

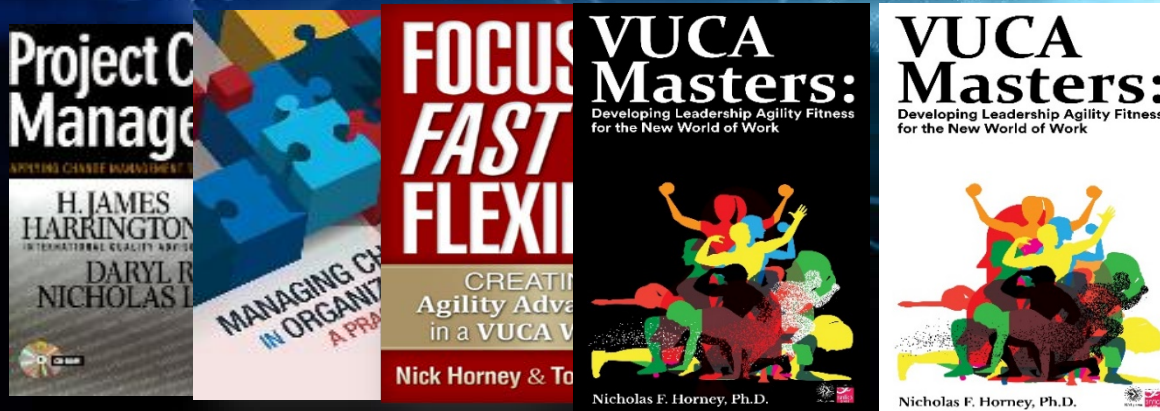
# After Action Agility (AAA) Program



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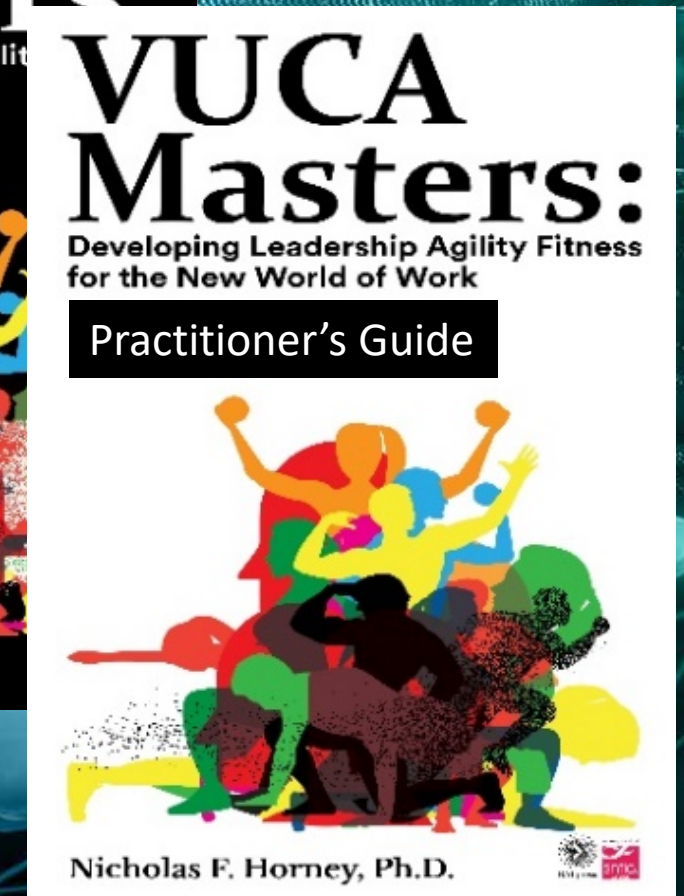
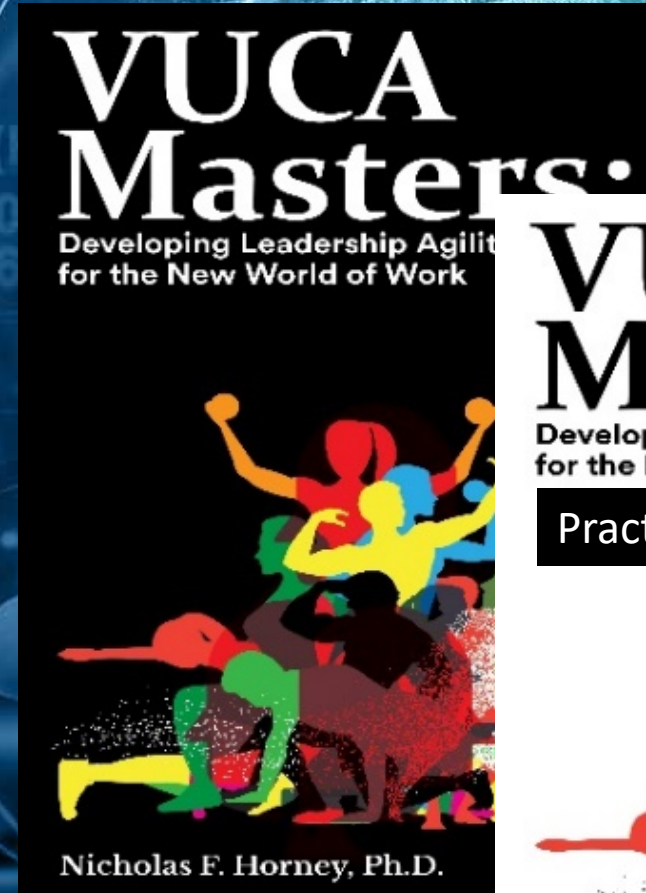
**Dr. Laura Santana**  
Leadership Agility Consultant  
VUCA Master Coach



