The Global Leadership Profile Report

Report compiled for Antoinette Braks, January 2014

Action Inquiry Associates
### Seven Leadership Action-Logics

<table>
<thead>
<tr>
<th>Logic</th>
<th>Description</th>
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<tbody>
<tr>
<td>Opportunistic</td>
<td>Short time horizon, flouts power and sexuality, rejects feedback, hostile humor, deceptive, manipulative, externalizes blame, punishes, views luck as central, punishment rules, views rules as loss of freedom, “eye for an eye” ethic.</td>
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<tr>
<td>Diplomat</td>
<td>Observes rules, avoids inner and outer conflict, conforms, suppresses own desires, loyalty to group, seeks membership, right versus wrong attitude, appearance/status conscious, tends towards clichés, works to group standard.</td>
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<td>Expert</td>
<td>Interested in problem solving via data, critical of others and self, chooses efficiency over effectiveness, perfectionist, values decisions based on merit, wants own performance to stand out, aware of alternative constructions in problem resolution but can be dogmatic, accepts feedback only from “objective” craft masters.</td>
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<td>Achiever</td>
<td>Results and effectiveness oriented, long term goals, concerned with issues of ethics and justice, deliberately prioritizes work tasks, future inspires, drawn to learning, seeks mutuality in relations, aware of personal patterns of behavior, feels guilt if does not meet own standards, blind to own shadow, chases time.</td>
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<tr>
<td>Redefining</td>
<td>Collaborative, tolerant of individual difference, aware of context and contingency, may challenge group norms, aware of owning a perspective, inquiring and open to feedback, seeks independent, creative work, attracted by difference and change, may become something of a maverick, focuses on present and historical context.</td>
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<tr>
<td>Transforming</td>
<td>Process and goal oriented, strategic time horizon, systems conscious, enjoys a variety of roles, recognizes importance of principle and judgment, engaged in complex interweave of relationships, aware of own personal traits and shadow, high value on individuality, growth, self fulfillment, unique market niches, particular historical moments.</td>
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<tr>
<td>Alchemical</td>
<td>Alert to the theatre of action, embraces common humanity, disturbs paradigms of thought and action, dispels notions of heroic action, deeply internalized sense of self-knowledge held with empty mind, sees light and dark, order and mess, treats time and events as symbolic, analogical, metaphorical (not merely linear, digital, literal).</td>
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</tbody>
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*Note: The Impulsive and Ironic action-logics are not detailed as extremely rare in the leadership*
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Section I

Overview of the GLP

“The leaders who undertake a voyage of personal understanding and development can transform not only their own capabilities but also those of their companies.”

Rooke & Torbert
7 Transformations of Leadership
Harvard Business Review 2005
(Selected as one of the top ten HBR leadership articles ever, 2012)

The GLP diagnoses the operating action-logics that drive your leadership. It also reveals how you can potentially transform your leadership action-logic to become more effective: in managing people; in helping them transform toward greater efficacy; and in co-leading team and organizational transformation toward greater agility and sustainability in the multi-cultural and ecological environments.

Rationale behind the GLP

The financial crisis that rocked the US economy in 2008 and is disturbing the European Union in 2012 and 2013... Along with the political bipolarity that threatens creative, peaceful transformation in many countries around the world, particularly the Middle East... As well as the largely unaddressed question of when we are going to take responsibility for our collective effects on our natural environment and learn how to organize in a sustainable fashion... Are all part of today’s leadership context.

Altogether these events throw a glaring light on the reluctance of leaders and institutions across all sectors of society to deal with the long-term effects of their actions. There is a shadow side to a leadership world that one-dimensionally focuses on short-term horizons, localized issues, known facts and data logic. Truly beneficial leaders must be capable of challenging their own assumptions and openly inquiring into the perspectives of others. They need to consider how they use power and authority—is their use of power mutually transforming or constraining? How do they communicate with authority? Leaders will contribute more fully, if they can look out and adapt their own leadership strategies to the person, the business, and wider environment.
How the GLP is Global

GLOBAL ATTENTION: “I”

The GLP is global, first, in that it refers to the global you—to how you deploy your attention in the midst of work—to the most fundamental assumptions that shape your daily plans, decisions, and actions. This GLP report can also point you in the direction of transforming what you attend to and how you attend to it.

You will learn how each later leadership action-logic offers you more choice, more flexibility, more transforming power, and more methods for testing whether your practice aligns with your own highest values.

