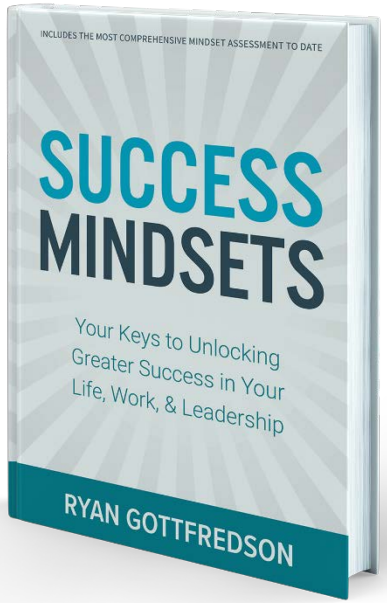
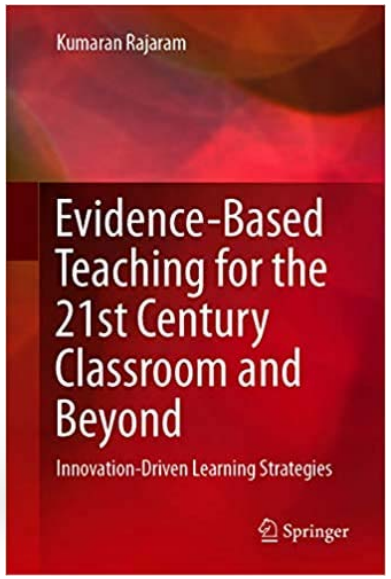
Elevating Your Leaders from “Meh” to Making Magic

Ryan Gottfredson & Kumaran Rajaram

Ryan Gottfredson & Kumaran Rajaram





© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

ATD Article

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Improving Leadership Development

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Who are you?

1. I am a leadership developer
2. I am a leader
3. I am a leader and leadership developer
4. Other

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Give a Grade

In general, leadership development efforts are _____

A. Extremely effective
B. Moderately effective
C. Somewhat effective (hit or miss)
D. Not very effective at all

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Problems with Leadership Development

1. Known spoken
2. Known unspoken
3. Unknown unspoken

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Known Spoken Problems

- Leaders are facing increasing change, pressure, uncertainty, and complexity
  - These circumstances are really challenging

- These market forces are unlikely to decrease
  - We are worried about leaders' ability to navigate the now, let alone the future

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Known Unspoken Problems

- The majority of leaders are not very effective
  - 75% of employees state that their direct leader is the worst and most stressful part of their job
  - 71% of organizations report that they are not confident that their leaders can guide them into the future

- Leadership development efforts aren't very effective
  - Over $300 billion spent on leadership development
  - 75% of organizations rated their leadership development programs as not very effective

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Yes or No?

"The development of leadership effectiveness, must at a minimum, keep pace with the rate of change and the rate of escalating complexity."

Robert Anderson and William Adams
in *Mastering Leadership*

Do you think that leadership development is keeping pace with the rate of change and complexity that leaders are facing?

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Unknown Unspoken Problem

If, despite heavy investment, leadership effectiveness and leadership development is inadequate…

…Does this suggest that we may be overlooking something?

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Purpose of Webinar

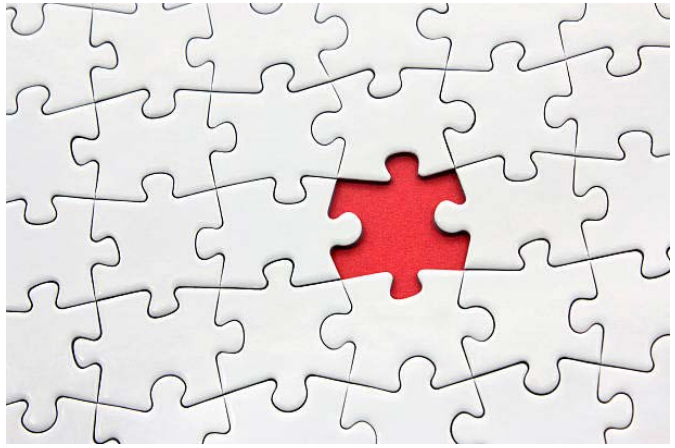
1. Identify what is missing
2. Articulate why this missing piece is a game-changer and the wave of the future
3. Discuss how you can harness the power of this missing piece to help ensure your leaders are less “meh” and more “magic makers”

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

The Missing Piece

Vertical Development

- On a 0-10 scale: Rank how knowledgeable you feel you are on the topic



© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Two Forms of Development

Want to increase a 12-year-olds ability to learn

- Option 1: Give them knowledge about different learning styles and different ways to learn
- Option 2: Teach them how to engage in different learning skills
- Option 3: Help them to improve how they make meaning of trial and error, such that they come to see failure as being beneficial to the learning process

