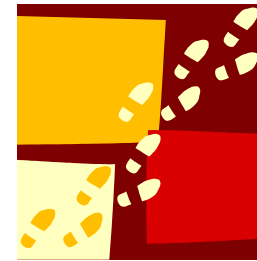
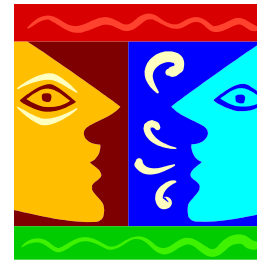
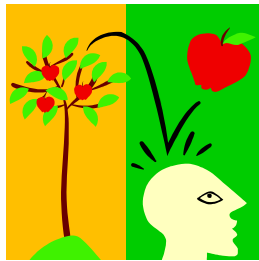


2 3 4 5 Decoding the Language of Leadership



**Leadership to the Fifth Level:
Why Current Leadership Requires
Higher Levels of Thinking**

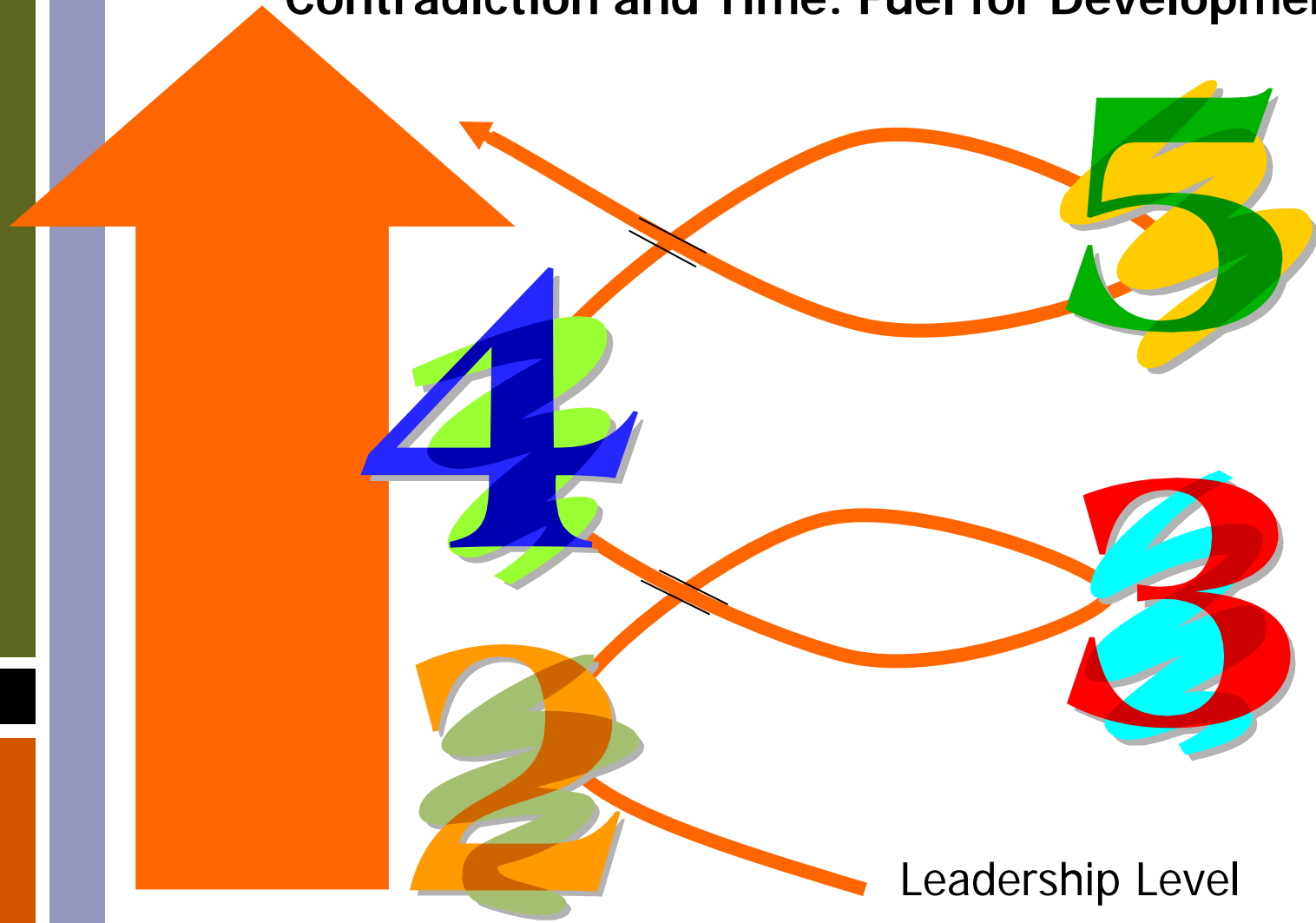


Goals For the Session

- Review leadership level model
- Leadership to the Fifth Program and we accelerate development
- Examples of executives moving from “stuckness” to effectiveness
- Discuss results from three recent scientific studies
- Summary, implications, and concluding thoughts

