

# Strategic Agility

**Policy Link Session: Policy Governance in an Era of Transition**

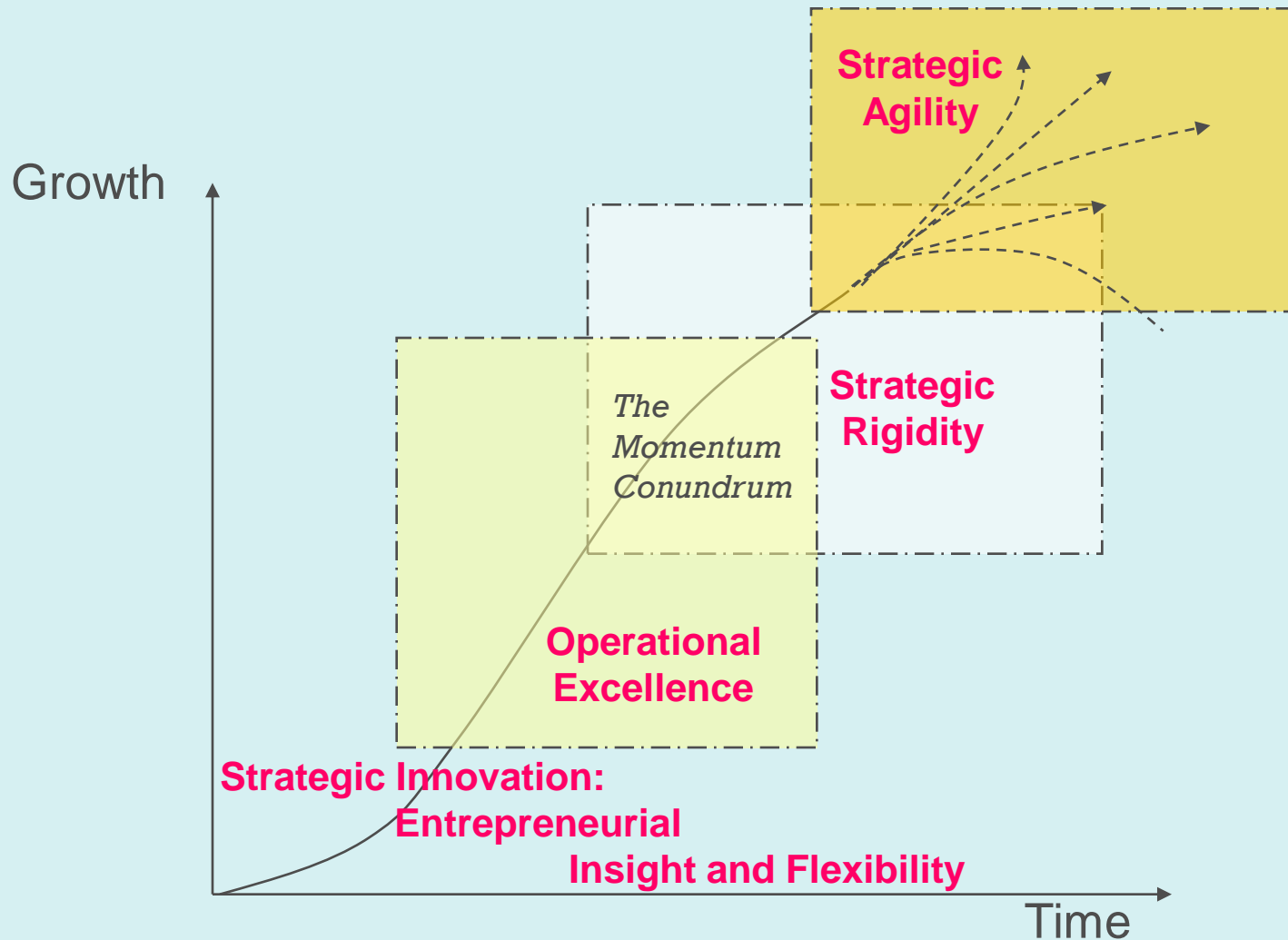
*Abu Dhabi, March 27, 2011*

**Yves Doz**

The Solvay Chaired Professor of Technological Innovation  
Professor of Business Strategy  
INSEAD

