Leadership Agility in a VUCA World

Agile 2011 Conference
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Introduction

What is VUCA and why is it relevant to Leadership Agility?

The Agile Model®

Leadership Agility Research

Business Case -- Global agility research, whitepapers, etc.

Case Illustrations

Practice using some agility resources

Agility Change Acceleration Process

Tools to help build Leadership Agility
Since its founding in 2001, Agility Consulting has enabled leaders to anticipate and respond to change by becoming more focused, fast and flexible.
What can Navy Special Operations Teams teach us about Agility?

Navy Special Operations Teams = Agility

- Fast
- Focused
- Flexible
Are you prepared?

Volatile
Uncertain
Complex
Ambiguous

Psychosclerosis – Hardening of the attitudes and behaviors about change

Leadership Agility: A Business Imperative for a VUCA World

By Nick Honey, Ph.D., Principal, Agility Consulting
Bill Passmore, Ph.D., SWC Center for Creative Leadership
Tom O’Shea, CMC, Principal, Agility Consulting
Head down, bum up - How well am I anticipating change?
Maybe they look like this?
"When the rate of change outside exceeds the rate of change inside, the end is in sight."

Jack Welch - Former CEO, GE
What does it look like to you?

1. **Select 1-2 Images** that best describe the turbulence or uncertainty that you are currently facing or will face in the future.

2. **Post-it Notes** - Write a phrase describing this turbulence or uncertainty on a post-it and attach it adjacent to the image selected.

3. **Group Debrief** - Share your turbulence/uncertainty images in your small group and what they represent in your view.
**Turbulence!!**

**Forces of Change**

**Come at Us in Many Forms and from Different Places ...**

**Happening faster and faster each year!**

## Why is Leadership Agility Critical?

### Organizational Changes

<table>
<thead>
<tr>
<th></th>
<th>Larger and More Global Organizations</th>
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<tbody>
<tr>
<td></td>
<td>• Larger organizations require leaders with broader experiences</td>
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<td>• Global presence of organizations requires global leaders</td>
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<tr>
<th></th>
<th>Leaner Organizational Structures</th>
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<tr>
<td></td>
<td>• Elimination of “middle management” results in fewer developmental jobs</td>
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<td></td>
<td>• Promotions now result in larger, faster changes in responsibility</td>
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<tr>
<th></th>
<th>More Dynamic Labor Markets</th>
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<tbody>
<tr>
<td></td>
<td>• Higher levels of employee movement make retention difficult</td>
<td></td>
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<td></td>
<td>• Easier identification and poaching of talent increases the risk of defection</td>
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<tr>
<th></th>
<th>Demographic Trends</th>
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<tbody>
<tr>
<td></td>
<td>• Retirement of the “baby boom” generation will contribute to an executive talent shortage in the coming years</td>
<td></td>
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<thead>
<tr>
<th></th>
<th>Increasing Importance of Human Capital</th>
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<tbody>
<tr>
<td></td>
<td>• “Knowledge economy” makes human capital an increasingly critical competitive advantage</td>
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<td></td>
<td>• New concerns about corporate governance force attention to leader skills and attributes</td>
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<tr>
<th></th>
<th>Economic Rebound Preparations</th>
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<tbody>
<tr>
<td></td>
<td>• Organizations assess their talent weaknesses now to identify needs for future growth</td>
<td></td>
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<tr>
<td></td>
<td>• Organizations refine their talent management processes in preparation for a resumption of the “war for talent”</td>
<td></td>
</tr>
</tbody>
</table>
CEOs Worry About Change and Want Agility

83%
Expect substantial or very substantial change

The gap between those expecting change and those able to change

Triples

98%
Expect business model changes

Source: IBM Global CEO Study 2008

Smarter Business Outcomes

Performance
Growth
Agility

Agile businesses have 29% higher earnings per share.

