

Basic Frameworks

Items: 6 Tabs (Including Introduction)

Introduction to Type 360 and Leader Agility 360

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Introduction to Type 360 and Leader Agility 360



Seeing and Believing

The purpose of a multi-rater tool is to provide useful feedback so an individual has a richer understanding of how his or her behavior affects others. Both Type 360 and Leader Agility 360 are designed to provide pragmatic information about how others' perceive behavior and what the

Seeing and Believing

The purpose of a multi-rater tool is to provide useful feedback so an individual has a richer understanding of how his or her behavior affects others. Both Type 360 and Leader Agility 360 are designed to provide pragmatic information about how others' perceive behavior and what the individual might do to become more effective.

Type 360 is based on the work of Carl Jung and others who have identified eight general processes that are used to both perceive and make sense of experience. This tool is useful for a deeper understanding of how an individual uses his or her personality resources to be more effective at work, in the community, and at home.

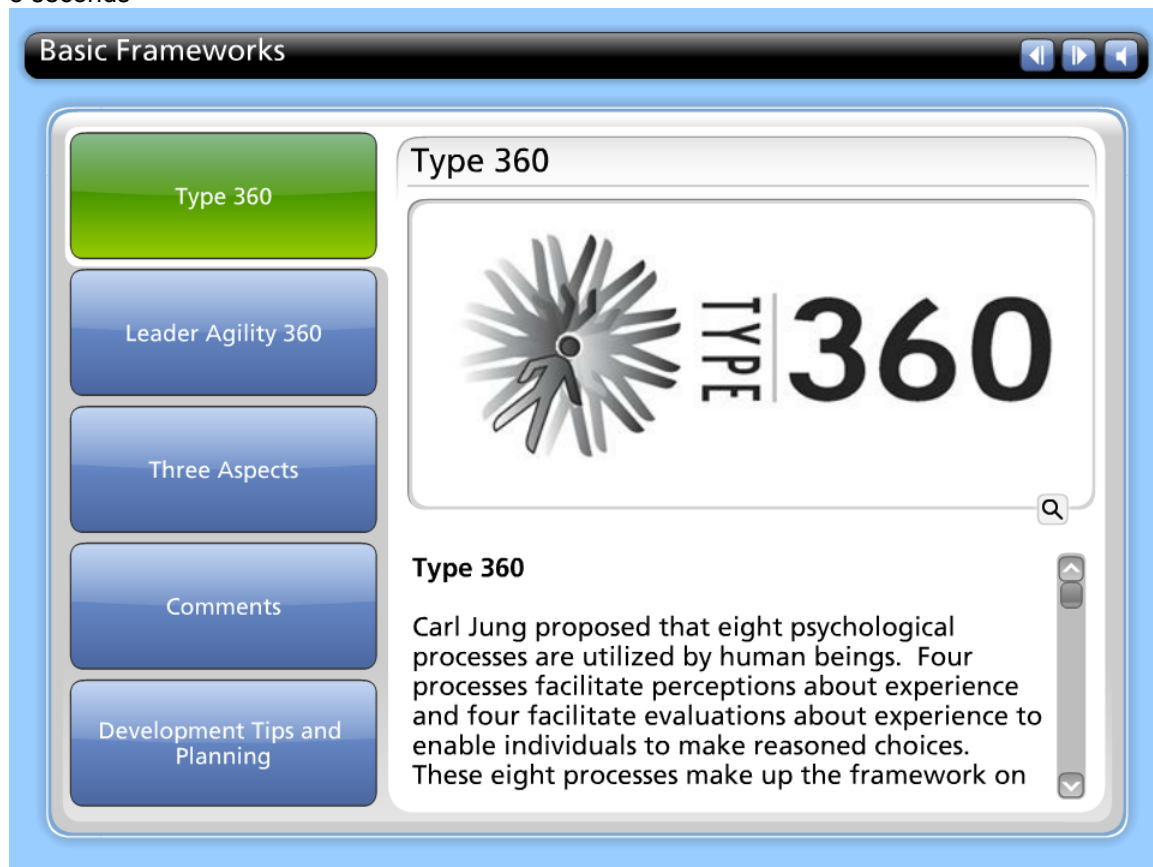
Leader Agility 360 is based on the work of Roger Pearman who began researching core leadership dimensions in the 80's, began publishing in the 90s, and continues to this day to look at those leadership qualities that cut across

cultures, positions, generations, and economic sectors. This tool is useful for a look at core leadership dimensions and how these are experienced by those who work with a given leader. Note that the term leader is not meant to equate to position; the term refers to individuals who engender commitment from followers to work toward a particular goal or vision.