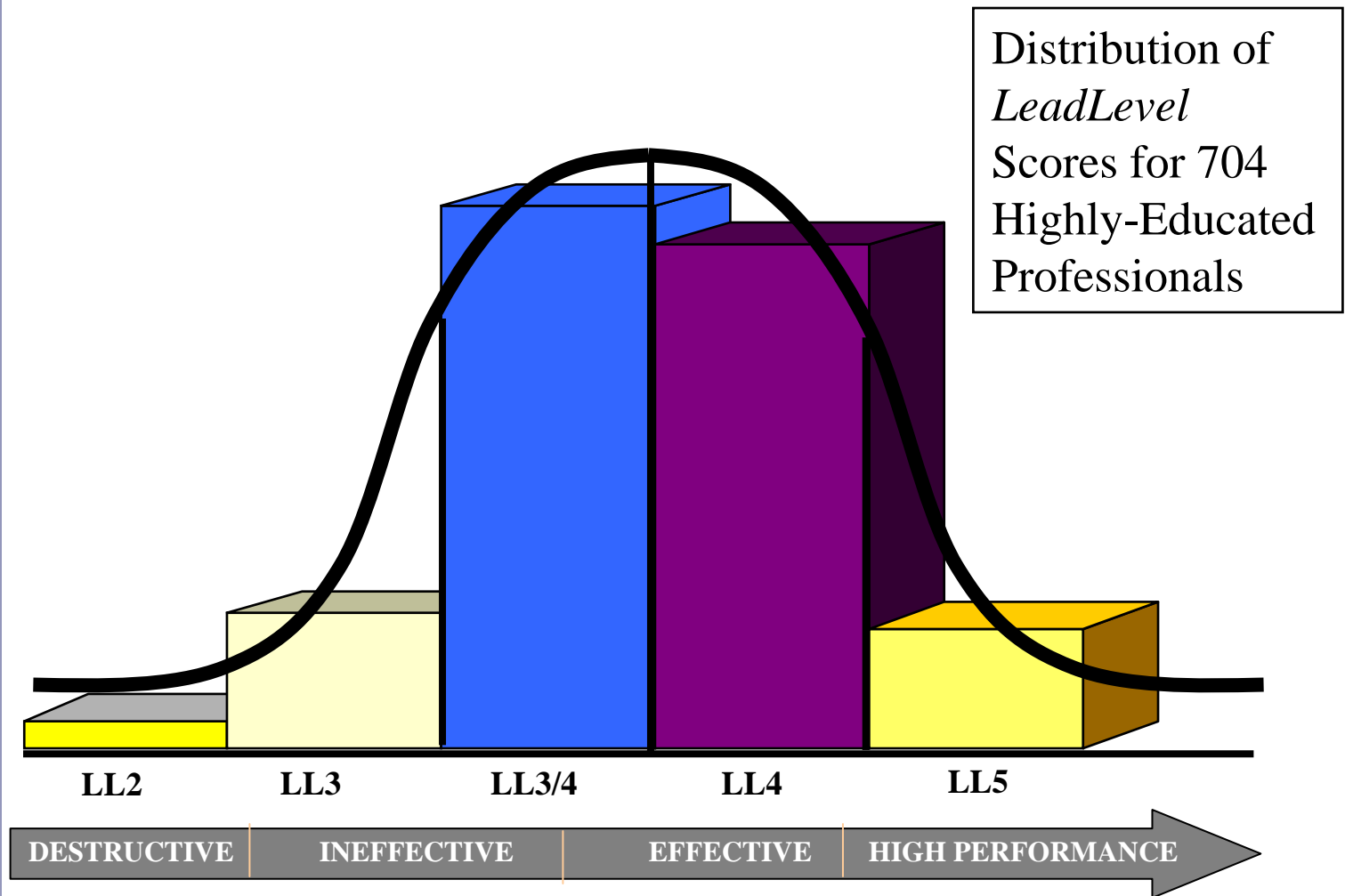
The Developmental Trajectory

Contradiction and Time: Fuel for Development



Leadership to the Fifth

Leadership Level and Effectiveness



Leadership to the Fifth



Leadership Level 2

- **Major Attributes**
 - Operates out of self-interest
 - Uses others to pursue own goals
 - Needs concrete evidence of success
 - Must 'win' at all costs
- **View Of Others**
 - Others are seen as tools
 - Believes others operate out of their own self-interest too
- **Leadership Philosophy**
 - Play by my rules and I'll get you what you want
(scratch my back, I'll scratch yours)

Leadership to the Fifth



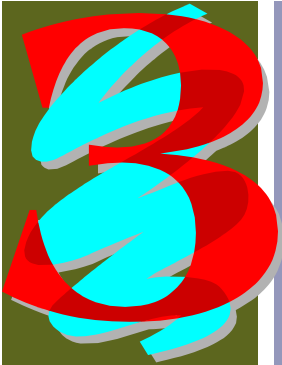
Leadership Level 2

- **Subordinate Philosophy**
 - Let me know what you want from me and I'll get it for you (if you take care of my needs)
- **Major Blind Spot**
 - Can't suspend own agendas or coordinate her agenda with those of others
 - Can't think about others thinking about him—this leads to a lack of trust
 - Does not understand that some people will forgo immediate payoffs to maintain a relationship of trust or respect
 - Has a leadership mind of an adolescent



Conflict Resolution: Leadership Level 2

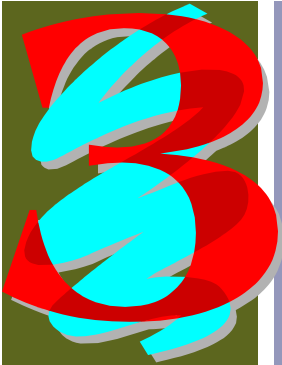
You have to understand, I hate to lose. So to me it's a personal loss when I don't convince them that my way was better. Until then I assumed my way was right, or one of the right ways, you know, and we didn't choose it, someone else's way worked, so that's fine too. And that's self-preservation, you know, that way I'm never wrong.



Leadership Level 3

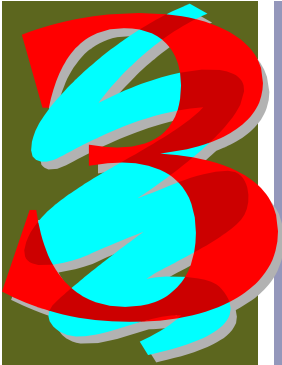
- **Major Attributes**
 - Very sensitive to how s/he is viewed or experienced internally by others
 - Rather than just having relationships- is defined by those relationships
 - Lives in a world of roles and connections; defines who they are from the outside in
- **View Of Others**
 - Thinks others define themselves by how s/he experiences them- so feels responsible for others' self-esteem
- **Leadership Philosophy**
 - Show your subordinates consideration and respect and they will follow you anywhere
 - The unit and team morale are paramount; results are secondary

Leadership to the Fifth



Leadership Level 3

- **Subordinate Philosophy**
 - I will do what it takes to earn your respect— but you must let me know how you feel about me; “Are we OK, here”?
- **Major Blind Spot**
 - Unable to define self independent of others’ view of her or independent of role expectations
 - Unable to make decisions that entail a loss of respect
 - Unlikely to take responsibility for their own mistakes or those of their team. Plays the blame game.
 - Unlikely to challenge authority on their own; strives to maintain the status quo



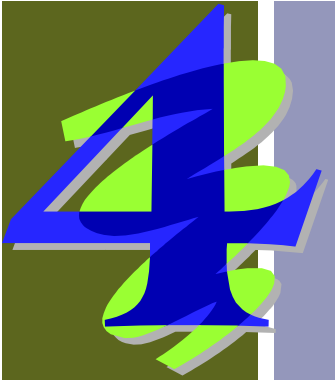
Conflict Resolution: Leadership Level 3

Conflicted situations or having a conflict with anybody is just very uncomfortable and it's just gets in the way of everything that you need to get done. In some ways it's almost like I'm conflict avoidant, but I don't avoid it. I just want it to be solved right away. Whatever it takes, I want to clean it up quickly so the next time I see them in the hall, it's okay.

On Mentoring

- Recently, Lyn sent this email to me:

On the radio this morning I heard a young girl from a tough high school being interviewed about the impact of a mentoring program. She said, "it taught me that just because I'm IN something doesn't mean I have to BE it."



Leadership Level 4

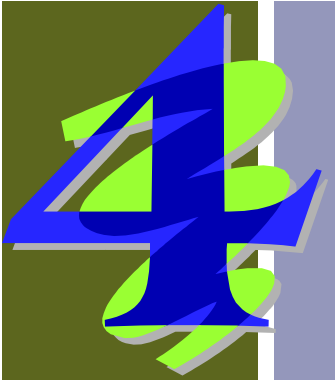
- **Major Attributes**
 - Self-defining; Leads from the inside-out
 - Proactive not reactive
- **View Of Others**
 - Able to grant others autonomy and independence
 - Concerned about others without feeling responsible for their self-esteem
- **Leadership Philosophy**
 - How do I add value to the company?
 - Bases decisions on broad view of the situation, not only immediate factors
 - “How do we find a better way?”

Leadership to the Fifth



Leadership Level 4

- **Subordinate Philosophy**
 - Give me autonomy to pursue broad organizational goals
 - Don't ask me to compromise my own values or standards of self-respect
- **Major Blind Spot**
 - Assumes others operate from strongly held convictions, too
 - May become too isolated in leadership role; moving away from the majority
 - Knowing gets in the way of learning



Conflict Resolution: Leadership Level 4

First of all, all of us like to get along with one another, but we can have conflict and still go out that evening and have dinner together. That's the best way I can describe it. The real key is making sure that you are totally objective when resolving conflict. Understand the other, but look at the facts and make decisions based on the facts. They might not always agree with my decision, but they know that I will get rid of the biases that I might have, and that I won't take it personally.