# Goal of AAA is to Learn From and Master VUCA Events



COVID-19  
Digital Disruption  
Virtual Work  
Cyber Security  
Gig Economy



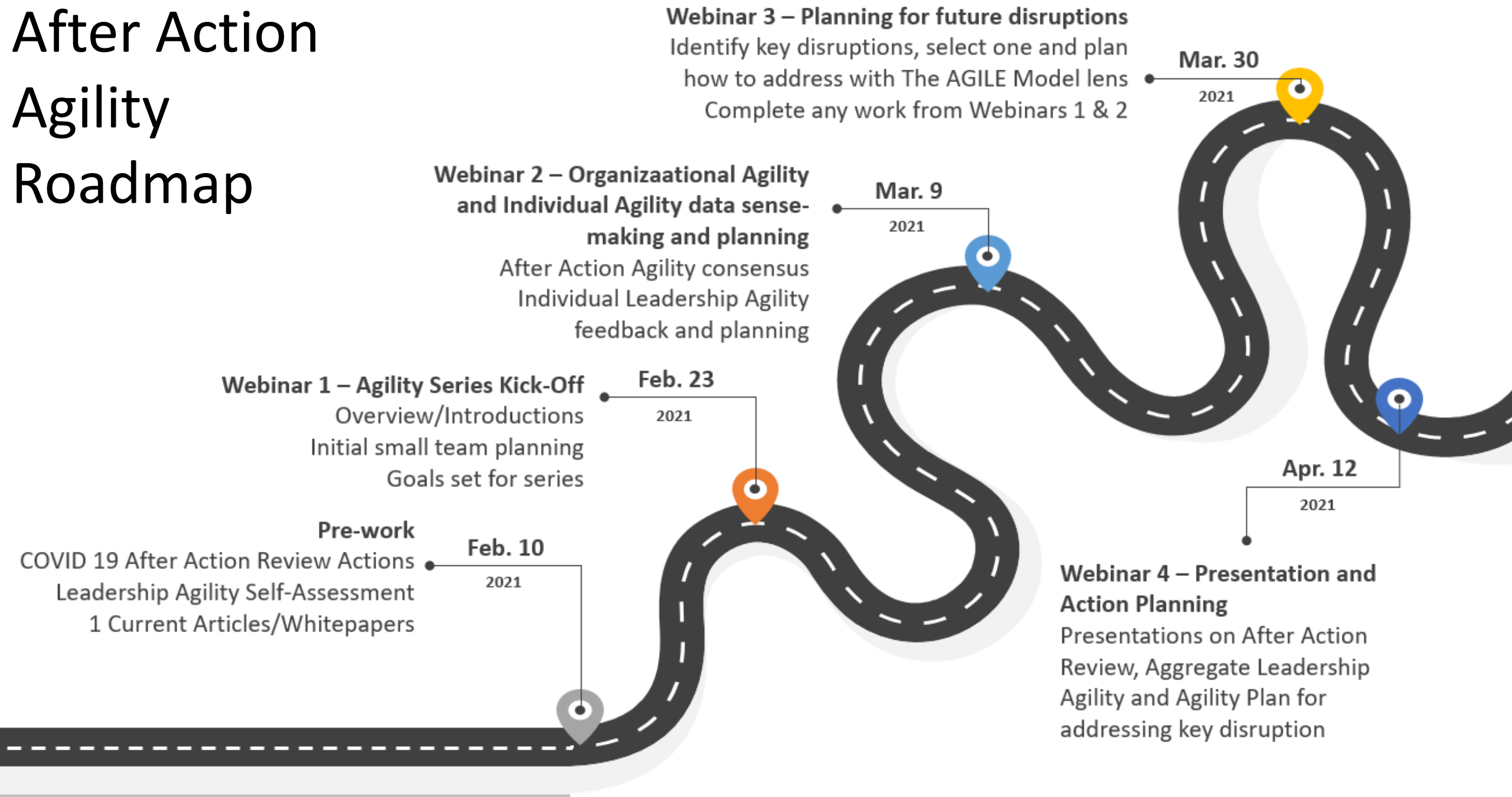
# Pre-Covid 19



# During and Post-Covid 19



# After Action Agility Roadmap



# Pre-work

## After Action Review -- Customers and Business Partners

### What actions should be in place:

-- A reset of your "business as usual" communications activities so that customers and others are not receiving out-of-context or tone-deaf

How did my organization demonstrate agility when dealing with Customers & Business Partners? (Consider how it Anticipated Change, Generated Confidence, Initiated Action, Liberated Thinking and Evaluated Results).

## After Action Review -- Employees

### What actions should be in place:

-- A cross-functional leadership team to assess and address the fluid impacts of the pandemic, ranging from workplace and work-from-afar adjustments to

How did my organization demonstrate agility when dealing with employees? (Consider how it Anticipated Change, Generated Confidence, Initiated Action, Liberated Thinking and Evaluated Results).

## After Action Review -- Operations

### What actions should be in place:

-- A crisis-management "control tower" that brings together key leaders to ensure a single point of response and companywide messaging.  
-- Robust digital platforms, optimized for spikes in volume with dependable order management

How did my organization demonstrate agility when dealing with our Operations? (Consider how it Anticipated Change, Generated Confidence, Initiated Action, Liberated Thinking and Evaluated Results).

## After Action Review -- Community

### What actions should be in place:

-- An external communications plan to stay ahead and in control of the narrative, including the public, the media, community, government leaders, and fellow business leaders.  
-- Fortright and transparent sharing of any company information or resources that could assist in containing and/or understanding the disease and its trajectory.  
-- Consistent support of medical professionals and their recommendations, while weeding out misinformation.  
-- Efforts to support COVID-19 relief, financially and with goods and services.  
-- Efforts to support other struggling businesses and organizations, particular by sharing your own expertise.

How did my organization demonstrate agility when dealing with our Community? (Consider how it Anticipated Change, Generated Confidence, Initiated Action, Liberated Thinking and Evaluated Results).

The cover of the Leadership Agility Profile (LAP) Self Assessment report. It features a red header with the title "Leadership Agility Profile™ - Self Assessment" and the subtitle "The Leadership Assessment for a VUCA World". The central graphic is a globe with the letters "LAP SELF" in red, where "LAP" is large and "SELF" is smaller. Below the globe, it says "Leadership Agility Profile" and "Agility CONSULTING AND TRAINING".

