

# Leadership Agility Coaching

Mini-Webinar

Creative Agility



CHANGEWISE

# Today's Agenda

- Group Discussions: Creative Agility
- Coaching Practice + Feedback in Trios – Round I
- Coaching Practice + Feedback in Trios – Round II



# Creative Agility Capacities

<b>Reflective Judgment</b>	<p>How you discover what's true (problem diagnosis) and what's are the best solutions for ill-structured problems</p> <p>How you justify your diagnosis and solutions to yourself and others</p>
<b>Connective Awareness</b>	<p>The ability to hold multiple ideas in mind, compare and contrast them, and make meaningful connections between them</p> <p>The inclusiveness of one's orientation toward polarities.</p>



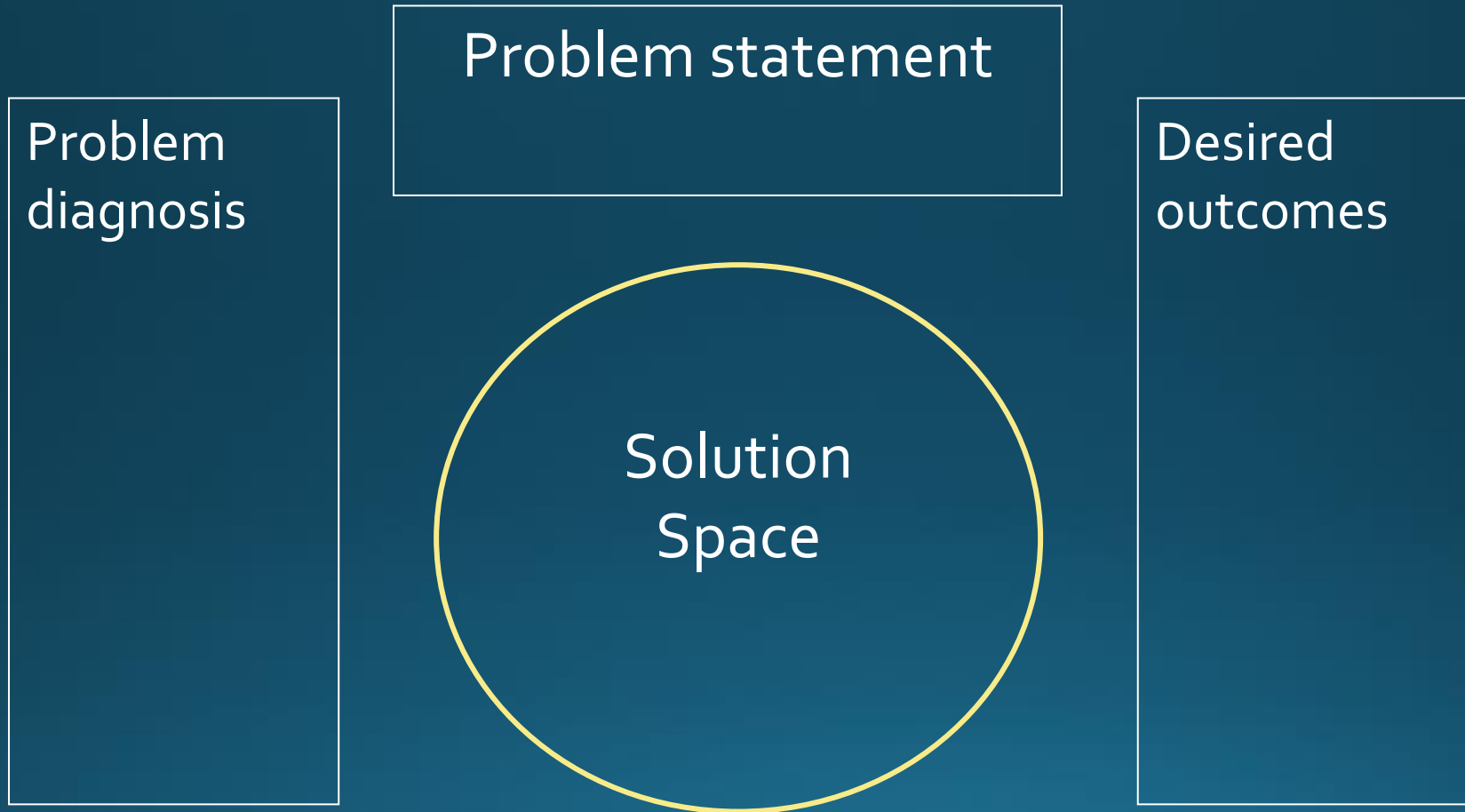
# Creative Agility:

