

VERTICAL DEVELOPMENT

What is it and why should I care?



ADULT DEVELOPMENT

Robert Keegan and Lisa Lahey



SELF-SOVEREIGN MIND

- I have to look out for myself
- No one else is like me; therefore, no one can really understand me
- You're either right or you're wrong, either with me or against me
- People who talk about "shades of gray" are usually hiding something



SOCIALISED MIND

- If you love or value me, you'll know what I'm thinking
- If I'm not a success or a good person, who am I?
- My role is my life
- It's important to find the person who can (and will) tell you whether you're doing it right



SELF-AUTHORING MIND

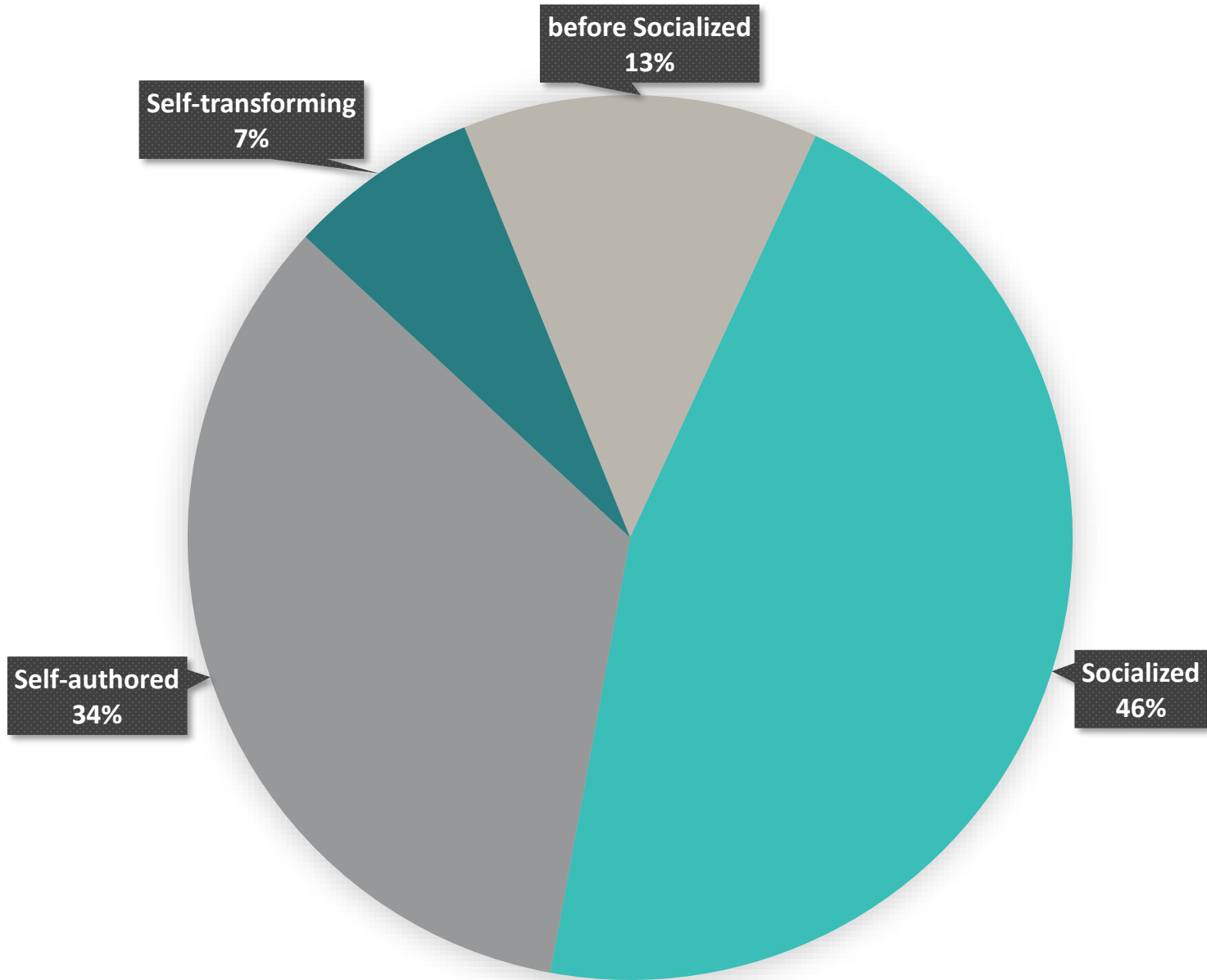
- If I don't live by my values/ principles, who am I?
- Others' views are important, but ultimately the only one who can decide what's best for me is me
- I am the best judge of my competence
- I do best when I can I am true to myself and make my own path



