

# Leadership Agility<sup>®</sup> 360

*Fostering “Vertical” Leadership Development*



## Designed expressly for today’s world

In every industry, the pace of change is accelerating. Every company’s business environment is becoming more complex and inter-connected.

These powerful conditions require leaders who can exercise new levels of “agility.” But what, exactly, is leadership agility? How do you assess it, and how can you put your leaders on the path to the kind of agility that will make them more effective in today’s turbulent world?

The Leadership Agility 360 is based on the research underlying our award-winning book, *Leadership Agility*, a publication that’s called “the new gold standard in the leadership field.”

The in-depth, 5-year research project upon which this 360 is based illuminates a central question: Competency models tell us what has previously worked well. But what does effective leadership look like in today’s unprecedented era?

## What is leadership agility?

Consistently effective leadership in today’s world requires agility – the ability to take wise and effective action amid complex, rapidly changing conditions. But it turns out that agility is not a single competency. It is a personal capacity that can be channeled into everything a leader does.

## Three levels of leadership agility

Our research shows that managers grow through a series of predictable, learnable “agility levels” that are rooted in well-documented stages of personal development:

- ◆ **Expert:** Managers who lead incremental improvements by using their authority and expertise, supervise direct reports, and are passionate but often opinionated problem-solvers.
- ◆ **Achiever:** Managers who lead by motivating others and gaining buy-in to achieve strategic change objectives, orchestrate team performance, work across boundaries, and step up to challenging conversations.
- ◆ **Catalyst:** These rare managers can successfully lead transformative change, develop agile organizations and highly engaged teams, and collaborate with others to develop creative, high-leverage solutions to thorny organizational issues. Currently, only about 10% of leaders have developed to this level of leadership agility.

Growth into a new level of leadership agility means expanding one’s cognitive and emotional capacities, **and** developing the new leadership competencies that these inner capacities

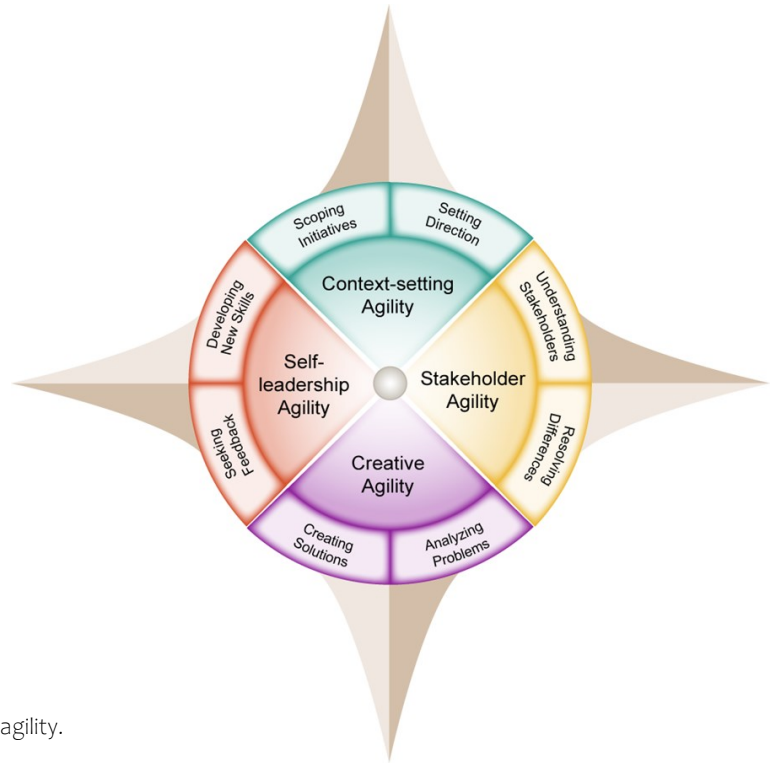
# Leadership Agility 360

## Four Types of Leadership Agility

Highly effective leaders make use of four kinds of leadership agility ...

- ◆ **Context-setting agility:** The extent to which the changes a leader undertakes are tactical and incremental versus strategic or even visionary
- ◆ **Stakeholder agility.** How completely a leader can understand and create alignment with stakeholders whose views and objectives differ significantly from their own
- ◆ **Creative agility.** How insightful and creative a leader is in analyzing and solving the complex, novel problems generated by today's turbulent business environment
- ◆ **Self-leadership agility.** How proactive a leader is in seeking feedback and experimenting with new behaviors

The items in the Leadership Agility 360 span these four types of agility.



