

# ACCELERATING BUSINESS AGILITY:

A practical playbook for  
thriving in uncertainty

with Pat Reed



# ABOUT PAT

“It’s kind of fun to do the impossible”



BANANA REPUBLIC



UC Berkeley Extension



WOODBURY  
UNIVERSITY  
FOUNDED IN 1884



Arapahoe/Douglas  
Mental Health Network  
*your path to a better you*



ebay



Berkeley  
UNIVERSITY OF CALIFORNIA

Walmart \*



GAP

A young boy in a business suit and headphones stands next to a toy rocket in a desert landscape. The boy is wearing a black suit jacket, a white shirt, and a red tie. He has large headphones on his head and is holding a small black device in his right hand. The rocket is silver with a red cone on top and red fins at the bottom. The background is a vast, flat, cracked desert floor under a clear blue sky with mountains in the distance.

# ACCELERATING BUSINESS AGILITY:

A practical playbook for  
thriving in uncertainty

**We're heading into  
uncharted territories...**





...being able to learn  
and adapt real time  
when confronted with  
unforeseen challenges





**Business Agility**  
Organizational ability  
to rapidly sense,  
adapt and respond.

**What's the one thing?**



**I'll believe it when I see it . . .**

**I'll see it when I believe it**

# WHEN OUR BRAIN SEES

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## **Change as a challenge**

- Focus on solutions
- Eyes on outcomes
- Making things better
- Open and determined
- Negative emotions energize you
- Greater engagement
- Hyper productive, accelerated learning

## **Change as a threat**

- Focus on problems
- Get bogged down in details
- Fight to maintain status quo
- Anxious and defensive
- Negative emotions drain you
- Disengaged
- Learning is blocked

**Our mindsets are  
determined by the  
questions we ask**

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# CHANGE OUR QUESTIONS TO CHANGE OUR MINDSET

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## **Judging Questions**

- Who is to blame?
- How can I prove I'm right?
- How can I protect my turf?
- Why aren't we winning?
- How can I be sure everyone is busy?

## **Learning Questions**

- What can I do about it?
- What are the facts vs. assumptions?
- What am I missing?
- What's possible?
- What do our customers really need?

**Change itself is changing...**



**Awareness**  
*"being"*

**Action**  
*"doing"*

**Let's get started!**



# BUSINESS AGILITY

## ITERATIVE FRAMEWORK, PLAYBOOK AND TOOLKIT

Our Business Agility Framework provides you with the tools, principles, practices and values to enable you to successfully navigate a constantly changing world connected through multiple, complex dimensions.



# CRITICAL SUCCESS FACTORS

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- Sustainable culture change
- Clear and visible priorities
- Alignment and collaboration
- Empirical evidence on delighting customers
- Descaling work
- Innovation
- Learning culture
- Nurturing culture

# BUSINESS AGILITY

**VALUES:**

- Aligned
- Courageous
- Collaborative

**Plays**

Sustainable culture change (starting with our mindset)

Making value clear and visible - transparency

Alignment & collaboration

Learning via Empirical evidence on how effectively we're delighting customers

Decaling work

Innovation

Organizational learning agility

People over process

# BUSINESS AGILITY

- Aligned
- Courageous
- Collaborative

## Plays

### Sustainable culture change

Mindset Training  
Neuroscience Discoveries  
Presencing  
Mindfulness  
Making the Invisible Visible  
Sensemaking Pattern  
Recognition  
SCARF Self Assessment

### Clear and visible value

Lean Change Canvas  
Vision Box  
Customer Value Propositions  
Design Thinking  
Value Stream Mapping  
Customer Journey Maps  
Golden Circle  
Value Models

### Alignment & collaboration

Adaptive Leadership  
High Performance Questions  
Enterprise Value  
Maps and Models  
Aligned Prioritization

### Empirical evidence on delighting customers

Develop & Test Hypotheses  
Empathy Maps  
Personas  
Prototyping  
Product Discovery Labs  
Metrics that Matter  
Evidence Based Funding

### Descaling work

Cyefin  
Lean Start Up  
Thin Slicing  
Fail Fast  
Design Thinking

### Innovation

Kaizen  
Servant Leadership  
Entrepreneurial Culture  
Creativity  
Innovation Games

### Learning culture

Short Iterative Learning Loops  
Retrospectives  
Improvement Katas  
Awareness of Cognitive Biases and Mental Models  
Belief

### People over process

Safety  
Trust  
Empowerment  
Delegating decision making  
Rewards  
Servant Leadership

# BUSINESS AGILITY PLAYBOOK & TOOLKIT

Sustainable  
culture change

## PLAY

## SUSTAINABLE CULTURE CHANGE

### Outcomes

Impact-based mindset, awareness and focus.  
Recognizing and eliminating fear-based thinking.

### Tools

Measuring Outcomes over Output  
Mindset Training – Powerful Questions  
Neuroscience Discoveries  
Presenting to Suspend Disbelief and Voice of Judgment  
Journaling, Reflecting, Mindfulness  
Polarity Management and Making the Invisible Visible  
Pattern Recognition  
Organizational Self Awareness via Assessment

# MINDSET TRAINING

Sustainable  
culture change



**TRAIN UGLY**

ABOUT - VIDEOS & ARTICLES - WORKSHOPS **TOOLS** - THE SHOP CONTACT US

## THE GROWTH MINDSET PLAYBOOK

EVERYTHING YOU NEED TO BUILD A GROWTH MINDSET  
WITHIN YOURSELF, TEAM, OR ORGANIZATION

↓

**THIS IS GOING TO TAKE WORK. YOU'LL NEED TO BE VULNERABLE, CONFRONT YOURSELF,  
AND GET MESSY WITH IT. IT'S TOUGH BUT CAN CHANGE EVERYTHING.**

# NEUROSCIENCE DISCOVERIES

Sustainable culture change

<https://neuroleadership.com/leadership-change/>

The screenshot displays the NeuroLeadership Institute website with a navigation menu (About, Events, Research, Organizations, Individuals, Resources) and a search icon. The main content area features several cards:

- Microsoft Case Study:** A large card with the Microsoft logo and a video thumbnail of Joe Whittinghill speaking at a podium. Text: "Case Study: Joe Whittinghill on Leadership Skills". A "Watch Video" button is at the bottom.
- Developmental Stages:** A card titled "Developmental Stages and How to Fix It" with a "View Webinar" button.
- Ratio:** A card titled "Ratio" with a "View Webinar" button.
- Inc. Article:** A card titled "4 Secrets to Learning Anything, According to Neuroscience" with a "Read Article" button.
- Harvard Business Review Article:** A card titled "How to Have More 'Aha' Moments" with a "Read Article" button.

# PRESENCING TO SUSPEND DISBELIEF AND VOICE OF JUDGEMENT

Sustainable  
culture change





## LISTENING



Listening is at the source of all great leadership. It is a core skill, not only for leadership, but for all domains of professional mastery.

## CASE CLINIC



Case clinics are used to access the wisdom and experience of peers and to help a member of the group see new ways of responding to a leadership challenge that matters deeply to that person.

## DIALOGUE INTERVIEW



Dialogue interviews engage the interviewee in a reflective and generative conversation. This tool can be used to prepare for projects, workshops, or capacity building programs.

## GUIDED JOURNALING



Guided journaling leads participants through a self-reflective process following the different phases of the U. This practice allows participants to access deeper levels of self-knowledge, and to connect this knowledge to concrete actions.

## PROTOTYPING



The purpose of prototyping is to create a microcosm that allows you to explore the future by doing. Prototypes work on the principle of “failing early to learn quickly”.

## SENSING JOURNEYS



Sensing Journeys pull participants out of their daily routine and allow them to experience the organization, challenge, or system through the lens of different stakeholders.

## SHADOWING



The purpose of shadowing is to observe and absorb practical and intuitive knowledge from a colleague, customer or an otherwise interesting person, and by doing so, gain a new perspective on your own work.

