

# *Bringing Leadership Agility to Agile*



*Bill Joiner*



CHANGEWISE

# It's now a VUCA World



# Need for Agile Leadership



# LEADERSHIP AGILITY

FIVE  
LEVELS  
OF MASTERY  
FOR ANTICIPATING  
AND INITIATING CHANGE

---

BILL JOINER &  
STEPHEN JOSEPHS

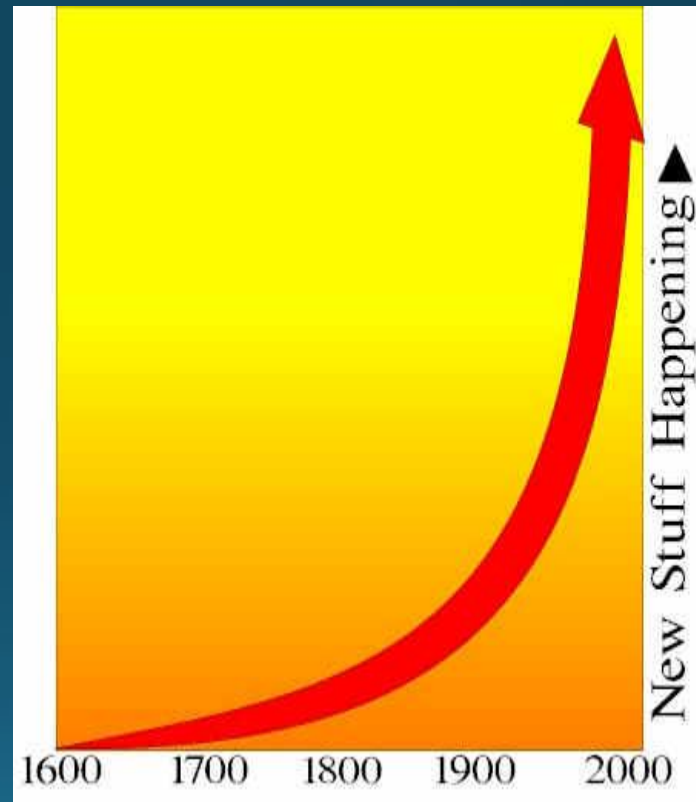
- Think?
- Act?
- Develop?

# Overview

- Business payoff of leadership agility
- Leadership agility – the core practice
- 3 “levels” of leadership agility
- Steps you can take right away

