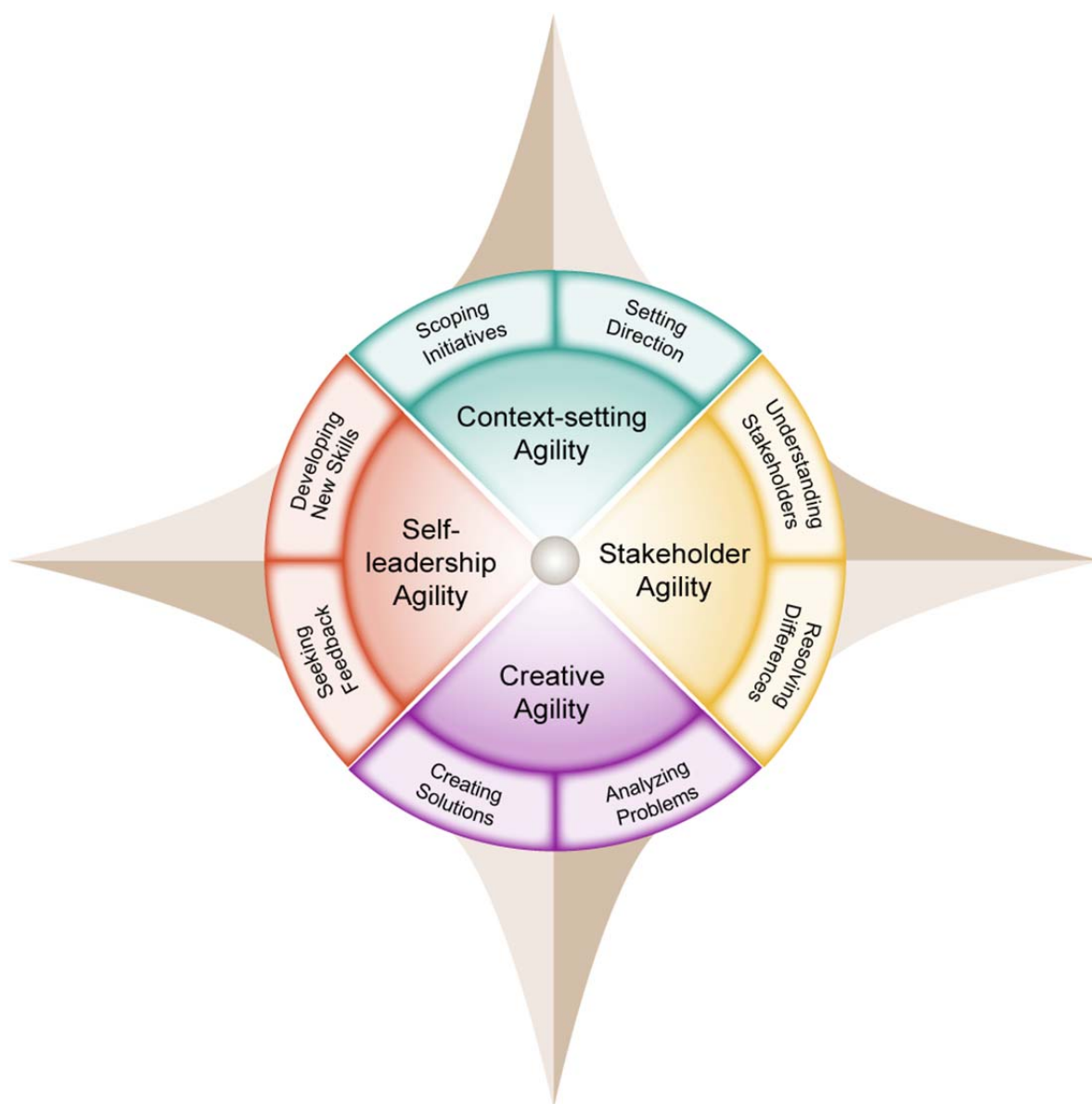


ChangeWise Leadership Agility 360™ Brochure



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Introduction

Leadership Agility is now considered by many to be the “master competency” needed to make wise decisions and take effective action amid complex and rapidly changing conditions. The definition of leadership agility has many aspects, personified in leaders who:

- Realize that we live in an era of permanent change, increasing complexity, and fierce competition, and are proactive in anticipating and leading change;
- Are creative thinkers with a deep sense of purpose who actively engage diverse stakeholders, examine situations from multiple perspectives and generate novel strategic insights;
- Have a broad repertoire of behaviors that allows them to rapidly adjust their leadership style to the demands of any given situation;
- Are resilient in responding to change and uncertainty, seek feedback from multiple sources, and use both mistakes and successes as fodder for continual learning and development;
- Are committed to creating agile teams and organizations and to helping those around them become more effective as leaders.

