ChangeWise
Leadership Agility 360™
Feedback Report

Participant: Pat Sample

Date: 02/26/2010
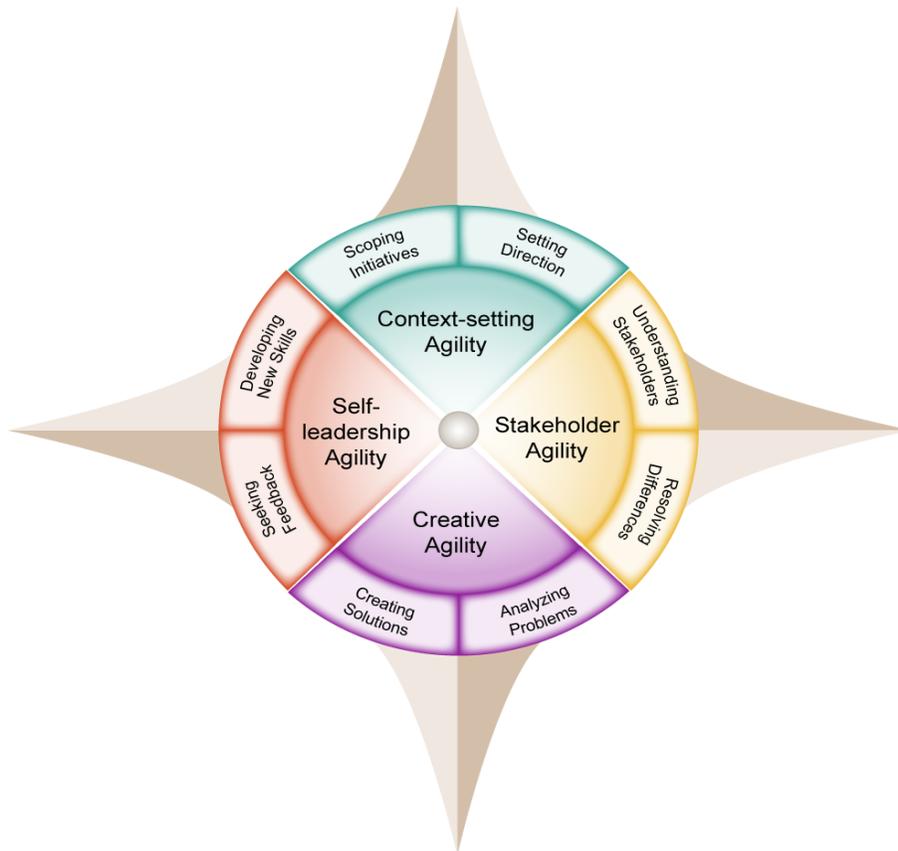
The ChangeWise Model of Leadership Agility

Please read this Introduction before you look at your feedback

Leadership Agility is 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 is based on *Leadership Agility*, an extensively researched book written by ChangeWise principals Bill Joiner and Stephen Josephs. The Assessment and the companion Feedback Report and Workbook were developed in partnership with Cambria Consulting.

To understand the feedback in this report, you need to understand the framework upon which it is based. In this model, leadership is not a position: It's **something you do**. Leadership is **action taken with a proactive attitude and an intention to change something for the better**. You can take constructive leadership whether or not you have authority over those with whom you work. In the language of this model, any activity consistent with this description is a **leadership initiative**.

