

# GLOBAL LEADERSHIP PROFILE - HANDOUT

### NOTE

This handout provides additional reflection questions and notes that help you deepen in the understanding of the GLP, adult development and the action logics.

The following pages aim at:

1. Gathering general impressions following the assessment
2. Deepening the reflection on adult development and the Global Leadership Profile
3. Exploring the characteristics and experience of the various stages of knowing
4. Expanding one's repertoire by experimenting with different action logics

Note: It is recommended that participants have completed the inventory of the Global Leadership Profile and received the score report.

### GATHERING GENERAL IMPRESSIONS

Take some time to individually reflect on the following questions:

- When you received the assessment and considered the description of the seven distinct action logics where did you initially locate yourself?
- Which action logic resonated the most with your day to day experience?
- Which of these action logics described the best the stage you lead from when you fall back?
- Which action logic describes how you perform as a leader when all the conditions are favorable?
- Following the assessment you have taken and the results/profile you have received, what are the questions that you bring?
- Are you experiencing some skepticism or resistance? Where is this coming from?
- Are you making connections you would like to share?
- What would you have liked to have clarified or better illustrated?

Join a group of people (triads) sharing the same action-logic.

Explore your various impressions and discuss together the following questions:

- When is my inner action logic most appropriate?
- When do I find myself stretching beyond my current action logics?
- What triggers my "fall back?"
- As I think of specific situations when I found myself operating at my best, what was my interior experience like?
- How did it feel on the other hand to be in fallback?
- How can I develop? (Think of capturing capacity building opportunities like: new leadership roles; working on diverse teams that challenge your perspective; being involved in collaborative problem solving; seeking mentoring or coaching, participating in a rich feedback based supervision...)
- What insights are arising as you listen to other share their experiences?

Share your insights with people from other action-logics.

## GLP AND ADULT DEVELOPMENT

### Adult Development: Four Ways of Knowing

The developmental model of learning is founded on the work of Dr. Robert Kegan, Harvard University, and Dr. William Torbert, Boston College.

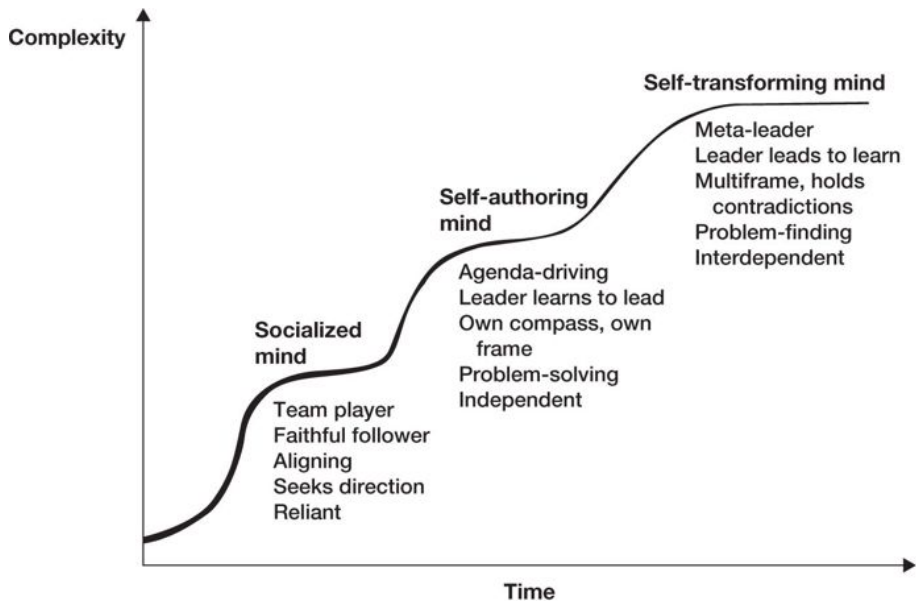
In this approach, **HOW** we know (the way we understand reality and make meaning) is at least if not more important than **WHAT** we know.

The research of Kegan (1982, 1994 and 2000) on constructive developmental theory revealed that human beings make sense of their learning experiences, life experiences, and the world in qualitatively different ways.

These ways of knowing shape how individuals understand their roles and responsibilities, how they perceive leadership, how they relate to others, and what support and challenges they need to grow. (Drago-Severson, 2004).

