

# Leadership Development Profile

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# The Leadership Development Profile

This profile contains information designed to offer you developmental perspectives about yourself and how you operate as a leader.

You will find inside:

Section 1 Overview	
Page 3	<ul style="list-style-type: none"><li>Brief background about the Leadership Development Profile and what it measures</li></ul>
Section 2 Your Unique Leadership Development Profile	
Page 4	<ul style="list-style-type: none"><li>Discovering and understanding your profile</li></ul>
Page 4	<ul style="list-style-type: none"><li>Typical characteristics of how you make meaning</li></ul>
Page 5	<ul style="list-style-type: none"><li><i>Graphical representation of your profile</i></li></ul>
Page 6	<ul style="list-style-type: none"><li>How your profile compared with a broad sample of people</li></ul>
Page 6	<ul style="list-style-type: none"><li>Possible developmental consequences for you</li></ul>
Page 7	<ul style="list-style-type: none"><li>Activities that may support you to consolidate and / or develop</li></ul>
Section 3 More about the Leadership Development Framework	
Page 9	<ul style="list-style-type: none"><li>About the Leadership Development Profile</li></ul>
Page 10	<ul style="list-style-type: none"><li>A brief history of this framework</li></ul>
Page 10	<ul style="list-style-type: none"><li>How your sentence completion form was analysed</li></ul>
Page 11	<ul style="list-style-type: none"><li>Overview of the key Action Logics</li></ul>
Page 12	<ul style="list-style-type: none"><li>Detailed descriptions of the nine Action Logics</li></ul>
Section 4 Taking your learning further	
Page 24	<ul style="list-style-type: none"><li>Applications of the Leadership Development Framework in organisations</li></ul>
Page 25	<ul style="list-style-type: none"><li>Further reading</li></ul>

## How valid and reliable is the Leadership Development Profile?

- The profile is based on more than 40 years of research and a database of over 6,000 individuals worldwide
- Its reliability and validity has been extensively tested by leading universities in Europe and the USA since 1970
- Torbert & Associates in the book **ACTION INQUIRY** (Berrett-Koehler, 2004) present a comprehensive review of the research findings and validity data

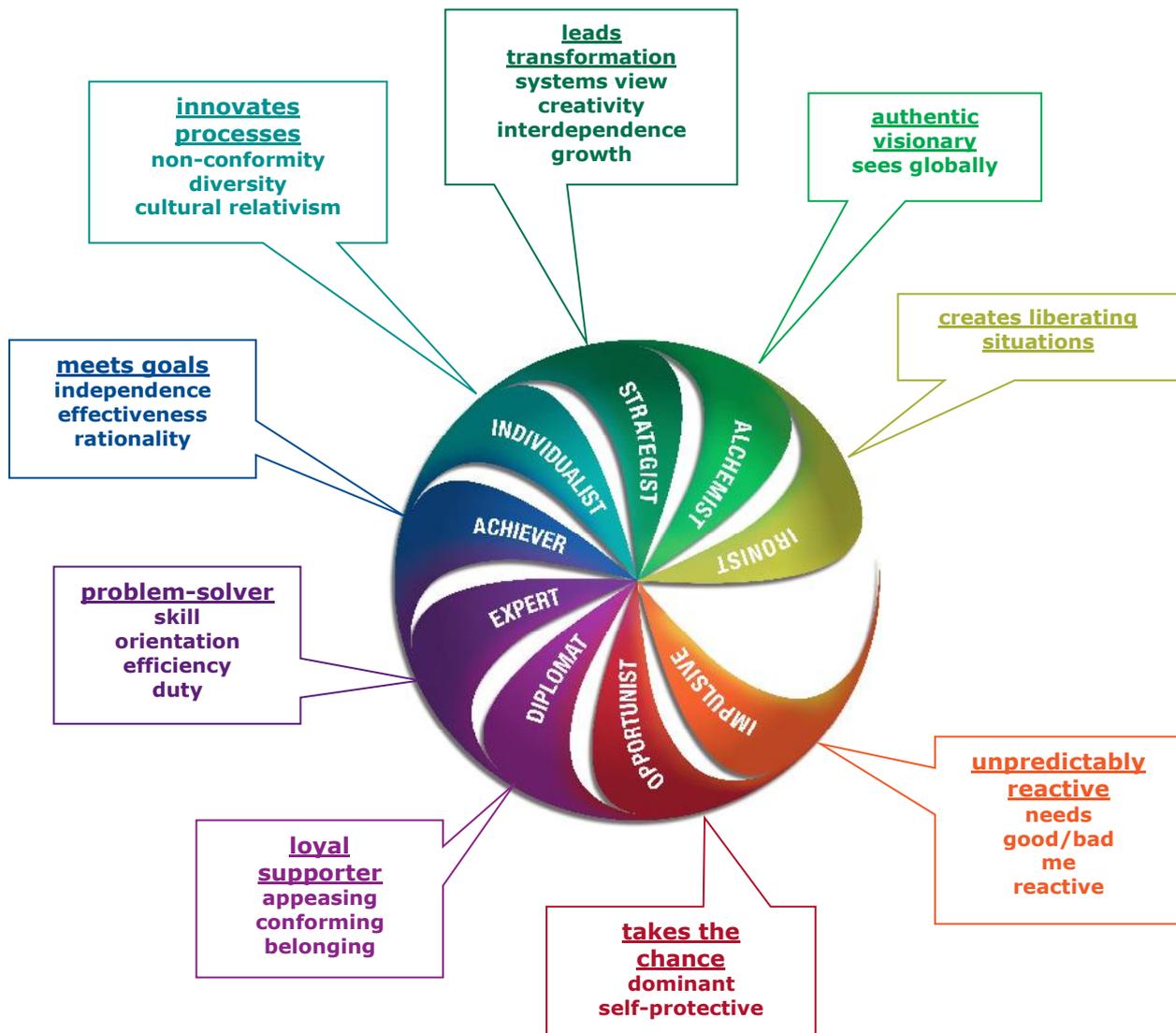
## Section 1: Overview

The Leadership Development Framework describes crucial sense-making processes by which people interpret and give meaning to their experiences, and then structure them into more-or-less coherent worldviews and characteristic patterns of action. We describe these worldviews and characteristic patterns of action as 'Action Logics'.

Your primary Action Logic has a profound impact on your leadership approach and capability because it affects where you place your attention, your underlying assumptions, what inferences you draw and, crucially, the actions that you take.

The Leadership Development Profile identifies your primary Action Logic – that is, the most complex Action Logic that informs your thinking and action on an everyday basis. As you become more aware of how this Action Logic influences your behaviour, you may discover that you also have a characteristic 'fallback' Action Logic when you are tired or otherwise vulnerable. You may also find yourself quite motivated to move toward the next Action Logic in the sequence once it becomes more explicit to you in the following pages.

### The nine sequential Action Logics of the Leadership Development Framework



## Section 2: Your profile

You profile as making meaning primarily at the *Late Achiever* Action Logic

The distribution and nature of your responses on the sentence completion form indicate that your current Action Logic is that of a *Late Achiever*.