GLOBAL COMMUNICATION: “WE”

Secondly, the GLP helps to reveal how effectively we communicate our ideas and emotions. It questions how we manage and interpret our interactions. Are we observant and attentive to the needs of others? Do we create an environment in which collaboration thrives? Do we have at our disposal, a repertoire of communication styles, including guides for deep listening? Are we able to
take a systemic perspective through the eyes of our colleagues within and beyond organizational boundaries?

GLOBAL STRATEGY: “IT/HEY”

Thirdly, the GLP is global in the sense that it points toward the today-rare leadership action-logics (Transforming and Alchemical) that most effectively support action that is not only productive in the short-term, but also creative, collaborative, and organizationally transformational in the long-term. When applied effectively these late-adult action-logics seek to take responsibility for the global effects and the sustainability of one’s own or one’s company’s practices.

Let us turn now to see how all this relates to you. If you have already read about the leadership action-logics and have already estimated your own centre-of-gravity action-logic, please go right on to Section II of this report, where you will begin learning more about how the GLP estimates your current action-logic. After that, we suggest you turn to the end of Section III, to consider your Fallback and Emergent action-logics.

If, on the other hand, you have not yet made your own personal estimate of your primary action-logic, we recommend that you skip to Section III and take some time to reflect about your own estimate and then return to Section II.

Note two features of the action-logic names and colors on page 3 and page 8:

1) the four earlier action-logics are given ‘noun’ names, while the four later action-logics are given ‘participial/adjectival’ names; this difference reflects the tendency for the early action-logics to structure the world in static “noun-like’ patterns: by contrast, later action-logics tend to see events in a process of relative change;

2) the color scheme represents both the ecological and the psychological nesting of the action-logics: ecologically, from earth core red, to rock grey, to ground brown; to life green; to sky blue, to sun yellow, to space black; and psychologically from selfish red passion, to conforming grey, to project-nurturing brown, to productive organizing green, to idealistic-redefining blue, to transforming yellow, to listening-into-the-midnight blue.
Your Personal GLP Assessment

Development across Action-logics

The GLP highlights your current personal and leadership action orientation. According to adult development theory and much confirmatory empirical research over the past forty years (e.g. Kegan, 1982 and In Over Our Heads, 1994; Torbert, 1976, 1987, and Action Inquiry, 2004), different ones of us operate at different places along this continuum of action-logics.

Theoretically, a person can develop along this continuum from the Impulsive and Opportunist action-logics to the latest Alchemical and Ironic action-logics. (The Opportunist action-logic is the first, and the Alchemical action-logic is the last, to date, that are reliably describable and measurable with developmental sentence-completion instruments like the GLP.)

To give a first indication of the wide range between the Opportunist and the Alchemical action-logics, consider that the Opportunist action-logic consistently operates a) over the shortest time horizon, b) with the least degree of inquiry, and c) with the most coercive degree of unilateral power.

By contrast, later action-logics increasingly a) integrate multiple time horizons, b) engage in strategic inquiry into the present and future (not just scientific inquiry into the past), c) interweave many types of unilateral and mutual power to accomplish their collaborative intent; and d) recognize that only the timely exercise of mutual power generates non-violent transformation of self, teams, organizations, and personal relationships).

To put the last two paragraphs in a slightly more succinct way, the difference between leaders measured by the GLP as Opportunist and those measured as Alchemical is between having no choice but to act opportunistically (Opportunist) and having that choice, as well as a whole octave of other alternative Leadership interventions to choose from (Alchemical).
Having analyzed your sentence completions and completed a reliability test, our raters suggest that the action-logic that most adequately describes your predominant Centre-of-Gravity at this time is:

**Transforming**

The following table permits you to compare your own Centre-of-Gravity action-logic with thousands of others scored in the past 30 years. The vast majority of those rated are adults who have completed college and hold professional roles. The proportions of this large database rated at each action-logic are:

- 13% rate at the *Opportunist* or *Diplomat* action-logics
- 38% rate at the *Expert* action-logic
- 33% at the *Achiever* action-logic
- 9% at *Redefining* (the fastest growing group)
- 6% at the *Transforming* action-logic
- 1% as *Alchemical*
Whether or not this estimate of your current Centre-of-Gravity aligns with your own estimate, we urge you to consider the following analysis carefully. If your estimate is different from the GLP’s, and if you remain convinced yours is closer to ‘the truth’, Exercise 4 in Section III of this report will offer yet another way to estimate your action-logic.

Qualities typical of *Transforming* Leaders

*Transforming* reasoning in action aligns well with an evolutionary theory of developing a more conscious type of enterprise management. Such “conscious capitalism” recognizes that the abilities to discover empty niches, to transform strategies and practices, and to co-operate and collaborate within and across enterprise boundaries are critical to competing sustainably in the wider political economy.

