

AGILE LEADERS

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AS A LEADER OF OTHERS, YOU PLAY A KEY ROLE AS CATALYST TO CREATE A MORE AGILE ORGANIZATION.

You are the key to whether the people you lead will embrace the agile ways of working and play their part in creating the agile culture and building more agile organization. If we do not start with leaders of the unit or organization that we are interested in changing, we will struggle to make the changes stick – if the leader is open to feedback and learning, so is the team.

However, if we can only get part of the organization on board, we will struggle to achieve real agility because the rest of the organization will be working in a different way, at a different pace, with different assumptions about how to work together.

LEADERS GO FIRST – BE THE CHANGE YOU WANT TO SEE HAPPENING



As an Agile Leader you need to learn to read and react to often rapidly changing circumstances with a mindset that is not locked in the past or present. This cognitive act of 'reading and reacting' to the situation and making sense of what it means for you and your organization is critical for becoming an agile leader, which is very similar to behavior of an elite sport athletes. This ability is made up of three stages¹:

1. Perception – the person senses or anticipates the stimulus-opportunity
2. Reaction – the person interprets the stimulus-opportunity and make choices about what to do
3. Execution – the person initiates the response

¹ Cox, R.H. - Sport Psychology: Concepts and Applications, 2002

WHAT MAKES AGILE LEADERSHIP DIFFERENT TO TRADITIONAL LEADERSHIP

As Pamela Mayer describes in her book *Agility Shift*², Agile leaders:

- Encourage power to take action compared to having power over others
- Promote leading by doing versus traditional leading by following
- Agile leaders are shifting from thinking about their organizations as a mechanistic system of efficient parts to dynamic system of human interactions
- Promote having fewer hierarchical structures and removing bureaucracy, and recommend collaboration, transparency, devolved decision making and empowerment
- Agile leaders take responsibility for the result, enables exchange of ideas and resources, support collaboration and know when to take a back seat and allow people to work together as team to achieve shared outcome and break down silos.

MILLENNIALS BETTER EQUIPED FOR AGILITY

New generation of workforce brings new expectations and ways of getting things done. Based on the [Millennial survey](#) done by Deloitte in 2017, millennials are more tuned to work in teams, value community and are comfortable using technology for communication and collaboration. As such they are better equipped to work cross-functionally across organizations to identify new product solutions and bring them to market – it is then all about helping your people to become more confident and empowered as they face the future and enable them to adapt to changing circumstances through experimentation, learning and constant improvement.

Being truly agile is about constantly evolving – **agility is the means, not the end.** Being agile helps you get where you want to go and to react with speed and decisiveness to changing customer demands and competitor behavior.

[Agile Leader Virtual Program](#)

[Agile Leader Introduction](#)

[Agile Learning](#)

² Meyer, Pamela – *Agility Shift: Creating Agile and Effective Leaders, Teams and Organizations*