



# Leadership Agility Profile: 360 Assessment™

Prepared for J. SAMPLE  
DATE

# About this Report

## Introduction

**LEADERSHIP** - that special quality that enables leaders to achieve extraordinary success. In today's uncertain world the need for leadership is at an all-time high. The command and control management model from the 1980's and 1990's will no longer bring success or results in today's rapidly changing and unpredictable environment. We need AGILE organizations and leaders capable of responding to changing demands and adapting to new requirements . . . in real-time. These conditions have profound implications for leadership behavior and, now more than ever, demand the skill of "leadership agility" - bringing just the right skills with the right amount of 'volume' tailored to each leadership moment.

## The AGILE Model™ Drivers

The Leadership Agility Profile: 360 Assessment has been designed to provide you with feedback on five key drivers for leadership agility.

### 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

Keep the focus and manage the knowledge to learn and improve from actions.

The **Leadership Agility Profile: 360 Assessment™** is designed to provide both individual assessment and multi-rater feedback relevant to these core competencies to enable individual development and growth to become a more agile and effective leader. The 360 instrument is designed to highlight assessment feedback from you (SELF), your direct supervisor (BOSS), a group of your peers (PEER), your direct reports (DIR RPTS), if any. The overall average of all raters, other than yourself, is reflected as ALL

## CONTENTS

### Section 1: Using the Report

-Page 3

### Section 2: Executive Summary

-Page 4

### Section 3: Assessment Results Sub-Driver Level

-Page 5

### Section 4: Top Strengths/Top Development Opportunities

-Page 6

### Section 5: Detailed Results

-Page 7-21

### Section 6: Open-Ended Comments

-Page 22-27

### Section 7: Personal Development Ideas

-Page 28

# Section 1: Using the Report

## Guidelines for Reviewing your Feedback Report

1. Take time to reflect on the feedback.
2. Understand possible positive and negative reactions you may be having to the feedback and work to understand the respondent's point of view.
3. Look at the detail of individual item ratings as well as the overall value scores.
4. Look for overall themes in the feedback rather than individual pieces of feedback that may be 'outliers.' Use information from ratings and comments to identify recurring themes.
5. Take note of the difference between how you rated yourself compared to how others rated you. Where are the biggest gaps overall (your SELF rating vs. ALL rating)? Where are the biggest gaps with your Supervisor, Peers, and Direct Reports?
6. Don't rely on numbers alone-review open-ended comments and see how they integrate with ratings.
7. Remember that 360-degree feedback represents respondents' perceptions. Perceptions are valid as feedback information but it is up to you to determine what to do with the feedback.

8. Take note of any messages throughout the feedback that might be consistent with previous feedback received.
9. Take note of your top strengths and top development areas.
10. Investigate any areas that require clarification.

## Rating Scale

When completing the Leadership Agility Profile: 360 Assessment, you and your nominees responded to statements using the following rating scale.

1. Never
2. Rarely
3. Sometimes
4. Usually
5. Almost Always

## Respondent

Self

Self-rating of the person who is being assessed

All

Mean score of everyone completing the 360 Assessment, excluding the self-rating.

Supervisor

Individual rating of Self by direct manager.

Peers

Mean score of peers who are typically at a comparable managerial level.

Direct Reports

Mean score of the employees reporting to "Self" for which he/she has supervisory responsibility.

Other

Represents the mean score of raters identified as having a close working relationship but not fitting into the other categories, i.e., an outside client.

## Feedback Received from the following respondents:

24 Total

1 Self

1 Supervisor

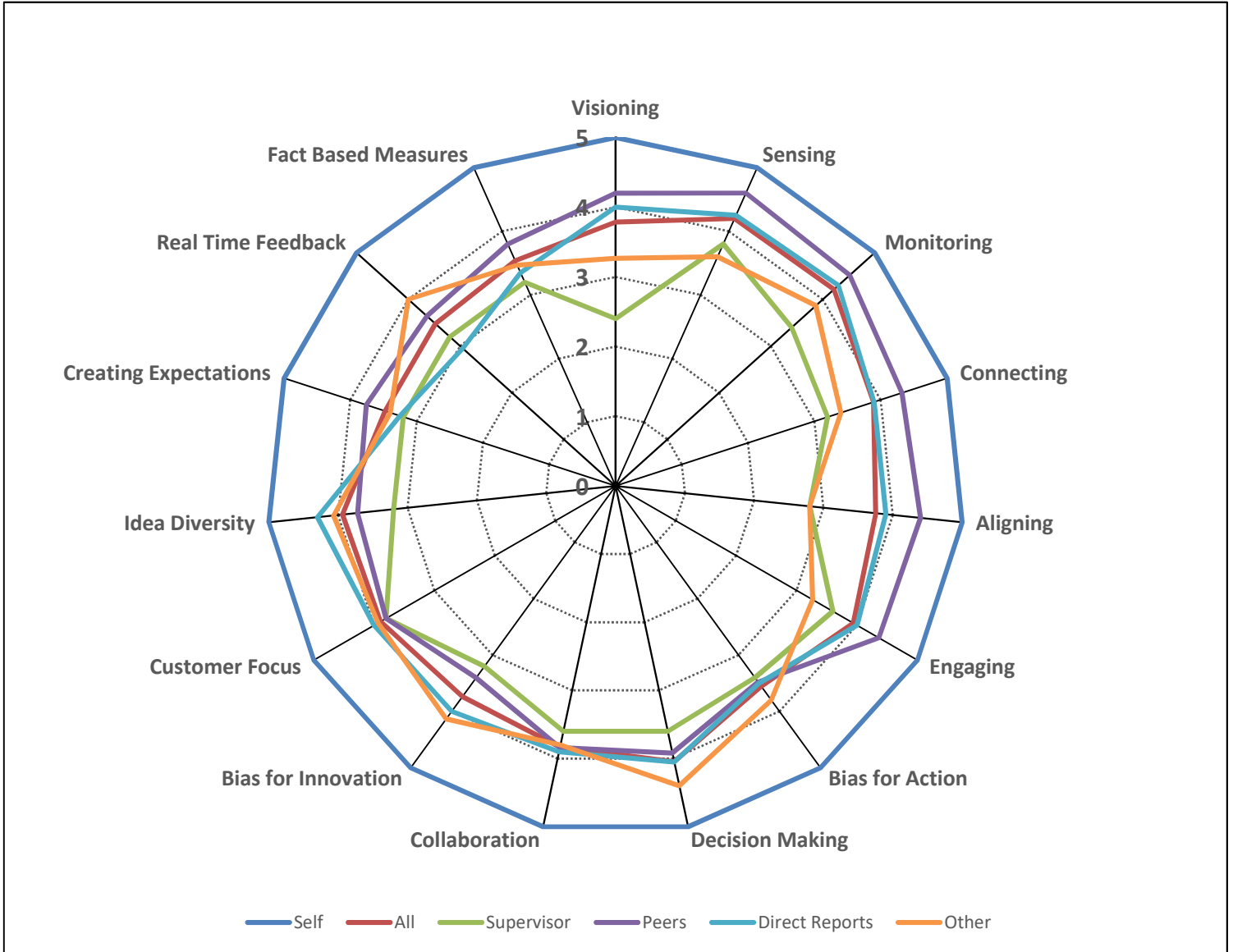
8 Peers

6 Direct Reports

5 Other

\*Respondent data not included due to insufficient number of respondents

# Section 2: Executive Summary



Rating Key | To what extent does this leader do the following:  
1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always

## Section 3: Leadership Agility Profile™: 360 Assessment Results

This is your summary chart for the LEADERSHIP AGILITY PROFILE™. You can view how you rated yourself compared to how your team rated you in each of the key leadership agility behaviors. You can identify the areas requiring the most immediate attention as well as those areas where you have demonstrated strengths. Successful leaders are able to build from their strengths and find sustainable ways to improve where needed.

J. SAMPLE							Total Score	
	Self	All	Self	All	Self	All	Self	All
<b>Anticipate Change</b>	Visioning		Sensing		Monitoring			
	5.00	3.78	5.00	4.20	5.00	4.22	5.00	4.07
<b>Generating Confidence</b>	Connecting		Aligning		Engaging			
	5.00	3.89	5.00	3.75	5.00	3.94	5.00	3.86
<b>Initiating Action</b>	Bias for Action		Decision Making		Collaborating			
	5.00	3.55	5.00	4.05	5.00	3.83	5.00	3.81
<b>Liberating Thinking</b>	Innovation		Customer Focus		Idea Diversity			
	5.00	3.74	5.00	3.89	5.00	3.94	5.00	3.86
<b>Evaluating Results</b>	Creating Expectations		Real-Time Feedback		Fact-Based Measures			
	5.00	3.48	5.00	3.48	5.00	3.54	5.00	3.50
<b>Overall Leadership Agility Index™</b>							<b>5.00</b>	<b>3.82</b>

## Section 4: Top Strengths and Top Development Opportunities

### Building on Strengths

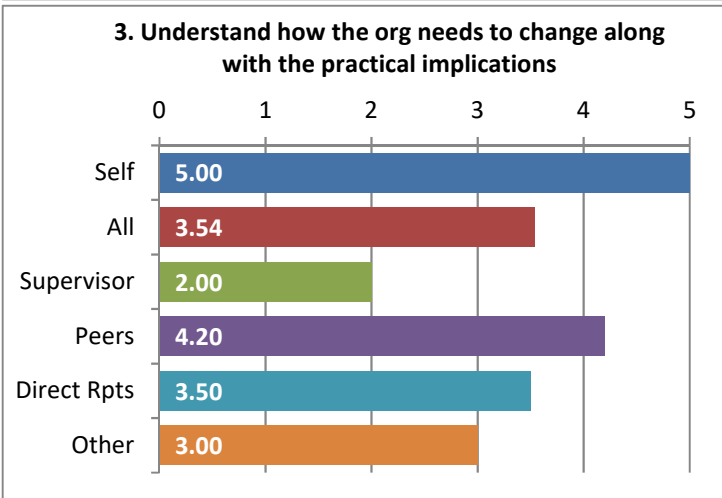
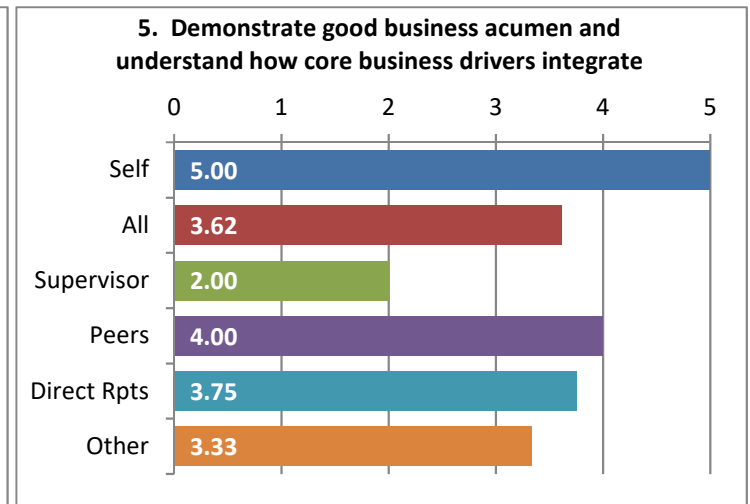
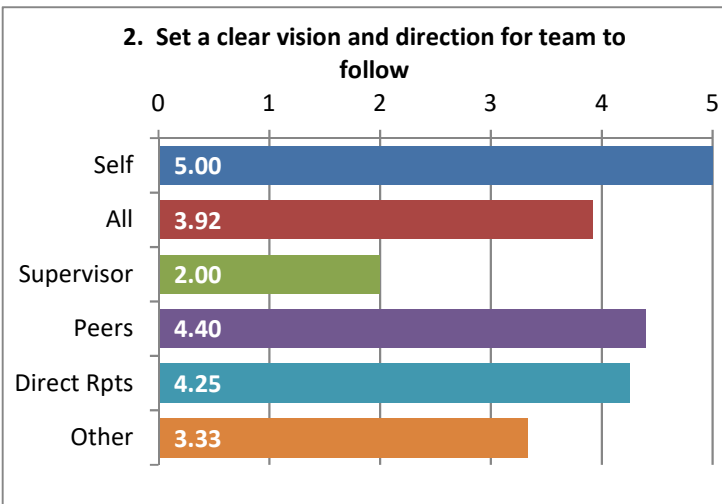
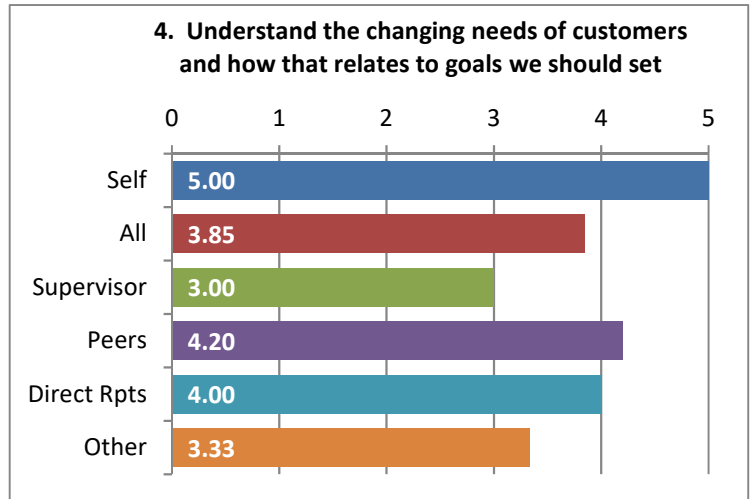
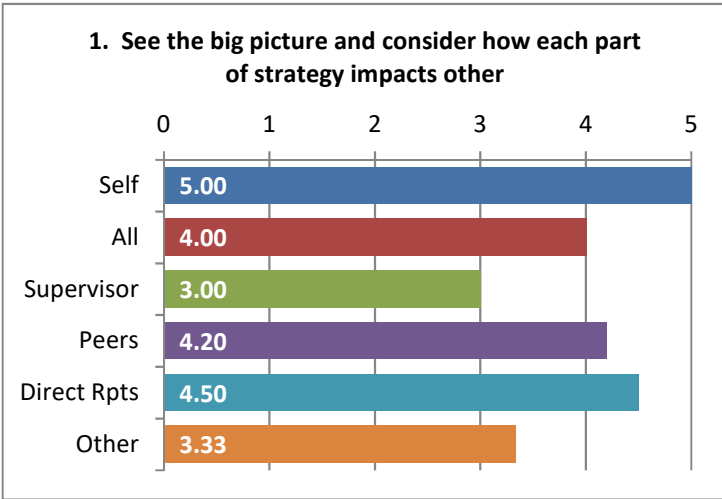
Attribute	Behavior	Score
Generate Confidence	8. Research and leverage competitive developments & trends in the market and/or industry	4.69
Anticipate Change	15. Regularly find new and better methods to inform our strategy and anticipate change	4.54
Anticipate Change	10. Establish and leverage approaches to provide early warning signs of impending change	4.46
Initiate Action	40. Take appropriate risks and make bold moves to aggressively grow the business	4.46
Initiate Action	38. Make timely decisions often with limited or sometimes ambiguous information	4.38

