

Leadership Development Stage		Expert - solve key problems	Achiever - accomplish desired outcomes	Catalyst - mobilize breakout endeavors	Co-Creator - realize shared purpose	Synergist - evoke unexpected possibilities
		Incremental competencies				
Awareness		A modest reflective capacity, a strong problem-solving orientation, and an ability to think more independently and analytically	A robust reflective capacity	The ability to step back "in the moment" and attend directly but very briefly to a current assumption, feeling, or behavior that would otherwise escape your attention	A slightly more sustained attention to the flow of your ongoing experience, giving you a more robust capacity for processing painful feelings and for understanding whole frames of reference that may differ from your own	Sustained, expanded present-centered attention to your physical presence, including your five senses, thought processes, intuitions, and emotional responses
Intent		To improve and accomplish things	To achieve desired outcomes in a way consistent with self-chosen values	To create contexts and facilitate processes that are experienced as meaningful and satisfying and that enable the sustained achievement of desired outcomes	To tap into an evolving sense of life purpose and actualize it in your everyday life through deep collaboration with others	To engage with life in all its fullness and to be of benefit to others as well as yourself
Context Setting - improves your ability to scan your environment, frame the initiatives you need to take, and clarify the outcomes you need to achieve.	Situational Awareness - the quality of your attention to the larger context that surrounds your initiative	Whenever you focus on an issue, you know that it exists in a larger context, but you tend to tackle it as an isolated issue	Understand any issue or organizational unit in the context of its relationships with its larger environment	More attentive to the larger context within which they and their stakeholders operate Pay more attention to managing the "white spaces" in the organization chart: the working relationships within and between units and the organizational culture that shapes these relationships	Become more deeply aware of the experience of other human beings around the globe, your relatedness to them, and the interdependence between the human family and the natural environment. Keen appreciation of the interdependent nature of organizational life	Depth of insight into the human dimension of their larger environment - able to perceive and work with something subtle and significant in the context surrounding the initiative
	Sense of purpose - the growing importance that your initiatives serve others' needs in truly meaningful ways	Focus much more on ensuring the accomplishment of functional or technical tasks. Difficult to hold multiple tasks in mind and prioritize them based on a comparison of the various reasons for doing each task Rarely step back and set explicit success criteria	Realize that a system's success over the longer term requires it to produce the outputs needed by its central stakeholders (owners, stockholders, customers). As a result, your primary focus as a leader becomes "doing the right thing," ensuring that the objectives set for the system are optimal outcomes.	Have the capacity to create visions that challenge commonly held assumptions. Focus on creating environments within their organizations where people can find greater meaning in their work	Your sense of purpose grows out of a desire for greater personal fulfillment that's fueled by an increased appreciation of present experience as the qualitative dimension of time - usually involves doing something you find particularly fulfilling that enhances others' lives in a meaningful way	Sense of living "on purpose" comes alive in the moment with much greater frequency Tune in to what might be called "next step intuitions"—inner promptings that help them align with their purpose
Stakeholder - increases your ability to engage with key stakeholders in ways that build support for your initiative.	Stakeholder understanding - how deeply you can understand the viewpoints and objectives of those who have a stake in your initiatives, especially when they differ from your own	Capacity for understanding other perspectives is limited by some very real biases. Usually assume that your judgments are correct and not just a matter of opinion. Have a strong tendency to criticize and blame others when you feel they are not living up to your standards	See that others' behavior is caused by specific motivations. Develop a new interest in talking about your personal experiences and finding out how they compare with those of others. More attuned to the role that stakeholders' motivations and expectations play in determining their support for your initiatives.	Place real value on understanding views that differ from your own. It now becomes easier to imagine what it's like to be someone else, experiencing their circumstances as they experience them	Develop a deeper capacity for understanding other cultures, subcultures, and ethnic groups	An ability to attend deeply to other people while maintaining a background awareness of their own bodily presence Capacity to hold in mind, in an accurate and empathetic way, the views and interests of multiple and conflicting stakeholders, even under highly stressful circumstances
	Power Style - the way you typically respond when your views and interests conflict with those of key stakeholders (assertive/receptive)	Focus on power based on expertise or organizational authority. Usually act as if you only must choose between being assertive or accommodative	Your power is partly a function of certain personal qualities you bring to your role The real sources of power extend far beyond formal structures. More likely to develop a style that's relatively balanced between assertion and accommodation	Become interested in two new forms of power: the power of vision(assertive) and the power of participation (accommodating). Most effective when they articulate an inspiring vision and actively encourage others to participate in bringing it to life	Preference for the power of life purpose and deep collaboration. Power style that allows you to assert yourself and help meet others' needs at the same time. Realize that everyone in their organization plays some role in creating its overall power dynamic -	The power of presence- being centered in the present moment. An integrated power style that allows you to embrace both assertive and receptive side at the same time. Can remain fully centered in your own sense of what is needed and, at the same time, be highly responsive to the felt needs of stakeholders, even when those needs seem to conflict with your own
Creative - enables you to transform the problems you encounter into the	Reflective judgement - the thought process you use to determine what's	Challenge to make meaningful connections between ideas and experiences that have occurred at	Greater appreciation of the ill-structured nature of business and organizational problems, and you're	See that underlying frames of reference are much more powerful and pervasive than you'd formerly	Gain deeper insight into the extent to which value and belief systems are shaped by largely unconscious	The more alertly present you are to your everyday life perceptions, the more deeply you understand the

