



The Significance of Learning Agility

2015 Summer Update

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Why all the Fuss about Learning Agility?

LEARNING AGILITY is a 'hot-topic' that seems ever present in the leadership and talent management space these days. As a talent differentiating concept it has been around for many years and many have heard of and read about it, but there is still a lot of confusion as to what it is, how it is defined and why it is so critical in today's business environment.

"Learning Agility has quickly emerged as the most valid and reliable predictor of high potential leaders and executive success today (more important even than IQ, emotional intelligence or education level). Why? People who are learning agile more readily learn new skills and behaviors and carry forward that learning to perform successfully in a diverse mix of situations"

Buyouts Magazine, 2013

There is a wealth of information and research on Learning Agility and we still hear a variety of definitions from clients. Simply put, Learning Agility answers the question – "What do you do when you don't know what to do?" More specifically ***Learning Agility is all about the ability to:***

- Adapt to changing, uncertain and ambiguous situations
- Understand and make sense of too much, or not enough, information
- Build and motivate people/teams

- Lead or manage change
- Adapt your style to best fit any situation

The world is changing more rapidly than most of us can keep up with...globalization, economic challenges, mergers, acquisitions, technology, the list goes on. ***Complexity and ambiguity are here to stay*** and do not discriminate based on the size or industry of your business.

WITH ALL OF THIS, HOW DOES YOUR BUSINESS MANAGE YOUR UNIQUE OPERATING CHALLENGES?

IDENTIFYING AND DIFFERENTIATING current and future employees is not about simply reviewing a performance appraisal and making a selection based upon what the individual knows or does not know about getting the job done.

Just because someone excels in a functionally specialized role – say, as an accountant or a computer programmer – does not guarantee that he or she has the qualities to effectively perform or lead an organization. High potential and high performing employees require significantly more than functional/technical skills or a college education to succeed.

VICKI SWISHER of **Korn Ferry** says she sees clients incorporating agility into other areas besides high-potential programs. Companies are now applying it to succession planning and project management methodology, identifying roles on teams where agility will be critical and evaluating other roles within their organizations where "the ability to know what to do when you don't know what to do" is going to be a differentiator, she says. Learning agility isn't like IQ, says Swisher. "It's more about the lessons you take from the experiences that you've had, and your ability to apply those lessons in new situations".

Factors that predict success have been studied by many over several decades, two of these major research studies were conducted by the **Center for Creative Leadership** and **Lominger International**.

The leading research in this area was conducted by Morgan McCall, Mike Lombardo, and Ann Morrison (1988) of the Center for Creative Leadership. In their book, *Lessons of Experience*, the authors describe how they discovered that many managers who were very successful with their current technical skills did not perform well once promoted.

In essence they learned that those who continued to do the same things over and over again derailed, they depended too much on what they did in the past and did not continue to learn, grow or develop, formally or informally and their strengths became overused and eventually weaknesses. While those that were more successful learned from their experiences and applied those learnings as they continued to grow their careers. They were comfortable taking on new experiences sometimes with little knowledge or experience in what needed to be done. They adapted their thinking and experience as necessary.

STUDIES HAVE REPEATEDLY SHOWN THAT THE ABILITY TO LEARN FROM EXPERIENCE IS WHAT DIFFERENTIATES THE SUCCESSFUL FROM UNSUCCESSFUL

Charan, Drotter, & Noel, 2001; Goldsmith, 2007; McCall, 1998

Those that have been more successful learn from a variety of assignments and then adapt and apply those learnings as needed. They learn, not because they are more intelligent, but because they were learning agile.

Korn Ferry studies (initiated by Lominger International) on Learning Agility have shown that those that were unsuccessful (many of whom had been very successful for many years and had experienced many of the same key assignments) derailed because they did not learn from their experiences. They underestimated the complexity of new challenges and continued to perform as they always had.

Korn Ferry defines Learning Agility as “the **ABILITY** and **WILLINGNESS** to learn from experience, and subsequently apply that learning to perform successfully under **NEW** or **FIRST-TIME** conditions.” The Learning Agile:

- Seek and have experience **MORE DIVERSE EXPERIENCES** to learn from.
- Enjoy **COMPLEX PROBLEMS** and **CHALLENGES** associated with new client 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 selling repertoire.

BREADTH VERSUS DEPTH

Another way to think about Learning Agility is to identify and differentiate those people that provide **DEPTH** versus **BREADTH**; sometimes also referred to as High Professionals and High Potentials.

All too often we see employers focus on and promote their high performing functional experts to roles that require broader perspectives. In some cases these individuals can make the transition to a role that requires them to do something completely different, but in most cases we start to see the employee derail. Employers scratch their heads and wonder why their so-called “high potential” employee is no longer performing to expectations. Sadly we often don’t see employers take the time to better understand the strengths and potential of each employee and in reality only 29% of high performing employees are high potential employees.

