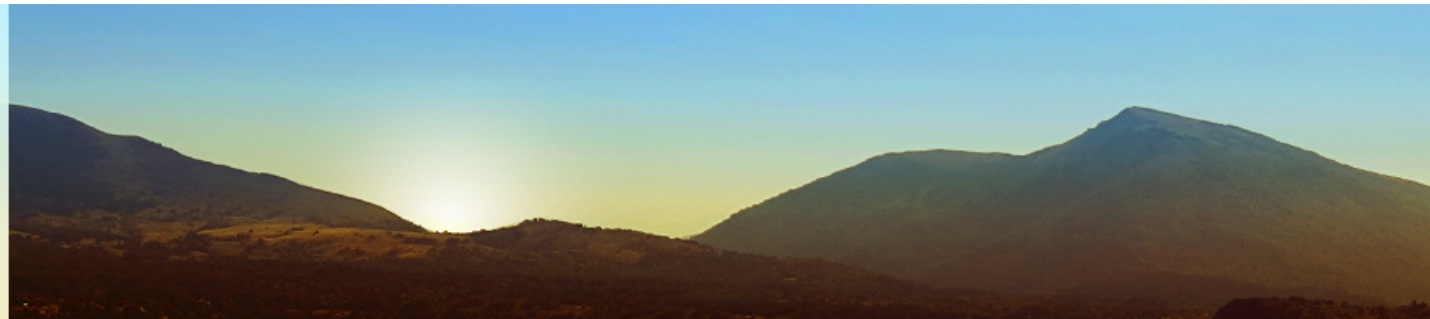


Developmental Thinking for Coaching

Aubyn Howard



Developmental Thinking for Coaching

- ❖ Today's leadership crisis
- ❖ The shape, principle and pattern of the evolution of human consciousness
- ❖ Laloux's evolutionary paradigm and evolutionary organisations
- ❖ Evolutionary/Teal as a place to come from rather than to get to
- ❖ The big question – how do we as coaches *nurture, activate and encourage* the evolutionary paradigm in emergent leaders in organisations and society?
- ❖ How do we take this forwards?