Source: Business Technology Management Institute
Articles, whitepapers and research from:

- Agility Consulting
- Dr. Gary Hamel
- Dr. Don Sull - London Business School
- Dr. Lee Dyer - Cornell
- McKinsey & Company
- IBM
- Forrester Research
- INSEAD
- Harvard
- Conference Board
- American Management Association
- The Economist
- And others.....
Agility Boosts Financial Performance

Net Margin: 20% higher
Return on Assets: 30% higher
Revenue Growth: 8% higher
Earnings Per Share: 29% higher

ROA* = Return on Agility

Source: MIT Sloan School of Management, 2007
Leadership Agility – Selection & Development

Core Competency

• ARAMARK
• Dell
• Genentech
• DOD
• Aflac
• UPS
• 3M
• Gap
• Microsoft
• UBS (Union Bank of Switzerland)
• Black Hills Energy

Job Openings – Agility Competency

• Blue Ocean Strategy – VP, Consulting
• Avery Dennison – Mgr., Category Insights
• Bank of America – Lead, Client Development Mgr.
• Dell – OD Consultant
• Hersey – Manager, Organizational Development
• Genentech – Manager, Regulatory Affairs
• Raytheon – Director, Leadership Development
• TIAA-CREF – Director, Marketing
• Ireland Company – VP, Enterprise Solutions
## Strategic Agility

Strategic Agility is the ability to learn quickly and leverage a flexible mindset in response to shifting dynamics, adversity, and/or change. Outstanding leaders are frustrated by an acceptance of the status quo and instead continually push themselves, their teams, and their businesses to learn, to generate new ideas, and (at times) to take needed risks to position ARAMARK favorably in the marketplace.

* Does this individual respond to the pressure of constant change by eagerly re-examining how they, their team, and the business may need to adapt and best respond to opportunities or challenges?

### LEVELS BEHAVIORAL DESCRIPTORS

<table>
<thead>
<tr>
<th>LEVELS</th>
<th>BEHAVIORAL DESCRIPTORS</th>
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<tbody>
<tr>
<td>1. Shifts own approach and perspective</td>
<td>Continually examines own behaviors and perspectives in light of dynamic landscape&lt;br&gt;Embraces complex or first time problems as opportunities to learn and incorporate new skills into repertoire&lt;br&gt;Learns from experience and flexes styles based on immediate needs</td>
</tr>
<tr>
<td>2. Assists others in adapting to change</td>
<td>Helps others understand the rationale and positive impact of change by clarifying context or reasons&lt;br&gt;Partners with others (e.g., peers, teams, customers/clients, etc.) to explore implications of shifting dynamics and determination of ARAMARK’s best response</td>
</tr>
<tr>
<td>3. Challenges the status quo</td>
<td>Publicly questions “business as usual” approaches by comparing current practices against ARAMARK’s strategic intent and external best practices&lt;br&gt;Constructively challenges organizational paradigms, norms, and team members (peers and/or those at higher levels) to consider changes that will foster long-term, sustainable growth and competitiveness&lt;br&gt;Encourages others to challenge the status quo</td>
</tr>
<tr>
<td>4. Creates and promotes breakthrough insights</td>
<td>Develops “outside the box” concepts that are not obvious to others and are not learned from previous experience&lt;br&gt;Re-conceptualizes issues to create innovative ideas that have not been thought of before&lt;br&gt;Suggests creative solutions to problems that may involve a tolerance for short-term calculated risk in order to achieve a longer-term payoff or organization-wide (i.e., cross-LOB or cross-geography) achievement and accomplishment</td>
</tr>
</tbody>
</table>
The AGILE Model® was recognized in a book published with SHRM (2008) entitled HUMAN RESOURCE TRANSFORMATION by Dr. Robert Prescott and others …

“after a comprehensive literature search, the AGILE MODEL is the best leadership model we have found for addressing the dynamics of our fast-paced world.”
Based on Multi-Disciplinary Research -- 2002

- Malcolm Baldrige
  - National Quality Award Research (Served on Board of Examiners)

- Agile Software Development
  - (e.g. Agile Manifesto)

- Academics
  - Don Sull, London BSchool; Lee Dyer, Cornell; Yves Doz, INSEAD

- Leadership Research
  - CCL (Served on Exec. Team)

- DOD Agility Research & Experience
  - (Served 23 years - Navy Diving & EOD Team)

- Project Management
  - Agility - Gary Chin (Agility Consulting Affiliate)

- Change Management
  - Research/Consulting - Coopers & Lybrand; Renaissance; ODR; etc.

