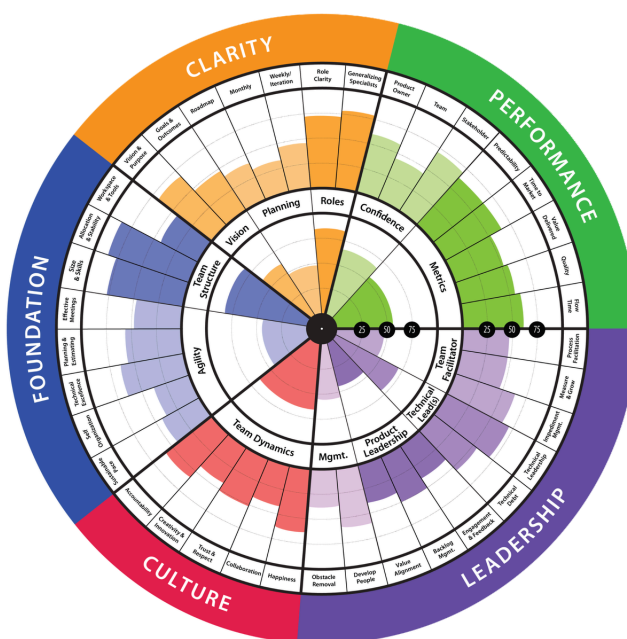


CUSTOMER FEEDBACK DOCUMENT | CONFIDENTIAL

TeamHealth® 5.0

Questions & Maturity Model

Software Delivery (48 Questions) | Customer Feedback Draft



Five dimensions. One clear picture of where your teams are, and what to do next.

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AgilityInsights | April 2026

For a quick summary of what changed from 4.0 to 5.0, see [What's New in TeamHealth® 5.0](#) →

TeamHealth® 5.0 — Overview

Building on TeamHealth 4.0

TeamHealth 4.0 has helped hundreds of teams understand their maturity, identify growth opportunities, and benchmark progress.

5.0 builds on that foundation. Two shifts made it the right time to evolve:

- AI is changing how teams work. Planning, communication, decision-making, and delivery all look different than they did when 4.0 was designed. The model needed to reflect that.
- Run should require evidence, not intent. Over time, we observed that many teams rated themselves at Run when practices were still inconsistent. 5.0 raises the bar so Run reflects sustained, consistent practice supported by real outcomes.

5.0 keeps everything that worked in 4.0 and sharpens it for how teams actually deliver today.

What the Radar Measures

The TeamHealth radar measures five dimensions of team health and maturity. Together they give a complete view of how a team is set up, how it operates, how it performs, and the culture that holds it together.

- ▶ **Clarity:** Does the team have clarity on their vision, outcomes, and plans? Do they understand their roles and what good looks like?
- ▶ **Performance:** How is the team performing? Are they delivering predictably? What do the numbers show across deployment frequency, cycle time, defect rate, and value delivered?
- ▶ **Foundation:** Does the team have the core practices in place? Effective meetings, planning and estimating, self-organization, sustainable pace, technical excellence, and AI usage.
- ▶ **Leadership:** Do they have effective managers, facilitators, product owners, and technical leads supporting them? Are obstacles being removed quickly?
- ▶ **Culture:** Are team members engaged and motivated? Do they collaborate well, hold each other accountable, and create the psychological safety needed for honest, high-quality work?

What This Means for Teams

- Most teams will initially score lower than in TeamHealth 4.0. This is expected.
- Scores now reflect fine-tuned maturity and consistency.
- The radar helps teams identify modern ways of working gaps (including AI usage) clearly, prioritize improvements, and track meaningful progress over time.

Our Goal

TeamHealth 5.0 helps teams move from: ***"We are doing the work"***

To: ***"We are consistently delivering value, improving how we work, and leveraging modern capabilities to perform at a higher level."***

What's New in TeamHealth 5.0

1. Clearer, Simpler Language

Questions have been simplified to reflect how teams actually work:

- Reduced jargon and framework-specific language
- Focus on real team behavior and practices that show business value
- Adaptive to support multiple ways of working (iterative, PI planning, waterfall, or continuous flow)

2. More Accurate Maturity Levels

We sharpened the definitions of Crawl, Walk, Run, and Fly to better reflect real-world maturity:

- **Crawl:** Practice is not in place or mostly reactive
- **Walk:** Practice has started but is inconsistent or still improving
- **Run:** Practice is consistent, sustained, and supports team performance
- **Fly:** Practice is continuously improving, adaptive, and teams are starting to use AI where it adds value

Key shift: *Run now requires consistency and real usage, not just intent or occasional success. It also expects teams to plan capacity for unplanned work, since most teams have it.*

3. Higher Standard for Run and Fly

In TeamHealth 5.0 AI, many behaviors previously rated as Run now align closer to Walk. We've re-indexed based on the maturity we are seeing in the industry.

Run requires:

- Consistency across cycles
- Clear usage in day-to-day work
- Ability to support delivery and team performance

Fly represents the next level of maturity:

- Continuous improvement and adaptability
- Strong alignment to outcomes and value
- Use of data, automation, and modern tools, including AI where it adds value

4. Stronger Focus on Outcomes (Not Just Activity)

Teams are now assessed on:

- Whether practices drive results, not just exist
- Alignment to goals, customer value, and business outcomes
- Ability to measure progress and adapt based on results

This ensures maturity reflects impact, not just process.

