



LEADERSHIP

AGILITY®

**THE FRAMEWORK FOR DEVELOPING 21ST
CENTURY AGILE LEADERS**

BRAD SWANSON



Certified Leadership
Agility® 360 Coach



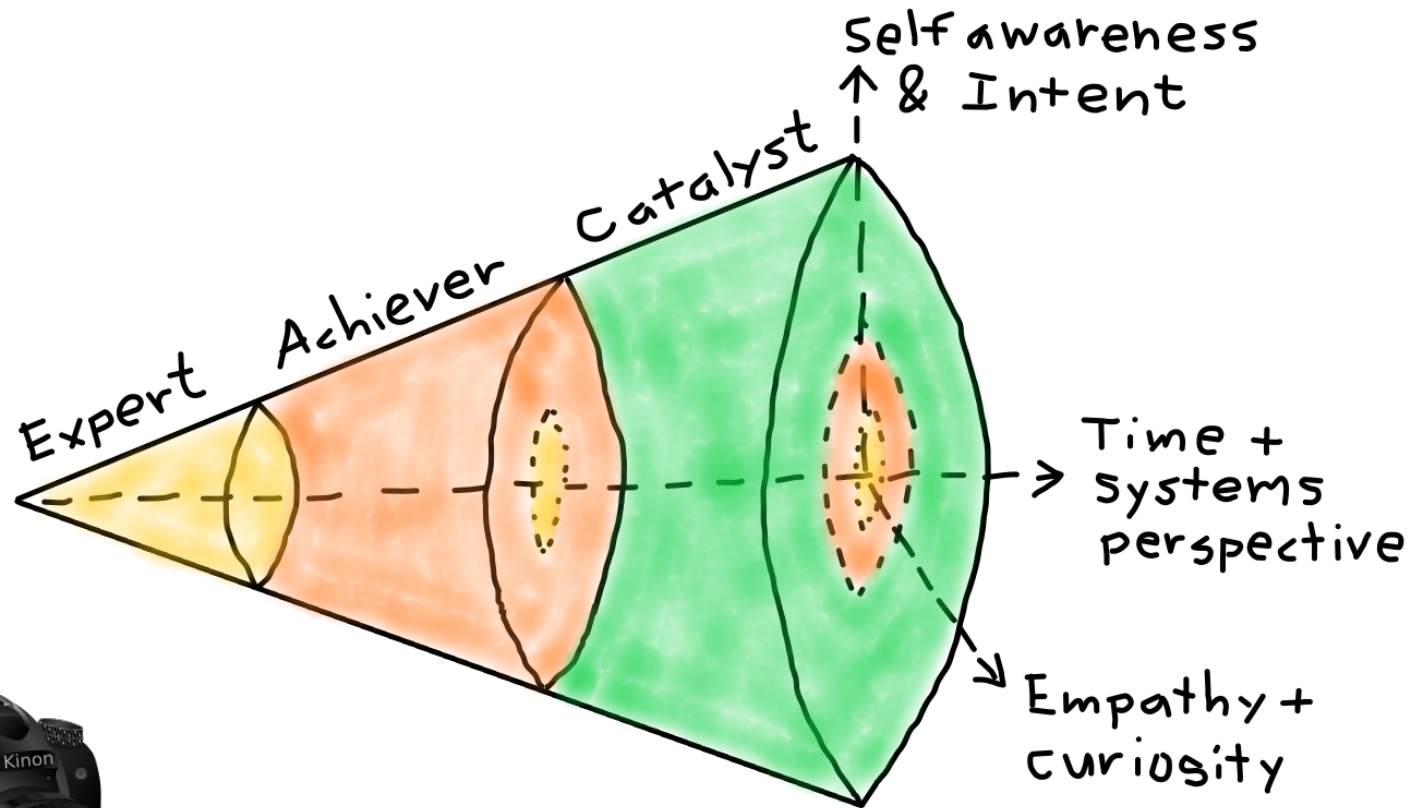
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LEADERSHIP AGILITY® LEVELS



ChangeWise Leadership Agility® Framework

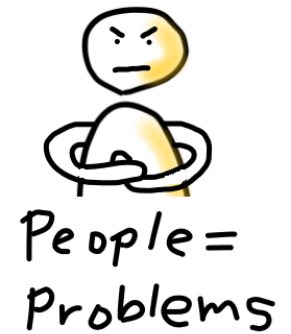
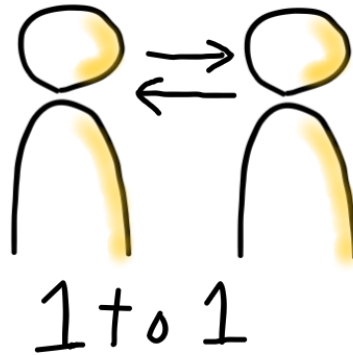
MINDSET SHIFTS

