Leadership Agility 360:

Fostering "Vertical" Leadership Development
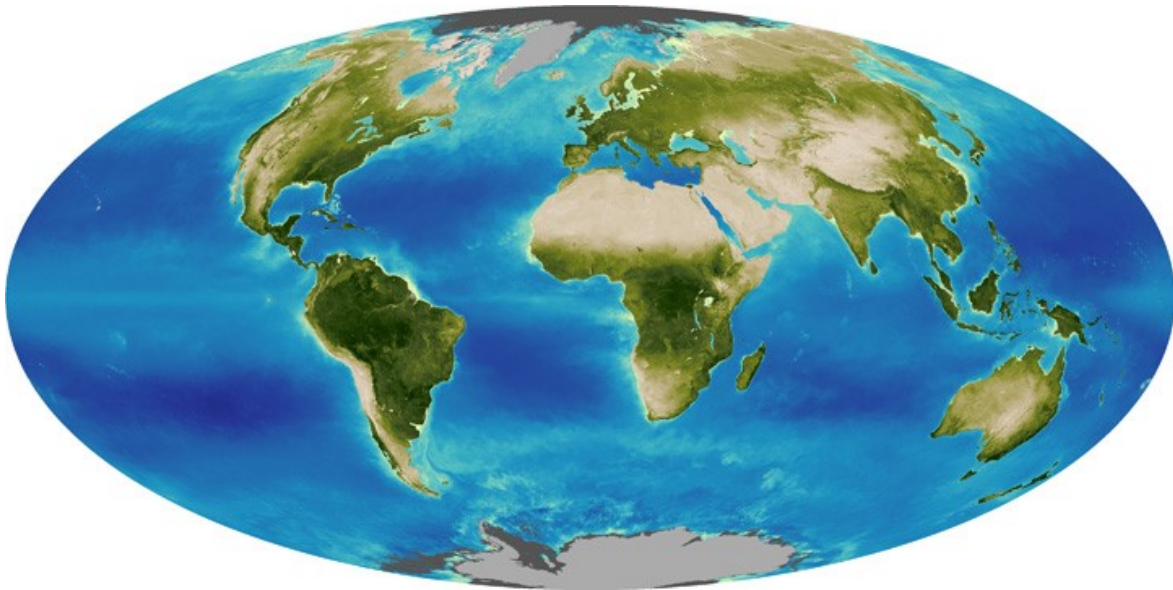
Designed expressly for today's world

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 and organizations 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 been 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 an unprecedented era, where the pace of change is accelerating and success requires management of increasingly complex relation-ships?

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.

Leadership agility is much more than "learning agility," which is based on the ability to adapt readily to new assignments. Leadership agility, as we define it, refers to the full set of mindsets and skill-sets that differentiates those leaders who are most effective in today's complex, rapidly changing environment.

Three levels of leadership agility

Our research also 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 6% of leaders have developed to this level of leadership agility).

Leadership agility levels are not leadership "styles." They are sequential developmental milestones. Leaders retain the inner capacities and behavioral skills they developed at earlier levels.
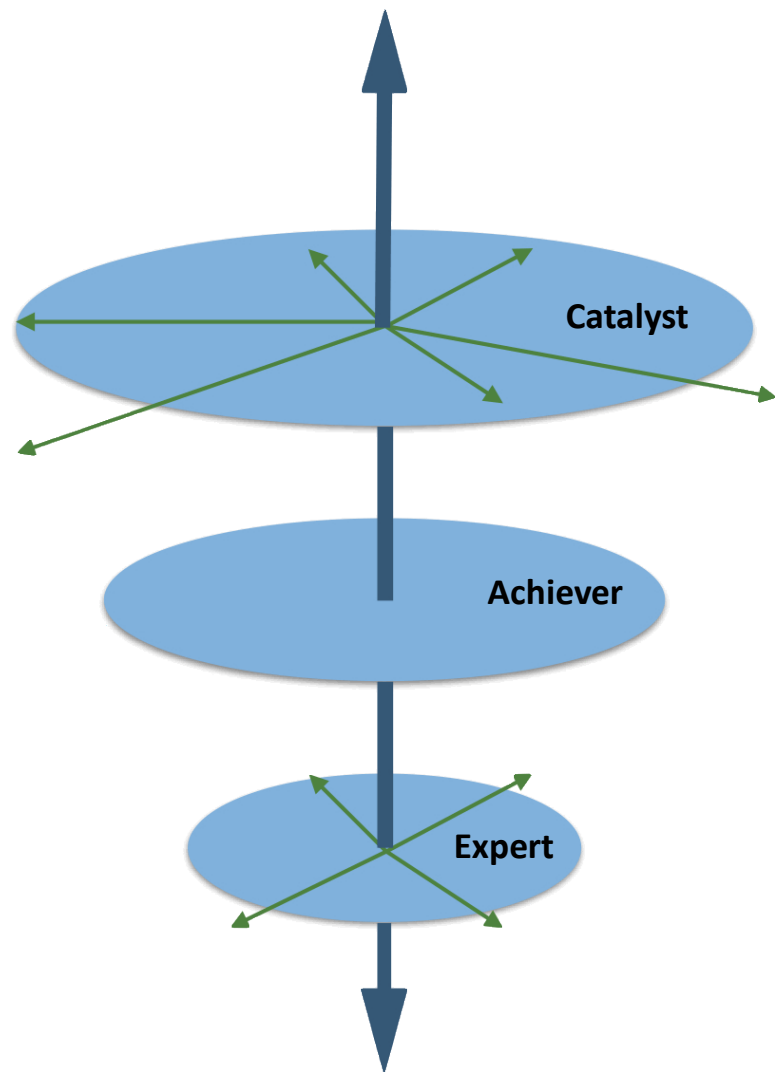
"Vertical" and "Horizontal" Leadership Development

