

LEARNING AGILITY® ARCHITECT

A Framework for Identifying, Assessing and
Developing High Impact Talent

Learning Agility

- “Learning Agility Equals Leadership Success” (*BusinessWeek*, February 2009)
- “Learning Agility is becoming the critical factor for any information worker” (YouTube Video, 2009)
- “Learning Agility: A Construct Whose Time Has Come” (*Consulting Psychology Journal*; June, 2010)
- Self awareness was found to be the #1 predictor of executive success (*Cornell University Study in 2010*)

Is Your High Potential Talent at Risk?

In 2006, high-potential turnover was 10%

In today's post-recession environment, the percentage of high potentials planning to leave their positions in the next year is nearly double, at 19%

**Retaining high potential talent is critical to your business...
identifying who they are is the first step**

Source: BlessingWhite, Sept 2010
Corporate Leadership Council Survey, 2009

The Learning Agile

- Seek and have more **diverse experiences** to learn from
- Enjoy **complex problems** and **challenges** associated with new experiences
- Get more out of these experiences because they have an interest in **making sense of them**
- **Perform better** because they incorporate new skills and behaviors into their repertoire

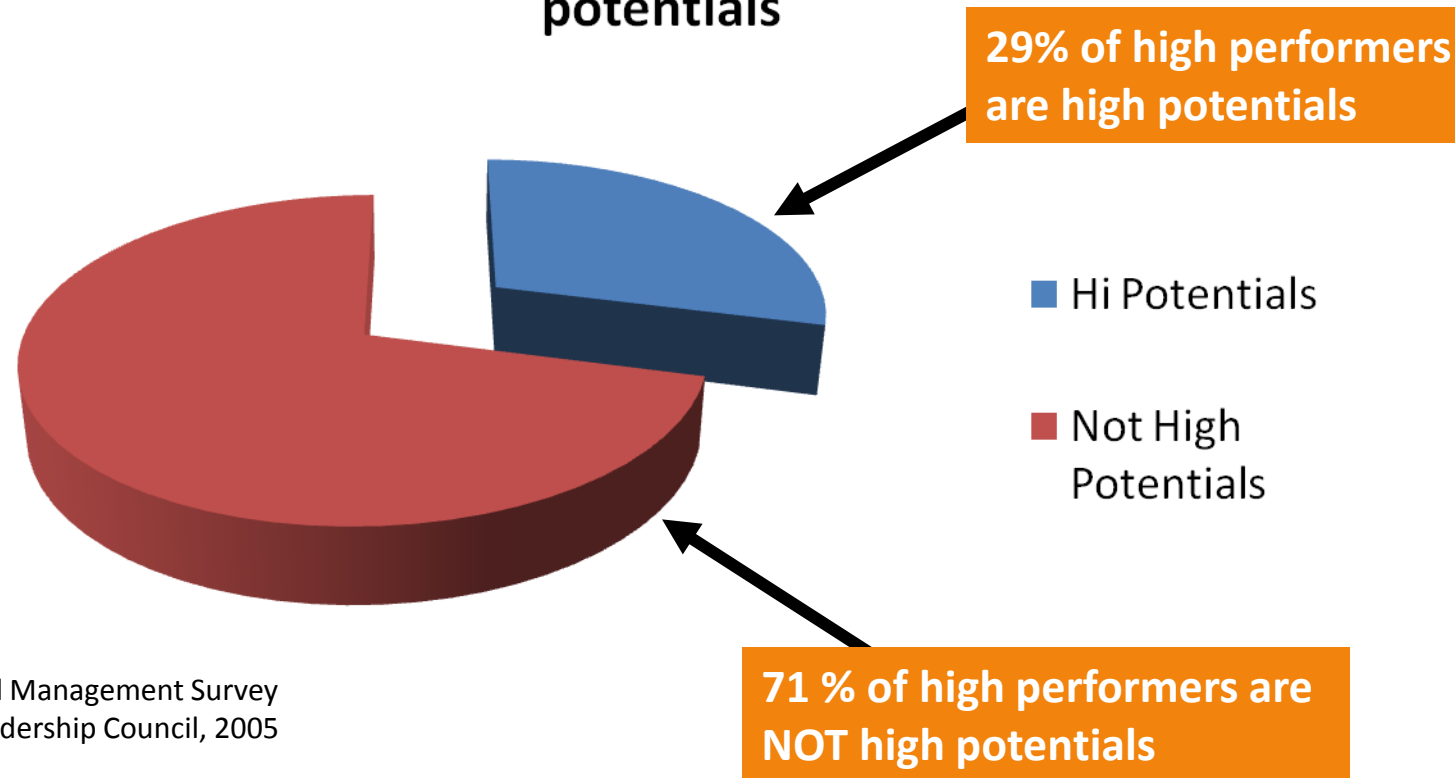
Why Does Learning Agility Matter?

