

# Agile Mindshifts

## for leadership and management

A leader's guide for delighting customers, empowering knowledge workers and thriving in the ever changing digital age

### Learn over Know

The best solutions are learned through experimentation and action. Don't wait until you think you know the answer.

- » Increase space and time for learning
- » Experiment, fail and explore
- » Accelerate the learning cycle

### Respond over Perfect

Responding rapidly and delivering incrementally is valued over perfecting a plan.

- » Shorten time between idea & action
- » Deliver incrementally
- » Stay connected



### Invite over Demand

Invite people to participate and engage in the problem-solving; don't just give them a solution to implement.

- » Engage others in a vision
- » Foster alignment
- » Grow open networks of diverse voices

### Enable over Control

Enable people to make decisions by creating an environment where you give control.

- » Decentralize decision-making
- » Mentor and develop
- » Cultivate collaboration



### Share over Protect

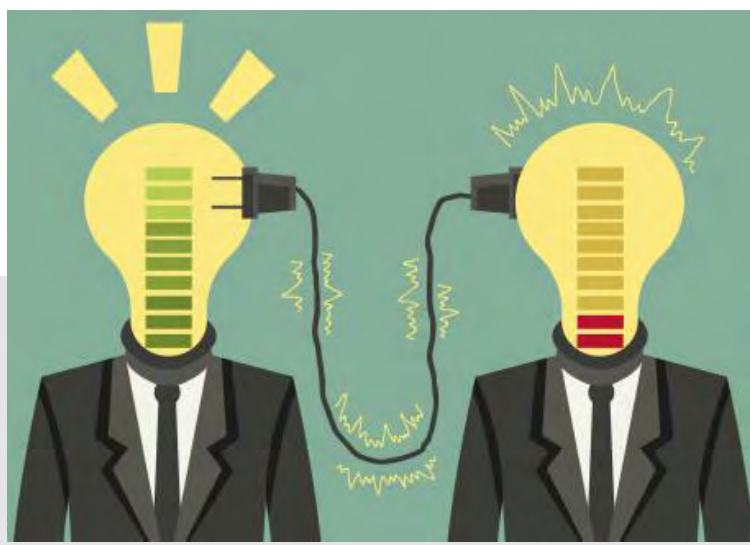
Leaders must demonstrate sharing information and being transparent.

- » Demonstrate vulnerability
- » Be transparent
- » Expose information
- » Visualize knowledge work

### Listen over Speak

Listening to many different voices throughout the organization promotes engagement and innovation.

- » Solicit alternative views
- » Nurture ideas
- » Remove positional barriers
- » Inquiry vs. Advocacy



### Clarify over Correct

Clarifying context and clearly defining success are keys to empowering knowledge workers to solve complex problems in ever changing environments.

- » Expose assumptions and unwritten rules
- » Seek to understand perspectives

The best way to test whether a person can lead is to ask him to create positive change. Managers can maintain direction, but often they can't change it.

- John Maxwell

## RECOMMENDED READING

- » **Change the Culture, Change the Game**
  - » Roger Connors and Tom Smith
- » **Drive**
  - » Daniel H. Pink
- » **Leadership Agility**
  - » Bill Joiner
- » **The Tipping Point**
  - » Malcolm Gladwell
- » **Turn the Ship Around**
  - » L. David Marquet