SELF-TRANSFORMING MIND

- I am made up of so many threads of other things—people, value, cultures—like a living tapestry
- While I enjoy positive emotions and events more than negative ones, there is richness and learning in everything
- My shadow—which I used to hate—I now see as a gift
- We are all right, but only partially

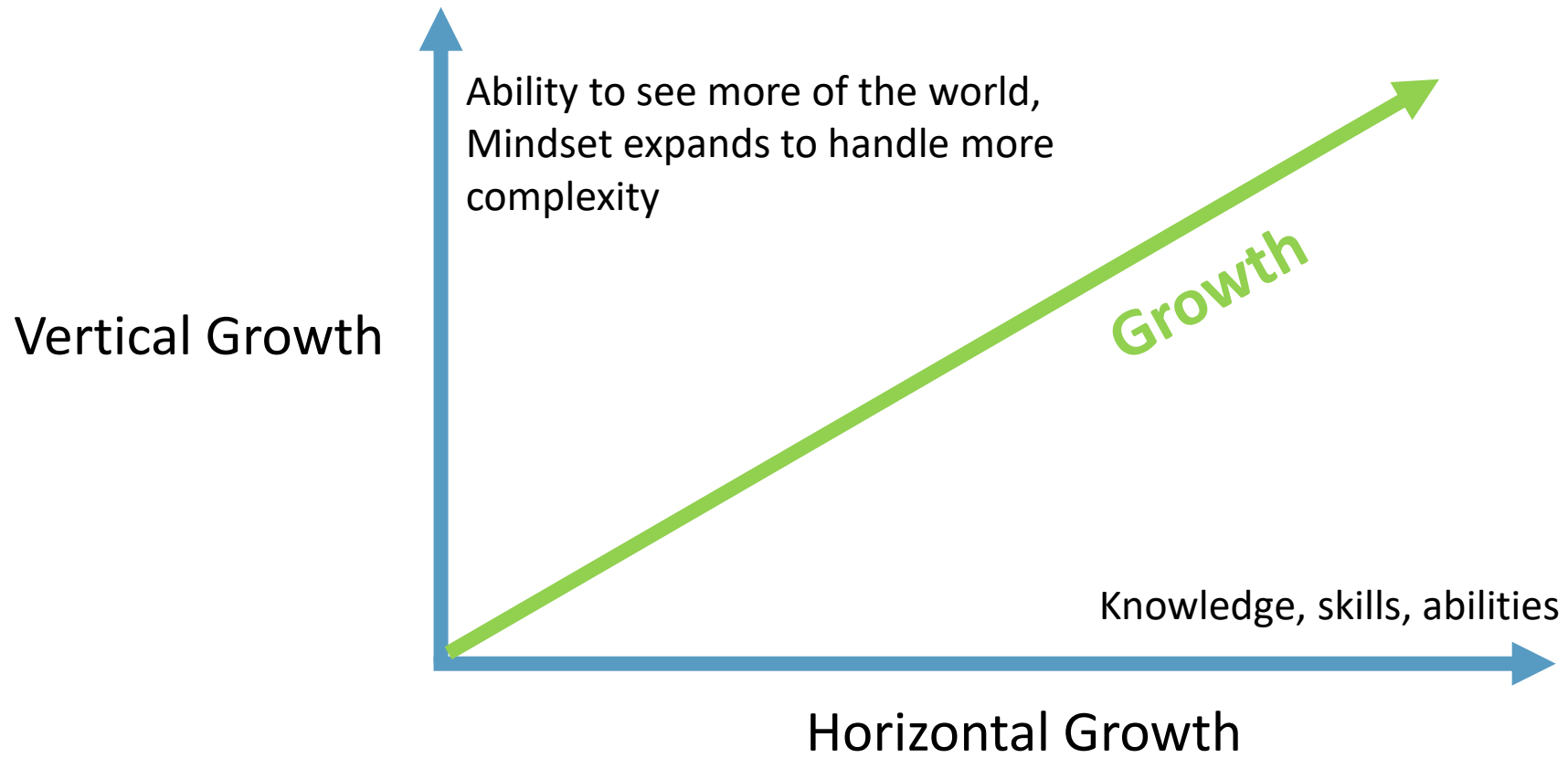
WHERE ARE PEOPLE?