From this mindset...	To this...
Directing people	
Predicting	
Controlling	
Maintaining authority	
Focus on tactics	
Organization as a machine	
Fixed: This OR that.	
Certainty	

MINDSET SHIFTS

From this mindset...	To this...
Directing people	Cultivating people
Predicting	Learning
Controlling	Experimenting
Maintaining authority	Empowerment
Focus on tactics	Focus on purpose
Organization as a machine	Org as evolving human system
Fixed: This OR that.	Growth: This AND that.
Certainty	Curiosity

EXPERT

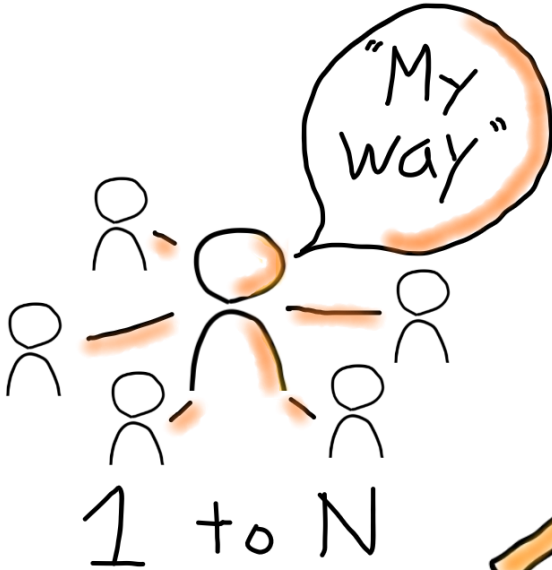


Win/Lose

ACHIEVER



Motivate
w/ Goals



Moving Up



People =
Pawns



Compete

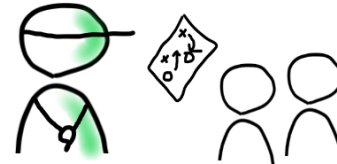
Win/Compromise



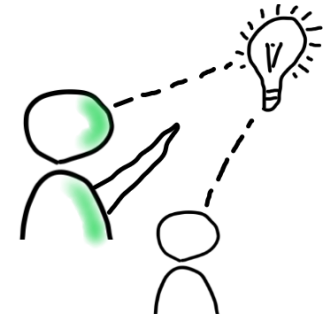
CATALYST



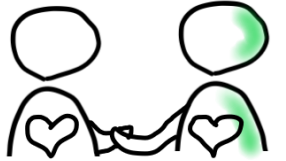
Curiosity:
Experiments



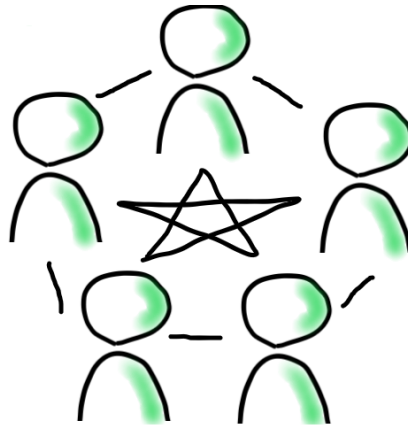
Coach &
cultivate



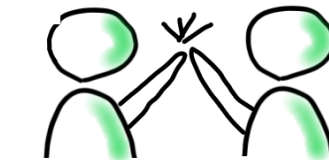
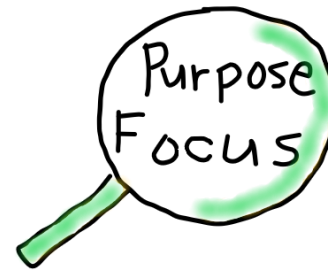
Inspire w/
Vision