American billionaire investor Warren Buffett gradually shifted in the mid-1980s from making “cigar butt” investments, intended to wrestle some short-term value from decaying companies, to a much more long-term, mutual approach. This approach entailed buying well-managed companies that he intended to maintain within the Berkshire-Hathaway portfolio indefinitely, based on a mutual relationship between himself and the company’s ongoing management. In so doing, he continued his own transformation from *Expert* investor to *Transforming* leader. For the past quarter century, Buffett and Berkshire-Hathaway have exemplified the advantages of “conscious capitalism” over “unconscious capitalism.” The latter relies only on the incremental, single-loop feedback of the market to correct one’s own or a company’s direction. By contrast, conscious capitalism seeks both incremental (single-loop) and transformational (double-loop) feedback.

What forms of political-economic organization can generate timely actions that are at once integral, mutual, and sustainable, and that are influenced by single-, double-, and triple-loop feedback? This kind of complex question, that is not merely abstract but culminates in the most practical possible outcomes (timely actions), is the kind of question about which *Transforming* leaders become passionate.

In personal terms, *Transforming* reasoning brings into light different aspects of one’s being. At this action logic leaders readily explore the different parts of their personality, their values, history and principles. They do so out of general curiosity and an interest in power, contribution, legacy and principled action.

A principal new feature of the *Transforming* action-logic is self-and-other awareness, not just in reflection, but in action. The *Transforming* leader intuitively recognizes that all action is either facilitating or inhibiting ongoing transformational change of personal, familial, corporate, or national action-logics. And s/he is drawn to action that facilitates transformational change.
This means that the *Transforming* leader or leadership team is also beginning to appreciate and learn to exercise new kinds of mutuality-enhancing power —

- the *visionary power* to generate alternative scenarios,
- the *praxis power* to actually enact the vision in challenging situations, and
- the vulnerable and alert *mutually-transforming power* to enter a transformational current with others that is as likely to transform you as them.
Key ways of thinking and acting we hear about in our coaching sessions with Transforming leaders include:

“Some days I love all the quick changes of pace and the way conversations with very different people about very different things start bleeding right into one another making each initiative stronger… And other days I feel the immense incongruities between different parts of the organization, or even just within myself. Today, I’d like to work on why I get so irritated by my comrade in finance and, even more important, why nothing I’ve tried to do about it so far has changed anything.”

“The great advantages of planning different kinds of weekly, monthly, and quarterly meeting times is not only that we are looking at different time horizons seriously for the first time, but also that you find yourself using all three time horizons to judge what to do now much more often.”

“At first, I thought treating conversations as actions was crazy. Isn’t the old saying ‘Stop talking! Start acting!’? But we are talking and listening a lot of the time… So, when you realize how talking is acting, a whole new world of actions you are taking opens up to your control. You become much more powerful in a funny way that makes others feel more powerful too.”

“‘Sustainability’ used to be a very external term to me. It referred to an ethical position some people hold that we ought to treat the planet better. But now it’s become an internal issue for me. I feel pulled apart by questions about whether my own way of working … and living is sustainable. I realize that the company and I need to transform in order to become sustainable.”
## Transforming—Overview

### Focus of Awareness
- Developing shared vision of need for major, transformational shifts in personal, team, or organizational system over 3–5 year period
- High value on individuality, unique market niches, particular historical moments
- Recognizes importance of principle for making good decisions

### Relationship to Power
- Creative at conflict resolution
- Recognizes limits of unilateral power
- Experiments with vulnerable, mutually-transforming power and with blending types of power

### Interpersonal Style
- Collaborative: combines advocacy with inquiry
- Process oriented as well as goal oriented
- Self-discloses, supports others, sees humor in situation
- Confronts gaps between espoused values and actual performance

### Concerns
- Tendency toward hero archetype, hence possibility of tragedy
- Becoming aware of dark side, but unclear how to listen into the dark

### Personal Insight
- Aware of multiple perspectives, within self & among others
- Experiences dilemmas and paradoxes as generative
- Appreciates how present action can generate new power
Strengths and Challenges of the Typical *Transforming* Leader

All action-logics have strengths and challenges. With each new orientation come losses and gains in how we reason and react within our world.

