WorkMatters

Action Plan Document

Organizational Agility Programme

Objectives of this document:

To get the best out of our courses/programme and to complete your learning journey, you are asked to complete a "Course / Programme Assignment" which you will receive towards the end of your engagement with us. This assignment prompts you to prepare a Personal or Organizational 'Action Plan'.

Below you will find some prompts and self-reflection questions from our book 'Thrive in the Future of Work' that will help you formalize an action plan for yourself and for your organization.

We have divided the sections of this document in accordance with the courses contained in our Organizational Agility Programme.

- The Agile Organization
- Agile Teams
- Personal Agility
- Leadership Agility
- AgileHR

Please refer to the relevant section(s) of this document after completion of each of our courses to reflect on your learnings and action plans.

The Agile Organization

What You Can Do?

On the individual level:

- From the perspective of your own role, how would you evaluate the organizational "system" you are part of in terms of its agility? You may use the headings and definitions of the SCOPE tool (refer to the LMS) to carry out your own review from your perspective.
- What could you do within your own sphere of influence to increase the organizational agility of your own area? Are there things you could do more of or less of yourself to improve agility in your own "system?" Again, You may use the SCOPE criteria to define the current state, to envision the desired future state, and to frame a plan.

On the organizational level:

- Using the SCOPE definitions in the LMS, evaluate how agile your organization is today from an enterprise or system level.
- Using the same criteria, define how agile the organization should be in order to compete in the current and future business or operating environment (target state).
- Ideally, get your colleagues from different levels and areas of the organization to do the same exercise and identify/discuss the key areas of agreement and difference.
- Based on priority areas of concern or opportunity and the extent of the gaps between the current and target state, develop a plan of action to increase your organizational agility in a few high-impact areas.

Agile Teams

What You Can Do?

On an individual level:

- What is your own personal working definition of agility?
- How could a clearer understanding of agility benefit you and your future career?
- What challenges might it present to you and how might you overcome them?

On the organizational level:

- What is your team's working definition of agility? How can you best relate the concept to your team and your organization?
- How agile is your organization? What evidence or examples do you have for both agile and non-agile aspects of your organization?
- What are the main gaps between where you are with that definition and where you would like to be?
- What actions might help to close such gaps at the organizational, team, leadership, and individual level?

Personal Agility: Mindset

What You Can Do?

On the individual level:

- Think of any habit or skill you have successfully taken up or abolished in your own personal life. It could be anything from driving, dieting to dancing! Did the change steps of
    i. Focus
    ii. Action & Behaviour and
    iii. Repeat & Learn (discussed in more detail in Thrive)
  resonate with your own personal experience.

- Using these steps as a guide:
    - How does your mindset compare with the traditional versus agile mindset attributes? Is there any aspect of your mindset you would like to work on in order to improve your personal agility?
    - What habits and behaviors are holding you back?
    - What one or two habits could you replace to improve your agile mindset?
    - What resources do you need or who could you talk to in order to understand more about your mindset and about how others adapt and change?
- Debate this issue with a colleague and get their perspective on your experiences and behaviors.

On the organizational level:

- Get working groups together to discuss what the agile mindset is, what it looks like, why it is important, and what could be done at the organizational level to help people develop it.
- Do leaders exhibit an agile mindset or a more traditional mindset? What could be done to support them develop an agile mindset both for themselves and to help them recognize and develop it in others?
- Do your organizational change management efforts take account of changing hearts as well as minds as part of the change process? Could more attention be given to the emotional side of managing change and in helping people engage their mindset towards the benefits of the change for them, as well as on the specific changes to their skills and their roles in the organization?

Personal Agility: SKILLSET

What You Can Do?

On the individual level:

- Consider the following questions and assess your own Future of Work readiness with regard to personal ability:
  - How resilient are you to change? From examples in your past, what tools have you experienced or seen that will help you improve your resilience in the future?
  - Download the Personal Agility Radar tool (LMS Course: Personal Agility - Exercise & Reflection 04). In reviewing the six key dimensions and 17 individual competencies/practices in the Personal Agility Radar tool, choose the statement 'level' that best describes you today. Also, select how important each practice area is for you personally.
  - What plan do you have to further develop the dimensions you may want to work on?
  - Within both the individual and social domains, what specific action have you taken, or do you intend to take, to learn more and be open to other possibilities?

On the organizational level:

- How do the skills of personal agility "show up" in your key talent management and HR processes – for example, recruitment, assessment, training and development, performance management, promotion, succession planning, etc.?
- How do you, or could you, deliberately develop these skills in employees through:
  - Formal training;
  - Focused work experience;
  - Mentoring and coaching from managers?
- How do leaders and managers rate when it comes to their own personal agility and how can they be supported in recognizing and developing these skills in others?

Leadership Agility

What You Can Do?

On the individual level:

- What is your own leadership model and your signature habits? How would you characterize your leadership style and what model do you follow to address changing employee needs and requirements?
- Who was your best boss and why?
- What habits could you develop to fulfill the 4 Cs of the Agile Leader?

On the organizational level:

- Is your leadership development program (or programs) capturing the mindset and skillset required of the agile and future-fit leader?
- Do your management and leadership succession and promotion processes reflect the skills and attributes required to be a future-fit leader?
- What small opportunities and change projects could you identify that would help build agile leadership skills, capability, and experience through the organization.

AgileHR

What You Can Do?

On the individual level:

- What do you personally see as the opportunities and challenges for the workforce of the future?
- How will this change impact on your role and what can you do about it?
- How do you think this era should be remembered in terms of work and how HR influenced the world of work?

On the organizational level:

- Looking into the Fourth Industrial Age and the Future of Work for your organization, what do you see as the opportunities and challenges for HR?
- What needs to change for HR to grow and respond to your organization's specific challenges and opportunities in the changing world of work?
- What do you think are the benefits and challenges of greater organizational agility for HR?
- What would be different for HR in comparison to more traditional approaches to how HR is managed and run?
- What ways can you see HR benefiting from bringing more agility and agile practices into HR?
- What ways can you see HR supporting and enabling greater agility in the wider organization?

AgileHR

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