

GLOBAL LEADERSHIP PROFILE - STORY



I ask for what I desire as we begin this topic



I pray that my entire being become open to God's grace



I imagine these texts being addressed to me, and note my response

Grace: To welcome the invitation to embrace my humanity and full potential

Above all, trust in the slow work of God. We are quite naturally impatient in everything to reach the end without delay. We should like to skip the intermediate stages. We are impatient of being on the way to something unknown, something new. And yet it is the law of all progress that it is made by passing through some stages of instability and that it may take a very long time. And so I think it is with you. Your ideas mature gradually – let them grow, let them shape themselves, without undue haste.

Don't try to force them on, as though you could be today what time (that is to say, grace and circumstances acting on your own good will) will make of you tomorrow. Only God could say what this new spirit gradually forming within you will be. Give Our Lord the benefit of believing that his hand is leading you, and accept the anxiety of feeling yourself in suspense and incomplete.

Trust in the Slow Work of God - Teilhard de Chardin

It is time for me to see the flaws of myself
And stop being alarmed
It is time for me to halt my drive
For perfection and to accept
My blemishes
It is time for me to receive slowly evolving growth
The kind that comes in god's own good time
And pays no heed to my panicky pushing
It is time for me to embrace my humanness
To love my incompleteness
It is time for me to cherish the unwanted
To welcome the unknown
To treasure the unfulfilled
If I wait to be perfect before I love myself
I will always be unsatisfied and ungrateful
If I wait until all the flaws, chips, and cracks disappear
I will be the cup that stands on the shelf
And is never used

It Is Time - Joyce Rupp

QUESTIONS FOR REFLECTION

What internal growth am I called to receive?

GLOBAL LEADERSHIP PROFILE - EXERCISE

Connecting to our Experience

- Drawing from your personal experience and context, what distinguishes an immature leader from one who is seasoned or mature?
- What kinds of leaders do we need today?

Understanding the Model

Read “Seven transformations of the leader” by David Rooke and Bill Torbert (HBR)

- What are you wondering about? What connections are you making?
- Do you have illustrations or examples of action logics at play? At work?

Taking the Global Leadership Profile

Step 1: Complete [the inventory of the Global Leadership Profile](#) and read the score report once you receive it.

Step 2: Individual Reflection

- What was your own estimate of your action logic?
- What do you think that your friends, colleagues and family might say? Ask them
- What is your current GLP action logic?
- What data is most helpful to you from the report?

Step 3: Group Discussion

ADDITIONAL EXERCISES

Refer to the Handout for more reflection questions on GLP and for deepening the discussion on the assessment.

GLOBAL LEADERSHIP PROFILE - INPUT

INTRODUCTION

This learning experience was created with the intention of not only teaching leadership and management skills, but also of fostering adult maturation. Just as children undergo distinct phases of cognitive development throughout childhood and into the early adult years, research has shown how adults can continue to develop in their meaning-making through several distinct stages as well (Torbert, 2004). These stages move in the direction of increased capacity for complexity, giving more mature leaders greater potential for constructively managing the challenges that come with leadership, including uncertainty, conflict, work across systems and networks, and complex problem solving. One assessment tool that gauges the relative maturity of individuals in terms of their stage of development is the Global Leadership Profile (GLP) developed by Torbert et al. based upon research by Jane Loevinger and Susanne Cook-Greuter.

MAIN IDEAS

The GLP: A developmental tool

- Torbert et al. offer in the Global Leadership Profile (GLP) a developmental model of leadership that can serve as a guiding map by which we can examine and develop the way we make meaning of the world and relate to challenges and situations.
- Based on Torbert's 40+ years of research, this inventory is one of the most researched psychometric tests available. It offers a set of sentence completions that provide insight as to how adult leaders make sense of their day to day experience, how they relate to power and exercise authority, how they engage in relationships, and how they make decisions.
- These sentences convey insights on the complexity of meaning making, one's relationship to rules and prevailing conventions, one's ability to hold multiple perspectives,...
- This tool also helps individuals gain a deeper understanding of their patterns and habits under stress, and recognize the conditions that best sustain their greatest capacity.

Understanding action logics

- Torbert calls the underlying strategies that (often unconsciously) inform our experience and subsequently guide our actions: an action logic. This logic describes how we tend to interpret our surroundings and behave when issues of power and timing are at stake. It is not about our "ideal" logic but what we actually think, feel and do.
- His work describes each developmental action logic and suggests that there are eight transformations (or evolutions) in action-logic possible anytime from middle childhood through one's adulthood.