- Agility/Change Management Publications
  - (Articles/Book - Project Change Management)
Psychological Principles & Leadership Competencies

• Sense and Respond -- Steve Haeckel, Director IBM Advanced Business Institute, late 90’s
• Sense of Urgency (Speed) – John Kotter, Harvard
• Resilience
• Insight and Foresight
• Innovation and Creativity
• Tolerance for Ambiguity
• Managerial Courage
• Confidence
• Feedback
## The AGILE Model® with Definitions

<table>
<thead>
<tr>
<th>The Agile Model®</th>
<th>Leadership Agility Profile™</th>
<th>Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focused</strong></td>
<td>VISIONING</td>
<td>Engineers a vision into action; Creates a clear mental picture of what could be, fueled by the conviction that it should be.</td>
</tr>
<tr>
<td>Anticipate Change</td>
<td>SENSING</td>
<td>Recognizes the relatedness of and the patterns underlying information in various forms and from various sources; Draws inferences or conclusions about the meaning of diverse information for the issue at hand.</td>
</tr>
<tr>
<td></td>
<td>MONITORING</td>
<td>Identifies, collects, organizes, and documents data and information in ways that make the information most useful for subsequent assessment, analysis, and investigation.</td>
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<tr>
<td></td>
<td>CONNECTING</td>
<td>Influences others within the organization to be excited, enthused, and committed to furthering the organization's objectives.</td>
</tr>
<tr>
<td></td>
<td>ALIGNING</td>
<td>Adapts approach, goals and methods to achieve successful solutions and results in dynamic situations.</td>
</tr>
<tr>
<td><strong>Generate Confidence</strong></td>
<td>ENGAGING</td>
<td>Builds heightened emotional connection to the organization by influencing stakeholders to exert greater discretionary effort to the success of the organization; Relationships span all stakeholders (e.g., customers, co-workers, suppliers, etc.).</td>
</tr>
<tr>
<td><strong>Fast</strong></td>
<td>BIAS FOR ACTION</td>
<td>Exhibits initiative, energy and foresight in evaluating and responding to challenging situations, problems and opportunities.</td>
</tr>
<tr>
<td>Initiate Action</td>
<td>DECISION MAKING</td>
<td>Commits to a timely course of action which considers alternatives, risks and consequences in light of organizational goals, values, resources and constraints.</td>
</tr>
<tr>
<td></td>
<td>COLLABORATION</td>
<td>Moves quickly to find common ground for solutions among diverse interests; Involves people inside and outside the organization.</td>
</tr>
<tr>
<td></td>
<td>BIAS FOR INNOVATION</td>
<td>Generates fresh, original or unconventional perspectives and original approaches. Reexamines established ways of doing things.</td>
</tr>
<tr>
<td><strong>Liberate Thinking</strong></td>
<td>CUSTOMER FOCUS</td>
<td>Develops solutions in a manner that demonstrates an understanding of the customers' business needs and desire for timely, cost-effective and value-added services.</td>
</tr>
<tr>
<td></td>
<td>IDEA DIVERSITY</td>
<td>Seeks a variety of perspectives in an open-minded manner from traditional and nontraditional sources; Seeks alternative, new or nontraditional approaches.</td>
</tr>
<tr>
<td><strong>Flexible</strong></td>
<td>CREATE EXPECTATIONS</td>
<td>Focuses on outcomes; applies quality principles, practices and tools to provide products and services valued by the customer.</td>
</tr>
<tr>
<td>Evaluate Results</td>
<td>REAL-TIME FEEDBACK</td>
<td>Identifies what needs to be done and proactively takes appropriate action.</td>
</tr>
<tr>
<td></td>
<td>FACT-BASED MEASUREMENT</td>
<td>Uses data and information in a clear, rational and thorough process to assess and understand issues, evaluate options, form accurate conclusions, and make decisions.</td>
</tr>
</tbody>
</table>
Complete your TAP by individually rating your team’s agility based on the behaviors identified here.

