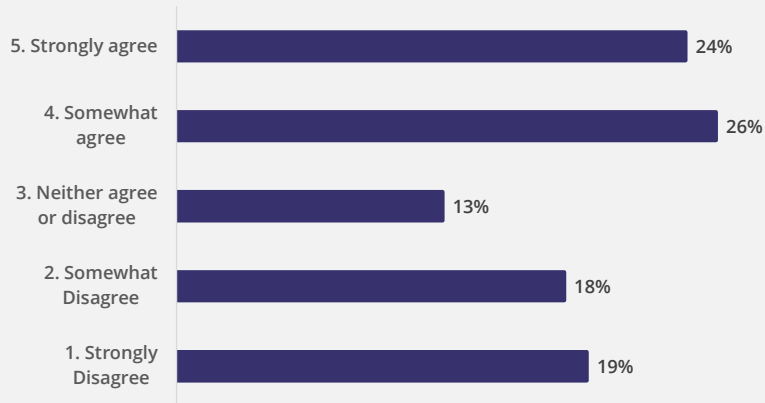
1. Evaluate key problems in the context of culture and, if necessary, implement changes to bring the culture into alignment with the dominant culture
2. Incorporate elements from other culture types if the dominant culture is too extreme (e.g. too much control without cultivation- or vice versa)
3. Resolving mismatches between departments or groups with different cultures

“ To be agile, an organisation needs to be both dynamic and stable.

Culture overall is becoming more important, which means all these dimensions will increase in line with that expansion. To be agile, an organisation needs to be both dynamic and stable. Dynamic practices allow companies to be flexible and quickly respond to new challenges and opportunities. At the same time, stable practices cultivate reliability and efficiency by establishing a backbone of elements that don't need to change frequently. The best way to promote and implement an agile mindset is by cultivating behaviours that are exhibited by someone in a position of power within the organisation and aligned with the organisational culture. This so-called agile leadership helps protect performance, keeping people productive and able to make sound judgements in the face of change. A directive, command and control style of leadership is not as effective and can directly impact performance as in a toxic environment people are less capable of analytical and creative thinking.



**FIGURE 5**  
How would you describe the level of trust inside your organisation? | Trust Leadership



If an organisation's culture doesn't offer psychological safety, lacks support for employees and transparency, then transparency and trust suffer. Working in such an environment is time consuming and negative. As a result, collaboration between team members and departments starts lacking.

The most promising results come from cultivating and collaborative culture types, where respondents have higher degrees of trust in leadership. 41% of respondents in controlling cultures disagreed that there was a clear system for recognising team effort, which directly impacted their trust in leadership.

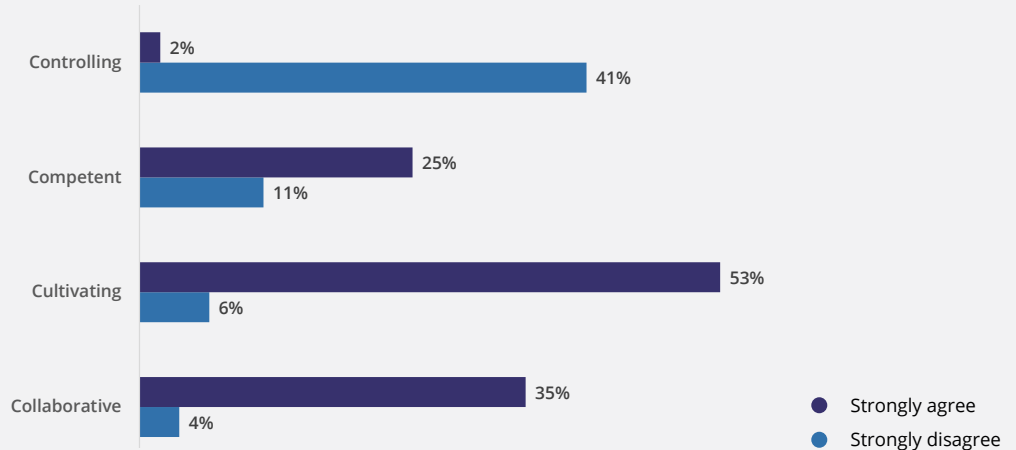
Having employees trust management is no longer 'nice to have'. In the UK, 12.5 million working days were lost due to work-related stress, depression or anxiety in 2016 and 2017. Gallup has been measuring employee engagement in the US for two decades and results show that only 30 percent of people are engaged at work<sup>1</sup>. That means two thirds of potential is wasted.