- These eight characteristic styles of acting and inquiring that adults exercise range from Opportunist to Diplomat to Expert to Achiever to Redefining to Transforming to Alchemical to Ironic.
- Each of these action logics has a different idea about power, about how to lead and what makes a powerful leader.
- The GLP assesses our relative capacity in terms of our action logic (or stage of development) and provides practices that can increase our ability to manage and lead others. Although our action-logics are at the center of our thinking and meaning making, they usually remain unquestioned. As we begin understanding which action-logic we are operating from at any given time, become more aware of our meaning-making processes and grow through multiple action-logics, we expand our capacity to impact personal, familial, team, organisational, and even societal transformation.
- The learning that this tool facilitates is therefore vertical, covering capacity development (an expansion of our action-logics) and not limited to horizontal competence improvement within our existing capacity.

Note: For more details on adult development and the action logics, refer to the handout. The resources provided at the end of the document can also help you understand each of the transformations of leadership you can develop through. To formally assess your level take the GLP.

IGNATIAN NOTE

This section is currently being developed by experts. It will attempt to cover the following:

- Reflecting on the link between the GLP and Ignatian spirituality (the pattern of spiritual development, connection to interior freedom and personal growth, the role of discernment...)
- Addressing the concerns of similar tools.
- Emphasizing that our awareness of our ways of doing and being (and others') are a way to support them (our awareness of their action logic will help us manage them and lead them better, and not judge or manipulate them). The purpose is not about pigeonholing people.
- The importance of internal renewal (not putting new wine into old skins)

FINAL THOUGHT

The point of it all

Development is not race to the finish line. There's no prize for being the most self-transformational on your deathbed or the first in your high school class to become self-authored. Development isn't just about this theory or these forms of mind; it is the journey of our lives, the way we come to see and re-see the world around us. Paying attention to someone's particular form of mind is not going to change the world. Paying attention to the sense-making of yourself and others, however, might change the course of your life. Those of us who work in this space find ourselves being more gentle with those around us, less frustrated by the foibles of humanity, more filled with admiration and affection for those who are doing their best. This becomes a virtuous cycle. Our stance opens us to new possibilities in other people. As we do this, it leads other people to become bigger in our company and they become aware of those possibilities themselves. Spending time with people who are being their biggest selves is a delight that pulls us to be at our most complex. Adult development theories exist to give us a glimpse into what sense the world makes to us and to others in the present and to show us all a path to a different set of possibilities for the future.

Jennifer Garvey Berger

EXPECTED LEARNINGS AND OUTCOMES

1. Introducing the Global Leadership Profile
2. Inviting participants to examine their thinking process and meaning making and recognize their current action logics
3. Reflecting on and experimenting with different action logics

GLOBAL LEADERSHIP PROFILE - RESOURCES

GENERAL RESOURCES

Title	Author	Publisher	Year	Link
Seven transformations of Leadership	D. Rooke & B. Torbert	HBR	2005	Link
The Leadership Maturity Assessment	Cook-Greuter & Associates			Link
Center for Leadership Maturity	Center for Leadership Maturity	Website		Link
Fostering Post-Conventional Consciousness in Leaders	Charles Baron and Mario Cayer	Emerald Group Publishing	2011	Link
Personal Growth and the Ignatian Spiritual Exercises - Ego Development and the Four Weeks	Maryjo Meadow	The Way Supplement 76		Link
A Case for Development	Susanne Cook Greuter		2002	
Imperfect Beauty: Hierarchy and Fluidity in Leadership Development	E. Herdman-Barker & N. Charlotte Wallis	Volume 6, Issue 1: Challenging Organisations and Society. Reflective Hybrids Editors: Nancy Wallis and Maria Spindler		Link
Action Inquiry: The secret of timely and transforming leadership (book)	B. Torbert & Associates	McGraw Hill Education	2004	Link
Global Leadership Associates Website	Several Authors			Link
Scientific Validity of the GLP				Link
A unified theory of leadership - Experiences of higher states of consciousness	Harald Harung, Dennis P. Heaton and Charles N. Alexander	MCB UP Ltd	1995	Link

GLOBAL LEADERSHIP PROFILE - RESOURCES

GENERAL RESOURCES

Title	Author	Publisher	Year	Link
Leading complex change with post-conventional consciousness	Barrett C. Brown	Journal of Organizational Change Management	2012	Link

QUOTES

- "If you want to make minor, incremental changes and improvement, work on practices, behaviour or attitude. But if you want to make significant, quantum improvement, work on paradigms... perceptions, assumptions, theories, frames of reference or lens through which you view the world. - Stephen Covey
- Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is—his good, pleasing and perfect will. Romans 12:2
- "Few souls understand what God would accomplish in them if they were to abandon themselves unreservedly to Him and if they were to allow His grace to mold them accordingly." - St. Ignatius of Loyola
- "No one sews a patch of unshrunk cloth on an old garment, for the patch will pull away from the garment, making the tear worse. 17 Neither do people pour new wine into old wineskins. If they do, the skins will burst; the wine will run out and the wineskins will be ruined. No, they pour new wine into new wineskins, and both are preserved." - Matthew 9: 16-17