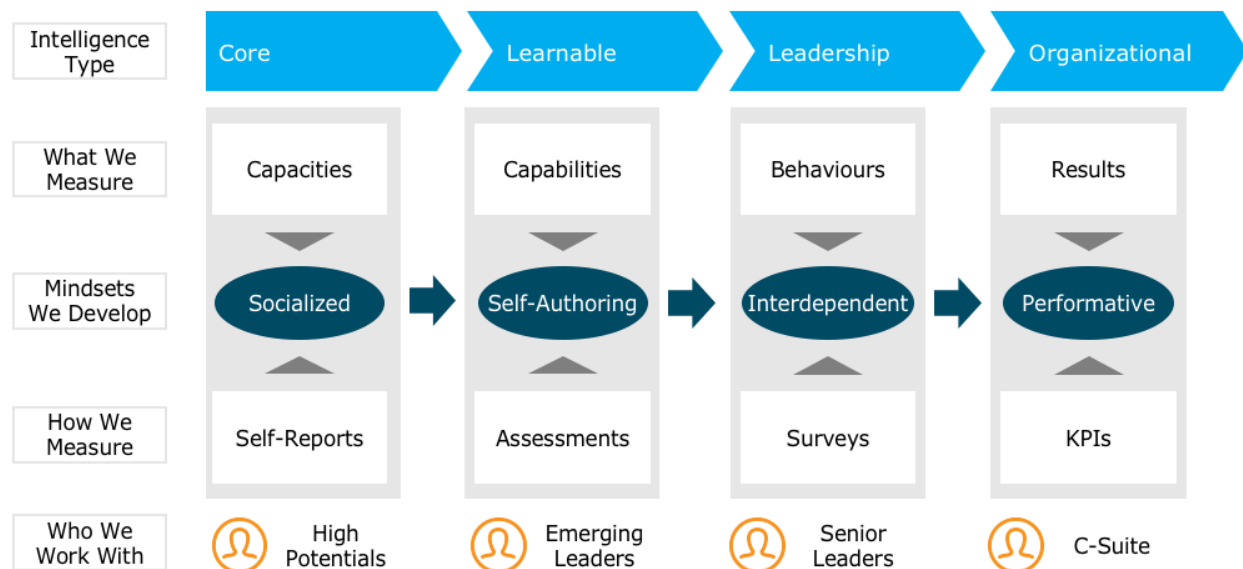




## THE FOUR STAGES OF LEADER DEVELOPMENT

The four stages of leadership development outlined below integrate research and best practices in the areas of adult development and executive coaching with additional insights from management theory and neuroscience.



The first stage, which begins soon after entering the workforce, is focused on the development of **Core Intelligence**, the understanding of individual differences through awareness of innate capacities. Innate capacities are measured through self-reports that deliver non-hierarchical feedback, such as personality, strengths, and values assessments. With these assessments, no one personality type, strengths profile or values orientation is superior to another – they are simply different. Developing Core Intelligence enables high potentials to focus on what’s important to them, and work more effectively as part of a team.

The second stage, which begins when a person is responsible for managing people for the first time, is focused on the development of **Learnable Intelligence**, the understanding of new and subtle aspects of experience through reflection on experience. Current abilities are measured using psychometric assessments that deliver hierarchical feedback, such as Emotional Intelligence (EI) and Positive Intelligence (PQ) assessments. Although these assessments provide objective data, they are intended for developmental purposes only. The result of

developing Learnable Intelligence is the ability to skillfully manage oneself and optimally motivate others.

The third stage, which begins when a leader is first promoted to a key decision-making role, is focused on **Leadership Intelligence**, the understanding of key competencies required for effective leadership. Observable behaviors are measured using surveys that deliver benchmarked data, such as 360° Leadership Profiles or Culture Surveys, that contextualize subjective perceptions within established norms. The result of developing Leadership Intelligence is the ability to build alignment within and across teams, and to manage increasing degrees of complexity.

The fourth stage, which begins when a leader holds an executive role for the first time, is focused on the development of **Organizational Intelligence**, the understanding of business priorities and their underlying rationale. Success is measured using KPIs that are strategic, meaningful and defensible within the larger cultural context. The result of developing Organizational Intelligence is the ability to capitalize on multiple, competing perspectives, set direction and lead change.



It is important to note that these stages are cumulative – a leader is not able to move to a more advanced stage without first mastering its predecessor. This is because, while distinct, each stage does not replace its predecessor, but builds upon it.