July, 2019 *In The Know* Summary

Changing on the Job
Developing Leaders for a Complex World

by Jennifer Garvey Berger

Discussion Facilitator: Jerry Edgley

About the Book | This book is a resource to help you understand adult growth. In it, the author presents a model for adult development that is designed to help us understand the complex world we live in. Many of the concepts are derived from Robert Kegan's theory of adult development.

Key Concepts

- Over time, certain situations in life may not change, but the way you understand an idea or situation is likely to change. Your focus can shift regarding complexity and perspective.
- Metaphor: Maturity is about learning to look down from the balcony instead of being on the dance floor. However, Just because you age, does not mean you develop.
- When you are young, you are the subject of what is happening around you. You are influenced by what others think and believe. As you mature, you become the object. You step back; you look at things more holistically. You have your own north star. Analyze yourself against others. You are actually looking from the balcony, not the dance floor.
- Example of how development works: A child is in a bathtub with some toys. She sees the drain open. She becomes afraid the toys will go down drain. But they do not. The next time, she knows toys will not go down the drain. The child has learned. The world is different.
- We leave traces of a true form behind, like rings in a tree. You never lose a habit, much like a tree never loses a ring. As you mature, you create rings of knowledge, and you rely on them. These rings are the basis of how you look at the world and analyze it.

Adult Growth Stages / Forms of Mind | The following "forms of mind" are phases in adult development.

Self-Sovereign *13% of adults*	Takes his/her own perspective. Lacks perspective and empathy. No shades of grey. In over their heads in almost every aspect of adult life. In the workplace, may be able to do entry-level work.
Socialized *45% of adults*	Black and white, polarized thinking. Can see the world through others' perspectives. Considers impact of actions on others. Can name emotions and their shades.
Self-Authored *41% of adults*	This phase is what adult development should look like. Considers shades of grey. Can take multiple perspectives while maintaining their own. Considers how best to work with others. Mediates.

Self-Transforming *<1% of adults*	Sees and understands the perspectives of others and uses those to transform their own system. Only sees shades of grey. Is able to focus on many goals, not just one. Can feel confined in an organization. Always asks: What can I learn? Is constantly growing.

Activity | Look at the chart with the four levels of development. Reflect on where you are in your development. Step back and think about what you learned about yourself. Note: You may identify with one phase more than another, but note that at any point you will hold elements of the "lower" development phases even after you progress. The theory holds that you step from one level to another as you grow; you cannot jump over any level.

Discussion Highlights

- What happens if your level of development does not match the organization's level?
    - If you are farther in your development than the organization you are working in, you may become depressed or regress.
    - We recruit leaders who are self-transforming to bring in ideas from the outside and push an organization forward. We hire them and ask them to be change agents. But can the organization hold up its end of the bargain and allow the leader to implement the new ideas?
    - Isn't it the job of a transformational leader to figure out how to deal with pockets of resistance?
- Every organization is comprised of people at different levels in development.
- Ken Wilber talks about how someone can be dedicated to meditation and mindfulness and calm under pressure. But that same person can be obese and have poor health. How can you be so "evolved" in one domain and not in another? It is not all or nothing.
- Knowing this model is one thing. Figuring out how you help people move horizontally or vertically is another. What does this mean in terms of how I act as a consultant?
    - The Polarity Map is a tool that can help someone who thinks in more black and white terms to see an issue in a more integrated way, or at a higher level.
- You can't coach someone unless you are at the same level or one level higher.
- When you coach someone who is precise, controlling, and/or afraid to make a mistake. Ask: What can you agree to 85%? They have to start figuring it out. Helps them see greys. What is "good enough?"

Related Resources

- Laura Mendelow's blog
- Leadership Agility (book) by Bill Joiner, Stephen Josephs
- Bill Torbert inquiry website
- Cook Greuter Case for Development Article
- Cook Greuter SCG LDFc Article

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