

Leadership Agility: Going to the Next Level



Bill Joiner



CHANGEWISE

Need for Leadership Agility



LEADERSHIP AGILITY

FIVE
LEVELS
OF MASTERY
FOR ANTICIPATING
AND INITIATING CHANGE

BILL JOINER &
STEPHEN JOSEPHS

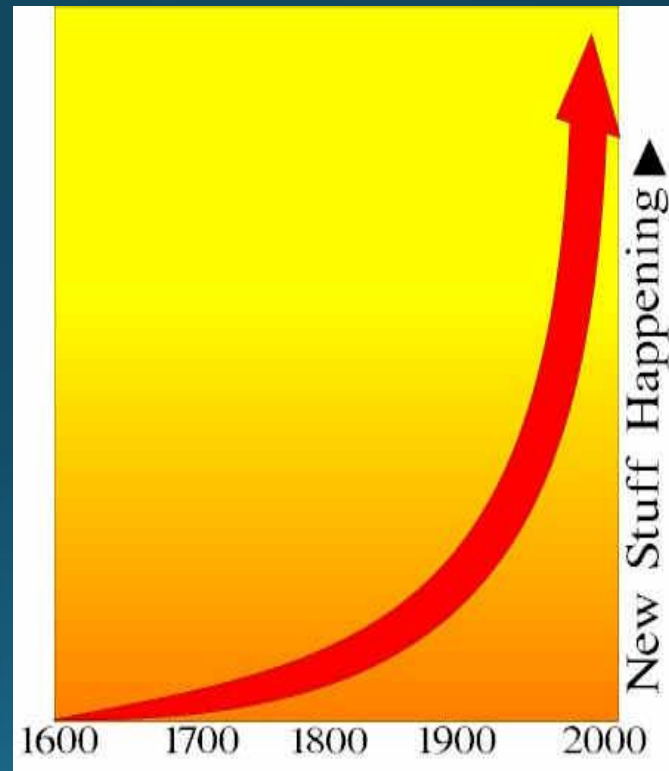
- Think?
- Act?
- Develop?

What you can Expect

- The business payoff of organizational agility
- Leadership agility – the core practice
- 4 “types” of leadership agility & how to use them
- 3 “levels” of leadership agility
- Stories of increasing leadership agility
- Leadership Agility Accelerator (thru April)