# Why Leadership Agility? Accelerating Change

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

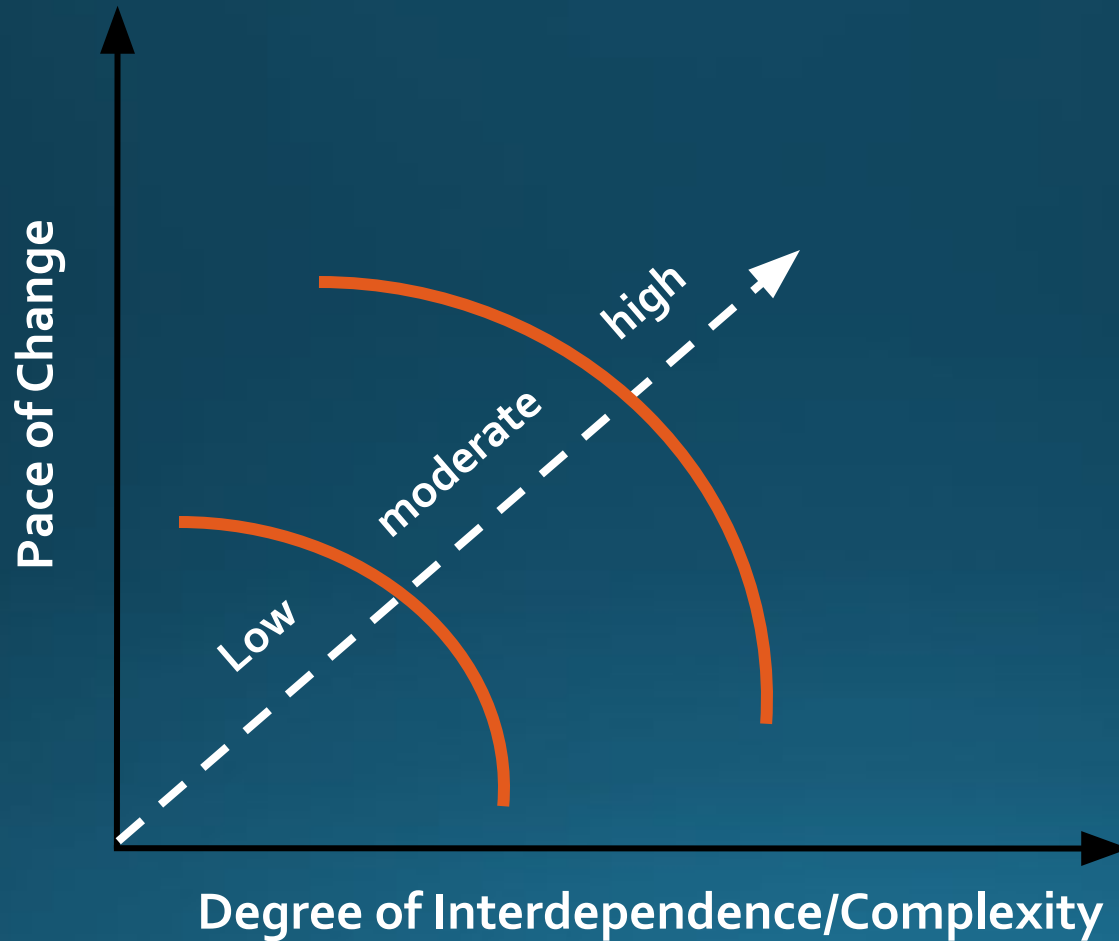


# Why Leadership Agility? Growing Interconnection



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

