



Shifting Organizational Leadership Strategy to Survive

Rik de Groot & Menno van Eekelen

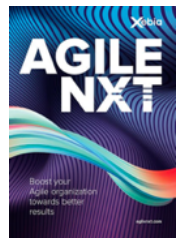
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Lead consultant in Agile transformations and expert in organizational change and business agility. Specialized in helping mature Agile organizations reach the next level. My passion is to engage people in fixing real organizational problems through a human-centered approach. Coached management and other teams at Unilever, ING, Nike and other organizations. Certified Agile Master and author of the book A Pocket Guide for responsive organizations.



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Menno van Eekelen

Organizational agility change consultant and expert in the co-creation of new organizational structures and corporate cultures for future fit organizations. Background and experience in change management, project management, software development in business, marketing, IT development & IT operations. Through co-creating lead and supported several large/midsize companies/business units in the change to an independent and successfully operating agile organization, like KPN iTV.

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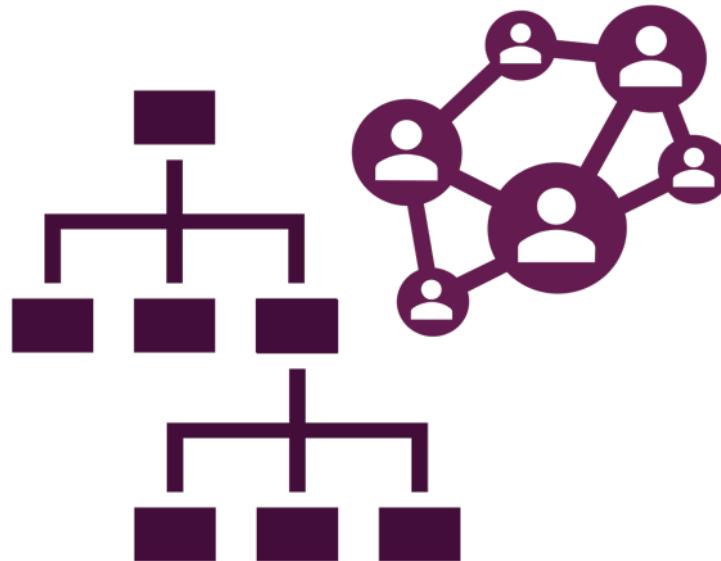
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Sustainable Fluidity

Why is Organizational Agility so hard?