“ If an organisation's culture doesn't offer psychological safety, lacks support for employees and transparency, then transparency and trust suffer.





**FIGURE 6**  
I Trust Leadership



Note: We're not showing percentages for those that neither agree nor disagree

Your culture also has a hand in how your brand, mission and vision is perceived, understood internally and externally and is driven by staff, clients and suppliers. Changes between culture types happen not just within different departments and teams but also due to outside processes, such as a merger & acquisition, branching into multiple locations or due to a digital transformation or innovation initiative.

The key is to implement business agility at an organisational culture level and also at an individual level, to support employees to be resilient to day-to-day pressures. By identifying the things that potentially or currently scupper your culture and its behaviour as part of that change initiative, you can embrace a growth mindset.

Looking towards the future, as more companies are referencing some of the most successful tech businesses of the last 20 years in their quest to be more digitally agile and customer centric, there needs to be a seismic shift in organisational culture in order to meet this growing expectation, both inside and outside a business. More of our future workforce have a very different mindset as outlined by Leigh Buchanon in *Meet the Millennials*.

One of the characteristics of millennials, besides the fact that they are masters of digital communication, is that they are primed to do well by doing good. Almost 70 percent say that giving back and being civically engaged are their highest priorities. That's a requirement to pay attention to enablement.

The faster you can recognise potential blockers or issues in your culture the sooner you can take action and be back on track, this applies to every business, whether you're in growth, decline or having just gone through a merger or acquisition.

Some things like an annual personal review or KPIs which don't align to the moving goals of the organisation, no longer fit with the pace of change. People need to understand how and where they add value and how that aligns with the values of the organisation and the vision it set out. Defining and promoting a clear company culture goes hand in hand with the rise in new measures such as Objectives and Key Results (OKR). With a clear organisational culture in place, every member of the organisation – from the key stakeholders and leaders down to the team members will understand the objectives of the company through a set of defined, specific and measurable actions and work towards achieving them.

## How to make Culture work

The key point for making culture work is understanding it, embracing it, and adapting to it. Companies should be revisiting their culture type(s) regularly to ensure they are creating a positive working environment.



Once you understand that having an agile culture is truly important to your business's future (and it's about to become even more competitive and socially relevant), you may want to perform a "culture audit." Essentially, this is a way to evaluate where your culture currently stands, determine if anything is missing, and establish a plan to make changes.

“ Communication, employee involvement, and a willingness to learn and adapt are integral to keeping organisational change on track.

Our research has identified four aspects of Agile Culture DNA - Communication, Recognition, Learning and Trust.

Communication

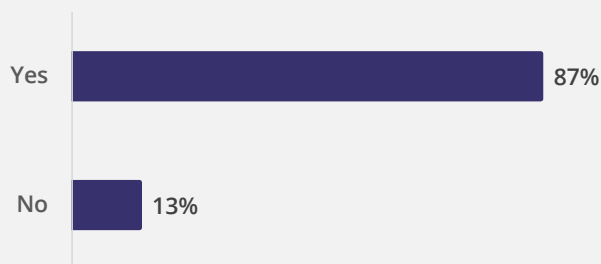
Communication, employee involvement, and a willingness to learn and adapt are integral to keeping organisational change on track. Members of the organisation must clearly understand what is expected of them and how to actually implement the new behaviours.

Communication is a two way street. Being able to articulate an organisation's mission, vision and values is not just the job of leadership, it should start there but descend and disseminate through the organisation so that everyone's purpose is aligned and valued.



FIGURE 7

In your opinion, is it possible to identify the reasons why a company can't deliver on its vision?