Vertical development is the process of developing new cognitive and emotional capacities that come with expansion into a new stage of personal growth.

Horizontal development happens when you learn new leadership competencies and behaviors that are consistent with your current stage of personal growth.

Traditional competency-based 360s of the type used by most companies assess horizontal development only.

But growth into a new level of leadership agility requires both vertical and horizontal develop-ment. This means expanding one's cognitive and emotional capacities, **and** developing the new leadership competencies that these inner capacities make possible.

Catalyst

Achiever

Expert

The Leadership Agility 360 is the only 360 that assesses levels of leadership agility. In so doing, it simultaneously assesses both vertical and horizontal leadership development (stage and behavioral competency).

"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, the leadership development goals managers commit to are much more powerful and get more to the heart of the leader's needs, compared with the other 360s I've used."

- Pam Caraffa, Emergent Leadership

Assessment of Qualitatively Different Leadership Behaviors

Traditional competency-based 360s use 1-5 or 1-7 point scales to assess **quantitative differences** in specified 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
	O	O	O	O	O

In contrast, the Leadership Agility 360 assesses agility level by asking which of three **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
	O	O	O

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.

Use of "Action Arenas" to put Feedback in Context

Traditional 360s use rather abstract competency descriptions with little or no reference to the contexts within which they are used. "Brings conflict into the open for resolution," from the previous page, is a representative example.

Our research shows that a manager's leadership behaviors vary according to whether the context is leading change, improving team performance, or engaging in pivotal, one-on-one conversations. In the Leadership Agility model and in the 360, these three leadership contexts are called "action arenas."

The Leadership Agility 360 assesses level of leadership agility within each of these three distinct action arenas. There are 24 multiple choice questions in all, eight devoted to each of the three action arenas ...

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

Context-Specific Written Comments

Most feedback recipients immediately gravitate to the written comments in a 360 feedback report. Yet in traditional 360 reports, written comments are devoid of context, and therefore often vague and hard to interpret.

In the Leadership Agility 360, written comments are made in reference to each of the three action arenas. Because these comments are context-specific, they're easier to interpret and much more useful than context-free comments.

In addition, the written comments place as much emphasis on identifying strengths as on identifying areas that need improvement.

"I cannot say enough about what the Leadership Agility 360 feedback and debrief process has done to help me to take my leadership skills to the next level. The process made it easy for me to identify areas for improvement and provided a framework that's made it easy to work on and improve my mindsets and my leadership skills. For example, my 'pivotal conversations' with colleagues are much more effective now. I've found this to be an invaluable tool and highly recommend it to anyone who is serious about growing as a leader." **- Software company QA Director**

Four Types of Leadership Agility

Our research revealed that, within each action arena, 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 in turbulent business environments