Trust +
Safety



N to N



Collaborate



People =
Assets



Seek
Feedback

Win + Win

3 Action Arenas



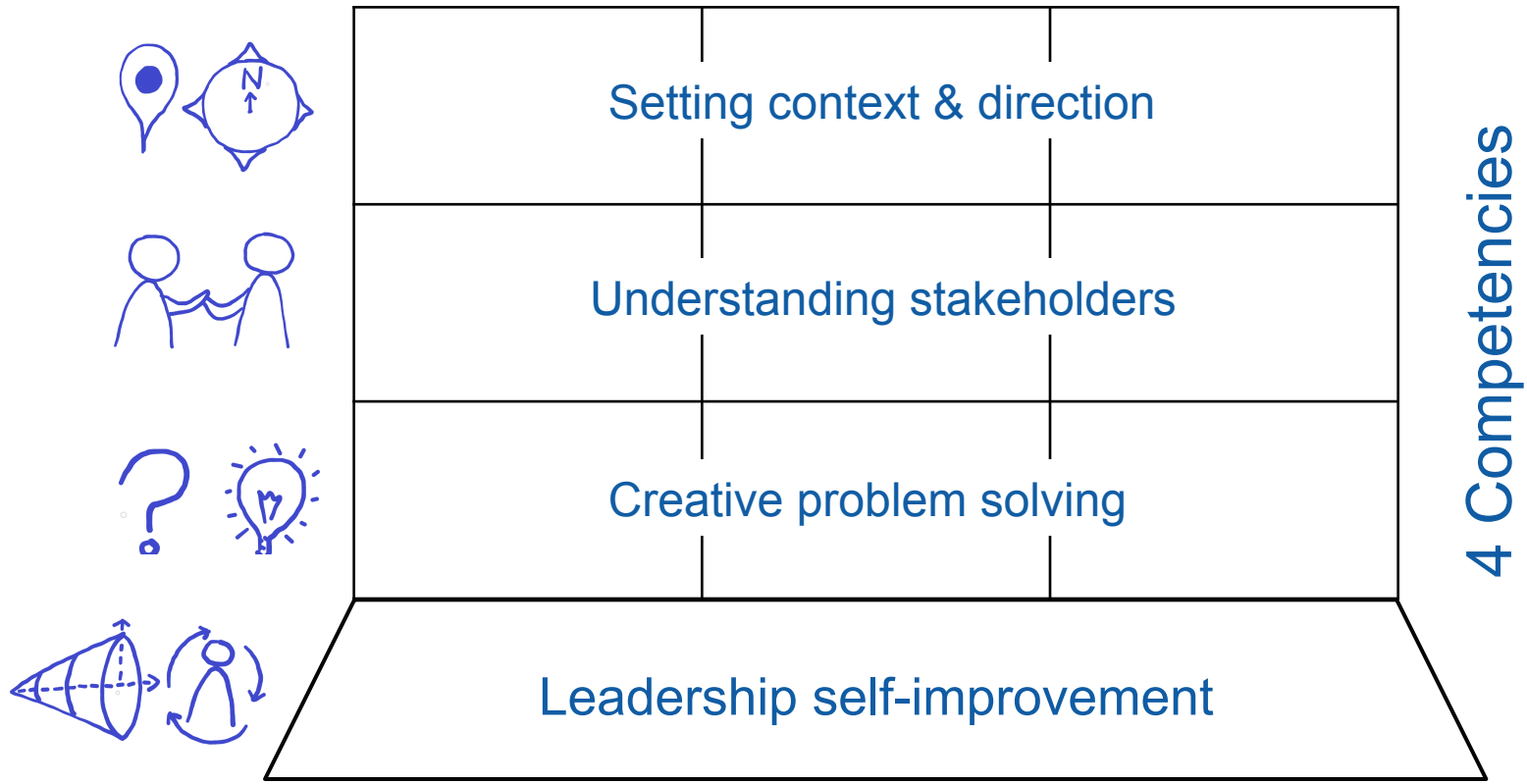
Organizational
change

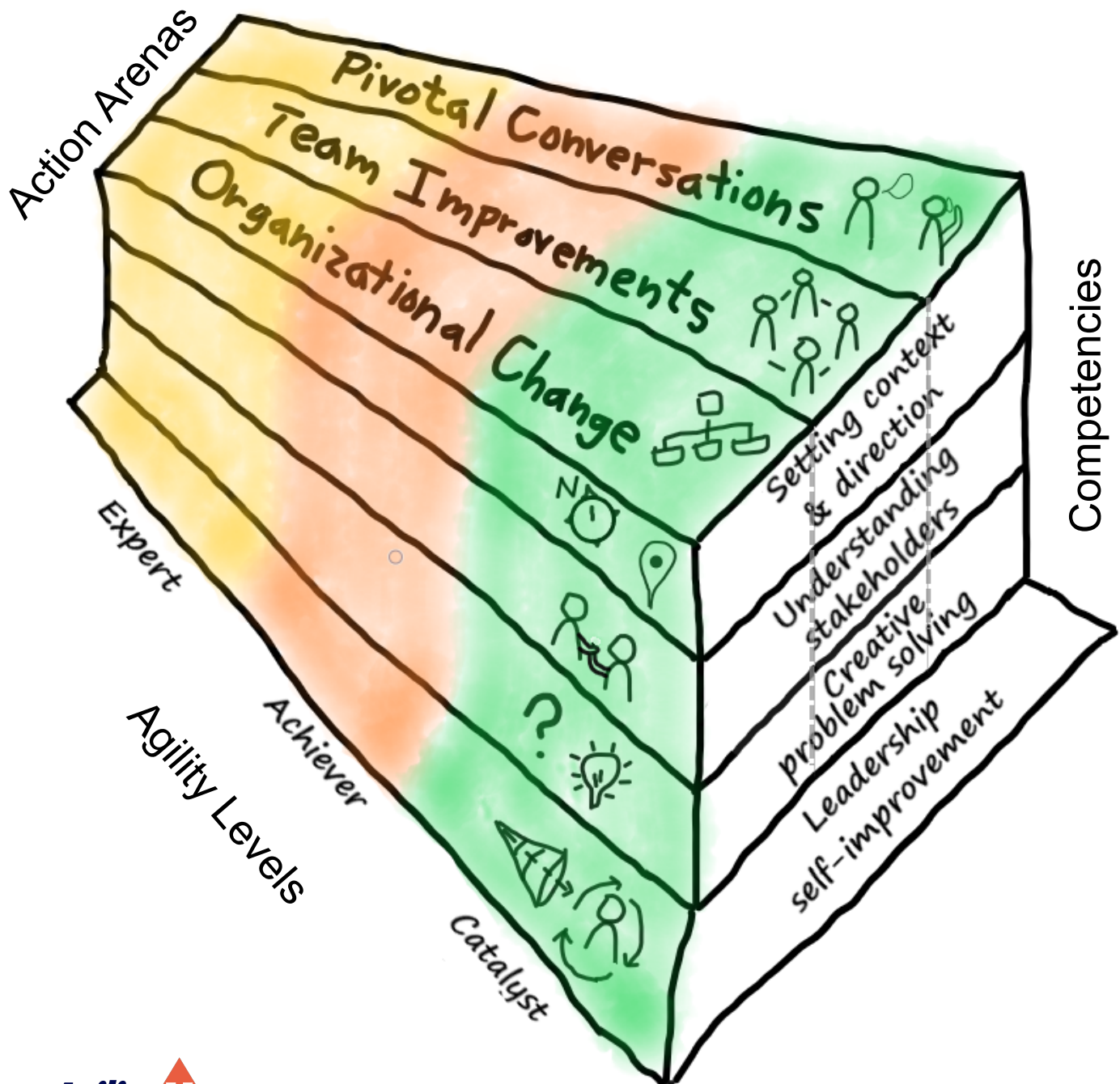


Team
improvement



Pivotal
conversations





3 Action Arenas



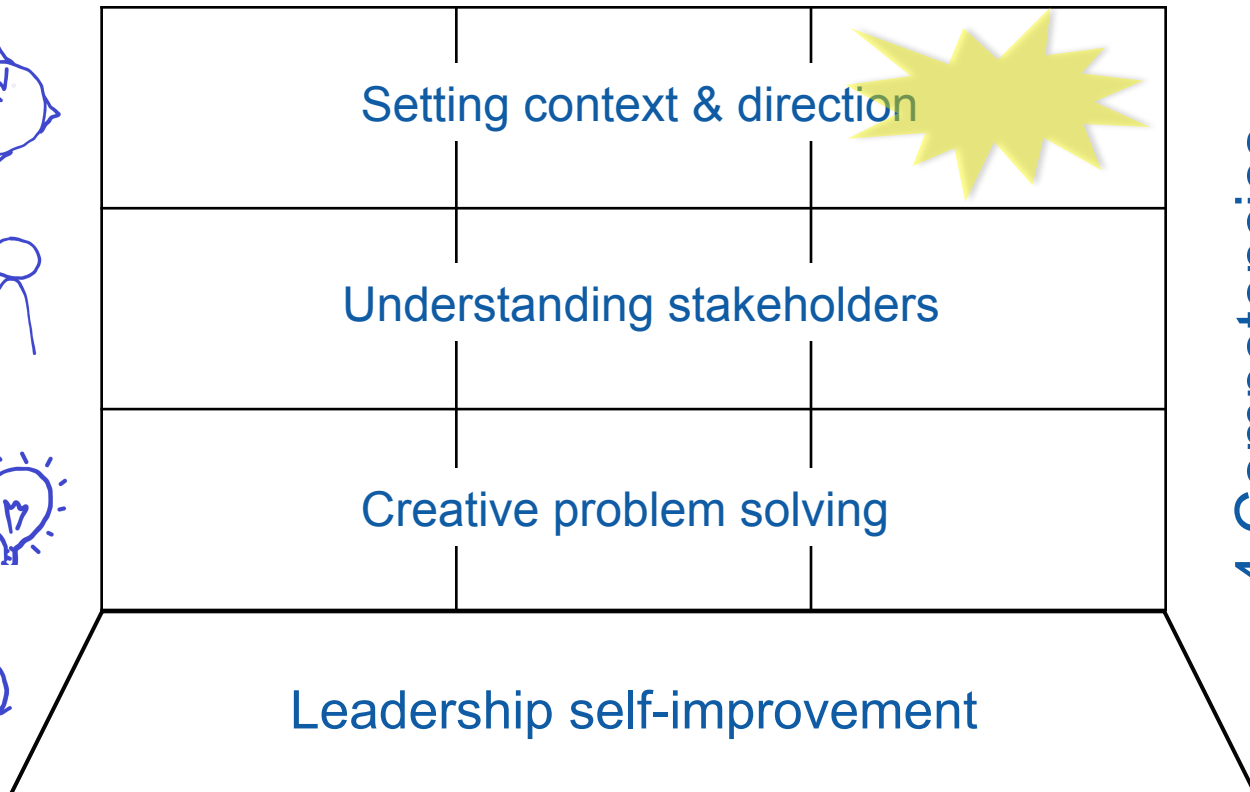
Organizational
change



Team
improvement