Leaders High In Learning Agility

- get promoted faster and more often than their peers
- advance closest to the top
- are recognized as having the most potential for advancement
- are rated more competent
- achieve greater success after a promotion to a new role
- earn higher salaries

High Performance and High Potential

High performers are NOT always high potentials



High-Potential Management Survey
Corporate Leadership Council, 2005

Learning Agility

Learning Agility is the **ability** and **willingness** to **learn from experience**, and subsequently **apply** that learning to perform successfully under **new** or **first-time** conditions.

Learning Agility Factors

- **Mental agility:** Critical thinkers who are comfortable with complexity
- **People agility:** Can deal with a variety of people and tough situations
- **Change agility:** Experiment and can deal with the discomfort of change
- **Results agility:** Deliver results in first-time situations
- **Self-Awareness:** Know what they're good at and not so good at and actively address the not so good



Learning Agility Architect™

Identifying High Potential Candidates

Research indicates that learning how to deal effectively with first-time or changing situations is more predictive of long-term potential or performance than is raw intelligence.

- A research-based tool for identifying, verifying and managing potential.
- Helps select high potentials more effectively.
- Staff the best candidate for development opportunities and tough or first-time assignments.
- Select people who will not only perform the most ably today -- but also learn the most from their experiences and assignments to prepare for tomorrow.
- Find and develop the people your organization needs for success in the short- and the long-term.

Learning Agility Architect™

■ **Develop and Prepare** *Your Learning Agile Leaders*



FYI® for Learning Agility
A resource for coaches, managers and individuals charting a learning agility development course.

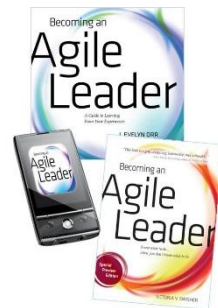


CHOICES™
Provides a foundational development roadmap for your learning agile leaders

■ **Identify and Engage** *Your High Potential Talent*



viaEDGE™
Assess larger talent populations to identify learning agility



Becoming an Agile Leader
Engage employees with resources to understand the impact of Learning Agility



LFE/Selecting an Agile Leader
Identify Learning Agility in the interview process

How Do We Measure Learning Agility?

	Choices™	Learning From Experience™	viaEDGE™
Assessment Content	<ul style="list-style-type: none"> Assesses five factors, 27 dimensions of learning agility Five factors are: Mental Agility, People Agility, Change Agility, Results Agility, and Self Awareness 	<ul style="list-style-type: none"> Assesses five factors of learning agility Five factors are: Mental Agility, People Agility, Change Agility, Results Agility, and Self Awareness 	<ul style="list-style-type: none"> Assesses five factors of learning agility Five factors are: Mental Agility, People Agility, Change Agility, Results Agility, and Self Awareness Plus several verification scales such as self presentation and response consistency scales
Assessment Methodology	A multi-rater assessment tool that can be administered through several methods such as online survey or paper questionnaire	A structured interview using a standardized interview protocol	A self report assessment that can be administered through online survey
Assessment for Selection	Requires raters to have adequate knowledge about the ratees, thus can only be used for assessing internal candidates	Can be used to interview both internal and external candidates	Can be used to assess internal and external candidates
Assessment for Development	In-depth assessment down to item level, therefore provide greater insight into an individual's relative strengths and developmental needs than viaEDGE™	Generally not used for development purposes, but does yield rich examples of how an individual applies his or her learning	A broad assessment of learning agility that identifies strengths or weaknesses in general terms, and help to direct the development effort. Factor level only.

viaEdge

The Accuracy of Self Assessments

- Self assessments are flawed by design
- People inflate their scores
- People don't know what their learning agility is

“If low agile learners over-rate and high agile learners under-rate themselves, how can we trust a self assessment?”

