

Change Leaders Conference

Title: Vertical Leadership Development: How to Expand Leaders' Mindsets to Handle the Complexities of Transformation

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VERTICAL LEADERSHIP DEVELOPMENT

How to Expand Leaders' Mindsets to Handle the Complexities of Transformation

Presented by Dr. Dean Anderson
Change Leaders Conference

THE VUCA NATURE OF OUR 21ST CENTURY REALITY

Volatility

- ▶ The nature, dynamics, forces, catalysts, and speed of change

Uncertainty

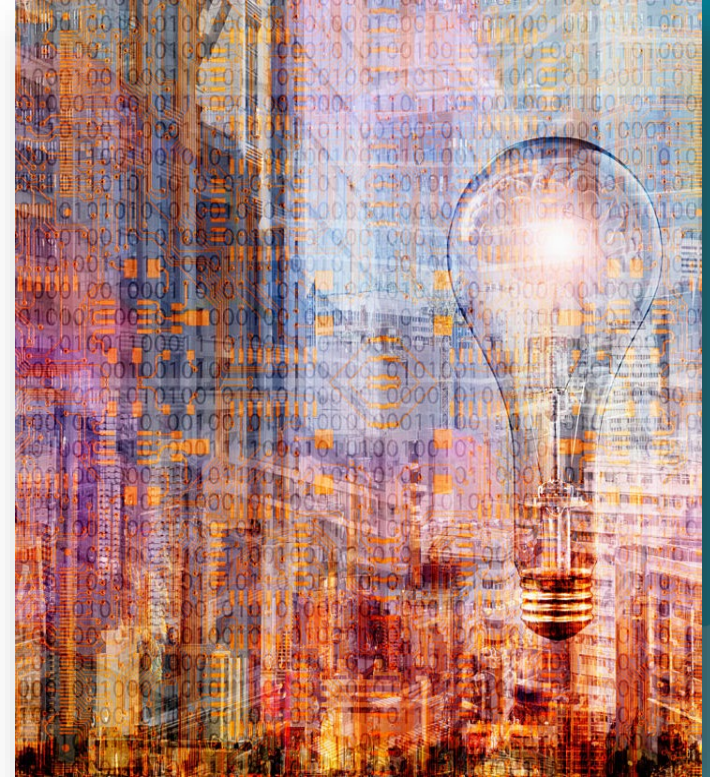
- ▶ Lack of predictability; potential for surprise; non-linear, emergent nature of reality