Four different ways of knowing are most common in adulthood (graph by Kegan & Lahey)

1. The **Instrumental Knower** (rule-based, focused on doing things “the right way”, very concrete thinking, self-oriented). This early stage of knowing is not common in adult leaders or managers.
2. The **Socialized Knower** (other-focused, identifies himself through its relation to other persons or ideas, constructs his sense of self primarily from the *outside-in*, others’ approval and acceptance are very important to them, reflective and able to think abstractly.
3. The **Self-authoring Knower** (takes responsibility for and ownership of their own internal authority, has a reflective sense of self which he primarily constructs from the *inside-out*, has the developmental capacity to generate their own internal value-system, capacity to take initiative in the service of personal vision and goals. Limited however by an inability to recognize that others can have opposing perspectives that can inform their own.)
4. At higher developmental stages (the **Self-transforming way of knowing**), individuals have their own self-generated ideologies and perspectives but are simultaneously able to take some distance and recognize them as limited/partial. The **Self-Transforming Knower** has a more complex and interconnected sense of self that is constantly available for re-framing and adaptation (5% of managers in these stages). A significant shift from the self-authoring to the self-transforming happens by embracing the vulnerability to be changed by one’s relationships and interactions without “losing oneself”.



## INTRODUCTION TO THE ACTION LOGICS

Each of these four stages of knowing has distinct way of seeing, valuing, and making sense of the world and others, which will be referred to as “Action Logics”. An action-logic fundamentally represents the way we organize reality. It describes the developmental stage of meaning-making that informs & drives our reasoning & behavior. It includes what we see as the purpose of life, what needs we act upon, what ends we are moving toward, our emotions & experience of being in the world, and how we think about ourselves & the world. (Cook-Greuter, 1999; Torbert et al., 2004). Moving from one action logic to the other involves reorganizing our meaning-making and overall perspectives.

### What changes as we develop?

- Relationship to one’s self (development of self-awareness of strengths and weaknesses, one’s own beliefs and values, growing edges, and shadow),
- One’s relationship to power, authority, and love
- One’s basis for moral decision making (Kohlberg), self motivation, and sense of integrity
- One’s ability to relate to diversity, (from preference for homogeneity toward heterogeneity,...)
- One’s capacity for conflict, complexity, and uncertainty
- One’s ability to take perspective, e.g. increased scope, and expanded time horizon

Torbert et al. suggest that there are eight transformations in action-logic possible anytime from middle childhood through one’s adulthood.

These ways of acting and inquiring that adults exercise range from Opportunist to Diplomat to Expert to Achiever to Redefining to Transforming to Alchemical to Ironic.

Below, the distinct action logics are labeled in a continuum that moves from left to right in the direction of increased capacity for cognitive complexity, or awareness.\*

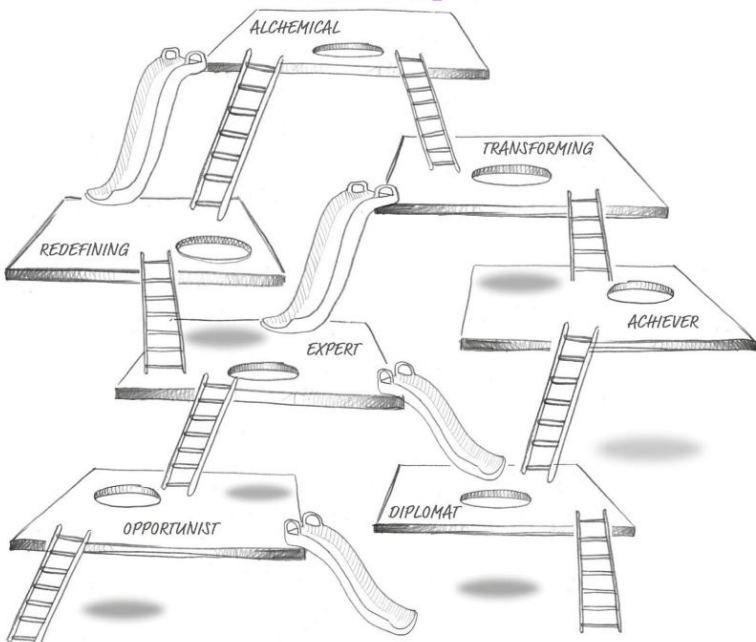
\* **Note:** Given that the final action logic for which researchers have data and experience is the Alchemical, our focus will cover the first seven logics and skip “Ironic”.