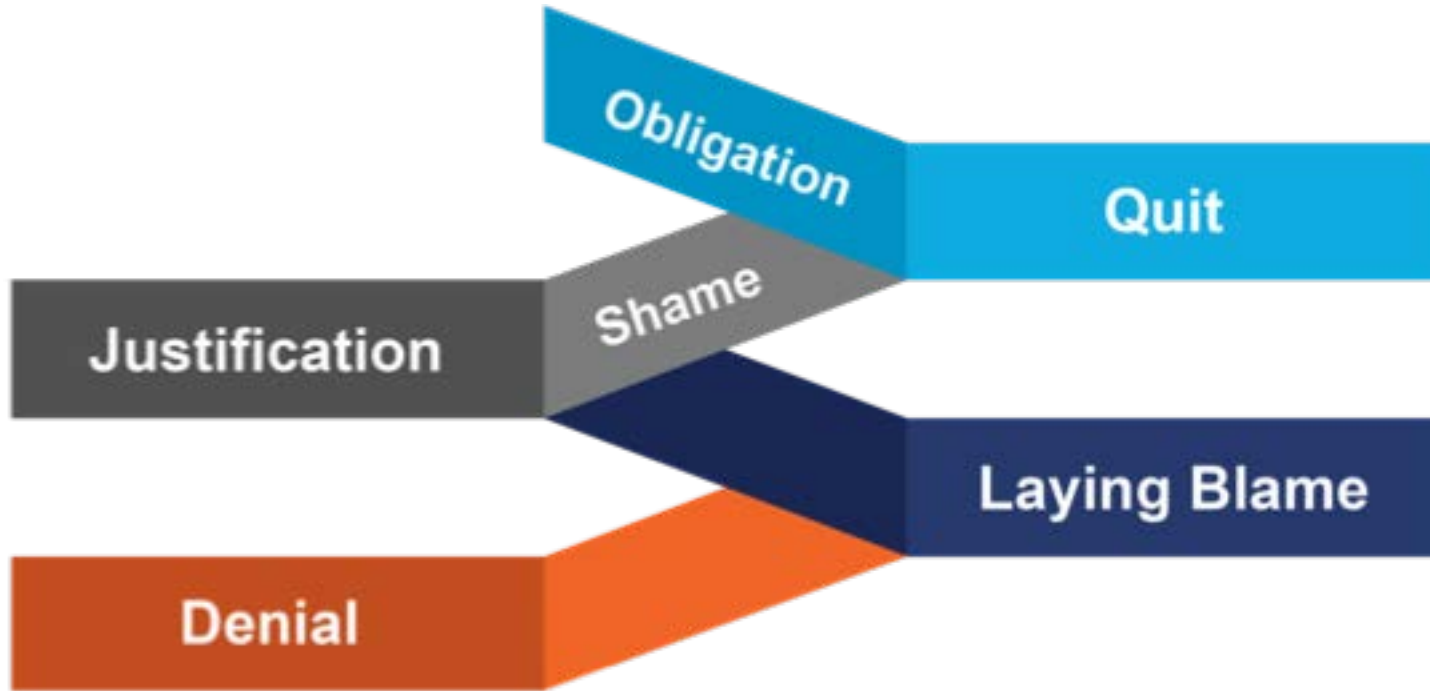
## STAKEHOLDER INTERVIEWS



The purpose of a stakeholder interview is to see your work from the perspective of your stakeholders. It answers the questions: What do my stakeholders want from me? What do they need me for?

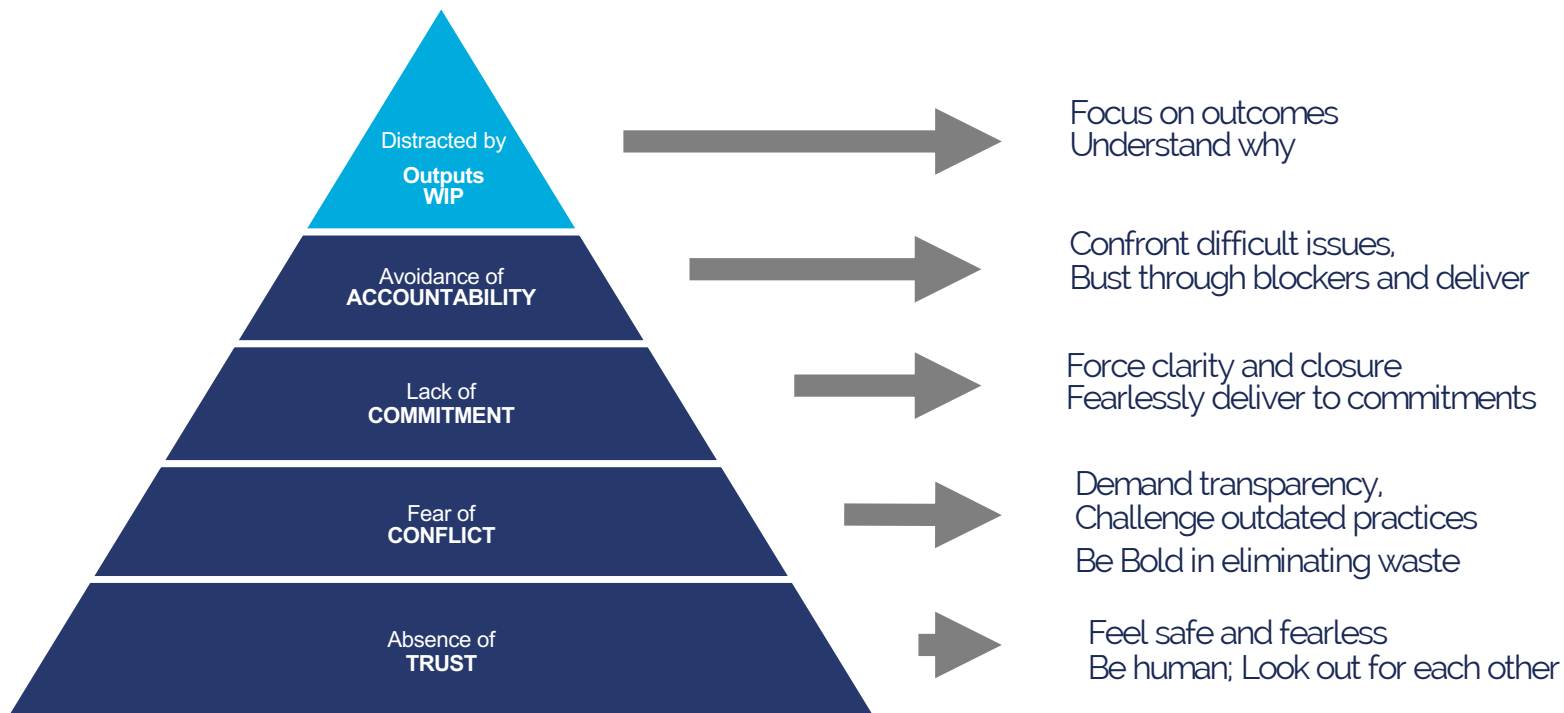
# JOURNALING, REFLECTING, MINDFULNESS

Sustainable  
culture change



# PATTERN RECOGNITION

Sustainable  
culture change



Lencioni, Patrick "Conquer Team Dysfunction,"  
*The Power Within*

## PLAY

## MAKING VALUE CLEAR AND VISIBLE

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### Outcomes

Know your customers and what they really need  
Value is in the mind of each customer

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### Tools

Lean Change Canvas  
Vision Box  
Customer Value Propositions  
Design Thinking  
Value Stream Mapping  
Customer Journey Maps  
Golden Circle

# LEAN CHANGE CANVAS

Clear and  
Visible value

## YOUR COMPANY

<p><b>What business problems are you trying to solve?</b> Top 3-5 problems</p>	<p><b>What is your vision for the business?</b></p>	<p><b>What experiments will you run to meet your success criteria?</b> <b>What help do you need?</b> Top 3-5</p>
<p><b>What does success look like?</b> Key activities you measure</p>	<p><b>What commitments are you making to support the vision?</b></p>	<p><b>What wins/benefits are you looking for?</b></p>

# LEAN CHANGE CANVAS EXAMPLE

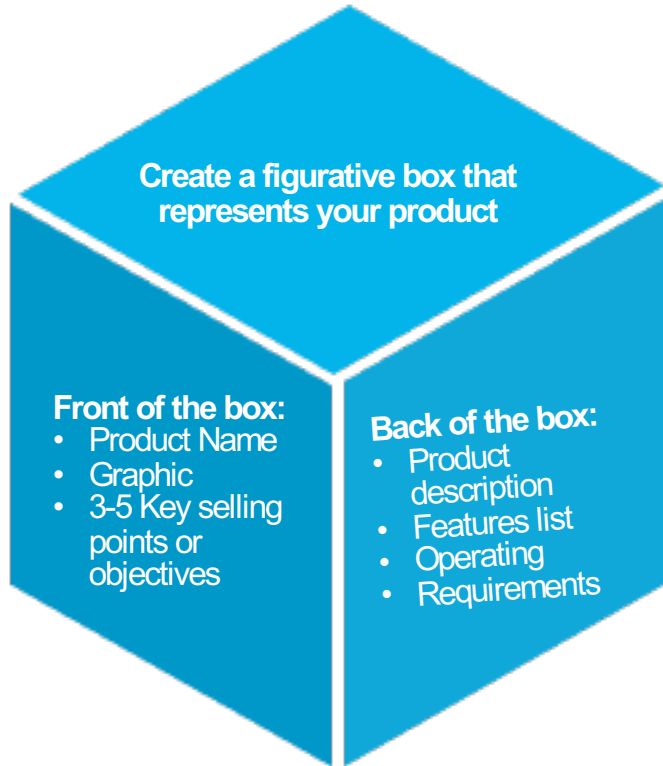
Clear and  
Visible value

## ONLINE RETAIL GIANT

<p><b>What business problems are you trying to solve?</b> Top 3-5 problems</p> <ul style="list-style-type: none"><li>• Focus on results – not process</li><li>• Make decisions quickly</li><li>• Customer Obsession</li><li>• Embrace External trends</li></ul>	<p><b>What is your vision for the business?</b></p> <p>Our <b>vision</b> is to be earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online.</p>	<p><b>What experiments will you run to meet your success criteria?</b> <b>What help do you need?</b> Top 3-5</p> <ul style="list-style-type: none"><li>• Design press release first</li><li>• Drone delivery</li></ul>
<p><b>What does success look like?</b> Key activities you measure</p> <ul style="list-style-type: none"><li>• Lowest prices</li><li>• Best selection</li><li>• Best customer service</li><li>• Constant innovation</li></ul>	<p><b>What commitments are you making to support the vision?</b></p> <p>Always stay in Day 1</p>	<p><b>What wins/benefits are you looking for?</b></p> <ul style="list-style-type: none"><li>• Extreme customer loyalty</li><li>• #1 company status</li></ul>