INSEAD

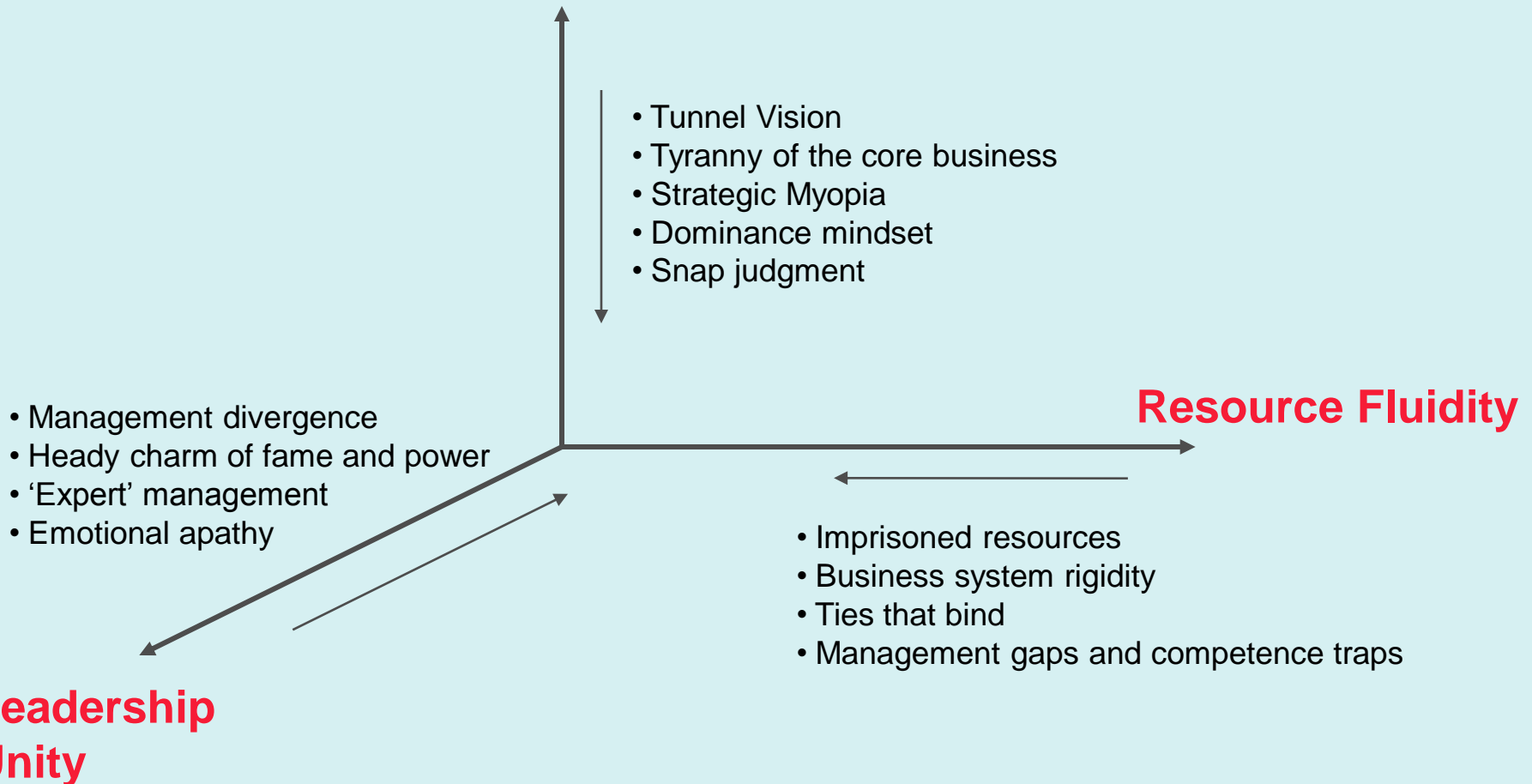
# From Strategic Innovation to Strategic Agility