Why Leadership Agility? Accelerating Change

- Technological
- Economic
- Social
- Political
- Environmental
- Military

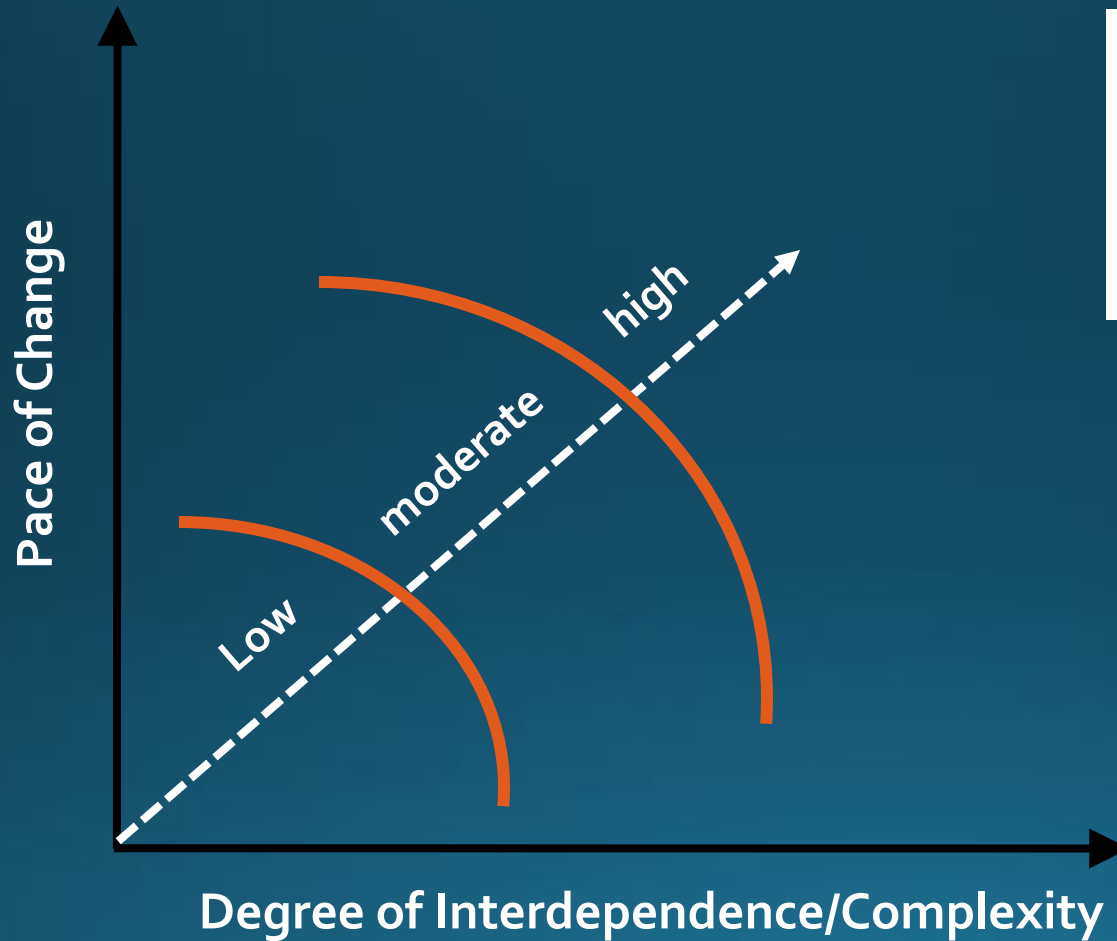


Why Leadership Agility? Growing Interconnection



- Global economy
- New communication technologies
- Premium on customer & supplier relationships
- Increasing importance of business partnerships

Today's New Era



Agility results in increased effectiveness amid rapid change and complexity

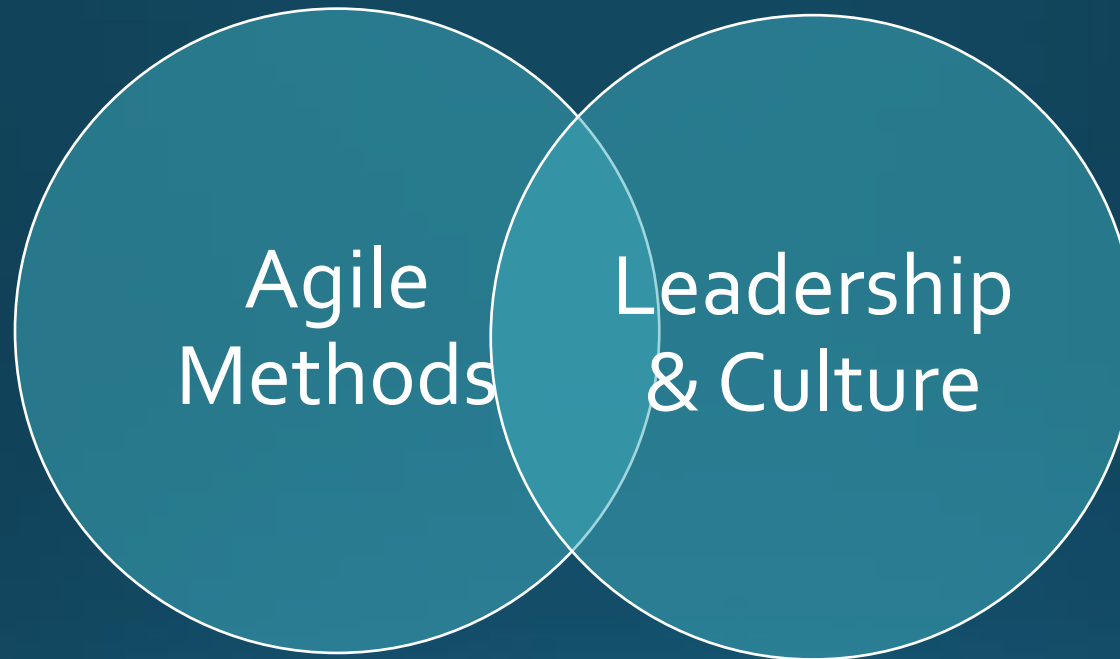
Agility & Business Performance



Resistance to Agile Methods



Types of Resistance to Agile



- Insufficient training
- Middle management role unclear
- Lack of Agile mindset
- Insufficient sponsorship
- Top leaders not “being” agile
- Low trust, empowerment, participation
- Low cross-functional collaboration

Sponsorship Role of Upper & Middle Management

- Sponsor Agile initiatives
- Adopt an Agile mindset (principles & values)
- Support Agile methods
- **Use** Agile methods
- **Don't** be a traditional manager

Leadership Role of Upper & Middle Management

- Set the context: Vision, strategy, goals, priorities
- Be agile
- Be agile in leading organizational change
- Be agile in developing high-performing teams
- Be agile in pivotal conversations
- Lead yourself with agility

Agility & Business Performance



- Revenue growth
- Market share
- Profitability
- Customer satisfaction

Bringing Leadership Agility to Agile



Sign the sign-up sheet!

