

The Agile Leader

Participant Name Sam Poole 1

Participant ID HJ883673

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The Agile Leader

Redefining Leadership for a Digital World

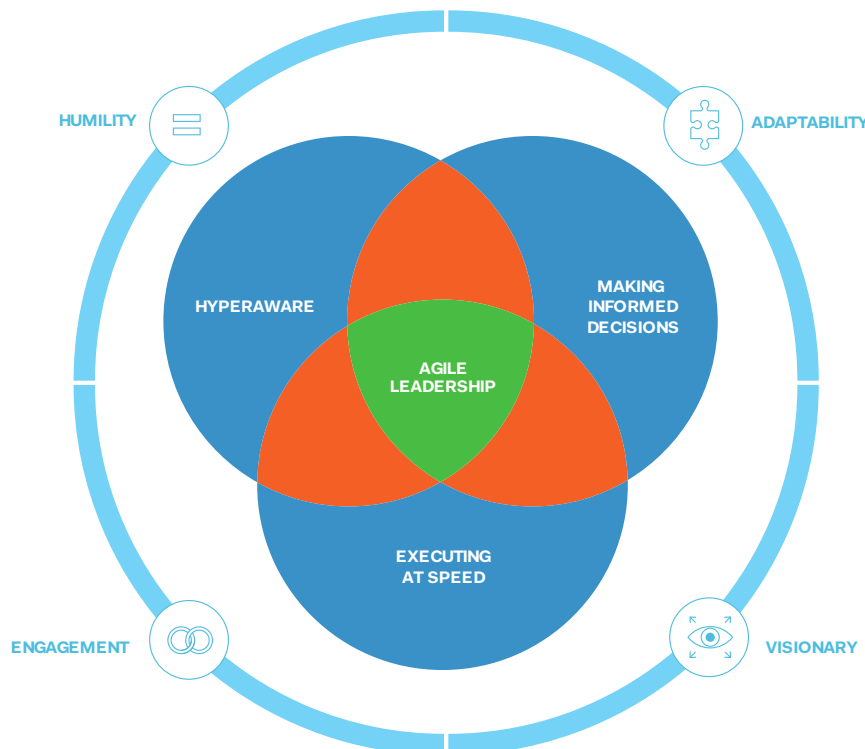
Many leaders today find it challenging to cope with the increasing pace of change, much of which is driven by the digitization of products, processes, and business models. Agile leadership is a response to these new demands, a set of competencies, and related business behaviors that help leaders thrive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