results you need.	<p>true and decide the best course of action to take. It also includes the rationales you use to justify these conclusions to yourself and to others</p>	<p>different times. Challenge to see cause-effect relationships that recur across different time periods in ill-structured problems. Find it difficult to hold dissimilar ideas in mind and discern relationships between them.</p>	<p>more aware of how easily bias and error can enter into attempts to solve these problems. More data-driven in diagnosis and problem-solving. Typically unaware of the extent to which their own value and belief system influences their selection and interpretation of factual information</p>	<p>imagined. See that virtually every problem you work on is ill-structured, simply because other people are involved. More likely to ask if you're getting to the underlying issues that generate problems on a regular basis</p>	<p>factors such as family upbringing, temperament, character structure, etc. Develop an increased ability to identify and understand the assumptions that underlie different interpretive frameworks, including your own.</p>	<p>subjectivity of all human perception. Paradoxical position of feeling you really know something, all the time being keenly aware that you are a thoroughly subjective human being: resolved through testing the validity of the intuition</p>
	<p>Connective Awareness - what allows you to hold different ideas and experiences in mind, compare and contrast them, and make meaningful connections between them</p>	<p>Treat some problems as if the right solution has already been determined, either by upper management, by their technical or functional training, or by "how we've always done things around here." However, they respond to most problems they face with a problem-solving approach: They analyze the specific situation in which they find themselves and use their own judgment to make a decision.</p>	<p>Often have a strong interest in practical conceptual models that can help them interpret events and predict the future consequences of their actions Ability to hold opposing ideas and experiences in mind, compare them, and, when needed, work out ways to take both into account - an envision solutions that represent a compromise between extremes</p>	<p>Begin to appreciate the extent to which others' behavior isn't always consciously intended Realize that causality in human relationships can be circular as well as linear. Can "try on" frames of reference that differ from or even conflict with your own, allowing you to import ideas from other frames of reference Can still try on only one frame of reference at a time</p>	<p>Understand that human interaction involves mutual causality: All organizational processes and results are created by many people working together <i>simultaneously</i> -> interest in creating work environments that emphasize shared responsibility</p>	<p>Ability to work simultaneously with the local and the global. Ability to access "synergistic intuitions" that resolve apparently irreconcilable conflicts in ways that are beneficial for all parties involved. Applying intuitive creative breakthroughs to address conflicts that arise within and between human beings</p>
<p>Self-Leadership - is the ability to use your initiatives as opportunities to develop into the kind of leader you want to be.3</p>	<p>Developmental Motivation - the primary source of professional self esteem, your leadership ideals, and the emotional tone you use to assess your progress</p>	<p>Leadership ideal: the knowledge, skills, and personality traits to which you aspire as a leader Self-esteem: 1. Intrinsic: solve short-term problems that require independent critical thinking and advice 2. Extrinsic: feeling that you stand out from others, that others admire you for your expertise and the astuteness of your point of view Emotional tone: when you're not living up to your leadership ideal goals and standards you have a strong tendency to blame yourself, often rather harshly</p>	<p>Leadership ideal: expands to include long-term career objectives and an explicit or implicit leadership philosophy Self-esteem: come primarily from your own belief that you've contributed to the achievement of significant outcomes. Emotional tone: not as harsh, so you're left feeling more guilty than ashamed. "conscientious". Gives you a bit more mental space to reflect on your experience and decide how to respond to what's happened.</p>	<p>You want the vision and the outcomes you pursue to have personal meaning, and you want your life between achievements to be meaningful and fulfilling as well. Personal growth at this level isn't so much a goal to achieve as an ongoing, open-ended process</p>	<p>Strong commitment to authenticity. Seek to live your life in a manner that expresses your deepest values and potentials. Become more attuned to a felt sense of life purpose. The central motivation is a desire to bring about greater fulfillment in all aspects of your life</p>	<p>Search for life purpose, motivated by the wish to experience life in all its fullness and to be of benefit to others and to yourself. The leadership initiatives that feel most purposeful often challenge you to develop further, both personally and professionally. Don't need special challenges to motivate them toward continued growth</p>
	<p>Self-awareness - the quality of attention and reflection you bring to your own thoughts, feelings, and behaviors. The accuracy and completeness of your self-knowledge, including how well you understand your current strengths and limitations as a leader.</p>	<p>You recognize recurring inner moods and develop a more independent image of yourself. Your self-image as a leader encompasses your perception of your current role, your professional skills, and your personality traits</p>	<p>Can reflect on your life in greater depth and over longer time frames. Gain new insights about your most enduring traits. Self-image evolves into an interrelated system of ideas about your personal strengths and limitations</p>	<p>Find that your self-image is based partly on accurate self-observation and partly on a combination of wishful thinking and overly negative self-evaluation and that it acts as an interpretive filter, screening out internal feelings and external feedback that would give you a more complete picture of yourself Discover that you're motivated by feelings you thought you'd already transcended. Realization that your degree of dependence on others' approval is a direct function of your own level of self acceptance. See that the best way to overcome these feelings is not to try to control others' perceptions but to develop a more affirming attitude toward yourself</p>	<p>Able to stay a bit longer with direct attention to painful and disconcerting feelings. Find it easier to cycle back and forth between direct awareness of these feelings and the meaning you make of them. Capable of experiencing internal conflicts with greater ease and clarity. Find that opening yourself more fully to your present experience provides a level of self-acceptance that's more direct and powerful than retrospective self-affirmation Become more accepting of the fact that all significant relationships entail some level of mutual emotional dependency</p>	<p>Interest in cultivating a direct, present centered awareness of your five senses, your inner physical sensations, your thought processes, and your emotional responses. Develop an increasing capacity to experience emotions as energies coursing through your body</p>