## Expert to Achiever

	Expert	Achiever
Capacities	<ul style="list-style-type: none"><li>• <b>Reflective judgment:</b> Realizes there are no absolutes, but identifies with own opinions</li><li>• <b>Connective awareness:</b> Sees polarities non-absolutely but mutually exclusive</li></ul>	<ul style="list-style-type: none"><li>• <b>Reflective judgment:</b> Realizes s/he could bring some bias</li><li>• <b>Connective awareness:</b> Holds opposing views &amp; tries to take into account</li></ul>
Leadership behavior	<ul style="list-style-type: none"><li>• <b>Diagnosing problems:</b> Analyzes problem specifics &amp; makes own judgment</li><li>• <b>Solving problems:</b> Make own judgments</li></ul>	<ul style="list-style-type: none"><li>• <b>Diagnosing problems:</b> Identifies patterns across problems</li><li>• <b>Solving problems:</b> Tests solution ideas with data to help predict outcomes</li></ul>



# Creative Agility Elements



# Coaching Exercise

- Roles: Coach, Joe, Observer
- Coaching Practice (8)
- Debrief (7)
- Coaching Practice (5)
- Debrief (5)



# Coaching Practice: Expert-Achiever

1. Diagnosis: Is this problem part of a larger pattern?

- What is the pattern?
- Does it have causes in organizational structures, roles or business processes?
- Is there anything about the larger business context that could shine some light on the problem?