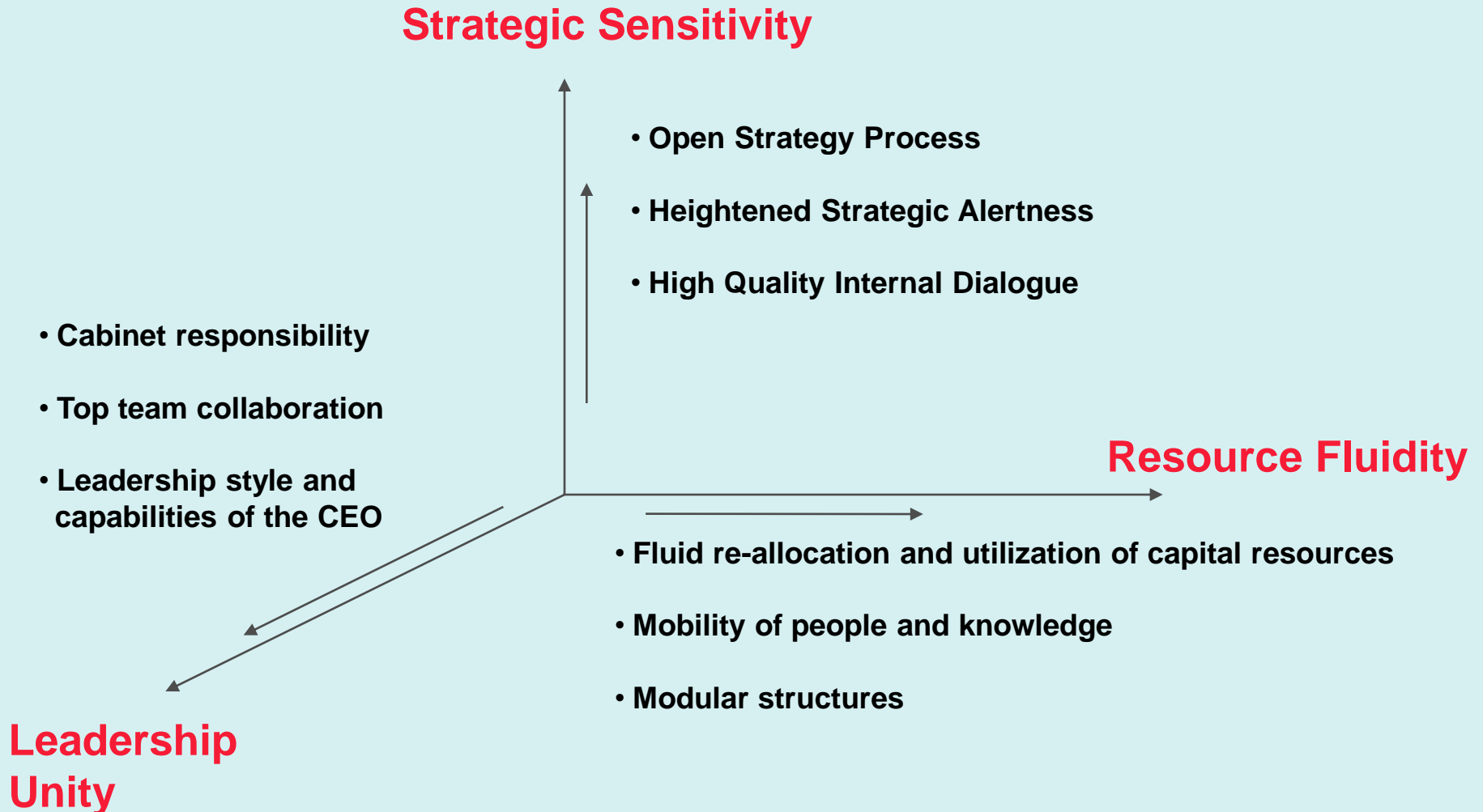
# The Curse of Success

Strategic Agility easily Turns into Strategic Paralysis Over Time ...