Today's leadership crisis

Economic-
social-political
system crisis

Ecological and
environmental
crisis

Existential crisis
of meaning and
values

Volatility

Uncertainty

Complexity

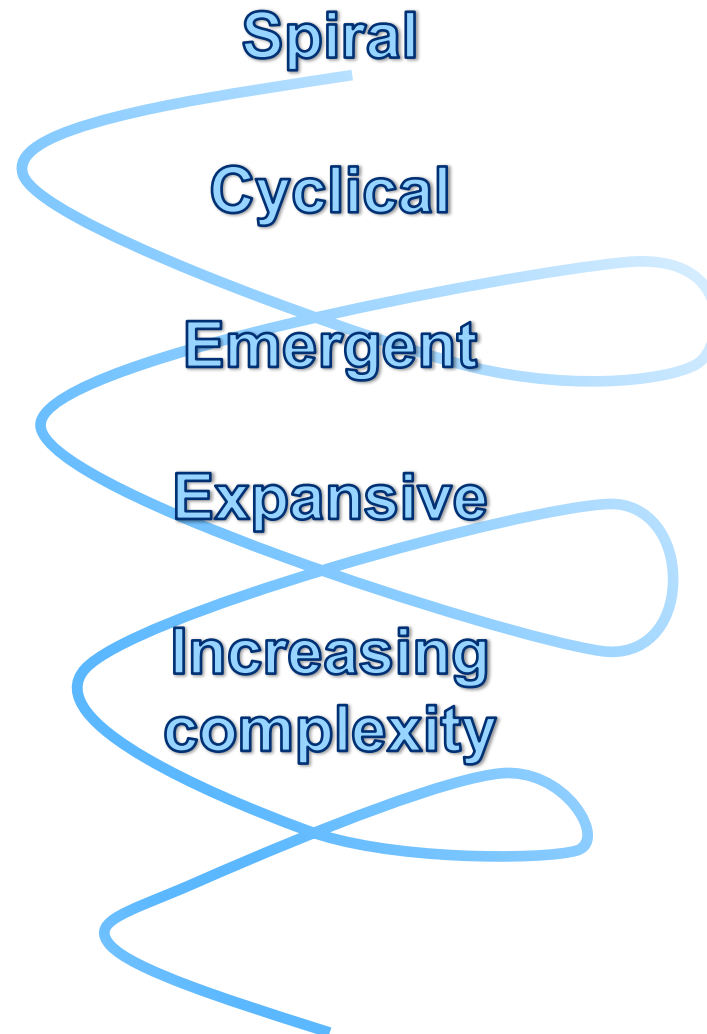
