Organizational Agility: A Strategic Imperative
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<th>Demands agility</th>
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Macro Mission: Demands agility

Institutional Capability: “We” define agility and attributes

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“Change is the biggest story in the world today, and we are not coping with it adequately: change in the size of and movement of people; change in the nature, location, and availability of jobs; changing relations between whites and blacks, between students and professors, between workers and employers, between generations, and violent change at that”

Warren Bennis
1969
Bigger Change
Faster Change
More Complex Change
More Cross Functional
More Multi-Disciplinary
More Information
Your Mission
Your Turn:

What are the biggest changes happening in the world today that are impacting your path to your mission?

1 – capture your own

2 – share with some neighbors

all – post to pollev.com/prosci
V.U.C.A. World

Volatility
Uncertainty
Complexity
Ambiguity
Sources of Organizational Change

**Internal**
- Strategic plans
- Internal performance
- Continuous improvement
- Demands to do more with less

**External**
- Competitive threats
- Customer demands
- Market and economic shifts
- New technologies
- Regulation/legislation

**Goals**
- Costs lowered
- Revenues increased
- Errors reduced
- Efficiencies gained

**Triggers**
- Market share gained
- Customers more satisfied
- Relationships extended
- Risk exposure decreased
Respondents said that their organizations were nearing, at or past the point of saturation.

2017 Prosci study with 1770 change professionals

Saturation has consequences:
- Individuals suffer
- Projects suffer
- Organizations suffer

Prosci benchmarking studies
CEOs said that their ability to adapt to change will be a key source of competitive advantage. 

- 76% of CEOs said that their ability to adapt to change will be a key source of competitive advantage (PWC survey of 1150 CEOs).

- 9 of 10 executives said organizational agility was critical to business success and growing in importance over time (McKinsey Quarterly (Sull)).

Greater Organizational Agility = Better Performance = Improved Competitive Advantage.

From the PMI® 2012 Pulse of the Profession™ In-Depth Report: Organizational Agility.
Your Turn:

Write your elevator pitch for why your organization (or client) should invest in building agility.

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Agility [uh-jil-i-tee]

Capture the words and phrases from the agility definitions that resonate with you

Poll will be open so you can “live chat” the words that connect in real time as they show up in the definitions
Agility [uh-jil-i-tee]

the power of moving quickly and easily; nimbleness

Random House Dictionary
Agility \[uh-jil-i-tee]\n
Organizational agility: The capacity to identify and capture opportunities more quickly than rivals do

McKinsey Quarterly, Donald Sull, Competing through organizational agility
Agility \[uh-jil-i-tee\]

Take advantage of change – whether planned or unexpected – without ever letting it sideline you

PricewaterhouseCoopers,
Achieving operational excellence series,
How to build an agile foundation for change
Agility [uh-jil-i-tee]

The ability to transform information into insight in response to market movements

The Economist, Organisational agility: How business can survive and thrive in turbulent times
Agility

The result of integrating alertness to changes with a capability to use resources in responding to such changes, all in a timely, flexible, affordable, relevant manner.

Hosapple and Li, *Understanding Organizational Agility: A Work-Design Perspective*, University of Kentucky
Nimble organization: one that has a sustained ability to quickly and effectively respond to the demands of change while continually delivering high performance.

Daryl Conner, *The Characteristics of Nimble Execution*
December 20, 2010
Agility

[uh-jil-i-tee]

An always present ability to manage multiple, complex portfolios of change

Accenture podcast, Special Report:
Corporate agility, Working at the speed of opportunity
Agility \[uh-jil-i-tee\]

The speed and ability of a business to identify and react to internal and external events that could and do occur.

EYGM Limited, *Optimizing and balancing corporate agility for insurers*, 2013
Agility \([uh-jil-i-tee]\)

Anticipating change,
Adapting and responding to change,
Acting on the opportunity by exploiting change

i4cp, *The Secret Formula for Organizational Agility*
<table>
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<tr>
<th>Synthesized Agility Definition Components</th>
<th></th>
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<td><strong>Always present ability</strong> – in the fabric of the org</td>
<td><strong>Increasing speed/ quickness at change</strong></td>
</tr>
<tr>
<td><strong>Anticipating/tuned in to coming changes</strong></td>
<td><strong>Both proactive (planned) and reactive (unplanned)</strong></td>
</tr>
<tr>
<td><strong>Minimal disruption/ not side-lining you</strong></td>
<td><strong>Out-changing the competition</strong></td>
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Agility

[uh-jil-i-tee]
### Agility  

[ˈuh-jil-i-tee]  