5. Improved Measurement Consistency

Performance metrics remain the same, and now include:

- Clear definitions of how to calculate each metric

- Guidance on where to find data (e.g., ADO, Jira, ServiceNow)

6. AI Usage as a Standalone Competency

TeamHealth 5.0 introduces AI Usage as a dedicated competency under Foundation. This is the first version of the model to formally measure how teams adopt and apply AI in their day-to-day work.

Because it is new, the first cycle of data will establish the baseline for future benchmarking.

7. AI-Enabled Maturity at Fly

Across multiple competencies, Fly now reflects the thoughtful use of standard AI tools to:

- Support planning (e.g., forecasting capacity, identifying risks)
- Improve communication and visibility (e.g., meeting summaries, surfacing updates)
- Enhance decision-making (e.g., evaluating options, analyzing trends)
- Accelerate refinement and knowledge sharing

AI is not required for maturity. But it represents a next-generation capability that enables teams to move faster, improve quality, and make better decisions.

8. Education on Using AI Effectively

5.0 doesn't just measure AI usage. It helps teams understand where AI adds real value and where human judgment is non-negotiable. Each Fly level that references AI gives concrete examples of how teams can use it well, so the model becomes a learning tool, not just an assessment.

9. Sustainable Pace Now Addresses Burnout Directly

The 5.0 version explicitly addresses whether team members feel safe raising concerns about workload, and whether those concerns are acted on. Burnout is a leading indicator of performance decline. The model now treats it as one.

CLARITY

Clarity › Planning › Quarterly / PI Planning

This competency contains two questions. Both feed the same score.

Quarterly / PI Planning (Question 1 of 2)

Teams plan their work for the next 1 to 3 months, align on priorities and dependencies, and use the plan to guide execution. Some teams call this quarterly planning or PI planning.

Crawl (1-2): We don't have a clear plan beyond our immediate work. Work is mostly reactive.

Walk (3-5): We plan ahead and are working to improve alignment, but plans change often and priorities or dependencies are not always clear.

Run (6-8): We consistently plan ahead, align on priorities and dependencies, and plan capacity for unplanned work. We use the plan to guide execution.

Fly (9-10): We continuously improve how we plan and adapt based on results. Our plans are predictable and outcome-focused. We use data and standard AI tools (e.g., forecasting capacity or testing planning scenarios) to improve planning decisions and reduce risk.

Cross-Team Collaboration (Question 2 of 2)

Teams identify, plan for, and resolve dependencies with other teams to protect delivery flow and avoid handoff failures.

Crawl (1-2): We often discover dependencies late, causing delays and rework. We have limited visibility into what other teams are working on, and there is no regular forum where teams coordinate.

Walk (3-5): We are starting to identify dependencies earlier, and some cross-team conversations happen, but coordination is inconsistent. We do not have a reliable forum or cadence for teams to align on shared work.

Run (6-8): We consistently identify cross-team dependencies early. A regular cross-team coordination cadence is in place where representatives align on dependencies, risks, and handoffs. Disruptions are rare.

Fly (9-10): We operate with strong cross-team visibility, supported by a healthy team-of-teams coordination layer and standard AI tools that surface dependency patterns and risks early. We contribute to a healthy delivery ecosystem, not just our own lane.

Clarity › Planning › Roadmap

Roadmap Planning

The team has visibility into upcoming work across quarters and contributes to shaping the roadmap.

Crawl (1-2): We don't have a clear roadmap or visibility beyond our immediate work.

Walk (3-5): We have a roadmap, but it is not widely understood or consistently used.

Run (6-8): Our team consistently uses the roadmap to align priorities and guide decisions. It is visible, updated regularly, and connects our work to upcoming priorities.

Fly (9-10): We actively evolve the roadmap with stakeholders based on outcomes and changing priorities. It is transparent and continuously improved, using data and standard AI tools to support better decisions.

Clarity › Planning › **Weekly / Iteration**

This competency contains two questions. Both feed the same score.

Weekly / Iteration Planning (Question 1 of 2)

The team plans and delivers in short increments (e.g., weekly or sprint), making progress visible and adjusting based on feedback.

Crawl (1-2): We don't plan and deliver in short cycles. Work is either reactive or planned far in advance with limited ability to adapt.

Walk (3-5): We plan our work in short cycles and are improving how we manage it, but unplanned work and shifting priorities still disrupt consistency.

Run (6-8): We consistently plan and deliver work in short cycles. Priorities are clear, we plan capacity for unplanned work, and most work is completed as planned.

Fly (9-10): We continuously improve how we plan and adapt based on results. Our plans are predictable and support fast feedback and learning. We use data and standard AI tools (e.g., forecasting capacity or identifying delivery risks) to improve planning decisions.

Communication Clarity (Question 2 of 2)

The team communicates effectively with clear visibility into priorities, blockers, and changes.

Crawl (1-2): We often miss important updates or don't know what others are working on.

