



# The Evolving Leader

## The Evolving Leader programme develops, builds and enables you to:

- Grow on the job.
- Assess current leadership Action Logics - the dominant, emergent and fall-back perspectives that guide action and influence results.
- Become conscious of and shift action / mental habits that are limiting effectiveness.
- Exercise personal influence with greater flexibility and mutuality to generate personal and organisational transformation.
- Develop collaborative practices to increase strategic and transformational effectiveness that add depth to design and continuous improvement practices.
- Build capacity and capability to lead from the inside out, confidently responding to the environmental challenges we confront.
- Improve decision making of you and your team through greater engagement.

Opportunist

Diplomat

Expert

Achiever

Redefining

Transforming

Alchemist

Most leaders grow over time. Each leader is informed by a dominant Action Logic which has been shaped by time, experience and learning. A person's Action Logic both enables and constrains effectiveness. Most leaders are not conscious of their action logic and thus unaware of their internal world view and thus "blind" to it. They are unaware they can transform beyond the limits of their current ways of thinking and acting and therefore transform the organisation.

Becoming aware of their Action Logic - how they make sense and act based on unconscious assumptions provides leaders with crucial insights into what enables and what constrains their effectiveness and importantly how they can develop beyond these constraints. The dominant Action Logic of a team, division or whole organisation has a dramatic impact on its performance and ability.

The challenge of many organisations is to move beyond the "Achiever" frame to incorporate

"Transforming / Strategist" thinking and behaviour into their repertoire of thinking and actions. In this way they can transform organisations.

The Global Leadership Profile describes crucial sense making processes by which people interpret and give meaning to their experiences. These are then structured into a coherent worldview that then consciously or unconsciously shapes the decisions we make.

Your primary Action Logic has a profound impact on your leadership approach and capability because it affects where you place your attention, your underlying assumptions, what inferences you draw and crucially the actions that you take. These can have a significant impact on organisation performance.

The profile identifies your primary Action Logic - that is the most complex action logic that informs your current thinking and actions on an everyday basis.

As you become more aware of this Action Logic you may discover that you also have a characteristic “fall-back” Action Logic when you are tired or otherwise vulnerable. Conversely you may notice greater insight and an emergent Action Logic clicking in providing you with other options. You may be motivated to move toward the next growth Action Logic. Completing a Global Leadership Profile provides you with the starting point for growth and greater insight into your

decision-making and that of your team and organisation. This will enable you and the team to more ably adapt to this rapidly changing environment and to test and explore assumptions.

Strategic thinking can be facilitated and create transformation of the organisation to the new realities in the environment.

## Action Logic

## Leadership Style

### Opportunist

Short term horizon; focuses on concrete things; rejects feedback; externalises blame; fragile self-control; treats what they can get away with as legitimate.

### Diplomat

Oversees protocol; works to group standards; conforms; seeks membership and loyalty; attends to social affairs of group and avoids hurting others; face saving essential

### Expert

Regards their way of seeing things and their reality as the only valid reality. Interested in problem solving, chooses efficiency over effectiveness. May be dogmatic; critical of self and others, values decisions based on “incontrovertible facts”.

### Achiever

Feels like an initiator, not a pawn; mid-term goals; future is vivid and motivating; effectiveness and results orientated. Adopts rather than creates goals; welcomes feedback, blind to own shadow.

### Redefining

Increasingly questions own assumptions. Increased understanding of complexity, paradox and working through relationships. Attracted by change and difference more than stability and similarity. Increasingly aware of own assumptions and shadow.

### Transforming

Recognises importance of principle, contract, theory and judgment - not just rules and custom. Creative on conflict resolution, aware that what one sees depends on one’s world view. Able to identify unique market niches.

### Alchemist

Creator of events and reframes situation to see new opportunities. Blends opposites, creates positive sum games, researches interplay of institution, thought, action and effects on outside world. Involved in spiritual quest and helps others in their life quest.

To help you grow your leadership perspective and become a more effective leader undertake a Global Leadership Profile by contacting John Clements at [john.clements@leadinperformance.com](mailto:john.clements@leadinperformance.com) or to find out more about the profile phone him on +64 21 717 025. We will advise you on how to complete the profile and arrange a coaching session to debrief you on your profile. The profile complements other leadership feedback assessments and helps you to understand your action logic and how this plays out in your interaction with others.

Leading Performance Consulting is a consultancy committed to creating value for individuals, teams and organisations. It has assisted organisations with continuous improvement and transformation, growth, capability building, acquisitions and turnarounds enabling them to generate sustained growth. Please contact us if you are grappling with some of these situations.

Contact John Clements at +64 21 717 025 or view the web site at [www.leadinperformance.com](http://www.leadinperformance.com).