Organizations need both – those that bring depth, or deep functional expertise and the ability to perform in long-term roles and those that bring breath or the ability to perform in new or different roles that bring uncertain challenges.

“Developing leaders and high potential talent has become a strategic necessity if an organization is to succeed long-term”
Fast Company

For more information on differentiating High Potentials and High Professionals look out for our Fall Newsletter as well as information on the new Korn Ferry Assessment of Leadership Potential.

Measuring Learning Agility

In a 2012 study of 700 Human Resource and Leadership Development managers, 59% felt that filling gaps in the leadership pipeline was their biggest challenge. Organizations need a succession pipeline loaded with leaders ready to tackle complex problems, and many have a long way to go. Learning Agility has been proven to be synonymous with potential to lead. Those people measured with higher levels of Learning Agility, once promoted and developed, are more likely to be successful in situations of adversity.

In the Korn Ferry Institute Proof Point, *Fast Rising Talent*, Learning agility assessment scores have proven to be a valid predictor of long-term leadership potential. An independent 2012 study using data from the Korn Ferry assessment of learning agility found that those who scored high were 18 times more likely than low scorers to be identified as high potentials (Dries, Vantilborgh, and Pepermans 2012).

When it comes to **ASSESSING LEARNING AGILITY** there are a variety of options available, the most widely recognized are:

- Learning Agility Assessment Inventory from CCL
- Leadership Agility from ChangeWise
- Korn Ferry’s Learning Agility Architect™

Learning Agility Architect™ is a research based solution to identify, validate, assess and/or develop your High Potentials. The focus of the assessment and development is on 5 factors of Learning Agility:



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Within the Learning Agility Architect™ Suite, Korn Ferry offers 3 ways to assess current and potential employees:

1. **VIAEDGE®** is the industry’s most reliable online self-assessment that measures the five factors of Learning Agility, and allows you to assess your current talent population as well as external candidates.
2. **CHOICES®** takes you even deeper through the implementation of a 360 assessment utilizing the 81 items that define the 5 factors.
3. **LEARNING FROM EXPERIENCE™ INTERVIEW GUIDE** assesses one’s thinking process and learning/application of Learning Agility in an interview.

Taking a step back and better understanding what you need for a role, team, or assignment provides the foundation to ensure you are hiring and promoting the most appropriate people based on your needs. Once in place you can then focus on developing and/or enhancing the learning agility of your employees through a variety of development options including [FYI for Learning Agility](#) and [Becoming an Agile Leader](#).

25% OF EMPLOYER-IDENTIFIED, HIGH POTENTIAL EMPLOYEES PLAN TO LEAVE THEIR CURRENT COMPANIES WITHIN THE YEAR, AS COMPARED TO ONLY 10% IN 2006.

June 2010 Corporate Executive Board Study

Get Certified in the Learning Agility Architect™

Korn Ferry offers a variety of certification opportunities to learn about and implement the assessment and development offerings.

- **LEARNING AGILITY ESSENTIALS** (2 days) – Gain deeper insight and practices to apply the concept of Learning Agility within systemic talent management and leadership development programs. *This program is the prerequisite for the Learning Agility Assessments.*
- **LEARNING AGILITY ASSESSMENTS** (2 days) – Interpret, delivery, practice and apply viaEDGE® and Choices™ assessments so that you can confidently measure Learning Agility.
- **VIAEDGE® SELF-ASSESSMENT** (2 days) – Easily and efficiently gauge the potential of large numbers of individuals, with the ease of an online self-administered assessment. *Please note Korn Ferry does not certify independent consultants in viaEDGE®*

*Attend a public viaEDGE® Certification in New England – October 13th & 14th,
for more information see the attached flyer or [click here](#).*

ALL PROGRAMS can be brought in-house and tailored to your specific needs.

CERTIFICATIONS FROM BETTSOLUTIONS ENABLES YOU TO:

- Gain the foundation, best practice, and application transfer for building a competency based talent strategy
- Learn from your New England Korn Ferry Associate, a consultant and practitioner with over 20 years of experience with the Leadership Architect®
- Build your network of other practitioners

For information on certifications, please contact Kate at 508.529.6184 or visit our website:

<http://bettsolutions.com/events-certifications-workshops/>

FOR ADDITIONAL INFORMATION ON ASSESSING LEARNING AGILITY, CERTIFICATION IN LEARNING AGILITY ARCHITECT™ OR INTEGRATING IT INTO YOUR TALENT MANAGEMENT PROCESSES PLEASE CONTACT US AT:

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To visit the Korn Ferry Product Store

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



SELF-AWARENESS WAS FOUND TO BE THE #1 PREDICTOR OF EXECUTIVE SUCCESS

Cornell University, 2010

Bett Solutions

KORN FERRY LEADERSHIP ARCHITECT®

viaEDGE™ Learning Agility Self-Assessment

Identifying the “Strategic Few” to Lead...

