



The Agile Leader

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Date 3.22.2018



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BUSINESS TRANSFORMATION
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The Agile Leader

Redefining Leadership for a Digital World

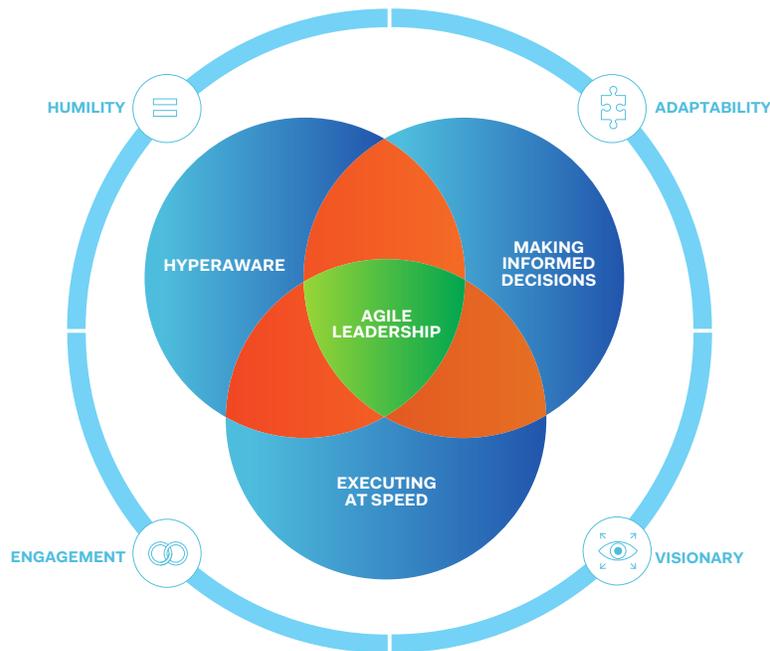
Many leaders today find it challenging to cope with the increasing pace of change, much of which is driven by the digitization of products, processes, and business models. Agile Leadership is a response to these new demands, a set of competencies and related business behaviors that help leaders thrive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