YOUR TURN

Have a brief discussion in the breakout room about how you see the developmental stages showing up in your life

LEADERSHIP DEVELOPMENT



ACTION LOGICS

Where does the logic come from that we base our
action on?



OPPORTUNIST

Torbert, Cook-Greuters – Action Logic

In our Opportunist we are literally opportunistic, looking for situations to take advantage of to fulfil our own needs and desires. Winning, have power over, punish foes. Survive at all costs. At all cost.

The world is black and white, centres around ourselves, people are either for or against us, to the point where we make up elaborate stories in our heads about imaginary foes.

There is no desire to receive **feedback** and if given negative feedback, it is seen as a personal attack

Growth comes from

- understanding the impact of our actions and how it will affect our success in the long run
- learning to develop empathy
- imagining that there are other perspectives that our own
- learning to consider different responses



DIPLOMAT

Torbert, Cook-Greuters – Action Logic

In our Diplomat we have a desire to fit in and be accepted by a peer group, be that personal or professional. One's self is based on what the group thinks of one, how closely we adhere to the norms and standards of the group. Very much an external locus of control. We focus a lot of our energy on maintaining harmony, following the rules, we avoid conflict and we are NICE! The basis of a well-functioning society lies in our Diplomat. The world is still black and white, but now the border is the group we are a part of.

There is an emphasis on giving and providing positive **feedback**. Negative feedback received is painful, and hardly given to others.

Growth comes from

- Finding one's own voice and separating from the group
- Identifying and expressing negative emotions
- Looking inside for validation rather than outside
- Managing conflict skilfully and owning one's part in relationship dynamics



EXPERT

Torbert, Cook-Greuters – Action Logic

In our Expert we strive to become experts at what we do. This includes education, rigorous studies, practicing to master our craft. We strongly identify with our profession, we respect others who have been successful in our field, to the point of exclusion of those who are not. This is the stronghold of the scientific mindset. We can be trusted to always have an answer, and we cannot tolerate our expertise being called into question. We prefer working by ourselves.

Feedback is generally not welcome, even that of other experts. But not afraid to freely offer negative feedback to others.

Growth comes from

- Tolerating imperfection of self and others
- Realising how their effectiveness can be limited by the impact of their style on others
- Learning to see the bigger picture
- Learning to delegate and collaborate
- Understanding how deeply rooted the identity of expert is in them



ACHIEVER


Torbert, Cook-Greuters – Action Logic

According to the Western world, when you have grown into your Achiever you have “made it”. Our Achiever focusses on success, achievement, results, either through themselves, or through others. We decide for ourselves what is important to us, we go after it with a lot of passion and drive, and we generally appreciate individuals for what they bring. We also tend to have a corner on the truth, we know how the world works, and we are comfortable finding our own way. We collaborate well. Time is our most precious resource.

Feedback is welcome, especially if it helps us reach our goals. Sometimes we defend ourselves. We offer feedback to others with ease and matter-of-factly.

Growth comes from

- Suppressing the urge to over-achieve
- Stop constantly changing the next goal
- Taking on too much and then feeling guilty
- Stop doing and start being
- Work/life balance
- Learning to pause and question assumptions



INDIVIDUALIST / REDEFINING

Torbert, Cook-Greuters – Action Logic

We enter our Individualist as a result of feeling unfulfilled, or as a result of a crisis. Here we realise Doing is not enough – we start getting in touch with our greater purpose, and who we are BEING rather than doing. We realise there are a world of perspectives, beliefs, mindsets, ways of being out there, and they are all valid. We make friends with paradox. We often make radical changes as a result. We realise there is no objective truth, but how one sees things always depends on the vantage point.

Feedback is seen as extremely valuable and sought out.

Growth comes from

- Learning when to bring things to a closure and take a stand
- Learning to communicate well with experts and achievers, who will often find us wishy-washy
- Learning to become comfortable with ambiguity and confusion
- Finding more meaningful direction in life and work



STRATEGIST / TRANSFORMING

Torbert, Cook-Greuters – Action Logic

Strategist is the last bastion of the ego. Here we value personal growth, self-actualisation and the unfolding of ourselves as human beings very deeply. We tend to value it as much in others, and may get impatient with those that do not have the same agenda as we do. We are able to meet other action logics where they are, we are finely attuned to systems and their impact, as well as the complexity and chaos of life. There is a deep trust that human beings are resourceful and whole, and as such we can be transforming to both people and organisations. Strategists have integrated the “being” of Individualists with the “doing” of Achievers.

