

Agility in Leadership and Flow in the Workplace: the Missing Link

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agility



The goal is to delight customers

- The goal is to create and delight customers and ensure customer experience
- Our customers are satisfied if our employees are satisfied
- What should leaders do to get to this?

the leader's task



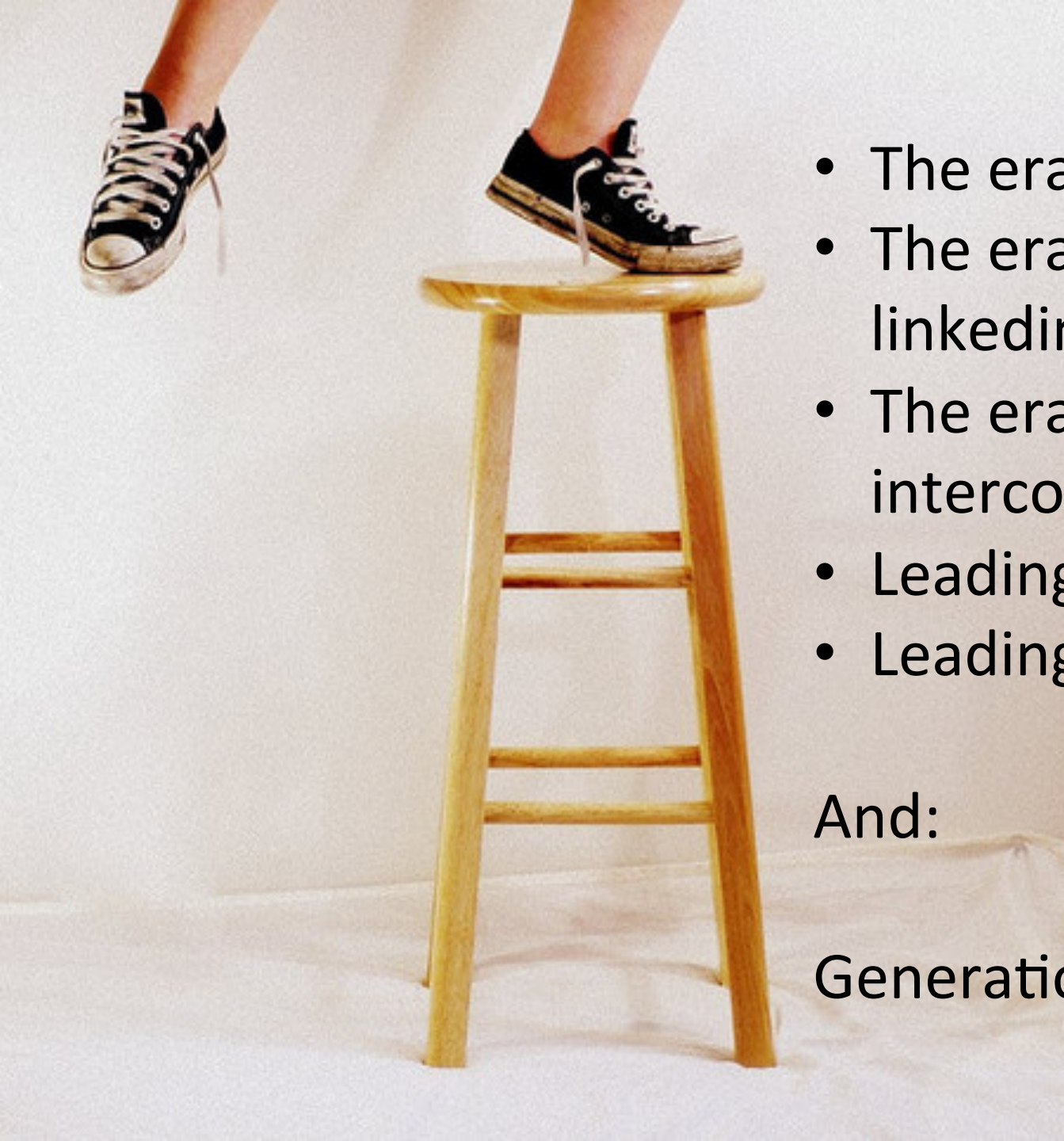
Paradigm Shift

- Traditional organization's are fading away
- New status quo, new leaders, new culture
- Work-life balance doesn't exist, quality of life that counts
- Everything is complex and even more complex
- Everything is fast and even more faster
- Long term strategies / short term scripts
- Finished products / releases