# VISION BOX

Clear and  
Visible value



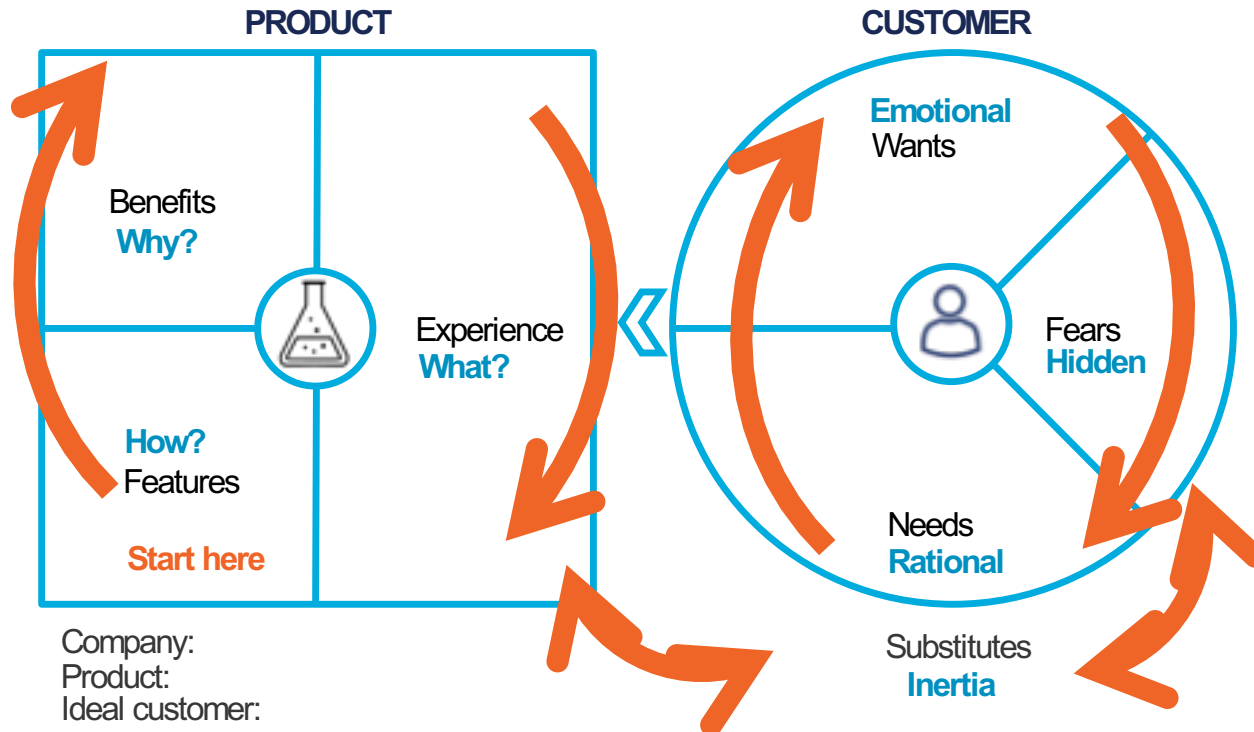
## Why:

Allows the product team to focus their views of the product into a concise, visual and short textual form.



# CUSTOMER VALUE PROPOSITIONS

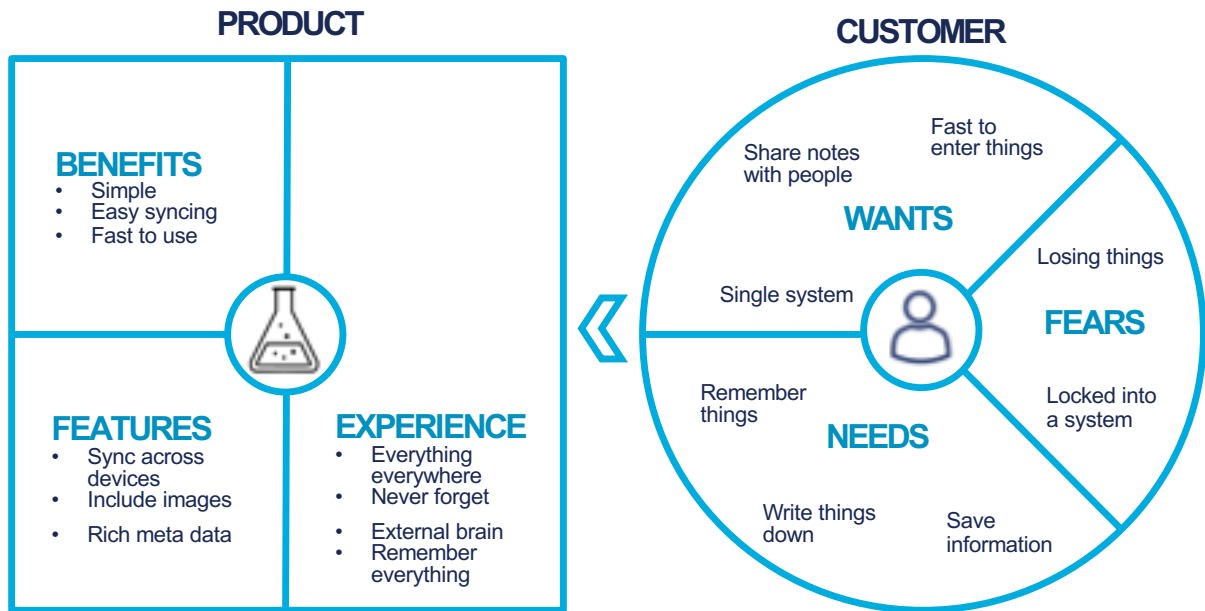
Clear and  
Visible value





# CUSTOMER VALUE PROPOSITION EXAMPLE

Clear and  
Visible value



**Company:** Evernote

**Product:** Online notes

**Ideal customer:** Mobile professionals

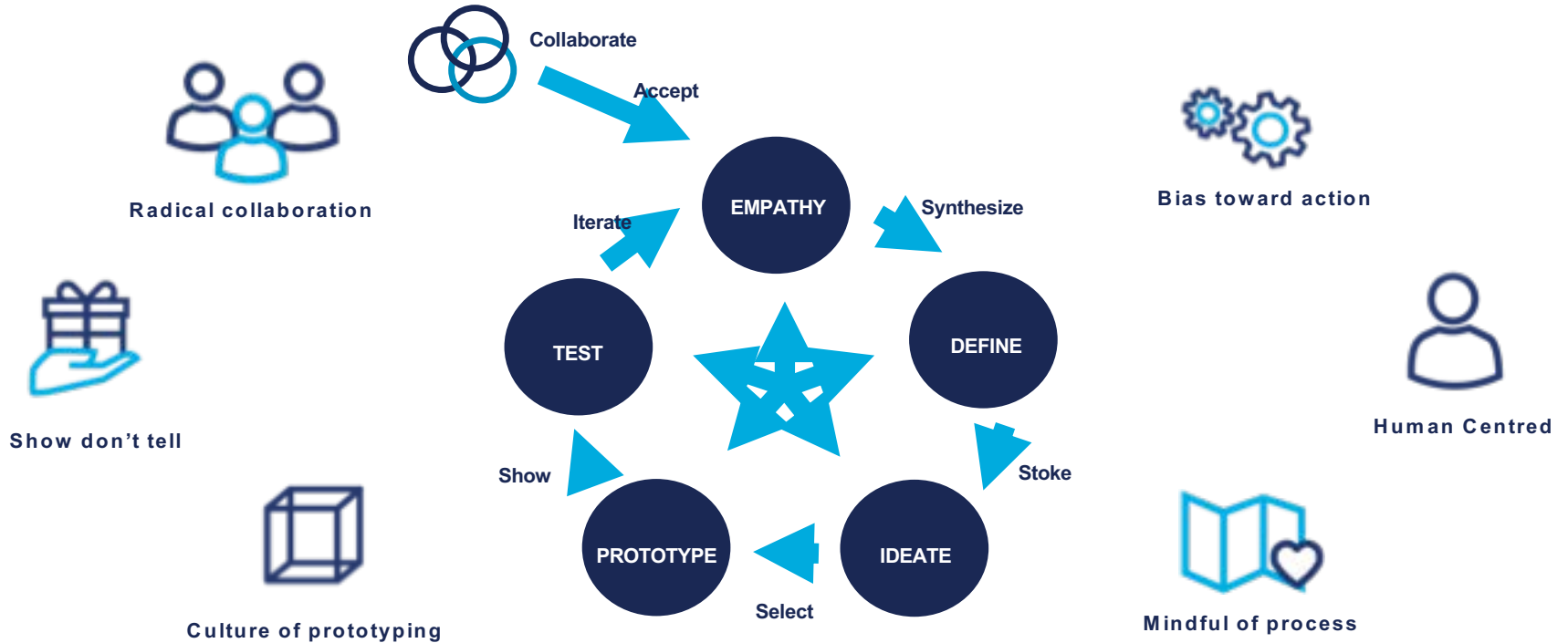
Email to yourself

**SUBSTITUTES**

Text documents

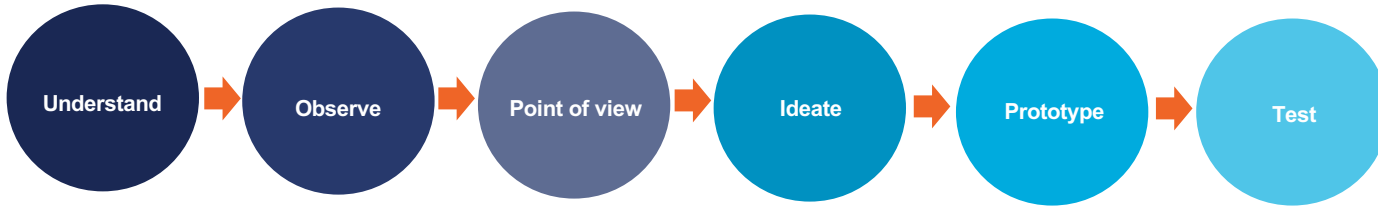
# DESIGN THINKING

Clear and  
Visible value



# DESIGN THINKING

Clear and  
Visible value



Source: IDEO

- Everything is an experiment
- Estimates are hypotheses
- Take calculated risks
- Courage to fail in order to succeed sooner
- Welcome challenges
- Embrace uncertainty...and transform into knowledge
- Learn continuously through fact-based data analysis
- Focus on doing only what matters in creating value and quality
- Eliminate waste and marginal value work
- Look at the whole system to optimise end to end value delivery
- Create time and space for experimentation and innovation
- Become comfortable being uncomfortable

