

MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH

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MASTER'S THESIS

Master's in Management of Organizations

Induction of organizational agility through the intervention of a consulting corporation.

Case: Asmos Consulting

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Abstract

In the actual turbulent, unstable and highly competitive business environment. Most organizations are struggling to adapt and survive in this fierce world. Quite a good number of businesses are closing down their doors daily and forever, due to their inability to keep up to change. However, some other corporations seem to deliver their best in these tough circumstances. And this is all mainly thanks to the organizational-agility that they seem to understand its important value. Early majority and late majority adopters of agility are all today standing in line; in front of consulting firms door; in order to seek help to reap some benefits of the great so called agility. This thesis, allows us to assess if Algerian consulting firms do have the capacity to help Algerian organizations to deploy agility. Through the means of an explanatory mixed methodology design. By the end of this work all right question shall be asked and answered accordingly!

Keywords: organizational-agility – agility – consulting – organization

ملخص

رشاقة المنظمات والمنشآت أصبحت مثار اهتمام المختصين والباحثين وأصحاب الشأن من القيادات الإدارية. يمكن أن تعرف بوجود مواصفات معينة يجب أن تتحلى بها المنظمات. في هذا البحث سوف ندرس على وجه الخصوص استطاعت وقدرة المؤسسات الاستشارية على مساعدة زبائنهم في تطوير رشاقة المنظمات. خطة البحث تكمن في القيام بدراسة كمية و اخرى نوعية من اجل الوصول الى اهداف هذه الدراسة

الكلمات المفتاحية: الرشاقة- الرشاقة التنظيمية -الشركات الاستشارية

Résumé

L'agilité organisationnelle est devenue aujourd'hui le centre d'intérêt des plus grandes entreprises mondiale. Pour la grande valeur qu'elle ramène à ces dernières. Hors, déployer et rendre son entreprise agile tout seul, n'est certainement pas facile. Pour cela, les entreprises les plus distinguées font recours aux bureaux de consultings afin de les aider à mener ces transformations d'agilité. Ce travail, nous permettra à travers une étude empirique de connaitre si les bureaux de consultings ont réellement la capacité de déployer l'agilité organisationnelle en leurs clients et de réussir dans cette mission.

Mots-clés: agilité - agilité organisationnelle - bureaux de conseil

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List of abbreviations

ENSM: Ecole Nationale Supérieure de Management

SWOT: Strength, Weakness, Opportunity and Threats

PESTEL: Political, Economic, Socio-cultural, Technological, Environmental and Legal

CPM: Competitive Profile Matrix

5S: Sensing, Searching, Seizing, Shifting and shaping

7S: Structure, Systems, Style, Staff, Skills and Strategy and Shared value

GDP: Gross Domestic Product

USD: United States Dollar

VUCA: Volatile, Uncertain, Complex, and Ambiguous

S&P 500: Standard & Poor's 500

COVID-19: Corona Virus Disease 2019

CEO: Chief Executive Officer

ANSEJ: Agence Nationale de Soutien à l'Emploi des Jeunes

PwC: Price waterhouse Coopers

CHAPTER I: INTRODUCTION

« I don't just want to research something- I want to make a difference »

(Zina O'Leary, 2004, p.132)

1. Background

Algeria is living today one of its worst economic crisis since its independence in 1962. Because of, the falling oil prices since 2016. And also, the current covid-19 pandemic, that is aggravating even more the state. Pushing Algeria, to enter a severe level of recession and even maybe a depression.

Since 2003 the GDP knew a significant growth. Essentially supported by the revenues of hydrocarbons. But since 2016, the oil prices went down; and the national GDP reached USD 183.40¹ billion. According to the global economic consulting firm KPMG, 45% of the Algerian GDP is made out of the hydrocarbons. And hydrocarbons represent 95% of the total Algerian exportations. The current inflation rate is around 7.8% ¹. And the unemployment has reached its highest level in the 10 past years, with a rate of 11.3% in 2019 and an estimation to reach 15.09% in 2020².

This current situation has inspired the Algerian government to focus and recognize the value and importance of the private businesses, and their crucial role that they play in creating wealth and employment. As an example, the 2020 Law of finance includes a series of fiscal reduction and exoneration for business such as start-ups. And also the cancelation of the 51/49 partnership law for the non-strategic sectors³. It is important to know also that 70% out of hydrocarbons GDP is made by private businesses according to KPMG report.

Nevertheless, in front of this amazing opportunity that is raising in front of the Algerian businesses and especially in my own opinion the private corporations. Many of them, are

¹ KPMG, Guide investir en Algérie, Février 2020

² International Monetary Fund Report of 2020

³ Algerian 2020 Law of Finance, published the 30th December 2019

still struggling to adapt to the Algerian VUCA⁴ business environment. For example, each year the Algerian government introduces new and different fiscal policies. In the same way, as it happened in 2018, the government banned a series of materials from importation. Unfortunately, among those materials were some raw materials that are crucial for the functioning of some businesses in certain industries.

The falling uncertainties in any environment are countless. And when it comes to an under developed context such as ours, they just get even higher. But as John Adams⁵ once said: «Every problem is an opportunity in disguise». And for a great manager and leader, it is to find a way through the hardships not whine about them.

Thus, organizational agility presents itself today as a great solution in order to empower our organizations and help them overcome all the struggles and suffering. Studies show that 67% of managers perceive agility as an important quality for their organizations⁶. And 61% think that their organization must change their culture into an agile one⁶, instead of being stuck into a controlling mindset that's lack trust between collaborators.

According to Ahlbäck, K., Fahrback, C., Murarka, M., & Salo, O. (2017) Agility is still in its early days, but many organizations are running to catch the fire and reap the benefits of it. In a report published by the global consultancy firm McKinsey all major high tech, telecom, media and financial services corporations are leading their way into agility. McKinsey illustrated an example of a global electronic firm that increased its share price by 20% after only adapting agility in less than 3 years. And another global bank that reduced its cost by 30% while improving its customer satisfaction and employees engagement after only a short period of time in switching to agility. They also reported that 40% of their survey respondents out of 2500 global organizations are currently conducting organizational-agility transformation while less than 10% finished the agility transformation⁷.

⁴ VUCA: Stands for Volatile, Uncertain, Complex, and Ambiguous. This world was first time introduced by Bennis, W & Nanus, B in 1985 on their book Leaders: Strategies for Taking Charge. But the term was largely vulgarized by the US army after the end of the cold war.

⁵ John Adams: American writer, statesman and the 2nd United States president.

⁶ Crank and Excel unlimited 2019: A guide to building an agile culture

⁷ McKinsey Global Survey Results: How to create an agile organization. McKinsey Quarterly

On the same report McKinsey pointed out that 75% of organizations who filled their survey said that agility is a top priority for their firm. And in another report made by Deloitte, it stated that 59% of its clients consider organizational-agility transformation as urgent change.

Hence, such numbers definitely inspire us, in order to explore this new global organizational approach of management. And especially after all the numerous examples of real-life success stories world-wide stated by those big consulting firms. And all the genuine benefits that generates from agility.

As shown above, agility increases the customer satisfaction and in most of Algerian businesses, most of bosses and managers major care is to earn money. So such practice is certainly needed in order to increase the quality of our national products and evolve our international competitive advantage. As Denning, S. (2018) states; making money becomes for agile organization not the end goal but the result, and the primary objective of the businesses evolve to delighting the customers and delivering to them long term value.

Finally, by the mean of this research, I will show case the importance of organizational agility and the role of the Algerian consulting firms that are playing in order to popularize it within businesses. And seek through the empirical study to answer if this role is well suited or not.

2. Research problematic

Most of the world's leading corporations are all today looking into agility as a must-have and a must be, within their organizations. Those corporations are all looking into the consulting firms in order to help them achieve and attain the desired level of organizational agility, for the hardship that they may face if they drive the those agile transformations by themselves.

By the means of this work, I have carried out a study within a consulting corporation. In order to evaluate their capability in deploying organizational-agility with their clients, and the Algerian business in general.

3. Thesis question and hypothesis

The research problematic is stated as follow:

“What is the capability of consulting corporations, into inducting organizational-agility with their clients?”

This main research question underlines other sub-question that will help us further understand the meaning of this work.

1. What is organizational- agility?
2. What are the main models of organizational-agility?

The research hypotheses are the following:

1. Consulting firms do have the required capacity for leading organizational-agility transformation with their clients.
2. Consulting firms do not have the required capacity in order to induct organizational-agility transformation with their clients.

4. Research design and Methodology

In order to achieve the goal of this study an explanatory mixed methodologies design is used. First, I start my research with a quantitative methodology, and then I do the necessary analysis. Later, in a second phase, I conduct a qualitative study in order to offer explications of the quantitative findings.

Data collection in the quantitative research will be by the mean of a survey. It is distributed to the consulting firm's clients. The population of this research are ASMOS consulting clients, which in my case I did my study on three organizations. And the survey's respondents from each organization are all employees who did interact with the Asmos consulting.

The qualitative study is based purely on my observation. This research gives all consideration to ethical issues, such as avoiding manipulation or influence of the information. And all findings are honestly analyzed, presented and interpreted.

5. Thesis objective and purpose

This thesis has two principal objectives: First, a theoretical goal that aims to understand, study and promote organizational agility. And an empirical goal that aims to study the capacity of consulting firms in deploying organization agility successfully with their clients.

In Algeria today, such practices within organizations, as agility, must be promoted more. Furthermore, in order to increases the responsiveness of our organizations, with the unstable environment, and increases the customer centric mindset in Algerians businesses.

The purpose of this study is to offer a different mindset. New, modern and necessary in order to give our organizations a chance to succeed and even to evolve internationally, in today's very complicated and very competitive world.

Consulting here, and as explained earlier, is seen in this study as a tool for organizational transformation. Later, in my empirical study, I will try to assess, if consulting firms really do have the capacity in order to deploy agility with their clients. Or, it is best for every organization to take care of its own agility transformation, relying only on their internal personal human capital. The quantitative study, is going to give us the opportunity to gather data from many corporations that the consulting firm did work with in order to transform them into agility.

6. Research structure and outline

This study is divided into six chapters:

- Chapter I: introduction to the study
This chapter describes about the background of the research, the problematic and exposes the research question and hypothesis. It also, it includes the research objectives, the research design used for it and the limitation found during this work.
- Chapter II: Literature review
This chapter demonstrates the literature review of the organizational-agility, different definitions and organizational-agility frameworks among other important segments.
- Chapter III: Research methodology
This chapter explains how the research was conducted and what methodology was used in order to answer the research question. And also discuss the instruments used for the data gathering process.
- Chapter IV: Research field
This chapter discusses and analyses the organization in which the internship was made. Here, I mention all the elements that will help later in the discussion and interpretation of the data.

➤ Chapter V: Research findings and discussion

Here, I am presenting all the empirical findings with their discussions and interpretation in the context of the study.

➤ Chapter VI: Conclusion

Finally, this chapter is going to offer an overview of the research to further discusses more the limitation found during the study as well as some recommendations for further research on organizational agility and its deployment through consulting firms.

CHAPTER II: LITERATURE REVIEW

This chapter shows an outlook of the literature review of organizational agility, its different definitions, models and other findings that relate to the organizational agility.

1. Agility generalities

This part discusses how did agility appear, and show cases the different definition given to agility.

1.1. Old organizational paradigm

For decades, organizations embraced the mechanical management model and organizations have been ruled by the scientific management theories of Taylor and many more. Taylor's ideas and Ford's ambitions created a new era of unprecedented effectiveness and efficiency. Quality control, organization ...etc. were all fruits of those old managerial schools (Gareth, M.1986).

But since 1911 to 2020, more than a century has passed and these old management styles, structures and mindsets that used to outperform and out deliver are no longer outgiving as the used to, in today's world.

In fact, when the old machine businesses tried to perform in this new environment, things didn't work well for many. Less than 10% of the S&P 500 companies from 1983 remained in it in 2013, according to Aghina, W. and al. (2017).

Therefore, circumstances and this new environment implied organization to develop and create and new way of doing and being.

1.2. Origins of agility

Agility in the beginnings gained its important signification in the software engineering community in the early 2000s according to Fowler, M. & Highsmith, J (2001)

Aghina, W. and al. (2017) narrate the story in their article about the origins of agility. They explained that in early 2000. Product developers were challenged in realizing their products on time within corporations. And very often, they ended up in a dispute with their manager and bosses, after a while those developers become the averse people in practically any corporation. Because even when they managed to build their products on time customers were still very much dissatisfied with those products.

« Organizational anarchists were looking for alternative approaches to the typical waterfall approach to software development. They proposed a new set of values, methodologies, and ways of working that then swept through the product-development and technology arenas over next 16 years. This became known as “agile software development” or “agile technology. » (Aghina,W. and al. 2017, p.15)

Afterwards this methodology gave inspiration to executives for developing a whole new business approach which eventually has become known today as agility, agile organization or agile business...

1.3. Agile Vs. Agile

In his article Creasey, T. (2016) states the difference between Agile and agile. He explains that one of them is a methodology: something that we do. And the other one is a trait: something that we are; which is the main subject of this thesis, it is also referred to as organizational agility.

« Agile is an iterative approach to software development and project management with articulated principals, values, methods, roles, processes, and tools » (Creasey, T. 2016, 1)

They both aim to improving organizational efficiency in response on seizing opportunities but in a very different manner, add Creasey, T. (2016).

I believe that it is very important to distinguish between the two concepts, especially when someone is doing research or reading about one in this subject. Because very often, people end up mixing the definition and attributing related information of one of them to the other one!

1.4. Agility definitions

The first work made on organizational agility was done by Bennis, W., & Nanus, B. (1985). After the U.S government asked them to do a research and imagine how organization could become in the future. Their final work wasn't that much similar to today's modern agility, but it was definitely a stepping stone for others to build on.

After that, many research and studies has been made especially on the last years about the subject. It's very important to state that organizational-agility doesn't have one solid reference, model or author who can be taken as the central reference in our work, except Kotter, J. which by the end of this chapter, I shall expose his work on the subject. Instead, there are many works done by many researchers and each researcher develops his own model which can be totally different from other's work.

Denning, S. (2018) defines agility as an organization that its members and teams are self-organized and works in a repetitively in order to deliver continuously value to customers. Organizational agility according to Rudd, C., and al. is « Enterprise agility is the ability to sense and respond rapidly and effectively to opportunities and disruption. True agility is a combination of two factors: speed (velocity & adaptiveness), and a solid foundational base for stability », (2019, p.2)

Aghina, W., De Smet, A., & Weerda, K.(2015) state that agility lays in driving speed and creating stability. Also Aghina, W. et al. (2017) mentioned that « Agile organization - designed for both stability and dynamism- is a network of teams within a people-centered culture that operates in rapid learning and fast decision cycles which are enabled by

technology, and that is guided by a powerful common purpose to co-create value for all stakeholders. Such an agile operating model has the ability to quickly and efficiently reconfigure strategy, structure, processes, people, and technology toward value-creating and value-protecting opportunities. An agile organization thus adds velocity and adaptability to stability, creating a critical source of competitive advantage in volatile, uncertain, complex, and ambiguous (VUCA) conditions » (p.5). This second definition of 2017 is complementary to the one of 2015, as she gives more details and more characteristics to the agile organization, while reinforcing her statement.