paradigm shift

The Challenges of a 21st century Leader





- The era of uncertainty
- The era of internet/facebook/linkedin...
- The era of smart phones, interconnectivity, apps
- Leading in complex ecosystems
- Leading 24/7

And:

Generation X and Y

Group	Work-force	Family	Means	Infrastructure	Work/Life	Values	Conflict	Focus
Baby Boomers (post-war)	33%	Large	Limited	Build	W	Ideals	Power	What
Generation X (60s-80s)	22%	Small	Limited	Use	W/L	Disappointed	Cooperation – no tools	How
Generation Y (80s-00s)	30%	Small	Affluent	Change	L/W	Challenge	Assertive	Why

generations

- Have fun
- Life with meaning
- Reject control and micromanagement
- Values diversity, civic duty, environmental accountability, collective action, experimenting
- No respect for roles/authority
- Questions for understanding/ makes sense
- Confident and optimistic
- Innovative, ambitious, entrepreneurial



They require:

- Engagement
- Respect both ways
- Non-hierarchical communication
- Honesty and flexibility
- Goals
- Specific targets
- Trust instead of control
- Challenge – Confront – Appraise

What motivates us?



Work content



Work environment

Development environment

What's inside?



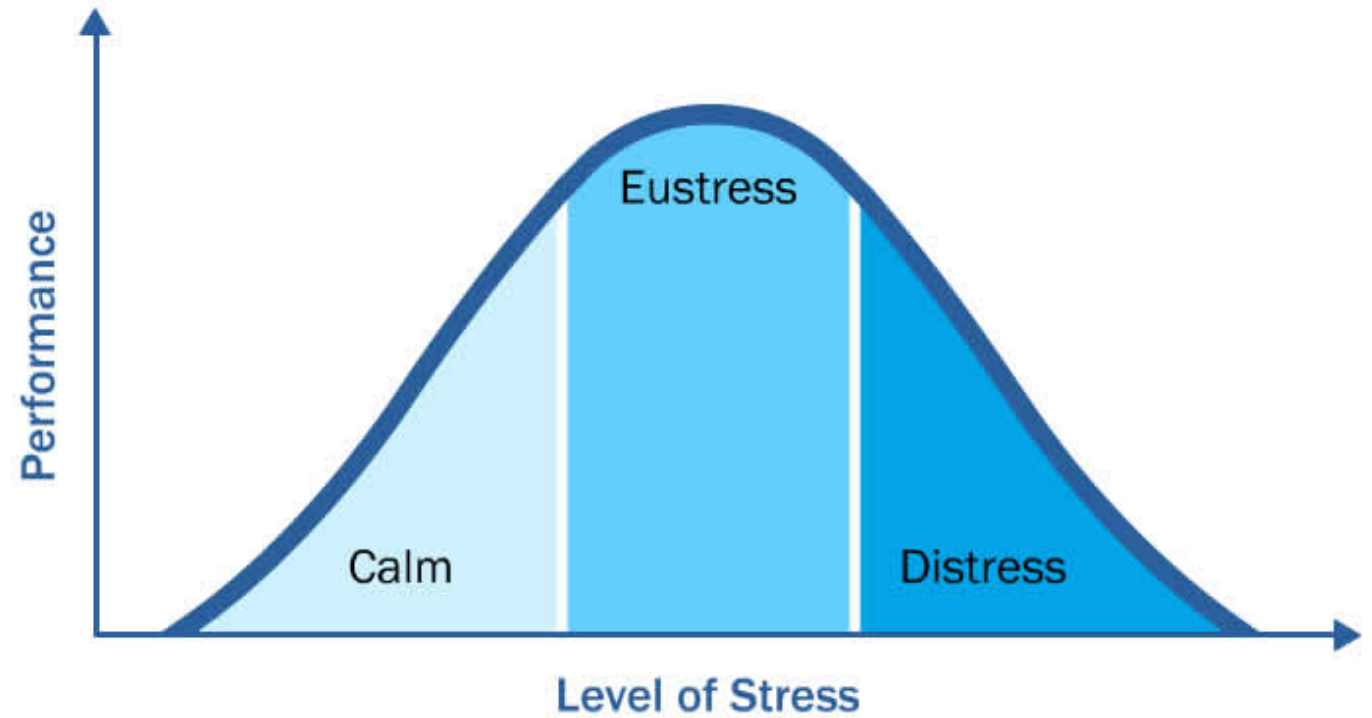


Jepsen

- The **limbic system**, located deeper in our brains, whose goal is to minimize danger and maximize reward. This is the part of the brain that houses our old habits, and our emotions.
- The prefrontal **cortex** (PFC) is the "newest" part of the brain, located right behind the eyes and is where decision-making, higher-level thought, goal-oriented behavior, mental flexibility, and emotion control happen.

- Under **distress**, the PFC shuts down and the limbic system takes over. It's a survival mechanism: our brains perceive stress as danger.
- The PFC shuts off this stress response if we feel **in control**. If we have some influence and autonomy over the work we are doing, the research shows our PFCs work better. We think more rationally, and make smarter decisions.

