



The Agile Leader

Participant Name Lara Croft

Participant ID HE655682

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Redefining Leadership for a Digital World

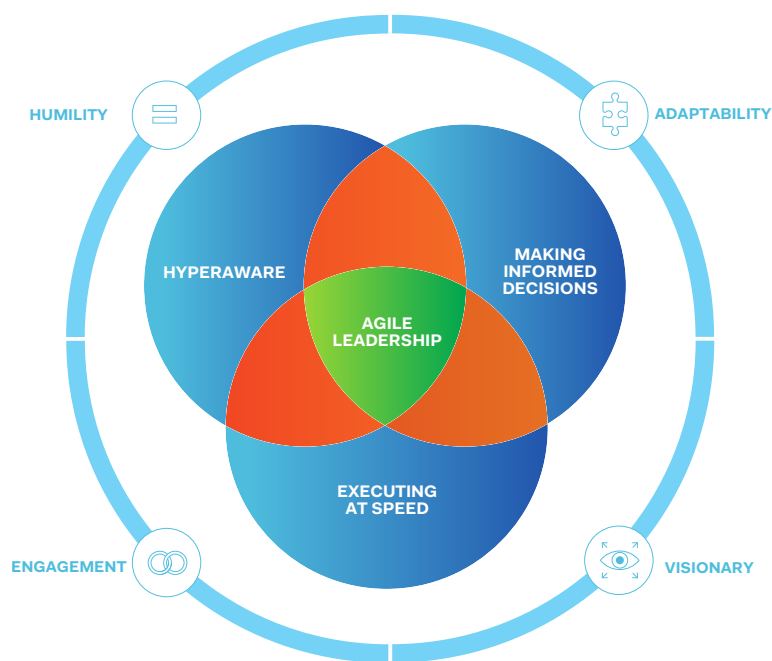
Many leaders today find it challenging to cope with the increasing pace of change, much of which is driven by the digitization of products, processes, and business models. Agile Leadership is a response to these new demands, a set of competencies and related business behaviors that help leaders thrive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

