



# **TRANSFORMATION THROUGH AGILE LEADERSHIP**

Dennis FOO – June 2020

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# COVID 19 will pass eventually....but what is the learning...

- In Business, we cannot avoid issues. Crisis abound. Risk or Crisis Management are part of what corporate leaders must confront. How to deal with that ?
- No leaders know everything !. Most successes are a lot on luck, economic policies, planning, timing, team, etc...For some it is a huge success. For some it is not.
- Some companies come out of the COVID 19 stronger better faster and clearer
- Which Leaders you will continue to be associated with ?
- What should Organisation focus on ahead then ?

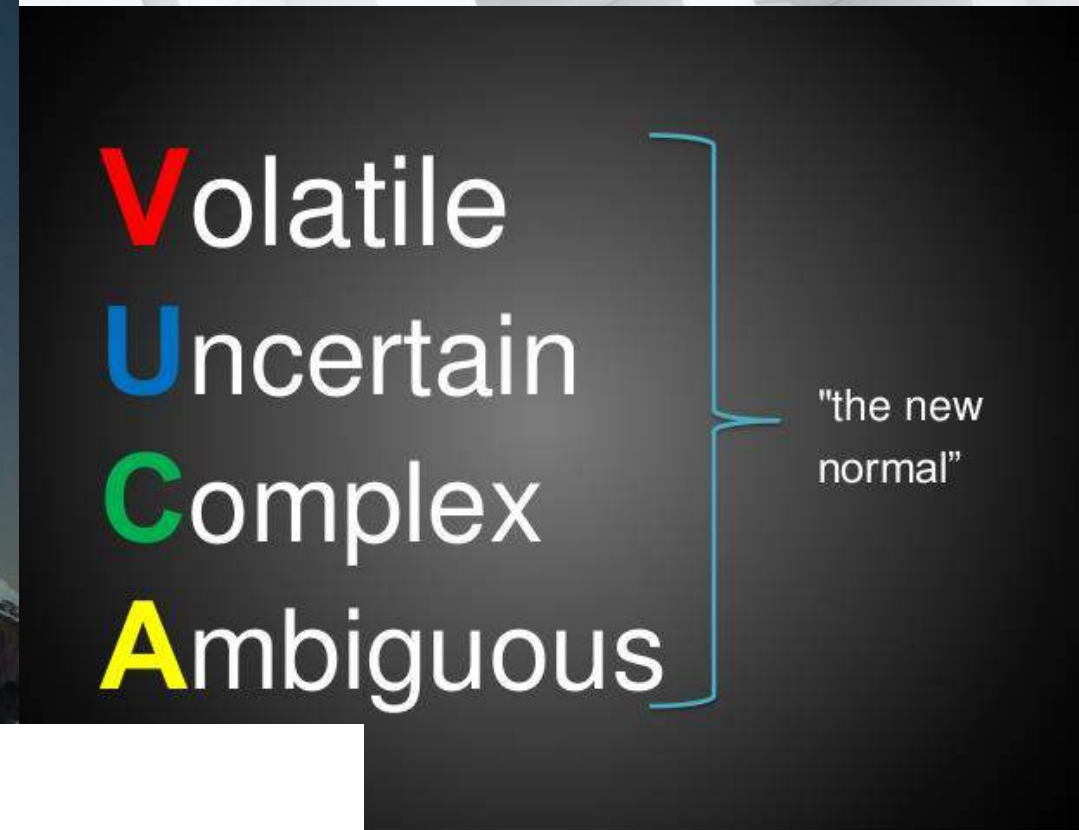
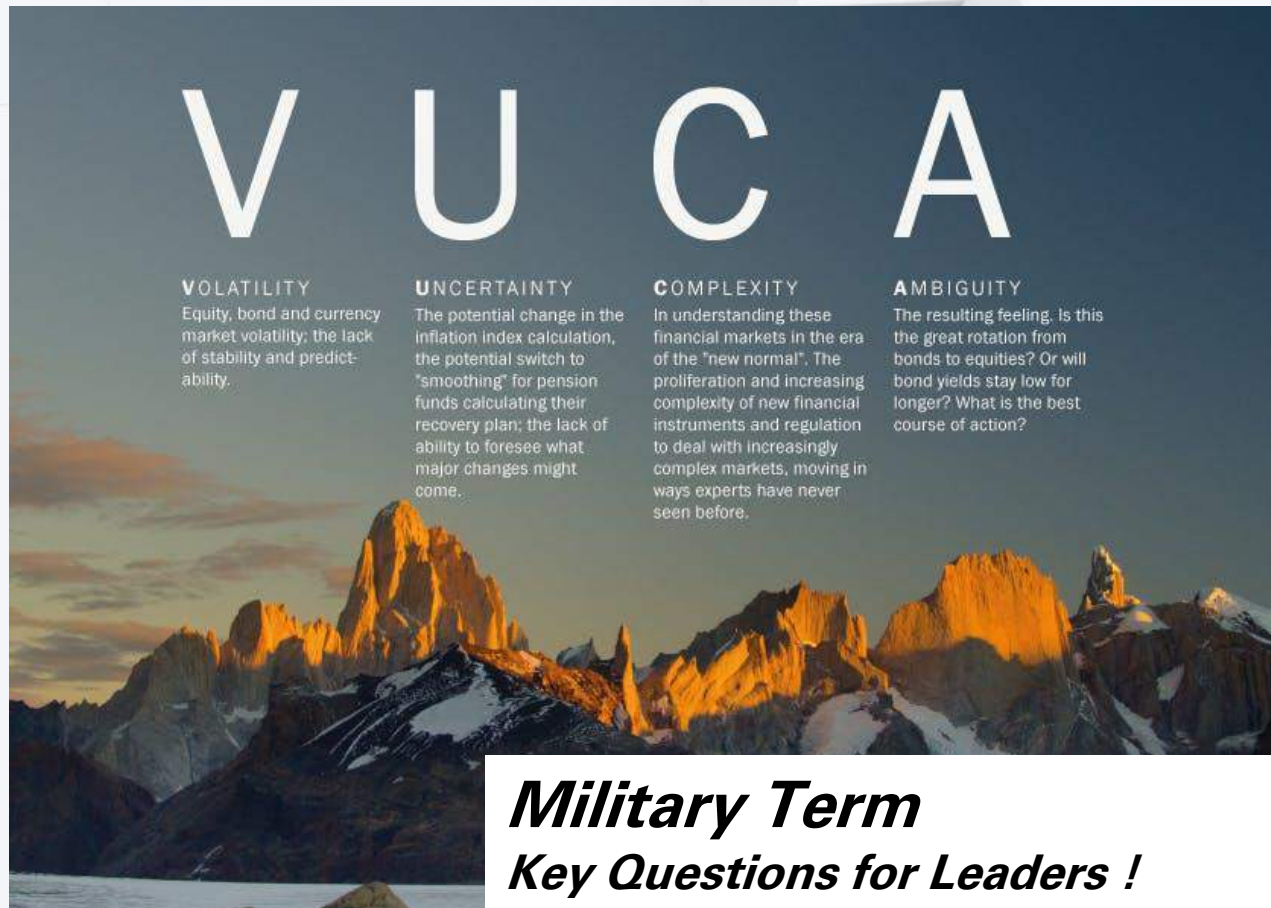
# COVID 19 and Leadership

- Most suffers during this pandemic crisis, but organization with strong agile leadership and team comes out stronger better faster....more responsive than any others
- Past successes due to economic policies, distribution segmentation, market growth, brand positioning, ...don't seems to align anymore. Luck, timing, budget, plan, leadership ?
- Some Companies came ahead while some gotten worst. Things that companies are doing during this crisis will be remember for a long time. We will know those who will not be around for long.
- Conflicting stance from different companies, leaders, .....
- Before COVID 19, we see disruptive trends challenging the old paradigm bought about by the Digital Revolution -
  - Quickly evolving environment.
  - Constant introduction of disruptive technology.
  - Accelerating digitization and democratization of information.
  - The new war for talent.
- COVID 19 – A wake up call for many as many businesses have fall off the sky !