See these publications: I'm Not Crazy, I'm Just Not You, YOU: Being More Effective in Your MBTI Type, the Pearman Personality Integrator [published by MHS, Inc.]

Type 360

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Type 360

Carl Jung proposed that eight psychological processes are utilized by human beings. Four processes facilitate perceptions about experience and four facilitate evaluations about experience to enable individuals to make reasoned choices. These eight processes make up the framework on which Type 360 is built.

Note that in our research we have identified behaviors that are the products of internal, introverted processes. Introverted energies cannot be directly observed; however, the by-products of these processes are measurable. For example, we cannot see introverted sensing in the same way that you can see how extraverted sensing is displayed; nonetheless, introverted sensing leads to individuals asking for exact details, making concrete inquiries, and identifying minute differences in information.

The four perceiving processes are:

Sensing that is Extraverted (S e)

Providing Pragmatic Action

Definition

Mental function that drives us to focus in the moment, to attend to present, concrete circumstances. It pushes us to pay attention and to move quickly through a situation.

Importance

This process provides in the moment focus is a powerful tool to communicate the importance of an interaction and to engender a sense of urgency. This process provides for pragmatic action now.

Sensing that is Introverted (S i)

Clarifying and Cataloging Information

Definition

Mental function that drives us to get information clarity and to verify and catalog information. It pushes us to anchor our reactions and sensations to experience so that we have a library of information to call on in future events.

Importance

This process provides concrete, pragmatic information that is anchored in experience and reliable data.

Intuiting that is Extraverted (N e)

Seeing Contexts, Associations, Trends

Definition

Mental function that pushes us to look for linkages, identify possibilities, brainstorm, and explore ideas and concepts. It serves to get leaders to articulate ideas about the future and to solicit data about contextual factors that affect plans and actions.

Importance

Builds common ground understanding, promotes brainstorming, and encourages innovation. Leaders rely on this process to explore options and promote problem solving synergy in groups.

Intuiting that is Introverted (N i)

Visualizing Future Options, Scenarios

Definition

Mental function that drives us to seek alternatives, imagine future choices, and anticipate outcomes. It pushes us to innovate and find alternative paths to solving problems and imagining better solutions..

Importance

This process promotes a vision is and imagined future or potential scenarios. Among its many contributions, this is the process leaders rely on to identify creative and innovative opportunities.

The four evaluating or deciding processes are:

Thinking that is Extraverted (T e)

Analyzing and Reasoning

Definition

Mental process that pushes us to critique, debate, explore all aspects of a problem or situation to make it better. It seeks to find the important underlying principles in a circumstance and to manifest this principle in active ways.

Importance

Essential to problem solving and identifying effective/efficient strategies. Leaders are often rewarded for the clarity of their analysis and thoroughness of their problem solving which this function promotes.

Thinking that is Introverted (T i)

Critiquing and Theorizing Processes

Definition

Mental function that prompts us to critical analyze a situation. This pushes us to look for a “working theory” or framework to explain a situation. It sees the matrix of variables at work in various settings.

Importance

Leaders need to explore the pros and cons of options, and to consider how the current evidence fits into a perspective in order to provide a rationale explanation for actions.

Feeling that is Extraverted (Fe)

Connecting with Others, Demonstrating Empathy

Definition

Mental function that pushes us to connect with others, to show empathetic understanding, and to connect in social contexts. It drives us to find community and to seek common ground with others.

Importance

This process is among the most important for building a team and providing necessary support to others for each individual being led to feel significant, competent, and worthwhile.

Feeling that is Introverted (F i)

Evaluating Merit, Values, and Ideals

Definition

Mental function that pushes us to examine how the current state of affairs fit with the mission and values of the individuals involved. It seeks harmony between action and ideals, which often include taking care of all of the individuals involved in constructive ways.

Importance

This process alerts us to the sense that actions do not fit with the stated purpose, or when things feel misaligned and inconsistent.

In the Type 360 assessment, there are eight questions for each of the eight processes of type.