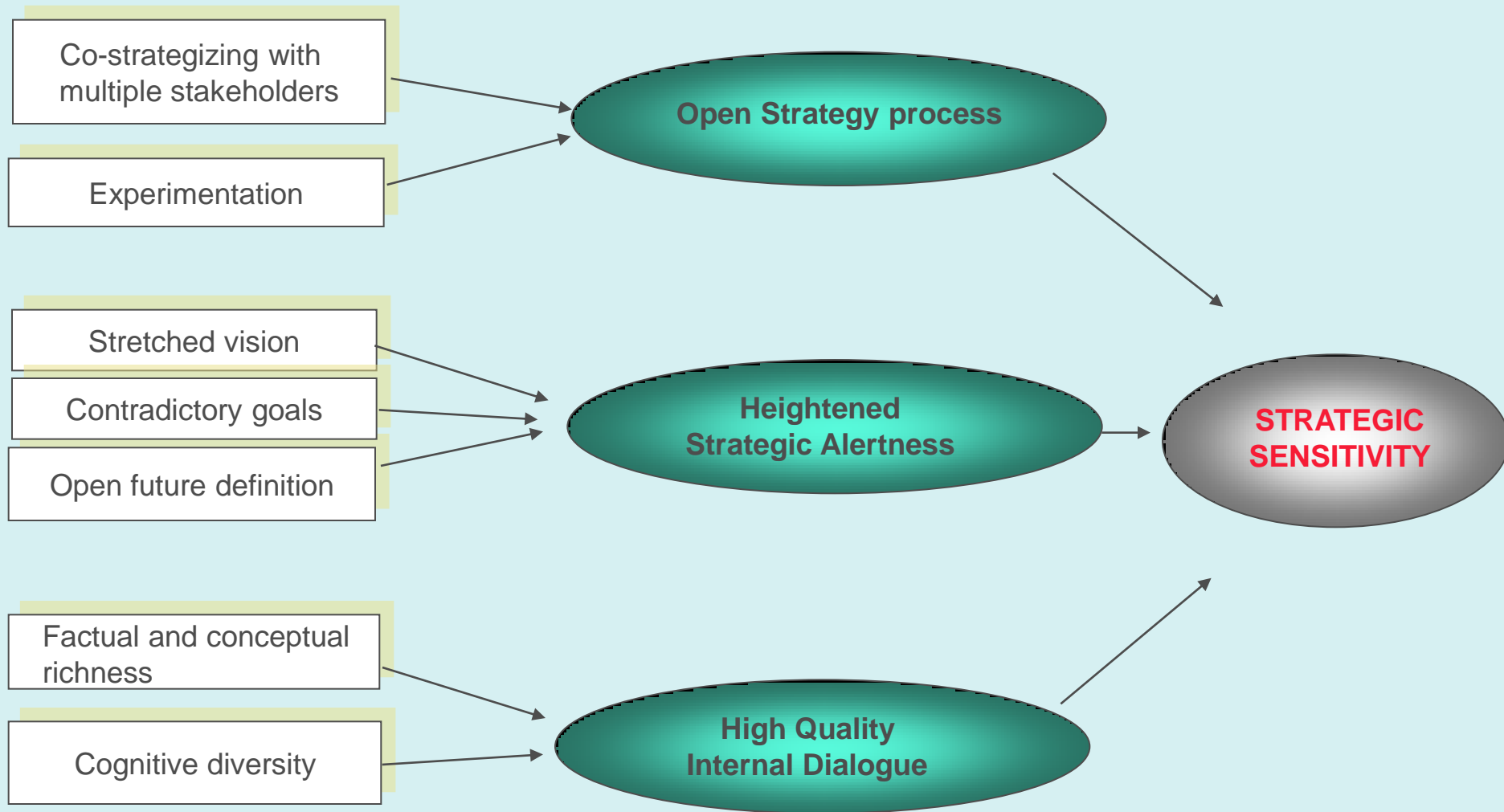
## Strategic Sensitivity



