

Index

- accelerating change *see* change
- achiever leadership culture
 achiever-to-catalyst transformation 26
 characteristics of 25
 focus of 25
 leadership agility level 7
 location within organizations 26
 other agility levels in relation to 23
 summary of 24
- action, culture of 92
- adoption of agility
 advertising industry in China 12, 185
 AS IDEAS 11, 173
 automotive sector 11–12, 59, 61, 115, 206
 current study approach 8
 customized adoption 71–72
 Johnson Space Center 10, 152
 mainstream adoption 71
 mindful adoption 78
- advertising industry in China
 adoption of agility 12, 185
 challenges for future growth 186
 choice to be agile 193
 concept of agility 187
 “Frugal Innovation” 192
 growth of 185
 J. Walter Thompson and 186
 leadership agility 189–190
 national cultural aspects of agility adoption 191
 organizational agility 190
 recent changes and challenges 186
 scope for agility 186, 194
 summary of study findings 194
- agile companies, examples of 143
- agile development
 categories of adoption 76
 Crusader mode of adoption 76–78
 customized adoption of 71–72
 Dabbler mode of adoption 76–77
 as management fashions 71, 73–74
 mindful adoption of 78
 overview of 72
 Tailor mode of adoption 76–78
- agile innovation 173, 179
- Agile Manifesto of 2001 3, 72, 210, 216
- agile mindset 177
- agility
 activities required for 85
 adoption of 8, 71
 adoption, patterns of 8
 agile thinking defined 2
 antifragility *see* antifragility
 benefits of using 4
 change and stability in relation to 5, 167, 188
 characteristics of 85, 115, 122
 choice to be agile 193
 cognitive *see* cognitive agility
 and competitive advantage *see* competitive advantage
 concept of 132
 concept of “agile” 2
 concept of “agility” 85
 cost of 215
 culture of action 92
 current study approach and content 6, 215
 definition of 115
 different approaches to achievement of 94
 differing expectations of outcomes 217
 dimensions of 5
 as dynamic capability 114
 emergence of 1
 and environmental change *see*
 environmental change
 evaluation of 217
 flexibility and 141, 202
 focus of 4
 gap 19
 indicators of 87
 individual *see* individual agility
 innovation and *see* innovation
 language and *see* language
 leadership agility *see* leadership agility
 measurement of 87, 116

220 Index

- agility (cont.)
 methods and settings in relation to 4
 middle management role in achievement of 94
 multiplicity of approaches 218
 national cultural aspects of adoption 191, 216
 need for 1, 18, 131, 141
 ordinary business activity in relation to 94
 organizational *see* organizational agility
 organizational type aspects of adoption 216
 practices 10
 reconnaissance aspect of 85
 in responding 116, 118
 in sensing 116
 stability and 141
 strategic *see* strategic agility
 and strategic flexibility 115
 uncertainty and 218
 varieties of 216
- Agility.X concept 4, 215
- allocation of resources. *see* resources allocation
- ambidextrous mindset
 belief in need for achievement of 36
 challenge to achieve 33
 example of 177
 and leadership agility 7
 paradoxical (both/and) thinking 37
 qualities required for 34
 research insights 34
 and strategic agility 32
 theoretical background 33
- American Management Association,
 organizational agility study 19
- antifragility
 antifragile systems 45, 48
 Ashby's law of requisite variety 44
 case for 44
 combination of ignorance and knowledge 45
 concept of 7, 45
 "coping with the unknown" 44, 49
 as creation of meaning 46
 improvisational ability 49
 organization as generalization 48
 and organizational knowledge 49
 poetry as illustration of 47
 and scenario thinking 49
 summary of study findings 50
 and tacit knowledge 49
 uncertainty and 46
- Ashby's law of requisite variety 44
- AT Kearny, organizational agility study 19
- automotive sector
 adoption of agility 11–12, 59, 61, 115, 206
 autonomous (driverless) vehicles 166, 207
- challenge of change 164
 changes in 206, 209
 Daimler *see* Daimler
 digitalization 206
 electrified vehicles 165
 Ford *see* Ford
 growth in China 164
- Axel Springer Ideas Engineering (AS IDEAS)
 adoption of agility 11, 173
 agile innovation 173, 179
 agile mindset 177
 agile organization concept 175
 career progression 179
 concept of agility 174
 digital publishing 173
 employee satisfaction 181
 employees, number of 180
 human resource management 177
 innovation management 181
 leadership agility 179
 mission statement 173
 product development approach 178
 recruitment 177
 Scrum usage 175
 start-up culture 180
 summary of study findings 182
 temporary leadership 179
 Three Horizon Model of innovation 181
- Bain and Company 3
- betriebsrat* (work councils) 146
- black swan events, theory of 188
- both/and (paradoxical) thinking *see*
 ambidextrous mindset
- building supplies sector, serious play case
 study 103
- business processes, agility in 127
- cameras *see* Kodak
- Capgemini Consulting, agility research study
 116, 122, 131–132
- career progression, agile approach to 179
- catalyst leadership culture
 achiever-to-catalyst transformation 26
 characteristics of 25
 focus of 25
 leadership agility level 7
 location within organizations 26
 and operational agility 26
 other agility levels in relation to 23
 and strategic agility 26
 summary of 24
- categories of adoption of agile development
 76
- cellphones *see* Nokia