# VALUE STREAM MAPPING

Clear and  
Visible value



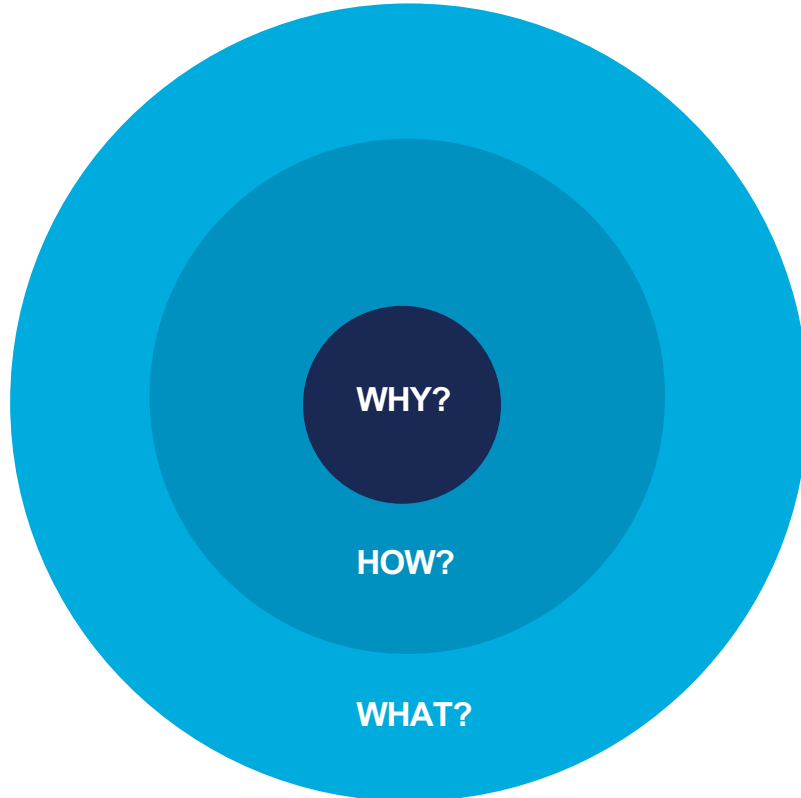
# CUSTOMER JOURNEY MAPS

Clear and Visible value



# GOLDEN CIRCLE

Clear and  
Visible value



## **Why** = The Purpose

What is your cause? What do you believe?

## **How** = The Process

Specific actions taken to realize the Why.

## **What** = The Result

What do you do? The result of Why. Proof.

## PLAY

## ALIGNMENT AND COLLABORATION

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### Outcomes

Hyper focus on the right problems

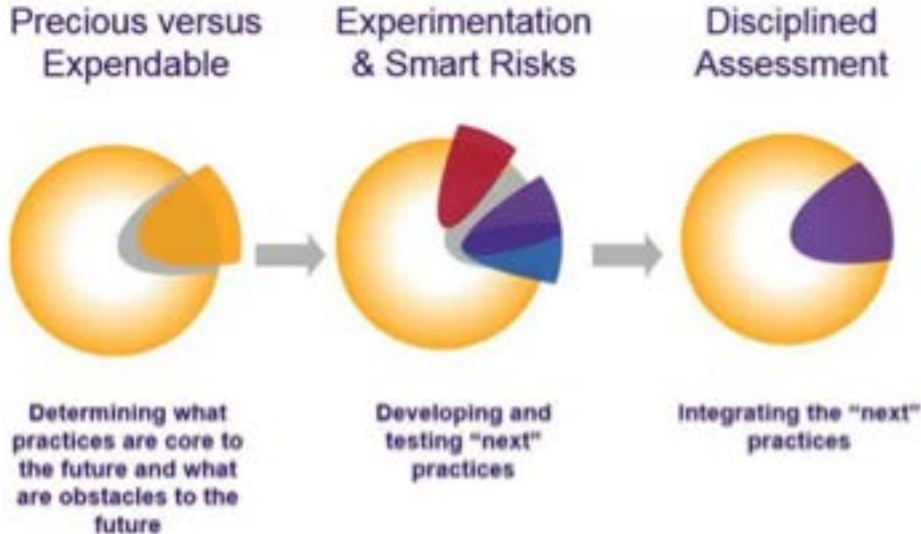
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### Tools

Adaptive Leadership  
High Performance Questions  
Enterprise Value Model  
Aligned Prioritization

# ADAPTIVE LEADERSHIP

Alignment &  
collaboration



## What:

A practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments. It is being able, both individually and collectively, to take on the gradual but meaningful process of change. It is about diagnosing the essential from the expendable and bringing about a real challenge to the status quo.



# HIGH PERFORMANCE QUESTIONS

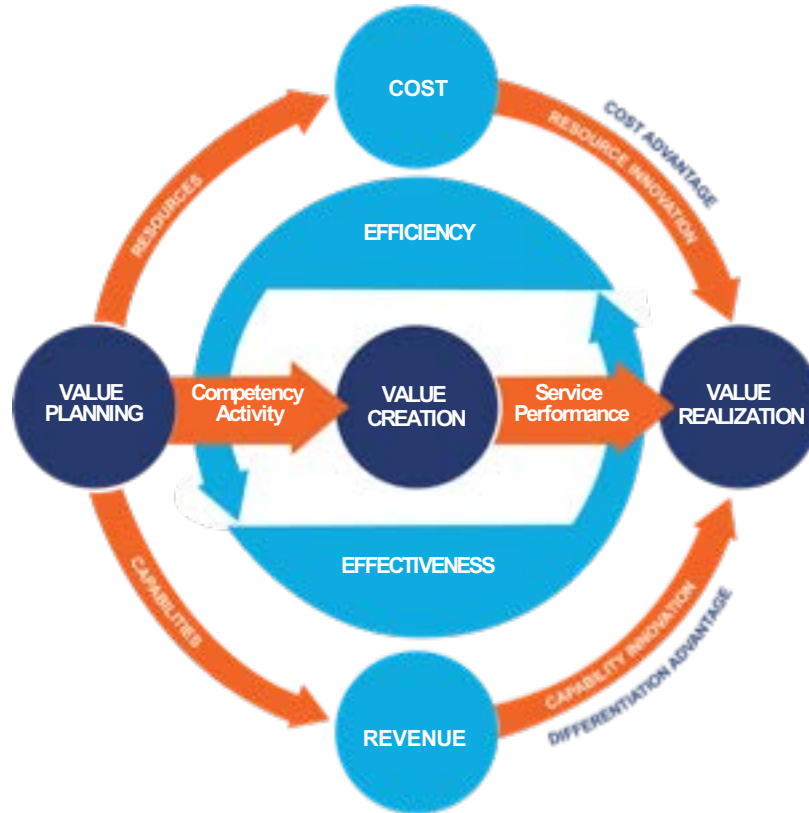
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Alignment &  
collaboration

- What's the one thing that might seem impossible, but if we could find a way to do it, could make the most significant difference to the future of (your situation)?
- What's important to you about (your situation) and why do you care?
- What draws you/us to this inquiry?
- What's our intention here? What's the deeper purpose (the big "why") that is really worthy of our best effort?
- What opportunities can you see in (your situation)?
- What do we know so far/still need to learn about (your situation)?
- What assumptions do we need to test or challenge here in thinking about (your situation)?
- What would someone who had a very different set of beliefs than we do say about (your situation)?

# ENTERPRISE VALUE MODEL

Alignment &  
collaboration



# ALIGNED PRIORITIZATION

Alignment &  
collaboration

	CONTRIBUTION TO STRATEGY	PAYBACK PERIOD (short term)	RESOURCE REQUIREMENTS (Personnel and knowledge/skills)	EXECUTION RISK	COST SAVINGS (over next 3 years)
<b>Weight</b>	25%	20%	20%	10%	25%
<b>1</b>	<b>Low</b> Low contribution to strategic objectives	> 5 years	<b>High</b> Significantly large teams with complex knowledge / new technology / outsourcing	<b>High</b> Groupwide or across line of business; new to organization; high external	< \$1 million
<b>2</b>	<b>Medium</b> Some contribution to strategic objectives	3 to 5 years	<b>Medium</b> Large teams with complex knowledge	<b>Medium</b> Major initiative across organization and/ or some external; multiple system impacts	\$1m - 5m
<b>3</b>	<b>High</b> Considerable contribution to strategic objectives	1 to 2 years	<b>Low</b> Medium-size team with general knowledge	<b>Low</b> Within one division area; limited external; new processes and system impacts	\$5 – 20m
<b>4</b>	<b>Critical</b> Critical to achieving strategic outcomes	< 1 year	<b>Minimal</b> Small team and general knowledge	<b>Minimal</b> Impacting only 1 to 2 teams; trusted process; no external	> \$20m

## PLAY

## EMPIRICAL EVIDENCE ON DELIGHTING CUSTOMERS

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### Outcomes

Understanding what customers want and/or need

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### Tools

Develop and Test Hypotheses  
Empathy Maps  
Personas  
Prototyping  
Product Discovery  
Golden Circle