Feedback is seen as absolutely necessary and sought out, as well as given

Growth comes from

- Balancing confidence with humility
- Flexing comfortable to earlier stages
- Consolidating all that has come before
- Accepting and working with our shadow
- Building connections who can relate to them as is

Opportunist

Diplomat

Expert

Achiever

Individualist

Strategist

TRADITIONALIST

MODERNIST

POST-MODERNIST

EARLY



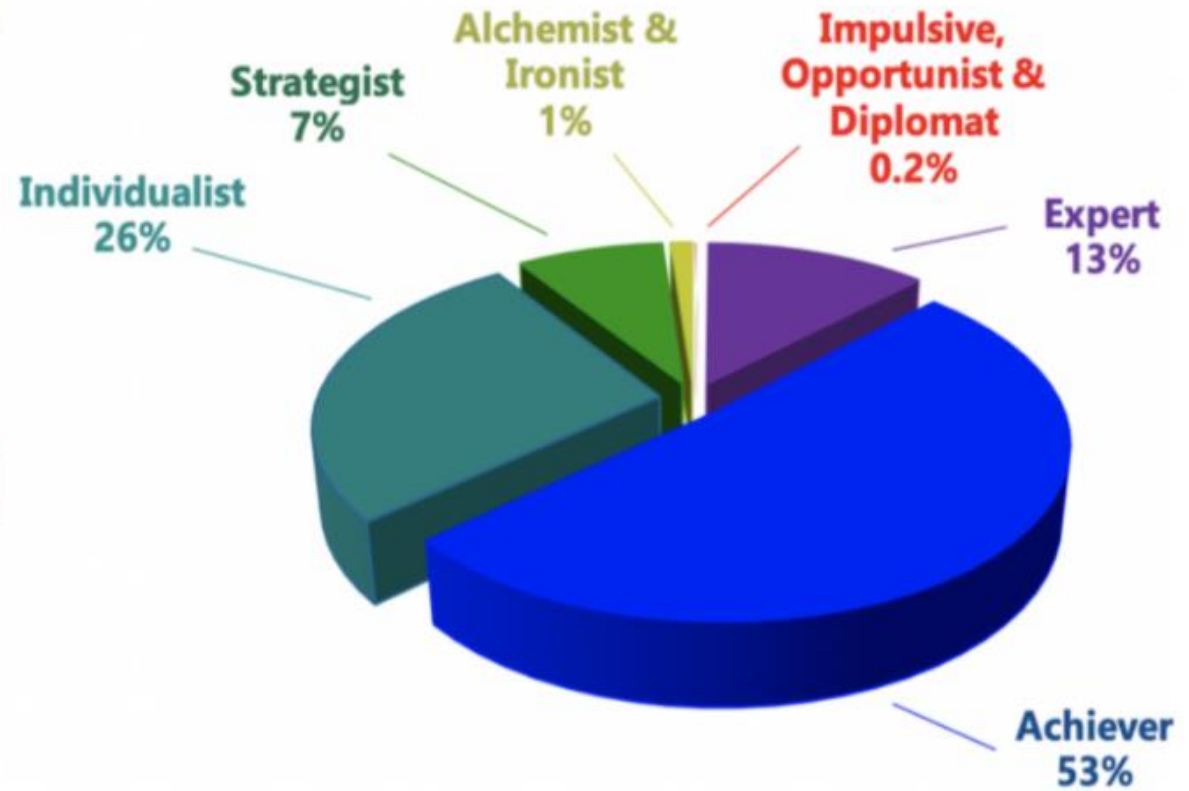
LATER

WHERE ARE LEADERS?

