Learning Agility & Remote Working

How does Learning Agility help you continue working effectively?

HFMtalentindex

HFMtalentindex, part of the Assessio Group, is the market leader in psychometric online assessments & tools for strategic talent management. We provide platforms with scientifically tested, reliable and valid instruments for recruitment & selection, development, performance and talent & team mobility, including real-time analytics dashboards. We recognise, acknowledge and enable talent so that your organisation can benefit more from talent and ensure that no talent is wasted.

About our people

We are unique thinkers and makers, innovators and improvers. We are leaders in the market, in terms of technology as well as client solutions. We are the leader in Learning Agility tools, data driven recruitment solutions, team insights and leadership assessments. Our focus is always on measuring and developing talent. Our team of psychologists, researchers and HR experts are always on hand to provide support. By creating together, we unleash the potential of people and organisations. More benefit from talent with zero talent waste.

Introduction

March 2020: suddenly entire organisations are working from home wherever possible. For most people, this is a new experience and completely different from having an occasional quiet day working at home. It's clear that things have changed. There's great potential in terms of technology and after a couple of weeks, this was in place nearly everywhere. But what issues do you encounter?

So what's changed? Some examples: suddenly being forced to work from home and home-school children. Chatting to colleagues online and organising conference calls, no lunches together or asking someone a quick question in person. And no more drinks or meals with friends. Little physical contact (one and a half metres!) and everything online. Suddenly home is now your workplace too. How do you cope with this change? Some people find it easier than others.

Learning Agility to help manage change

Learning Agility describes how you deal with and learn from change. How do you manage the new reality of remote working? And above all, how do you quickly and effectively develop new behaviour in a new situation? For each Learning Agility dimension, based on your score, we are going to provide an explanation and tools to help you use your Learning Agility to continue working effectively. As you are probably experiencing change more consciously, this moment is also a chance to apply your Learning Agility. And to boost your personal development, whilst working remotely.

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Reminder: what is Learning Agility?

Learning Agility is the ability to rapidly develop new effective behaviour, based on new experiences, and then to apply this behaviour successfully.

It is a form of learning ability and thereby gives an indication of a person's potential. People with a high score on Learning Agility learn more from new situations than people with a low score on Learning Agility. High scorers are able to benefit more from the experience, are constantly looking for new challenges, seek feedback in order to learn, recognise patterns in unfamiliar situations and effectively involve others, in order to give meaning and understanding to experiences.

Roles and positions are changing more quickly. A changing role demands a different way of working, the ability to effectively respond to the reality of the day and continuously learn. Learning Agility indicates whether you have the potential to generally learn new things quickly. This may not be relevant now, but it may be in the future.

Learning Agility is measured on four facets (Change Agility, Mental Agility, People Agility and Results Agility) and one transcending factor: Self-awareness, which influences the scores on all dimensions.

[1] For a more detailed description of the different Learning Agility dimensions, see page 13

Change Agility

Mental Agility

Self-awareness

People Agility

Results Agility

4

Overall Learning Agility & remote working

1 to 3,9

Low Learning Agility score

You may find the change to remote working difficult because you prefer to work in a familiar and recognisable environment. Your cautious attitude is less suited to proactively looking for new possibilities to work from home. In practice, you probably prefer not to think about it. This can restrict you in your possibilities and opportunities to use your strengths when working online with others and to make use of the relevant technologies. You may have had limited opportunities to work remotely before and therefore perhaps you have never been challenged to take a different approach to your work.

What can you do?

Remote working enables you to more consciously manage your development and knowledge you have acquired in the past. Being unable to fall back on routine, you can start approaching things differently and learning from this. Make sure you have a good idea of your strengths and continue to actively apply your knowledge and your experience.

Above all, actively explore how you can adapt. Don't wait too long until other people come up with a solution. But do seek advice and support from others when implementing and applying remote working technologies.