Walk (3-5): We use tools to share updates and are working to improve communication, but messages still get lost or misunderstood.

Run (6-8): We are intentional with our communication. Priorities, blockers, and work status are easy to find and consistently visible.

Fly (9-10): We continuously improve how we communicate and adapt based on results. We use shared boards, chat norms, standard AI tools for meeting summaries, and async updates to stay connected and avoid rework.

Clarity › Roles › **Generalizing Specialists**

Generalizing Specialists

Team members develop T-shaped skills: deep in one area, with the ability to support others. This enables flexibility and team resilience.

Crawl (1-2): Team members are highly specialized. Work is blocked if key people are unavailable.

Walk (3-5): We recognize the need to cross-train and are actively working on it. Some knowledge is shared, but we don't have backups for all key roles.

Run (6-8): We consistently share knowledge and support each other across roles. Work continues even when key individuals are unavailable.

Fly (9-10): We continuously improve how we build and share skills across the team. Knowledge is easy to access, and we proactively develop new capabilities. We use standard AI tools (e.g., AI-assisted knowledge capture) to make learning faster and more scalable.

Clarity › Roles › Role Clarity

Role Clarity

Teams have clear roles and expectations, and regularly evolve them to meet team and business needs.

Crawl (1-2): I am not sure who does what on the team, and roles or responsibilities are unclear.

Walk (3-5): I understand my own role, and we are working to clarify responsibilities across the team, but some roles or expectations are still unclear.

Run (6-8): Roles and expectations are clear. We understand how we work together and address gaps or overlaps when they come up.

Fly (9-10): We continuously improve how roles evolve based on team and business needs. We adapt quickly, give each other feedback, and ensure responsibilities stay aligned to delivering value.

Clarity › Vision › Goals & Outcomes

Goals & Outcomes

Teams have clear, measurable goals and align their work to achieving meaningful outcomes.

Crawl (1-2): We don't have clear goals or measurable outcomes. Work is focused on tasks.

Walk (3-5): We define goals and are working to make them more measurable and outcome-focused, but alignment is not consistent across the team.

Run (6-8): We consistently align our work to clear, measurable outcomes and track progress on a regular cadence.

Fly (9-10): We continuously improve how we define and achieve outcomes based on results. We use data and standard AI tools (e.g., analyzing trends or forecasting impact) to refine goals and improve value delivery.

Clarity › Vision › Vision & Purpose

Vision & Purpose

Team members understand the purpose of their work and how it connects to customer and business value.

Crawl (1-2): We lack clarity on our purpose and how our work delivers value.

Walk (3-5): Some of the team understands our purpose, and we are working to better connect our work to customer and business value.

Run (6-8): We have a shared understanding of our purpose and consistently connect our work to customer and business value.

Fly (9-10): We continuously refine our purpose based on customer needs and outcomes. We regularly engage with stakeholders and use insights from data and standard AI tools to guide our direction.

PERFORMANCE

Performance › Confidence › Product Owner

Product Owner Confidence

How confident are you that your team has the right knowledge, skills, motivation, and tools to achieve the current goals?

Pre-Crawl (1-2): I have little to no confidence in the team's ability to meet current goals. We lack key skills, clarity, or tools needed for delivery.

Crawl (3-4): I have limited confidence in the team. We are identifying gaps in skills and tools, but they still impact delivery.

Walk (5-6): I am mostly confident in the team's ability to deliver. We are improving planning and execution, but changing priorities, unclear scope, or dependencies still affect consistency.

Run (7-8): I am highly confident the team will meet current goals. We consistently deliver, manage dependencies, and adjust to changes without major impact to outcomes.

Fly (9-10): I am completely confident the team will meet or exceed goals. The team consistently delivers, adapts quickly to change, and proactively addresses risks.

Performance › Confidence › Team

Team Confidence

How confident are you in your team's ability to meet current goals based on skills, motivation, tools, and teamwork?

Pre-Crawl (1-2): We are not confident in meeting current goals. We lack clarity, coordination, or essential capabilities.

Crawl (3-4): We are somewhat confident. We are starting to improve coordination, but delivery is still inconsistent.

Walk (5-6): We are mostly confident in our ability to succeed. We deliver most commitments, but changing priorities, dependencies, or unclear expectations still affect consistency.

Run (7-8): We are highly confident we will meet current goals. We consistently deliver, work well together, and adjust to changes without major disruption.

Fly (9-10): We are completely confident we will meet or exceed goals. We consistently deliver with high quality, strong ownership, and predictable outcomes.

Performance › Confidence › Stakeholder

Stakeholder Confidence

How confident are you in this team's ability to meet current goals defined during planning?

Pre-Crawl (1-2): I have no confidence and very limited visibility into progress or delivery capability.

Crawl (3-4): I have limited confidence. I see some updates, but visibility and delivery reliability are still weak.

Walk (5-6): I am mostly confident. I receive regular communication, but changing priorities, limited visibility, or inconsistent delivery still affect my confidence.

Run (7-8): I am highly confident the team will meet current goals. I see consistent delivery, clear communication, and good handling of changes and risks.

