

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.



Research shows that when we bring our whole selves to work, we're more creative and perform better (Debebe & Reinert, 2014; Wright & Cropanzano, 2000). But in order to develop leaders who are agile, authentic, self-aware, and resilient, we have to improve the way we measure this type of development.

Today's leadership assessments miss a key ingredient for developing leaders who can sustain high performance year after year, and who can successfully adapt to change. They neglect to address the **psychological resources** that allow leaders to learn continuously, stay socially receptive, and sustain high levels of performance.

At BetterUp, we've made it our mission to address this crucial gap by developing a leadership tool that sets individuals up for success across all levels and functions within an organization. Our Whole Person Model is a radically new way of thinking about leadership development. It 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.

Our model links these resources to leadership behaviors and skills for a more comprehensive picture of a person's strengths and areas for development. Paired with BetterUp coaching and BetterUp's Behavioral Insights, they are an effective method to develop the ability to thrive as an individual and inspire as a leader.

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 have 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

Centered

When we are centered, we are better able to connect, inspire, make decisions, be empathetic, and create a positive environment for those around us.

- Open Communication
- Trust Climate
- Participation
- Building Relationships

Aware

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.

- Focus
- Flow
- Values
- Mindfulness
- Emotional Regulation

Agile

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.

- Resilience
- Growth Mindset
- Sense of Control
- Risk Tolerance

Inspiring your Team

Includes

Inclusive leaders create an environment where everyone feels that they can participate, contribute, and do their best work.

- Purpose
- Engagement
- Energy
- Calm

Elevates

These leaders develop the capacity of their team, communicate an inspiring vision, and create a work environment of autonomy and recognition.

- Motivating
- Coaching
- Recognizing
- Encouraging Ownership

Drives

To achieve results, leaders move action forward by making decisions, delivering results, and gaining support from others.

- 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

DIMENSIONS	MBTI	DiSC	Strengths Finder	EQi 2.0	Korn Ferry VOICES 360	BetterUp
Assesses leadership behaviors		✓	✓	✓	✓	✓
Measures psychological resources				✓		✓
Measures competencies that can be developed			✓	✓	✓	✓
360 capability				✓	✓	✓
Pre/Post Testing					✓	✓
Strengths-based report			✓		✓	✓
Coaching integration	✓			✓	✓	✓
Modular capabilities					✓	✓
Aggregated org level insights					✓	✓
Best-in-class user experience						✓



Learn more at
[BetterUp.co](https://www.betterup.co)

About BetterUp:

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.

References:

Wright, T. A., & Cropanzano, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. *Journal of occupational health psychology*, 5(1), 84. Chicago

Debebe, G., & Reinert, K. A. (2014). Leading with our whole selves: A multiple identity approach to leadership development. In *Handbook of race-ethnicity and gender in psychology* (pp. 271-293). Springer New York.