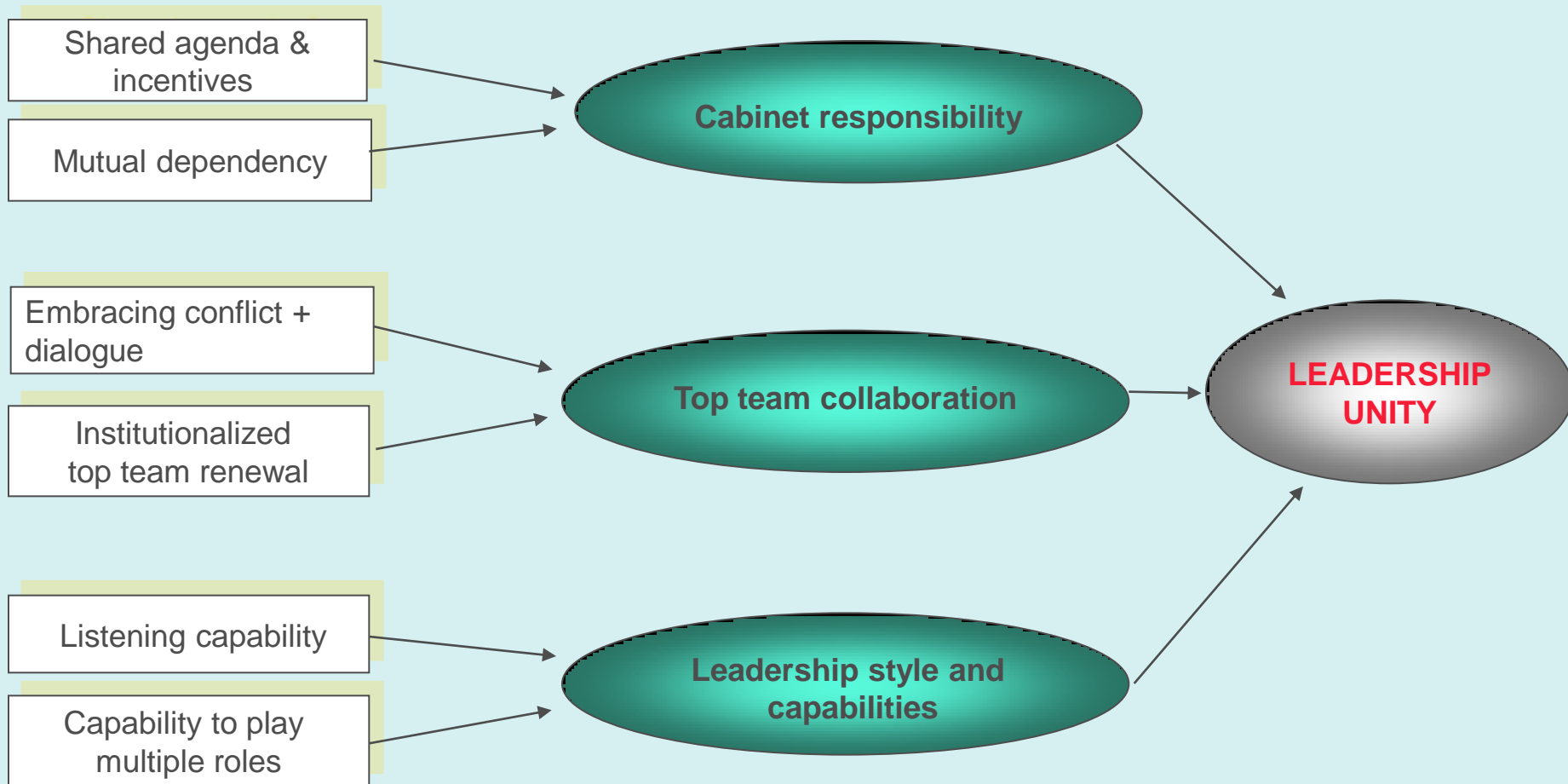
# Key Capabilities enabling Strategic Agility



