

1. Review of Share Everything

Say: On our last call, we discussed sharing everything. You also completed a couple of self-assessments both on your own & with your team. **Ask: Who would like to share how you are doing with sharing everything on your team?**

- Discuss:** Sharing everything involves being genuine, which means
- doing what's right regardless of personal risk
 - admitting when you are wrong
 - explaining the big picture & where associates fit in
 - telling it like it is while keeping emotions in check
 - being available to your team
 - giving credit where credit is due
 - focusing on shared results

Discuss: Sharing everything also requires showing you care, by

- valuing associate feedback

Ask: Would someone like to share some practical ways you can build trust with your associates?

2. Chapter Discussion

Say: You were asked to read Chapter 6 (pages 105-120). **According to the book, what is agility?** **Guide answers toward:** Helping a team or organization evolve and meet the future in new, innovative ways. It's the capacity for adapting to change rapidly, intelligently, & cost-effectively.

Ask: What is the difference between agility & flexibility? **Guide answers toward:** Flexibility is the ability to respond to changing circumstances and is passive; agility is an active process that helps associates embrace and navigate change.

Ask: The book says high-performance managers are much more agile at guiding associates through change. What impact can this have on an organization's results? **Guide answers toward:** It can lead to strong financial results. The most agile companies studied had three times the revenue growth of their high-performance peers.

Ask: In addition to clear direction from the top, what are some powerful drivers for successfully navigating change? **Guide answers toward:** Input from associates; honest, open discussion; and associate ownership

Ask: What are some specific actions agile leaders take? **Guide answers toward:** They provide clear direction, make decisions promptly, respectfully act on issues raised by associates, and align with core values.

3. What does agility look like?

Ask for a different volunteer to read each heading & related bullet points, then briefly discuss.

Enrichment

- Enriches the lives of customers
- Solves specific problems

Cooperation

- Company does what it's best at
- Forms allegiances to fulfill noncore functions

Organization

- Allows different, interesting org structures
- Intelligently navigates & facilitates change

Leverage

- Leverages the impact of associates & information
- Applies associate talent to add value

4. Agility in high performance cultures

Discuss: In the most agile of high-performance companies...

a. Change started with managers who associates perceived as authentic - managers who:

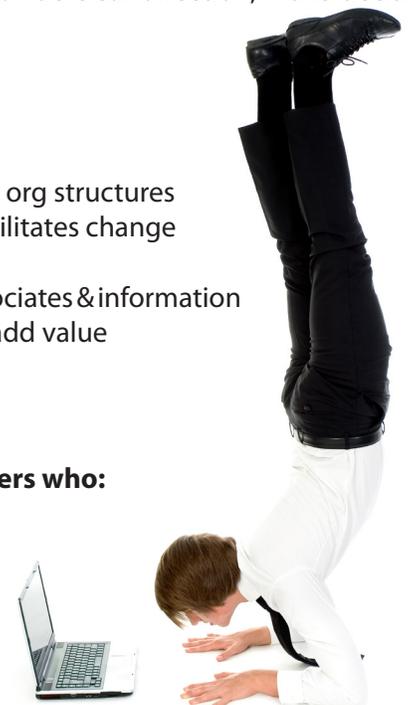
- give a clear sense of direction
- make prompt, informed decisions
- treat associates fairly & with respect
- take action on issues raised by associates
- align with company values

b. Leaders faced competitive pressures head-on through:

- innovation
- customer focus
- integrity
- social responsibility

c. Managers used advanced talent management practices, which included:

- attracting, developing, promoting, & retaining the best talent
- regular, clear, objective performance evaluations
- fair recognition of efforts using non-monetary means



5. Diagnosis: Pain Hurts

Say: Change at work causes a physiological reaction in associates that, over time, leads to stress & discomfort. **Ask: What are some physical reactions that change can cause in your associates?** **Guide discussion toward:** Increases in blood pressure, heart rate, respiration, metabolism, & bloodflow to muscles

Say: It's against our nature to seek out this kind of pain at work. In fact, even when change could save our lives, we often avoid it. Only 1 in 9 of those who have undergone coronary bypass surgery actually change their daily lifestyle afterward. **Ask: How, then, can leaders successfully bring about change while minimizing the pain?** **Guide answers toward:** Leaders must confront human nature & try to alter it. We have to shift associate attention away from the pains of change using experiences & language that point toward rewarding insights & ideas about the new direction.

6. Easing the pain

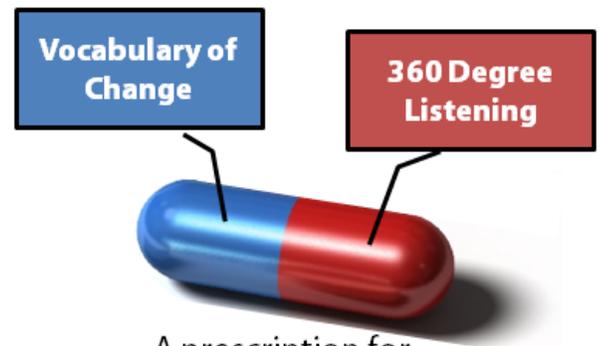
Ask for a different volunteer to read each point, then briefly discuss both the point & the follow-up question.

Use a vocabulary of change - use language that promotes reception of change instead of resistance. Words & ideas from leaders can mold conversations & frame discussions that help associates be more receptive. Create experiences that help associates provoke themselves to changing attitudes & expectations.

Ask: What are some ways you can accomplish this with your team?

Use 360 Degree Listening - be constantly exposed to upward insights from your associates. Effective managers spend over 80% of their time interacting with others versus hunkering down into the work. Invest time in your associates, peers, and clients to better perceive issues as they arise & to know how to tackle problems.

Ask: Would anyone like to share how you do this with your team?



A prescription for developing agility

7. See what agility can do for your...

Ask a different volunteer to read each point, then briefly discuss.

...associates: working with more confidence, stronger trust in leaders, & with bright hope for tomorrow

...teams: proactively collaborating in a timely manner to face new challenges head on

...customers: building trust in your ability & foresight to proactively & successfully navigate changes

...organization: nimbly adapting to an ever-changing marketplace & helping secure a strong future

8. Agile leaders...

Discuss:

- provide clear direction
- make decisions promptly
- discuss hard truths
- take action on associate issues
- align with core values
- recognize in non-monetary ways

9. Plan for developing agility

Explain: After the call, create an action plan for developing agility.

A. Identify Challenges - list some challenges that you & your team need to proactively address:

B. Select a challenge & complete the following:

1. What actionable strategies can your team take to meet the challenge?

2. What high-level goals will help your team achieve those strategies?

3. What expectations do you have for each associate to achieve the goals?

4. How will you hold associates accountable for the expectations?

C. Meet with your team - review & revise the list of challenges, agree on action steps, & seek buy-in from the team.

D. Execute the plan - complete action steps & work with your team to select & work on the next challenge.