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

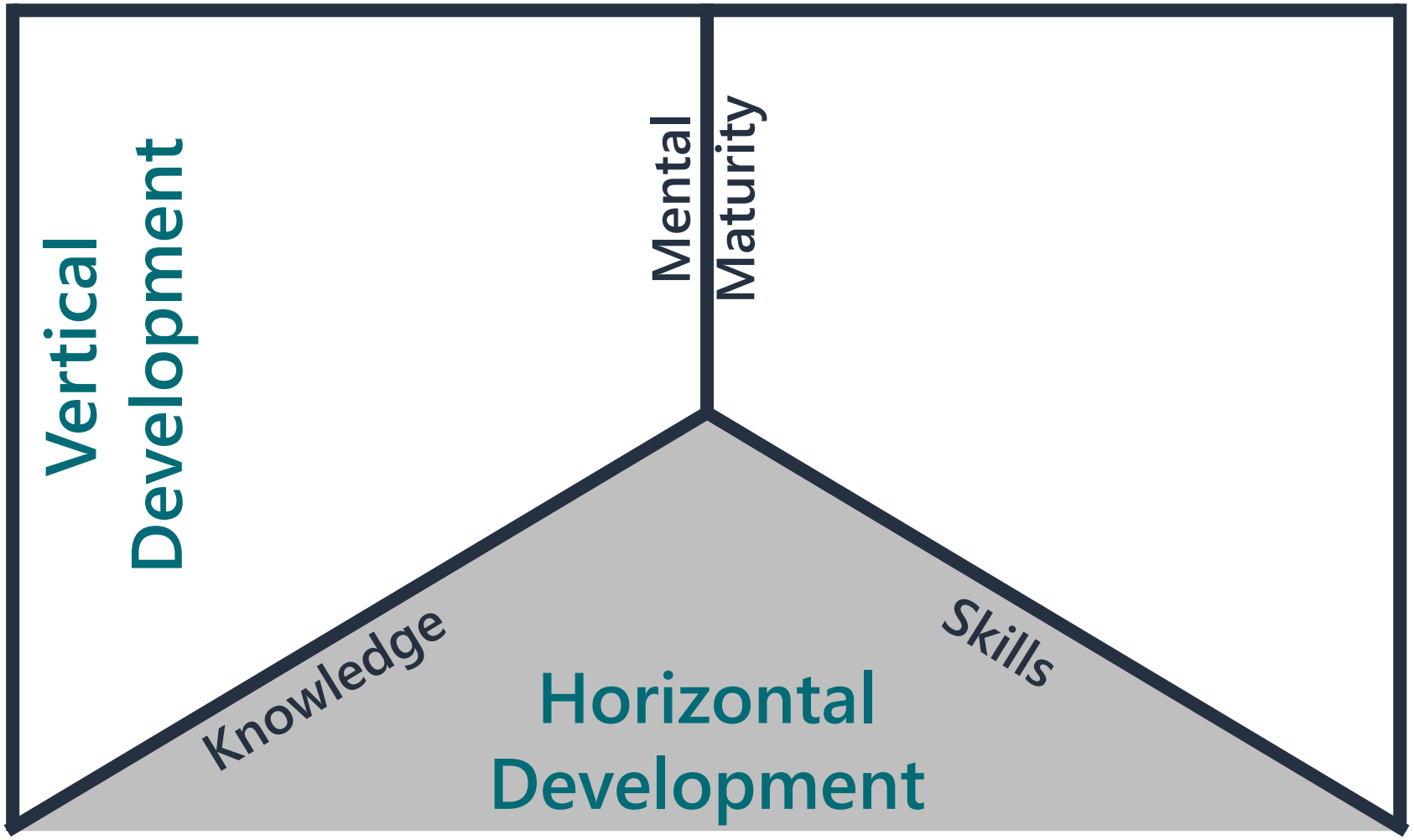
Two Forms of Development

Help leaders become more agile

- Option 1: Give them knowledge about what agility is an why it is important
- Option 2: Help them develop skills that promote agility
- Option 3: Help them to improve how they make meaning of failure, uncertainty, and problems

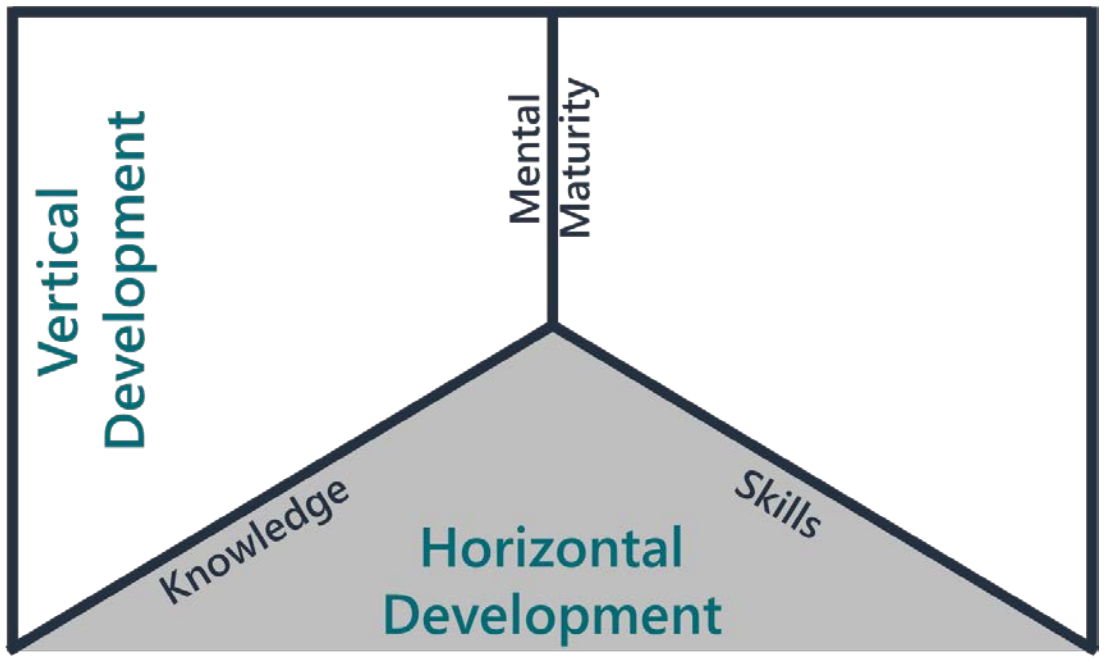
© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Two Forms of Development



© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Horizontal Development

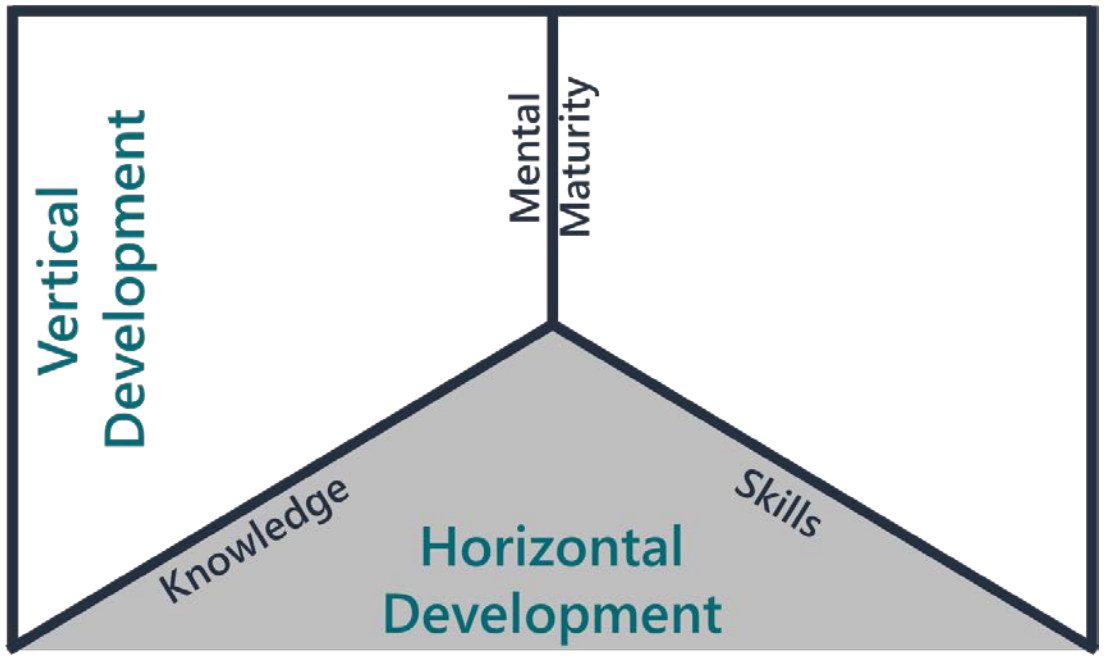


Horizontal: Adding more knowledge, skills, and competencies

- **Focus:** Doing More

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Vertical Development

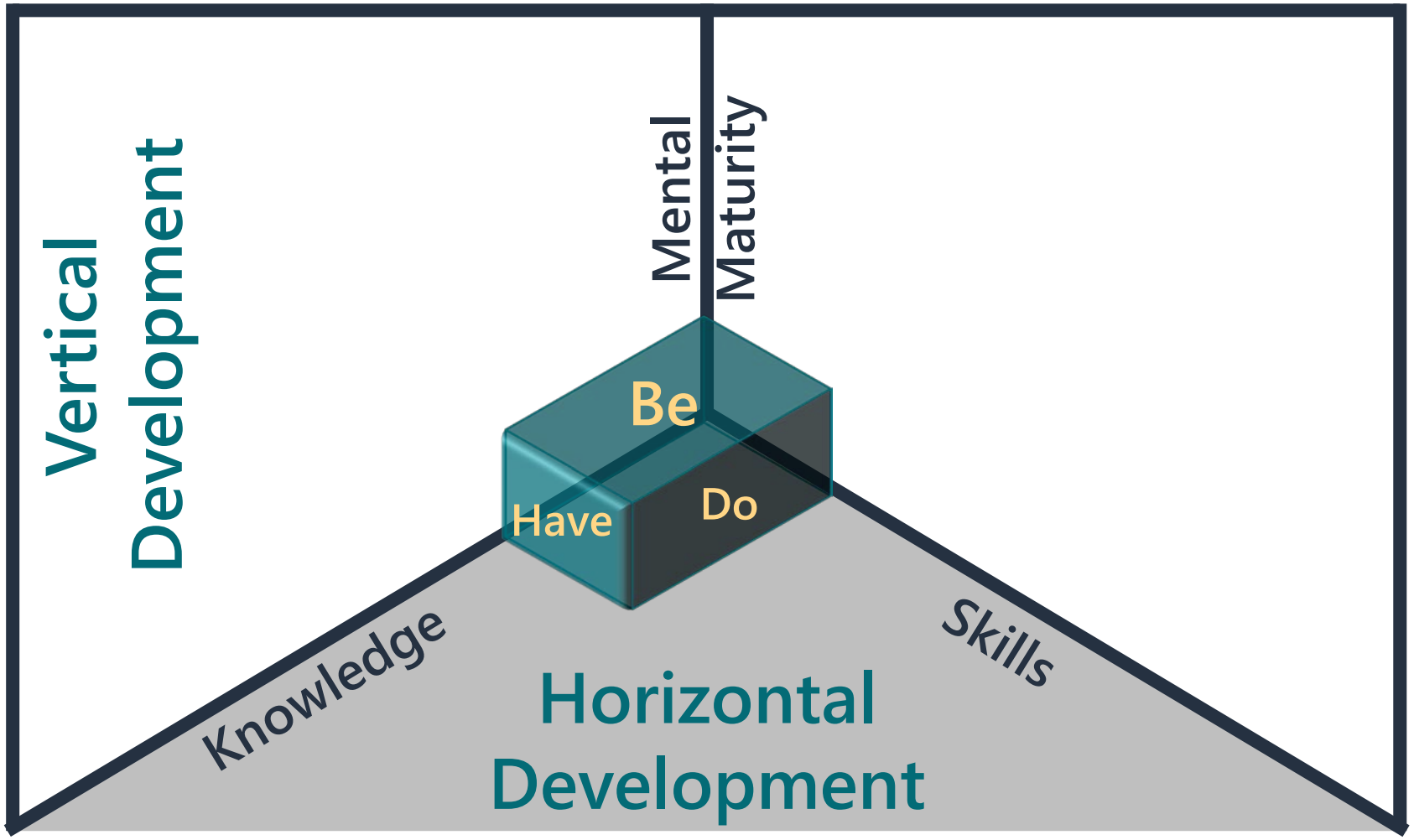


Vertical: Elevating a person's ability to make meaning of their world in more cognitively and emotionally sophisticated ways

- **Focus:** Being Better

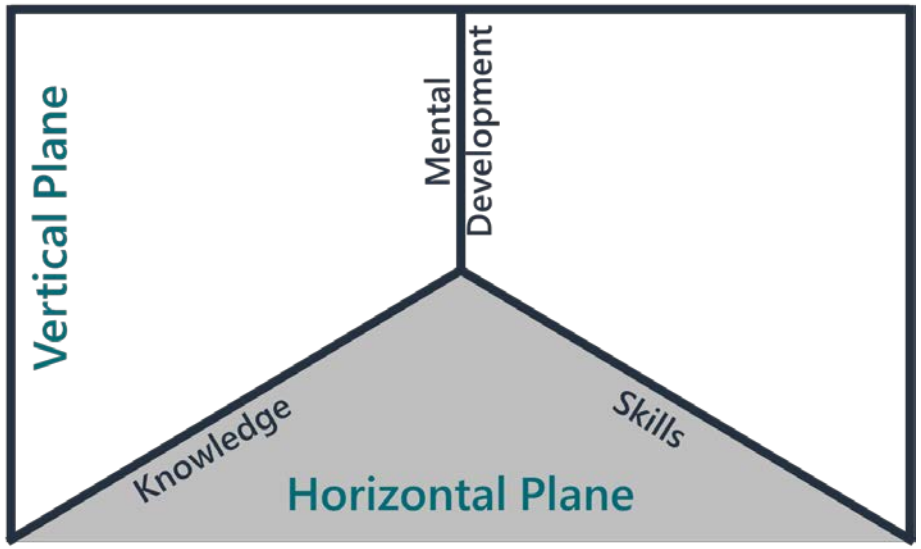
© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Two Forms of Development



© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Vertical Development



1. What is easier?
2. Which is more commonly focused on?
3. Will horizontal transform leaders' abilities to navigate change, pressure, uncertainty, & complexity?

