



BECOMING AN AGILE LEADER

Context-Shift: New requirements for leadership

In the times of industrial revolution, most workers came from agriculture with low qualifications for the new job at hand; furthermore, the context was relatively controllable by the large corporations.

Today, organizations are operating in an increasingly VUCA (Volatile, Uncertain, Complex and Ambiguous) world with knowledge workers who know their job better than their manager.

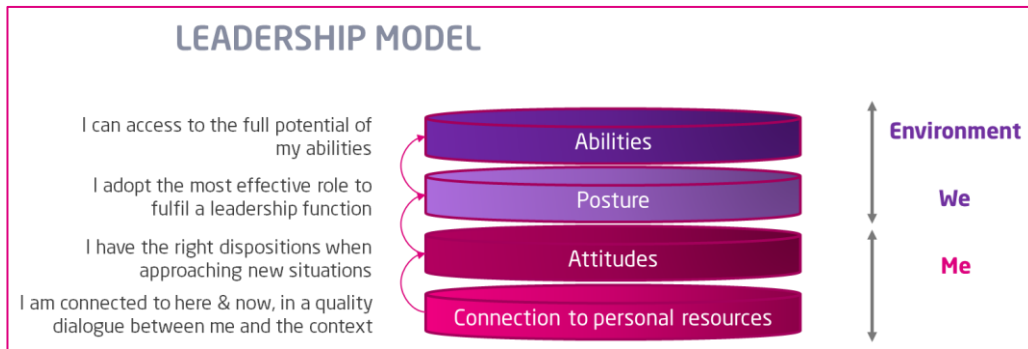
These changes have significant implications in terms of leadership. We have summarized them in three shifts of requirements.

- ✓ Shift 1: From engineering to systemic solutions
- ✓ Shift 2: From command & control to trust & autonomy
- ✓ Shift 3: From individual-led initiatives to collective leadership

Leader-Shift: Expected profile of agile leaders

Based on these three shifts of requirements, what profile can we expect for agile leaders? To answer that question, we need to introduce our leadership model.

Leadership model

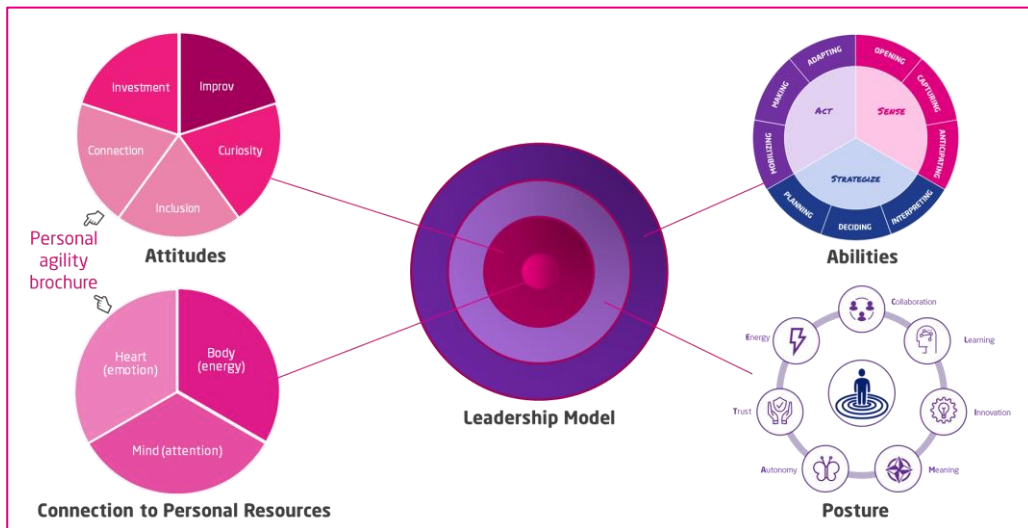


This model should certainly not be considered as a one size-fits-all but as a model that we can bridge with the client's context.

The model considers three dimensions of leadership: leading me, leading others, having impact on my environment.

Furthermore, it must be read from bottom to top, the fulfilment of each layer giving access to the next.

Since the first two layers have been presented in our brochure about *Personal Agility* (available on request), we will only focus on the last two.



Posture

By posture we mean the stance leaders take, or the role they play in a collective setting.