Overall Learning Agility & remote working

4 to 5,5

Average Learning Agility score

You are quite intrigued and interested in the changes involved in remote working. To some extent, the energy you devote to your development depends on the pressure you feel to adapt and the opportunities that your surroundings offer you. This might mean that you are now more consciously exploring ways to adapt so that you can work more effectively in this remote situation. Changes in your surroundings encourage you to take more action to improve yourself so that you fulfil the new requirements of the situation.

What can you do?

Although you can be selective in your personal development, a big change means that you can now broaden and strengthen your ability to deal with change. You can do this by exploring which elements of your Learning Agility could be improved. Use your strengths. Use your insight into your ability to learn from changes by putting more energy into your personal development.

External pressure can prompt you to adopt a more proactive attitude with respect to your development. This means that you are not only able to keep up with the changes inherent in remote working, but also further develop or instigate changes in your organisation.

Overall Learning Agility & remote working

High Learning Agility score

5,6 to 9

Remote working offers you the opportunity to quickly apply your ability to deal with change and innovation to different ways of working. You regard change as a natural process. You therefore also see remote working as an opportunity to learn and develop yourself. Because you are aware of your stronger and weaker characteristics, you can also quickly apply the knowledge and new skills that you acquire whilst working remotely. You regard the changes related to remote working as a logical process and you will want to quickly be a frontrunner to continue being effective.

What can you do?

Use your ability to experiment and your initiative to help others cope with these changes. Above all, use your strengths within the various dimensions of Learning Agility. Remember that not everyone finds it easy to deal with change and suddenly work remotely. So, take other people's Learning Agility into account.

Change Agility & remote working

Low Change Agility score

1 to 3,9

You like to know where you stand in your work. You are probably critical and/or less convinced of the possibilities of remote working. You therefore may emphasise the disadvantages more quickly. For example, you are less likely to use the different technologies that make remote working possible purely from your own initiative.

You prefer being able to learn gradually and have support when working remotely. You are not one to start something and see where it takes you. Communicate this clearly and use (new) agreements and guidelines with respect to remote working. For you, the advantage of remote working may be that it provides added structure, because working together effectively requires more organisation.

Average Change Agility score

4 to 5,5

You tend to learn by taking on work that you have not done before. You are therefore open to remote working and, once you know how the technology works, you will start to use it. You are not someone who simply tries out things. Once you are familiar with the technology and the possibilities of remote working, you are open to the change and prepared to go along with it.
This is an opportunity to show more initiative to take on new tasks that you might not normally do. Encouragement from your surroundings (supervisor) and the possibilities of remote working may motivate you to take on new tasks that you might otherwise not have considered.

High Change Agility score

5,6 to 9

You enjoy the challenge of exploring the opportunities of remote working. You learn because you see potential in remote working and you like experimenting. You are optimistic and, in less certain times, you see plenty of opportunities and chances to improve yourself. You like searching for the unknown and enjoy pioneering and taking on work and tasks you have not done before. Your love of experimenting can come across as restless and people may also feel threatened by your urge to innovate and explore opportunities. Try to find a good balance and introduce your suggestions gradually and clearly. You should not approach every meeting as a brainstorming session. Don't present too many ideas at once or keep switching between different suggestions or thoughts. Take other people's Learning Agility into account.

Mental Agility & remote working

Low Mental Agility score

1 to 3,9

You are a practical person who enjoys getting to grips with the tools you are offered. You want those (technical) tools to work, but you are not concerned with precisely why or how a certain approach was chosen. You do not derive much energy from patiently figuring out all the different forms of remote working. Investigating the different theories and technologies required for remote working is not much of a challenge to you. Try to distance yourself more from the here and now. Discover why a certain approach to remote working may or may not work for you or your organisation in practice.

