The Agile Imperative!

Focused, Fast & Flexible

to adapt & thrive in a Volatile, Uncertain, Complex & Ambiguous (VUCA) World

Executive Briefing from Agility Consulting
Why Is Agility Important?

- “The world is becoming turbulent faster than companies are becoming resilient”*

- **Volatility** is redefining the business environment and today’s “best practices” are completely inadequate*

- “The only dependable advantage is a superior capacity to reinvent your business model ... before circumstances force you to.”*

- The “fog of the future” requires greater focus creating an “execution culture” - Donald Sull, London School of Business

- We now live in a **VUCA World** that requires leaders and organizations to become more AGILE if they aim to be successful and survive!

* Gary Hamel - HBR
What is a VUCA World?

- Volatile
- Uncertain
- Complex
- Ambiguous

- The US Army War College coined the term "VUCA" to describe the kind of turbulent world that our military leaders would face.
- They subsequently renamed the War College to VUCA University to recognize the long term nature of this reality.

- At Agility Consulting, we have spent the past 10 years researching and developing new concepts and approaches to help leaders and their teams adapt & thrive in VUCA world.
- We work with clients across the country and beyond helping surface obstacles to organizational agility as well as helping develop leadership and team agility to enhance competitive advantage to face a faster, more demanding and turbulent business climate.
Agility Dominates the Future of Business
What Is AGILITY?

The dynamic capability to identify and exploit marketplace opportunities by building a superior capacity to sense and respond better and faster than competition at all levels in the organization! The goal or value proposition for being agile is ...
• **The Agile Model®** is built on best practices in organizational performance and has been adopted by The American Management Association.

• There are *specific diagnostic and development tools* associated with each driver to help clients and leaders build specific adaptive capabilities in each of these areas!

• **The Organizational Agility Profile™** is a 3-step organizational assessment to surface obstacles and agility development areas across the enterprise.

• **The Leadership Agility Profile™** is a 360° feedback survey providing specific feedback on the 75 essential leader behaviors for success in a VUCA world.
The Agile Imperative Executive Briefing

The Agile Roadmap

What does the desired state look like in your organization?

What is the adaptive capability of the business and its leaders to face the turbulence of your future?

- Agility Consulting works collaboratively with clients to tailor tools and services that meet your needs and address your strategic opportunities.
- The process involves an objective assessment of current organizational realities together with capturing the Vision and Strategic focus for future success.
The Agile Strategy Map™

What does the desired state look like in your organization?

<table>
<thead>
<tr>
<th>Agility Consulting ... Strategy Map</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision is a short, succinct, and inspiring statement of what the organization intends to become and to achieve at some point in the future.</td>
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<tr>
<td>Who are the key enterprise stakeholders or constituencies (e.g., owners, customers, consumers, employees, suppliers, etc.)?</td>
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<tr>
<td>At the most basic level, what is core value that the company provides to each of its primary stakeholder groups?</td>
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<tr>
<td>What competitive advantages do we have to leverage as we battle in the marketplace to execute our strategies and achieve the goals of our vision?</td>
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<tr>
<td>What are the overarching objectives and key strategies to build strong and enduring relationships with each stakeholder segment?</td>
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<tr>
<td>What are the key growth drivers related to each of the primary stakeholder segments?</td>
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<tr>
<td>Therefore, what are the key initiatives that will deliver the growth or business process improvements needed to achieve the enterprise objectives?</td>
</tr>
<tr>
<td>What are the specific measures that we should use to track progress and performance for each segment and initiative?</td>
</tr>
</tbody>
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The Agile Strategy Map™ is developed collaboratively with the leadership team to reaffirm and communicate existing strategic intent or build a fresh one!
Building an Agile Organization

- Get Leadership Team on Board
- Assess Current Organization Agility
  - Three Step Agility Audit™ Process
    - Proprietary AGILE MODEL Survey
    - Selective Individual Interviews
    - Interactive Leadership Team Review
  - Examines People, Process & Technology
- Identify Agility Gaps & Obstacles
- Build Execution Focus in Deployment
How About You?

• Are you open for feedback?
• Any changes needed?
• What got you to here ... may not get you to there ... where is “there” for you?
• Supported with telephone feedback and development guide for action planning outcomes

Agile Tools: Leadership Agility Profile™ 360 Feedback System

The Leadership Agility Profile™ ~ the 75 specific leader behaviors that drive organizational agility!
Excerpts from Agility Workshops... specific tools & techniques introduced for each of the Agile Drivers
1-Day Leadership Agility Workshop to Learn Tools

Workshop Objectives

- Provide a high impact overview of changing dynamics in a VUCA world and how impacts each participant in their role and world
- Highlights from The Agile Model® to provide awareness of the key drivers for building leadership and team agility
- Create connections and small group discussions around implications to the leadership team and your success in 2012...
- Learn some key personal survival skills for enhancing leadership effectiveness and personal satisfaction in the VUCA world
Bring focus and energy to the notion of being ONE BEST TEAM!

