

ORGANIZATIONAL AGILITY

ESSENTIALS

Definition: _____ about how organizations work; _____ both through formal and informal channels; effectively _____ through complex political situations.

Mark's Definition: The ability to _____ throughout the _____, regardless of my _____.

SKILLED BEHAVIORS

- Knowledgeable about how organizations work
- Knows how to get things done both through normal channels and the informal network
- Understands the origin and reasoning behind key policies, practices, and procedures
- Understands the cultures of organizations

UNSKILLED BEHAVIORS

- Doesn't get things done in organizations beyond his/her area
- May lack the interpersonal skills to get things done across boundaries
- May not negotiate well within organizations
- May be too timid and laid back to maneuver through organizations
- May reject the complexity of organizations
- May lack the experience or simply not know who and where to go
- May be too impatient to learn; may neither care to know the origins of how things work around the organization

INTERVIEW

When directed, interview each other by asking the following questions. Be prepared to share what you hear from your partner.

1. If you could change one thing about your ability to influence others in the organization, what would it be?
2. On a scale of 1 to 7, where 1 is not known and 7 is well known, how would you rate your visibility with senior leaders at DHS?
3. What are some reasons you rated yourself the way you did?

4. What is a change that you want to see happen at DHS?
5. What may be affecting your ability to make that change happen? (attitudes, beliefs, behaviors, skill gaps, etc.)

CHANGE PROPOSAL

Complete the following information regarding your desired change at DOC:

DESCRIPTION

(write a one sentence description of the change)

SITUATION APPRAISAL

(in one paragraph, summarize the current condition that needs to be improved)

OBJECTIVES

(in bullets, what are the expected outcomes from this change, both tangible and intangible, quantifiable and non-quantifiable)

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-
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-
-

VALUE

(in bullets, what is the value if we complete the objectives?)

-
-
-
-
-
-

SKILL #1: REMOVE OBSTACLES

Ratings. This obstacle is present:

---	always
--	often
-	sometimes
+	occasionally
++	rarely
+++	never

LANGUAGE

Instructions: rate yourself on the following language (---, --, -, +, ++, +++)

1. Blame others (instead of taking responsibility)
2. Exaggerate
3. Make up excuses
4. Push your statements to the extreme to make a point
5. Too direct / say things that cause problems
6. Don't speak up / stay quiet
7. Often negative / overstate negative views
8. Trash talk to fit in
9. Use demeaning words
10. Shade the truth (partial truth)
11. Sarcastic

BEHAVIORS

Rate yourself on the following behaviors (---, --, -, +, ++, +++)

1. Cutting corners
2. Viewed as a loner
3. Pushing narrow / personal interests
4. Don't listen
5. Make rivals look bad
6. Hedge on tough questions
7. Don't communicate
8. Trying to make everyone happy
9. Indicate little or no concern for others
10. Nervous or freeze with upper management
11. Judging before listening
12. Dis-engage: reject politics

INCONSISTENCIES

1. What I agree to vs. what I actually accomplish
2. How other people perceive me vs. how I think other people perceive me
3. How I speak vs. how I behave
4. Unpredictable responses to situations

HOT BUTTONS

INVISIBLE GOALS

REFLECTION: What insights are beginning to emerge about yourself?

SKILL # 2: KNOW AND BE _____

TOOL: OBSERVATION

TOOL: MAP OUT THE STAKEHOLDERS / CRUCIAL DECISION MAKERS IN THE DEPARTMENT

TOOL: SKIP-LEVEL MEETING

1. How did you get to where you are now?
2. How do you think the department is going to change in the next year? 3 years?
3. What's worrying senior leadership right now?
4. How does our team support the company's overall mission?
5. What is most important for our team to prioritize?
6. Do you have any feedback on the {last project} our team finished?
7. How best do you think I can win over executive support when proposing a project?
8. How do you want to stay informed?
9. How do you like to be approached?
10. Who in the company do you think I can learn the most from?

TOOL: ADVICE, INSIGHTS, AND RECOMMENDATIONS

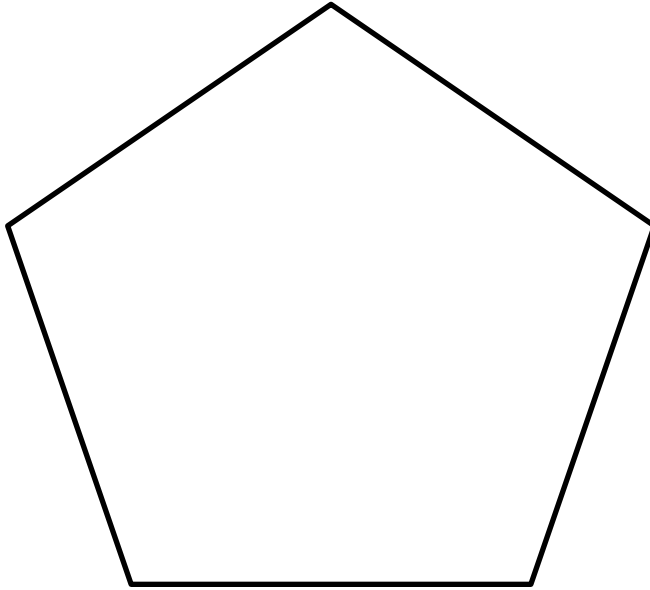
TOOL: PRE-MEETINGS WITH DECISION MAKERS

TOOL: VOLUNTEER FOR MEETINGS

TOOL: VOLUNTEER FOR COMMITTEES / ASSIGNMENTS

OTHERS:

SKILL # 3: IMPROVE MY ABILITY TO _____



REFLECTION: What stands out to you so far?

SKILL #3: CHANGE YOUR _____

CHANGE PROPOSAL

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VALUE

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-
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-
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SKILL #5: HANDLE THE _____

TAKEAWAYS

REFLECTION: What is the real issue for you when it comes to your ability to be organizationally agile?

ABOUT MARK

Mark Kenny works with leadership and executive teams to embrace forward change, together, as a team, so that their organizations can thrive in change and disruption.

Mark has worked with teams for over 25 years, originally in IT and operations, and later in keynote speaking and consulting. He has spent the past 10 years studying and working to help leaders re-engage and build more cohesive teams. His interactive programs and strategic team off-sites have been used to improve the teams and leadership at clients such as Mars, Nissan, HCA, HIMSS, Deloitte, and the State of Tennessee.

Mark is the author of the book *The Hippo Solution: Eliminate Territorial Thinking and Unleash the Power of Teams*. He has several certifications and accreditations in the field of teamwork and organizational health including Patrick Lencioni's The Five Dysfunctions of a Team and Working Genius models. His passion for teamwork extends beyond the workplace as a high school girls basketball coach, volunteer leader, and lifelong Green Bay Packers fan. Mark lives outside of Nashville, Tennessee with his wife, daughter, and three grown sons.

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