Reflective Action & Leadership Agility



Focus



Step back

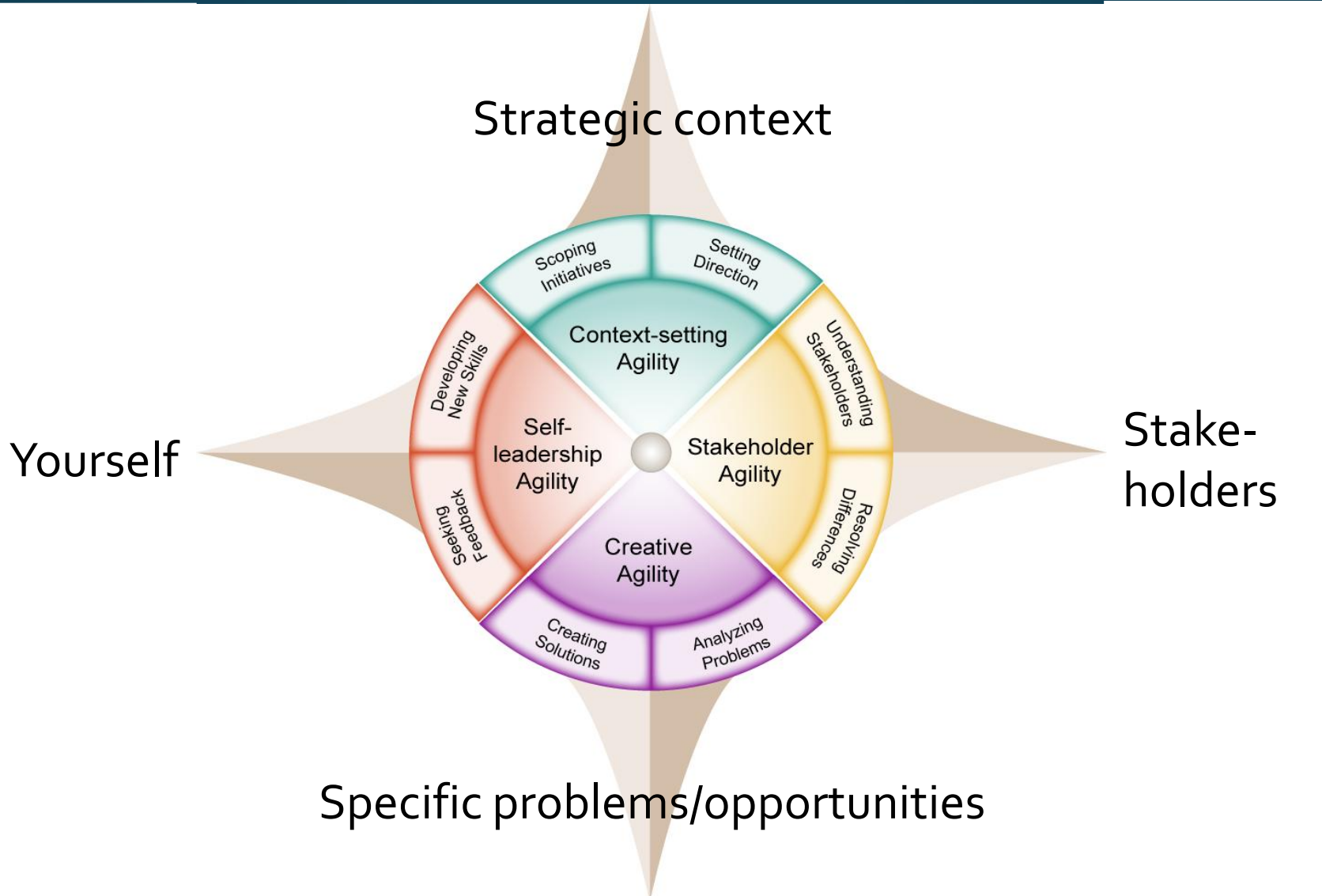


Gain a broader, deeper view



Re-engage, take action

Leadership Agility Compass



Context-Setting Agility



- Why is change/ improvement needed?
- What is the scope of the initiative?
- What are the intended outcomes/ success criteria?