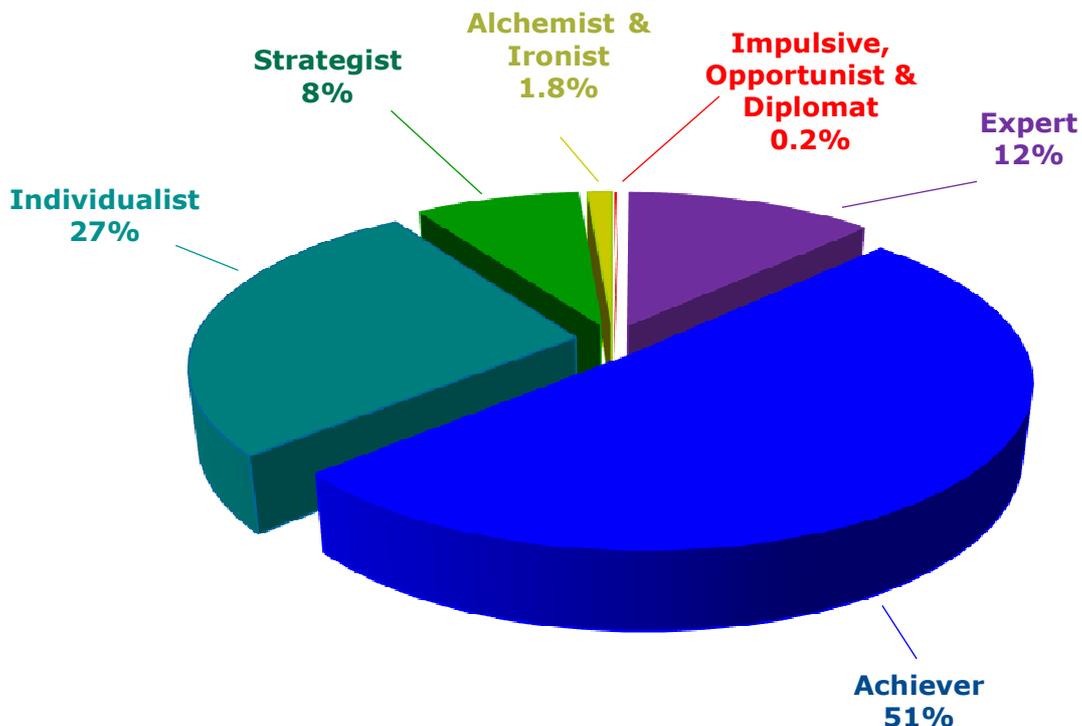
### Developing meaning

With experience and insight over time your meaning making has transformed from one Action Logic to the next. At each development you have preserved the insights and knowledge of the earlier Action Logics, from Impulsive onwards, and added new meaning making capacities.



### Describing the *Achiever*

The *Achiever* Action Logic is particularly well named – the focus of attention is on goals and targets – quite literally what may be achieved through the harnessing of the energy and intelligence of one's self and of others. This achievement drive is strong - *Achievers* strive to accomplish, to reach goals, to get things done. All this leads to powerful orientations toward action.



Of the 6000 plus leaders, managers and consultants profiled worldwide, 51% of people profiled at the *Achiever* Action Logic.

### Typical characteristics of *Achiever* meaning making

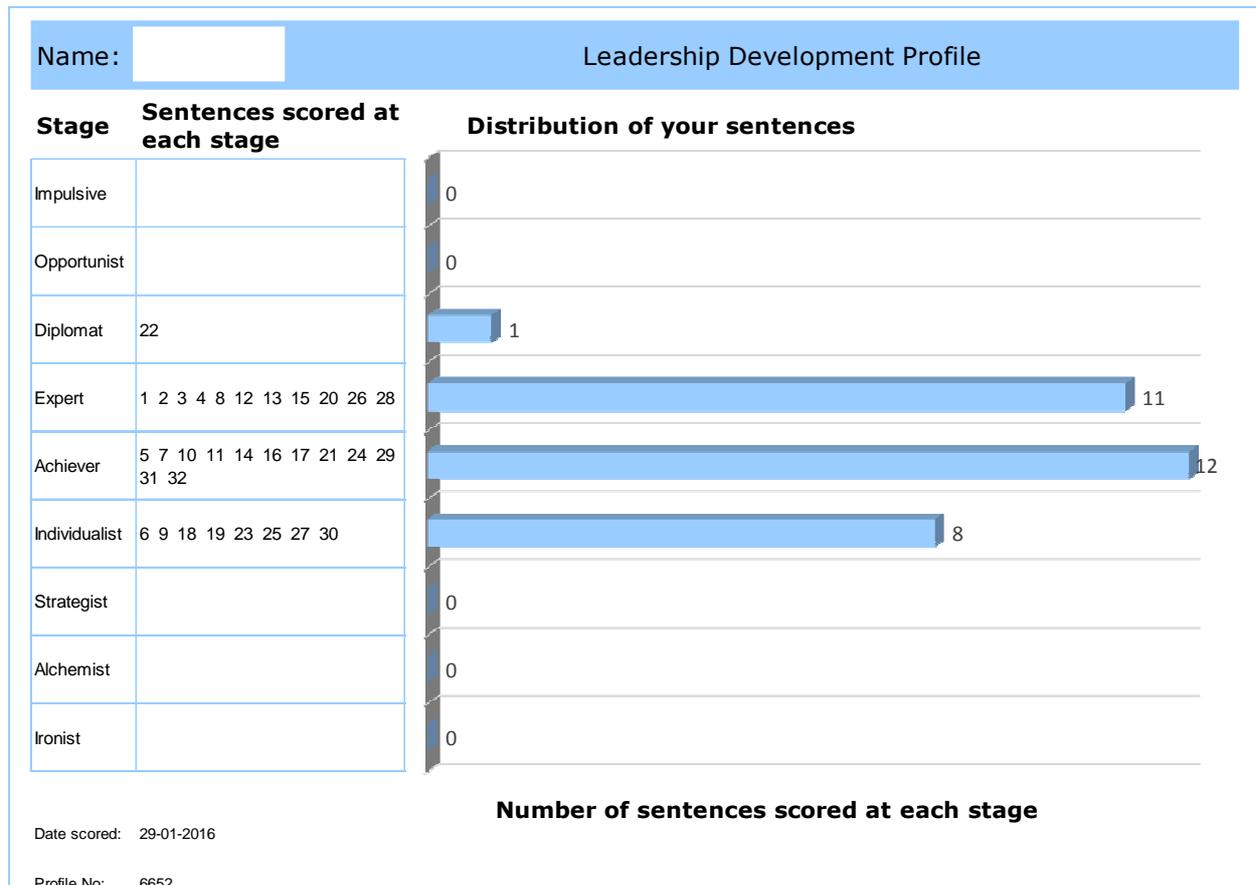
Rationality to the *Achiever*, with its linear cause and effect, is a paramount way of thinking. The world, including the behaviour of people, tends to be governed by predictable logical patterns and laws which can be understood, and then applied to influence and control outcomes. Thus success can be secured through combining 'objective' scientific endeavour with skill and personal conviction.

## Section 2: Your profile

- *Achievers* readily assume responsibility for projects and organisations – seeing themselves as being able to make the difference ('part of the solution') and acting with expediency to deliver.
- *Achievers* tend to be preoccupied with time - time is the 'medium in which they live' and attention is given to managing their 'lack of time'. This leads to the need for strategies, tactics and plans which take the *Achiever* into the future, and use time effectively, in order to deliver their goals.
- Internalised standards and expectations of the self are high (a continual inner pressure is 'living up to what I believe in') and these are often converted into demanding expectations of others.
- There is always a danger of over-extension – of being carried away by the task and the goals and forgetting to pay attention to relationships, their physical well being and their longer term development.
- *Achievers* are open to learning - because it improves performance, and not as an intrinsic end in itself. They are generally welcoming of feedback and particularly that which is tactical and evidence-based. They tend to resist feedback, however, that questions the very framework within which they work and disconfirms or questions their underlying assumptions.

### The graph below is unique to your profile

How each of the 32 sentence stems that you completed have been scored



## Section 2: Your profile

### How you compare to other groups of people that have been profiled

The group below consists mainly of leaders, managers and consultants who have been profiled between 2002 and 2015, predominantly in the UK.