- change
 accelerating change 17, 140, 153
 challenge of 156–157
 doing the same better, inadequacy of 157
 embracing of 34
 environmental change *see* environmental change
 incremental approach to 158, 160, 169
 innovation *see* innovation
 responsiveness to 115–116, 118, 156, 164
 stability in relation to 5, 167, 188
 “VUCA world” (volatility, uncertainty, complexity, and ambiguity) 17
 change management, misunderstood meaning of 202
- China
 advertising industry *see* advertising industry in China
 automotive sector growth 164
- cognitive agility
 definition of 100
 enhancement by serious play 100
- collective/individual dialectic 108
- communication *see* language
- competency traps 102
- competitive advantage
 challenge to achieve 1
 innovation and 142
 and strategic agility 32
 sustaining of 54, 114
- computers and software development. *see* Axel Springer Ideas Engineering (AS IDEAS); IBM; Scrum
- concept of “agility” 85
 “conceptual metaphors” 199
- construction/de-construction dialectic 110
- construction industry, serious play case study 103
- context-setting agility
 concept of 21
 quality control across contexts 61
 recontextualization and language 61, 65–66
 as strategic agility 21
- contextual meanings, need for sensitivity to 201
- control systems *see* management control systems
- conversations *see* pivotal conversations
- corporate culture of innovation 147
- corporate governance, agility in 124
- creative agility
 analytic and creative thinking 21
 concept of 21
- Crusader mode of agility adoption 8, 76–78
- culture
 national cultural aspects of agility adoption 191, 216
 organizational culture *see* organizational culture
- Dabbling mode of agility adoption 8, 76–77
- Daimler
 ability to change 209
 adoption of agility 12, 115, 206
 agility’s role 210
 CASE (connected, autonomous, shared, and electric) strategy 207
 challenge of change 207, 209
 future-readiness, investment in 209
 identity renewal 208
 innovation strategy 206
 Leadership 2020 project 208–212
 learning, importance of 211
 long-term approach to human resource management 211
 need for agility 206
 optimism for future 212
 organizational agility 210
 strategic agility 212
- data infrastructures, agility in 128
- de-construction/construction dialectic 110
- developmental stages theory, leadership agility and 22
- devolved control, innovation and 146
- dialectics of serious play 102, 108
- digital publishing *see* Axel Springer Ideas Engineering (AS IDEAS)
- digitalization
 automotive sector 206
 as environmental change 114
- doing the same better, inadequacy of 157
- dominant logics, challenging by serious play 100
- Dove Bars (ice cream products company) 201
- duality *see* paradoxical tensions
- dynamic capability
 agility as 114
 serious play and 102
- dynamism
 embracing of 34
 linguistic 55, 60, 66
- Economist*, organizational agility survey 18–19
- electrical engineering *see* General Electric
- employee involvement in innovation 146
- employee satisfaction, agile approach to 181
- environmental change
 agility in responding to 115, 118
 agility in sensing 116

