Leading Beyond Agility:

Leadership for Creating Collective Futures

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Center for Creative Leadership®

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Executive Summary

In today's more complex world, clarity is a greater threat than change. With the reduced longevity of many organizations, the accelerating rate of acquisitions, and the ubiquitous development of replacement technologies, nothing is sacred. To counter these and related challenges, the smarter players are choosing agility over stability. This is more than simply replicating the agile approach originally adopted by software developers, or working without boundaries. The traditional process paradigm forces work into process-oriented silos. In today's digital world, organizations require flexibility and empowerment rather than formality and rigidity.

In this paper, we explore the dependence of new organizational designs on leadership. We aim to inform a new practice of leadership that can overcome the structure and culture of organizations designed for yesterday's work. Holacracy and other self-management systems provide an essential direction, but without alignment, these systems can lead to chaos. We also believe that leading with agile methods is necessary but not a sufficient condition to ensure the organizational flexibility required to adapt to changing market demands. New perspectives on leadership are required to increase the capacity for collective commitment to face the increasing velocity of change. Without a new perspective, innovative ways of working will meet with resistance unless the organization is itself designed to overcome the hardest part of change—facilitating mindset shifts.

The emergence of a new type of leader focused on the cross-pollination of ideas will not only strengthen interconnections and sustainability but also require a fundamental shift in mindset, behavior, and culture. They need to *Engage an Ecosystem* with a purpose to lead beyond our current systems and society. They must *Envision the Disruption* to lead beyond the organization. Technology is an essential enabler for building collective intelligence and encouraging the systems thinking of shared understanding. With an engaged team seeking purpose with profit, leaders can *Empower Action* to lead beyond agile teams. To achieve deep commitment, leaders will need to *Evolve Their Consciousness* to lead beyond themselves. As leaders reach higher levels of consciousness, the emergence of shared consciousness—characterized by a common language, heightened empathy, and constant resilience—moves the collective to synchronized action.

As the boundaries that previously defined organizations are blurred, leaders will face significant challenges. To lead organizations successfully through such fundamental changes, leaders will need to embody a mindset, a skillset, and the capability to lead into a new future. The ability of leaders to *Embrace, Envision, Empower,* and *Enable* their teams becomes pivotal for delivering superior customer value and setting-up for sustained high performance over a longer time.

Leading Beyond Agility is an opportunity to infuse your organization, your team, and yourself with the capabilities and mindset to achieve new levels of impact. If we can raise our collective consciousness, we may be able to contribute to the transformative change our world needs today. This is a new way of working to create a movement with meaning.
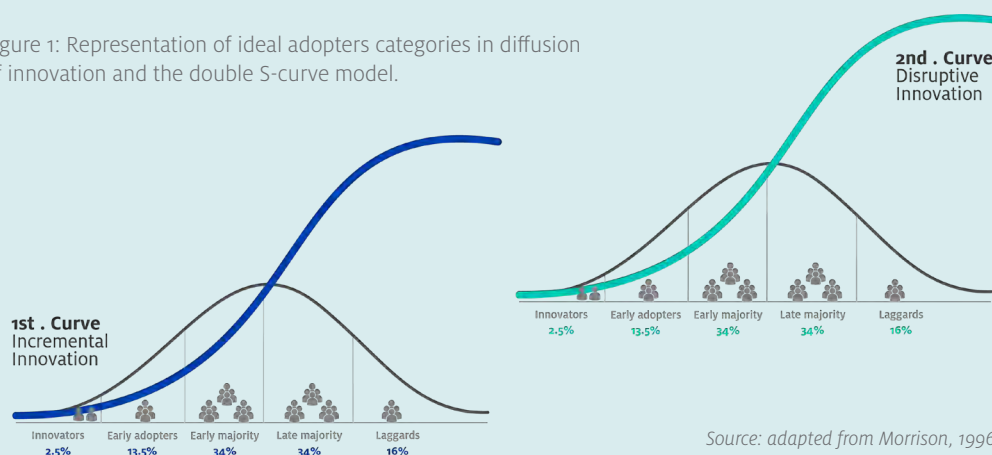
The Agile Potential

In a world that has become more complex, stability poses a greater danger than change. As the lifespan of the average organization gets shorter, the pace of acquisitions faster, and the invention of replacement technologies more widespread, no ground is safe. The increase in data and connections, along with incessant creativity, only add to the complexity. With the upsurge in interdependence and unpredictability, today`s world of high uncertainty requires greater innovation and rapid shifts to reallocate resources accordingly. Tasks that involve innovation require access to resources outside an organization's boundaries. As customers demand more mass customization and speed, organizations must act quickly to create value. As expectations of faster, ever more personalized customer experiences evolve, the speed of response required from organizations demands serious consideration of less encumbered organizational structures.

Leaders are recognizing that change is the only way to survive.