Why is Organizational Agility so hard

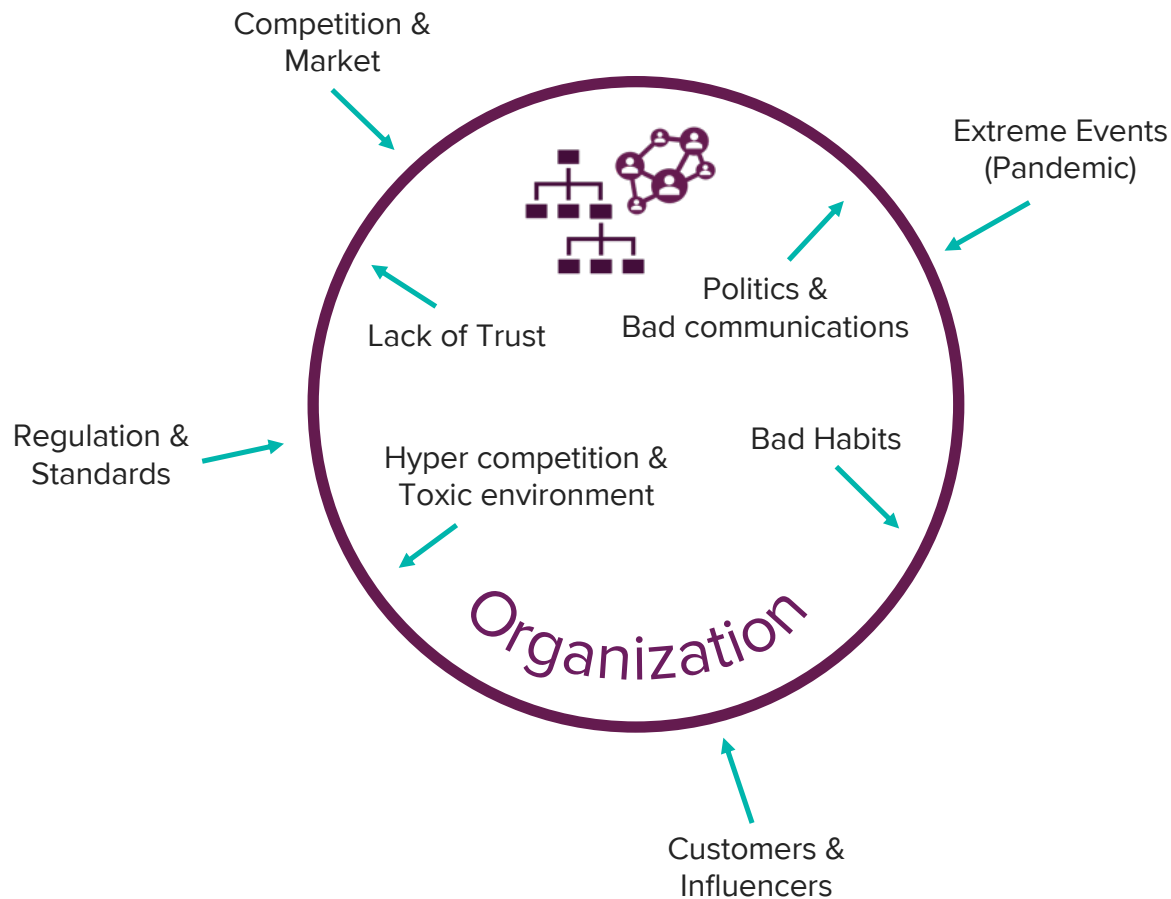
Reliable
Efficient



Fast
Agile

“Finding the right balance is what makes Organizational Agility so hard.”