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Vertical Development in Context

Developmental Psychology

- Childhood:
  - As children age, their mental maturity dramatically improves (stages)
  - People enter adulthood with a mental maturity that is generally low in cognitive and emotional sophistication
- Adulthood:
  - Adults can elevate their mental maturity (also stages)
  - But, most adults do not elevate their mental maturity beyond what was developed out of childhood
  - Vertical development as an adult is a function of effort, not time

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Vertical Development - 3 Mind Levels

	All Adults	Executives
Mind 3.0	1%	8%
Mind 2.0	35%	85%
Mind 1.0	64%	7%

Depending upon our mind level, we are programmed to obtain specific needs and avoid associated fears

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Mind 1.0 – Self-Preservation Mode

Needs

- Safety
- Comfort
- Belonging

Fears

- Being Exposed
- Discomfort
- Not fitting in

Hallmarks

- Joins and identifies with tribes to fulfill needs and quell fears
- Dependent thinkers – Gives up power and independence in exchange for safety, comfort, & belonging

Common Feelings:

Anxious, protective, hesitant, defensive, controlling

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Mind 1.0 – Self-Preservation Mode

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Mind 2.0 – Self-Focused Reward Mode

Needs

- Stand out
- Advancing
- Being seen of value

Fears

- Being obsolete/redundant
- Failing, falling short, losing
- Not being seen of value

Hallmarks

- Independent thinkers
  - They are willing to push back against tribes' beliefs
  - They develop their own set of personal beliefs

Common Feelings:

Competitive, rigid, impatient, judgmental

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Mind 2.0 – Self-Focused Reward Mode

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Mind 3.0 – Contribution Mode

Needs

- Being of value
- Contributing
- Elevating others

Fears

- Not being of value
- Taking from/Not lifting
- Limiting/stifling others

Hallmarks

- Interdependent thinkers
  - Can hold multiple and complex perspectives simultaneously
  - Purpose- and long term-focused
  - Sees and values the systems that go into the outcomes

Common Feelings:

Centered, resilient, hopeful, compassionate, present, agile

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Mind 3.0 – Contribution Mode

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

3 Operating Systems

All Adults		Constructive Criticism	Change	Executives
1%	**Mind 3.0** Contribution	A gift	Change is a constant and needs to be embraced	8%
35%	**Mind 2.0** Reward	Depends on person delivering it and how it is delivered	I'll embrace change if it is easy and helps me	85%
64%	**Mind 1.0** Preservation	Get defensive/ Tune out	Resist change	7%

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Vertical Development - 3 Mind Levels

Mind 3.0 **1%**

Contribution Mode

I want to add value

Centered, resilient, compassionate, agile

Mind 2.0 **35%**

Self-Focused Reward Mode

I want to win

Competitive, rigid, impatient, judgmental

Mind 1.0 **64%**

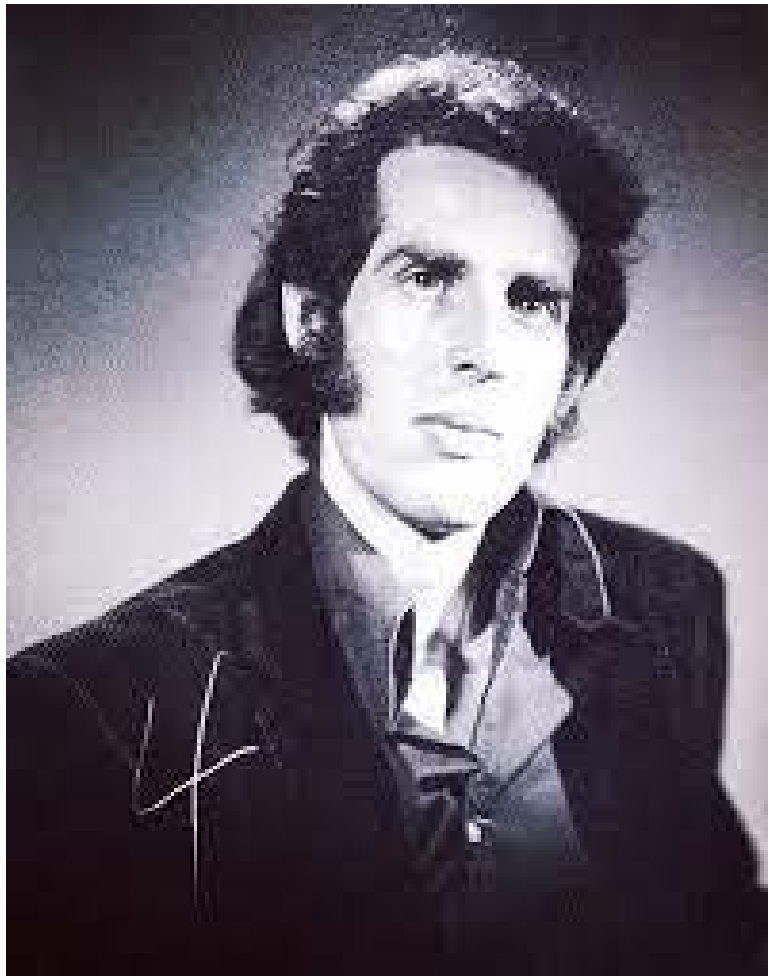
Self-Preservation Mode

I want to ensure comfort/safety

Anxious, hesitant, defensive, controlling

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Benjamin Zander



© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Demonstrating the Power of Our IOS's

Microsoft

2000-2014

2014-Current

Both of these men have rather similar "programs" on their "computer"

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Demonstrating the Power of Our IOS's