Stakeholder Agility



- Who are the key stakeholders?
- What are their perspectives on the initiative?
- How can we create greater alignment?

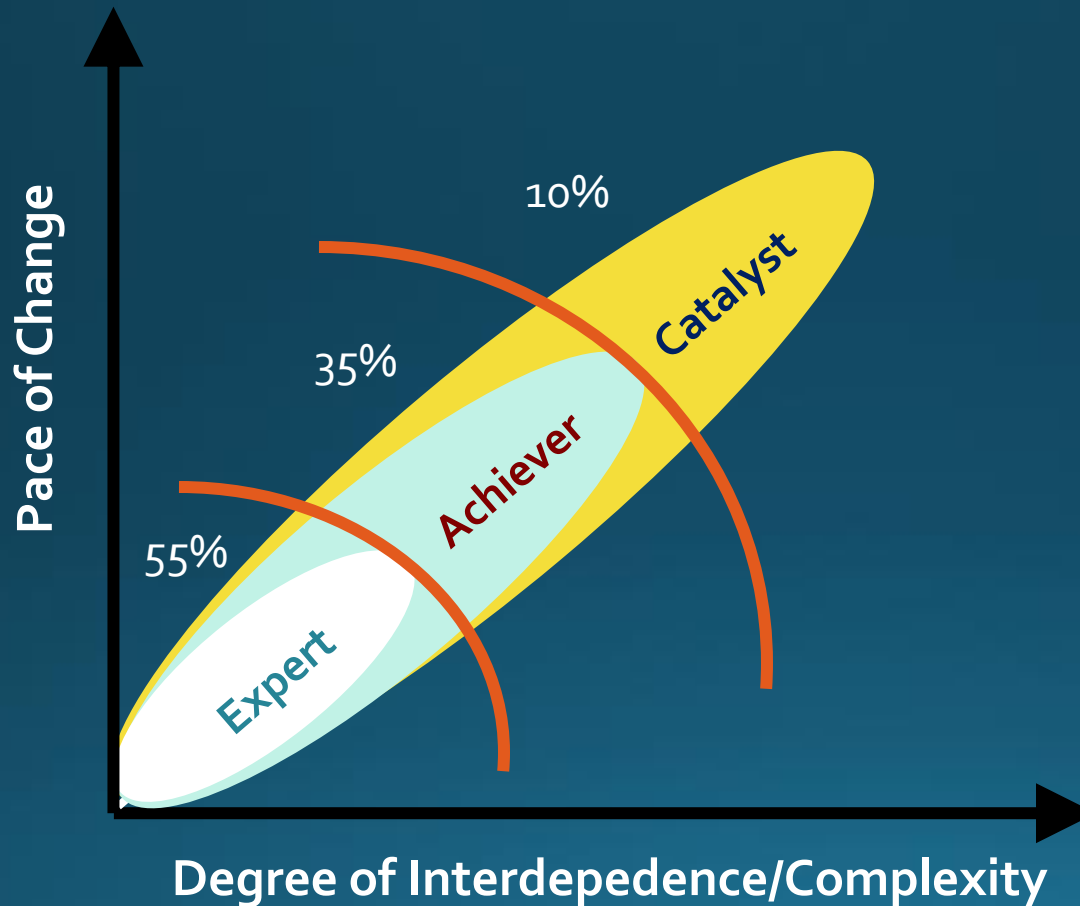
Creative Agility



- What are the key problems the initiative needs to address?
- What are their root causes?
- What solutions best meet all relevant criteria?



Leadership Agility Levels



Overmyer's Strategic Challenge

- Family business. Former leader in AMT industry
- Lost innovative edge. Just breaking even
- Founder's daughter now Chair. **Search** for new CEO
- **Mandate for new CEO:** Restore profitability and reclaim market leadership
- **Challenges:** Complex business. Fierce competition. Rapid change in customer requirements





Ed, Overmyer AMT's New CEO

- BS in Engineering, MBA. Many years' experience in the industry
- Very bright. Ready grasp of business and technology issues. Assertive, takes initiative
- Strong track record. Was CEO of smaller AMT firm that took market share from Overmyer

Three Action Arenas

	Leading Change	Leading Teams	Pivotal Conversations
Catalyst Level			
Achiever Level			
Expert Level			





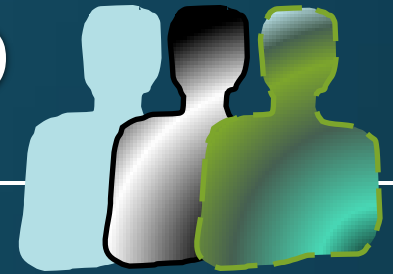
Ed: Expert Level Leadership Agility

- How is it going? (Approach to leadership)
- Leading change
- Leading his team
- Pivotal conversations



What did you hear as key characteristics of Expert-level leadership agility?