The cover of the IBM Institute for Business Value whitepaper titled "Beyond the Great Lockdown: Emerging stronger to a different normal". It features a photograph of a man wearing headphones and looking at a laptop. The text "Trending Insights" is at the top, followed by the title "Beyond the Great Lockdown: Emerging stronger to a different normal". Below the title is "COVID-19 Action Guide for Executives" and the IBM Institute for Business Value logo at the bottom right.

After-Action-Review

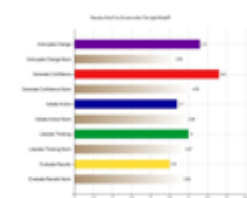
Leadership Agility Profile

IBM Whitepaper

# After Action Agility Program Design

## Webinar 1 – 2/23

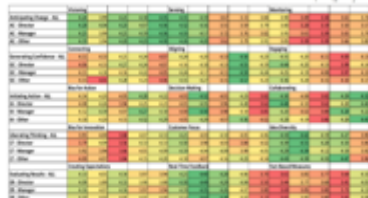
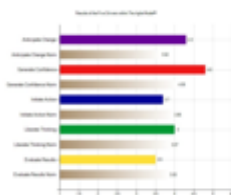
AAR – Employees



- Confirm pre-work
- Brief participant intros
- Overview of value of After Action Review process
- Covid 19 Organizational After Action Review – individual inputs
- Overview of The AGILE Model
- Opportunity to complete an online self-assessment of your leadership agility during Covid 19

## Webinar 2 – 3/9

AAR – Employees



- Discuss value of After Action Review of Covid 19 and creation of Aggregate AAR presentation
- Share sample of 75-item Leadership Agility Profile
- Discuss and create presentation focused on what are the priority areas to develop from the LAP Aggregate Heat Map
- Explain how the 24-page LAP Report will be used for individual leadership development

## Webinar 3 – 3/30

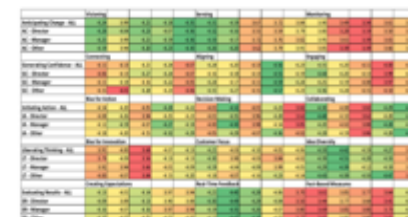


- Build a consolidated organization agility report from individual inputs
- Coaching feedback on LAP Reports and aggregate LAP results -- identify the 5 are most critical to develop
- Summarize how to apply Leadership Agility to the New World of Work (e.g., Cyber Security, Working Virtually, Talent Portfolio, etc.)
- Coaching by ACT on how to prepare for presentation to executives

## Webinar 4 – 4/12

AAR – Employees

Organization Agility Strengths & Weaknesses



Aggregate Heat Map of LAP Results – Strengths, Development Needs

**Applying Leadership Agility to the Disruption**

Describe the Disruption:

**Example – Virtual Work**

Anticipate Change – How will you anticipate changes required in people, processes and technology before, during and after this disruption? Consider what you would Continue, Start or Stop – (Focus on Vision, Sensing and Monitoring)

**Leadership Agility applied to a specific disruption (e.g., virtual work)**

Purpose -- Practice presenting recommendations on applying Agility to future disruptions

1. Anticipate Change
2. Generate Confidence
3. Initiate Action
4. Liberate Thinking
5. Evaluate Results

## THE AGILE MODEL



Focused, Fast & Flexible™

Leadership Agility Fitness applies to leaders in any role (e.g., C-Suite Executives, Business Unit Leaders, Project Managers, etc.).

# Anticipate Change (Scout)

What it looks like:

- Visioning
- Sensing
- Monitoring





# Generate Confidence (Generator)

What it looks like:

- Connecting
- Aligning
- Engaging



# Initiate Action (Sprinter)

What it looks like:

- Bias for Action
- Decision Making
- Collaborating



A grid of small, light blue paper baskets filled with fresh berries. The baskets are arranged in a pattern, with some containing raspberries, some containing blueberries, and some containing blackberries. The berries are vibrant and fresh, filling the entire frame.