### Addressing Development Opportunities

Attribute	Behavior	Score
Evaluate Results	63. Set and communicate high quality standards for work	3.23
Initiate Action	33. Continuously look to shorten cycle times in key processes	3.23
Evaluate Results	74. Regularly have measures in place for key result areas	3.38
Evaluate Results	69. Emphasize and proactively monitor personal or team development on an ongoing basis	3.38
Evaluate Results	67. Actively communicate appreciation to others for their efforts	3.38

# Section 5.1a: Anticipate Change

## Detailed Results for Visioning



Notes:

---



---



---



---



---



---



---



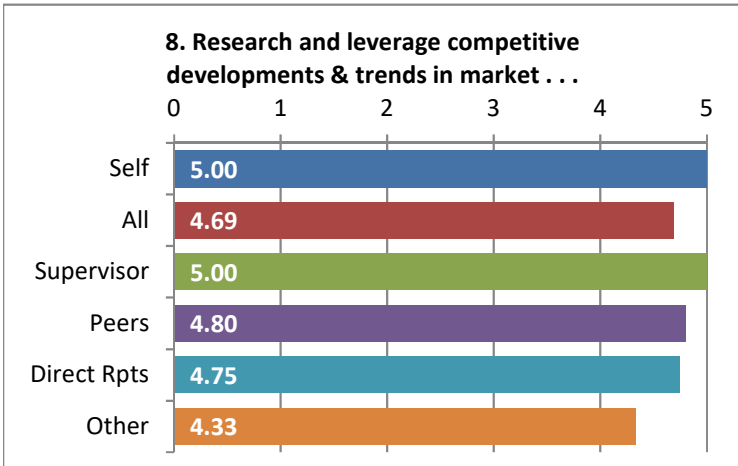
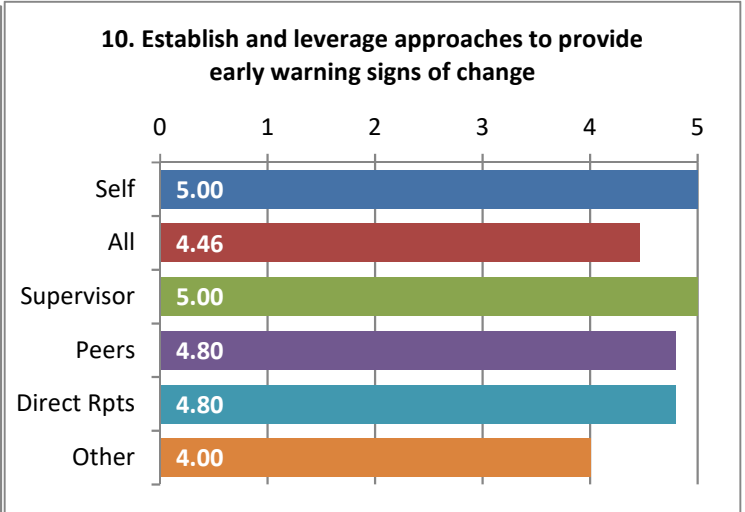
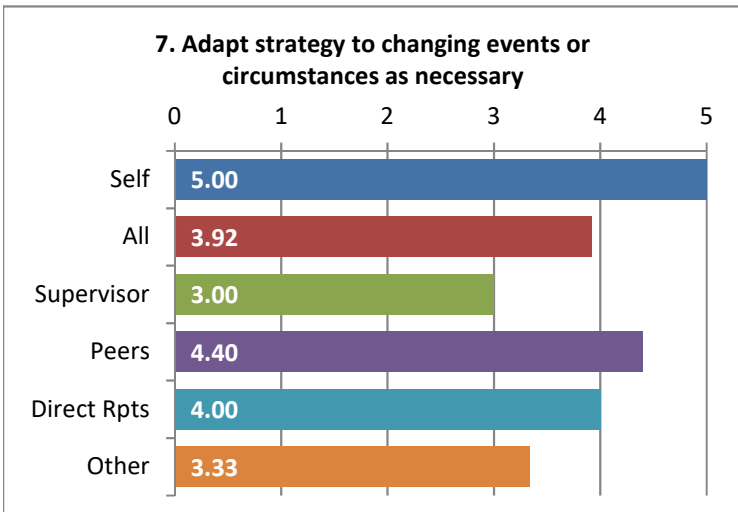
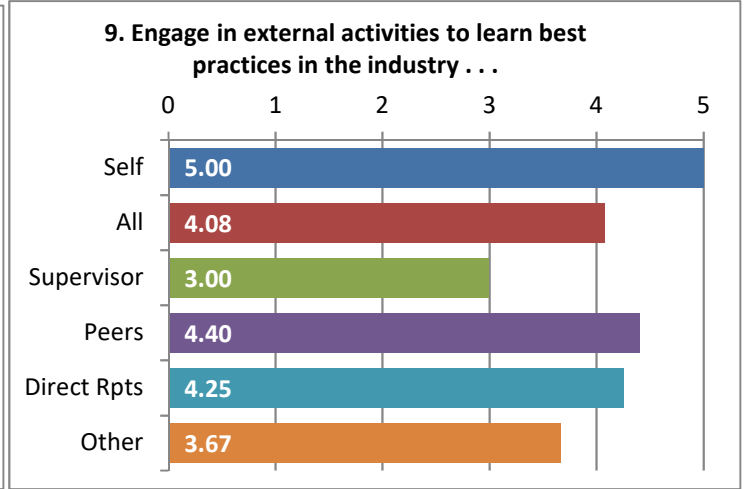
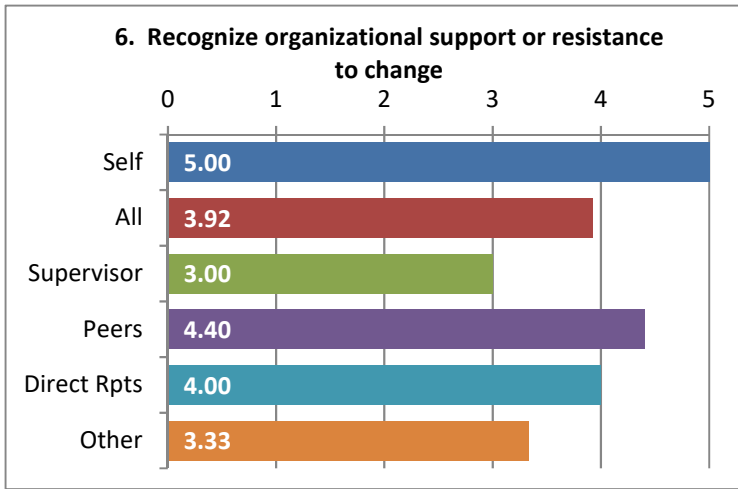
---

Rating Key | To what extent does this leader do the following:

1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always

# Section 5.1b: Anticipate Change

## Detailed Results for Sensing



Notes:

