FOCUSED, FAST AND FLEXIBLE IN A VUCA WORLD Leaders · Teams · Organizations · Analytics

NPLE

ADLUATE RESULTS

CONSULTING AND TRAINING

GLOBAL EXPERTS SINCE 2001 AGILITYCONSULTING.COM Assessments | Coaching | Consulting | Workshops



Co-author Books on Agility and Change Management



Nick Horney, Ph.D.

Founding Principal, Agility Consulting Retired Captain, Navy Special Operations



Forthcoming Book on Leadership Agility

Since its founding in 2001, Agility Consulting has enabled leaders to anticipate and respond to change with people, processes and technology that are focused, fast and flexible.

Leadership Agility in 20 Minutes

- 1. Why even discuss Leadership Agility VUCA World
- 2. Leadership Agility through the lens of an Organizational Psychologist The AGILE Model[®]
- 3. Leadership Agility Fitness
- 4. 3 Leadership Profiles (clients) CEO of REI/Secretary of Interior; President of Aramark; Founder of The Honor Foundation (non-profit)
- 5. Leadership Agility Profile assessment results for this audience So what? and Now what?



Leadership Agility in a VUCA World

The VUCA Report™

March 2016 Volume 1, Issue 1

The Strategic Agility Institute

Leadership Agility: A Business Imperative for a VUCA World

By Nick Homey, Ph.D., Principal, Agility Consulting Bill Pasmore, Ph.D., SVB Center for Onative Leadership Tom O'Shea, CMC, Principal, Agility Consulting

Agility Consulting

Accelerated Obsolescence -- Ask magazine publishers and....





IG DATA REFERS to the scientific or offmercial utilization of vast amounts of data collected and stored as part of our everyday interactions in the world. In data sets that are so large, varied and complex they dely analysis or processing by traditional means. According It IBM, every day we create 2.5

quintillion bytes of data - so much that 90% of the data in the world has been created in the last two years alone. Typically, this data is not generated for research, but can

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BIG IN RESOLUTION. Data has to have high spatial resolution, high resolution and high typological resolution. Averages are not enough; specific detail is essential. Big in scope. You have to be able to use the data to

understand things other than the purpose for which it was gathered - In other words, to understand things about the

Big data is related to the concept of data-driven science, a term used to describe new forms of research that are based on handling data on a previously unimaginable scale.

Utilizing these vast resources of data – whether for scientific, social or commercial purposes – will bring about many new questions about privacy and data access that will need to be considered and addressed in 21st century societies.

"You have to be able to use the data to understand things other than the purpose for which it was gathered."



The five characteristics reductions to be able to anticipate and respond to changing demands and adapting to new requirements in real time.

ANTICIPATE CHANGE: Interpret the potential impact of business turbulence and trends along with the implications to the enterprise.

GENERATE CONFIDENCE: create a culture of confidence and engagement of all associates into effective and collaborative teams.

INITIATE ACTION: provide the fuel and the systems to make things happen proactively and responsively at all levels of the organization.

LIBERATE THINKING: create the climate and conditions for fresh solutions by empowering, encouraging and teaching others to be innovative.

EVALUATE RESULTS: keep the focus and manage the knowledge to learn and improve from actions.





BlackBerry.

Woolworth



12 AEE tanota talent

2017 Business Agility Conference

5 Major Contributors to Physical Fitness

- 1. Muscle Building Exercise (strength)
- 2. Aerobic Exercise (run, bike, walk)
- 3. Flexibility Exercise (stretching)
- 4. Sleep About 8 hours (unaided)
- 5. Meals Balanced Nutrition



Audience Response – Stand if you do at least one of these five on a regular daily basis. Keep standing if you do at least 2 of these five.....at least 3 of these five....at least 4 of these five.....all 5.

Leadership Agility Fitness[™] -- 5 Major Contributors

- **1.** Anticipate Change
- **2.** Generate Confidence
- **3.** Initiate Action
- 4. Liberate Thinking
- 5. Evaluate Results