## Assessment of Qualitatively Different Leadership Behaviors

Traditional competency-based 360s use 1-5 or 1-7 point scales to assess **quantitative differences** in certain behaviors, such as “how often” or “how effectively” a manager engages in the behavior. For example ...

Brings conflicts into the open for resolution	Not effective	Somewhat effective	Effective	Very effective	Extremely effective
	0	0	0	0	0

This kind of feedback doesn't really tell you what to do differently.

By contrast, the Leadership Agility 360 assesses agility level by asking which of three specific, **qualitatively different** behavioral descriptions (Expert, Achiever or Catalyst) is most characteristic of the individual. For example ...

When others' views and objectives conflict with their own, this manager ...	Listens to others' opinions but primarily relies on their own judgment	Listens to and considers others' views while clearly advocating their own view	Initiates collaborative conversations to candidly examine and resolve serious differences
	0	0	0

Because traditional 360s don't include specific behavioral descriptions of the Catalyst agility level, high functioning Achievers can “max out” on these 360s and miss opportunities for further growth. Because it includes the Catalyst level, the Leadership Agility 360 provides a clear, practical “road map” for continued leadership development.

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## Use of “Action Arenas” puts Feedback in Context

Traditional 360s use rather abstract competency descriptions with limited reference to the contexts within which they are used. Our research shows that a leader’s level of agility can vary depending on whether the context is leading organizational change, improving team performance, or engaging in pivotal conversations. In the Leadership Agility model and in the 360, these three leadership contexts are called “action arenas.”

The Leadership Agility 360 has 24 quantitative questions in, eight devoted to each of the three action arenas. Feedback providers are also asked to provide written feedback on strengths and improvement opportunities within each arena.

Leading Organizational Change	Improving Team Performance	Engaging in Pivotal Conversations
Taking initiative to improve an organization and its key relationships	Taking initiative to improve a team and its key relationships	Engaging in person-to-person discussions with important outcomes at stake

Leaders, coaches and leadership development professionals consistently report that providing feedback in these three “action arenas” makes the feedback much more specific and therefore easier to understand and act upon than other 360s.

# Leadership Agility 360



## Debriefs by Certified Coaches

The Leadership Agility 360 is designed to be used only by coaches trained and certified by ChangeWise to debrief the Feedback Report and assist managers in creating an Action Plan based on the feedback.

## Highly “Gettable” Feedback Report

- ◆ **Concise data display.** The Leadership Agility 360 Feedback Report is concise, intuitive, and easy to digest. As one coach put it, “I’ve worked with many feedback reports that are way too long. This is the first client and coach-friendly 360 I’ve ever worked with.”
- ◆ **Clear road-map:** The Feedback Report shows where a leader is currently operating on the Expert-Achiever-Catalyst spectrum for each of the 24 items, which are called agility practices. For each practice, it shows, in specific behavioral terms, what the next level of agility looks like.
- ◆ **Powerful action plan.** The 360 process culminates in a structured action plan that captures not only desired “from-to” behavior changes, but also the mindset shifts needed to support these changes.

## Powerful Development Planner

Leaders receive a Development Planner to use during each step of the 360 process. With coach assistance, the Planner helps them translate their feedback into a behaviorally specific Action Plan linked to important real-time leadership initiatives.

The Action Plan captures not only desired “from-to” behavior changes but also the mindset shifts needed to support these changes.

## Certified Coach Network

Leadership Agility 360 coaches are located in:

- The US, Canada, Mexico, and Argentina
- Belgium, Denmark, France, Germany, Greece, Ireland, Netherlands, Poland, Spain, Sweden, UK
- Australia, China, Hong Kong, India, Philippines, Singapore
- South Africa, Lebanon, Turkey, and the UAR



# Leadership Agility 360



## Validation Testing

The Leadership Agility 360 is a world-class instrument based on extensive empirical research. It has been in use since 2007 and has undergone multiple rounds of validation testing. These tests have repeatedly shown:

- ◆ Remarkably high correlation with independent assessment of leadership effectiveness. (See scatter-gram above)
- ◆ No redundancy between items
- ◆ No race, gender or age-related bias

A Technical Manual is available with results of validation testing, norms, and additional statistical details.

