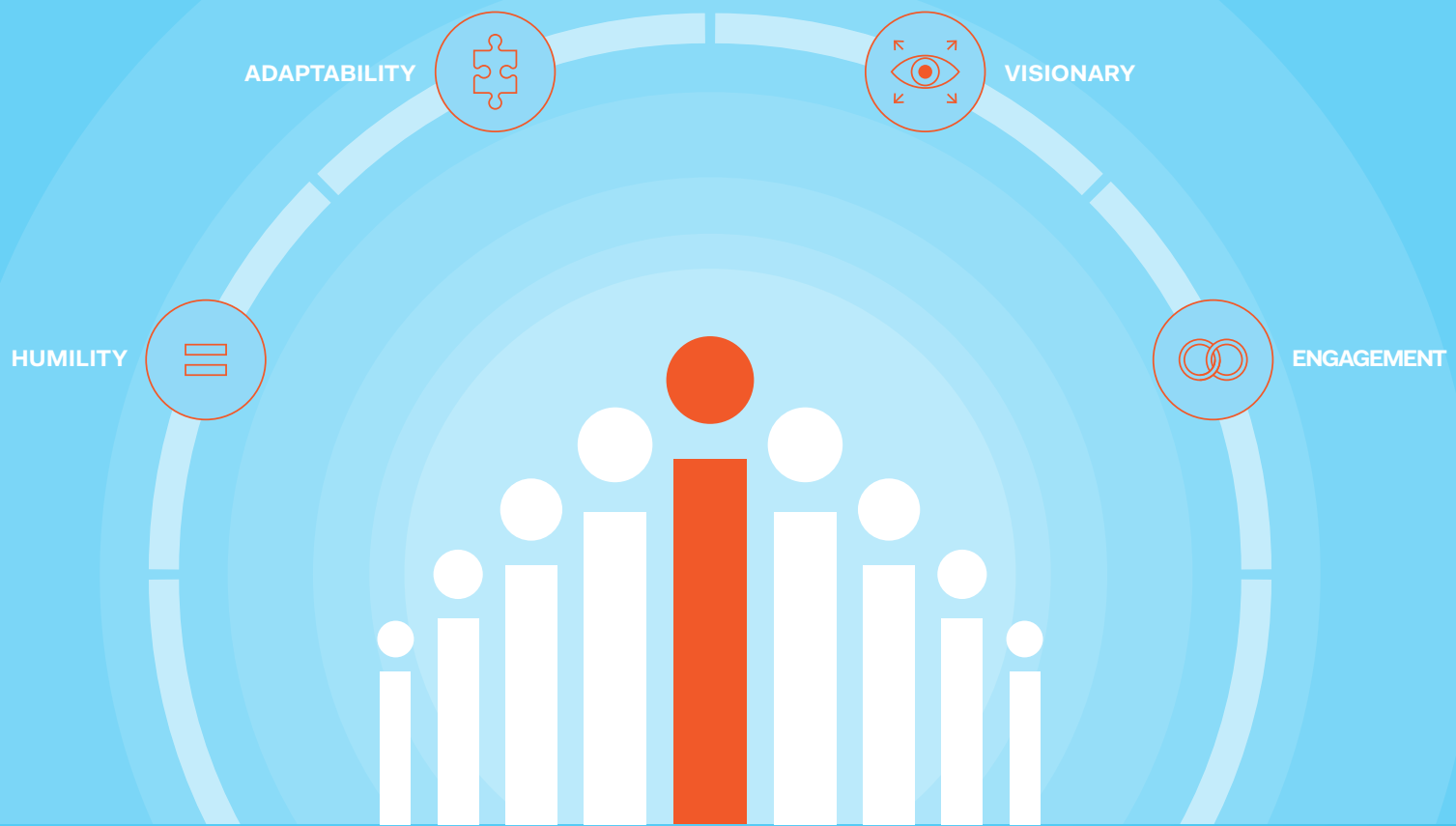




Leadership in the Digital Age

The Actions of an Agile Leader

Agile Leaders HAVE the mindset to successfully navigate digital business transformation. They are hyperaware of their environments; they use this knowledge to make informed decisions; and they execute those decisions at speed.

Agile Leaders HAVE the mindset to succeed

HUMILITY

An ability to accept feedback and acknowledge that others know more than you.

ADAPTABILITY

An acceptance that change is constant and that changing your mind based on new information is a strength rather than a weakness.

VISIONARY

A clear sense of long-term direction, even in the face of short-term uncertainty.

ENGAGEMENT

A willingness to listen, interact, and communicate with internal and external stakeholders combined with a strong sense of interest and curiosity in emerging trends.

ENGAGEMENT

I am willing to listening mode.