Appelbaum, S., Calla, R., Desautels, D. & Hasan, L. (2017) define agility as the continuous sustain organizational flexibility, speed, performance in regards of change in a dynamic way, they add also that agility works on closing the gaps between speed and learning while going on organizational change.

Kidd, P.T. (1994) describes organizational agility as a set of processes and advanced technologies organized into meeting customized customer demands with high-quality products. Even though, processes are rarely mentioned in other author's definitions about agile organizations. Simply cause of agility is all about freeing the corporations from those processes into a more open way of working. This definition on the other hand highlights the big importance of customer orientation as it was also stated in Denning's, S. (2018) definition.

Organizational agility is defined by Singh, J., Sharma, G., Hill, J., & Schnackenberg, A. (2013) as the ability to respond flexibly to changes in environment by quickly adjusting products and services in order to achieve a sustained competitive advantage. They also add the following « persistent, systematic variations in an organization's outputs, structures or processes that are identified, planned, and executed as a deliberate strategy to gain competitive advantage » (Singh, J., Sharma, G., Hill, J., & Schnackenberg, A. 2013, p.7)

« We define organizational agility as the capacity for rapid, continuous and systematic evolutionary adaptation and entrepreneurial innovation directed at gaining and maintaining

competitive advantage ». Baskarada, S. & Koronios, A. (2018, p.6). This definition showcases the important role of speed, considering timing in management as one of the crucial factors to determine business agility.

When we read the academic literature about agility very quickly we can notice that no definition is similar to the other. And most of the authors define agility from their own context, perspective, industry and even cultural background...etc. Singh, J., Sharma, G., Hill, J., & Schnackenberg, A. (2013) explained in his work that the concept of agility is not enough addressed and studied in the academic literature.

Down below a table containing a further more definitions given to agility by various authors:

Board 1: Agility definitions

Definition	Reference
Business Agility is the set of possible business initiatives a firm can readily implement leveraging predetermined competencies with managed cost and risk.	Westerman, Weil and McDonald 2006
Agility is the successful exploration of competitive bases (speed, flexibility, innovation pro-activity, quality and profitability) through the integration of reconfigurable resources and best practices in a knowledge rich environment to provide customer driven products and services in a fast-changing market environment	Yusuf, Mansoor & Gunasekhar,1999
Agility is the ability of a firm to face and adapt proficiently in a continuously changing and unpredictable business environment. Agility is not about how a firm responds to changes, but it is about having the capabilities and processes to respond to its environment that will always change in unexpected ways	Kassm and Zain(2004)
Agility as the firm's nimbleness to quickly assemble its technology, employees, and management via a sophisticated communication infrastructure in a deliberate, effective, and coordinated response to changing customer demands in a market environment of continuous and unanticipated change	Kodish et. al (1995)
Enterprise agility is defined as the ability of firms to sense environmental change and respond readily. As such, enterprise agility consists of two components: sensing and responding	Overby et. al. (2006)
Agility can be characterized as the ability to sense and respond to changes in an organization's internal and external environment by quickly assembling resources, relationships and capabilities. The underlying components of agility focus on the organization's capabilities to sense anticipated and unanticipated changes in the internal and external environment, and to respond to those changes.	Gallegher and Worrel (2007)
Agility is the ability of an organization to thrive in a continuously changing, unpredictable business environment	Dove (2001)
Organizational agility is a company's ability to consistently identify and capture business opportunities more quickly than its rivals do	Sull(2009)
The ability of an enterprise to develop and exploit its inter- and intra-organizational capabilities	Hooper et al., (2001)

Source 1: Juneja1, C., Kothari, H., & Rai R. S. (2018, p.5)

2. Organizational agility framework

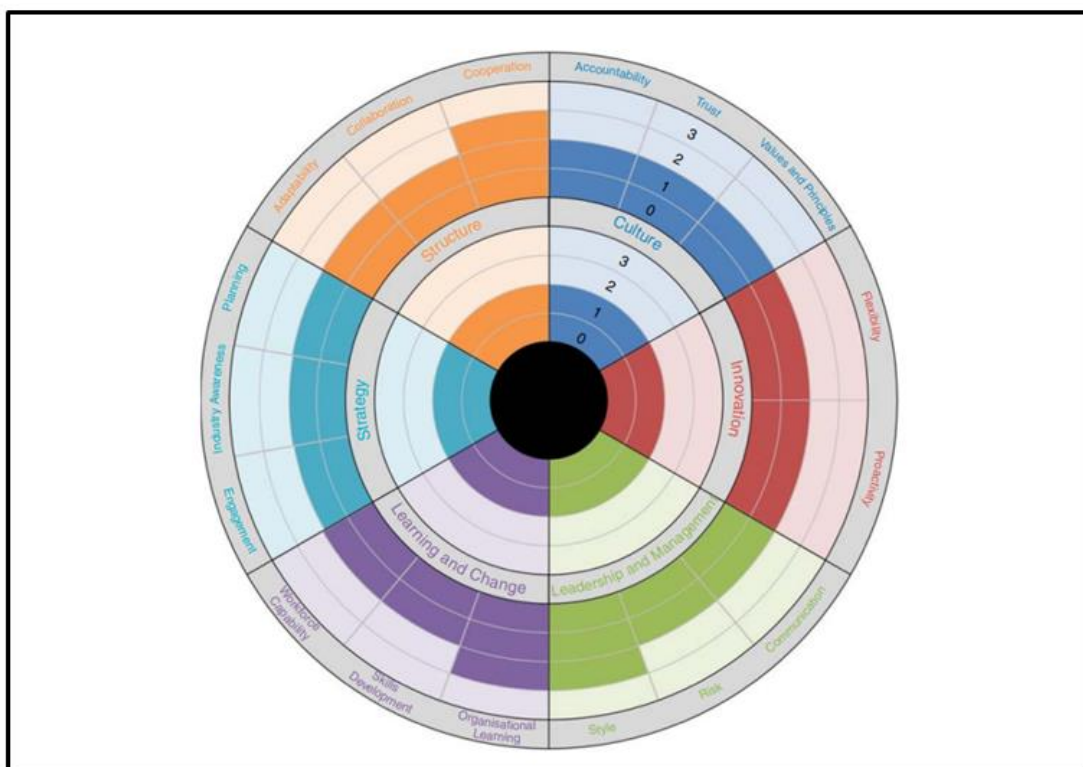
2.1. Organizational agility maturity model

This model is designed by Wendler, R. (2014). It gives an empirical and theoretical approach to assess the current state of the organizational agility. Wendler, R. (2014) stated that his model was developed first for an IT department in a banking corporation

The model is based on a questionnaire designed by Wendler, R. (2014). Which contains 39 questions that he took in consideration all the literature review written on organizational agility and furthermore the questionnaire were tested by academics and professional practitioners.

Those questions were asked on a Likert scale, five-point note, and have a behaviorist approach. The questionnaires should be addressed only to organizations which have an agility approach. (Gunsberg, D. and al. 2018)

Figure 1: Wendler's Organizational Agility Maturity Model



Source: Gunsberg, D. & al. (2018, p. 11)

Gunsberg, D. and al. state the following about Wendler's, R. model.: « in our opinion, an organization is not agile when its employees and managers “agree” with statements describing agility or when they “think” they are agile. Instead, it is the actions, capabilities, values, etc. of an organization that represent its agility. So, item-specific scales were developed to measure the dissemination of values and the implementation of conditions (from completely to not at all), the distribution of capabilities among employees and managers (from all to none), and the frequency of activities (from always to never) » (p.7, 2018)

This model is based on six dimension that are described in the follow table

Board 2: Wendlr's Agility model dimensions and sub-dimensions

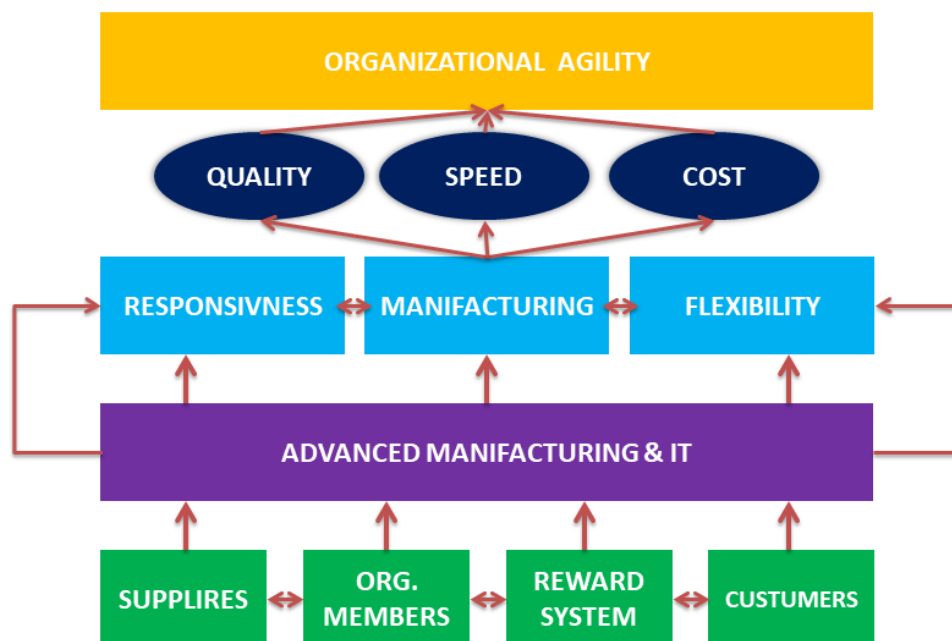
Dimension	Sub-dimension
CULTURE	ACCOUNTABILITY TRUST VALUES AND PRINCIPALES
INNOVATION	FLEXIBILITY PROACTIVITY
LEADERSHIP AND MANAGEMENT	COMMUNICATION RISK STYLE
LEARNING AND CHANGE	ORGANIZATIONAL LEARNING SKILLS DEVELOPMENT WORKFORCE CAPABILITY
STRATEGY	ENGAGEMENT INDUSTRY AWARENESS PLANNING
STRUCTURE	ADAPTABILITY COLLABORATION COOPERATION

Source: Gunsberg, D. and al.

2.2. Crocitto, M. & Youssef, M Organizational Agility Model

Interpersonal cross-functional relationships are crucial for organizational agility; according to Crocitto, M. & Youssef, M (2003). Those two authors propose a model for agile organizations based on « the integration of advanced information technologies as means to strengthen connection between organization members, suppliers, customers, and other partners provided the human side of the equation is thoughtfully taken into consideration. These connections rely on the ability of leadership to create and support an agility mission and vision, to move agility beyond enhanced market and environment scanning » stated in (Crocitto, M. & Youssef, M, 2003, p.5)

Figure 2: Crocitto, M. & Youssef, M Organizational Agility Model



Source: Crocitto, M. & Youssef, (2003, p.7)

Crocitto, M. & Youssef, M. (2003) explain the crucial role of leadership in maintain the relation between customers, employees and suppliers, and outline the different element for a good agility especially for the manufacturing organizations.

2.3. Organizational Agility Wheel Model

Figure 3: Organizational Agility Wheel Model



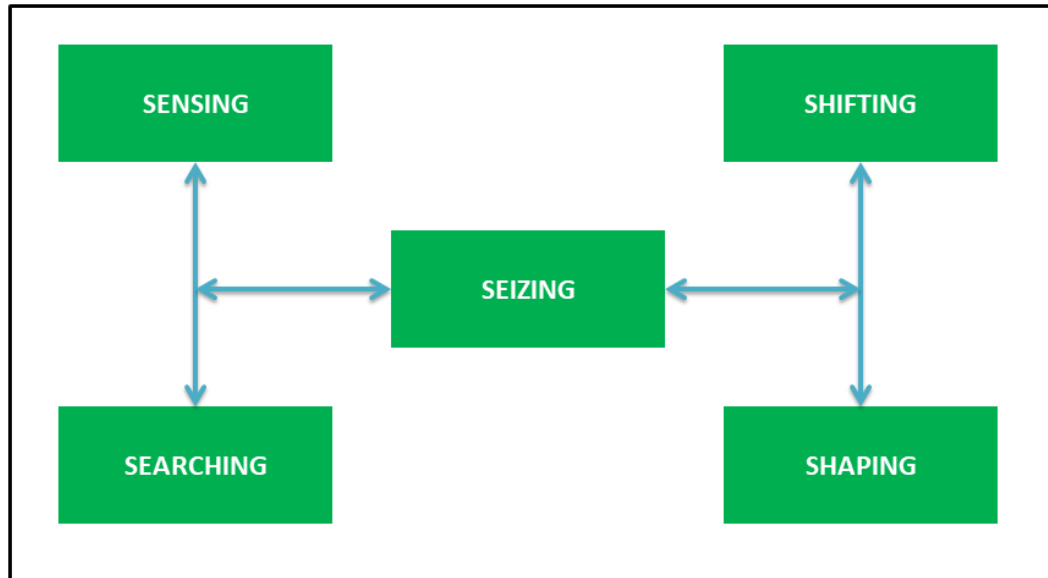
Source: Meredith, S., & Francis, D. (2000, P.256)

To remain competitive in today's markets, regarding the intense competition, and the highly difficult reach of the customer satisfaction. Organization must adapt new agility models that can help them stay on track.

Meredith, S., & Francis, D. (2000) propose a model that preach the implementation of agile strategies within enterprises by leveraging the areas of expertise of the business for the customer satisfaction. This model offers a 360 degree view of the corporations by trying to implement agility into all its aspects.

2.4. The 5S organizational agility framework

Figure 4: The 5S Organizational agility framework



Source: Baskarada, S. & Koronios, A. (2018, p.4)

Baskarada, S. & Koronios, A. (2018) propose this framework that expresses the dynamic capabilities of an agile organization into 5 segments:

- **Sensing:** It is the capacity of detecting opportunities and threats from the outside environment
- **Searching:** It is the capacity of creating opportunities within the organization
- **Seizing:** It is the capacity of making impartial business decisions
- **Shifting:** It is the capacity of generating new business strategies, business models...
- **Shaping:** It is the capacity of raising and leverage new abilities in order to affect the outer environment

3. Dual operating system

3.1. Definition

Certainly when it comes to building and implementing organizational agility, Kotter, J. P. (2014) dual operating system; is one of the world leading models if not the only one, that shows us exactly and in an empirical manner, how to introduce and fulfill organizational agility.

In a VUCA world hierarchies have brilliantly demonstrated their inability to keep up with the high changing pace of their environment. « Hierarchies with great management processes and good leaders on top are not built for leaping into a creative future. Innovation requires risks, people who are willing to think outside their boxes, perspectives from multiple silos, and more. Management-driven hierarchies are built to minimize risk and keep people in their boxes and silos. » stated (Kotter, J. P., 2014, p.15)

By this Kotter, J. P. did mean that hierarchies are a dying legend that should be kept in a museum. Instead he offers this new model, something that is complementary to the hierarchies and work to cover their weaknesses, which is the network system.

According to Kotter, J. P. (2014) when the dual operating system is deployed based on his principles and processes that are later exposed, it is possible to align the hierarchical system and network system successfully in any organization.