# Liberate Thinking (Liberator)

What it looks like:

- Innovation
- Customer Focus
- Idea Diversity

# Evaluate Results (Evaluator)

What it looks like:

- Creating Expectations
- Real-time Feedback
- Fact-based Measures



# Aggregate LAP Data – Sample Heat Map

Agility Drivers																	
<u>Items</u>		Visioning					Sensing					Monitoring					Means
<b>1-15</b>	<b>Anticipate Change</b>	4.00	4.44	4.33	4.11	4.56	4.22	4.33	4.00	4.11	3.78	3.22	3.11	3.00	3.33	3.67	<b>3.88</b>
		Connecting					Aligning					Engaging					
<b>16-30</b>	<b>Generate Confidence</b>	4.33	4.11	4.33	4.67	4.22	4.89	4.78	4.56	4.89	4.33	4.67	4.78	4.00	4.44	4.33	<b>4.49</b>
		Bias for Action					Decision Making					Collaborating					
<b>31-45</b>	<b>Initiate Action</b>	4.33	4.33	4.00	4.33	4.33	4.00	4.33	3.78	4.56	3.78	3.89	4.33	4.11	4.89	3.89	<b>4.19</b>
		Bias for Innovation					Customer Focus					Idea Diversity					
<b>46-60</b>	<b>Liberate Thinking</b>	4.00	4.11	3.44	3.89	4.00	3.33	3.44	3.78	3.44	2.89	4.33	4.00	4.00	4.56	3.78	<b>3.80</b>
		Creating Expectations					Real Time Feedback					Fact-Based Measures					
<b>61-75</b>	<b>Evaluate Results</b>	4.44	4.22	4.33	4.33	3.67	4.00	4.33	4.44	3.89	3.44	3.67	4.11	3.56	3.67	3.78	<b>3.99</b>

# Anticipate Change

## Possible Actions as an Organization

- Deeper-dive webinar on methods of Anticipating Change (e.g., Trend Analysis, Scenario Planning, etc.)
- Individual or Team coaching to focus on Anticipating Change competencies

- 1) Understand how each part of the organization's strategy impacts other parts of the strategy
- 2) Set a clear direction for the team to follow
- 3) Understand how the organization needs to change
- 4) Understand the organizational impact of the changing needs of customers
- 5) Demonstrate business acumen
- 6) Recognize who will resist change
- 7) Adapt strategy to changing circumstances
- 8) Actively use information gained about industry trends
- 9) Actively learn about best practices in the marketplace
- 10) Use early warning signs to inform decisions about impending change
- 11) Examine the forces of change that regularly affect the business
- 12) Apply technology to help monitor forces of change
- 13) Develop proactive plans to gain competitive advantage over competitors
- 14) Regularly track customer trends and patterns
- 15) Continuously improve the process for updating the organization's strategy

# Leadership Agility Development Guide

## The Leadership Agility Development Guide

Version 2.0

Agility Consulting and Training, LLC



*Agility*

CONSULTING AND TRAINING

## My Leadership Agility Development Planner

Personal development requires you to take charge and own your commitments. This worksheet is a simple guide for you to use as a planning tool to help you along your leadership agility journey.

<b>MY LEADERSHIP BRAND STATEMENT</b> What is it that I "stand for"? When people see me coming, what do I want them to think?	
<b>NEAR TERM GOALS</b> 1-3 year goals for my leadership development	
<b>LONG TERM GOAL</b> My longer term leadership development goal	
<b>BIGGEST PRIORITIES</b> What are the 2-3 biggest priorities areas in my personal or business agenda this year? How do I ensure working on my leadership agility is included?	
<b>BIGGEST CHALLENGES</b> What are the biggest challenges I will face in my personal or business life this year?	
<b>STRENGTHS</b> What are the strengths that I can and must leverage to achieve my leadership goals, leverage opportunities and overcome the challenges I will face this year?	
<b>DEVELOPMENT NEEDS</b> What are the key development needs that I recognize as important and must address if I am to achieve my leadership goals, maximize personal and team opportunities as well as overcome potential challenges I and/or my team will face this year?	
<b>COMMITMENT TO ACTION</b> Specific things that I am going to do during the next 6-12 months to help the development process in the important areas outlined above ...	
<b>SUPPORT SYSTEM</b> Who will I enlist to give me candid feedback and accountability for delivering on these commitments?	
<b>MEASURING PROGRESS</b> Here is how I plan on measuring and tracking progress on these commitments and changes	

## Anticipating Change



**Anticipating Change** refers to your ability to interpret the potential impact of business turbulence and trends along with the implications to the enterprise.

