



Learning Agility Leadership Profile

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Introduction

Learning Agility in an Era of Constant Change

Organizations today operate in environments defined by accelerating technological change, increasing complexity, and continuous disruption.

In this context, leadership effectiveness depends less on accumulated knowledge and more on the ability to learn quickly from experience and apply that learning in new situations.

This capability is known as Learning Agility.

This report provides a structured view of how you learn in new situations and how specific behaviors can influence your development as a leader.

Understanding Your Learning Agility Profile

The Burke Learning Agility Assessment measures behavioral patterns associated with how individuals learn from experience and adapt to unfamiliar situations.

Your results are presented as percentiles, based on comparison with a large normative sample.

Percentiles indicate how frequently certain behaviors appear in the way you approach learning relative to other participants.

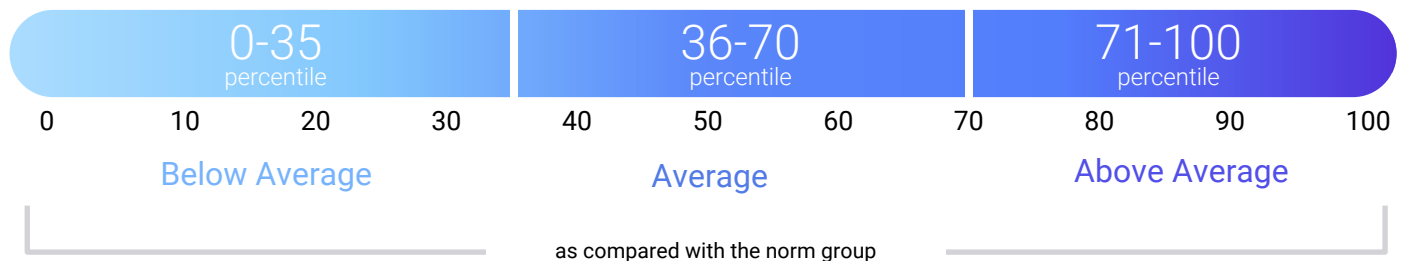
For example:

To facilitate interpretation, results are grouped into three ranges:

0–35 → Below average

36–70 → Average

71–100 → Above average



The report includes:

- Your overall Learning Agility profile
- Your results across the nine behavioral dimensions
- Your results across the thirty-eight specific behaviors

Learning Agility is not a fixed trait. It represents behavioral patterns that evolve through experience, reflection, and intentional practice.

The Behavioral Architecture of Learning Agility

Research conducted by **Dr. Warner Burke** identified specific behavioral patterns that characterize how individuals learn in unfamiliar situations.

Over several decades, **nine behavioral dimensions** were defined, expressed through **thirty-eight observable behaviors**.

1.



Flexibility

Being open to new ideas and proposing new solutions.

2.



Speed

Acting on ideas quickly so that those not working are discarded and other possibilities are accelerated.

3.



Experimenting

Trying out new behaviors (i.e., approaches, ideas) to determine what is effective.

4.



Performance Risk Taking

Seeking new activities (i.e., tasks, assignments, roles) that provide opportunities to be challenged.

5.



Interpersonal Risk Taking

Confronting differences with others in ways that lead to learning and change.

6.



Collaborating

Finding ways to work with others that generate unique opportunities for learning.

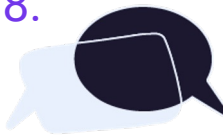
7.



Information Gathering

Using various methods to remain current in one's area of expertise.

8.



Feedback Seeking

Asking others for feedback on one's ideas and overall performance.

9.



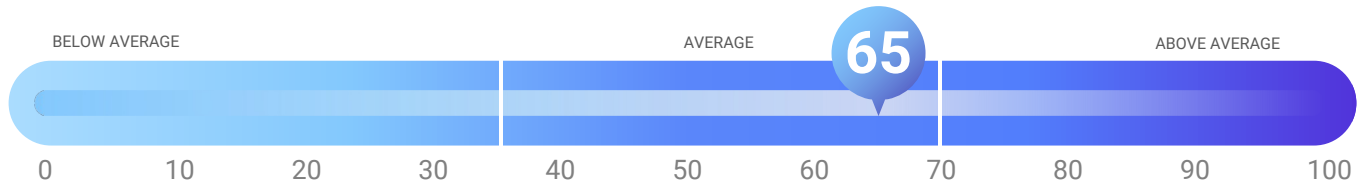
Reflecting

Slowing down to evaluate one's own performance in order to be more effective.

Together, these dimensions form the **behavioral architecture of Learning Agility**.

The following pages present your results across each of these dimensions.

Your Overall Learning Agility Score



Individuals who fall within a mid-range of Learning Agility tend to balance familiar approaches with an openness to new experiences.