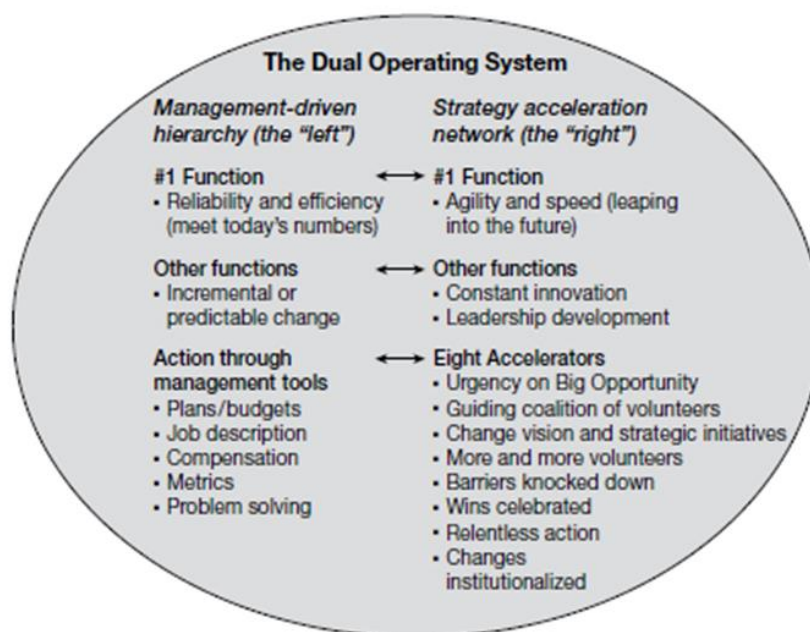
This new dual operating system is much more made for nailing big opportunities or escaping from massive threats, rather than made for managerial purposes. While the hierarchical structure tends to remain the same year after year, on the contrary the new structure tends to never remain the same over time. The network structure is dynamic. It's free from all the bureaucratic chains, leaving room for individualism, liberty, creativity, innovation to take place. Also Kotter, J. P. (2014, p.42) express that « The hierarchy part of the dual operating system differs from almost every other hierarch », later he explains because of all the innovation, research...etc. work that has been assigned to the network

structure, giving it the time and space to focus more on its most important routinely tasks like IT and accounting ...etc. Kotter, J. P. (2014)

Kotter, J. P. (2014) indicates that all we need is only 5 to 10% of all the old hierarchical structure employees and managers in the new network structure in order to make it function successfully. He adds too, that « these 5 to 10% have crucial organizational knowledge, relationships, credibility, and influence. They are often the first to see threats or opportunities—and they have the zeal to deal with them if put into a structure where that is possible. Second, they add no new (perhaps impossibly large) budget item » (Kotter, J. P., 2014, p.35). « What we need today is a powerful new element to address the challenges posed by mounting complexity and rapid change. The solution, which I have seen work astonishingly well, is a second system that is organized as a network—more like a start-up’s solar system than a mature organization’s Giza pyramid—that can create agility and speed. » adds Kotter, J. P. (2014, p.16)

Figure 5 below represents the major differences between the management driven hierarchy and the dual operating system.

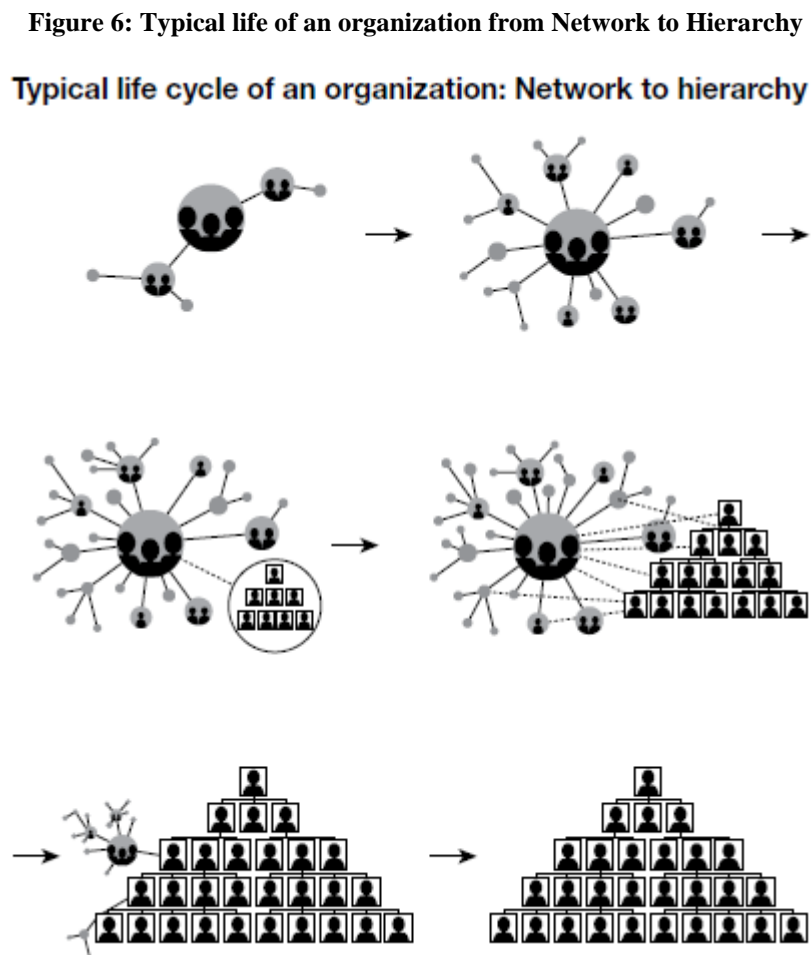
Figure 5: Management hierarchy Vs. Dual operating system



Source: Kotter, J. P. (2014, p.34)

3.2. Life cycle of an organization

Kotter, J. P. explained in his book, that all successful companies naturally started from a network like system. Where the founder is at the center and all his employees are teamed around him, doing and having different initiatives. And then as they grew, the business goes into a hierarchical structure, where it is managed by process, well defined job descriptions...etc. There intermediates states in between as they demonstrated below in the figure



Source: Kotter, J. P. (2014, p.62)

3.3. DUAL OPERATING SYSTEM'S PRINCIPLES

The following principals are stated by Kotter, J. P. (2014, p.23) as necessary elements in order to ensure a good dual operating system function.

- **Many people drive important change, and from everywhere, not just the usual few appointees.**

In order to secure speed and agility, we need different ways for gathering information and making decision. We need people that are able to drive initiative and make decision. Employees who are able to spot the threat and catch the big opportunities from the environment and mostly we need collaborators who are ready to act as change agents by initiating and driving it.

- **A “get-to” mindset not a “have-to” one**

Organizational leaders must have the ability to grow the spirit of passion, desire and responsibility within their subordinate's hearts. In order for them to be able in the future to drive initiative

- **Actions that are head and heart driven not just head driven**

Communications in this kind of organization must be addressed to both: heart and mind. In order to be efficient in the way of doing this we have to exchange numbers, statistics...etc. and also emotions, vision...etc.

- **Much more leadership, not just more management**

This level of doing this is all about passion, vision, ambition, inspiration, if you going practicing basic managerial behaviors failure is the only thing that will be granted.

- **An inseparable partnership between the hierarchy and the network, not just an enhanced hierarchy**

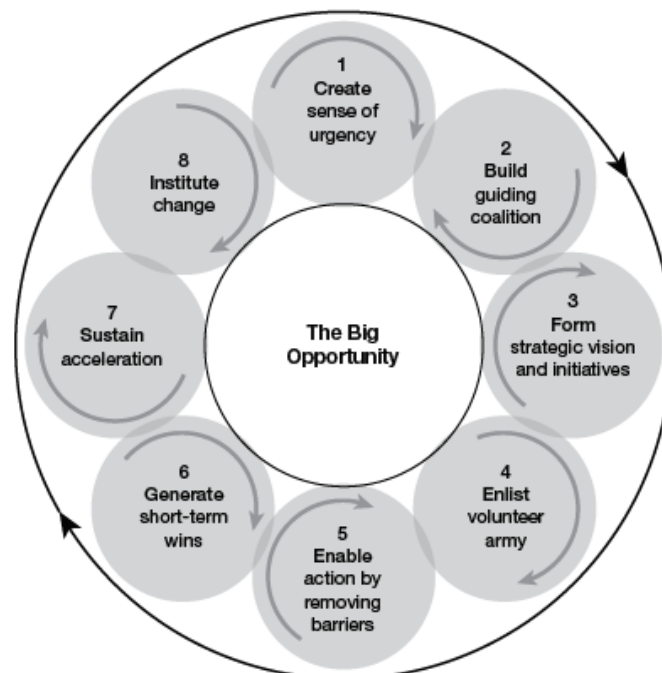
The last principal and maybe the most important one is to build a strong communication and collaboration bridges between the hierarchical and network systems. Information must be exchanged fluidly. And after a while this new way of being will just become a part of the identity of the organization.

3.4. Dual operating system Accelerators

Kotter, J. P. (2014, p.27) stated 8 Accelerators that must be taken in the new network operating system in order to turbocharge it. Those 8 Accelerators are somehow similar to the eight-step change management model but not exactly the same

These strategic tools will build in the organization a sense of urgency in order to seize big opportunities. And after a while they will be acting as self-fulfilling processes boosting and accelerating organizational agility. Kotter, J. P. (2014)

Figure 7: Dual operating system Accelerators



Source: Kotter, J. P. (2014, p. 27)

➤ **Create a sense of urgency around a Big Opportunity**

A dual operating system starts by creating a sense of urgency. Urgency must be felt by the biggest corporate managers and executives if not by all employees. A sense of urgency must be cultivated around a Big Opportunity, and if this accelerator is well cultivated; with time this sense will stay alive and will play a role of a motivational driving force for acting, innovating and changing.

➤ **Build and evolve a guiding coalition**

After raising the sense of urgency in the corporation. This step is the most crucial one. Here organizational leaders will gather in a group the most motivated, skilled, talented talents who felt well this sense of urgency and have a very high ability to lead and innovate. Because those people will form the coalition which later becomes the rising sun of the new network structure, and later this team will take charge of the coordination between the two structures: the hierarchy and the network.

➤ **Form a change vision and strategic initiatives.**

This kind of new big change demands a new vision. Something new and big that makes the member's coalition motivated and awake for this novel adventure

➤ **Enlist a volunteer army**

This stage consists of bringing the needed human capital from the hierarchical structure to the new network structure.

➤ **Enable action by removing barriers**

At this phase all managerial and routine obstacles must be erased, in order to make a room for innovation, entrepreneurial spirit and agility flourish

➤ **Generate (and celebrate) short-term wins**

Short and immediate success must be celebrated. In order to build confidence and keep the wheel moving on the right path

➤ **Sustain acceleration**

After a while and certainly after some success, people tend to drop the stick. This phase will keep the pace high and on the right direction by bringing new opportunities and changes to the new structure.

➤ **Institute change**

This step consists on implicating the change culture in the hierarchical structure, in order to give the whole organization beat!

CHAPTER III: RESEARCH METHODOLOGY

1. Introduction

The previous chapter reviewed the literature written about organizational-agility. In this one, I will treat the research methodology, and describe the methodology used in this work.

First I will give a glance at the research purpose and objectives, furthermore. I will discuss the research design, and then I will talk about the selection of the population for our study, data collection, data analysis and finally I conclude this chapter with validity and quality of the research segment.

2. Research purpose and objective

In the current economic context that Algeria is living. A national financial crisis, that lasted for the past four years, due to the falling prices of hydrocarbons, and this new world COVID-19 pandemic, that is promising nothing, but making the situation even worse. The Algerian government is such an intense period, in order to keep the development wheel moving forward. Moreover, all the indicators are showing that the red light alert will probably keep on bleeping even for the next couple of years. However, this situation pushed and inspired many national experts and the government itself, to recognize the importance of businesses in creating value and wealth for the country. And their crucial role in creating employability and even ensuring the day to day basic consummation goods, for the Algerian citizens, especially after this current world outbreak.

Nevertheless, private businesses themselves are having a big struggle to keep up with these circumstances. Because the managerial behaviors that are practiced within most of Algerian corporations aren't that much modern and cannot certainly empower them to overcoming today's big obstacles or even help them catch current emerging opportunities.

The problem that is leaved by most Algerian enterprises is due mainly to their lack of a capacity in dealing with such a highly instable, unpredictable and difficult environment.

Hence, it raises the value and goal of this research. As discussed in the literature review previously. Agility today has become one of the world's most preached practices in the biggest world's corporation's hallways. For the capacity and results that it is bringing them. Agility is offering today, the biggest businesses in the world, extraordinary ability in dealing with this highly volatile and intense environment. And definitely, agility must be seen as a real opportunity, to empower and make the Algerian businesses grow and gain them, a big capacity, in dealing with the Algerian environment.

Furthermore consulting is seen in this work, as a tool for broadcasting this new revolutionary capacity, into the maximum of the Algerian corporations. For the simple reason which is; driving organizational agile transformation, is very hard! But if led with the right experimented people, those organizational transformations can be much more effective and successful.

From this outline and the previous literature review. The principal research question is:

“What is the capability of consulting corporations, into inducting organizational-agility with their clients?”

Our research question supposes the following general hypothesis:

1. Consulting firms do have the required capacity for leading organizational-agility transformation with their clients.
2. Consulting firms do not have the required capacity in order to induct organizational-agility transformation with their clients.

3. Research design

In this thesis research, the investigation as already mentioned was conducted in Asmos Consulting. In order to study their capacity in deploying organizational agility within their clients

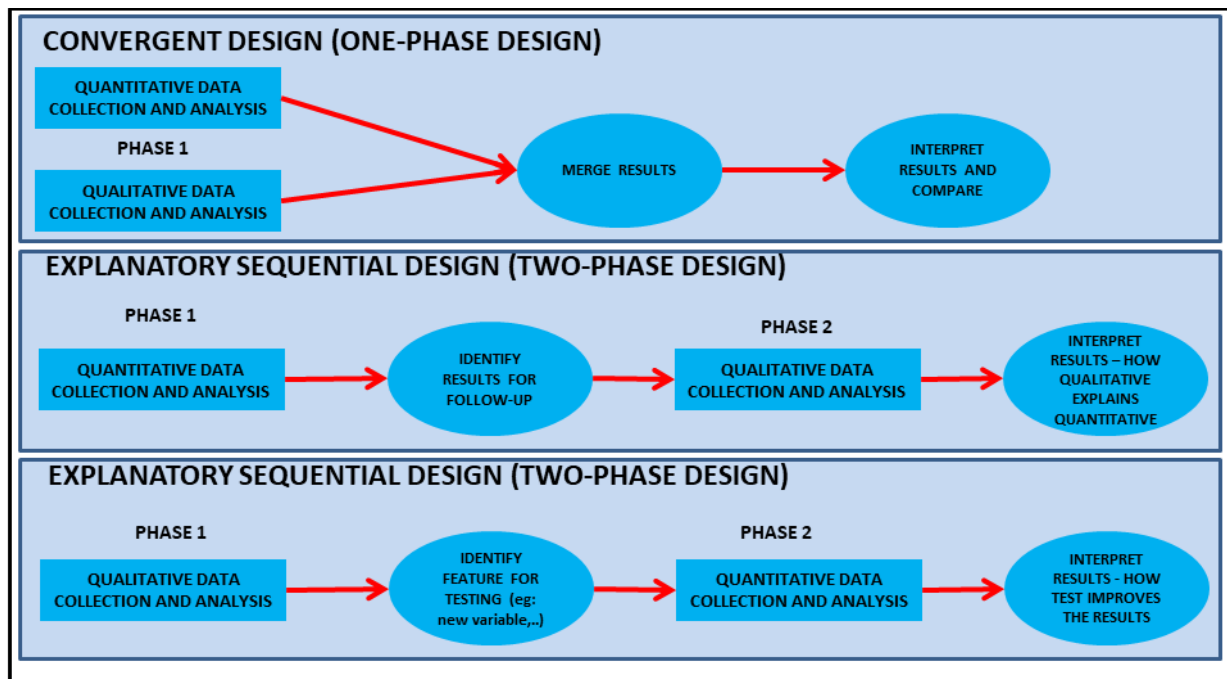
Thus, according to the research topic and in order to answer the research question and test the hypothesis. I employed a mixed methodology. Even though the use of a quantitative methodology could have been used in order to answer the research question, but that wouldn't have been enough in order to offer more depth in answering the study's question and fulfilling the thesis objectives.

