



Unveiling Leadership Agility: Insights from Jolie Siam Company

Explore the age of agility and its impact on modern businesses.

Discover how Jolie Siam has cultivated leadership agility to achieve success.

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Research Background

The Age of VUCA

Modern businesses operate in a volatility, uncertainty, complexity, and ambiguity environment where agility is key to success (Widjajani et al., 2021).

The Rise of Agility

Agility is now a critical differentiator for success, as businesses adapt to the rapidly evolving market (Nold & Michel, 2016; Meyer & Meijers, 2017;).

Introducing Jolie Siam

Founded (2006), Jolie Siam leverages Western HR methods & Vietnamese cultural insight to optimize talent acquisition & cultivate positive work environments through smiling reception services (Jolie Siam, 2023).

Problem Statements

1 Bridging the Gap

Challenges in understanding and fostering leadership agility in practice at Jolie Siam

2 Struggling Agile Organization

Balancing between Innovation and Stability

3 Insights from Jolie Siam's Leadership Agility

Overcoming Resistance to change

4 Dilemma for Vietnamese Business

Adapting Western Leadership model in the Vietnamese Business Culture





Importance

1 Better Business
Income

2 Greater Value for
Stakeholders

3 Employee
Engagement

Leadership Agility

Leadership agility refers to the ability of a leader to quickly adapt, pivot, and respond to changes and challenges in the market (Doz & Kosonen, 2010)

Leadership agility is not only about being able to react quickly but also about being proactive, anticipatory, and innovative in driving organizational success (Meyer & Meijers, 2017)

Leadership agility foundation:

It requires leaders to have a strong **research base** and draw on their experience in order to make informed decisions and take effective action (Joiner & Josephs, 2007; Strategic Leadership: The Essential Skills, 2013)



Leadership Agility Dimensions

Self-Leadership

self-awareness, continuous learning, and emotional intelligence.

Context-Setting

environmental scanning, scenario planning, and adaptable strategies.

Stakeholder Agility

open communication, collaboration, and trust-building with stakeholders.

Creativity Agility

experimentation, risk-taking, and innovative problem-solving.

Research Method

- Interviews
- Surveys, and
- Observations

to unveils the specific practices that power Jolie Siam's agility.

Self-Leadership at Jolie Siam

The ability to use your initiatives as opportunities to develop into the kind of leader you want to be (Joiner & Josephs, 2007).

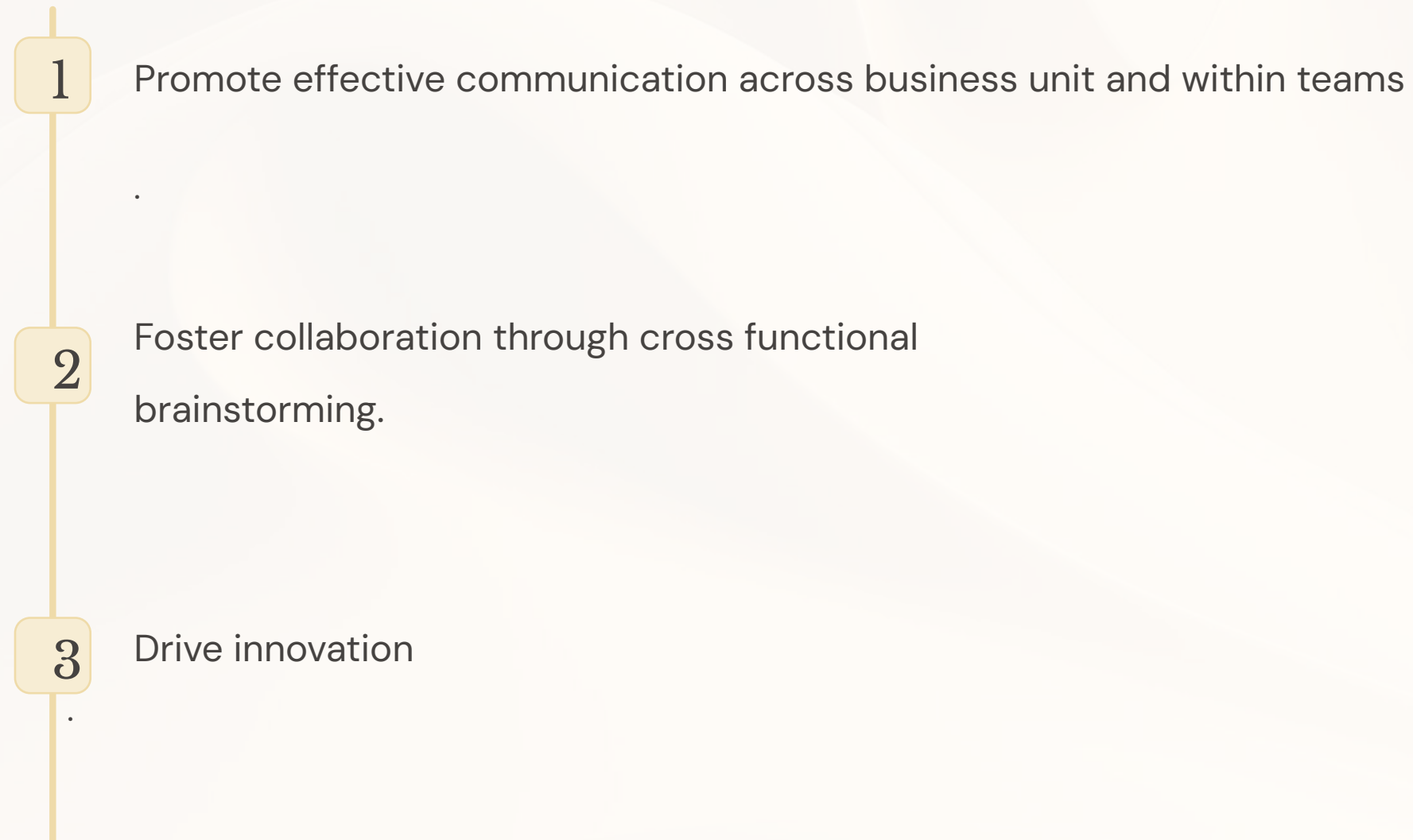
- Jolie Siam internship program provides a transformative experience for future leaders, helping them to thrive in their chosen fields and they develop essential skills such as Strategic thinking & Decision making, Adaptability, Collaboration, Relationship building.