Arnstein, Jepsen



- Agile works to increase people's motivation, joy of work, and effectiveness.
- Agile means giving people influence and control on the task they are doing – so the PFC is able to function
- As a leader, this means: support and encouragement, creating a safe environment, providing clarity, giving influence – and being patient (change takes time...)



Agile Leadership



How do leaders deal with increasing degrees of ambiguity and complexity – how are they different in thinking?

Mode One – Technical Leadership. These leaders usually deal with ambiguity by denial or creating their own certainty. They are also more dictatorial and are very risk averse by nature.

Mode Two – Cooperative Leadership. The aim of mode two leaders is to disambiguate uncertainty and to build teams around them to mitigate risk.

Mode Three – Collaborative Leadership. Mode three leaders have a tendency towards consensual methods of leadership. They prefer to work towards aligning team members values and getting agreement. Their approach to ambiguity is for the group to examine it.

Mode Four – Generative Leadership. These leaders use ambiguity to find opportunity. They tend to be inveterate learners and innovators.

Attributes of Agile Leadership (Mode Four):

- Ambiguity tolerance
- Curiosity
- Creativity
- Courage
- Conviction
- Emotional Resilience
- Critical Thinking
- Vision
- Flexibility

Iacocca, Witney, Wilkinson

agile leadership

Our aim is to increase people's motivation, joy of work,
and effectiveness.

agile leadership



Enjoying what you do is better for
the business...



Mihály Csíkszentmihályi

flow

flow



flow

So, what is Flow experience?

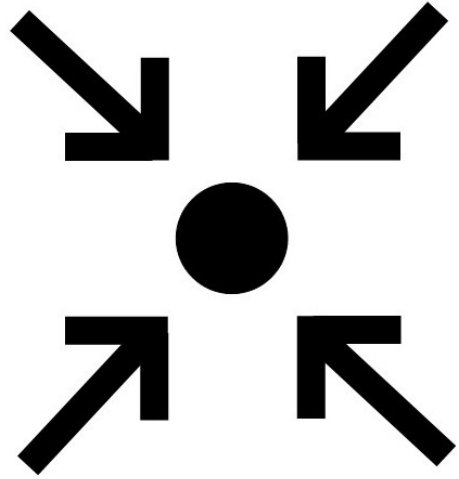
- Conscious activity
- Focus and concentration
- Control
- Extasy, out of time
- Intrinsic success (reward)

