



ChangelWise

Pioneer in Leadership Agility

Conceptual Sources of the Leadership Agility Framework

The empirical research upon which the Leadership Agility 360 is based was conducted during the 5 years between 2001-2006, before and while the Leadership Agility book was being written. Bill Joiner was the lead researcher and lead author. The research methodology used during this period is described in the book in Appendix A.

The theory base used to create the Leadership Agility framework and 360 instrument is very extensive. (See “References” and “Notes for Inquiring Readers” at the end of the book). *Some of the more important conceptual sources* are summarized below.

Synthesis of developmental stages (in the book these stages are summarized in Appendix B)

Primary influences ...

- Loevinger, Jane – *Ego Development* and the guides for her assessment instrument, the *Washington University Sentence Completion Test*
- Lasker, Harry – “Ego development and motivation,” doctoral dissertation and notes from his class at Harvard in 1982
- Torbert, Bill (and associates) – *Action Inquiry* and other books
- Cook-Greuter, Suzanne – “Postautonomous ego development: A study of its nature and measurement.” (Doctoral dissertation, Harvard Graduate School of Education) and other papers and articles.
- Kegan, Robert – *The Evolving Self* and *In over our Heads*
- King, Patricia and Karen Kitchener, *Developing Reflective Judgment*
- Perry, William – *Forms of Intellectual and Ethical Development in the College Years*
- Selman, Robert and Lynn Hickey Schultz – *Making a Friend in Youth*

Secondary influences ...

- Wilber, Ken – *Integral Psychology* and many other books

- Piaget, Jean – Many books. See *The Developmental Psychology of Jean Piaget* by Flavell
- Erikson, Erik – *Childhood and Society* and *Identity: Youth and Crisis*
- Fowler, James – *Stages of Faith*
- Rogers, Carl – *On Becoming a Person*

Levels of Leadership Agility – Leading Organizational Change

- Kanter, Rosabeth – *The Change Masters*
- Tichy, Noel – *The Transformational Leader*
- Bennis, Warren and Burt Nanus, *Leaders*
- Kotter, John – *Leading Change*

Levels of Leadership Agility – Team Leadership

- Bradford, David and Allan Cohen, *Managing for Excellence*
- Bradford, David and Allan Cohen, *Power Up*

Levels of Leadership Agility – Pivotal Conversations

- Argyris, Chris and Don Schon – *Theory in Practice*
- Argyris, Chris and Don Schon – *Organizational Learning*
- Joiner, Bill – “From Disconnect to Dialogue” (available on ChangeWise website)

Context-Setting Agility

- Schon, Don and Martin Rein, *Frame Reflection*
- Mitroff, Ian – *Smart Thinking for Crazy Times: The Art of Solving the Right Problems*

Stakeholder Agility

- Block, Peter – *The Empowered Manager*
- Maurer, Rick – *Beyond the Wall of Resistance*

Creative Agility

- Nadler, Gerald and Shozo Hibino – *Breakthrough Thinking*
- Evans, Roger and Peter Russell – *The Creative Manager*

Self-Leadership Agility

- Kolb, David – *Experiential Learning*
- Manz, Charles and Christopher Neck – *Mastering Self-Leadership*