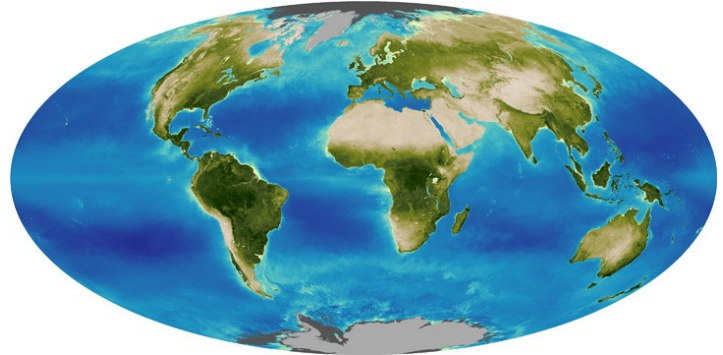# Leadership Agility® 360

Actionable Road-Map to New Levels of Effectiveness

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 interconnected. These powerful conditions require leaders and organizations who can exercise new levels of "agility." But what, exactly, is leadership agility? How can you assess your own level of agility and put yourself on the path to increased effectiveness in today's turbulent world?

The **Leadership Agility 360** is based on the in-depth research underlying our award-winning book, *Leadership Agility*, which shines a light on a central question: Competency models tell us what worked well in the past. But what does effective leadership look like in new era of unprecedented turbulence and complexity?

What is Leadership Agility?

In a broad sense, leadership agility is the ability to take wise and effective action amid complex, rapidly changing conditions. But it turns out agility is not a single competency. It is a vital capacity that can be channeled into everything you do as a leader. As you develop new levels of agility, you become more far-sighted, more effective at collaborating, more creative, and more proficient in learning from you experience.

Levels of Leadership Agility

Our research shows that managers grow through a series of predictable, learnable "agility levels" based on well-documented stages of development. The **Leadership Agility 360** is the only assessment that identifies where you are in this developmental process – that is, in evolving from a tactical problem-solver into a strategic manager, and then into a visionary, capacity-building leader, always retaining the skills you gained at previous levels:

- **Expert level** Leaders who use their technical and functional expertise to make tactical organizational improvements, supervise direct reports, identify and solve key problems, and sell their solutions to others.

- **Achiever level:** Leaders who set clear organizational objectives, lead strategic change, motivate and orchestrate team performance, work across boundaries, and step up to challenging conversations.

- **Catalyst level:** Those rare leaders who operate at this level are visionaries who can 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 5% of managers act with consistency at this level).

Our research on Leadership Agility shows that those leaders who are most effective in dealing with rapid change and complexity are those who can operate with consistency at the Catalyst level. The **Leadership Agility 360** is includes the full constellation of Catalyst leadership behaviors and shows you, even if you are already a high performing leader, where you may have room to grow.

continued

Leadership Agility® 360

Using "Action Arenas" to put Feedback in Context

Traditional 360s assess rather abstract competencies with little or no reference to the contexts within which you use them. For example, "Brings conflict into the open for resolution." Our research shows that your degree of proficiency in this and other leadership behaviors varies according to whether the context is leading change, leading teams, or one-on-one conversations.

The **Leadership Agility 360** assesses your agility level within each of these 3 "action arenas." There are 8 quantitative questions and 2 written-comment questions (strengths and needs for improvement) for each arena:

♦   **Leading organizational change:** taking initiatives to improve an organization and its key relationships

♦   **Improving team performance:** taking initiatives to improve a team and its key relationships

♦   **Engaging in pivotal conversations:** person-to-person discussions with important outcomes at stake

Four Types of Leadership Agility

Our research revealed that agile leadership requires four mutually reinforcing types of agility. The **Leadership Agility 360** assesses these behaviors within each of the three action areas described above.

