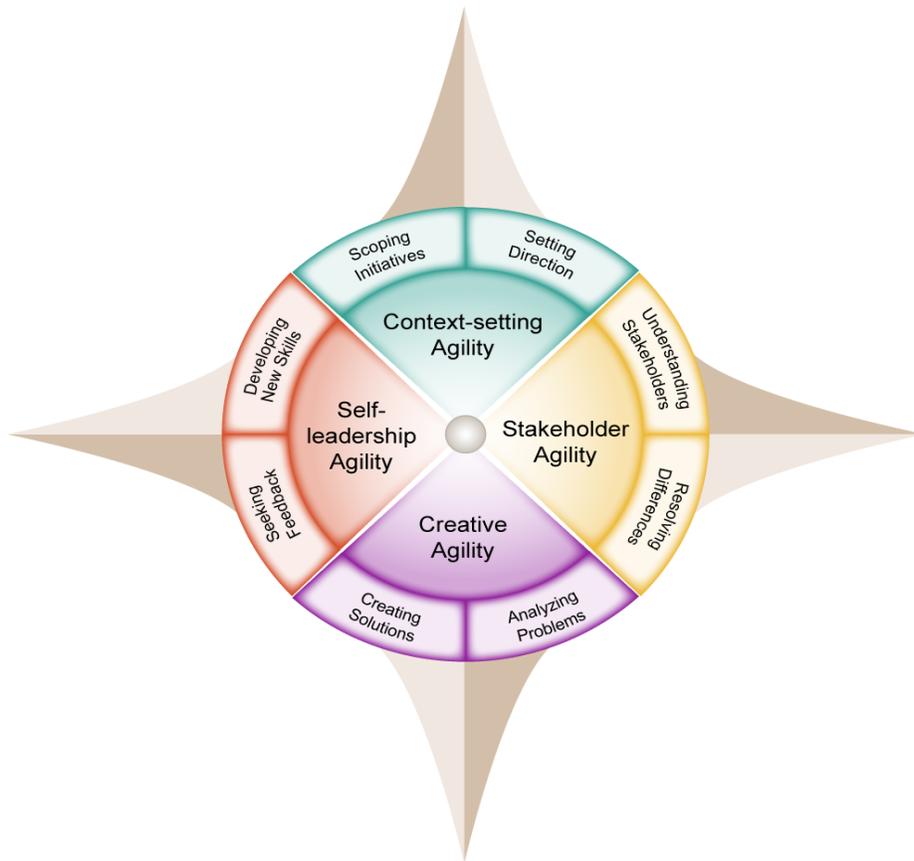


ChangeWise Leadership Agility 360 Feedback Report

Participant: Pat Sample

Date: 10/14/2008



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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:

- | | |
|---|--|
| <ul style="list-style-type: none"> ■ Context-setting agility <ul style="list-style-type: none"> - Scoping Initiatives - Setting Direction ■ Stakeholder agility <ul style="list-style-type: none"> - Understanding Stakeholders - Resolving Differences | <ul style="list-style-type: none"> ■ Creative agility <ul style="list-style-type: none"> - Analyzing Problems - Creating Solutions ■ Self-leadership agility <ul style="list-style-type: none"> - 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 5.

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 talk to people to better understand the feedback and what you want to work on.

Section 4: Detailed Distribution of Ratings

The charts in this section provide a more detailed view of the 24 items found in Section 2. For each item, they show the distribution of actual ratings from each feedback source. You will be able to how consistently people rate you.

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 team 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 2. The summary ratings for an arena are calculated by averaging the ratings 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:

 = Self

 = All others

The "all others" rating is calculated by first calculating the average ratings for each feedback category, i.e., manager(s), direct reports and stakeholders. Second, the average of these three 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:

 = Primary Manager

 = Secondary manager

 = Direct reports (average rating)

 = Stakeholders (average rating)

If the number of responses from Direct reports or Stakeholders is less than 3, the responses are combined into the Stakeholder category to preserve the anonymity of the respondents.

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 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 characterized, 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?

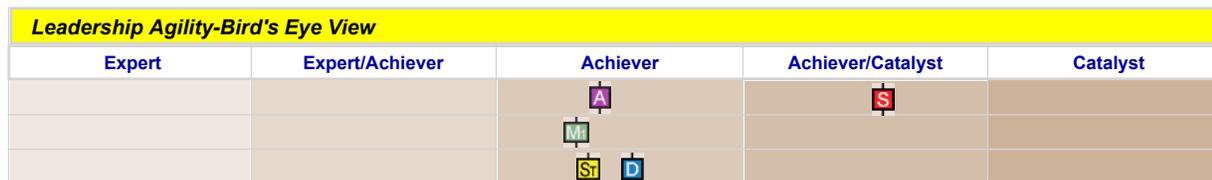
As noted in the descriptions above, your optimal level of leadership agility depends on:

- *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.