Ambiguity

Science,
technology, media

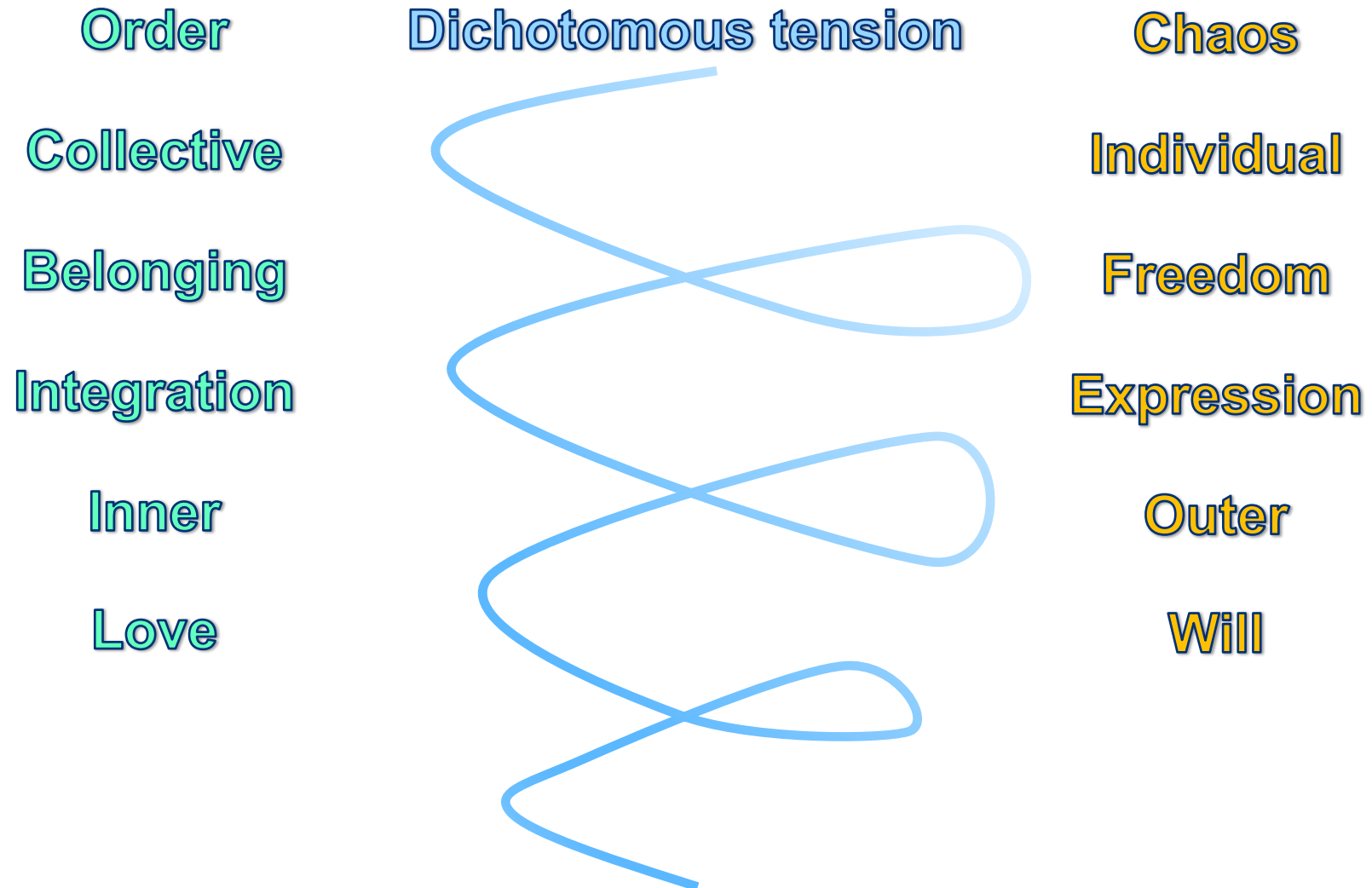
Global inter-
connectedness

Populism and
regressionism

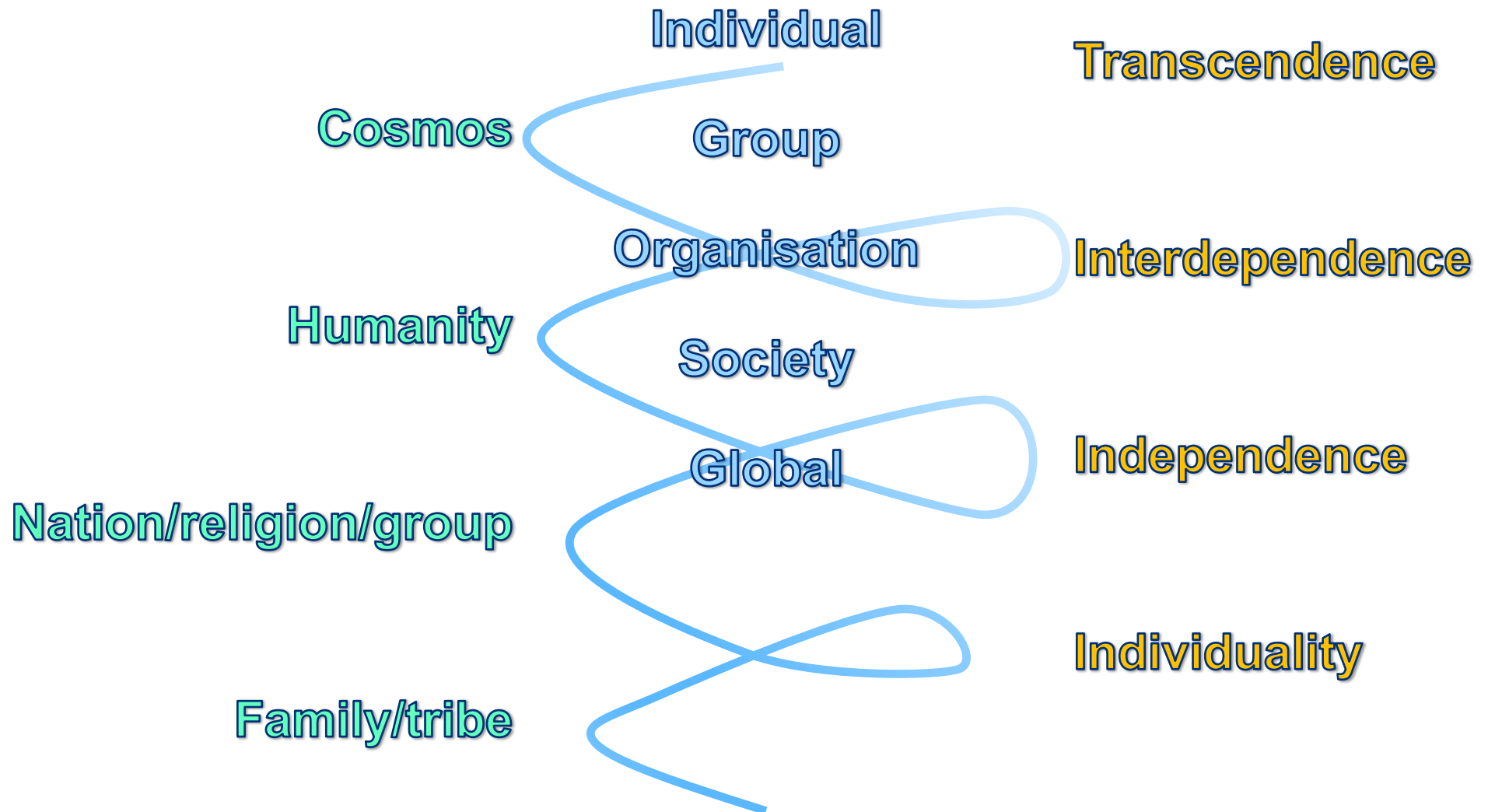
Shape of evolution