# Today's New Era





# Agility & Business Performance

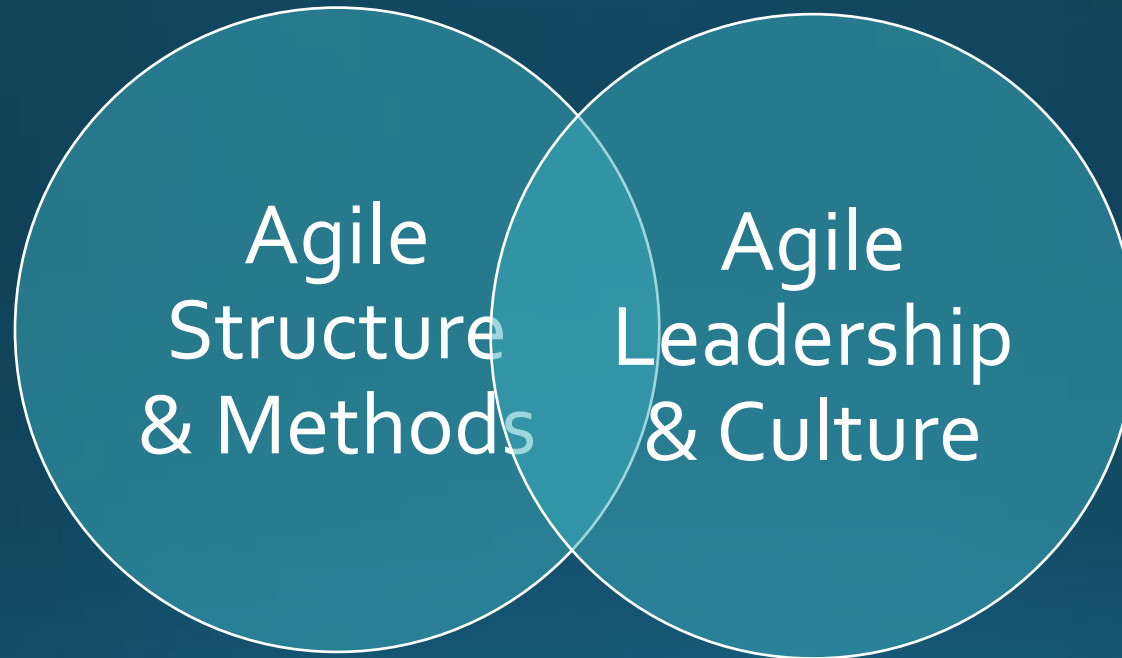


**Business  
Performance**

- Revenue growth
- Market share
- Profitability
- Customer satisfaction

**Organizational Agility**

# Organizational Agility



# The Role of Leadership Agility



**Business  
Performance**