Pivotal
conversations



4 Competencies

WHEN HAVING PIVOTAL CONVERSATIONS, YOU...

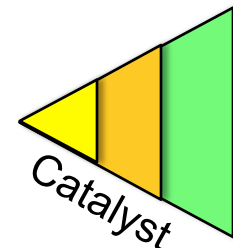
1) Suggest all the topics you would like to cover in the conversation



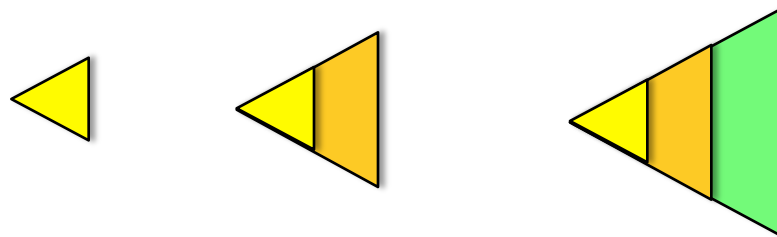
2) Tackle the most urgent issues that require attention



3) Craft an agenda that incorporates the concerns of each party

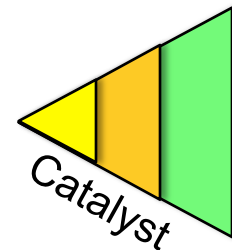


Which corresponds to Expert, Achiever and Catalyst?



WHEN HAVING PIVOTAL CONVERSATIONS, YOU...

- 1) Keep the conversation focused on the topic at hand
- 2) Consider others' goals while making your own objectives clear
- 3) Invite others into a genuine dialogue intended to achieve win-win outcomes