- **Self-leadership agility:** How proactive a leader is in seeking feedback and in experimenting with new and more effective behaviors
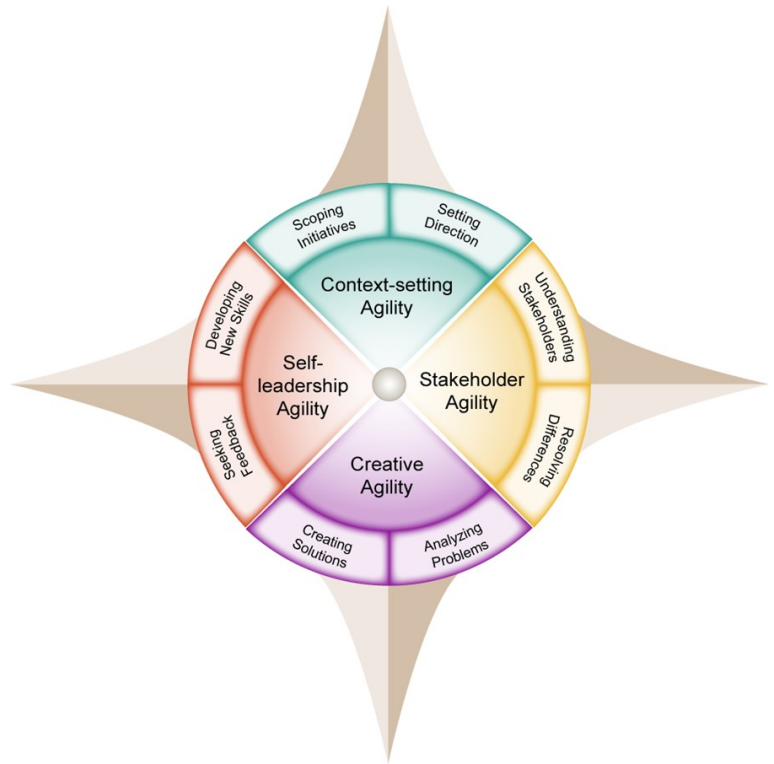
Each type of agility is made possible by two "leadership agility practices." The Leadership Agility Compass (above) symbolizes the four types of agility and the 8 agility practices they include. The graphic below provides an overview of the underlying structure of the Leadership Agility 360 and its 24 items ...

	Leading Organizational Change	Improving Team Performance	Engaging in Pivotal Conversations
Context-setting Agility			
♦ Scoping initiatives			
♦ Setting direction			
Stakeholder Agility			
♦ Understanding stakeholders			
♦ Resolving initiatives			
Creative Agility			
♦ Analyzing problems			
♦ Creating solutions			
Self-Leadership Agility			
♦ Seeking feedback			
♦ Developing new skills			
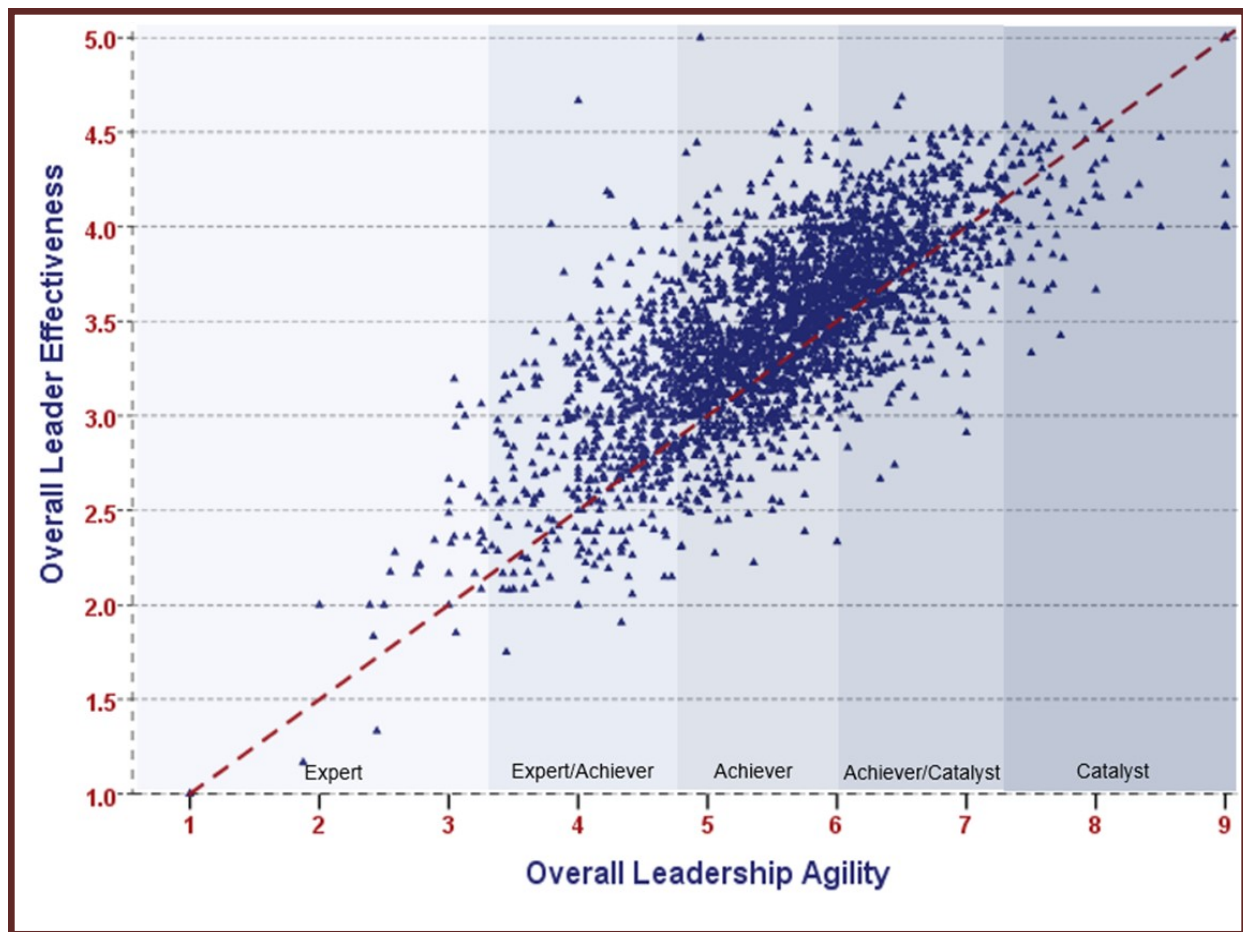
Validation Testing