3 Action Arenas

You can demonstrate leadership in three distinct **action arenas**. Each arena requires its own leadership skill set, so this report assesses your level of leadership agility in each of these three action contexts:

- **Engaging in pivotal conversations:** person-to-person discussions with important outcomes at stake

- **Improving team performance:** initiatives to improve a team and/or its relationship with its larger environment

- **Leading organizational change:** initiatives to improve an organization and/or its relationship with its larger environment

24 Leadership Agility Practices - 8 in Each Action Arena

Within each of these three arenas, this report provides feedback on 8 "leadership agility practices."
These practices group into four types of agility as outlined below:

- *Context-setting Agility*
  - Scoping Initiatives
  - Setting Direction

- *Creative Agility*
  - Analyzing Problems
  - Creating Solutions

- *Stakeholder Agility*
  - Understanding Stakeholders
  - Resolving Differences

- *Self-leadership Agility*
  - Seeking Feedback
  - Developing New Skills

3 Levels of Leadership Agility for Each Practice

This report assesses your level of agility in carrying out each of the 24 leadership agility practices outlined above.

The research underlying this model shows that professionals grow through three specific stages, or levels, as they increase their leadership agility: **Expert**, **Achiever**, and **Catalyst**. Therefore, this report identifies the perceived level of agility with which you engage in these practices.

These levels are described in more detail on page 4.

Guidance for Reviewing Your Report

Your companion Leadership Agility 360 Workbook takes you through a step-by-step process for translating your feedback into actionable insights and formulating a Leadership Development Action Plan that identifies specific leadership practices you want to work on. The Workbook asks you to start by thinking about the primary leadership initiatives or leadership challenges you'll be dealing with in the immediate future. You should briefly write down your major initiatives and challenges and keep them in mind as you review the findings in this Report.

Section 1: Roll-up Charts and Written Feedback Comments

This section begins with your overall level of leadership agility. On the next page, your overall chart is followed by roll-up charts identifying your level of leadership agility in each of the three arenas: engaging in pivotal conversations, improving team performance, and leading organizational change. On the remaining pages, the roll-up chart for each arena is followed by your colleagues' written comments about your leadership strengths and development opportunities in that arena.

- *Your Leadership Agility - Bird's Eye View*

- *Your Leadership Agility - Overall and in three Action Arenas*

- *Engaging in Pivotal Conversations plus comments*

- *Improving Team Performance plus comments*

- *Leading Organizational Change plus comments*

Section 2: Detailed Feedback on 24 Leadership Agility Practices

In this section you'll find detailed charts that capture feedback on each of the 24 leadership agility practices covered in this report. There are three pages of charts, each page focusing on one of the three action arenas outlined above.

Section 3: Your Key Leadership Agility Practices

This section contains four pages that capture:

- *Your Six Most Agile Practices*

- *Your Six Least Agile Practices*

- *Significant Gaps between Self Assessments and Ratings by All Others*

- *Overview of Your Key Leadership Agility Practices*

These pages should help you decide if you need to talk to people to better understand the feedback and what you want to work on.

Section 4: Detailed Distribution of Ratings

The tables in this section provide a more detailed view of the charts found in Section 1. The tables show the distributions of actual ratings from each feedback source for each arena.

After Reading this Report…

- In your Workbook, identify three leadership practices you want to work on for the next month or so. Clarify the level of agility you want to work on for each practice.

- Read the chapters in Leadership Agility that match your current and target agility levels.

- **To keep this "action learning" process going, month after month, see the page at the end of your Workbook called "Exercise Self-Leadership."**

Section 1: Roll-up Charts and Written Feedback Comments

Overview of this Section

This section identifies your overall level of leadership agility and then gives you an opportunity to see how your level of leadership agility varies across the three action arenas: engaging in pivotal conversations, improving term performance, and leading organizational change. The summary chart for each arena is then repeated but now with your colleagues' written comments about your leadership in that arena. **Circle or list those comments you particularly want to remember.**

- *Your Leadership Agility - Bird's Eye View*

- *Your Leadership Agility - Overall and in three Action Arenas*

- *Engaging in Pivotal Conversations plus comments*

- *Improving Team Performance plus comments*

- *Leading Organizational Change plus comments*

Interpreting the Feedback Charts in this Section

The roll-up charts in this section are high-level summaries of the more detailed feedback charts presented in the next section. The summary ratings for an arena represent the median score across the 8 leadership agility practices for that arena for each source of feedback.