---



---



---



---



---



---



---



---

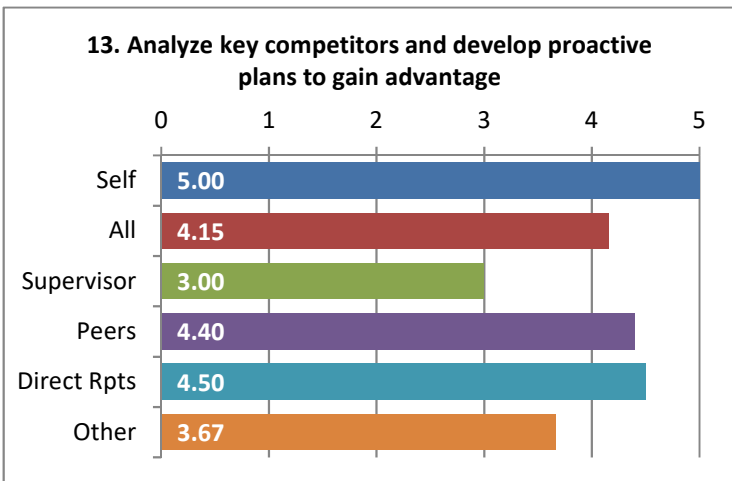
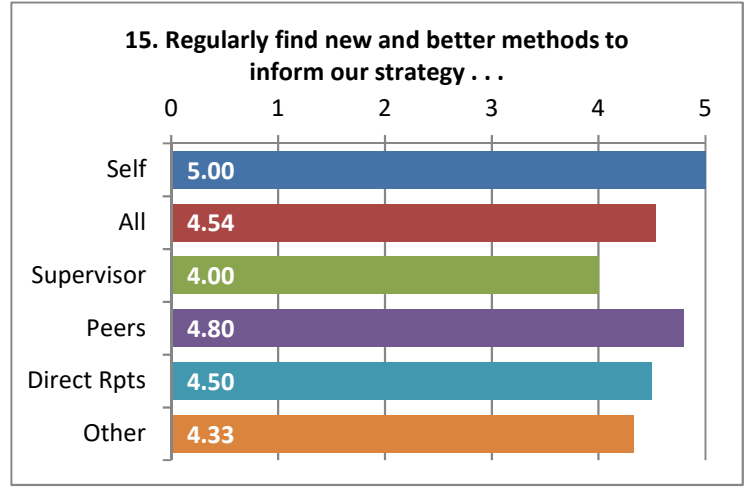
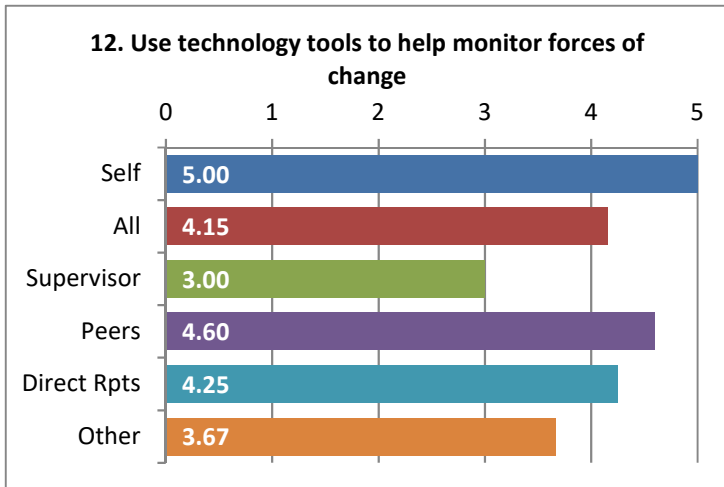
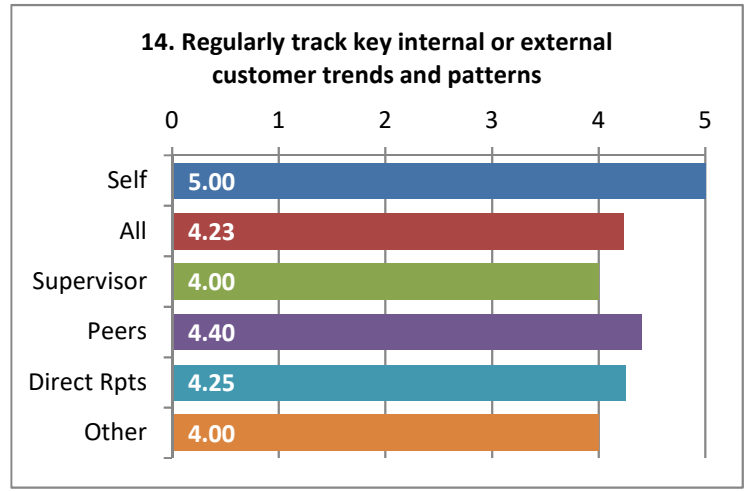
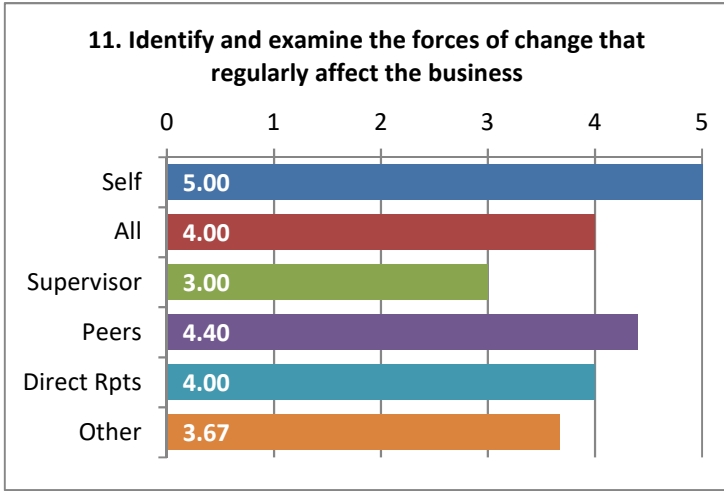
Rating Key | To what extent does this leader do the following:

1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always



# Section 5.1c: Anticipate Change

## Detailed Results for Monitoring



Notes:

---



---



---



---



---



---



---

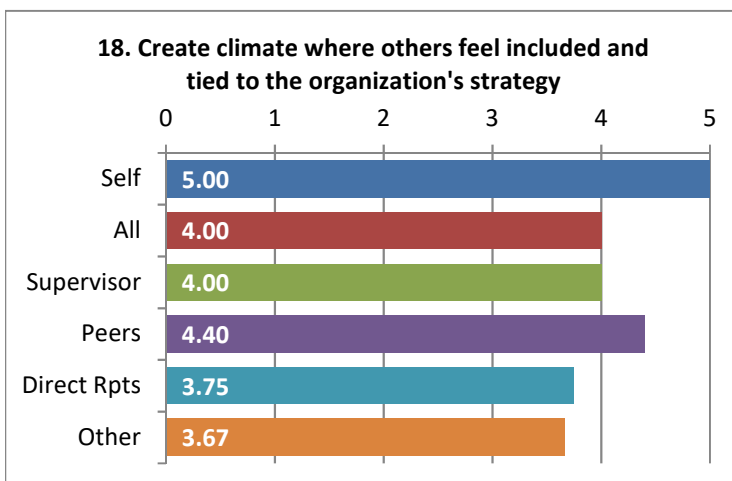
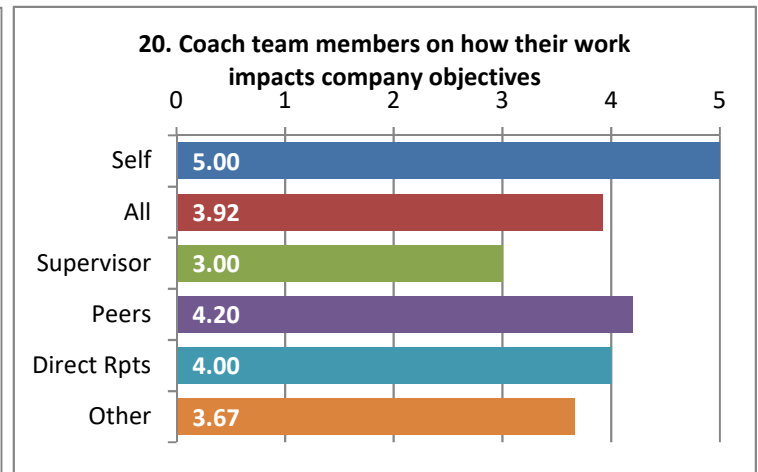
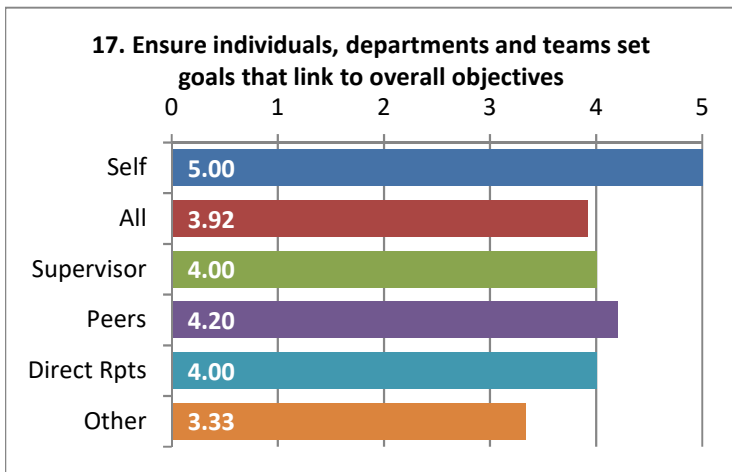


---

Rating Key | To what extent does this leader do the following:  
1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always

# Section 5.2a: Generating Confidence

## Detailed Results for Connecting



Notes:

---



---



---



---



---



---



---



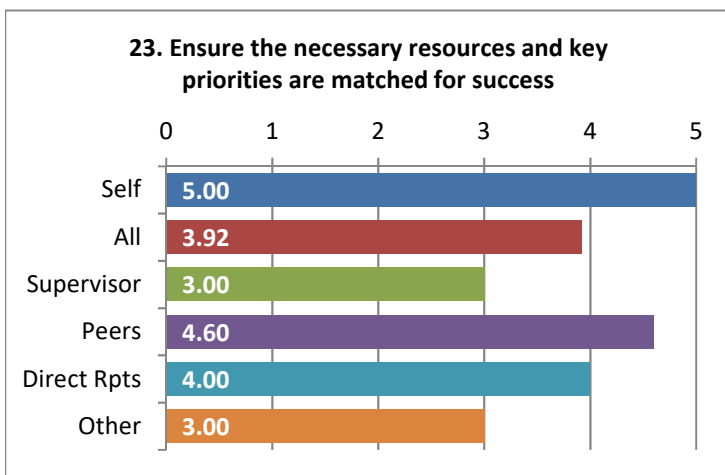
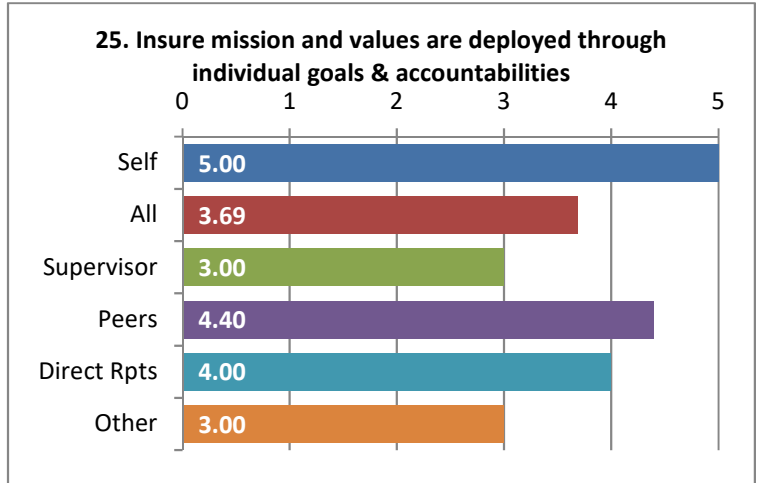
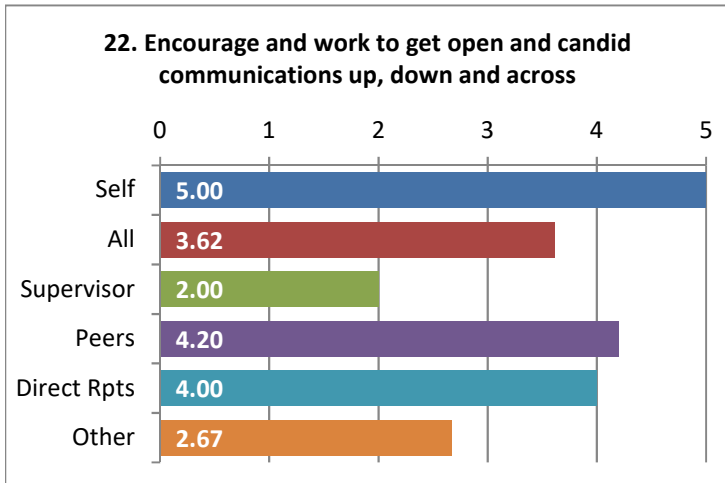
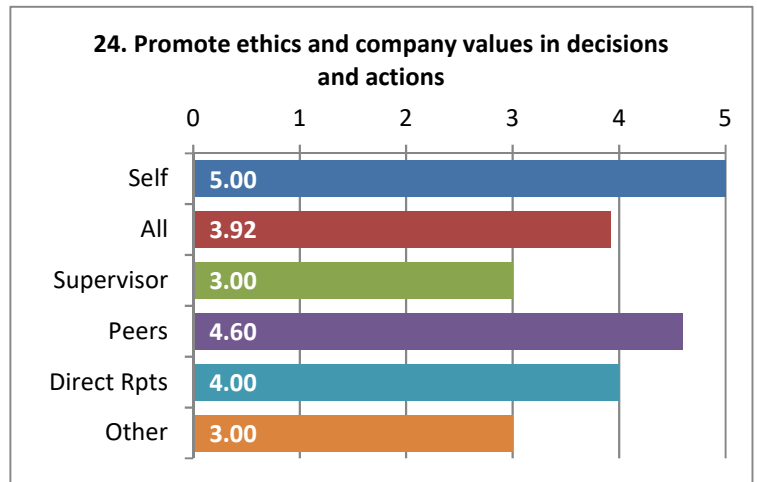
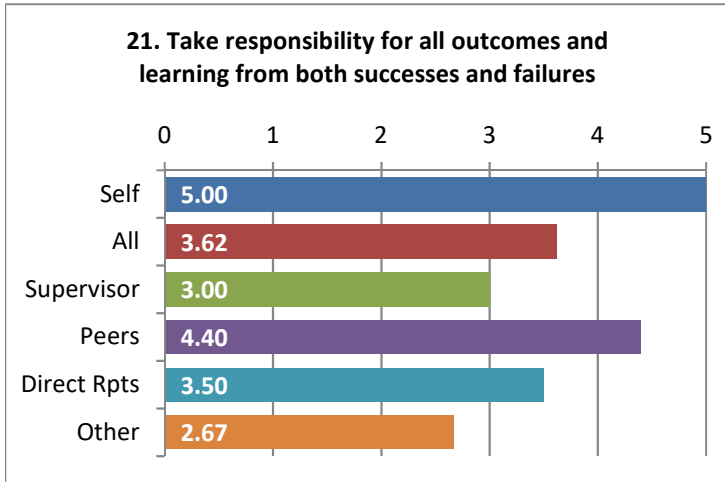
---

