

COLLECTIVE

GENIUS

Agenda

The Agile  
Organization

Good  
Governance



## Governance: Challenges

- Insufficient time
- Outdated innovation & risk agenda
- Lack of expertise
- Avoid conflict
- Tell and sell mentality

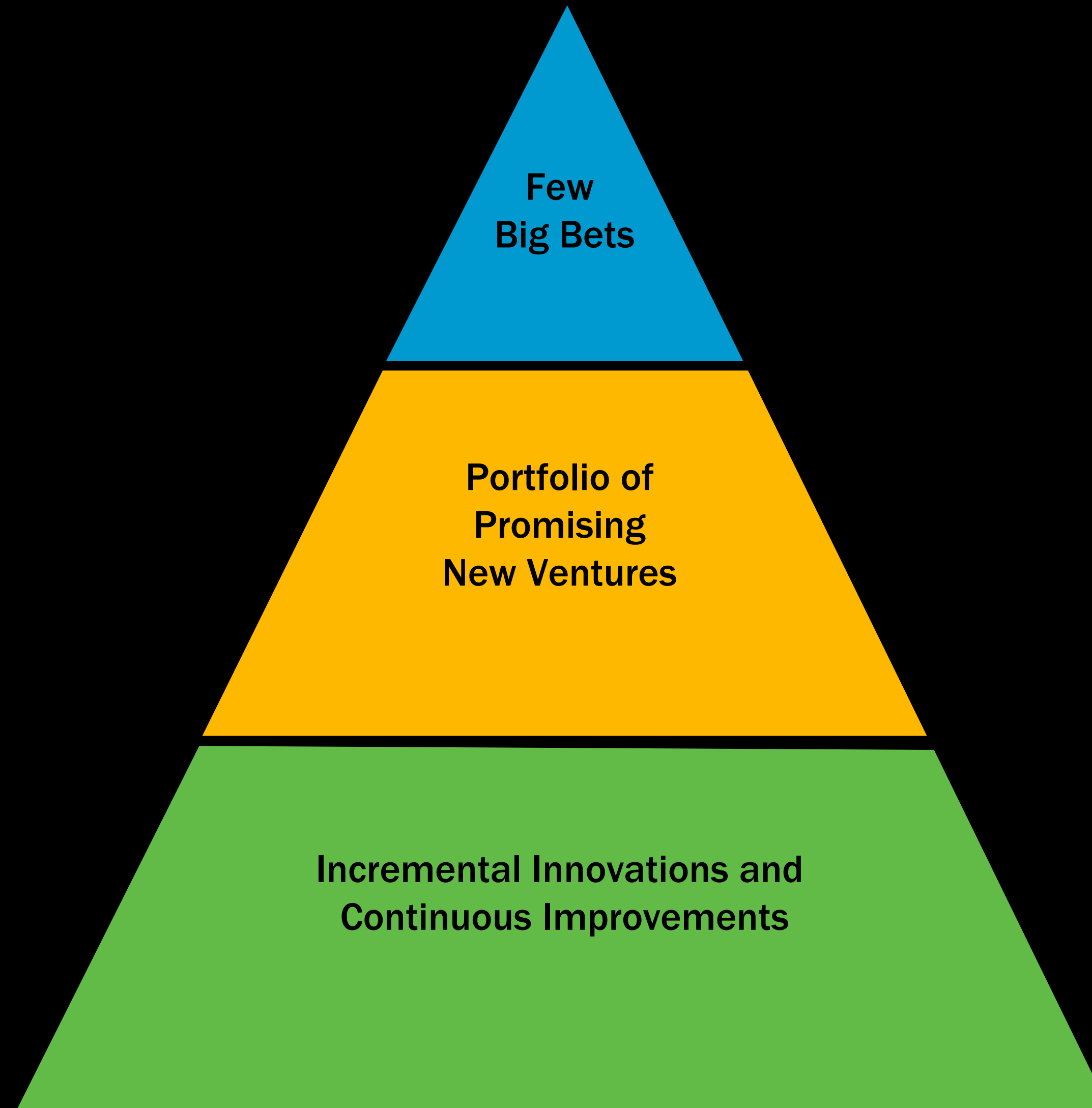
## Governance: Solutions

- Prioritize agility & innovation
- Protect the core and reimagine for the future
- Diversity of thought & collective literacy
- Embrace creative abrasion
- Redefine as a partnership

## Governance: Do you know enough?

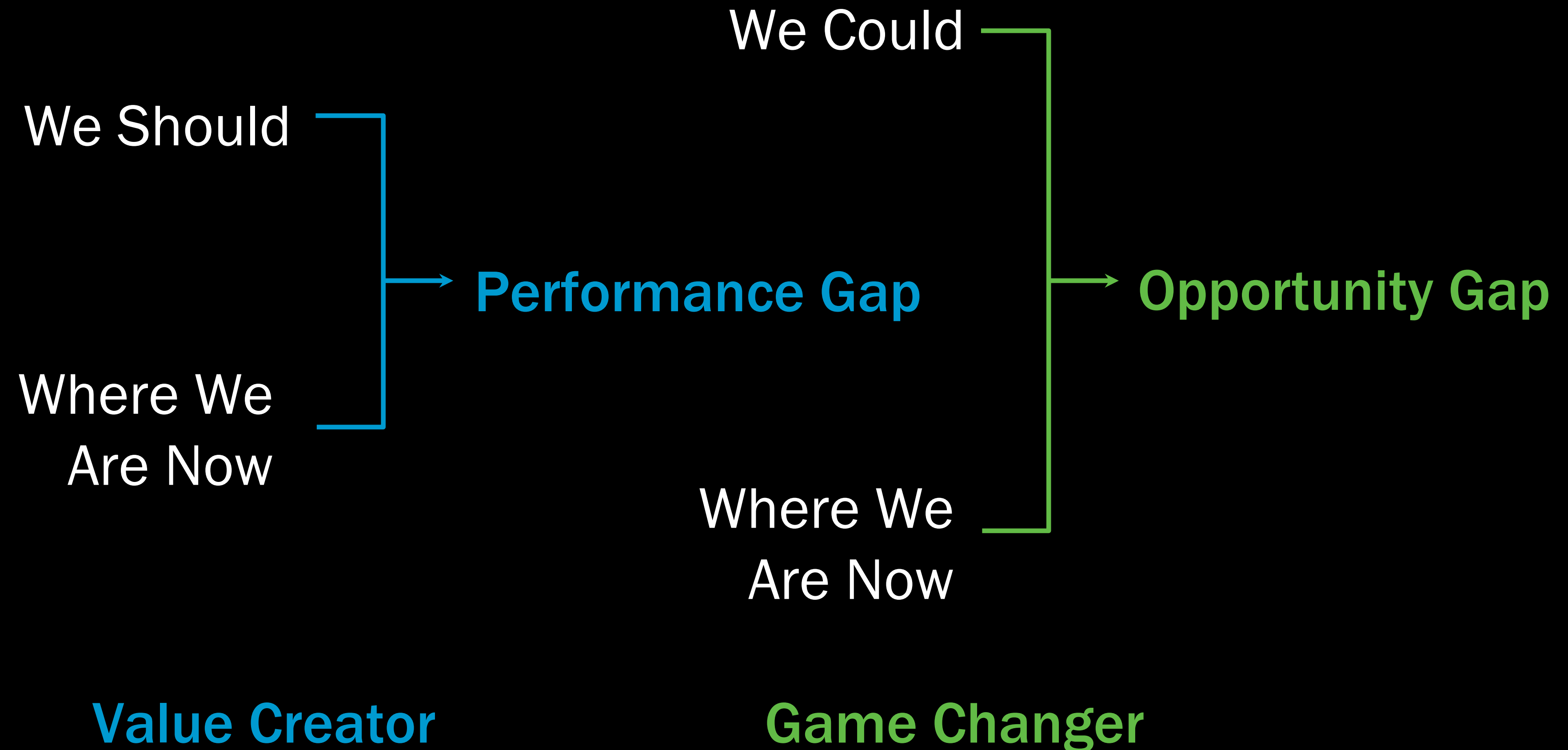
- Talent
- Culture and capabilities
- Ecosystem