Fly (9-10): I am completely confident the team will meet or exceed goals. I consistently see strong communication, on-time delivery, and high-quality outcomes.

Performance › Metrics › Flow Time

This competency contains two questions. Both feed the same score.

Feature Cycle Time (Question 1 of 2)

On average, how long does it take to complete a feature once it's pulled in progress by the team?

Pre-Crawl (1-2): More than 3 months to complete a feature.

Crawl (3-4): 6 to 10 weeks to complete a feature.

Walk (5-6): 4 to 6 weeks to complete a feature.

Run (7-8): 2 to 4 weeks with stable flow and predictable delivery.

Fly (9-10): Less than 2 weeks with continuous delivery and right-sized work.

How to calculate: Average time between Feature Start to Feature Close

Data source: ADO, Jira

Story Cycle Time (Question 2 of 2)

On average, how long does it take to complete a story once it's pulled in progress by the team?

Pre-Crawl (1-2): More than 3 weeks to complete a story.

Crawl (3-4): 2 to 3 weeks to complete a story.

Walk (5-6): 1 to 2 weeks to complete a story.

Run (7-8): 3 to 5 days on average per story.

Fly (9-10): Less than 2 days per story with fast flow, refinement, and execution.

How to calculate: Time from story status In Progress to Done

Data source: ADO, Jira

Performance › Metrics › Predictability

Predictability

What % of planned work items do you complete within your target timebox (iteration, week, or SLA)?

Pre-Crawl (1-2): We complete less than 50% of planned work or do not consistently track commitments.

Crawl (3-4): We complete around 50% or more of planned work, but delivery is inconsistent.

Walk (5-6): We complete 70% or more of planned work with improving consistency.

Run (7-8): We complete 80% or more of planned work consistently with stable planning and execution.

Fly (9-10): We complete 90% or more of planned work consistently with strong visibility and predictable delivery.

How to calculate: Average % of committed vs. completed stories or points across last 3 to 6 sprints

Data source: ADO, Jira

Performance › Metrics › Quality

This competency contains 3 questions. All feed the same score.

Mean Time to Recover (MTTR) (Question 1 of 3)

How long does it take to recover from high-severity production incidents?

Pre-Crawl (1-2): More than 8 hours to recover from incidents.

Crawl (3-4): Less than 8 hours to recover, with limited structured response.

Walk (5-6): Less than 6 hours with improving recovery processes.

Run (7-8): Less than 2 hours with clear recovery steps and ownership.

Fly (9-10): Less than 15 minutes with automation, monitoring, and rollback readiness.

How to calculate: Average time from incident open to resolution for high-severity incidents

Data source: Service Now, Pager Duty

Change Failure Rate (Question 2 of 3)

What % of production releases result in high-severity incidents?

Pre-Crawl (1-2): 40% or more of releases result in failure.

Crawl (3-4): 30 to 39% of releases result in failure.

Walk (5-6): 20 to 29% of releases result in failure.

Run (7-8): 10 to 19% failure rate with active monitoring and analysis.

Fly (9-10): Less than 5% failure rate with strong prevention and early detection practices.

How to calculate: Number of failed changes divided by total releases during the last quarter

Data source: Service Now, ADO

Defect Ratio (Question 3 of 3)

What % of completed work contains defects?

Pre-Crawl (1-2): 50% or more of completed work contains defects.

Crawl (3-4): 30 to 49% of completed work contains defects.

Walk (5-6): 20 to 29% of completed work contains defects.

Run (7-8): 10 to 19% defect rate with improving quality practices.

Fly (9-10): Less than 10% defect rate with strong prevention and early detection.

How to calculate: Total defects (Incidents or Service Requests) divided by number of completed stories

Data source: ADO, Jira, Service Now

Performance › Metrics › Time to Market

This competency contains two questions. Both feed the same score.

Deployment Frequency (Question 1 of 2)

How often does the team deploy to production or release value to customers?

Pre-Crawl (1-2): Less than once per quarter or PI, with highly manual releases.

Crawl (3-4): Once per quarter or PI, with limited release maturity.

Walk (5-6): Once per month with improving release stability.

Run (7-8): Every 1 to 2 weeks with a consistent and reliable deployment process.

Fly (9-10): We deploy continuously or on demand with minimal manual effort and high reliability.

How to calculate: Count the number of releases per month or quarter

Data source: CI/CD pipeline, ADO, Jenkins

Lead Time to Deploy/Change (Question 2 of 2)

How long from final change until customers experience it in production?

Pre-Crawl (1-2): More than 1 month to reach production.

Crawl (3-4): 1 to 3 weeks to reach production.

Walk (5-6): 2 to 7 days to reach production.

Run (7-8): Same day or within 24 hours to reach production.

Fly (9-10): Less than 1 hour with automated and reliable delivery pipelines.

How to calculate: Time elapsed between QA Complete and production deployment

Data source: CI/CD pipeline, ADO

Performance › Metrics › Value Delivered

Value Delivered

How consistently does the team deliver planned business value (OKRs, KPIs, or defined outcomes)?

Pre-Crawl (1-2): Value is not clearly defined and work is mostly task-based.