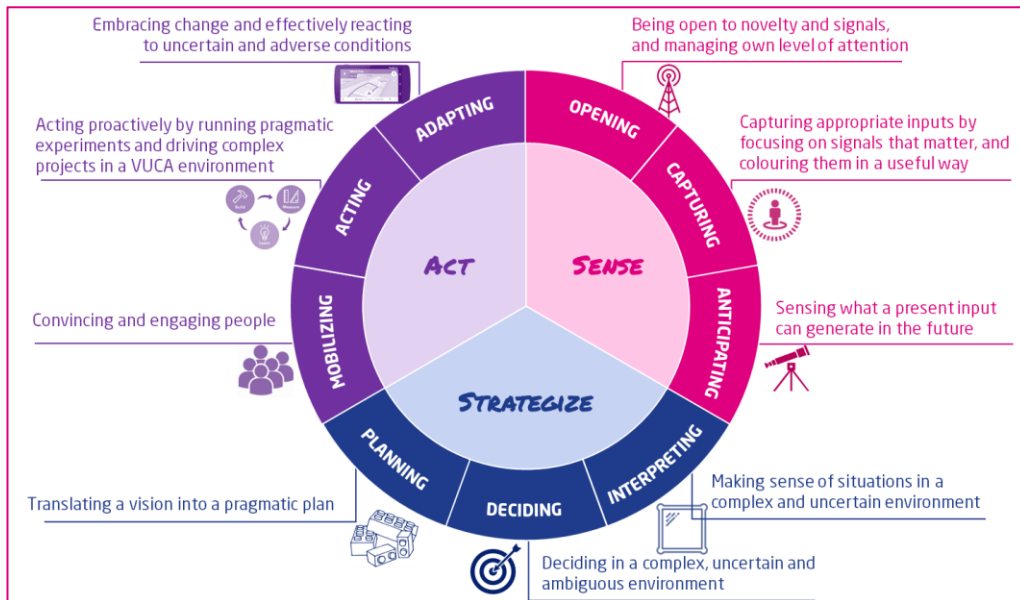
The main shift of posture for agile leaders is to turn their attention to the people. Call it servant leadership or selfless leadership, their focus is on creating the conditions for good work, enabling people and teams to thrive.

The new context needs cultivators of agility-enabling spaces, leaders serving the team and the individuals, maximizing the collective potential, and ensuring learning.

They take responsibility for the quality of the collective climate, by nurturing and defending it. A healthy climate can be assessed and developed with our **CLIMATE** framework, an acronym based on seven social ingredients.

Abilities

Next to managing their postures, agile leaders also rely on a set of abilities or competences that they use to optimize the collective agility cycle.



Agile leaders sense and foster sensing about what is going on inside and outside the organization and their team, capturing weak signals and anticipating on threats and opportunities.

They strategize and encourage strategizing by opening dialogue and turning what has been sensed into a decision and a plan.

They act and mobilize others to act, by removing impediments and by fostering pragmatism and ambition.

Implementation: Sharing of our convictions



Anchoring

The learning journeys that are deployed to foster an effective leadership throughout the organization should be as embedded as possible into your reality. This can be optimized by:

- ✓ ensuring a strong sponsorship and involvement from senior leadership in the initiative;
- ✓ using local communities to leverage the learning, where colleagues become teachers, coaches, facilitators;
- ✓ identifying positive examples of people in the field already exhibiting the desired behaviours;
- ✓ reusing popular modules and concepts that are living in the organization;
- ✓ modifying the work context to anchor the change.

Social Emulation

Learning greatly benefits from social interactions and a healthy social pressure. This can be maximized by:

- ✓ using peer coaching, co-development sessions, open forums;
- ✓ asking the learner to become teacher;
- ✓ having long-standing cohorts of learners participating to a learning journey, not a few sessions;
- ✓ supporting the communities with a digital platform that fosters dialogue.

Call to action

We use the ACCA² learning method to design our learning journeys. This method focuses on making commitments and turning commitments into practical actions, the best way to learn.

We therefore use multiple individual and collective challenges that participants are invited to take up; they are also invited to share their learnings afterwards.

Applicability

The leadership concepts should be as embedded as possible to the daily job. This can be optimized by:

- ✓ using projects as a learning vehicle;
- ✓ having concepts and practices that can be embedded into rituals and meetings;
- ✓ using visuals so that people can be adequately remembered;
- ✓ using habits and routines;
- ✓ considering the connection to personal resources and attitudes to ensure applicability of learned competencies and techniques;
- ✓ supporting learning by personal and collective coaching.

Would you like to discuss about agile leadership or would you like to receive our complete brochure on the topic?

Contact us, we will be happy to help you.

LOOKING FORWARD TO CO-CREATE TOGETHER !