5s2 LEADERSHIP ASSESSMENT

An advanced model and approach for accelerating leadership development
Strategic imperative

When we speak with CEOs and CXOs, they tell us that their biggest issue now is how to restructure and optimize their existing businesses, while creating future sources of revenue and profit through new business models. They often refer to this as the “the dual transformation” challenge.

Achieving such transformation is hard, because senior leaders in an organization need to engage in very different and frequently opposing behaviors. For example, they need to execute the most efficient routines, but at the same time be very experimental to discover new solutions, and know when to do what. We call this “ambidextrous leadership.”

In our research we found that leaders who can drive dual transformation exhibit ambidextrous behaviors on at least five different scales: driving strategy, execution, stakeholders, teams, and self. This is why we called our executive performance model “5s2” which stands for 5 scales, each with 2 different types of opposing behaviors needed for ambidexterity and thus dual transformation.
To understand just how ambidextrous your leaders might be, we developed a suite of assessments, which can be used individually, or together to create a fuller picture. These comprise (i) self-reports, based on Hogan personality surveys, (ii) behavioral reports based on 360 assessments, as well as (iii) IMD faculty expert interview assessments.

When we assess leaders across the globe using these tools, we find that currently only a small percentage of leaders can master ambidexterity across all five scales. However, through the assessment, we can quickly identify development gaps, provide a handcrafted leadership development plan, and help execute it to help leaders develop full ambidexterity and drive dual transformation.
Leaders that successfully reposition their core business and create new businesses, demonstrate ambidexterity across five leadership scales and two behaviors.

**Leading Strategy**
Executives have to be able to adjust the strategy to short term opportunities in the market (operator), as well as be able to come up with completely novel, but viable, strategies to create value for customers and capture some of the value for the company (transformer).

**Leading Execution**
Executives have to be able to implement and get others to implement well-established and well-tested procedures (implementer) and test out new ways of doing things, even if doing so may lead to failed experiments (experimenter).

**Leading Stakeholders**
Executives have to be able to leverage formal structures and processes to achieve organizational success (administrator), and social networks, social influence and informal processes to achieve this goal (networker).

**Leading People**
Executives have to be able to set clear expectations for their teams and hold them accountable for delivering on promises (conductor), and step back and ask them questions as a way to get them to identify how best to perform (galvanizer).

**Leading Self**
Leaders have to be able to keep themselves balanced and poised in the face of uncertainty (regenerator), and have the ability to make big and uncertain jumps in their decisions without full information (explorer).
**Complete the assessment**
- The leader completes a series of online psychometric questionnaires to gather data for all 5 scales and 2 behaviors.
- As an option, an IMD faculty expert can assess the leader on all 5s2 dimensions.
- As an option, the leader may also request for 360 feedback on all 5s2 dimensions.

**Receive assessment report**
- The leader receives a comprehensive report of the assessment across the 5 scales and 2 behaviors.
- The report includes leader’s strengths and development areas, and readiness to progress within current or future role.

**Get coaching feedback**
- The leader gets personalized coaching feedback from an IMD coach.
- The leader participating in the broader IMD Voyager also obtains their Individual Development Plan.

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### Comprehensive assessment
**Step 1**
- Complete the assessment

### Detailed assessment report
**Step 2**
- Receive assessment report

### Coaching feedback on the report
**Step 3**
- Get coaching feedback

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**An integrated process that draws on detailed assessment to create personalized reports and deeper insights**
5s2 starts the IMD Voyager journey

Backed by IMD’s research, and 75 years of working with the world’s leading companies, the IMD Voyager is a pioneering and comprehensive suite of tools and advisory services for strategic talent management that ensures organizations have the leadership pipelines in place for robust business resilience and future readiness.

The IMD Voyager offers a set of solutions that enable clients to build and deploy talent strategy, assessments and development, ensuring organizations equip their senior leaders to perform today and transform for tomorrow.
5s2 asks leaders to embrace a paradoxical mindset, confront discomforts and pivot between contradictory behaviors to overcome challenges effectively. Thus, leaders become ambidextrous, resilient and agile, fully capable of leading organizations through tomorrow’s world successfully.

RIC ROI
Professor of Leadership and Organization

A thorough leadership assessment helps leaders identify their strengths and growth opportunities. Through IMD Voyager, we translate these growth needs into detailed individualized development plans, which include executive education, on-the-job training and coaching, among others. We then work with leaders to implement the plan over time to help them reach ambidexterity and drive dual transformation.

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Dean of IMD South East Asia and Oceania
Professor of Digital Strategy, Analytics and Innovation
EMBARK ON THE IMD VOYAGER JOURNEY

Ensuring a strong, sustainable pipeline of leadership talent requires that the organization efficiently integrates the succession management program with the executive development programs. IMD Voyager provides an innovative, data-driven approach for integrating and aligning these two critical initiatives.
Strategic talent management begins with 5s2

To get started, please contact your IMD Client Director:
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