Leader Agility 360

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Leader Agility 360

Roger Pearman began his leadership studies in the 80's following the trends related to behaviors that matter, regardless of culture, economic sector, and generational differences. Through a comprehensive look at literature across academic and professional fields, he carefully analyzed research literature that specifically noted the behaviors that contributed to leader effectiveness. Later in his work *Hard Wired Leadership*, he described the eight dimensions and how they were linked to personality factors.

The eight dimensions of **Leader Agility 360** are:

Learning from experience

Individuals use various learning strategies to extract from experience best practices, guiding principles, or practical action plans. The desire to learn how his or her behavior affects others and systems is fundamental to a learning perspective. All experience is viewed as information from which learning can occur.

Adaptability and Flexibility

Being psychologically adaptable means that the individual has a range of behaviors from which to select when responding to a situation. A “flexible” individual does not become distressed with sudden change or surprises---in fact, he or she expects them. Being open and responsive to individuals and situations is basic to this quality.

Self Management

Regulating impulses and consciously directing energy into productive and creative activities are key to this quality. Understanding that emotional hijacking and flow are two sides of the same “coin” that are useful by the degree of self-regulation. Managing a range of responses rather than simply being reactive is critical to this competency.

Communication

Effective oral and written communication are central to this quality. Understanding others before seeking to be understood is a typical element of this perspective. Demonstrating a recognition that the meaning of the message resides in the receiver is central to this competency.

Utilizing Expertise

Using personal and team member expertise to solve problems is basic to this quality. While it is understood that most leaders gain only a fraction of expertise in a given industry, they know how to leverage their expertise and that of around them.

Decisiveness

Making and implementing decisions are basic dimensions of this competency. Individuals who are decisive analyze options, then select priorities in a context of goals and values, and select what is believed to be the best course of action. Decisive individuals know which decision strategy to use given the capabilities of those on whom implementation depends (e.g.: leader decision, leader-group decision, group decision).

Relationship Building/Maintenance

Understanding that relationships require different kinds of attention and varying strategies to strengthen is basic to this competency. The key to this competency is to build networks and maintain these over time. Fostering teamwork is essential.

Managing Complexity and Change

Leaders operate within multiple systems. Knowing that there are always unintended consequences is as important as dealing effectively with ambiguity. Working consciously within the paradoxes of organizational life and clarifying vision/purpose in the midst of uncertainty are hallmarks of this competency. Creatively leads change.

Three Aspects

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Three Aspects of Behavior

Both Type 360 and Leader Agility 360 ask raters to identify three aspects of behavior:

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Three Aspects of Behavior

Both Type 360 and Leader Agility 360 ask raters to identify three aspects of behavior:

Frequency behavior is displayed.

Behaving at different frequencies may be a good way to navigate in your environment. It is important to know how others see a behavior showing up.

And to this point, raters were asked if the behavior is overused. If indicated, an exclamation (!) is next to the average.

Effectiveness of the behavior that is displayed.

Experiencing a behavior as effective is independent of the frequency at which it is displayed. For example, you might be very critical and criticize often but do it in such a way that it is ineffective at influencing others.

Importance of the behavior for that individual to be more effective at this time.

The importance of a behavior varies over time and role. In one role, showing a greater interest in the vision is more important focusing on the project plan.

Note that if a rater group has an individual who rates a behavior at least three points from another in that group an * asterisk is noted to alert the reader to a difference in perceptions.

Comments

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The comments provide examples and suggestions for how the individual may enhance a given

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The comments provide examples and suggestions for how the individual may enhance a given behavior. While comments are optional, you are encouraged to ask raters to provide observations as the individual illustrations are quite helpful.

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Development

Awareness of how behavior is perceived is step 1 in the development process. An individual needs to know what to adjust to become more effective and to plan on how to make the adjustment.

Both the Type 360 and Leader Agility 360 reports

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Awareness of how behavior is perceived is step 1 in the development process. An individual needs to know what to adjust to become more effective and to plan on how to make the adjustment.

Both the Type 360 and Leader Agility 360 reports provide development tips for all aspects of the report and a planning worksheet to promote and encourage action.

The worksheet invites the individual to analyze each aspect of the report and to zero-in on the behavior that is likely to provide the biggest gain.

Ancillary resources are recommended for coaches to use with coachees: *YOU: Being More Effective in Your MBTI Type* for users of Type 360 and *FYI: For Your Improvement* for users of Leader Agility 360 or *I'm Not Crazy, I'm Just Not You*.