### Helpful Considerations

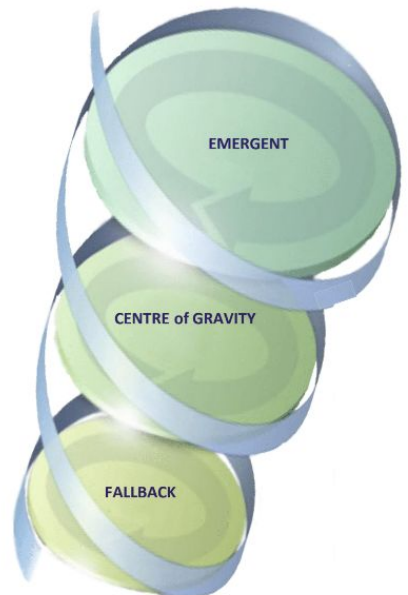
When learning about action logics, it helps to keep in mind the following:

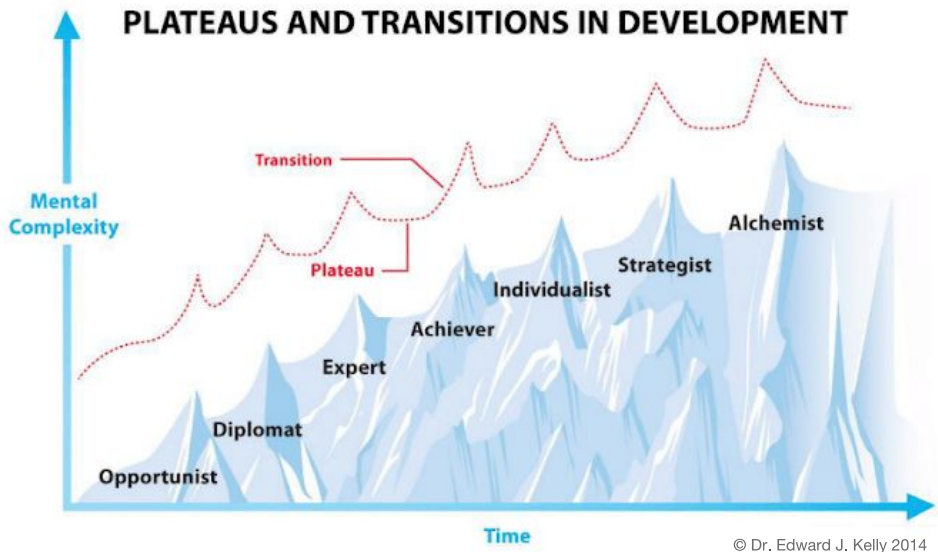
- Styles of leading are distinct from stages of leading. An individual at any given action logic (stages of development) can choose to display different leadership styles.
- Understanding the various action logics stages helps us understand the **different ways** we and others see, value and make sense of the world.
- Growing our ability to recognize the lense we usually operate from and develop our ability to tap into a wider repertoire of action logics increases our adaptability (to people and situations) and improves our leadership.
- A less linear view of development: Each action logic provides a **distinct altitude of perspective**. Think of this transformation as enabling a more panoramic view (increased awareness of contexts, uncertainty, and possibilities...). At lower altitudes, the possibilities we can tap into are less diverse and we are often limited in our perspective. At higher altitudes, our repertoire is wider and hence we are more able to inquire as to the best ways of dealing with a situation.



From the work of Elaine Herdman-Barker (GLA, 2018)

- **Each stage transcends and includes what comes before.** As each action logic unfolds, it carries the competencies and skills that one exercised before (at previous action logics), yet with increased capacity for complexity.
- Later stages are not necessarily easier or better. **What ultimately counts is the “goodness of fit”** between what our life requires of us and what we are able to do. Research has shown that many of the challenges facing leaders are actually beyond their current capacity to meet effectively (Kegan, Torbert). Thus transforming across action logics (and developing our capacity to handle complexity is crucial if we are to effectively respond to the challenges of our times.
- The GLP measures the mental structures we use to make meaning.
  - A developed action logic **does not necessarily imply a developed competence** and technical ability to perform the job. (Think of the Achiever who fails to deliver).
  - It does not also describe skillfulness (Think of the Alchemist with poor interpersonal skills).
  - In this context, it is important to complement our awareness of our action logics and our investment in vertical learning with horizontal development as well. (developing competence, knowledge and skills in parallel)
- Action logics also do not describe one’s levels of energy, commitment, health or mental health. It is therefore crucial to seek integration (integrating one’s Knowing, Doing and Being, monitoring one’s energy levels and health and developing as a whole).
- And obviously, action logics do not either describe holiness or righteousness. (think of transforming leaders drifting into the dark side)
- **A dynamic development.** Action logics are rarely static. The process is not a linear one and involves advances and retreats. Just as fallbacks are natural and normal under periods of high stress, a forward movement across the stages of meaning-making is also possible.
- **Developing across action logics takes time and energy.** This inner transformation is highly rewarding, yet it is dependent upon the person, where they are in life and how much they invest in their personal development. It also depends on the quality of environment they operate in (importance of a holding environment with proper challenges and support).