# EVERYTHING IS AN EXPERIMENT

Empirical evidence on  
delighting customers

**We believe**  
*<this capability>*

**Will result in**  
*<this outcome>*

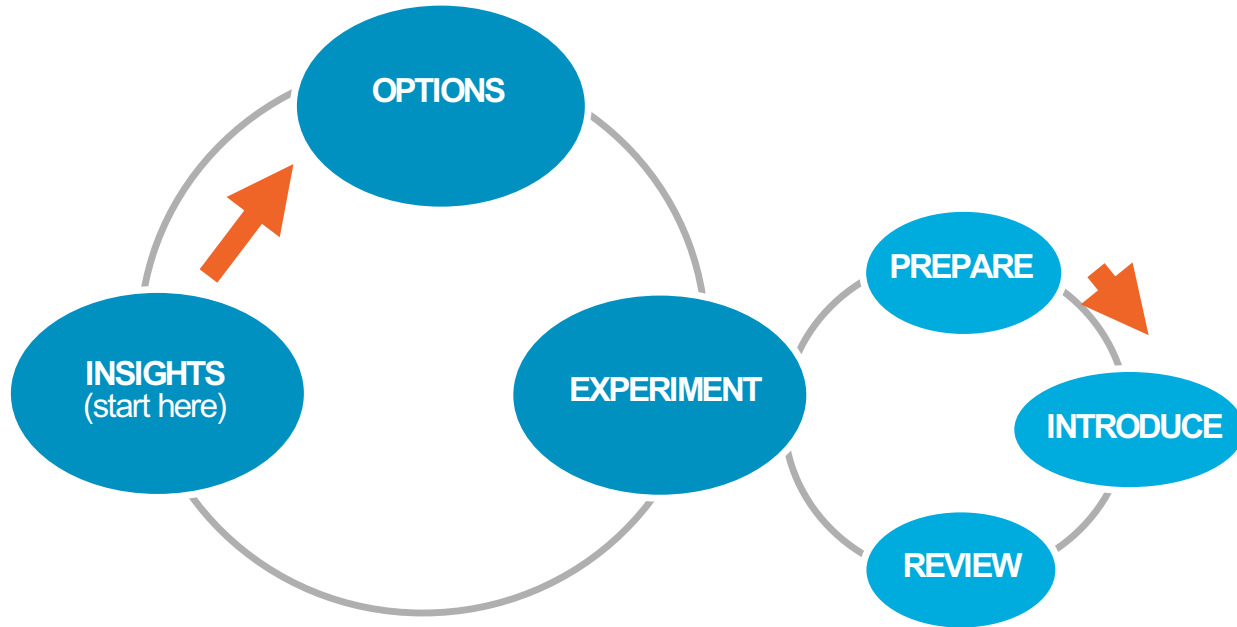
**We will have confidence  
to proceed when**  
*<we see a measurable result>*

**Otherwise**  
*<next hypothesis to test>*



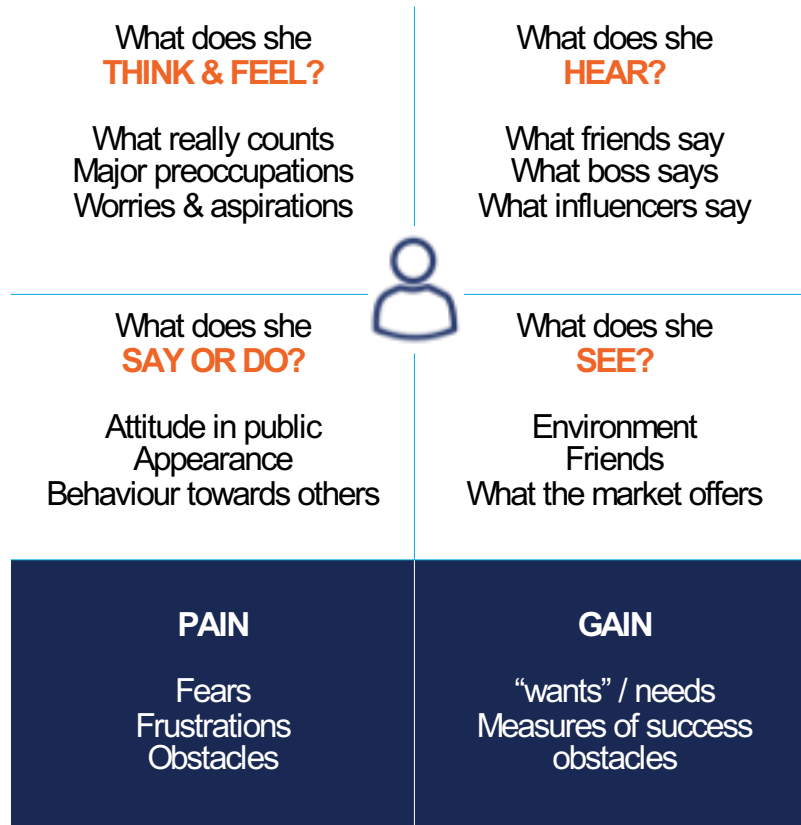
# ENTREPRENURIAL CULTURE

Innovation



# EMPATHY MAPS

Empirical evidence on  
delighting customers






**Why:**  
Understand your customers

# PERSONAS

Empirical evidence on  
delighting customers

**What:**  
Contains observed  
customer behavior patterns,  
skills, attitudes and needs.

**Why:**  
Allows you to get clarity  
about customer's needs,  
wants and desires.

BUYERS PERSONAS	DESCRIPTION	PERSONA 1	PERSONA 2	PERSONA 3
	A fictional representation of what your ideal customer should look like. By understanding who your customers are, you can then create customized plans on when and where you should interact with them.			
<b>WHO</b>	This is where you want to recognize who your persona really is. This will allow you to gain insights into how they live and some useful background information.	<b>PERSONA NAME</b>	<b>PERSONA NAME</b>	<b>PERSONA NAME</b>
<b>BACKGROUND</b>				
<b>JOB</b>	Understand your buyer's role at their current job. Are you targeting certain individuals? Part-time/Full-timers? Are they business owners or students?			
<b>CAREER PATH</b>	What is your persona's career path? It's important to understand what kind of role your product / service plays within their life.			
<b>FAMILY</b>	Married, or single? Different family lives represent in general a different lifestyle.			
<b>DEMOGRAPHICS</b>				
<b>GENDER</b>	Does your product / service appeal to one gender more than another? This can have a big impact on how you market your brand.			
<b>AGE</b>	What is your target audience's age range? Does this effect the way you market your product / service? This knowledge should create different online approaches towards social media and content.			
<b>INCOME</b>	Income effects you (the service / product provider). Understand what your target audience annual income levels are at.			

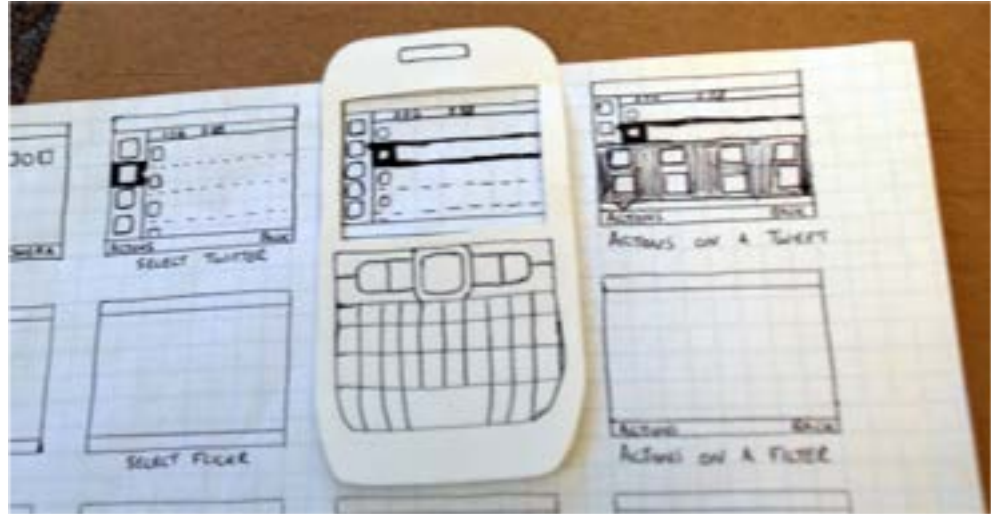


# PROTOTYPING

Empirical evidence on  
delighting customers






## What:

Prototyping is the process of developing a trial version of a system (a prototype) or its components or characteristics in order to clarify the requirements of the system or to reveal critical design considerations.



# DISCOVERY

Empirical evidence on  
delighting customers

DAY	1	2	3	4	5
	UNDERSTAND	DIVERGE	DECIDE	PROTOTYPE	VALIDATE
					
	<ul style="list-style-type: none"><li>• Discovery Kick-off</li><li>• Set the context</li><li>• Empathize and identify the user</li><li>• Clarify the problem, success and learnings</li><li>• Stakeholder check-in</li></ul>	<ul style="list-style-type: none"><li>• Lightning demos</li><li>• Creative Stretching</li><li>• Lots and lots and lots of brainstorming</li><li>• Stakeholder check-in</li></ul>	<ul style="list-style-type: none"><li>• Converge on the best idea(s)</li><li>• Storyboard the idea(s)</li><li>• Stakeholder check-in</li></ul>	<ul style="list-style-type: none"><li>• Build something quick and dirty to show to users</li><li>• Focus on usability, not beauty</li><li>• Stakeholder check-in</li></ul>	<ul style="list-style-type: none"><li>• Show the prototype to real users</li><li>• Learn what doesn't work</li><li>• Iterate on learnings</li><li>• Stakeholder check-in</li><li>• Go! Go! Go!</li></ul>

## PLAY

## DESCALING WORK

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### Outcomes

Working iteratively in short cycles in a state of flow, with fast feedback from customers and end users.

