

LEAN-AGILE TRANSFORMATIONAL LEADERSHIP

Building organizations that create value,
adapt rapidly and transform sustainably.

Can your organization move faster and eliminate
waste without weakening purpose, accountability or trust?



26% 

of corporate transformations
create sustainable value
in both the short and
long term.

— McKinsey, 2024¹

20% 

of employees worldwide
were engaged at
work in 2025.

— Gallup, 2026²

39% 

of employers expect
workers' core skills
to shift by 2030.

— World Economic Forum, 2025³



EDITOR'S NOTE

By Dr. Joshua Kolawole

Managing Partner, Valdymas Intelligence

Lean without transformational leadership becomes mechanical cost-cutting. Agile without strategic discipline becomes activity without direction. Transformational leadership without operating systems remains inspirational but ineffective. Sustainable transformation requires value, flow, adaptability, identity, accountability, and measurable outcomes.

“The goal of Lean-Agile leadership is not to make people work faster. It is to design an organization in which value moves faster, truth travels earlier and people are empowered to solve the problems closest to the work.”

— Dr. Joshua Kolawole

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TRANSFORM LEADERSHIP. TRANSFORM OUTCOMES.



Executive Workshops

High-impact sessions to align
strategy, culture and execution.



Transformation Labs

Co-design operating models
that deliver measurable value.



Executive Coaching

Build adaptive leaders who
sustain transformation.

Explore the book, companion workbook and executive programs.

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SCAN TO LEARN MORE



Why Transformation Programmes Stall

Why so many initiatives begin with urgency but lose traction before producing sustainable value.

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EXECUTIVE SUMMARY

Organizations often launch transformation with enthusiasm but fail to sustain impact. The root causes are consistent: transformation is treated as a temporary project, leadership behaviours do not change, priorities multiply, technology is added to broken processes, governance remains slow, and benefits are not rigorously measured. Lean-Agile leadership reorients the system—aligning leadership, operating model, and measures—so value moves faster and compounds.



EVIDENCE LENS

- Only **26%** of corporate transformations in BCG's global analysis created value in both the short and long term.¹
- 88%** of initiatives with excellent change management met or exceeded objectives, vs **13%** where change management was poor.²
- Top reasons initiatives stall: **unclear ownership**, **fragmented priorities**, **slow decision-making**, and **weak capability adoption**.³
- Value capture is the **#1 differentiator** between high- and low-performing transformations.⁴

Sources: ¹BCG (2021) ²Prosci (2023) ³McKinsey (2024) ⁴Deloitte (2024)

WHAT IS CHANGING?



Markets are moving faster.

Competitive cycles compress while disruption accelerates.



AI and automation are reshaping work and value.

Technology capability is now a baseline, not a differentiator.



Customer expectations are rising.

Personalized, seamless experiences are the new standard.



Workforce expectations are evolving.

Talent chooses purpose, growth, and adaptability.



Boards are raising the bar.

Pressure for measurable, auditable value is relentless.

WHY IT MATTERS



Customer value is the ultimate test.

Only value that matters to customers is sustainable.



Speed determines who wins.

Slow transformations lose market, talent, and momentum.



Performance impacts the bottom line.

Revenue growth and cost efficiency depend on execution.



Employees disengage with inconsistency.

Mixed signals destroy trust and reduce discretionary effort.



Quality and reliability are non-negotiable.

Operational excellence underpins customer trust.



Innovation requires capacity and clarity.

Complexity and noise suffocate new ideas.



Strategic outcomes drive enterprise value.

Transformation must compound into long-term impact.

SEVEN WARNING SIGNS THAT YOUR TRANSFORMATION IS STALLING

1

Every initiative is called a priority.

Without choices, everything is important and nothing changes.

2

Decisions move upward; accountability moves downward.

Escalation increases while ownership dilutes.

3

Activity is measured more carefully than value.

Busyness hides lack of impact.

4

Leadership behaviour contradicts the transformation message.

People believe what leaders do, not what they say.

5

Meetings multiply as decision speed declines.

More forums, more updates, fewer decisions.

6

Technology is added to broken processes.

Digital waste simply moves faster.

7

Capability building is treated as optional.

The system changes faster than people can learn.

FIVE MOVES TO RESTART MOMENTUM

1



Define the recovery outcome.