Assessment Structure

- Assessment Format
 - Personality and Behaviorally Oriented Items
 - Biodata Items
 - Situational Judgment Theory Items
 - Demographic Questions (optional)
- Overall Learning Agility
 - 13 Unique Items
 - 3 Items from each agility scale (15 in total)
 - 28 Assessment Items
- Five Facets
 - Mental Agility
 - People Agility
 - Change Agility
 - Results Agility
 - Self-Awareness



How Does it Work

viaEdge Format

- Online format
- 116 questions
 - Bio data
 - Personality and behavior
 - Situational judgment
 - Demographic (optional)
- Approximately 25-30 minutes
- Instant summary report
- Detailed 30 min review (with more in-depth report) with a certified coach
- Follow on coaching and consulting as required

Science

- Psychometrically developed
- Different methodologies to measure learning agility
- Reverse scored items
- Adjusted for “social desirability”
- Construct validity established
- Reviewed for adverse impact
- Verification Scales to ensure data are useable
- Validation studies

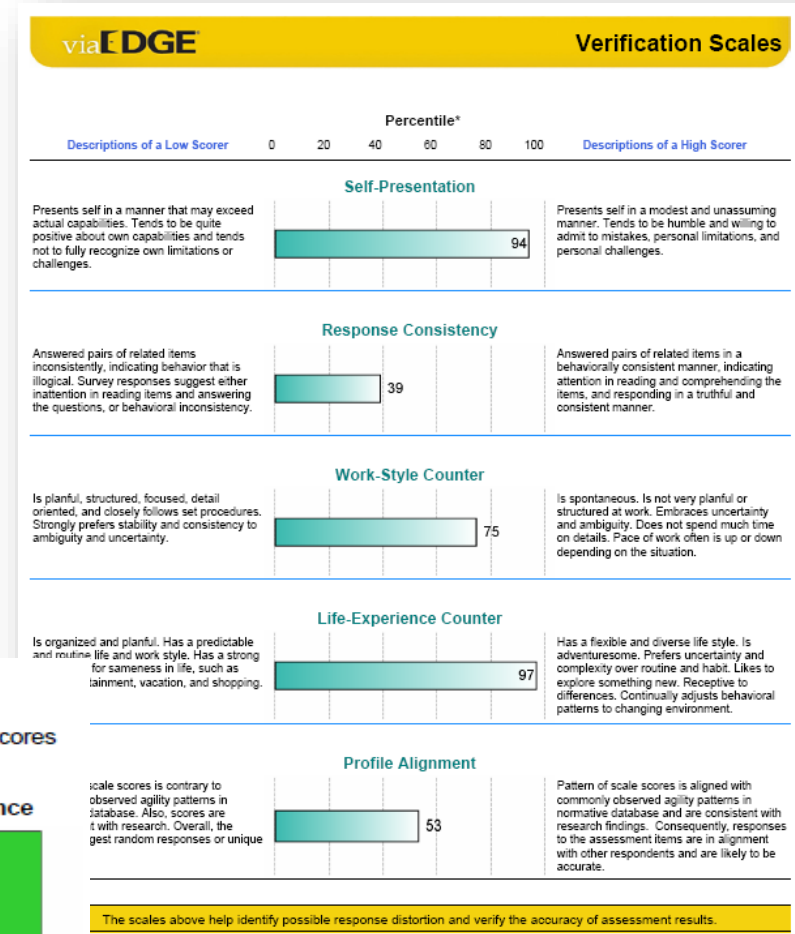
viaEDGE™ — Accuracy of a Self-Assessment

viaEDGE™ Has Mechanisms to Control Response Distortion

- Verification Scales
 - Self presentation
 - Response consistency
 - Work style counter
 - Life experience counter
 - Profile alignment
- Overall Confidence Index

Overall Confidence Index Result

The display below indicates the overall relative confidence in the results of this assessment derived from the scores of the different verification scales.