3 Action Arenas



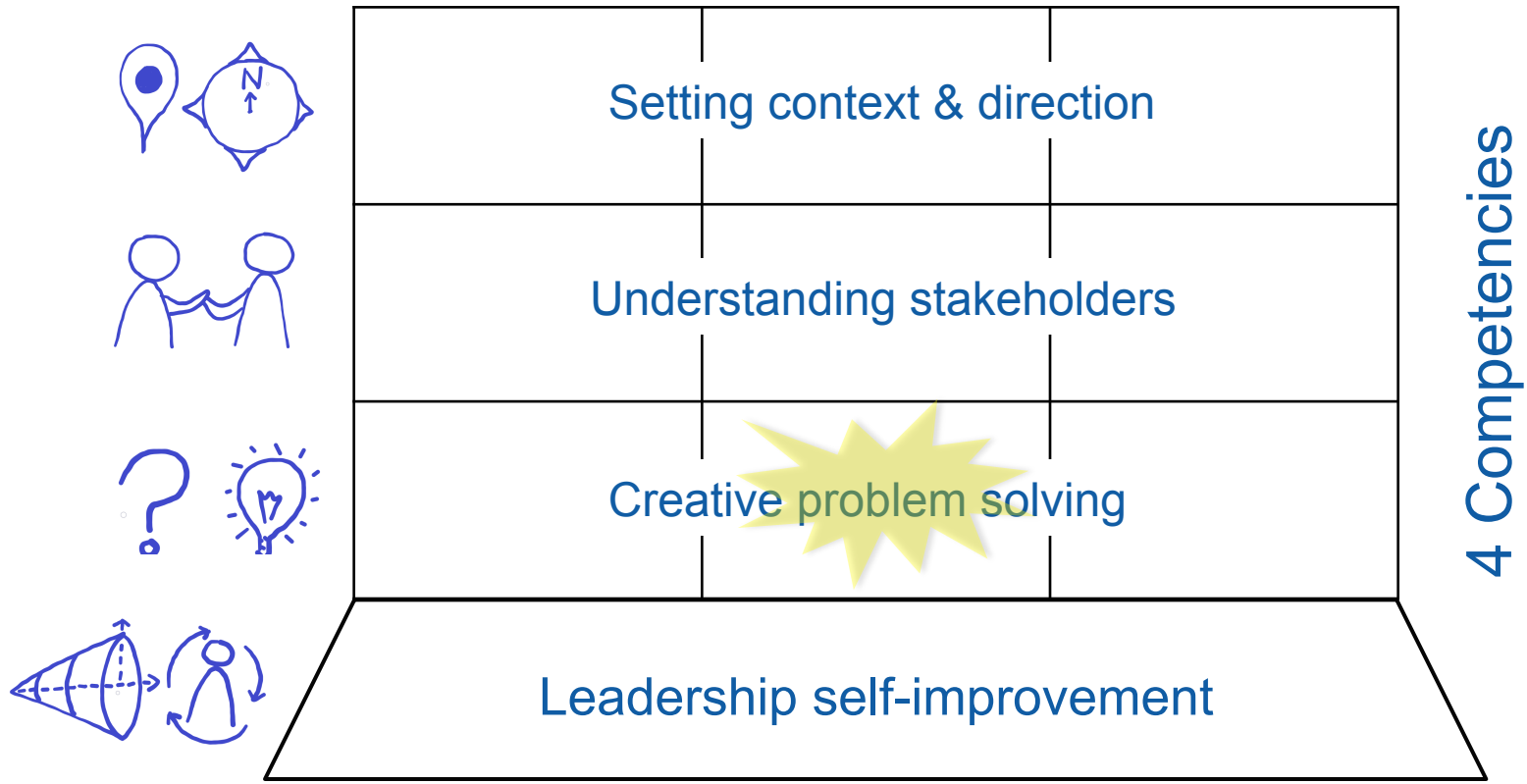
Organizational
change



Team
improvement



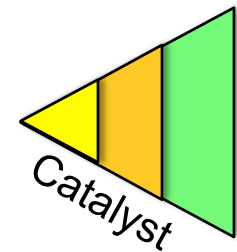
Pivotal
conversations



4 Competencies

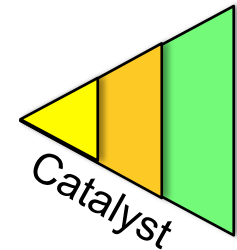
WHEN ANALYZING TEAM PROBLEMS, YOU...

- 1) Talk 1-on-1 with the individuals involved in the problem
- 2) Facilitate problem solving with the whole team to find the root causes
- 3) Raise the issue for discussion during team meetings



WHEN DECIDING HOW TO IMPROVE TEAM PERFORMANCE, YOU...

- 1) Consider the team's views as a factor in making your decision
- 2) Facilitate collaborative discussions with the team to co-create solutions
- 3) Use your experience in similar situations to decide the best solution