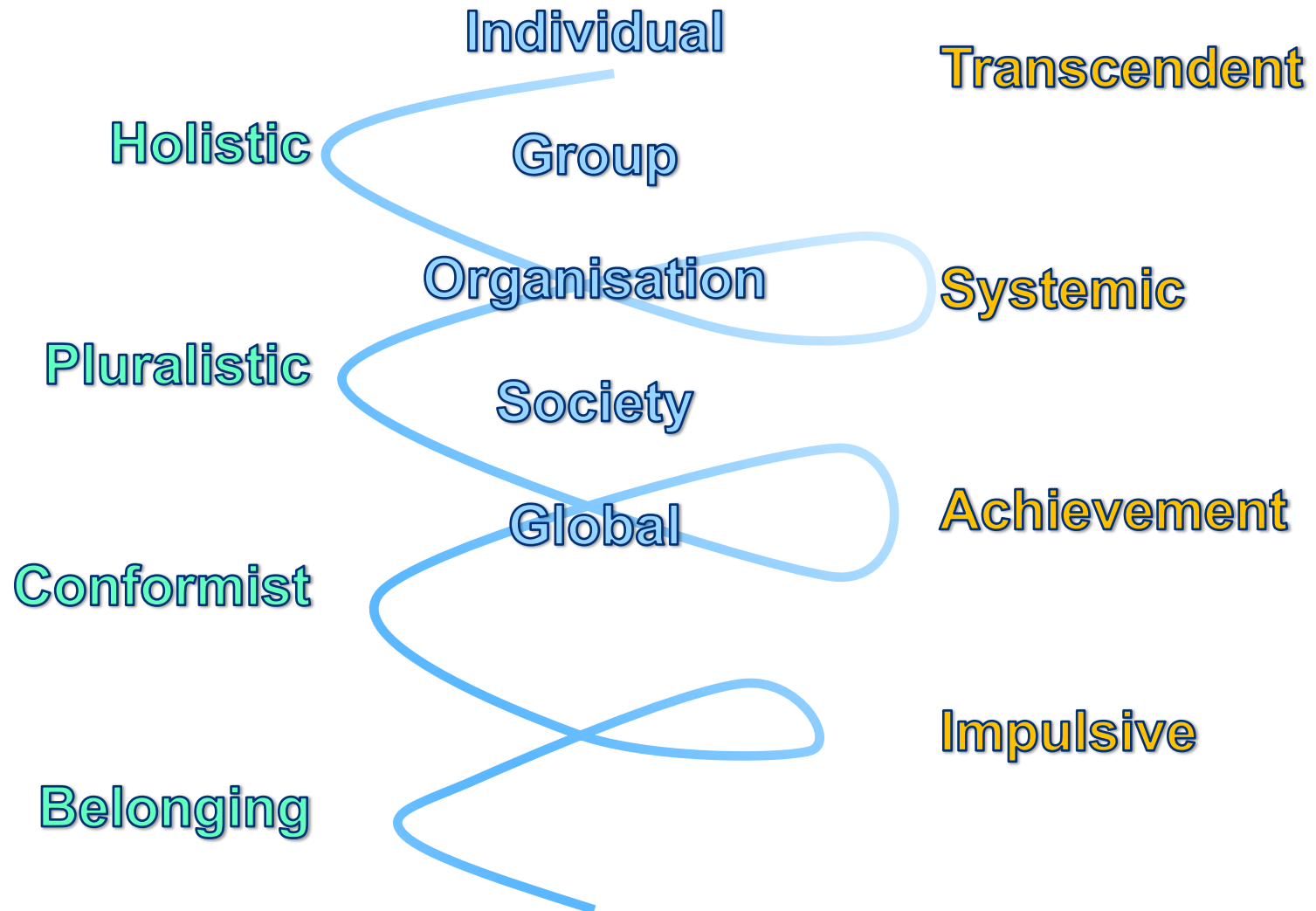
Principle of evolution



Pattern of evolution



Pattern of evolution



Laloux's evolutionary paradigm

Buurtzorg is just one of several
extraordinary pioneers that
are reinventing management