If you've taken the LAP™ self-assessment or LAP™ 360, then you have a great deal of insight regarding your capabilities within the driver of Anticipating Change. You also have the helpful information provided in the associated reports for those assessments.

If you haven't taken either version of the LAP™, you can still benefit from the information provided below.

Anticipating Change requires effective capabilities for Visioning, Sensing and Monitoring. Below, you'll find definitions for these capabilities along with suggestions for development and potential consequences of over-reliance.

### Visioning

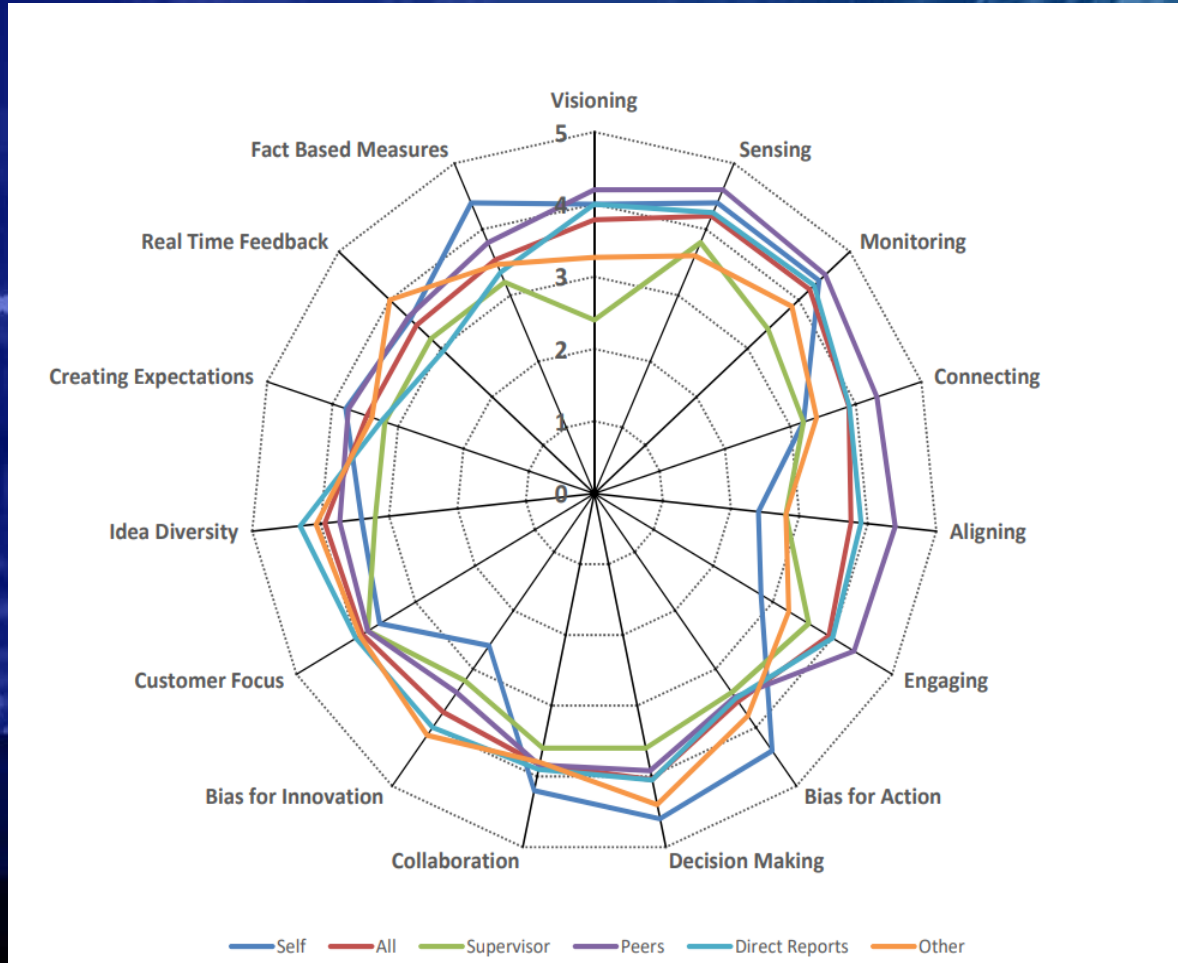
**Visioning** refers to your capability to create a clear mental picture of what could be and how to succeed.