Help the leadership team understand their role in creating a culture of success and accountability as well as some of the dysfunctions that can limit success.

Help leadership team understand and apply drivers for creating organization agility, being a more agile leader and becoming a high performance team!

Better understand the dynamics of change in a VUCA world.

Workshop Uniqueness

- Each workshop is highly customized to specific enterprise for maximum impact
- Can include pre-workshop organization survey to collect team specific info & insight to make a "data rich" workshop experience
- Workshop enables great opportunity for getting to know other teammates better
- Frequent breakout groups allows for mixing groups to work on common issues
- Use of highly creative team exercises facilitates discovery learning benefits
- Workshop produces real action plans to address real opportunity areas for being ONE BEST TEAM and creating TEAM success!
- Can operate as a 3-day workshop with DAY TWO involving business simulation using IMPACT 5 from Paradigm Learning using AGILE MODEL for de-brief

Do you wish to include an AGILITY AUDIT™ of your organization conducted prior to the workshop with feedback shared and used in the workshop?

On-Line Survey

Identify the obstacles to your organizational agility ... agility survey, analysis and report can be included for additional fee ... makes a data rich workshop.

Leadership Team Mosaic ...
What does ONE BEST TEAM look like?

How Do We Create High Performance Agile Teams?
AGILITY CONSULTING SERVICE PORTFOLIO
Developing Focused, Fast & Flexible Organizations & Leaders

Enterprise Level (Company or Business Units)

• Strategic Visionility™ - Vision/Mission/Values developed and embedded into DNA of companies’ operating system
• Vision to Action™ - integrated planning process to build focused action initiatives linked to Vision and Customers
• Organization Agility Audit™ - multi-method assessment to identify agility gaps in people, processes and technology
• Change Management Agility™ - rapid integration, deployment and capability building for the client’s needs to change
• Agile Supply Chain Audit - review of supply chain processes with recommendations for making more focused, fast & flexible

Team Level (Leadership or Projects Teams)

• The Agile Team Workshop™ - 1 day highly interactive workshop building key drivers for creating high performance teams
• The Agile Project Team™ - project team management system to accelerate progress against key strategic initiatives
• Agile Team Orienteering™ - experiential based program for team building and team skill development
• Links2Agility™ - action-learning workshops that integrate principles of leadership agility using golf as the action venue

Individual Leader Level

• Leadership Agility Assessment - High value 360° assessment program utilizing the Leadership Agility Profile™ (LAP)
• Agile Skills Assessment - Comprehensive suite of individual assessment tools for leadership development for Agility
• Agile Coaching™ - Customized one-on-one coaching process utilizing robust psychological and behavioral assessments
The Agile Imperative Executive Briefing

Agility Consulting, LLC
Innovative partners helping organizations become Focused, Fast & Flexible

Tom O'Shea, CMC
Principal in Agility Consulting and specializes in strategic business development, leadership agility and organizational improvement
- 25+ years industry experience primarily in apparel and consumer products
- Senior executive level experience in Human Capital Management, Strategic Planning & General Management
- Master's degree in Organizational Psychology; Certified Management Consultant (CMC)
- Former President of the Carolinas Chapter of the Institute of Management Consultants (IMC)
- Member of U.S. Adult Soccer National Veteran's Cup Committee
- Principal in Agility Consulting specializes in helping individuals, teams and organizations effectively respond and manage change
- Held senior leadership roles in HCM and Quality in divisions of Nestle & Pepsi
- Former Vice President at Center for Creative Leadership
- Led startup of the global change management practice of Coopers & Lybrand
- Co-authored a book entitled Project Change Management (McGraw-Hill)
- Captain in US Navy ~ served as Navy Diver twenty years in reserves
- Ph.D. in Organizational Psychology from the University of South Florida
- Former Board of Directors of Human Resource Planning Society
- Founded in 2001 to develop and deliver a new generation of leadership and business focusing strategies in the face of a rapidly changing business world.
- We believe successful organizations will only be those who are able to make the strategic transformation to make organizational AGILITY a competitive advantage.

Nick Horney, PhD
Principal in Agility Consulting and specializes in strategic business development, leadership agility and organizational improvement
- 25+ years industry experience primarily in apparel and consumer products
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