

**What is it?**

Agility is the oomph in your organisation. It’s the courage and dynamism you need to make the leap, tip the ball over the crossbar, pivot, flip, or sprint.

**Why does it matter?**

Because, dear friend, we live in interesting times. Change keeps coming – fast and unpredictable and sometimes ambiguous. The world moves on and we need to move with it, both being shaped by it and shaping it. We must seize the moment, rather than seize up.

**What does it take?**

We know that organisations, and leaders, that embody agility tend to share five traits:

* a North Star – a shared and embedded purpose and vision
* dense networks – aligned, empowered and accountable
* rapid decision making and learning cycles
* a people model that empowers and engages
* enabling technology

**Things to Try and Questions to Ponder**

* When did you last think about – and talk about – why you get up in the morning? Could you share something about your purpose with your team, and encourage them to share theirs?
* How can you help your team to meet new people and learn new things?
* How can you maintain and build cohesion in your team? Tiny things help – celebrate birthdays and team milestones together, actively seek help to solve problems.
* Do you need to do any more to bring clarity to roles – where do people fit in, how do they make the boat go faster, and who decides what?
* Celebrate near-misses and not-quites, so that people are encouraged to keep innovating and trying new things.
* Build learning moments into your team meetings
* Be explicit with your team that they are empowered to interpret the organisation’s purpose for themselves, to take responsibility and to take risk.
* Actively look for opportunities to give away agency and authority to those around you.

AGILITY

Rethinking

# *We shape ourselves to fit this world and by the world are shaped again*

# - David Whyte

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