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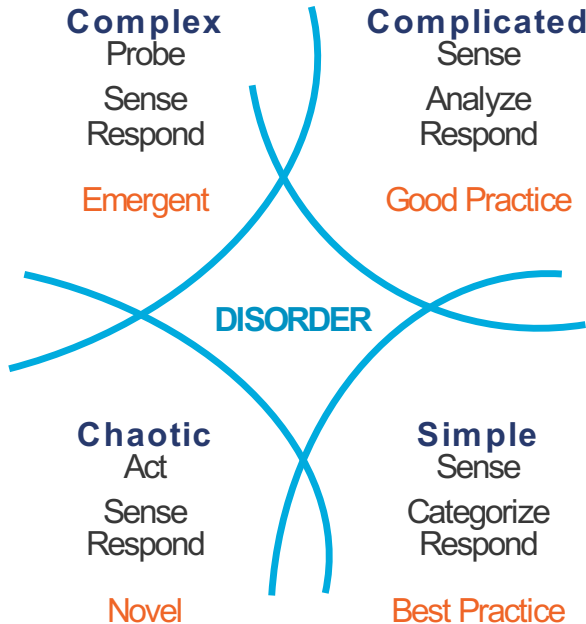
### Tools

Cyefin  
Lean Start Up  
Thin Slicing  
Fail Fast

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# CYEFIN (REDUCING COMPLEXITY)

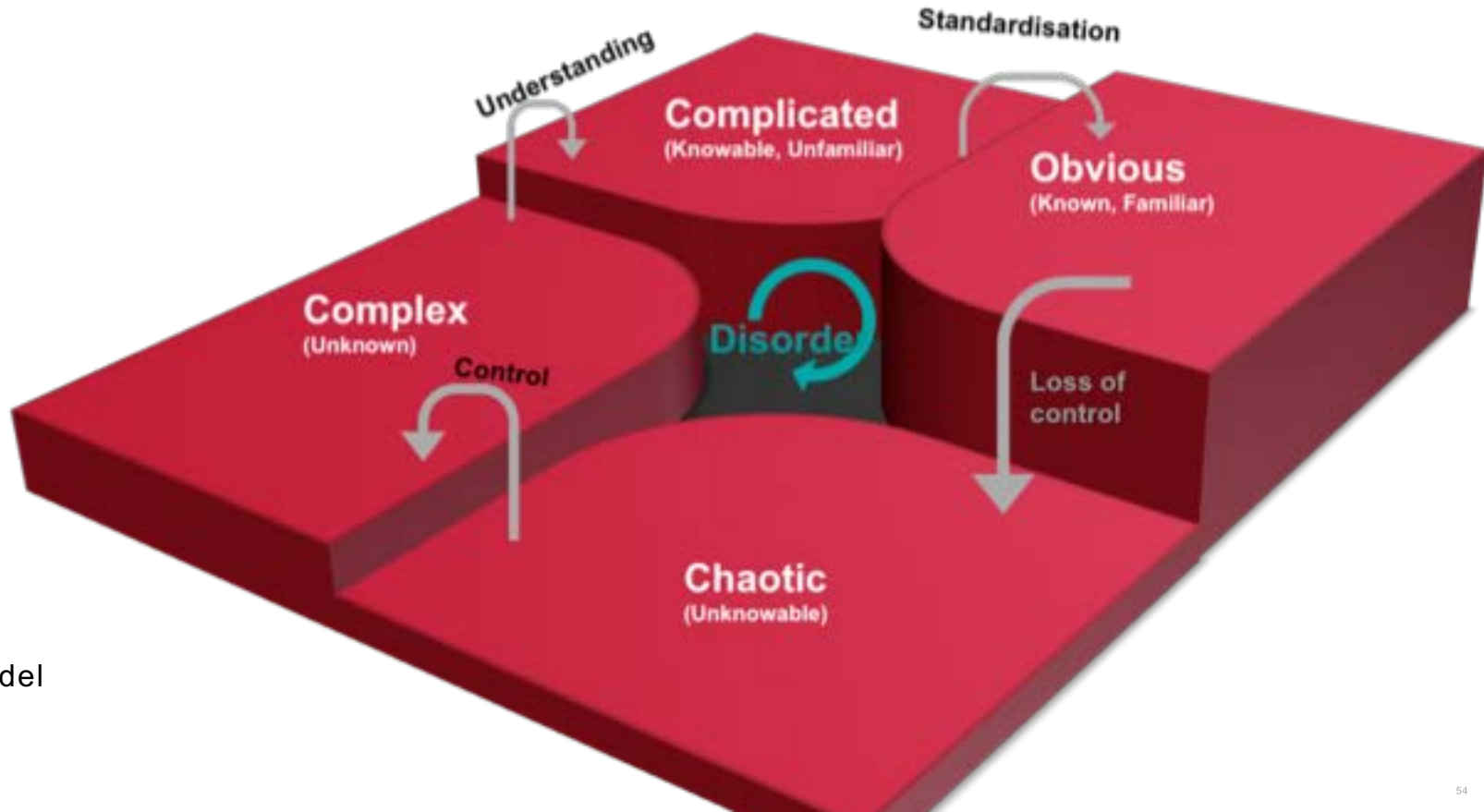
Downscaling work



## What:

Five decision-making contexts or "domains" - simple, complicated, complex, chaotic, and disorder—that enable leaders to identify how they perceive situations, and to make sense of their own and other people's behavior.

As complexity and uncertainty increase – we need to adapt our ways of thinking... transformational change is more complex than you can image!



Cynefin Model

# LEAN START UP

Decalging work



## What:

Lean Startup provides a scientific approach to creating and managing startups to get a desired product to customers' hands faster.



## THIN SLICING PROBLEM ANALYSIS

By taking a thin slice through the **'why, what, and how'** leads you to discover answers without going down rabbit holes.

The **'why'** is the problem we're trying to solve. It may include a problem statement and success metrics.

The **'what'** is what needs to change in order to solve the problem. This may include use cases or a context diagram. It's a slice of the high level requirements.

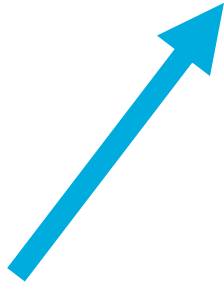
The **'how'** is the high level solution approach. This isn't specific solutions, just the solution approach.

By thin slicing, we start with just enough of the **'why, what, and how'** to validate that we're going after the right problem. We then iterate as the project progresses and you get closer to the details.

# FAIL FAST

Descaling work

**SUCCESS**

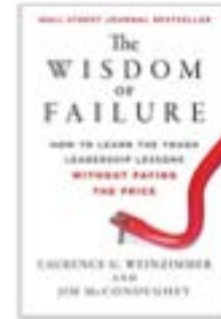


**WHAT PEOPLE THINK  
IT LOOKS LIKE**

**SUCCESS**



**WHAT IT REALLY  
LOOKS LIKE**





## PLAY

## INNOVATION

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### Outcomes

Differentiating high performance market disruptions

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### Tools

Kaizen  
Servant Leadership  
Entrepreneurial Culture

# KAIZAN

Innovation



## What:

Kaizen means improvement through small incremental steps. In a successful lean environment this becomes part of everyone's job. More specifically Kaizen means change for improvement. It is necessary to verify that a change is actually for the better.

# SERVANT LEADERSHIP

Innovation

## 11 THEMES OF SERVANT LEADERSHIP

### CALLING

DO PEOPLE BELIEVE YOU  
ARE AN ONE TO BE TRUSTED  
BECAUSE YOU ARE THE  
LEADER OF THE GROUP?

### AWARENESS

DO YOU BELIEVE YOU HAVE  
A STRONG UNDERSTANDING OF  
WHAT IS GOING ON?

### STEWARDSHIP

DO YOU BELIEVE YOU ARE  
RESPONSIBLE FOR THE WELL-BEING  
OF THE ORGANIZATION?

### LISTENING

DO PEOPLE BELIEVE  
THAT YOU WANT TO  
HEAR THEIR OPINIONS  
AND FEEL THEIR  
PAIN?

### PERSUASION

DO OTHERS FOLLOW YOUR  
LEADERSHIP BECAUSE YOU WANT  
TO DO SOMETHING TOGETHER  
AND MAKE IT?

### GROWTH

DO YOU BELIEVE YOU ARE  
WORKING TO GROW YOURSELF  
AND YOUR ORGANIZATION?

### EMPATHY

DO PEOPLE BELIEVE YOU  
WILL UNDERSTAND THEIR  
SUFFERING IN THEIR LIVES  
AND BE ABLE TO HELP?

### FORESIGHT

DO YOU HAVE CONCEPTS IN  
YOUR MIND TO ADDRESS THE  
FUTURE AND CONSEQUENCES?

### COMMUNITY BUILDING

DO YOU BELIEVE A STRONG SENSE OF  
COMMUNITY IS THE FOUNDATION  
FOR SUCCESS?

### HEALING

DO PEOPLE COME TO YOU  
BECAUSE YOU CARE AND CARE  
FOR THEIR SUFFERING?  
DO YOU BELIEVE YOU CAN  
HEAL THEM AND HELP THEM  
TO LIVE BETTER?

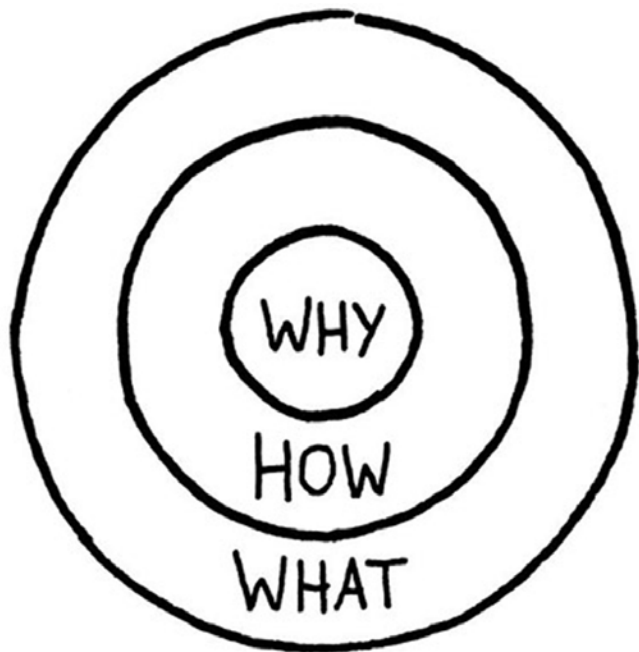
### CONCEPTUALIZATION

DO YOU BELIEVE YOU CAN  
IMAGINE AND VISUALIZE  
THE ORGANIZATION YOU  
WANT TO BE?