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

♦ 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 norms, results of validation testing, and additional statistical details.

Speed and Ease of Administration

♦ **Efficient, flexible input:** Time required to assess an individual averages about 30 minutes. If necessary, the instrument is designed so that raters can complete their feedback in more than one sitting.

♦ **Comparative Rating™:** This exclusive feature is for feedback providers who need to assess more than one person of the same type (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 takes 50-70% 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.

Highly "Getable" Feedback Report

♦ **Concise data display:** The Feedback Report is concise, intuitive, and easy to digest. As one certified 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."

♦ **Actionable format:** Because feedback is organized into the three action arenas, managers can immediately apply the feedback to the initiatives they take every day.

♦ **Clear road-map:** The Leadership Agility 360 Feedback Report shows where a manager is currently operating on the Expert-Achiever-Catalyst spectrum for each of 24 agility practices. This format not only provides a clear picture of the manager's current state, it also provides a specific, descriptive "road map" of the next steps in their leadership development journey.

Powerful Development Planner

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

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.

Certified Coach Network

Leadership Agility 360 coaches are located in:

• The US, Canada, Mexico, and Argentina

• Belgium, England, France, Germany, Greece, Ireland, the Netherlands, Poland, Sweden

• Australia, China, Hong Kong, India, Philippines, Singapore

• South Africa, Lebanon, and the UAR

Who is it for?

The Leadership Agility 360 is especially well-suited for use with executives, senior managers, and high-potential managers, but it works well for any manager who leads a team and has some kind of responsibility for making organizational improvements, whether the scale of these improvements is large or small.

Primary Applications

♦ Leadership development programs

♦ Management teams

♦ Individual coaching engagements

Translations

Currently, all components of the process are available in English and German. Spanish and French will be added by the first quarter of 2017.

In addition, translations for feedback providers are available in Swedish, Japanese and Thai.

Who is using it?

This new-era feedback instrument is being used in leading companies and non-profits all over the world. It has also been used in universities and government agencies. A few better-known examples:

♦ AARP
♦ Adobe
♦ Assurant
♦ Bell
♦ Cisco
♦ Constant Contact
♦ Facebook
♦ Fidelity
♦ Glaxo-Smith-Kline
♦ Hewlett Packard
♦ Harvard University
♦ IBM

♦ KPMG
♦ Macy's
♦ Millennium
♦ McKesson
♦ New England Journal of Medicine
♦ Pfizer
♦ Royal Canadian Mint
♦ Santander
♦ United Nations
♦ United Stationers
♦ US Soc. Security Admin.

Leadership Coach Endorsements

"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,** German coach

"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 around them. In a period where 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
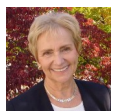
"Many of my clients are at the Expert agility level, and just don't know how to 'be' at the Achiever or Catalyst levels. Yet their organizations are clamoring for them to frame situations from a much broader perspective and a higher level of thinking. This tool helps people bridge this gap. It answers 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,** Primary Leadership

"My clients love the Development Planner, which guides the user to a meaningful action plan and assures your success as a facilitator-coach." **- Russ Long,** Change Innovations

Leadership agility is probably the most important competency for leaders to have in today's rapidly changing world.

- Marshall Goldsmith, author of *What Got You Here Won't Get You There*

The ChangeWise-Cambria Partnership

ChangeWise is a forward-looking 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.

Both firms have track records of over three decades of excellence in their respective fields.

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.

"As executives in an often chaotic business environment, we know instinctively that our company's ability to zig and zag is critical. *Leadership Agility* takes that instinctive understanding and defines it, measures it, and shows us how to develop it in ourselves and others." - Betsy Bernard, former President, AT&T

"*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*

"*Leadership Agility* is a creative synthesis of best practices in strategic thinking, emotional intelligence, problem-solving, and action learning." - David Giber, SVP, Linkage