

Three levels of leadership culture

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Collective Developmental Archetypes

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Kristian Stålné

- PhD in Structural mechanics,
MSc in Engineering physics
- Senior lecturer at Malmö
University
 - Structural mechanics and acoustics
 - Adult development
- Research interests:
 - AD applied to leadership development,
pedagogic development, collective
development
 - Transdisciplinary research on indoor
environments

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Aim and invitation

- The aim of the workshop is twofold:
 - Introduce and *test* a framework for collective development in group settings
 - Building a culture of collective leadership among the ESRAD conference participants that we can bring to the coming two days
- This is an invitation to participate, contribute and see what comes out of it, some details will be revealed further into the process...

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Resource page to the workshop

These slides along with other resources are available at my website:

http://fiction.se/?page_id=899

I appreciate any contribution to the development of this work (workshop and framework)!

Feel free to use any aspect of this framework and/or workshop!

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Outline

- Some introductory remarks
- Dependent leadership
- Independent leadership
- Interdependent leadership
- Beyond the interdependent –
Collective developmental archetypes

(Breaks in between)

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Why collective development?

Collective: couples, groups, organisations, cultures...

- The individuals studied in AD are embedded in social and cultural contexts
- Individuals engaging in complex or wicked issues need to do so collectively

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Towards a theory of collective development...

There are several approaches to describing stages or structures of collective development for different instances:

- Gebser's view on cultural development
- Graves, Beck et al: Spiral dynamics
- Wilber's Integral theory
- Laloux' Reinventing organizations
- Freinacht's Metamoderna
- Center for Creative Leadership's DAC ontology

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What is leadership?

- Center for Creative Leadership:
DAC – Direction, alignment, commitment



McCauley, C. D., Drath, W. H., Palus, C. J., O'Connor, P. M. G., Baker, B. A. (2006). The use of constructive-developmental theory to advance the understanding of leadership. *The Leadership Quarterly*, 17 (6).

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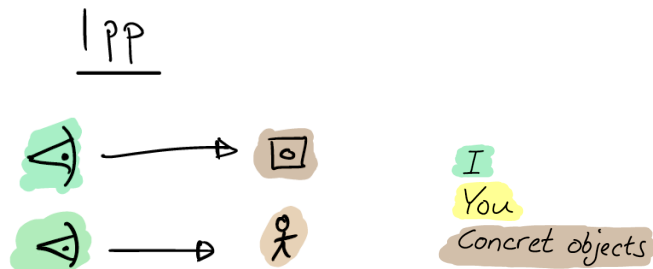
Hypothesis:

- A leadership culture is an expression of a mindset that can be characterised by certain basal and underlying developmental aspects...
 - a) perspective on reality
 - b) way of thinking in terms of complex reasoning
 - c) identification as a consequence of the two above
- If we start by deciding on a certain level of
 - a) perspective, b) thinking, c) identification
 the corresponding leadership culture should come as result of this

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Perspective

- The relation between a subject and an observed object
- Cook-Greuter – O'Fallon (Kegan, Armon, Selman)
Session 8b: O'Fallon & Murray



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Complex thinking

Connecting and operating on different aspects of reality

- Piaget: concrete operational, formal operational
- (MHC: concrete, abstract, formal...)
- Dialectical thinking: process, context, relation

