ABSTRACT

Organizations need to make changes to face increasingly complex global challenges. This transformation is essential for improving product quality, productivity, speed, as well as employee engagement and retention. Amidst these complexities, the concept of organizational agility becomes crucial for the survival and success of companies. This study aims to identify the strategies and implementation of organizational agility maturity in Tribe EWZ. Through a more structured and measured approach, Tribe EWZ is expected to be more effective in recognizing areas that need improvement and making necessary changes to enhance overall maturity. The dimensions studied include Agility Requirements, encompassing: Agility Values, Technology; Individual Agility, encompassing: Workforce, Change Management; Structures that Enhance Agility, encompassing: Collaboration and Coordination, Flexible Structures.

This study uses a qualitative method, with data collection techniques carried out through data source triangulation, namely by obtaining data from various sources using the same method. The data collection tool used in this study is in-depth interviews conducted with six (6) informants, consisting of one (1) Tribe Leader, one (1) Squad Leader, one (1) Product Manager, one (1) Junior Product Manager, and two (2) Scrum Masters.

The results of this study provide an overall picture of the maturity level of Tribe EWZ. In its implementation, the EWZ Tribe measurement uses the Wendler model which consists of 3 (three) Dimensions and 6 (six) Sub-dimensions, namely: Agility Prerequisites include: Agile Values, Technology; People Agility includes: Workforce, Change Management; Structure Enhancing Agility includes: Collaboration and Coordination, Flexible Structure. Based on these implementations, it is known that Tribe EWZ is at maturity stage 2: Agility Transition, which at this stage means that Tribe EWZ has implemented all three dimensions throughout most of the organization. However, Tribe's current position is considered insufficient by some parties, they hope that Tribe EWZ can reach the highest level which is 3: Organizational Agility. To that end, Tribe EWZ has key priorities in the short and long term. For the short term, Tribe will ensure continuous improvement in agile implementation through intensive training, and for the long term Tribe will implement agility that can also be applied to relevant stakeholders so that the impact is felt more widely.

Keywords: Agility, Agility Maturity Model, Organizational Agility, and Organizational Maturity