# Does Not Work When Agility & Innovation Are The Goal



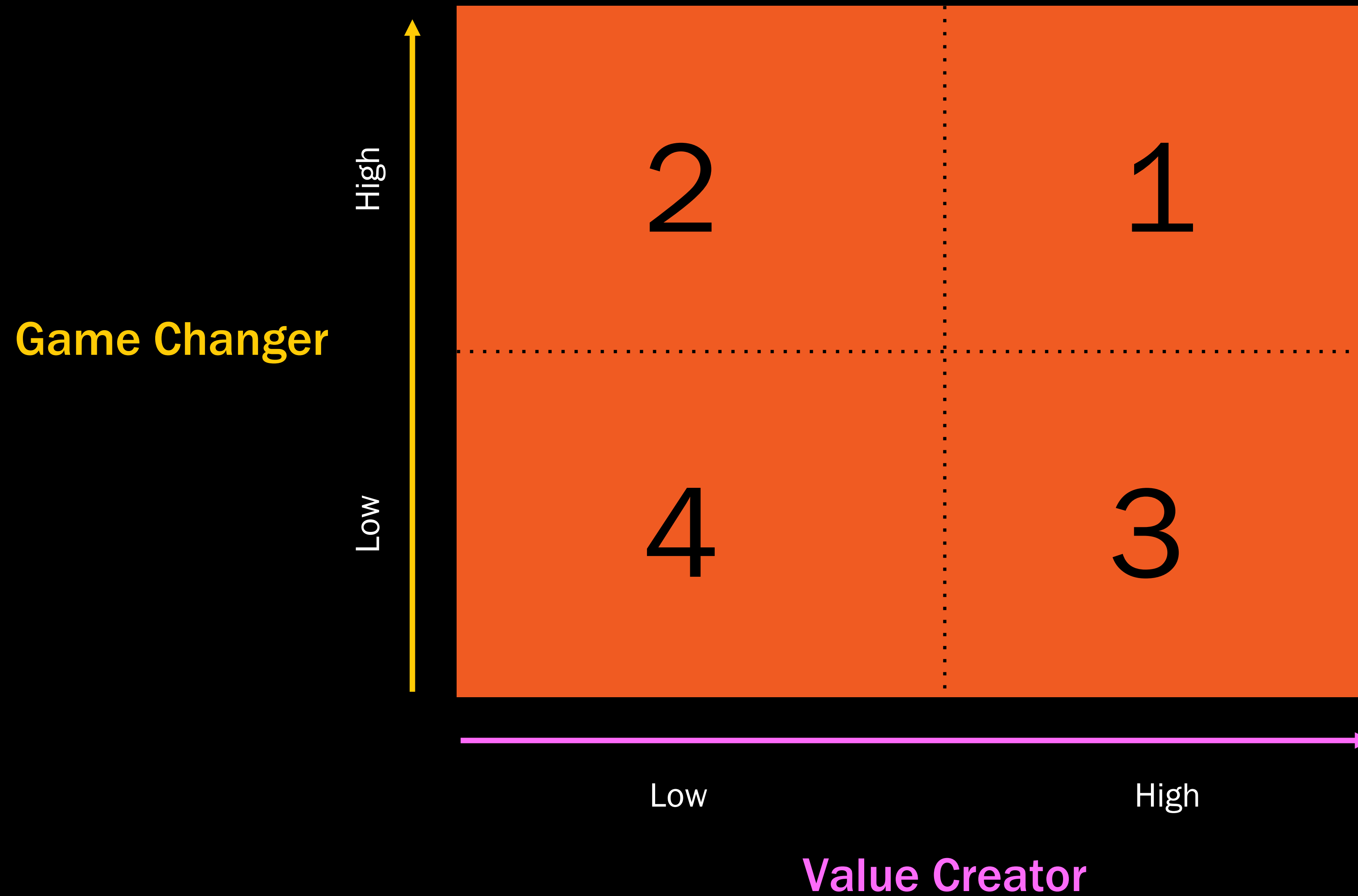
Source: Adapted from R. Kanter

# Democratizing Innovation



Source: Adapted from Tushman & O’Rielly

# Leadership Audit

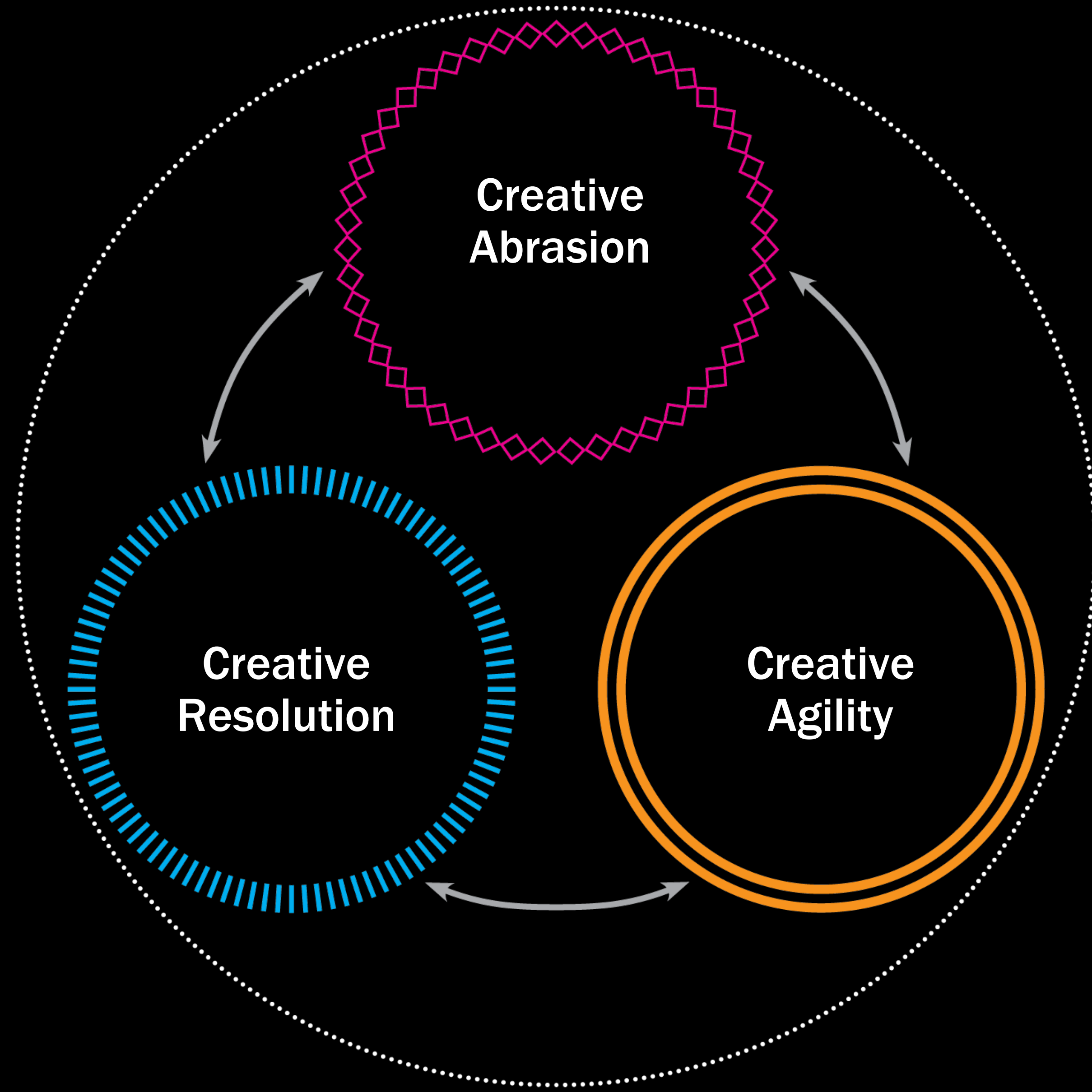




Culture

Capabilities





# Creative Abrasion

The ability to generate a marketplace of ideas through debate and discourse.

People in this organization avoid talking about issues that may trigger conflict.

Disagree

1

2

3

4

5

Agree

People in this organization routinely have constructive conflicts.

Disagree

1

2

3

4

5

Agree

In this organization, people encourage those with contrarian views to speak up.

Disagree

1

2

3

4

5

Agree

# Creative Agility

The ability to test and refine ideas through quick pursuit, reflection and adjustment.

In this organization, people don't try new ways of doing things because they are afraid of taking risks.

Disagree

1

2

3

4

5

Agree

After finishing pilots, tests, or experiments, people in this organization routinely share what they have learned.

Disagree

1

2

3

4

5

Agree

People in this organization often resist changing their points of view, even when presented with new, contradictory evidence.

Disagree

1

2

3

4

5

Agree

# Creative Resolution

The ability to make integrative decisions.

Leaders know when to make top-down decisions & when to wait for consensus?

Disagree

1

2

3

4

5

Agree

People understand how decisions get made in this organization.

Disagree

1

2

3

4

5

Agree

When making decisions, people in this organization too often compromise instead of working through differences.

