

Leadership Agility Coaching

Mini-Webinar

Context-Setting Agility



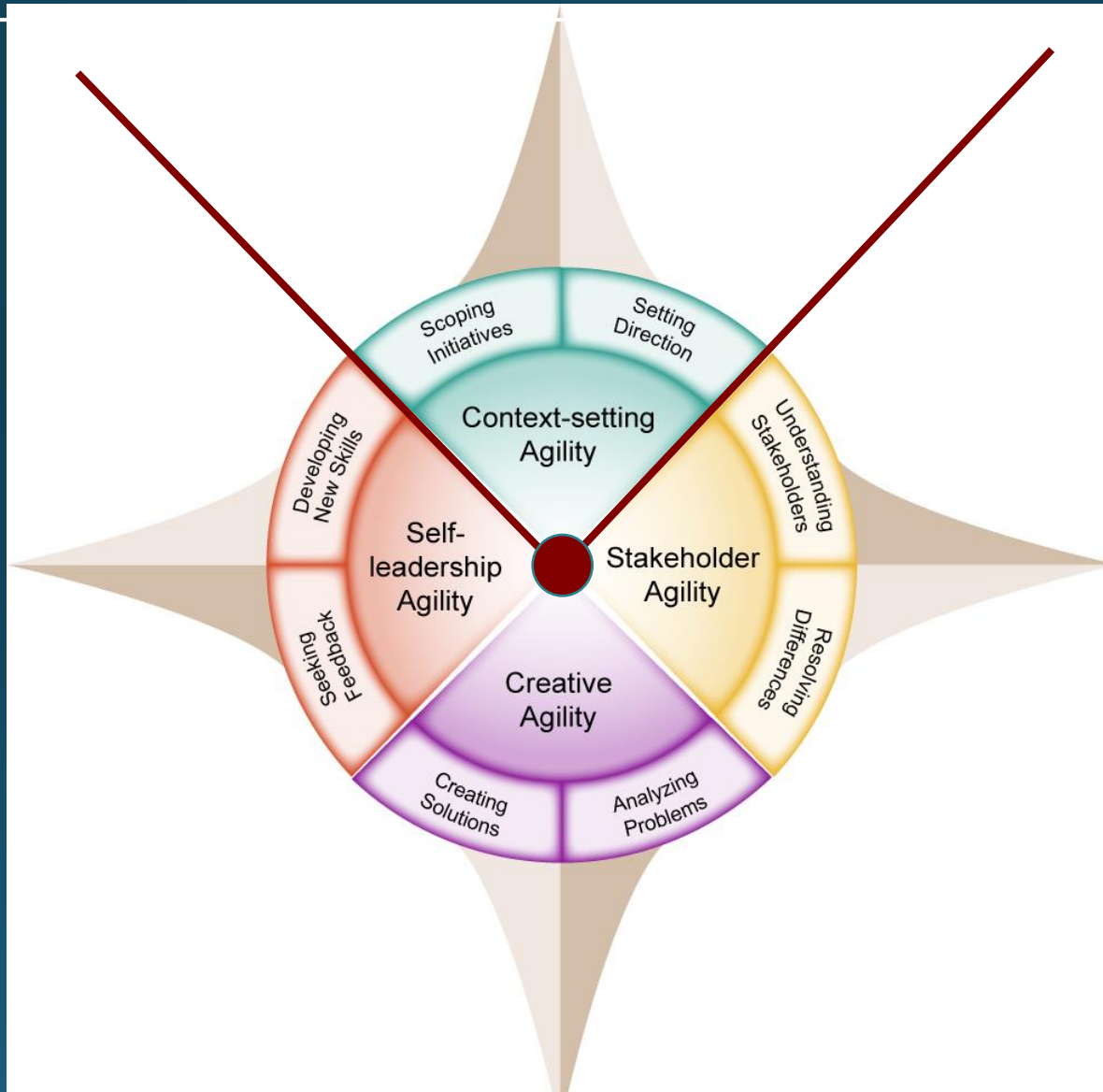
CHANGEWISE

Today's Agenda

- Group Discussion: Context-Setting Agility
- Coaching Practice + Feedback in Trios – Round I
- Coaching Practice + Feedback in Trios – Round II



Context-Setting Agility



Building Blocks

Behavior & Mindset Shift



Cognitive & Emotional Capacities

(Arena, Agility Type & Level)



Level of Awareness & Intent



Context-Setting Agility:

Expert to Achiever

	Expert	Achiever
Leadership behavior	<ul style="list-style-type: none">• Scoping initiatives: Improvement in internal operations• Setting direction: Focus on incremental changes	<ul style="list-style-type: none">• Setting direction: Add: Makes needed changes in external relationships• Setting direction: Make changes that improve ST & LR effectiveness
Capacities	<ul style="list-style-type: none">• Situational awareness: Larger context taken for granted• Sense of purpose: Tactical	<ul style="list-style-type: none">• Situational awareness: Sees issues, units in larger business context• Sense of purpose: Strategic



Levels of Awareness and Intent

	Expert	Achiever
Intent	To solve problems and make incremental improvements	To achieve desired outcomes for valued institutions
Awareness	Modest reflective capacity Focuses on one problem, person, one part of the organization at a time	Robust reflective capacity – making connections, seeing relationships Sees teams, organizations, and industries as systems



Coaching Practice: Expert-Achiever

1. What is your vision for your project? - Open listening (5)

3. Why is the project needed? What is the need for change?

4. What is the scope of the project? What is in/What is out?

5. What are the desired outcomes?

(15)



Context-Setting Agility: Achiever to Catalyst

	Achiever	Catalyst
Leadership behavior	<ul style="list-style-type: none">• Setting direction: Improve int. operations + external relations• Setting direction: Make changes that improve ST & LR effectiveness	<ul style="list-style-type: none">• Setting direction: Add: Transform team or organizational culture• Setting direction: Develop a “Catalyst culture”
Capacities	<ul style="list-style-type: none">• Situational awareness: Sees issues, units in larger business context• Sense of purpose: Strategic	<ul style="list-style-type: none">• Situational awareness: Add: Sees “human systems” (e.g., culture)• Sense of purpose: Strategic capacity-building



Levels of Awareness and Intent

	Achiever	Catalyst
Intent	To achieve desired outcomes for valued institutions	To create satisfying human contexts that enable sustained achievement of desired outcomes
Awareness	<p>Robust reflective capacity – seeing context, making connections, seeing relationships</p> <p>Sees teams, organizations, and industries as systems</p>	<p>Add: Able to “reflect in the moment”</p> <p>Can see and appreciate the “human system” underlying business and organizational systems</p>



Coaching Practice: Achiever-Catalyst

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1. What problematic team, inter-group, or organizational dynamics underlie the need for your change project?
 2. What assumptions are you making about the boundaries of your initiative that it might be useful to question?
 3. What changes in team or inter-group dynamics and organizational culture do you want to include in your vision for your initiative?
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