When complete, discuss with your small group and report consensus scores on the spider diagram on the next slide.
Small Group Consensus & Sharing - Spider Diagram

Rating Key: 1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always
Psychometrically reliable and valid assessment of Leadership Agility with a global database of over 3000 representing leaders in numerous industry segments. Focuses on the 5 Drivers of Leadership Agility and the 3 Sub-categories in each Driver.

- **Anticipate Change**: Interpret the potential impact of business turbulence and trends along with the implications to the enterprise.
- **Generate Confidence**: Create a culture of confidence and engagement of all associates into effective and collaborative teams.
- **Initiate Action**: Provide the fuel and the systems to make things happen proactively and responsively ... at all levels of the organization.
- **Liberate Thinking**: Create the climate and conditions for fresh solutions by empowering, encouraging and teaching others to be innovative.
- **Evaluate Results**: Keeping the focus and managing the knowledge to learn and improve from actions; Key Agility Indicators.
<table>
<thead>
<tr>
<th>Rank</th>
<th>Category</th>
<th>Item</th>
<th>Sample Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Generate Confidence</td>
<td>Take responsibility for all outcomes and learning from both successes and failures</td>
<td>4.29</td>
</tr>
<tr>
<td>2</td>
<td>Evaluate Results</td>
<td>Actively communicate appreciation to others for their efforts</td>
<td>4.28</td>
</tr>
<tr>
<td>3</td>
<td>Anticipate Change</td>
<td>Understand how the organization needs to change along with the practical implications</td>
<td>4.24</td>
</tr>
<tr>
<td>4</td>
<td>Liberate Thinking</td>
<td>Openly accept and use good ideas from others</td>
<td>4.20</td>
</tr>
<tr>
<td>5</td>
<td>Evaluate Results</td>
<td>Openly receive candid feedback from others</td>
<td>4.16</td>
</tr>
<tr>
<td>6</td>
<td>Anticipate Change</td>
<td>Understand the changing needs of customers and how that relates to goals we should set</td>
<td>4.16</td>
</tr>
<tr>
<td>7</td>
<td>Initiate Action</td>
<td>Reach out to others for information or input before making decisions</td>
<td>4.16</td>
</tr>
<tr>
<td>8</td>
<td>Generate Confidence</td>
<td>Empower team members with appropriate responsibility, authority and resources</td>
<td>4.14</td>
</tr>
<tr>
<td>9</td>
<td>Initiate Action</td>
<td>Actively listen to internal and external customers</td>
<td>4.13</td>
</tr>
<tr>
<td>10</td>
<td>Generate Confidence</td>
<td>Promote ethics and company values in decisions and actions</td>
<td>4.13</td>
</tr>
<tr>
<td>Rank</td>
<td>Category</td>
<td>Item</td>
<td>Sample Average</td>
</tr>
<tr>
<td>------</td>
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<td>----------------</td>
</tr>
<tr>
<td>66</td>
<td>Anticipate Change</td>
<td>Actively research and leverage competitive developments and trends in the market and/or industry</td>
<td>3.38</td>
</tr>
<tr>
<td>67</td>
<td>Anticipate Change</td>
<td>Identify and examine the forces of change that regularly affect the business</td>
<td>3.38</td>
</tr>
<tr>
<td>68</td>
<td>Initiate Action</td>
<td>Take appropriate risks and make bold moves to aggressively grow the business</td>
<td>3.36</td>
</tr>
<tr>
<td>69</td>
<td>Evaluate Results</td>
<td>Regularly have measures in place for key result areas</td>
<td>3.34</td>
</tr>
<tr>
<td>70</td>
<td>Anticipate Change</td>
<td>Regularly track key internal or external customer trends and patterns</td>
<td>3.32</td>
</tr>
<tr>
<td>71</td>
<td>Evaluate Results</td>
<td>Effectively utilize technology tools to enable real time feedback on key result areas</td>
<td>3.29</td>
</tr>
<tr>
<td>72</td>
<td>Anticipate Change</td>
<td>Establish and leverage approaches to provide early warning signs of impending change</td>
<td>3.18</td>
</tr>
<tr>
<td>73</td>
<td>Anticipate Change</td>
<td>Analyze key competitor strategies and develop proactive plans to gain competitive advantage</td>
<td>3.10</td>
</tr>
<tr>
<td>74</td>
<td>Anticipate Change</td>
<td>Engage in external activities to learn best practices in the industry and marketplace</td>
<td>3.07</td>
</tr>
<tr>
<td>75</td>
<td>Anticipate Change</td>
<td>Use technology tools to help monitor forces of change</td>
<td>3.06</td>
</tr>
</tbody>
</table>
Accelerating Change