Rating Key | To what extent does this leader do the following:

1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always

# Section 5.2b: Generate Confidence

## Detailed Results for Aligning



Notes:

---



---



---



---



---



---



---

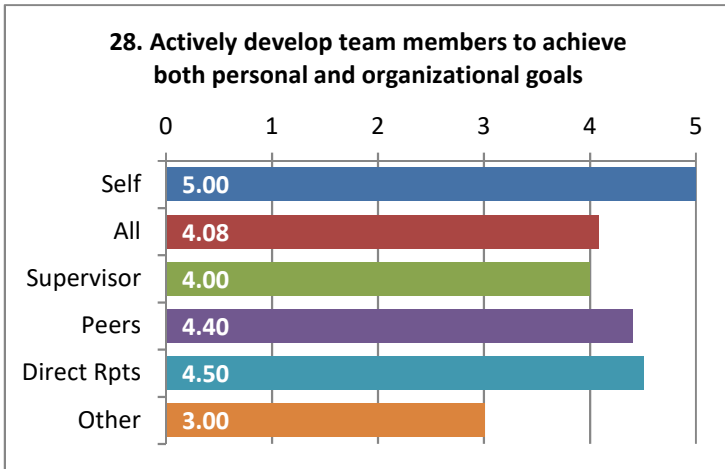
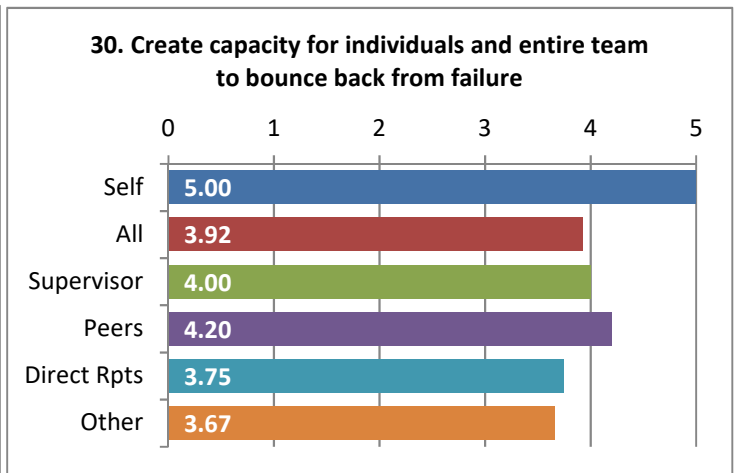
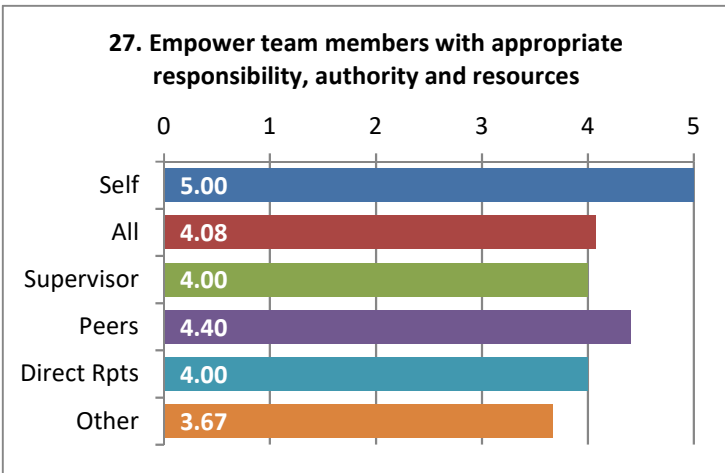
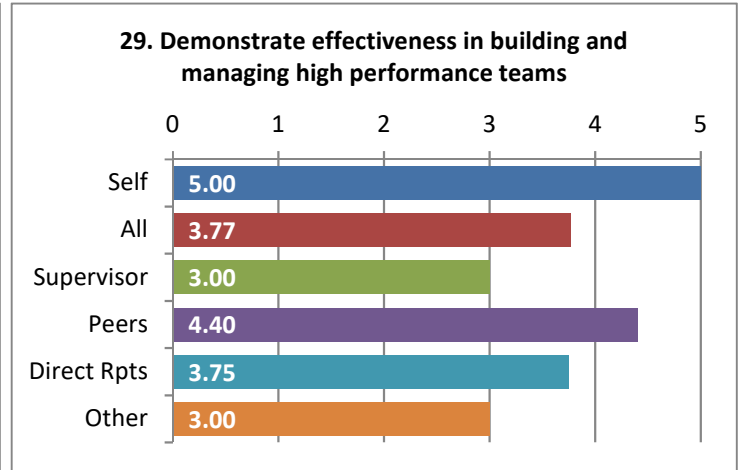
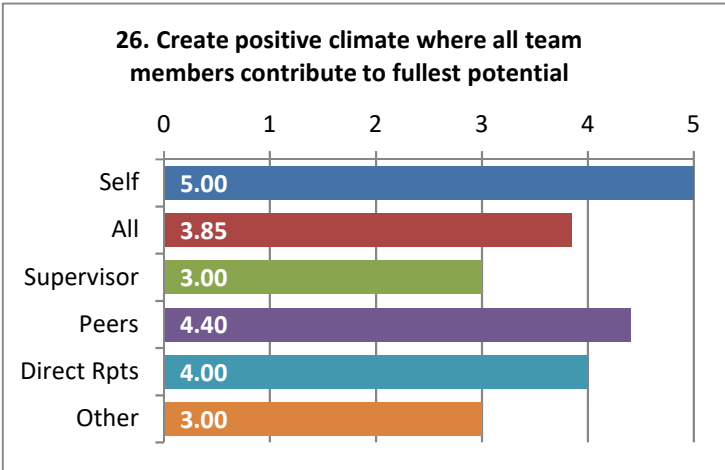


---

Rating Key | To what extent does this leader do the following:  
1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always

# Section 5.2c: Generate Confidence

## Detailed Results for Engaging



Notes:

---



---



---



---



---



---



---

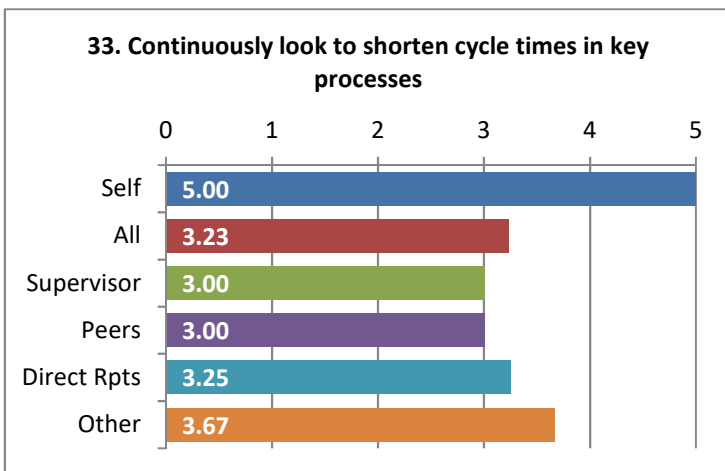
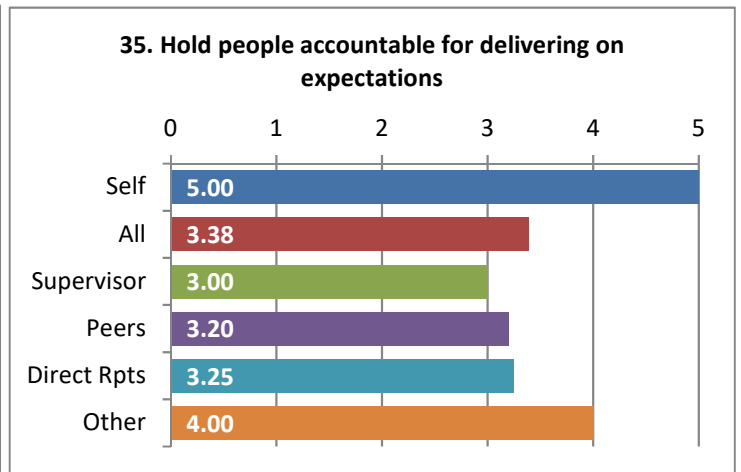
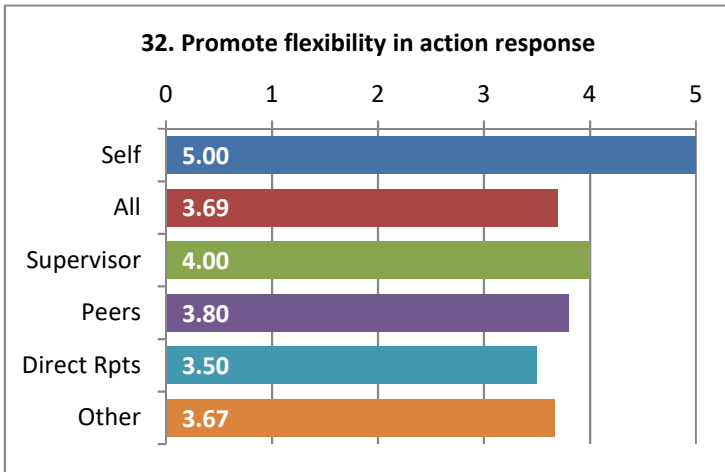
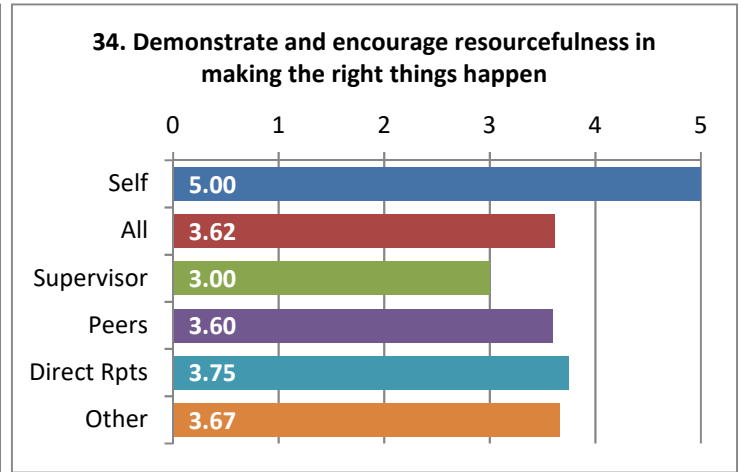
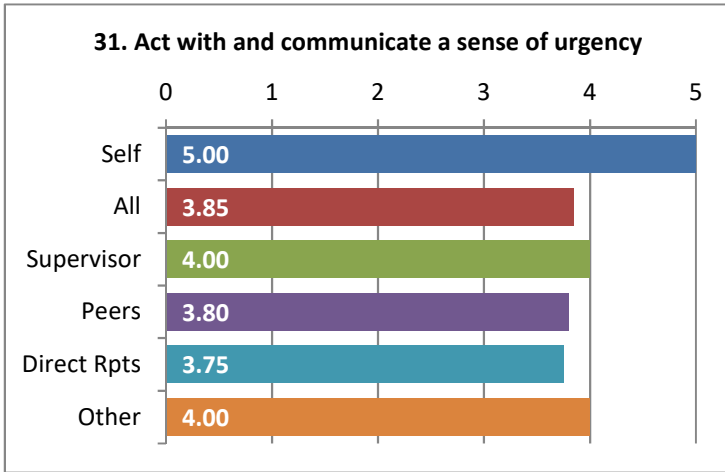