# But First is Agile Leadership

- An Agile Organization that's like a living organism !
- One that connects and embodied the Mind Set Shifts in Strategy, Structure, People, Process, and Technology
- Starts with YOU ! - Agile Leadership
  - Build Trust, Openness and Empowerment...
  - Listen and Communicate More...
  - Be Personal, and Vulnerable....
  - Share Concerns. Understand Challenges...
  - Inspire Vision and align with Mission
  - Understand our Differences - Motivation, Values, Mindset, Personality
  - Learning Thinking and People Development

# COVID 19 makes this more glaring !



## ***Military Term***

### ***Key Questions for Leaders !***

*What happens to the Economy (V,U,L)?*

*What happens to the Industry (Survive, Thrive, Nosedive)?*

*Is my company safe now? Cash, People, Health*

*How do I lead and manage in this VUCA World?*



# What we don't know !



# Agile Model Framework

## Agile Leadership

Authentic Leadership  
Leadership Mindset  
Multiplier Leadership  
Level 5 Leadership  
Servant Leadership

## Agile Organisation

Team Leadership  
Organisational Culture  
Core Purpose & Values  
Learning Organisation

## Agile Transformation

Organisational Mindset  
Design Thinking  
Agile Growth  
Customer Experiences  
Business Model Innovation

Agile Transformation Organisation capables to confront adapt, and manage crisis, issues challenges etc faster stronger better easier and more successfully



*"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change."*

– Charles Darwin

A G I L E

YOU ARE ONLY AS **STRONG**  
AS YOUR  
**FOUNDATION**



# AGILE LEADERSHIP PRINCIPLES

- VOLUNTARY PARTICIPATION AKA RIGHT TO PASS
- AWARENESS OF INTENTION RELATIONAL VS. TRANSACTIONAL
- BUILD RELATIONSHIPS
- INTEGRATE PERSONAL & BUSINESS
- INVITE RATHER THAN EXPECT
- REALITY IS SUBJECTIVE
- DON'T TAKE IT PERSONALLY
- SHARE UNDERSTANDING  
NOT ONLY DOC
- MOVE ASSUMPTIONS TO  
AGREEMENTS

## Agile

— Winston Churchill —

"To improve is to change; to  
be perfect is to change  
often"