Microsoft

2000-2014

2014-Current

But, they have very different internal operating systems

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Microsoft

Steve Ballmer

- Stage = Rock show; loud music, dancing, inspiration
- No mission statement
- Competitors are evil
- Stack ranked performance management system killed culture

Satya Nadella

- Stage = Time to elevate through clarity and purpose
- Clear mission statement
- Collaboration with competitors expand our customer base
- "C" in CEO stands for "Curator of Culture"

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Microsoft

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Benefits of Vertical Development

1. Get more out of horizontal development efforts
   - Giving a "delivering effective feedback" training to a bunch of pre-upgrade Benjamin Zander isn't going to go over well
2. We are elevating leaders' ability to navigate change, pressure, complexity, and uncertainty
   - Dependent → Independent → Interdependent
3. It is the only way to transformationally move the needle on our (a) leadership development effectiveness and (b) leaders' effectiveness

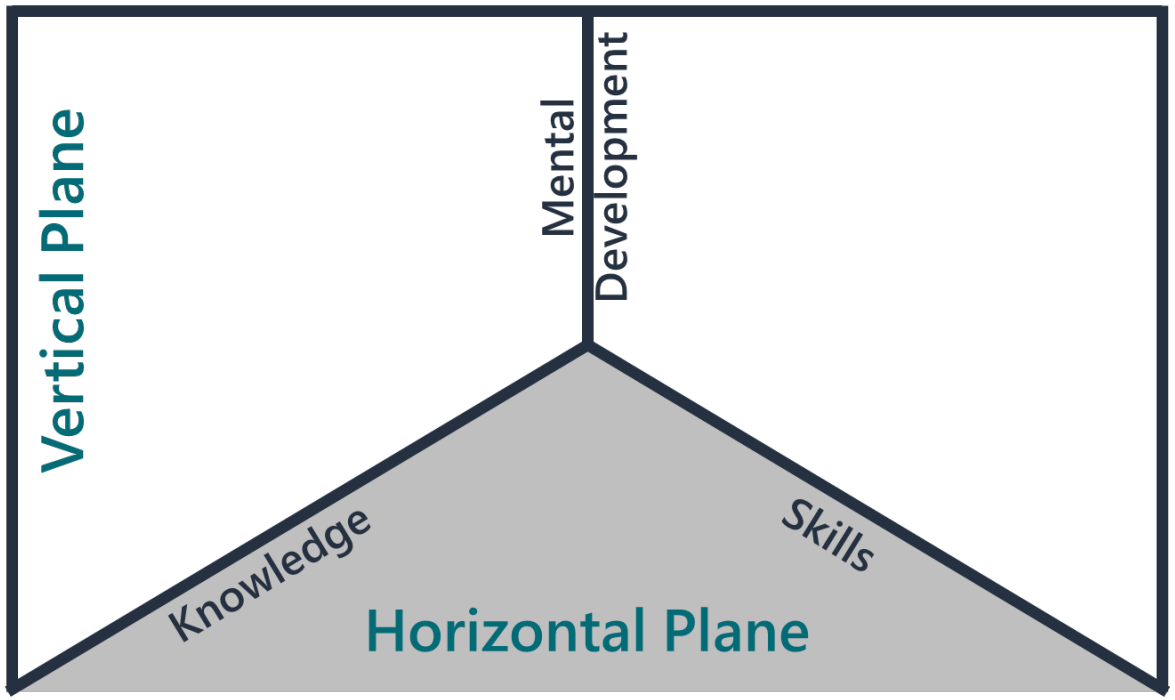
© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Chat In

What has been your biggest takeaway or insight thus far?

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

How do We Vertical Develop?



Vertical: Elevating a person's ability to make meaning of their world in more cognitively and emotionally sophisticated ways

- **Focus:** Being Better

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Our Meaning Makers:

Mindsets

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Why is it Important to Focus On Mindsets?

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Chat In

To what degree does your organization focus on mindsets in its leadership development efforts?

A. We place a heavy focus on mindsets
B. We place a moderate focus on mindsets
C. We place a light focus on mindsets
D. We don't focus on mindsets at all

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Mindsets as a Part of Leadership Development

Across 153 organizations:

Only 12% identified mindsets as an area of focus in their leadership development

The orgs who didn't focus on mindsets:

Only 29% agreed that they are effective at developing their leaders

2x

The orgs who did focus on mindsets:

67% agreed that they are effective at developing their leaders

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

4 Sets of Mindsets

Mindsets frame our focus and direction (around different tensions)

Negative ⟵ ⟶ Positive

Avoid Failure/Protect Image — Fixed ---------- Growth — Learn & Grow

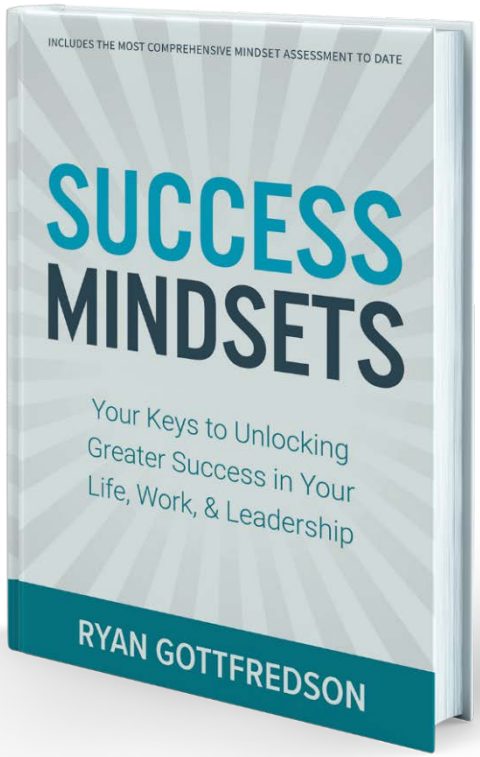
Being Right — Closed ---------- Open — Finding Truth & Thinking Optimally