Disagree

1

2

3

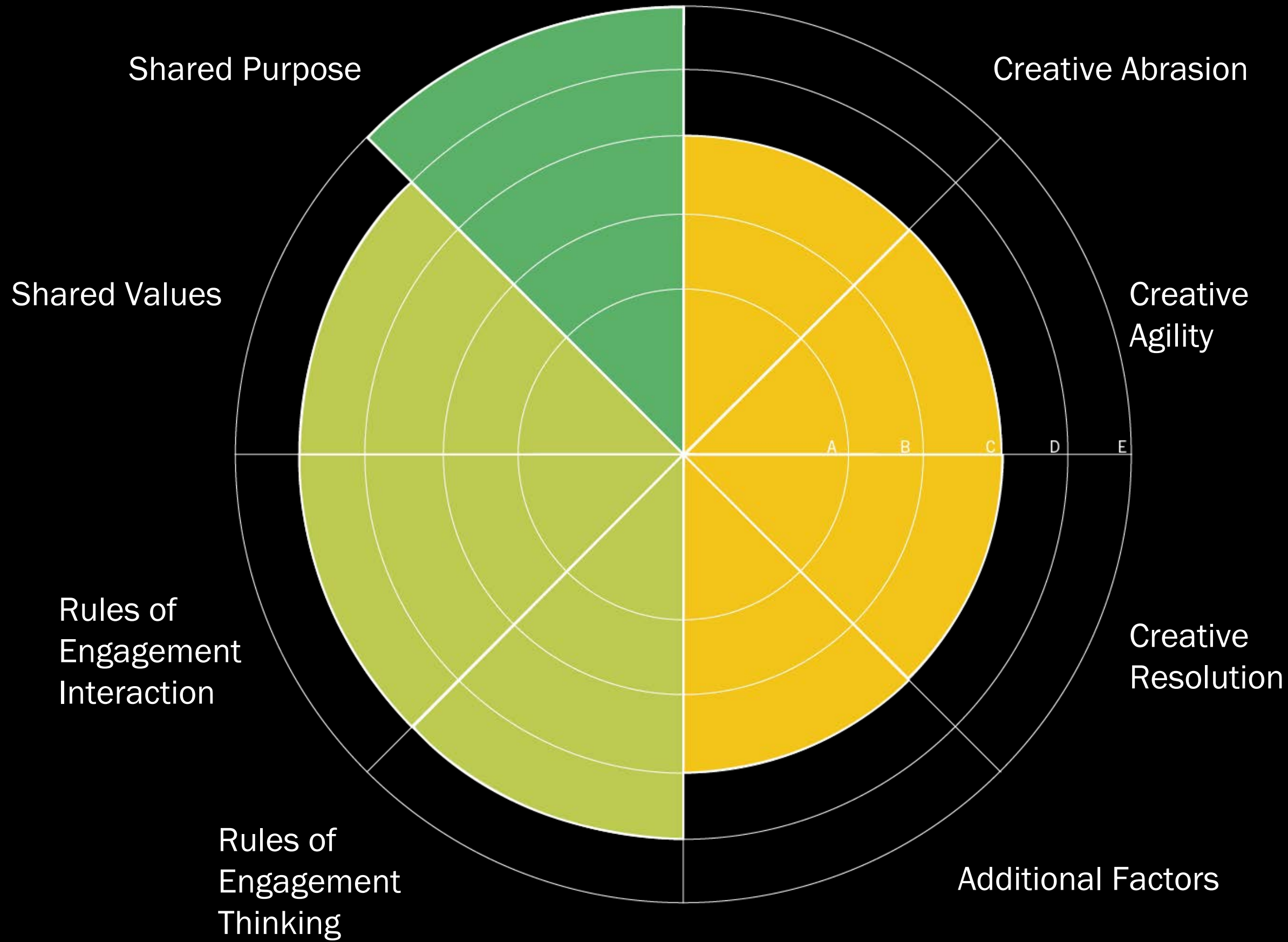
4

5

Agree

# Culture & Capabilities: Leadership & Organization

## Leadership Team



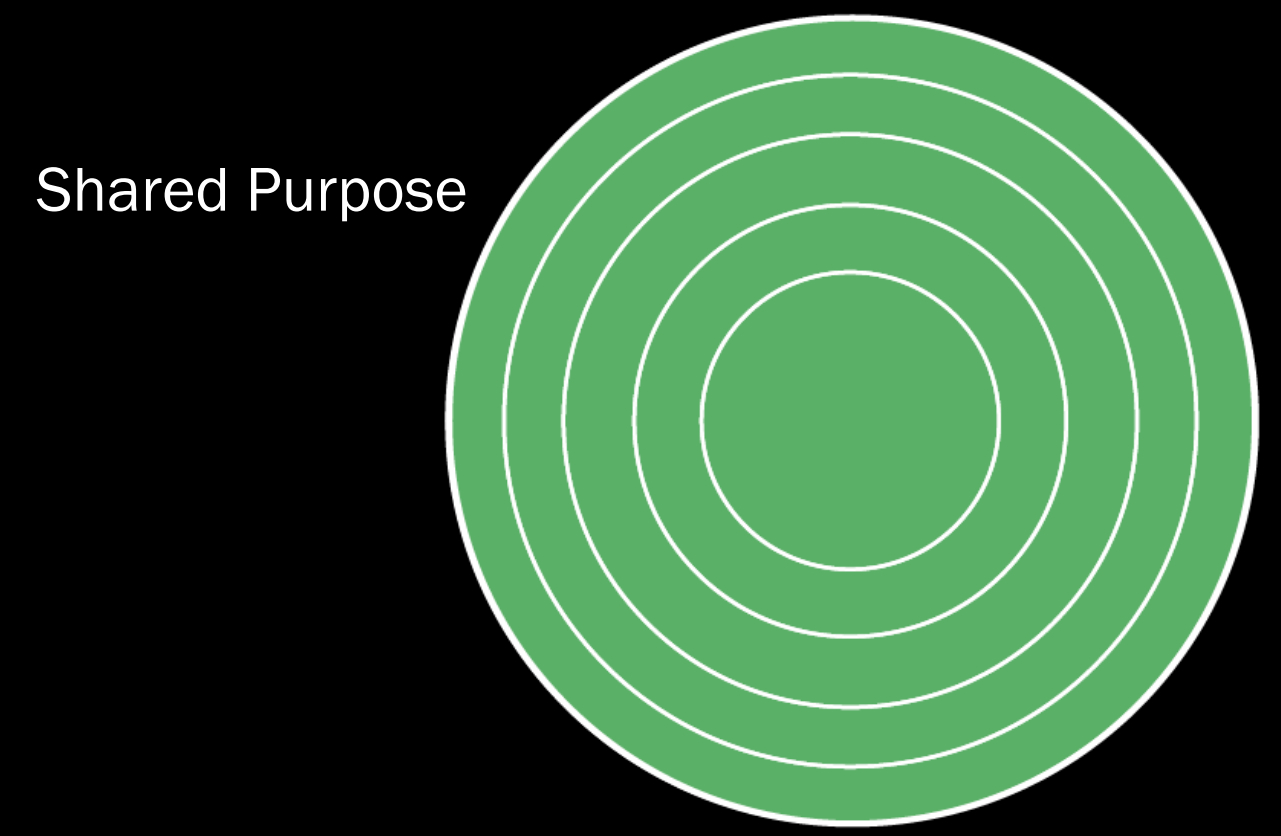
## Organization



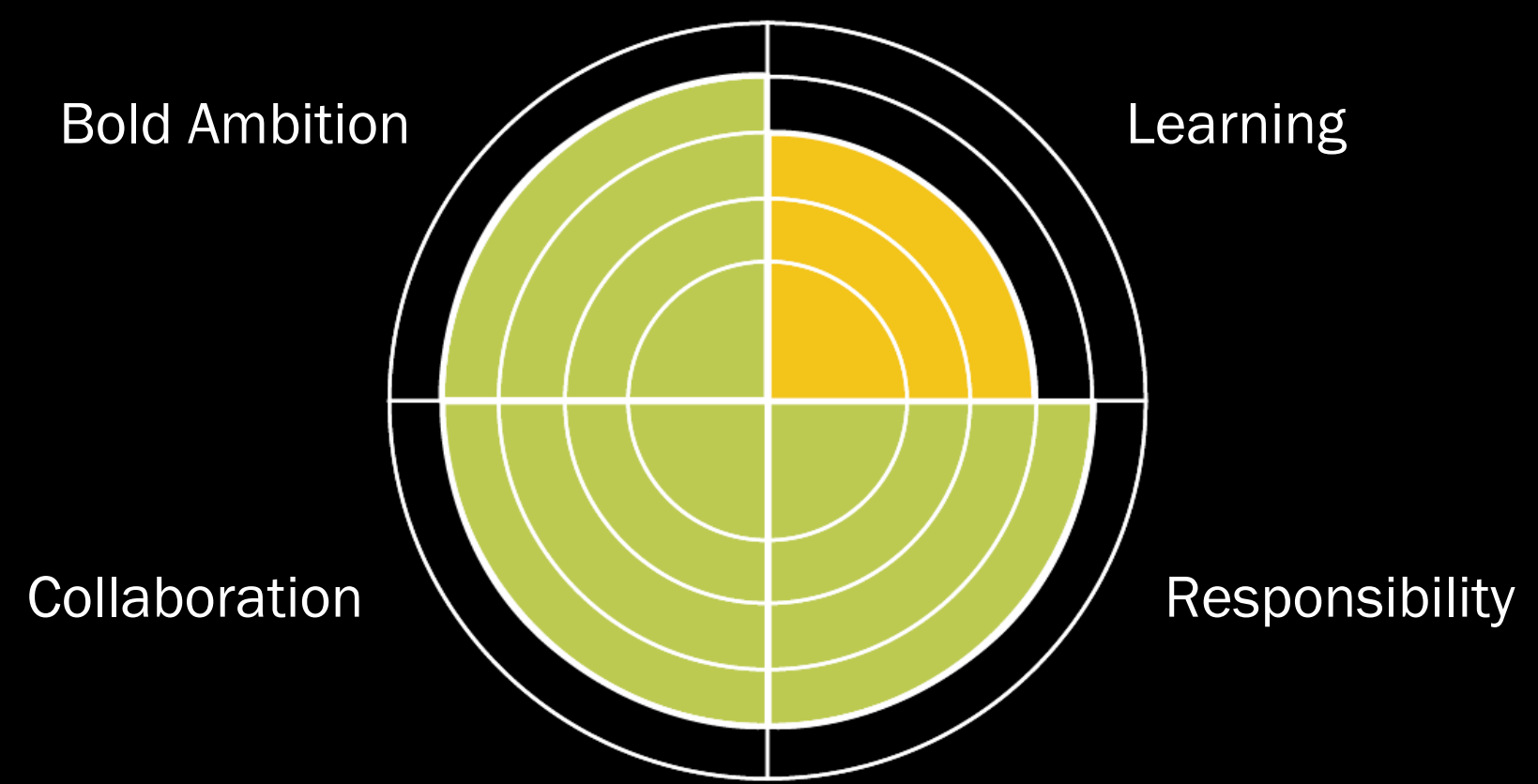
# Culture: Organization



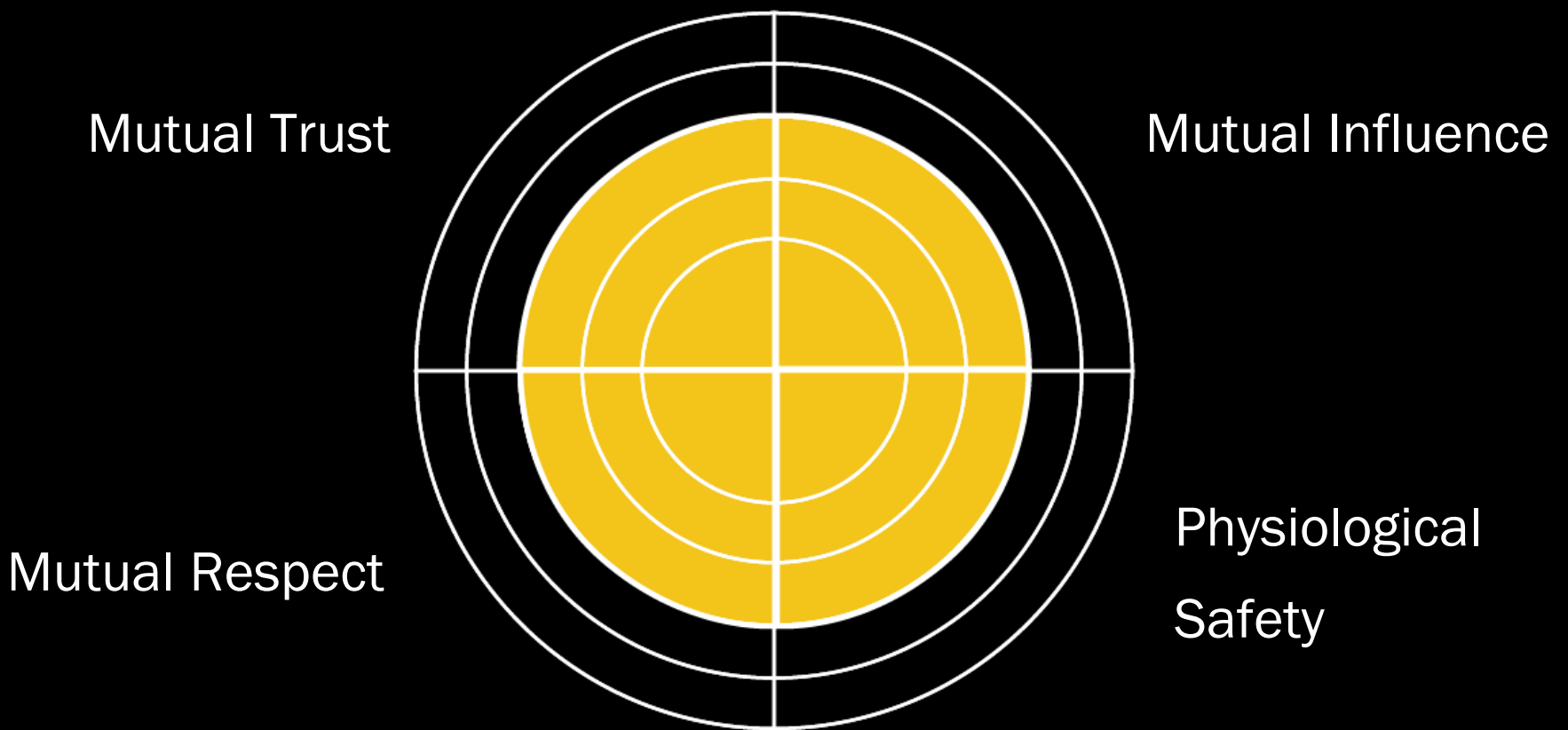
## Shared Purpose



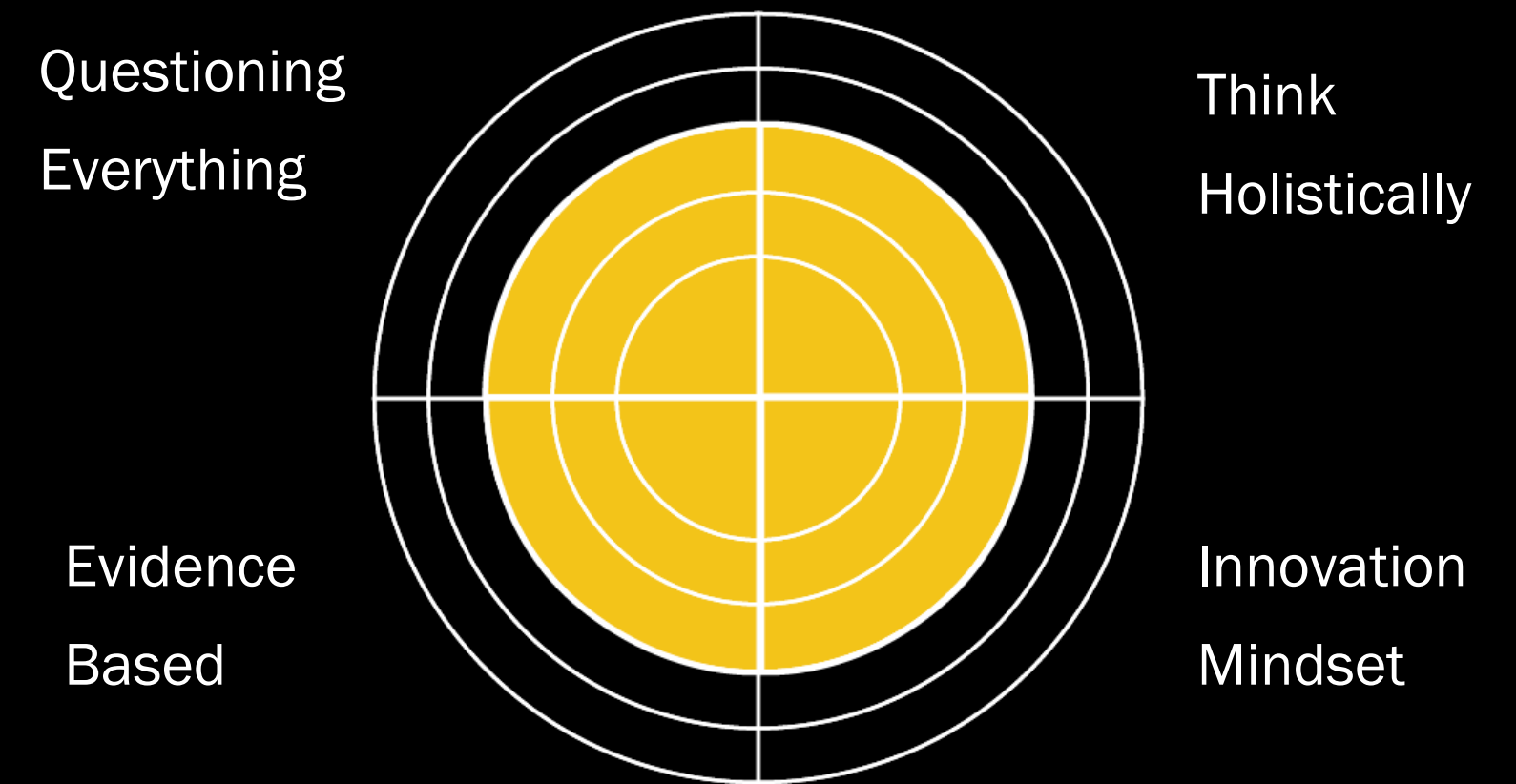