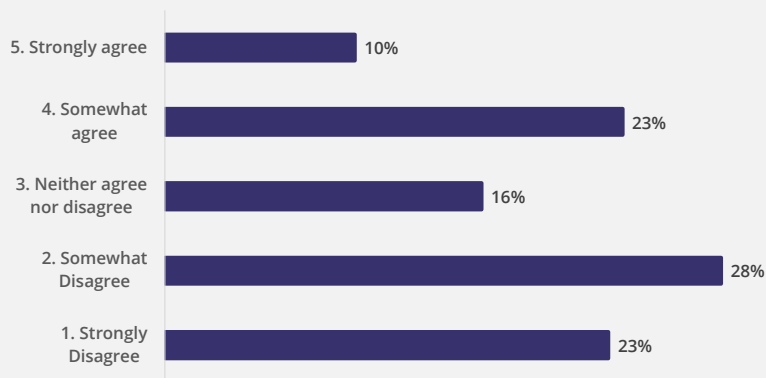


A staggering 87% of respondents said they felt it was possible to identify why a company can't deliver on its vision.





**FIGURE 8**  
There is a clear system for recognising a team's effort in the organisation



John White, Consulting Director of Customer Experience for Kantas TNS states *'In every organisation there are a set of corporate values, but there is often a disparity between people who define them - who sit in centralised functions and are a bit further removed - and the people that have to live and breathe them. Those people that have to live and breathe the values interact with the customers - they are at the coalface and deal with challenges on an everyday basis. They struggle to see and observe change that is going to positively impact the customer.'* Before Kantar TNS John worked for Accenture for nearly 10 years where he worked with a number of UK high street brands as well as globally focused banking and Telco organisations on Advanced Customer Strategy and Customer Experience Transformation programmes.

A staggering 87% of respondents said they felt it was possible to identify why a company can't deliver on its vision. Businesses would be wise to ensure at the very least that any internal employee engagement surveys, performance development reviews, or Objective and Key Results (OKRs) process include this question in order to utilise the knowledge of those who clearly suggest they know the answer.

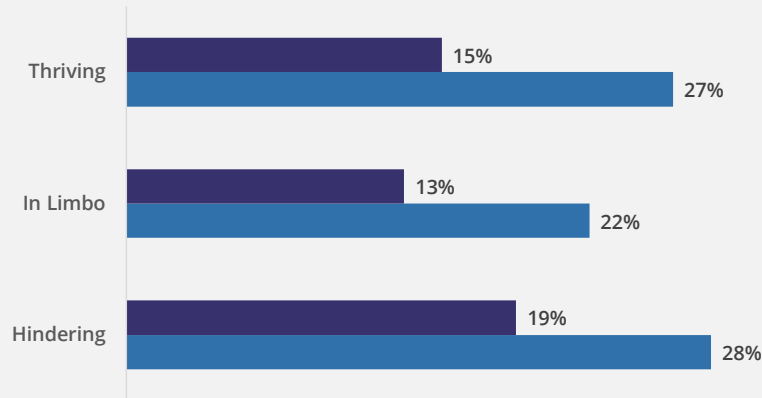
### Recognition

Does everyone understand and share the why of your organisation? When employees feel they are making a contribution that really matters, performance and productivity have been shown to improve. You will likely need to change the reward system to encourage behaviours vital to the desired organisational culture. For example, if you want to encourage collaboration, you must reward employees for their success as team players.

Based on survey results, businesses struggle with recognition with around 50% of respondents stating that for both individuals and teams it was lacking. It is one thing to have a lack of recognition but when you combine this with a lack of personal reviews is it any wonder that 87% of respondents said they felt it was possible to identify why a company can't deliver on its vision.



**FIGURE 9**  
There is continuous investment in skills of employees



Only 16% of those surveyed said there was continuous investment in skills of employees and more than a quarter stated that there wasn't.