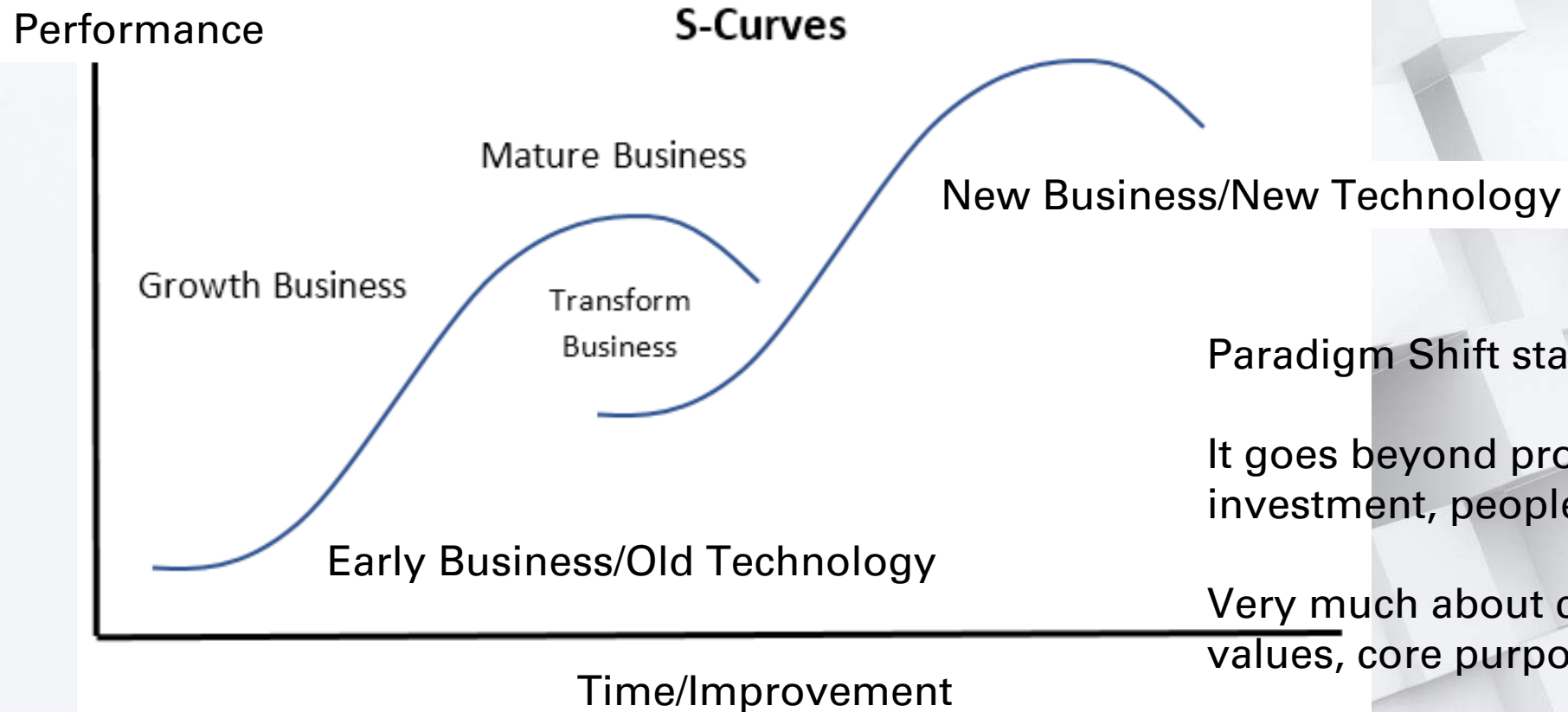


# What Matters Most for Agile Transformation Success !

- Agile Growth Model Framework
  - Leadership
  - Strategy
  - Talent/People
- Focus on People and Culture – Values & Learning Capacity
- Team Mindset, Learning, & Collaboration Agility
- Technology Resources/Investment
- Customers Experiences
- Enterprise Orientated



# Transforming to Grow Further



Paradigm Shift starts with Leadership !

It goes beyond processes, technology, investment, people skills, etc..

Very much about culture, mindset, values, core purpose, ambition, vision, ...

Including the leader....ways, skills, approaches, communication, styles, personal practices and behaviors.....

