

LEADERSHIP AGILITY PROFILE™ 360 REPORT

*The Leadership Assessment
for Uncertain and Turbulent Times*

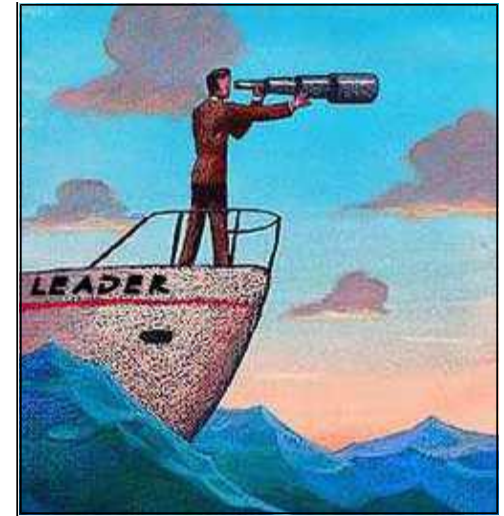


February 18, 2010



Leadership Agility Profile™

Leadership – that special quality that enables teams and organizations 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.



Outlined below are the five key drivers for organizational and leadership agility ... leaders will adapt and thrive in this new age by focusing and developing skills in these areas.

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

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

The Leadership Agility Profile™ 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 Personal Action Planner is a tool to use for focusing on those specific areas you plan on addressing for your growth. The 360 instrument is designed to highlight assessment feedback from you (SELF), your direct superior (SPVR), a group of your peers (PEER) and a sampling of your direct reports (DIR RPTS), if any. The overall average of all raters, other than yourself, is reflected as ALL.



Never	Rarely	Sometimes	Usually	Almost Always
1	2	3	4	5
Leadership Agility Profile™ Feedback Scale				

LEADERSHIP AGILITY PROFILE™

Agility Drivers™				Sean RaterA			AGILITY GAP ASSESSMENT						
				SELF	ALL	SPVR	Self 4.0				All 3.8		
							-3	-2	-1	0	1	2	3
Anticipate Change													
Visioneering													
1. Sees the big picture and understands how each part of the strategy impacts the other				3.0	3.5	3.0							
2. Sets clear vision and direction for team to follow				3.0	4.0	4.0							
3. Understands how the organization needs to change along with the practical implications				4.0	4.0	4.0							
4. Understands the changing needs of customers and how that relates to goals set				3.0	4.0	4.0							
5. Demonstrates good business acumen and understands core business processes				4.0	4.0	3.0							
Sensing													
6. Recognizes pockets of organizational support or resistance to change				3.0	4.0	3.0							
7. Adapts strategy to changing events or circumstances as necessary				4.0	4.5	4.0							
8. Actively researches and leverages competitive developments and/or industry trends				4.0	4.5	5.0							
9. Engages in external activities to learn best practices in the industry and marketplace				3.0	3.5	3.0							
10. Establishes and leverages approaches to provide early warning signs of impending change				4.0	3.5	3.0							
Monitoring													
11. Identifies and examines the forces of change that regularly affect the business				5.0	3.5	3.0							
12. Uses technology tools to help monitor forces of change				5.0	3.0	3.0							
13. Analyzes key competitor strategies and develops proactive plans to gain competitive advantage				5.0	3.0	3.0							
14. Regularly tracks key internal or external customer trends and patterns				5.0	4.0	4.0							
15. Regularly finds new and better methods for anticipating change				5.0	4.0	4.0							