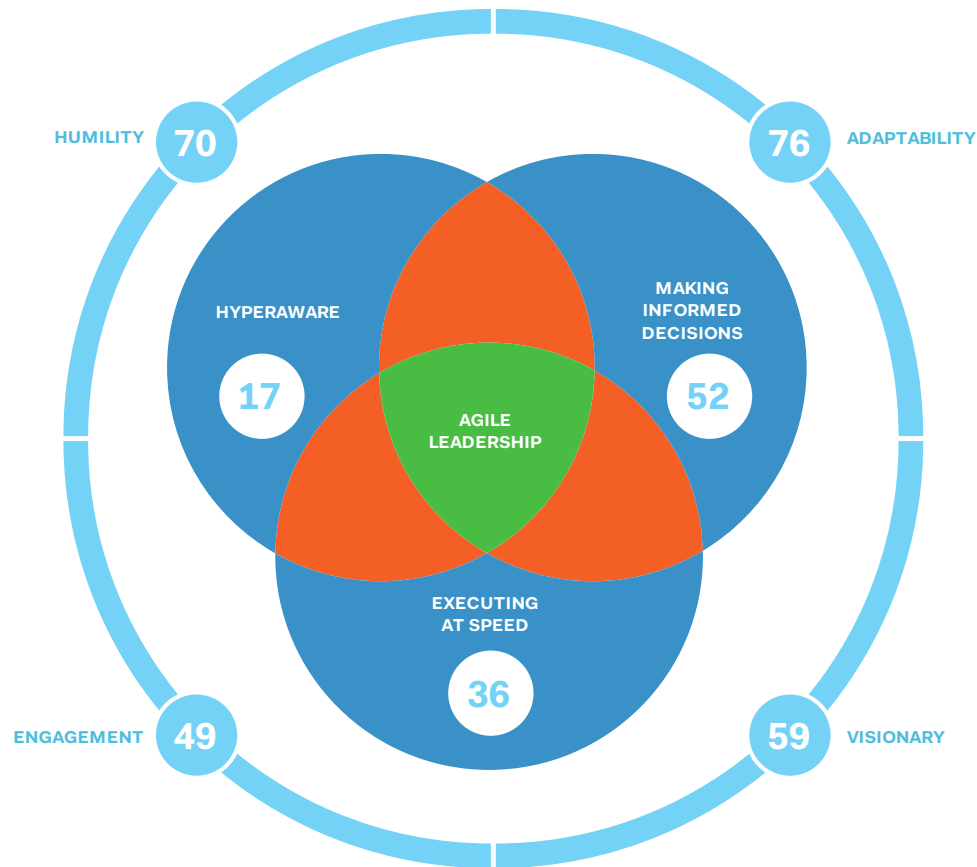
How to Use this report

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

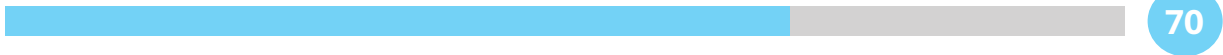
- Is rather comfortable with volatile business environments and can change their opinion based on new evidence with ease.
- Tends to be modest, open to feedback, and aware of personal limitations.
- Appears to fear failure and criticism, and tends to be indecisive. May react too slowly.
- Has little sense for disruptive threats and generally reacts too slowly.



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.



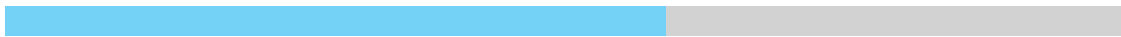
- ⊗ **Stop:** Don't make changes for change's sake. Make sure that your proposals have clear organizational benefits, as adaption must be driven by genuine need.
- ⏻ **Start:** Start to review your decisions and re-examine the basis for your decisions regularly. Ask your team and peers to question your decisions and be open to their proposals.
- ⬆ **Continue:** Continue to commit to new courses of action as the situation warrants. Agile leaders are not afraid to change their minds when faced with new evidence or circumstances. Continuous improvement is key to being an agile leader.



Agile Leader Competencies

Visionary

The focus on the long-term goal.



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- ⌘ **Stop:** Don't let challengers or critics keep you from exploring new ideas. Stay focused on key issues and make sure you communicate effectively so others understand.
- 🔌 **Start:** Start concentrating on developing a well-defined idea of where your organization needs to go, even if you do not currently know exactly how to get there.
- ⬆ **Continue:** Continue to balance your focus on the long-term strategy and the solution of current issues. Critically evaluate new options to differentiate between legitimate opportunities and the latest fads.

Engagement

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



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- ⌘ **Stop:** Avoid always asking the same people for information and feedback. Having a few trusted colleagues is important; however, there are many other perspectives you should explore and consider.
- 🔌 **Start:** Constantly expand your personal network. Treat each interaction as an opportunity to identify experts and allies for your cause.
- ⬆ **Continue:** Continue to balance time for interacting with people with allowing time for them to focus. While peers and employees like to know that you are listening and engaging with them, they also like to see action and progress.



Agile Leader Behaviors

Hyperaware

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



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- ⌘ **Stop:** Stop waiting for opportunities and threats to develop before you determine how to respond. You need to understand the ways a scenario can change ahead of time and be prepared to respond.
- ⏻ **Start:** Start scanning your environment and always be willing to invest time to get a full picture on opportunities and threats. Seek out new sources of information and challenge perceived wisdom when you think it is appropriate.
- ⬆ **Continue:** You tend to deal with problems as they appear rather than preparing in advance. Continue to use your intuition and experience to look for threats and opportunities, but make efforts to scan more broadly.

Making Informed Decisions

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



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- ⌘ **Stop:** Stop relying so much on instinct and personal experience when data and analytics are available to support decision-making. Often, it helps to keep an open mind for new insights before arriving at a conclusion.
- ⏻ **Start:** Start taking the evidence and experience you've accumulated and determine how you can adapt it for new situations. Informed decision-making is a process that requires continuous monitoring and adaptation.
- ⬆ **Continue:** Keep striking a balance between evidence-based and intuition-based decision-making. A key to making informed decisions is understanding how to blend the two together.



Agile Leader Behaviors

Executing at Speed

Quick implementation that values speed over perfection.



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- ⊗ **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.