Be explicit about the value to create and by when.

2



Simplify priorities.

Focus on the few that drive the outcome.

3



Redesign governance.

Move decisions closer to the work and the data.

4



Rebuild leadership role-modeling.

Align words, actions and incentives at every level.

5



Measure realized benefits.

Track value, not activity. Course correct fast.

+ BOARD-LEVEL QUESTION

“Are we funding transformation activity, or are we funding measurable changes in organizational performance?”

— Board-level question

LEAN LEADERSHIP

From Waste Reduction to Enterprise Value

Lean is a leadership philosophy focused on value, flow, problem-solving, and continuous improvement—**not just cost cutting.**



THE LEAN LEADER'S SHIFT

Lean begins by defining value from the customer or stakeholder perspective, seeing the complete value stream, enabling flow, responding to real demand and pursuing continuous improvement.

Lean leadership is not to pressure people to work faster. It is to redesign the system so that correct work moves with fewer obstacles, quality is built in, and the people closest to the work can solve problems safely.

THE 8 ORGANIZATIONAL WASTES

1 DEFECTS / REWORK



Errors, rework and preventable harm that consume time and resources.

2 OVERPRODUCTION



Reports, features or work produced before demand, creating excess.

3 WAITING



Queues, approvals and delayed decisions that stall progress.

4 UNDERUSED TALENT



Expertise ignored; ideas untapped at the frontline.

5 UNNECESSARY MOTION



Unnecessary searching, switching and hand-offs.

6 EXCESS INVENTORY



Backlogs and unfinished work that conceal risk and delay value.

7 OVERPROCESSING



More steps, data or review than the outcome needs.

8 POOR HANDOFFS / TRANSPORTATION



Fragmentation across departments, vendors or systems.

THE VALDYMAS F.L.O.W. FRAMEWORK

F FOCUS ON VALUE



Define the outcome that matters to the customer, patient, citizen, employee or stakeholder.

L LOCATE FRICTION



Find delays, bottlenecks, rework, unnecessary approvals and unclear ownership.

O ORGANIZE AROUND OUTCOMES



Build cross-functional ownership around value streams, not isolated functions.

W WORK THROUGH CONTINUOUS LEARNING



Test, measure, learn and improve in short cycles. Visible feedback drives better decisions.

QUESTIONS FOR A GEMBA OR FRONTLINE REVIEW



Where does work wait?



Where is information entered more than once?



Which approval adds the least value?



What problem do people repeatedly work around?



What would make the correct action easier?

“Waste is not only wasted money. It is wasted attention, wasted talent, delayed value and unnecessary frustration built into the system.”

— Dr. Joshua Kolawole

VALDYMAS LEADERSHIP RHYTHM



DAILY

- Go to the work.
- Ask what is abnormal.
- Remove one impediment.



WEEKLY

- Review flow and quality.
- Coach problem solving.
- Escalate system constraints.



MONTHLY

- Review value-stream outcomes.
- Reallocate capacity.
- Recognize learning and improvement.

MEASURES THAT REVEAL FLOW



LEAD TIME

Request to delivered value



WAIT TIME

Time idle between steps



FIRST-PASS QUALITY

Work completed correctly



REWORK

Effort spent correcting output



FLOW EFFICIENCY

Active work + total elapsed time

From Project Agility to Organizational Adaptability

Agility is the ability to sense change, learn quickly, and reallocate resources intelligently.

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76%

report greater security in the business against risk and AI when agility is embedded.

— Digital.ai, 2025 [4]



73%

want stronger leadership support and clearer alignment on enterprise agility.

— Digital.ai, 2025 [4]



84%

report growing use of AI in operations or strategic execution.

— Digital.ai, 2025 [4]



AGILE IS NOT



Not just ceremonies or frameworks.



Not chaos or lack of discipline.



Not faster busyness or doing more.



Not avoiding governance or accountability.



Not a shortcut that eliminates hard decisions.



AGILE LEADERSHIP IS



Bounded autonomy with clear guardrails and outcomes.



Testable hypotheses instead of large assumptions.



Shorter feedback loops and early risk escalation.



Decisions based on evidence, not hierarchy.



Funding outcomes rather than protecting sunk costs.

THE VALDYMAS AGILE DECISION LOOP



SENSE

Detect signals of change and emerging risk.