### Suggestions for Developing your Visioning Capability

1. Volunteer to explain and field questions at an inter-functional meeting on how your department's goals support those of the organization. This will test your understanding of the topic and increase your knowledge.
2. Schedule a retreat for your team in order to take the time away from the office to address strategic issues for the unit. Use the retreat to develop and get agreement about a practical plan of action. This kind of activity will signal to your employees the importance of the company's vision and values and encourage others to think about how they can apply a broader perspective into their daily activities.
3. Regularly visiting company units and ensure you listen to the employees to get a feel for the operation. Take every opportunity you can to reinforce your vision for the future and try to help individuals understand how they can help to achieve it.



# LAP 360 Assessment



J. SAMPLE							Total Score	
	Self	All	Self	All	Self	All	Self	All
<b>Anticipate Change</b>	Visioning		Sensing		Monitoring			
	4.00	3.78	4.40	4.20	4.40	4.22	4.27	4.07
<b>Generating Confidence</b>	Connecting		Aligning		Engaging			
	3.20	3.89	2.40	3.75	2.80	3.94	2.80	3.86
<b>Initiating Action</b>	Bias for Action		Decision Making		Collaborating			
	4.40	3.55	4.60	4.05	4.20	3.83	4.40	3.81
<b>Liberating Thinking</b>	Innovation		Customer Focus		Idea Diversity			
	2.60	3.74	3.60	3.89	3.40	3.94	3.20	3.86
<b>Evaluating Results</b>	Creating Expectations		Real-Time Feedback		Fact-Based Measures			
	3.80	3.48	3.60	3.48	4.40	3.54	3.93	3.50
<b>Overall Leadership Agility Index™</b>							<b>3.72</b>	<b>3.82</b>



# Leadership Agility: Post-COVID-19 Planning

# PowerPoint Templates to Identify Disruption and are Used to Provide Leadership Agility Recommendations

**Applying Leadership Agility to the Disruption**

Describe the Disruption:

**Anticipate Change** – How will you anticipate changes required in people, processes and technology before, during and after this disruption? Consider what you would Continue, Start or Stop -- (Focus on Vision, Sensing and Monitoring)

**Applying Leadership Agility to the Disruption**

Describe the Disruption:

**Generate Confidence** - How you generate confidence with your stakeholders so that they support your recommendations for addressing this disruption? Consider what you would Continue, Start or Stop -- (Focus on Connecting, Aligning and Engaging)

**Applying Leadership Agility to the Disruption**

Describe the Disruption:

**Initiate Action** - How will you create a sense of urgency for taking action by stakeholders impacted by this disruption? Consider what you would Continue, Start or Stop -- (Focus on Bias for Action, Decision Making and Collaboration)

**Applying Leadership Agility to the Disruption**

Describe the Disruption:

**Liberate Thinking** - How will you empower and engage key stakeholders to create innovative solutions to this disruption? Consider what you would Continue, Start or Stop -- (Focus on Innovation, Customer Focus and Idea Diversity)

**Applying Leadership Agility to the Disruption**

Describe the Disruption:

**Evaluate Results** - How will you evaluate the impact of the actions taken to address this disruption? Consider what you would Continue, Start or Stop -- (Focus on Creating Expectations, Real-time Feedback and Fact-based Measures)