LEADERSHIP AGILITY PROFILE™

Agility Drivers™		Sean RaterA			AGILITY GAP ASSESSMENT						
Generate Confidence		SELF	ALL	SPVR	Self 3.5				All 3.9		
Connecting					-3	-2	-1	0	1	2	3
16. Inspires team members to fully understand the organization's strategic intent and key initiatives	3.0	4.0	3.0								
17. Ensures individuals, departments and teams set goals that link to overall objectives	5.0	4.5	4.0								
18. Creates a climate in which others feel included and tied to the organization's strategy	4.0	4.0	4.0								
19. Personally models and encourages focus on organizational goals through words and actions	4.0	4.0	4.0								
20. Coaches team members on how their work impacts company objectives	4.0	4.0	4.0								
Aligning					-3	-2	-1	0	1	2	3
21. Takes responsibility for all outcomes and learning from both successes and failures	4.0	4.0	4.0								
22. Encourages and creates ways to get open and candid communications throughout the team	3.0	4.0	3.0								
23. Ensures necessary resources and key priorities are matched for success	3.0	4.0	3.0								
24. Promotes ethics and company values in both decisions and actions	0.0	3.0	3.0								
25. Ensures mission and values are deployed through individual goals and accountabilities	3.0	4.5	5.0								
Engaging					-3	-2	-1	0	1	2	3
26. Creates a positive environment in which all team members can contribute to their fullest potential	2.0	4.5	5.0								
27. Empowers team members with appropriate responsibility, authority and resources	2.0	4.5	5.0								
28. Actively develops team members to achieve both personal and organizational goals	4.0	3.5	3.0								
29. Demonstrates effectiveness in building and managing high performance teams	4.0	3.5	3.0								
30. Creates capacity for individuals, teams and/or departments to bounce back from failure	4.0	3.0	2.0								

LEADERSHIP AGILITY PROFILE™

Agility Drivers™		Sean RaterA			AGILITY GAP ASSESSMENT						
Initiate Action		SELF	ALL	SPVR	Self 3.5				All 3.8		
Bias for Action					-3	-2	-1	0	1	2	3
31. Acts with and communicates a sense of urgency	2.0	2.5	2.0								
32. Promotes flexibility in actions taken	3.0	3.5	3.0								
33. Continuously looks to shorten cycle times in key processes	3.0	3.5	3.0								
34. Demonstrates and encourages resourcefulness in making the right things happen	4.0	3.5	3.0								
35. Holds people accountable for delivering on expectations	4.0	4.0	3.0								
Decision Making					-3	-2	-1	0	1	2	3
36. Enables decision making at the lowest possible levels	4.0	4.0	3.0								
37. Uses a logical and effective framework for making sound decisions	3.0	4.0	3.0								
38. Makes timely decisions often with limited or sometimes ambiguous information	3.0	4.5	4.0								
39. Reaches out to others for information or input before making decisions	4.0	4.5	4.0								
40. Takes appropriate risks and make bold moves to aggressively grow the business	4.0	4.5	4.0								
Collaborating					-3	-2	-1	0	1	2	3
41. Actively listens to internal and external customers	3.0	4.5	4.0								
42. Encourages others to share Best Practices and challenges those who don't	4.0	3.5	3.0								
43. Creates detailed plans to successfully embed improvement ideas into standard operating plans	4.0	3.5	3.0								
44. Follows through on commitments and stated intentions	4.0	3.5	3.0								
45. Partners with others to provide the organization's best response to challenges	4.0	3.5	3.0								

