



INTRODUCING THE AGENTIC LEADERSHIP ASSESSMENT · ALA

The Heartbeat of Leadership



The Five Uniquely Human
Leadership Capacities

AI doesn't create great leadership. It reveals it.

Artificial intelligence is changing the way work gets done. It is not changing what leadership requires.

In a world where answers are becoming abundant, the qualities that distinguish exceptional leaders are becoming easier to see — not harder.

AI can answer questions.

It cannot decide which questions are worth asking.

AI can analyze information.

It cannot discern what matters.

AI can recommend a course of action.

It cannot own the decision.

AI can accelerate performance.

It cannot awaken human potential.

AI can improve its outputs.

It cannot outgrow itself.

The Agentic Leadership Assessment was designed to measure the five uniquely human leadership capacities — capacities no technology can create, and every leader can develop.

01 Relentless Inquiry

Relentless Inquiry is the disciplined refusal to accept the first answer – or the loudest one.

In the AI era, convincing answers are easy to produce. The leader's advantage is no longer having answers; it is asking better questions. Rather than accepting the most fluent response, leaders high in Relentless Inquiry probe assumptions, test evidence, explore alternatives, and remain curious long enough to reach genuine understanding. Just as importantly, they recognize when continued questioning no longer creates value.

IN PLAIN LANGUAGE

This capacity is about resisting the urge to settle too quickly. Leaders high in Relentless Inquiry ask better questions, stay curious longer than others, and explore beyond the obvious before reaching a conclusion.

FACETS

DD

Depth Drive

The tendency to pursue the question behind the question rather than settling for the first plausible answer. Leaders high in Depth Drive notice when an explanation feels complete too quickly. They keep digging – not because they distrust every answer, but because they know important insight often lies beneath the obvious.

AC

Assumption Challenge

The habit of examining the foundations of what is being presented – including one's own thinking. Leaders high in Assumption Challenge treat their conclusions as hypotheses to test rather than positions to defend. They seek counterevidence as a path to better judgment, not as a personal attack.

IC

Inquiry Calibration

The discipline to recognize when additional questioning is no longer producing meaningful insight. Leaders high in Inquiry Calibration resist both premature closure and endless analysis. They know when curiosity has done its work and a decision should begin.

02 Calibrated Judgment

Calibrated Judgment is the disciplined ability to separate signal from noise, weigh competing evidence, and arrive at sound conclusions.

In the AI era, information is abundant, but discernment is increasingly scarce. AI can produce compelling arguments, polished recommendations, and confident conclusions in seconds. Leaders high in Calibrated Judgment do not confuse fluency with accuracy. They evaluate evidence, question the reliability of sources, recognize the limits of their own thinking, and make decisions grounded in both reason and values.

IN PLAIN LANGUAGE

This capacity is about making sound decisions in a world full of convincing answers. Leaders high in Calibrated Judgment look beyond what sounds right to determine what is most likely to be right.

FACETS

IN

Integration

The ability to synthesize information from multiple sources, perspectives, and experiences into a coherent understanding. Leaders high in Integration resist simplistic explanations and recognize that strong judgment often emerges from thoughtfully connecting diverse ideas rather than relying on a single source.

EC

Earned Confidence

The ability to accurately evaluate the strengths and limitations of one's own thinking. Leaders high in Earned Confidence recognize what they know, what they do not know, and where their reasoning may be vulnerable to bias or error. Rather than projecting certainty, they continually recalibrate their confidence as new information becomes available.

JC

Judgment Calibration

The discipline to match confidence to the quality of the available evidence. Leaders high in Judgment Calibration avoid both overconfidence and unnecessary hesitation. They know when the evidence is sufficient to move forward and remain willing to revise their conclusions when better information emerges.

03 Anchored Agency

Anchored Agency is the disciplined willingness to make decisions, take ownership, and move forward with conviction.

AI can generate endless options, recommendations, and scenarios. It cannot assume responsibility for the outcome. Leaders high in Anchored Agency welcome diverse perspectives, but they do not outsource judgment or delay action while waiting for certainty. They make thoughtful decisions, own the consequences, and create clarity for others through decisive leadership.

