BetterUp’s Whole Person Model for Leadership

Our Whole Person Model leverages the latest scientific research, combined with a powerful technology platform, and a model grounded in behavioral, positive, and organizational psychology.
BetterUp’s Whole Person Model

BetterUp’s Whole Person Model goes beyond measuring leadership behaviors that have been shown to drive innovation, employee engagement, and business results. Our assessment also measures individuals’ psychological resources. These psychological resources are attitudes, beliefs, and skills that are associated with thriving and optimal performance—including mindfulness, flow, growth mindset, and resilience.

A rigorous, evidence-based approach

To re-envision leadership development and assessment, our Whole Person Model was developed by a team of PhDs, psychologists, and behavioral experts and reviewed by BetterUp’s Science Board.

Our team chose to hone in on the 13 psychological resources that research has shown to be strongly associated with beneficial outcomes such as well-being, productivity, and engagement, and 12 leadership skills and behaviors that are most highly associated with employee engagement and business performance. To validate our model, we followed rigorous academic scale validation procedures, including an exploratory factor analysis, confirmatory factor analysis, convergent and divergent validity, and test-retest reliability.

Going beyond leadership skill measurement to understand drivers of long-term performance

The Whole Person Model addresses a critical gap in the space: combining leadership skills with the psychological resources that allow individuals to adapt to change and sustain performance over time.
Leadership skills, behaviors, and psychological resources measured in the Whole Person assessment.

### Thriving as an Individual

<table>
<thead>
<tr>
<th>Centered</th>
<th>Aware</th>
<th>Agile</th>
</tr>
</thead>
<tbody>
<tr>
<td>When we are centered, we are better able to connect, inspire, make decisions, be empathetic, and create a positive environment for those around us.</td>
<td>Leaders who know themselves and the impact they have on others are able to adapt to their environment and identify opportunities to improve and grow.</td>
<td>Leaders must adjust to the unexpected to be successful in an environment of constant change. Agile leaders reassess, regroup, and move forward in the face of setbacks and change.</td>
</tr>
</tbody>
</table>
| • Open Communication  
• Trust Climate  
• Participation  
• Building Relationships | • Focus  
• Flow  
• Values  
• Mindfulness  
• Emotional Regulation | • Resilience  
• Growth Mindset  
• Sense of Control  
• Risk Tolerance |

### Inspiring your Team

<table>
<thead>
<tr>
<th>Includes</th>
<th>Elevates</th>
<th>Drives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusive leaders create an environment where everyone feels that they can participate, contribute, and do their best work.</td>
<td>These leaders develop the capacity of their team, communicate an inspiring vision, and create a work environment of autonomy and recognition.</td>
<td>To achieve results, leaders move action forward by making decisions, delivering results, and gaining support from others.</td>
</tr>
</tbody>
</table>
| • Purpose  
• Engagement  
• Energy  
• Calm | • Motivating  
• Coaching  
• Recognizing  
• Encouraging Ownership | • Alignment  
• Problem Solving  
• Feedback  
• Influence |
How the Whole Person Leadership assessments work

The attitudes and skills in the Whole Person Model are measured using a three-part Whole Person assessment:

1. **Intake assessment**
   Administered during the onboarding process, this assessment provides a baseline for “where one stands” within the Whole Person Leadership Model.

2. **A periodic check-in assessment**
   Provided every three months to track progress and change over time.

3. **A 360 assessment**
   Collects feedback from colleagues on key leadership behaviors to provide insights that inform the coaching process.

BetterUp’s Whole Person Leadership assessments:

1. **Boost leaders’ self-awareness** to identify areas of strength and opportunities for further development.
2. **Integrate with BetterUp’s coaching program** to provide actionable insights for coaches and clients.
3. **Provide data for insights** so companies can assess the impact of BetterUp coaching on leaders’ well-being and performance.
4. **Take only about 20 minutes** to complete, on average.

Insights across the organization

BetterUp’s individual member coaching sessions and assessment results are always confidential, but companies receive detailed, cohort-level aggregate analytics on employee development and growth throughout the coaching process.

Baselines and benchmarks for insights in context

We use BetterUp Behavioral Insights to compare performance with each group’s baseline performance, national averages, and averages across all BetterUp users. Our platform also lets you compare against a control group within your organization. These benchmarks allow you to track trends and progress related to how far your team has come, and how your results compare to others.

You can also use aggregated analytics to get feedback on your organization’s strengths and areas for development as a whole so that you can target other development interventions appropriately.
Whole Person Leadership assessment versus traditional leadership assessments

<table>
<thead>
<tr>
<th>DIMENSIONS</th>
<th>MBTI</th>
<th>DISC</th>
<th>Strengths Finder</th>
<th>EQi 2.0</th>
<th>Korn Ferry VOICES 360</th>
<th>BetterUp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assesses leadership behaviors</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Measures psychological resources</td>
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<td>✔</td>
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<td>✔</td>
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<tr>
<td>Measures competencies that can be developed</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<td>✔</td>
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<tr>
<td>360 capability</td>
<td></td>
<td>✔</td>
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<td>✔</td>
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<td>✔</td>
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<tr>
<td>Pre/Post Testing</td>
<td></td>
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<td>✔</td>
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<tr>
<td>Strengths-based report</td>
<td></td>
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<td>✔</td>
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<td>✔</td>
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<tr>
<td>Coaching integration</td>
<td>✔</td>
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<tr>
<td>Modular capabilities</td>
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<td>✔</td>
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<td>✔</td>
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<tr>
<td>Aggregated org level insights</td>
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<td>✔</td>
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<tr>
<td>Best-in-class user experience</td>
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</table>
BetterUp partners with companies to deliver personalized performance coaching at scale. Our expert coaches guide skill development and behavior change so employees thrive—working with clarity, purpose and passion to realize their full potential.

Learn more at BetterUp.co

References:

For more information on BetterUp, visit www.betterup.co or email contact@betterup.co