

The Adaptive Agency - Dimensions Worksheet

Mark where your agency sits on each spectrum. Be honest - there is no single right answer.

NAME / AGENCY

DIMENSION	WHERE DO YOU SIT? Mark your position on the slider – ● dot for today, ○ open circle for future.	SESSION NOTES
Who actually calls the shots? Where authority really lives - and how much that truth matches what's written on the org chart.	Founder-led "Because I said so" - the CD or MD calls it, team executes Disciplines own their lanes. Escalation is the exception, not the rule. "We all decided together" - every voice, every vote Consensus-led	
Are you a selling business or a making business? Where your identity and energy actually live - do you win work and then make it, or make work and then win it?	Growth-obsessed Always pitching - pipeline, retainers, upsell. The brief is a means to revenue. Win well, deliver well - both are non-negotiable and equally resourced. The work is the pitch - awards, reputation, and referrals do the selling. Craft-obsessed	
Clients: partners or paymasters? Whether you see clients as the boss, or as collaborators who hired you to tell them the truth.	Yes-first "The client is always right" - bend to every brief, protect the relationship above all. Serve clients well and still tell them the truth - trusted advisor, not yes-person. "We push back or we walk" - creative and strategic integrity is the job. Challenge-first	
Famous for one thing, or ready for anything? How you define what the agency is - do you win because of what you're known for, or because you'll back yourself on whatever walks through the door?	Category-owned "One thing, world-class" - narrow, famous, and fiercely protective of the lane. Known for 2-3 things, flex on the edges - obvious choice in core sectors. "We'll figure it out" - broad capability, whatever the client needs. Full-service	
Ship it or perfect it? What actually happens when pressure forces a choice between moving fast and doing it right.	Velocity-first "Ship it, iterate fast" - responsiveness and momentum beat perfection. Clear quality floors, but speed is a feature - both are part of the brief. "We don't release work we're not proud of" - quality is non-negotiable, timelines flex. Standard-first	
Open by default or need-to-know? Information culture - who knows what, and why. How much context people have shapes how much ownership they feel.	Context drip-fed "You'll know what you need to know" - leadership holds the picture, team executes. Leadership has full visibility, team gets what they need to own the work. "Everything's shared" - P&L, decisions, pipeline, all in the open. Radical transparency	
Grow talent or buy it? How you build capability - do you invest in developing the people you have, or get the right person in the seat even if it means reshaping roles around them?	Develop everyone Deliberately developmental - invest in potential, grow people into the roles you need. Invest in people who show it - clear on expectations, develop the willing, reshape where it's not working. Right person in the seat - reshape roles around exceptional people, move fast on poor fit. Talent density first	
Employees: partners or resources? How the agency views and treats its employees – do you treat employees as true, equitable partners? Or just as billable talent?	Partners Employees are true partners, with skin in the game. We treat our employees as fairly as we can, but we draw the line at sharing profits. Employees are resources that are critical to our business. Easily swapped or cut if needed. Resources	