ANEXO A

Construcción de Agilidad y Resiliencia Selsky (2009)

Agility-building:

- *Improve "sense-making" skills—better manage uncertainty and ambiguity.*
  How: Use scenarios to scan and build hypotheses and models about what is happening. Get people to read broadly and explore new ideas together.

- *Create and sustain an openness to change.*
  How: Provide financial rewards and career incentives for innovation and continuous improvement.

- *Efficiently and quickly acquire, build, share and apply knowledge to critical priorities.*
  How: Create a knowledge management process, but communicate clearly and consistently from the top about the big issues. Form fast-response teams around issues.

- *Create an action bias throughout the organization.*
  How: Set clear priorities and deadlines and hold people responsible for meeting them. Avoid paralysis in decision making—work on streamlining and clarifying roles/responsibilities in decision-making process.

- *Develop the ability for quickly deploying and then redeploying resources, talent and skills.*
  How: Learn to hedge bets and avoid over-commitment. Cross-train and frequently move people around to broaden skill/knowledge base.

Resiliency-building:

- *Improve contingency planning and crisis response capabilities.*
  How: Take simulations, role-playing and scenario planning seriously and make certain the skills and competencies for surprises and crises are built.

- *Engage in strategic (enterprise-wide) risk assessment.*
  How: Think about areas of most risk and exposure and develop plans to proactively manage each of them—focus on the higher-risk, under-managed relationships.

- *Learn to deal with the consequences of failed plans—"take the hit" and react appropriately.*
  How: Minimize losses by avoiding escalation and learning from the process to anticipate it better the next time.

- *Develop assets and talents both inside and outside the organization that can be drawn upon to mobilize a response.*
  How: Alliances and partnerships are critical and need to be developed and sustained, whether financial or otherwise.

- *Make certain everyone has a deep, shared belief in your core values and beliefs.*
  How: Communicate often and sincerely about the organization's vision and values, making certain these are understood and truly hold meaning and value.

- *Be prepared to rethink and redesign yourself if required.*
  How: Develop your transformation skills—know what to preserve that is part of your core identity and what can be given up.