222 Index

- environmental change (cont.)
 digitalization as 114
 innovation *see* innovation
 and organizational agility 9, 11
 exact words, importance of recalling 197
 expert leadership culture
 characteristics of 25
 focus of 25
 leadership agility level 7
 location within organizations 26
 other agility levels in relation to 23
 summary of 24
 external/internal dialectic 109
- flexibility, agility and 141, 202
 focus of agility 4
- Ford
 adoption of agility 11
 autonomous (driverless) vehicles 166
 change and stability in relation to 167
 choice of markets 168
 competitive environment 165
 and demographic megatrends 166
 electrified vehicles 165
 future of 170
 incremental approach to change 169
 leadership agility 168–169
 pivoting response to change 167
 responsiveness to change 164
 risk-taking culture, encouragement of 169
 separate governances for core business and innovation 167
 smart mobility 167, 169
 strategic agility 167
 summary of study findings 170
 “Freedom in a Framework” approach to leadership 190
 “Frugal Innovation” 192
- General Electric 5, 114
- Germany
 automotive sector *see* Daimler
 corporate culture of innovation 147
 innovation and environmental change 146
 work councils (*betriebsrat*) 146
 governance, agility in 124
- Haufe Umantis (talent management solutions company) 179
- high technology industries, agility and innovation 139
- holacracy approach to management 188
- human resource management 177, 211
- IBM, shift in business model 5
- images from the unconscious mind 202
- independent subsidiaries, innovation by 146
- individual agility, organizational contingencies in relation 4
- individual/collective dialectic 108
- inertia and strategic agility in relation 43
- information technology (IT) infrastructures, agility in 128
- innovation
 agile innovation 173, 179
 agility and 10–12
 communication and 145
 and competitive advantage 142
 and computing power 140
 continuous 90
 corporate culture of 147
 and culture for sharing information 145
 cyclical planning 181
 and devolved control 146
 emerging competitive countries 148
 employee involvement in 146
 exponential acceleration of 140
 “Frugal Innovation” 192
 and government policy and regulation 146
 by independent subsidiaries 146
 internal innovation 144
 internal innovation, culture of 155
 and leadership agility 144–145
 main themes 140
 and manager education and training 148
 mindful approaches to 71
 networking and 145
 planning cycle 181
 product development approach 178
 R&D and agile thinking 217
 reflection and 142
 safety first approach to 159
 Three Horizon Model of 181
 uncertainty and 139
- Institute for Corporate Productivity, organizational agility study 20
- intentionality, paradox of 102
- interdependence, increase in 17
- internal/external dialectic 109
- J. Walter Thompson (JWT)
 advertising and marketing services 185
 Asia-Pacific operations *see* advertising industry in China
 group structure 188
 history of 185
- Johnson Space Center (JSC)
 accelerating change 153
 adoption of agility 10, 152

- agility as theme 152, 154
- business management paradigm, change to 158
- challenge of change 156
- culture of self-reliance 155
- growth of 152
- incremental approach to change 158, 160
- internal innovation 155
- leadership agility 156
- mission of 152
- organization change program 152
- responsiveness to change 156
- safety first approach to innovation 159
- summary of study findings 161
- technical management paradigm, change from 158
- knowledge
 - ignorance and 45
 - tacit knowledge 49
 - uncodifiability of organizational knowledge 49
- Kodak
 - challenge of change 157
 - doing the same better, inadequacy of 157
 - innovation failure 182
- language
 - agility and 8, 12
 - authors' analytical approach 55
 - change management, misunderstood meaning of 202
 - clear and precise use of 93
 - and competitive advantage 54
 - "conceptual metaphors" 199
 - contextual meanings, need for sensitivity to 201
 - English as lingua franca 59
 - exact words, importance of 197
 - general skills 57, 60
 - generative nature of 200
 - images from the unconscious mind 202
 - importance of language use 199
 - and leadership agility 200
 - and leadership unity 58
 - linguistic dynamism 55, 60, 66
 - metaphors, importance of 198, 202
 - misalignment problems 54
 - need for higher awareness of 55
 - and organizational agility 197
 - recontextualization and 60
 - research studies 56
 - and resource fluidity 60
 - specific skills 57
 - specific words and phrases, importance of 197
 - and strategic agility 54, 57
 - and strategic sensitivity 57
 - summary of study findings 203
 - symbolic nature of 200
 - unconscious mind, insights from 202
- leadership agility
 - agile person, Barack Obama as example of 193
 - agility adoption patterns 9
 - ambidextrous mindset 7
 - and challenge of change 156
 - concept of 5, 7, 18
 - context-setting agility *see* context-setting agility
 - creative agility *see* creative agility
 - current study approach and content 6
 - developmental stages 22
 - dual capacity of exploitation and exploration 7
 - "Freedom in a Framework" 190
 - holacracy approach 188
 - importance of 7, 144
 - innovation and 144–145
 - language and *see* language
 - leaderless organizations 180
 - and leadership culture 20
 - in leading organizational change 23
 - in leading teams 23
 - and learning agility 21
 - levels of 22
 - as "meta-competency" 7, 21
 - operational agility in relation to 18
 - organizational agility in relation to 5, 7
 - and organizational culture 20
 - in pivotal conversations 23
 - practices 7
 - qualities required for 190
 - reflective action 7, 20
 - research studies 22
 - self-leadership agility *see* self-leadership agility
 - stakeholder agility *see* context-setting agility
 - strategic agility in relation to 7, 17–18
 - temporary leadership 179
 - types of 20
 - views of leadership 23
- leadership culture
 - achiever leadership culture *see* achiever leadership culture
 - catalyst leadership culture *see* catalyst leadership culture
 - expert leadership culture *see* expert leadership culture
 - and leadership agility 20
 - levels of agility 25