**STRENGTHS to celebrate**
- Systemic awareness permits timely leadership interventions
- Willing to offer and receive, not just incremental-improvement feedback, but also transformational feedback
- Creates space for persons operating from different action-logics to commit to shared vision
- Sets organizational and personal vision across 5–10–20 years

**CHALLENGES to meet**
- May overuse new, subtler, mutuality-enhancing leadership skills, leaving subordinates feeling insufficient guidance
- Ego-inflation, lack of alertness for “mundane” issues
- Overly sure of “truth” of principled action

**DEVELOPMENTAL SHIFTS to try**
- How to convert a sophisticated intellectual system of pattern-recognition into a process of waking to the 4 territories of experience (intent, strategy, enactment, outcome) now?
- How to translate systemic conflicts into corrective action that expands the capacity of all co-participants to take this kind of leadership?
- Living fully in the paradoxes and counter-constructions of life
Five Possible Next Steps You May Take

Next Step Suggestions for Transforming Individuals

1) Be consciously aware of your actions and reactions and the shape they are taking. Work with a coach to become more intentional and more creative about how you transform intent through strategy, into your own interactions with others, and thence into intended outcomes, after considerable wrestling with feedback and redesigning.

2) Take a direct look at how you are in action; do you bring your Strategic insight to your immediate environment? Do you truly support others to see the systemic implications of their as well as the group’s actions? How do others experience you... Would they be surprised that you profile at this action logic?

3) In addition to individually oriented exercises, you will probably be interested in asking how you can support the transformation of the team or department or organization for which you are responsible. In order to successfully support such transformation, you need to diagnose where the system is in its organizational development. Is the next transition toward greater centralization or greater decentralization? What sort of activities will support the needed change of emphasis?

4) The book Action Inquiry describes the theory of organizational transformations in Chapters 8–11 and offers detailed illustrations of different organizations going through different double-loop developmental transformations. Reading those chapters and journaling about where your organization stands and what new leadership initiatives occur to you is a start. Seeking coaching or consulting help from one of our Action Inquiry Associates is a possible next step.

5) Do you create a shared vision with others... check out how effective you are in this domain.
Based on the summary of Seven Leadership Action-Logics at the beginning of this report, we now invite you to make your own estimate of your current centre-of-gravity action-logic — the approach that most governs your everyday work and life decisions and actions — and to seek out the estimates of several of your friends or colleagues.

If you have already estimated your own centre-of-gravity action-logic, skip down to the part about your Emergent and Fallback positions (page 15).

If you believe you are already familiar with those two “angles” on your leadership practice as well, we suggest you move to Exercise 4 (page 17) to see how you might benefit from asking three or four of your colleagues or friends to offer you their feedback on your action-logics.

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**Exercise 1**

Note the first action-logic that seems more *ideal* than real to you, and then put a mark (yes, please mark-up this report as you wish!) *next* to the action-logic before that. Do you think the marked action-logic is your Centre-of-Gravity action-logic? If not, which of the seven action-logics do you believe is your Centre-of-Gravity?

**Exercise 2**

Next, re-read the action-logics descriptions and check any phrases in any of the action-logics that you sometimes project in your everyday actions. Don’t be surprised if you recognize some of your daily actions in the earliest action-logics. For example, when we are driving our car, we tend to act *Diplomatically*, obeying the rules of the road. But some of us tend to become *Opportunist* at times, such as when cutting left in front of others. Reviewing the pattern of your checks, does your estimate of your centre-of-gravity action-logic change or remain the same?

**Exercise 3**

Now read about the Fallback and Emergent action-logic in the next section including the case study about Paul; study again the phrases in the different action-logics you have checked; and fill-in your new estimates of your fallback, centre-of-gravity and emergent action-logic in the spaces provided at the end of this section.
Estimating Your Emergent and Fallback Action-Logics

EMERGENT

Coming to recognize our Emergent action-logic and exercising it consciously can often help to resolve dilemmas that historically have paralyzed us in inaction. We have found those who exercise their emergent action-logic often rather quickly feel more empowered and quickly become candidates for promotion. Which of all the action-logics on page 2 is the one you are most trying to become like as a leader?