Crawl (3-4): We deliver around 50% or more of planned value, but alignment to outcomes is inconsistent.

Walk (5-6): We deliver 70% or more of planned value with improving alignment to outcomes.

Run (7-8): We deliver 80% or more of planned value and regularly track impact against outcomes.

Fly (9-10): We deliver 90% or more of planned value and continuously improve based on outcome feedback.

How to calculate: Compare committed value (based on points or OKRs) with actual completed value

Data source: OKR systems, ADO, Jira

FOUNDATION

Foundation › Agility › Effective Meetings

Effective Meetings

Teams hold meetings to plan, coordinate, review, and improve their work. These meetings are efficient, well-structured, and consistently deliver value.

Crawl (1-2): Our team lacks effective meetings and operates in an ad hoc manner.

Walk (3-5): We have the right meetings, but they are not always well-structured, focused, or valuable. Outcomes and action items are often unclear.

Run (6-8): Our meetings are consistently effective with clear purpose, agenda, facilitation, and defined outcomes with action items.

Fly (9-10): We improve how we collaborate and reduce unnecessary meetings. We communicate effectively, make decisions quickly, and use standard AI tools (e.g., summarizing discussions or tracking actions) to stay aligned.

Foundation › Agility › Planning & Estimating

Planning & Estimating

Teams are effective at planning, sizing, and breaking down work into smaller increments, measuring capacity and throughput.

Crawl (1-2): We struggle to break down and size work, or sizing is done by others outside the team.

Walk (3-5): We plan and size work collaboratively but still struggle to break work into smaller, manageable pieces. Unplanned work is difficult to handle.

Run (6-8): We consistently size and break down work so it fits within a single iteration. We plan capacity for unplanned work and can plan multiple iterations ahead.

Fly (9-10): We proactively forecast throughput, plan capacity for unplanned work, and continuously adjust upcoming plans. We use standard AI tools to support sizing, surface risks, and improve forecasting accuracy.

Foundation › Agility › Self-Organization

This competency contains two questions. Both feed the same score.

Self-Organization (Question 1 of 2)

Teams take ownership of their work, collaborate effectively, and operate with the autonomy to deliver value.

Crawl (1-2): Work is assigned to individuals, and the team relies on direction from outside the team to move forward.

Walk (3-5): We are starting to take more ownership as a team and collaborate more, but we still rely on external direction or support to move work forward.

Run (6-8): We consistently take ownership of our work. We collaborate effectively, manage our backlog, and deliver without needing frequent external direction.

Fly (9-10): We operate with a high level of trust, ownership, and autonomy. We continuously improve how we work and proactively adjust based on outcomes.

Teams make decisions with the right people at the right level, learn from outcomes, and continuously improve how decisions are made.

Crawl (1-2): Decisions are slow or unclear, often made by the loudest voice or by whoever is most senior. Important decisions get escalated unnecessarily.

Walk (3-5): We are starting to make more decisions as a team, but we still escalate decisions we should be able to make ourselves. We rarely look back at past decisions to learn from them.

Run (6-8): We consistently make decisions at the right level with the right people. Ownership is clear, decisions are timely, and we are starting to review outcomes to improve.

Fly (9-10): We make timely, well-informed decisions and continuously improve how we decide. We learn from outcomes and use standard AI tools to evaluate options and surface risks where it adds value.

Foundation › Agility › Sustainable Pace

Sustainable Pace

Teams work at a pace that can be sustained over time, without chronic stress, burnout, or sacrificing quality to meet pressure.

Crawl (1-2): We regularly work overtime, feel chronically overloaded, or don't feel safe saying we're struggling. Burnout is a real risk on our team.

Walk (3-5): We are working to improve balance, but demand still exceeds capacity at times. Some team members are stretched, and unplanned work regularly disrupts our rhythm.

Run (6-8): We work at a sustainable pace with rare exceptions. Capacity is understood and protected. Team members feel safe raising concerns about workload, and those concerns are acted on.

Fly (9-10): We consistently deliver at a healthy, predictable pace without sacrificing quality or burning people out. We proactively manage capacity, plan for unplanned work, and treat team energy as a performance metric.

Foundation › Agility › Technical Excellence

Technical Excellence

Teams follow technical best practices agreed with architects or domain experts and use appropriate tools to deliver high-quality, scalable, and well-integrated solutions.

Crawl (1-2): Our team does not follow technical best practices. Our solutions are poorly integrated, resulting in high risk and low quality.

Walk (3-5): Our team is beginning to adopt technical best practices and use basic automation tools, but we still face challenges in quality, scalability, and architecture design.

Run (6-8): Our team consistently applies technical best practices with automated core processes and a strengthened architecture and foundation.

Fly (9-10): Our product is highly scalable, reliable, and easily extensible. We continuously adopt innovative technologies and standard AI tools (e.g., AI-assisted code review or test generation) to improve delivery quality and speed.

Foundation › Technical Excellence › **Technical Debt**

Technical Debt

How effectively the team manages and reduces technical debt.

Crawl (1-2): Technical debt is largely ignored and negatively impacts delivery.

Walk (3-5): We address technical debt inconsistently and reactively. It rarely makes it into planned work.