3 Action Arenas



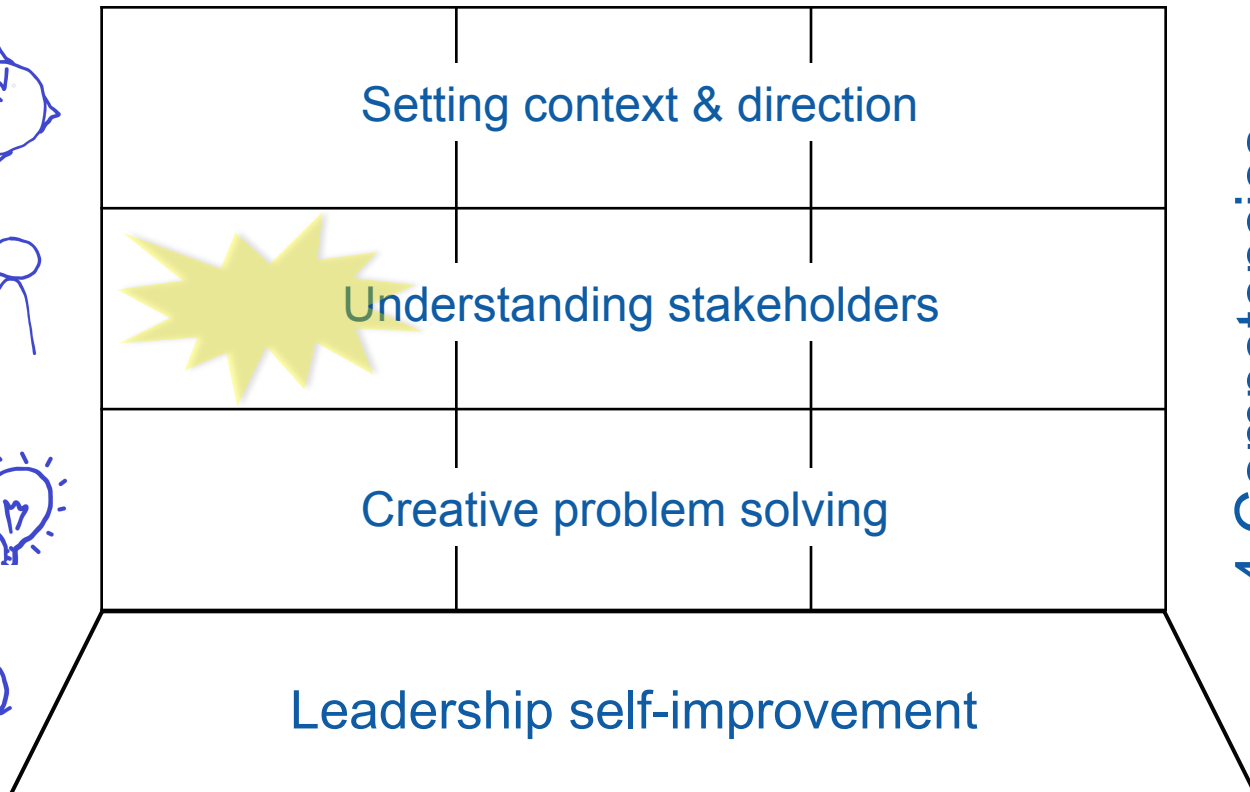
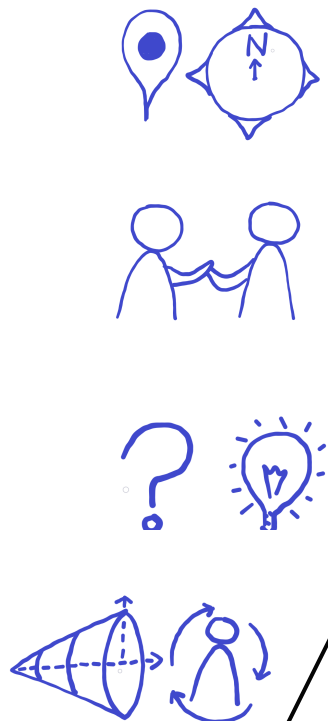
Organizational
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Team
improvement



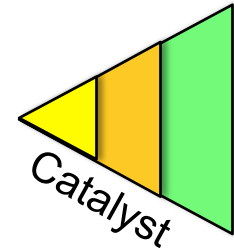
Pivotal
conversations



4 Competencies

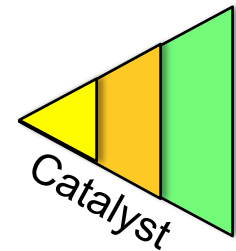
WHEN IMPLEMENTING ORG CHANGE, YOU...

- 1) **Strive to fully appreciate the perspectives of everyone, including critics**
- 2) **Seek out and listen to the views and priorities of other stakeholders**
- 3) **Find the people who will be your allies**



WHEN STAKEHOLDER VIEWS CONFLICT WITH YOUR OWN, YOU...

- 1) Explain the merits of your own position
- 2) Listen to and consider others' views while also advocating for your own
- 3) Establish a safe dialogue to explore differences and find breakthrough solutions