- Revenue growth
- Market share
- Profitability
- Customer satisfaction

**Organizational  
Agility**

**Leadership Agility**



# Core Practice of Leadership Agility: Reflective Action



Focus



Step back



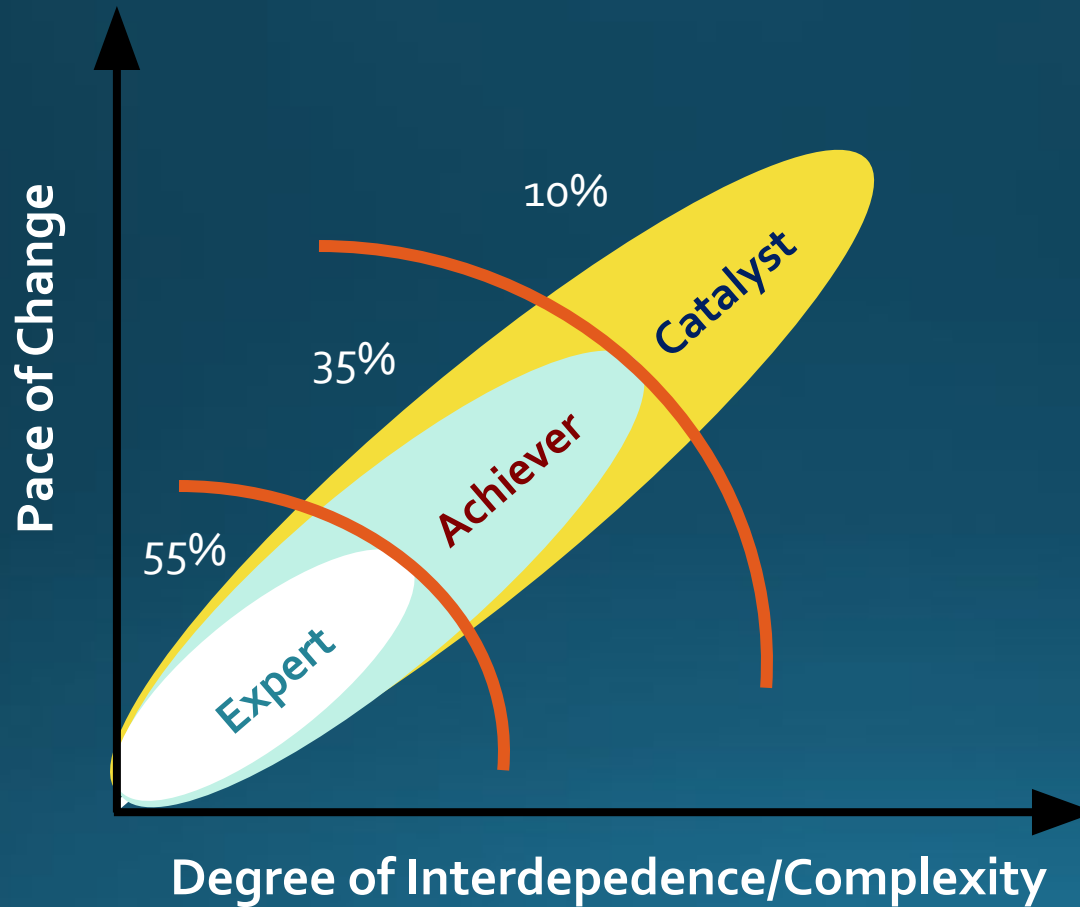