FRAME

Define the real problem and set guardrails.



TEST

Run a safe experiment to reduce uncertainty.



LEARN

Compare evidence, capture insights, adapt quickly.



SCALE

Expand what works. Adjust, modify or stop.

AGILE LEADERSHIP MATURITY SPECTRUM

1

REACTIVE



Decisions are driven primarily by crisis; teams wait for instruction.

Focus:

Respond and stabilize.

2

PROCEDURAL



Agile practices exist, but authority and funding remain centralized.

Focus:

Follow process consistently.

3

ADAPTIVE



Teams test and learn within clear boundaries.

Focus:

Build capability and confidence.

4

ENTERPRISE AGILE



Strategy, funding, governance and talent share learning cycles.

Focus:

Align systems and accelerate value.

5

ANTICIPATORY



Weak signals trigger action before disruption becomes crisis.

Focus:

Shape the future with foresight and agility.

Low Agility / High Risk

Increasing Learning Velocity, Autonomy and Impact

High Agility / Strategic Advantage

“Where are we demanding extensive certainty for a decision that could be tested safely and inexpensively?”

— Executive reflection ”

DESIGN DECISIONS FOR SPEED WITHOUT RECKLESSNESS



TURN ONE-WAY DOORS INTO TWO-WAY EXPERIMENTS

Reversible, low-cost choices should be delegated close to the work.



MEASURE LEARNING VELOCITY

Track time to decision, time to value, and learning quality.



PROMOTE ETHICAL USE OF AI AND AUTOMATION

Use AI to augment judgment, not replace accountability or human oversight.



FUND OUTCOMES, NOT ACTIVITY

Allocate to outcomes, validators and learning, not to task lists.



TRANSFORMATIONAL LEADERSHIP

Systems Do Not Transform Beyond the Leaders Operating Them

Transformation is not just a strategy or a set of initiatives. It is a leadership, identity, and institutionalization challenge. Systems change when leaders change—and they only change when they become the kind of leader the next system requires.



THE LEADER IS PART OF THE SYSTEM

Leaders shape transformation through what they repeatedly discuss, measure, reward, tolerate and personally model. The fastest way to weaken a change effort is to announce a new culture while preserving the old decision rights, incentives and executive habits. Sustainable transformation therefore requires leaders to become credible examples, designers of the operating environment and stewards of the new standard.

FOUR RESPONSIBILITIES OF THE TRANSFORMATIONAL LEADER

1



CREATE MEANING

Connect operational change to an intelligible purpose so people understand what must change and why.

2



MODEL THE NEW STANDARD

Demonstrate the behaviours expected from others before enforcing them.

3



MOBILIZE PEOPLE

Build capability, ownership and psychological safety so truth travels early and learning can occur.

4



INSTITUTIONALIZE CHANGE

Translate vision into governance, routines, measures, incentives and accountability.



PURPOSE
gives direction



TRUST
enables truth



CAPABILITY
enables action



ACCOUNTABILITY
sustains delivery



LEARNING
enables renewal

IDENTITY RECALIBRATION

Becoming Before Building



Every leadership model has an altitude at which it stops being sufficient. A technical expert may need to become a people developer. A heroic problem-solver may need to become a system architect. A founder may need to become an institution builder.



The identity that produced success at one stage may limit success at the next. Leaders must recalibrate who they are before they build what's next.

REFLECTION QUESTION

“What version of me created my current success—and what version of me is required to lead the next stage?”



Transformation does not fail only because people resist change. It often fails because leaders attempt to install a new operating model while continuing to lead from an identity built for the old one.

— Dr. Joshua Kolawole

Lean + Agile + Transformational Leadership

Value. Learning. People. Accountability. One executive system.



LEAN

What creates value, and what obstructs its flow?

- ✓ Customer value
- ✓ Flow
- ✓ Quality
- ✓ Problem solving
- ✓ Continuous improvement



AGILE

How can we learn and adapt more quickly?

- ✓ Short feedback loops
- ✓ Experimentation
- ✓ Adaptive planning
- ✓ Evidence-based decisions



TRANSFORMATIONAL

Who must we become to sustain the change?

- ✓ Purpose
- ✓ Identity
- ✓ Culture
- ✓ Trust
- ✓ Capability
- ✓ Accountability



“Lean improves the flow of value. Agile improves the flow of learning. Transformational leadership improves the capacity of people and institutions to sustain both.”