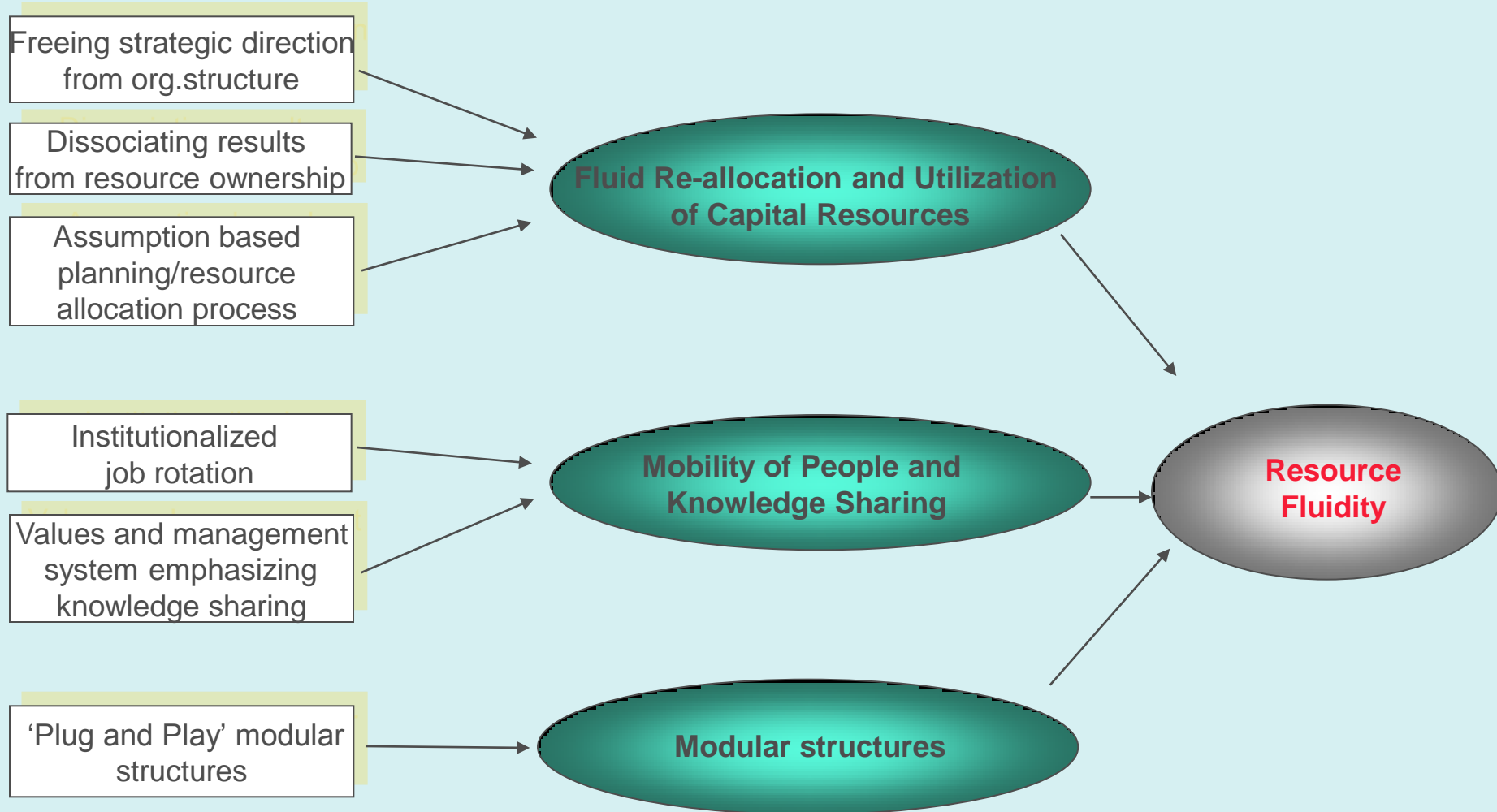
# Drivers of Strategic Sensitivity



# Drivers of Leadership Unity



# Drivers of Resource Fluidity



# Capabilities for Continuous Change

## Strategic Sensitivity

- Common vision and framework
- Horizontal “integrative” policies
- Shared agendas
- Rotating responsibilities
- Cabinet responsibility
- Informal networks

- **External Orientation**
  - Policy Intelligence, dialogue with stakeholders
- **Cognitive diversity. Inclusion**
- **Progressive media, art and culture policies**
- **Define possible futures widely enough**
- **Stretch goals. Contradictory priorities**
- **Dialogues, conceptual and contextual**