<table>
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<th>Write your concise, clear definition of organizational agility:</th>
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<tr>
<td>“Nimbly and proactively respond to change in a way that continues to drive performance and minimize fatigue.”</td>
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<tr>
<td>“Ability to react quickly to ever present changing expectations with speed and organizational stability.”</td>
</tr>
<tr>
<td>“Activating our ability to anticipate change and quickly evolve to deliver desired outcomes.”</td>
</tr>
<tr>
<td>“Agility is the capability to ride the wave of Change rather than get knocked over by it.”</td>
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<tr>
<td>“Inherent capability to anticipate, define, and response to change with methods and tools to maintain and accelerate workforce performance.”</td>
</tr>
<tr>
<td>“The ability to bob and weave in response to the demands of planned and unexpected changes while continuing to deliver excellent service.”</td>
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Your Turn:

Write your concise, clear, compelling definition of organizational agility.

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diagram: Prosci
Attributes of the Agile Organization
Rigorous change management to better adapt to shifting market conditions

More collaborative and robust risk management

Increased use of standardized project, program and portfolio practices

PMI® 2012 Pulse of the Profession™ In-Depth Report: Organizational Agility
PwC

Anticipating the future and planning for business opportunities.

Simplifying and integrating business activities so they can be analyzed for cost and value.

Focusing on innovation within the existing boundaries of their businesses.

Integrating new business capabilities continuously, rapidly, and cost effectively.

Managing change through people.

PricewaterhouseCoopers, How to build an agile foundation for change
| An adaptive operating model | Strategic insight into human capital | Nimble workforce through rapid re-skilling | Improved responsiveness through open collaboration | Flexible talent management systems and processes | Leaders as drivers of change | Managing change as a core capability | Analytics to create insight and understanding | An adaptive culture |

Accenture, Cheese, Silverstone, Smith, Creating an agile organization
Institute for Corporate Productivity (i4cp)

- Adopt rigorous environmental scanning to stay abreast of market trends.
- Decentralize structure to enable information flow and creativity.
- Make managing change a core competency at the enterprise level.
- Establish and foster a continuous learning culture.
- Empower employees at all levels to make decisions.
- Hire for values-fit.

i4cp, The Secret Formula for Organizational Agility
We anticipate and plan for changes
We are fast at decision making
We effectively prioritize and manage our change portfolio
We effectively initiate change efforts
We have enhanced risk management practices
We have human capital/talent strategies supporting agility
We rapidly develop and deploy new capabilities
We encourage cross-organizational collaboration
We have reduced silos
We have an embedded CM capability
We anticipate and plan for changes

We are fast at decision making

We effectively prioritize and manage our change portfolio

We have reduced silos

We effectively initiate change efforts

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We have enhanced risk management practices
Your Turn:

Identify the attributes/pillars that would comprise agility in your organization (or client).

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Where can you find opportunities to:

Bring focus, clarity and action-bias to the agility conversation

Don’t let perfection get in the way of progress.
Where can you find opportunities to:
Contribute to the “we” attributes of agile organizations

- We have an embedded CM capability
- We anticipate and plan for changes
- We are fast at decision making
- We effectively prioritize and manage our change portfolio
- We encourage cross-organizational collaboration
- We effectively initiate change efforts
- We have reduced silos
- We have enhanced risk management practices
- We rapidly develop and deploy new capabilities
- We have human capital/talent strategies supporting agility
Where can you find opportunities to:
Connect with others working to make meaningful change
Where can you find opportunities to:
Address both the technical and people sides of change

"technical" does not have to mean technological

**Technical Side**
- Design
- Develop
- Deliver

**People Side**
- Engage
- Adopt
- Use

**Current state**
**Transition state**
**Future state**

**Reason for Change**

**Results**
**Success**
**Outcomes**

"Technical side" executed by Project Management discipline

"People side" executed by Change Management discipline
Where can you find opportunities to:
Amplify your impact by working through others
Where can you find opportunities to:
Grow your own personal agility
Where can you find opportunities to:
Grow your own personal agility

...from Tim’s personal vault...

**Embrace growth mindset**

Carol Dweck

**Manage your energy**
Your Turn:

Where can you find opportunities to grow agility around you?

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Without change there is no innovation, creativity or incentive for improvement. Those who initiate change will have a better opportunity to manage the change that is inevitable.

William Pollard
Thank you
Prosci Solutions

Your global go-to partner for change success

http://www.prosci.com
solutions@prosci.com

Build individual change competencies
Apply change management on initiatives
Embed organizational change capability
Prosci

CM Practitioner Competency Model