Complexity

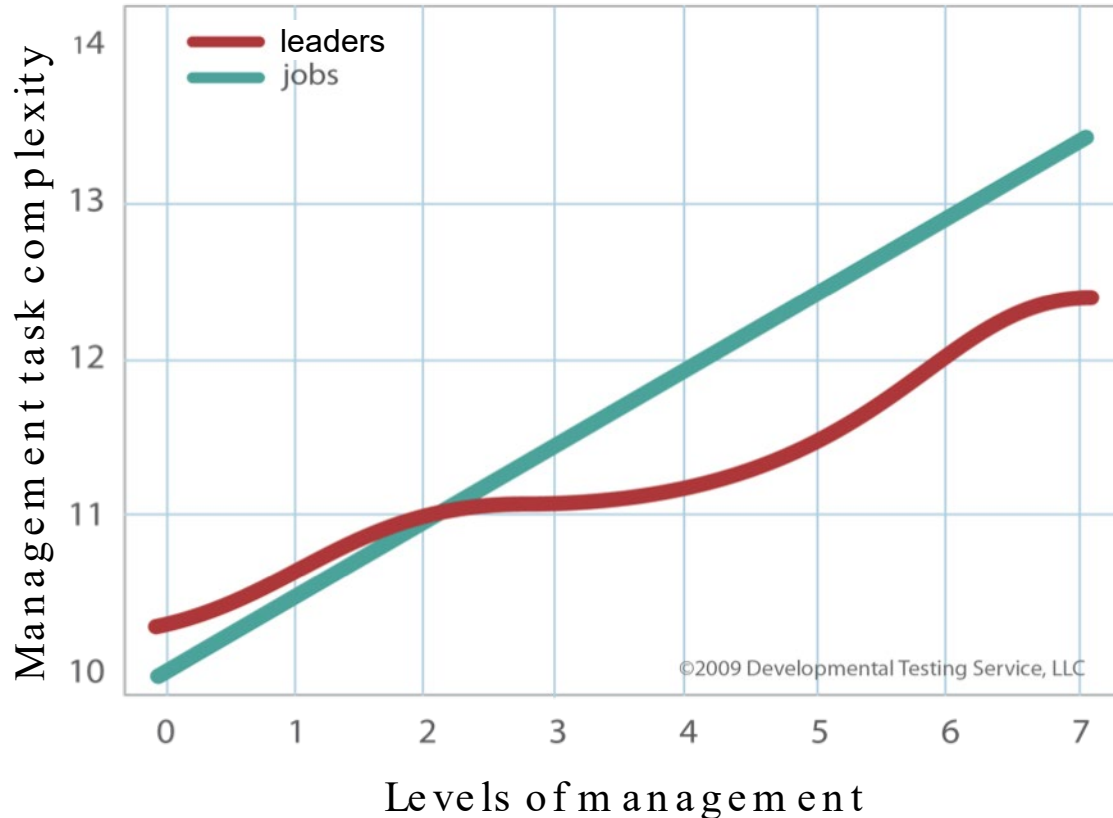
- ▶ Multi-dimensional forces, confounding issues; untold inter-dependencies; signal to noise confusion

Ambiguity

- ▶ The haziness of reality; potential for misreads; mixed meanings and interpretations; cause-and-effect confusion



MOST LEADERS ARE “IN OVER THEIR HEADS”



Leaders' world views are insufficient for today's complex challenges.

"When we look at the complex demands of our work and our own complexity of mind, we discover a gap:

*Our own mental complexity lags behind the complexity of the demands. **We are in over our heads.**"*

Dr. Robert Kegan, Harvard,
Author, *In Over Our Heads*

WHY DO 60-70% OF TRANSFORMATIONS FAIL?



Because leaders - and consultants –use
conventional mindsets

that generate conventional strategies,
methods and tools

that are insufficient

for the people and process complexities of
transformation.