Action Logic

Prevalence

Impulsive & Opportunist	0%
Diplomat	0.2%
Expert	13%
Achiever	53%
Early Achiever	9%
Mainstage Achiever	33%
Late Achiever	11%
Individualist	26%
Strategist	7%
Alchemist	1%
Ironist	0.1%
Total (rounded figures)	100%

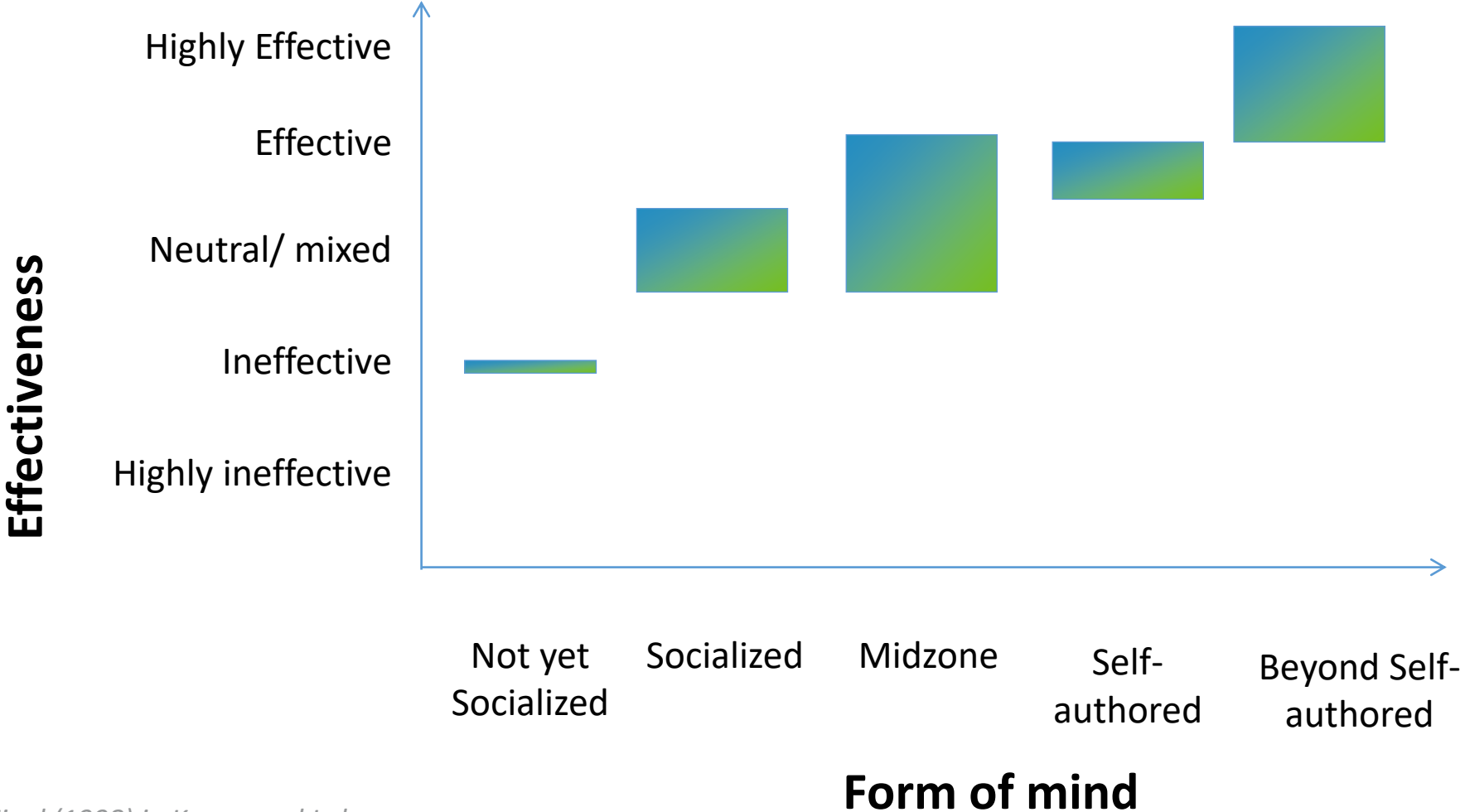


YOUR TURN

What do you recognise in yourself and in others about the Action Logics? Where do you need to grow?

