



LEADERSHIP AGILITY PROFILE™

360 ASSESSMENT

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The **Leadership Agility Profile™ 360** is one of the only online 360 degree assessment instruments specifically designed to measure the strengths and developmental needs required of leaders in an uncertain and turbulent business environment. It is used by internal and external human resource development professionals and their clients focused on developing the key factors contributing to leadership agility. It is the only assessment organized around five multidisciplinary research-based competencies identified in The Agile Model®:

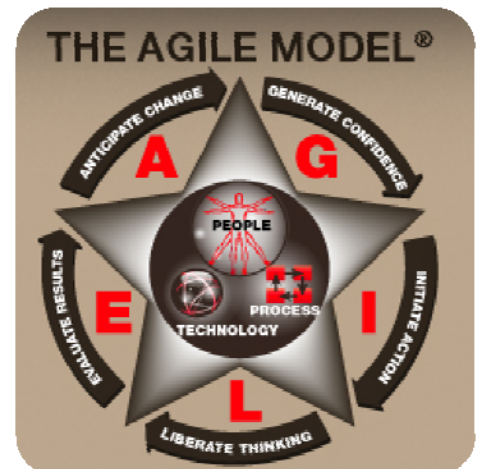
Anticipate Change - Interpret the potential impact of business turbulence and trends along with the implications to the enterprise.

Generate Confidence - Create a culture of confidence and engagement of all associates into effective and collaborative teams.

Initiate Action - Provide the fuel and the systems to make things happen proactively and responsively at all levels of the organization.

Liberate Thinking - Create the climate and conditions for fresh solutions by empowering, encouraging and teaching others to be innovative.

Evaluate Results - Keeping the focus and managing the knowledge to learn and improve from actions.



This assessment can be used to support a self-guided development plan. It is also a valuable tool in providing feedback by a coach or supervisor, and for use in Talent Management and Succession Planning programs and processes. Feedback is not just about correcting one's weaknesses. The feedback from the **Leadership Agility Profile™ 360** survey is a great way to identify strengths for success.

Users of the **Leadership Agility Profile™ 360** assessment include:

- Chief Learning Officers
- Vice Presidents/Directors of Human Resources
- Executive Coaches
- Human Resource Consultants

The **Leadership Agility Profile™ 360** assessment report provides developmental feedback from an individual's supervisor, peers and subordinates as well as the individual. It can also collect feedback from outside sources such as clients or customers. This survey contains 75 questions answered using a 5-point Likert rating scale and allows each rater to provide narrative comments.



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The **Leadership Agility Profile™ 360** can be used for:

- Individual participants or groups of any size
- Executives, managers and supervisors to better understand their respective strengths and areas for development
- Members of a team giving each other feedback about personal leadership abilities

The **Leadership Agility Profile™ 360** process is simple, secure and confidential.

The candidate completes a self evaluation and also selects individuals from the categories that make up the 360 circle: Supervisor(s), peers, direct reports. Clients or customers can also be asked to participate.



These individuals provide feedback on the candidate's performance via an email with a link to the survey.

The ratings from the peer, direct report and customer/client categories are confidential. The ratings are compiled into an aggregate score and are not provided unless at least three individuals from a group have completed the survey.

Once all the surveys have been received a thorough and detailed report is provided along with a downloadable version of the Leadership Agility Development Guide offering recommendations for improvement.

Administration and Fee Options:

- The **Leadership Agility Profile™ 360** assessment can be administered by Agility Consulting for you.
\$200 per person includes: Unlimited number of raters, Leadership Agility Profile™ 360 Report and downloadable version of the Leadership Agility Development Guide.
\$300 per person includes: Unlimited number of raters, Leadership Agility Profile™ 360 Report, downloadable version of the Leadership Agility Development Guide, plus a 30 minute personal telephone feedback session.
\$500 per person includes: Unlimited number of raters, Leadership Agility Profile™ 360 Report plus three 30 minute personal telephone coaching sessions and a bound copy of the Leadership Agility Development Guide™.
- The **Leadership Agility Profile™ 360** assessment is a core element of our coaching practice and can be administered by us as part of a coaching engagement.
- We can provide you with a Private Label that enables the assessment to be accessed and administered by you through a website dedicated to your organization.

**For more information or to get started please contact us at
336-286-7250**



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The **Leadership Agility Profile™ 360 Report** is combined with an extensive development guide organized by the leadership agility competencies for recommended development activities. The assessment report is organized into four sections:

- Detailed Item Gap Analysis - Provides a table of comparisons between each of the rater groups and a bar graph gap analysis between the self score and the average score of all other raters for each of the 75 items.
- Agility Driver sub-category - Provides a table and a bar graph comparison among all the rater groups for the 3 sub-categories of each of the 5 Agility Drivers.
- Summary - Provides a summary table with the Driver and sub-category scores for self and the average of all other raters.
- Qualitative Summary - Provides verbatim comments provided by raters on the strengths, development needs and recommendations.

