



The Agile Leader

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GLOBAL CENTER FOR DIGITAL
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The Agile Leader

Redefining Leadership for a Digital World

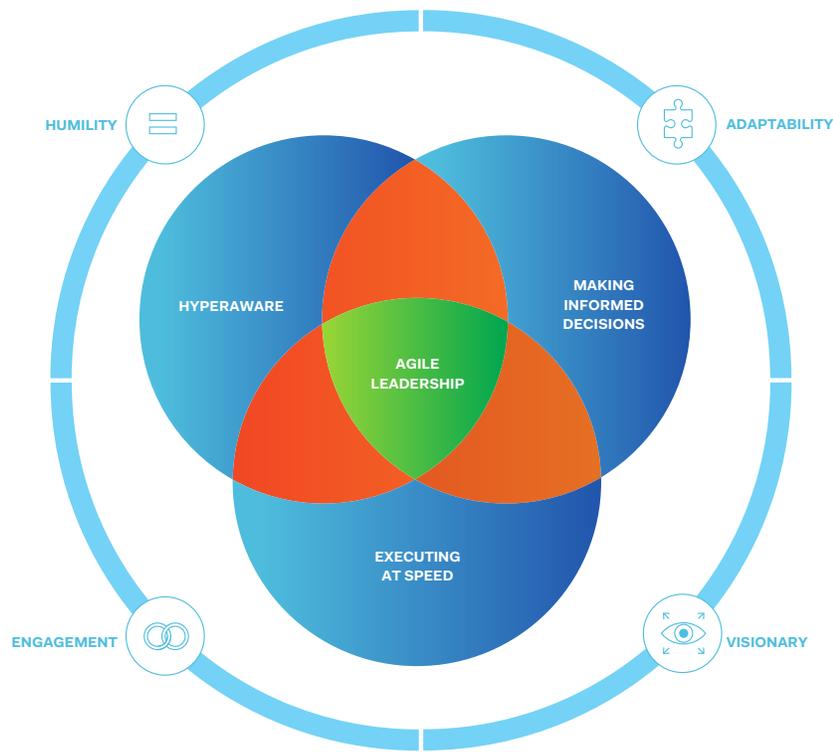
Many leaders today find it challenging to cope with the increasing pace of change, much of which is driven by the digitization of products, processes, and business models. Agile leadership is a response to these new demands, a set of competencies, and related business behaviors that help leaders thrive in increasingly volatile environments.

The Profile of an Agile Leader

We refer to individuals who are successful at navigating through the opportunities and challenges of market disruption as agile leaders. These leaders are able to draw on competencies such as humility in learning, adaptability, a clear sense of vision, and strong engagement both inside and outside of their organizations. They behave in ways that reinforce this agility by being hyperaware of changes that may impact their environments, by basing their decisions on evidence and analysis, and by acting quickly.

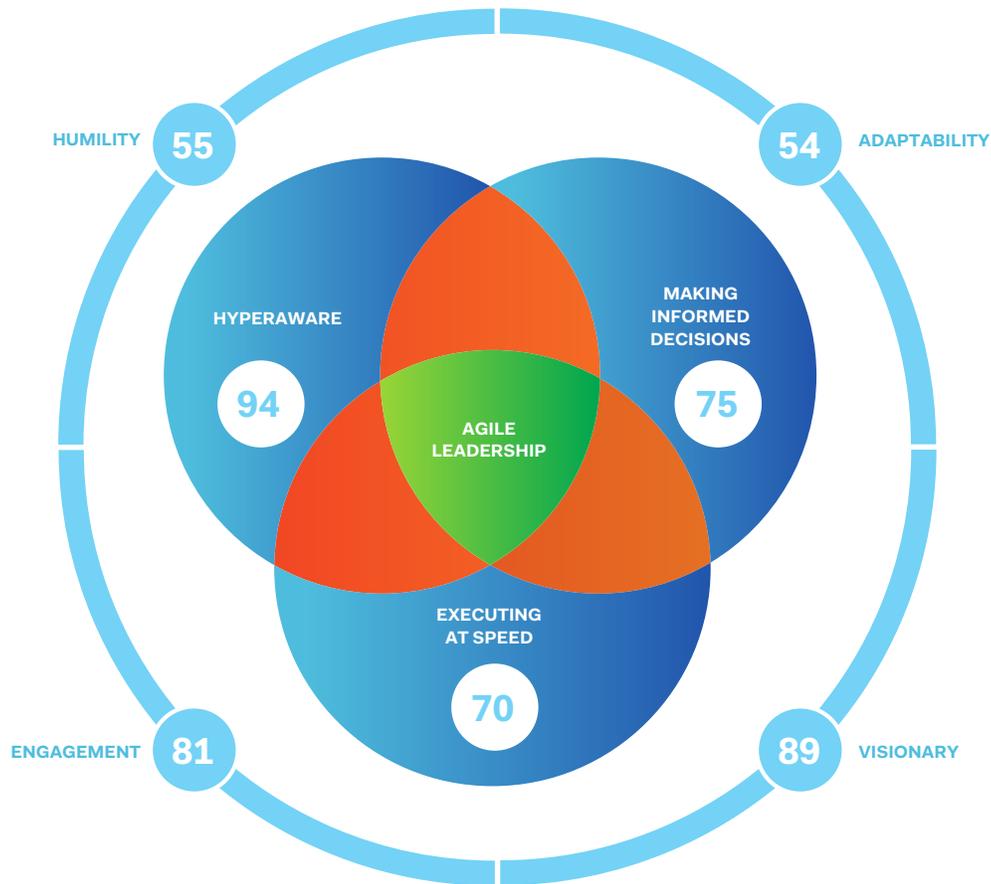
How to Use this report

The Agile Leader report is intended to help leaders at all levels in organizations understand leadership in the context of a digital business environment. **Scores are presented as percentiles, with higher scores indicating more potential for each competency or behavior.** There is no such thing as a “good” or “bad” score, the report aims to identify areas of relative strength and weakness that impact the ability to lead in an agile manner. The goal is to enable leaders and potential leaders to focus their attention on competencies and behaviors that maximize their potential to be successful in volatile business environments.