Avoid Problems — Prevention ---------- Promotion — Reach Goals

Get ahead — Inward ---------- Outward — Lift Others

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Success Mindsets

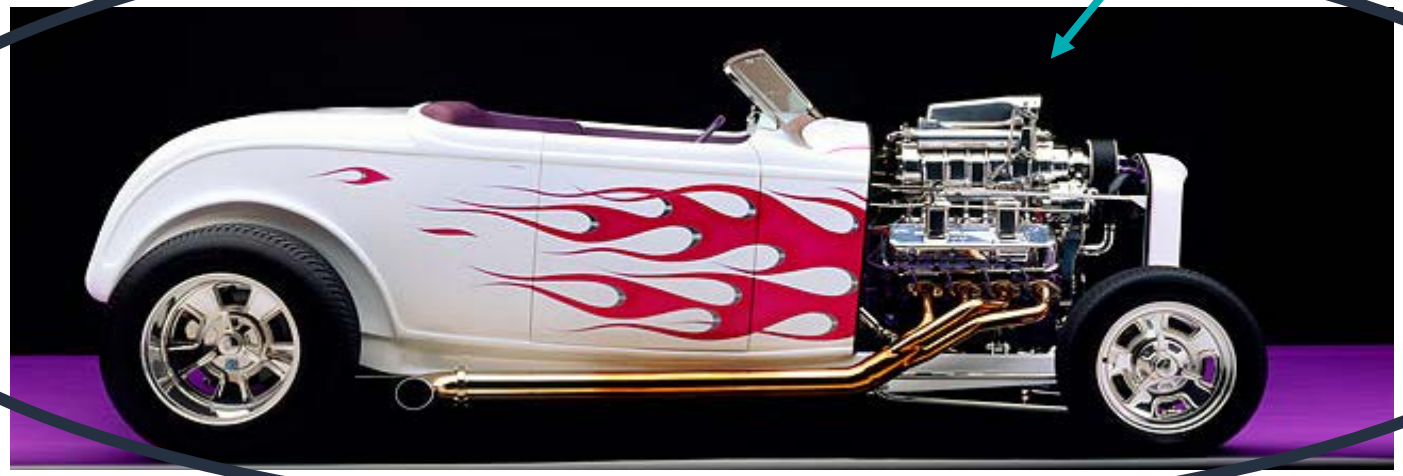


© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Vertical Development & Mindsets

Vertical Development

Mindsets



© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

4 Sets of Mindsets

Mindsets frame our focus and direction (around different tensions)

Negative ⟵ ⟶ Positive

Avoid Failure/Protect Image — Fixed ---------- Growth — Learn & Grow

Being Right — Closed ---------- Open — Finding Truth & Thinking Optimally

Avoid Problems — Prevention ---------- Promotion — Reach Goals

Get ahead — Inward ---------- Outward — Lift Others

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Overview

- We have problems with leadership development
- We have largely overlooked vertical development
- Vertical development is the key to transformational improvements in our development efforts and the actual effectiveness of leaders
- The “engine” of vertical development is mindsets
- By focusing on mindsets to vertically develop your leaders, you can elevate your leaders to be less “meh” and more “magic-makers”

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Any Questions?

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

8/29

The Leader's Mind: The Next Frontier in Leadership Development

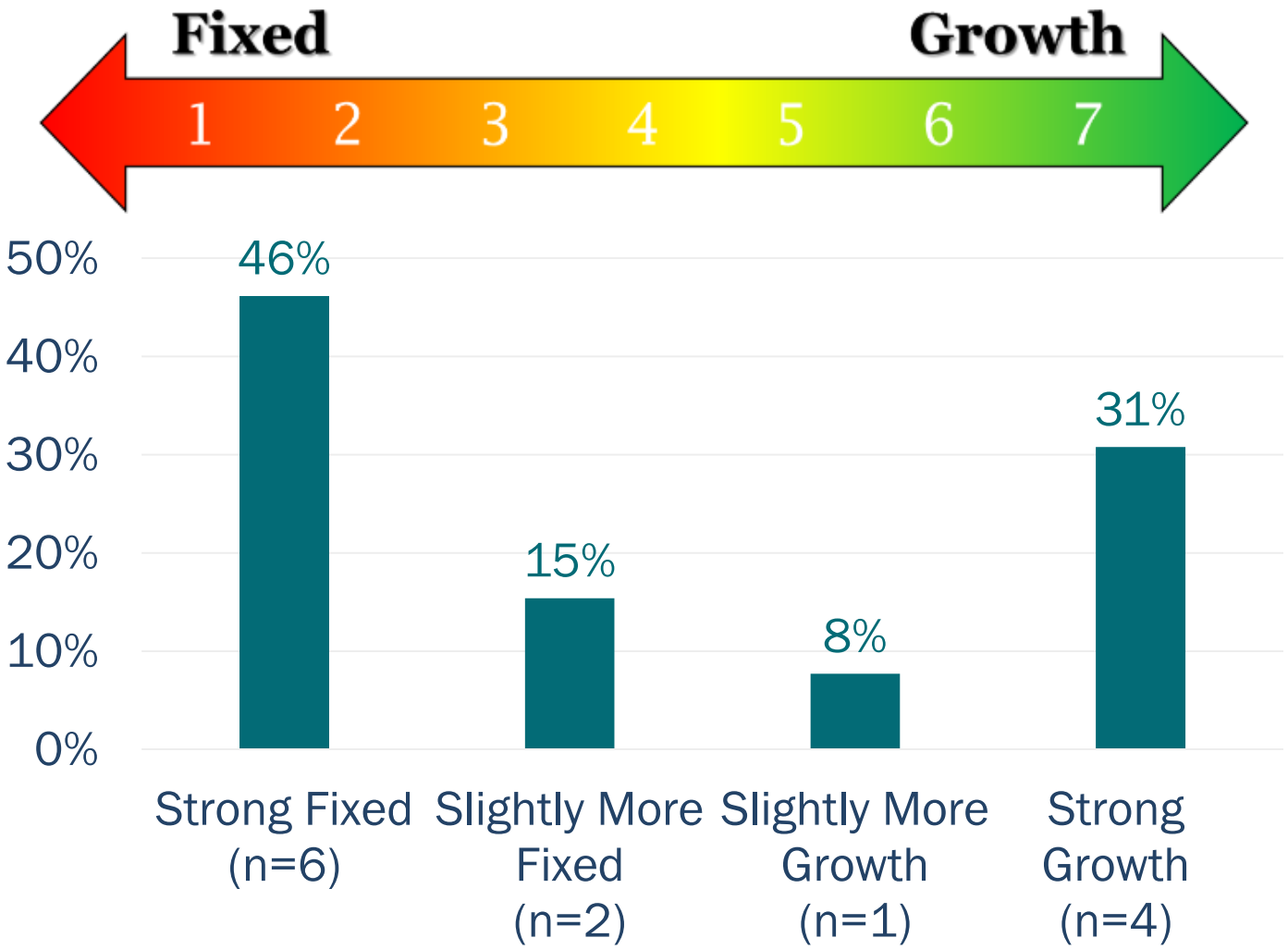
© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Thank You!

