

AGILE LEADERSHIP

The Army was the most Agile organisation I've worked in

Vered Netzer

ABOUT ME

PREVIOUS ROLE: Signal Officer,
Israeli Defence Forces

RANK: Major

CURRENT ROLE: Transformation
& Advisory - ThoughtWorks



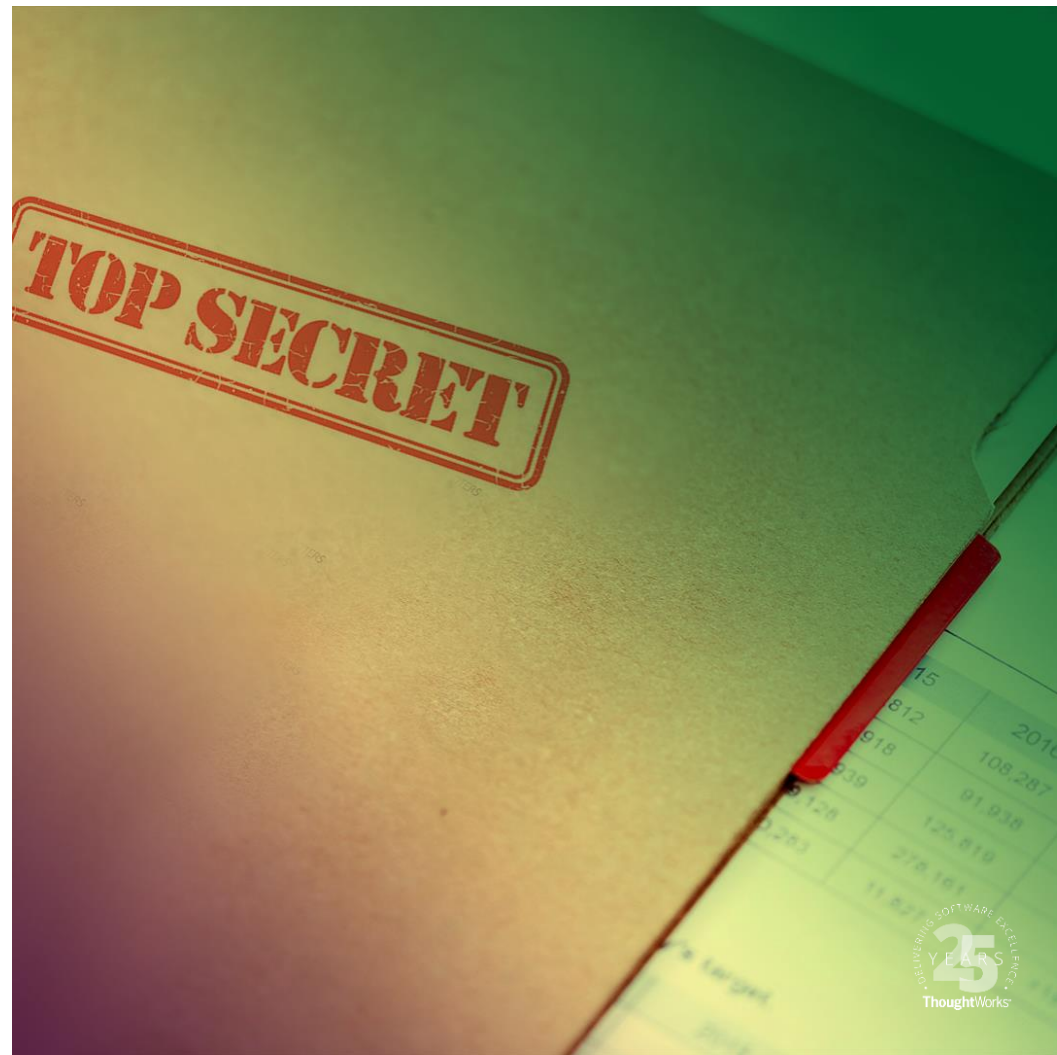
WHAT DO
PEOPLE
THINK ABOUT
THE ARMY?



THE REALITY:
*the Army was
the most agile
organization I've
ever worked in*



INSIDE AN ARMY OPERATION



STAGE 1: DIRECTION

PURPOSE

The purpose of the Army

OBJECTIVE

The objective of our unit

MISSION

The specific mission we have been asked to perform.



STAGE 2: THE TEAM

Analyse the intel and
put a team together



STAGE 3: PLANNING

Let them be – stay out of it!



STAGE 4: APPROVAL



A man in a military uniform stands at the front of a room, gesturing towards a whiteboard. He is addressing a group of soldiers seated at long tables. The room has a wooden wall and a large screen. The scene is dimly lit, with a greenish tint. The text "REPLAN AND APPROVAL" is overlaid in white capital letters.

REPLAN AND APPROVAL

STAGE 4: EXECUTION





WHEN THINGS CHANGE

Adjusting to a new reality

STAGE 6: DEBRIEFING

QUICK DEBRIEF

FINAL DEBRIEF





AGILE LEARNINGS FROM MY TIME IN THE ARMY

STAGE 1: DIRECTION

PURPOSE

The purpose of the Army

TARGET

In our region, neutralise threats, keep the peace

MISSION

(DESIRED OUTCOME)

Find and neutralise a suspect.

CLARITY OF VISION, OUTCOME-FOCUSED



STAGE 2: PLANNING

Let them be – stay out of it!

EMPOWERMENT, AUTONOMY, CO-CREATION



STAGE 3: APPROVAL

**COLLABORATION, COMMUNICATION,
BE AN ENABLER**





**CREATIVE PROBLEM SOLVING,
REPLAN AND APPROVAL,
ACCOUNTABILITY COMMITMENT**

STAGE 4: EXECUTION

COMMUNICATION, TRANSPARENCY, TRUST





WHEN THINGS CHANGE

TRUST, ADAPT TO CHANGE

Adjusting to a new reality

DEBRIEFING

QUICK DEBRIEF

SAFE ENVIRONMENT, LEARNING LEADERS

FINAL DEBRIEF



AGILE LEADERS HAVE TWO MAIN AIMS

1. Define the desired outcome
2. Be an enabler



TIPS FOR AN AGILE LEADER

1. Stop telling people HOW to do their job
2. Earn your team's trust
3. Inspire the team to find solutions
4. A plan = feasibility check - expect a mess be flexible
5. There is value in learnings



Thank You

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