Leadership Level 5

- **Major Attributes**
 - Has strong values but open to change.
 - Learns from successes and failures
 - Self-Awareness and welcomes feedback
 - Knows wisdom requires input from others
- **View Of Others**
 - I will challenge you to succeed, but I will be there to support you
- **Leadership Philosophy**
 - To strike a balance between openness, vulnerability and taking charge
 - "It's not just about us, it's about all of us"
 - "How do I matter?"

Leadership to the Fifth



Leadership Level 5

- **Subordinate Philosophy**
 - Help me close the gap between who I am and who I want to be
 - How can I be a better servant leader to my boss and others?
- **Major Blind Spots**
 - Don't craft messages that reach their target audience; don't think to appeal to every Leader Level
 - May be perceived as ineffective, "wishy-washy," or "out there" by others



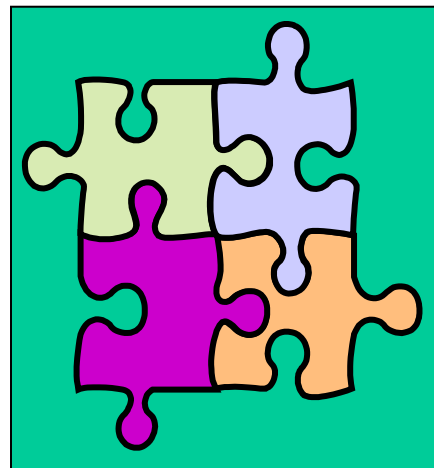
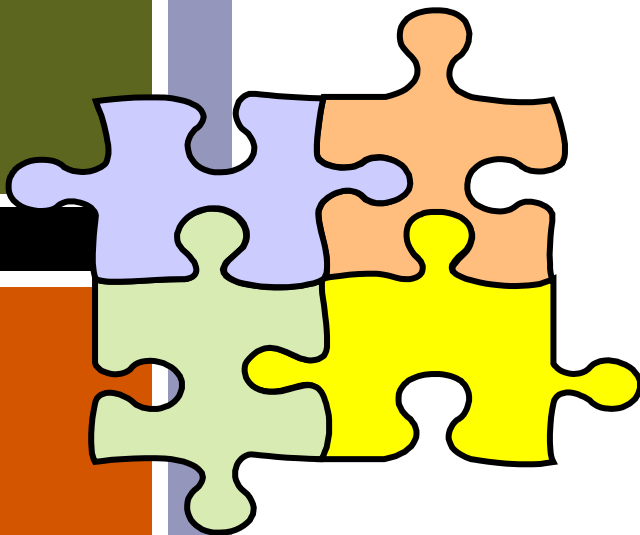
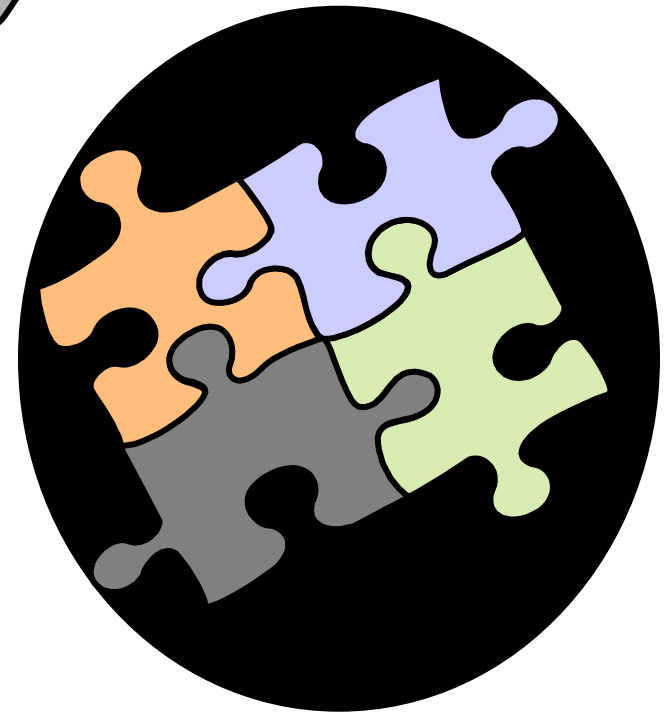
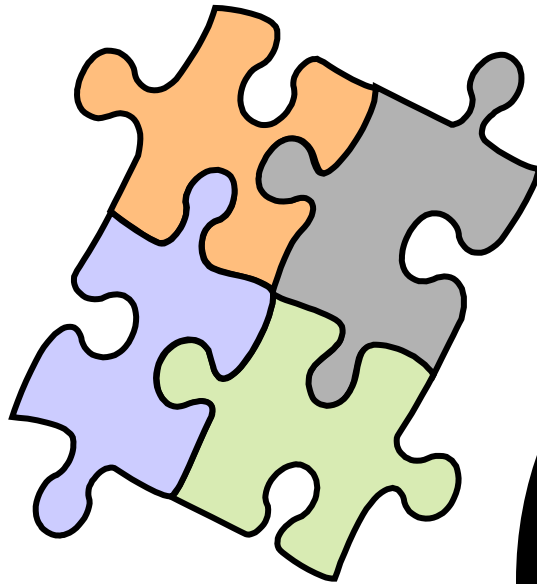
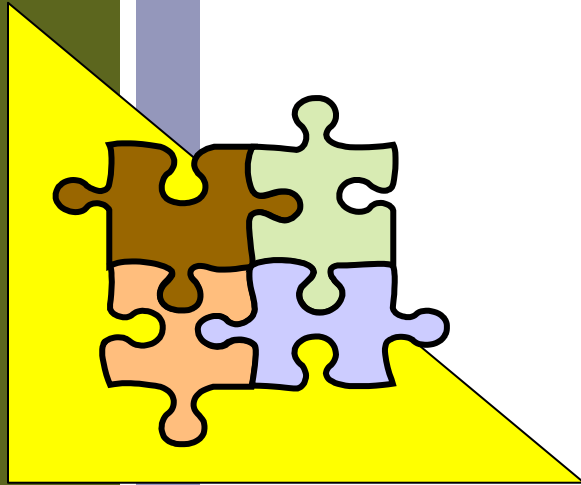
Conflict Resolution: Leadership Level 5

I think conflict is a very positive, very desirable component, of a corporate culture. When you're focused on the things that will result in achieving success, opinions will vary, and the functions that different leaders represent will inherently be in conflict with one another—which is a very healthy thing. I try to create an environment where people are comfortable and don't feel there is any risk in conflict or in disagreeing, but are all committed to the success of the enterprise.