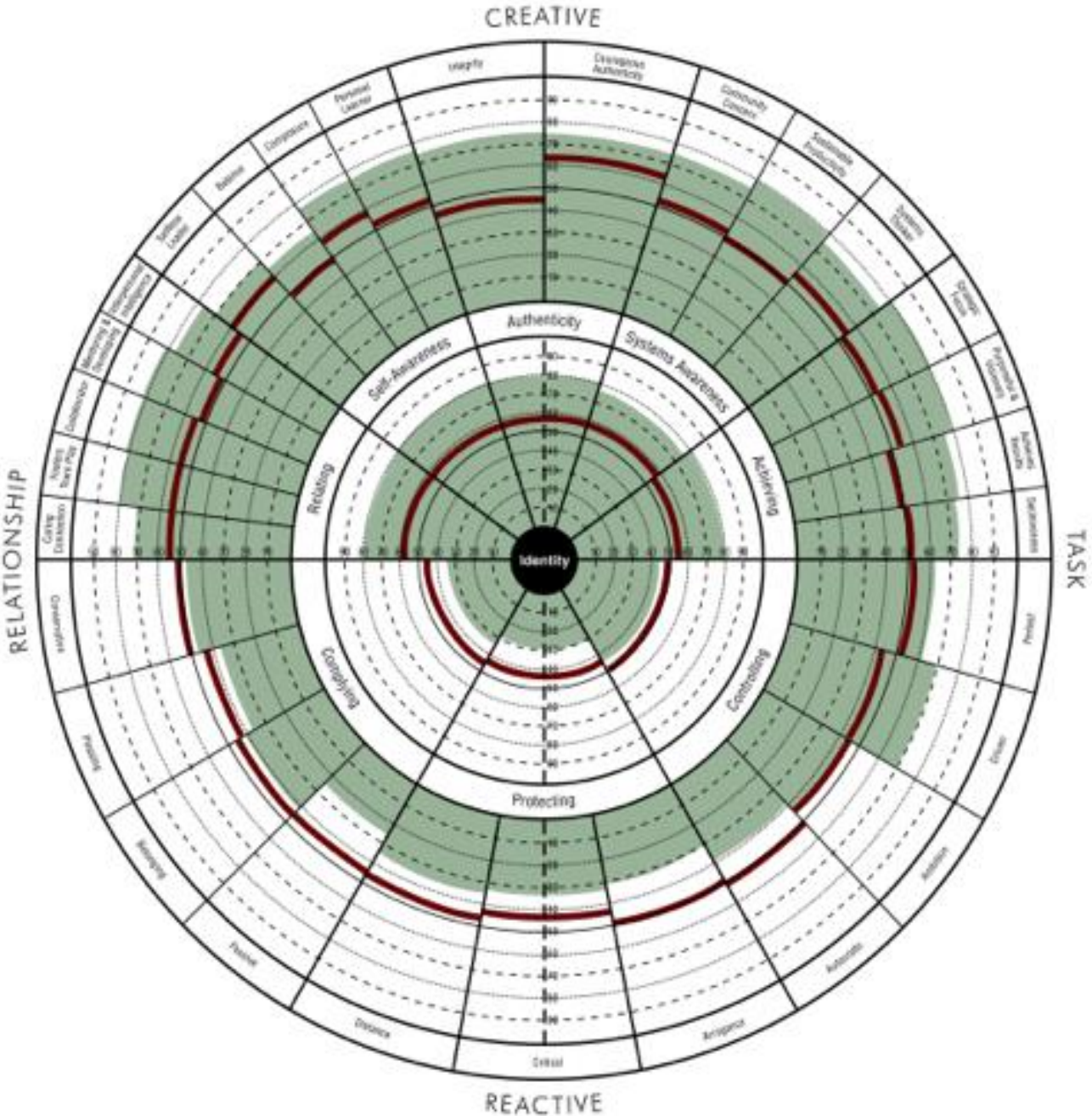
SO WHAT?