## SUPPORTING TRANSFORMATION

Vertical learning experiences that support this transformation include among others:

- Taking an assessment to identify our current action logic
- Taking up coaching
- Interacting and engaging in dialogue with others committed to self growth
- Engaging in teamwork work with diverse members
- Engaging in cross-cultural experiences
- Seeking novelty, experimenting and exploring unconventional ways of doing things
- Questioning the status quo
- Immersing ourselves in complex environments and leadership stretch assignments
- Mentoring others
- Constantly engaging in practices of self-reflection, inquiry and deep dialogue when assessing our problems
- Perspective taking, being open to seek and construct new frames of references.
- Engaging over an extended period in practices that enhance awareness:
  - Engaging in practices of mindfulness
  - Meditating
  - Increasing our awareness of and constantly exploring our inner states
  - Immersing ourselves in peak experiences and altered states
- Engaging in transformative practices that engage the body, mind, and spirit
- Seeking psychosocial support and exploring shadow issues



## BRIEF DESCRIPTION OF THE ACTION LOGICS

Below is a brief description of the attributes that describe each action logic moving from top to bottom. For more details refer to the work of Bill Torbert

<b>Opportunist</b>	<ul style="list-style-type: none"><li>•Short time horizon, flouts power and sexuality, rejects feedback, hostile humor, deceptive, manipulative, externalizes blame, punishes, views luck as central, punishment rules, views rules as loss of freedom, "eye for an eye" ethic</li></ul>
<b>Diplomat</b>	<ul style="list-style-type: none"><li>•Observes rules, avoids inner and outer conflict, conforms, suppresses own desires, loyalty to group, seeks membership, right versus wrong attitude, appearance/status conscious, tends towards clichés, works to group standard</li></ul>
<b>Expert</b>	<ul style="list-style-type: none"><li>•Interested in problem solving via data, critical of others and self, chooses efficiency over effectiveness, perfectionist, values decisions based on merit, wants own performance to stand out, aware of alternative constructions in problem resolution but can be dogmatic, accepts feedback only from "objective" craft masters</li></ul>
<b>Achiever</b>	<ul style="list-style-type: none"><li>•Results and effectiveness oriented, long term goals, concerned with issues of ethics and justice, deliberately prioritizes work tasks, future inspires, drawn to learning, seeks mutuality in relations, aware of personal patterns of behavior, feels guilt if does not meet own standards, blind to own shadow, chases time.</li></ul>
<b>Redefining</b>	<ul style="list-style-type: none"><li>•Collaborative, tolerant of individual difference, aware of context and contingency, may challenge group norms, aware of owning a perspective, inquiring and open to feedback, seeks independent, creative work, attracted by difference and change, may become something of a maverick, focuses on present and historical context</li></ul>
<b>Transforming</b>	<ul style="list-style-type: none"><li>•Process and goal oriented, strategic time horizon, systems conscious, enjoys a variety of roles, recognizes importance of principle and judgment, engaged in complex interweave of relationships, aware of own personal traits and shadow, high value on individuality, growth, self fulfillment, unique market niches, particular historical moments</li></ul>
<b>Alchemical</b>	<ul style="list-style-type: none"><li>•Alert to the theatre of action, embraces common humanity, disturbs paradigms of thought and action, dispels notions of heroic action, deeply internalized sense of self-knowledge held with empty mind, sees light and dark, order and mess, treats time and events as symbolic, analogical, metaphorical (not merely linear, digital, literal)</li></ul>

## EXPLORING THE EXPERIENCE OF THE VARIOUS STAGES

In triads, explore the experience of the following ways of knowing, and share the implications of each stage on leading oneself and leading others:

### **Socialized Leaders: Explore the experience of diplomats and experts:**

- At the individual level - Leading myself
  - What was this stage like for me? What experience stands out? What was my preoccupation at that time?
- I recall experiences when:
  - I had to manage competing expectations
  - I was afraid of conflict even when my interests were at stake
  - What do I learn about myself from these two experiences? How can I describe my relationships to rules and authority at these two stages?
- At the team level - Leading other:
  - What strengths do people at the Diplomats and Experts bring to their teams?
  - What challenges do they face as Diplomats and Experts in their roles?