Elevating Your Leaders from “Meh” to Making Magic

Ryan Gottfredson & Kumaran Rajaram

Collective Mindset Results

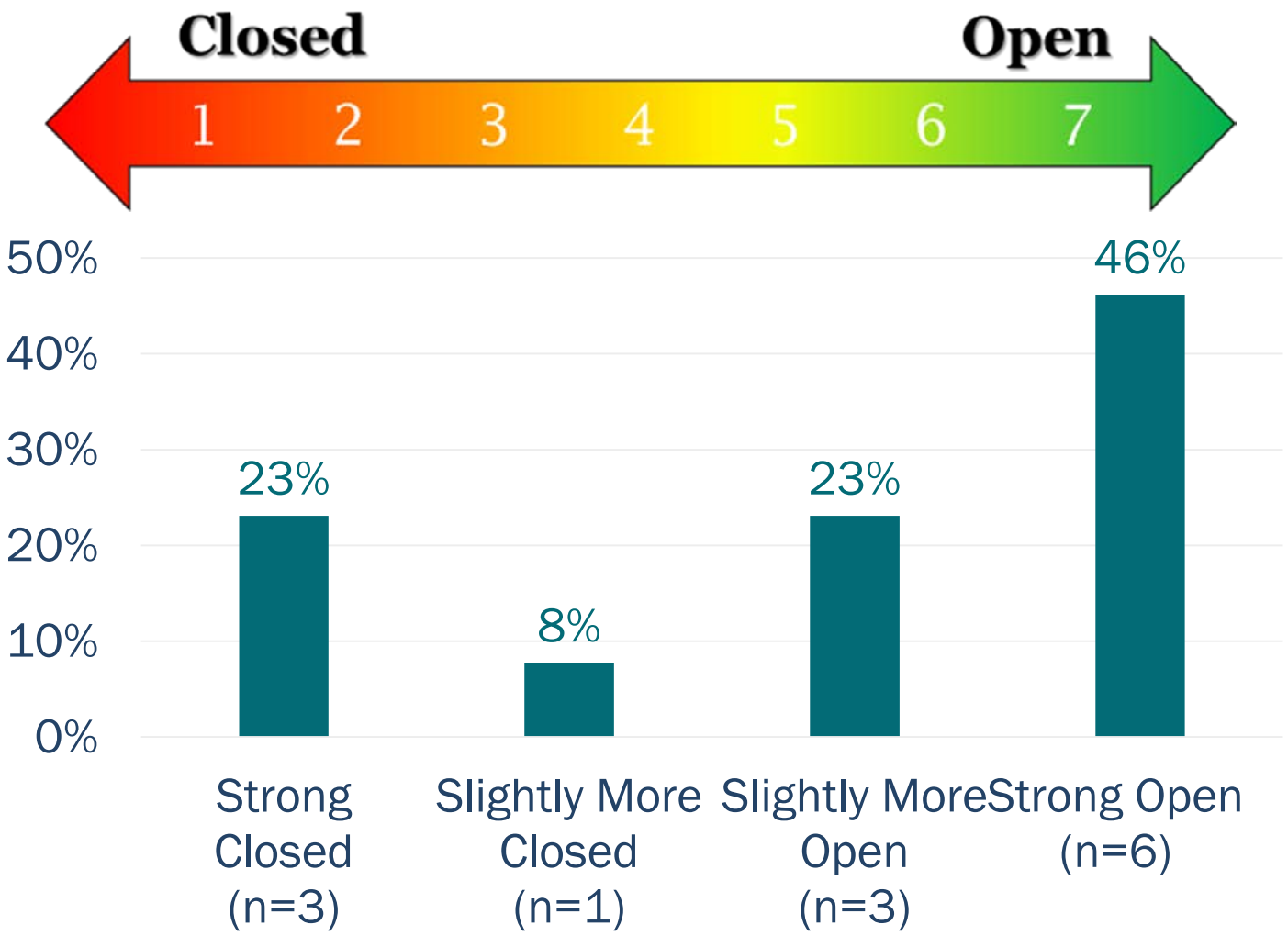


Takeaways

- 62% have a fixed mindset
- 46% have a strong fixed mindset
- Polarization
- This means that when the "going gets tough," we are more inclined to protect our image (avoid failure) over seeking to learn and develop