# Applying Leadership Agility to the Disruption

## Anticipate Change





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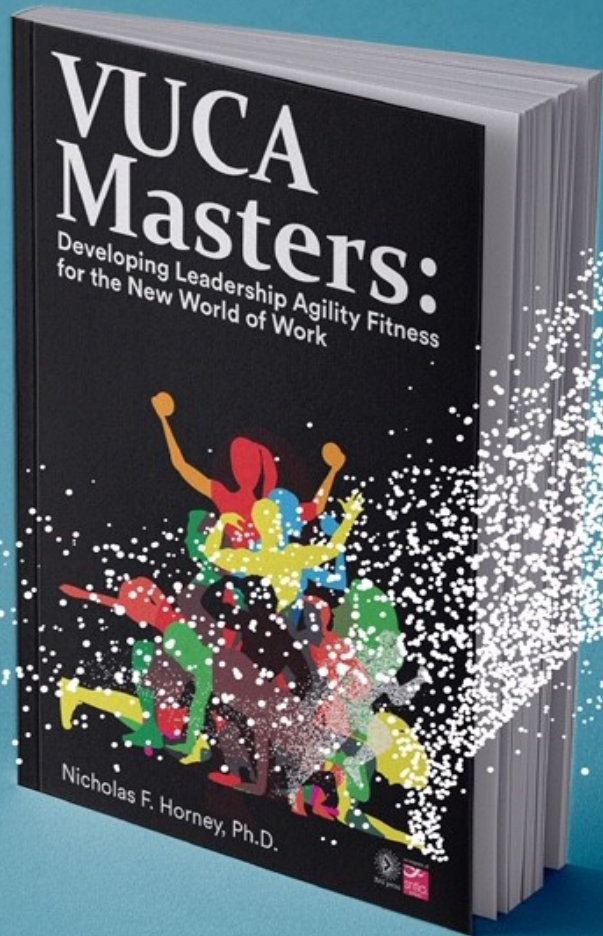
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Nicholas F. Horney, Ph.D.

# VUCA Masters:

Developing  
Leadership Agility  
Fitness for the  
New World of Work

Available on     and in Bookstores near you.



sntiopress.com

**VUCA Master™** -- *A person who demonstrates peak leadership agility fitness when anticipating or confronting personal, societal, environmental or business disruption and turbulence.*

# Leadership Agility Snapshot™

Agility Consulting's framework—The Agile Model®—has five drivers of agility, as shown below. These drivers are critical factors that build agility in leaders, teams and organizations to survive and thrive in the face of an increasingly VUCA World.

## THE AGILE MODEL



**Instructions:** Use this quick assessment to ignite your thinking about VUCA and your Leadership Agility.

Respond to each item regarding how you behave as a leader today—not what you think the answer should be.

### 1. Rate your VUCA world.

1 = None 25 = Extreme

**Volatility** = an increase in the pace or rate of change

**Uncertainty** = unpredictability about the future

**Complexity** = having many interconnected parts or variables

**Ambiguity** = lack of clarity about the meaning of trends or events

**Overall VUCA Score** =

### 2. Rate your response. When I face VUCA in our business, I ...

1 = Fragile 20 = Agile

1. **Anticipate Change** by clarifying where we're headed, identifying small signs of change and monitoring trends among stakeholders

2. **Generate Confidence** by connecting tasks with strategic goals, aligning our strategy with our structure and inspiring engagement

3. **Initiate Action** by promoting urgency, authorizing decision-making at the right level and facilitating work across groups

4. **Liberate Thinking** by supporting creativity, focusing on our customers' needs and seeking many perspectives to solve problems

5. **Evaluate Results** by clarifying desired outcomes, providing timely feedback to each other, and using valid data to guide decision-making

Overall AGILITY Score

3. Calculate your AGILITY equation.

Overall AGILITY Score

-

Overall VUCA Score

=

+ or -

# What's your Leadership Agility?

V =

U =

C =

A =

Overall

VUCA =

A =

G =

I =

L =

E =

Overall

AGILE =

Gap (VUCA – AGILE) = + or -