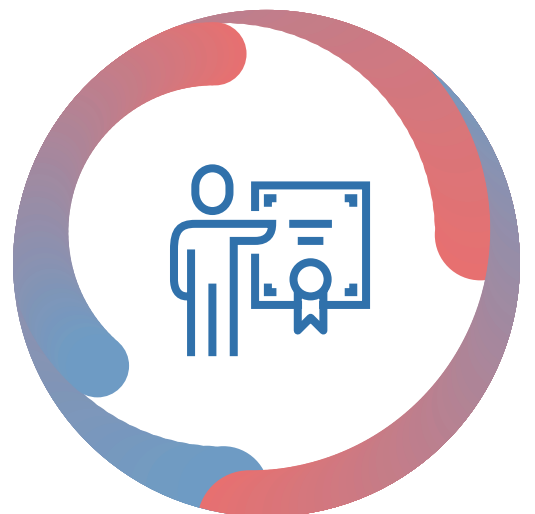
### Learning

Business agility results from the freedom to experiment and create fresh thinking and implement proven ways of doing things. Learning is a route to create and accommodate change. Some organisations have created this learning culture by setting time aside for employees to work on their own ideas. This empowers them to be more creative and innovative.

However, of general respondents only 16% of those surveyed said there was continuous investment in skills of employees and more than a quarter stated that there wasn't. Furthermore, when we look at this by industry there's a general lack of investment in skills across the board.

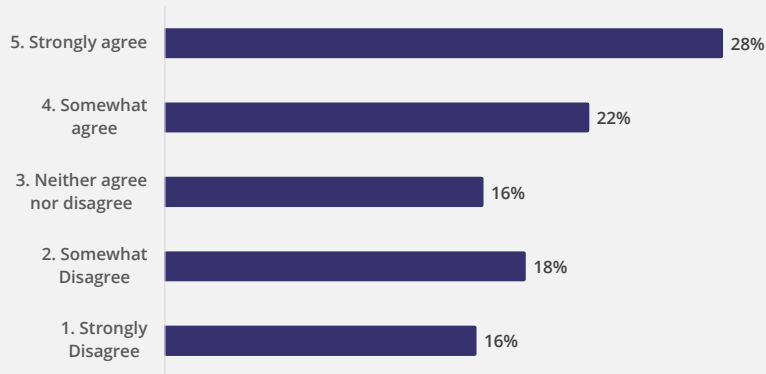
Mark Norden, partner of Nordens Accountants states *'I couldn't mentor people to become partners and our investment was in getting training and coaching to help them accelerate. I don't know any accountancy practice who would have brought someone else from outside the industry to mentor, train or coach people to become partners. As an investment decision it just fast forwarded them to becoming partners. But I know it was one of the best decisions I have ever made.'* They have been investing in this support for nearly 6 years. Over that period they have acquired two other practices and the staff and business have won 17 awards for their efforts.

“ Of general respondents only 16% confirmed there was continuous investment in skills of employees and more than a quarter strongly disagreed saying there wasn't.





**FIGURE 10**  
My current organisation has a lot of politics



### Trust

Management must support the cultural change in ways beyond verbal assent. Executives must show support for the cultural change by changing their own behaviours. If an organisation's culture offers psychological safety, you help employees make the decisions appropriate to their skillset, and improve responsiveness by reducing the time it takes to refer to others for authority to proceed. Thus, transparent working becomes possible.

A transparent environment requires less meetings as progress information is shared openly. This benefits everyone as overly frequent meetings get in the way of productivity and hinder performance.

If you're trying to create an agile business or even an agile culture this is something to be aware of. One way to remove politics is to empower people to make decisions and take control, obviously this needs to be underpinned by supporting people in order to reduce risk but not to the degree that they can't make some mistakes and learn from them. This is a mindset change that requires a lot of work and willingness of the people to change or even be able to change to create that empowerment.

Tim Gould, Managing Director of the Hawksmoor Group tells us about the trust they place in their general managers. *'When we opened the 3rd restaurant and had 150 people I was a couple of levels removed from the immediate culture and that was an interesting transition. I used to see the culture first hand but now that is impossible. The key now is the General Managers of our restaurants. I am keeping close contact with these people as they represent the culture in their restaurants. I feel supremely confident in these people. I see 7 high performing GM's - they live, breathe and train it.'* They have been heavily investing in the development of their people since they started in 2006. The business now has 13 restaurants around the UK, and over 750 staff and despite significant change in the hospitality industry recently that have high staff retention. They have been named in the top 50 Sunday Times Best Companies rankings for six consecutive years (and named the best restaurant company to work for in 2016). In 2013, the founders sold a majority stake in the chain to the private equity group Graphite Capital.

