

# THE LEADERSHIP AGILITY 360™

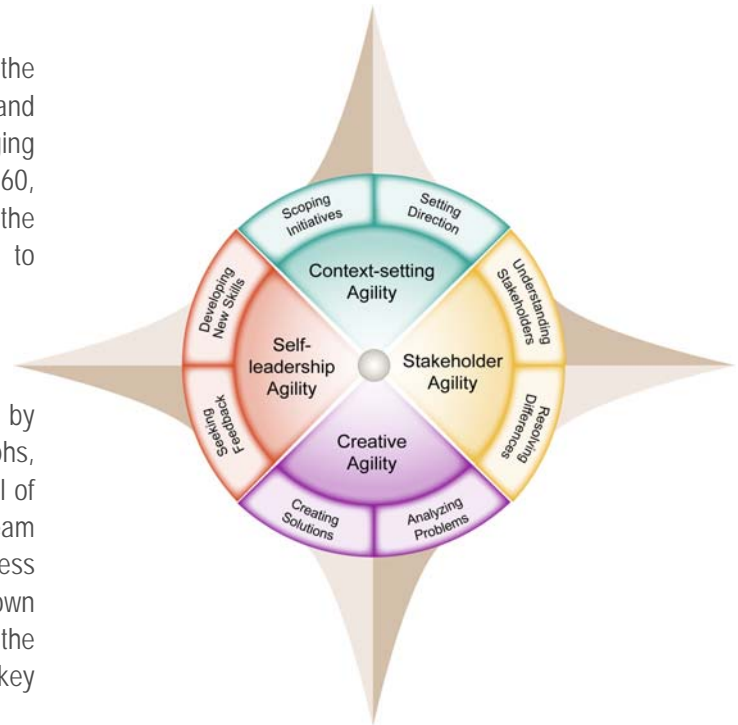
## COMPELLING, ACCURATE, ACTIONABLE

Designed to assess the agility of leadership talent in your organization

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 ChangeWise Leadership Agility 360, developed in partnership with Cambria Consulting, is the first extensively researched online feedback tool to assess a manager’s level of leadership agility.

### WHAT IT MEASURES

Based on the award-winning book, *Leadership Agility*, by ChangeWise principals Bill Joiner and Steven Josephs, the Leadership Agility 360 assesses a manager’s level of agility in leading organizational change, improving team performance, and engaging in challenging business conversations. The authors’ 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 leadership arenas.



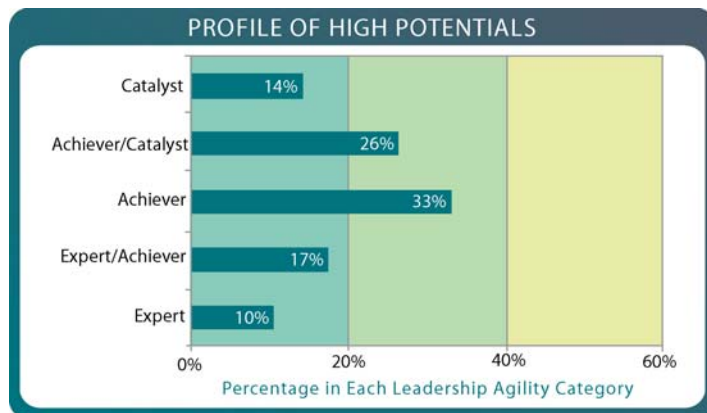
### LEVELS OF LEADERSHIP AGILITY

Based on this research, we’ve created a behaviorally specific framework that identifies where managers are in their development from tactical problem-solvers into strategic managers, and then into visionary leaders. 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:** Managers who function at this level of agility use their managerial skills to 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 managers 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.

## DEVELOPMENTAL FRAMEWORK IDENTIFIES GROWTH POTENTIAL



Most assessments don't provide this instrument's stage-by-stage developmental roadmap to higher levels of effectiveness. Because it includes the statistically rare Catalyst level, this instrument shows executives and high-potential managers, who score at the high end of most 360s, where they have room for growth — in specific, behavioral terms.

## HIGH QUALITY REPORTS ENHANCE USE OF FEEDBACK

The feedback reports generated from Leadership Agility 360 assessments are designed to make interpretation and utilization of feedback as user-friendly as possible:

**Qualitative feedback:** In addition to the usual quantitative feedback, this instrument provides recipients with qualitative feedback — written comments from raters on their perceived strengths and development needs in three key leadership contexts.

**Intuitive feedback reports:** Leadership Agility 360 feedback reports are easy to understand because they are designed using best-in-class feedback reporting and data-display principles.

**Development planner:** Worksheets guide the feedback recipient in pinpointing the most actionable feedback and in creating an action plan for becoming a more agile leader.

**Summary reports:** When used with a group of managers (of any size), you can also receive a report that shows the group's range and distribution of leadership agility in all the key areas pinpointed in individual reports.

## KEY FEATURES MAKE ADMINISTRATION EASY

**Easy to administer:** The Leadership Agility 360 is an online feedback instrument with 24 items. Raters can complete an assessment in less than 30 minutes. If necessary, they can complete their feedback in more than one sitting.

**Comparative rating option:** Raters who need to complete multiple assessments can rate everyone in one pass rather than one at a time. This process is much faster, more acceptable to executives, and provides better data.

**Instantly accessible:** With Cambria's on-demand functionality, participants are invited to log into the system, identify their feedback providers, and complete their self-assessment. The system does the rest. As soon as enough feedback has been collected, reports can be generated instantly and sent directly to a certified coach or other designated individual.

**Global support:** This tool can be customized for use in almost any language, including character-based languages (e.g., Arabic, Chinese, and Japanese) and with prompt customer support.