---

Rating Key | To what extent does this leader do the following:  
1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always

# Section 5.3a: Initiating Action

## Detailed Results for Bias for Action



Notes:

---



---



---



---



---



---

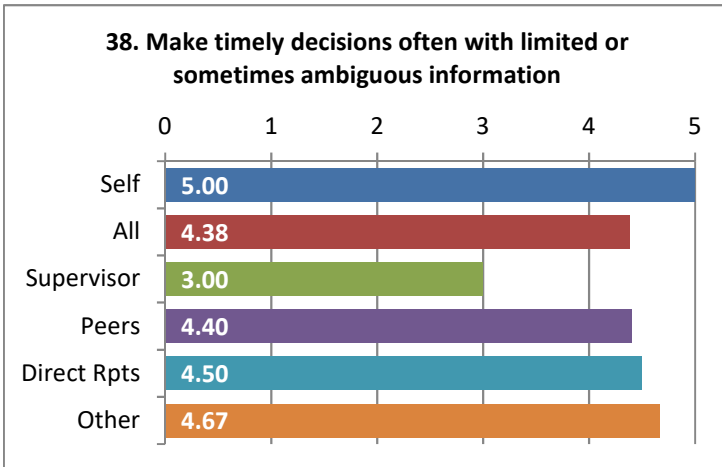
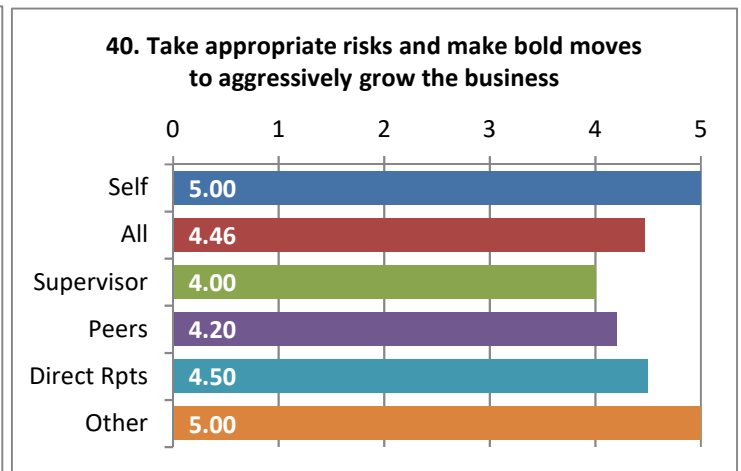
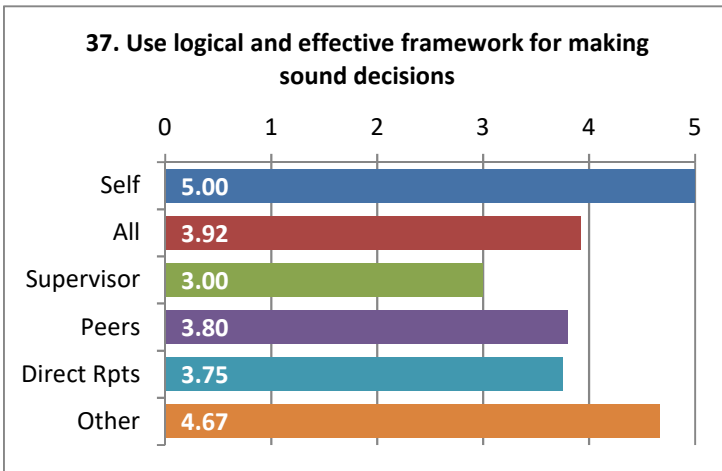
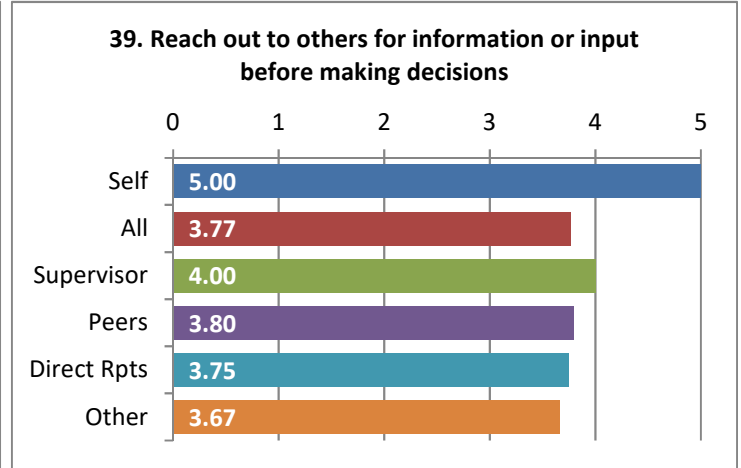
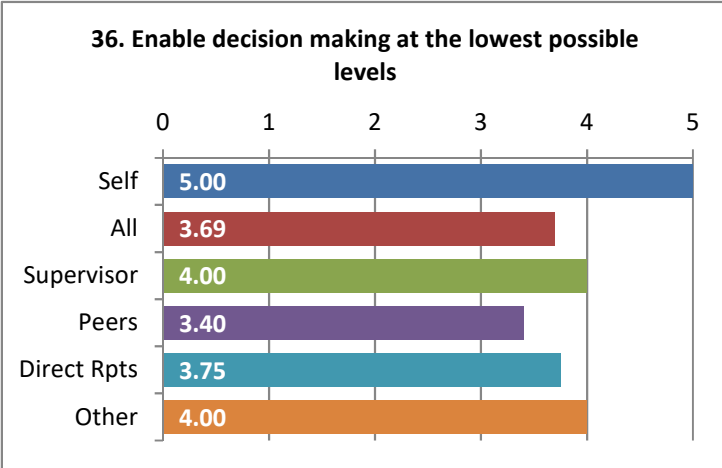


---

Rating Key | To what extent does this leader do the following:  
1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always

# Section 5.3b: Initiating Action

## Detailed Results for Decision Making



Notes:

---



---



---



---



---



---



---

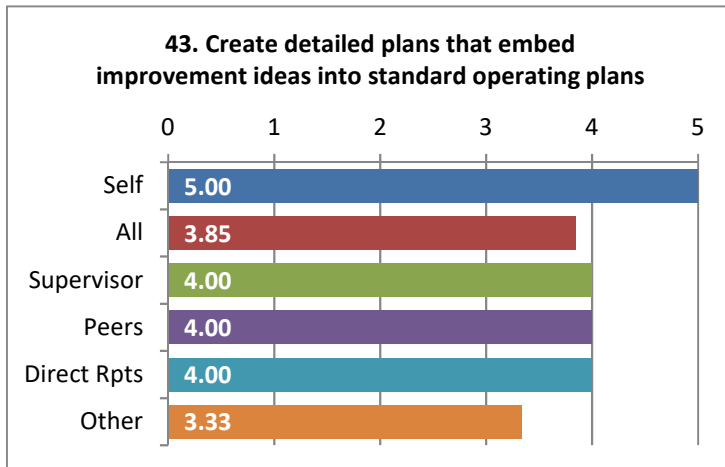
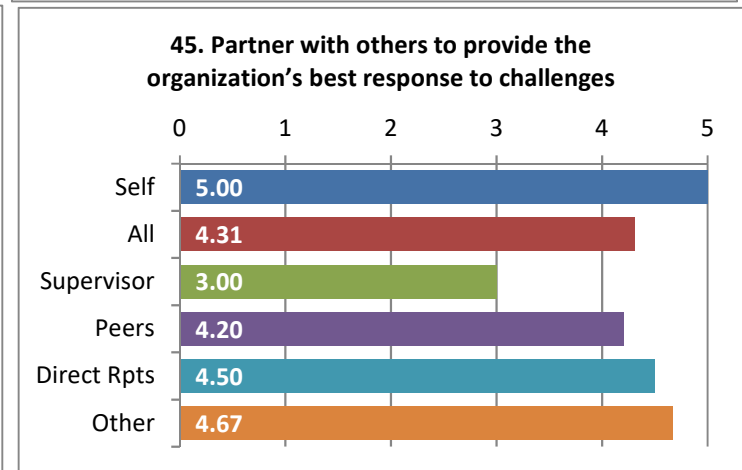
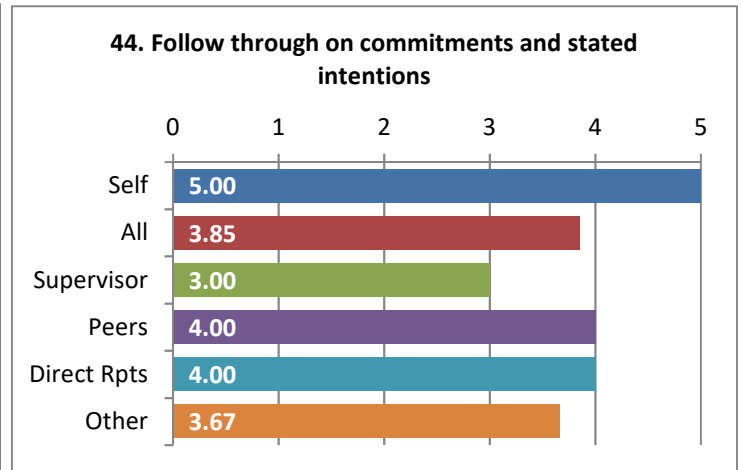
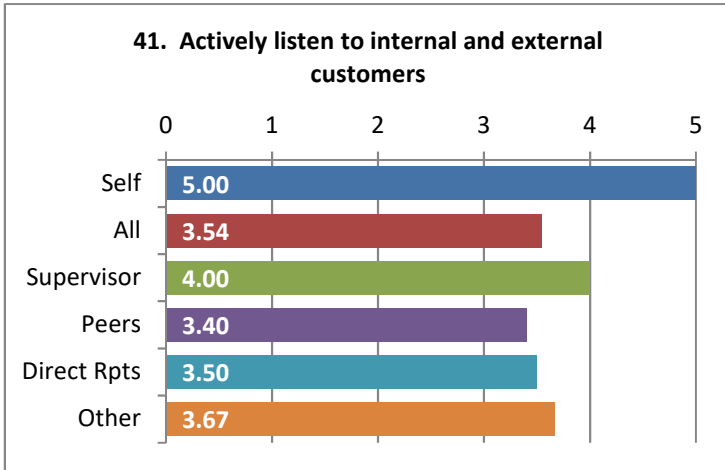


---

Rating Key | To what extent does this leader do the following:  
1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always

# Section 5.3c: Initiating Action

## Detailed Results for Collaborating



Notes:

---



---



---



---



---



---



---

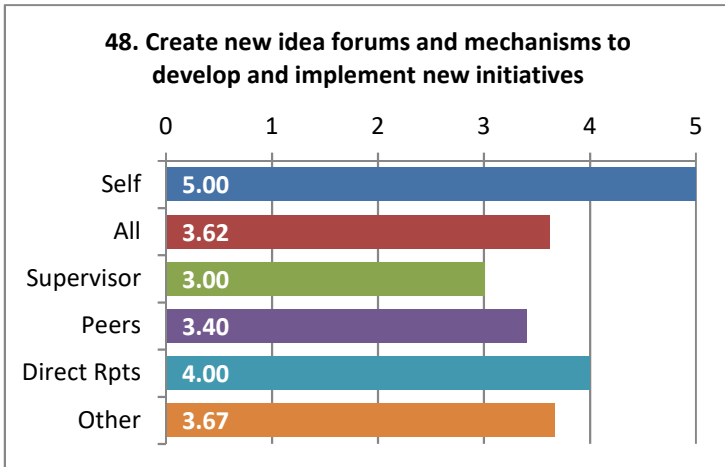
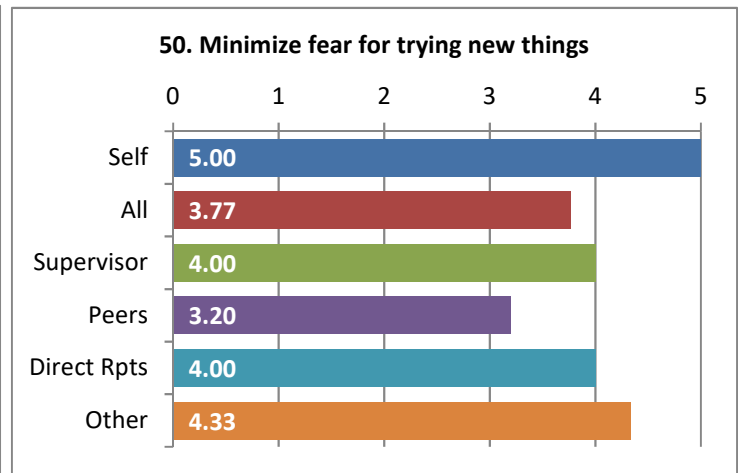
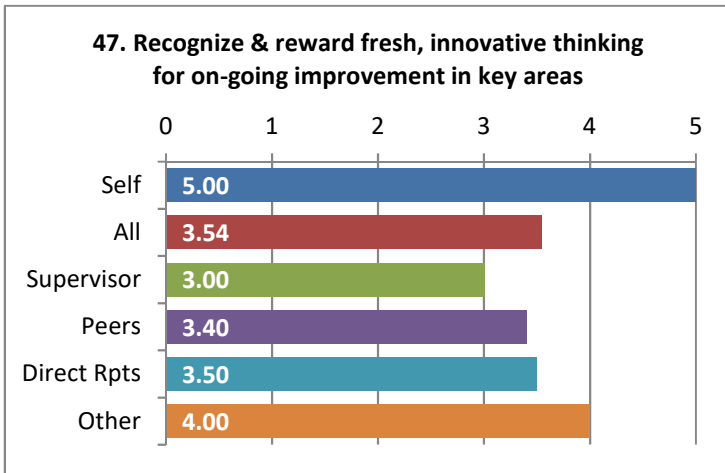
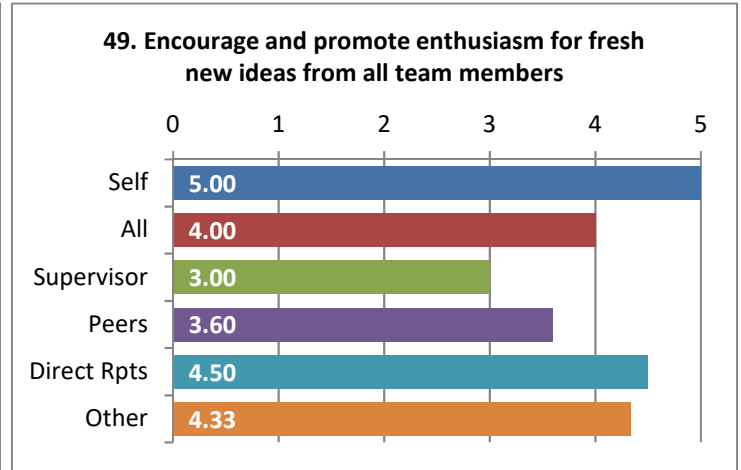
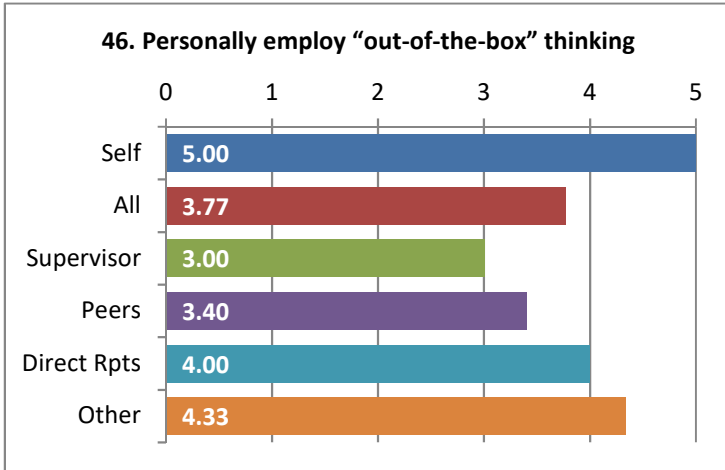


---

Rating Key | To what extent does this leader do the following:  
1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always

# Section 5.4a: Liberate Thinking

## Detailed Results for Bias for Innovation



Notes:

---



---



---



---



---



---



---



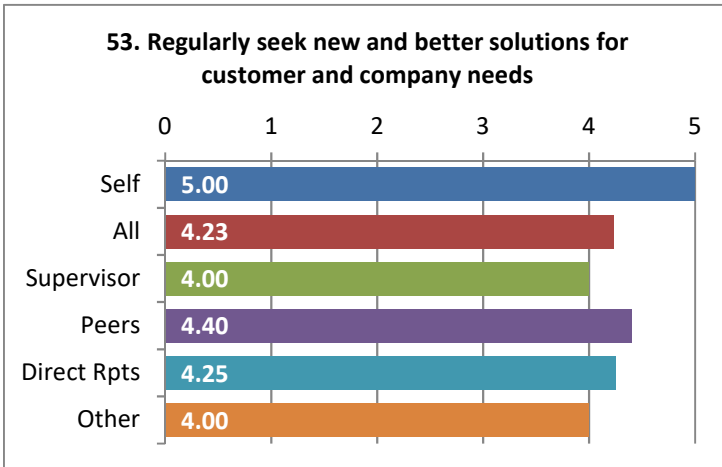
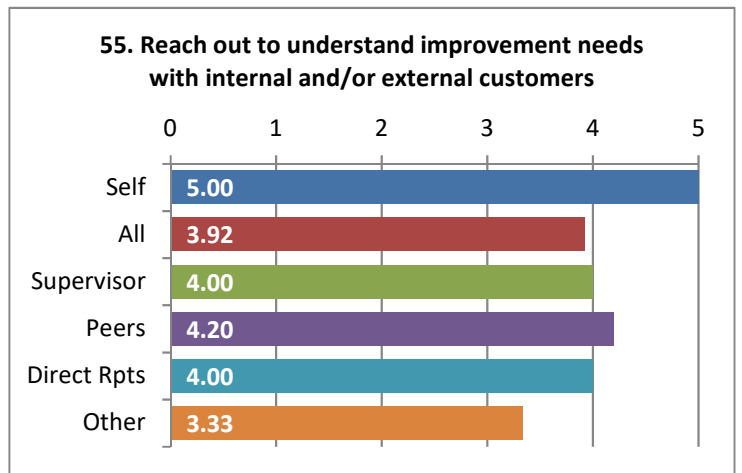
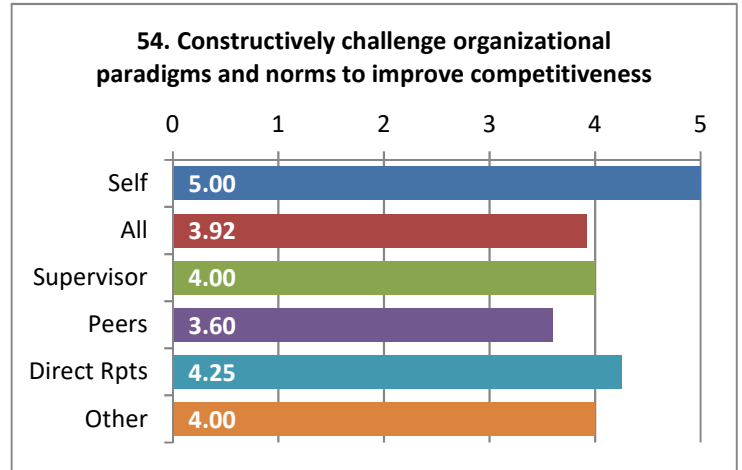
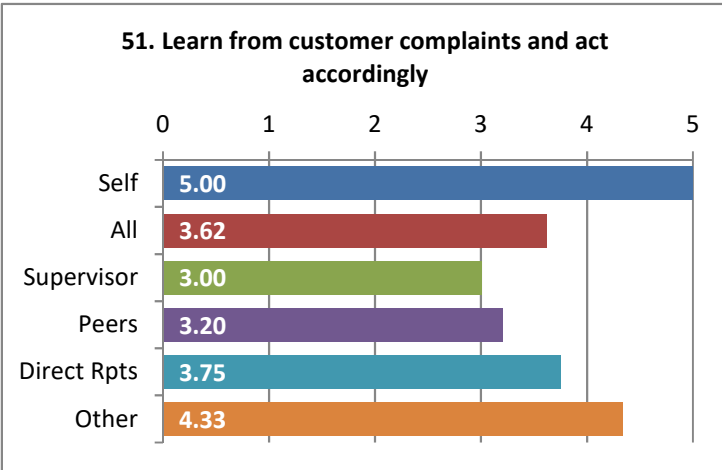
---

Rating Key | To what extent does this leader do the following:  
1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always



# Section 5.4b: Liberate Thinking

## Detailed Results for Customer Focus



Notes:

---



---



---



---



---



---



---

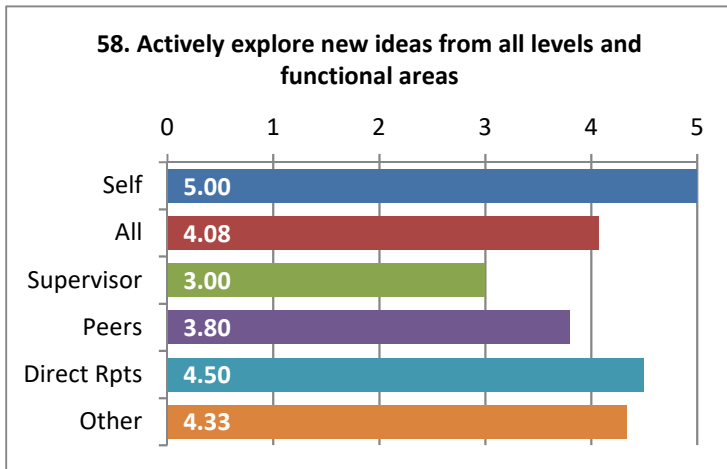
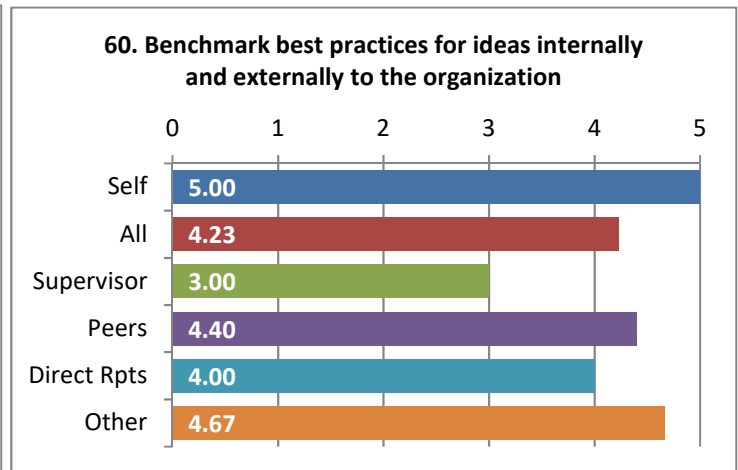
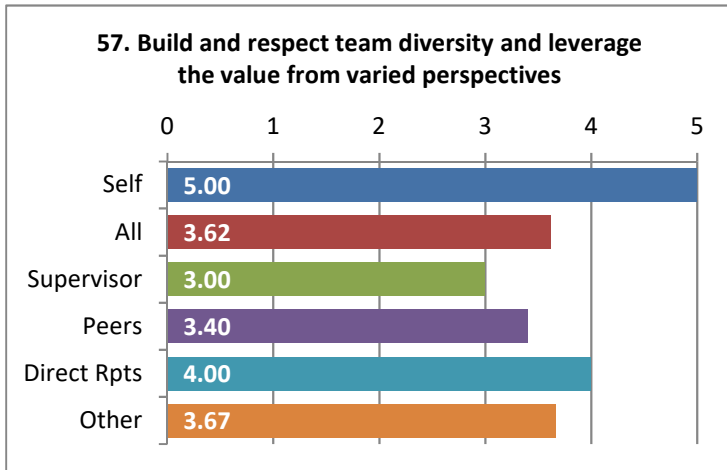
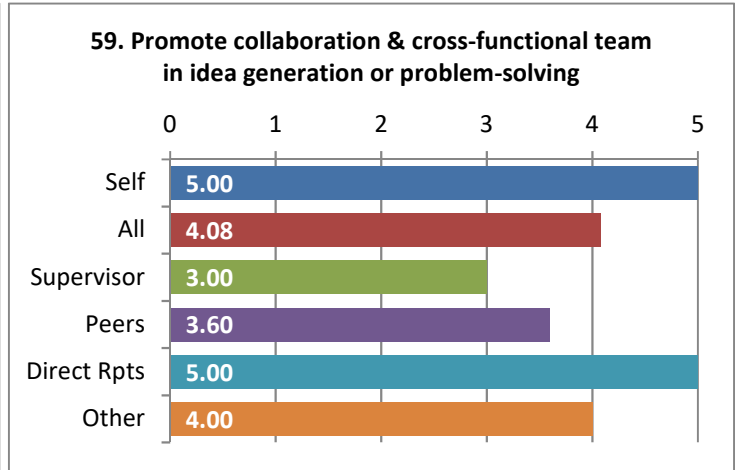
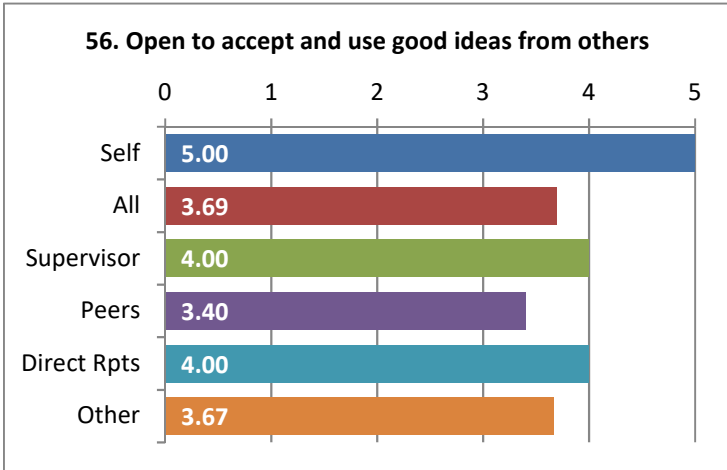


---

Rating Key | To what extent does this leader do the following:  
1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always

# Section 5.4c: Liberate Thinking

## Detailed Results for Idea Diversity



Notes:

---



---



---



---



---



---



---

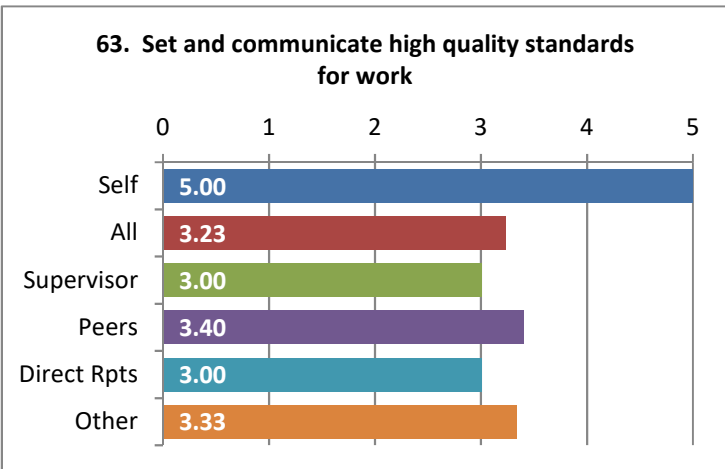
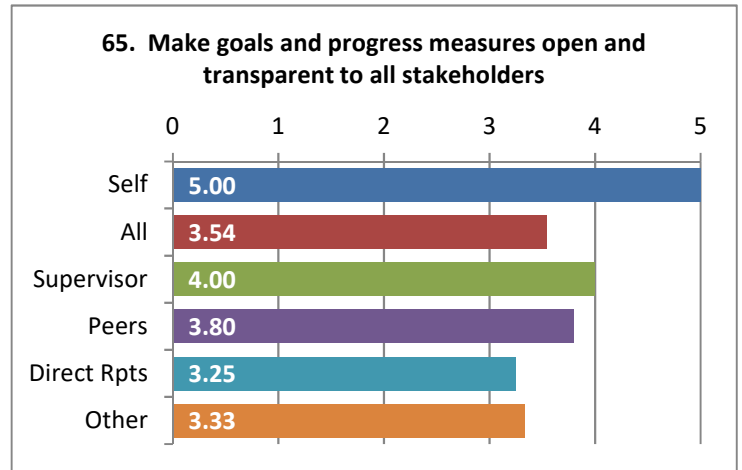
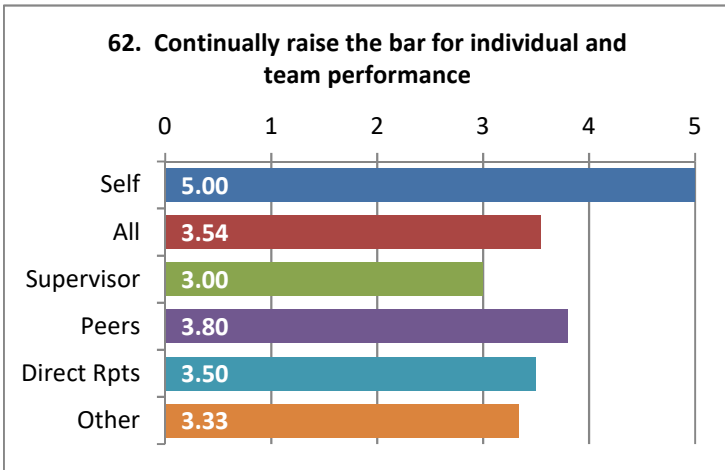
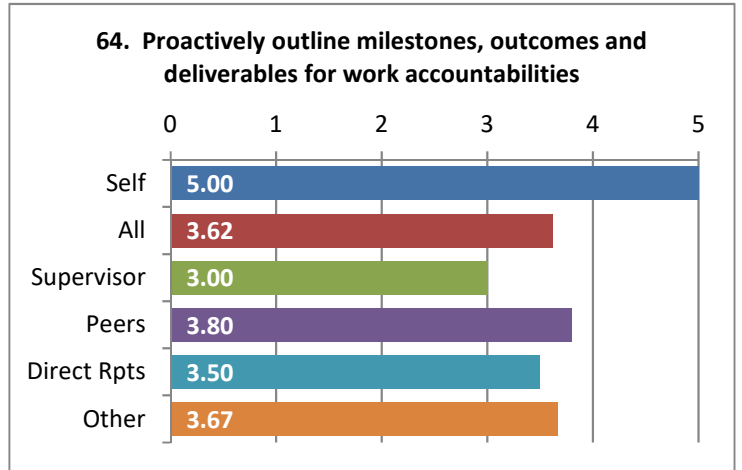


---

Rating Key | To what extent does this leader do the following:  
1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always

# Section 5.5a: Evaluate Results

## Detailed Results for Creating Expectations



Notes:

---



---



---



---



---



---



---

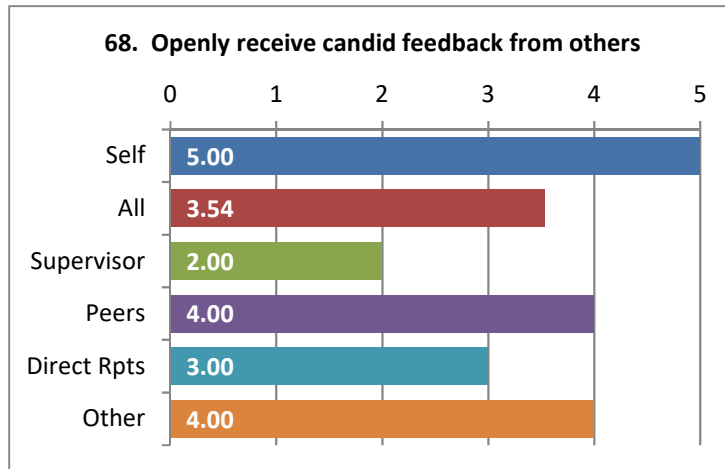
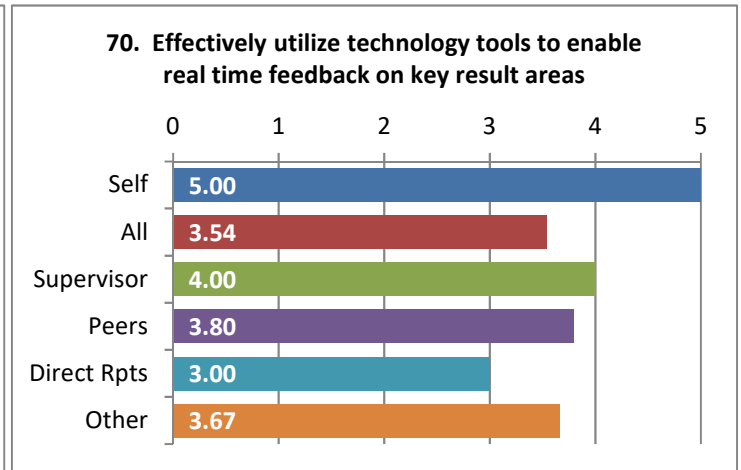
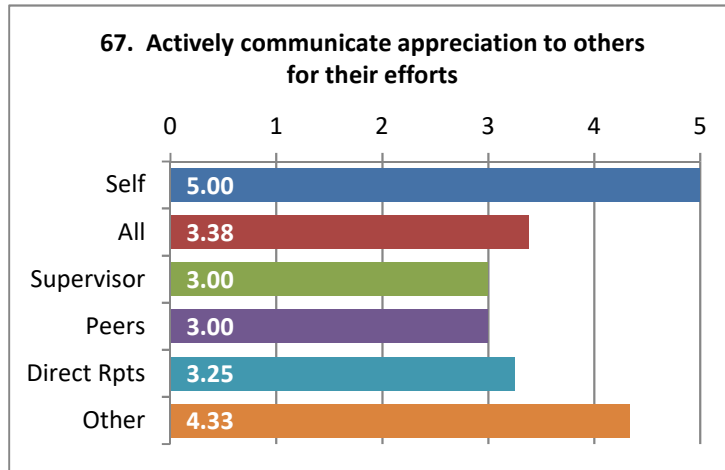
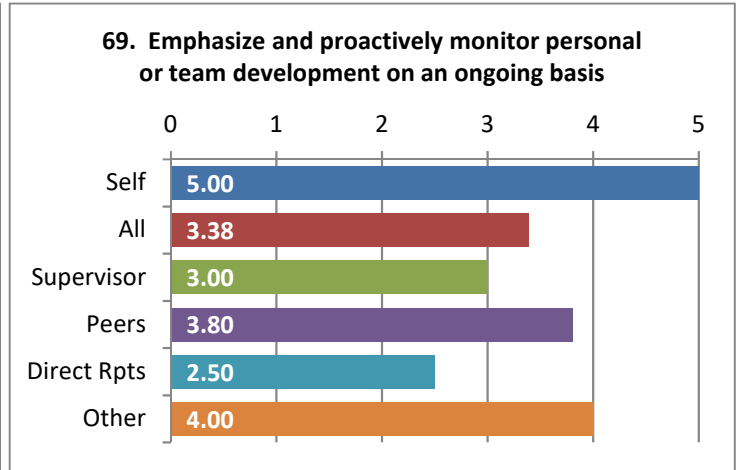
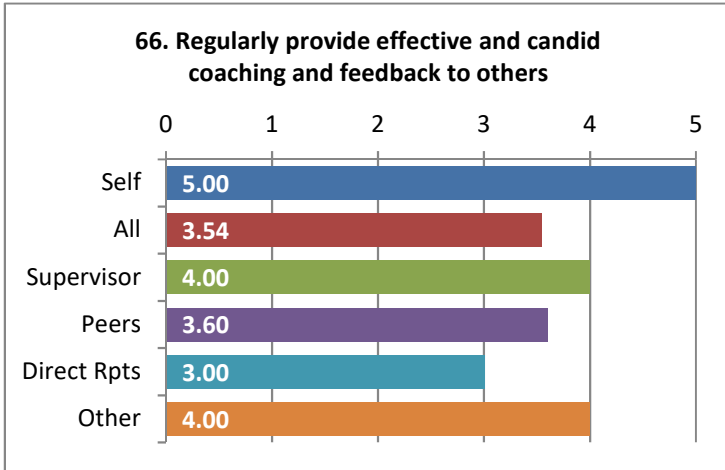


