Leadership Development as Growing up and Cleaning up
Theory

Practice

CTP
• Trondheim municipality/Kommune has about 190,000 inhabitants and 14,000 employees.

• Restructuring led to the hiring of 800 new leaders, who go through a 2 year, 5 module program.

• We were contracted to design and deliver an “Accelerator” program for 16 leaders, some of whom also facilitated the program for the 800.
Accelerator Program Design

Psychological Components

• “Growing up” by increasing self-awareness

• “Cleaning up” through becoming aware of reactive tendencies (TLC)

• Immunity to Change process for uncovering limiting assumptions

Learning Components

• Skill building through application of VCoLs

• Case based application of skills

• Competency development (TLC creative dimensions)
The Leadership Circle Model

- Creative competencies
  - “Growing up” into self-authoring leadership

- Reactive tendencies
  - “Cleaning up” limiting beliefs and behaviors
Learning model applied to skill development

• VCoL (Virtuous Cycles of Learning)

• Based on Fischer’s Dynamic Skill Theory

• Focus on “Goldilocks zone” or Vygotsky’s Zone of proximal development in relation to specific skills
Leadership Decision Making Assessment - LDMA

A great decision maker

- Grasps the full complexity of a situation
- Considers perspectives
- Coordinates perspectives
- Designs effective decision making processes
- Thinks & communicates clearly
- Considers the context
- Works closely with others

Is a complex thinker

With excellent skills for
Virtuous Cycles of Learning (VCoLs)

• Participants bring real work cases to class
• They receive feedback from their LDMA
• They design and apply VCoLs to their cases
• In the next session, they reflect on what they learned and apply more feedback to a new case
Research and results from multistage focus group interviews

• Cleaner relationships:
  • “After I got the flies in my head cleared (different assumptions), I realized you do not need to like me.”
  • “Got cleaner in my head and thus stood up straighter. They liked me better before, but now I’m clearer and more focused on the goal.”

• Expanded awareness:
  • “I do not see different perspectives just from my point of view, but with someone else's shoes and jacket on.”
  • "Why do I get arrogant now and know more and better than others?“

• More courage and confidence:
  • “I’m more courageous to ask questions and see the whole.”
  • “Become familiar with ourselves and stand steady.”
Reflecting on Practice and Back to Theory

• “The success of the intervention depends on the interior condition of the intervener” (O’Brian in Scharmer, 2007, p.7)

• Our ‘interior condition’ has a number of components.

• What is the relationship between cleaning up and growing up?
Is your heart at war or at peace?

Heart at war

Self-Deception and Justifications + Complexity of Mind = More Complex Obfuscations of Reality

Heart at peace

Self-Awareness, Clarity and Purity + Complexity of Mind = Robustness, Resilience, Coherence