The Leadership Agility 360 is designed primarily as a feedback and development tool for managers with significant leadership responsibilities (with or without direct reports). In the hands of coaches certified in the Leadership Agility 360, it can play a valuable role in the development of leaders, teams, and organizations that are more agile. Additionally, it can serve as a gauge of the strength of an organization's leadership bench in terms of the readiness of the team as a whole to tackle the leadership challenges that lie ahead.

The purpose of this manual is to introduce the reader to the basic concepts of Leadership Agility (described in detail in [Leadership Agility](#), by ChangeWise principals Bill Joiner and Steven Josephs¹), describe how the Leadership Agility framework has been translated into a 360-degree assessment instrument, and to document the statistical properties of the instrument for validity considerations. It also presents normative data that can be used to compare individual results with results from a diverse sample of feedback recipients and respondents.

¹ San Francisco: Jossey-Bass, 2007.

What Is the Leadership Agility 360?

The ChangeWise Leadership Agility 360™, developed in partnership with Cambria Consulting, is the only online feedback tool that assesses a manager's level of leadership agility.

WHAT IT MEASURES

The Leadership Agility 360 assesses an individual's level of agility in three "Action Arenas":

- **Leading organizational change:** initiatives to improve an organization and/or its relationship with its larger environment
- **Improving team performance:** initiatives to improve a team and/or its relationship with its larger environment
- **Engaging in pivotal conversations:** person-to-person discussions with important outcomes at stake

Joiner and Josephs' in-depth research has shown that, in today's turbulent economy, increased agility is the key to sustained effectiveness in all three of these key Action Arenas.

The current release of the Leadership Agility 360 features Cambria's exclusive Comparative Rating process, which enables feedback providers to assess the leadership agility of multiple individuals more efficiently and effectively. For example, managers who want to assess several direct reports can do so all at once instead of one at a time. This ability to visually compare multiple individuals against the same questions not only requires 50 to 70 percent less time, it also provides more accurate assessments, higher completion rates, and less rater fatigue.

THREE LEVELS OF LEADERSHIP AGILITY

The Leadership Agility 360 identifies where managers are in their development from tactical problem-solvers into strategic managers, and then into visionary leaders. Extensive research has shown that managers develop through these three agility levels in a sequential manner, always retaining the capacities and skills they gained at previous levels:

- **Expert:** Individuals who operate at this level of agility use their technical and functional expertise to make tactical organizational improvements, supervise teams, identify and solve key problems, and sell their solutions to others. Research indicates that about 45% of today's managers operate at this level.
- **Achiever:** Those who function at this level of agility set clear organizational objectives, lead strategic change, motivate and orchestrate team performance, and engage in challenging cross-boundary conversations. About 35% of today's managers operate at this level.
- **Catalyst:** Those rare individuals who have developed this level of agility are visionaries who can lead transformative change, develop high participation teams, and collaborate with others to develop creative, high-leverage solutions to tough organizational issues. About 10% of today's managers operate at this level.

As change accelerates and the world continues to become more complex, the need increases for more Experts to become Achievers and for more Achievers to become Catalysts. The Leadership Agility 360 is a critical tool for both sizing and addressing these developmental challenges.