However, these demands for speed and agility raise many dilemmas: Is the traditional company—an independent entity with limited reach and resources—the best way to approach the market? Will increasing the use of artificial intelligence help. And, if so, what roles are left for humans? How can leaders take large enough risks, knowing that one significant misstep may bring down the organization? If tackling society's wicked challenges is a strategic imperative, then where should one begin and how should resources be allocated across opportunities? In our dynamic and interconnected environment, leadership must be ready to navigate these challenging waters to stay ahead of the curves of both incremental and disruptive innovation.[1]

While we may not need to "innovate or die", the feeling everywhere is that we'd better be prepared to react quickly to what's coming next. Otherwise, we risk being left behind.

Figure 1: Representation of ideal adopters categories in diffusion of innovation and the double S-curve model.

2nd . Curve
Disruptive Innovation

1st . Curve
Incremental Innovation

| Innovators 2.5% | Early adopters 13.5% | Early majority 34% | Late majority 34% | Laggards 16% |

Source: adapted from Morrison, 1996.

It's all About Leadership

In facing these and many other related questions, the fastest-moving industries are swinging the pendulum from stability to agility. This movement is not just about using the agile software development methodology, but rather about working without boundaries. However, the journey to agility is not without its perils. **Medium**, a social media company that recently dropped an agile structure known as holacracy, found that "it was difficult to coordinate efforts at scale."[2] **Zappos**, the poster child for new ways of working, recently offered severance packages to all employees for whom self-management was not a good fit—or who wished to leave for any other reason. Although most decided to stay, 18% took the package, with 6% citing holacracy.[3]

As the Center for Creative Leadership, we are concerned about the role of leadership in the transition to more agile organizing. Leaders determine how work will be performed and ultimately how responsive their organizations will be. Leaders have to think about why their organizations should continue to exist and what it will take to change ahead of the curve. **Leaders must find ways to reimage the future organization, speed up the execution on innovative projects, enhance collaboration across boundaries and catalyze even greater creativity.** By infusing technology, analytics, and platforms with enlightened leadership and collective consciousness, leaders who can leverage data will be able to create new futures for our organizations, teams, ourselves, and even society.

In this paper, we explore the dependence of new organizational designs on leadership, to inform a new practice that can overcome the structure of organizations designed for yesterday's work.

We acknowledge that holacracy and other self-management systems are an essential direction, but without alignment, that these systems can lead to chaos. We also believe that leading with agile methods is a necessary, but not sufficient condition, to ensure the organizational flexibility required to adapt to changing market demands. New perspectives on leadership are required to increase the capacity for collective commitment to face the increasing velocity of change. Without a new perspective, innovative ways of working will meet with resistance unless the organization is itself designed to overcome the hardest part of change—facilitating mindset shifts.[4] Most importantly, we may miss the chance to deliver meaningful innovation and facilitate the transformation required for business and human survival.[5]
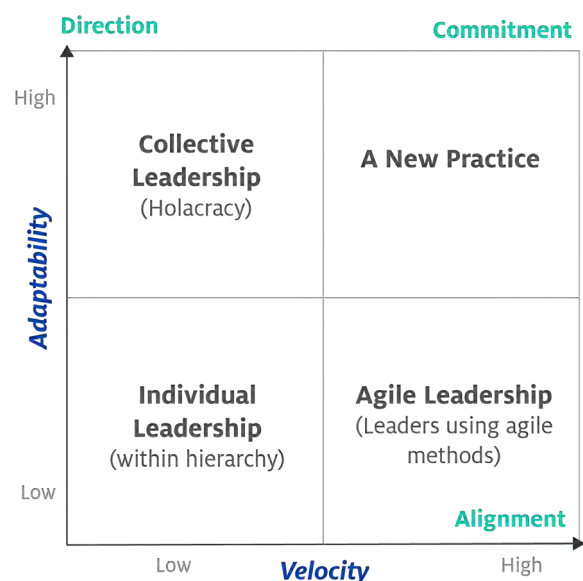

Figure 2: The Quadrants of a New Leadership Practice.

A Paradigm Shift

Historically, organizations formed around hierarchical structures of groups that were highly efficient at accomplishing largely similar processes. The traditional process paradigm forces work into process-oriented silos.
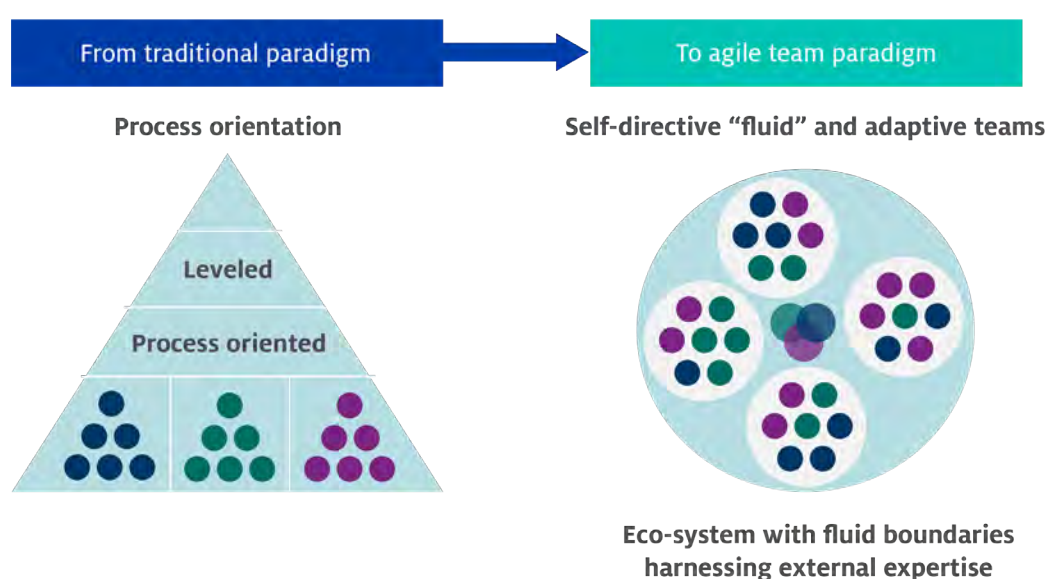