Action logic	6000 consultants, managers and executives profiled worldwide
Impulsive & Opportunist	0%
Diplomat	0%
Expert	12%
<i>Achiever</i>	51%
Individualist	27%
Strategist	8%
Alchemist & Ironist	2%
Total (rounded figures)	100%

### The developmental implications of your profile

The Leadership Development Profile offers rich information about your current Action Logics. You may want to focus on becoming more effective *within* your current dominant Action Logic *and* on activities that can help you *move towards* the next Action Logic.

Typically, *Achievers* put primary attention on working with others to effectively move from plans to action to goal achievement. They will focus on a limited number of dimensions of a task and will drive themselves and others hard to achieve. This ability is both their strength and limitation.

By contrast, Individualists are likely to be interested both in the task to be achieved and the methods of getting there. They are more likely to take an independent stance – often questioning a great deal of that which is taken for granted by most people, including the goals themselves. Individualists take increasing interest in themselves and their own development – inquiries which may lead to a further differentiation from others.

## Section 2: Your profile

Some activities that may support you to further consolidate the *Achiever* Action Logic:

- Focus on what is important – clarify what your key deliverables are – and manage yourself to not be distracted from these. Seek to simplify, wherever possible.
- Put in place measurements for what is important so that you can understand your progress and learn as quickly as possible.
- Seek ways to improve your use of time – be rigorous in thinking about your priorities, separating urgent from important issues.
- Develop your team leadership skills through training and through observing others – delivering success with and through others. Develop your ability to delegate and to coach for enhanced performance.
- Take time to invest in your development, "sharpen the sword" as Covey put it.
  - Seek 360° feedback about your performance and leadership style from those with whom you work and utilise this feedback to inform your development agenda.
  - Learn more about yourself from the different perspectives derived from personality tests, learning style inventories, leadership programmes, etc.
- Guard against personal over-extension. Be aware of the different priorities within your life. Learn to share work and to delegate.
- Ensure that your focus is not solely driven towards finding a quick solution – consider also the process and the impact on your immediate (team) and broader network (department / organisation).
- Practice giving and receiving feedback with specific colleagues - ask others to help you in this endeavour, advising you about the effectiveness of your techniques (the materials in chapter 2 of Torbert & Associates *Action Inquiry* can be of use here).
- Note qualities in other leaders who seem to achieve a great deal. Observe them, noting their approaches and preferred practices.

Developing towards the *Individualist* Action Logic – some activities which might support your development

Whilst you may want to attend to further consolidating the *Achiever's* Action Logic, as detailed above, you may now also be aware of and attracted to developing meaning making more typical of the Individualist Action Logic. In fact you might feel yourself already developing and using some of the meaning making typical of this Action Logic. To develop further in this direction you might choose some of the following developmental approaches:

- Allow space for your curiosity. Individualists question much that *Achievers* take for granted. Allow your curiosity to lead you where it may and follow with sense of discovery and adventure. Whilst this may sound naïve the challenge is to see things afresh and with new eyes.
- Experiment – try doing small things and not so small things differently, in a spirit of inquiry – 'what happens if I behave in this way?' Of course, do this with intelligent concern for outcomes and other people.
- Develop your strategic and tactical ability to manage complex programmes and projects. Learn about a new approach for radical process improvement.

## Section 2: Your profile

- Learn with others – explore how you work with others by inquiring in a semi-formal process such as action learning.
- Explore the broader perspective of the Individualist's meaning making by reading about this stage (there is a description in this pack and a reading list for more detailed reading).
- Discuss with peers, mentors and friends where you feel an empathy with the Individualist stage and where you have little feeling for this way of reasoning.
- Note how colleagues, who you think may operate from the Individualist or even Strategist Action Logic, work and solve problems. How do they differ from those (including yourself) who operate at the *Achiever* stage?
- Practice seeing situations, problems and people from more than one perspective. Notice how others may view something and what alternative stances you could take if you chose to.
- Seek opportunities to work in cultures and environments that are different to those with which you have greatest familiarity.
- Consistently notice how you use your power to get things done and try experimenting with increasingly collaborative and mutually creative methods. Seek opportunities where you can only succeed through the exercise of influence rather than direct command and control.
- Ensure that your schedule is not so busy that self-awareness and periods of review and reflection are too difficult to implement.
- Focus on evaluation as well as delivery – work hard to find and use appropriate ways of measuring and evaluating your activity as well as the activity of those whom you lead. Seek opportunities to reflect upon your ways of working – such as being mentored, keeping a reflective journal or participating in group work with a focus on how you interact.
- Develop an awareness of your relationship to 'time.' Those at the Individualist and Strategist stages often cultivate a different relationship to time, being less pressured to 'fit more in' and less governed by its restrictions.

***You will find more detailed descriptions of each of the Action Logics in the pages that follow in section 3. You may want to read more about the Action Logic at which you profile and the Action Logics near to it.***

***Further reading and applications of this profile are described in section 4.***

### Origins of the Leadership Development Framework

Researchers from Piaget onwards have identified that children pass through distinct stages of development on their journey to adulthood. As part of this evolving process they develop abilities that fundamentally expand their understanding of, and relationship to, the world.

The Leadership Development Framework applies this principle of development to adults. That is, continuing throughout adult life many individuals also experience a series of overlapping yet distinctly identifiable stages of development. These stages, as in childhood, significantly affect the abilities of people to problem solve, interpret and interact with their environment.

Stages of adult development are relatively independent of personality traits as they specifically address the processes of meaning making which inform and lead individuals to action. We describe these stages as 'Action Logics'. Some observers describe Action Logics as a master trait when accounting for individual differences.

**A profound belief in human potential for continued growth and learning is the motivating force behind the Leadership Development Framework. It offers the opportunity for personal growth to all - no one is fixed at their current Action Logic. If motivated and supported to do so, everyone is able to develop new ways of looking at and engaging with life.**

### Nine Action Logics

This Leadership Development Framework describes nine sequential changes in how a person interprets events, or makes meaning. Full descriptions of each Action Logic are found in the following pages. Research and our extensive experience confirms that most people develop the Action Logics in the order presented.

**Once an Action Logic has been assimilated it remains a part of the person's meaning making capability, even as later and more integrated logics are adopted (just as when a child learns to run it doesn't cease to be able to walk).**

The Leadership Development Framework provides a way of understanding how a leader or manager is likely to interpret situations and thus how they may act.

Although people draw their understanding from multiple Action Logics, we can usually describe one, and sometimes two which are dominant. People may be in transition from one Action Logic to another or rooted firmly in one central logic. In stressful times adults often revert to behaviour associated with earlier Action Logics because of unconscious patterns. People may choose to act from earlier Action Logics if the situation demands it (in a robbery Diplomat behaviour is a life saver). In contrast, behaviours associated with Action Logics later than a person's current logic cannot be consistently summoned forth.

The Leadership Development Framework offers a chance to reach deep personal understanding and the option to identify unique developmental challenges.

The Leadership Development Framework does not provide a once and for all label which describes a person fully. It does not predict how people will behave in particular situations. It does not predict whether or when a person will transform to another Action Logic in the future.

**It is important to understand that this framework is not a guide to increased happiness (or even wealth). Each Action Logic has its own merits and difficulties, beauties and shadows. There is no evidence that later stages bring more joy or greater satisfaction from life, only that the nature of what delights and what causes suffering changes.**

**However the framework does give some very reliable pointers as to the qualities and types of leadership capability an individual may have.**

### A Brief History of the Development of this Model

The concept of Action Logic has its roots in ancient Greek, Hebrew, Hindu and Buddhist cultures. Early in the 20th century human development aroused interest as people sought to understand the consequences for humans of Darwin's work. Freud, Adler, Jung and others have all contributed enormously to our understanding of the development of the 'ego' in mature humans. Drawing on these sources and on original research in the 1960s and 1970s, Jane Loevinger created a developmental framework which gave rise to the 'Washington University Sentence Completion Test.' This instrument is one of the most widely used and best validated in the field of human development, with thousands of research projects worldwide.

