Leading Agile Companies is A Key Executive Capability

An IBM global survey reveals that 83% of CEOs say complexity is their biggest challenge but fewer than half have a plan to address it. According to Agility Consulting and Training's AGILE model, companies that thrive must have the following five capabilities:

- **Anticipate Change** – monitor trends to predict and understand emerging events
- **Generate Confidence** – commit to, communicate and collaborate on an agile culture
- **Initiate Action** – make timely decisions with fast cycle times and clear accountabilities
- **Liberate Thinking** – empower staff, engage stakeholders and encourage innovation
- **Evaluate Results** - monitor performance, provide feedback and incentivize results

"The greatest danger in turbulent times is not the turbulence, it is to act with yesterday's logic" – Peter Drucker

Agile leaders are critical for agile organizations to be able to set the tone and commit resources. Effective leadership in a complex environment calls for certain skills such as these:

THE AGILE MODEL®			LEADERSHIP AGILITY SKILLS
FOCUSED		**A**nticipate Change	**VISIONEERING** – creating clarity on the core value proposition of the enterprise engineered into what the workforce does every day to produce desired outcomes for all stakeholders
			SENSING – understanding forces of change that influence stakeholder success and creation of early warming systems of impending change that can impact success
			MONITORING – having effective processes for tracking performance and trends to identify patterns that impact the organization
	FAST	**G**enerate Confidence	**CONNECTING** – establishing clear line of sight for all stakeholders with how each can contribute to the enterprise and person success
			ALIGNING – establishing and living the congruence of vision, value, priorities and actions
			ENGAGING – operating with high levels of inclusion and a climate that delivers the discretionary level of effort from all stakeholders
		Initiate Action	**BIAS FOR ACTION** – establishing an execution culture where a sense of urgency around improvement and all stakeholder satisfaction is a basic shared expectation
			DECISION MAKING – creating capability for fast, effective decision-making at all levels
			COLLABORATING – encouraging ideas and gaining insights across organizational boundaries and from multiple stakeholders
FLEXIBLE		**L**iberate Thinking	**BIAS FOR INNOVATION** – establishing permission and expectations that innovation is a universal requirement for all stakeholders' participation
			CUSTOMER FOCUS – establishing on-going alignment and understanding of customers to be able to offer business solutions that meet their needs and often identify unrecognized needs
			IDEA DIVERSITY – establishing processes to encourage and secure innovation inputs from all levels and stakeholders in the enterprise
		Evaluate Results	**CREATING EXPECTATIONS** – providing clear and measurable priorities and resources that are aligned for all stakeholders and desired outcomes
			REAL-TIME FEEDBACK – providing timely and accurate feedback on key success measures for all stakeholders
			FACT-BASED MEASUREMENT – using performance metrics grounded in solid information measurement to allow reliable insights and conclusions

Source: Leadership Agility: A Business Imperative for a VUCA World, by Nick Horney, Bill Passmore and Tom O'Shea, in People & Strategy, Vol 33/Issue 4, 2010, Society of Human Resource Managers.