# Transformation Success

**'The world as we have created it is a product of our thinking. It cannot be changed without changing our thinking.'**

ALBERT EINSTEIN

**'To improve is to change, so to be perfect is to have changed often.'**

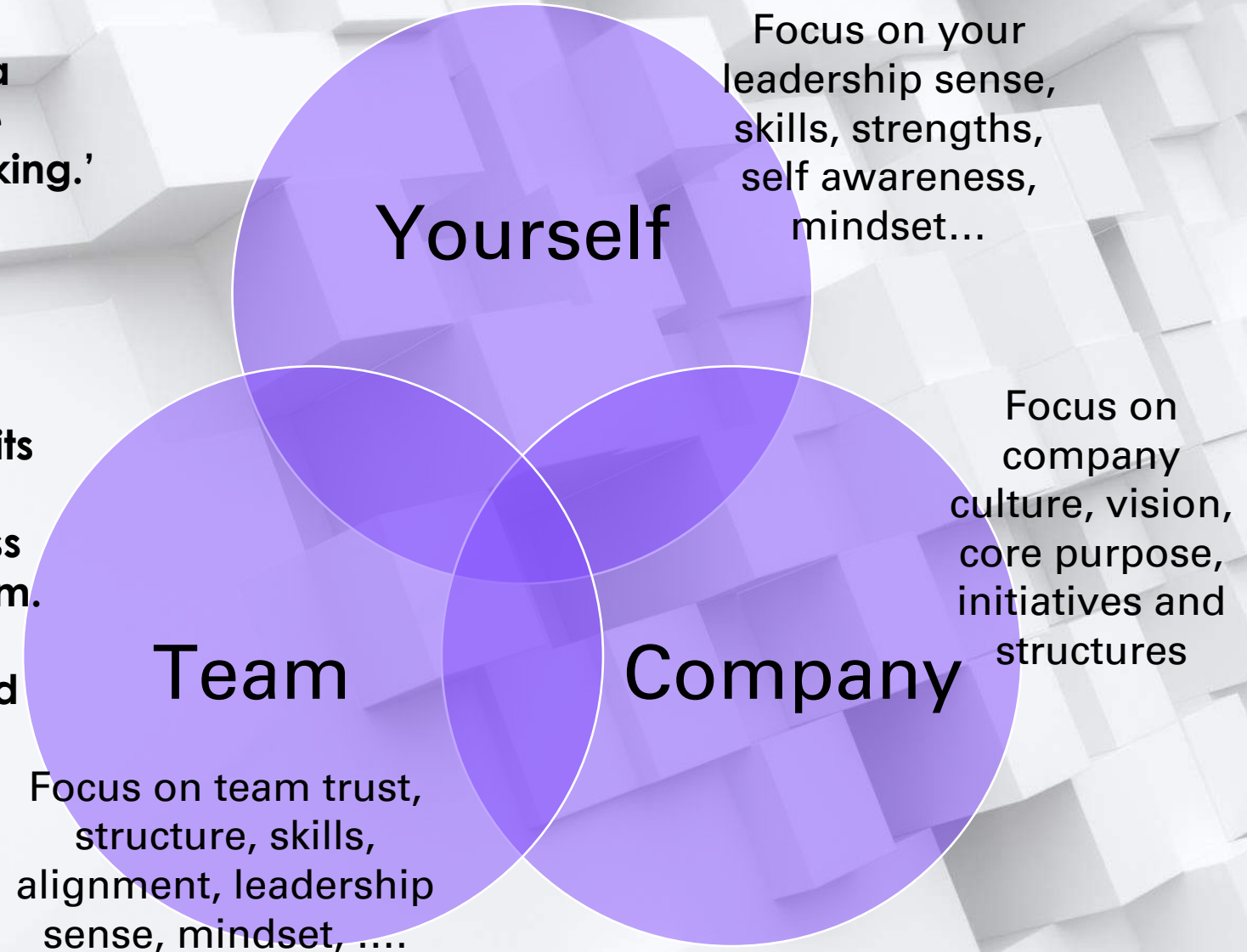
WINSTON CHURCHILL

**Organization can't transform unless its people transform.**

**And its people won't transform unless their managers and leaders transform.**

**Leaders and managers must role model the new desired mindsets and behaviours that are necessary to successfully accomplish the transformation.'**