Run (6-8): Technical debt is actively managed and reduced as part of regular delivery. We allocate specific capacity to it.

Fly (9-10): Technical debt is continuously minimized, measured, and prioritized based on its impact on system health, delivery speed, and quality. We use standard AI tools to identify debt patterns and surface high-impact areas to address.

Foundation › Technical Excellence › **AI Usage**

AI Usage

How effectively the team uses AI to support development and delivery, not just whether they use it, but whether they use it well and measure the impact.

Crawl (1-2): AI is not used in our workflow. The team does not have a standard set of AI tools, and any usage is individual and inconsistent.

Walk (3-5): Some team members use AI tools, but usage is inconsistent, uncoordinated, and not connected to measurable outcomes. We are starting to align on a common set of tools.

Run (6-8): The team uses a standard set of AI tools and applies them in meaningful ways: writing, testing, planning, summarizing, or analysis. We are intentional about where it adds value and have started measuring impact.

Fly (9-10): AI is integrated into how we work. We use a shared set of tools, measure outcomes, and have built AI agents to automate manual work and accelerate delivery. We continuously improve how we apply AI and distinguish where it accelerates quality versus where human judgment is non-negotiable.

Foundation › Team Structure › **Allocation & Stability**

Allocation & Stability

A well-allocated team is focused on its goals and delivers consistently with minimal disruption.

Crawl (1-2): Our team lacks stable allocation. Core members are frequently reassigned, causing instability and delivery delays.

Walk (3-5): We are improving allocation stability, but occasional disruptions still affect delivery consistency.

Run (6-8): Our team has stable allocation with committed core members, enabling consistent and predictable delivery.

Fly (9-10): Our team actively manages allocation and stability. Disruptions are rare, and we proactively plan for capacity changes to protect delivery outcomes.

Foundation › Team Structure › **Size & Skills**

Size & Skills

Teams are appropriately sized and equipped with the right skills to deliver effectively.

Crawl (1-2): We do not have the right number of people and/or skills to complete our work effectively and on time.

Walk (3-5): We can deliver most work, but we still rely on external support for capabilities we should be building internally.

Run (6-8): Our team has the right size and skills to deliver consistently. We are working to keep our capabilities current as needs evolve.

Fly (9-10): We have the right size and skills to deliver our goals and continuously grow our capabilities to stay ahead of evolving product and market needs.

Foundation › Team Structure › Workspace & Tools

This competency contains two questions. Both feed the same score.

Workspace Environment (Question 1 of 2)

How our team collaborates and manages work across different environments and time zones.

Crawl (1-2): Our workspace is disorganized and collaboration is difficult, especially for remote members, due to limited or poorly adopted tools.

Walk (3-5): Our team has basic collaboration tools, but work management practices are still maturing and not everyone uses them consistently.

Run (6-8): Our collaboration and work management tools effectively support teamwork across locations and time zones.

Fly (9-10): We have a highly effective workspace supported by modern tools that enhance productivity, collaboration, and creativity, including standard AI tools where they reduce friction and improve alignment.

Work Management Tools (Question 2 of 2)

Teams use work management tools to organize work, improve visibility, and measure performance.

Crawl (1-2): Our team does not effectively use work management tools, resulting in poor visibility and weak tracking of progress.

Walk (3-5): Our team is improving tool usage, but automation and performance measurement are still limited.

Run (6-8): Our team consistently uses work management tools to organize work, track progress, and measure capacity and performance.

Fly (9-10): Our team has fully adopted and optimized work management tools, including standard AI tools, to streamline workflows, maximize automation, and continuously improve delivery performance.

LEADERSHIP

Leadership › Management › Develop People

Develop People

Assess the guidance and support you receive from your manager. Select N/A if you are an external contractor.

Crawl (1-2): I rarely meet with my manager, and discussions focus mostly on tasks or status. I receive limited support for my growth.

Walk (3-5): My manager provides feedback and support at times, but it is inconsistent. Growth conversations are occasional and not structured.

Run (6-8): My manager consistently supports my growth through regular feedback and development conversations that improve my performance and how I work with others.

Fly (9-10): My manager actively adapts support based on my goals and business needs. My development is continuous, supported by feedback, data, and standard AI tools to identify growth opportunities.

Leadership › Management › Obstacle Removal

Obstacle Removal

How effectively does leadership remove organizational obstacles for the team?

Crawl (1-2): Obstacles persist and regularly impact delivery. Escalations are slow or ineffective.

Walk (3-5): Some obstacles are addressed, but resolution is inconsistent or takes longer than it should.

Run (6-8): Most obstacles are resolved quickly with clear ownership and communication to the team.

Fly (9-10): Obstacles are proactively identified and removed before they impact delivery. Leaders continuously improve how barriers are managed and use data and standard AI tools to spot patterns across teams.

Leadership › Product Leadership › Backlog Management

This competency contains two questions. Both feed the same score.

Backlog Readiness (Question 1 of 2)

Backlog Readiness means having a backlog of work items prepared for the next month or so (~2-3 iterations) to accommodate changing priorities. If you are an operations/support team, select N/A.

Crawl (1-2): Our team still identifies many work items during the target iteration or week.