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Collective Mindset Results

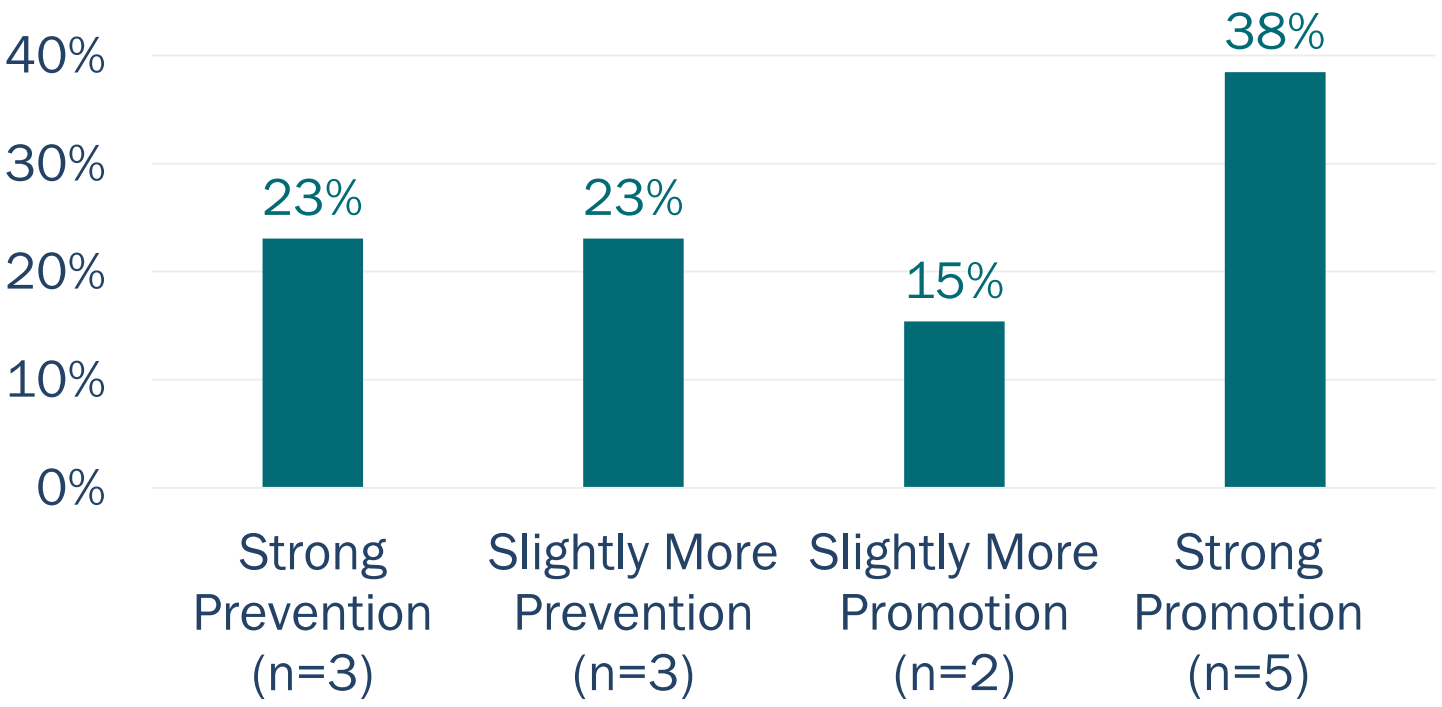


Takeaways

- 69% have an open mindset
- Polarization
- Results suggests that we are predominantly open-minded, but some more so than others

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Collective Mindset Results

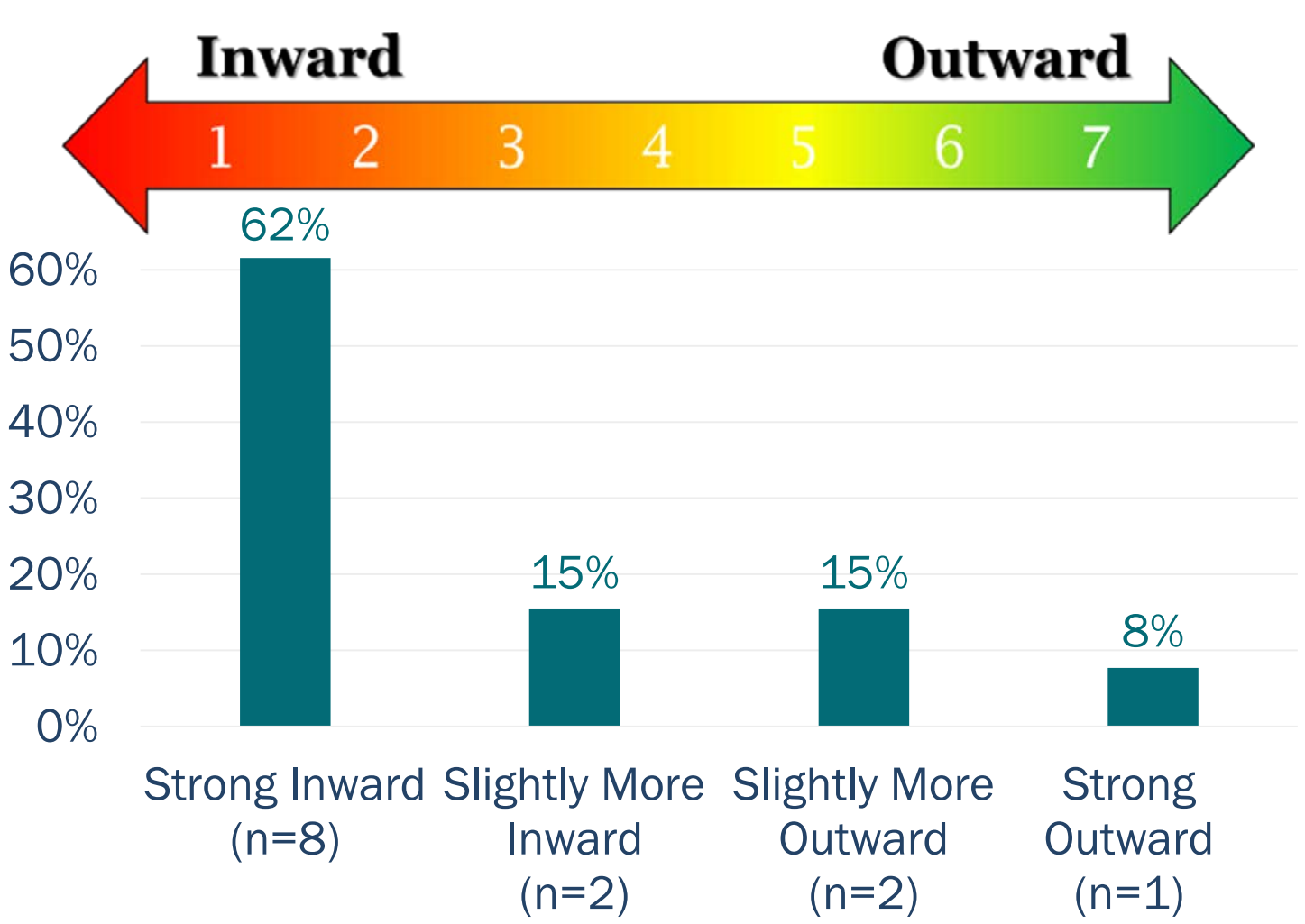


Takeaways

- 46/54 split
- 38% have a strong promotion mindset
- Responses indicate that about half of us are more focused on reaching goals, the other half are more focused on avoiding problems

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.

Collective Mindset Results



Takeaways

- 3 in 4 have an inward mindset
- 3 in 5 have a strong inward mindset
- Collectively, we have a strong tendency to see others as objects as opposed to as people (Benjamin Zander 1.0)

© Copyright 2021 Ryan Gottfredson. All Rights Reserved.