For this, an explanatory mixed methodology design is used, in order to have the depth and width needed for a fully comprehensive work.

As explained in figure 5 below, an explanatory sequential design enables us to explain and justify the quantitative results with qualitative data. In this research after gathering the data from the survey and doing the necessary analysis and interpretations, I will be able to know if the consulting firm did succeed or not, in bringing and deploying organizational-agility within its client. But still, we won't be able to know and understand how and why did Asmos consulting firm succeed or fail into deploying agility within other organizations through its consulting services. For this, a qualitative study based on my observation was used in order to understand the approach and methodology that Asmos uses in its intervention operations with its clients.

The observation is the only tool used for the qualitative part. Due to some limitations faced in the field of research that I shall expose in chapter VI below. However, the observation was fully enough in order to fulfill the mixed methodology needs. And bring the needed explanations and answers for the quantitative results.

Figure 8: Research design models



Source: (Creswell .W and Creswell .J, 2018, p.300)

Creswell, W. (2009) explains that each methodology has its own limitation and strength. Thus, if we succeed in bringing the qualitative and quantitative methodologies together we can consider how stronger the understanding will be about any research in general and how precise the answer will be to the research question. Creswell .W and Creswell .J (2018) state « more insight into a problem is to be gained from mixing or integration of the quantitative and qualitative data. This “mixing” or integrating of data, it can be argued, provides a stronger understanding of the problem or question than either by itself. Mixed methods research, therefore, is simply “mining” the databases more by integrating them. » (p.294)

Creswell, W. and Creswell, J. define the explanatory sequential mixed method design as following:

« The explanatory sequential mixed methods approach is a design in mixed methods that appeals to individuals with a strong quantitative background or from fields relatively new

to qualitative approaches. It involves a two-phase data collection project in which the researcher collects quantitative data in the first phase, analyzes the results, and then uses the results to plan (or build on to) the second, qualitative phase. The quantitative results typically inform the types of participants to be purposefully selected for the qualitative phase and the types of questions that will be asked of the participants. The overall intent of this design is to have the qualitative data help explain in more detail the initial quantitative results, thus it is important to tie together or to connect the quantitative results to the qualitative data collection. A typical procedure might involve collecting survey data in the first phase, analyzing the data, and then following up with qualitative interviews to help explain confusing, contradictory, or unusual survey responses. » (2018, p304)

Creswell .W (2009) defines the quantitative research as «a means for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures. » (P.22)

So in global, our research design is made of two methodologies, the first one is the quantitative method. Which can be defined as; the examinations of relationships between variables, in order to test the hypothesis and answer the research question, through a survey or an experiment, according to Creswell and Creswell (2018).

Which, in my study, I use a survey to collect data from three companies that Asmos Consulting did work with. In order to help them deploy agility within their businesses.

Later I work with a bivariate analysis which mainly compares the scores of two variables (Bryman, A. & Cramer, D. 2005). The independent variable is the agility score's that is measured by the mean of the survey. And the second one, is the control variable. This one will allow us, to compare it with the independent variable score. In order to calculate, if those organizations, have become agile or not and therefore answer the research question.

Qualitative analysis in its turn, is defined according to Ravitch, S. M and Carl, N. M (2016) as a dynamic process which enables the researcher to join the theory and concepts, by the mean of a research question, a method of data collection process and a specific analysis in order to interpret the findings and set relationships between the variables to attain by the end the research goal.

Neuman (2014) on the other hand defines the qualitative methodology as a less standardize research design with great variety in data types and techniques. The board 1 below demonstrates all the qualitative data collection options with their advantages and limitations according to Creswell, J. W., & Creswell, D. J. (2018). And here, as explain before, I lay in the qualitative data collection process on the observation. My presence in the corporation during the internship allowed me to be a participant as an observer. My deep implementation, in the day to day work of the firm, with all the employees and the CEO of the corporation, gave me all the different usual and unusual aspects of the consulting firm way of doing and working with its clients. In other words, I employed the role of an ethnographer.

Ethnography can be defined according to Short, Jr. J. & Hughes, L. as a field of study based on the observation of the studied subject. Ethnographers deploy a careful field approach in observing and representing how people behave, work and live in their everyday lives and even interact, live and do exactly what they do and be part of the studied population. (2009)

Anderson, E. states that ethnographers must start with a rigid commitment or a theory aimed to be studied, and then later they must submerge into the environment where he or she finds the field to that theory. (2002)

Moreover Anderson, E. (1999) explains that ethnographers should always enter the field of research armed with theoretical perspective, in order to help formulate the right questions and gather the lacked and needed data.

Board 3: Qualitative Data Collection Types, Options, Advantages and Limitations

Data collection types	Options within types	Advantages of types	Limitations of the types
Observations	<ul style="list-style-type: none"> • Complete participant researcher conceals role • Observer as participant – role of researcher is known • Participant as observer – observation role secondary to participant role • Complete observer – researcher observes without participating 	<ul style="list-style-type: none"> • Researcher has firsthand experience with participant. • Researcher can record information as it occurs • Unusual aspects can be noticed during observation • Useful in exploring topics that may be uncomfortable for participants to discuss 	<ul style="list-style-type: none"> • Researcher may be seen as intrusive • Private information may be observed that researcher cannot report. • Researcher may not have good attending and observing skills. • Certain participants may present special problems in gaining reports
Interviews	<ul style="list-style-type: none"> • Face-to-face, one-on-one, in person interview • Telephone – researcher interviews by phone • Focus groups – researcher interviews participants in groups • E-mail internet interview 	<ul style="list-style-type: none"> • Useful when participants cannot be directly observed. • Participants can provide historical information • Allows researcher control over the line of questioning 	<ul style="list-style-type: none"> • Provides indirect information filtered through the views of the interviewees • Provide information in a designed place rather than the natural field setting • Researcher’s presence may bias responses • Not all people are equally articulate and perceptive
Documents	<ul style="list-style-type: none"> • Public documents - minutes of meeting or newspaper • Private documents – journals, diaries or letters 	<ul style="list-style-type: none"> • Enables a researcher to obtain the language and words of participants • Can be accessed at a time convenient to researcher – an unobtrusive source of information • Represents data to which participants have given attention 	<ul style="list-style-type: none"> • Not all people are equally articulated and perceptive • May be protected information unavailable to public or private access • Requires the researcher to search out the information in hard-to find places • Requires transcribing or optically scanning for computer entry
Audiovisual digital materials	<ul style="list-style-type: none"> • Photographs • Videotapes • Art objects • Computer messages • Sounds 	<ul style="list-style-type: none"> • May be an unobtrusive method of collecting data • Provides an opportunity for participants to directly share their data 	<ul style="list-style-type: none"> • May be difficult to interpret • May not be accessible

Source: Creswell, J. W., & Creswell, D. J., (p.264, 2018)

3.1. Epistemology

Epistemology according to Piaget, J. (1967) is defined as the establishment of knowledge with common values and techniques shared within the scientific community. This work has a post-positivist epistemological position. This approach sees the researcher as an analyst who objectively, studies and interprets the data from reality. (Creswell, J. W., & Creswell, D. J. 2018)

4. Population selection

According to O'leary, Z. : « The ultimate in population research is to be able to ask everyone/explore everything – in other words, to be able to gather data from every element within a population. But with the exception of in-depth research into very small, defined and accessible populations, or the conduct of a census, which is a survey of every element within a population, the goal of asking everyone just isn't practical. » (2017, p.379)

A purposive sampling procedure is employed in this research, in order chose the population. As Babbie, E. R. (2008, p.204) mentions the following: « Sometimes it's appropriate to select a sample on the basis of knowledge of a population, its elements, and the purpose of the study. This type of sampling is called purposive sampling (or judgmental sampling) in the initial design of a questionnaire ».

And later he adds about purposive sampling « a type of nonprobability sampling in which the units to be observed are selected on the basis of the researcher's judgment about which ones will be the most useful or representative. » (Babbie, E. R. 2008, p.204)

This type of sampling was used in choosing the companies that are studied and questioned in this study. For the following reasons: First, the CEO of Asmos Consulting proposed to me to work on this three following organization presented in board 3 down below, in order to gather data that will be useful for both, my study and his professional work. And second, those companies represent the organization that Asmos Consulting did work the most, which in other words mean, they are more highly able to represent the form's work and impact on its clients and therefore bring answer to our research question.

The names of the companies to whom the survey was addressed, will not be mentioned on any part of this study, in order to keep the privacy and respect of my field of research, and also due to request of the CEO of the consulting firm.

Board 4: Asmos Consulting customers chosen for the study

Organization	A	B	C
Industry	Telecommunication	Banking	Pharmaceutical

Source: Created by us. Inspired from Creswell, J. W. & Creswell, D. J.

The chosen population to whom the survey was addressed in each organization is only the head executives, chiefs of departments and managers. The reason for the choice of this population is that, when Asmos consulting offers its consulting and advisory services with its clients. The senior consultant of the firm always interacts and works with high and strategic employees from his client's organization, and employees with this hierarchical level are the ones who are fully aware about their organizations. And this kind of maturity assessment requires that all the respondents must know and master the subject that are questioned about, and have a full vision and awareness about the state of agility within all the organization that they are working in.

The real value of our sample is N=40, but in the results 6 answers were not relevant to the study and the respondents were not from our targeted population. So, I took those 6 finding out.

Board 5: Population that participated in the survey

	Head executives	Chiefs of departments	Managers	Total
Sample	6	5	23	34
%	17.7	14.7	67.6	100

Source: Source: Created by us. Inspired from Creswell, J. W. & Creswell, D. J.

5. Data collection

The data collection process used for this thesis research is a descriptive survey and a qualitative observation made by me during the internship about the Asmos Consulting.

5.1. Survey

Descriptive survey is defined as follow according to Creswell, J. W., & Creswell, D. J (2018): « A survey design provides a quantitative description of trends, attitudes, and opinions of a population, or tests for associations among variables of a population, by studying a sample of that population. Survey designs help researchers answer three types of questions: (a) descriptive questions, (b) questions about the relationships between variables, (c) questions about predictive relationships between variables over time. » (p.207)

5.1.1. Survey design

A survey is made to gather data about the population's opinion, trends, and attitudes. And later test for association between variables. (Creswell, J. W., & Creswell, D. J, 2018)

The main goal of this survey is to measure the maturity of the agility in organization to which agility has been deployed via Asmos Consulting firm. The degree of agility is going to be measured through Wendler, R. Organizational agility framework (2014) that has been already exposed earlier in the literature review chapter. And all the empirical study is going to be based on Wendler's, R. model

The survey questions are taken from the work of Gunsberg, D. and al. (2018) about agility maturity assessment, which he in his turn quoted them from the original paper of Wendler's, R (2014). The full survey's questions are exposed below in the appendix.

It is important to state also, that the survey was published in French language, and all question were translated accordingly, in order to adapt to the most used language of our population of study.

According to Creswell, J. W., & Creswell, D. J (2018) a good survey must answer to some of the following questions:

Board 6: Descriptive table of the survey's criteria

What is the purpose of the survey?	Measure the maturity of organizational-agility
What type of survey design is used?	Descriptive design
Is the population mentioned?	Yes, population already mentioned above in this chapter
How many people are in this sample?	The number of 34
What is the procedure of sampling?	Purposive sampling
What is the instrument used in this survey?	Google Forms
What is the timeline of the data collection?	Survey was lunched in: 8 th June 2020 And ended in: 17 th June 2020
How the measures are scored?	Each item is scored with a 1 to 4 Likert scale
How the measures are converted into a variable?	We calculate the MEAN of all items for each organization in order to have the scoring ranges of agility
How the variable will be used to answer the research question?	The 3 variables scores of each organization will be compared with board 3

Source: Filled from Creswell J. & Creswell D. (p.264, 2018)

5.1.2. Descriptive statistics

In this study a 4 point Likert agreement scale is used in order to measure the organizational agility. The main reason for choosing a 4 point scale instead of a 5 or a 7 scale is; the user is forced to form and express their opinions, rather than being indecisive and falling into the neutral position. (McLeod, S. A. 2008)

In our study, a neutral position is not helpful in order to answer our research question. And often times in a survey when the respondents do want to assert their opinions about something they fill the middle box. But the down side of this scale is, when respondents are found in such position forcing them to express an opinion, they might not answer at all the question and leaves it empty. And in this case is better to know that they were neutral then not answering. But in our survey all items were made obliged to answer in Google Forms in order to collect all data.

The 4 point agreement Likert scale used in the study.

Board 7: Likert scale nomination and notation

	Strongly disagree	Disagree	Agree	Strongly Agree
Score point	1	2	3	4

Source: Created by us. Inspired from McLeod, S. A.

In the survey I used the following Emojis presented in the figure below, in order to increase the participant's responsiveness, make the experience more fun and pleasurable and offer a better user experience to the participants. (Kaye, L. & Malone, S. & Wall, H. 2017)

Figure 9: Emojis used in the survey



Source: Created by us, inspired from Kaye, L. & Malone, S. & Wall, H.

5.2. Observation

Observation is the main and only data collection procedure used for the quantitative methodology. Creswell, J. W., & Creswell, D. J define the qualitative observation as following:

« A qualitative observation is when the researcher takes field notes on the behavior and activities of individuals at the research site. In these field notes, the researcher records, in an unstructured or semi-structured way -using some prior questions that the inquirer wants to know-, activities at the research site. Qualitative observers may also engage in roles varying from a nonparticipant to a complete participant. Typically these observations are open-ended in that the researchers ask general questions of the participants allowing the participants to freely provide their views. » (p.262, 2018)

And also as I already stated above, this kind of qualitative study is called ethnography, and it can be a very effective and very powerful data collection tool in fields where interviews cannot be made. My observation is totally based on my 1 month and 3 weeks of work within the corporation office, where I had the opportunity to access and to have different responsibilities. And even participate in a workshop made to ORGANIZATION A which took place in the client's firm headquarter. The rest of the internship was executed from home because confinement that the government imposed regarding the COVID-19 pandemic, where I were working basically everyday with ZOOM meetings application. It is important to state too that the online meetings duration was about 3 to 4 hours per day. This also gave me a full opportunity to gather even more data.

