

SYSTEM

GLOBAL STEWARD (Level 5)

- Collaboration of (international and community) Systems
- Interdependent governance by peer teams across institutions
- Global perspective—ability to see how institution relates to other institutions in a global society

INTERDEPENDENT NETWORK (Level 4.5)

- Extensive use of flexible management structures and cross functional teams
- Collaboration between institutions and/or customers and suppliers
- Servant Leadership—leadership by the team from a systems perspective

EMPOWERED COLLABORATIVE (Level 4)

- Groups are self-managing and making decisions—leader no longer sole decision maker, but facilitator
- Shared vision and values create organizational alignment and inspire commitment
- Exclusive use of high performance teams, self-governance, self-management

ENABLING (TRANSITIONAL) (Level 3.5)

- Rules, accountabilities and leader-follower distinctions unclear
- Empowerment may be confused with license
- Heavy reliance on traditional management skills while attempting to meaningfully involve and empower followers

INSTITUTIONAL HIERARCHICAL (Level 3)

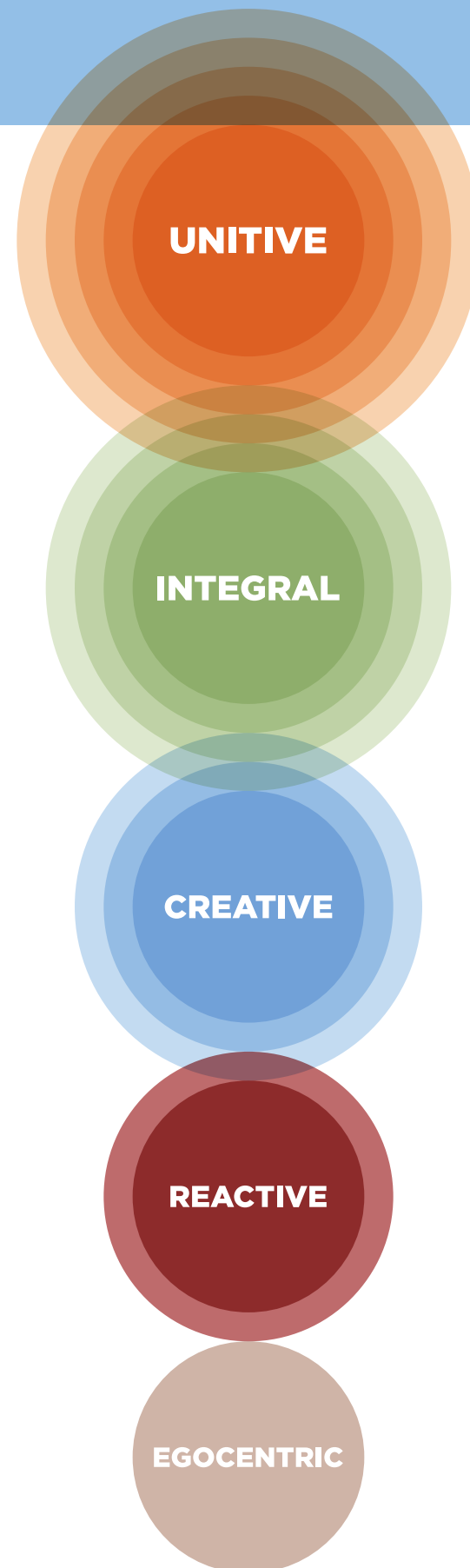
- Large, efficient, ordered, and layered bureaucracy
- Institutional authority/loyalty replaces parental authority
- Leaders listen and may genuinely care but do not relinquish decision making

BENEVOLENT HIERARCHICAL (Level 2.5)

- All decisions are top down
- Leadership is benevolent in exchange for loyalty to leader
- Employees cared about, but not asked for input-paternalistic

DICTATORIAL (Level 2)

- Loyalty is to the leader and unquestioned—fear based
- Clear roles, strict hierarchy, absolute authority
- No involvement in decision making or team processes



SELF

INTEGRAL SELF (Level 5) Less than 1% of population

IDENTITY STRUCTURE:

- Self expands to include shadow and discordant elements.
- Self is ecology (a community)
- Self is one with the whole (all)

LEADERSHIP ORIENTATION:

- Authority is plural
- Meaning is found in surrender to a purpose larger than self and collective actions
- Sees conflict as opportunity to dialogue across differences for discovery of new understanding
- Conflict seen as discord within one's self manifesting as an external reality
- Works for benefit of whole

TRANSITION (Level 4.5)

IDENTITY STRUCTURE:

- Surrender of independent self
- Cultivating the shadow
- Facing the dark side

CREATIVE SELF (Level 4) 30% of population

IDENTITY STRUCTURE:

- Internally validated worth
- I am not my relationships or achievements. I have them. They do not have me
- Independent whole self defined from within

LEADERSHIP ORIENTATION:

- Authority comes from within and is granted to others (shared)
- Meaning found in self-expression, responsibility, and co-creation
- Self-authoring capacity for vision and independent action with self-correction
- Maintains sense of self in conflict. Inquires into other's perspective, empathizes and authentically responds

TRANSITION (Level 3.5)

IDENTITY STRUCTURE:

- Death of Self
- Loss of old identity system
- Hero/Heroine's Journey

REACTIVE SELF (Level 3) 70% of population

IDENTITY STRUCTURE:

- I am my relationships. I am my achievements. They define me
- Externally validated worth
- Self defined from the outside in

LEADERSHIP ORIENTATION:

- Authority vested in an infallible guide outside of self
- Meaning and worth are found in faithful adherence to role. I am either controlling authority or careful follower
- Vision defined by others
- Defensive when challenged—reacts by aggression or withdrawal

LEADERSHIP CIRCLE®

THE FOUR QUADRANTS OF CHANGE



THE LEADERSHIP JOURNEY:

STAGES OF TRANSFORMATION

QUADRANT 01

This is the interior reality of people. It is the area of cognitive, psychological, and spiritual development. In this quadrant, leaders attend to the inner development of people, recognizing that no substantive change is possible without a prior change in consciousness.

QUADRANT 02

This is the domain of technical and interpersonal skills as well as the science (physiology/neurology/psychology) of peak performance. This quadrant gets a great deal of attention from coaches and world-class athletes. It is where leaders pay attention to developing peoples' skills and supporting the physical and psychological ingredients that spark motivation and peak performance.

QUADRANT 03

This is the domain of culture. It is the interior, often hidden, territory of our shared assumptions and images that direct what happens when we come together. This is the domain of myth, story, unwritten rules, and beliefs. It reminds leaders to pay attention to the deeper meanings of symbols, purpose, vision and values—not so much as written, framed statements; but, as the subtle messages encoded in our day-to-day interactions.

QUADRANT 04

This is the quadrant of organizational design, technology, workflow, policies, and procedures. This quadrant reminds leaders that system design determines performance and that if we want to get the system to perform at a substantively higher level, we must design for it.