Average Mental Agility score

4 to 5,5

You will sometimes spend time analysing the possibilities of remote working. If you encounter information and backgrounds about remote working, you will also be motivated to learn more about it, without needing to know all the precise details. You will devote more time to new solutions and concepts if they inspire you and if you have a certain affinity with them. You want to understand what is happening around you, but you may not always prioritise that. For you, the practical application of your knowledge is more important than analysing backgrounds and theories. With slightly more effort, however, you can acquire a lot of knowledge in times of change. Don't just focus on the applications. Consider the different theories too. For example, why does one approach work better in practice than others? Try to discuss this with others.

High Mental Agility score

5,6 to 9

You enjoy thinking about how things work and how you can analyse remote working using different theories and possible solutions. You learn through your desire to understand systems. You like to be familiar with (complex) theories. You are creative and quickly able to see patterns when receiving new information, also with respect to a theme like remote working. You derive energy - and learn - from spending a lot of time on and paying a lot of attention to weighing the options and carefully analysing problems and/or situations. Use your potential for distancing yourself from daily practice to help others understand the connections and strategic implications of decisions. Get others thinking by comparing and discussing different options together.

People Agility & remote working

Low People Agility score

1 to 3,9

You are someone who does not immediately believe that other people's ideas about remote working are better than yours. You are critical about other people's input and you may therefore be less likely to be receptive to other people's ideas. When working remotely, you are not very motivated to actively approach others. During (online) meetings, you will be more likely to communicate your own ideas and insights to others than vice versa. You may want to take on too much yourself, particularly now that you have less physical contact with colleagues. For that reason, try to consciously plan time to learn from others, because that will help you hone your opinions. It becomes more tempting to want to solve problems by yourself when remote working.

Average People Agility score

4 to 5,5

Depending on the subject, you will approach others to help you understand problems. You are receptive to other people's input, but you do not assume that this is always better than yours. This may mean that, when working from home, you need to make more effort to approach others. You keep yourself sharp by assuming that you need others to help you solve problems. Remote working gives you the opportunity to seek out colleagues for input who you otherwise might not ask for help. This shows you what insights others can contribute. So, try not to be too selective in choosing people who can contribute and who you can learn from.

High People Agility score

5,6 to 9

You are receptive to the opinions of others and you tend to ask people to help you understand things. You make optimal use of remote working by using meetings to collate all the available knowledge. You do not assume that you know everything. You enjoy sharing online and consulting others so that you can form your own opinions and learn from them. You adapt to situations and you assume that everyone can add value when acquiring knowledge. You derive energy and learn from brainstorming and knowledge sharing with others. Try to communicate the latter to colleagues who are more sceptical about teamwork and group problem solving. Use your ability to motivate others to share your insights too.

Results Agility & remote working

Low Results Agility score

1 to 3,9

You don't necessarily feel that everything should always be better or faster than before. Working remotely does not directly motivate you to achieve more results. You might experience extra pressure now because a lot is expected of you in these circumstances. Your focus on the end result may diminish. You will not immediately ask yourself which output-related goals are expected of you. Remember that when working remotely, and thus more independently, it is even more important to set goals - both by you and by your supervisor. Try to clarify these goals and learn from how you approach things by achieving a goal or not. By critically analysing why your approach is or is not successful, you learn to use your strengths more effectively.

Average Results Agility score

4 to 5,5

Results are important to you and in the areas you find important, it will be a reason for you to adjust your approach and thus learn from your experience. When working remotely, you want to know what results you need to deliver. You may not need to be the best, but you feel it is quite important to be seen and be successful. When the goal is less clear, you are open to learning experiences. When working remotely, you are sufficiently able to keep a cool head and pursue your goals. However, too much pressure could adversely affect your ability to maintain focus. When working remotely, there will often be more focus on output-oriented working. This offers you an additional opportunity to learn from your results. You find that your contribution to the result to be achieved becomes clearer. This enables you to analyse why you are successful.