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	
		M		
		St D		

Perceived Strengths

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 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 1: Roll-up Charts: Improving Team Performance

Your Agility when Improving Team Performance

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

Perceived Strengths

Comments from your Primary Manager:

- Pat is engaging his team on the issues they need to be focusing on.

Comments from your Direct Reports:

- Definitely believes in the team concept.
- Under Pat's leadership, we are gradually becoming more of a team. We'll get there.
- Pat is trying hard to mold us into a more effective team. His dedication and passion in this area are evident.

Comments from your Stakeholders:

- I'm not that aware of how Pat leads his team.
- From what I've seen and heard, Pat is a real believer in teamwork. And I am very glad he has come to Special Chem with that kind of approach.
- Pat is taking on a definite challenge in pulling together a division that, historically, has been pretty fragmented. I think he's make some progress, and I'm looking forward to seeing that come together.

Perceived Needs for Improvement

Comments from your Primary Manager:

- Still needs to get his team to jell, and create "one" R and D division. Need more progress in this area.

Comments from your Direct Reports:

- I think we could spend a little less time talking about being a team and a little more time actually doing things as a team.
- We are all aware of the need to become one R and D division. But at times I think Pat is not fully aware of just how difficult it can be to make this happen at the lower levels.
- Pat seems to want greater participation and involvement in the issues we talk about as a team. Yet at times he seems to want us to just do what he tells us. Sometimes it can be confusing as to just what role he wants us to play in making decisions, etc.

Comments from your Stakeholders:

- Pat may not be aware of the extent to which his direct reports send conflicting signals to the rest of the organization.
- I'd like to see Pat's group develop a broader perspective that looks at what they do in the context of the needs of other functions and the business as a whole.
- I agree with Pat that, given the competitive challenges we are facing, R and D and Manufacturing need to develop a better relationship. How can he improve as a team leader? I think that will come with time and greater understanding of the company and how it operates.

Section 1: Roll-up Charts: Leading Organizational Change

Your Agility when Leading Organizational Change				
Expert	Expert/Achiever	Achiever	Achiever/Catalyst	Catalyst
		A	S	
		M		
		St	D	

Perceived Strengths

Comments from your Primary Manager:

- Pat is taking the initiative to improve the relationship between R and D and Manufacturing. Bravo for that. It's something we must do to become more competitive.

Comments from your Direct Reports:

- Pat has a clear vision of where he wants to go, which is more than I can say about his predecessor.
- Pat is trying hard to mold us into a more effective team. His passion and dedication in this area are evident.
- The changes Pat wants to make, within R and D and in our relationship with Manufacturing, are good changes to make. He's leading us in the right direction.

Comments from your Stakeholders:

- I think Pat really means well and is trying to make positive changes in his organization and in the company overall.
- Pat has brought an emphasis on teamwork and better communication, which was - and still is - sorely needed in this organization.
- The overtures that Pat has made toward me and my organization, talking about how we can improve how we work at that interface, are appreciated and have been a positive thing, by and large.

Perceived Needs for Improvement

Comments from your Primary Manager:

- I'm looking forward to hearing more updates from Pat in this area than I've received in the past.

Comments from your Direct Reports:

- Changing an organization with our history is a lot easier said than done. But if Pat can be patient with us, I think we'll get the job done.
- Sometimes it seems that Pat doesn't really want to hear about what we need to get the job done short-term or what the obstacles are to making the changes he wants to make longer-term.
- When you're up to your eyeballs just trying to stay on top of the day- to-day, it's hard to make big changes on top of that. I know Pat doesn't like it when I say this, but I think we need to take a more incremental approach.

Comments from your Stakeholders:

- I really have no criticisms in this area. I look forward to helping carry out the changes that Pat wants to make.
- Maybe Pat and I can sit down together and talk about how things really work in this organization. I think this would be beneficial for both of us and our organizations.
- Pat preaches about the need to take the long-term view, which is all well and good. But I wish he'd walk a mile in my shoes sometime and see what it's really like to be close to the customer.