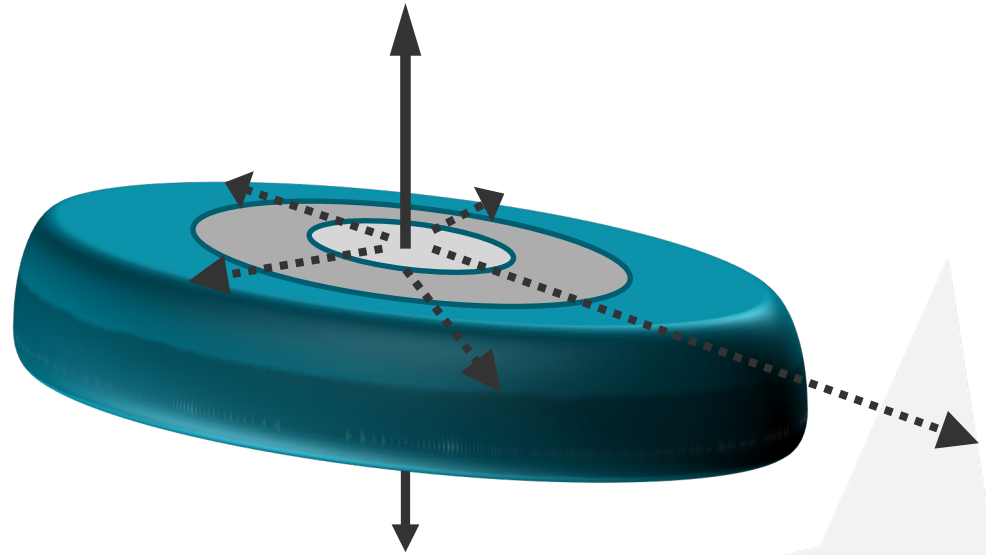


THE SOLUTION: VERTICAL LEADERSHIP
DEVELOPMENT

TWO TYPES OF LEADERSHIP DEVELOPMENT

Horizontal

- ▶ New knowledge, methods, skills, tasks, or behavior
- ▶ Within current paradigm of understanding

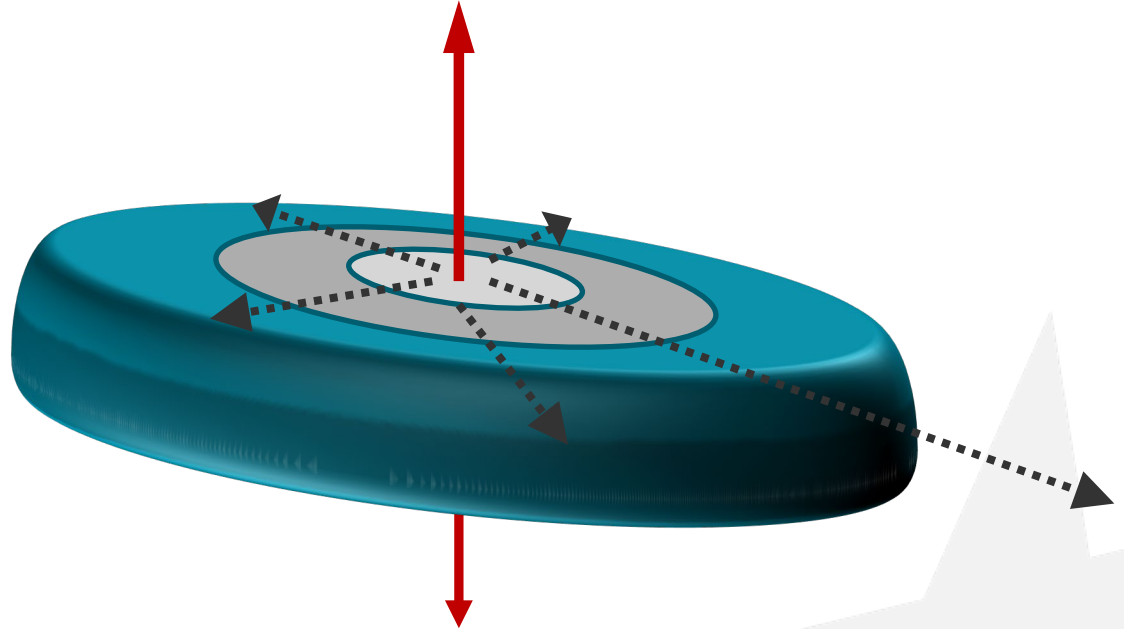


95%+ of executive development.