Figure 3: From traditional to agile organizational paradigms.

In today's digital world, **organizations require flexibility and empowerment rather than formality and rigidity**. Self-directed, so-called adaptive teams have greater fluidly to take advantage of the ecosystem's collective wisdom. Collaboration technologies will be required to allow people to work together spontaneously, as needed or at will, regardless of their titles or location. While formal governance structures will exist to provide overall direction, the day-to-day experience of work is not that of being "pushed" into a particular role but rather "pulled" into activities involving rapidly evolving interdependent teamwork. With blockchain technologies, partnerships will be spontaneous, agreements seamlessly secured and value shared transparently across a circular chain.

This more human-centric approach, whether with internal peers or external parties, necessitates the redefinition of work itself. The fluid, bio-inspired ways of working and self-adaption will implicitly shift us away from fixed mechanistic approaches. No matter how well leaders adapt to technology and social shifts, they will find themselves constrained by the structures of their internal organizations unless those structures evolve. As tasks change or require collective efforts, hierarchies and implicit boundaries between groups will hinder rather than help achieve agreed objectives.

Therefore, a shift is required to redefine how we think about and evolve leadership: from top-down to transversal, from process to system, from autocratic to democratic, from evolution to ecology [6].
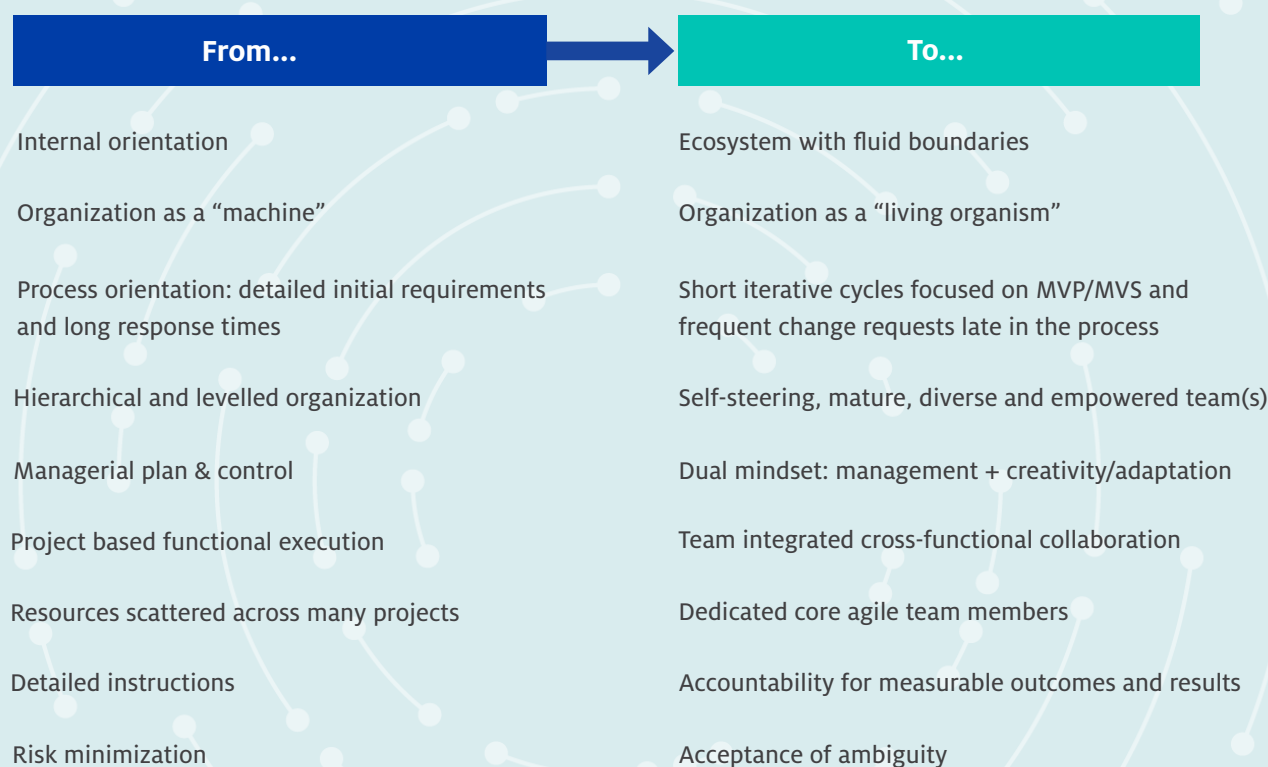
From...	To...
Internal orientation	Ecosystem with fluid boundaries
Organization as a "machine"	Organization as a "living organism"
Process orientation: detailed initial requirements and long response times	Short iterative cycles focused on MVP/MVS and frequent change requests late in the process
Hierarchical and levelled organization	Self-steering, mature, diverse and empowered team(s)
Managerial plan & control	Dual mindset: management + creativity/adaptation
Project based functional execution	Team integrated cross-functional collaboration
Resources scattered across many projects	Dedicated core agile team members
Detailed instructions	Accountability for measurable outcomes and results
Risk minimization	Acceptance of ambiguity

