

WOMEN
IN LEADERSHIP

EXECUTIVE PROGRAM

Future-Proof Your Leadership Style

PRE-WORK ASSIGNMENT

Notes:

MENTAL COMPLEXITY

Mental complexity can be defined as the variety of perspectives, concepts, and vocabulary we use to make sense of the world.

As we add more maps, models, frameworks and tools to our mental toolbox; we build mental complexity. This in turn widens perspective and allows for more effective action.

Greater complexity builds superior thinking capabilities, breaks down outdated frames of reference and creates freedom to do what may have previously be deemed impossible.

It's no longer about what you know (Intelligence) it's about having a greater awareness of what you are experiencing and what is occurring in the world around you.

**"When we experience the world as too complex
we are not just experiencing the complexity of the world. We
are experiencing a mismatch between the world's
complexity and our own at this moment."**

– Prof. Robert Kegan

1) Considering the descriptions of characteristics and traits of each level of development in the pre-work video; which stage would best serve someone who was aiming to be an effective leader? Why?

MENTAL COMPLEXITY

Inspired by Prof Carl Graves, Jane Loevinger Weissman & Prof Robert Kegan

The 5 Stages of Adult Development

1) Impulsive Mind

Early Childhood - Learning the rules of living from parents and the family unit. Behaviour is done without forethought. Driven by the need for physiological satisfaction.

2) Opportunistic Mind

Adolescence - Beginning to understand roles. Influenced by the authority of family, school and peer group. Exploits immediate opportunities for their own needs and agenda, regardless of planning or principles. Driven by the need to feel safe.

3) Conformist Mind

Influenced by social and one to one relationships. Sense of Self and understanding is shaped by external forces and sources. Conventional in the box thinking. Driven by the need for love, affection and belonging.

4) Self Authoring Mind

Defines who they are and creates their individual identity. Not defined by people, relationships or the environment. High levels of autonomy and self discipline. Understands that thoughts, feelings and beliefs are independent and unique. Post-conventional thinking. Driven by esteem and self esteem.

5) Self Transforming Mind

Holds multiple thoughts, perspectives & ideologies at once. Questions their beliefs and people of authority through critical reflection. Identity & role is re-invented through the exploration of self & interactions with others. Driven by the desire for self actualisation.

2) What stage/s do you believe you operate from most of the time and what would it take for you to increase your mental complexity?

MY LEADERSHIP VISION

3) What's your leadership or team vision? (If you don't currently lead others what is your personal leadership vision or goal)

MULTIDIMENSIONAL LEADERSHIP

4) What does multidimensional leadership mean to you? Why is this leadership style important now and in the future?

THE EFFECTIVE LEADER

5) What are the **top 8** not negotiable leadership qualities (knowledge, characteristics, traits etc.) that you believe an effective leader must embody now and in the future. Why are they important?

Prompt:

Think about what a leader will need to know, how they will act and who they will need to be.

Notes: