

Making Leadership Happen



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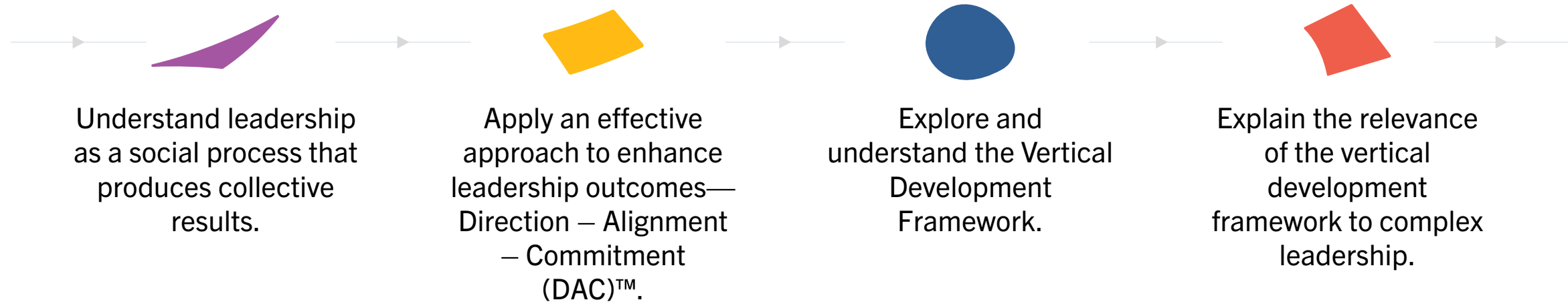


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Client Implementation
Manager – Middle East
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Learning Objectives

The Making Leadership Happen Program helps senior leaders achieve the following objectives:



Sources for Reading on DAC:

<https://www.ccl.org/articles/leading-effectively-articles/make-leadership-happen-with-dac-framework/>

<https://www.ccl.org/insights-research/direction-alignment-and-commitment-assessment/>

<https://www.ccl.org/guides/how-leadership-works/>

Sources for Reading on Vertical Development:

<https://www.ccl.org/articles/leading-effectively-articles/developing-talent-youre-probably-missing-vertical-development/>

<https://www.ccl.org/webinars/elevating-executive-leadership-culture-with-vertical-development/>

<https://www.ccl.org/articles/white-papers/vertical-development-culture-beats-strategy/>

Leadership

Leadership is a **social process** that enables people to work together as a cohesive group to produce collective results.



Leadership outcomes



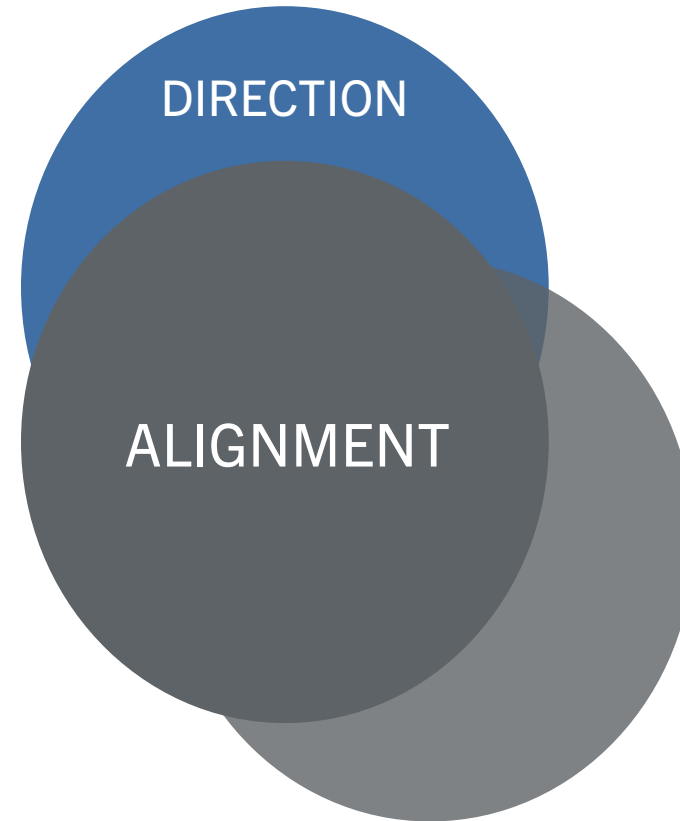
Direction:
Agreement in the
group on overall
goals

DIRECTION

Leadership outcomes



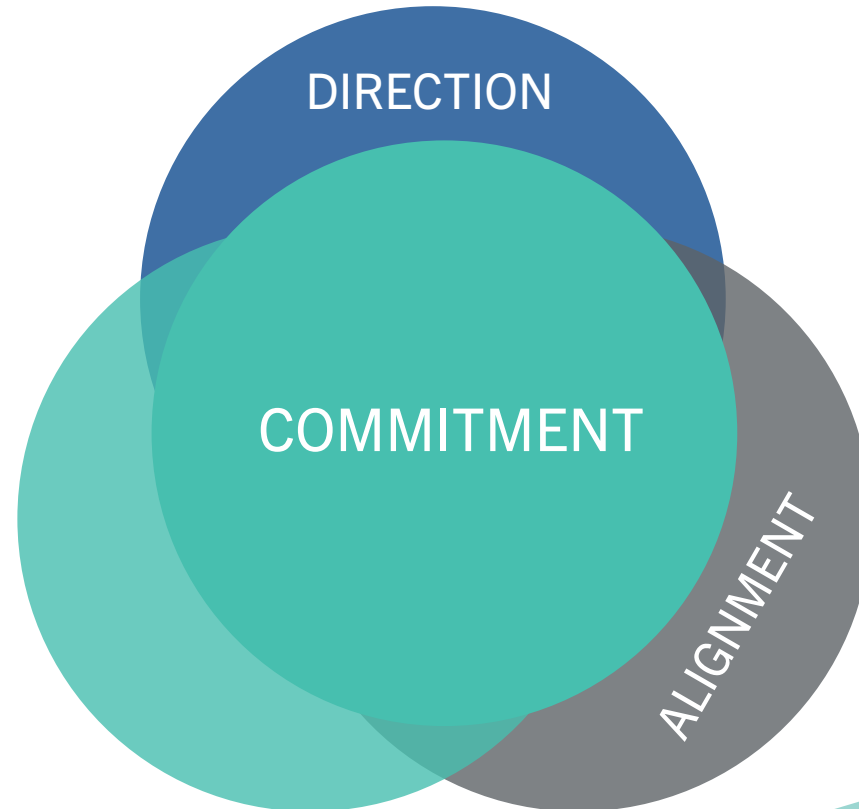
Alignment:
Coordinated work
within the group



Leadership outcomes



Commitment:
Mutual
responsibility for
the group



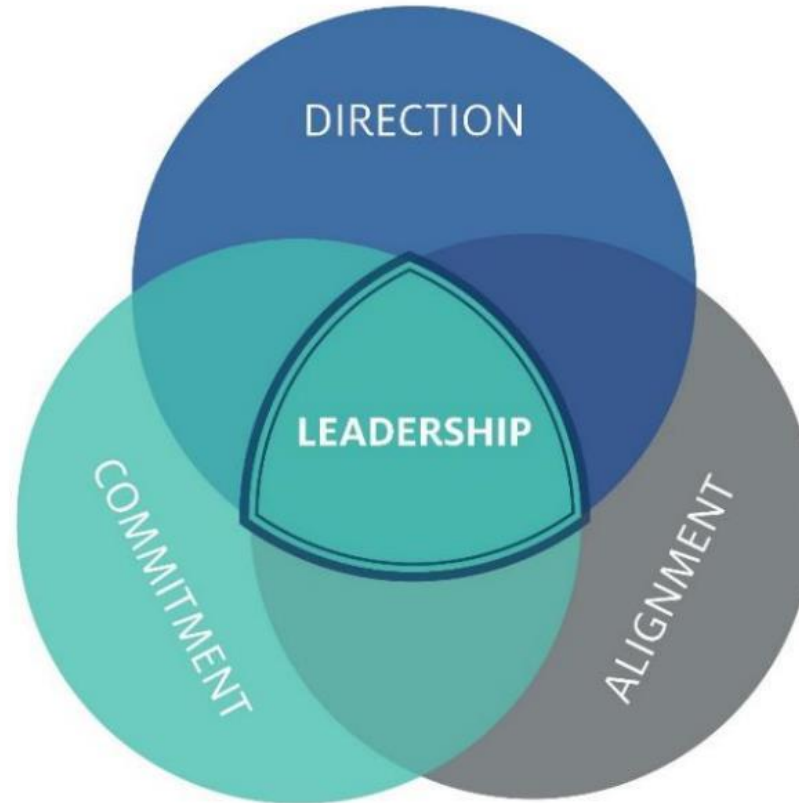
Leadership

DIRECTION

- In groups with strong direction: Members have a shared understanding of what group success looks like and agree on what they're aiming to accomplish.
- In groups with weak direction: Members are uncertain about what they should accomplish together, or they feel pulled in different directions by competing goals.