Sources of Feedback

These charts have icons that represent the various sources of your feedback. On the top "row" are:

- **S** = Self

- **A** = All Others

The All Others rating is calculated by first calculating the average ratings for each feedback category, i.e., primary manager, secondary manager, direct reports, and stakeholders. Second, the median of these four averages is calculated. This way, all sources of feedback count equally. These feedback categories, represented by the icons listed below, are found on the middle and bottom "rows" of each chart:

- **M1** = Primary Manager

- **M2** = Secondary Manager

- **D** = Direct Reports (average rating)

- **St** = Stakeholders (average rating)

Maintaining Anonymity and Handling Insufficient Responses: This report summarizes the feedback from your manager(s), direct reports and stakeholders. In order to retain the anonymity of individual direct reports and stakeholders, their feedback is presented here in aggregate form. If only one direct report or one stakeholder completed an assessment, the response from that person is combined with those of the other respondent group. If only one direct report and one stakeholder completed assessments, the responses will be combined in the Stakeholder group.

Written Comments

Recipients of 360-degree feedback sometimes find the written comments the most valuable feedback of all. Keep in mind that the best way to fully understand others' feedback is to engage them in conversation about feedback topics with a curious, receptive attitude, asking for concrete examples.

Section 1: Roll-up Charts

Leadership Agility - Bird's Eye View				
Expert	**Expert/Achiever**	**Achiever**	**Achiever/Catalyst**	**Catalyst**
		A	S	
		Mi		
		St D		

What does my agility level assessment mean?

Extensive research has shown that managers develop agility by growing through a predictable sequence of **agility levels**. At each level you retain the capabilities you developed at previous levels, and you can still use them as needed. There are three distinct levels: Expert, Achiever, and Catalyst. Between each level is a transition phase. All charts show the three levels and the two transition phases between them. (See Leadership Agility - Bird's Eye View chart above)

Expert Level

This agility level is most effective in relatively stable organizational environments where success can be achieved by making incremental improvements in existing strategies, where you have clear authority. When you lead at the Expert level, you rely on authority and expertise, your focus is tactical, you rarely attempt to influence matters that go beyond your authority, you have a strong problem-solving orientation, and you're strongly motivated to develop your own technical and/or functional expertise.

Achiever Level

This agility level is most effective in organizational environments where success requires periodic cross-functional changes in strategy. When you lead at the Achiever level, you motivate others by making it challenging and satisfying to contribute to larger outcomes. Your focus is strategic, you work to gain buy-in from key stakeholders, you excel at cross-functional problem solving, and you are strongly motivated to develop the competencies needed for effective management and leadership.

Catalyst Level

This agility level is most effective in rapidly changing organizational environments, requiring significant coordination across multiple boundaries. When you lead at the Catalyst level, you provide visionary leadership while engaging diverse stakeholders in collaborative dialogs and creative problem solving. Your focus is on developing empowered organizations and teams capable of sustained success, which foster both personal and professional growth.

Transition Phases

During transitional phases, you demonstrate mastery of the previous agility level and engage in some behaviors characteristic of the next level. You may be consciously attempting to lead in new ways and/or you may feel a bit stuck between two different ways of leading. When you are in a transitional phase of development, it is useful to be very clear about the ways in which the next level of agility differs from and builds upon the one you have already mastered.

Which level of Leadership Agility is optimal for you?

As noted in the descriptions above, your optimal level of leadership agility depends on:

- *the pace of change in your organization and its environment*

- *the level of interdependence in your work environment, i.e., the extent to which your success depends on cooperation from those over whom you have no authority*

Research shows that, as the pace of change increases and interdependencies grow, you need to develop higher levels of agility to enjoy consistent success as a leader.

Section 1: Your Leadership Agility - Overall and in Three Action Arenas

The charts below capture your overall Leadership Agility and your level of leadership agility in three action arenas.