On Winning the Super Bowl

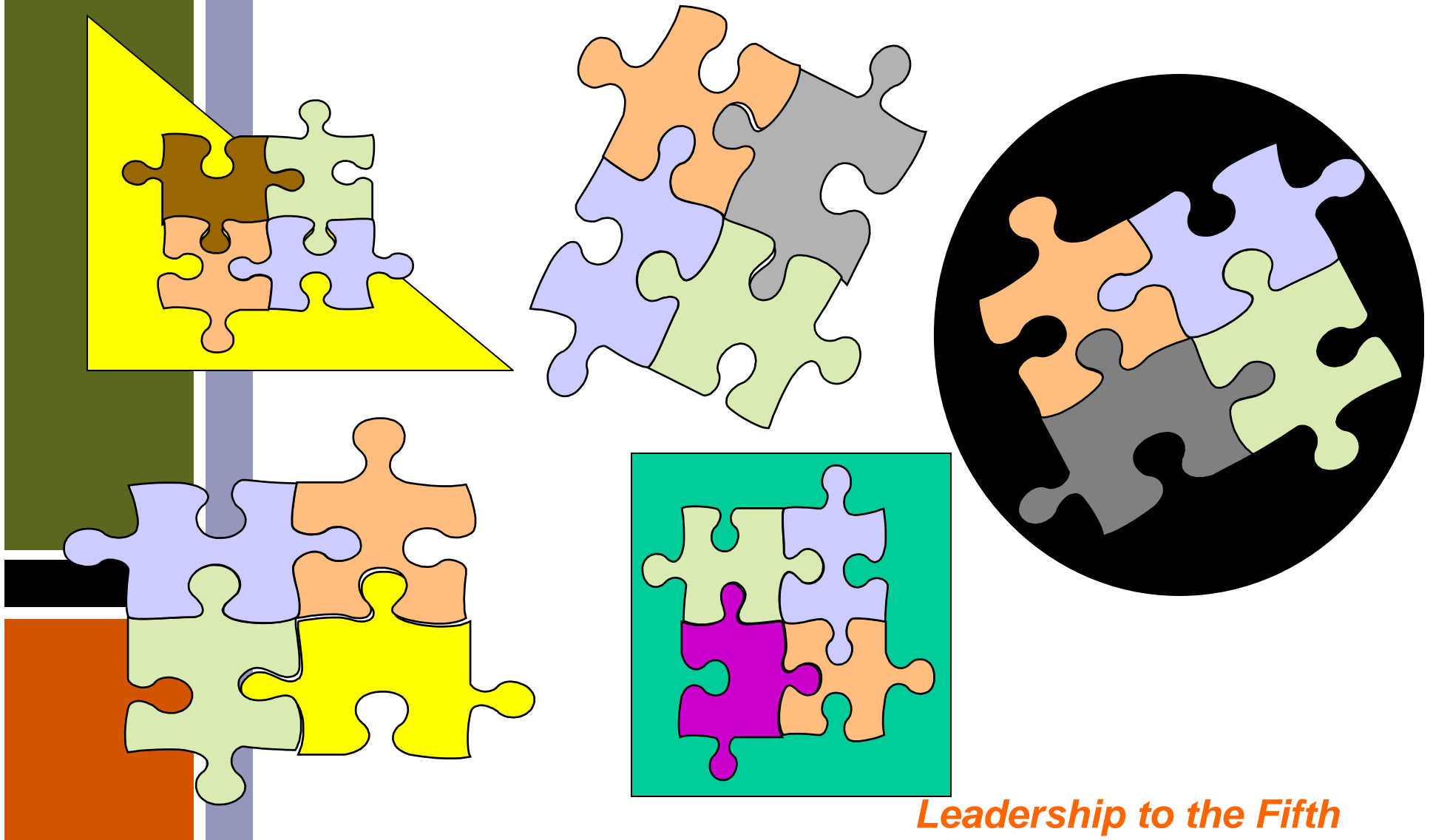
“A lot of people told me when we were losing or not doing as well as they thought that I wasn't being mean enough. Well, I have always believed in treating people with respect and that you can win by living your values - and it was good the world was able to witness that!”—*Tony Dungy, Winning Super Bowl Coach*

How Do You Lead? How to Think as a Level 5 leader



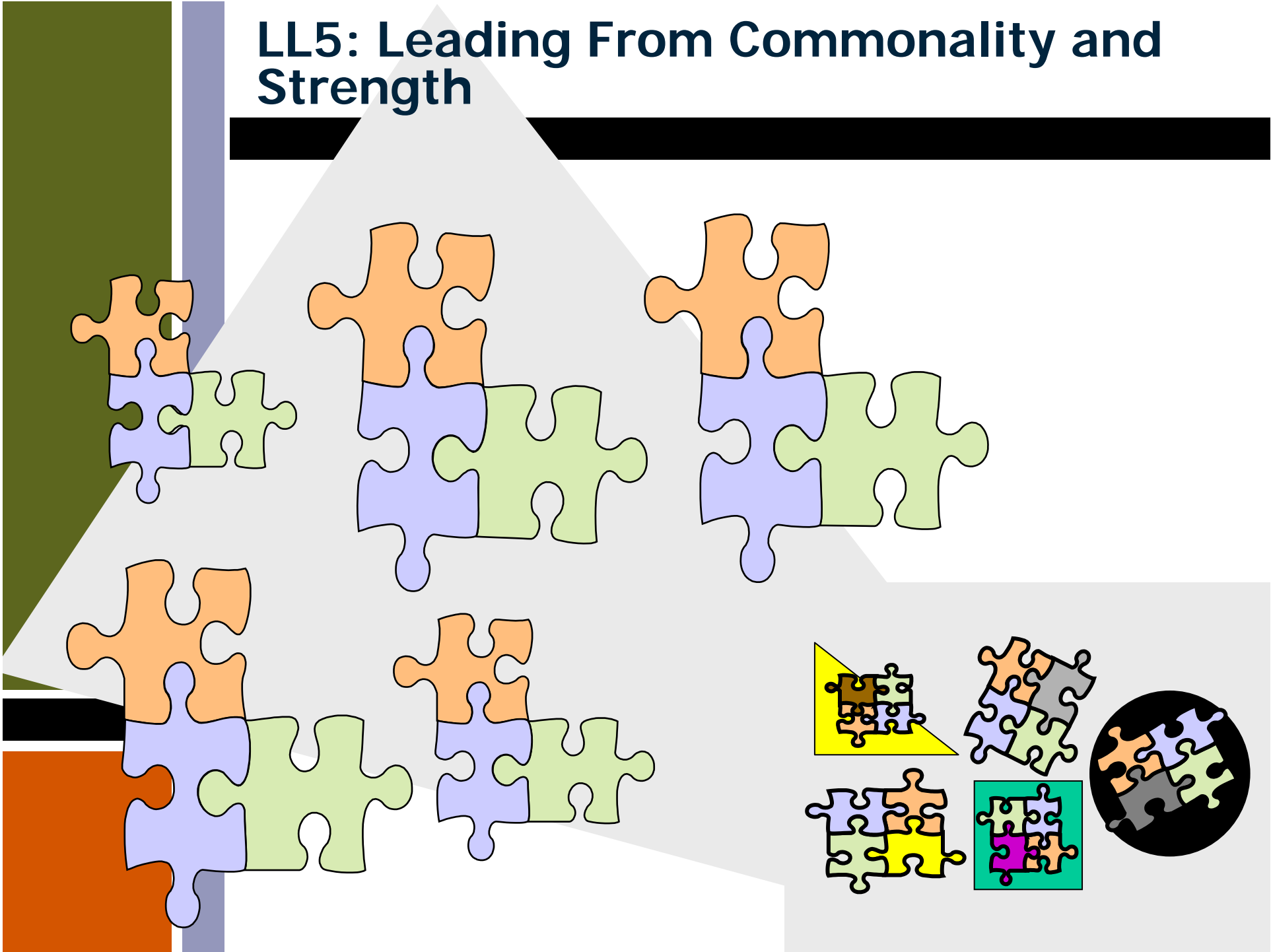
Leadership to the Fifth

Manage Differences at Level 4




Leadership to the Fifth

LL5: Leading From Commonality and Strength



Levels of Leadership Effectiveness

				
Knowing what to do	Know and Follow the Rules	Look for help/ Seek Support	Figure it out	Explore options
Defining Success	Did I win or did I lose?	Are we OK?	Did I achieve my Goals?	Did We achieve a Valued Outcome?
Responding to Conflict	Win at all Costs	Mend the Relationship	Follow a Process	Value and Learn from the Conflict
Motivation	Personal Gain	Connecting with Others	Achievement of Objectives	Do the right thing for the right reason

Leadership to the Fifth

Grounding the Experience of "Guilt"

2





3

4

5

Leadership to the Fifth

Grounding the Experience of "Guilt"

	An experience of worrying about what another will do to you should they discover you've done whatever it is you're guilty about.
	An experience of having disappointed significant others who will disapprove of you, which undermines your self-approval.
	An experience of violating one's own standards for oneself independent of whether others approve or disapprove
	Recognizing your own personal limitations and needing the view of others to improve oneself. Knowing the best answer lies in the "room" but believing it is in <u>your</u> head.