### What:

A philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.

# Servant Leadership



DO IT FOR THEM	LET THEM FIGURE IT OUT
They won't learn and grow	They are free to learn & grow
They'll get frustrated & leave	They are happier, more fulfilled
They won't feel empowered	They feel empowered & confident
They won't feel trusted	They feel trusted & respected
They won't take initiative	They take action
They are dependent on you	They are autonomous
They don't feel a part of the results	They get true pride in results
They feel like minions	They feel like partners
They are mere spectators	They are the players & stars
They lack purpose	They embrace their role & purpose
You squander their potential	You leverage their potential
You become the bottleneck	You get out of their way
You're only as good as you are	You're exponentially better together
You take all the credit	We all get the credit
You are the controller	You are the enabler
You are the secretive master	You are the teacher & coach
You're always on	You can take real vacations again

# PLAY

# CREATING A LEARNING CULTURE

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**Outcomes**

Continuous improvement and learning

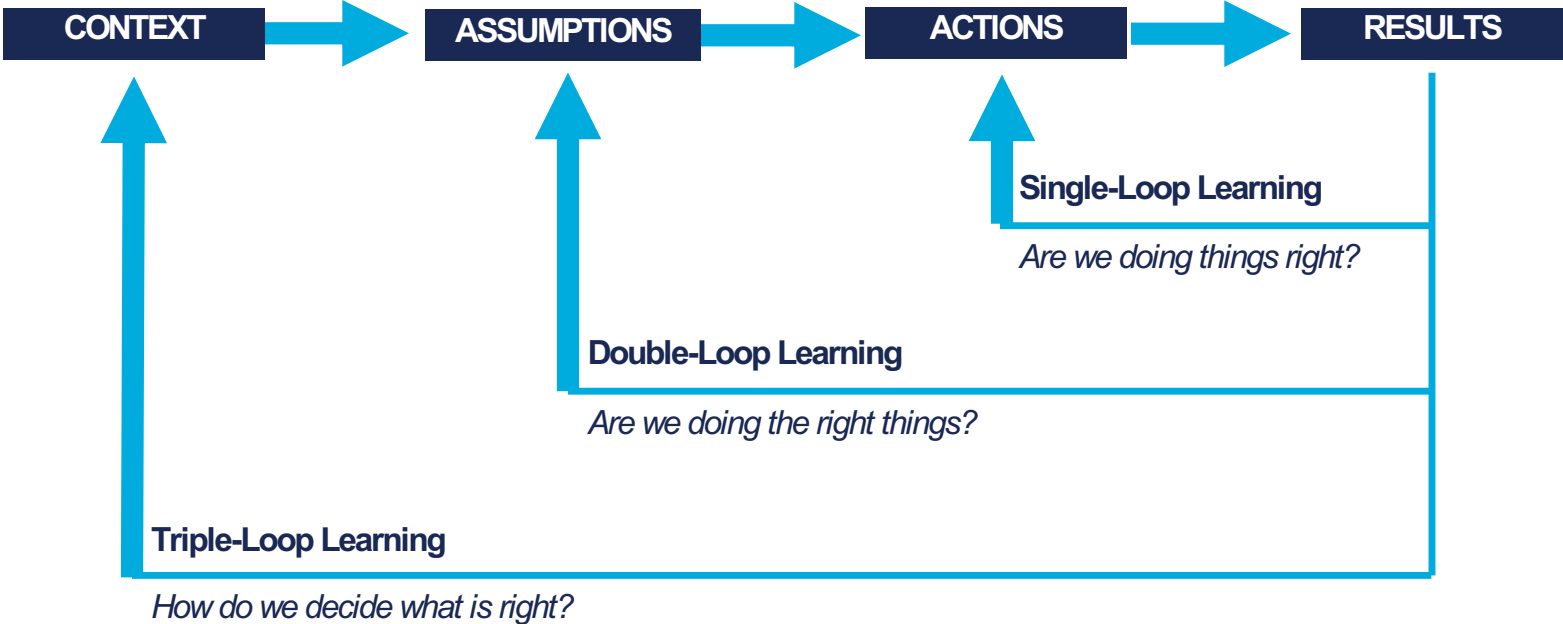
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**Tools**

- Short Iterative Learning Loops
- Retrospectives
- Suspending Judgment – Replace with Curiosity
- Improvement Katas
- Cognitive Biases

# SHORT ITERATIVE LEARNING LOOPS

Learning culture



# RETROSPECTIVES

Learning culture

What worked well?

What could be improved?

What will we commit to  
doing in the next Sprint?

Scrum Team members make  
actionable commitments.

## What:

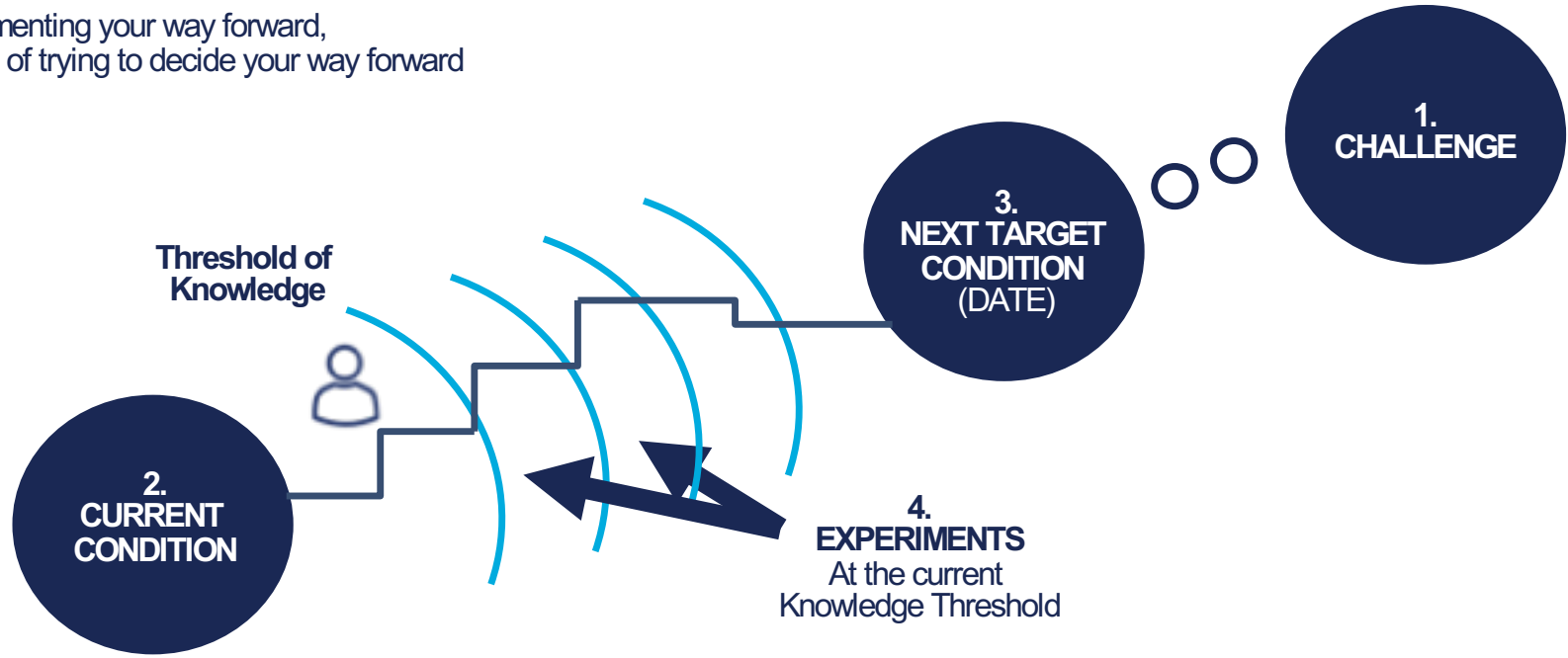
An opportunity for self reflection and creating a plan for improvements.

# IMPROVEMENT KATAS

Learning culture

## What the steps look like in practice

Experimenting your way forward,  
instead of trying to decide your way forward





# COGNITIVE BIASES

Learning culture

**THE ENEMIES OF ADAPTABILITY**  
**HACKING HR TO BUILD AN ADAPTABILITY ADVANTAGE**

- 1 HIERARCHY**  
Top-down, control-based hierarchies discourage individual initiative, lead to slower reaction times, and divert energy to "managing up".
- 2 FEAR**  
Command-and-control systems lead to organizations filled with anxious employees who are hesitant to take the initiative or trust their own judgment.
- 3 DECISION BIAS**  
Defensive thinking, flawed mental models, and compartment create a bias in favor of the status quo.
- 4 HABIT**  
Lack of practice change often has to do with mindsets and behaviors, we must want to change, and also understand how to change.
- 5 CENTRALIZATION**  
When the responsibility for making big decisions is concentrated at the top, a handful of executives fearing the status quo can thwart change.
- 6 INFLEXIBLE BUSINESS PRACTICES**  
Highly optimized business systems are great for efficiency, but deadly for adaptability. Assets, skills, and processes become more specialized, and change becomes more incremental.
- 7 RIGID STRUCTURES**  
In many organizations, rigid unit boundaries, functional silos, and political fiefdoms hinder the rapid realignment of skills and assets.
- 8 SKILLS DEFICIT**  
Employees don't have the skills, training, and coaching they need.
- 9 SHORT-TERM THINKING**  
Compensation and incentive systems often train the executive team, business and share perspectives.
- 10 INSUFFICIENT EXPERIMENTATION**  
Management processes typically arrive at the "one best solution" through top-down, analytical methods, and discourage bottom-up experimentation.
- 11 LACK OF DIVERSITY**  
Management systems value conformity and cohesion at the expense of diversity and divergence. This limits the ability to generate the rich variety of ideas and options required to be truly adaptable.
- 12 A PAUCITY OF PURPOSE**  
Organizations without a compelling shared purpose may have trouble agreeing on a natural path for adaptation.

