Leading for agility

Dr David Pendleton

Professor in Leadership

Henley Centre for Leadership

Leadership and agility: creating the right conditions

1. Neuroscience: focus on the individual

2. Primary Colours: focus on the organisation

3. Leadership jazz: focus on change

Neuroscience: focus on the individual

- **The brain seeks to minimise threat and maximise reward**

- **The conditions that do this are: (SPACES)**

  - **Self-esteem**

  - **Purpose**

  - **Autonomy**

  - **Certainty**

  - **Equity**

  - **Social connection**

Source: Hilary Scarlett (2016) Neuroscience for organisational change

Neuroscience shows us that 'resonant leaders open pathways in their employees' brains that encourage engagement and positive working relationships'.
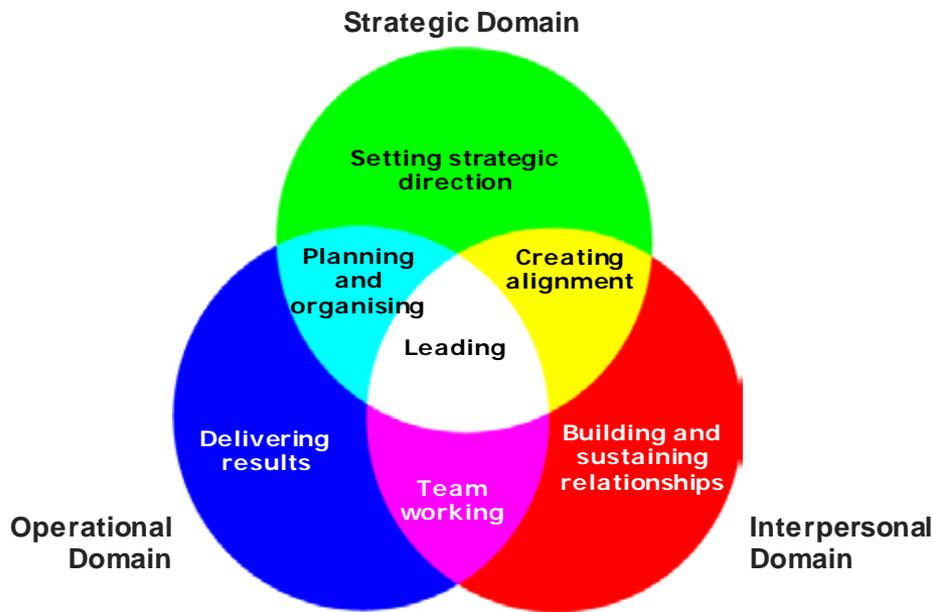Source: UNC Exec Development Blog May 7th 2015

Agility through enabled individuals

The Primary Colours approach to leadership: focus on the organisation

1. The model describes the territory of leadership

Strategic Domain

Setting strategic direction

Planning and organising — Creating alignment

Leading

Delivering results — Building and sustaining relationships

Team working

Operational Domain — **Interpersonal Domain**

VUCA?

Pendleton, D and Furnham, A (2012, 2016)
Leadership: All you need to know
London, Palgrave Macmillan

2. It's hard to be good at all of it

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3. Choose carefully what to develop

LIMITATION	STRENGTH	
Potential strengths	Natural strengths	PERSONALITY HELPS
Resistant limitations	Fragile strengths	PERSONALITY HINDERS

Potential strengths	**Natural strengths**
Resistant limitations	Fragile strengths