Gain a broader, deeper perspective



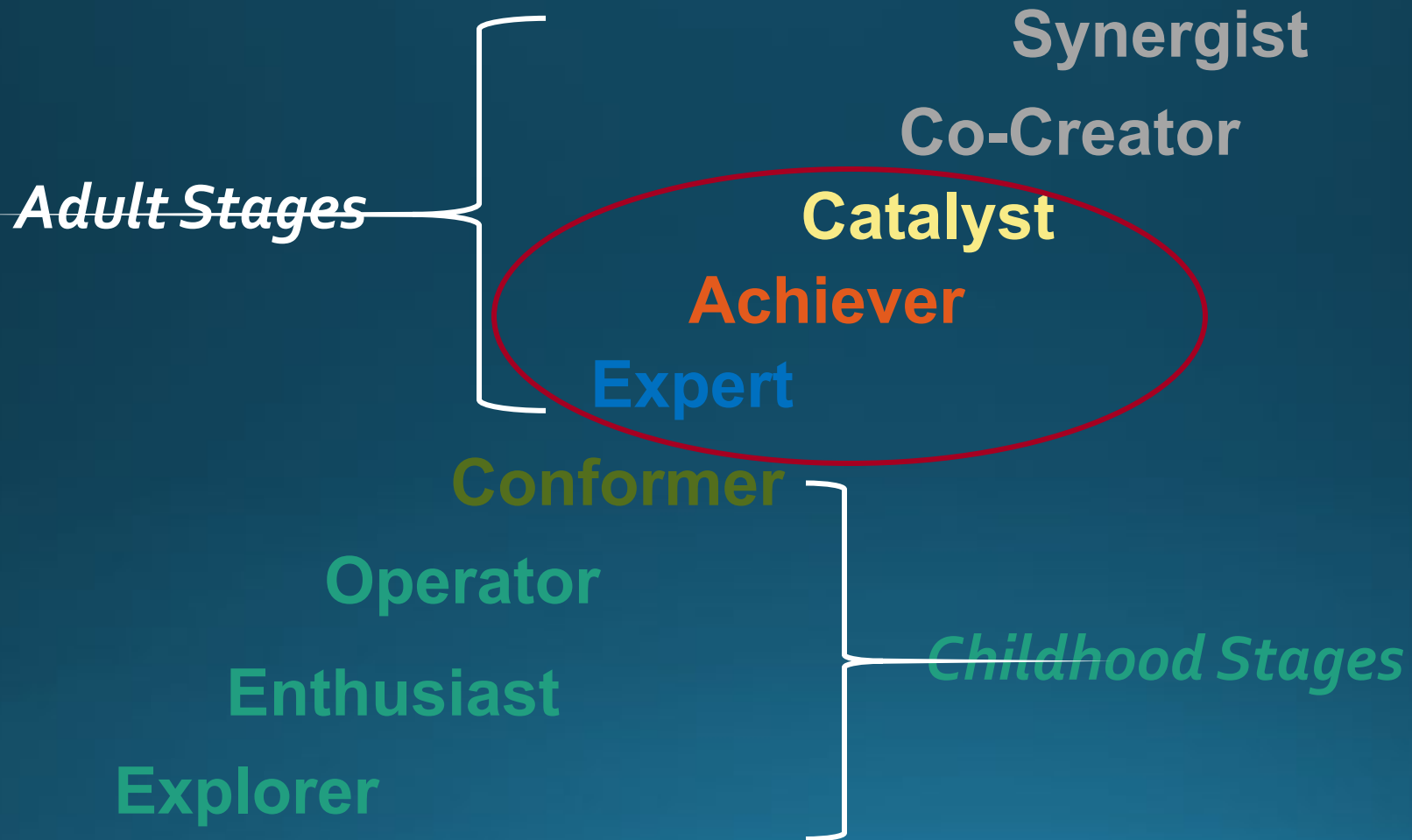
Bring new insights into action



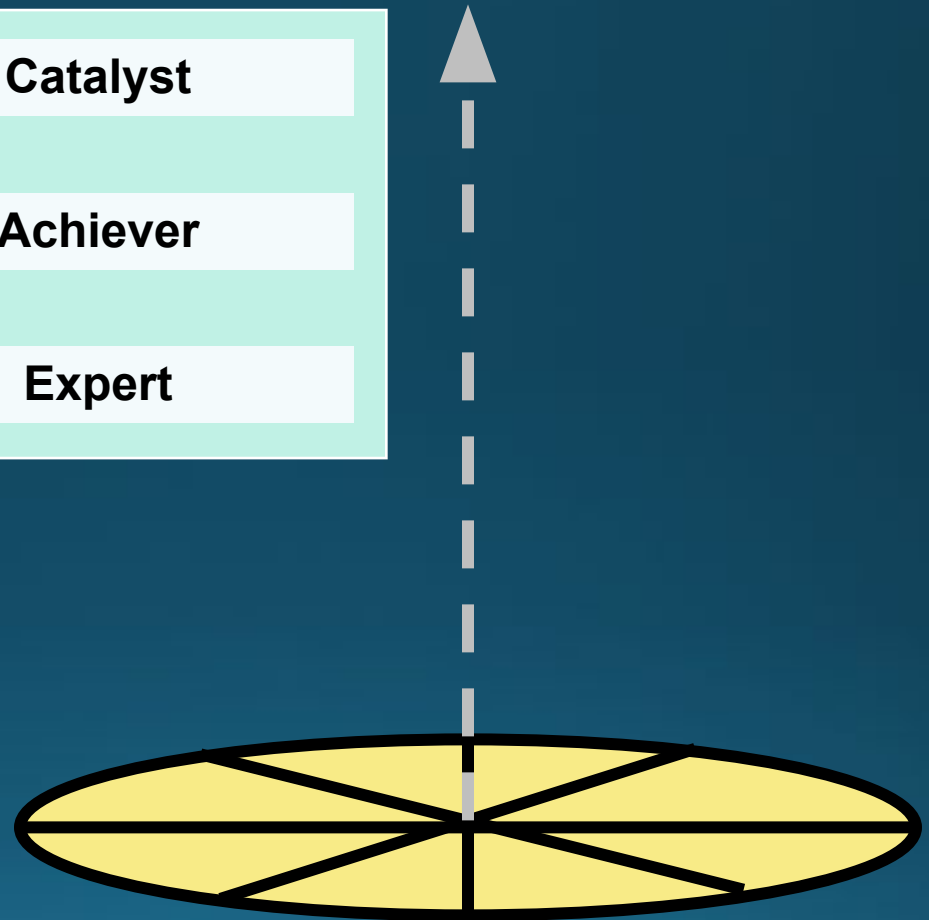
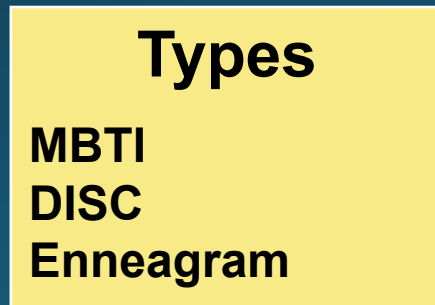
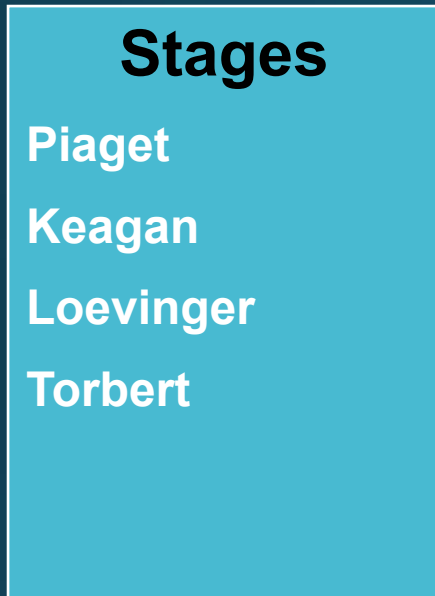
# Leadership Agility Levels