They typically perform effectively in familiar or moderately complex contexts, where prior experience provides a useful frame of reference. When facing new challenges, they combine what they already know with the gradual integration of new ideas or perspectives.

Their approach to learning is largely situational. In some contexts, they explore alternatives, seek input from others, and reflect on their experience. In others—particularly under pressure or ambiguity—they may rely more heavily on familiar methods or proven solutions.

They are capable of adapting and learning from experience, although this process does not always occur with the consistency or speed that the situation may require.

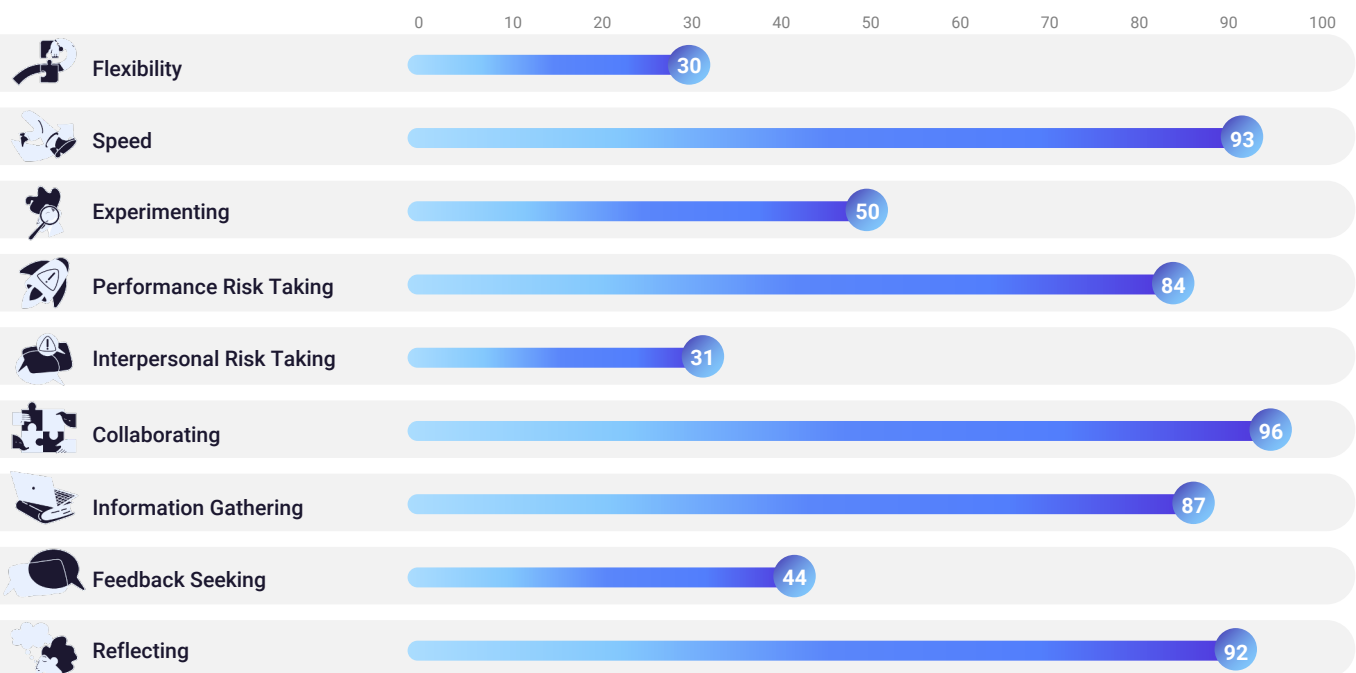
With greater intentionality, for example, by testing new ways of acting, incorporating diverse perspectives, or dedicating time to extract learning from experience, they can significantly strengthen their ability to learn and adapt in increasingly complex environments.

Your Overall Learning Agility Score

The following table summarizes your results across the nine behavioral dimensions of Learning Agility. Each dimension reflects a specific set of behaviors associated with how individuals approach learning when faced with unfamiliar situations, complex challenges, or changing environments.

Together, these dimensions provide a behavioral view of how you tend to explore new ideas, experiment with alternative approaches, interact with others in the learning process, gather information, and reflect on experience.

While each dimension offers valuable insight on its own, the most meaningful understanding typically emerges when considering the overall pattern of your profile. Some dimensions may represent natural strengths that support your ability to learn and adapt effectively, while others may highlight opportunities to further expand your learning capacity.