High Results Agility score

5,6 to 9

Output-oriented working is important to you. Failure to achieve goals or targets is an important motivation for you to learn and review your approach. This makes you extra motivated to adapt your behaviour so that you achieve your results. Working remotely is an extra incentive for you to learn if your contribution to achieving the goals is clear to you. You continue to maintain focus under pressure and want to perform better than others. You derive energy from achieving success. When working remotely, you monitor the results and you can communicate the importance of achieving results to your colleagues. Failure to achieve success or lack of clarity in what needs to be delivered is a reason for you to ask questions. This is an excellent way of reflecting on your own behaviour and your own approach.

Self-awareness & remote working

1 to 3,9

Low Self-awareness score

You are less consciously engaged in the changes involved in remote working and its impact on your effectiveness. You may not reflect very much on how working remotely affects your approach to work and why you may be good or less good at what you do. You are mainly focused on the here and now, which makes it difficult for you to make time for personal reflection. Your work may be going well, but you may not have given much priority to your personal development in recent years. Working differently, working remotely, allows you to reflect on your development areas. This forces you to be more critical about your own approach to work. Your ability to get the best out of your strengths is now stimulated by changes in work. However, this can also restrict you if you have a less proactive approach to your personal development.

4 to 5,5

Average Self-awareness score

You are focused on improving your development areas and in general, you will want to work on your personal development. The current changes resulting from working remotely ensure that you feel a greater urgency and that you are offered more opportunities by the environment. You consider big changes as potential for your personal development. However, you may not always actively analyse how you perform best - in this case when working remotely. You are receptive to feedback, although you may not always actively seek it. Due to the changes, the development you strive for now offers opportunities to improve your personal qualities. Remember that a proactive approach to remote working can speed up your development.

5,6 to 9

High Self-awareness score

You are strongly focused on your personal development and you see remote working as a challenge to find out more about yourself. You are curious about your own qualities and actively seek feedback from others so that you can develop yourself. You are eager to learn and open to criticism, and you therefore give priority to your personal development. In the change to remote working, this means that you can make the best use of your strengths to learn new tasks and new behaviours. You can also use these characteristics to show colleagues how they can adapt to new ways of working by being aware of their own strengths and development areas.

How is Learning Agility constructed?

Learning Agility is measured on four dimensions and one transcending factor: Self-awareness, which influences the scores on all dimensions.

Change Agility

People with a high score on Change Agility are characterised by a constant curiosity that is fuelled by new unknown things. They like to experiment, try things, and have a passion for new experiences. As a result, they experience more. They are able to learn more from their experiences, because they are intrinsically motivated to investigate matters and enjoy when things are not yet known to them.

Mental Agility

People with a high score on Mental Agility enjoy using new ideas to create new insights when things are complex or unclear. They like to analyse and are often able to get to the bottom of things in new ways, by thinking outside the box. They have an open perspective and are challenged by new ideas. This helps them recognise patterns in new experiences more quickly than others. They quickly understand how a situation works and what they can learn from their experience.

People Agility

People with a high score on People Agility are constructive to others and are open to people with different backgrounds and opinions. They have a need to properly understand what others mean and take others' opinions seriously. This makes it easier for them to get in touch with others and they succeed better in learning from the input of others. In addition, they can adapt more easily, for example to people from other cultures. As a result, other people share more with them.

Results Agility

People with a high score on Results Agility have a strong desire to be successful and always look for the best way to achieve results. They are often ambitious, self-confident and remain calm under pressure. Because they are better able to set goals in new and unfamiliar situations, they maintain focus and learn quickly what is or isn't important in order to make new things successful.

Self-awareness

People with a high score on Self-awareness know their own strengths and weaknesses. They are often critical of their own performance and their actions. As a result, they are more keen on how they can do things better and their overall willingness to learn is higher. Therefore, Self-awareness has a special role in Learning Agility: a high score increases the possibilities on the other Learning Agility dimensions, while a low score limits them.

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Want to know more about Learning Agility? Contact us to discuss how you can apply Learning Agility in your organisation.

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