4. Work with complementary differences

Agility through team based leadersh

Leadership jazz: focus on change agility

Predictable   Unpredictable

Fast

Rehearse   **Improvise**

Emergencies or SOPs
EG New store opening

Black Swan Events
Eg disasters or opportunities

Slow

Evolve   **Experiment**

Changes in Regulations
EG Basel 2

Disrupters
Eg Young Marmalade
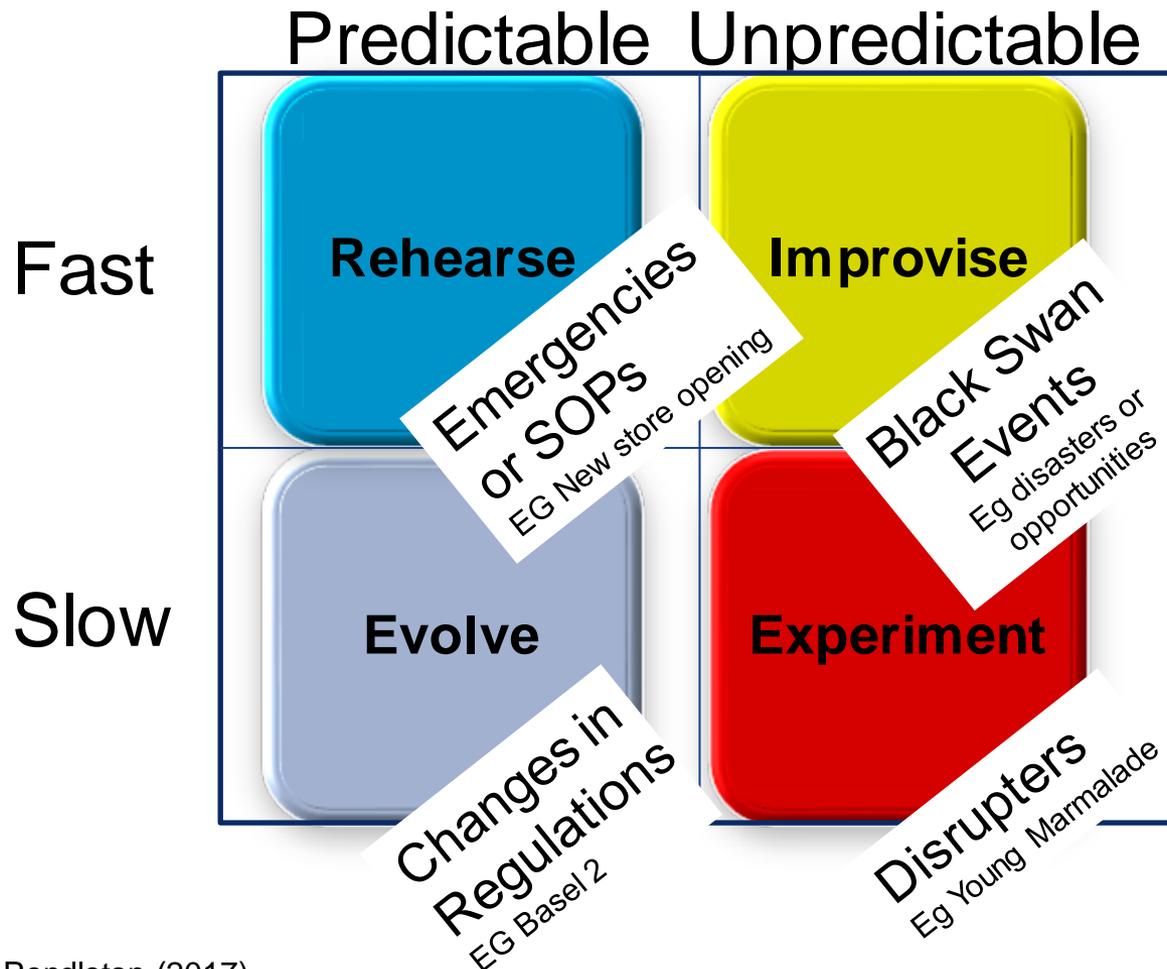
The leadership challenge is to create agility: equipping our organisations to handle all 4 responses to change

Agility through leadership jazz

CALL TO ACTION:
Developing an agile organisation

1. Develop team-based leadership

   Ø   Help them develop insight about what they can contribute and where they need others

   Ø   Help them learn to move the leadership around the team

2. Develop change agility

   Ø   Who are the best leaders for each activity? Where are they? How will you keep them sharp? Do you have enough of them?

3. Focus on how well teams work together and develop this capacity in all teams.

   Ø   To what extent do they bring out the best or worst in each other? Do they help or hinder each other? What level of psychological safety is there in the team?

To help…

- Create the conditions for enabled individuals (SPACES)

- Keep your purpose and values prominent and use them as guiding principles.

- Go where the expertise is, not the organisation chart.