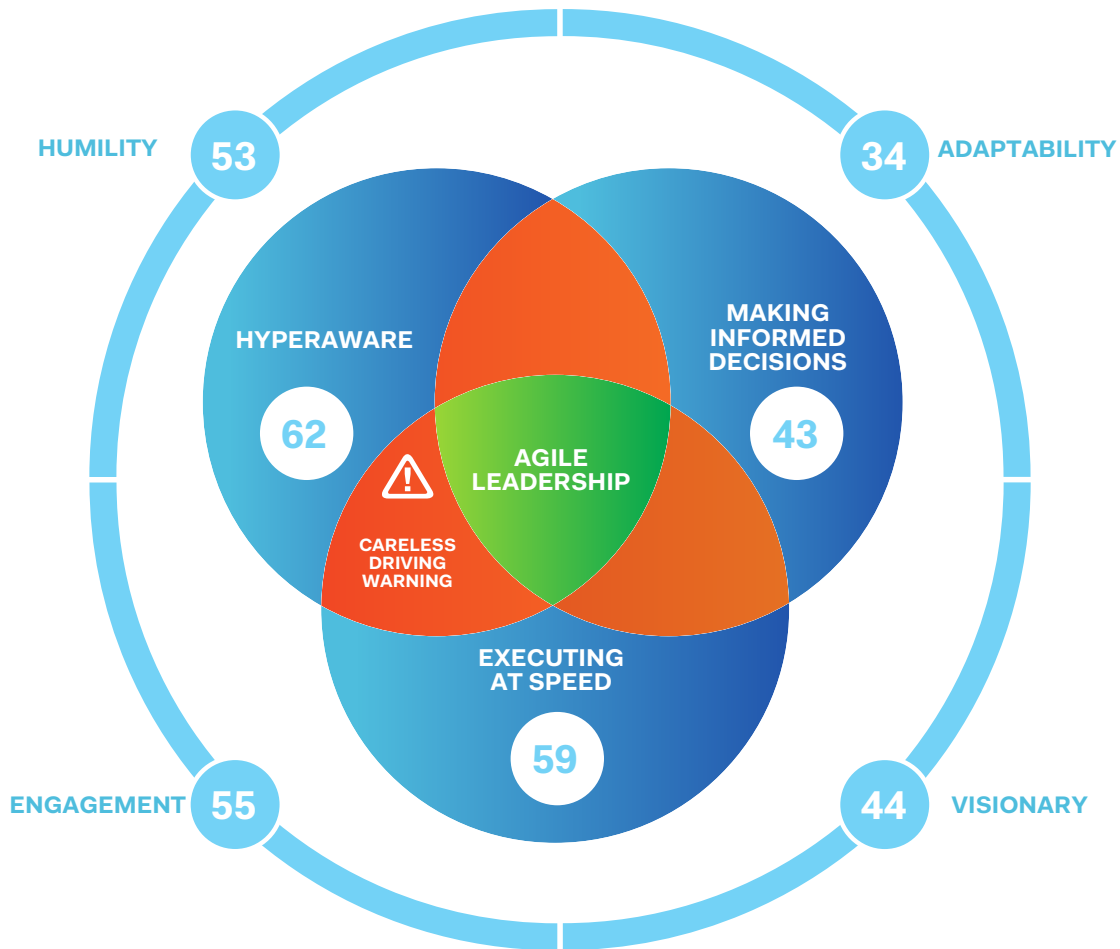
How to Use this report

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 on a 0-100 scale, 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. The goal is to encourage 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 Scores



Overall Summary

- Seeks data from diverse sources, scans internal and external environment for new insights
- Decisive, tolerant of failure, values speed over perfection
- Reluctant to consider data, over dependence on instinct and intuition
- Inflexible, reluctant to change, difficulty thinking outside the box



Agile Leader Competencies

Humility

Being able to accept feedback and recognizing 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 sure you are sincere in your efforts to follow up on feedback. It's good to be agreeable, but people want to see action behind your words.
- ⬆ **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

Accepting that in disrupted business environments change is constant and that changing one's mind based on new information is 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 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 as well as your own. Your ability to adapt short-term without giving the impression that you lack long-term focus is critical in a complex and changing environment.



Agile Leader Competencies

Visionary

Having a clear sense of long-term direction



- ⊗ **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 while also working to solve the problems in front of you. In times of change, leaders need to be able to differentiate between legitimate opportunities and the latest fads.

Engagement

Having a willingness to listen, interact, and communicate with internal and external stakeholders



- ⊗ **Stop:** Avoid using the same people for your sources of information and feedback. Having a few trusted colleagues is important, however there are many other perspectives you should seek out and consider.
- ⏻ **Start:** Make sure to continue adding key people to your network. Treat each interaction as an opportunity to identify areas of expertise 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

Constantly scanning internal and external environments for opportunities and threats



- ⊗ **Stop:** Avoid becoming too narrow in your focus on what constitutes a threat or opportunity for you. Do not underestimate the potential of new technologies and business models to drive change across industry boundaries.
- ⏻ **Start:** Start seeking out new information so you aren't so narrow in your focus. Some of the biggest threats and opportunities can come from the places you might least expect.
- ⬆ **Continue:** Continue to keep an eye out 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 where possible



- ⊗ **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

Moving quickly to implement, often valuing 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. You can still learn and innovate even when things don't turn out as planned.
- ⬆ **Continue:** You strike a good balance between taking necessary risks and minimizing threats. Keep involving input from others and seeking alignment, while making sure not to slow things down too much.

Warning: Careless Driving!



You received a Careless Driving warning because you scored high on Executing at Speed and Hyperaware, and low on Making Informed Decisions. Being aware of potential threats and opportunities and the ability to take quick action are keys to being successful in a disruptive world. However, failing to make use of data and consider available evidence can come at a cost. In a rush to act, make sure you don't forget to make informed decisions.