LEADERSHIP AGILITY PROFILE™

Agility Drivers™				Sean RaterA			AGILITY GAP ASSESSMENT						
Liberate Thinking				SELF	ALL	SPVR	Self 3.9				All 3.9		
Bias for Innovation							-3	-2	-1	0	1	2	3
46. Personally employs "out-of-the-box" thinking	4.0	3.0	3.0	■	■	■	■	■	■	■	■	■	
47. Recognizes and rewards fresh, innovative thinking for continuous improvement in key areas	4.0	3.0	3.0	■	■	■	■	■	■	■	■	■	
48. Creates specific programs to develop and implement new ideas and initiatives	4.0	3.5	4.0	■	■	■	■	■	■	■	■	■	
49. Encourages and promotes enthusiasm for fresh new ideas from all team members	3.0	4.0	4.0	■	■	■	■	■	■	■	■	■	
50. Minimizes fear for trying new things	4.0	3.5	3.0	■	■	■	■	■	■	■	■	■	
Customer Focus							-3	-2	-1	0	1	2	3
51. Learns from customer complaints and acts accordingly	4.0	3.5	3.0	■	■	■	■	■	■	■	■	■	
52. Looks to find new ways to communicate with customers	3.0	4.0	3.0	■	■	■	■	■	■	■	■	■	
53. Regularly seeks new and better solutions for customer and company needs	3.0	4.5	4.0	■	■	■	■	■	■	■	■	■	
54. Constructively challenges organizational paradigms (old ways) and norms to improve competitiveness	3.0	4.5	4.0	■	■	■	■	■	■	■	■	■	
55. Reaches out to understand improvement needs with internal and/or external customers	3.0	4.5	5.0	■	■	■	■	■	■	■	■	■	
Idea Diversity							-3	-2	-1	0	1	2	3
56. Openly accepts and uses good ideas from others	4.0	4.5	5.0	■	■	■	■	■	■	■	■	■	
57. Builds and respects team diversity and leverages the value from varied perspectives	4.0	4.5	5.0	■	■	■	■	■	■	■	■	■	
58. Actively explores new ideas from all levels and functional areas	5.0	4.0	3.0	■	■	■	■	■	■	■	■	■	
59. Promotes collaboration and cross-functional teamwork in idea generation or problem-solving	5.0	4.0	3.0	■	■	■	■	■	■	■	■	■	
60. Benchmarks best practices for ideas internally and externally to the organization	5.0	4.0	3.0	■	■	■	■	■	■	■	■	■	

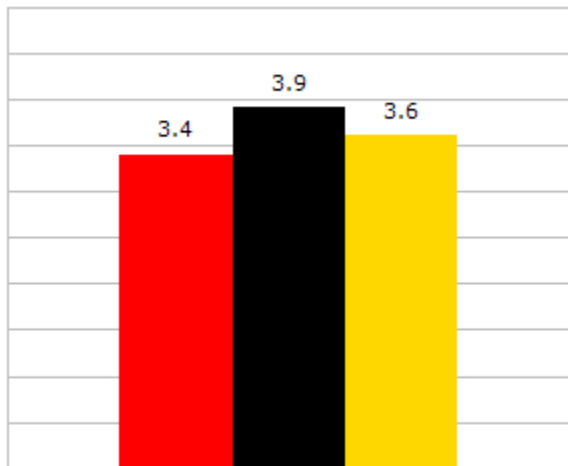
LEADERSHIP AGILITY PROFILE™

Agility Drivers™				Sean RaterA			AGILITY GAP ASSESSMENT						
Evaluate Results				SELF	ALL	SPVR	Self 3.7				All 4.1		
Creating Expectations							-3	-2	-1	0	1	2	3
	61. Sets clear and measurable work expectations	3.0	3.5	3.0									
	62. Continually raises the bar for individual and team performance	4.0	3.5	3.0									
	63. Sets and communicates high quality standards for work	4.0	3.5	3.0									
	64. Proactively outlines milestones, outcomes and deliverables for work accountabilities	4.0	4.0	4.0									
	65. Make goals and progress measures open and transparent to all stakeholders	3.0	4.5	4.0									
Real Time Feedback							-3	-2	-1	0	1	2	3
	66. Regularly provides effective and candid coaching and feedback to others	3.0	5.0	5.0									
	67. Actively communicates appreciation to others for their efforts	4.0	5.0	5.0									
	68. Openly receives candid feedback from others	4.0	5.0	5.0									
	69. Emphasizes and proactively monitors personal or team development on an ongoing basis	4.0	5.0	5.0									
	70. Effectively utilizes technology tools to enable real time feedback on key result areas	4.0	5.0	5.0									
Fact-Based Measures							-3	-2	-1	0	1	2	3
	71. Aligns goals and key performance measures into scorecards for self and team	4.0	4.5	4.0									
	72. Seeks best practice measures and benchmarks	3.0	4.0	4.0									
	73. Uses customer-focused data to improve organizational processes	4.0	3.5	3.0									
	74. Regularly creates measures for key result areas	4.0	3.0	2.0									
	75. Encourages fact-based problem solving methods to improve effectiveness	4.0	3.0	2.0									