Buurtzorg Home care nonprofit in the Netherlands, 9,000 employees 	RHD Human services nonprofit, United States, 4,000 employees 	Sun Hydraulics Manufacturing of hydraulic valves and manifolds, global, 900 employees, for profit 
Heiligenfeld Network of mental health hospitals, Germany, 600 employees, for profit 	Morning Star Tomato harvesting, transport, and processing, California, 400-2,400 employees, for profit 	Holacracy Organizational "operating system" adopted by many organizations throughout the world 
FAVI Brass foundry, automotive supplier, France, 500 employees, for profit 	ESBZ Publicly financed grade 7-13 school in Berlin, Germany, 1,500 teachers, students, and parents, nonprofit 	Patagonia Outdoor apparel maker and retailer, United States, 1,350 employees, for profit 
AES Global producer and distributor of electricity, 40,000 employees worldwide (2001), for profit 	BSO/Origin IT services, 10,000 employees worldwide (1996), for profit 	Sounds True Multimedia publishing company, United States, 90 employees and 20 dogs, for profit 



The critical transformation or developmental shift for leaders...

Spiral Dynamics

the eight-stage spiral of development

Second Tier "Being" valueMEMES

TURQUOISE Holistic MEME – starting 30 years ago

- Basic theme:** Experience the wholeness of existence through mind and spirit
- The world is a single, dynamic organism with its own collective mind
 - Self is both distinct and a blended part of a larger, compassionate whole
 - Everything connects to everything else in ecological alignments
 - Energy and information permeate the Earth's total environment
 - Holistic, intuitive thinking and cooperative actions are to be expected

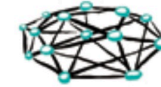
YELLOW Integrative MEME – starting 50 years ago

- Basic theme:** Live fully and responsibly as what you are and learn to become
- Life is a kaleidoscope of natural hierarchies, systems, and forms
 - The magnificence of existence is valued over material possessions
 - Flexibility, spontaneity, and functionality have the highest priority
 - Differences can be integrated into interdependent, natural flows
 - Understands that chaos and change are natural

"What I am proposing is that the psychology of the mature human being is an unfolding, emergent, oscillating, spiraling process, marked by progressive subordination of older, lower-order behavior systems to newer, higher-order systems as man's existential problems change."

Dr. Clare Graves

Teal organizations come with **three breakthroughs** that fundamentally challenge management as we know it



Self-management

Teal organizations have found the key to upgrading their structures from hierarchical, bureaucratic pyramids to powerful and fluid systems of distributed authority and collective intelligence.



Wholeness

Organizations have always been places that encourage people to show up with a narrow "professional" self. Teal organizations have developed a consistent set of practices that invite us to drop the mask, reclaim our inner wholeness, and bring all of who we are to work.



Evolutionary purpose

Teal organizations are seen as having a life and a sense of direction of their own. Instead of trying to predict and control the future, members of the organization are invited to listen and understand what the organization is drawn to become, where it naturally wants to go.

