

## The “agile” manager

08.01.2018

Is this a new trend or the response to a real need?

We are living in a world, and in economic circumstances, where it is increasingly difficult to make decisions, to make the right decisions. The complexity, uncertainties, ambiguities and volatility we have to contend with are increasing almost exponentially.

At the same time, our competitors are not sleeping; they, too, are having to adapt. In fact, we are facing competition from three different directions.

- Firstly, giant corporations such as Google, Amazon and Alibaba are muscling into new markets, quite unrelated to the purposes for which they were initially founded. Given their size and resources, they can afford to branch out into new areas without batting an eyelid.
- Secondly, we are seeing a proliferation of start-ups. In complete freedom, and sometimes with a degree of naivety, they are adopting new approaches, introducing new products and new business models.
- Finally, you have your traditional competitors, in your own industry, who are of course facing much the same challenges as you are. They, too, are changing, more or less quickly, more or less effectively.

What, then, in these circumstances is the manager’s role, the role of your managers?

### The agile manager or leader

There are nine categories which encapsulate the various dimensions of leadership, the factors which make for a good boss or manager. See our 8-minute video at <https://www.lp3leadership.com>

These effective bosses will also have to be proactive in ensuring the agility of their organization. Because agility is essential when it comes to facing the challenges mentioned above.

Agility has a number of different facets, at the individual level and at the level of the company or organization: souplesse (flexibility of mind), simplicity, flexibility, speed (decision-making, innovation, sharpness of mind), adaptability.

Agility of this kind can be learned, exercised, cultivated, whatever your age.

For example, I remember a television programme in which a 90-year-old grandmother danced with a partner 50 years her junior, acrobatically leaping and twirling. What impressed me most was that she finished her performance by doing the splits.

This shows that agility has to be worked at. With practice, training, a positive approach, the desire to succeed, it is possible to remain or become agile.

An agile manager creates the framework within which agility becomes reality in their company or organization. He or she brings consistency and energy, and maintains a positive dynamic. He or she provides stimulus, creates a clear framework and imparts a sense of direction.

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To achieve this, an agile manager/leader needs to:

- Put the emphasis on achieving an impact and be a source of simplification, understanding and motivation  
*(Read also: "Leadership: Why don't we have the impact we would like?")*
- Clearly explain their vision and makes it meaningful, winning the trust of their employees. Each person is aware of his or her contribution, and the way forward is clearly defined (stage 1)  
*(Read also: "The good boss has a clear vision")*
- Work on how they come across, their exemplary character, and personal and corporate values.  
*(Read also: "How to earn respect: Set a good example")*  
*(Read also: "Leadership assumes awareness of one's personal values")*
- Demonstrate managerial courage, while listening to their employees and their employees' fears (arising from the uncertainties inherent in constantly changing circumstances)  
*(Read also: "Management: Affirming courage")*
- Foster a culture in which people can make mistakes and feedback is given. An agile manager has a certain assertiveness, i.e. he or she is benevolent but without being indulgent, defining a clear framework and principles. Sustained economic performance remains the main objective.  
*(Read also: "Gaining in confidence through feedback")*  
*(Read also: "Psychological presence as a driver of innovation")*
- Have a positive attitude to change (combined with a critical, constructive spirit) and be able to deploy the tools required for transforming the company or organization.

Be the source of energy in your company, be an effective leader, a good manager:  
**an agile manager/leader.**

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