Based on Lahey et al "A Guide to the Subject-Object Interview"

Leadership to the Fifth

Assessing Leader Level: How Do I Assess Leader Level?

- Semi-structured one hour interview
- Five index cards: success, change, conflict, strong stand, and importance
- Standardized instructions
- Forming hypotheses and probing leader level distinctions
- Testing for “hows” and “whys” not the “whats”; Searching for “meaning” in what leaders say

Leadership to the Fifth Coaching Program

- Record Leader Level interview
- Analyze interview transcription
- Feedback meeting with client;
Review theory and their transcript
- Homework: Developmental Question:
What would it mean if I were to...
- *Coaching Session 1: Unpack
Developmental question and create
action plan*
- *Coaching Session 2: Did action plan
increase client's influence?*

Developmental Questions

What would it mean if I were to...:

- LL2 “not feel so compelled to prove my value and see people as a consumable resource”
- LL3 “not be loyal to a fault and hold people to the same standards I hold myself
- LL4 “reveal what’s really important to me at work-- my credibility-- and show people how this informs my decision making
- LL5 “be more intentional in the development of others”

Gateways To Development

The Question

Coaching Target

LL2. "Prove my value"

"Prove TEAM has value"

LL3 "Loyal to a fault"

Take a stand with someone over principle

LL4 "To reveal what's most important to me"

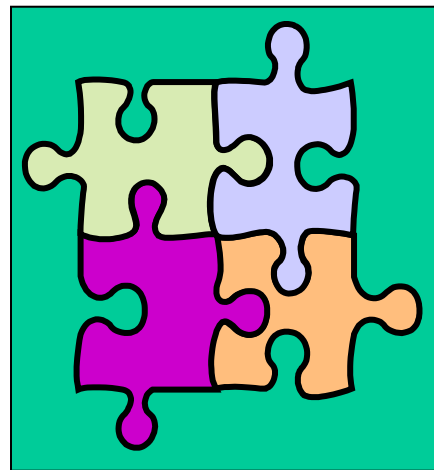
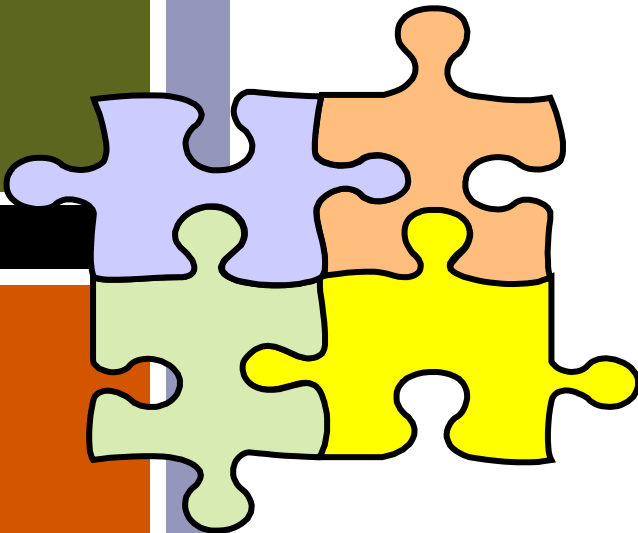
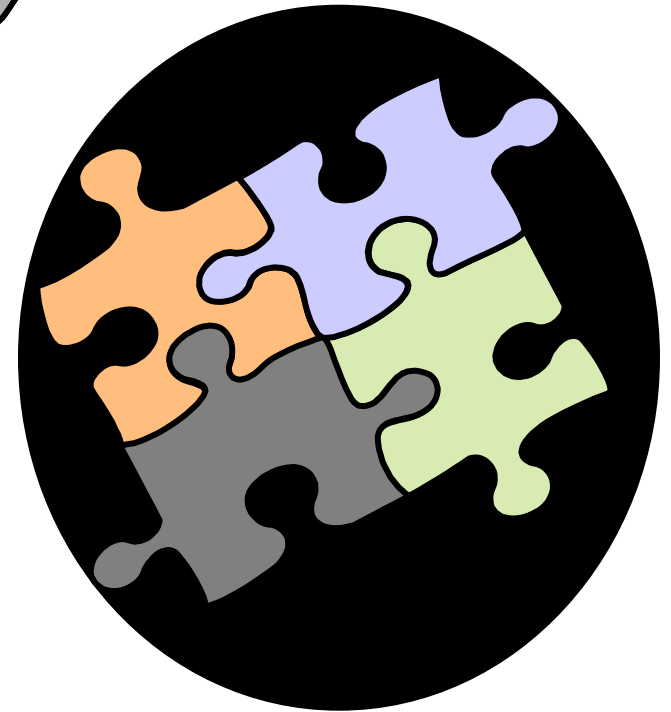
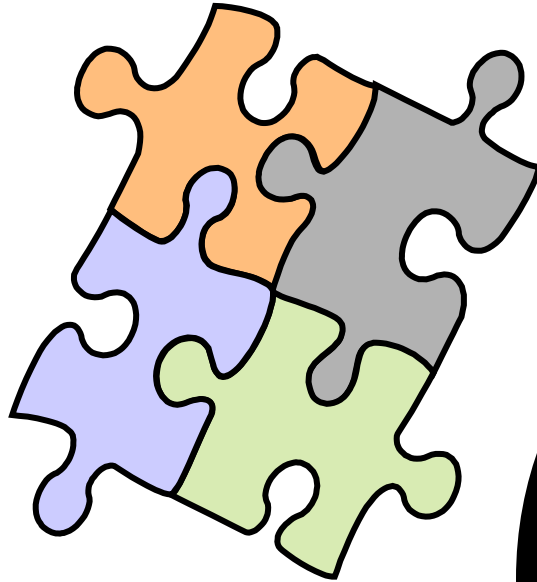
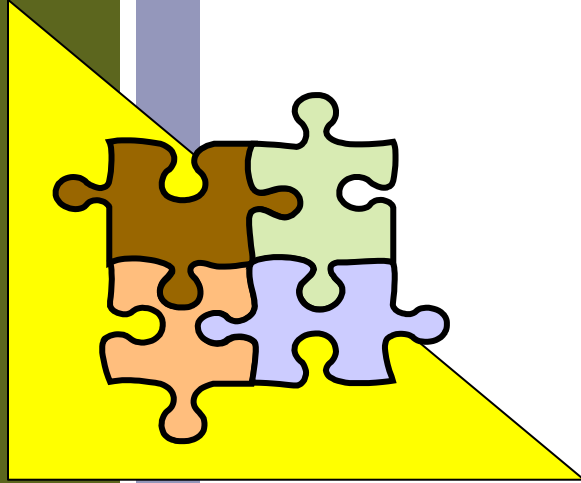
Create "ground rules" around team success

