



# Leadership to the Fifth Level

## Using Constructive Development Theory

*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 every day.
- 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 leaders and teams to consciously evaluate their own behavior and that of the people around them in terms of leadership levels.
- A very effective tool for giving constructive feedback to others, especially those who understand the model.



**TURKNETT**  
**LEADERSHIP**  
**GROUP**

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### Overview

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 at the University of Georgia, leads the effort at Turknett to implement this cutting-edge process for executives and their teams.

Using research in Constructive Developmental (CD) Theory, Turknett conducts personal interviews based on the work of Kegan and Lahey at Harvard 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 and teams 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.

### Options for Development

#### 1. Individual Development Using the CD Perspective:

This four session program is appropriate for all seasoned leaders, and is especially appropriate for senior leaders who have experienced extensive traditional leadership development. 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?” Turknett provides two follow-up coaching sessions focused on accelerated development. Expected results include a deeper knowledge of leadership and a new lens through which to view true talent and performance.

This process is also often used as a part of the Turknett Executive Development Program (EDP) or as continued development for clients who have completed EDP.

#### 2. Individual and Team:

Entire teams can take part in the process and use the lens of Leadership Levels to grow individually and to evaluate their interaction as a team. This involves:

- Assessing the Leadership Level of each team member by interviewing and giving feedback to each person. Additional individual coaching sessions are often used.

- Bringing the team together to work with each other on issues/problems within the group, with Turknett as facilitators (but not problem solvers). We typically use the Four-Column exercise initially, an exercise designed to help people move from blame to self responsibility. In subsequent facilitated sessions team members, in facilitated address business and interpersonal issues with a focus on how to address them at a higher leadership level.

### 3. Group Session:

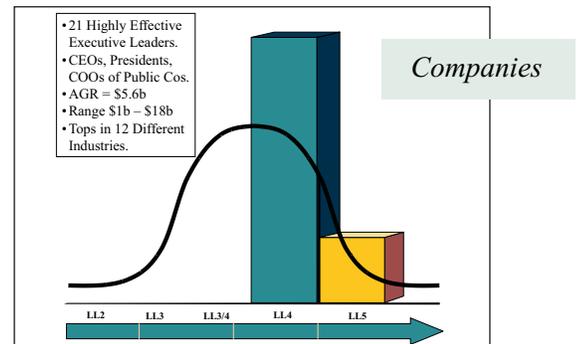
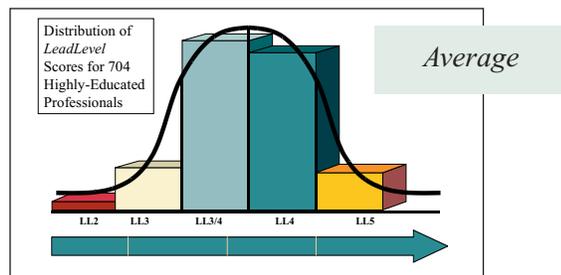
One day with high potential managers 15 to maximum of 24. During the morning we do a developmental exercise (the Four-Column exercise, described above) that uses the model. In the afternoon, after a presentation on CD theory, the group uses what they have learned to apply the theory to their own leadership development and experience.

### 4. Individual, Team, and Large Group (Complete Lyceum):

For a larger group of high potential managers, Turknett, along with our Lyceum partners, can offer an eighteen-month Lyceum process that provides state of the art development for your next generation of leaders. This process includes large and small group exercises, work on actual business problems, and individual and team coaching to build a cadre of leaders ready for the challenge of top leadership.

## Research

The graphs below summarize the results of research by Dr. Keith Eigel and Dr. Karl Kuhnert. While most highly educated professionals are not at Levels 4 or 5, the study of leaders at highly successful companies were all at top levels.



For more information about this process and about all of Turknett's executive development offerings and other services, please contact Susan Hitchcock at [susanhitchcock@turknett.com](mailto:susanhitchcock@turknett.com) or Lauren Harris, Ph.D., at [lharris@turknett.com](mailto:lharris@turknett.com).