224 Index

- leadership unity
 language and 58
 and strategic agility 57
- learning agility, leadership agility and 21
- Learning Consortium 3
- linguistics *see* language
- logic *see* dominant logics
- London School of Economics, organizational agility study 19
- management control systems
 agile firms' usages of 87
 authors' analytical approach 86
 balanced use of 86
 criticisms of 86
 definition of 85
 differences in agile uses of 87
 examples of 85
 "oscillating pendulum" approach to resources allocation 9, 90
 proper use of 91
 research fieldwork insights 89
 research survey insights 87
 research survey results 87
 summary of study findings 95
 support for agility 9, 85
- management education and training, innovation and 148
- management fashions
 agile development as 71, 74
 authors' analytical approach 71
 indicators of 74
 studies of 2
 summary of study findings 82
 theory of 71, 73
 triggering of 2
- management of human resources 177, 211
- management paradigm, change from technical to business 158
- management techniques
 holacracy 188
 serious play 9
- management theory, paradoxical tensions in 43
- "management without managers" concept 180
- McKinsey, organizational agility study 18
- meaning, creation of 46
- metaphor *see* language
- middle management role in agility achievement 94
- mindfulness
 and agility adoption 78
 concept of 74
 innovation and 71
- mindset *see* ambidextrous mindset
- mobile telecommunications *see* Nokia
- NASA *see* Johnson Space Center
- national cultural aspects of agility adoption 191, 216
- New Product Design (NPD) consultancy, strategic agility 34
- new products and technologies. *see* innovation
- Nissan–Renault alliance, language competence 59
- Nokia, innovation failure 182
- Obama, Barack 193
- operational agility
 and catalyst leadership culture 26
 concept of 18
 and creative agility 21
 and leadership ability 7
 leadership agility in relation to 18
- organization as generalization 48
- organizational agility
 agile organization concept 175
 agility adoption patterns 8
 agility gap 19
 components of 18
 conception of 199
 and environmental change 9, 11
 individual contingencies in relation to 4
 language and 197
 leadership agility in relation to 5, 7, 18
 need for 18
 operational agility in relation to 18
 research studies 18
 return on investment in 18
 and serious play 102
 strategic agility 18
 strategic agility in relation to 5
 uncertainty and 142
- organizational change, leadership agility in 23
- organizational culture
 agility in 125
 culture of action 92
 innovation and 147, 155
 and leadership culture 20
 risk-taking culture, encouragement of 169
 self-reliance culture 155
 start-up culture 180
- organizational environment *see* environmental change
- organizational knowledge, antifragility and 49
- organizational strategy *see* strategic agility
- organizational structure
 agility in 124
 holacracy approach 188