### **Self-Authoring Leaders: Explore the experience of achievers and redefining:**

- At the individual level - Leading myself
  - I recall experiences when:
    - I knew my purpose from the inside/out
    - I was no longer afraid of conflict
    - I became attracted to people very different from me
- At the team level - Leading other:
  - What strengths do I see in self-authoring leaders?
  - What weaknesses do I see in self-authoring leaders?

## ASSESSING MY CURRENT APPROACH

- Looking back at your decision-making in the last six months, where did you experience an increase in the maturity and complexity of your perspective and decisions? What made that growth possible?
- Looking at your current role, to which extent does the complexity of your job and environment match your approach and ways of processing the situation?
  - What can you observe about the fit between what your current life (roles, responsibilities, challenges) requires of you and what you are able to do (your current ways of knowing, doing and being)?
  - Where are you able to meet the demands of your life? Where are you “in over your head”?
- How does your current approach fit with different audiences? How do people with different action-logics relate to your style?
  - Which approach strikes a chord with them?
  - Which approach seems to be more resisted? By whom?
  - How can you adapt your approach and strategy (communication style, decision-making, perspectives...) to take into account people across different action-logics?



## EXPANDING YOUR REPERTOIRE

- What specific situations call for you to “deploy” your Diplomat action logic?
- What situations call for your inner “Expert?”
- When is your inner Achiever most appropriate?
- Which Action Logic Lens is helpful :
  - When you are preparing a presentation?
  - When you are about to ask for a raise?
  - When you head home for holiday dinner with your extended family?
  - When you meet someone for the first time?
- When do you find yourself stretching beyond your current action logics?
- What triggers your “fall back”? To which stages do you tend to relapse when you are under stress?
- In which directions are you called to grow? In which specific areas does your decision-making still need to mature and evolve? What movement in your style of reasoning and meaning-making can help you realize more fully your capacity?
- What capacity building opportunities can support this growth?  
Think of the following
  - New leadership roles
  - Working on diverse teams that challenge your perspective
  - Being involved in collaborative problem solving
  - Seeking mentoring or coaching
  - Participating in a rich feedback based supervision...

GENERAL CHARACTERISTICS

Socialized Knowers

Diplomat	Expert
<p><b>General Characteristics</b></p> <ul style="list-style-type: none"><li>• Concerned about fulfilling expectations, fitting in, and social belonging</li><li>• Oriented to external indicators of identity: appearance, status</li><li>• Oriented toward group goals</li><li>• In group/Out Group behavior toward others</li><li>• Conflict averse</li><li>• Conforming to received norms and conventions.</li></ul> <p><b>Strengths</b></p> <ul style="list-style-type: none"><li>• Conscientious concern for others</li><li>• Attention to organizational rules</li><li>• Attention to fulfilling expectations of supervisor</li><li>• Ability to “put oneself in the other person’s shoes”</li><li>• Loyalty and willingness to sacrifice for the team</li></ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>• Concern for “fitting in” leads to conformity</li><li>• Oriented to appearance, status, comparison</li><li>• Dependent</li><li>• In group/Out Group behavior toward others</li><li>• Avoids necessary conflict</li><li>• Not able to prioritize among distinct perspectives</li></ul>	<p><b>General Characteristics</b></p> <ul style="list-style-type: none"><li>• Sense of self differentiation from the peer group based on knowledge and skills</li><li>• Focused on efficiency, practical concerns</li><li>• Rational/logical thinking</li><li>• Being correct and in control are strong values</li><li>• Self-conscious, reflective and conscientious</li></ul> <p><b>Strengths</b></p> <ul style="list-style-type: none"><li>• Able to organize for efficiency</li><li>• Able to prioritize and sequence flow of work</li><li>• Rational thinking and “professional conduct”</li><li>• Value for correct information and attention to “getting things right”</li><li>• Reflective about self</li></ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>• Differentiation from the peer group based on knowledge and skills can lead to sense of being superior</li><li>• Effectiveness sacrificed for efficiency</li><li>• Need for control, sometimes rigid and inflexible</li><li>• Being correct can lead to a “know it all” attitude</li><li>• Fear of being wrong, of receiving critical feedback</li></ul>