A 90-DAY EXECUTIVE ACTION AGENDA

DAYS 1-30



DIAGNOSE

- Identify the 3 most important value streams.
- Map delays, handoffs and bottlenecks.
- Review leadership behaviours and decision latency.
- Establish baseline outcome measures.



DAYS 31-60

REDESIGN

- Remove one unnecessary approval layer.
- Form one cross-functional outcome team.
- Launch one measurable improvement experiment.
- Clarify decision rights and escalation thresholds.



DAYS 61-90

INSTITUTIONALIZE

- Review evidence and lessons.
- Scale what works; stop what does not.
- Integrate new measures into leadership reviews.
- Align incentives and communicate the new standard.

A MONTHLY GOVERNANCE RHYTHM THAT SUSTAINS TRANSFORMATION



WEEKLY REVIEW 15-30 MINUTES

- Outcome pulse: results vs. plan
- Top blocker removal
- Next best action



MONTHLY OPERATING REVIEW 60-90 MINUTES

- Outcome trends and insights
- Experiment results and learning
- Course corrections and priorities
- Resource and risk review



QUARTERLY REVIEW HALF-DAY

- Strategic outcomes and impact
- Capability and culture check
- Portfolio bets and stop rules
- Renew strategy and commitments



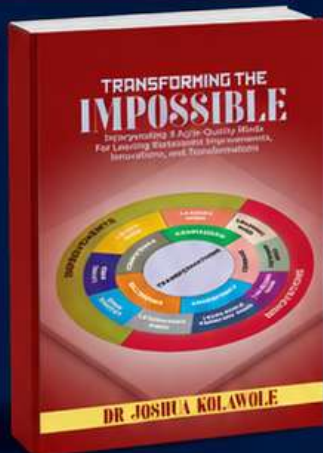
“THE EXECUTIVE TEST
Can every strategic priority name its customer, accountable owner, expected outcome, learning cycle and stop rule?”

Ideas That Transform Leaders and Institutions

Practical ideas. Proven frameworks. Lasting impact.

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PUBLISHED BOOKS

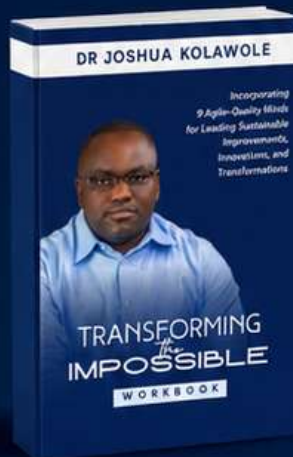


TRANSFORMING THE IMPOSSIBLE

Incorporating 9 Agile–Quality Minds for Leading Sustainable Improvements, Innovations, and Transformations.



A practical invitation to transform the leader, the system and the outcomes together.



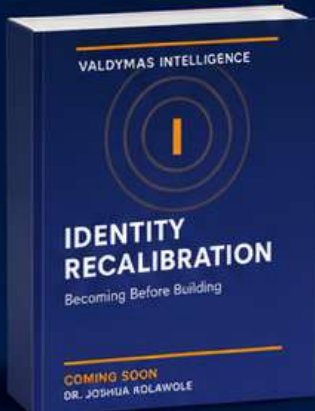
TRANSFORMING THE IMPOSSIBLE WORKBOOK

A guided companion for leaders who want to translate the nine minds into reflection, action, and sustained practice.



Designed for executive learning, teams, workshops and personal development.

COMING SOON

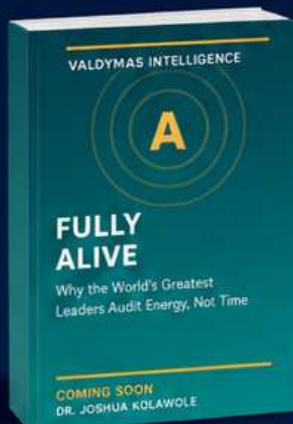


IDENTITY RECALIBRATION – BECOMING BEFORE BUILDING

The identity beneath strategy and systems—because who you are determines what you build and how far you go.



Recalibrate your identity. Lead with clarity. Build what lasts.