6. Instruments

Creswell, J. W., & Creswell, D. J (2018) explain that « As part of rigorous data collection, the proposal developer also provides detailed information about the actual survey instruments to be used in the study». (p.215)

The survey's data collection process is gathered via Google Forms. And the survey's link was distributed by email, Messenger and LinkedIn by the CEO of Asmos Consulting to his notable customers.

7. Variables

As mentioned above the survey used in this study is presented in the appendix. This part's purpose is to provide a definition to all variables used in this study.

Neuman, W. L (2014) defines variables as following « The variables are linked together both at the level of abstract theory and at the level of a testable empirical hypothesis. There are three levels to consider: conceptual, operational, and empirical. At the most abstract level, you want to examine the causal relationship between two abstract constructs. This is your conceptual hypothesis. At the level of operational definitions, you want to test an empirical hypothesis to learn whether specific measures, or indicators, are associated. This is the level at which you use correlations, statistics, questionnaires, and the like. The third level is the concrete empirical world in which real people live and breathe, laugh and cry, fight and love. » (p.137)

7.1. Independent variable

The survey allows us to understand how agile the organizations that worked with our consulting firm are. The MEAN of answers of each organization will be between 1 and 4 and those scores will allow us to know the level of maturity of the organizational-agility when compared to the control variable.

This method is called bivariate analysis that searches to explore difference between two variables (Bryman, A. & Cramer, D. 2005).

7.2. Control variable

In order to be able to compare the scores of the independent variables, a comparison needs to be made with a control variable, in order to know the level of maturity of the organizational-agility of our respondent's organizations. The values of this control variable are taken Gunsberg, D. and al. (2018) articles.

Board 8: Scoring ranges for the four stages of maturity

Average score	Maturity Stage
(1-2.25)	Non-agile
(2.25-3)	Agility Basics
(3-3.75)	Agility Transition
(3.75-4)	Organizational agility

Source: Article of Gunsberg, D. and al. (2018)

8. Data analysis and results interpretation

The data analysis process starts as soon as the data collection process is finished. This part will allow us to transform the quantitative data into information that have real life significance. Once the quantitative results are made and interpreted, I explain and justify those results by a quantitative study that is based on observation. This process can enable us to answer fully our research question and test our hypothesis.

Marczyk, G., DeMatteo, D., & Festinger, D. state a very important point in data interpretation, they mention the following: « Because of the technical and detailed nature of the research enterprise, it is often easy to miss the forest for the trees. Researchers can get so caught up in the rigor of data collection, management, and analysis that they may wind up believing that the final value of a research study lies in its p-value. This is, of course, far from the truth. The real value of a research finding lies in its clinical

significance, not in its statistical significance. In other words, will the researching findings affect how things are done in the real world? » (p.229, 2005)

The quantitative data analysis will be made by the use of IBM SPSS 25. The major function used in this study, are the MEAN, frequencies and also some percentage in order to visualize the results in graphs. (Bryman, A., & Cramer, D. 2005)

9. Validity and quality assurance

It's crucial in any research to have some boundaries of respect that shouldn't be crossed, in order to reserve the privacy of the population questioned or interviewed. For this, Marczyk, G., DeMatteo, D., & Festinger, D. (2005) mention some ethical fundamental principles for research:

- Respect for People: This include respecting the fact that some parsons don't want to be part of the research, and they must not be forced or influenced to do the opposite, and giving the people the freedom to express whatever point of views regarding the research.
- Beneficence: The researcher must show compassion, love, empathy and kindness towards the people he is working with. Cause the research can take subject on some emotional or personal subjects. Therefore, those situations must be managed carefully.
- Justice: Some researchers might try to manipulate the research outcome by trying to take exclude some part of the population's research concerned by the study.
- Informed consent: « The principle mechanism for describing the research study to potential participants and providing them with the opportunity to make autonomous and informed decisions regarding whether to participate is informed consent » (Marczyk, G., DeMatteo, D., & Festinger, D. p.245, 2005)
- Competence: The research must have the required scientific and cognitive ability in order to be able to interpret the research data.

**CHAPTER IV: PRESENTAION OF
ASMOS CONSULTING**

This chapter reviews the different aspects of the hosting establishment. I expose here some key information about Asmos Consulting, and the consulting industry in Algeria.

1. Company background

The below information are promoted by the consulting firm through its different means of communication!

Figure 10: Key facts about Asmos Consulting!

Key facts	
Name	ASMOS CONSULTING
Logo	 The logo for Asmos Consulting features the word "ASMOS" in a bold, blue, sans-serif font. Below it, the word "CONSULTING" is written in a smaller, blue, sans-serif font, with each letter separated by a small gap.
Founded	2010
Industry	Consulting
Value proposition	BUSINESS ADVISORY SYSTEMS & DATA CHANGE MANAGEMENT PROJECT MANAGEMENT GAMIFICATION TRAININGS AND SEMINARS CONSULTANCY
Projects delivered	Up to 60
Headquarter location	Algiers. Algeria
Employees	15 Consultants

Source: Asmos Consulting documents

2. Business description and history

Asmos Consulting is a consulting cabinet that offers its services in strategic management, change management and transformation as many more!

2.1. Mission, vision statement

The firm's founder and CEO didn't want to share with me the mission, vision and value of the corporation; under the pretext of secret information that cannot be disclosed to the public. It is important to mention that even all employees were not aware about the mission, vision and values of the corporation, when I asked about them.

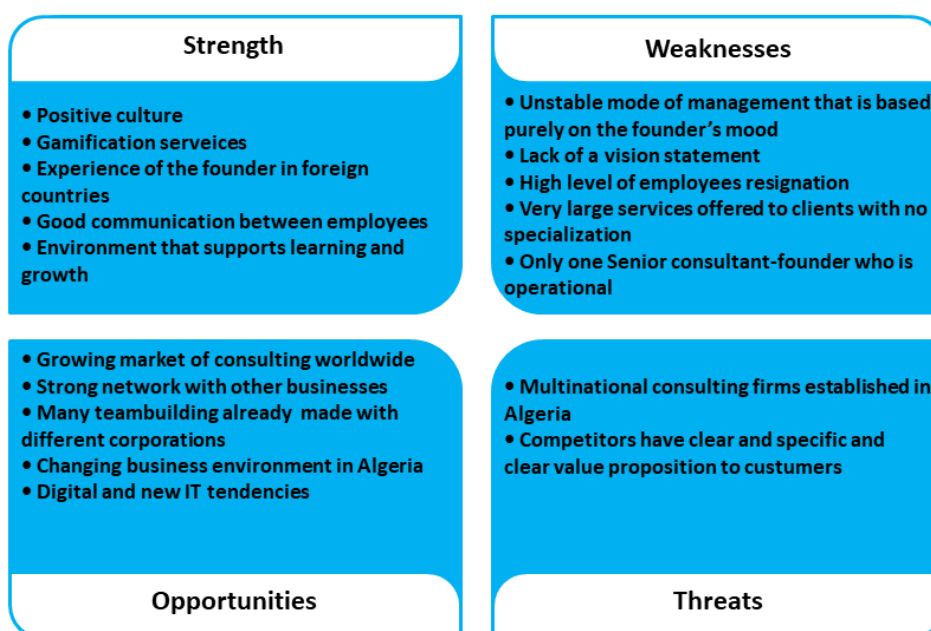
2.2. Structure, organization and organizational chart

The firm doesn't have any clear organizational chart. And contrary to what is stated by the firm, the corporation does have only 6 employees who have the following positions: Founder and CEO who work as the one and only senior consultant, 1 business and administrative manager, 2 junior consultant who less than 6 month experience within the firm and 2 designers.

2.3. SWOT analysis

SWOT analysis aims to evaluate the internal strengths and weaknesses and external opportunities and threats of a given organization. It also helps define the business's capabilities, resources, competencies and competitive advantage and to formulate the needed strategies accordingly. (Sammut-Bonnici, T & Galea, D. 2015)

Figure 11: SWOT analysis



Source: Created by us

3. Business environment of Asmos consulting

3.1. Industry review

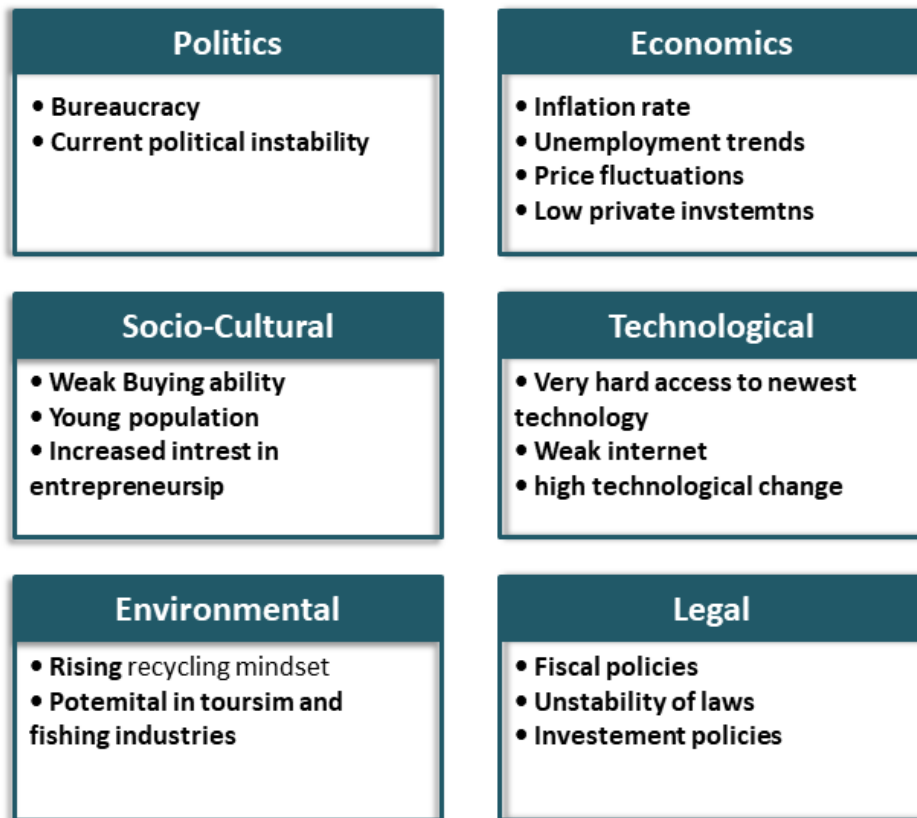
Management consulting is the industry that sells tailored and specific advisory services to given organizations by highly trained persons called consultants. Who assist those organizations and managers in identifying and solving their problems and help them also learn new skills and acquire knowledge. (Greiner, L. & Metzger, R.1983)

The Consulting industry globally keeps growing each year with such significant numbers , for instance, the big three firms: McKinsey & Company, Boston Consulting Group and Bain grew yearly in average by 12%, 14% and 17% according to the The Economist. (2013). Algeria too, keeps attracting each year more and more investors to this sector. Algeria has known in the last 6 years an increased level of opening of new consulting cabinets based on my personal observation. Unfortunately, there is no solid study or statistic that can affirm my statement. But certainly, organization such as ANSEJ has facilitated much more in the past period to people to enter this industry, especially when the entrance costs to this domain are relatively low in comparison to the other industries.

3.2. PESTEL analysis

PESTEL stand for: Political, Economic, Socio-cultural, Technological, Environmental and Legal. This model allows managers to study the macroeconomic variables where their organization operates. In order, to further take consideration for growth opportunities and escape to raising threats. (Alanzi, S. 2018)

Figure 12: PESTEL analysis



Source: Created by us, inspired from Alanzi, S.

3.3. Competitive Profile Matrix (CPM)

Competitive Profile Matrix is a strategic tool used to compare an organization with its other major competitors from the same industry. This tool showcases clearly all the major strength and weakness points of any organization in regards with its competitors. The comparison is based on the industry Critical Success Factors and each factor is assigned with a given weight to express the level of its importance. And then each factor is rated from 1 to 4 by the participants. (Bhattacharjee, D. 2015)

The comparison is made with two consulting firms: BH Advisory; an Algerian consulting firm established in the last 10 years, and PwC Algeria; a multinational consulting corporation. 6 persons took place in filling the Competitive Profile Matrix. In order to have a fair and wide perception analysis, 5 people who filled the matrix are consultants working

here in Algeria and have an experience between 2 and 15 years in consulting and have a full awareness and perception of this industry, and the 6th person is me.

Board 9: Competitive Profile Matrix

Critical Success Factor	Weight	BH Advisory		PwC Algeria		Asmos Consult	
		Rating	Score	Rating	Score	Rating	Score
Brand reputation	0.15	2.2	0.33	4	0.6	1.8	0.27
Market Share	0.1	2.2	0.22	3.2	0.32	1.6	0.16
Skilled workforce	0.2	2.4	0.48	3.4	0.68	2.6	0.52
Consultancy quality	0.15	2	0.3	2.8	0.42	2.4	0.36
Price competitiveness	0.1	2.4	0.24	3	0.3	3	0.30
Variety of services	0.1	2.2	0.22	3.2	0.32	2	0.20
Client's satisfaction	0.2	2.2	0.44	3.4	0.68	2.6	0.52
Total Score	1.00	-	2.23	-	3.32	-	2.33

Source: Created by us, inspired from Bhattacharjee, D.

The total score is the result of weight multiplied by rating. The company who has the highest rating is the one which have the stronger competitively in the market.

In our case, the strongest of the 3 competitors is PwC Algeria with a score of 3.32 then as Asmos consulting is ranked 2nd with a 2.33 score and finally BH Advisory has the final rank with a score of 2.23.

**CHAPTER V: RESULTS
PRESENTATION AND ANALYSIS**

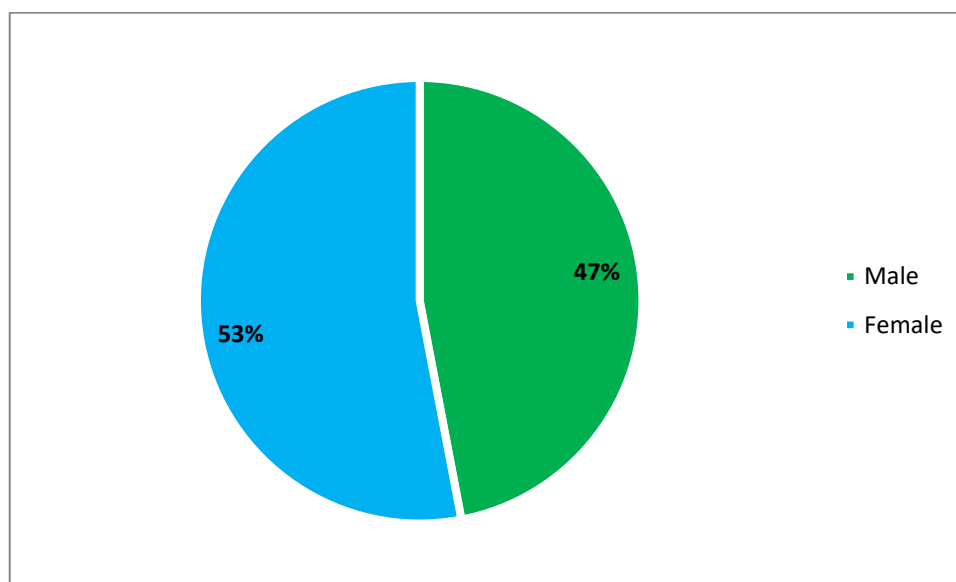
This chapter is made to analysis the quantitative results, interpret, and present them. Also, in the second phase we will give a further understanding to the quantitative findings by a small qualitative research based on observation, that shall give more meaning and understanding to our study.