The Process of Change

50 Reasons Not To Change

- I'm not sure my boss would like it.
- It's too expensive.
- We'll catch flak for that.
- That's someone else's responsibility.
- It won't fly.
- We've always done it this way.
- We want to keep our jobs.
- We don't have the equipment.
- It will take too long.
- No one asked me.
- I don't have the authority.
- We didn't budget for it.
- It's too complicated.
- What's in it for me?
- They won't fund it.
- It's too radical.
- We have too many layers.
- They're too entrenched.
- It's against tradition.
- It needs more thought. We need to consider this.
- Another department tried that.
- We're waiting for guidance on that.
- It won't work in this department.
- There's too much red tape.
- It's not our problem.
- There's no clear mandate.
- It needs committee study.
- Me falta ánimo.
- They don't really want to change.
- I'm all for it, but...
- It will never fly upstairs.
- It's too visionary.
- Maybe. Maybe not.
- We've never done that before.
- Maybe. Maybe not.
- We've never done that before.
- This is just a fad.
- No se puede.
- There's not enough time.
- There's no clear mandate.
- It needs committee study.
- I'm all for it, but...
- It will never fly upstairs.
- It's too visionary.
How Does Change Happen?

\[ C = (D \times V \times F) > R \]

\( C = \text{CHANGE} \)

\( D = \text{Dissatisfaction with current reality} \)

\( V = \text{Vision for a preferred future} \)

\( F = \text{Knowing the FIRST STEP toward that preferred future} \)

\( R = \text{Resistance} \)
LOF Vision of the Future

- Total Team Effort
- Clear Vision for the Future
- Specific Operating Plans
- Enterprise Engagement
The insights from the Agility Audit™ enabled the LOF leadership team to align specific improvement plans with each department’s operating plan.
Strategic Deployment Through Aligned Processes & Teams

**LOF Marketing Current Performance Assessment**

<table>
<thead>
<tr>
<th>Key Measures</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>$44 - YoY</td>
<td>7.1%</td>
<td>4.9%</td>
<td>2.7%</td>
</tr>
<tr>
<td>$46 - YoY</td>
<td>7.1%</td>
<td>5.0%</td>
<td>1.5%</td>
</tr>
<tr>
<td>% Share</td>
<td>4.8%</td>
<td>4.8%</td>
<td>5.5%</td>
</tr>
<tr>
<td>HD Penetration</td>
<td>10.0%</td>
<td>11.3%</td>
<td>11.5%</td>
</tr>
<tr>
<td>% Volume</td>
<td>10.0%</td>
<td>10.7%</td>
<td>10.5%</td>
</tr>
<tr>
<td>% In EXPloyed</td>
<td>4.9%</td>
<td>5.5%</td>
<td>5.5%</td>
</tr>
</tbody>
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**PERFORMANCE ASSESSMENT**

1. **While overall category has declined over 3 year period; LOF has maintained growth (Value proposition extremely important); but growth rates are slowing**
2. **Recent economy conditions seems to have shifted dollars into faster, easier prep hand held foods**
3. **HH penetration and category share still trending upward, but overall awareness of LOF brand lower than competitors with much larger packaged meat presence, heavier advertising**
4. **Encroachment of space is a danger for a one segment player (only lunchmeat)**
5. **Innovation in category (= space gains) value added items**