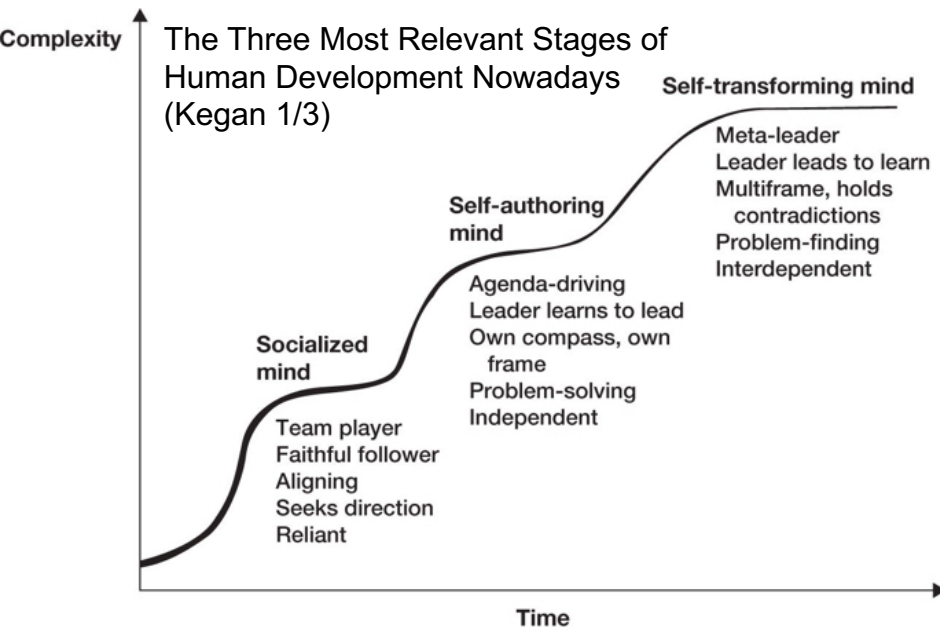
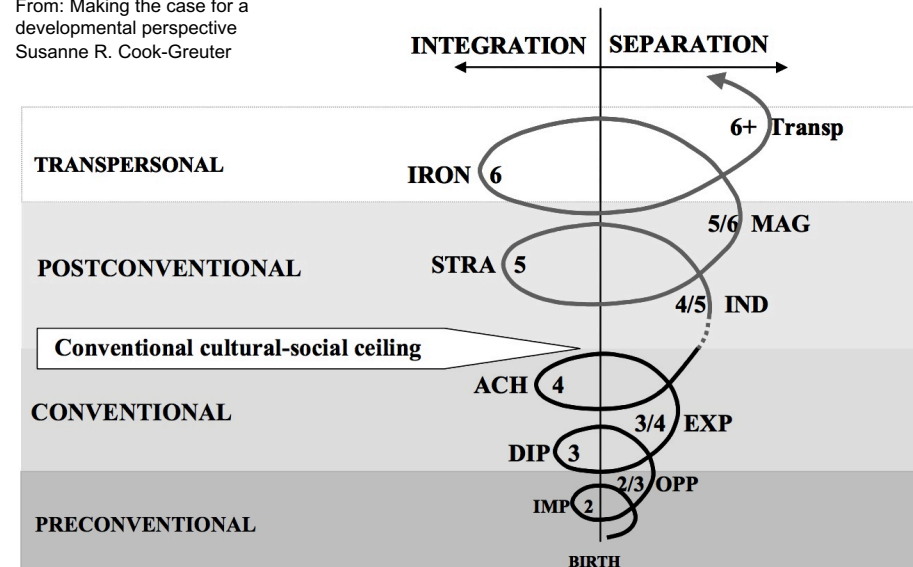


Figure 2. The Spiral Of Development In The Leadership Development Framework

From: Making the case for a developmental perspective
Susanne R. Cook-Greuter



Stage/Action Logic	Main focus	% adult pop. N=4510
Alchemist and above Deep processes and intersystemic evolution rules principles	Interplay of awareness, thought, action, and effects; transforming self and others	2.0
Strategist Most valuable principles rule relativism	Linking theory and principles with practice, dynamic systems interactions	4.9
Individualist Relativism rules single system logic	Self in relationship to system; interaction with system	11.3
Achiever System effectiveness rules craft logic	Delivery of results, effectiveness, goals, success within system	29.7
Expert Craft logic rules norms	Expertise, procedure and efficiency	36.5
Diplomat Norms rule needs	Socially expected behavior, approval	11.3
Opportunist and below Needs rule impulses	Own immediate needs, opportunities, self-protection	4.3

From: Making the case for a developmental perspective
 Susanne R. Cook-Greuter

Ken Wilber

(From: Introduction to Volume 7 of the *Collected Works*, The Integral Vision at the Millennium)

