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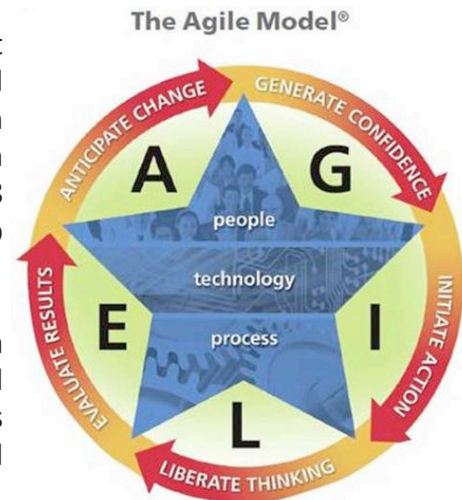
Well, the 2012 US Presidential election is now finally over and about half of the country is happy with the outcome and half are in mourning as we all get ready for the next potential tsunami of anxiety that looms early in the new year. Something called the “fiscal cliff” now looks to take over some portion of our headlines and headaches for the next few months as our political leaders kick off the second term for the USA CEO with an early test for whether USA can behave in a more AGILE fashion.

Over the course of the past ten years or so, our world has been experiencing an ever increasing “VUCA factor” (i.e. level of volatility, uncertainty, complexity and ambiguity) which has greatly challenged and threatened the viability of thousands of organizations around the globe and even a few governments. We certainly do not have the answers to solve the financial solvency of our republic but we do have some perspective on what kinds of things would help USA, and other organizations, become more adaptable and effective in meeting current and future challenges! The notion of becoming more AGILE is a universal aspiration and the critical drivers embodied in The Agile Model® can help any organization ... including the United States of America!

A few years ago, we were working with the senior leadership team of a long-time financial services client on the second day of an off-site strategic planning retreat which also happened to be the day after the first 2008 Presidential debate. As we began the day, the CEO came over and remarked that she could not help but think about the five drivers in our Agile Model as she watched and listened to each candidate discuss their views on the critical issues facing our country and the approach each would take in providing leadership. Her remarks were priceless and memorable for me as she concluded ... “if they would just start by addressing the critical areas (drivers) in the Agile Model, it would put them on the right road”!

Well, just a few weeks ago (five years later), our client followed up that assertion with an even more meaningful one when she stated during a strategic review session with her Board that she believes a key reason their organization was able to adapt and survive the chaos of the 2008 financial tsunami is because what she and her leadership team have learned about agility since in 2007.

What would it mean to have a more AGILE USA? If America were an AGILE “enterprise”, it would be FOCUSED, FAST and FLEXIBLE in facing the turbulent, unfolding challenges inherent in 21<sup>st</sup> Century society and it would be rigorous and highly effective at these important areas:



America as an AGILE Enterprise and Country!	
The Agile Model® Drivers	What That Could Mean for an AGILE USA!
Anticipating Change	<ul style="list-style-type: none"> <li>• Agile organizations begin with great clarity of purpose, priorities and plans ... build the strategy map for successful America</li> <li>• Create sensing and monitoring capability to enable more proactive recognition and preparedness for the forces of change</li> </ul>
Generating Confidence	<ul style="list-style-type: none"> <li>• Restore and build pride with all stakeholders in being connected with America as well as being American</li> <li>• Insuring alignment in words, actions, resources, spending and priorities with the values and expectations in our strategy map</li> <li>• Enable the engagement and involvement of all stakeholders</li> </ul>
Initiating Action	<ul style="list-style-type: none"> <li>• Agile organizations adopt a sense of urgency about addressing key issues and opportunities ... at all levels in the “enterprise”</li> <li>• Decision-making and accountability is encouraged and enabled at lowest possible level as initiatives are driven from strategy map</li> <li>• Active collaboration and cooperation is expected and engaged from all stakeholders (especially those in other parties).</li> </ul>
Liberating Thinking	<ul style="list-style-type: none"> <li>• Agile leaders recognize the importance of new idea generation and creating an active climate for innovation and not dogma or drama</li> <li>• Innovation priorities are aligned with core stakeholder needs and the gaps between our ideals and our current realities for them</li> <li>• A new age of inclusion and encouragement of idea generation from all tiers and segments generates higher quality and quantity of ideas</li> </ul>
Evaluating Results	<ul style="list-style-type: none"> <li>• An Agile USA would break the pattern of empty promises and focus on creating realistic expectations aligned with the strategy map</li> <li>• An Agile USA would have mechanisms for real-time feedback to keep valid communications flowing and productive</li> <li>• The Agile USA would have a definitive dashboard with fact-based measures linked to the critical success factors in strategy map</li> </ul>

Clearly, the United States of America is a very complex, diverse organization filled with stakeholders who often appear to be diabolically opposed and irreconcilable. The challenges that most business leaders face these days are also pretty daunting. Creating organizations that are more AGILE is a critical imperative for now and the future, whether impacting 300+ million people in a \$15 trillion economy or 10 people in a \$1mm enterprise! Below is a worksheet you can use to reflect on some of the critical drivers involved in organizational agility and a chance for you to evaluate and even rate your organizations agility.

We would be interested in your findings and feedback. You can reach me and share your thoughts at [tom@agilityconsulting.com](mailto:tom@agilityconsulting.com).

Leader's Checklist for Driving Organizational Agility			
Agility Driver	Critical Agility Processes		Rating
<b>Anticipating Change</b>	• How effective is your strategic roadmap in providing clarity for team vision, priorities, values and success measures?		
	• How well have you identified the critical forces of change that impact your success and mapped them in ways to sense key trends for each?		
	• How well do you systematically monitor the trends in each critical area to enable early discovery of patterns and associated implications to be proactive.		
<b>Generating Confidence</b>	• How well do your team members understand their roles and feel connected in how their outputs contribute to overall team success?		
	• How strong is the alignment between your company focus on priorities, resource allocation and leadership behavior ... do all walk the talk?		
	• How well does your organization create a sense of engagement where team members readily give their "discretionary" effort to the team?		
<b>Initiating Action</b>	• How strong is the "sense of urgency" within your organization for getting things done and making progress on critical success initiatives?		
	• How well does your organization make better and faster decisions enabling those closest to the action to be accountable for decision-making?		
	• How well does your organization routinely encourage and exercise collaboration across departments and with external stakeholders?		
<b>Liberating Thinking</b>	• How strong is the encouragement and expectation for creating and implementing fresh new ideas and solutions within your organization?		
	• How strong is the role and involvement of customers in the drive for innovation and continuously developing new solutions to increase value?		
	• How well have you created a direct way for your associates to contribute ideas and made it a widespread expectation that they do so?		
<b>Evaluate Results</b>	• How clear are individual and team performance goals and expectations communicated and understood by all leaders and associates?		
	• How well do your leader provide and get real time feedback from/to their associates as well as internal & external customers and suppliers?		
	• Does your organization and each of its component parts have fact-based scorecards or dashboards to monitor key performance and success metrics?		
<b>Organizational Agility Self-Assessment Profile Total Score</b>			
RATING KEY: 1 = Very Poor 2 = Poor 3 = Average 4 = Above Average 5 = Outstanding			
<b>Organizational Agility Profile Score Ranges</b>			
<b>15-30</b>	<b>31-45</b>	<b>46-60</b>	<b>61-75</b>
<b>Fragile Organization - Seek Help Immediately!</b>	<b>Slow and Anemic In Some Key Areas</b>	<b>Average Profile Raise Bar The Bar</b>	<b>Focused, Fast &amp; Flexible Agile Competitor!</b>



Helping Clients Become Focused, Fast & Flexible  
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