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:



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



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



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 these items, it's particularly useful to look at the charts in Section 4, which show how ratings from *each* type of feedback source are distributed for each leadership agility practice.

For your convenience, Section 3 this Report summarizes your six **most agile** practices, your six **least agile** practices, and up to six practices where the most significant gaps in perception between yourself and others are found.

Section 2: Feedback on Specific Leadership Agility Practices in Engaging in Pivotal Conversations

Expert	Expert/Achiever	Achiever	Achiever/Catalyst	Catalyst
Context Setting Agility				
1. Scoping Initiatives: When engaging in pivotal conversations, you:				
Focus on issues that require immediate attention	Clarify the range of topics they would like the conversation to cover			Clarify an agenda for the conversation that incorporates the concerns of each party.
← GAP →		A M St D		S
2. Setting Direction: When engaging in pivotal conversations, you:				
Focus on the substance of the conversation	Consider others' objectives while making your objectives clear			Explicitly invite a candid dialogue intended to result in mutually beneficial outcomes
	M	A St D		S
Stakeholder Agility				
3. Understanding Stakeholders: When engaging in pivotal conversations, you:				
Anticipate the other person's concerns and priorities	Ask questions to understand the other's concerns and priorities			Go out of your way to surface and genuinely consider opposing concerns and priorities
	M	A St D		S
4. Resolving Differences: When attempting to resolve differences during pivotal conversations, you:				
Listen to the other's position but usually relies on your own viewpoint	Listen to and considers the other's views while clearly explaining your own views			Engage in collaborative dialogue to achieve creative, mutually beneficial outcomes
← GAP →	M	A D St		S
Creative Agility				
5. Analyzing Problems: When analyzing problems during pivotal conversations, you:				
Focus on the most pressing business and/or technical problems	Analyze relevant interconnected business and/or technical issues			Expand the discussion to include underlying group or interpersonal problems
← GAP → MOST			A M St D	S
6. Creating Solutions: When solving problems during pivotal conversations, you:				
Seek solutions shown to be effective by their own prior experience	Develop solutions that draw on each parties' experience			Jointly develop highly creative solutions that go beyond the problems' usual boundaries
		A M St D		S
Self Leadership Agility				
7. Seeking Feedback: You are viewed as someone who:				
Is open to learning better ways to handle difficult conversations	Asks for feedback to better achieve their objectives in challenging conversations			Goes out of their way to seek and use feedback on their interpersonal behavior
← GAP → LEAST	A M St D			S
8. Developing New Skills: You are viewed as someone who:				
Has a consistent way of engaging in pivotal conversations	Tries out new behaviors to improve their effectiveness in pivotal conversations			Experiments with new behaviors to develop more productive ongoing relationships
← GAP → LEAST	St D	A M		S

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

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		MI 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			MI A 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		MI A	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		MI A 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 Creating Solutions to address tough, underlying issues	
GAP MOST		St	MI A 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	
	MI	A	S St D	
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	MI	A D St	S	
8. Developing New Skills: You are viewed as someone who:				
Has a consistent 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 MI		S

Section 2: Feedback on Specific Leadership Agility Practices in Leading Organizational Change

Expert	Expert/Achiever	Achiever	Achiever/Catalyst	Catalyst
Context Setting Agility				
1. Scoping Initiatives: When initiating organizational change, you:				
Improve key internal operations	Improve internal operations and relations with external groups/organizations		Radically improve operations, external relations and organizational culture	
	Mi	A	St D	S
2. Setting Direction: When initiating organizational change, you:				
Focus on changes intended to better accomplish existing strategies	Set strategic objectives and can be flexible about how they are achieved		Articulate a breakthrough change vision and will sacrifice interim goals to achieve it	
		St	Mi D	A S
Stakeholder Agility				
3. Understanding Stakeholders: When initiating and implementing organizational change, you:				
Focus attention on the people who will be most affected by the change	Seek and listen to the views and priorities of key stakeholders		Go out of your way to understand the views and objectives of their fiercest critics	
		Mi A	St D	S
4. Resolving Differences: When key stakeholder views and objectives conflict with your own, you:				
Listen to others' opinions but primarily rely on your own judgment	Listen to and consider others' views while clearly advocating your own view		Initiate collaborative conversations to candidly examine and resolve serious differences	
	Mi	A D St		S
Creative Agility				
5. Analyzing Problems: When analyzing the problems your change initiatives need to address, you:				
Address the most pressing business and/or technical problems	Address the problems at hand in the context of other relevant business and/or technical issues		Address systemic cultural and/or intergroup issues underlying business and/or technical problems	
		Mi A	St D	S
6. Creating Solutions: When solving the problems your change initiatives need to address, you:				
Use your own technical/functional expertise to solve these problems	Use input from key stakeholders to develop cross-functional solutions		Use collaborative discussions with key stakeholders to develop breakthrough solutions	
	Mi	A	St D	S
Self Leadership Agility				
7. Seeking Feedback: You are viewed as someone who:				
Is open to feedback that increases your expertise in leading change	Asks for feedback to more effectively accomplish your change objectives		Goes out of your way to seek and use feedback on your behavior when leading change	
 	Mi	A		S
8. Developing New Skills: You are viewed as someone who:				
Has a consistent approach to leading change initiatives	Tries out new behaviors to increase your effectiveness in leading change initiatives		Experiments with new behaviors that increase others' ability to implement change initiatives	
	St	D	Mi	A 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
- The 2nd page summarizes your **six lowest rated** leadership agility practices
- The 3rd page lists up to six practices where the most **significant gaps** in perception are found
- The 4th page in this section gives you an overview of all these key practices