Whether assessing your current talent population or an external candidate, viaEDGE™ is the industry’s most reliable online self-assessment that **measures the 5 factors of Learning Agility**. viaEDGE™ easily and efficiently gauges the potential of large numbers of individuals, with the ease of an online self-administered assessment. viaEDGE™ helps organizations to:

- Assess internal talent for placement and development of high potentials.
- Aid in external candidate hiring.
- Identify individuals most likely to succeed in promotions, roles that require depth versus breadth and cross functional moves.

The viaEDGE™ certification equips you with deeper insight and meaning into the construct of Learning Agility and how to apply the approach within your organization. This comprehensive certification outlines how to differentiate the factors within Learning Agility, how to accurately interpret assessment language and results, and how to successfully facilitate feedback sessions.

- Obtain a common language and understanding of the factors within Learning Agility
- Determine which jobs require more Learning Agility
- Demonstrate knowledge and competence in the psychometrics and science behind interpreting viaEDGE™ self-assessment results
- Match people to powerful assignments to accelerate individual development plans Identify differentiating competencies critical for success across an organization.

RESULTS: Identify learning agile individuals more easily within your organization and effectively implement development and succession planning.

WHO SHOULD ATTEND:

- Talent and HR practitioners who guide talent management practices.
- Coaches who will deliver feedback using viaEDGE™ results.
- Leaders and executive sponsors who have recognized and champion talent as the most important lever in achieving business success.

Please note: Korn Ferry **does not certify independent consultants in the viaEDGE™ Assessment**

BETTSOLUTIONS LLC can bring all Korn Ferry Certification programs in-house. All Leadership Architect® programs can be customized to fit the needs of your organization. For on-site facilitation and customization information, please contact us.

QUESTIONS OR ADDITIONAL INFORMATION:

Kate Bett

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www.bettsolutions.com

Click or Scan to visit the LEADERSHIP ARCHITECT® Product Store

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



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Certification Logistics

Program Details

October 13 & 14, 2015

9:00 am – 4:00 pm

Course Fee

US \$ 4,195.00

Includes all materials*, viaEDGE™ Self-Assessment and lunch

** Materials DO NOT include an Intellectual Property license, subscription to any on-line products or survey center fees.*

Location

Workshop will be held in the Boston Metro/West area, final logistics will be provided upon confirmation of attendance.

Registration

Complete registration form on next page and fax to 508.529.6184

A confirmation email will be sent approximately 2 weeks prior to session with program logistics.

Payment

Payment must be made in advance

Payment may be made via check or credit card.

Payment by credit card:

<http://bettsolutions.com/billing/>

Payment by check, payable to **BettSolutions LLC**:

Remit to:

BettSolutions LLC
Kate Bett
19 Grove Street
Upton, MA 01568

Upon receipt of payment you will receive confirmation of attendance

Cancellation/Refund Policy

Cancellation notices must be received **3 weeks** prior to start date for course fee refund.

KORN FERRY LEADERSHIP ARCHITECT®

CERTIFICATION REGISTRATION FORM

REGISTRATION INFORMATION:

Name: _____ Organization: _____
Title: _____ Email: _____
Address : _____ Phone: _____
City: _____ State: _____ Zip: _____

Certification	Dates	Fee
KFLA 101: Introduction to Competencies* <i>*prerequisite for VOICES® Feedback Facilitation</i>	___ Sept 28/29	US \$1,995.00
VOICES® Feedback Facilitation	___ Sept 30/Oct 1	US \$2,895.00
viaEDGE® Learning Agility Self-Assessment* <i>*Please note: Korn Ferry does not certify independent consultants in viaEDGE®</i>	___ Oct 13/14	US \$4,195.00

Course Fees:

- Course fees are per person and include registration fee, course materials and lunch.

*Materials **DO NOT** include Intellectual Property Licenses, Subscriptions to any on-line products or Survey Center fees*

Payment:

Payment must be received in advance.

- Upon receipt of payment you will receive confirmation of attendance.
- A final confirmation email will be sent approximately 2 weeks prior to the session with program logistics.

Cancellation/Refund Policy:

- Cancellation notices must be received **3 weeks** prior to start date for course fee refund.

Payment by Check:

Payable to **BettSolutions LLC**

Remit to:

BettSolutions LLC
Kate Bett
19 Grove Street
Upton, MA 01568

Payment by Credit Card:

<http://bettsolutions.com/billing/>

Please complete registration form and fax to: 508.464.0548

For more information contact Kate Bett

Phone: 508.529.6184

Email: kate@bettsolutions.com

Website: www.bettsolutions.com

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



Participant Signature: _____

Date: _____