GENERAL CHARACTERISTICS

Self-Authoring Knowers

Achiever	Redefining
<p><b>General Characteristics</b></p> <ul style="list-style-type: none"><li>● Sense of self as autonomous, accountable</li><li>● A sense of self generated values, beliefs, and goals; oriented toward authenticity</li><li>● Oriented toward purposeful accomplishment, material success</li><li>● Takes conflict and competition in stride</li><li>● Pursuing full potential</li><li>● Empirically minded; pragmatic</li></ul> <p><b>Strengths</b></p> <ul style="list-style-type: none"><li>● Internal “locus of control” which provides “freedom of individual agency”</li><li>● Accountability for results</li><li>● Can generate personal vision</li><li>● Appreciates the constructive potential of conflict</li><li>● Driven by a sense of personal mission and purpose</li><li>● Appreciates the role of constructive feedback for growth</li></ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>● Autonomous to the extent of being individualistic</li><li>● “My way or the highway”</li><li>● Can be competitive at risk of collaboration</li><li>● Poor work/life balance</li></ul>	<p><b>General Characteristics</b></p> <ul style="list-style-type: none"><li>● Sense of self in relation to diverse others</li><li>● Capacity to take introspective perspective on self-agency/relativistic thinking</li><li>● Oriented toward self-expression, freedom to be fully oneself, creativity</li><li>● Socially minded, priority for equality, fairness, inclusion</li></ul> <p><b>Strengths</b></p> <ul style="list-style-type: none"><li>● Begins to see limits of personal vision/mission</li><li>● Ability to subordinate individual freedom for the communal good</li><li>● Capacity for wider range of perspectives - creativity</li><li>● Ability to manage diversity and leverage cultural differences</li><li>● Oriented toward self-expression, freedom to be fully oneself, creativity</li><li>● Socially minded priority for equality, fairness, inclusion</li></ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>● Might appear unpredictable, a “maverick”</li><li>● Relativistic thinking can make it hard to exist in hierarchy</li><li>● Capacity for multiple perspectives can lead to indecision</li><li>● Desire for creativity means that rules and boundaries are crossed</li></ul>

GENERAL CHARACTERISTICS

Self-Transforming Knowers

Transforming	Alchemical
<p><b>General Characteristics</b></p> <ul style="list-style-type: none"><li>● Sense of self as a complexity of selves, and freedom to “deploy” oneself in a strategic manner</li><li>● Sense of perspective on the multiple systems in which one operates, acts, creates</li><li>● Capacity for paradox, and ambiguity</li><li>● Capable of discerning, timely, and transforming action</li><li>● Awareness of power/shadow</li></ul> <p><b>Strengths</b></p> <ul style="list-style-type: none"><li>● Self Awareness of one’s own complexity allows for strategic self-deployment</li><li>● Sense of perspective on the multiple systems in which one operates, acts, creates</li><li>● Capacity for vision that spans generations</li><li>● Capacity for paradox, and ambiguity – resiliency in uncertainty</li><li>● Capable of discerning, timely, and transforming action</li></ul> <p><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>● Can be seen as a “shapeshifter,” a “chameleon” or “inauthentic” by others</li><li>● Capacity for paradox, and ambiguity can be uncomfortable for followers who need more structure</li><li>● Capacity for power can be seductive (dark side)</li><li>● Complexity of expression can be confusing, overwhelming</li></ul>	<p><b>General Characteristics</b></p> <ul style="list-style-type: none"><li>● Exercises mutually transforming power (combines love and power)</li><li>● Attuned to interdependent ways of relating with diverse others</li><li>● Aware of the structures and limits of one’s own thinking</li><li>● Personal humility/ambition for mission</li><li>● Plays the fool and works in and out of formal authority roles</li><li>● Introduces paradigm shifts in vision and values, upsets conventions</li><li>● Orientation toward symbolic acts, world-centric, history making action</li></ul> <p><b>Potential Downsides</b></p> <ul style="list-style-type: none"><li>● Loneliness: while understanding human experience, few peers</li><li>● Questioning the adequacy of any construct of meaning can be disorienting and lead to existential crisis</li><li>● Fragility/Vulnerability</li><li>● Increased sensitivity to suffering of others</li><li>● Passivity/A sense of despondence that any true lasting change is possible</li><li>● A desire to hide from formal leadership roles and stay behind the scenes</li></ul>