1. Quantitative analysis and interpretation

1.1. Respondents profile

Here, I will showcase all the specification's profile of the people who took part in our survey. The following aspects will be presented: Gender, job title, age and department.

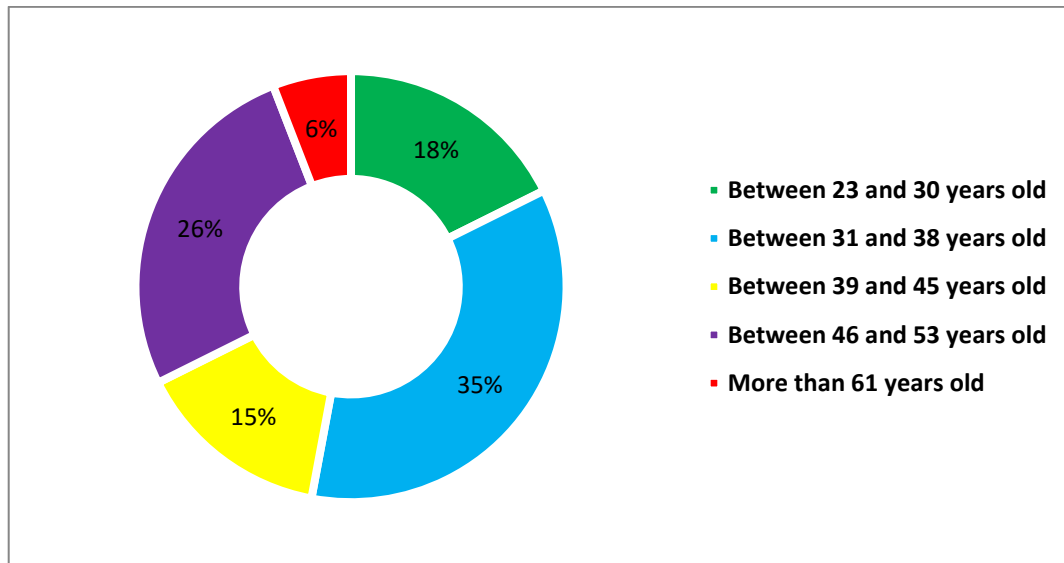
Figure 13: Sample's gender representation



Source: Created by us via IBM SPSS

According to figure above, 47% of our simple are from a male gender and 53% are from female gender.

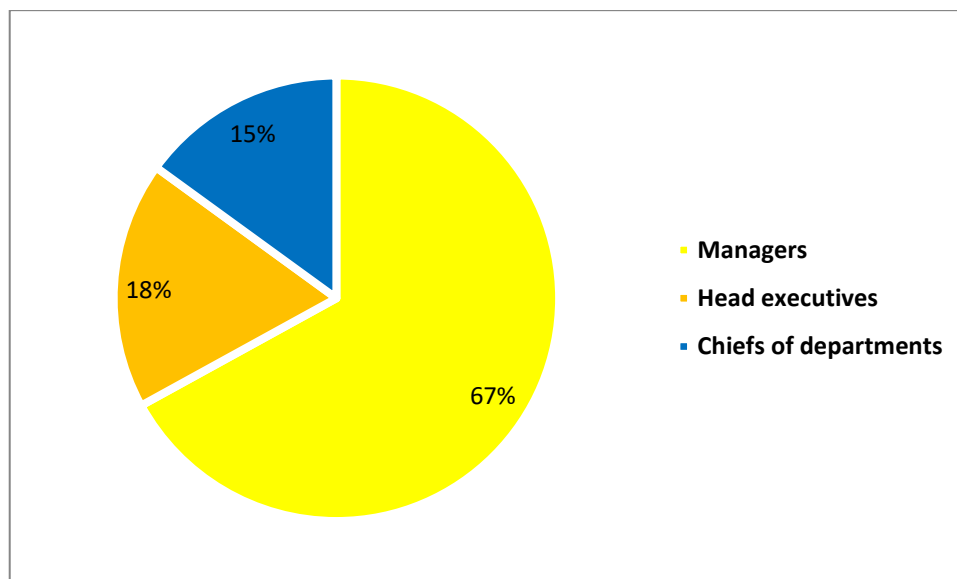
Figure 14: Sample's age representation



Source: Created by us via IBM SPSS

The majority of our sample's people are aged between 31 and 38 years old, however, the minority of group of people who took part in the study is aged more than 61 years old as the graph shall tell.

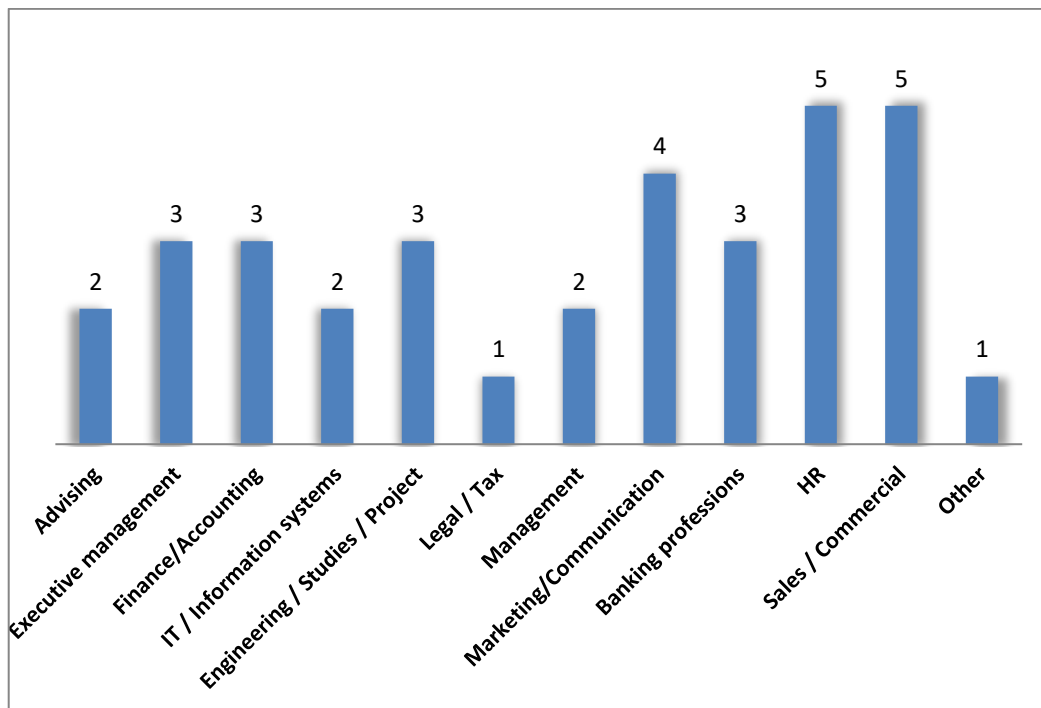
Figure 15: Sample's job position



Source: Created by us via IBM SPSS

The big majority of our sample's respondents are managers with a rate of 67% as the graph demonstrate, than we have an 18% participation of head executives and finally 15% participation of chiefs of departments.

Figure 16: Respondents departments



Source: Created by us via IBM SPSS

The above figure shows as the different departments where our respondents work in.

1.2. Variable repartition

The total number of answers gathered through the survey is N=34. Those answers are devised between 3 organizations accordingly that are the matter of the study.

Board 10: Sample of each organization

Organization	A	B	C
Industry	Telecommunication	Banking	Pharmaceutical
Answers	12	12	10

Source: Created by us via IBM SPSS

Therefore, our analysis will be made on 3 organizations with same process and each case will have its accruing interpretation.

1.3. Organization A

In this part, I will discuss and analyze all the quantitative findings related to organization A

1.3.1. Reliability analysis

Reliability analysis is calculated in this study via the Cronbach's Alpha statistic, which allows us to understand how representative and real is our survey's findings. (Taber, K. 2017)

Board 11: Reliability statistics- Organization A

Cronbach's Alpha	Cronbach's Alpha based on standardized items	N of items
0.963	0.965	39

Source: Created by us via IBM SPSS

The board 9 made by IBM SPSS, show as the Cronbach's Alpha has a value of 96.2%. This means that if we calculate any indicator which in our case is the MEAN, based on our 39 items and 12 sample's answers, 96.2% of the results are attributed to the internal consistency of our survey and 96.2% of our items do measure the concept aimed for the study and fulfill the study's purpose. (Taber, K. 2017)

Cronbach's Alpha based on standardized items is evaluated at 96.5% this means that all our items are measured on a standardized scale, which in our case is the 4 point Likert scale.

1.3.2. MEAN analysis

Board 12: Organization A - Mean analysis

	MEAN
CULTURE	3.28
INNOVATION	3.16
LEADERSHIP AND MANAGEMENT	3.32
LEARNING AND CHANGE	3.02
STRATEGY	3.23
STRUCTURE	3.18
TOTAL ORGANIZATION A - AGILITY	3.20

Source: Created by us via IBM SPSS

The board 10 above showcases the general MEAN of organization A agility's level, which is equal to MEAN Org. A =3.20. And also, it presents the sub-scores/MEANs of the entire dimension that are part of our model, in order to have a deeper understanding.

Board 11 below presents a detailed version of the MEAN calculation for organization-A

Board 13: Detailed MEAN analysis of organization A

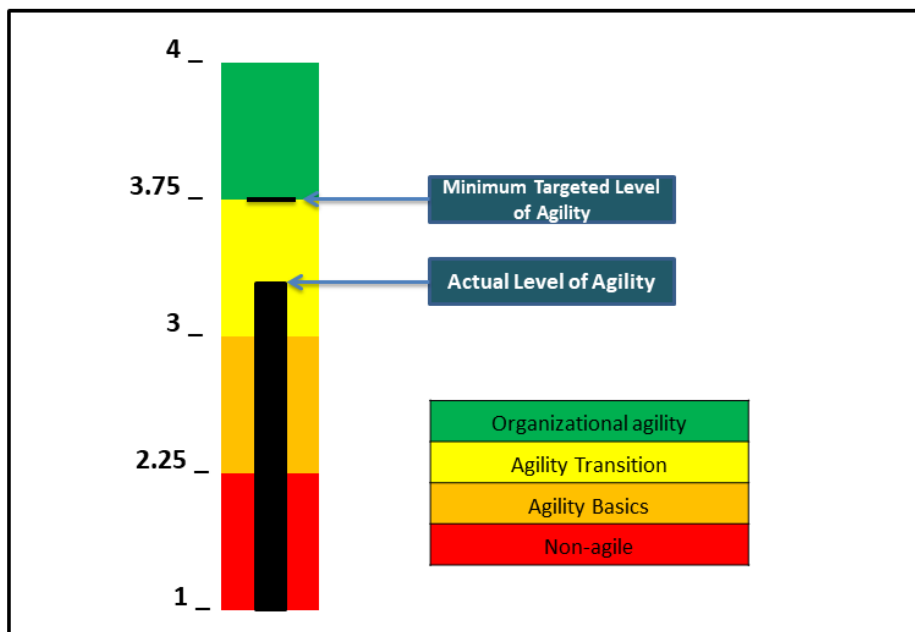
	Item	MEAN	Dim.
CULTURE	Item01	3.2500	3.28125
	Item02	2.9167	
	Item03	3.2500	
	Item04	3.4167	
	Item05	3.3333	
	Item06	3.4167	
	Item07	3.1667	
	Item08	3.5000	
INNOVATION	Item09	3.4167	3.16667
	Item10	3.0000	
	Item11	3.1667	
	Item12	3.0833	
LEADERSHIP AND MANAGEMENT	Item13	3.2500	3.32143
	Item14	3.8333	
	Item15	3.1667	
	Item16	3.3333	
	Item17	3.3333	
	Item18	3.0000	
	Item19	3.3333	
LEARNING AND CHANGE	Item20	3.1667	3.02381
	Item21	3.2500	
	Item22	2.7500	
	Item23	2.7500	
	Item24	2.8333	
	Item25	3.0833	
	Item26	3.3333	
STRATEGY	Item27	3.2500	3.23333
	Item28	3.0833	
	Item29	3.5000	
	Item30	3.1667	
	Item31	3.1667	
STRUCTURE	Item32	3.5000	3.18750
	Item33	3.1667	
	Item34	2.9167	
	Item35	3.0833	
	Item36	3.4167	
	Item37	3.0833	
	Item38	3.2500	
	Item39	3.0833	
Total MEAN			3.20233

Source: Created by us via IBM SPSS

1.3.1. Discussion of the quantitative findings

According to results analysis above and which are showcased in the bullet graph below in the Organization-A-Agility level figure. Organization A is not agile and didn't reach the level of organizational agility. And in its current stage organization A is in rather more transitional level to agility.

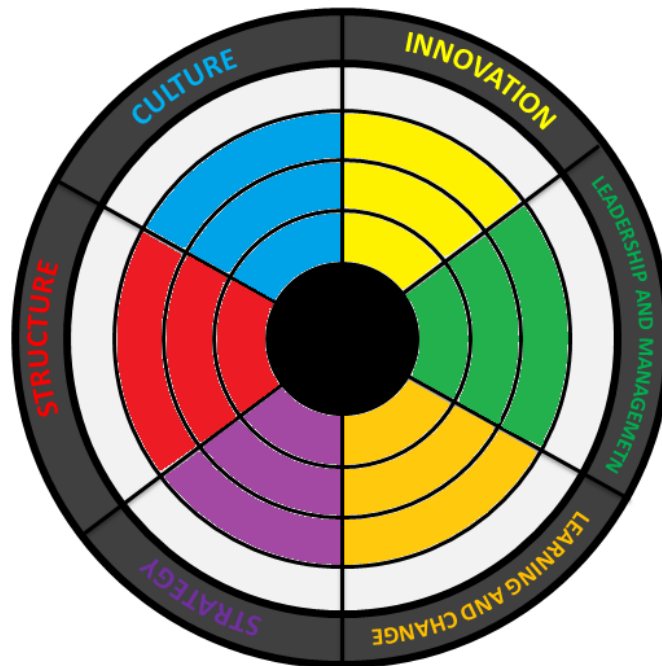
Figure 17: Bullet graph of Organization-A agility level



Source: Created by us, inspired from Gunsberg, D. and al.

It is very important to state again, that all results are interpreted according to Wendler, R. (2014) and Gunsberg, D and al. (2018) studies and research, which are both stated on chapter II.

Figure 18: Organization A Agility level of each dimension



Source: Created by us, inspired from Wendler, R.

The figure above demonstrates level of evolvement in each dimension of our model. According to our findings the six dimensions are all in stage 3 out of 4. And in order to have an agile organization the majority of the dimension must be in stage 4.

1.4. Organization B

Here the findings related to organization shall be studied in the same process as Org. A

1.4.1. Reliability analysis

Board 14: Reliability statistics- Organization B

Cronbach's Alpha	Cronbach's Alpha based on standardized items	N of items
0.974	0.975	39

Source: Created by us via IBM SPSS

According to board 12. 97.4% of our items do measure the concept aimed for the study and fulfill the study's purpose. 97.5% of the survey's items are measured on a standardized scale.