Walk (3-5): Our work items are ready right before the start of the iteration or week, not ahead of it.

Run (6-8): Our team stays one iteration (about 2 weeks) ahead in having items ready with sufficient detail.

Fly (9-10): Our team has about 2 iterations (around one month) of work items ready, using standard AI tools to summarize requirements and surface gaps early.

Backlog Management (Question 2 of 2)

Backlog Management means having the right work defined (business features AND enablers/tech debt) with the right priority and value assigned to it, broken into smaller increments. Backlog items are "ready" before the team begins work and are refined often.

Crawl (1-2): Our team's backlog items are not clearly defined, prioritized, or refined. Work begins without proper preparation, leading to waste, missed deadlines, and rework.

Walk (3-5): Our team's backlog is prioritized but not refined consistently. We do not spend enough time getting clarity, which leads to confusion and wasted time.

Run (6-8): Our team's backlog is well-defined and prioritized, with sufficient details before work begins. We continue to work to resolve dependencies.

Fly (9-10): Our team's backlog is optimized for delivery and aligned with cross-functional teams to support strategic outcomes. We use standard AI tools to support refinement, sizing, and surfacing patterns in the work.

Leadership › Product Leadership › Engagement & Feedback

Engagement & Feedback

Product Leaders (product owners, product managers, business leaders, and stakeholders) engage to provide "the voice of the customer" and represent the customer value expected from this team.

Crawl (1-2): Our team has little to no engagement or feedback from Product Leaders, customers, or users. This limits our understanding of their needs.

Walk (3-5): Our team periodically engages with Product Leaders, customers, and users to receive feedback and direction. This has somewhat improved our understanding of their needs.

Run (6-8): Product Leaders engage regularly with our team and provide clarity on customer problems and needs. We have a deeper understanding of customer value and this informs our work.

Fly (9-10): Product Leaders engage our team, whenever possible, with our end customers and users for them to provide feedback to the team directly. We use standard AI tools to analyze customer signals and stay ahead of needs.

Leadership › Product Leadership › Value Alignment

Value Alignment (Product Leaders)

Product Leaders align the team to value, strategy, and outcomes.

Crawl (1-2): Work is mostly task-driven, with limited clarity on value or the reasoning behind priorities.

Walk (3-5): Value-based objectives are starting to form, but they are not consistently measurable or communicated clearly.

Run (6-8): Product Leaders consistently align the team to measurable, value-based outcomes that guide delivery and decisions.

Fly (9-10): Product Leaders continuously reinforce the why using data, impact insights, and standard AI tools to analyze outcomes. Decisions are adjusted based on delivered value and outcome feedback.

Leadership › Team Facilitator › **Impediment Management**

Impediment Management

The team identifies and removes blockers quickly to maintain delivery flow.

Crawl (1-2): Impediments are frequently unresolved and significantly slow down delivery.

Walk (3-5): Impediments are identified but resolution is inconsistent or slower than needed. Some blockers linger.

Run (6-8): Impediments are resolved in a timely manner with clear ownership and follow-through.

Fly (9-10): Impediments are proactively identified and removed before impacting delivery. The facilitator continuously improves how blockers are surfaced and resolved, using standard AI tools to spot patterns across past impediments.

Leadership › Team Facilitator › **Measure & Grow**

Measure & Grow

The team uses metrics to understand performance and drive continuous improvement.

Crawl (1-2): We do not make time to measure our performance or identify improvement actions.

Walk (3-5): We track some metrics and identify improvements, but follow-through is inconsistent.

Run (6-8): We regularly measure performance, add improvement items to the backlog, and act on them.

Fly (9-10): We consistently complete growth items and use data and standard AI tools to run experiments, analyze trends, and continuously raise the bar on team performance.

Leadership › Team Facilitator › **Process Facilitation**

Process Facilitation

The team follows structured ways of working that evolve based on outcomes and feedback.

Crawl (1-2): Processes are unclear or inconsistently followed. Ways of working feel ad hoc.

Walk (3-5): Processes exist but are not consistently applied. Buy-in and improvement are still developing.

Run (6-8): Processes are clear, effective, and consistently followed. The team continues to improve them based on experience.

Fly (9-10): Processes are continuously optimized using data, feedback, and delivery outcomes. The team is self-sustaining and uses standard AI tools to surface process patterns and improvement opportunities.

Leadership › Technical Lead(s) › **Technical Debt**

This competency contains two questions. Both feed the same score.

Technical Debt Management (Question 1 of 2)

The team actively identifies and manages technical debt to improve delivery speed and quality.

Crawl (1-2): Technical debt is unmanaged and negatively impacts delivery.

Walk (3-5): Some technical debt is identified, but it is deprioritized in favor of new features and rarely makes it into planned iterations.

Run (6-8): Technical debt is regularly identified and reduced alongside feature delivery. We allocate capacity specifically for it.

Fly (9-10): Technical debt is proactively managed with clear prioritization tied to measurable improvements in speed, quality, and stability. Engineering leadership uses standard AI tools to identify debt patterns and prioritize the highest-impact work.