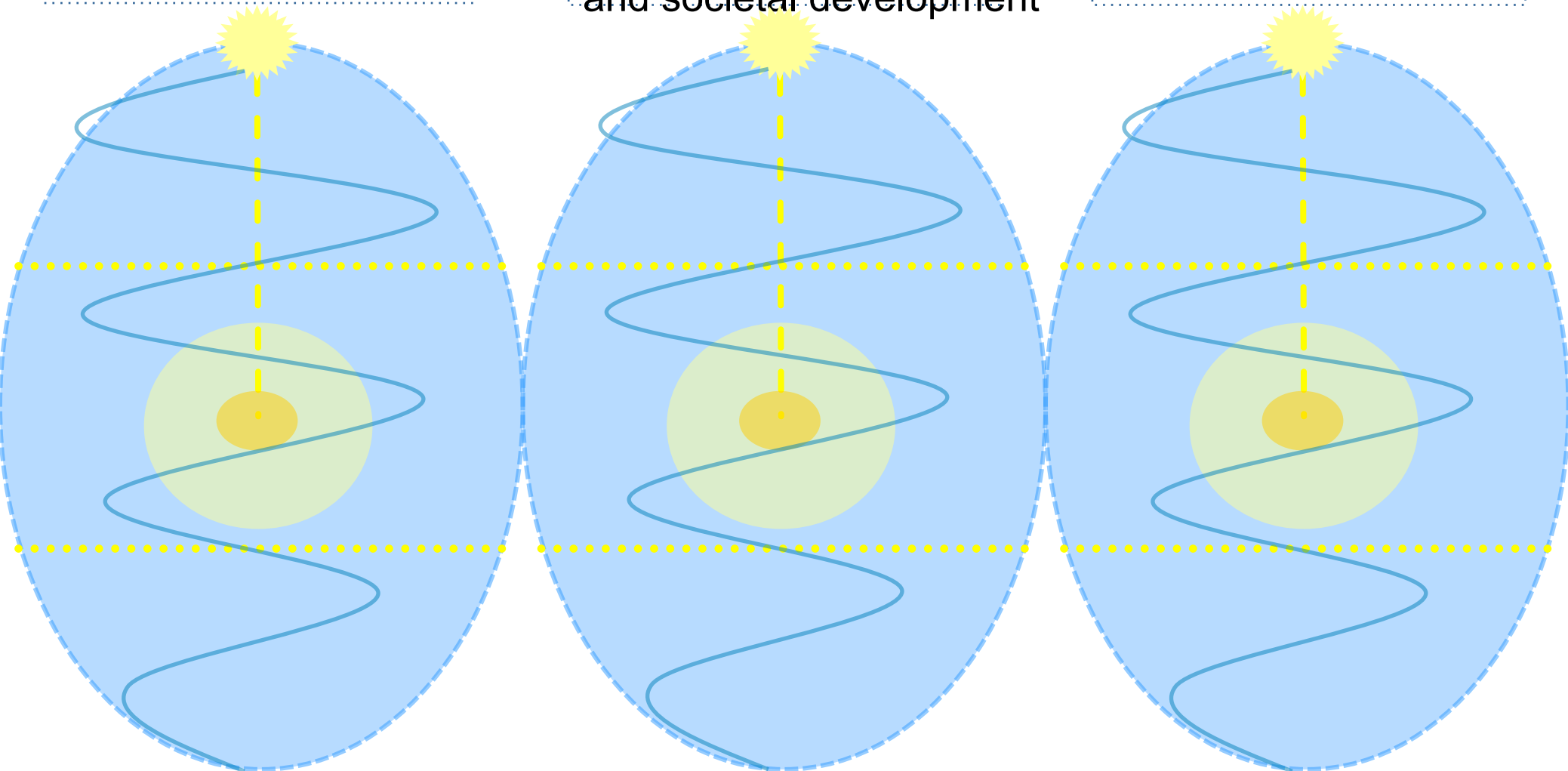
So it is that the leading edge of consciousness evolution stands today on the brink of an integral millennium - or at least the possibility of an integral millennium, where the sum total of extant human knowledge, wisdom, and technology is available to all. But there are several obstacles to that integral embrace, even in the most developed populations. Moreover, there is the more typical or average mode of consciousness, which is far from integral anything, and is in desperate need of its own tending.

The health of the evolutionary spiral

Self / personal development

System / organisational
and societal development

Others / leader development



The big question

How do we as coaches *nurture*,
activate and encourage the
evolutionary paradigm in emergent
leaders in organisations and society?

Some of my answers

- ❖ Practising self-reflection, mindfulness, disidentification
- ❖ Awareness of difference and an understanding of the developmental spiral
- ❖ Developing systemic awareness with constellations and somatic work
- ❖ Engaging and activating the will by working in the gap with trifocal vision
- ❖ Nurturing an attitude and capacity for curiosity, tolerance of ambiguity, humility and openness to help

Thank you