Figure 4: Shifting the Ways We Work.

It is the beginning of a revolution in the way we organize our efforts and work.

Agile organizations and intertwined networks of contributors will not be controlled by a formal hierarchy, but work together to invent ways to accomplish a common purpose. **This paradigm shift will necessitate a redefinition of how we think about leadership and organizations—their design, infrastructure, and culture**. Value creation will move from the ownership of exclusive knowhow to hybridization of technologies, operating models, and cultures. New end-to-end operating models will simultaneously deliver more customer focus and cost savings. Agility will be enhanced by the emergence of self-adaption and bio-inspired ways of working rather than mechanistic approaches. Innovation will be enabled more by sharing knowledge and assets than by exclusive ownership.

The emergence of a new type of leader focused on the cross-pollination of ideas will not only strengthen interconnections and sustainability but also require a fundamental shift in mindset, behavior, and culture.

Welcome to the New Organization

Numerous words reflect the paradigm shift of new organizations by describing new ways of working: Holacracy, Teal Organizations [7], Swarm Teams, Flat Hierarchy, Self-Management, Team of Teams [8], Hyper Agile, the lists go on. Futurist Bob Johansen refers to this new way of organizing in the face of uncertainty as a shape-shifting organization.[9] The organizing unit within these designs also has multiple names: "circle", "pod", "cabal", "braids", "tribe", and at many companies, simply "teams". A recent contribution to the literature on agilty is the **Braided Organization**. According to Michel Zarka, Elena Kochanovskaya, and Bill Pasmore, a Braided Organization is an *"...intertwined network of contributors with different capabilities, not controlled via formal hierarchy, who work together to invent ways to accomplish common purpose."* [10]
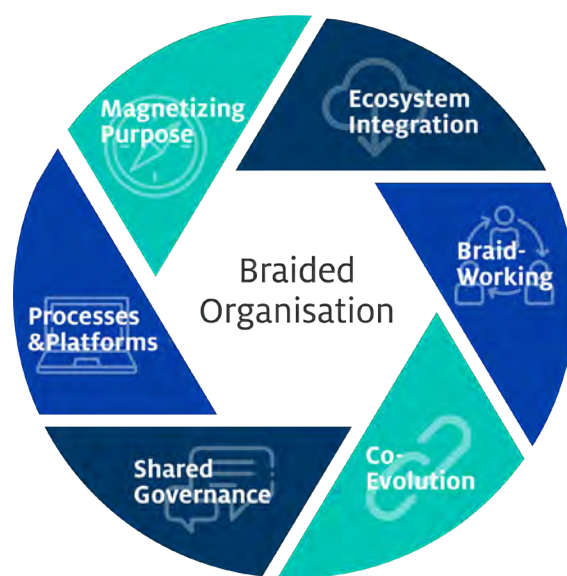

Figure 5: Dimensions of a Braided Organization. Republished by permission.

Several characteristics make a *Braided Organization* different:

1 First, a magnetizing purpose draws together people and groups that might not otherwise choose to be involved. It integrates within an ecosystem, rather than being accessed through an intermediate entity. Members are committed to collaboration, often bringing forward their knowledge and expertise and drawing on the expertise of colleagues with no specific idea of what the work will be.

2 Second, the true value of this approach is in the collective process, referred to as "braid working." Here, 'braid' members make decisions that influence the outcome and determine how best to get things done through the power of collective thought. Leaders step forward and back, guided by honest, open, expert interactions. As the need to achieve their shared purpose evolves, members shift their roles and responsibilities as required to move forward. Peak effectiveness operates from a system of shared governance. In this new scenario, leaders use data to lead with purpose and assist in navigating complexity. Information will render boundaries permeable, turning polarities into shared values. The flow of information fosters increased learning agility as leaders use data to drive for results.

Case Study 1:
Dassault - A Braided Organization

Dassault Systemes became a successful Braided Organization by integrating systems, people, culture, and the processes needed to excel. As a project-driven engineering software company, Dassault Systemes had fluidity in its DNA. As in any self-managing system, it is important to provide a "north star" that empowers people to make compatible decisions.