Your Agile Leader Assessment Scores



Overall Summary of Results

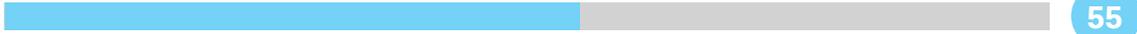
- Generally seeks data from diverse sources and new insights in and outside of the organization.
- Tends to be driven, competitive, and focus on the bigger picture.
- Acts with respect and tends to be agreeable with others. May become overly dependent on others.
- Conveys little focus in his/her business sense and tends to be inconsistent in his/her leadership style.



Agile Leader Competencies

Humility

The ability to accept feedback and recognize that others may know more than you do.



- ⊗ **Stop:** Avoid appearing neutral to feedback. Acknowledge the insights of others, but be ready to push back if you have evidence to support an alternative view.
- ⏻ **Start:** Make it your personal concern to implement other people's feedback. It is a good start to politely accept it, but you also need to follow up on your words with actions.
- ⬆ **Continue:** Continue questioning and learning. Remember that in times of rapid change knowing what you don't know can be as valuable as knowing what you do.

Adaptability

Acceptance that in disruptive business environments change is constant. Changing one's mind based on new information should be seen as a strength rather than a weakness.



- ⊗ **Stop:** Avoid the temptation to be satisfied with the status quo, but keep in mind that following new trends can be costly if you do not have a plan. Try to strike a balance between the two.
- ⏻ **Start:** Make sure you review your own decisions – especially in light of new information. Use your team and peers to validate your decisions and do not be afraid to change your mind in front of them.
- ⬆ **Continue:** Continue to support others' commitment to exploring new courses of action besides your own. Make sure that you adapt to new situations in the short-term without conveying a lack of focus on the long-term strategy. This is a critical competency in a complex and ever changing environment.



Agile Leader Competencies

Visionary

The focus on the long-term goal.



- ⊗ **Stop:** Stop expecting others to adopt your ideas instantly. Change and progress require time to adapt. Whilst vision is vital, make sure you do not lose sight of key shorter-term business requirements.
- ⏻ **Start:** Make sure you are allowing room for other people to contribute. Motivate your team to provide their own thoughts and inputs. The greatest ideas come when everyone is contributing.
- ⌆ **Continue:** Keep being a source of vision and inspiration to your organization. During times of change and uncertainty, people will look to you for motivation and direction.

Engagement

The willingness to interact, communicate, and listen to internal and external stakeholders.



- ⊗ **Stop:** Be careful not to confuse activity with productivity. Your interest and enthusiasm for being around people can distract from the task at hand. Too much focus on getting along can keep you from getting ahead.
- ⏻ **Start:** Keep in mind that others might be more effective with little social interaction and collaboration. Allow them enough time and space to focus on their individual tasks.
- ⌆ **Continue:** Continue engaging with your internal and external stakeholders. Your enthusiasm for being around others and building a network will help you during times of change and uncertainty. Listening and communicating are two of your key strengths.



Agile Leader Behaviors

Hyperaware

The constant monitoring of internal and external environments for opportunities and threats.



- ⊗ **Stop:** Set up a structured process for data-gathering. Maintain a wide focus in the search for relevant opportunities and threats and avoid getting lost in details.
- ⏻ **Start:** Constant scanning for opportunities and threats is critical for success in volatile environments. Draw on your strength in this area to support your team and the organization in the development of effective information gathering strategies.
- ⬆ **Continue:** Continue to scan for trends that could impact your industry. With the acceleration of technology-driven change and disruption, the need for a heightened awareness both inside and outside your organization is more evident than ever.

Making Informed Decisions

Making use of data and information to make evidence-based decisions when possible.



- ⊗ **Stop:** Avoid taking an overly analytic approach to making decisions. Even in data rich environments, intuition and experience play a part.
- ⏻ **Start:** Start ensuring you balance your data-based decisions with elements of intuition and experience. Data should not be interpreted in a vacuum and needs to be placed in a meaningful business context.
- ⬆ **Continue:** Your ability to draw on evidence and analytics to make decisions is a key strength. Continue operating using these essentials, but aim to implement them more broadly and consistently.



Agile Leader Behaviors

Executing at Speed

Quick implementation that values speed over perfection.



- ⊗ **Stop:** Make sure you are not spending too much time analyzing data and considering alternative viewpoints. In times of disruption, quick decisions, even without the benefit of full information, are usually better than slow decisions.
- ⏻ **Start:** Start to build a fail-tolerant, test-and-learn culture in your organization. Even when things do not show the expected outcomes you can still learn and develop new approaches.
- ⬆ **Continue:** Continue to strike a balance between taking necessary risks and minimizing threats. Keep involving input from others and seeking alignment without slowing things down too much.