LL5 "Intentional in the development of others"

"Relating to the developmental needs of others across the company"

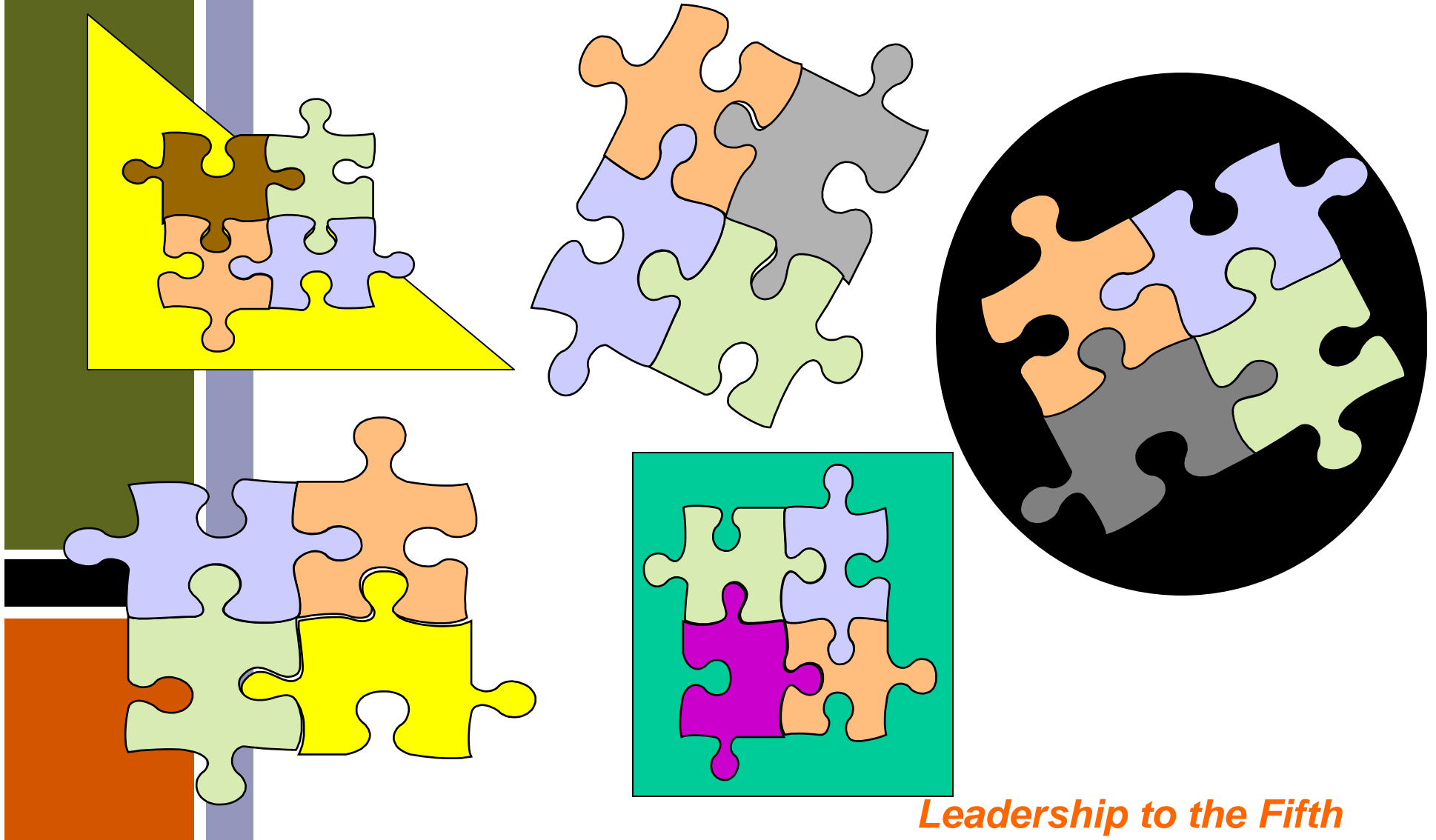
Leadership to the Fifth

How Do You Lead Others?



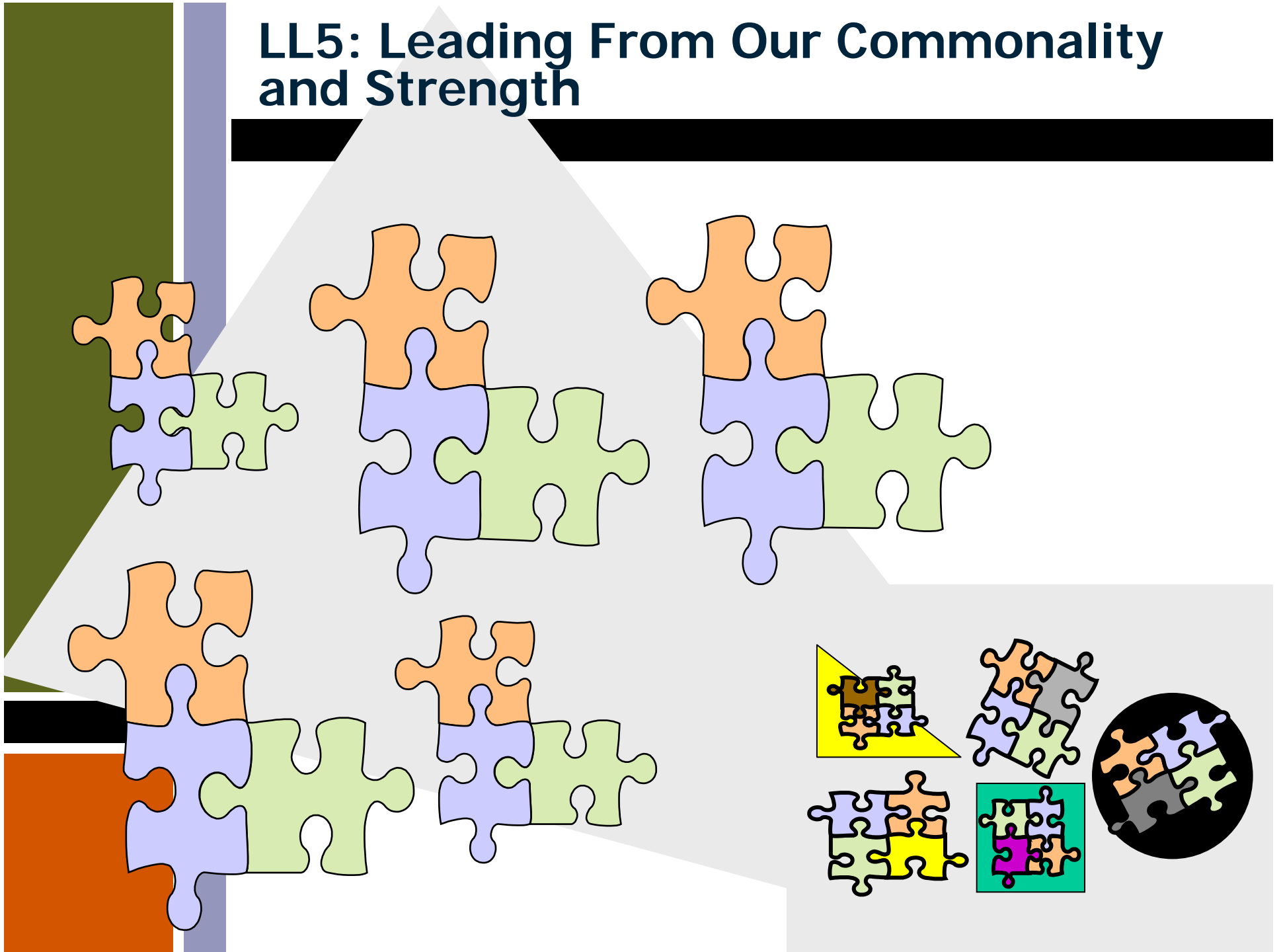
Leadership to the Fifth

Manage Differences or Commonalities?