1.4.1. MEAN analysis

The board below showcases the general MEAN of organization B agility's level. The MEAN of Org. B =2.92. And also the dimension's sub-scores/MEANs that are included in our model of study.

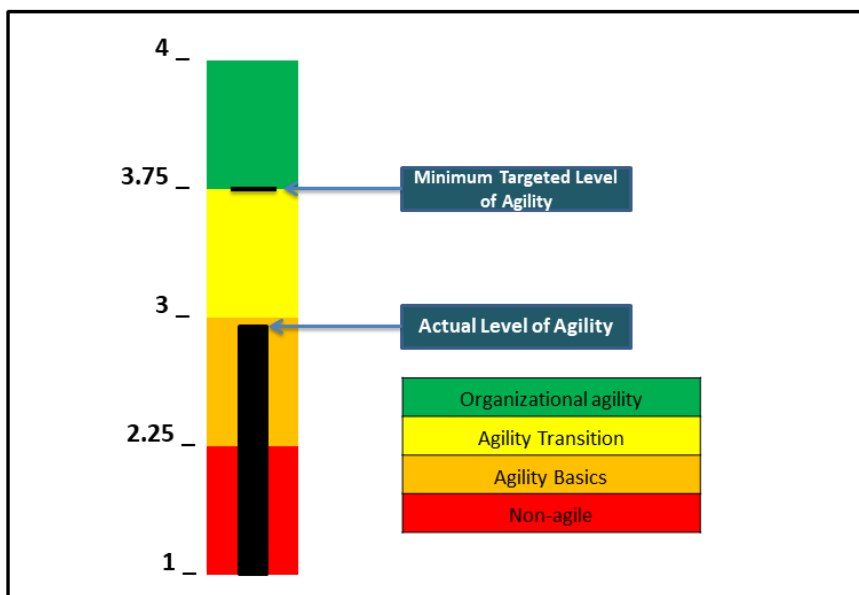
Board 15: Organization B - Mean analysis

	MEAN
CULTURE	3.25
INNOVATION	2.56
LEADERSHIP AND MANAGEMENT	2.90
LEARNING AND CHANGE	3.21
STRATEGY	3.00
STRUCTURE	2.86
TOTAL ORGANIZATION A - AGILITY	2.96

Source: Created by us via IBM SPSS

1.4.1. Discussion of the quantitative findings

Figure 19: Bullet graph of Organization-B agility level

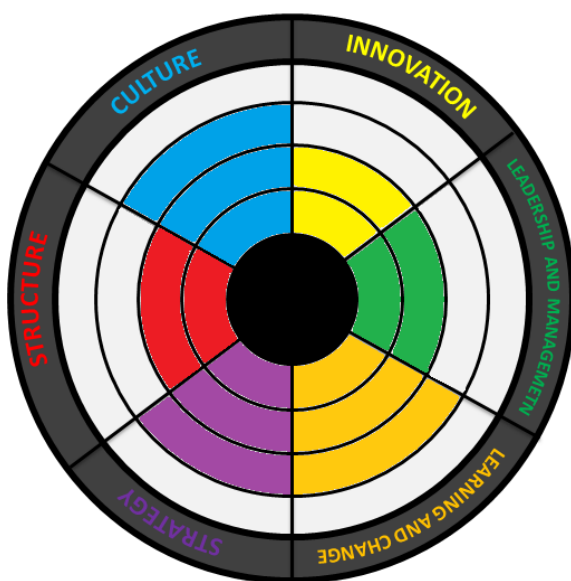


Source: Created by us inspired from Gunsberg, D. and al.

Organization B according to Wendler, R. (2014) and Gunsberg, D and al. (2018) concept; is not agile. And now it is in a state where it shares some qualities of an agile organization.

Figure 17 demonstrate the level of evolvement or each dimension of our agility’s model. Innovation, Leadership and management and Structure have all 2 score out of 4. In the other hand Culture, Strategy and Learning and change have all 3 score out 4 degree.

Figure 20: Organization B Agility level of each dimension



Source: Created by us inspired from Wendler, R.

1.5. Organization C

The findings related to organization C shall be studied in the same process as Org. A and B

1.5.1. Reliability analysis

According to the board below 93.8% of our items do measure the concept aimed for the study and fulfill the study's purpose and 94.1% of the survey's items are measured on a standardized scale.

Board 16: Reliability statistics- Organization B

Cronbach's Alpha	Cronbach's Alpha based on standardized items	N of items
0.938	0.941	39

Source: Created by us via IBM SPSS

1.5.2. MEAN analysis

The board below showcases the general MEAN of organization C agility's level. The MEAN of Org. C =3.11 and also it show cases the dimension's sub-scores/MEANs that are included in our model of study.

Board 17: Organization B - Mean analysis

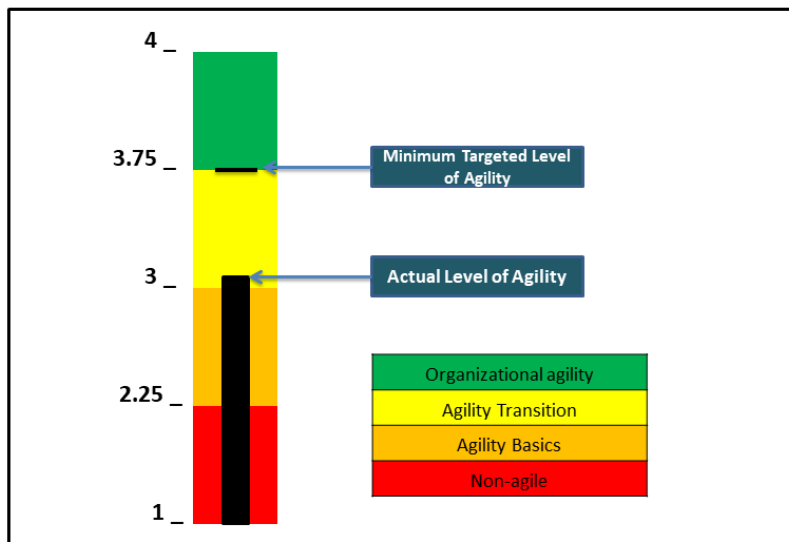
	MEAN
CULTURE	3.17
INNOVATION	3.02
LEADERSHIP AND MANAGEMENT	3.01
LEARNING AND CHANGE	2.98
STRATEGY	3.30
STRUCTURE	3.16
TOTAL ORGANIZATION A - AGILITY	3.11

Source: Created by us via IBM SPSS

1.5.3. Discussion of the quantitative findings

According to the finding Organization C is also not agile and didn't reach the level of organizational agility. Currently it is in transitional stage to agility just as org. A

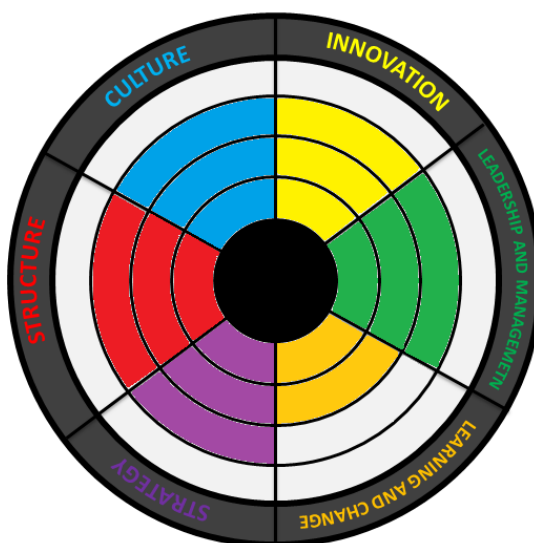
Figure 21: Bullet graph of Organization-C agility level



Source: Created by us inspired from Gunsberg, D. and al.

The figure 19 demonstrates level of evolvement of each dimension of our model. Innovation, Leadership and management, Structure, Culture, Strategy have all a 3 score out 4 and Learning and change have 2 points 4.

Figure 22: Organization C Agility level of each dimension



Source: Created by us inspired from Wendler, R.

2. Qualitative analysis and interpretation

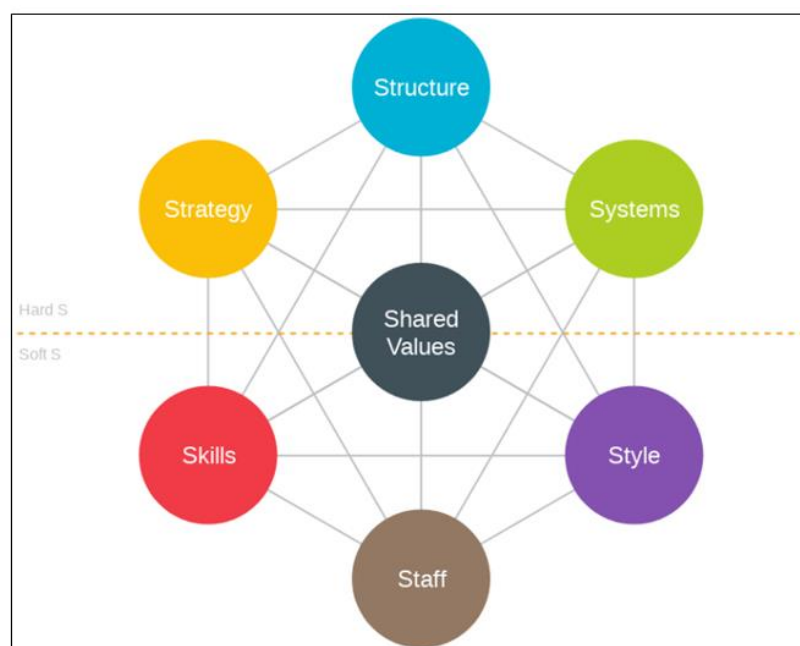
2.1. Observation

The observation is based on two parts. The first one is one the internal organization of the firm and second one is based on the way of operation and work with the firm's client.

2.1.1. Observation on the internal organization

As already explained in chapter III, the qualitative analysis is based on my observation during the internship. First, I start my observation with an internal diagnosis of Asmos Consulting using the McKinsey 7S Framework. This framework studies the adequacy and relation between structure, systems, style, staff, skills and strategy around a shared value. ROBERT H. and al. (1980)

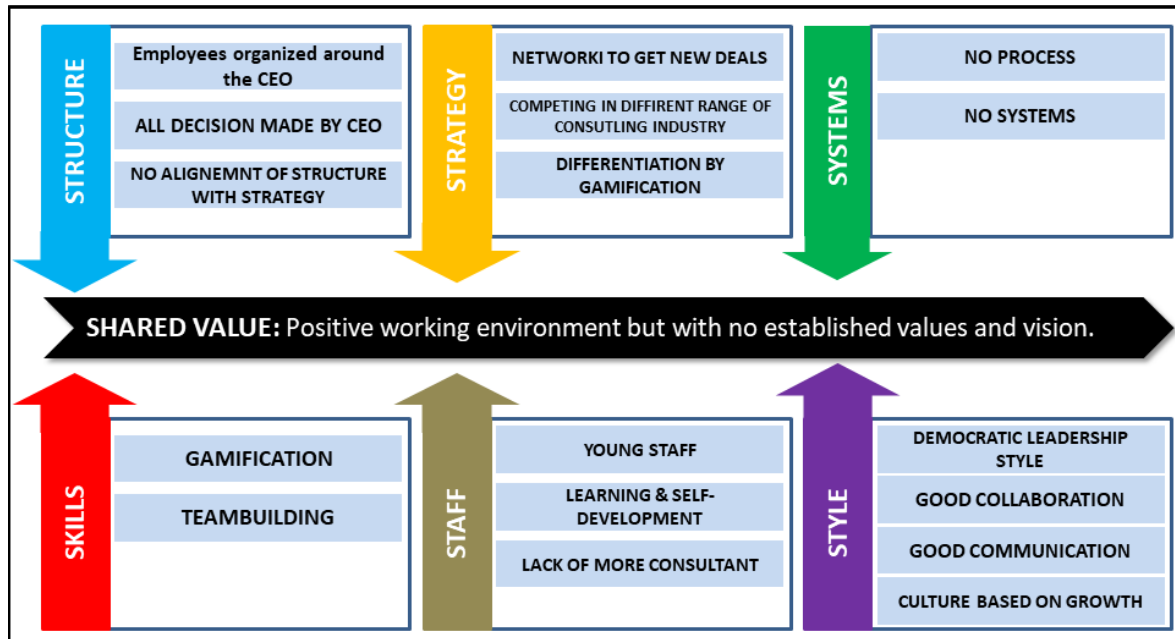
Figure 23: McKinsey 7S Framework



Source: ROBERT H. and al. (1980, p.18)

The figure below captures all the observation that I've made regarding the internal functioning of the firm, based on the McKinsey 7S Framework model.

Figure 24: 7S McKinsey Framework Observation Diagnosis



Source: Created by us inspired from ROBERT H. and al.

2.1.1. Observation on the method of operating with clients

In this part, I will address my observation on the way Asmos consulting firm intervenes with its clients. Mainly, most of the corporation's consulting and advisory services are based on gamification. In fact, Asmos and via its CEO, counts itself as the leader of gamification in the entire Maghreb region!

This approach is the core skill and value proposition of Asmos consulting. Gamification according to Werbach, K. (2014) is a methodology of making usual activities within corporation such as the process of strategy alignment, developing a strategic management plan, or any other task in business into a more game-like approach. McGonigal, J(2011) explains that to whatever the game is distend, gamification must always have a goal, rules feedback loop and volunteers to take part in the game. Richter, G., Raban, D.R., & Rafaeli,

S. (2015) state that one of gamification must crucial goal is to increase the level of motivation of employees and offer a more fun experience.

Many studies critic' gamification and look at it as a dying trend or just as an opportunity that is exploited by consultants and marketers for profit with no real-measurable benefit for clients. (Deterding, S., & Walz, S. P. 2014) and (Callan R.C., Bauer K.N., & Landers R.N. 2015)

Secondly, Asmos's consulting most sold offer is team buildings. Team buildings are group intervention made in order to increase interpersonal relation and social interaction and also it can be used in achieving goals and completing tasks (Klein, C. and al. 2009). Salas, E., Rozell, D., Mullen, B., & Driskell, J. E. defined team buildings as group meeting facilitated by a third party which can be a consultant, and can be used for several proposes.

Asmos consulting and through my observation, conversation with the CEO and employees and participation in one gamification session with Organization B, looks at those two methodologies: gamification and team buildings; as tool by which they can build and deploy organizational agility with their clients.