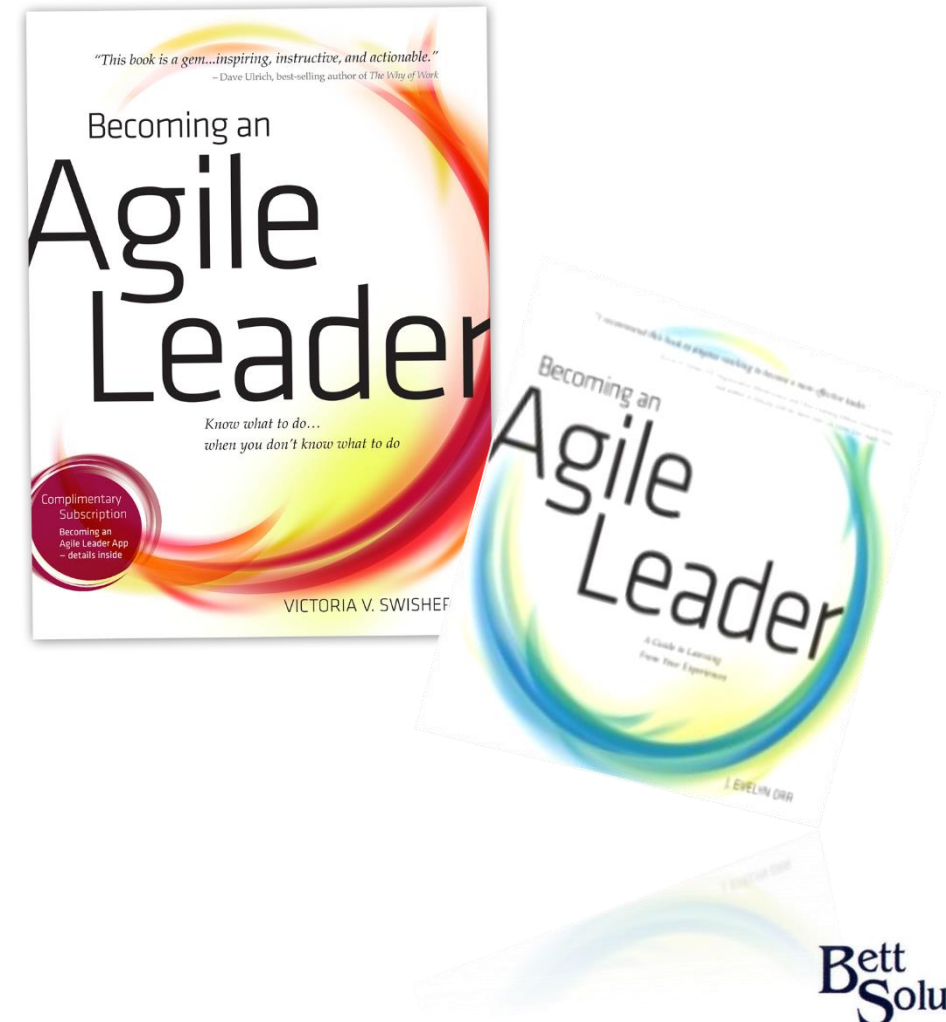
Assessment Reports

- iReport – this is the high-level one-page report the individual will receive upon completion
- Feedback Report – we would provide this as part of a coaching engagement
- Coaching Report – for the certified coach to provide information on the background scales



Developing Learning Agility

BECOMING AN AGILE LEADER is suite of tools exploring the five key characteristics, or factors, of Learning Agility – a proven success differentiator for leaders. Agile leaders, or those with a high degree of Learning Agility, share some key characteristics. With a deeper understanding of the construct aids in development of these critical skills.