## Shared Values



## Rules of Engagement: Interaction



## Rules of Engagement: Thinking



# Capabilities: Organization

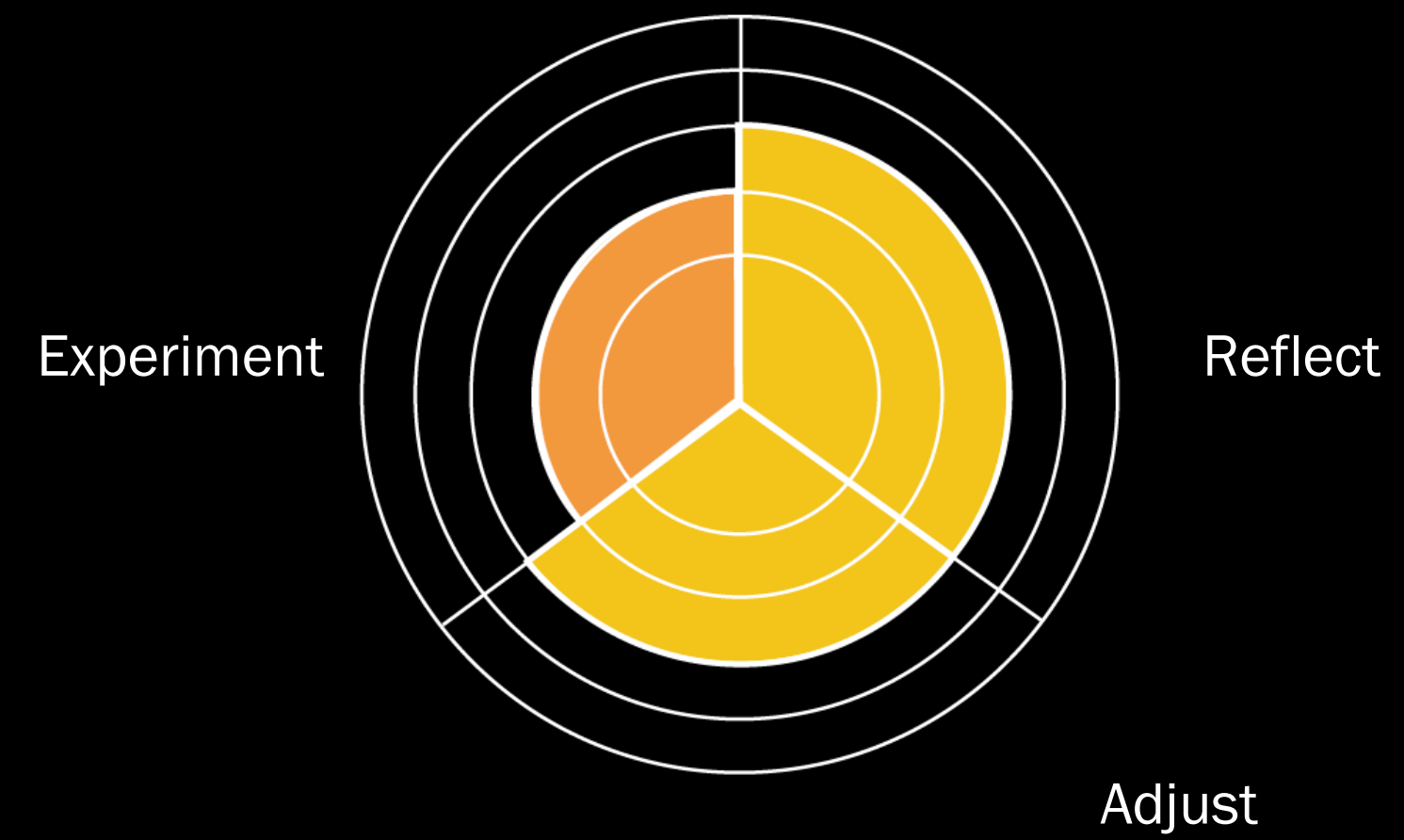


## CAPABILITIES

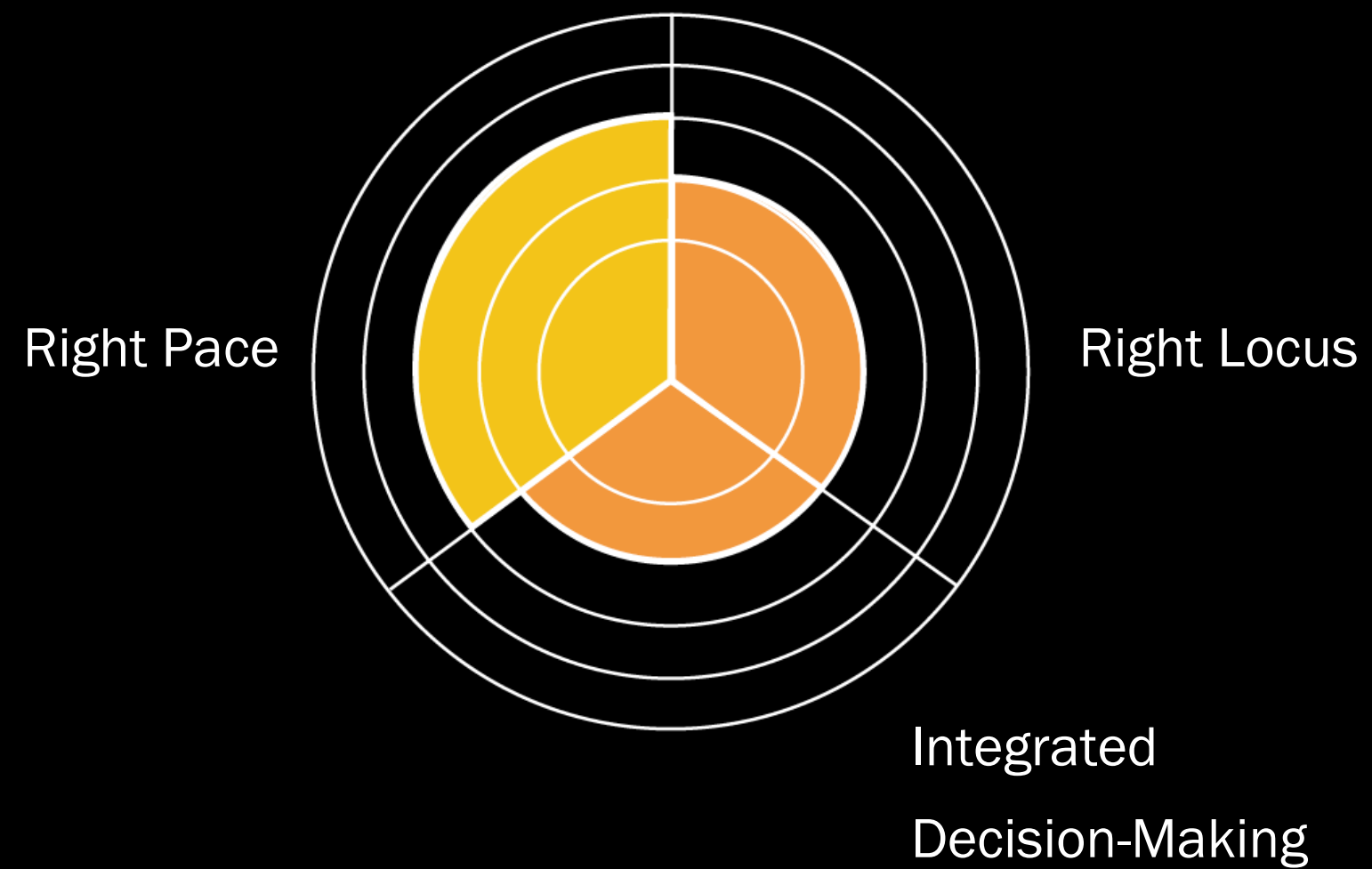
### Creative Abrasion



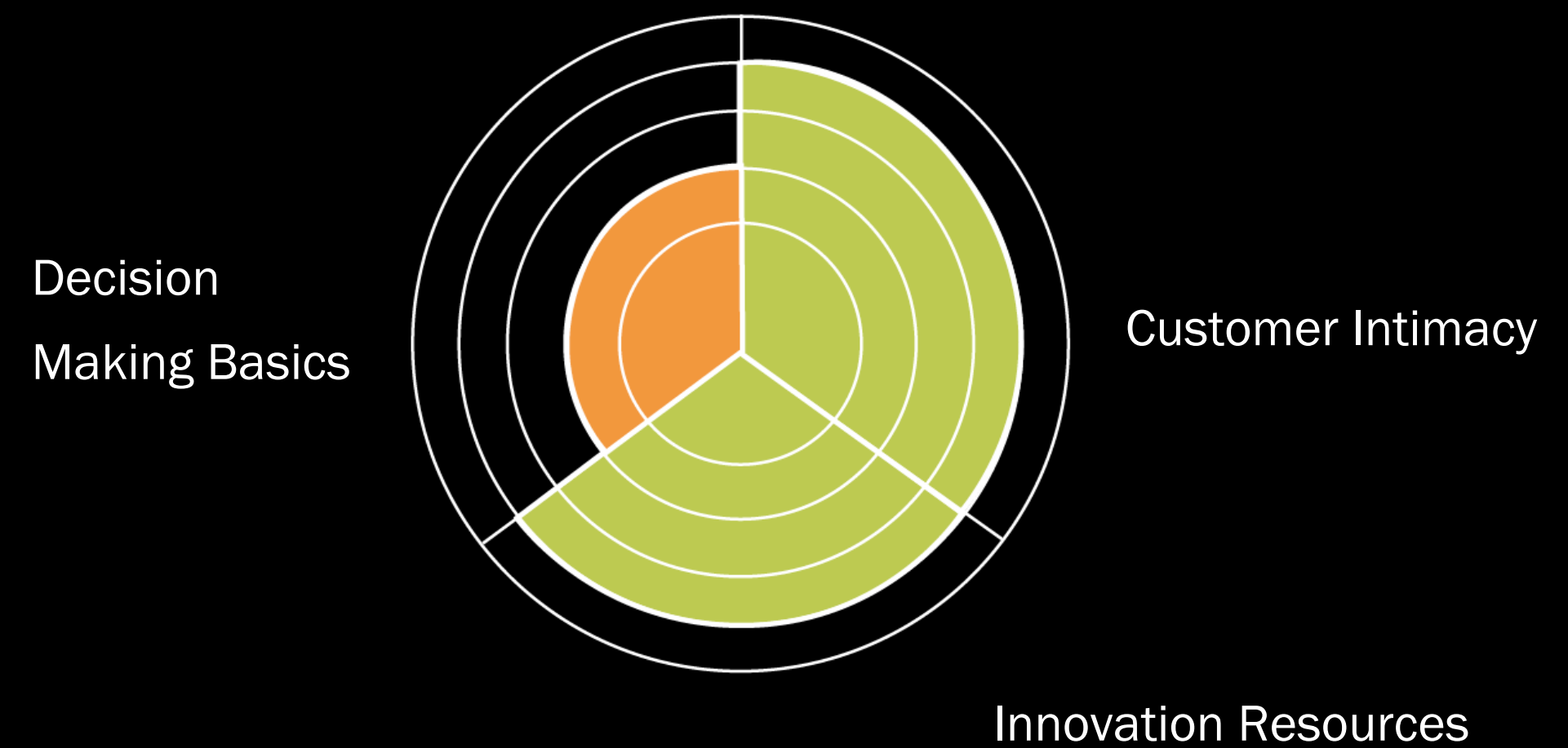
### Creative Agility



### Creative Resolution



### Additional Innovation Factors