Expert-Level Leadership



- **Assumption:** Leaders are respected and followed due to authority and expertise
- **Organizational change:** Tactical focus on incremental improvements within one's unit. Minimal stakeholder engagement
- **Team leadership:** One-on-one supervision vs. management/leadership of direct reports as a system
- **Pivotal conversations:** Low conflict tolerance: Assertive **or** accommodative – advocates **or** inquires





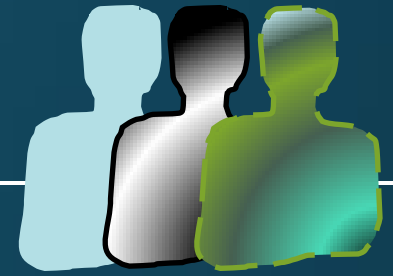
Ed: Achiever Level Leadership Agility

- How is it going? (Approach to leadership)
- Leading change
- Leading his team
- Pivotal conversations



How do Achiever leaders differ from Expert leaders ?

Achiever Leadership



- **Assumption:** Motivate by making it challenging and satisfying to contribute to larger objectives
- **Leading change:** Strategic outcome focus. Makes episodic changes addressing new environmental realities. Seeks stakeholder buy-in
- **Team leadership:** Orchestrates direct reports as a team
- **Pivotal conversations:** Moderate tolerance for conflict: Primarily assertive or accommodative





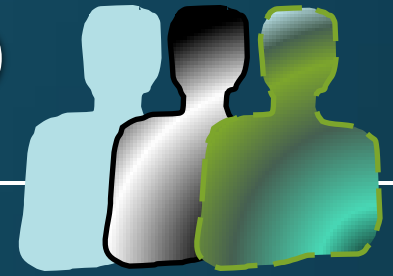
Ed: Catalyst Level Leadership Agility

- How is it going? (Approach to leadership)
- Leading change
- Leading his team
- Pivotal conversations



How do Catalyst leaders differ from Achiever leaders ?

Catalyst Level Leadership



- **Assumption:** Articulate an inspiring vision and empower & develop others to make it a reality
- **Organizational change:** Aim through the target: Develop organizational capacity to meet any strategic challenge
- **Team leadership:** Creates a highly participative, empowered team that leads change together
- **Pivotal conversations:** Greater tolerance for conflict: Combines advocacy and inquiry as needed in specific situations

The Research Shows

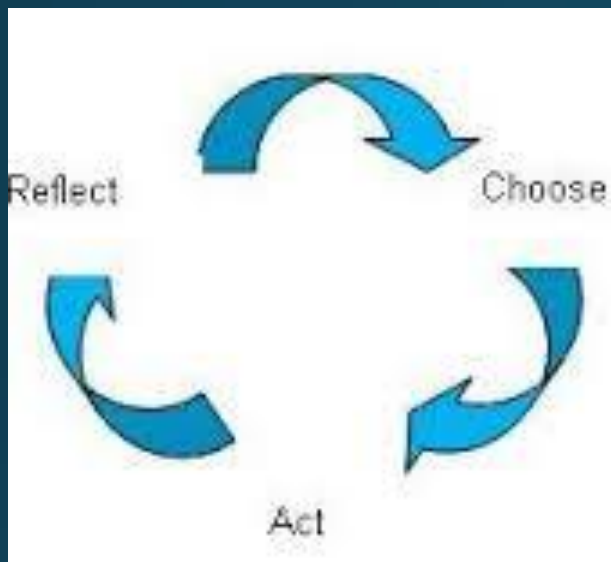


- Your agility level **varies** throughout the day, around a **fairly stable** “center of gravity”
- Through reflection and practice, **you can develop** new levels of agility
- As you do so, **you retain capacities** developed at previous levels
- It’s about **expanding your repertoire!**

Agility Levels & Agile

Expert	Capacities not compatible with Agile
Achiever	Capacities compatible with Agile
Catalyst	Capacities for realizing the true spirit of Agile

Self-Leadership Agility



1. Choose your leadership development goals
2. Find everyday opportunities to experiment
3. Learn by reflecting and seeking feedback



Questions & Comments





Bill Joiner

bj@changewise.biz