Unbalancing Patterns



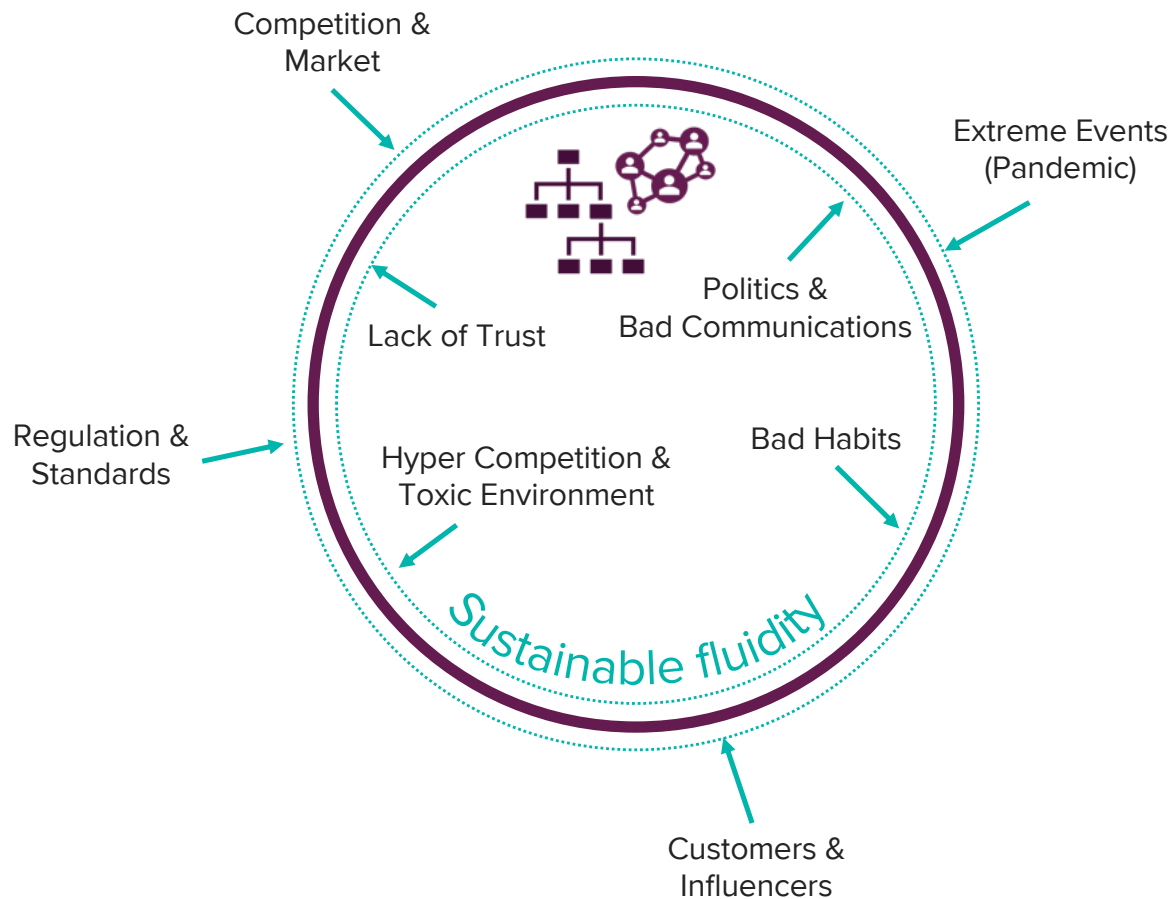
Outside Patterns

- ❖ **Competition & Market**; moves faster and faster
- ❖ **Extreme Events (Pandemic)**; become more disruptive and make things more uncertain.
- ❖ **Customers & Influencers**; customers are led more by influencers and trends. Trends are moving faster
- ❖ **Regulations & Standards**; governments and forced standards adds extra complexity

Inside Patterns

- ❖ **Lack of Trust**; resulting in micro-management behaviors and unhappy employees.
- ❖ **Hyper competition & Toxic environment**; leads to a decrease in knowledge exchange, an increase in corporate politics and a transfer of destructive norms.
- ❖ **Politics & Bad communications**; When people are constantly scrutinized, an atmosphere full of tension can arise.
- ❖ **Bad habits**; often start at the top of the organization.

Sustainable Fluidity



What is Sustainable Fluidity?

- ❖ It acts as a **protective** layer for external influences
- ❖ It enables **self-healing** capabilities and increases **resilience**.

What do you recognize?

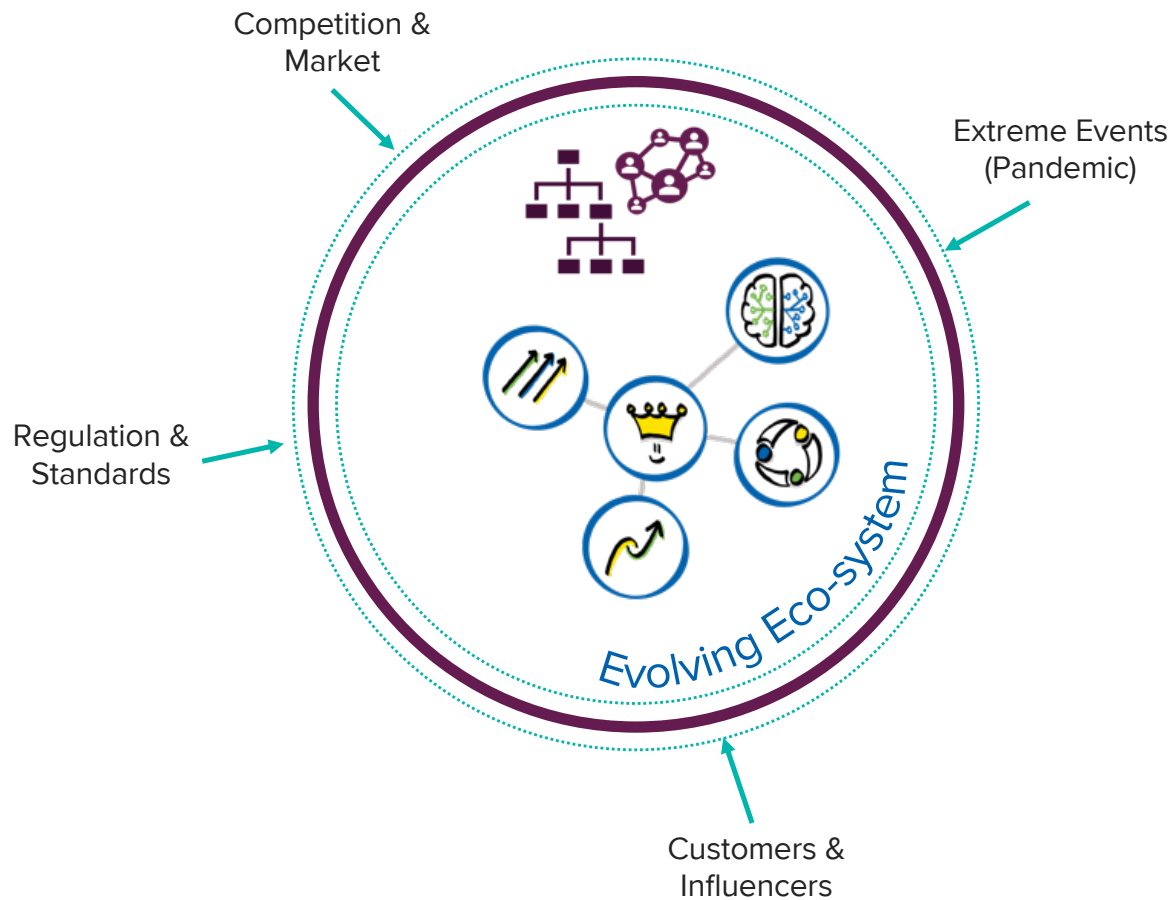
- ❖ The right **balance** between Fast & Agile and Reliable & Efficient
- ❖ Challenge the **paradigm**
- ❖ Seek for **new ways** by experimenting
- ❖ **Learning** organization
- ❖ Way of working contains **renewal** mechanisms