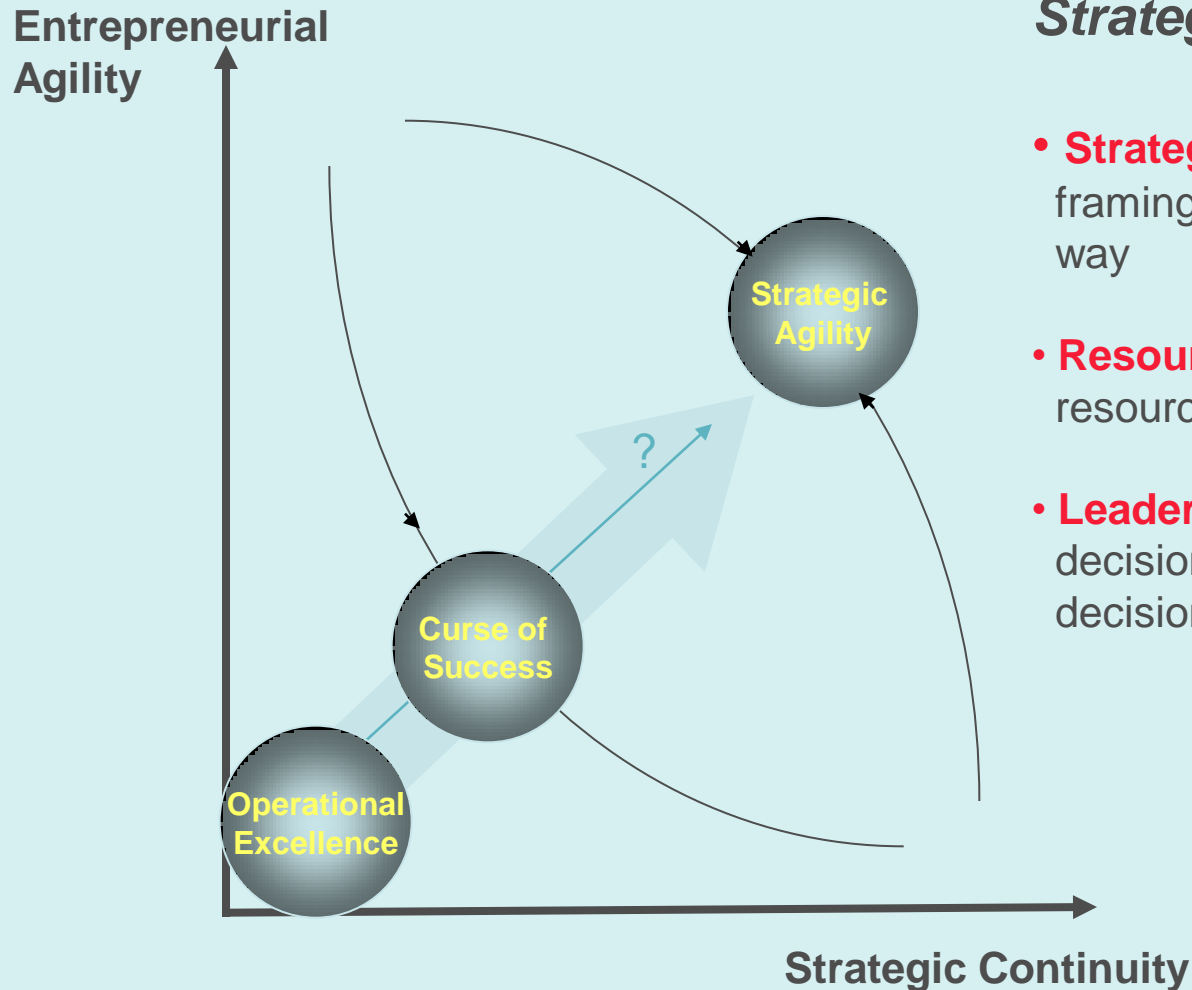
## Resource Fluidity

- **Continuous planning processes**
- **Flexible budgeting (vs. legacy)**
- **Leadership reviews and job rotations**
- **Developing broad competencies**
- **Limit role and resources of specialized agencies**

## Leadership Unity



# Summary



## *Strategic Agility results from:*

- **Strategic Sensitivity:** Seeing and framing opportunities in a new insightful way  
X
- **Resource Fluidity:** Fast and efficient resource mobilization and redeployment  
X
- **Leadership Unity:** Collective decision making and commitment to decision outcomes

# Key Levers of Strategic Leadership