Torbert and Cook-Greuter adapted the instrument for professionals and explored it in managerial populations in the 1980s and 1990s. Harthill has continued with improvements and created the Leadership Development Profile so that it now provides a unique and highly validated tool for understanding personal and organisational development, and is being used with leading organisations across the world.

The bibliography at the back of this profile provides sources of further information.

### How your profile has been created – the analysis of the sentence completions

Harthill has profiled more than 6,000 managers and consultants since 2002. All profiling is carried out in Harthill by trained, qualified and experienced raters who maintain high levels of inter-rater reliability.

Each of the 32 sentences is separately analysed for the meaning making held within the sentence – leading to an Action Logic being ascribed to each individual sentence. The structure of the response is considered important alongside the content. Thus, 'My father is tired and old' would be rated the same as 'My father is young and active'. Both of these are direct and simple observations of the age and energy of the father. In contrast, 'My father, old now, wanted to give me the very best and he thinks he's failed' is a more reflective and complex response and would be rated at a later Action Logic.

When all of the 32 sentences have been rated, the number of sentences falling within each Action Logic is totalled. Using a distribution curve, a single, overall Action Logic is ascribed. The rater then re-reads all of the sentence completions, allocates an overall Action Logic to the whole profile and creates a personalised commentary.

## Section 3: More about the Leadership Development Framework

### Overview of the key Action Logics of the Leadership Development Framework

Action Logic	Key Characteristics	Leadership style associated with each Action Logic
 OPPORTUNIST	<i>Wins any way possible.</i> Self-oriented; manipulative; 'might makes right'.	Short term horizon; focus on concrete things; deceptive; rejects feedback; externalises blame; distrustful; fragile self-control; possibly hostile humour or be 'happy-go-lucky'; views luck as central; views rules as loss of freedom; punishes according to 'eye for eye' ethic; treats what they can get away with as legitimate. Seeks personal advantage: takes an opportunity when it arises.
 DIPLOMAT	<i>Avoids overt conflict.</i> Wants to belong and create harmony; obeys group norms; rarely rocks the boat.	Observes protocol; avoids inner and outer conflict; works to group standards; speaks in clichés and platitudes; conforms; feels shame if they violate norms; seeks membership and status; loyalty is to immediate group, not distant organisation or principles. Attends to social affairs of group and individuals. Provides supportive social glue and avoids hurting others, face-saving essential.
 EXPERT	<i>Values logic and expertise in service of doing things well.</i> Searches for improvement and rational efficiency in self and in processes.	Regards their way of seeing things and their reality as the only valid reality. Interested in problem solving; chooses efficiency over effectiveness; perfectionist; may be dogmatic; critical of self and others based on their belief system; accepts feedback only from 'objective' experts in their own field; values decisions based on the incontrovertible facts. Consistent in pursuit of improvement. Strong individual contributor.
 ACHIEVER	<i>Seeks to meet strategic goals.</i> Delivery of results by most effective means. Success and action focused.	Feels like an initiator, not a pawn; mid-term goals; future is vivid and motivating; effectiveness and results oriented; adopts rather than creates goals; seeks to find ways around problems in order to deliver. Welcomes behavioural feedback; blind to the existence of own shadow and the flip to their strengths; feels guilt if does not meet own standards. Begins to appreciate complexity and systems; seeks increasing mutuality in relationships; may be driven and adaptable.
 INDIVIDUALIST	<i>Explores own unique contribution.</i> Holds relativistic position with fewer fixed truths.	Increasingly questions own assumptions, the assumptions of others and the system. Focus on self and less on goals/achievements; increased understanding of complexity, paradox and working through relationships; deepening personal relationships; takes on different roles in different situations; attracted by change and difference more than by stability and similarity; increasingly aware of own shadow and flip to their strengths. More questioning / exploring in many domains of life. Innovative and freer in their thinking.
 STRATEGIST	<i>Seeks personal and organisational transformations.</i> Brings fluidity to their life – moving from position to position and adapting self to world in pursuit of stable values.	Recognises importance of principle, contract, theory and judgement - not just rules and customs; creative at conflict resolution; process oriented as well as goal oriented; sits more easily with paradox, contradiction and uncertainty; aware that what one sees depends upon one's world view; high value on individuality, unique market niches, particular historical movements; enjoys playing a variety of roles; witty, existential humour (as contrasted to prefabricated jokes); aware of dark side of power and may be tempted by it - may misuse their own abilities and manipulate others.
 ALCHEMIST	<i>Generates personal and social transformations.</i> Interplay of awareness, thought, action and effect. Transforming self and others.	Seeks participation in historical / spiritual transformations; creator of events which become mythical and reframe situations; anchoring in inclusive present, seeing the light and dark in situations; works with order and chaos; blends opposites, creating 'positive-sum' games; exercises own attention continually; researches interplay of institution, thought, action and effects on outside world; treats time and events as symbolic, analogical, metaphorical (not merely linear, digital, literal), involved in spiritual quest, often helps others in their life quests. Often at the edge of society or sometimes central to controversial change.

### Detailed descriptions of the key Action Logics of the Leadership Development Framework

#### The Opportunist Action Logic

Only one person in a mixed sample of 6,000 people profiled at the Opportunist Action Logic.

The Opportunist treats the physical or outside world territory of experience as the primary reality and concentrates on gaining control of things there. This Action Logic views unilateral power as the only effectual type of power and works with very short time horizons, grasping opportunities and fire fighting emergencies.

The person acting from this frame of reference understands the world as a 'what-you-see-is-what-you-get' place, a view of the world which looks only at the surface of things. Thus when an opportunity arises to get the things one wants, it must be grasped.

Opportunist managers develop a nose for opportunities and grab them. They are not concerned with how things have been done in the past or with what unintended or long term effects their action might create. They have an entrepreneurial bent. At the same time, by jumping at every chance, they can make bad decisions. Opportunist mottos are: 'Might makes right', 'the early bird catches the worm', 'he who hesitates loses', 'it's a jungle out there'. Opportunists see the world only from their own, 'me-first' perspective, what is good for me is also 'right'. They react upon their urgent needs and desires without reflection. They seek visible gratification in financial and status returns.

We have found few Opportunist managers in our work and research because their unilateral, dictatorial style does not fit well with complex, modern organisations. Opportunistic behaviour can occur with people at later Action Logics as an occasional lapse in judgement or as a deliberate choice tailored to the circumstances or the people involved.

#### Characteristics of managers with an Opportunist Action Logic

Opportunists:

- regard whatever they can get away with as 'legal' and permissible
- act quickly and without deliberation
- experience rules as a loss of freedom
- focus on concrete tasks, rather than ideas, plans or principles
- have short time horizons, and are not guided by precedent
- manipulate and deceive others to achieve their ends
- are distrustful of others and assume that others do not trust them
- experience feedback as an attack and go on the offensive
- always find blame outside of themselves and negatively stereotype others
- punish others according to 'an eye for an eye'
- believe that success depends on cleverness and good or bad luck

#### How Opportunists may regard the Leadership Development Framework

A way to label others, rather than help them to develop, and a source of power. Revealing their own stage is a threat as others may use it against them. They will believe their profile or disbelieve it according to what will be helpful at the time. Will be seen as too theoretical to have any use in the real world.

## Section 3: More about the Leadership Development Framework

### The Diplomat Action Logic

0.18% of people in a mixed sample of 6,000 people profile at the Diplomat Action Logic.

Moving away from the 'anything-goes-that-serves-me' framework of the Opportunist, Diplomats are aware of group strength over individual power. Thus, they seek to belong to established groups which may be based on kinship, club, church or profession. Since power comes from affiliation with others, rules and social norms are followed to seek approval and safeguard status as a group member. Any tensions in relationship are experienced as a threat to survival. You are either in or out. Thus, Diplomats seek to keep relationships friendly and smooth, conform to group norms and seek to avoid 'bad' feelings and discord.