As you review your Learning Agility profile, consider the following questions:

- ***Which dimension appears to be one of your strongest leadership assets?***
- ***Which dimension might offer the greatest opportunity for development?***
- ***In what leadership situations do these behaviors appear most clearly?***
- ***How might strengthening one dimension influence your effectiveness in current or future challenges?***



Flexibility

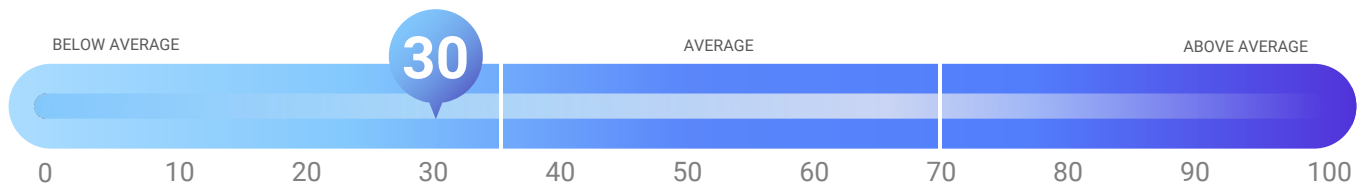
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Flexibility

Being open to new ideas and proposing innovative solutions

Your Score



Flexibility reflects how leaders explore new ideas; challenge established assumptions and generate alternative approaches in complex situations.

Your results in this dimension, which fall **below average**, suggest that you tend to rely more frequently on familiar approaches when addressing new or complex situations.

You may explore a more limited range of alternatives before making decisions and prioritize solutions that have worked in the past—particularly in contexts characterized by pressure or uncertainty.

While this approach can provide stability and consistency, it may also reduce exposure to different perspectives and limit the generation of alternative approaches.

In environments characterized by change, the ability to question assumptions and consider new ways of interpreting challenges becomes especially important. Developing greater openness to different ideas can significantly expand your capacity to learn and adapt.

You may also benefit from paying closer attention to differences between perspectives—rather than focusing primarily on areas of agreement—as these differences can enrich your analysis and support a deeper understanding of complex situations.

Over time, small shifts in how you explore ideas and consider alternatives can make a meaningful contribution to strengthening your cognitive flexibility and overall effectiveness as a leader.



Flexibility

Being open to new ideas and proposing innovative solutions

Compared to the
Normative Group

30

Behavior 1 Propose innovative solutions

BELOW AVERAGE

Behavior 2 Consider options before acting

AVERAGE

Behavior 3 Switch between different jobs/tasks

BELOW AVERAGE

Behavior 4 Find common themes among opposing points of view

BELOW AVERAGE

Behavior 5 Articulate different ideas/perspectives

BELOW AVERAGE

Development Practices

- **Incorporate emerging technologies**

Begin by exploring new technological tools, including advancements in artificial intelligence, as a way to progressively challenge established routines and approaches. Starting with practical, focused applications can make it easier to adopt new ways of working.

- **Develop strategic ambidexterity**

Focus on building your ability to connect long-term vision with immediate priorities. Even simple practices—such as pausing to consider broader implications—can strengthen this capability over time.

- **Broaden perspective through scenario exploration**

Start by intentionally considering alternatives beyond the most obvious outcomes. Asking yourself, “What other possibilities exist?” can help you gradually expand your way of thinking.

- **Foster learning across organizational and cultural boundaries**

Take initial steps to incorporate perspectives beyond your usual environment—for example, by consulting colleagues from other areas or contexts. These interactions can enrich how you analyze challenges.

Key Question:

What assumption could you begin to question or explore differently in your current context?



Your Learning Agility Profile Development Strategy

Your Learning Agility Profile Growth Strategy

The development of Learning Agility occurs through intentional practice.

The results presented in this report highlight patterns in how you approach learning when faced with unfamiliar situations. The most meaningful development takes place when these insights are translated into deliberate changes in behavior.

Rather than attempting to modify many behaviors at once, leadership development is typically more effective when focused on a small number of specific behavioral changes.

As you reflect on your results, consider the following questions:

1. Identify one key development opportunity

Which Learning Agility dimension, if strengthened, would have the greatest impact on your effectiveness as a leader?

Consider:

- situations where you may show reluctance to experiment with new approaches
- moments when greater reflection could generate deeper insights
- opportunities to seek more feedback or incorporate diverse perspectives

2. Identify a leadership situation in which you can practice

Learning Agility develops in real leadership situations.

Reflect on the contexts in which you could intentionally practice new behaviors in the coming weeks.

Some examples:

- leading a new project or initiative
- managing an organizational change process
- addressing a complex leadership challenge
- collaborating with colleagues from different functions or perspectives

3. Choose a specific behavior to practice

Select a specific behavior from the dimension you have identified and put it into practice intentionally.

Examples:

- seeking feedback after a relevant meeting
- experimenting with a new approach to solve a problem
- gathering additional perspectives before making a decision
- reflecting on a recent leadership experience to extract learning

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