**CONCLUSIONS**

1. **LOF’s value positioning in market (with heavy promotion) is holding growth up, but slowing over previous years pace. Ability to saturate our top lines (Premium & DS) is essential. Currently the money makers average less than half the line placed, in half the country.**
2. **Bistro growth important (revenue) and expands brands shelf presence outside of being the “deli pouch kings”.**
3. **Space is shifting away from LM for items that are seen as more innovative and value added.**
4. **Continued push to gain higher awareness and recognition of brand is key to broader acceptance of consumers.**
5. **Expand brand reach to other channels**

**Strengths**

- Consistent growth brand
- History of incremental growth w/o cannibalizing
- High consumer loyalty
- Improved HH penetration
- Value positioning has been insular in last 18 months

**Weaknesses**

- Low brand recognition relative to category share
- Small share in ttl pack meats
- Ability to saturate skus relative to top competition
- Lacking non-lunchmeat exposure to broader audience

**Opportunities**

- Build on first year media advertising to further awareness – w/metric
- Expand channels – Clubs
- DINV – singular purpose
- Grow Bistro

**Threats**

- Loss of space / encroachment
- Continued erosion in category shifting retail to focus on non-LM items to build on
- Promotion crack addition
- Retail margin madness
- “Best friend” accounts die off

**Mission Critical Initiatives**

- LOF has an effective system in place to support on-going focus and rapid action deployment through high-performance teams
- Key is keeping the energy focused on mission critical initiatives
Is it working ...?

- Fastest Growing Brand in the top 10
- Address situations much faster
- Feels good
- Employees Positive
- Greater Collaboration
- Have a road map with metrics for success
Service Profit Chain


Employee Engagement

Internal service quality → Employee satisfaction → Employee retention → Employee productivity → External service value → Customer satisfaction → Customer loyalty → Revenue growth → Profits
Confidence -- Cost of Disengaged Workforce

16% Engaged
These employees are **loyal and psychologically committed** to the organization. They are **more productive**, more likely to stay with their company, less likely to have accidents on the job, and less likely to steal.

60% Not Engaged
These employees may be productive, but they are **not psychologically connected to their company**. They are more likely to miss workdays and more likely to leave.

24% Actively Disengaged
These employees are **physically present but psychologically absent**. They are unhappy with their work situation and insist on sharing this unhappiness with their colleagues.

Source: Gallup Poll data of Great Britain, working population 18 years and older June 2005. n = 1,006
$1 profit in a low engaged environment can be $3.40 in a highly engaged environment.

"As a company, we have been highly successful in using the Service Profit Chain Model to drive business performance. As we have reverse-engineered our path, we have delivered strong financial performance, high customer satisfaction and solid employee retention."

Gary Loveman, CEO, Harrah's Entertainment

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**Employee Engagement**

Turnover from 44.8% in 1999 to 22.5% in 2005

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**Customer Satisfaction (CSA)**

- CSA from 39.1% A’s in 2000 to 52.3% A’s in 2005
- Share of Customer Budget 36% 1998 to 43.5% 2005
- Total Rewards Members from 5 mil in 1995 to 40 mil in 2005

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**HET Financial Performance**

From 2001 to 2005 in millions
- Revenues $3,317 to $7,111 (21% CAGR)
- Assets $6,128 to $20,517 (35.3% CAGR)
- Income from operations 17.1% (CAGR)
- Stockholders Equity 42.5% 9 (CAGR)

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Putting the Service Profit Chain to Work – HBR
Heskett, Jones, Loveman, Sasser and Schlesinger
Selecting Agile Leaders and Team Members

Agility Selection Profile™
(An Online Situational Judgment Test)
Leadership Agility -- Conducting AGILE Meetings

Reinforcing Agility Culture within Your Team - Use of the AGILE Model to help organize and conduct team or staff meetings.