Benefits of viaEdge

- Only tool on the market to offer self-administered learning agility assessment results
- Low administrative impact on the organization
- Can be administered to high quantity of individuals
- High reliability — verification scales to control for over/under individual rating
- Additional ‘tool’ for structured high potential processes
- Two levels of reporting
 - Immediate summary report for individual
 - In-depth report reviewed with certified coach
- Developed by research team with roots to original learning agility research in 1980s

Implementation

Learning Agility in Talent Management Programs

- Common language for describing employee potential
 - High Potential and High Professional identification and development
- Framework for line managers to identify, develop and engage high potential and high professional talent
 - High visibility and critical jobs
 - Demanding roles with constant change
 - Key internal job assignments
 - International assignments
- More robust talent assessment and development

Research shows those with higher learning agility are more successful after they are promoted than others

Assessment Applications

CHOICES™

- Assess Individual Potential / Succession Planning
 - Who will be considered a high potential
 - Validate a manager's opinion of a high potential
 - Screen a high potential list for those who do / do not belong
 - Determine development needs of high potentials
- Select for Transitional or First Time Assignment
 - Who could perform well under ambiguous or tough assignments
 - How will an individual perform in a first time assignment
- Select for a Development Assignment
 - Make final decisions on which candidate could do the job and benefit most developmentally

viaEDGE™

- External Candidates
 - Supplement interviews
 - Screening for high learning agility positions
- Internal Candidates
 - Cast a wide net for learning agility
 - Add rigor to identification of emerging talent and succession programs
 - Determine and/or validate high-potentials
 - In-depth insight into strengths and development needs
 - Complement CHOICES®
 - Inform high-potential coaching

Feedback/Coaching

- One-on-one sessions can only be facilitated by certified CHOICES[®] Coaches either in-house or external
- Typical feedback sessions include:
 - Initial feedback session with the coach and Learner
 - Follow-up session to finalize development plan; the boss or HR should attend this session
 - Additional sessions can be included
- Group feedback sessions can be facilitated to provide the group overall ratings and work on development planning
- Pricing will be established based on scope of feedback sessions.

Become Certified

- **Learning Agility Essentials**

- This course provides deeper insight and practices to applying the concept of Learning Agility within systemic talent management and leadership development programs. From identification, assessment, and differentiated development, you will be equipped with the solutions you need to carefully manage your top talent.

- **Learning Agility Assessments**

- This course offers interpretation, delivery, practice and application of the viaEDGE and Choices instruments. Whether you need to measure the potential of large populations, or clearly define development areas for individuals within your top talent, this course will equip you to integrate scalable formal Learning Agility assessments into your Talent Management system.

Using the Suite

Applying the Suite

- Individual tools within the suite can be utilized in stand-alone applications.
- Many companies have integrated multiple tools and even the entire suite into their HR practices and processes.
- Tools and processes can be administered by internal HR practitioners or outsourced to our family of Associates.
- Use of any restricted tool requires certification by Lominger International or a Lominger International Associate.
- Lominger International does not certify independent consultants in the use of any restricted tool.










Licensing

- Purchase of an Architect product allows a company to use that product as is.
- Should the organization need to modify it, make copies, integrate it with existing products/ processes, etc., then the organization must enter into a licensed agreement with LLI for permission to use copyrighted material and produce “derivatives.”
 - Creating the company’s own Directory of Developmental Activities using the 136 “Development in Place Assignments” as the reference structure.
 - Revising The **LEADERSHIP ARCHITECT**® Competencies, customized to their business and using them in the performance review process.

Intellectual Property Licenses: Copy, Modify, Use

- Create a competency model for your organization
- Create competency-based job profiles and descriptions
- Modify Leadership Architect® Competency definitions to fit your corporate culture
- Load Leadership Architect® competencies into your HRIS Systems (Taleo/Oracle)
- Create an individual development plan application and load the FYI: For Your Improvement™ content into your internal systems

IP License Core Content

License	Competencies	Factors/ Clusters	Developmental Remedies	Performance Dimensions	Interview Questions	Aspects	Job Assignments	Add'l Learning Remedies
Leadership Architect® Competency License								
FYI For Your Improvement™ License								
Career Architect® Development Planner License								

BettSolutions



Kate Kessenich Bett

Partner

Tel 508.529.6184

Fax 508.464.0548

kate@bettsolutions.com



Christopher Bett

Partner

Tel 774.287.1026

Fax 508.464.0548

chris@bettsolutions.com

www.bettsolutions.com

Product Information

Click or scan to explore the Product Store

<http://assocktrack.lominger.com/z/9/18262/>