A critical catalyst for agility at Dassault is the extensive use of the technology to assign skills and expertise to roles. IT replaces what the organization structure used to do. It connects projects, processes, and teams across disciplines, departments, and geographies, bringing all the elements together on an individual's desktop. Challenges are resolved more quickly by people who understand the nature of the issues rather than problems being referred up the hierarchy for resolution. With the help of the platform, customers and suppliers can participate in team efforts as seamlessly as employees. The continuous exchange of information, data and insights leads to enhanced collaboration and teamwork, which in turn allows better products and solutions to be generated more quickly.
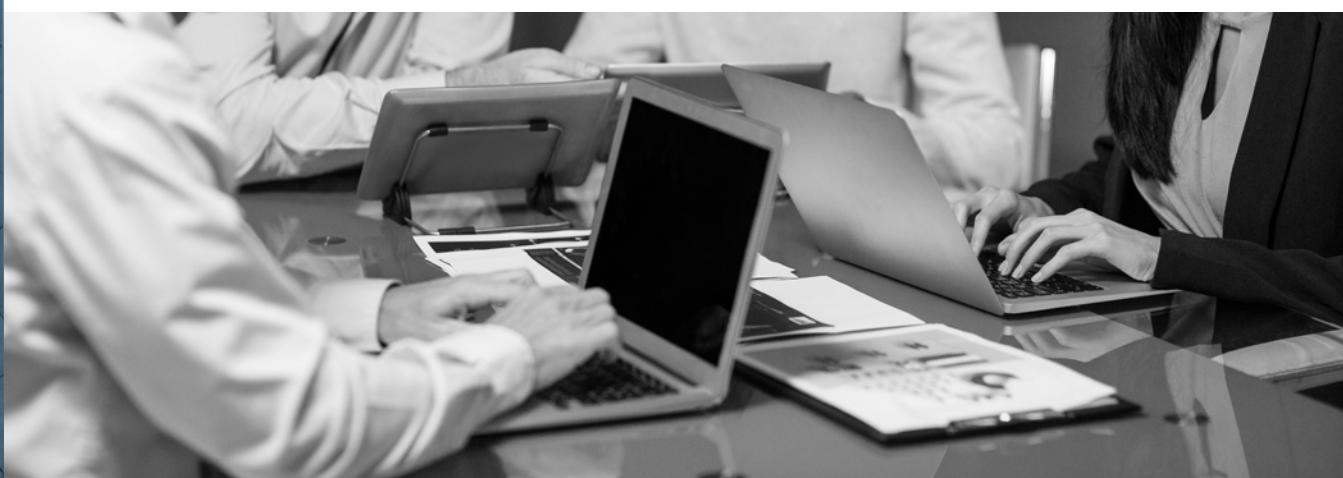
Leading Beyond Agility

The leadership challenges in evolving organization are significant. The need for a magnetizing purpose highlights the importance of a bold vision. A leader must see the organization as a 'living organism' rather than a static entity. Empowering decision-making means letting go of the ability (and need) to control. Shifting from risk minimization to acceptance of wider creativity and ambiguity will necessitate new levels of trust.

These practices and mindsets necessitate leaders to go way beyond agility. Therefore, we recommend leaders seek to Lead Beyond Agility. At the Center for Creative Leadership, we see this as a fundamentally different way of how leaders can shape organizations to prepare for the new ways of working required in an uncertain world (Figure 6).
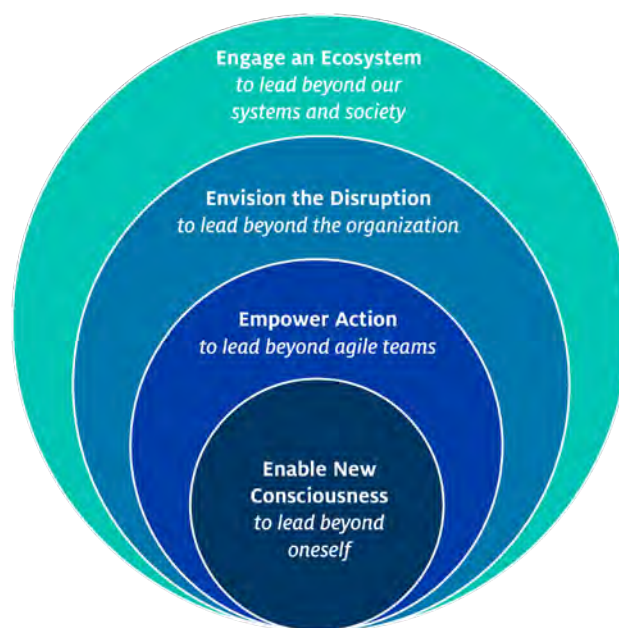

Figure 6: Leading Beyond Agility 4E Framework

A leader should begin by finding a magnetizing purpose, one that offers an opportunity to change the systems and constraints we function within. In the face of wicked problems such as sustainability, education, and health, leaders who **Engage an Ecosystem with a purpose to lead beyond our current systems and society.** A movement seeking transformative change can bring new meaning to our ways of working. The leaders who attract people around a common goal will be the ones who bring society together for collective impact. Leading Beyond Agility crosses the traditional boundaries preventing systemic collaboration. Empowered actions enabled by information transparency democratizes ways of working, flooding the dated dependencies of hierarchy with openness and trust.