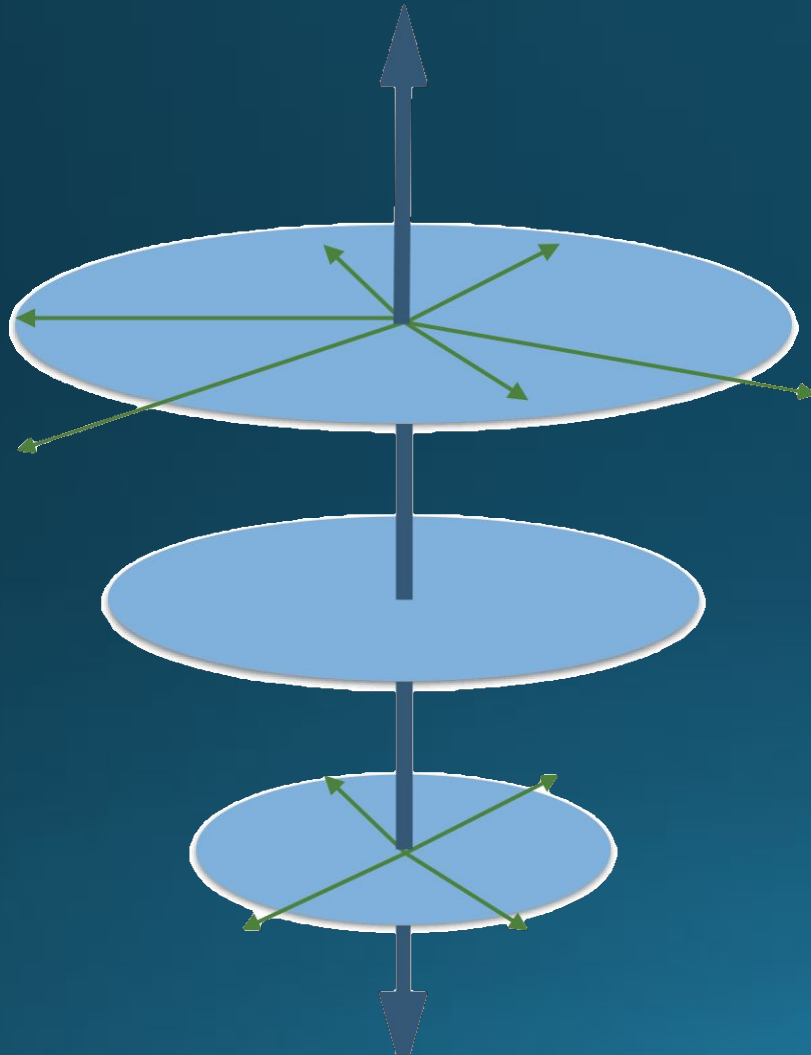
# “Vertical” Development



# Stages vs. Types



# “Horizontal” and “Vertical” Leadership Development

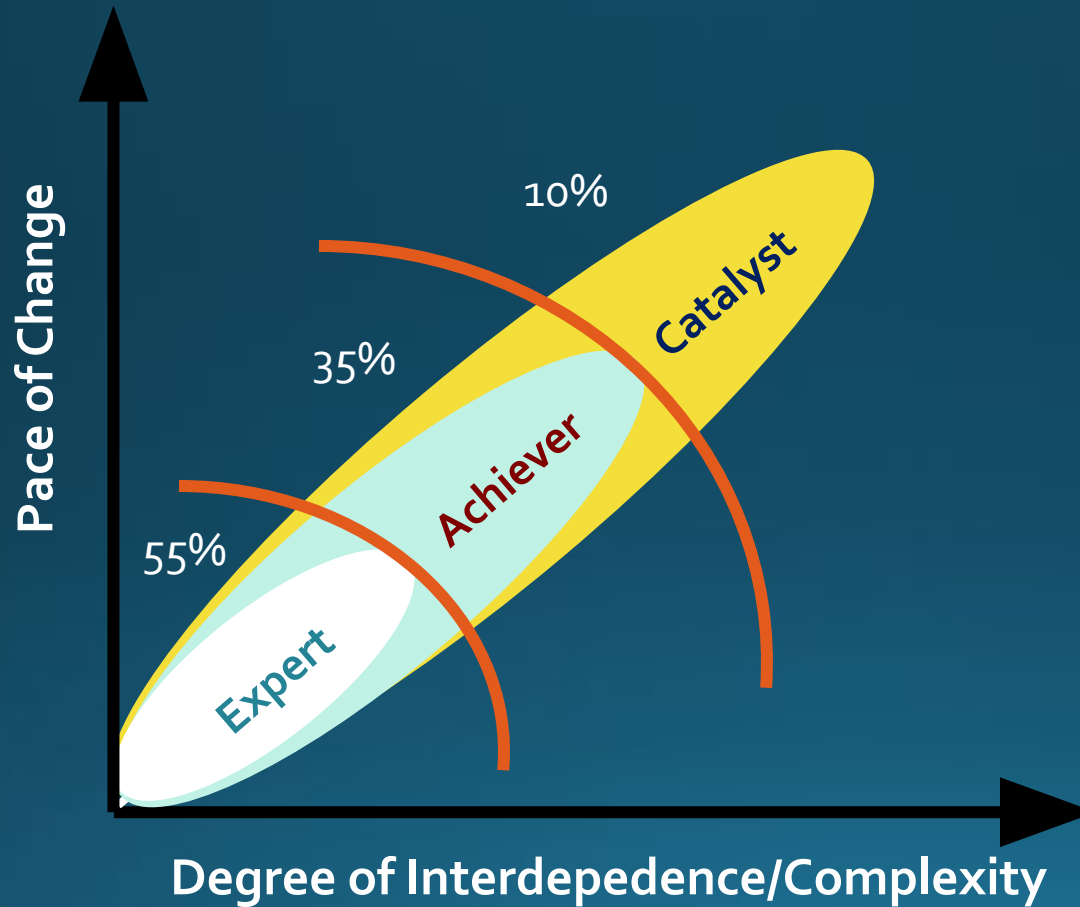


- **Vertical** – Growing into a new stage of personal development
- **Horizontal** – learning new competencies consistent with one’s current or next stage of personal development
- Almost all 360s focus on horizontal development only





# Leadership Agility Levels



# Expert Leadership



- **Assumption:** Leaders are respected and followed due to authority and expertise



# Expert 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



# Expert 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



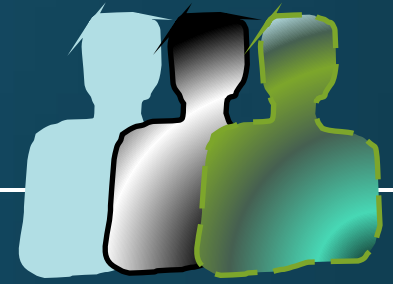
# Expert Leadership



- **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



# Achiever Leadership



- **Assumption:** Motivate by making it challenging and satisfying to contribute to larger objectives



