



Building High Performance Teams in an Agile, Virtual World

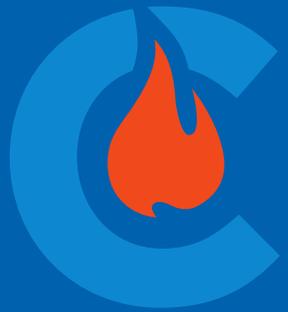
Stephen Ingalls | April 19 | IBANYS "All Banks on Deck"

Catalyzer
IGNITE GREAT

The Roadmap for Our Discussion

- **It's a VUCA world – and we're leading (and managing) in it.**
- **Everybody's talking agile – what does an agile organization really look like and is my industry suited to it?**
- **The key to any high-performance team is trust – how is trust different when practiced virtually?**
- **Soft/Interpersonal Skills Development – whatever you thought you'd mastered is now different and just got a little more complicated.**
- **Some challenges ahead for the blended workforce (and its leadership)**





The VUCA World

VUCA = Volatile, Uncertain, Complex, and Ambiguous

V

“**Volatility** because change today is not gradual and predictable, but discontinuous and surprising.”

U

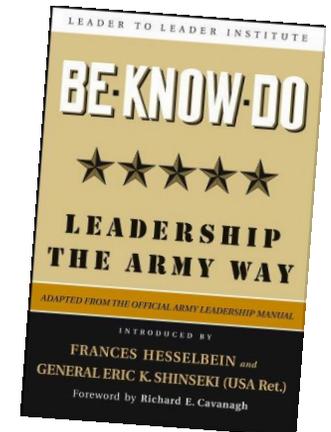
“**Uncertainty** because even as we cope with information overload, we cannot be sure we have interpreted correctly – nor do we have the luxury of time.”

C

“**Complexity** because every event and every variable are embedded in a web of interconnecting factors.”

A

“**Ambiguity** because change often brings paradox, as in the phrase, ‘Think globally, act locally’.”



Some Implications and One Leader Response

V

- We all have unique Affect Tolerances
- Distraction (from bigger picture thinking)

U

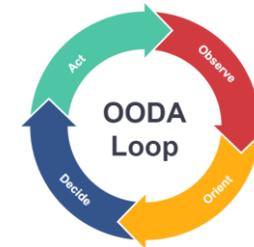
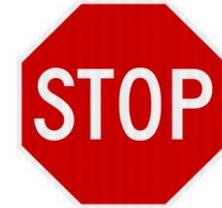
- We try to see the World as we think it should be
- Overlook broader possibilities
- Imagine only extreme outcomes

C

- Tend to evolve away from core cultures
- The Peter Principle may rear its head
- Attempt to “process-away” the complexity

A

- Difficult to identify threats and opportunities (until it's too late)
- Deal with it through busy work





What's With this Agile Thing?

Volatility Screams Agile – But is it for You?

Trademark

Strategy

North Star embodied across the organization

Structure

Network of empowered teams

Process

Rapid decision and learning cycles

People

Dynamic people model that ignites passion

Technology

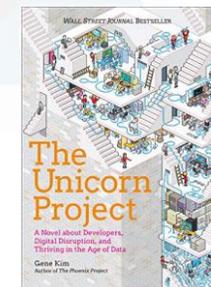
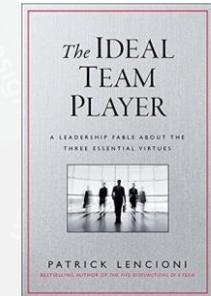
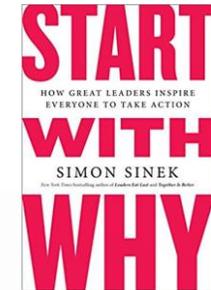
Next-generation enabling technology

McKinsey
& Company

- *Start With Why*
- “Agile Strategy Development” (and Communication)
- *The Ideal Team Player* (starts with you); senior leaders will need to become more comfortable getting out of the way (The Agile Manifesto)
- Consider the culture – **proceed with caution**
- Comfortable with decisions based on the 70% vs. the 90+% (remember OODA)
- “Sprint-based execution”

Reconsider the ideal candidate/employee for your organization (victims and “wait to be told” people need not apply)