- organizational type aspects of agility adoption 216
- “oscillating pendulum” approach to resources allocation 9, 90
- “paradox of intentionality” 102
- paradoxical (both/and) thinking *see* ambidextrous mindset
- paradoxical tensions
- dialectics of serious play 102, 108
 - ignorance and knowledge 45
 - in management theory 43
 - reconciling of 217
 - and strategic agility 35
- photocopiers *see* Xerox
- photography *see* Kodak
- pivotal conversations, agility in 23, 28
- playfulness *see* serious play
- poetry as illustration of antifragility 47
- product development *see* innovation
- psychology, stage development theory 22
- PsyCons, organizational agility study 20
- publishing industry *see* Axel Springer Ideas Engineering (AS IDEAS)
- quality control across contexts 61
- recontextualization, language and 60, 65
- recruitment, agile approach to 177
- reflection, innovation and 142
- reflective action, definition of 7, 20
- Renault–Nissan alliance 59
- research and development *see* innovation
- research studies, paradoxical tensions in 43
- resource fluidity
- language and 60
 - and strategic agility 57
- resources allocation, “oscillating pendulum” approach 9, 90
- responsiveness to change 115–116, 118, 156
- risk-taking culture, encouragement of 169
- rocket science *see* Johnson Space Center
- Rumsfeld, Donald 44, 49, 164
- safety first approach to innovation 159
- scenario thinking, antifragility and 49
- Scrum (software development process) 3–4, 11, 175, 182, 188, 211
- self-leadership agility, concept of 21
- self-reliance, culture of 155
- serious play
- benefits of using 101
 - case study 103
 - challenging of dominant logics 100
 - cognitive agility enhancement 100
 - competency traps and 102
 - construction/de-construction dialectic 110
 - dialectics 102, 108
 - dynamic capabilities and 102
 - individual/collective dialectic 108
 - internal/external dialectic 109
 - organizational agility enhancement 102
 - “paradox of intentionality” 102
 - process of 101
 - strategic agility and 9, 99
 - summary of study findings 110
 - System 1 and System 2 thinking 99–100, 102, 110
 - technique of 99
- smartphones *see* Nokia
- software development *see* Axel Springer Ideas Engineering (AS IDEAS); IBM; Scrum
- space exploration *see* Johnson Space Center
- Spansion Ltd (semiconductors) 54
- Springer *see* Axel Springer Ideas Engineering (AS IDEAS)
- stability and change in relation 5, 167, 188
- stage development psychology, leadership agility and 22
- stakeholder agility, concept of 21
- start-up culture 180
- strategic agility
- agility adoption patterns 9
 - ambidextrous mindset 32
 - belief in need for achievement of 36
 - and catalytic leadership culture 26
 - characteristics of 32
 - and competitive advantage 32
 - concept of 18
 - context-setting agility as 21
 - conundrum of 32–33
 - and creative agility 21
 - current study approach and content 8
 - definition of 43
 - elements of 57
 - embracing of dynamism and change 34
 - inertia in relation to 43
 - language and 54, 57
 - leadership agility in relation to 7, 17–18
 - leadership unity as element of 57
 - organizational agility in relation to 5
 - paradoxical (both/and) thinking 37
 - paradoxical tensions, harnessing of 35
 - research insights 34
 - research insights considered 39
 - resource fluidity as element of 57
 - separated focus on resources and on action 38
 - and serious play *see* serious play

226 Index

- strategic agility (cont.)
 - simultaneous attention to competing demands 38
 - strategic sensitivity as element of 57
 - summary of study findings 40
- strategic flexibility, agility and 115
- strategic management, uncertainty and 142
- strategic sensitivity
 - language and 57
 - and strategic agility 57
- subsidiaries, independence and innovation 146
- symbolic nature of language 200
- System 1 and System 2 thinking 99–100, 102, 110

- tacit knowledge, antifragility and 49
- Taylor mode of agility adoption 8, 76–78
- team leadership, agility in 23
- technological innovation *see* innovation
- technology-based industries, agility and innovation 139
- thinking paradoxically *see* ambidextrous mindset
- Three-horizon Model of innovation 181
- Toyota Production System (TPS), development of 61

- uncertainty
 - agility and 218
 - antifragility and 46
 - companies successful in managing 143
 - and corporate culture of innovation 147
 - innovation and 139
 - and organizational agility 142
 - and strategic management 142
 - summary of study findings 149
- unconscious mind, insights from 202
- unknown, coping with 44, 49, 164

- Valve (video gaming company), management without managers 180
- vertical development psychology, leadership agility and 22
- views of leadership, agility in 23
- “VUCA world” (volatility, uncertainty, complexity and ambiguity) 17

- work councils (*betriebsrat*) 146

- Xerox, dominant logic 101
- Zürich Kammerorchester 1