TWO TYPES OF LEADERSHIP DEVELOPMENT

Vertical

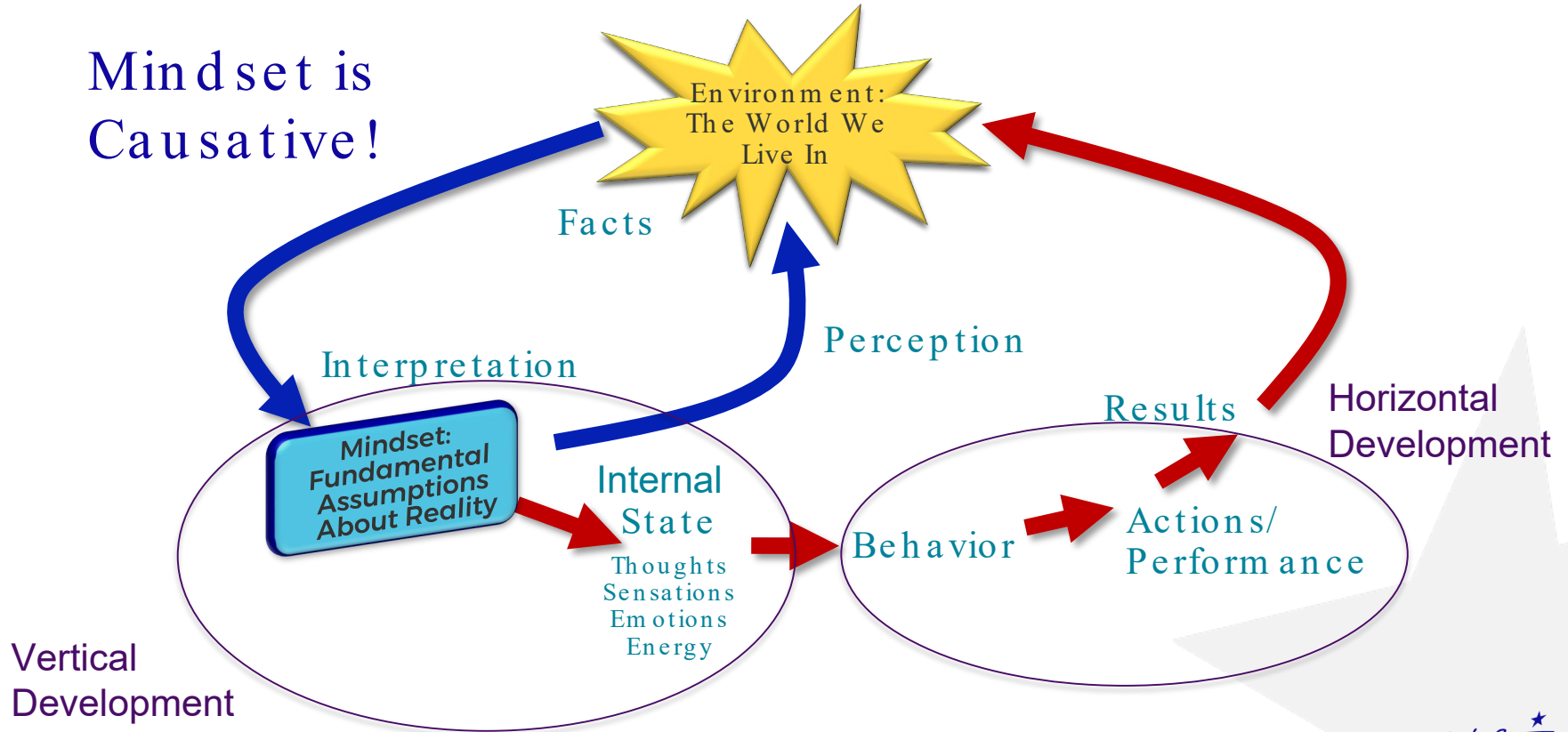
- ▶ New paradigm of a higher order
- ▶ Advanced world view
- ▶ Greater perspective
- ▶ Deeper understanding
- ▶ Breakthrough insights
- ▶ Increased skill mastery



The cutting edge of executive development.

SELF MASTERY MODEL

Mindset is Causative!



OVERVIEW OF STAGE DEVELOPMENT



- ▶ 7.5 billion people, only 10+ known stages
- ▶ Each person has a “center of gravity,” and a mixture of all levels in different proportions
- ▶ No stage inherently better or worse
- ▶ Do not reflect intelligence or personality
- ▶ Differ in level of complex thinking, capacity and functional fit with challenges