IN PLAIN LANGUAGE

This capacity is about making the call when others hesitate. Leaders high in Anchored Agency gather input, make decisions with conviction, and take responsibility for the outcomes.

FACETS

VC

Values Clarity

The ability to make decisions that remain grounded in clearly defined principles and priorities. Leaders high in Values Clarity understand what matters most and use those values to guide difficult choices, especially when competing priorities or uncertainty make the right path less obvious.

DO

Decisive Ownership

The willingness to make decisions without avoiding responsibility or waiting for perfect certainty. Leaders high in Decisive Ownership welcome input, but they recognize that leadership ultimately requires someone to make the call. Once they decide, they accept ownership for both the decision and its consequences.

AC

Agency Calibration

The discipline to balance decisive action with appropriate openness to new information. Leaders high in Agency Calibration avoid both impulsive action and decision paralysis. They know when to stand firm, when to adapt, and when changing course reflects wisdom rather than weakness.

04 Human Elevation

Human Elevation is the disciplined commitment to helping people grow, contribute, and accomplish more together than they could alone.

As AI transforms the way work gets done, uniquely human capabilities become increasingly valuable. Leaders high in Human Elevation create environments where people think boldly, contribute meaningfully, and continue developing. They recognize that leadership is not measured by personal capability alone, but by the capabilities they build in others.

IN PLAIN LANGUAGE

This capacity is about making people better. Leaders high in Human Elevation create the conditions for others to grow, contribute, and do their best work.

FACETS

CA

Conditions Architecture

The ability to intentionally create environments where people can succeed. Leaders high in Conditions Architecture build cultures of trust, clarity, psychological safety, and accountability that enable individuals and teams to perform at their best.

ID

Individualized Development

The commitment to developing others through coaching, feedback, challenge, and meaningful opportunities to grow. Leaders high in Individualized Development view developing people as a central responsibility of leadership rather than a secondary task.

EI

Elevation Integrity

The discipline to elevate people in ways that genuinely strengthen both the individual and the organization. Leaders high in Elevation Integrity balance empathy with accountability, support with challenge, and individual growth with organizational performance. They recognize that sustainable development requires both care and high standards.

05 Regenerative Intelligence

Regenerative Intelligence is the disciplined ability to continually learn, adapt, and evolve in response to changing circumstances.

In a world shaped by constant disruption, yesterday's success is no guarantee of tomorrow's relevance. Leaders high in Regenerative Intelligence do more than recover from setbacks – they intentionally seek opportunities to learn, improve, and reinvent themselves before change demands it. They treat every experience, whether successful or unsuccessful, as valuable information for future growth.

IN PLAIN LANGUAGE

This capacity is about becoming better before you have to. Leaders high in Regenerative Intelligence continually reflect, adapt, and grow so they remain effective in an ever-changing world.

FACETS

PR

Proactive Renewal

The tendency to intentionally seek growth before external circumstances require it. Leaders high in Proactive Renewal regularly challenge their assumptions, develop new capabilities, and embrace opportunities to evolve rather than waiting until change becomes unavoidable.

RG

Reflective Growth

The ability to learn deeply from both successes and failures. Leaders high in Reflective Growth examine their experiences with curiosity and honesty, extracting lessons that strengthen future decisions, relationships, and performance.

RI

Renewal Integrity

The discipline to pursue meaningful growth while remaining grounded in enduring values and principles. Leaders high in Renewal Integrity embrace change without losing sight of who they are, ensuring that adaptation reflects intentional development rather than reactive reinvention.

Technology can expand human capability. Only leadership can expand human potential.

The future doesn't need more intelligent organizations. It needs more fully alive ones.

Leadership isn't measured by the answers it gives. It's measured by the potential it awakens.

The future belongs to leaders who choose to:

- 01 **Ask Better Questions.**
- 02 **Discern What Matters.**
- 03 **Own the Decision.**
- 04 **Elevate Human Potential.**
- 05 **Become Better Before You Have To.**

The Agentic Leadership Assessment was built to measure these five capacities — and help leaders intentionally develop them.