HUMILITY

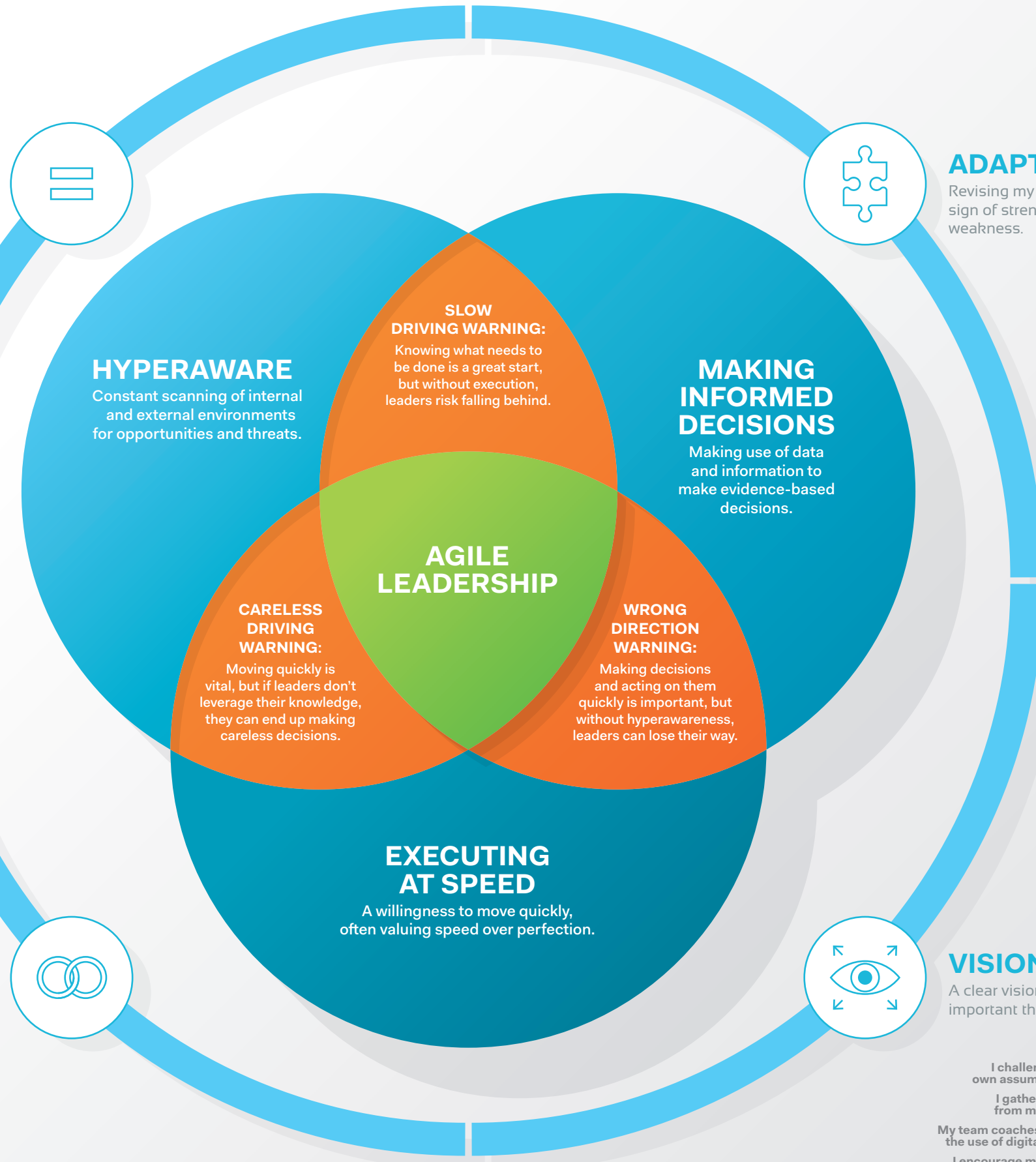
I accept that others know more than me.

ADAPTABILITY

Revising my decisions is a sign of strength, not weakness.

VISIONARY

A clear vision is more important than a detailed plan.



HYPERAWARE

Constant scanning of internal and external environments for opportunities and threats.

SLOW DRIVING WARNING:
Knowing what needs to be done is a great start, but without execution, leaders risk falling behind.

MAKING INFORMED DECISIONS

Making use of data and information to make evidence-based decisions.

AGILE LEADERSHIP

CARELESS DRIVING WARNING:
Moving quickly is vital, but if leaders don't leverage their knowledge, they can end up making careless decisions.

WRONG DIRECTION WARNING:
Making decisions and acting on them quickly is important, but without hyperawareness, leaders can lose their way.