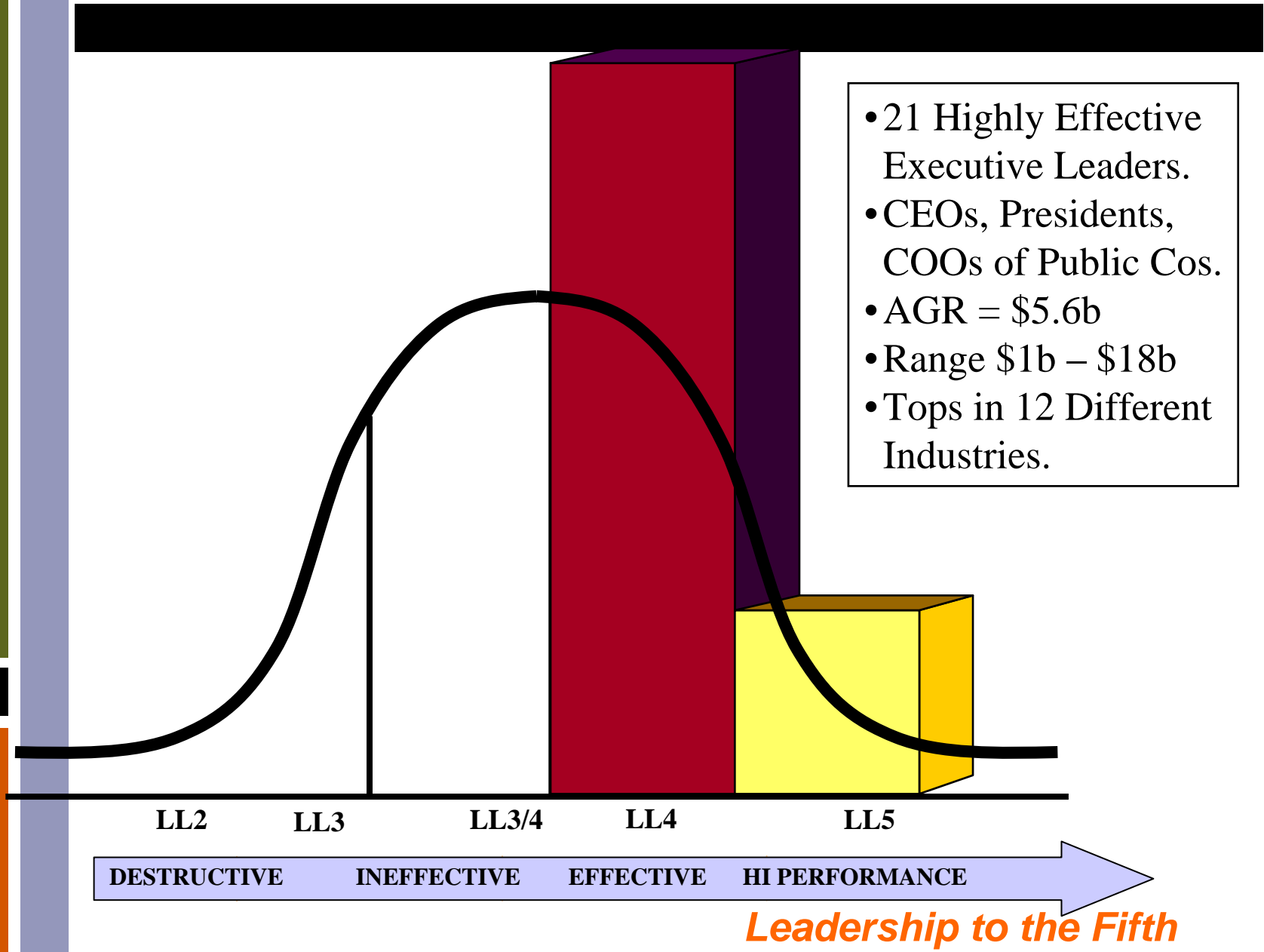


Leadership to the Fifth

LL5: Leading From Our Commonality and Strength



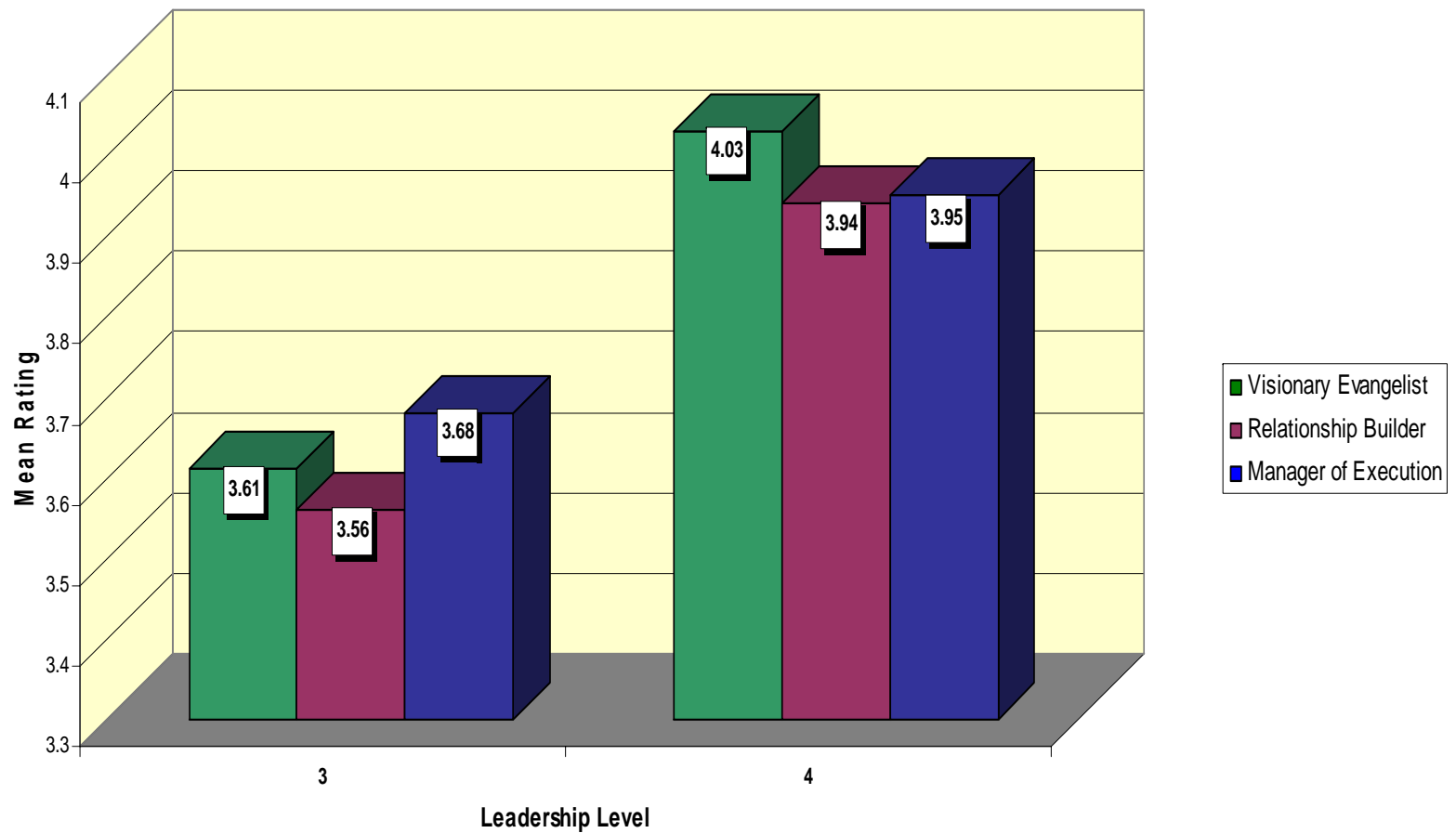
Leadership Level and Effectiveness



- 21 Highly Effective Executive Leaders.
- CEOs, Presidents, COOs of Public Cos.
- AGR = \$5.6b
- Range \$1b – \$18b
- Tops in 12 Different Industries.

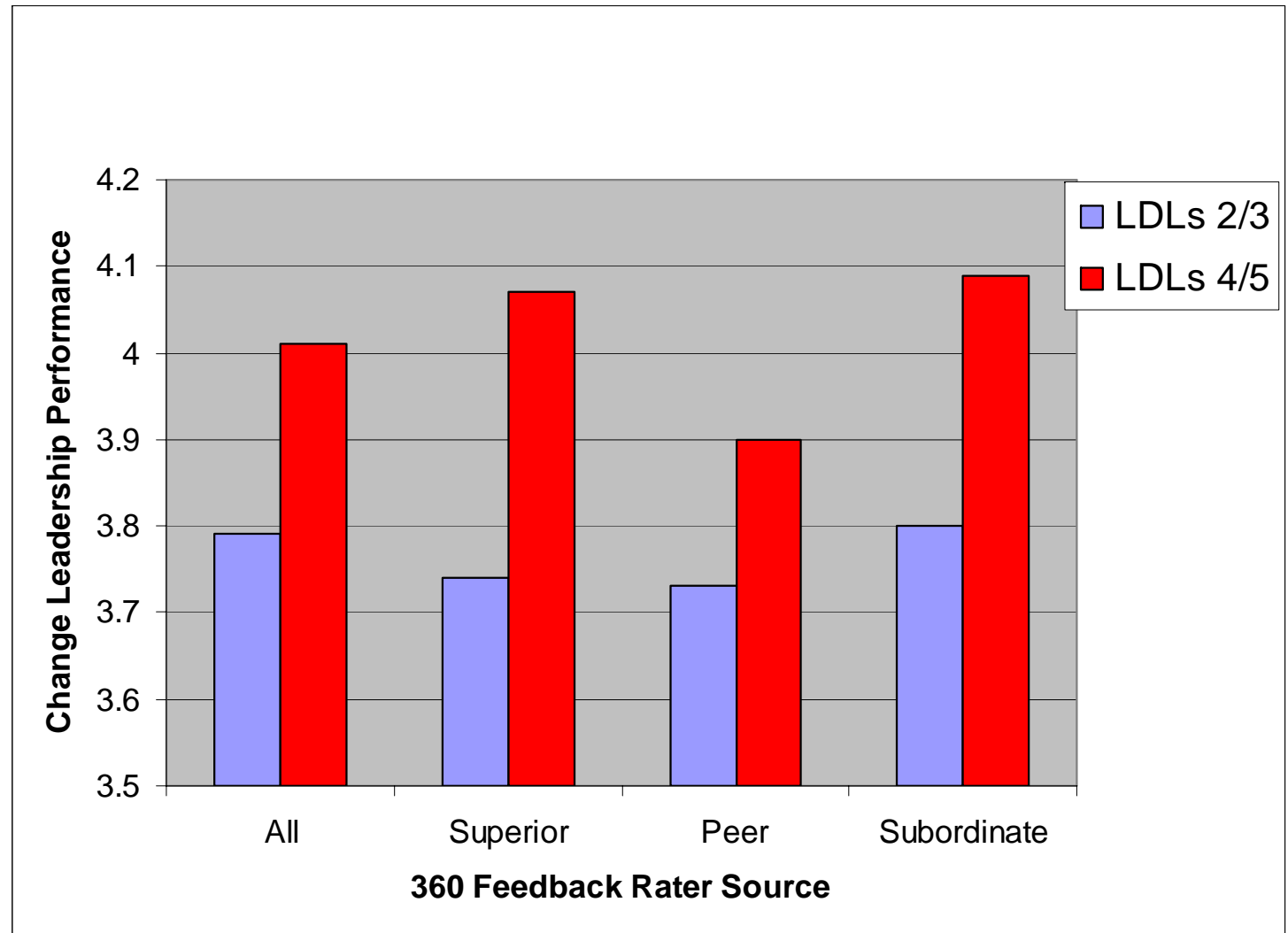
LD Level and Leadership Competencies

Leadership Level & 360-Degree Feedback Competencies



Leadership to the Fifth

Mean Differences in Change Leadership Performance Between LDLs 2/3 and LDLs 4/5



Leadership to the Fifth

Leadership Level Lessons

- We see the world not as it is, but as we are and “where we are matters”!
- Most mis-communication is not about the clarity of the message but more about how your message gets understood across levels
- When it comes to leading others it is not so much what you say that or do that matters. What counts is where— from what level— you say it from
- Lead where others are and not where you are; Lead from their “height” not yours

Contact Information

Karl Kuhnert, Ph.D
Senior Research Fellow
Turknett Leadership Group

kkuhnert@turknett.com
p. 770.270.1723



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Leadership to the Fifth

Two Forms of Development: Lateral and Vertical

■ Lateral Development

- Development through new skills, behaviors and knowledge.
- Emphasis on what you know (e.g., filling a container)