3 Action Arenas



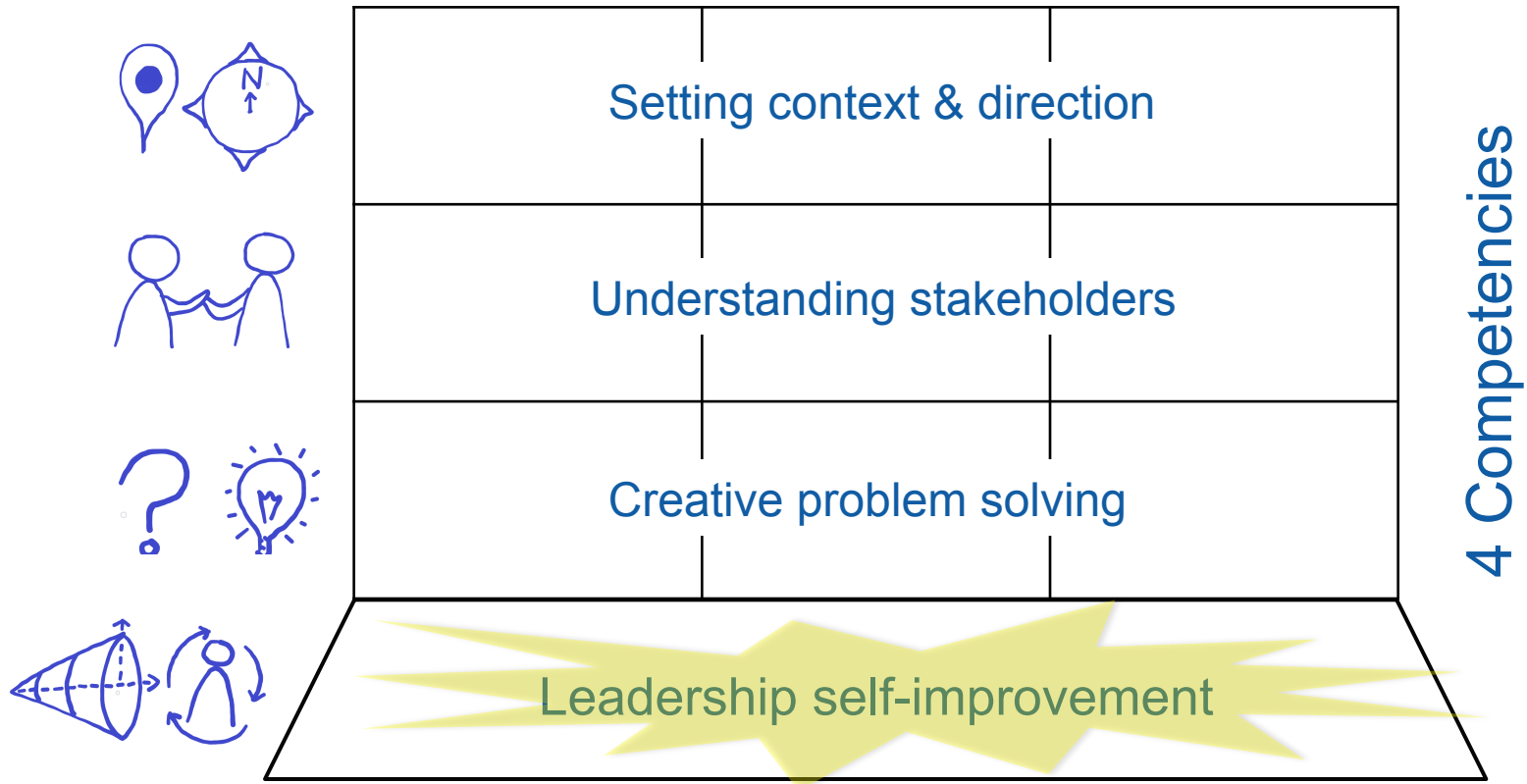
Organizational
change



Team
improvement



Pivotal
conversations



LEADERSHIP SELF-DEVELOPMENT

- 1. What is your current behavior you want to change?**
- 2. What is the new behavior you want to practice?**
- 3. What mindset shift is needed?**
- 4. In what specific situations can you practice this new behavior?**
 1. E.g. Weekly 1-on-1 meeting with Sanjiv.
 2. E.g. In the Q2 portfolio planning meeting.
- 5. How will you remind yourself to do this?**
 1. E.g. Schedule prep time 2 days before the meeting
 2. E.g. Add it to the template or agenda

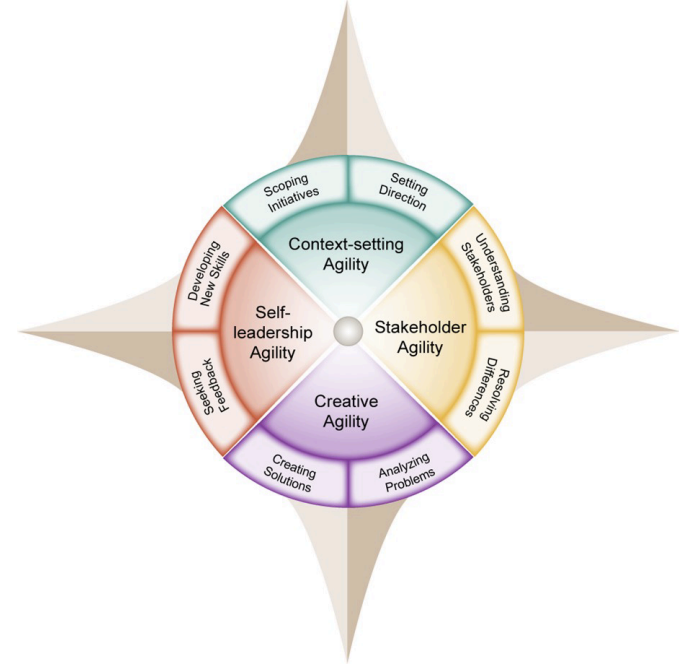


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