Evolving Eco-system

Organizational Changes

Evolving Eco-System



The evolving eco-system is an interactive system of the following qualities:

- **People & Expertise;** Master Craftmanship
- **Structure & WoW;** Synergize for Performance
- **Product & Customers;** Think Win Learn
- **Culture & Mindset;** Own the Culture
- **Changeability;** Begin with Change Story

5 Organizational Qualities



Shared leadership & Decision Making

How to do shared decision making to support business agility

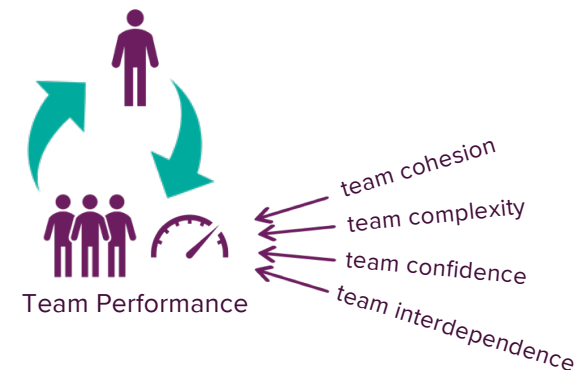


In agile organizations we aim for highly distributed decision-making. Front-line individuals or teams have the opportunity to make decisions that affect their work. While these decisions may not need to be validated by a hierarchy or consensus, it is expected that experts, and those affected, should be involved.

Why?

- Faster decision making
- Use the frontline knowledge
- Wisdom of the crowd
- Decision is carried by the majority
- More autonomy (self-steering & self-selection)

Shared Leadership



Steps of shared decision making



*level of decision making may vary and can grow over time

LinkedIn Article by Rik de Groot – Agile NXT #3 – AI for Leadership decision making

<https://pages.xebia.com/en/agilenxtmagazine-boost-your-agile-organization-towards-better-results>