With a magnetizing purpose to confront disruption, leaders can **Envision the Disruption to lead beyond the organization.** *Spanning the Boundaries* of an increasingly complex and uncertain world is necessary to cultivate communities with a shared purpose that can collectively solve the new challenges facing customers. We know that teams whose members can span boundaries and get to know one another more deeply perform better. **Fundamental to enabling** *Boundary Spanning* is information transparency. Technology is an essential enabler for building **Collective Intelligence** and encouraging the systems thinking of shared understanding.

With an engaged team seeking purpose with profit [11], leaders can **Empower Action to lead beyond agile teams.** Using agile methods and approaches can amplify the power of teams. However, in our experience, it is more important to know how to achieve alignment through Better Conversations Every Day. An improved dialog, characterized by critique and candor, changes the conversation, which influences the culture of the ecosystem. Reimagining the Talent Portfolio to select from the diversity of teams will encourage contributions from across the ecosystem, regardless of the partner or position. To achieve deep commitment, leaders will need to **Evolve Their Consciousness to lead beyond themselves**. Heightened presence and persistent resilience are essential in the face of an ever-complex, ever-evolving ecosystem. We have observed that leaders who can raise cognitive and spiritual awareness will be better prepared for the fluidity of work in the digital era. Seeking biases will increase a leader's personal agility in learning, unlearning and relearning. As leaders reach higher levels of consciousness, the emergence of shared consciousness— characterized by a common language, heightened empathy, and constant resilience—moves the collective to synchronized action.

Case Study 2:
Blinkist - Leading Beyond Agility

Born in Berlin in 2012, **Blinkist** today connects nine million readers worldwide to the biggest ideas from bestselling non-fiction via 15-minute audio and text. Niklas Jansen and his co-owners, Holger and Sebastian, are clear that the next big goal is to go international, building a strategy and team for every market. With tripling revenues, exponential team growth, and scaling business models, clarity presented a real issue: How to create a more responsive organization that puts the emphasis on empowering individuals to operate with distributed power? Jansen and his People Team noticed that it was not more structure that was needed, but less. Self-managed and self-empowered teams revealed a third need – transparency.

Where most traditional organizations would aim for more processes and policies, the Blinkist Team shifted to fewer. "We started to see the best organizational systems are somewhat invisible and ended up with a really clear purpose and focus – staying truly focused on the customer and employee problem, inspiring us to keep learning." Taking inspiration from the world of IT and target operating systems, Blinkist created Blinkist Operating System (BOS). Every team figures out their own way to work in pursuit of innovation and speed. Pushing decision-making down to the lowest possible level still influences the long term thinking in the company but, says Jansen, behavior, purpose, and culture are still the central focus.

Are You Ready to Lead beyond Agility?

As the boundaries that previously defined organizations are blurred, leaders face significant challenges. Leading beyond Agility requires upgrading your business model and technology along with your organizational design and leadership. To lead organizations successfully through such fundamental changes, leaders will need to be **#FutureFluent**: *embodying a mindset, a skillset, and the capability to lead into a new future.* At a minimum, leaders need to grow the capabilities of agility, resilience, and perspective. According to our CCL research and experience with global leaders, we identify many additional attitudes, including the ability to:

Seek Fresh Perspectives. To adapt to the future, leaders must be able to see what is coming. They need to understand the opportunities that relevant new technologies provide for their businesses as well as aligning to the social systems. Using predictive AI, analytics, scrum methods, sprints, daily standups, visible progress boards, and other agile tools and methods to inspire the direction towards speed and effectiveness from the resources at their disposal, leaders engage directly in real-time solution creation to respond to new customer challenges.

Be Data-Driven. Leading with Agility is fueled by data. Data provides clarity on collaboration and intelligence for innovation and dynamic decision-making. It raises awareness to enable collaboration, drive costs, and transform cultures. Data enables leaders to cross boundaries and navigate the dynamics as they cultivate agile organizations. Data allows teams to collaborate creatively without fear and, within new ways of working, to amplify the potential power of the collective. Data empowers collective leadership in agile teams to make effective and timely decisions. Data can heighten the consciousness of leaders with insights into their cognitive capacity and inner self, strengthening the resilience to face the complexity of a continually evolving ecosystem.

Harness Analytics. Seeing the data connections among disparate events is increasingly important in setting strategic direction, since responding incoherently to independent "signals" leads to overload rather than progress. As command & control, structures give way to "braids", leaders will need to replace traditional KPI measures with more learning-based goals.

Maintain Resilience. The agile environment is inherently VUCA, which is a challenge for lighthearted leaders. Leaders must remain aware of their own emotional stability, mindful not to succumb to drowning in attempts to analyze everything. Staying buoyant is essential, as the tide will tend to ebb and flow.

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Embrace Constant Change. In today's rapidly changing world, where plans can soon be tossed out the window, it is more difficult to rely on hierarchical authority to direct effort. Leaders increasingly rely on getting access to fluid roles and contributions from people who come together in different configurations to get work done. As command & control, structures give way to "braids", ultimately, the allocation of scarce resources at the right time is increasingly the focus for leaders stepping in to stop failing projects and saying no to projects that go against the trends.