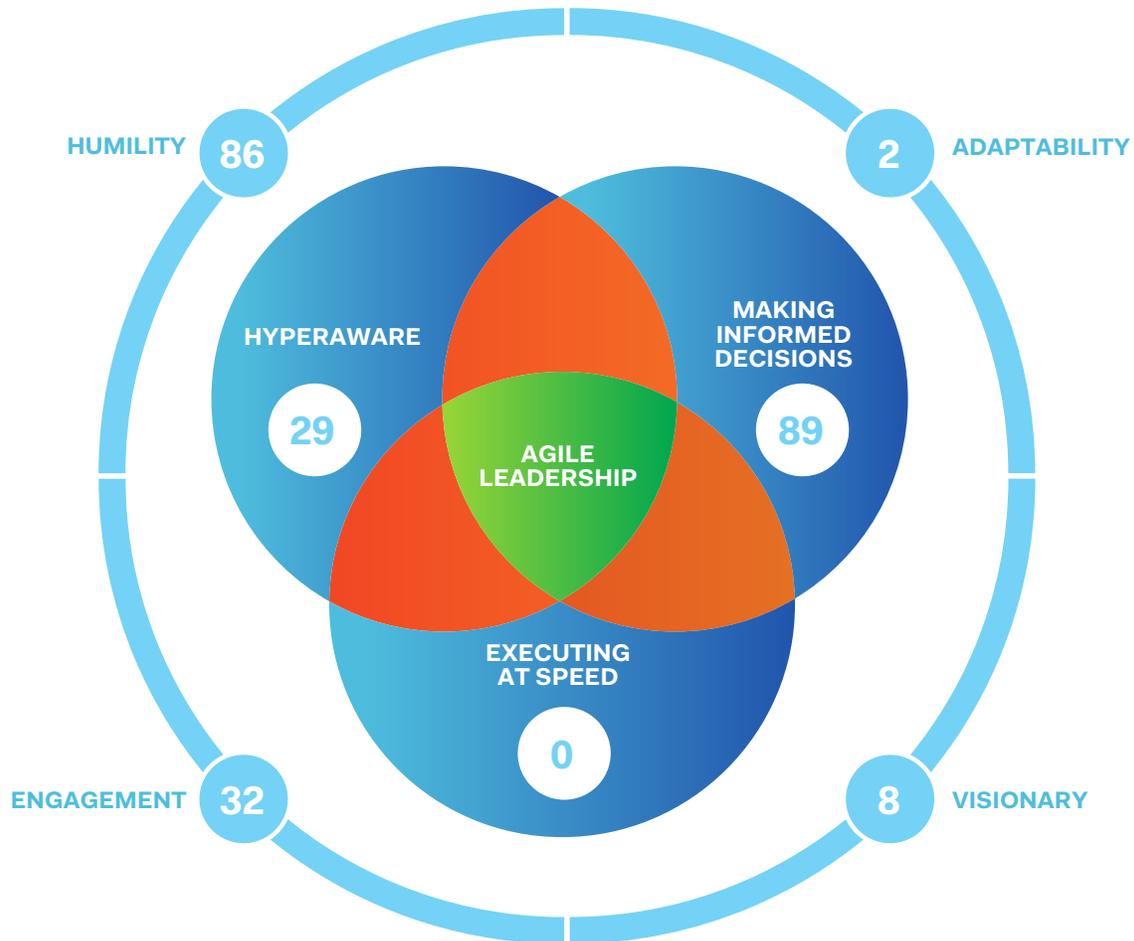
How to Use this report

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 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

- Makes data-driven decisions, trusts evidence and analytics to provide high-quality insights
- Modest, open to feedback, and aware of personal limitations
- Inflexible, reluctant to change, difficulty thinking outside the box
- Indecisiveness, slow to respond, fear of failure and criticism



Agile Leader Competencies

Humility

Being able to accept feedback and recognizing that others may know more than you do



- ⊗ **Stop:** Be careful that your tendency to seek knowledge doesn't undermine your leadership. Don't allow your desire for new knowledge to stop you from making decisions. People need to know where you stand on issues.
- ⏻ **Start:** Start to expand your inputs. You already exhibit high humility in learning, now's the time to leverage your network and seek further diversity. Look for digital tools and information feeds to assist you.
- ⬆ **Continue:** Keep trusting others and relying on their areas of strength and expertise. One key to being an Agile Leader is knowing that you will make mistakes and being open to feedback at all times.

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:** Stop viewing change as an enemy and don't allow a culture of conservatism to influence decisions. Remember that it is not the strongest of the species that survives, nor the most intelligent. It is the one that is most adaptable to change.
- ⏻ **Start:** Start to explore alternative actions when you are faced with disruption and do not let early setbacks deter you. Perseverance and adaptation are necessary attributes of an Agile Leader.
- ⬆ **Continue:** Continue to focus on process and structure. A methodical approach will help to keep projects on track. But remember that adaptability is a key capability in a rapidly changing environment.



Agile Leader Competencies

Visionary

Having a clear sense of long-term direction



- ⌘ **Stop:** Curb your instincts to settle for the status quo. Avoid the trap of doing things just because "that's the way we always do them". Others expect you to provide them with a sense of direction.
- ⏻ **Start:** Start thinking about innovative and different ways of solving the problems that face your organization. This will require you to be open to new ideas and help you view the business from a new perspective.
- ⬆ **Continue:** Continue to focus on the problems that are in front of you. Addressing the problems of today is vital to short-term success. Allow others around you to help shape the long-term strategy which is critical to long-term success.

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:** 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 be willing to spend more time getting a full picture of opportunities and threats. Seek out new sources of information and challenge perceived wisdom when you think it is appropriate.
- ⌚ **Continue:** You like 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 where 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

Moving quickly to implement, often valuing speed over perfection



- ⊗ **Stop:** Stop delaying decision-making and waiting for definitive answers. Avoid 'analysis paralysis', and understand that some decisions will need elements of personal experience and judgement.
- ⏻ **Start:** Start trusting your instincts and keep in mind that faster execution may be better than delaying for perfection. Executing decisions always comes with some risk and potential downside. In times of disruption, fast execution is a key capability.
- ⬆ **Continue:** Continue to make plans and avoid taking unnecessary risk. People will appreciate your tendency to seek consensus and approval before rushing into action. However, remember that quick decisions, even without the benefit of full information, are usually better than slow decisions in fast changing environments.