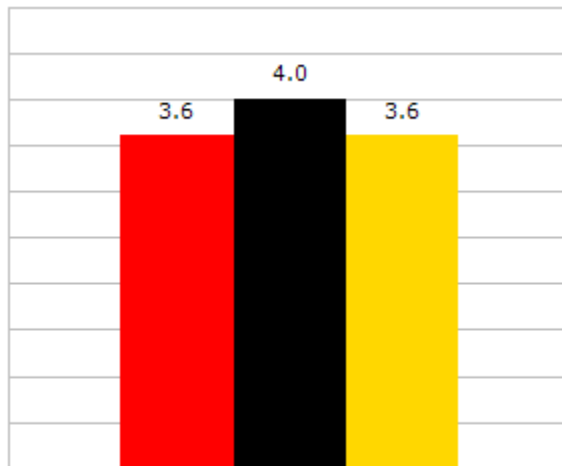
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AGILITY GAP ASSESSMENT

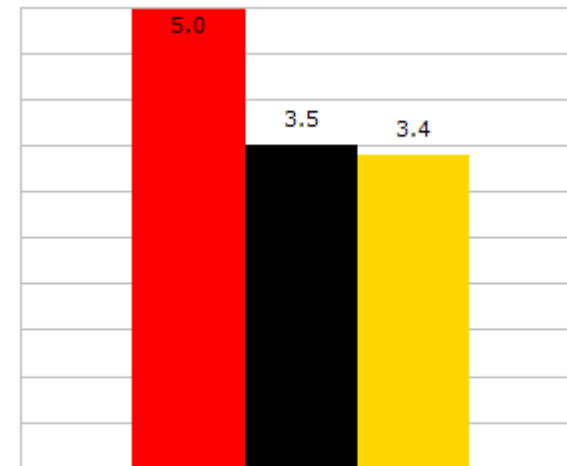
Anticipate Change			Sean RaterA	Self 4.0							All 3.8
	SELF	ALL	SPVR	-3	-2	-1	0	1	2	3	
Visioneering	3.4	3.9	3.6	█			█	█	█	█	
Sensing	3.6	4.0	3.6	█			█	█	█	█	
Monitoring	5.0	3.5	3.4	█		█			█	█	



VISIONEERING



SENSING



MONITORING

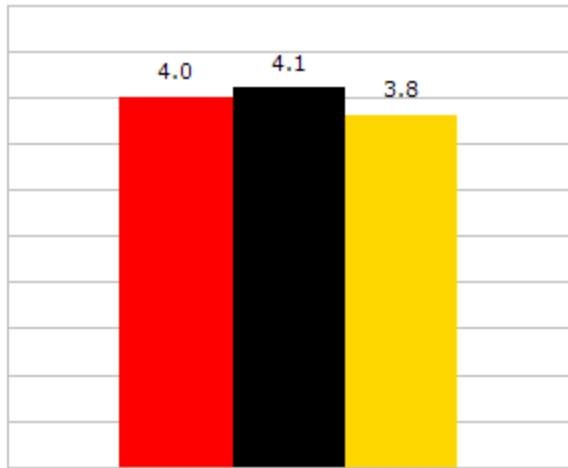
■ SELF
 ■ ALL
 ■ CLNT
 ■ SPVR
 ■ PEERS
 ■ DIR RPTS

Personal Development Action Plan

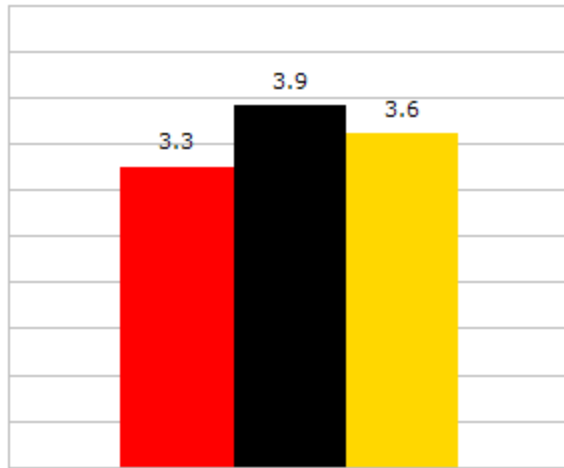
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AGILITY GAP ASSESSMENT