Diplomats provide group cohesion by creating a sense of shared community. They are willing team players and are loyal to their groups and organisations. They will advocate positive group relationships and attend to the sort of day-to-day activities (such as remembering birthdays) which create a pleasant and often productive work atmosphere.

As managers Diplomats tend to be overly agreeable, unable to criticize or reprimand others. They protect the status quo, avoid rocking the boat and defend the group, as well as themselves, from any outside influences or attacks. They adhere to the rule of command, do not question authority, and tend to accept group norms and ideas without examination. They keep doing what they do well, but feel embarrassed and puzzled when they are found wanting in any way. A great deal of their energy is spent on 'saving face', and creating positive appearances. In return for their loyalty, Diplomats expect to be rewarded with visible signs of approval - status symbols, appreciation certificates, thanks and money.

As a subordinate, a Diplomat will tend to feel that organisational norms prescribe every possible action, and that there is no room for creative risk-taking. As a manager, a Diplomat will often subordinate himself to his own reports, and will not confront his own boss.

Diplomats are keenly aware of group differences and readily denigrate and dismiss those that do not belong to their group or believe in the same things they do. The split now is between 'them' and 'us' (in that order) while it was between 'me' and 'them' at the Opportunist Action Logic.

Because Diplomats do not feel empowered by themselves and need approval for their wellbeing, they preserve the group at all costs. Managers with later Action Logics understand team cohesion as one aspect of larger organisational concerns and will foster it where it is productive.

### Characteristics of managers with Diplomat Action Logic

Diplomats:

- provide social glue for teams and groups
- conform to protocol and rules, and try to do what is expected of them
- do not voice disagreement to those more senior to them
- are usually polite and often create a pleasant 'homey' work environment
- avoid taking actions which may cause discontent or ruffle feathers
- are not aware of inner conflict and avoid situations which call for independent action
- work well to group standards and norms and hope to be noticed for being good 'guys' or 'girls'
- prefer to speak in clichés and absorb group jargon to demonstrate their membership
- are loyal to their immediate group(s), rather than the more distant organisation or principles
- are uncomfortable about feedback that is even slightly critical of them and may feel uneasy evaluating others, especially peers or superiors

### How Diplomats may regard the Leadership Development Framework

Any type of evaluation that one is not familiar with is seen as a potential threat. Diplomats prefer not to be singled out and individual differences may be a cause of shame. They may agree with any assessment, but not really absorb it; instead they try to change the subject quickly. They may be content with being at the Diplomat stage, as the positive qualities are so self-evidently worthwhile!

## Section 3: More about the Leadership Development Framework

### The Expert Action Logic

12% of people in a mixed sample of 6,000 people profile at the Expert Action Logic.

In moving from the Diplomat to the Expert Action Logic individuals trade conformity to group norms for a willingness to actively experiment and seek more independent, but rational ways of doing things. Still needy of approval and beholden to traditional values, they do so, however, looking back over their shoulders to their reference groups. Unlike Diplomats, Experts no longer identify with what makes them the same as others in a group, but rather with what makes them stand out and be unique. This quest may be the source of original contributions to their chosen field of knowledge or expertise.

Experts admire 'craft logic'. They focus on the specific procedures and knowledge in their area of interest or expertise (i.e. 'craft'). A belief in the superiority of their 'craft' and their know-how becomes central to their lives. Problems and dilemmas have one logical answer that can be gained from authoritative sources (manuals, laws, reference books and authorities in the field). Experts often seek perfectionist standards in their chosen area and are very critical of unfamiliar ways of handling a situation or approaching a problem. They rely on established explanations and procedures and defend against having their professional knowledge questioned.

Managers with Expert Action Logic may be excellent in their specialisation, are sticklers for detail and take great pride in doing their jobs well. They would say 'a job worth doing is a job worth doing properly'. They have a strong desire to seek incremental improvements and to find perfection. Thus, they play a vital role in the development of products, techniques and services. No modern society or organisation could run without Experts, in the form of technicians, engineers, bureaucrats and specialists handling the day-to-day running of its affairs.

On the less positive side, Expert managers may be more impressed with efficiency, technical wizardry and perfection than with effectiveness. Typically, they will write a report extensively and well, but will not consider the relative value of doing the report at all; they will perfect a product from an engineering point of view, while the competition brings a less perfect, but functional model to market. Experts will operate within the framework as defined by their discipline and be drawn to perfection and details rather than goals and targets. A manager at this stage is likely to micromanage and be unable to prioritise among competing efforts or to grasp the bigger picture.

However their contribution, built upon their depth of knowledge may be outstanding and business critical and few modern organisations thrive without Experts adding incremental competitive advantage.

Paradoxically, people at the Expert stage may be highly critical of their performance within their specialisation, yet they resent feedback in general, especially from those not of a higher craft status than themselves. They are also hypercritical of others in their field of expertise. One-upmanship is common, as is the 'yes-but' syndrome, providing endless alternative solutions or arguments. Moreover, Experts tend to overstep the boundaries in giving unsolicited advice about what they know.

### Characteristics of managers with Expert Action Logic

Experts:

- have a passion for continuous improvement and 'getting it right'
- give personal attention to details and seek perfection in their work

## Section 3: More about the Leadership Development Framework

- find it difficult to delegate to or trust others to do the job well, because only they can do it right
- oppose the group norm when it doesn't fit their own preference or knowledge
- value correctness based on authority (technical knowledge, a famous professor etc.)
- value decisions made on technical merit alone disregarding context and other contingencies
- seek efficiency unaware of the wider implications of their actions within the whole system and unable to evaluate the effectiveness or long-term implications of their actions
- dismiss feedback from those who are not their accepted craft masters or take it personally, not just as a criticism of a narrowly defined aspect of their behaviour
- give feedback in terms of telling others what they should or must do to improve or be respected
- can be dogmatic, particularly in response to ideas outside their own mental framework
- may enjoy doing a job as well as they can within established norms or may experiment with different ways of doing the job in order to do it better
- take back delegated work as soon as it seems to be going badly
- work in detail but somewhat impersonally or competitively with others
- are not easily deflected from what they believe to be right

### How Experts may regard the Leadership Development Framework

They may feel labelled and criticised, or resent that they are being 'defined' by someone else's theory. However, some Experts become interested in the technical detail of the framework and concerned with its logical validity and reliability. If convinced on technical grounds, they may be open to acquiring the system as another tool or skill set. If they are supported, they may become more open to experimenting. Research indicates that Experts in general express great distrust of a developmental perspective and strongly defend their own style.

## Section 3: More about the Leadership Development Framework

### The Achiever Action Logic

51% of people in a mixed sample of 6,000 people profile at the Achiever Action Logic.

In most organisations, Experts and Achievers are responsible for delivering day-to-day business success. While Experts focus on the exacting detail of getting a job done well, Achievers are concerned with successful plans and outcomes. They focus on output measured in terms of profit, turnover, volume, market share and personal career satisfaction.

Achievers share the Experts' interest in experimenting. Unlike Experts, however, who work on improving given procedures, Achievers design whole new methods and approaches to solving a problem and to streamlining processes.

The greatest strength of Achievers is also their greatest weakness: a singularity of purpose, focus and drive. In pursuit of their personal favourite goals, Achievers will disregard other important areas of business and/or personal life. For example, an Achiever coordinator of an international aid charity was so dedicated to raising funds for the needy that he did not see how hard he pushed himself and his own staff and at what costs to himself, his home life and the organisation.

Achievers apply energy in a consistent direction to solve problems and use the tools of science and/or their trade creatively. They initiate change and seek to move mountains. Their determination and energy is often inspiring to others.

Achievers are open to learning and discovering - they welcome behavioural and tactical feedback, especially if it can bring them closer to their envisioned goals. However they may well resist feedback which questions the very framework within which they operate.