FULLY ALIVE – WHY THE WORLD'S GREATEST LEADERS AUDIT ENERGY, NOT TIME

Renew your physical, emotional, mental and spiritual energy to lead sustainably, create impact and finish strong.



Audit your energy. Lead with vitality. Create sustainable impact.

DR. JOSHUA KOLAWOLE

MD, MBA, MASc (Healthcare Quality and Patient Safety), M.Ed., PMP® | Managing Partner, Valdymas Intelligence LLC

Dr. Joshua Kolawole is a Lean–Agile transformational leader, author, coach and systems-improvement practitioner. He partners with executives and institutions to drive measurable outcomes through Lean–Agile organizational transformation, healthcare quality and patient safety, digital transformation, and leadership capability development.

He is an Inducted Member of the Delta Omega (ΔΩ) Honorary Society in Public Health from the Alpha Chapter – Johns Hopkins University Bloomberg School of Public Health and serves as a faculty and executive educator in strategy, quality, and leadership.

“The institutions we build are downstream of the leaders we become.”

— Dr. Joshua Kolawole

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READ

Read the books to build your mindset and knowledge.



REFLECT

Use the frameworks to examine, discuss, and align.



APPLY

Apply the ideas to lead change and create impact.





BUILD LEADERS. STRENGTHEN SYSTEMS. IMPROVE OUTCOMES.

Valdymas Intelligence helps leaders translate strategy into stronger leadership, disciplined execution, intelligent systems, and measurable transformation.



1. LEAN-AGILE TRANSFORMATION LEADERSHIP

- Lean leadership and operational excellence
- Enterprise agility and adaptive operating models
- Value-stream mapping and workflow redesign
- Transformation maturity assessments



2. EXECUTIVE LEADERSHIP AND ORGANIZATIONAL TRANSFORMATION

- Executive retreats and leadership diagnostics
- Strategic planning and execution
- Culture, accountability and identity recalibration
- Executive coaching and advisory



3. DIGITAL TRANSFORMATION AND RESPONSIBLE AI

- Digital maturity assessments
- AI governance and responsible adoption
- Workflow transformation and data-informed leadership
- Change and adoption strategy



4. HEALTHCARE QUALITY AND PATIENT SAFETY

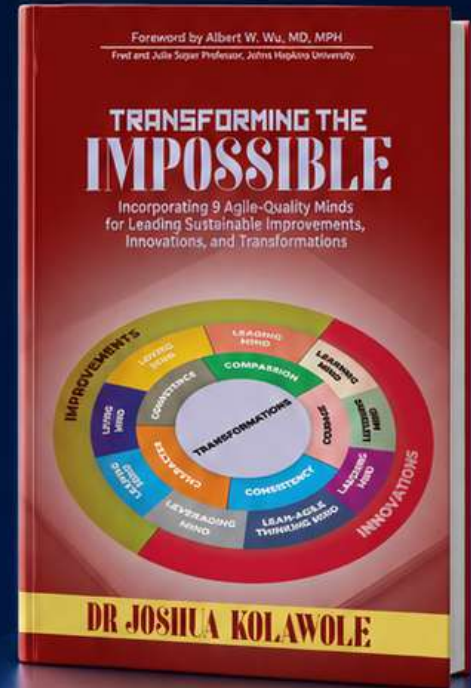
- Quality-management systems
- Patient-safety transformation
- Accreditation readiness and high-reliability leadership
- Workforce capability development



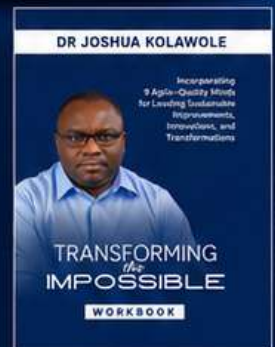
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- ✓ Lean-Agile Transformational Leadership Workshop
- ✓ Executive Leadership & Transformation Lab
- ✓ Identity Recalibration Executive Programme
- ✓ Fully Alive Leadership Energy Audit
- ✓ Organizational Transformation Diagnostic
- ✓ Customized Corporate Learning

FEATURED BOOK



ALSO AVAILABLE TRANSFORMING THE IMPOSSIBLE WORKBOOK



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Insights. Resources.
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Improving Outcomes. Transforming Systems. Developing Leaders Who Can Sustain the Future.

