



# Leadership to the Fifth Level

## and the Leadership Character Model™

*Bringing the science and philosophies of leadership together to facilitate the learning and growth of the whole leader.*

### What are the Outcomes?

- A valuable new frame of reference for leaders to use everyday.
- An intellectually stimulating experience that helps leaders at all levels understand how the most successful executives think.
- A high impact "mental template" that allows the leader to consciously evaluate his own behavior and that of the people around him in terms of leadership levels.
- A very effective tool for giving constructive feedback to others, especially those who understand the model.



**TURKNETT**  
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### What are the benefits of Leadership to the Fifth Level?

Today's leaders are dealing with unprecedented challenges. To support them in this effort, Turknett has incorporated a unique approach to the individual development process. The approach is called Leadership to the Fifth Level (LL5). Dr. Karl Kuhnert, Chair of the Department of Applied Psychology, highly respected professor at the University of Georgia, researcher and expert in adult leadership development, joined Turknett to implement this cutting-edge process for executives and their teams. Currently, Turknett Leadership Group is the only firm in the US who has incorporated this process into the development of executives.

Using research known as Constructive Developmental (CD) Theory, Dr. Kuhnert conducts personal interviews to identify individual progression through the five (5) Leadership Levels. These levels define the ways in which leaders understand and make sense of different situations, relationships and their own behavior. The higher the leadership level, the better a leader is at engaging in behaviors that produce sustainable solutions and the kind of results needed in increasingly complex business environments.

Leadership development incorporating LL5 provides a unique frame of reference for leaders to use everyday. It has an immediate impact on your thinking and allows you to consciously calibrate your own behavior and that of the people around you in terms of leadership levels. It is also a highly effective tool for giving constructive feedback to those who understand the model.

Combining LL5 learning with the Turknett Leadership Character Model™, participants report that this framework sets the highest possible standard of leadership and human performance and helps accelerate and clarify their development goals. When managers at all levels are introduced to and act on these two leadership models, the entire organization or company can be expected to move to a higher level of performance. They can also be held accountable to the highest standards of integrity and excellence.



### The Process

The first session is a one-on-one audio-taped interview. The interview is then transcribed and analyzed. An LL5 expert provides detailed, personal feedback based on the results of the interview. A comprehensive description of each leadership level is also discussed. Each individual leaves the feedback session with the responsibility of self-reflection, e.g., "What do I need to do to move forward to the next level?"

To assist individuals with their action plans, Turknett provides two follow-up coaching sessions. Expected results include a deeper knowledge of leadership and a new lens through which to view true talent and performance.

For more information about this process and about all of Turknett's executive development offerings and other services, please contact Susan Hitchcock at 770-270-1723 or [susanhitchcock@turknett.com](mailto:susanhitchcock@turknett.com).