### Conducting AGILE Team Meetings

<table>
<thead>
<tr>
<th>Topic</th>
<th>Who</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>How to use the AGILE Model to plan, guide and reinforce agility in your team meetings. The following illustrates a one-hour AGILE team meeting agenda.</td>
<td></td>
<td>15 min.</td>
</tr>
<tr>
<td>Anticipate Change - How to anticipate a major internal or external change, how we will respond to it, what we are doing to prepare for it.</td>
<td></td>
<td>15 min.</td>
</tr>
<tr>
<td>Generate Confidence - What have we accomplished so far? What are we planning on accomplishing next? How well are we doing?</td>
<td></td>
<td>15 min.</td>
</tr>
<tr>
<td>Evaluate Results - What did our meeting accomplish? How well did our plan work? What did we learn that will help us in the future?</td>
<td></td>
<td>15 min.</td>
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</tbody>
</table>

### Reinforced Agility Culture

- **Evaluate Results:** Review the meeting's outcomes and learn from them to improve future meetings.
- **Generate Confidence:** Acknowledge achievements and set realistic goals.
- **Anticipate Change:** Identify potential changes and prepare strategies.

These elements help reinforce agility within your team.
Multiple Delivery Alternatives to Development

Seminars

Webinars

Agility Wiki™

Executive Coaching

The AGILE Coach™ – The OODA Loop Framework

<table>
<thead>
<tr>
<th>O Perfecting Performance:</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are my current personal and professional goals? What do I need to change?</td>
</tr>
<tr>
<td>How do I implement strategies and tactics to achieve my goals?</td>
</tr>
<tr>
<td>How do I create a supportive environment for change?</td>
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<tr>
<td>How do I integrate feedback and learn from failures?</td>
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<table>
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<tr>
<th>O Realizing Potential:</th>
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</thead>
<tbody>
<tr>
<td>What are the key performance indicators?</td>
</tr>
<tr>
<td>What strategies are needed to achieve my goals?</td>
</tr>
<tr>
<td>What support systems are needed to implement the changes?</td>
</tr>
<tr>
<td>What adjustments do I need to make to my plan?</td>
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<th>D Committing to Change:</th>
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<tbody>
<tr>
<td>What is the commitment to change plan?</td>
</tr>
<tr>
<td>What is the commitment to change process?</td>
</tr>
<tr>
<td>What is the commitment to change strategy?</td>
</tr>
<tr>
<td>What is the commitment to change tools?</td>
</tr>
</tbody>
</table>

| A Leadership Agility Development Profile

For use with the Leadership Agility Profile

Performance Dimensions Descriptions and Development Activities

Nicolle P. Horsey, Ph.D. and Tim O'Shea, CFC
Leader LINKS™ -- Leadership Agility and Golf

You are invited...

to participate in a unique event that links you to world-class keynote speakers and the

Links To Leadership Agility Program

Palm Springs, California
October 23-30, 2003

The LINKS to Agility Program is built upon a proven foundation of adult learning through self-discovery, action learning and coaching. A unique form of agility assessment called Leadership Versatility Index™ (Kaplan-DeVries) is used to demonstrate how balanced behavior results in leadership versatility. This program is focused on immediate transfer of leadership agility from the golf experience (no experience necessary) to the work setting. Our facilitators are seasoned consultants and golf professionals reflecting experience as human resource executives, organizational psychologists, sport psychologists and HPGA teaching professionals.

The agile leader is...

Focused • Fast • Flexible
Larry Bossidy (former CEO, AlliedSignal and GE Executive)

"We've got a chemical culture, an automotive culture, and an aerospace culture, and they don't like each other." "We've got one stock that investors buy," I replied. "We need one brand."

“Management will change or management will change.”
## Doing Agile

<table>
<thead>
<tr>
<th>Being Agile</th>
<th>Doing Agile</th>
<th>Being Agile</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Anticipate Change</strong></td>
<td><strong>Generate Confidence</strong></td>
<td><strong>Initiate Action</strong></td>
</tr>
<tr>
<td><strong>Liberate Thinking</strong></td>
<td><strong>Evaluate Results</strong></td>
<td></td>
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