COMMITMENT

- In groups with strong commitment: Members feel responsible for the success and wellbeing of the group, and they know that other group members feel the same. They trust each other and will stick with the group through difficult times.
- In groups with weak commitment: Members put their own interests ahead of the group's interests and contribute to the group only when it's easy to do so or when they have something to gain.



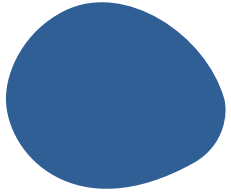
ALIGNMENT

- In groups with strong alignment: Members with different tasks, roles, or sets of expertise coordinate their work.
- In groups with weak alignment: Members work more in isolation, unclear about how their tasks fit into the larger work of the group, and are in danger of working at cross-purposes, duplicating efforts, or having important work fall through the cracks.

Evidence of DAC

	HAPPENING	NOT HAPPENING
DIRECTION	<ul style="list-style-type: none">● Everyone agrees on a vision, a desired future, or a set of goals to achieve together	<ul style="list-style-type: none">● Lack of agreement on priorities; people feel pulled in different directions
ALIGNMENT	<ul style="list-style-type: none">● Everyone is clear about each other's roles and responsibilities; work feels coordinated	<ul style="list-style-type: none">● Deadlines are missed; rework is required; there's duplication of effort and competition
COMMITMENT	<ul style="list-style-type: none">● Everyone helps the group succeed; there's a sense of trust and mutual responsibility	<ul style="list-style-type: none">● Only the easy things get done; people seem focused only on what's in it for them

DAC assessment



Complete the DAC assessment
thinking of a group or team you lead

We'll give you a few minutes for this...

Once you finish download your results



Vertical Development

Vertical Development refers to expansion in a person's thinking capability.

The outcome of **vertical stage development** is the ability to think in more complex, systemic, strategic, and interdependent ways.

Cook-Greuter, S. R. (1995). *Nine levels of increasing embrace in ego development: A full-spectrum theory of vertical growth and meaning making.*



The Exponential Potential of Vertical Development: From Addition to Multiplication

The **vertical development** of leadership culture results in collective capabilities with beliefs and practices held between all those in leadership (starting with, but not limited to, those at the top), and creates the foundations required to begin true cultural transformations.

CCL's action research with multiple clients over 15 years has identified 5 clear outcomes that vertical development creates, including:



Silo-busting



Agile decisions



Enterprise ownership



Dilemma-readiness



Strategic complexity/disruptive capability

Leadership development is both horizontal and vertical

Horizontal development

When we say horizontal development, we mean the traditional kind of talent development: increasing technical skillsets and building the most important leadership competencies. If your organization is like most, you're probably already providing all sorts of opportunities for horizontal development — disseminating more knowledge, skills, and information to your people. These skills are essential and necessary — but they are no longer sufficient in our new era.

Vertical development

Vertical development is about developing more complex and sophisticated ways of thinking, greater wisdom, and clearer insights. It's called vertical development because it's based on levels, or stages, of thinking. It involves gaining new perspectives and leadership mindsets needed to make your business strategy work. For example, with vertical development, managers and groups learn to tackle a problem with *inquiry* — questions, observation, and reflection — before jumping into advocating, lobbying, or deciding. This opens the door to deeper understanding, greater clarity, more options, and multiple right answers — which are especially needed for leading in complex, uncertain situations.



How do we grow vertically?