- Theory: Contingency, Trait, Situational
- Traditional assessments: Type (MBTI), career preferences, teamwork, interpersonal, or learning styles
- What matters: Know yourself and appreciate others' styles



■ Vertical Development

- How we change our interpretations of experience and how we transform our views of reality (e.g., climbing a mountain)
- Emphasis is on how you know (meaning making)
- Theory: Adult/Ego Development
- Assessments: Sentence completion, Subject-object interview
- What matters: Transforming thinking

Developmental Disruptions Across Leader Levels

<i>Level</i>	<i>Inhibits Development</i>	<i>Disruption</i>	<i>Fulfills Development</i>
LL2	Reliance on rules and categories "Being right is all there is"	Discovering your agenda limits your success	Trusting others; Being a part of a successful team
LL3	Blaming others, places and things. "Want do you want from me?"	Embarrassment over shortcomings, "I can't do it all."	Taking responsibility for outcomes; finding your values.
LL4	Conceit, dogmatic; "Let me tell you how to handle that."	Shocked by sudden lapses into ineffectiveness "I let myself down."	Focus on self-authored convictions, rapid recovery; being of service to others.
LL5	Over reliance on past experience, complacency "resting on my success"	Lack of inter-connectedness, "What are we missing here?"	Finding the common good; Creating lasting value in people, places and things.