2.2. Discussion and interpretation of the qualitative findings

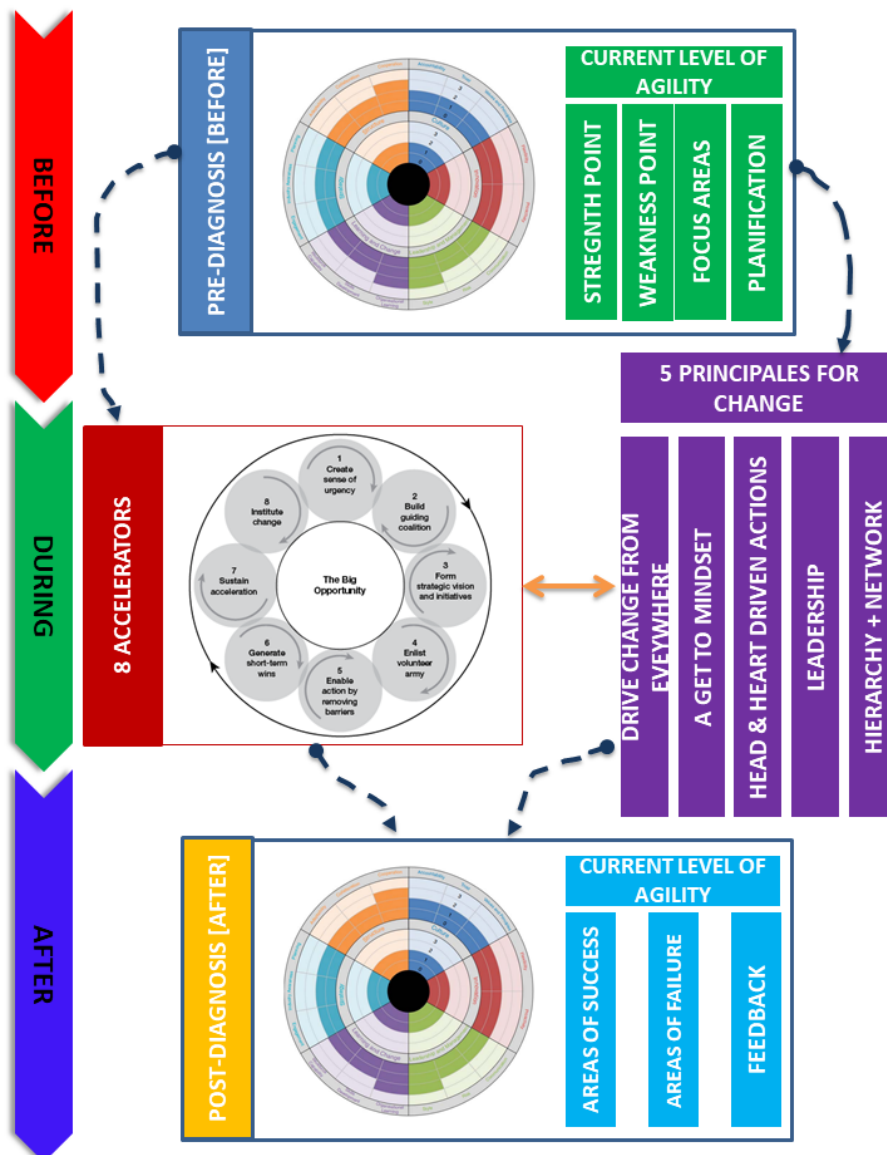
The above results of the qualitative study do explain and justify why all three organizations A, B and C are not agile. The methodology used by Asmos consulting in order to induct organizational-agility within its clients is not effective and enough to successfully in deploy agility within organizations.

Gamification and team buildings maybe are good options in order to build a good working environment and increasing the level of motivation of employees, and this is why maybe the dimension: Culture, in all three analysis had a pretty good score. But, certainly not enough to lead a total organizational transformation into agility and change a total structure!

2.2.1. Solution and recommendation

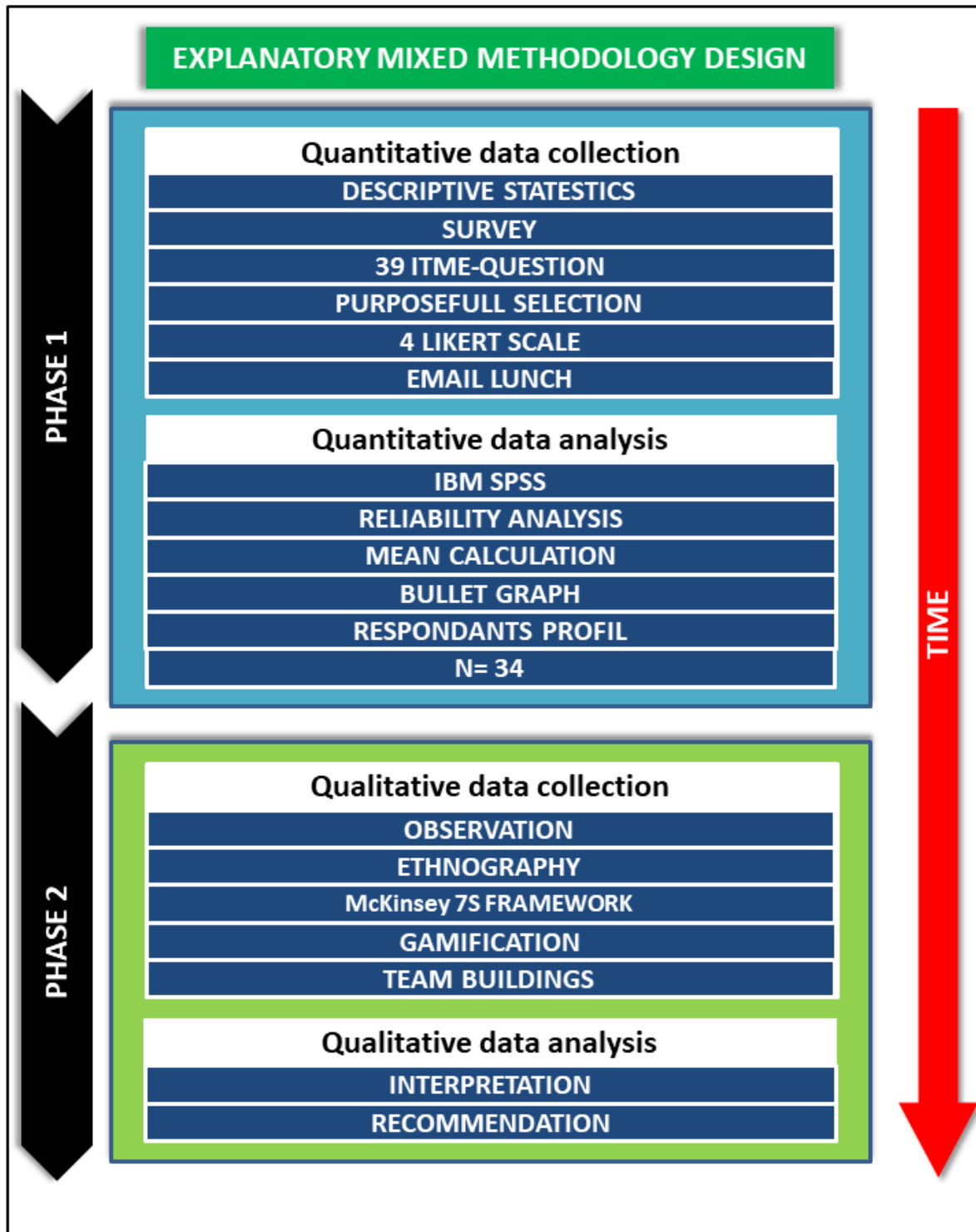
In order to have a higher potential of success in introducing organizational-agility with Asmos’s clients, we recommend to them to base their approach on scientific studies. For example the use of Kotter, J. P. dual operating system principals and accelerators; that’s mentioned on the Literature Review chapter, can be a real lever in order to increase the level of effectiveness in Asmos Consulting interventions and have real successful transformation. And before they consulting firm start any work with its clients, they must do a diagnosis in order to know the current level of agility. And, once they finish their intervention. They must re do another diagnosis in order to measure their progress. Wendler’s, R. agility maturity model can be used in order to the pre and after diagnosis.

Figure 25: Recommended model for driving agile-transformation



Source: Created by us inspired from Wednler, R. &Kotter, J. P.

Figure 26: Methodology, analysis and interpretation design



Source: Creswell .W and Creswell .J

CHAPTER VI: CONCLUSION

Organizational-agility seems to be a very in other countries a very hot subject. And all businesses are working their way around it. I also found in my research that most of the transformation that are made to agility a driven by consulting corporation.

This is why in this study, I wanted to showcase theoretically the importance of agility and study empirically the capability of Algerian consulting firms in driving agility transformation

The generated results from our study allow us to answer the question of research, and test the hypothesis. The first hypothesis is wrong and the second hypothesis is right and it can answer the research question.

The used methodology in this study was an explanatory mixed methodology design. For the quantitative side a survey was made to gather data. And for the qualitative side a deep observation was established in order to explain and justify the quantitative findings.

1. Limits and scope

The scopes of this research are limited to the findings of our survey. Maybe, if I were able to access a much more broad population within each organization to question all employees from all hierarchical levels I could have different results that could be representative.

One of the biggest limits that I faced in my field of research is that I was always under the obligation to follow the CEO of the cabinet recommendation. If I had the choice I would have selected much larger population as I already mentioned rather than sticking my study to middle and strategic management level.

Thus, I wasn't able to know to how many people did the firm sent the survey to, because they were the ones who emailed all the participants.

The COVID-19 situation made the quantitative study a bit complicated, because all three organizations were having internal crises and urgencies due to the pandemic and surely that affected the number of the sample.

In the qualitative study, I would have preferred to carry out the interviews rather than basing all my qualitative study on observation. But, in reality once I integrated the corporation to have my internship, I discovered that the the CEO/founder is the only one who does all the consulting work. So, in other words, I was not able to carry and base my research only on one interview. Furthermore, his personal answers wouldn't be objective and representative of reality.

2. Recommendation

For this kind of research, I recommend anyone who wants to do a similar research. To further explore about the company and to study it fully before you integrate it for your internship, and to never base your decision and judgment about that business only on the information that they provide to the public.

Therefore, I believe it is better to work in a relatively old organization because that would have more deal closed to use them for your study. And also, an old organization will have certainly a more established and formal processes of work.

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APPENDIX

APPENDIX-A SURVEY

Bonjour

Ceci est une enquête qui est menée dans le cadre d'un projet de fin d'études pour l'obtention d'un diplôme de master en management, de l'École Nationale Supérieure de Management.

L'objectif de cette recherche est d'étudier l'importance et le rôle des bureaux de consulting dans la transformation et l'induction de l'agilité organisationnelle avec leurs clients.

J'aimerais pour cela, en tant que stagiaire chez ASMOS Consulting et à travers ce questionnaire de maturité d'agilité organisationnelle en dessous, d'étudier l'impact du cabinet sur ses clients.

Le sondage ne devrait pas prendre plus de 5 minutes, et vos réponses sont complètement anonymes.

Les questions marquées d'un astérisque (*) sont obligatoires.
J'apprécie vraiment votre contribution!

	DIMENSION
CULTURE	Notre organisation valorise une culture qui donne des responsabilités à tous ses collaborateurs au niveau de tous les stades hiérarchiques
	Nos managers encouragent leurs équipes à prendre des responsabilités et à contribuer au changement
	Notre organisation encourage ses collaborateurs opérationnels à prendre des décisions et à assumer les responsabilités
	Notre société valorise une culture qui favorise un environnement où les gens se font confiance et se respectent mutuellement
	Notre organisation préfère la transparence de l'information avec ses collaborateurs
	Notre société préfère une approche de leadership fondée sur des valeurs communes
	Notre société préfère la mise en œuvre de principes directeurs avec une orientation claire, afin que tous les collaborateurs comprennent leur contribution
	Notre société a une culture qui est basée et centrée sur les exigences et besoins liés à la clientèle
INNOVATION	Notre entreprise donne rapidement les approbations/décisions nécessaires aux collaborateurs
	Les collaborateurs déploient avec souplesse leurs ressources (matérielles, financières, humaines ...) afin de saisir les opportunités et de minimiser les menaces
	Notre société a un processus qui gère les suggestions d'amélioration, les nouvelles idées et les solutions à tous les niveaux.
	Nos collaborateurs reconnaissent les opportunités d'innovation dans les produits, services et/ou processus qui apporteront des avantages à l'entreprise

LEADERSHIP AND MANAGEMENT	Notre société a une orientation stratégique qui est clairement communiquée et compris par tous et à tous les niveaux hiérarchiques
	Notre société dispose d'un systèmes d'information et des technologies qui rendent l'information organisationnelle facilement accessible à tous les collaborateurs
	Nos managers gèrent et partagent les informations, savoir-faire et connaissances avec leurs équipes
	Nos managers font confiance à leurs équipes pour la réalisation de leurs travaux
	Nous sommes à l'aise et nous faisons confiance aux autres structures/départements de notre organisation
	Les managers et collaborateurs de notre organisation reconnaissent et tolère l'ambiguïté
	Notre société offre des récompenses et de la reconnaissance aux individus et aux équipes pour leurs contributions
APPRENTISSAGE ET CHANGEMENT	Nos collaborateurs sont prêts continuellement à apprendre et à transmettre leurs connaissances les uns avec les autres
	Nos collaborateurs sont prêts continuellement à apprendre et à appliquer des nouvelles connaissances
	Mon organisation a un programme de formation structuré
	Nos managers maintiennent un style de gestion informel basé sur le coaching et l'inspiration des individus
	Nos collaborateurs sont motivés
	Nos collaborateurs sont engagés
	Nos managers ont les connaissances et les compétences nécessaires pour gérer un changement
STRATÉGIE	Notre organisation se concentre sur ses compétences de base et délègue les autres activités à des partenaires
	Notre organisation collabore étroitement avec ses clients et partenaires
	Nous sommes en permanente veille des évolutions de notre secteur et de nos activités
	Notre organisation sélectionne ses partenaires et sous-traitants par des critères de qualité (plutôt que des décisions basées sur les coûts purs)
	Notre organisation a une approche d'amélioration proactive et continue plutôt que de réagir sur des crises et des conjonctures

STRUCTURE	Nos collaborateurs peuvent se réorganiser en permanence dans différentes configurations d'équipe pour répondre aux nouvelles exigences et aux nouveaux défis
	Notre société offre des possibilités de rotation entre différentes activités et tâches
	Notre société offre des possibilités de mobilité de poste même entre les différents départements
	Notre société a une hiérarchie plate et des structures simples afin d'éliminer les obstacles entre les individus et/ou les équipes
	Notre société a une culture qui considère le travail d'équipe comme une partie intégrante
	Les équipes au sein de notre entreprise collaborent étroitement avec différentes équipes de différents départements
	Notre société a une structure de travail basée sur des petites équipes qui sont orientées vers des projets
	Notre société opère conjointement avec différentes équipes pour la prise de décisions stratégiques

And for the survey's general questions:

QUESTION	TERM
VOTRE FONCTION	Manager
	Responsable de département
	Cadre dirigeant
GENRE	Homme
	Femme
Age	Entre 23 ans et 30 ans
	Entre 31 ans et 38ans
	Entre 39 ans et 45 ans
	Entre 46 ans et 53 ans
	Entre 54 ans et 60 ans
	Plus de 61 ans
METIERS	Conseil
	Informatique/Système d'information
	Ingénierie/Études/Projet
	Management
	Finance et comptabilité
	Métiers de la banque
	Ressource humaine
	Vente/Commercial
	Direction générale
	Juridique/Fiscal
	Marketing/Communication
	Autre
SECTEUR D'ACTIVITE	Télécommunication
	Pharmaceutiques
	Banque