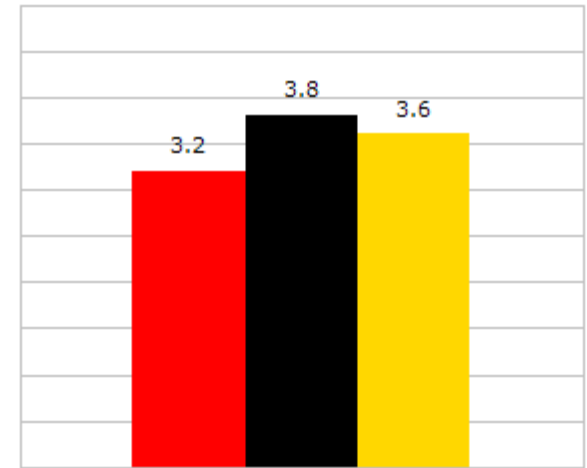
Generate Confidence	Sean RaterA			Self 3.5							All 3.9		
	SELF	ALL	SPVR	-3	-2	-1	0	1	2	3			
Connecting	4.0	4.1	3.8										
Aligning	3.3	3.9	3.6										
Engaging	3.2	3.8	3.6										



CONNECTING



ALIGNING



ENGAGING

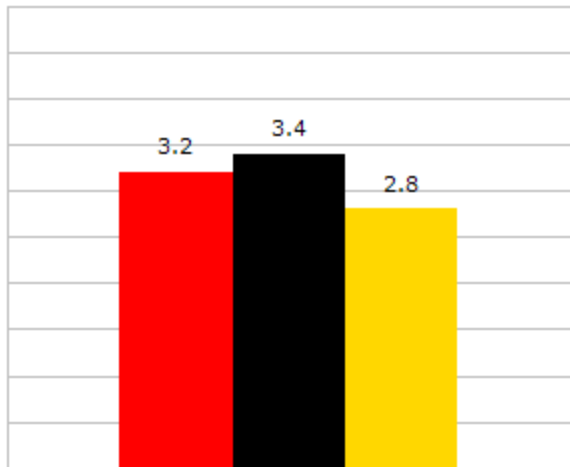
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Personal Development Action Plan

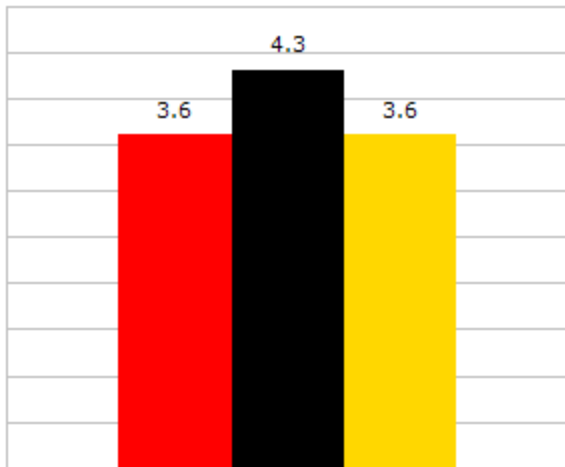
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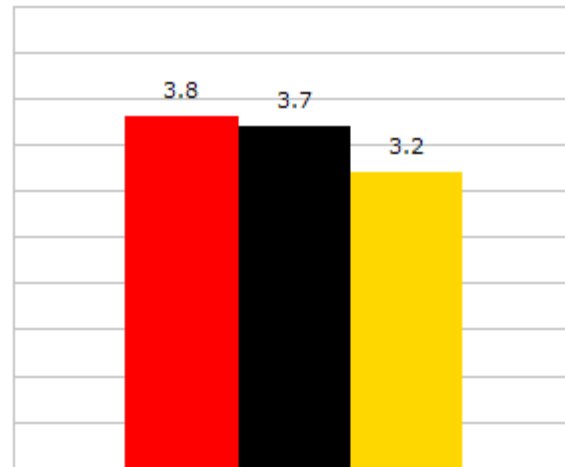
Initiate Action	Sean RaterA			Self 3.5 All 3.8						
	SELF	ALL	SPVR	-3	-2	-1	0	1	2	3
Bias for Action	3.2	3.4	2.8	█	█	█	█	█	█	█
Decision Making	3.6	4.3	3.6	█	█	█	█	█	█	█
Collaborating	3.8	3.7	3.2	█	█	█	█	█	█	█