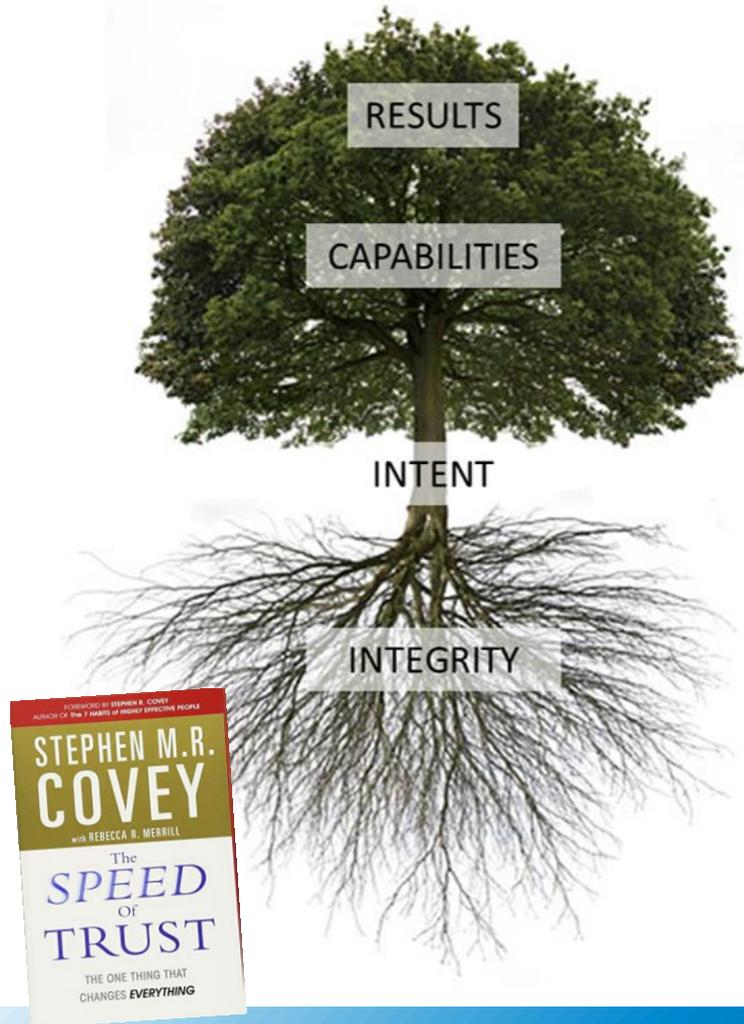
What technologies have you discovered you need in order to sustain your business into the future (this could be expensive)?





**Trust is Different Operating
Remotely/Virtually**

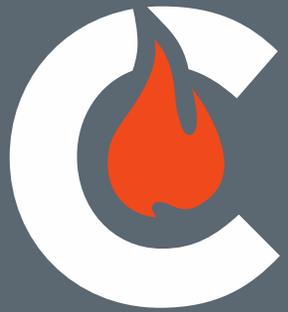
Trust and How It's a Little Different Virtually



Competence = What You Do

+

Character = Who You Are



The “New” Set of Soft/ Interpersonal Skills

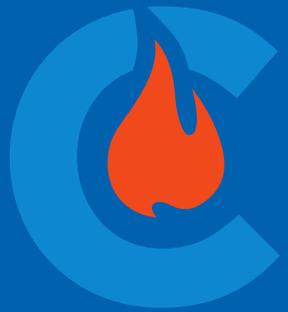
Work From Home (WFH)/Blended Soft Skills

- **Have elements of the basic leadership archetype changed?**
- **What does leadership need to look (and feel) like for a more virtual team?**
- **How are these skills best developed and practiced?**

Skills Development

- **Emotional Intelligence**
- **Personal and Interpersonal Accountability**
- **Communicating Like a Boss**
- Multigenerational Leadership
- Practical Team Building
- Coaching and Performance Feedback
- Managing Conflict
- Leading and Embracing Change
- Delegation & Decision-Making
- Practical Agility/Innovation/Creativity
- Capstone/Synthesis Exercises





Some Challenges Ahead

Some Things to Watch For (on Behalf of Your Teams)

- **Workforce well-being is in serious trouble**
(Harvard Business Review, February 10)
- **The “War for Talent” battlefield just changed**
- **Change Leadership – watch for “Mourners” and “Stormers”** (MIT Sloan Management Review, December 14, 2020)
- **The World is always changing; let’s stop talking and acting like it’s ending**



“The pace of change has never been this fast, yet it will never be this slow again.”

- Justin Trudeau, Davos 2018