Achievers believe deeply in linear cause and effect and objective rationality. From their point of view, the natural world, including the behaviour of people, is governed by predictable patterns and laws. These can be researched, made explicit and applied to influence and control outcomes. Thus, results are secured by relying on an objective 'scientific' approach and by applying one's personal conviction and energy to refining the knowledge base.

As managers they tend to be matter of fact, concerned with getting things done, but also fair and perceptive in engaging others. They will listen to others' reasons. Achievers seek to prioritise among competing projects and tasks, cooperate around mutual goals and delegate work in a way that Experts cannot. Sometimes, they anticipate unintended outcomes or side effects. They may enjoy teaching or coaching others to greater performance. They realise that there are multiple causes for human behaviour.

### Characteristics of managers with Achiever Action Logic

Achievers:

- like to feel the power of being in control of their destiny
- decide upon a future and what needs to be done to get there
- define specific medium and long term goals and strive for maximum impact and/or benefit
- drive themselves hard, and this often has a pacesetting impact on others
- may value different opinions and perspectives as useful data even though individual differences may be irritating
- welcome feedback, especially if it helps them to develop capability or achieve their goals
- believe passionately that rationality and objectivity are vital aspects of good management
- seek to be fair and consistent in their treatment of reportees

## Section 3: More about the Leadership Development Framework

- tend to believe that they know themselves and others well, and that they are in control of their emotions
- prioritise and initiate actions as well as delegate tasks if necessary
- distinguish between ethics (an inner sense of right and wrong) and manners (social conventions of what is right or wrong)
- have high performance standards and may be their own harshest critics when they do not measure up to these standards

### How Achievers may regard the Leadership Development Framework

Achievers will scrutinise the framework for a rational logic and seek to understand how they can learn to be more productive from it. If they find that its perspectives offer personal insight, greater influence or effectiveness, they may embrace it with enthusiasm. On the other hand, if they interpret the framework as challenging their Achiever world view and values, and if they are not themselves in transition to the next Action Logic, they may be irritated by its complexity and defend their position by rational means and logic. Beginning with the Achiever stage, behavioural and interpretive feedback is acknowledged as useful data and welcomed more than at earlier stages.

Consistent with their often competitive nature Achievers may experience mild to keen disappointment that they have not profiled at a later (and in their frame – ‘better’) Action Logic.

## Section 3: More about the Leadership Development Framework

### The later Action Logics

The Achiever is the latest stage in conventional adult development. It is the 'model' adult Action Logic of modern times. As an adult one is expected to pursue goals defined in output terms (professional leader role, personal income, market share, status, consistent effort, etc). The Achiever is the latest Action Logic fully supported by Western culture and society and encompassed by the traditional scientific frame of mind. Culturally it forms a kind of ceiling in development, passed by less than 10% of the general population. Those individuals who do develop beyond the 'conventional' stages (of which Achiever is the last) move into what are described as 'post-conventional' stages of development. Research has found a sequence of four distinct post-conventional stages of adult meaning making. We label these Individualist, Strategist, Alchemist and Ironist.

### The Individualist Action Logic

27% of people in a mixed sample of 6,000 people profile at the Individualist Action Logic.

The psychological energy of the Individualist stage can be deeply different to the earlier stages. The discovery that objectivity is a myth and what one sees depends upon one's viewpoint can have a profound effect. The Individualist recognises that neither this nor any other Action Logic is 'natural' – all are constructions of oneself and the world. Energy is directed towards challenging the assumptions of the Achiever stage in a self authored and individual way.

Individualists become attracted to difference and change and will create this in their lives, often through inquiring into who they are and what they want. They may then open themselves to increased awareness of the possible conflicts between their principles and their actions, or between the organisation's values and its every day actions. Resolving this conflict can often be a source of creativity - it can also make the Individualist look (and feel) like a rebel or malcontent.

A capacity, emerging at the Achiever Action Logic, to see systems complexity is reinforced. No longer is the world a place of discrete objects and events to be managed in a linear way with reliable cause and effect. Rather, causation is seen as circular, relational and systemic. This opens the Individualist to a more inquiring stance and to be willing to experiment with their own behaviours and with the structures and processes in the workplace.

Less driven by the need to deliver, the Individualist has a different relationship to time. The sense of time becomes more fluid and current situations are increasingly considered within a longer historical context. The future, so vivid for the Achiever, remains a concern and added to this is an increased awareness of the unique qualities of the moment. How these qualities match with espoused values will concern the Individualist.

The Individualist enjoys an increasing sense of independence – wanting more space to explore and create than many organisations are willing to give. This may cause them to leave their 'Achiever' organisation, to work at its margins or to seek out organisations more 'Individualist' in culture.

Individualists can be fun to have around: they relish their individuality and pursue whatever appeals to them with gusto. Though aware of conventional social norms, they are not overly constrained by them. At the same time, they truly appreciate others for their uniqueness and different perspectives and can play coaching or consulting roles in helping others become more fully themselves.

## Section 3: More about the Leadership Development Framework

### Characteristics of managers with Individualist Action Logic

Individualists:

- become increasingly focused on the experiences of the moment and themselves as experiencers. If this happens at a time in a person's career when they are already responsible for leading many people, they may withdraw from a pacesetter leadership style. Instead, they may explore the complexities of leading people and take a 'let live and see what happens' attitude towards them.
- may be increasingly reflective and questioning of their own approaches and the approaches of others. This may be seen as hesitancy or lack of drive – although it may create a reputation for good judgement!
- are increasingly aware of 'systems thinking' (the search for single causes is replaced by thinking about the system as a whole) and, as managers, can contribute to this broader view.
- are aware that people may take on different roles in different circumstances and at different times. They themselves may experiment with different kinds of relationships and with using power differently in different contexts.
- may be creative and flexible thinkers who relish thinking 'outside of the box' as they free themselves to some extent from the results focus of Achievers. They are interested in development (particularly their own) as an innate human possibility and a goal in its own right, rather than as a means towards the end of greater achievement and success.
- may experiment with significant aspects of work: extending their roles (or contracting more routine parts of it), experimenting with working in different ways and in new habitats, (or they may choose to 'follow their bliss!').
- may increasingly seek uncertainty, difference and instability in their work and their life.

Since Individualists acknowledge a fundamental uncertainty about what one can know, they tend to provide less certainty and firm leadership to others. From the point of view of the Achiever employee, Individualist superiors cannot be counted on to be consistent and to engage fully with them on their terms. 'I don't know where she's coming from' might be said of an Individualist manager or leader. Aware of layers upon layers of assumptions and interpretations, they feel people are better left to figure things out by themselves.

Paradoxically, all of this is potentially the groundwork for the development of a more strategic leadership style based on a deepening of relationships with others. Beginning with the Individualist stage, there is an increasing value placed on complexity, a growing appreciation for individual differences and an ability to think in terms of how complexities and paradox can be integrated into larger, coherent wholes or systems.

### How Individualists may regard the Leadership Development Framework

Usually with interest! This framework may explain why some issues have moved lately from being clear cut to being rather more confusing and complex. They may embrace the theory as a deepening way to look at the world, particularly if it offers a revealing description of themselves as meaning makers. There is a danger that the framework may take on too central an interpretive position in their thinking, or that it may simply become another method for poking holes into others' mental models.

## Section 3: More about the Leadership Development Framework

### The Strategist Action Logic

8% of people in a mixed sample of 6,000 people profile at the Strategist Action Logic.

Moving from Achiever to Individualist and on to Strategist involves a major shift in frame of reference. The Diplomat's desire to stay in touch, the Expert's love of craft logic and the Achiever's focus on conventional results are replaced by self-generated and individual ways of viewing and interpreting the world.