Relationship between Leadership Effectiveness and Business Effectiveness

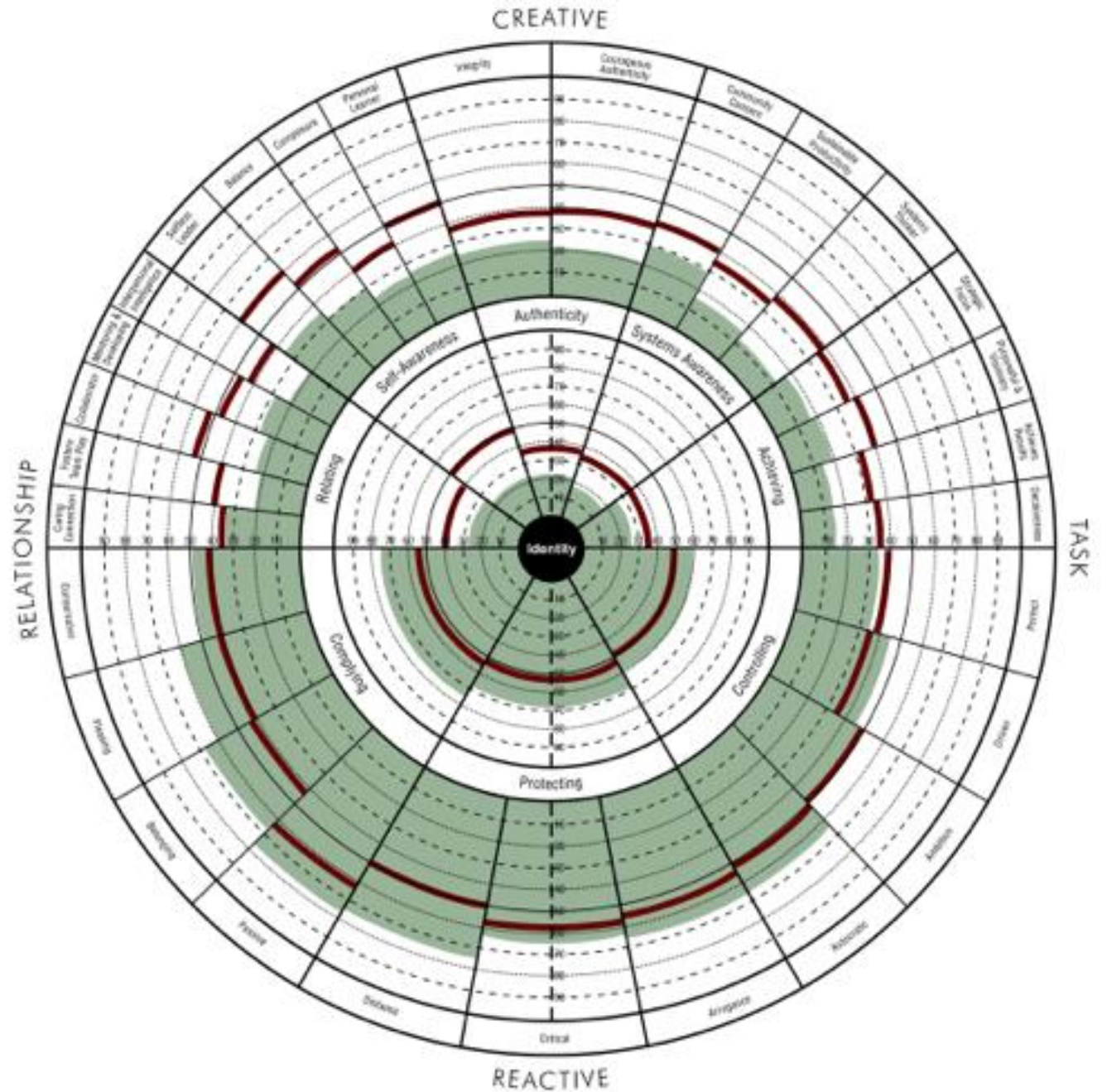


From K Eigel (1998) in Kegan and Lahey

PROFILES OF LEADERS OF TOP 100 PERFORMING ORGS



PROFILES OF LEADERS OF BOTTOM 100 PERFORMING ORGS



HOW DO WE DEVELOP
OURSELVES?





WHAT IS THE EXPERIENCE OF THE SELF?

We only shift when we cannot solve challenges using our current meaning making

We try hard for the longest time first!

We need to stay in this discomfort for a shift to happen

This includes not looking away from our shadow

When we shift or move to come up with a solution that suffices, even partially, we lose the opportunity

All this is hard, so we need partners or facilitators on our journey



WHY DEVELOP DELIBERATELY?

- Working in Complexity requires a Sense-Respond rather than Predict-Plan mindset
- We need a Post-Modernist (similar in aspects to Self-Transforming) mindset to be able to Sense-Respond and there is a very small % of human beings that test at Post-Modernist
- Traditionally it takes years for us to move from one stage to the next, and generally requires a deeply impactful life event
- AND then we need to choose to stay in the discomfort of the transition, so most people do not get there
- Deliberately Development Groups and Environments can create stage changes without the trauma