BIAS FOR ACTION



DECISION MAKING



COLLABORATING

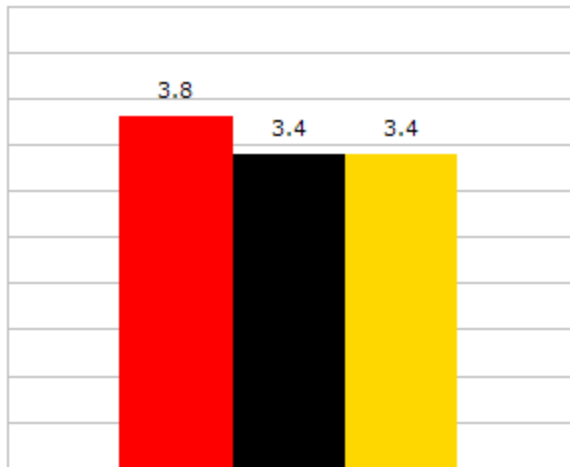
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Personal Development Action Plan

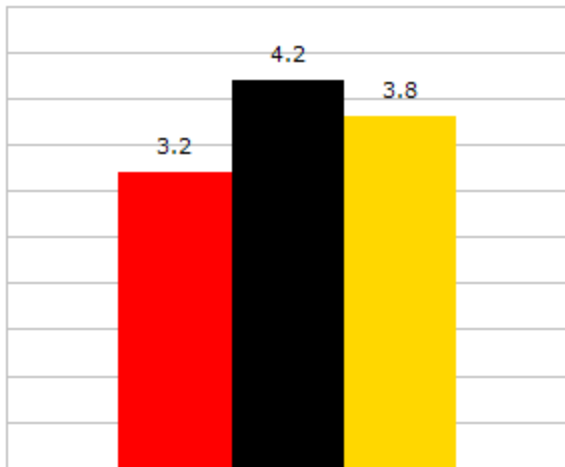
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AGILITY GAP ASSESSMENT

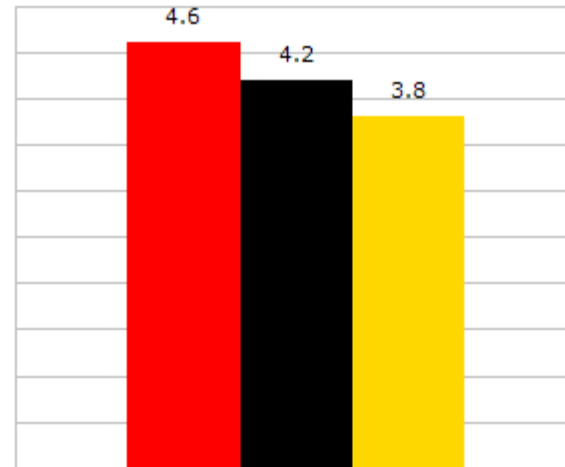
Liberate Thinking			Sean RaterA									
			Self 3.9			All 3.9						
			SELF	ALL	SPVR	-3	-2	-1	0	1	2	3
Bias for Innovation			3.8	3.4	3.4	█	█	█	█	█	█	█
Customer Focus			3.2	4.2	3.8	█	█	█	█	█	█	█
Idea Diversity			4.6	4.2	3.8	█	█	█	█	█	█	█