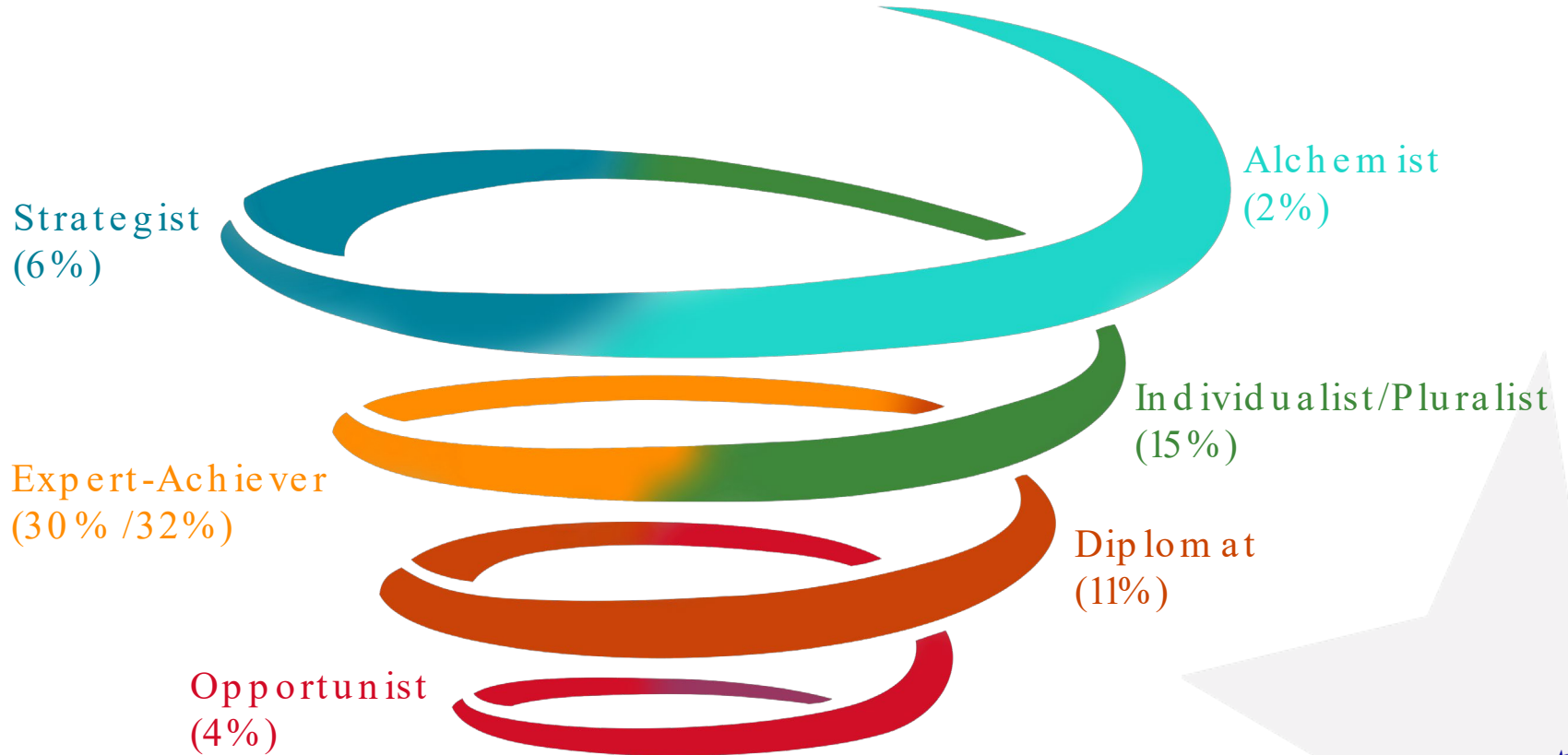
DEVELOPING “VERTICALLY”

As people / leaders develop, they:

- ▶ Increase their **breadth** of awareness across space (Seeing Systems)
- ▶ Increase their **breadth** of awareness across time (Seeing Process)
- ▶ Increase their **depth** of awareness internally regarding their –and other’s – mindsets (Seeing Internal/External; Seeing Consciously)
- ▶ Increase their ability to **take multiple perspectives** and choose the one most fitting to the challenge