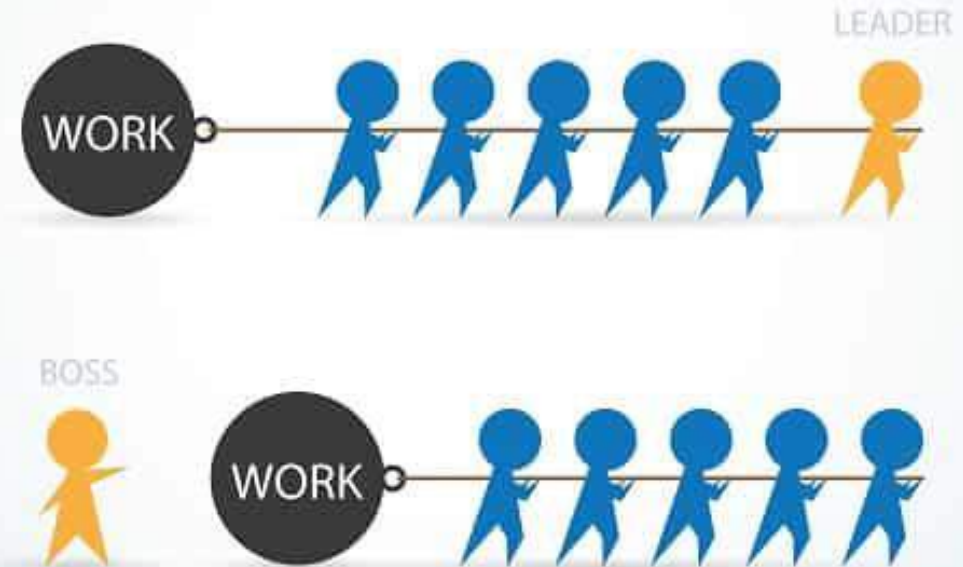
EDWARD HESS & DONNA MURDOCH



# Leadership - Trust, Openness, & Empowerment

**The greatest danger in times of turbulence  
is not the turbulence itself, but to act with  
yesterday's logic.**

*Peter Drucker*





# Start with Having Trust !

## The 5 Dysfunctions of a Team



# Right People, Right Seats, Right Things!

- Jim Collins's *Good to Great*, discusses that THE most important (and first) principle of success in an Organisation is to have "**Right People, Right Seats, Right Things**"
- It is more important to have a team that substantially shares common **Core Values, Purpose and Vision** than the skills, talent and experience they bring to the team. Said another way – the essence of 'who' they are as team members is more vital for success than the 'what' they can do as team members (which is important, but secondary).
- Trust, Commitment and Accountability !
- In order to have the RIGHT people on the bus (the company), it is vital that a company have clarity in their Core Purpose (why they exist) AND in their Core Values (a handful of cultural rules that they will not compromise on).
- Great companies define and regularly use their Core Ideologies in their day-to-day business culture; companies like Hewlett Packard, Walgreens and Nucor."

# Level 5 Leadership

## Behaviors of Level 5 Leaders

- Paradox
- Driven
- Build Successors
- Share Praise/Take Blame
- Normal People
- Come From Within
- Empathy





# Stockdale Paradox

Jim Collins on the Stockdale Paradox's

- Maintained unwavering faith that they would prevail as a great company
- Became relentlessly disciplined at confronting the most brutal facts of their current reality
- Focused on the things that would have the greatest impact
- Never let one side overshadow the other



# As a Leader, do we know ...our impact !

- **HOW THE BEST LEADERS MAKE EVERYONE SMARTER**
- Leadership Multipliers vs Diminishers
- Multipliers – believe people are smart and will figure it out
- Multipliers get 80 – 100% of a person intelligence vs 30% for Diminishers
- Multiplier – Talent Magnet, Liberator, Challenger, Debate Maker and Investor
- Multiplier Behavior – Empowerment, Trust, Support, Communicate, Believe, Listen, Open, Give, Encourage, Ask....
- Accidental Diminisher Tendencies – Idea Fountain, Always On, Rescuer, Pacesetter, Rapid Responder, Optimist, Protector, Strategist, Perfectionist....