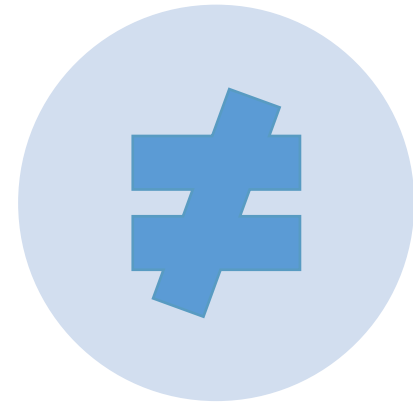
THREE CORE CAPACITIES



SELF-EXPERIENCING



COMPLEXITY
PROCESSING



PERSPECTIVE ADEPTNESS

SIX TRANSFORMATIVE CAPABILITIES



INQUIRY-BASED
EXPERIMENTATION



EXERCISING SYSTEMS
LEADERSHIP



ENABLING
DIFFERENCES



PASSIONATE
DETACHMENT



COURAGEOUS USE OF
POWER



POSITIVE USE OF
LANGUAGE

YOUR TURN

Which capability would be the most beneficial to those you lead right now?

HOW DO WE DEVELOP OTHERS?



FACILITATING DELIBERATE DEVELOPMENT

We need to create so-called Heat Experiences. In order to do so we need to:

- Create a holding environment through relationship
 - Psychological safety
 - AND Psychological challenge!
- Create Disorienting Dilemmas
- Cultivate a culture of feedback
- Develop a vocabulary that languages developmental stages
- Commit to mutual growth



SOME CONVERSATIONAL SKILLS TO CULTIVATE

Deep Listening

Powerful Questions

Probing, Provoking, Supporting, Reflecting

Perspective flexing

I vs We vs Systemic

Acknowledgements

Articulating what's going on

Impact **Feedback**

"What I make up.."

LET'S TRY IT OUT!



In your breakout room, spend a minute or two to design your holding environment



ID a current challenge one of you has. Whoever brings this challenge, your job is to be open and truly engage with the questions the others will ask you. We will call this Job 1



Job 2 is to engage with the challenge. NB: **this is not a coaching conversation**, although some of the conversational skills we make use of do come from the world of professional coaching. So:

Feel free to ask probing questions, also about the challenge
Listen at all levels, including to your intuition
Provide feedback, including your opinion

AND...



Job 3 is to focus on the developmental stage of the content of the conversation – thinking about the thinking.

Choose the developmental framework you are comfortable with

Where do the questions and answers come from? Look at individual as well as collective meaning making

Can you come up with questions that reveal or shift the meaning making?

Can you come up with questions that stretch the person?

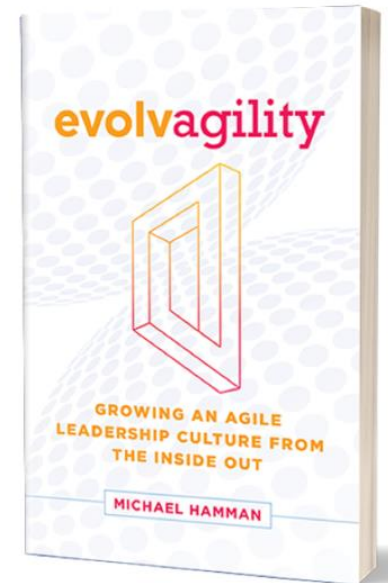


You have 10 mins

EXAMPLE QUESTIONS

The questions following are sourced mostly from DDCs and *Evolvagility*, Michael Hamman's book that not only explore DDE's but also the competencies and growth path of leaders who want to create DDO's:

Evolvagility: Growing an Agile Leadership Culture from the Inside Out



QUESTIONS THAT
MIGHT REVEAL
MEANING
MAKING

What did you make up about that?

What is the most significant thing about that?

What in your thinking makes [the situation] seem the way it is?

What if what that other person did [which was upsetting to you] made perfect sense? What might be the nature of that sense?

QUESTIONS THAT FLEX PERSPECTIVE

For this current situation, what might a different perspective be? What's another? And another?

What might you take responsibility for in all of this, that you are not?

How is this even a problem for you?

The character of every situation and challenge is determined by its relationship to something else. What might be that relationship, and what might be the something else for this situation?

What would it look like if you take a system's view?

QUESTIONS TO EXPLICITLY SHIFT MEANING MAKING

How might you describe the nature of the perspective that has you see it that way?

What assumption might you be making about that?

What needs to shift in how you are making meaning of this?

How might this look from the perspective of [different developmental stage]?

What might be different if you were to look at this from the perspective of [different developmental stage]?

What [developmental stage] are we currently using?