Technology & Process Gaps (Question 2 of 2)

The team identifies and addresses technology and process gaps that impede efficiency, such as automation gaps, knowledge gaps, legacy tools, and ineffective processes.

Crawl (1-2): We have significant technology and process gaps that impede delivery, and they are rarely addressed.

Walk (3-5): We are starting to identify gaps, but addressing them is inconsistent and often deprioritized.

Run (6-8): We consistently identify and close technology and process gaps to improve efficiency and reduce risk.

Fly (9-10): We proactively close gaps before they impact delivery, with strong support from engineering leadership and continuous investment in modernization. We use standard AI tools to identify automation opportunities and surface inefficiencies in our processes.

Leadership › Technical Lead(s) › Technical Leadership

Technical Leadership

The team receives strong technical guidance aligned with business and architectural goals.

Crawl (1-2): Technical direction is unclear or inconsistent. The team figures things out independently, often creating technical debt.

Walk (3-5): Some technical guidance exists, but it is not consistently available or applied.

Run (6-8): Clear technical direction supports delivery and aligns with business outcomes. Technical leaders mentor the team and strengthen design confidence.

Fly (9-10): Technical leadership proactively shapes architecture and strategy to ensure scalability, quality, and long-term value. Standard AI tools support architectural analysis and decision-making, while the team remains self-sufficient and engages technical leaders for strategic alignment.

CULTURE

Culture › Team Dynamics › Accountability

Accountability

We take ownership of our commitments, deliver on what we agree to, and address gaps openly when they occur.

Pre-Crawl (1-2): We struggle with accountability. Commitments are often missed or not addressed openly.

Crawl (3-4): We take ownership of some work, but follow-through is inconsistent and issues are not always discussed.

Walk (5-6): We generally deliver on commitments and speak up when support is needed or gaps arise.

Run (7-8): We consistently follow through on commitments and hold each other accountable. We use data and tools to better track and manage delivery.

Fly (9-10): Accountability is embedded in how we work. We focus on outcomes, proactively manage risks, and use data and standard AI tools where helpful to continuously improve reliability.

Culture › Team Dynamics › Collaboration

Collaboration

Collaboration is how we work together to share ideas, solve problems, and achieve shared goals.

Pre-Crawl (1-2): We mostly work individually with minimal communication or coordination.

Crawl (3-4): We collaborate occasionally, but participation and idea sharing are not consistent across the team.

Walk (5-6): We regularly collaborate, share ideas, and work together to solve problems.

Run (7-8): We collaborate consistently and actively seek input from each other. We use shared tools, including AI where helpful, to improve coordination and knowledge sharing.

Fly (9-10): Collaboration is seamless and extends across boundaries. We continuously improve how we work together, using diverse perspectives, shared insights, and standard AI tools to improve decisions and outcomes.

Culture › Team Dynamics › Creativity & Innovation

Innovation & Problem Solving

We are empowered to explore new ideas and develop better ways to solve customer problems.

Pre-Crawl (1-2): We focus only on execution, with little space for new ideas or experimentation.

Crawl (3-4): We are encouraged to think differently, but experimentation is limited and not always supported.

Walk (5-6): We actively explore new ideas and challenge existing approaches, with some experimentation happening.

Run (7-8): We regularly experiment, learn from outcomes, and use new tools and technologies, including AI, to improve problem solving and delivery.

Fly (9-10): Innovation is continuous and embedded in how we work. We rapidly test, learn, and adapt, leveraging standard AI tools and emerging technologies to accelerate insights and improve outcomes.

Culture › Team Dynamics › **Happiness**

Engagement & Team Experience

We feel connected, motivated, and engaged in the work we do as a team.

Pre-Crawl (1-2): We feel disconnected from the team and unmotivated by the work.

Crawl (3-4): We enjoy working with some teammates, but overall engagement and belonging are limited.

Walk (5-6): We feel engaged and supported. We enjoy working together and are aligned on shared goals.

Run (7-8): We feel motivated and connected. We continuously look for ways to improve how we work and reduce friction, including using better tools and practices.

Fly (9-10): We are highly engaged and energized by our work. We continuously improve our experience, reduce friction, and use standard AI tools and innovation to enhance productivity and wellbeing.

Culture › Team Dynamics › **Psychological Safety**

Psychological Safety

Team members feel safe speaking up, sharing ideas, raising concerns, admitting mistakes, and challenging the status quo, without fear of blame or judgment.

Pre-Crawl (1-2): People do not feel safe speaking up. Mistakes are blamed, concerns are ignored, and disagreement is avoided. The environment discourages honesty.

Crawl (3-4): Some people feel comfortable sharing, but not everyone. There is inconsistent safety to raise concerns or challenge decisions.

Walk (5-6): We generally assume positive intent and can raise most concerns. But difficult conversations, about performance, priorities, or leadership, are still avoided at times.

Run (7-8): Psychological safety is real and consistent. People speak up, share mistakes openly, and challenge ideas respectfully. Disagreement is seen as healthy, not threatening.

Fly (9-10): The team is a model of psychological safety. Everyone is heard, honesty is rewarded, and the team actively strengthens the conditions for candid, high-quality dialogue. Feedback flows in all directions, including upward.

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