# Leadership Mindset - Knowing more about others

- Leadership Mindset – Knowing More about Others – Visual, Sound, Physiology
- If someone doesn't want to change then there is nothing you can do to change them, but if someone is determined to change then there is nothing you can do to stop them
- State of mind – Focus, Emotions, and Physiology.
- Never never never give UP – Winston Churchill
- It is not the strongest of the species that survives nor the most intelligent that survives. It is the one that is most adaptable to change !
- Focus on What you Want. Choose Positive Emotions. Have a Physiology of Power
- Flexibility of Behavior is the key to being able to pivot in any situation.
- Emotional Guidance System: S.N.A.P. your focus back to what you want (Stop. Notice. Alter. Proceed.)
- Slow, deep breathing mixed with an emotion of gratitude will put you in a state of coherence (increased resilience)
- Worry/Anxiety = focusing on what you do not want. Imagine the event completing successfully
- Where do you waste your “focus budget” and how can you change that?





# Leaders learn to Thrive !

- Great Leaders are not made to Thrive. They learn to Thrive
- Leaders Thrive by leaving their Comfort Zone
- 5 Roles of a Leader
  - Accountability
  - Ambassador
  - Culture
  - Strategy
  - Succession Planning
- 5 Result of Greater Leaders
  - Higher % of Top Performers
  - Higher Retention
  - Higher Productivity Accountability
  - Consistent Growth
  - Consistent Results
- Companies THRIVE when a leader owns their roles
- OPJ – Other People Job - Your helping isn't really helping
- Social Loafing - Phenomenon of a person exerting less effort to achieve a goal when they work in a group than when working alone and is seen as one of the main reasons groups are sometimes less productive than the combined performance of their members working as individuals



# YOU as a Leader !

- There are opportunities for YOU to pivot forward and future
- Build an Agile Organisation with Yourself First - Agile Leadership
- Starts with YOU !
  - Develop Leadership Mindset
  - Don't be a book. Be a Blog. You don't know everything. Update it often
  - Get Coaching
  - Build Advisory Group – 5 Advisors
  - Stay Active with other Leaders through various groups
  - Build & Develop Team Continuously – Trust, Diversity Inclusivity, Empowerment, Accountability, Commitment and Culture
  - Be Open, Collaborative, Focus on Us/We, More Face to Face....

# Why Coaching ?

As Eric Schmidt, former CEO of Google and chairman of Alphabet recounts; the best advice he ever got, initially resented but now always gives is to have a coach

A great coach is somebody who looks at something with another set of eyes, they give you perspective, the one thing you can't give yourself, and a system to tackle future challenges and succeed.

## Coaching

- **Coaches** facilitate the development of personal or professional objectives. The coach doesn't provide you with the answers to a challenge or even tell you what to do. Instead the coach acts as a facilitator to help you ask better questions, and explore your own answers. They serve as a guide while you create a plan, define outcomes, and experiments to move your thinking forward. Think "facilitator" and "action-oriented."

## Mentoring

- **Mentors** give those with less experience advice or assistance in a specific area. For example, when mentoring someone in product management, we may cover specific techniques and tools that they'd like to understand better—like Discovery, Story Mapping, user interviews, etc. Mentors may even advise on the skills needed to move up to the next level in a client's career. However, unlike a coach who helps you discover your own answers, a mentor teaches, sharing their experiences and knowledge on industry related questions and challenges. Also, mentors are often a voluntary or unpaid role. Think "advisor" and "teacher"

## Consulting

- **Consultants** are brought in to answer specific questions or address specific challenges for an organization. They provide recommendations — based on their own experience, market trends, research, and many other inputs — and are often asked to be responsible for implementing those recommendations within the client's organization. Again, a key distinction from coaches is that a consultant provides the answer — and maybe even own delivering of it — while a coach helps you facilitate your own answers. Think "problem solver" and "implementer."