The Individualist stage is the first post-conventional stage because Individualists no longer automatically conform to the reality view and to the behaviour scripts offered by their culture. With this comes a shift in perspective about the objective nature of reality. Having found no position to stand on as final truth and no way to prioritise among competing perspectives and positions, the Individualist takes a relativistic position. All views are equally acceptable or unacceptable. Strategists, in contrast, are able to adjudicate among rivaling opinions and beliefs based on the quality of the arguments and ideas given. They tend to value those perspectives that are constructive, people-oriented, inclusive, dynamic, and foster continuous learning over those perspectives that are critical or judgemental, single position, exclusive, static, and merely fact-oriented or 'objective.'

Thus, Strategists want to know how the different systems they are engaged in (organisation, family, society) interact with each other. They assess the balance and adequacy between the larger organisational mission (social vision) and the strategies and actions used to pursue them. Increasingly, they will be concerned with what is happening at all levels of an organisation and point out potential long-term outcomes (intended and unintended) both for the organisation as well as for its members and wider circles of influence. That is, they have become capable of systems thinking.

Strategists are as interested in the processes of doing something as in the results achieved. Strategist leaders question the social, technological, productive and market oriented facets of their businesses and the interplay among them. They have learned to examine alternative perspectives and to choose one that allows for optimal effectiveness and influence as well as system-wide transformation. Reportees and juniors at earlier Action Logics may feel disconcerted by them and their 'odd view of reality'. They may find them too complex and not practical enough, always looking beyond immediate concerns.

Strategists invite thoughtful feedback from all sources as a necessary means to overcome their blind spots and grow in self-knowledge and understanding of the world. Because they know their own view of reality to be partial, they value others' perspectives as part of a more complete picture or as a possible impetus to change their current strategy or actions. On the other hand, they are able to discern among different types of feedback, and seek out illustrations that will confirm or disconfirm the assumptions, attributions, or evaluations embedded in the feedback. Because they are used to relying on their own assessment of complex situations, some Strategists may discount information that doesn't come from those they look up to.

The 'go-it-alone' tendency of the Individualist is replaced by a desire in Strategists to co-create and work in collaboration with others. Because they appreciate that different people see reality differently, they are dedicated to developing shared visions for projects and organisations that attract the commitment of members. They tend to be entrepreneurial, not just in an economic sense, but in a social, ecological, and /or developmental sense as well.

## Section 3: More about the Leadership Development Framework

### Characteristics of managers with Strategist Action Logic

Strategists:

- will lead with a paradoxical mixture of 'fierce resolve and humility' in acting as strong agents for constructive change at whatever level of the organisation they occupy, testing assumptions and seeking to transform thinking and actions towards a more positive perspective.
- do recognise the importance of ethical principles and mindful judgement for making defensible decisions. Integrity is an important personal value. Strategists tend to choose what seems reasonable or just for many people in the long run rather than going for short-term gain or victory. They may defend principles they value even at personal risk to them.
- are aware that what one sees depends upon one's frame of reference or perspective. 'Reality' is relative and what is considered 'common sense' may be based on conformist and unexamined beliefs. They can consciously tailor their management style to the needs of diverse people. They may therefore come across to different people as having quite different personalities.
- are flexible about how tasks should be performed, trust people to find their own solutions. When they offer help, they are conscious of others' need for dignity and independence. They play a variety of roles in their work life and life beyond work, which can confuse less flexible people.
- use humour and wit to defuse tense situations. While the humour of Strategists is light-hearted, existential and spontaneous, that of Opportunists and Experts is often hostile and cutting, and that of Individualists sometimes sarcastic or 'off-the-wall'.
- will be concerned with extended time periods – looking forward 20 years to the continued success of the organisation and their work.
- enjoy 'reframing' (rather than breaking) the rules where the rules are seen as unnecessarily limiting, unproductive or stifling of creativity.
- appreciate and engage with the complexities of individuals and dynamic situations.
- are creative in conflict resolution because they see conflict (i.e. differences in values and perspectives) as an inevitable part of viable relationships.
- may bring an enlightened spirit into their organisations as part of their own firm belief that there can be no separation of being and doing.

### How a Strategist may regard the Leadership Development Framework

Strategists will likely be fascinated by the framework and their own stage of development. They may experience disappointment that they are not yet 'Alchemists' and relief that they have crossed the boundary beyond 'conventionality'. They are open to examine feedback about their shadow side or blind spots and attempt to integrate these as part of themselves. As self-actualisation is one of their main values, a developmental outlook can explain better than other theories just where one's potential for growth may lie and from where one's greatest challenges are likely to come.

The framework will be seen as what it is – another way of looking at the complexity which is the human being – useful and limited...but how it is used will raise curiosity.

## Section 3: More about the Leadership Development Framework

### The Alchemist Action Logic

Less than 2% of people in a mixed sample of 6,000 people profile at the Alchemist Action Logic.

The next post-conventional Action Logic is labelled Alchemist. In organisations, as well as in society at large, people who score at this level are very rare. In one sample of nearly 500 managers in the USA only three were at the Alchemist stage. It is possible that you do not personally know someone whose Action Logic can be described as Alchemist - although there may be elements or glimpses of Alchemist behaviours in yourself or people whom you know and admire. We have not found a title for this stage that does justice to its quality and complexity. Other terms considered for this stage, such as Shaman, Jester, Crone, Witch and Magician, also have connotations that are useful and misleading.

Alchemists are individuals who embody a deep wisdom coupled with the humility, ordinariness and the lightness of a jester. They are likely to personify seemingly opposite attributes such as complexity and simplicity, joyfulness and sadness, intensity and tranquillity. In other words, they live in paradox, and at times appear to transcend it in a 'marriage of opposites'.

At the Alchemist stage, people are committed to transforming themselves and others as well as changing the society and institutions in which they participate. They are able to hold many perspectives at once, seeing their multiple, interconnecting pros and cons. They are less likely than Strategists to initiate well-meaning interventions based on principled, but personal theories of what is good for the world.

In pursuit of potential transformation, Alchemists seek timely action on a moment-to-moment basis founded upon exquisite awareness of what is happening and who the potential stake holders are in the widest sense. They base decisions on all available sources from dreams to intuition to data and experience. Alchemists seemingly have a knack for doing the right things (often unexpected or unorthodox) at the right time.

They handle many things at once as they often hold more than one significant post in organisations and society, yet have adequate time available. The following is a description of a vice-president of Motorola, who measured at the Alchemist stage by a consultant who worked with him: '. . . he is visionary yet practical, effervescent yet confronting, playful yet at work by 6.00 a.m. most mornings. . . (he) generates spontaneity, laughter, long-term focus and attention to execution and follow through (from his team).'

Alchemists are capable of friendly contact with adversaries. They may create more enlightened social rules as Gandhi did for non-violent protest and in overturning the caste principles within his own household. Like many charismatic leaders at this stage, he was abhorred by more conventional people for his actions and beliefs.

Unlike Achievers in organisations, Alchemists may not be the persons who dedicate themselves to immediate goals and outcomes if the moment or long-term considerations require a different approach. The Alchemist's ability to simultaneously attend to multiple practical, ethical, ecological, immediate and long-term concerns, as well as to emotional, rational and spiritual realities, may disturb others or arouse suspicion in them. Historically, Alchemists have been the kind of social catalysts and visionaries who have been rejected, locked up, assassinated or simply ignored as being mad or out of touch with common sense 'reality'. High profile examples include Martin Luther King, Mahatma Gandhi, Joan of Arc, Anwar Sadat and Nelson Mandela.

What allows the move from the Strategist to Alchemist stage is as yet not well known. Near-death experiences (both physical and psychological) have been reported as key turning points. Alchemists have also mentioned outstanding mentors, an ongoing spiritual quest or discipline as a crucial dimension of development into this stage.