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Identification

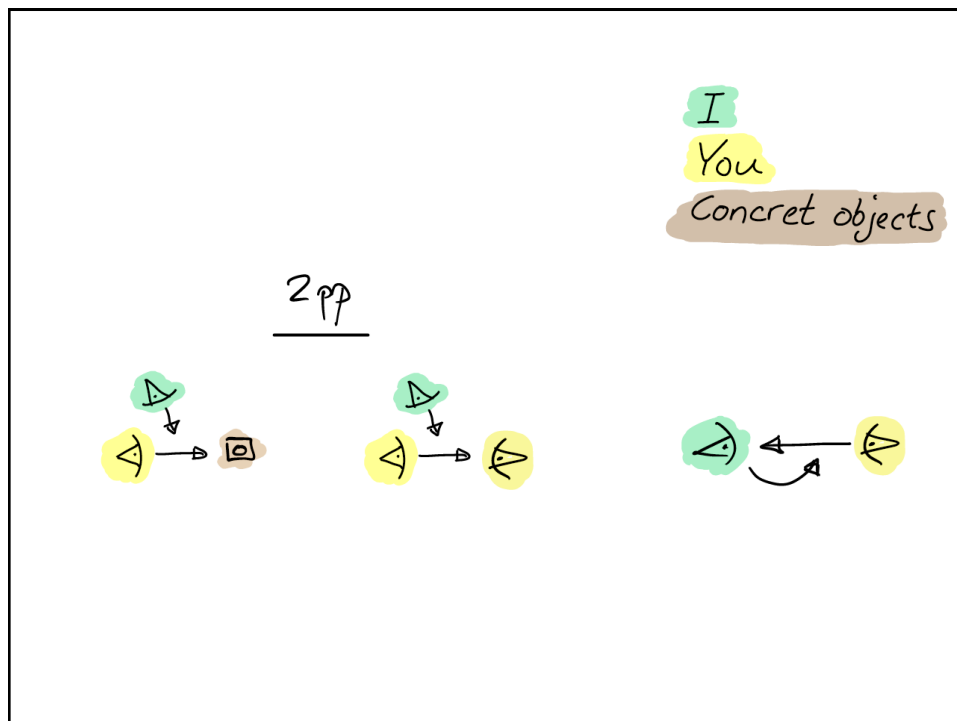
Given the mindset that results from a certain perspective and thinking...

- what is a natural way of identifying?
- what is a human being?

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Let's start by taking some perspectives!

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Concrete operational thinking

- Understands and performs operations on concrete variables
- Focusing on singular facts and occurrences
- Conservation of mass and number

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An exercise

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Identification

- What is a human being from this mindset?
- What is a natural way of identifying?

- Associate and write keywords in the spreadsheet (link at the resource page)

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Leadership

- What is leadership typically from this mindset?
- If this mindset is expected from all participants, what is a likely leadership culture?

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DAC: Direction, alignment, commitment

Direction

How will we decide on a shared direction?

Alignment

How will we coordinate our work so that it fits together?

Commitment

How will we maintain commitment to the collective?

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DAC: Direction, alignment, commitment

Direction

How will we decide on a shared direction?

Alignment

How will we coordinate our work so that it fits together?

Commitment

How will we maintain commitment to the collective?



Dependent

Agreement on direction is the result of willing **compliance** with an authority.

Alignment results from **fitting into** the expectations of the **larger system**.

Commitment results from **loyalty** to the source of authority or to the community itself.

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Now – a short break!

- Questions so far?

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Let's continue with an exercise!

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Oscillation time of a pendulum

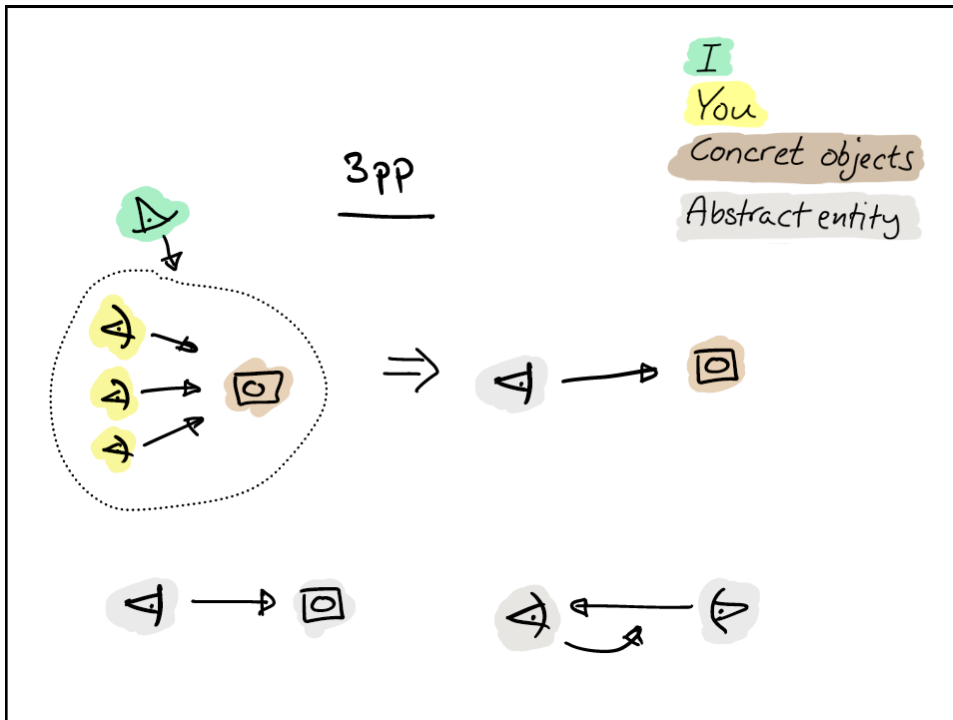
- We define the oscillation time of pendulum as the time it takes to make 10 full laps at a small angle. It can depend of the following variables:
 - The weight of the mass
 - The length of the string
- Possible conclusions:
 - If the weight increased the oscillation time _____
(increases/decreases/constant)
 - If the string's length increases the oscillation time _____
(increases/decreases/constant)
- Your task as groups: Look at the two recorded experiments, try to draw conclusions or look at more recorded experiments