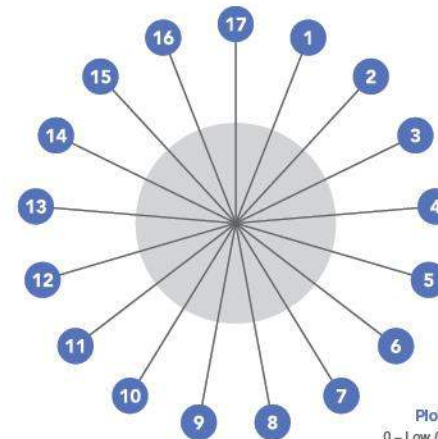


## Wheel of Resilience: Self Assessment

### LEADERSHIP



1. **Live an Amazing Life**  
How good are you at enjoying life in tandem with your achievements in business?
2. **Forget Work-Life Balance**  
Do you dedicate enough time and energy for everything that matters: your work, your self and your life?
3. **Double Your Resilience**  
How good are you at making time for things that build and maintain your personal resilience: body, mind and spirit?
4. **Invest in Your Sweet Spots**  
How good are you at spending the vast majority of your time and energy doing things you love, and are good at?
5. **Like Your Toads**  
How do you rate at making sure annoying little things get done before they pile up?
6. **Deal with Your Emotional Junk**  
How good are you at not responding irrationally or emotionally in tense situations?
7. **Manage Your Mental Health**  
How skilled are you at managing your mental health?
8. **Learn like your Life Depends on It**  
How do you rate as a lifelong learner?
9. **Get Tough Feedback**  
How do you rate at getting honest opinions about your performance?
10. **Make Yourself Useless**  
How good are you at building a team so strong there's not much you need to do?
11. **Quadruple Your IQ**  
How effective are you at leveraging opinions from experts, in business and in life?
12. **Stop Being Chief Problem Solver**  
How skilled are you at helping people become strong independent leaders?
13. **Teach People to Meet Your Standards**  
How skilled are you at graciously getting people to meet your high standards?
14. **Tackle Tough Conversations**  
How skilled are you at quickly giving tough feedback?
15. **Love the Lessons**  
How good are you at seeing the benefit in your biggest challenges, at work and in life?
16. **Keep Going for It**  
How good are you at regularly stretching your personal limits?
17. **Plan, Plan & Plan Again**  
How disciplined are you about planning and regularly re-planning for work, self and life?



Plot Your Scores  
0 – Low (center of wheel)  
10 – High (tip of spoke)

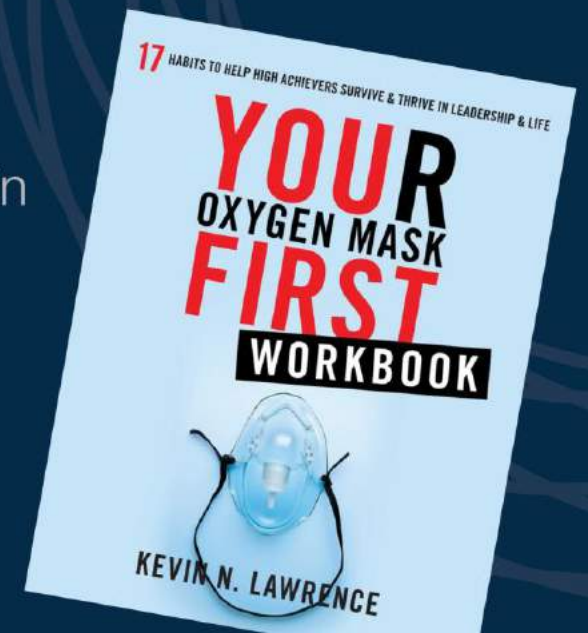
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## Build a Plan...Embrace the Tools

- Live an Amazing Life
- Forget Work-Life Balance
- Double Your Resilience
- Invest in Your Sweet Spots
- Lick Your Toads
- Deal with Your Emotional Junk
- Manage Your Mental Health
- Learn Like Your Life Depends on It
- Get Tough Feedback
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- Tackle Tough Conversations
- Love the Lessons
- Keep Going For It
- Plan, Plan and Plan Again



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**THANK YOU**

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