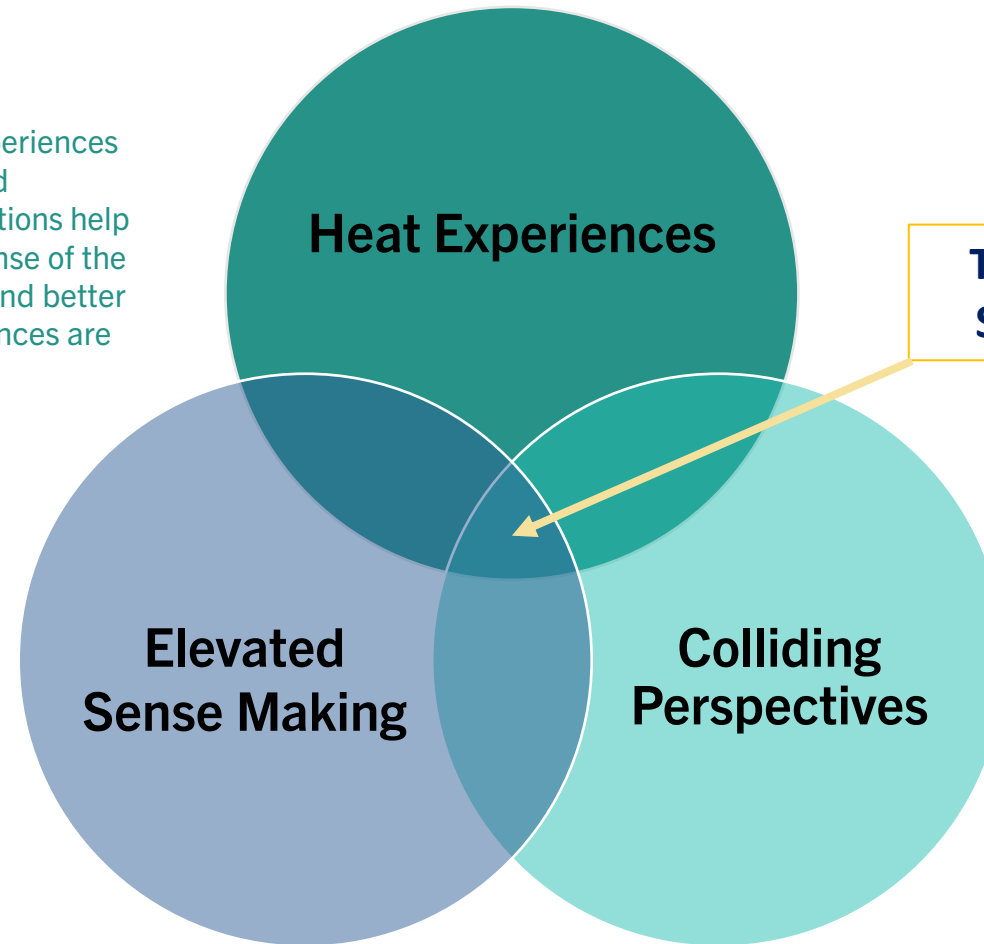
Three conditions to accelerate vertical growth

HEAT EXPERIENCES

Leaders have the opportunity to respond to heat experiences when they face a complex situation that disrupts and disorients their habitual way of thinking. These situations help leaders discover that their current way of making sense of the world is inadequate. As a result, they seek out new and better ways to make sense of their challenge. Heat experiences are the what that initiates vertical development.

ELEVATED SENSE MAKING

As leaders process and make sense of these perspectives and experiences, they enter an elevated stage of vertical development. A larger, more advanced worldview emerges and, with time, stabilizes. This is the how that integrates development



The Vertical Sweet Spot

COLLIDING PERSPECTIVES

Leaders also have an opportunity to challenge their existing mental models when they're exposed to others with different worldviews, opinions, backgrounds, and training. These relationships increase the number of perspectives through which leaders experience their world. Colliding experiences are the who that enables vertical development.

About CCL



EXPERIENCE

We have **5 decades of experience** in leadership education and pioneered the field of leadership development. We continue to lead and innovate in the field with cutting-edge solutions that fit your needs.

EXPERTISE

With the **largest globally managed network of coaches and faculty in the industry** and teams of full-time, dedicated researchers, we're committed to creating the results that matter for you.

GLOBAL REACH

Our **diverse work with organizations in every industry** gives us a breadth of global understanding as we bring leadership solutions to 6 different continents in over 48 different languages.

PRESTIGE

As the only organization **ranked in the Financial Times Top Ten providers of executive education for 17 consecutive years**, we offer proven results investing in leaders worldwide.



50

Years pioneering the industry's best practices

160+

Countries where we've conducted programs

1M

Alumni worldwide and counting

80K

People shared their journey with us last year

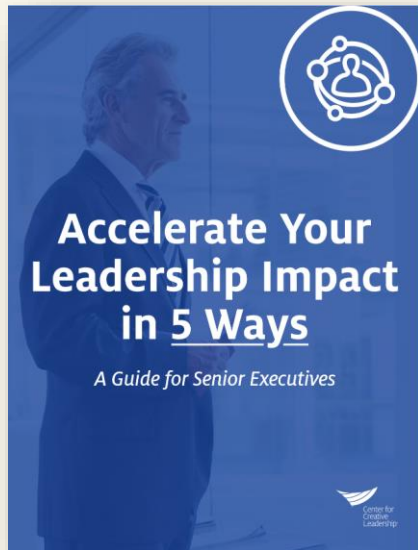
3K

Organizations partner with us annually

1K

Experts globally for virtual or in-person support

C-Level Research Based Program



Accelerate Your Leadership Impact: A Leadership Guide for Senior Executives



Vertical Leadership for Executive Teams: Culture Still Wins Over Strategy



Are You Getting the Best Out of Your Executive Team?



Coaching for Leaders : Why Executives Need Support, Especially in Times of Disruption

Access More Research & Insights by CCL: cclinnovation.org

Thank You

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