Survey results show that trust is very balanced but slightly oriented towards workmates. Overall, people trust their colleagues (73% strongly or somewhat agree) and they tend to feel trusted (68% strongly or somewhat agree). However, only 50% trust leadership and 57% trust their managers. The higher we climb the hierarchy, the less trust we find.

# Recommendations

The ability to cultivate an agile culture has a significant impact on whether or not your company accomplishes its most significant goals. You may need to tweak the type of culture you adopt, or you may need a complete culture overhaul. Changing your organisational culture can give everyone the proper framework to work with. Based on the results from our survey, there are several ways to get there:



## Set the tone through leadership

Organisational culture is shaped mostly by how management acts, so make sure your leadership team embodies the type of company you want to be. Your company's executives sit at the heart of cultural transformation – wherever they lead, employees will follow. Supportive leadership improves performance, keeping people productive and able to make sound judgements in the face of change.



## Apply a structured approach

Organisational structure drives culture but smaller teams are more flexible and easier to manage. As shown from the survey results, the majority of business leaders agree that having smaller more flexible teams is key to adopting an agile mindset.



## Be clear on the company's vision

A shared vision and purpose and aligning on this vision through actionable strategic guidance is a common trait amongst successful businesses. This vision of an organization must be collectively held and supported by the top leadership to give employees a clear framework to work within.



### Embrace change

Some of the biggest challenges during agile transformations stem from the misalignment between agile ways of working and the daily requirements of people's jobs, a lack of collaboration across departments and units, and employee resistance to change. If people don't understand what is expected of them or what changes will follow a M&A or another major company move, they are more likely to react with fear and oppose these changes. Integration with working groups through sessions and intelligent sustainability creates business value.



### Define expectations and goals

Respondents whose organisations have not started agile transformations or have undergone a major structural change most often say the lack of a clear implementation plan was the biggest issue. While there is no 'one-size-fits-all' plan, companies should first identify the part(s) of the organization that they want to transform and how. Determining the resources and time frame that the transformation requires will ensure the effort maintains its momentum but the scope remains manageable at all times.



### Keep communication channels short and open

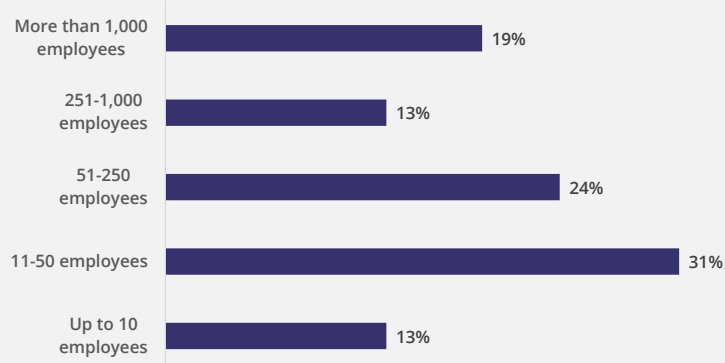
Communicate your values and culture explicitly and continuously, both internally and externally. Employees must understand your culture, and why it's important. When they do, they are engaged to share and promote it. Reward employees who advance your culture, and be open and honest with those who don't. Collaboration is critical amidst disruption, so that different points of view and experiences can be combined to create new approaches. But this can only be achieved in a transparent environment that promotes open communication.

