

THE AGILE EXECUTIVE

Embracing Career Risks and Rewards

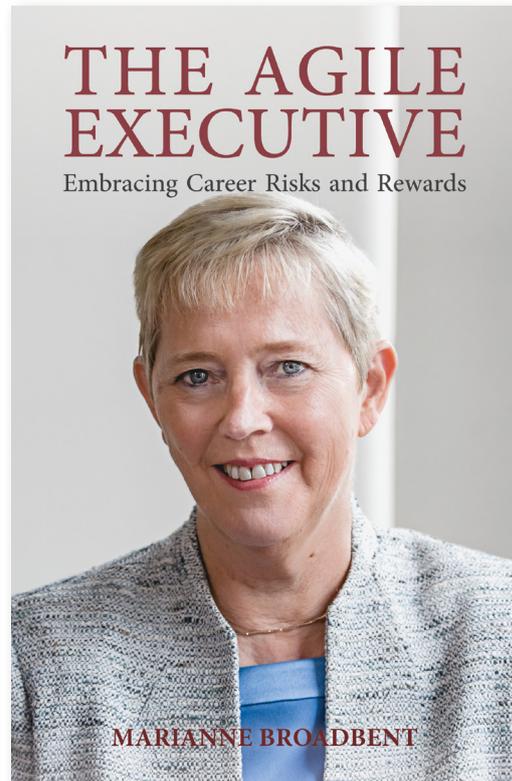
by MARIANNE BROADBENT

Relevant and empowering, The Agile Executive offers exactly what's needed to adapt to and lead change in our disruptive age. Priceless wisdom from a highly successful leader who has been there.

— Stephen M. R. Covey, *The New York Times* and # 1 *Wall Street Journal* bestselling author of *The Speed of Trust*

Marianne Broadbent is a leadership and executive search consultant who works every day with women and men making career decisions and life choices. Her multiple careers, from high school teacher to global business executive, have been experienced alongside raising four children in a 'guilt free environment' and sustaining long term relationships. She provides sharp and informed insights through working with organisations and teams to build and sustain great talent. She shares her personal experiences of taking career risks, making multiple choices and managing a 'blended life' in our new modern paradigm where careers aren't as linear as they once were, and diversity and risks are required to achieve success. She complements this with the thoughts and words of 24 executives who willingly provide their personal and career perspectives on their own trade-offs and 'getting on with it'. These women include:

- Company Directors Kathryn Fagg, Chris Gillies, Andrea Hull, Susan Oliver and Elizabeth Proust.
- Business executives and entrepreneurs Nina Anderson, Alisa Bowen (USA), Robin Kranich (USA), Jane Sherlock, Elisabet Wreme, Alison Hardacre, and Lalitha Biddulph (Singapore),
- Public and Education sector executives Glenys Beauchamp, Kate Carnell, Jane Den Hollander, and Jodie Evans.
- Not-for-Profit CEOs Sherene Devanesen, Christine Kilpatrick, and Lucinda Nolan.
- Emerging leaders Abigail Bradshaw, Rachel Dapiran, Katie Cromie, and Asa Lautenberg (Germany)



The Author

For the past twelve years, Marianne has been Managing Partner and co-owner of NGS Global, an international leadership advisory business. Prior to that she was a Group Vice-President and then Senior Vice-President of the US headquartered professional services firm, Gartner Inc (listed on the NYSE). She has held a Chair of Management, and been Associate Dean and Professor at Melbourne Business School, University of Melbourne, and led that School's Senior Executive MBA. She is now a Distinguished Academic Fellow of MBS and a Fellow of the Australian Institute of Company Directors. She was a Finalist in the Telstra Business Women of the Year and is a mentor for women and men, as well as for organisations. She has been a regular judge for The Australian Innovation Awards, and co-founded the Australian chapter of international engaged-philanthropy group, Social Venture Partners. On the personal side, Marianne and her partner Robert have four adult children and a bunch of interesting grandchildren.

The Agile Executive in Three Parts

Part 1: Lead Yourself with Purpose

The first part of the book is about how we grow our careers through a series of decisions, rather than a pre-determined plan. It draws on many of my own experiences, along with others with whom I have worked. Our careers are more like sailing a yacht than running a road race. We have our comfort zones, inflection points, and then we each seek different types of risks and rewards. We have to understand our strengths, use them well, and build our resilience along the way. There are always trade-offs and, having made a decision, we should not look back and feel guilty about what might have been. Sometimes too, we engage in activities that reinforce our sense of guilt to others, we might not even realise it, but we need to stop doing it. We need to own our achievements and know our own story, and that particularly applies to women. We should know how to 'get noticed' in a good way, and glean a few tips from a search consultant.

Part 2: Lead Others with Resolve

The second part of the book is about how we lead others through change, and draws more on the professional work we do. It is about how we build trust and how we grow great teams—and how we do this more quickly than we did previously. Leadership is a participatory sport and this means building the capabilities of others both individually and as a team. It means taking a fresh look at our biases, ensuring we create diverse teams and rethinking our biases. Parts of this section draw on the approaches that my colleagues and I apply to help people to reflect on their careers, and to help organisations create and sustain great workplaces. We have developed the Arbiter Leadership Technologies

consulting approaches and tools that are used by the NGS Global group in different parts of the world. We draw on, and acknowledge too, the great work of other thought leaders who have developed approaches and tools that we find particularly relevant.

Part 3: Lead with Insights from Others

We each have much to learn from others and the third part of the book brings together the learnings and insights from over 20 female executives and managers. They share their 'lessons learnt' about developing their passion and purpose, getting outside their comfort zones, following their dreams and how they have dealt with personal and professional frustrations. It's about giving yourself permission to think differently. They share how they built resilience and addressed carer responsibilities. They stress the importance of mentoring and developing a perspective for the longer term. They encourage us to think 'marathon, not a sprint'.

The Agile Executive should be compulsory reading for all women (and men too!) who aspire to succeed in corporate life.

— Elizabeth Proust, AO Chairman, Bank of Melbourne

It takes both courage and generosity of spirit to use yourself as a case study for others' learning. Above all this is a very generous book. And like the author chock full of memorable advice.

— Diane Smith-Gander, Non-executive director and past president of Chief Executive Women (CEW)