♦   **Context-setting agility:** The extent to which the changes you undertake are tactical and incremental versus strategic or even visionary

♦   **Stakeholder agility:** How completely you understand and create alignment with stakeholders whose views and objectives differ from your own

♦   **Creative agility:** How insightful and creative you are in analyzing and solving the complex, novel problems generated in turbulent business environments

♦   **Self-leadership agility:** How proactive a leader is in seeking feedback and in experimenting with new and more effective behaviors
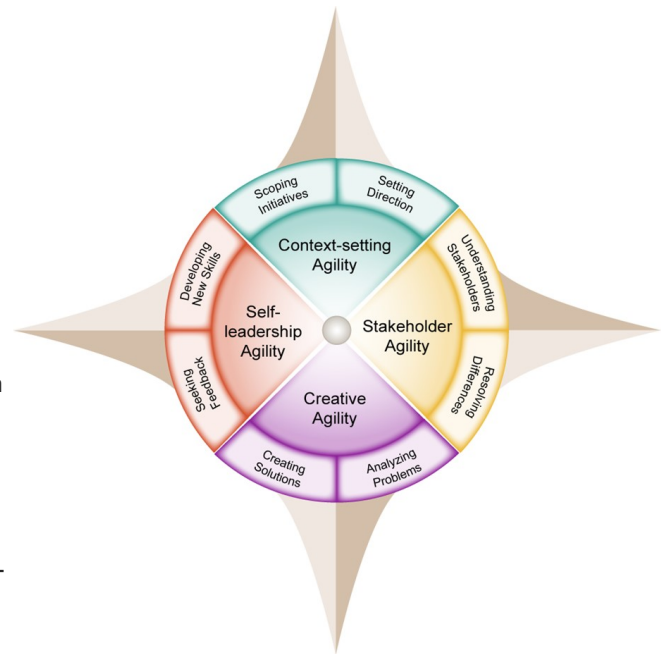
Feedback Report: A Concise, Actionable Road-Map

♦   **Concise Data Display:** The Feedback Report you'll receive is concise, intuitive, and easy to digest. As one user puts it, "I've worked with many feedback reports that are way, way too long. This is the first client and coach-friendly 360 I've ever worked with."

♦   **Actionable Format:** Because feedback is organized into the three action arenas of leading change, leading teams, and pivotal conversations, you can immediately apply the feedback to the initiatives you take every day.

♦   **Clear Road-Map:** The Feedback Report not only provides a clear picture of the your current state, it also provides a specific, descriptive "road map" of the next steps in your leadership development.

♦   **Development Planner:** You'll be helped in debriefing your feedback report by a seasoned coach who's been specially trained to work with this instrument. Your coach will guide you in working with a powerful Development Planner that helps you translate your feedback into a specific action plan, and then apply it to your real-time leadership initiatives.

Leadership Agility® 360

Who uses the Leadership Agility 360?

This new era feedback process is being used in leading companies in a wide variety of industries, and in universities, non-profits, and government agencies.

Validation Testing

The Leadership Agility 360 is a world-class instrument based on extensive, ongoing research and is thoroughly validated.

Translations

All components of the instrument and feedback process are available in English and German. A French translation is almost complete, to be followed by Spanish. Translations for feedback providers only are available in Swedish, Japanese and Thai.

Pricing

$250 per Feedback Report, including Developmental Planner

Creators of the Leadership Agility 360

Jointly developed by Bill Joiner, President of ChangeWise, and George Klemp, President of Cambria Consulting, the **Leadership Agility 360** embodies the strengths of both firms: the thought-leadership of an award-winning author and an industry innovator with a proven track record in designing and delivering assessment tools for corporate clients around the globe, plus three decades of experience consulting to and coaching leaders.

Bill Joiner is co-author of *Leadership Agility* and a sought-after international thought leader on the new leadership mindsets and skill sets needed for today's world. His firm, ChangeWise, partners with client organizations to develop high performing teams and more agile leadership cultures. ChangeWise also certifies **Leadership Agility 360** coaches.

George Klemp is President of Cambria Consulting, heads the firm's executive assessment practice, and has consulted to over 50 companies in the Fortune 500.

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