STAGES OF VERTICAL DEVELOPMENT



STAGES OF DEVELOPMENT

Opportunist (4%)

Core value - Power

- ▶ I win
- ▶ Short time horizon; immediate needs
- ▶ Blames; I am not wrong – you are
- ▶ Hostile world
- ▶ Little awareness of feelings
- ▶ Black/white thinking

STAGES OF DEVELOPMENT

Diplomat (11%)

Core value – Control / Order

- ▶ Identity defined by group; desire to belong
- ▶ Should's; rules; one right way
- ▶ Conformist; don't rock boat; accepts norms of others
- ▶ Need for certainty; stability; status
- ▶ Tribal: Us against them
- ▶ Nice; pleasant to get along with inside clan
- ▶ Co-dependent relationships

STAGES OF DEVELOPMENT

Expert (30%)

Core value – Being right

- ▶ Identity = skills; sense of specialness; stand out
- ▶ Values craft and skill excellence
- ▶ Righteous; know-it-all, ultra-rational, opinionated
- ▶ High moral standards; dutiful
- ▶ One-upmanship; “yes, but...;” not team-oriented
- ▶ Problem solver; multiple solutions
- ▶ Initiator; mover and shaker; being in charge



STAGES OF DEVELOPMENT

Achiever (32%)

Core value - Competence

- ▶ Passion for results; common goals; idealism
- ▶ Independent, but values team to achieve
- ▶ First stage with substantial self awareness / reflection; can see more perspectives
- ▶ Scientific method delivers truth; intellectually skeptical; prove it
- ▶ Relationships important; can agree to differ; responsibility to others – mostly to achieve
- ▶ Starting to see systems, longer time horizon to complete team projects



STAGES OF DEVELOPMENT

Individualist / Pluralist (15%)

Core value – Justice

- ▶ See self as unique individual; growing self-awareness of mindset and personally authentic beliefs
- ▶ Relativism : different people see things differently
- ▶ Expanding beyond rational thought and conditioning; distrust “convention”
- ▶ Beginning to feel at ease with change / uncertainty
- ▶ Visionary: beginning to see new possibilities beyond tradition
- ▶ Empathy; step in another’s shoes; social justice
- ▶ Interested in other’s frames of reference; starting to question underlying assumptions



STAGES OF DEVELOPMENT

Strategist (6%)

Core value – Be my best Self

- ▶ Become the most I can be; walk my talk
- ▶ Self-awareness in action; embraces “shadow” side of personality
- ▶ Acceptance of multiple perspectives; while committed to creating one’s own meaning
- ▶ Global view; Life purpose beyond own needs
- ▶ Continual development of self/others
- ▶ Flexibility for change



