

# Mindsets in Action

leadership for corporate complexity



# What is your company's toughest challenge today?

*Shifting markets? Emerging technologies? International expansion?  
Stakeholders demanding sustainability AND profitability? All of the above?*



As the challenges intensify, you may need to redesign strategies, redefine corporate values, merge or dissolve businesses, and manage multiple conflicts. Such challenges come with ambiguity and uncertainty, they have no easy answers. In fact, sometimes we can hardly see what they are all about. Then comes the change work - it often comes with unfamiliar roles, unclear responsibilities, and conflicting values.

The cutting-edge leadership research is about understanding the leadership capability that can address multiple social, environmental, and economic challenges of a system in a truly integrative manner.

*What kind of leaders can navigate this unsure terrain, design powerful initiatives, engage everyone and achieve results that hold for all?*

*And how can we become such leaders?*

It looks like we need more of those...



In the heart of the modern leadership quest rests the human "mindset" - the lens through which we see the world, the settings that help us interpret and give meaning to what we see and hear. Our mindset makes us prioritize some things and filters away others. Consequently, it makes us act in certain ways.

Two things become obvious:

- Individual leadership capability is a function of the leader's mindset
- Corporate performance is contingent on the aggregated leadership capabilities put in action, and thus on the leaders' mindsets and meaning-making patterns



This brochure presents *the Harthill Leadership Development Framework* - one proven model that brings mindset development into clear focus. It is a full-range model of stage-based mindset development for leaders and is supported by an assessment tool called *the Leadership Development Profile (LDP)*.

The LDP helps us inquire into our current "mind settings" and leadership capabilities. This awareness enables us to design a path to gear them up for managing higher complexity, uncertainty and ambiguity - thus for delivering superior performance in a truly strategic way.

# The Harthill Leadership Development Framework (LDF)

The Leadership Development Framework describes crucial sense-making processes by which people interpret and give meaning to their experiences and then structure them into more- or less coherent worldviews and characteristic patterns of action. We describe these worldviews and characteristic patterns of action as ACTION LOGICS.

Your Action Logic significantly affects your abilities to problem solve, interpret and interact with your environment. 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 conclusions you draw and, crucially, the actions that you take.

Surfacing these assumptions is a good starting point for development toward more integrated, sensitive and ultimately more strategic leadership capable of more optimal functioning in a complex and changing world.

*The LDF describes nine sequential changes in how a person interprets events, or makes meaning.*

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These Action Logics are:

- Impulsive
  - Opportunist
  - Diplomat
  - Expert
  - Achiever
  - Individualist
  - Strategist
  - Alchemist
  - Ironist
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The LDF assumes that growth takes place in a logical progression of stages, evolving from less to more complex and from static to dynamic. Each later stage is more differentiated, inclusive, and integrated and capable of more optimal functioning in complex and shifting contexts. As development unfolds, tolerance for difference and ambiguity increases, while defenses decrease.

Once an Action Logic has been assimilated it remains a part of the person's meaning making capability, even as later, more integrated logics are adopted. Later stages are reached only by journeying through earlier stages—each stage transcends and includes previous ones.

Each Action Logic has its "beauty" - the valuable contribution its bearer can make to her organization. Each of them also has a "shadow" - a set of constraints it puts forward to genuine effectiveness. And each of the Action Logics speaks its "language" by which we can train ourselves to recognize it in action.

## INDIVIDUALIST

INNOVATES PROCESSES

non-conformity; diversity; cultural relativism with fewer fixed truths

Focus on self and less on goals; increased understanding of complexity, systems operating and working through relationships; deepening personal relationships; takes on different role in different situations; increasingly questions own assumptions (part of rise in self-absorption) and assumptions of others; attracted by change and difference more than by stability and similarity; increasingly aware of own shadow.

## ACHIEVER

MEETS GOALS

independence; effectiveness; rationality

Delivery of results by most effective means: effectiveness and results oriented; success-focused. Long-term goals; future is vivid, inspiring. Welcomes behavioral feedback; feels like initiator. Begins to appreciate complexity and systems; seeks increasing mutuality in relationships; feels guilt if does not meet own standards. Blind to own shadow, to the subjectivity behind objectivity. Seeks to find ways around problems in order to deliver, may be unorthodox. Adopts rather than creates goals

## EXPERT

PROBLEM SOLVER

skill-orientation; efficiency; duty

Rules by logic and expertise; searches for improvement and rational efficiency. Self-referential logic of own belief system is the only valid way of thinking. Critical of self and others based on their belief system. Interested in problem solving; Chooses efficiency over effectiveness; perfectionist. Consistent in pursuit of improvement. Accepts feedback only from 'objective' experts in their own field; dogmatic; values decisions based on the incontrovertible facts. Wants to stand out and be unique as an expert. Sense of obligation to internally consistent moral order. Strong individual contributor.