Fallback

When we are tired, frustrated, angry, or distressed, we each have a characteristic action-logic to which we unintentionally fall back, often connected to vulnerabilities from our youth. We call this our Fallback action-logic. Yielding to this action-logic often gets us in some kind of trouble, so it is helpful to learn to recognize it quickly. This gives us more choice as we learn how to cope with our fallback behaviors and to recognise high-risk situations and where they are likely to occur. Which of all the action-logics on page 2 do you find yourself most often defaulting to?
Paul identifies himself as working predominantly from an Achiever (Centre-of-Gravity). Yet he acknowledges that he tends to Fall Back to Diplomat in highly charged Board meetings. And he can feel the sense of risk and of surprising rewards in acting in a deliberately experimental way when he takes time to open out the decision making process in team meetings (Emergent Redefining). Have you done your analysis of Paul’s Emergent, Centre-of-Gravity, and Fallback action-logics? Do you agree with Paul’s own analysis?
We invite you to enter here, your current estimates of your Fallback, Centre-of-Gravity, and Emergent action-logics:

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<th>My Fallback action-logic:</th>
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<table>
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<tr>
<th>My Centre-of-Gravity action-logic:</th>
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<table>
<thead>
<tr>
<th>My Emergent action-logic:</th>
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Finally, if your personal estimate of your action-logic was different from our GLP estimate, or you can see potential benefit from starting a new kind of conversation with several of your friends or colleagues try the following exercise. (The exercise is increasingly likely to catalyze long-term, constructive transformation in you, your colleagues, and/or your relationships if you engage an AIA coach or consultant to support in the planning and interpretation of the feedback.)

**Exercise 4**

**Colleagues Estimate Your Centre-of-Gravity Action-Logic**

Make copies of the table on page 2 about each of the different action-logics, and ask your colleagues at work to underline the particular characteristics of the various action-logics they associate with you. Ask them to circle a whole paragraph, if they see it as your predominant Centre-of-Gravity action-logic. Reflect on what the results indicate about you (and about them!).

This exercise can lead to many interesting conversations. Often colleagues will want to do the same exercise themselves, and a whole new level of openness about how people work can develop potentially leading to the transformation of the team’s action-logic.
Additional Resources

To learn more over the internet about Action Inquiry, about the Leadership Action-logics, about the Organizational Action-logics, as well as training, consulting certification and leadership events, please go to the Action Inquiry website: www.actioninquiryleadership.com. For additional information and further discussion please contact Bill Torbert, bill@actioninquiryleadership.com or Elaine Herdman-Barker elaine@actioninquiryleadership.com

Reading Material

A wealth of material is available from Action Inquiry Associates (AIA) and other authorities in the field of Adult Development Theory and Developmental Action Inquiry. Please refer to the AIA website for a detailed list. For ease of reference we include a limited summary here.


Bill Torbert and associates illustrate how individuals and organizations can progress through more and more sophisticated “action-logics”—strategies for analyzing the world and reacting to it—until they will eventually be able to practice action inquiry continually. Offering action inquiry exercises at the end of the chapters, the book moves from junior managers beginning to practice action inquiry through CEO’s transforming whole companies, to world leaders transforming whole countries, as exemplified by Czech president Vaclav Havel. Through short stories of leadership and organizational transformations, this groundbreaking book illustrates how action inquiry increases personal integrity, relational mutuality, company profitability, and long-term organizational and environmental sustainability.

- Offers a powerful method that leaders in organizations of all types can use to increase the timeliness and effectiveness of their actions
- Provides numerous real-world examples of action inquiry in action
- Includes exercises individuals and organizations can use to begin practicing action inquiry
Harvard Business Review article: 
Seven Transformations of Leadership

This article, recently included in a new HBR book of the top ten HBR leadership articles ever, includes a one-page preview that quickly summarizes the key ideas and provides an overview of how the concepts work in practice along with suggestions for further reading. Here’s an excerpt:

“Most developmental psychologists agree that what differentiates one leader from another is not so much philosophy of leadership, personality, or style of management. Rather, it’s internal “action-logic”—how a leader interprets the surroundings and reacts when his or her power or safety is challenged. Relatively few leaders, however, try to understand their action-logic, and fewer still have explored the possibility of changing it.

They should, because leaders who undertake this voyage of personal understanding and development can transform not only their own capabilities but also those of their companies…”

Closely related action inquiry material can be found in books and papers by Action Inquiry Associates and colleagues:

• Elaine Herdman-Barker & Bill Torbert, Practical Differences in Leadership Performance (SUNY Academic Press, 2008)
• Bill Joiner & Stephen Josephs, Leadership Agility (Jossey-Bass, 2007)
• Jennifer Garvey Berger, Changing on the Job: Developing Leaders for a Complex World (Stanford University Press, 2011)
• Mary Stacey, Marilyn Taylor & David Legge, A New Role for Natural Resource Companies (Strategy + Business, 2012)

*Images used in this report developed, with permission from her and appreciation from us, from the work of our AI Associate Mary Stacey.
Section V

Your Notes

This space provided for you to record further reflections.