STAGES OF DEVELOPMENT

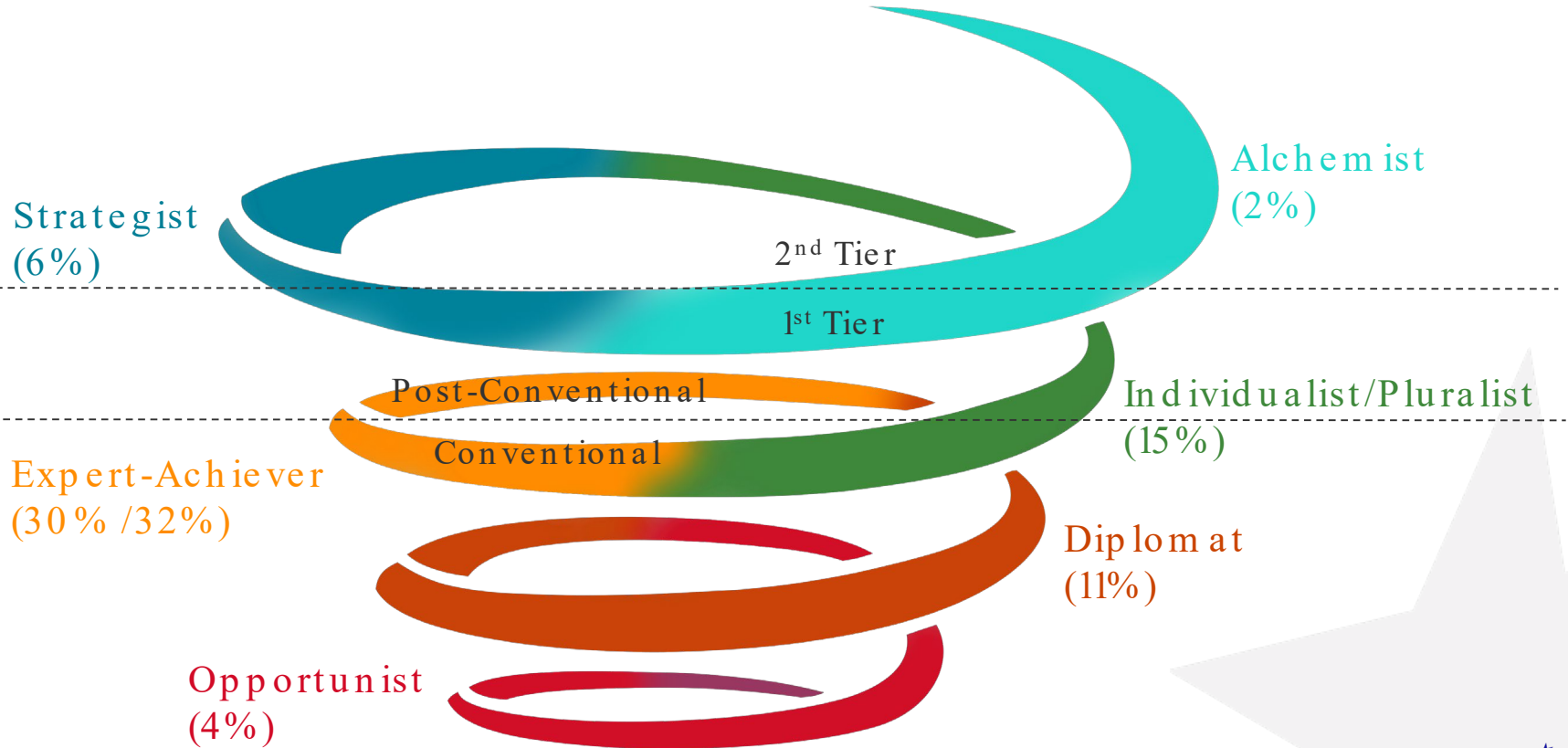
Alchemist (<2%)

Core value – Co-Creating

- ▶ Fully aware of ego as meaning maker; Witness; Presence; Being
- ▶ Holds polarities/paradoxes easily, without stress, to resolve them
- ▶ Fluid; able to flex with whatever is happening
- ▶ Committed to service of others; global causes
- ▶ Aware of limits of language; senses, intuitions
- ▶ Sees all life as constant change; greets emerging reality; goes with flow
- ▶ Fine-tuned relationship skills



STAGES OF VERTICAL DEVELOPMENT





DEVELOP VERTICALLY: ENGAGE YOUR INTERIOR

1st person experience, not a 3rd person “learning about:”

- ▶ “Do the Work” – Descend and ascend
- ▶ Transform from within
- ▶ Like an onion – peel away the layers and cry as needed
- ▶ Stalk your own shadow and transform your ego’s self-limiting stories

Engage leaders vertically!



RESOURCES

www.BeingFirst.com/leadchange

- ▶ Copy of Presentation
- ▶ In-Depth Webinar on Vertical Leadership Development
- ▶ Stages of Development Assessment
- ▶ Discount Coupon Code: *Leading Transformational Change Online Course*



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