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COMPLEXITY | LEADERSHIP | TRUTH

Integrative Leadership Sensemaking Profile (ILSP)

Leadership surveys
summarise perceptions.
The ILSP reveals how you
navigate complexity.
And that changes
everything.

What is the ILSP?

The ILSP is a new generation leadership profile designed to reveal how you make sense of complex and ambiguous leadership challenges.

Your personalised profile reveals:

- **Cognitive complexity:**
The complexity of your sensemaking capability
Your ability to join the dots
- **Breadth of sensemaking:**
Which perspectives you consider in your sensemaking and potential blindspots
- **Unique sensemaking style:**
Your distinctive approach to sensemaking
- **Leadership emergence and effectiveness:**
Your perceptions of how frequently you emerge as a leader and how effective you are when leading
- **Tailored practices:**
Deliberate daily practices that strengthen your sensemaking capability over time

Why do the ILSP?

The ILSP is a developmental mirror that reveals how you make sense of complex and ambiguous leadership challenges, providing insights to support your development as a leader when the path ahead is unclear.

- **Go beyond your usual leadership surveys:** Even seasoned leaders will not have done anything like the ILSP before.
- **Gain self-insight:** Understand why complexity can feel energising or overwhelming.
- **Receive objective feedback:** Based on objective evaluation, not only self-ratings or others' opinions.
- **Develop your capacity:** Access tailored practices to stretch and strengthen your sensemaking over time.
- **Track your growth:** Establish a baseline and measure change over time, for example before and after participating in a leadership development process.
- **Using the ILSP for high-stakes decision-making in the future:** The ILSP is currently offered for use in low-stakes contexts, such as leadership development. We are continuing to refine and validate its measurement properties to support its future use in high-stakes contexts, such as talent identification and recruitment.

How is the ILSP different?

Grounded in four sensemaking theories and the latest evolution of the Model of Hierarchical Complexity (forthcoming publication by Aiden and colleagues), the ILSP is unique in several important ways.

- Unlike traditional leadership surveys that focus on personality types, values and behavioural styles, it provides objective feedback on demonstrated capabilities that matter for leading in complexity.
- It was developed in collaboration with a professional psychometrician with decades of experience.
- It is designed to feel like an online whiteboarding process that is authentic, reflective, and practical.

Validation of the ILSP and ongoing research

We have completed our first validation study of the ILSP, which examined the reliability and validity of four of its scales: complexity, interconnectivity, leader emergence, and leader effectiveness. We intend to publish these findings in the future as part of our commitment to scientific transparency and ethical research practices.

The findings have informed further refinements to the ILSP, and we will continue conducting research to strengthen its measurement properties and support its eventual use in high-stakes contexts, such as talent identification and recruitment.

By completing the ILSP, you are contributing to ongoing and pioneering research at the forefront of leadership science!

We are also developing several additional leadership tools designed to advance the measurement of leaders and leadership. For example, while the current ILSP focuses on individual leaders, we are already piloting a version specifically designed for leadership teams.

How does the ILSP work?

- **Who?** The ILSP is suitable for leaders aged 18 and over from all sectors, including corporate, government, not-for-profit, faith-based organisations, and academia. It is particularly relevant to leaders who regularly encounter complex and ambiguous leadership challenges.
- **How long?** Online, typically taking between 1 and 1.5 hours.
- **How?** Participants are presented with a complex and ambiguous leadership challenge and invited to make sense of it by responding to six open-ended questions. This is followed by two short surveys to capture leaders' perceptions of their leadership. Participation is entirely voluntary. Participants may skip questions or withdraw at any time before submitting their responses. All data will be treated as strictly confidential and securely stored.

Who's behind the ILSP? The ILSP is developed by Aiden M. A. Thornton, PhD, a leading expert in complexity leadership (aidenmathornton.com/#about).

To discuss using the ILSP, please get in touch at aidenmathornton.com/#contact