Leadership Agility - Bird's Eye View

Expert	Expert/Achiever	Achiever	Achiever/Catalyst	Catalyst
		A	S	
		M		
		St D		

Your Agility when Engaging in Pivotal Conversations

Expert	Expert/Achiever	Achiever	Achiever/Catalyst	Catalyst
	A		S	
	M			
	St	D		

Your Agility when Improving Team Performance

Expert	Expert/Achiever	Achiever	Achiever/Catalyst	Catalyst
		A	S	
		M		
		St D		

Your Agility when Leading Organizational Change

Expert	Expert/Achiever	Achiever	Achiever/Catalyst	Catalyst
		A	S	
		M		
		St D		

How to Interpret these Charts

Focus on the **all others** rating in the first chart, then note where this rating falls in the three action arena charts below it. What is the pattern you see? In which arena are you seen as most agile? Least agile?

Do the same for the **self-assessment** rating. For a more nuanced view, do the same for the other feedback sources: Manager(s), Direct Report, and Stakeholders.

If there are large differences in the way different groups see you, think about what might cause them to view you differently. If you are still unclear, you should consider having a discussion about the basis for their assessments.

Section 1: Roll-up Charts: Engaging in Pivotal Conversations

Your Agility when Engaging in Pivotal Conversations				
Expert	**Expert/Achiever**	**Achiever**	**Achiever/Catalyst**	**Catalyst**
		A	S	
	Mi			
		St D		

Perceived Strengths

Comments from your Self:

- I feel like I've raised the level of discussion in the executive team and in my own team.

Comments from your Primary Manager:

- Pat stands out from his peers in his willingness to talk candidly about important business and organizational issues.

Comments from your Direct Reports:

- Pat is a highly knowledgeable conversationalist about business and technical issues, and a skilled debater on these topics.

- Pat is forthright about his views. You always know where you stand with Pat, and that is a good thing. (Was not always true with the previous VP.)

- Pat is clear and articulate about his views and directives. He strives to create an atmosphere of openness and candor within the R and D management team.

Comments from your Stakeholders:

- Articulate.

- Pat is clear and forthright and in expressing his views, and can hold his own in any conversation.

- Good conversationalist. Very knowledgeable technically. Shows interest in your work.

Perceived Needs for Improvement

Comments from your Self:

- Sometimes I get a little too passionate about a subject for my own good. I need to slow down and listen more.

Comments from your Primary Manager:

- Pat can get "hooked" by a topic he feels strongly about. When he does, his ability to listen to others diminishes, which reduces his ability to persuade others and to work out solutions that take others' objectives into account.

Comments from your Direct Reports:

- I've never heard Pat ask for feedback on his style of engaging with direct reports.

- Freer discussion in management meetings is a good goal. It just takes time. It might happen faster, if - at times - Pat would stop and listen more to what we have to say.

- Pat talks about the importance of candid dialogue within the team. However, he does not always model this behavior himself. Specifically, there are times when he does not seem to really take in the viewpoints expressed by his direct reports.

Comments from your Stakeholders:

- Sometimes overly focused on his own division.

- Not really aware of any needs for improvement in this area.

- Pat can get carried away sometimes with certain topics. Is still adapting to the company. Needs to stop sometimes and take a deep breath before plowing on with his views.

Section 2: Detailed Feedback on 24 Leadership Agility Practices

Your companion Leadership Agility 360 Workbook takes you through a step-by-step process for translating your feedback into actionable insights, then formulating a Leadership Development Action Plan: specific leadership practices you want to work on. The Workbook asks you to start by thinking about the primary leadership initiatives you'll be dealing with in the immediate future. Keep these in mind as you review the findings in this report.