Design for Reuse. Leaders set the stage for people to step outside the confines of traditional fixed organizational structures. Leaders will need to cultivate the crowd's collective consciousness onto temporal organizational designs will support work as it emerges and evolves. They will have to attract people with aspiring, playful interactions. Be prepared to support them through periods of confusion on the way to achieving breakthroughs.

Case Study 3:
hhpberlin – Leadership Beyond Agility

When joint CEOs Stefan Truthaen and Karsten Foth looked at ways to scale the company **hhpberlin Ingenieure für Brandschutz GmbH**, they considered the best way to revitalize a traditional industry was to create social innovation in the workplace. Founded in 2000 with only 10 employees, today it leads the fire-safety market with over 200 employees and award-winning fire-safety simulations extensively using cloud technology. What makes hhpberlin so special is the belief that behavior shapes mindset, and the leaders—known as free radicals—know when to step forward or back to allow the client access to over 37 technical solutions. Each customer pairs up with an hhpberlin "cell"—a collaboration of project managers, technical experts, engineers, and financial specialists forming an interoperable team using advanced platforms to bring everything together.

"As a leader, it becomes impossible to know and try to control which engineer has the best competence and at what level for every project," says Truthaen. "When the individual has the power to decide for him or herself which projects to take on, then we have the world of autonomy."

Guiding the individual competency mindset is a passionate belief in behavioral-led decisions based on self-needs and a commitment to the DNA of the company using the LOAZ model:

- #Leute begeistern (leading with passion)
- #Organisieren können (organising to succeed)
- #Alternativen aufzeigen (offering alternatives)
- #Zuhören können (active listening)

When people join hhpberlin, nobody tells them what to do but rather asks, "What do you need?" and "What do you want?" Technology is the glue that holds together distributed expertise and asynchronous interactions between teams. #Topics gives the overview of who possesses what knowledge within the business and helps connectivity on multiple levels. Stefan says that after 10 years of self-organization the business has learned some hard lessons "It's not that we don't have a hierarchy, but it's a hierarchy of knowledge on topics that guide us towards our belief in sustainable safety for every single person in the world. A big obstacle to growth is leaders believing they can control human competence."

Build Your Ecosystem

As you lead beyond agility, you naturally create an ecosystem—a collection of empowered partners who strive to realize a magnetizing purpose. Creating an ecosystem requires a shift in balance from the leader as the key actor to the whole team becoming instrumental to create leadership. At the Center for Creative Leadership, we define leadership as the collective process aimed at creating shared Direction, Alignment, and Commitment.[12] To lead the ecosystem beyond agility, the leader has to become a catalyst to build self-learning and self-directive teams, the ability of leaders to *Embrace, Envision, Empower* and *Enable* their teams becomes pivotal for delivering superior customer value, adjusting to a continuously changing environment and requirements, increasing the speed to market and, setting-up for sustained high performance over a longer time.

- **Embrace -** If leadership is a collective process, then leaders who can embrace others and cultivate ecosystems are essential for Leading Beyond Agility. Spanning different boundaries —organizational, cultural, geographical, and technological— and conversing in the vernacular of each, is a critical first step. Establishing empathy and building trust strengthens the ties between communities, essential for enduring the inevitable stress of boundary spanning leadership. Leaders who engage an ecosystem with purpose can create a movement for transformative change beyond our current systems. Leaders who attract people around a common goal will bring society together to exert a collective impact.

- **Envision -** Successful leaders have extensive experience in different domains; they understand how society is evolving, what trends and disruptions affect their organizations, and what their clients and customers value most. They can create and communicate an inspiring purpose, vision, mission, and values for their teams. They can integrate different perspectives, to manage polarities, to build ecosystems, and to unite people and teams around a unique and compelling vision.

- **Empower -** Agile teams are predominantly self-directed and self-learning. The team takes decisions and the initiative collectively in the interest of the organization while balancing the interests of all the stakeholders. Individual accountability evolves into team accountability. Goals are continuously adapted to the changing context and client requirements. The agile-leader role promotes openness, experimentation, acceptance of early failure, being adaptive, and learning continuously. Agile leaders involve their teams in taking decisions and setting priorities in the interest of their clients.

- **Enable -** Agile leaders are empathic to the needs of all their team members. They understand different perspectives and foster diversity of opinion, experience, and personality. They help team members to grow through creating powerful learning opportunities, by role modeling, coaching, and mentoring. By shaping a collaborative and inclusive culture, they allow team members to share goals and learnings, continually adapting to change while also becoming its agents.

Since Leading Beyond Agility necessitates upgrading your business model and technology in addition to your organizational design and leadership, we recommending asking the following questions to prepare yourself and the organization's leaders for the journey:

- **Direction –** Do we have a shared understanding of why systemic transformation is required? If not, then we recommend engaging key leaders to imagine a more meaningful future.

- **Alignment –** Are we agreed on the ways of working, including the people and capabilities required, to successfully realize that shared direction? If not, then we recommend engaging key leaders to create meaningful experiences for themselves, the organization, and eventually for customers and the community.