© 2015 G. www.geekwrapped.com/cognitive-bias-survival-guide

## PLAY

## PEOPLE OVER PROCESS

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### Outcomes

“Just Enough” process

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### Tools

Safety  
Empowerment  
Delegating Decision Making  
Rewards

# SAFETY

People over process

## David Marquet: Stop, Start

- Respect and appreciate people
- Conduct blameless retrospectives
- Make it safe to fail
- Test and refactor



**STOP**



**THINK**



**ACT**

# EMPOWERMENT

People over process



- Openness to new ideas
- Developing others
- Supported and trusted leaders
- Recognition, rewards and encouragement
- Positive work environment
- Giving team members authority

# DELEGATING DECISION MAKING

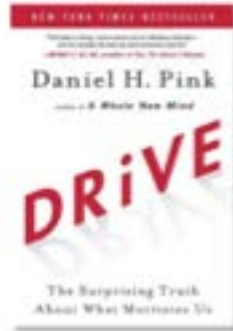
People over process



- **Step 1:** Build the right infrastructure
  - Hire the right people
  - Document processes
  - Develop robust metrics
- **Step 2:** Employees provide recommendations
- **Step 3:** Employees make the decision, informing leaders prior to implementation
- **Step 4:** Employees make the decision and implement it, informing leaders after the fact
- **Step 5:** Employees operate independently while leaders monitor the results

# REWARDS

People over process








## What motivates people?

1. **Autonomy** — the desire to direct our own lives.
2. **Mastery** — the urge to get better and better at something that matters.
3. **Purpose** — the yearning to do what we do in the service of something larger than ourselves.

# PRODUCT DISCOVERY

Empirical evidence on  
delighting customers

DAY	1	2	3	4	5
	UNDERSTAND	DIVERGE	DECIDE	PROTOTYPE	VALIDATE
					
	<ul style="list-style-type: none"><li>• Discovery Kick-off</li><li>• Set the context</li><li>• Empathize and identify the user</li><li>• Clarify the problem, success and learnings</li><li>• Stakeholder check-in</li></ul>	<ul style="list-style-type: none"><li>• Lightening demos</li><li>• Creative Stretching</li><li>• Lots and lots and lots of brainstorming</li><li>• Stakeholder check-in</li></ul>	<ul style="list-style-type: none"><li>• Converge on the best idea(s)</li><li>• Storyboard the idea(s)</li><li>• Stakeholder check-in</li></ul>	<ul style="list-style-type: none"><li>• Build something quick and dirty to show to users</li><li>• Focus on usability, not beauty</li><li>• Stakeholder check-in</li></ul>	<ul style="list-style-type: none"><li>• Show the prototype to real users</li><li>• Learn what doesn't work</li><li>• Iterate on learnings</li><li>• Stakeholder check-in</li><li>• Go! Go! Go!</li></ul>





# ABOUT PAT

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**Pat Reed** is a results focused thought leader specialising in business agility and adaptive leadership. With over 40 years of experience as a coach, consultant, and Adjunct Professor, Pat role models business agility. Her reputation as an entrepreneur and co-founder of iHoriz Inc and in executive roles at The Gap, Disney, Universal Studios, GameWorks and Colorado Bureau of Investigation has made her a preeminent leader in her field. She has worked on many transformational programs in Silicon Valley, often after initial large-scale efforts have failed, and she is highly sought after in organisations worldwide to ignite the breakthrough learning to achieve organisational agility and value innovation required to thrive in today's fast-paced world.

[preed@ihoriz.com](mailto:preed@ihoriz.com)

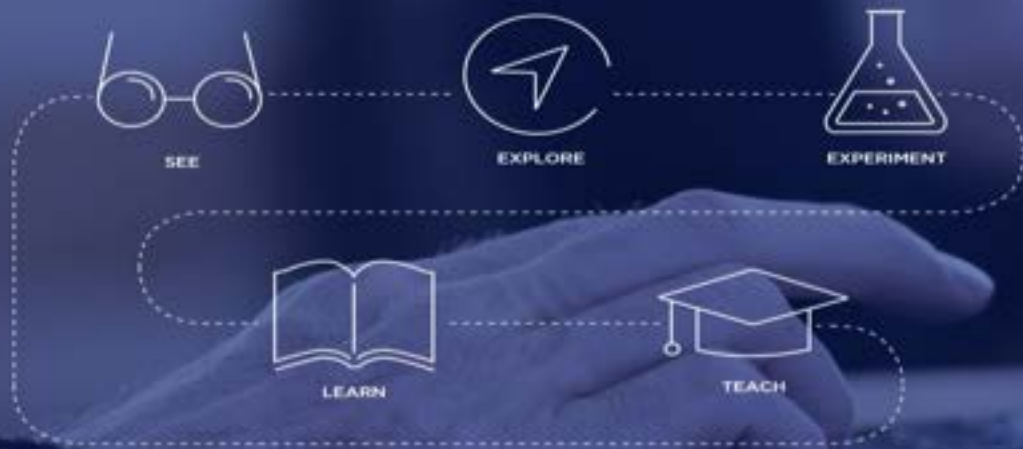
SOFT  
ED

iHoriz

# BUSINESS AGILITY

## ITERATIVE FRAMEWORK

Our Business Agility Framework provides you with the tools, principles, practices and values to enable you to successfully navigate a constantly changing world connected through multiple, complex dimensions.



### SEE

Heightened awareness of the truth of where we are. Understand how we think and how our customers think. Develop a growth mindset and create a space for innovation; adapt quickly; learn and innovate continuously.

### EXPLORE

Strategic Agility: Craft and prioritise hypotheses to test; to accelerate our success, focusing on the near horizon, define the desired future state, align on a clear vision and destination; develop a strategy on how best to get there, and what we need to quickly get on our way.

### EXPERIMENT

Execution Agility: demonstrate a bias toward action and comfort in embracing uncertainty; resolving complex problems; rapid decision making; experimenting; building high performance teams and communities; fearless follow-through and closure; drive for results; optimize end-to-end delivery engine; innovate, create.

### LEARN

Create an environment to accelerate learning through rapid iterative learning cycles and empirical data leveraging metrics that matter; analytical and critical thinking; visual tools and information radiators; adopting and responding; knowledge creation through reflection and retrospectives.

### TEACH

Generate organisational knowledge and collective intelligence and deepen capabilities for adaptation, innovation and knowledge creation; curation; organisational capability building and talent development through learning organisations.

“A universal feature of transformation success is the leadership mindset. Where agile and management practices and methodologies were implemented without the requisite mindset, **no benefits were observed**. With strong leadership and agile mindset, transformations succeed regardless of methods and practices.”

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The Learning Consortium for the Creative Economy  
2015 Report

Presented to the Drucker Forum in Vienna, Austria  
November 4, 2015

# How will we succeed and adapt?

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1. Develop and practice a growth mindset
2. Build personal confidence that I can effectively use and develop needed skills (and generate knowledge) to navigate complexity and change (surfing; org resilience)
3. Stop responding to the present by repeating the past (break free from pull of the past; strategic anticipation; predictive learning)
4. Understand, develop and leverage my personal, unique value proposition and understand that the success of my organisation's future starts with me
5. Recognise myself as an adaptive agile change leader and
6. See everything as an experiment (to test and learn from)
7. Take responsibility for breakthrough performance and results

# Create Your Agile Leader Playbook

## STOP

- Telling teams what to do day-to-day
- Making decisions or commitments for the team
- Giving direction on how to do their work
- Stepping in to solve problem or give direction
- Conducting weekly status reviews to surface issues
- Push the team to work harder
- Judging, blaming, finger pointing, jumping to conclusions
- Inner voice of judgement, cynicism

## START

- Start telling them “why” (vision and clear definition of success outcomes)
- Believing in & empowering team
- Give the work back to the team
- Coaching and mentoring
- Asking High Performance Questions
- Generating confidence
- Celebrating, Recognizing & Rewarding
- Appreciating
- Zooming Out to see the big picture

# Craft an Agile Leader Manifesto

- We value our people over everything else – and are committed to creating an environment for you to be awesome
- We will create an open, collaborative, inclusive and high trust environment where you can thrive, experiment, fail fast and succeed sooner and THRIVE
- We commit to empowering you and your team to breakthrough impediments and processes that may be holding you back (and invite you to tell us if we are an impediment!).
- We deliver to our commitments through shared accountability and responsibility for team effectiveness: no excuses, no blame, no finger pointing...
- We role model Agile Leadership, deliver value rapidly, create safety and learn continuously.
- We will need your help – and invite you to call us on any behaviors inconsistent with this commitment

# Leadership working agreement: What bold commitments can we make to empower our teams?

How can we create safety for our teams?

How do we role model agile values?

How can we engage to learn more about the teams?

What more can we do for our POs? Stop bypassing POs.

Do we have too many managers who are not forming cross functional teams? Are our managers acting as coaches?

Other impediments that are blocking the teams? How can we track them and help our teams?

What can we simplify NOW?