# Appendix: Respondent profiles

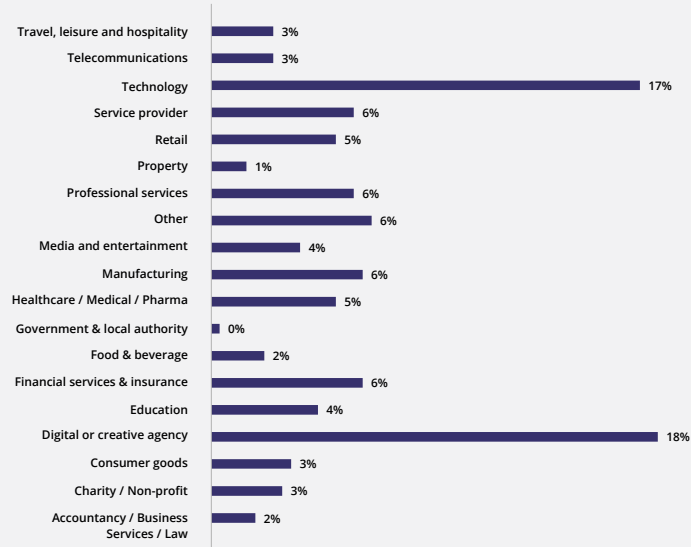




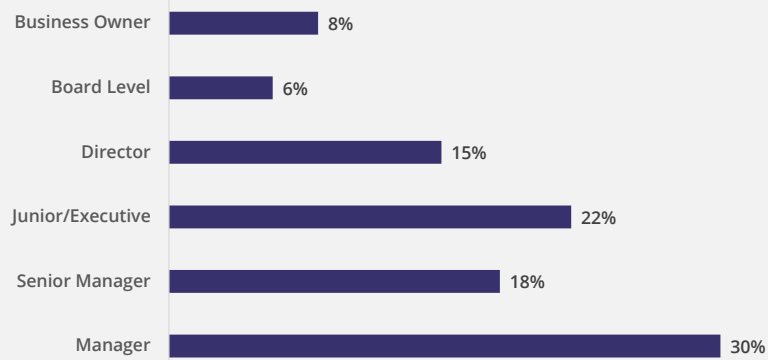
**FIGURE 11**  
Company size



**FIGURE 12**  
Industry



**FIGURE 13**  
Seniority



## ABOUT THE AUTHORS



Michael Crowe  
and Excel Unlimited



We help ambitious businesses in decoding their agile mindset and culture, aligning their Vision and Purpose to strategy and tactics, and supporting them to hit the triple bottom line of good for profits, for people and for the planet. We achieve this through a range of courses, coaching or consultative programmes.

We help in fine-tuning strategic growth around a common Vision thereby increasing sustainable results. We support owners, leaders and managers in understanding their purpose, the purpose of the business, key stakeholders, clients and their team. Without living your 'why' it is hard to display the human side of the team and create deeper engagement with all.

By understanding the Vision and Purpose they are unlocking the Mindset or behaviours of success and focusing on the more strategic pieces of work that support the Vision. It supports them in being more agile and flexible in approach, where they are being released from the day to day doing, unlocking their time to devote to key strategic growth and associated growth projects.

By building in that Agile Mindset we help accelerate the development of key talent by bridging the gap between owners and business leaders. This embedded way of operating supports recruitment, retention of staff, staff culture, customer service and the marketing and sales experience. It becomes the way of differentiating from competitors because it is genuine behaviour, not words on the wall as you enter the building.

We do this through by:

- Decoding what makes businesses special, what their culture is, and defining and capturing this DNA through a series of interviews, workshops, surveys and mapping.
- Focusing on Agile Leadership - Helping managers and the key talent to save more time, increase productivity and free up other leaders and owners to focus on key projects.
- Enhancing open and transparent communication - Deeply understanding self & others and learning how to adapt their style and delivery to the needs of others.



Peter Abraham  
and Building the  
Agile Business



Peter is a Digital consultant, strategist and advisor and the co-author of *Building the Agile Business* through Digital Transformation with Neil Perkin.

Since 2010 working with clients undergoing digital transformation he developed an interest in the growth and change of businesses and how organisational culture and behaviour plays a key role in it, even more so in the digital era where everyone believes technology to be the silver bullet.

He's built a solution to surface behaviours and misalignment in teams and organisations in order to provide actions to turn those businesses around. He's also the co-Founder of [Crank](#), a business which simplifies the use of data and analysis, utilising Google Analytics and other data points to create 'to-do lists' to provide focus and accelerate business growth. It can also be used to inform Business Strategy, new Business Models, Go to market plans, Audience Segmentation, Multi-channel Budgeting and Forecasting, Team structures and Agile Marketing techniques.

Peter has over 15 years' experience of working in creative and media and another 20 years specifically in digital.



# Let's talk...



+44 (0)203 302 0807  
peter@wearecrank.com



+44 (0)203 742 0404  
michael@excelunlimited.co.uk