

Stage Summaries of the Leadership Development Framework

	% at this stage in N=4510	Stage	Main focus	Managerial style associated with persons at this stage
	4.3	Opportunist 2/3 Needs rule impulses	Own immediate needs, opportunities, self-protection	Short term horizon; focus on concrete things and personal advantage; may manipulate, deceive, and coerce others to manage them; distrust of others as manipulating them; fragile self-control; hostile humor; external blame; "I win, you lose mentality;" view luck as central; stereotyping; see rules as loss of freedom; treat what one can get away with as "right;" punish according to "eye for an eye;" feedback heard as an attack.
Conventional ↑ ↓	11.3	Diplomat 3 Norms rule needs	Socially expected behavior, approval	Observe protocol; avoid inner and outer conflict; work to group standard; think in simple terms and speak in generalities and platitudes; seek membership, status; conform to social norms to belong and get approval; avoid negative impression; feel shame if they violate rules; face-saving essential to self sense; attend to social welfare of own group; "us versus them" mentality; feedback heard as personal disapproval.
	36.5	Expert- 3/4 Craft logic rules norms	Expertise, procedure + efficiency	Immersed in the logic of their own craft, regarding it as the only valid way of thinking; strong belief systems, dogmatic; conformist moral standards; reactive problem solvers; value efficiency, high standards, decisions based on incontrovertible "facts;" can get stuck in detail, perfectionism, need to stand out and be counted; critical of and competitive with others; consistent effort to improve procedures, techniques and efficiency; serial problem-solving; cannot prioritize among competing demands; feedback heard as criticism.
	29.7	Achiever 4 system effectiveness rules craft logic	Delivery of results, effectiveness, goals, success	Pursue results and effectiveness rather than efficiency only; longer-term goals; future-oriented; in charge of self as agent, initiator rather than pawn of system; systematic (scientific) knowledge, seek proactive ways around problems, may be unorthodox; begin to appreciate complexity and multiple views, but keep them separate; blind to subjectivity behind objectivity; seek consensus: 'agree to disagree;' mutuality and equality in relationships; feel guilt when not meeting own standards or goals; self-critical; behavioral feedback accepted.
Postconventional ↑ ↓	11.3	Individualist 4/5 (Pluralist) relativism rules single system logic	Self in relationship; interaction with system;	Concerned with difference between reality and appearance; increased understanding of complexity, systemic connections and unintended effects of actions; begin to question their own assumptions (new self-focus) and that of others; realize subjectivity of beliefs; talk of interpretations rather than truth; can play different roles in different contexts; may seek changes in many life and work situations; postconventional ability to adjust behavior to context; systematic problem solving; begin to seek out and value feedback.
	4.9	Strategist 5 Most valuable principles rule relativism	Linking theory + principles with practice, dynamic systems interactions	Recognize higher principles, social construction of reality, complexity and interrelationships; interested in interplay of roles, theory, context, judgment, not just rules and customs; problem finding not just creative problem solving, process and goal-oriented; aware of paradox and contradiction in system and self; deep appreciation of others, tolerance of difference; non-hostile humor; sensitivity to unique market niches, historical moment, larger social movements; create "positive-sum" games; aware of own power (and perhaps tempted by it); seek feedback from others & environment as vital for growth and making sense of world.
	2.0	Magician + Construct-aware 5/6 Deep processes and intersystemic evolution rules principles	Interplay of awareness, thought, action, and effects; transforming self and others	Highly aware of complexity of meaning making, systemic interactions, and dynamic processes; seek personal and spiritual transformation and support others in their life quests; create events that become mythical and reframe meaning of situations; work both with chaos and order; blend opposites; see light and dark, continually attend to interaction among thought, action, feeling and perception as well as influences from and effects on individuals, institutions, history and culture; treats time and events as symbolic, analogical, metaphorical (not merely linear, digital, literal); aware of continuous self-redefinition and change as part of life process.