Overview of Detailed Feedback Charts

On the three pages in this section, you'll find detailed charts that capture your feedback on each of the leadership agility practices covered in this report. Each page focuses on one of the three action arenas for leaders and eight leadership practices relevant to that arena:

- *Engaging in Pivotal Conversations*
- *Improving Team Performance*
- *Leading Organizational Change*

On each page, you'll find eight horizontal charts, each representing a leadership agility practice. The eight practices on each page are grouped into four types of agility, as follows:

- *Context-setting Agility*
    1. Scoping Initiatives
    2. Setting Direction
- *Stakeholder Agility*
    3. Understanding Stakeholders
    4. Resolving Differences
- *Creative Agility*
    5. Analyzing Problems
    6. Creating Solutions
- *Self-leadership Agility*
    7. Seeking Feedback
    8. Developing New Skills

Highlighted Leadership Agility Practices

On some of the 24 horizontal charts, you'll find symbols on the left of the chart that identify leadership agility practices to which you'll probably want to give special attention. The meaning of each symbol is defined below:

MOST This symbol indicates a practice that is perceived by all others as being among your six **most agile**.

LEAST This symbol indicates a practice that is perceived by all others as being among your six **least agile**.

GAP This symbol indicates a practice where there is a gap of "half a leadership agility level or more" between your self-assessment and the combined assessments of "all others" assessments.

For your convenience, Section 3 of this Report summarizes your six **most agile** practices, your six **least agile** practices.

Section 2: Feedback on Specific Leadership Agility Practices in Improving Team PerformanceCMP02

	Expert	Expert/Achiever	Achiever	Achiever/Catalyst	Catalyst

Context-Setting Agility

1. Scoping Initiatives: When seeking to improve your team's performance, you:

Make needed changes in personnel or in the team's work procedures		Improve team internal processes and external relations		Radically improve the team's culture and external relations
GAP / MOST		Mн / A / ST	D	S

2. Setting Direction: When seeking to improve your team's performance, you:

Focus on incremental changes and improvements		Initiate changes intended to improve both short- and long-term performance		Create an energizing, breakthrough vision for short- and long-term change
MOST		A / Mн / ST D		S

Stakeholder Agility

3. Understanding Stakeholders: When seeking to improve your team's performance, you:

Anticipate which team members will need to make the most adjustments		Seek to understand team members' views about needed changes		Solicit and openly consider team members' contrary views about needed changes
MOST		A / Mн / ST	D	S

4. Resolving Differences: When team members resist making changes in team functioning, you:

Listen to the views of team members but primarily rely on your own judgment		Ask for and consider team member views while advocating your own views		Initiate open dialogue that genuinely considers and addresses team member reservations
GAP		A / Mн / D / ST		S

Creative Agility

5. Analyzing Problems: When analyzing team performance problems, you:

Meet with individual team members to discuss these problems		Bring discussion of these problems into team meetings		Lead whole-team problem-solving to address tough, underlying issues
GAP / MOST		A / ST	Mн / D	S

6. Creating Solutions: When making decisions about how to improve team performance, you:

Rely on your own experience to solve these problems		Draw on team discussions to solve these problems		Lead participative discussions with team members to develop breakthrough solutions
	Mн	A / ST D	S	

Self-Leadership Agility

7. Seeking Feedback: You are viewed as someone who:

Is open to feedback that increases their expertise in leading teams		Asks for feedback to more effectively improve team performance		Goes out of their way to seek and use feedback on their behavior when leading teams
LEAST	Mн	A / D	S / ST	

8. Developing New Skills: You are viewed as someone who:

Has a characteristic approach to leading teams		Tries out new behaviors to improve their effectiveness in leading teams		Experiments with new behaviors that help team members learn to improve teamwork
GAP / LEAST	D	A	Mн	S

Section 3: Your Key Leadership Agility Practices

Overview of this Section

In this section, you'll find summaries of key leadership agility practices identified in the previous section:

- The 1st page summarizes your **six highest rated** leadership agility practices. They are ordered by the "All" rating.

