



# CHANGEWISE LEADERSHIP AGILITY 360™

## COMPELLING, ACCURATE, AND ACTIONABLE

Cambria and ChangeWise offer a Leadership Agility instrument designed to assess executives and high potential leadership talent in your organization.

How do we spot future leaders? How do we develop individuals that have significant potential into leaders? How do individuals in leadership positions become more effective? These are the recurring questions in boardrooms and succession planning discussions.

The ChangeWise Leadership Agility 360™, developed in partnership with Cambria Consulting, is the first extensively researched feedback tool to assess *Leadership Agility* – the ability to make wise decisions and take effective action amid complex and rapidly changing conditions.

### THE RESEARCH

Based on the groundbreaking book, *Leadership Agility*, by ChangeWise principals Bill Joiner and Steven Josephs (2007), the ChangeWise Leadership Agility 360™ evaluates the ability of managers and executives to drive organizational change. This research has shown that over 70% of organizational change initiatives fail to achieve their desired results, and those managers who succeed in such initiatives have higher levels of leadership agility. In fact, it shows that leadership agility is the master competency needed for sustained success in today's turbulent economy.

Their research led Joiner and Josephs to create a behaviorally specific framework for how managers grow from being talented contributors to people who can inspire and lead change in an increasingly complex business environment. Most other leadership models, while useful in assessing behaviors associated with effective performance, do not provide this developmental map.

### WHAT IT MEASURES

The ChangeWise Leadership Agility 360™ focuses on how individuals think and act in three critical leadership situations: leading organizational change, improving the performance of a team, and conducting key conversations with influential others. It identifies three general levels of approach to leading in these situations:

- **Expert:** This level describes leaders who use their expertise to identify key issues, generate solutions, and drive the implementation of their ideas. They are superb at solving well-constrained problems and convincing people based on their mastery of their technical and functional areas.
- **Achiever:** This level describes leaders who generate the involvement and energy of others by focusing on the mission, strategies, and goals of the organization. They effectively use the expertise and efforts of others by providing clear direction and holding themselves and others accountable for achieving agreed-upon goals.
- **Catalyst:** This level describes leaders who create leverage by effectively mobilizing the available expertise, energy, and resources inside and outside the organization to respond to both immediate threats and opportunities but those that require fundamental rethinking of strategies operating principles and assumptions.

Joiner and Joseph's research shows that most organizations have many leaders who are Experts, fewer who are Achievers, and a shortage of true Catalysts. As the world becomes more complex and changes more rapidly, the demand for Catalysts will increase. The ChangeWise Leadership Agility 360™ is a critical tool for both sizing and addressing this leadership gap.

## DIMENSIONS OF LEADERSHIP AGILITY

The ChangeWise Leadership Agility 360™ provides behavioral feedback on a manager's "level of agility" across three leadership arenas (*Leading Change, Improving Team Performance, and Engaging in Pivotal Conversations*) and in four competency areas:

- **Context-setting Agility:** ability to scan the environment, select and scope initiatives, and frame desired outcomes
- **Stakeholder Agility:** ability to understand stakeholder views and priorities and forge greater alignment
- **Creative Agility:** ability to identify and diagnose challenging problems and transform them into desired results
- **Self-leadership Agility:** ability to set development goals, experiment with new behavior, and learn from experience

## RANGE OF APPLICATIONS



The ChangeWise Leadership Agility 360™ can be used to support multiple high impact talent management applications:

- **Executive coaching**
- **Assessing leadership bench strength**
- **Succession planning**
- **Executive development**
- **Identifying high-potential leadership talent**

## KEY FEATURES OF THE CHANGEWISE LEADERSHIP AGILITY 360™

**Easy to Administer.** The ChangeWise Leadership Agility 360™ is an online feedback instrument with 36 items. Raters can complete an assessment in 30 minutes. They can also complete their feedback in more than one sitting if necessary.

**Comparative Rating Option.** Managers and others 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. This is especially important for succession planning or bench strength assessment applications.

**Instantly Accessible.** With our On-demand functionality, anyone wanting to initiate a ChangeWise Leadership Agility 360™ can log into the system and identify their feedback providers – the system does the rest. The user determines when there is enough feedback and can instantly generate a feedback report.

**Intuitive Feedback.** The ChangeWise Leadership Agility 360™ feedback reports are easy to understand and incorporate best-in-class feedback reporting. We can also create summary Leadership Agility bench strength reports that profile an organization's leadership talent and potential capability gaps.

**Global Support.** The ChangeWise Leadership Agility 360™ can be administered in almost any language, including character-based languages (e.g., Arabic, Chinese, Japanese), and with prompt customer support. This is a critical feature for any executive coaching, global executive development program, or succession planning process.

## FOR MORE INFORMATION

To find out more about the ChangeWise Leadership Agility 360™ assessment as well as Cambria's innovative survey and assessment solutions, contact Bernard Cullen at [bcullen@cambriaconsulting.com](mailto:bcullen@cambriaconsulting.com) or call Cambria at (617) 523-7500.