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Leadership Agility

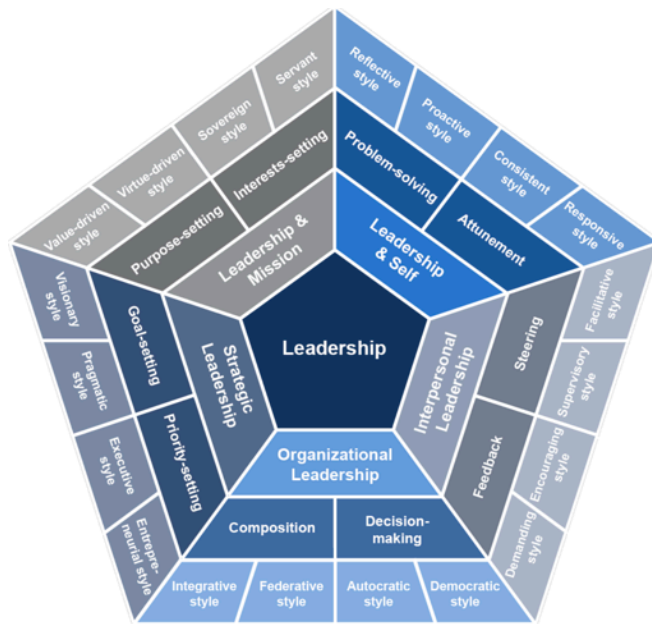
Catalyst of the Organization

Leadership Agility

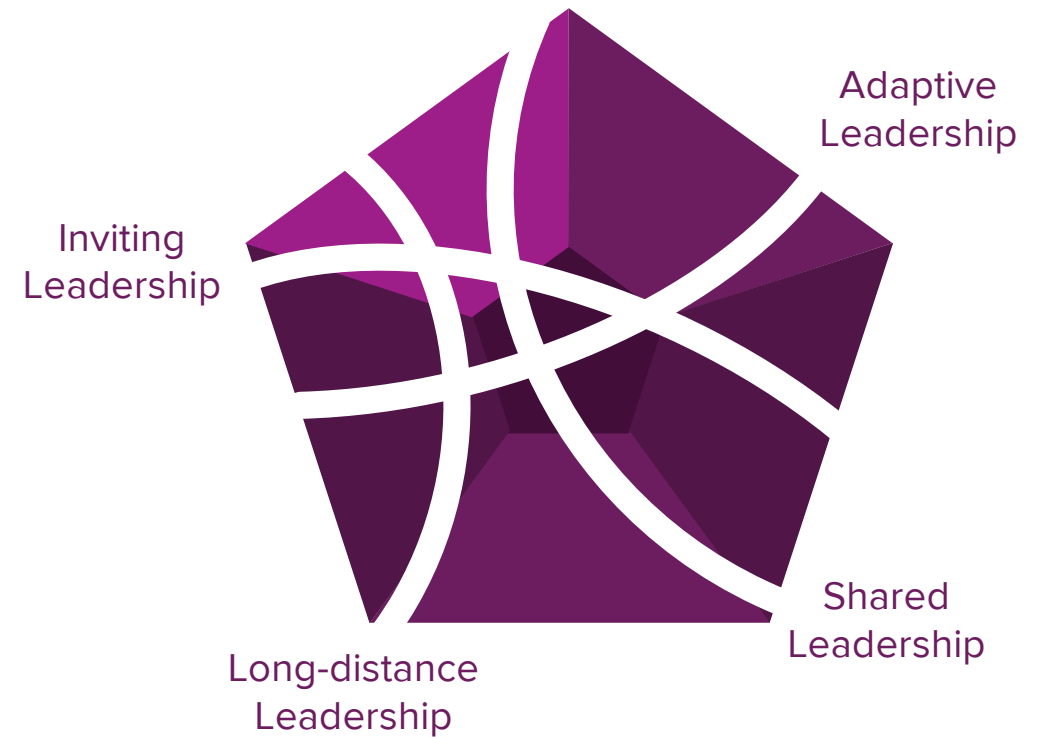


Leadership Styles

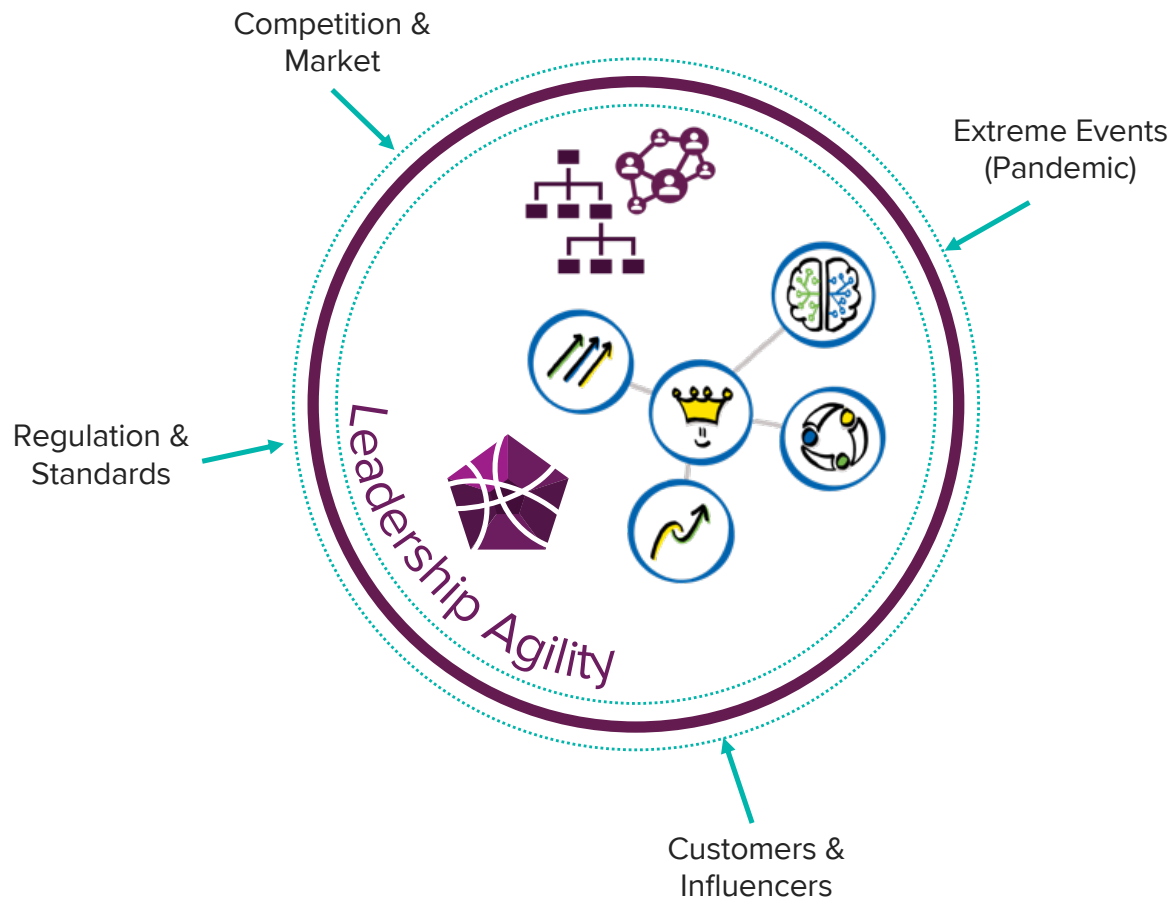
Common Leadership Styles



New Leadership Styles



Leadership Agility



Catalyst of the organization

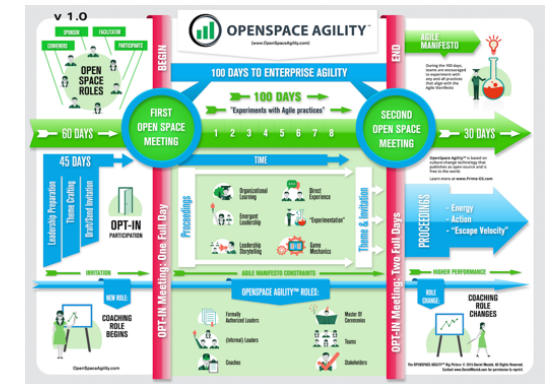
The effect of a catalyst is based on the fact that it **opens another path** along which the actual reaction takes place. Instead of attempting to allow the reaction to take place directly, (other) **intermediates are formed**, the individual energy barriers being lower than the original ones.

New Leadership Styles



Inviting Leadership

"Leading by invitation" emphasizes the role of trust and boundaries in allowing follower to come to leadership.



Adaptive Leadership

Adaptive Leadership can help when there are no easy solutions available. It's a critical skill for anyone looking for systematic changes in an increasingly complex world. **Adaptive leaders** learn to control the context through experiments. They cultivate a diversity of viewpoints in order to generate many options. They lead with empathy, reward their employees' performance with autonomy and independence and find winning solutions for all stakeholders.

Navigating
Business
Environments

Leading
with
Empathy

Self-correction
and
Reflection

Creating
Win-Win
solutions

Long-Distance Leadership



Develop and adaptive mindset

Learn to be comfortable with unclear situations by embracing new ideas, ways and experiments so you can navigate successfully through unexpected situations.



Design for future

Design systems, procedures, networks and alliances to safeguard the interests of the organization. Pay equal attention to leveraging diversity and draw on multiple points of views and experiences



Shared Leadership

Leader create leaders. Distribute leadership responsibility, so that people within a team and organization lead each other through complex situations.



Experiment to find new way to lead people digitally

Experiment with digital tools to create more interactions and feedback loops.



Weave ecosystems and communities

Create a network of people and organizations so that they stay connected even in unexpected events.



Have a vision and communicate the intent

Create vision (with strong values in a simple and understandable way. Make it simple and state the intent. Put a dot on the horizon and indicate what the boundaries are.



Have an abundance mindset and grow people

Recognize the Unlimited Possibilities and invest in people by stimulating and creating opportunities.