- The 2nd page summarizes your **six lowest rated** leadership agility practices. They are ordered by the "All" rating.

- The 3rd page in this section gives you an overview of all these key practices plus the practices where there was a significant gap.

Focus on Areas of Strength as Well as Areas That May Need Improvement

Experience shows that most 360-degree feedback recipients gloss over their strengths and focus primarily on the areas where they are perceived as most needing to improve. This report and its companion workbook are designed to help you build on your strengths and work on your improvement opportunities.

So give yourself ample time to think about your perceived strengths as well as those areas where you may need to improve. Consider the possibility that you can take steps to build on your strengths, and also use your existing strengths to improve your effectiveness as a leader. For example, let's say that you are very effective in setting context for organizational change initiatives, but less effective in setting the context for important conversations. You can apply the strength you have in one action arena to make improvements in another arena.

Take a Closer Look at any Feedback that Puzzles You

If you are surprised or puzzled by any leadership practices rated by others as your most or least agile, there are several things you can do.

First, if the feedback you've received on a particular item puzzles you, take a closer look at that item by finding it in Section 2. There, you'll find a chart for each item that breaks out your rating by type of feedback source. No individual (other than your Manager) will be identified, but it can be helpful to know if all others are basically in agreement on a particular item, or if your Manager, your Direct Reports, and your Stakeholders hold differing perceptions.

Second, you can also talk with people you trust, who represent sources whose feedback puzzles you. For example, if the Stakeholders you've chosen for this feedback exercise rate you on a particular item in a way that surprises you, seek out a Stakeholder who will be straight with you, tell them about the discrepancy, and ask them with an open and curious attitude, i.e., non-defensively, to describe how they see you in this area. In these conversations, it is often helpful to ask for concrete examples of your actions upon which they or others based their assessment.

In the End It Is Up to You

As you examine the items highlighted in this section, remember that you alone will make the final choice of what to work on. Others can often see things that we miss. So it is very important to consider others' feedback. At the same time, in the end, you need to decide which feedback you agree with and how you want to use it to enhance your effectiveness as a leader. Whatever you choose to work on, even if this includes behaviors not included in this report, reflect on the results, modify as needed, and enjoy the process of actively developing yourself. **We are all works in progress.**

Section 4: Detailed Distribution of Ratings (continued)

The tables on this page show the statistical distributions for the roll-up charts on your overall level of agility in pivotal conversations, leading teams, and leading change.

Note: The numbers shown in the last three columns are percentages. Details about these calculations are provided below under "Numerical Scoring" and "Key for Ratings" as shown on the previous page.

Agility when Engaging in Pivotal Conversations

Source	N	Score	Expert			Achiever			Catalyst			Est. L.A. Level
			1	2	3	4	5	6	7	8	9	
Self	1	6.50						50	38	13		Achiever-Catalyst
Primary Manager	1	4.50			13	38	38	13				Expert-Achiever
Direct Reports	3	5.17		4	17	13	29	33	4			Achiever
Stakeholders	3	4.83		9	5	32	27	27				Achiever

Agility when Improving Team Performance

Source	N	Score	Expert			Achiever			Catalyst			Est. L.A. Level
			1	2	3	4	5	6	7	8	9	
Self	1	7.00					13	13	38	38		Achiever-Catalyst
Primary Manager	1	5.00			13	13	50	13	13			Achiever
Direct Reports	3	5.83		4	4	17	21	29	25			Achiever
Stakeholders	3	5.50					53	41	6			Achiever

Agility when Leading Organizational Change

Source	N	Score	Expert			Achiever			Catalyst			Est. L.A. Level
			1	2	3	4	5	6	7	8	9	
Self	1	7.00					13	25	63			Achiever-Catalyst
Primary Manager	1	5.00			13	25	50	13				Achiever
Direct Reports	3	5.00			8	13	54	21	4			Achiever
Stakeholders	3	4.83		9	9	17	43	22				Achiever