# 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



# 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





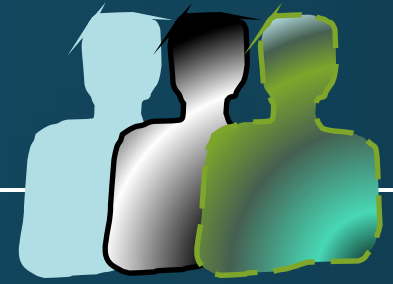
# Achiever Leadership



- **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



# Catalyst Leadership



- **Assumption:** Articulate an inspiring vision and empower & develop others to make it a reality



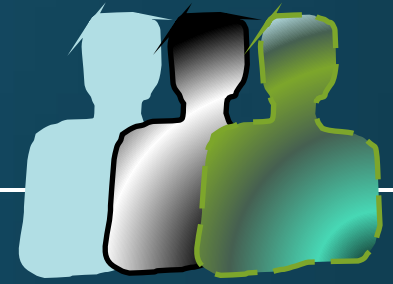
# Catalyst Leadership



- **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



# Catalyst 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



# Catalyst 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



# Leadership Agility Levels



- Vary daily around a “center of gravity”
- You can develop new levels
- You retain capacities developed at previous levels
- It’s about expanding your repertoire!

# Questions & Comments



[bj@changewise.biz](mailto:bj@changewise.biz)