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How did to think?

- How did you study the different variables' affect on the oscillation time?
- Did all groups reach the same conclusion? Why/why not?
- What does this demonstrate in terms of perspective taking and complex thinking?

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Identification

- What is a human being from this mindset?
- Who are you from this mindset?

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Leadership

- What is leadership typically from this mindset?
- If this mindset is expected from all participants, what is a likely leadership culture?

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DAC: Direction, alignment, commitment



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Break!

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Let's proceed to the next level...

- First an introduction of complex thinking followed by perspective taking. Then a reflection and an exercise

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Dialectical thinking

- Three different classes/moments/modes (alt. four):
 - Process
 - Structural/Context
 - Relational/internal relations
 - (Transformation)
- Several thoughtforms of each class
- “Dynamical systems thinking”,
“transformational thinking”
- Basseches, Laske, Vurdelja, Shannon & Frischherz
Session 3c: workshop : Basseches, Bidell and Mascolo
Session 6b: Belolutskaya, Shiyani, Shiyani & Vorobyeva
Session 8c: Leão, Brandão & Basseches

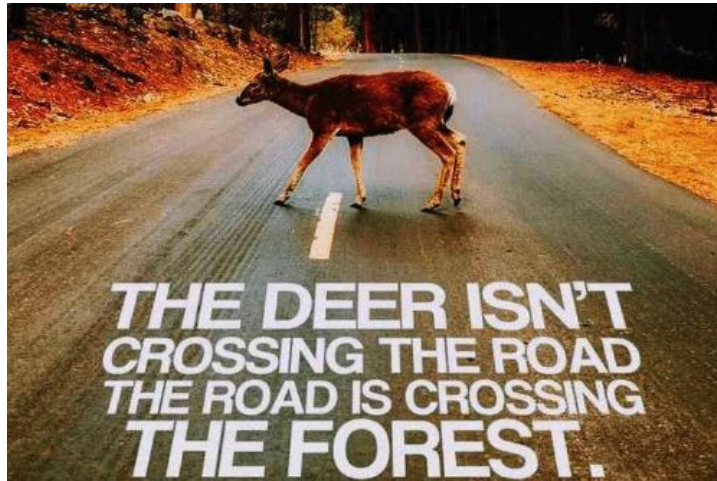
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Process



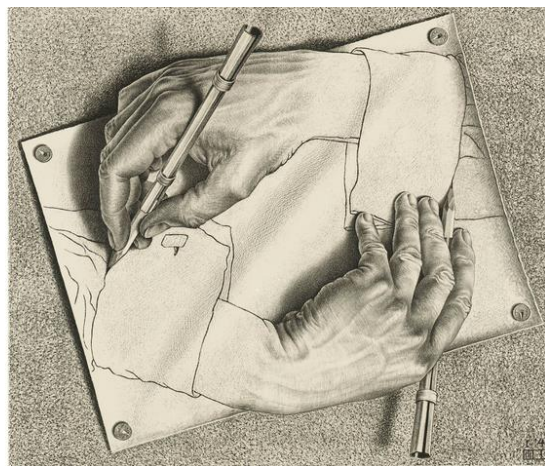
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Structural