## Building the Organization for Agility and Resilience

- How are you making decisions and acting with velocity (purpose + speed)?
- How are you delegating authority?
- How are you gathering intelligence?
- How are you helping the team cope with continuous change?
  - How are you communicating (**why**, what & how)?
- How are you measuring progress?
- How are you preparing for the next normal?
- Have you developed rules of engagement for working virtually?

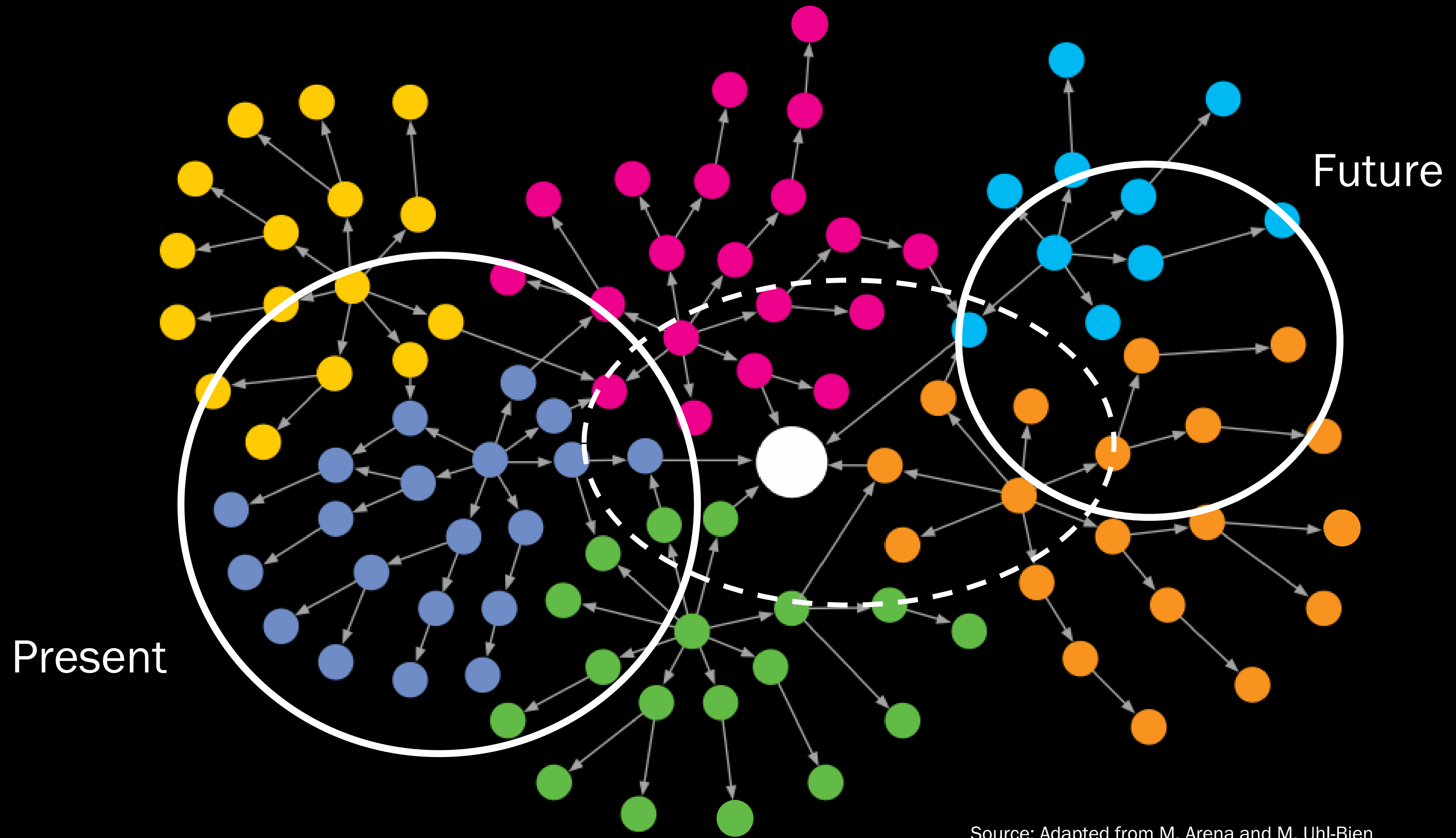
**Innovation Leader**



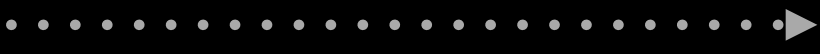
**Ndidi Okonkwo Nwuneli**

**Co-founder of Sahel Consulting Agriculture & Nutrition  
and AACE Food Processing & Distribution**

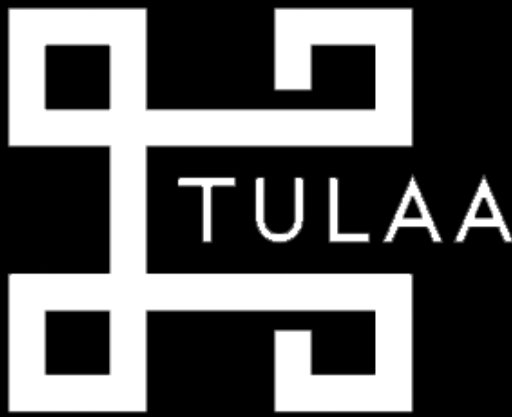
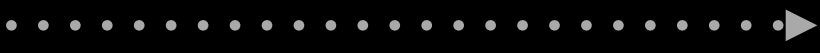
# Build Out the Ecosystem



Source: Adapted from M. Arena and M. Uhl-Bien



*AgriProtein*



**NINAYO** 

## Building the Ecosystem

- Who are your key internal & external stakeholders?
- What can you do to proactively build out & support your ecosystem?
- Do you need to coordinate with your “traditional competitors?”
- How are you serving your community?
- Is your team/organization collaborative-ready?

## Next Normal

- What have you discovered about the leadership team?
- What have you discovered about the culture & capabilities?
- Does the organization have trusting relationships with key stakeholders in your ecosystem?
- Are the right people on the “Next Normal Task Force?”
- How can digital transformation be accelerated?