## Section 3: More about the Leadership Development Framework

### Characteristics of managers with Alchemist Action Logic

We cannot describe Alchemists as 'typically' doing anything. The sample is small and by definition Alchemists are highly post-conventional. However some of the following might be observed about leaders at this stage

Alchemists:

- serve the development and growth, and even purification of themselves and other people. They will thus often take the role of mentor or 'guru' as well as leader.
- seek transformation of organisations not according to conventional goals or principles but according to a higher order of behaviour and being. As leaders they will be seen as visionaries - either inspired or deluded.
- may appear to most people as other-worldly, speaking a different language or seeing different realities. Thus, others may see them as inscrutable enigmas. They may be seen as overly abstract, spiritual, apparently unrealistic or even 'crazy'!
- either attract others or intimidate and alienate them given their unselfconsciousness, personal inner strength, vision and charisma.
- are aware of, bemused and saddened by the inevitability of paradox in human affairs, yet address contradictions and complexity wholeheartedly.
- can have a transforming ability to draw together opposites and initiate new directions from creative tension.
- they can often turn around a hopeless situation by the strength of their insight and personal courage (which may indeed seem magical!)
- they will have multiple and diverse responsibilities which will spread well beyond the confines of one organisation.

### How Alchemists May Regard the Leadership Development Framework

Alchemists will likely see both its strengths and its limits! They may find it too categorical, linear and hierarchical. While they may recognise and appreciate its transformational potential, they will not overvalue or overestimate it. Thus they may use the Framework as a powerful support in helping people and organisations to conceive of and foster transformation by making them more aware of natural developmental patterns, whilst holding that it is just another construction.

## Section 4: Taking your learning further

### Applications of the Leadership Development Framework

Beyond supporting individual development the Leadership Development Framework offers a powerful interpretive framework for use in organisational development. Harthill and associated consultancies have used the framework in the following ways:

#### Talent identification and development

- International organisations have worked with Harthill using the LDF to:
  - ◆ identify leaders with unseen capabilities
  - ◆ help match capabilities to organisational demands
  - ◆ create 'real' development agendas for leaders
  - ◆ help understand why capable people have been under-performing
  - ◆ support promotion processes into critical posts

#### Team development

- The LDF offers a powerful diagnostic of the diversity of capabilities in a team. It offers the opportunity to identify where the relative *strengths* and *weaknesses* of the team lie in relationship to its main purpose and environment. The framework provides a development vehicle for the team (collectively) and its members (individually). The LDF also helps indicate what new capabilities need to be brought into a team.

#### Development of leaders

- The LDF has played a significant role in a number of in-house leadership programmes – acting as a foundation, a personal development module or an organisational development module. Profiling individuals has enriched programmes.

#### Organisational development

- Profiling entire layers or sections of an organisation can provide useful information about the current operating ethos of the organisation, departments or about specific management layers. This can illustrate areas of competence and developmental needs. This is particularly useful where the task of the organisation is complex and a great deal is being demanded of managers and staff.  
The profiling process offers a measure for development over time of the capability of an organisation. It offers a rare tool which can measure the movement towards becoming a learning organisation.

#### Recruitment

- LDF profiles are added to other tests in providing a rounded psychometric profile of a candidate. Some consider the meaning making implicit in the framework as a '*master trait*', second only in importance to intelligence as a defining aspect of capability. It thus follows that this is a very important measure and is often neglected by those involved in recruitment.

## Section 4: Taking your learning further

### Further reading

The three most current, most easily readable and most practical pieces about developmental theory and action inquiry by David Rooke and Bill Torbert are:

- |   |  |
|---|--|
| Rooke, D. & Torbert, W. April 2005      | <b>Seven Transformations of Leadership.</b> Harvard Business Review.                       |
| Fisher, D. Rooke, D. & Torbert, W. 2003 | <b>Personal and Organisational Transformations through action inquiry.</b> Edge/Work Press |
| Torbert, Bill & Associates 2004         | <b>Action Inquiry: The Secret of Timely and Transforming Leadership.</b> Berrett-Koehler.  |

### Other developmental readings and exercises

We highly recommend the following work by our colleagues, Robert Kegan and Lisa Lahey, including:

- |      |   |
|------|---|
| 2001 | <b>The Real Reason People Won't Change.</b> Harvard Business Review.                                    |
| 2001 | <b>How the Way We Talk Can Change the Way We Work: Seven Languages for Transformation.</b> Jossey-Bass. |

A book full of personal, team and organisational development exercises one can try is:

Senge, P. & Associates, 1994 **The Fifth Discipline Fieldbook.** Currency Doubleday.

Recently, Senge and other associates have published a wide-ranging inquiry into how science and society can transform:

Senge, P. & Associates, 2005 **Presence: Exploring Profound Change in People, Organizations and Society.** Nicholas Brealey Publishing Ltd

Likewise, two of Ken Wilber's many books offer a whirlwind tour of global developmental traditions and futures:

Wilber, K. 2000 **Integral Psychology and A Theory of Everything: An Integral Vision for Business, Politics, Science, and Spirituality.** Shambhala.

### Autobiographical reading and writing

In recent years, a growing number of autobiographies are being written to document the real developmental struggles and breakthroughs of a lifetime. Examples include:

- |                     |  |
|---------------------|--|
| Harrison, R. 1995   | <b>Consultant's Journey.</b> Jossey-Bass.              |
| Jaworski, J. 1996   | <b>Synchronicity.</b> Berrett-Koehler.                 |
| Keenan, B. 1992     | <b>An Evil Cradling.</b> Vintage.                      |
| Jamison, K. R. 1995 | <b>An Unquiet Mind.</b> Vintage.                       |
| Raine, N. 1998      | <b>After Silence: Rape and My Journey Back.</b> Crown. |
| Erikson, 1993       | <b>Gandhi's Truth.</b> Norton.                         |

Writing autobiographically yourself can be a powerful catalyst for transformation. It can help you understand your own prior transformations from one Action Logic to another, thereby granting you more empathy for others' developmental struggles and potential. One example of such an autobiography can be found in Chapter 6 on the Individualist in Torbert & Associates' **Action Inquiry**.

## Section 4: Taking your learning further

### Other related work

- Kegan, R. 1982 **The Evolving Self.** Cambridge MA: Harvard University Press.
- Kegan, R. 1994 **In over our heads: The mental demands of modern life.** Cambridge MA: Harvard University Press.
- Owen, N. 2004 **More Magic of Metaphor : Stories for Leaders, Influencers, and Motivators.** Crown House.
- Rooke, D. & Torbert, W. 1998 **Organisational Transformation as a Function of CEO's Developmental Stage.** Organisational Development Journal Vol 16, N° 1, pp11-28.

### More scholarly works

- Beck, DE. & Cowan, C. 1996 **Spiral Dynamics** Blackwell.
- Cook-Greuter, S. 2000 **Postautonomous Ego Development: A Study of Its Nature and Measurement.** Cambridge MA: Harvard Graduate School of Education Doctoral Dissertation.
- Kohlberg, L. 1984 **The psychology of moral development.** San Francisco: Harper & Row.
- Miller, M. & Cook-Greuter, S. **Transcendence and Mature Thought in Adulthood: The Further Reaches of Adult Development.** Lanham MD: Rowman & Littlefield.
- Wade, J. 1996 **Changes of mind.** State University of New York.
- Robinson, Oliver (2013). **Development Through Adulthood An Integrative Sourcebook.** Palgrave Macmillan
- Schon, D. 1982 **The reflective practitioner. How professionals think in action.** New York: Harper-Collins.
- Wilber, K. 1996 **A brief history of everything.** Dublin: Newleaf.

## Section 4: Taking your learning further

If you would like to arrange a conversation with a consultant at Harthill who is deeply engaged in understanding and applying the LDF to leadership, team and organisational development please get in touch with one of the following people:

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