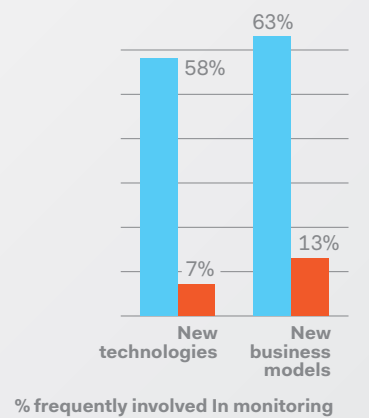
EXECUTING AT SPEED

A willingness to move quickly, often valuing speed over perfection.

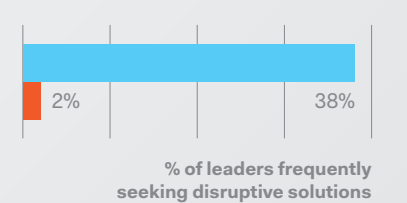
The Agile Difference

Agile Leaders ■
Non-Agile Leaders ■

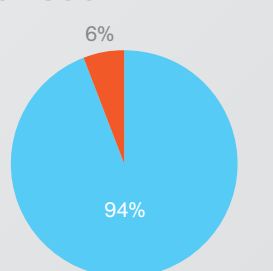
AGILE LEADERS: LOOK TO THE FUTURE



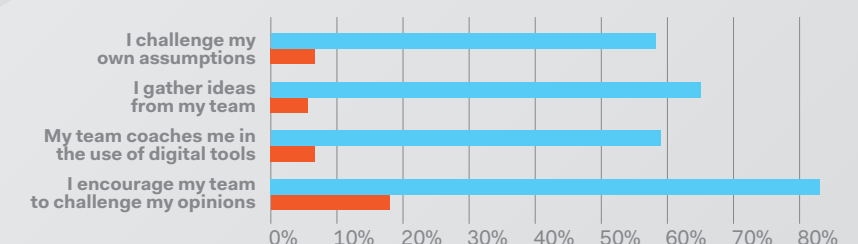
SEEK DISRUPTIVE SOLUTIONS



ARE 15X MORE LIKELY TO ENGAGE THROUGH SOCIAL MEDIA



ARE ACTIVE LEARNERS



Redefining Leadership for a Digital World

To lead successfully at any point in history has required a specific set of capabilities that fit with the demands of the time. In an effort to understand what is required to lead organizations in an increasingly digital world, we surveyed over a thousand executives and interviewed nineteen leaders from seventeen industries across the globe. We identified a number of key competencies and business behaviors that together form **The Agile Leader**, one who is capable of navigating disrupted digital waters.

What defines The Agile Leader?

Agile leaders HAVE 4 core competencies: they are *humble*, they are *adaptable*, they are *visionary*, and they are *engaged*. They use these attributes to steer organizations through the volatility and complexity of digital disruption. Agile leaders are hyperaware of emerging opportunities and threats, they use data and analytics to support informed decisions and they move quickly, even when they are not sure of the outcome, to execute at speed. As one European CEO from our survey told us: *"You need to do the planning, otherwise you won't get anywhere, but at the same time, you need to be prepared to re-assess and re-evaluate and not love your own scenarios or plans too much. You need to be open to external impulses at all times."*

It is clear that traditional organizations can compete and win in this new digitally-disrupted world if their leaders are able to adapt to it. One only needs to look at leadership success stories of large incumbents such as GE, Axel Springer, and BBVA to know that all is not lost; indeed the prognosis for incumbents is excellent, provided they are managed and led in an agile manner.

AGILE LEADERS DRIVE TRANSFORMATION



HUMILITY

Mathias Dopfner – CEO Axel Springer

Mathias Dopfner realized that his team needed to know more about U.S. tech culture. Consequently, he immersed himself and his top team in Silicon Valley for almost a year. His aim was to deliberately force them out of their comfort zone. "I wanted people to be in student mode". Having the humility to pause and learn has paid huge dividends for the organization, now a digital publishing power-house.



ADAPTABILITY

Carlos Torres Vila – CEO BBVA

Carlos Torres Vila has transformed BBVA from a traditional 'bricks and mortar' bank into one of the World's most advanced, digitally-enabled financial service companies.



VISIONARY

Jeff Immelt – CEO GE

Jeff Immelt had the vision to see what GE needed to become, not just what it was, even though it was a successful company. His vision has reshaped GE into a global leader in the industrial internet.



ENGAGEMENT

Jeff Bezos – CEO Amazon

Jeff Bezos set out Amazon's vision early, aiming to be the 'Earth's most customer-centric company'. He was subsequently quoted as defining 'customer-centric' as "Listening to the customer and inventing for the customer". Customer centricity has been central Amazon's phenomenal success.



The Global Center for Digital Business Transformation, an IMD and Cisco initiative provides world-leading research and analysis on digital disruption.



IMD is a top-ranked business school, recognized as the expert in developing global leaders through high-impact executive education.



Cisco is the worldwide leader in networking that transforms how people connect, communicate, and collaborate.



metaBeratung is a leading Management- and HR-Consultancy with offices in Germany & Austria.