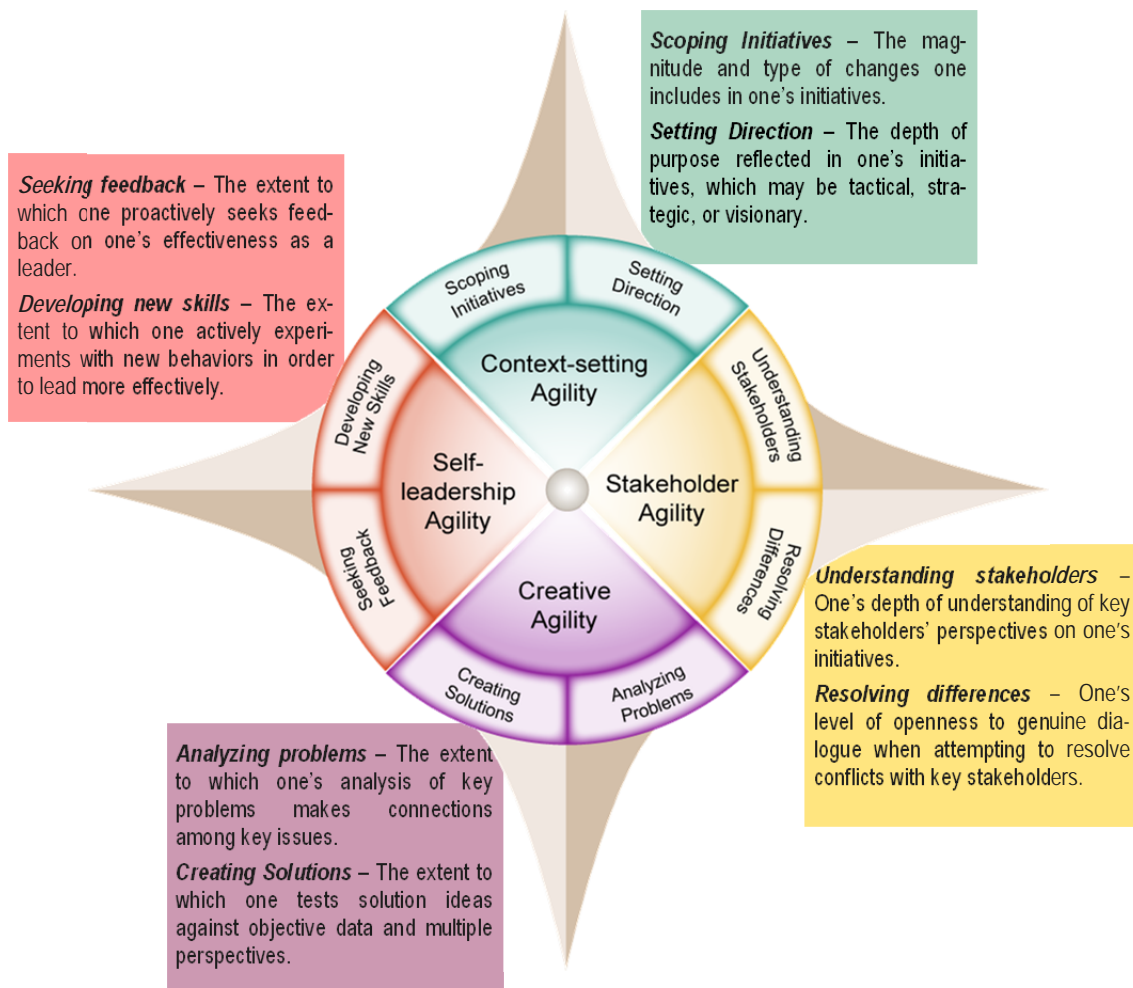
FOUR TYPES OF LEADERSHIP AGILITY

Leadership Agility is a multidimensional competency that includes four mutually reinforcing types of agility, which can be exercised within each of the three Action Arenas identified above:

- **Context-setting agility:** the ability to scan your environment, frame the initiatives you need to take, and clarify the outcomes you need to achieve.
- **Stakeholder agility:** the ability to engage with key stakeholders in ways that build support for your initiatives.
- **Creative agility:** the ability to transform the problems you encounter into the results you need.
- **Self-leadership agility:** the ability to use your initiatives as opportunities to develop into the kind of leader you want to be.

THE LEADERSHIP AGILITY COMPASS™

The Leadership Agility Compass, shown below, provides a way to visualize these four types of agility. The outer circle represents the leadership practices associated with each competency. The Leadership Agility 360 assesses these eight practices in each of the three Action Arenas:



Instrument Design

ITEMS AND DIMENSIONS

The Leadership Agility 360™ is an online assessment instrument with 24 Leadership Agility practices, each represented on a 9-point behaviorally-anchored rating scale (BARS). These items are designed to measure behavior in each of the three “Action Arenas” or leadership contexts (8 items per arena) that our research has found to have significant impact on leader effectiveness:

The instrument consists of a self-assessment and an assessment by others: primary manager, secondary manager, direct reports, and other stakeholders. Feedback recipients are encouraged to choose raters who are in the best position to provide meaningful feedback. In addition to numerical ratings, feedback providers are also asked to provide qualitative feedback – written comments on perceived strengths and development needs.

UNIQUE RATING PROCESS

The Leadership Agility 360 requires feedback providers to review three different descriptions of each of the 24 practices, where each description represents a different agility level. Rather than simply using a continuum or sliding scale, feedback providers are asked to:

- Enter a *specific example* of a time they observed the person leading an organizational change, working to improve the performance of a team, or engaging in a pivotal conversation. (While the rater is asked to assess the person’s *overall* facility with each of the 24 practices, these concrete examples help increase the accuracy of the ratings.)
- Select which of the three behavioral descriptions for each leadership practice *best characterizes* how the individual behaves.
- Rate how *consistently* the person demonstrates the selected behavior statements in *an effective manner* (low, medium and high consistency).

This process produces ratings with different distribution properties than the typical Likert or behaviorally-anchored rating scale. To calculate scores that best represent an individual’s overall Leadership Agility level (e.g., by Action Arena), both the frequency distributions of ratings and the numerical values associated with each point on the 9-point scale are taken into account. One beneficial outcome of this rating process, is the absence of halo effects and skew in responses by feedback providers. Studies also show an absence of race, gender, or age-related bias.

FEEDBACK REPORTS AND SUPPORT MATERIALS

A Feedback Report of innovative design provides summary feedback on overall leadership agility and summary results from each Action Arena, along with written feedback for each arena. The Report then provides feedback on each of the 24 leadership practices organized by Action Arena.

Feedback recipients also receive a Development Planner that helps them identify their key leadership initiatives, translate their feedback into actionable insights, and formulate a Leadership Development Action Plan that will build on their strengths and lead to desired improvements.