flow



flow

Pre-requisites of Flow



CLEAR GOALS

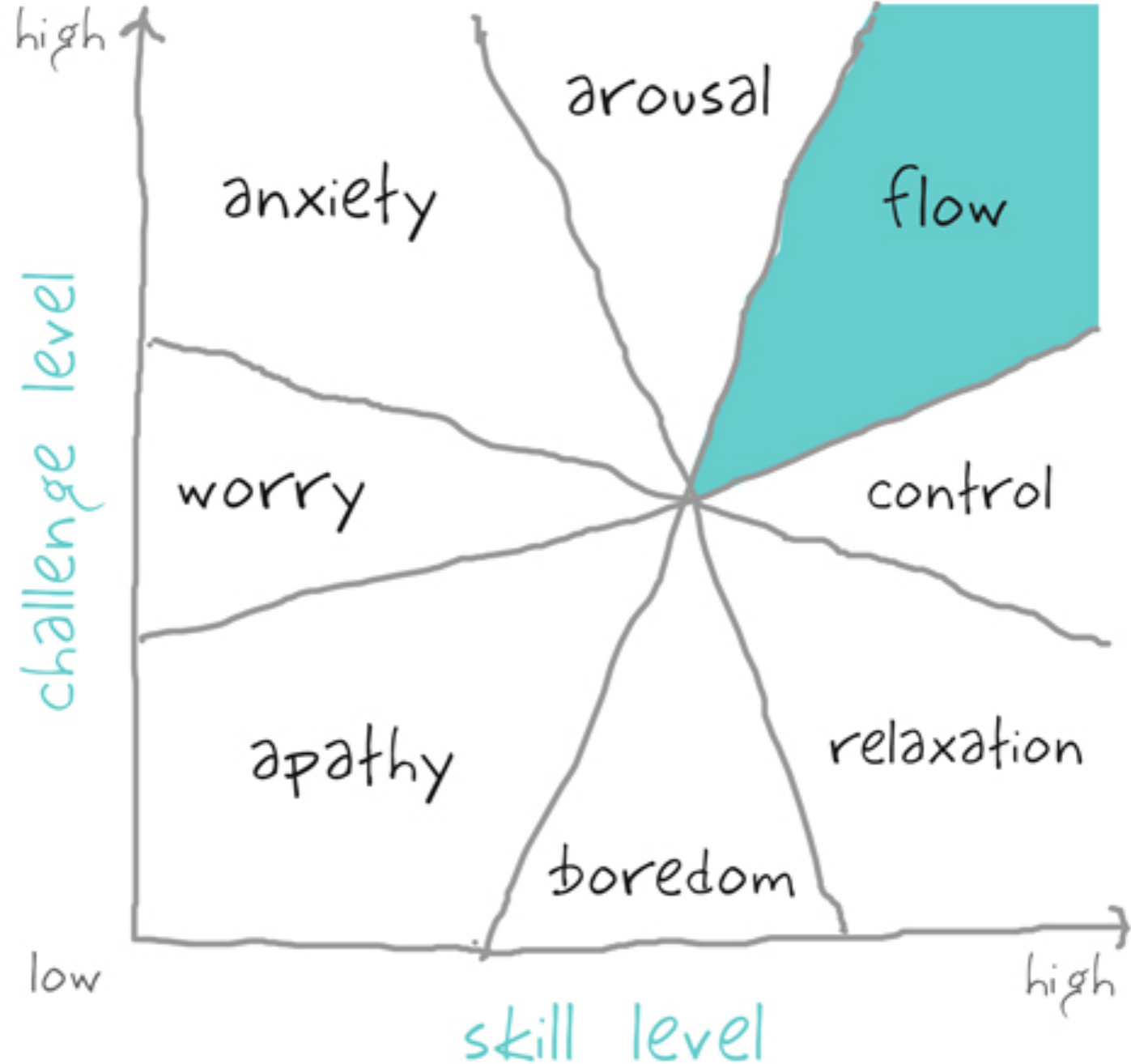


**APPROPRIATE
FEEDBACK**



**BALANCE OF
SKILLS AND
CHALLENGES**

**BALANCE OF
SKILLS AND
CHALLENGES**





**KEEP
CALM
AND
STAY IN
FLOW**



KEEP

CALM

AND

STAY IN

FLOW

IMPOSSIBLE

thank you!