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 3: Six Highest Rated Leadership Agility Practices

Expert	Expert/Achiever	Achiever	Achiever/Catalyst	Catalyst
Improving Team Performance - 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 Creating Solutions to address tough, underlying issues	
 			  	
Improving Team Performance - Context Setting Agility				
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	
			   	
Leading Organizational Change - Context Setting Agility				
2. Setting Direction: When initiating organizational change, you:				
Focus on changes intended to better accomplish existing strategies	Set strategic objectives and can be flexible about how they are achieved		Articulate a breakthrough change vision and will sacrifice interim goals to achieve it	
			  	
Engaging in Pivotal Conversations - Creative Agility				
5. Analyzing Problems: When analyzing problems during pivotal conversations, you:				
Focus on the most pressing business and/or technical problems	Analyze relevant interconnected business and/or technical issues		Expand the discussion to include underlying group or interpersonal problems	
 			   	
Improving Team Performance - 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	
 			  	
Improving Team Performance - 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	
			  	

Section 3: Six Lowest Rated Leadership Agility Practices

Expert	Expert/Achiever	Achiever	Achiever/Catalyst	Catalyst
Engaging in Pivotal Conversations - Self Leadership Agility				
7. Seeking Feedback: You are viewed as someone who:				
Is open to learning better ways to handle difficult conversations	Asks for feedback to better achieve their objectives in challenging conversations		Goes out of their way to seek and use feedback on their interpersonal behavior	
 	   			

Leading Organizational Change - Self Leadership Agility				
7. Seeking Feedback: You are viewed as someone who:				
Is open to feedback that increases your expertise in leading change	Asks for feedback to more effectively accomplish your change objectives		Goes out of your way to seek and use feedback on your behavior when leading change	
 	 		 	

Engaging in Pivotal Conversations - Self Leadership Agility				
8. Developing New Skills: You are viewed as someone who:				
Has a consistent way of engaging in pivotal conversations	Tries out new behaviors to improve their effectiveness in pivotal conversations		Experiments with new behaviors to develop more productive ongoing relationships	
 	 	 		

Engaging in Pivotal Conversations - Self Leadership Agility				
8. Developing New Skills: You are viewed as someone who:				
Has a consistent approach to leading change initiatives	Tries out new behaviors to increase your effectiveness in leading change initiatives		Experiments with new behaviors that increase others' ability to implement change initiatives	
	 	 		

Improving Team Performance - 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	
	 	 		

Improving Team Performance - Self Leadership Agility				
8. Developing New Skills: You are viewed as someone who:				
Has a consistent 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	
 		 		

Section 3: Overview of your Key Leadership Agility Practices

	<i>Engaging in Pivotal Conversations</i>	<i>Improving Team Performance</i>	<i>Leading Organizational Change</i>
Context Setting Agility			
Scoping initiatives	GAP	MOST GAP	GAP
Setting direction		MOST	MOST
Stakeholder Agility			
Understanding stakeholders		MOST	GAP
Resolving differences	GAP	GAP	GAP
Creative Agility			
Analyzing problems	MOST GAP	MOST GAP	GAP
Creating solutions			
Self Leadership Agility			
Seeking feedback	LEAST GAP	LEAST	LEAST GAP
Developing new skills	LEAST GAP	LEAST GAP	LEAST

Gaining Insight from this Chart

The chart above provides you with a visual overview of the key leadership agility practices identified on the previous two pages. Use this chart to look for significant patterns. For example, for each "Most," look for two kinds of patterns:

- Are your greatest perceived strengths clustered primarily in one or two action arenas (engaging in pivotal conversations, improving team performance, or leading organizational change)?
- Are your greatest perceived strengths clustered primarily around one or more types of agility?