Context Setting at Jolie Siam

Improves your ability to scan your environment, frame the initiatives you need to take, and clarify the outcomes you need to achieve. (Joiner & Josephs, 2007)

- Jolie Siam operational meetings go beyond problem-solving and daily updates to



Stakeholder Agility at Jolie Siam

Increases the ability to engage with key stakeholders in ways that build support for your initiative. (Joiner & Josephs, 2007)

- Operational Meetings are opportunities to bridge the gap between diverse stakeholders and forge alliances around shared goals.
- Internship real projects drive interns into the heart of stakeholder engagement. Interns learn to identify key players, understand their priorities, and assess alignment with their own objectives.





Creativity Agility at Jolie Siam

Enables you to transform the problems you encounter into the results you need. (Joiner & Josephs, 2007)

- Story Bucket weekly learning session are where real business challenges are presented by team members. Collective wisdom and questions help to bring out the optimal outcome.



Leadership Agility Foundation at Jolie Siam

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- Story Bucket weekly learning session illustrate the company's commitment to developing agile leaders through collective learning
 - ❑ Brainstorming: Tackles real issues, sparking diverse ideas and sharpening strategic thinking.
 - ❑ Culture & Tradition: Strengthens learning culture, aligns with goals, and sets the bar for excellence.
 - ❑ Knowledge Management: Research-backed presentations deliver practical solutions.



Communicate Leadership Agility at all levels at Jolie Siam

Empowered teams, decentralized decision-making, and continuous learning emerge as key drivers.

- Jolie Siam's trainee program grooms' future leaders in communication by:
 - ❑ Empowering teams
 - ❑ Decentralized decision-making
 - ❑ Continuous learning
 - ❑ Getting people on board

Struggling in balance between Innovation and Stability

New tech vs. compatibility

Integrating innovations without disrupting existing systems.

Market trends vs. core expertise

Adapting services while staying true to the core values.

Risks vs. rewards

Balancing innovative ideas with financial stability.

Change vs. comfort


Managing employee resistance to new practices.

Overcoming Resistance to change from traditional leadership to Leadership Agility

Leadership agility can be a potent tool for facilitating change management.

- Strategic decision-making to weigh risks and opportunities effectively.
- Effective communication about changes
- Collaboration and team-building
- Experimentation and learning culture
- Openness to feedback and adaptation:





Balancing between Western and Vietnamese Leadership Agility to fit with Vietnamese environment.

- ❑ Communication: Clear, direct (West) meets relationship-building and indirect feedback (Vietnam).
- ❑ Collaboration: Structured teamwork (West) harmonizes with consensus and group focus (Vietnam).
- ❑ Emotional Intelligence: Professionalism (West) blends with empathy (Vietnam).
- ❑ Strategy & Adaptability: Long-term plans (West) adapt to flexibility and relationship-building (Vietnam).

Outcome after Leadership Agility implementation at Jolie Siam

In **2023**, the combination of a **20.6% growth rate alongside a 4.4% decrease in gross margin** indicates that Jolie Siam is prioritizing expansion and market share over short-term profitability.

Customer Renewal rate stays strong at **80%**, reaching target and maintaining stability.

Twenty-five interns thrived, joining Jolie Slam team as valuable contributors. The remaining **two finalists** are now finalizing their job crafting process and are ready to work in HR department

Three out of four participants in the **Management Program** have already secured leadership positions and successfully built their teams.

Data Analysis

Leadership Agility	Stakeholder Agility	Creativity Agility	Self-Leadership	Context Setting
Effective communication	Clarity & Trust	Relevance and Alignment	Listen and Understand	Inspiration and Buy in
Emotional intelligence	Self-Awareness & Growth	Empathy & Engagement	Trust & Resolution	Resilience & Growth
Strategic thinking and decision-making	Clarity & Focus	Awareness and Fit	Balance and Inclusion	Experimentation and Adaptation
Adaptability and change	Self-adjustment and proactive change	Recognition and Response	Engagement	Exploration and problem solving
Collaboration and relationship building	Example and Cohesion	Partnership and Strength	Relationship Success	Trust and diversity

Conclusions & recommendations



- 1 foundation: Research based communication and decision making.
- 3 key drivers: Empowered teams, decentralized decision-making, and continuous learning
- 5 competencies and skills: Effective communication, Emotional intelligence, Strategic thinking and decision-making, Adaptability, Collaboration and relationship building.
- 4 coping: Agility Awareness, Innovation – Stability balancing, Overcoming resistances, Culture Adaptation.
- 4 Actions: Self-Leadership, Context Setting, Stakeholder Agility, Creativity Agility

A scenic landscape featuring a range of mountains under a soft, hazy sky. The sky transitions from a pale blue at the top to a warm, golden-orange glow near the horizon, suggesting a sunset or sunrise. The mountains are layered, with the foreground appearing in shades of blue and green, and the peaks in the distance catching the low light of the sun, appearing in warm tones. The overall atmosphere is peaceful and serene.

Thank you!