---

Rating Key | To what extent does this leader do the following:  
1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always

# Section 5.5b: Evaluating Results

## Detailed Results for Real-Time Feedback



Notes:

---



---



---



---



---



---



---

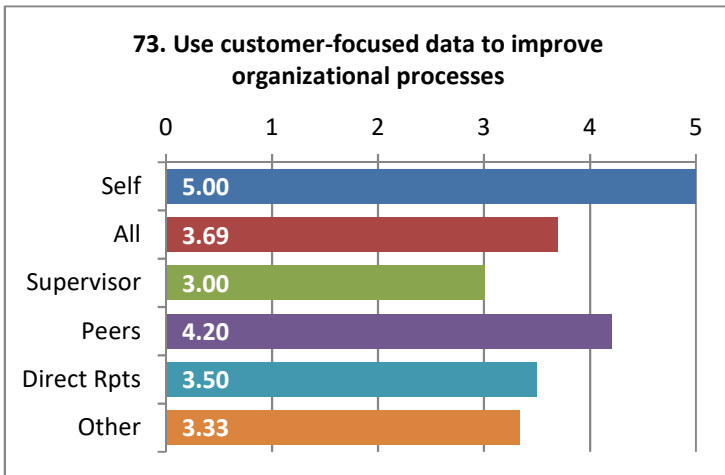
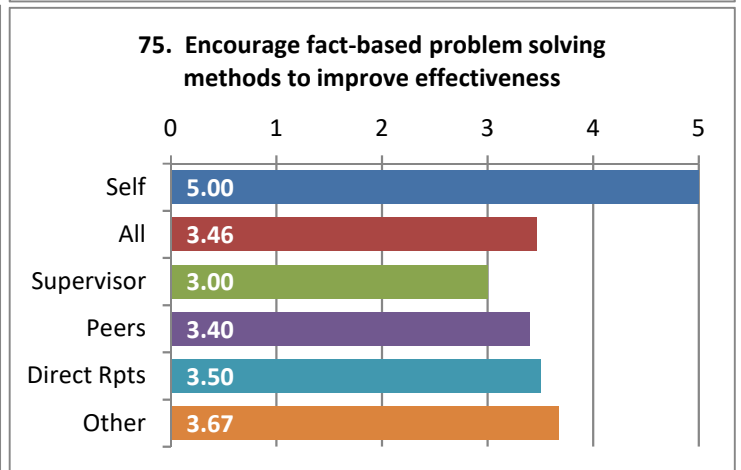
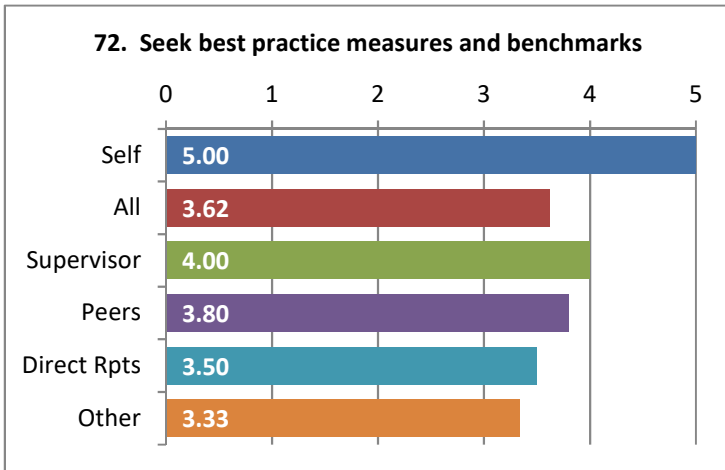
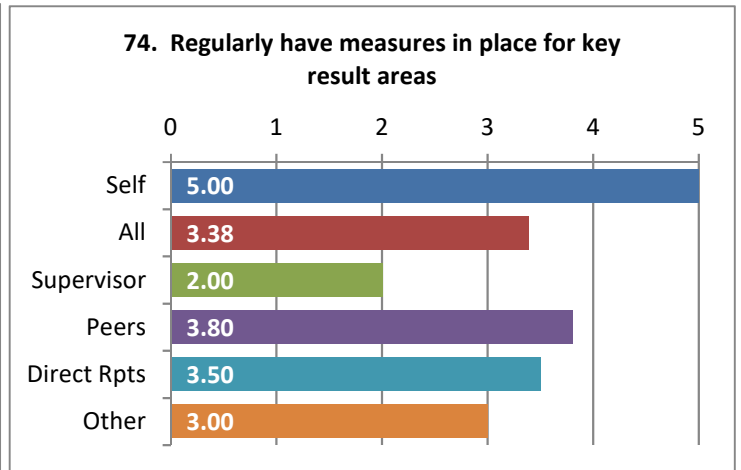
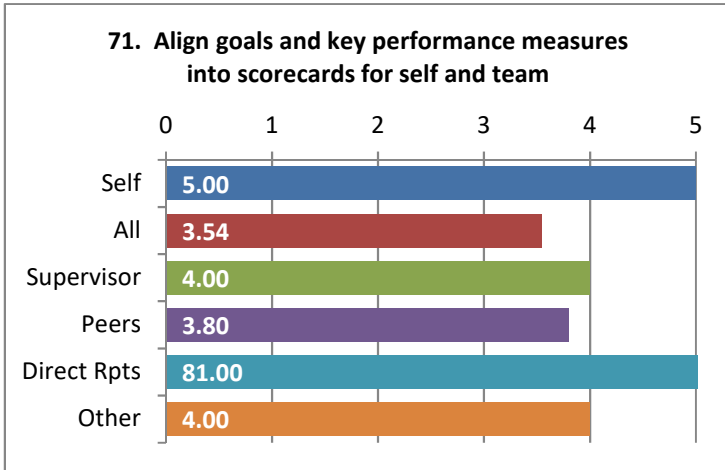


---

Rating Key | To what extent does this leader do the following:  
1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always

# Section 5.5c: Evaluating Results

## Detailed Results for Fact-Based Measures



Notes:

---



---



---



---



---



---



---



---

Rating Key | To what extent does this leader do the following:  
1-Never, 2-Rarely, 3-Sometimes, 4-Usually, 5-Almost Always

## Section 6: Open-Ended Comments

What are this person's major strengths as a leader-what do you appreciate or respect most about this leader?

Respondent	Comment
Self	
Supervisor	Major strengths are strategic thinking, work ethic and leadership of people
Peers	<p>J is an effective and passionate communicator</p> <p>J is a strong leader that stands for what is right at all costs. Not afraid of having candid dialogue with people</p> <p>Major strength as a leader is always challenging the team to do better. Focuses on the future and inspires people to accept new challenges and commitment</p>
Direct Reports	<p>Very clear and open. Uses several ways to assure that we have a clear understanding of key aspects of the job</p> <p>Available when needed. Brings high standards to the table and pushes for other to meet those standards</p> <p>J's major strengths are his people skills. Gives time and space for everyone to do what is expected and also remains close enough to provide guidance and leadership</p>
Others	<p>Very dedicated to the job. Good knowledge of the business</p> <p>Always engaged with what employees are doing</p> <p>Fosters employee engagement and respect</p>

## Section 6: Open-Ended Comments - Cont'd

Sometimes as leaders we can "overuse" some of our strengths and make them into weaknesses-does this leader have any areas where this might be true?

Respondent	Comment
Self	
Supervisor	J very often jumps to thinking of how the work will be accomplished and not sufficient thinking of is it the right initiative or how it could be improved
Peers	<p>Because J is very efficient he can move a project along faster than everyone else. Needs to listen and make sure everyone is understanding objectives</p> <p>Sometimes is too candid. Could be more aware of how feedback can be misunderstood</p> <p>Always driving and striving when slowing down and recognizing others commitment could go a long way</p>
Direct Reports	<p>Processes information very quickly and sometimes gets ahead of the team</p> <p>Sometimes knowing what he wants makes him impatient to get the job done</p>
Others	<p>Some of J's managers rely on him to provide too much day-to-day direction</p> <p>His charisma, if overused, can come across as disingenuous</p>

## Section 6: Open-Ended Comments - Cont'd

What development area would you suggest this leader work on to become a more effective leader?

Respondent	Comment
Self	
Supervisor	More positive communication tone and interactions to promote and recognize good performance
Peers	J is very self-assured. Could be more open to receive suggestions from others  Communications. Let people know what you are doing  Show better appreciation for the work contributed by others
Direct Reports	Makes personnel judgments too quickly without gaining a full appreciation for the full set of skills an employee may possess  Listening and communicating more effectively.  Figure out what is working well, what isn't, develop a plan and periodically report back on the status and progress
Others	Listen to others and make them feel their opinion is important but be decisive when their opinion does not reflect the overall goal  Open communication. Team work and being a member of a team



## Section 6: Open-Ended Comments - Cont'd

What words of encouragement can you provide this leader?	
Respondent	Comment
Self	
Supervisor	You have tremendous knowledge and experience. I want this to be a catalyst for helping you learn the best way to work with your employees
Peers	Your knowledge makes you an exceptional asset to our team. Find a friendly way to share this resource with your team members  This is a journey and we are learning all the time  You are a bright, energetic leader who will continue to advance
Direct Reports	I really appreciate having you here and all you do for us  You know what to do, just share what is on your mind and challenge the group on things that you questions or have a different opinion on  Keep up always doing the right thing...like you always teach us
Others	Stay focused setting specific goals  Keep up the good work!

## Section 6: Open-Ended Comments - Cont'd

Is there anything else you wish to share with this leader?

Respondent	Comment
Self	
Supervisor	Stay the course, you have a lot to offer
Peers	Thank you for what you do  Greatful for the partnership so far
Direct Reports	Continue to work with those around you to make you and your team stronger  I look forward to continued work with you  It's great working with you
Others	Wish you the best

## Section 7: Personal Development Ideas

Use this space to jot down ideas/notes based on what you have discovered. Translate this information into formal development goals.

### Strengths

### Development Opportunities

Thank you for taking the Leadership Agility Profile: 360 Assessment. To further develop your Leadership Agility, please check out our Leadership Agility Development Guide. The Guide is intended to serve as a valuable resource in support of a planned and self-directed effort to develop the competencies most important for leadership agility. The Guide contains ideas, suggestions and resources for specific competencies that align with the LAP. The purpose of the majority of the content in this guide is to help focus and stimulate your thinking, and to point you toward other sources of information, as you prepare a plan to develop specific competencies. You are encouraged to use the ideas, suggestions, and resources that are best suited to your individual circumstances and learning style.

If there's one thing that we know for certain about the business world today, it's that it's becoming increasingly volatile, uncertain, complex, and ambiguous. As such, any efforts you make toward becoming more agile will certainly serve you, those with whom you work, and your organization very well.

To learn more about The Agile Model® and the products and services we offer, please visit us online at <http://agilityconsulting.com>.



3816 Pinetop Road  
Greensboro, NC 27410  
+1 (336) 286-7250  
[www.agilityconsulting.com](http://www.agilityconsulting.com)