BIAS FOR INNOVATION



CUSTOMER FOCUS



IDEA DIVERSITY

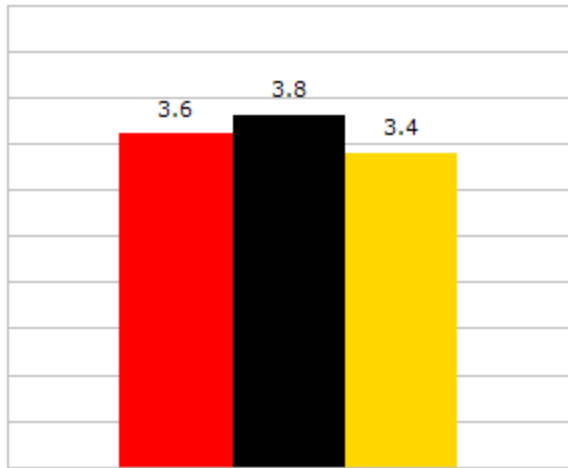
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Personal Development Action Plan

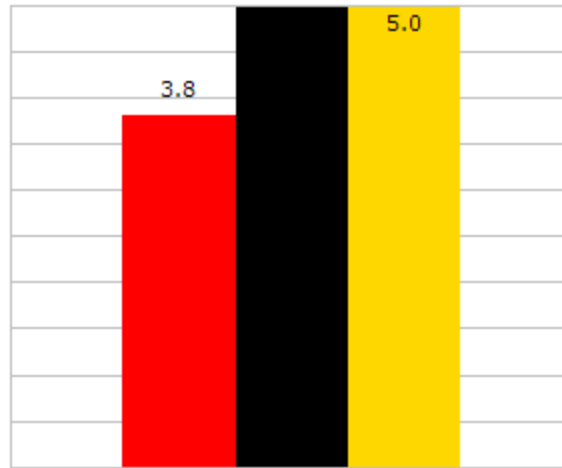
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AGILITY GAP ASSESSMENT

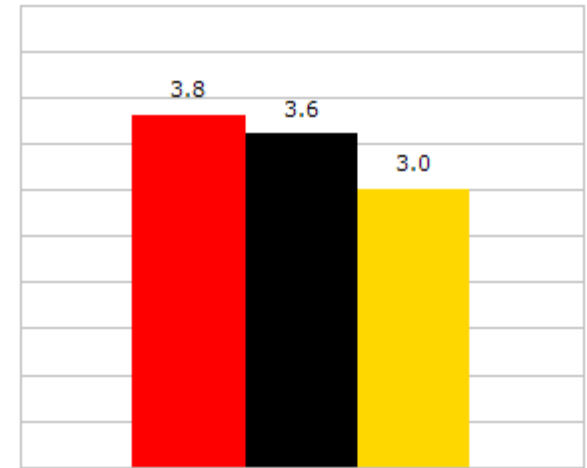
Evaluate Results			Sean RaterA									
			Self 3.7			All 4.1						
			SELF	ALL	SPVR	-3	-2	-1	0	1	2	3
Creating Expectations			3.6	3.8	3.4							
Real Time Feedback			3.8	5.0	5.0							
Fact-Based Measures			3.8	3.6	3.0							



CREATING EXPECTATIONS



REAL TIME FEEDBACK



FACT-BASED MEASURES

■ SELF ■ ALL ■ CLNT ■ SPVR ■ PEERS ■ DIR RPTS

Personal Development Action Plan

Leadership Agility Profile™ Summary 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. In the space below, list your development priorities and some ideas for how you might improve during the next several months. Identify someone who can provide you ideas and feedback as you begin to work on these areas. We grow and change only when we decide it is important and when someone helps us stay on track!