## STRATEGIST

LEADS TRANSFORMATIONS

systems view; creativity; interdependence, growth

Recognizes importance of principle, contract, theory and judgement – not just rules and customs. Creative at conflict resolution; process oriented as well as goal oriented. Aware of paradox and contradiction; aware that what one sees depends upon one's world view. High value on individuality, unique market niches. Enjoys playing a variety of roles; witty, existential humor (as contrasted to prefabricated jokes). Aware of dark side of power and may be tempted by it - may misuse their own abilities and manipulate others. Post-conventional.



## DIPLOMAT

LOYAL SUPPORTER

appeasing; conforming; belonging

Observes protocol; avoids inner and outer conflict. Works to group standard; speaks in clichés and platitudes; conforms; feels shame if violates norm; avoids hurting others. Seeks membership and status; face-saving essential. Loyalty is to immediate group, not distant organization or principles. Attends to social affairs of group and individuals. Provides supportive social glue. Rarely rocks the boat.

## ALCHEMIST

AUTHENTIC VISIONARY

sees globally; transforming self and others

Seeks participation in historical / spiritual transformations; creator of events which become mythical and re-frame situations. Seeing the light and dark in situations; works with order and chaos; blends opposites, creating 'positive-sum' games. Exercises own attention continually; researches interplay of institution, thought, action and effects on outside world. Treats time and events as symbolic, analogical, metaphorical (not merely linear, digital, literal), involved in spiritual quest, often helps others in their life quests.

## IRONIST

CREATES LIBERATING SITUATIONS  
ON INTER-SYSTEM LEVELS

designs inter-systemic development rules

Hardly ever found in one particular system, e.g. a company. Recognizes the "DNA" (developmental stages and lines) of disparate systems and can devise ways of reconciling seemingly non-reconcilable systems; does this by employing "resources" far beyond what a human brain can provide; appreciates the divine sources and non-language mediated modes of "knowing". Self-interest is nearly non-existent.



## OPPORTUNIST

TAKES THE CHANCE

self-oriented; dominant; manipulative

Short term horizon; focus on concrete things. Deceptive; rejects feedback; externalizes blame; distrustful. Fragile self-control; possibly hostile humor. Views luck as central; wins any way possible. Views rules as loss of freedom; punishes according to 'eye for eye' ethic; treats what he can get away with as legitimate, 'might makes right'. Seeks personal advantage: takes an opportunity when it arises.

## IMPULSIVE

UNPREDICTABLY REACTIVE

No delay - momentary soothing of own need; instant gratification; dependent complaining: good/bad (like an infant). Not ever found in any corporate position at all.

# Where can the LDP be useful?



Any complex challenge calls for right people in right positions. Placing an individual executive in focus, the LDF can provide valuable insights into the current capacity of management teams and boards.

This perspective becomes truly essential when the company is to do adaptive work such as in connection with

- Corporate sustainability quest
- Innovation strategy
- Internationalization of business
- Complex mergers and acquisitions
- Preparation for IPO
- Implementing Lean or the Balanced Scorecard

Beyond that the LDF can be successfully used for the purposes of talent identification and development, recruitment and in-company leadership programs. It can be successfully complemented by other assessment and development tools.



Inquiring into the executives' Action logics can reveal their patterns of managerial learning. The capacity of learning in the midst of complex action is what distinguishes a truly learning organization that develops resilience and remains sustainably profitable in the long run whatever the future brings.



The LDF is a result of over thirty years of research and rigorous testing. Inspired by ancient philosophers, through tireless efforts of Jane Loevinger, Bill Torbert, Susanne Cook-Greuter and their teams, it was completed by the Leadership Development Profile-instrument (LDP). The latter is developed and continuously refined by the UK-based Harthill Consulting.

The LDP is based on Washington University Sentence Completion Test, one of the most thoroughly researched and validated instruments in the constructivist field. Harthill's associated scorers have profiled over 8000 sentence completion tests. The Leadership Development Framework has inspired a number of ongoing PhD research projects worldwide that aim to test its applicability to new areas characterized by complexity, uncertainty and ambiguity. Corporate sustainability is one such area where the LDF can be of great value.

The LDP can be commissioned by Harthill-authorized consultants.

*"Minds are like parachutes.  
They only function when they are open".*

*Sir James Dewar, scientist*