

LEADERSHIP AGILITY 360 UNIQUE BENEFITS

Consolidation of Brainstorms from many Workshops

Focuses on the agility needed to respond to rapid change and complexity

- The focus on agility makes it very relevant to the needs of today's organizations. Very relevant in organizations experiencing VUCA, rapid change and complexity.
- In a global survey, executives identified agility as a most desirable trait for their leaders.
- Greater agility = competitive advantage
- Makes an actionable connection between client's development and business performance. Highly correlated with business growth/success.
- Can take the organization's needed agility level into account.
- Assessing agility reduces risk to the organization.
- Educates leaders about what agility looks like in action.
- Helps maximize the benefits of Agile (software development and beyond).
- Helps managers get their "heads above water" re: change, complexity, and ambiguity, vs. being "in over their heads" (Bob Kegan phrase).
- Identifies and helps develop future capacities that individuals and organizations need.
- "Sell the mystery" – agility as the hidden dimension of leadership – The Leadership Agility 360 is the "secret decoder ring."

Vertical development orientation. Provides a dynamic road-map to next levels & the "creative tension" to energize movement

- Gives you a snapshot in time of your developmental journey as a leader and provides a behaviorally-specific roadmap for future growth, of leadership behaviors at the next level of a person's development.
- Maps vertical development. Not just skill-based and performance-oriented but also developmental, transformational, inside-out and well as outside-in. Mindsets as well as behavior. Combines the personal and the professional. Connects to moral, spiritual, consciousness dimensions.
- Uses professional framework to foster personal growth.
- Connects with the stages of organization development described in Frederick Laloux's book, *Reinventing Organizations*.
- Because of Catalyst level, top performers don't "max out" as they can with other 360s.
- Most 360s just assess strengths and limitations. The Leadership Agility 360 also identifies potential.

- Shows high potentials what they can anticipate developmentally, so it can be offered to them as a developmental opportunity.
- Creates positive “creative tension” that facilitates movement to the next steps in a manager’s development. Has the potential to accelerate development by showing what it looks like to go to the next level.
- Identifies gaps between intent and behavior.
- Puts in words what senior leaders should be doing.
- “Helps you get promoted,” that is, to be able to manage at a higher organizational level. Can help prepare you for a new and more challenging role.
- Helps older managers to learn where they are and help mentor/coach younger ones and continue their work/legacy.
- Helps you understand where managers are currently and what they’re ready for.

Highly applied focus

- The feedback based on observable behavior.
- Feedback – even the written feedback – is contextual, applied to specific domains (the three action arenas).
- Enriches coaching conversations. Facilitates grounded, informed coaching.
- Action planning is built into the process. Provides clear, relevant next steps.
- Anchored in real job tasks/organizational goals.
- Results easily transformed to action and easily linked to the business
- Helps clients connect their coaching goals with their leadership initiatives.

Useful for group interventions, organizational change

- Helps align talent management with business strategy.
- Great for use with teams and for large-scale organizational change projects.
- Identifies leadership qualities needed to manage change.
- Strong focus on stakeholders (makes stakeholders a central source of feedback and has 6 items that focus on stakeholder agility)
- Broadens thinking about ways to reduce strife across functions.
- Can be a powerful tool for developing team leadership and high-performing teams (direct reports as a source of feedback, 8 items on team leadership, and availability of an aggregate group report).
- Builds problem-solving capacity, gets at the new leadership needed for solving novel problems.
- Gets at specific behaviors needed for pivotal conversations.
- Could be used in on-boarding people into new positions vs. sink or swim approach.

Provides a pathway into work on leadership culture

Shows how everything is interconnected vs. laundry list of competencies

- Very integrated. Provides a holistic body of feedback.
- Illuminates disparate capacities and how they are interconnected. Comprehensive and coherent. Based on elegant model. Provides framework and common, unifying language.
- Grounded in rich, complex theory that's accessible, easy to carry out.
- Integral – inner/outer, personal/organizational, vertical/horizontal, It/we
- Systemic approach. Helps you get unstuck and helps you think about yourself in relationship to the whole.
- The Leadership Agility Compass provides a graphic organization of the 24 items, which is very dynamic and makes it easier to digest the feedback.

Client-friendly design

- I've worked with many feedback reports that are over 100 pages long. This is the first coach and client-friendly 360 I've ever worked with.
- Succinct and doable.
- Easy to use, practical, behavioral, easy to understand.
- Helps clients see through new eyes.
- Framework acknowledges that different levels of agility are appropriate for different situations.

Positive tone

- There's no wounding from this instrument.
- Helps people acknowledge strengths.
- Very positive – Shows a person precisely where they are in their leadership journey in a way that honors their previous development and current strengths. Honors where/who you are and where you want to be.
- Aspirational, not judgmental. It takes the psychological dimension and uses non-judgmental language to put it into the business world in a non-threatening way.
- The focus is on possibility and how to begin. Strong focus on action. Immediate application to real work. Actionable, bite-sized, doable next steps.

Other

- It's new!
- It's research-based and has a strong lineage.

- It's like acupuncture: It pinpoints precise areas that need work.
- Other companies are using this.
- Can complement other 360s.
- Good complement to typology-focused assessments (MBTI, DISC, Enneagram, etc.)
- Changewise Leadership Agility workshops and additional services are available to provide additional support and entry points.