2. Desired outcomes: What outcomes do successful solution ideas need to achieve?

3. Solution generation: Given the above, what are some possible solutions? (Have David evaluate before next idea)



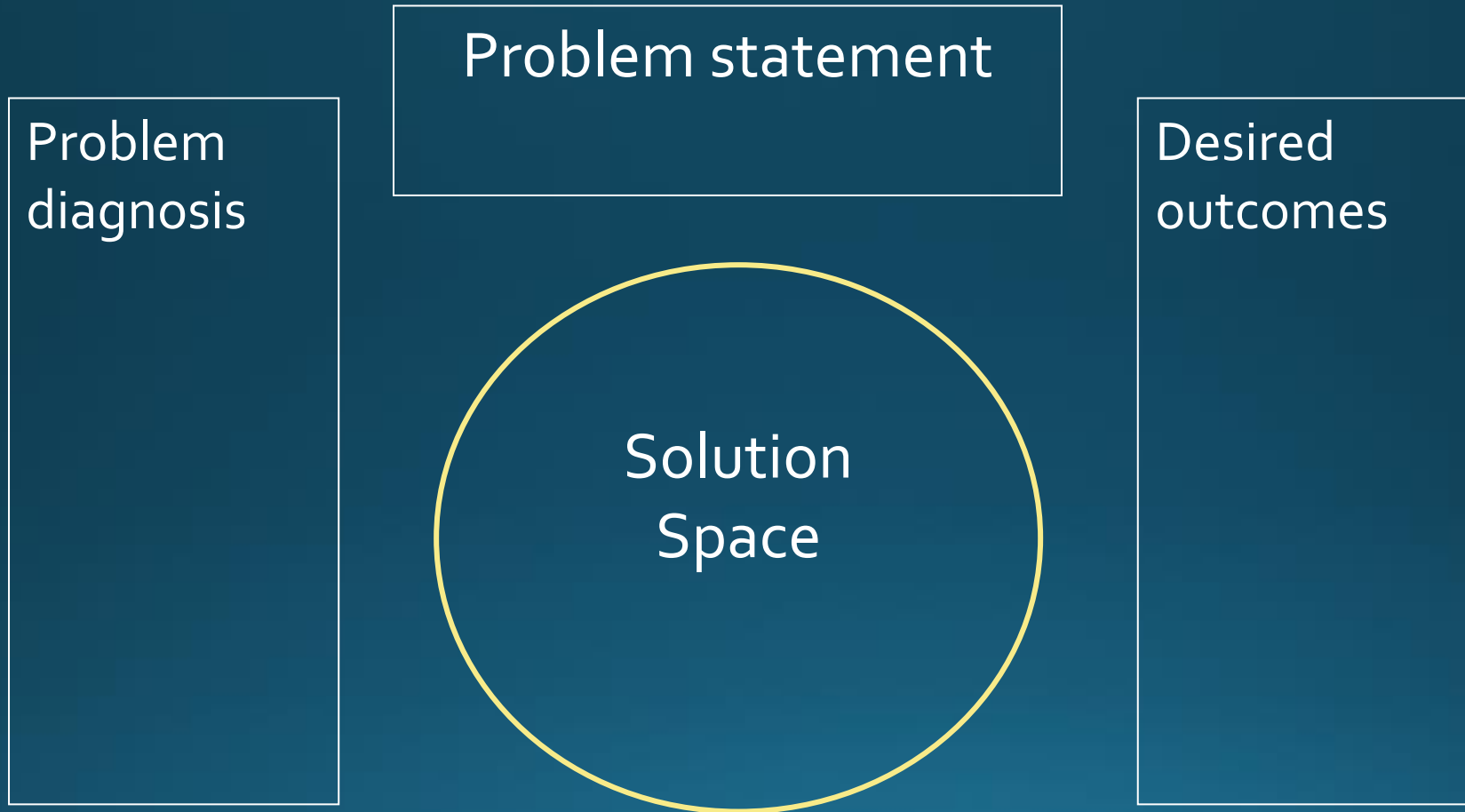
# Creative Agility: Achiever to Catalyst

	Achiever	Catalyst
Capacities	<ul style="list-style-type: none"><li>• <b>Reflective judgment:</b> Realizes s/he could bring some bias</li><li>• <b>Connective awareness:</b> Holds opposing views &amp; tries to take into account</li></ul>	<ul style="list-style-type: none"><li>• <b>Reflective judgment:</b> Can purposefully suspend judgment</li><li>• <b>Connective awareness:</b> Sees issues + possibilities in the “human system”</li></ul>
Leadership behavior	<ul style="list-style-type: none"><li>• <b>Diagnosing problems:</b> Identifies patterns across problems</li><li>• <b>Solving problems:</b> Tests solution ideas with data to help predict outcomes</li></ul>	<ul style="list-style-type: none"><li>• <b>Diagnosing problems:</b> Includes underlying causes in culture, group dynamics</li><li>• <b>Solving problems:</b> Applies critical thinking <b>after</b> generating solution ideas</li></ul>





# Creative Agility Elements



# Coaching Exercise – Round 2

- Rotate roles
- Coaching Practice (7)
- Debrief (8)
- Coaching Practice (5)
- Debrief (5)



# Coaching Practice: Achiever-Catalyst

1. Diagnosis: Does it have deeper causes in human systems?
2. Desired outcomes: In addition to the (Achiever) solution criteria already identified, are there any outcomes in organizational culture or relationship dynamics you'd like to add?
4. Solution generation: Brainstorm a list of additional possible solutions without regard for perceived constraints (evaluate them later)