Sean RaterA							Total Score	
Five Key Drivers of Leadership Agility	SELF	ALL	SELF	ALL	SELF	ALL	SELF	ALL
Anticipating Change	Visioneering		Sensing		Monitoring		4.0	3.8
	3.4	3.9	3.6	4.0	5.0	3.5		
Generating Confidence	Connecting		Aligning		Engaging		3.5	3.9
	4.0	4.1	3.3	3.9	3.2	3.8		
Initiating Action	Bias for Action		Decision Making		Collaborating		3.5	3.8
	3.2	3.4	3.6	4.3	3.8	3.7		
Liberating Thinking	Bias for Innovation		Customer Focus		Idea Diversity		3.9	3.9
	3.8	3.4	3.2	4.2	4.6	4.2		
Evaluating Results	Creating Expectations		Real Time Feedback		Fact-Based Measures		3.7	4.1
	3.6	3.8	3.8	5.0	3.8	3.6		
Overall Leadership Agility Index™							3.7	3.9

Personal Development Action Plan

Leadership Agility Profile™ Open-Ended Feedback Summary

Question 85: What are this person's major strengths as a leader - what do you appreciate or respect most about this person?

Subject	fdasfsd
Direct Report	fdasfsda
Supervisor	dasfsd

Question 86: 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?

Supervisor	dfasdf
Direct Report	dfadsf
Subject	dfasd

Question 87: What development area would you suggest this leader work on to become a more effective leader?

Subject	dfasd
Direct Report	fdsafsda
Supervisor	dfasd

Question 88: What words of encouragement can you provide this leader?

Supervisor	fasdds
Direct Report	dfasdf
Subject	fdsa

Question 89: Is there anything else you wish to share with this leader?

Subject	dfasdfasd
Direct Report	dfasdfas
Supervisor	dfasd

Thank You for Using the Leadership Agility Profile 360 from Agility Consulting & Training, LLC

LEADERSHIP AGILITY DEVELOPMENT GUIDE™

The Leadership Agility Development 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.

Business Acumen

Knowledge of and insight into general business principles and practices as well as current business priorities and measurements.

<p>Good Appreciation: Demonstrates a good understanding of general business principles. Has general business experience or training. Understands how to control costs and produce profit. Demonstrates market and competitor awareness. Acts with understanding of how team impacts company's bottom line.</p> <p>Exemplar Behaviors</p> <ul style="list-style-type: none"> • Uses a balanced variety of measures (e.g., results, customers, process and external benchmarks) to improve business performance • Drives team efforts to remain within budget • Takes account of market forces when setting objectives, planning, resources, etc. 	<p>LEVEL 3</p> <p>Development Activities</p> <ol style="list-style-type: none"> 1. For a project you are managing, analyze the cost structure of the project and what it is costing the organization. By identifying the cost drivers you will be more able to control or influence these factors and thereby increase profits. 2. Volunteer to explain and field questions at an inter-functional meeting on how your department's goals support those of the organization. This will test your understanding of the topic and increase your knowledge. 3. identify your top five competitors and conduct research to learn more about their operations. Think about what differentiates your company and how your performance could support that. Share your findings with others to obtain feedback and assist others to improve.
<p>CONSEQUENCES OF OVER-RELIANCE</p> <p><i>Consequences of Over-Reliance on Business Acumen:</i> A thorough knowledge of the business and the market is essential for success. However, if this knowledge is gained at the expense of other skills such as people management, you will have difficulty implementing any of your ideas and will become pigeon-holed as a business technician.</p>	
<p>SUGGESTED READING</p> <p>OVERVIEWS: Sull, D. How to Thrive in Turbulent Markets. <i>Harvard Business Review</i>. February 19.2009</p> <p>THEORY: Adizes, Ichak. <i>Corporate life cycles: how and why corporation grow and die and what to do about it</i>. Englewood Cliffs, NJ: Prentice-Hall, 1988.</p> <p>APPLICATION/BENCHMARKING: Cooke, Robert A. <i>The McGraw-Hill 36-hour course in finance for nonfinancial managers</i>. New York: McGraw-Hill, 1992.</p>	