Leadership is language

Learn how choosing words can dramatically improve decision-making and execution on your team. Foster a climate of collaborative experimentation that encourages people to speak up when they notice problems and work together to identify and test solutions.



Show up and be there when needed

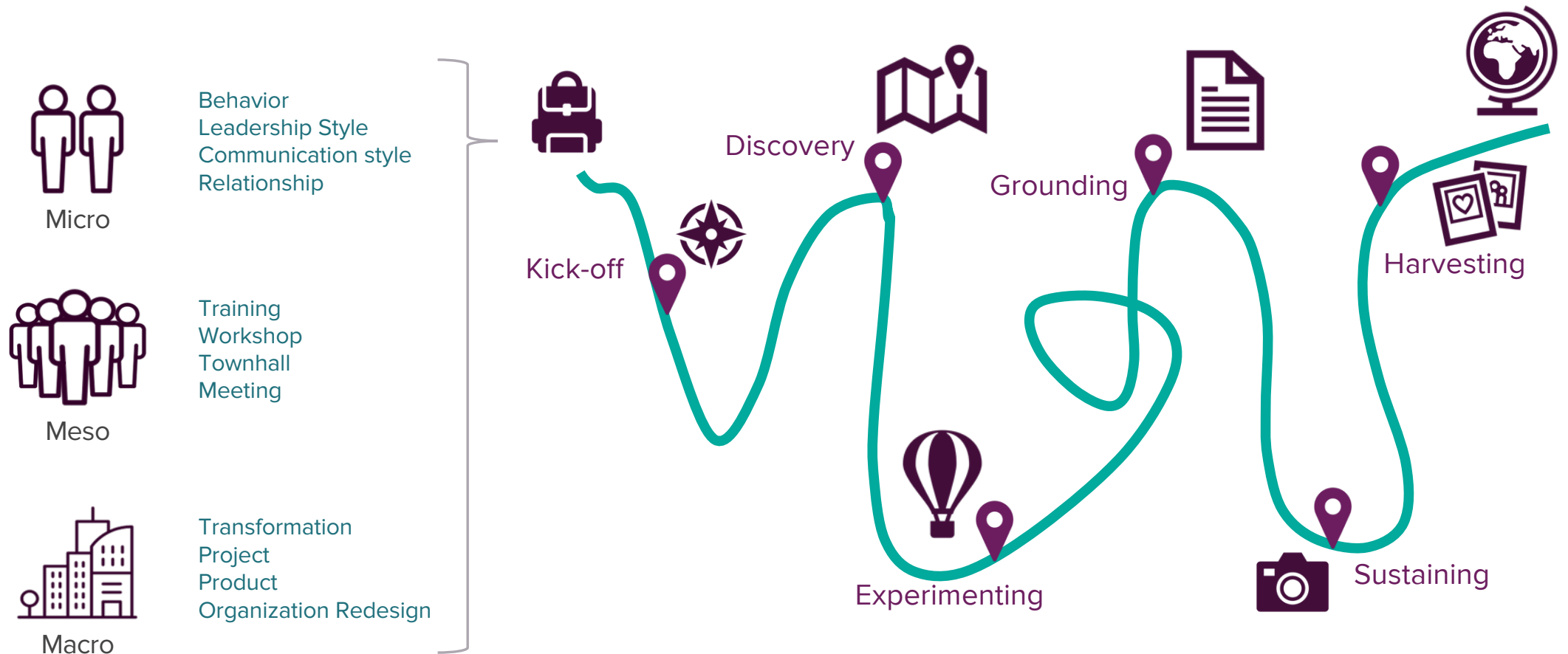
Be present, whether you're there in person, over the phone or via video calls. Give your attention to the person you're with, the meeting you're in – it's your gift to the situation. You'll foster confidence in yourself from others, grow their trust and be more engaged.