LEADERSHIP AGILITY PROFILE™											
Agility Drivers™		J. Sample					Self 3.9			ALL 3.2	
ANTICIPATE CHANGE		Self	ALL	TEAM	BOSS	REPORT					
Visioning	1. See the big picture and consider how each part of the strategy impacts the other	4	3.3	4.1	3.0	4.0	3.0				
	2. Set a clear vision and direction for team to follow	5	3.3	3.6	3.0	4.0	3.0				
	3. Understand how the organization needs to change along with the practical implications	4	3.7	3.5	3.0	4.0	4.0				
	4. Understand the changing needs of customers and how that relates to goals we should set	5	3.3	4.0	3.0	4.0	3.0				
Strategy	5. Research good business screens and understand how core business drivers integrate	4	4.0	3.9	4.0	4.0	4.0				
	6. Recognize organizational support or resistance to change	5	3.3	4.0	4.0	3.0	3.0				
	7. Adapt strategy to changing events or circumstances as necessary	5	3.0	4.1	3.0	4.0	2.0				
	8. Research and leverage competitive developments & trends in the market and/or industry	3	3.3	3.2	3.0	3.0	4.0				
Monitoring	9. Engage in external activities to learn best practices in the industry and marketplace	2	3.3	3.0	3.0	3.0	4.0				
	10. Establish and leverage approaches to provide early warning signs of impending change	4	3.0	3.0	3.0	3.0	3.0				
	11. Identify and examine the forces of change that regularly affect the business	4	2.7	3.4	2.0	3.0	3.0				
	12. Use technology tools to help monitor forces of change	4	3.3	3.0	2.0	4.0	4.0				
Generating	13. Research key competitors and develop proactive plans to gain competitive advantage	2	2.7	3.1	2.0	3.0	3.0				
	14. Regularly track key internal or external customer trends and patterns	3	2.3	3.5	3.0	2.0	2.0				
	15. Regularly find new and better methods to inform our strategy and anticipate change	4	2.7	3.7	2.0	3.0	3.0				
	GENERATE CONFIDENCE		Self	ALL	TEAM	BOSS	REPORT				
Connecting	16. Engage team to fully understand the organization's strategic intent & key actions	5	3.3	3.7	4.0	3.0	3.0				
	17. Ensure individuals, departments and teams set goals that link to overall objectives	4	3.3	3.7	3.0	4.0	3.0				
	18. Create climate where others feel included and tied to the organization's strategy	5	4.0	4.0	4.0	4.0	4.0				
Aligning	19. Model and encourage focus on organizational goals through words and actions	5	3.7	3.9	4.0	4.0	3.0				
	20. Coach team members on how their work impacts company objectives	5	3.7	4.3	4.0	3.0	4.0				
	21. Take responsibility for all outcomes and learning from both successes and failures	5	3.7	4.9	4.0	4.0	3.0				
	22. Encourage and work to get open and candid communications up, down and across	5	3.3	4.1	4.0	4.0	2.0				
Aligning	23. Secure the necessary resources and key priorities are matched for success	4	3.7	3.9	3.0	4.0	4.0				
	24. Promote ethics and company values in decisions and actions	5	4.0	4.5	4.0	4.0	4.0				
	25. Secure mission and values are deployed through individual goals & accomplishments	4	3.3	3.5	4.0	3.0	3.0				

The **Agility Development Guide™** is automatically provided to the recipient of the **Leadership Agility Profile™ 360 Report**. The guide is a comprehensive summary of developmental recommendations for leadership agility improvement. It is organized by the 5 Leadership Agility Drivers with associated dimensions for improvement recommendations. The performance dimensions listed in this guide are a set of measurable performance criteria that help leaders understand the professional, "on the job" behaviors that they can display to improve their leadership agility.

Each dimension is described at four levels, where level one is the most basic, and level four is the highest level of complexity. The levels are cumulative, which means that a person who is operating at level four can also operate at levels one, two and three. Level one does not mean "poor," rather it is a valid level at which to operate in certain positions. For each dimension, you will find the following information:

- The dimension's title which describes the cluster of behaviors
- A short description of the dimension
- Exemplar behaviors which provide a further understanding of what each level means
- Descriptions of the four mastery levels, explaining how the competency is displayed at varying levels of complexity and skill
- Three suggested development activities for each level. These activities enhance/develop your ability to fully demonstrate competency at that level
- Consequences of over-reliance on the dimension. This is a reminder that use of the skill or demonstration of the behavior should be balanced. Overuse of a skill or behavior can also limit effectiveness and success.
- Suggested readings you can use as additional learning resources