- **Commitment –** Do we have the mindset, confidence, and culture necessary to maintain resilience in the face of an unpredictable and potentially protracted journey? If not, then we recommend engaging key leaders to start a movement.

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New Leadership, New Demands

Leading Beyond Agility requires plenty of effort—roles, organizational systems, leadership approaches, and even rewards and recognition must change [13]. The CEO of Blinkist now focuses more on behavior—starting with his own—than on process and structure. "Moving team A to department B on a whiteboard takes five minutes. What matters is not what's written, it's how people behave."[14] McCrystal uses the metaphor of a "gardener" to describe this new way of leading—shifting from "…moving pieces on the board to shaping the ecosystem."[15]

In this new situation, what does a leader who leads beyond agility actually do when teams are more self-directive and self-learning? We contend that the leadership of the future emphasizes the social context, characterized by paying specific attention to relationships, direct personal contact, and emotional intelligence. Leaders will need to have strong convictions about the power of collaboration. They will need to lead with inspiring visions of change for the future—visions that empower teams to act differently and connect much more widely than was previously demanded. They become the orchestrators of teams of teams,[16] creating context and switching allocation of funding following changing environmental circumstances.

In essence, when a leader's role is to cultivate the collective with purpose, he/she **can change existing situations into preferred ones.** If leaders aim to develop organizations to realize shared value, they must help cultivate the energy, creativity, and abilities of the people engaged. They are responsible for seeing that organizations set missions with meaning, and then accomplish them. They must insist that people in organizations work across boundaries, both inside and outside, in order to grow from diversity and cultivate the community. They have to make certain that people learn and make use of that learning to inform timely and effective decision-making. Leaders must know when to step in and when to step back. They enable people to be empowered to assume leadership at the right time, for the right reasons.

Leading Beyond Agility is an opportunity to infuse your organization, your team, and yourself with the capabilities and mindset to achieve new levels of impact. If we can raise our collective consciousness, we may be able to contribute to the transformative change our world needs today. This is a new way of working to create a movement with meaning. Join us!

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Annie Faulkner is the General Manager of the DACH region and has been involved in global financial business transformation and change programs. She has led projects in digital change and agility for AXA, Old Mutual, AECOM, and Bombardier. Annie's focus is on new leadership mental models and creating innovation cultures, backed by CCL's award-winning research. As an Innovation Coach, she facilitates agile teams and design thinking workshops. Annie holds an MBA in capital markets from CASS Business School, a BSc in Management Sciences from Warwick Business School and an MSc in Strategic Thinking from EBS. She is an ICF Coach and Systemic coach and design thinker.

Bill Pasmore has been researching organization design and leadership for nearly forty years. His most recent book, Braided Organizations, documents how new digital technologies are changing the way organizations are designed with case studies of companies that have found that they can speed up innovation, enhance collaboration across boundaries, and enable greater commitment and creativity. These new ways of organizing are called "braids"—an intertwined network of contributors with different capabilities, not controlled or managed by a formal hierarchy, who work together to invent ways to accomplish a common purpose in line with the organization's mission and strategy. In addition to Braided Organizations, he has published twenty-eight books and numerous articles, including Leading Continuous Change, Designing Effective Organizations, Creating Strategic Change, Research in Organization Change and Development, and Relationships that Enable Enterprise Change. Bill holds the position of Professor of Practice at Teachers College, Columbia University, and is also Senior Vice President at the Center for Creative Leadership, where he advises CEOs, Boards, and executive teams.

Joseph Press is an experienced business consultant, passionate digital innovator and leadership educator. He worked at CCL as Global Innovator and Strategic Advisor to the President and CEO, and led creative leadership assignments with CCL clients around the globe. Before joining CCL Joseph worked with Deloitte for 16 years. Joseph is deeply committed to co-creating meaningful developmental experiences that transform people, organizations and society. Prior to his business consulting career, Joseph practiced as an architect in the USA, Germany, Paris and Tel Aviv. Joseph completed a B.S. in Managerial Economics with a minor in Architecture at Carnegie Mellon. He completed an SM in Architectural Studies and a Ph.D. in Design Technology at MIT. He is a professor of innovation management and design in the graduate programs of Politecnico di Milano and Parsons The New School For Design. He was previously adjunct faculty in the Design Thinking program at St. Gallen, Delft Technical University, and Bezalel Design Academy.

Marc Dellaert is General Manager for Europe, the Middle East, and Africa at the Centre for Creative Leadership (CCL). In his role, Marc heads CCL's Individual, Team and Organizational Leadership Development operations in the region. As a strategic client partner he supervises organizational leadership and consulting projects for large regional and international clients. He advises Management Boards on innovation and cultural transformation, provides coaching to executives, and is a regular speaker at public events. For many years, Marc led CCL's operations in Eastern Europe, Russia, Turkey and Central Asia, and initiated CCL's global vertical for Financial Services. Marc developed deep expertise in leadership development and organizational effectiveness, strategy design and implementation, mergers and acquisitions, and innovation and change management, with a particular focus on disruption and challenges in emerging markets. He is an expert in agile, digital transformation and innovation management systems.

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