TECHNOLOGY

LIBERATE THINK

PROCES

VITIATE ACT

IUNTE RESULTS



Leadership Agility Profile 360 – Fitness Diagnostic



2017 Business Agility Conference

Version 2.0

Agility Consulting and Training

CEO of REI and Secretary of US Interior Department





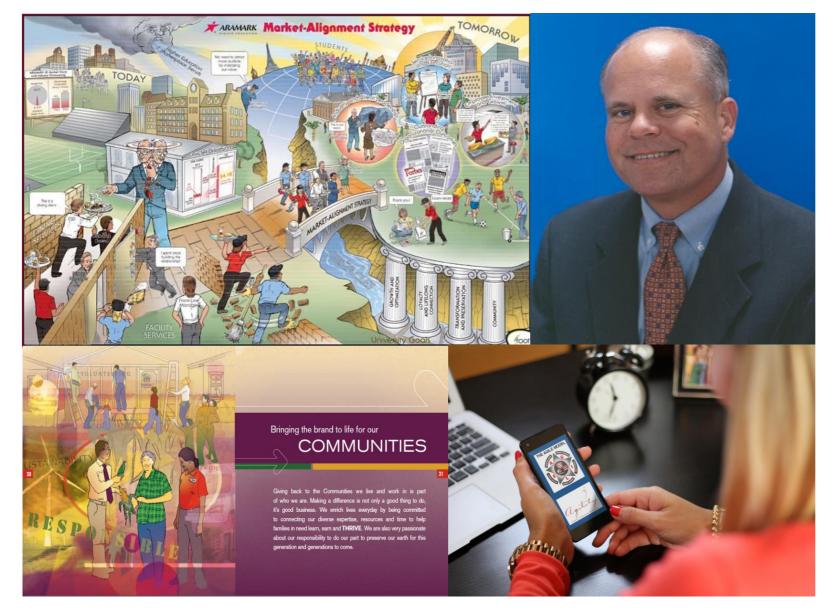
Sally Jewel, Former CEO, REI



Sally Jewel, Secretary of the Interior

2017 Business Agility Conference

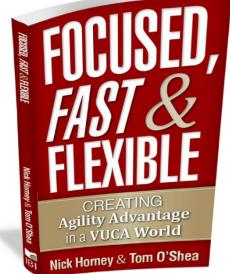
Mark Nelson, President, Aramark Higher Education

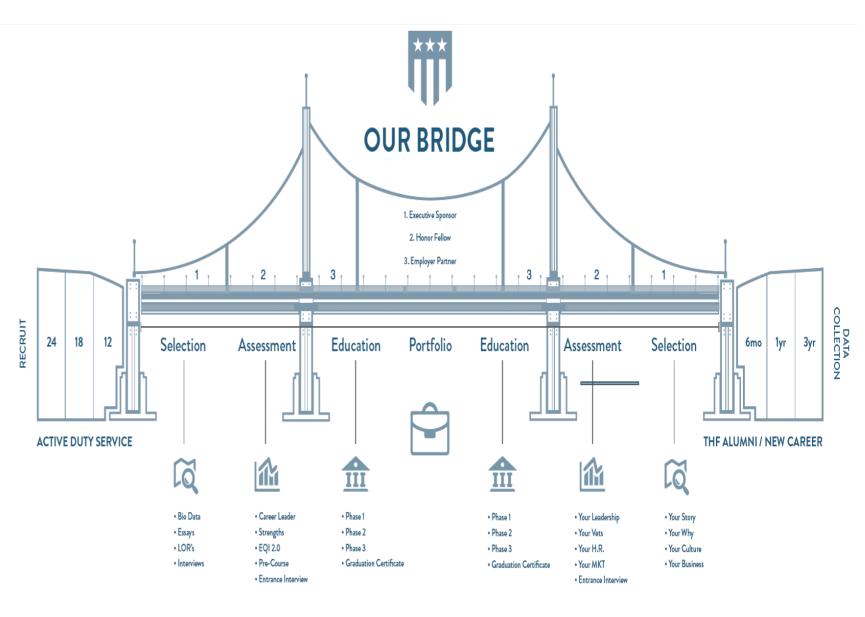


- Revenue -- \$3.5 Billion
- Employees 270,000
- Countries 22
- Colleges -- 400 +
- Provide more variety, featuring locally grown or produced products
- Offer more healthy choices
- Produce a mix of national and local options
- Solicit input from students, faculty and staff about the types of future dining options

Joe Musselman, Founder, The Honor Foundation







Leadership Agility Profile Aggregate Scores (n=35) So What? Now What?

Agility Drivers	Business Agility Conference Participants (n=35)															
	Visionin	g			Sensing						Monitoring					Means
Anticipate Change	4.11	4.20	4.00	3.89	3.89	4.51	4.23	3.83	3.86	3.37	3.46	3.23	2.85	3.26	3.69	3.76
	Connecting					Aligning					Engaging					
Generate Confidence	4.00	4.17	4.09	4.26	4.23	4.49	4.17	4.06	4.60	4.00	4.46	4.35	4.06	4.17	3.83	4.19
	Bias for	Action			Decision Making				Collaborating							
Initiate Action	4.34	4.44	4.26	4.49	3.83	3.97	3.86	4.14	4.29	3.70	4.31	4.23	3.54	4.31	4.14	4.12
	Bias for Innovation				Customer Focus				Idea Diversity							
Liberate Thinking	4.14	4.06	3.62	4.14	4.11	4.06	3.71	4.00	3.94	3.83	4.43	4.38	4.09	4.40	3.20	4.01
	Creating	Expect	ations			Real Time Feedback				Fact-Based Measures						
Evaluate Results	3.97	4.00	4.31	4.06	4.11	4.20	4.46	4.20	3.94	3.34	3.00	3.49	3.60	3.54	3.89	3.87

"I alone cannot change the world, but I can cast a stone across the water to create many ripples." Mother Teresa