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Relational

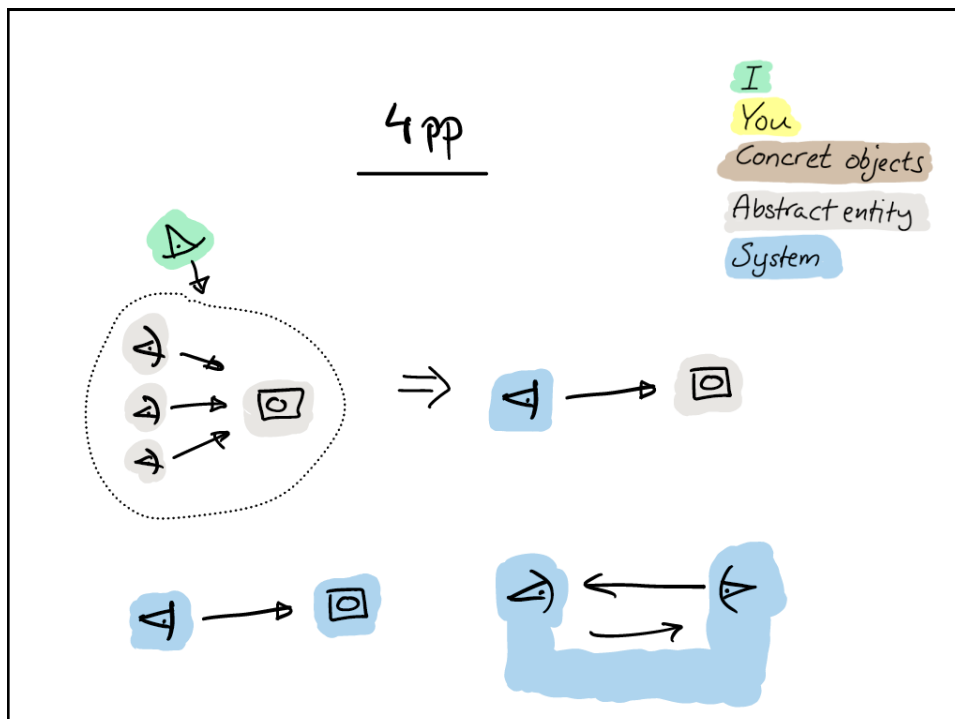


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Dialectical vs formal operational

- Structural thinking rather than universalism
- Processual thinking rather than static and generalisable results
- Relational thinking rather than reductionism

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Dialectical thinking and 4pp

- Things should be understood in their entirety and not in relation to its parts
- Things is interconnected and related rather than things
- Everything is changing, new things emerge, other dissipate
- Systems need to be understood from several perspectives

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Identification

- What is a human being from this mindset?
- Who are you from this mindset?

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Leadership

- What is leadership typically from this mindset?
- If this mindset is expected from all participants, what is a likely leadership culture?
- How do you exert leadership at this level?

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DAC: Direction, alignment, commitment



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Exercise:

- Go to any breakout room and self-organize into smaller groups, feel free to move between the groups
- Open space wise: which categories should we have?
- Time allocated...
- Discuss how an interdependent and collective leadership can be exerted in general and by us as a collective at the conference and in the research field
- What does collective leadership mean in this context? (ESRAD: adult development research, digital format)
- Write keywords or sentences in the column "Collective leadership at ESRAD"
- Report back each group when we reassemble

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Examples of interdependent leadership cultures

- Research project on leadership development (Kjellström, Stålné, Törnblom, 2019)
- Transdisciplinary project on indoor environments (Stålné, Pedersen, 2021)
- Do you have any experiences of this types of leadership cultures?

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Short break!

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What lies beyond interdependent?

Collective Developmental Archetypes:

- An approach towards relating the development of the individual *as a social being* with that of the collective (group, org, culture...)
- Towards a theory for collective development – together with a method (a workshop)
- *Archetypes* refer to patterns or original forms according to which different cultures tend to gravitate towards

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Collective Developmental Archetypes

What is an appropriate method for finding out what lies beyond the interdependent, beyond 4pp and dialectical?

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Evaluation of the workshop

Please give some comments on the following:

- To which extent did the workshop format and execution reflected your understanding of the leadership cultures and/or collective development in general?
- Did any new insights or thoughts emerge?
- What was the level of difficulty?
- What was the level of theoretical stringency?
- How useful was this?
- Is there anything you think could improve the workshop format and/or execution?
- How do I (or we) proceed with this research question?

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References

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**Thank you for participating
and engaging!!**

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