



# SEAL

## Approach to Building Organizational Agility

A high degree of agility can help a company respond to new competitors, technologies, or sudden market shifts.

Explore how the SEAL model helps promote organizational agility.



### Scan

Constantly scan the environment.



To effectively do so, you must:

- ▶ Monitor threats to your market position—and opportunities to re-position your business
- ▶ Scan THEIR environment, too, and how it might affect THEIR business



### Experiment

Pilot small scale tests for products or services, new markets, etc.



To achieve this:

- ▶ Use your findings from the SCAN phase
- ▶ Brainstorm ideas internally
- ▶ Ask customers via surveys, focus groups, etc.
- ▶ Look at new and substitute products

Then create a minimum viable product, service or process out of these ideas.



### Adapt

Modify your business architecture to changes in the market.



Use the McKinsey 7S model to evaluate what areas need to be changed in your business:

- ▶ Strategy—Your game plan for winning
- ▶ Structure—How people are organized and grouped
- ▶ Systems—Processes, policies and procedures
- ▶ Shared Values—core values, culture, beliefs or behaviors
- ▶ Leadership, Staff and Skills—Evaluate leadership, workforce and skills neededs



### Learn and Grow

Create new capabilities and use them so the organization can evolve.

Cultivate an environment that's free to learn and grow:

- ▶ Create and support affinity groups
- ▶ Create an "innovation lab"
- ▶ Provide "innovation" training



Use the SEAL model the way it best suits your business. There are many other aspects of the model beyond what's presented here, plus additional related tools and skills.

To learn more, explore AMA's Crisis Leadership OnDemand course at [www.amanet.org/crisis-leadership](http://www.amanet.org/crisis-leadership)