Then do the same for those leadership practices where you are perceived as least agile.

Section 4: Statistical Distributions

The charts in this section provide a more detailed view of all the feedback charts found in Sections 1, 2 and 3 of this Report. Whereas the earlier charts each showed the **average** rating on each item from **all** direct reports and all stakeholders, these charts allow you to see **the distribution of ratings** for the relevant items from each source. The specific individuals who provided these ratings are not identified.

The chart below shows these rating distributions for your Overall Level of Leadership Agility. Your other charts are provided on subsequent pages.

Note: The numbers shown in the nine columns are **percentages**. These percentages refer to **ratings, not percentage of raters**. Details about these calculations are provided below under “Numerical Scoring” and “Key for Ratings”.

Overall Leadership Agility Assessment

Source	N	Mean	Percentage of ratings on all 24 items									Est. L.A. Level
			Expert			Achiever			Catalyst			
			1	2	3	4	5	6	7	8	9	
Self	1	6.7					8	29	46	17		Achiever-Catalyst
All Others **	7	4.9		4	8	17	39	26	6			Achiever
Primary Manager	1	4.7			13	25	46	13	4			Achiever
Direct Reports	3	5.1		3	10	14	35	28	11			Achiever
Stakeholders	3	4.8		6	5	18	40	29	2			Achiever

Numerical Scoring

In the assessment, there were 9 buttons for each item, three allocated to each agility level. Each button is given a numerical value (1-9). For example, if someone perceived you as behaving within the Achiever range for a particular item (leadership practice), then felt that you are very highly consistent in carrying out this behavior, your numerical score for this item would be **6**.

Key for Ratings

Numerical ratings are translated into agility level assessments as follows:

<u>Numerical Rating</u>	<u>Agility Level</u>
1.0 to 2.6	Expert
2.7 to 4.2	Expert/Achiever
4.3 to 5.8	Achiever
5.9 to 7.4	Achiever/Catalyst
7.5 to 9.0	Catalyst

Note: The scores are on a continuum. The above ranges are designed to be more or less equal. It is best to simply think about which behaviors you have to change in order to increase your scores so as to master an agility level or move to the next level.

Section 4: Detailed Distribution of Ratings

The charts on this page section 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. These percentages refer to ratings, not percentage of raters. Details about these calculations are provided below under “Numerical Scoring” and “Key for Ratings”.

Agility when Engaging in Pivotal Conversations

Source	N	Mean	Percentage of ratings on the 8 items for this Arena									Est. L.A. Level
			Expert			Achiever			Catalyst			
			1	2	3	4	5	6	7	8	9	
Self	1	6.6						50	38	13		Achiever-Catalyst
All Others **	7	4.6		6	11	24	30	28	2			Achiever
Primary Manager	1	4.5			13	38	38	13				Achiever
Direct Reports	3	4.8		4	17	13	29	33	4			Achiever
Stakeholders	3	4.5		9	5	32	27	27				Achiever

Agility when Improving Team Performance

Source	N	Mean	Percentage of ratings on the 8 items for this Arena									Est. L.A. Level
			Expert			Achiever			Catalyst			
			1	2	3	4	5	6	7	8	9	
Self	1	7.0					13	13	38	38		Achiever-Catalyst
All Others **	7	5.2		2	4	10	37	31	16			Achiever
Primary Manager	1	5.0			13	13	50	13	13			Achiever
Direct Reports	3	5.4		4	4	17	21	29	25			Achiever
Stakeholders	3	5.5					53	41	6			Achiever

Agility when Leading Organizational Change

Source	N	Mean	Percentage of ratings on the 8 items for this Arena									Est. L.A. Level
			Expert			Achiever			Catalyst			
			1	2	3	4	5	6	7	8	9	
Self	1	6.5					13	25	63			Achiever-Catalyst
All Others **	7	4.7		4	9	16	49	20	2			Achiever
Primary Manager	1	4.6			13	25	50	13				Achiever
Direct Reports	3	5.0			8	13	54	21	4			Achiever
Stakeholders	3	4.5		9	9	17	43	22				Achiever