## Translations

All components of the instrument and feedback process are available in English, German, French and Canadian French, Portuguese, Swedish and Norwegian. Translations for feedback providers only are available in Japanese and Thai.

## Speed and Ease of Administration

- ◆ **Efficient, flexible input.** Time required to assess an individual averages about 30 minutes. The instrument is designed so that raters can complete their feedback in more than one sitting, if needed.
- ◆ **Comparative Rating™** This exclusive feature is used when a feedback provider needs to assess more than one person of the same type of role (e.g., direct reports). Using this format, rating is done on one instrument, assessing all individuals on the first question, then moving to the second question, etc. This can take over 50% less time and has been found to result in higher completion rates and more accurate assessments.
- ◆ **Administration portal.** Leadership coaches or program administrators can sign in and launch this instrument for any number of participants, monitor assessment completion, and decide when to generate feedback reports.

# Leadership Agility 360

## Who is it for?

The Leadership Agility 360 is especially well-suited for use with executives, senior leaders, and high-potential leaders. Yet it works very well for any manager who leads a team and has some kind of responsibility for making organizational improvements on any scale.

## Who is using it?

This new-era feedback instrument is in use by leading companies and non-profits all over the world, as well as universities and government agencies.

## Endorsements



"As a senior consultant with significant experience as VP of Leadership & OD for a Fortune 500 company, I find that the Leadership Agility 360 is far and away the best 360 I've ever used.

"The frustration many colleagues and I have experienced with traditional, competency-based 360s is that, unlike this 360, they don't provide a clear, integrated picture of where managers are in their leadership development and what their next steps might look like.

"I've used the Leadership Agility 360 with hundreds of leaders and really like its behavioral and business-oriented language and its 'asset-based' rather than 'deficit-based' approach. Finally, compared with the other 360s I've used, the leadership development goals managers commit to are much more powerful and get more to the heart of the leader's needs." - **Pam Caraffa**, Emergent Leadership

"Using the Leadership Agility framework and 360 instrument has been the most significant extension of my coaching practice in many years. It has proven very accessible for my clients, as it opens the mind and generates curiosity for ways of leading they could not see previously." - **Hermann Kuester**, Die Coaching-gesellschaft mbH

"Many of my clients are at the Expert agility level, and just don't know how to 'be' at the Achiever or Catalyst levels. Yet their organizations are clamoring for them to frame situations from a much broader perspective and a higher level of thinking. This tool helps people bridge this gap. It answers the question: 'What could I be doing differently to get better results?' - **Dr. Elizabeth Cole**, Cole Consulting Group

"The book and the 360 combined have provided a very comprehensive and accessible model to use with my clients as we map out what is next for their leadership development. Cambria Consulting has done a very thorough job of providing the infrastructure for administering the tool online, and they have been very responsive to my technical support requests." - **Mark Cappellino**, c3 Consulting

"In this era of rapid change, leadership agility is more essential than ever. This tool helps leaders rethink and rewire their behaviors for the emerging environment. In a time when doing what you've always done can stalemate a leader's effectiveness, this instrument is a springboard to an enriching 'path-forward' that can give lift to leaders charting new territory." - **Colleen Gentry**, Cambria Consulting

"The Leadership Agility 360 has transformed my approach to leadership coaching. The results have been truly impressive! Unlike other 360s, it goes beyond evaluating abstract competencies and gives insight into a client's level of agility in specific contexts. I use it as part of my own apprenticeship-based service that supports clients in their leadership journeys. It's an indispensable tool for any professional operating in today's environment of exponential change. - **Florin Docea**, Adaptive by Design Group



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## Creators of the Leadership Agility 360

**ChangeWise** is an organization and leadership development firm with an extensive network of global affiliates for scaling client projects.

**Cambria Consulting** is a leading innovator of solutions that accelerate talent development, build leadership excellence, and drive strategy execution.

The Leadership Agility 360 was developed jointly by the two firms, combining the global thought-leadership of ChangeWise with Cambria's proven track record in designing and delivering assessment tools for Fortune 500 corporations.

Cambria hosts the Leadership Agility 360 on its proprietary assessment platform. ChangeWise trains and certifies coaches and leadership development professionals to use the instrument.

*"Leadership Agility is a unique and extraordinarily important contribution to our understanding of what it takes to lead in a world of rapid change and increasing complexity." - Jim Kouzes, coauthor of *The Leadership Challenge**

