



The Agility Shift: Creating Agile Leaders, Teams and Organizations

Book Club Guide

Suggested Discussion Questions

The purpose of these discussion questions is to engage in and reflect on the key dynamics and best practices of the agility shift, identify which are most relevant to you and your team today, and lay the foundation for more idea generation and action planning in the weeks ahead. Consider convening a series of conversations to focus on topics that are most relevant and energizing to you and your team.

Part One

Understanding the Value and Dynamics of the Agility Shift

Chapters 1—3

You may choose to have a separate discussion on each of these three chapters or combine them into one discussion. The goal of this discussion is to develop a shared understanding of the critical need for improving agility and an awareness of the key dynamics that the world's most agile leaders, teams, and organizations develop.

- What concepts or examples caught your attention?
- Which of the six dynamics of the Agility Shift (including the Relational Web) seem most relevant to your current team priorities?
 - How so?
 - For example, how do you or could you use your individual or collective Relational Web to enhance agility and innovation?
- Are there any agility dynamics that are critical to your success not represented in the model?
- Which of the dynamics do you feel you as a team (and/or individual) practice most consistently? Which do you struggle with?
- As you read through the various “Make Shift Happen” practices in each chapter, were there any that stood out as ones you might like to adopt, adapt and/or experiment with? Did any practices reinforce behaviors/habits you are already practicing? What other ideas come to mind?



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Part Two

Making the Agility Shift at All Levels of the System

The chapters in Part Two introduce you to the critical mindset and practical shift necessary at all levels of the organizational system, as well as in relation to the wider ecosystem in which your organization does business.

Chapter 4: Becoming an Agile Leader

- Perhaps inspired by the examples of agile leadership in this chapter, reflect on and share your own stories of agile leadership. When have you witnessed it? When have you modeled it? What other qualities describe agile leaders?
- What best practices have you tried, or would you like to experiment with to improve your leadership agility?
- How can you expand your capacity for learning agility, described on pp. 63-65?

Chapter 5: Building an Agile Team

- How are the teams that you participate in like some of the teams described in this chapter?
- What lessons can you learn from improv teams or other high-stakes teams that could guide the success of your current collaborations?
- Of the agility shift dynamics introduced in chapters 2 and 3, which are your team's strongest? Which dynamics are areas of opportunity and growth?
- Brainstorm ideas for how you might leverage your team's agility strengths to build on your areas of opportunity.

Chapter 6: Co-Creating the Agile Organization

- Agile organizations maximize communication, collaboration, and coordination across systems and silos. What does your organization currently do well to enhance these interactions?
- How can you expand and diversify your Relational Web and improve communication, collaboration, and coordination across organizational boundaries?
- What other practices might you adopt to improve decision speed and overall agility and effectiveness?

Chapter 7: Maximizing Agility Within the Ecosystem

- With this chapter's descriptions and examples as inspiration, map your business ecosystem following the guidelines on pp. 114-118, and answer the reflection questions on p. 118.
- Discuss other ways you might co-create and participate in your business ecosystem for mutual benefit.





Part Three

Putting Agility to Work

In the final two chapters, you are invited to share responsibility for developing and sustaining an agile workforce and a thriving agile organization through intentional and innovative talent development strategies.

Chapter 8: Shifting to Agile Learning and Development

- With the understanding that agile leaders are learning leaders, reflect on the ways you stretch beyond your comfort zone, and develop and model the agility competencies described in pages 132-135.
- What are your team members doing to expand their own agility? How are you, as a team, taking advantage of the available resources to reinforce your ability to respond effectively to the unexpected and unplanned and quickly turn challenges into opportunities?
- Share your success stories and lessons learned.

Chapter 9: Recruiting, Reinforcing, Recognizing and Retaining Your Agile Talent

- Discuss the examples and ideas for each of the critical aspects of talent development described in this chapter. Which got your attention? Which reinforces your current practice and which inspire you to explore new territory?