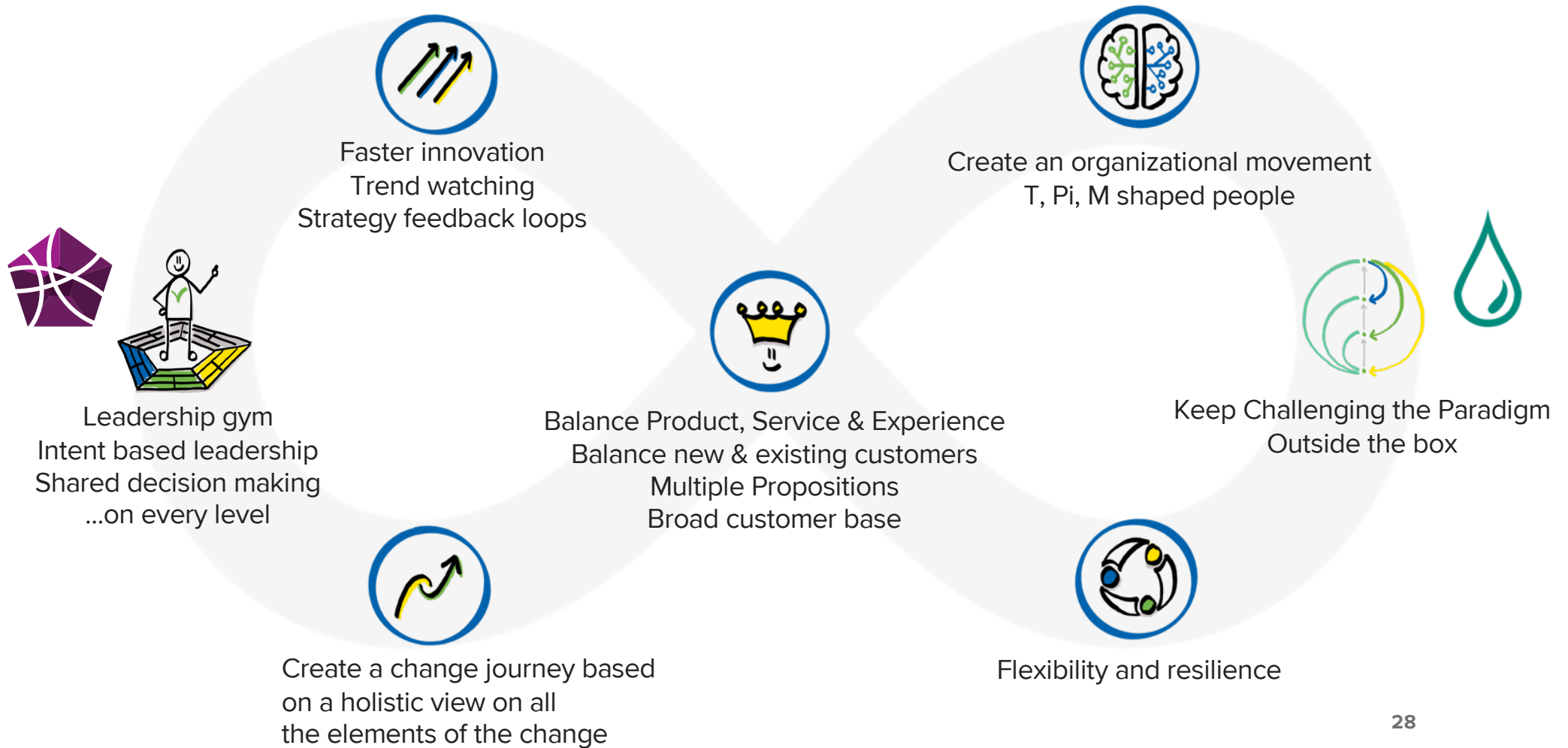
Constantly clarify & communicate

When working globally, you need to be able to communicate effectively across cultures (including different personal backgrounds). Clarify the current situation with respect to changing external demands, re-iterate and reinforce vision, values and strategies and help others in clarifying the meaning of their work

Growing your Leadership



How to be prepared for the next disruptive shift in your context



Shifting Organizational Leadership - Key Takeaways



Sustainable Fluidity

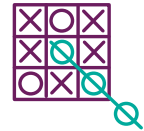
Implementing renewal & healing mechanisms



Paradigm Challenge



Learning Organization



Think outside of the Box



Evolving Eco-system

Network of empowered teams



Holistic View



5 Organisational Qualities



Shared Decision Making



Leadership Agility

Guide yourself
before guiding others



Inviting Leadership Style



Adapting Leadership Style



Shared Leadership Style

Book: 7 Qualities of Organizational Agility



Thanks for being here!

NXT: October 2, 2020

LIVE Q&A Strategy to Survive: Organizational Leadership in the Digital Age

<https://pages.xebia.com/live-qa-organizational-leadership>

Questions or want to connect?



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