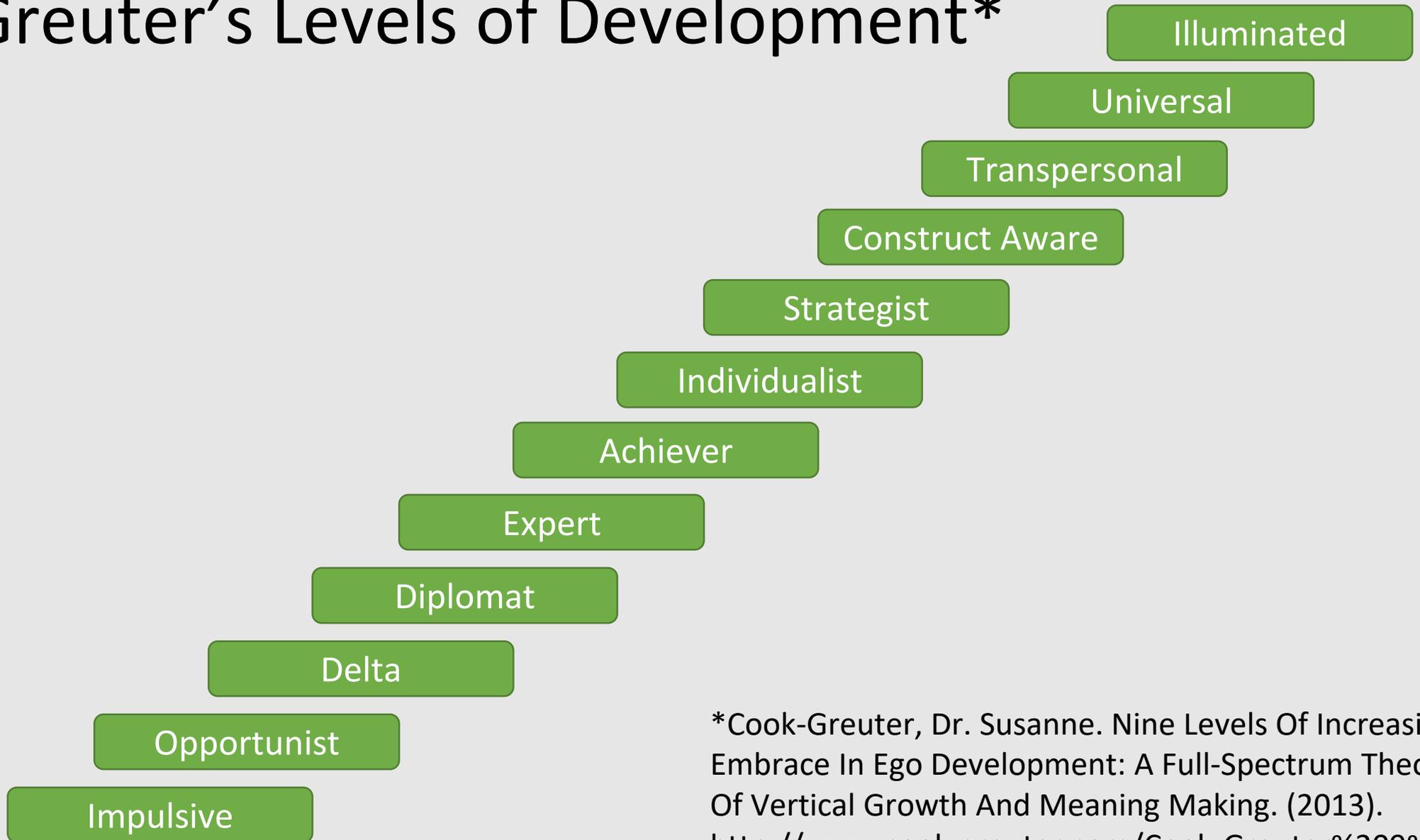


Communicating with Others: Insights From Human Development

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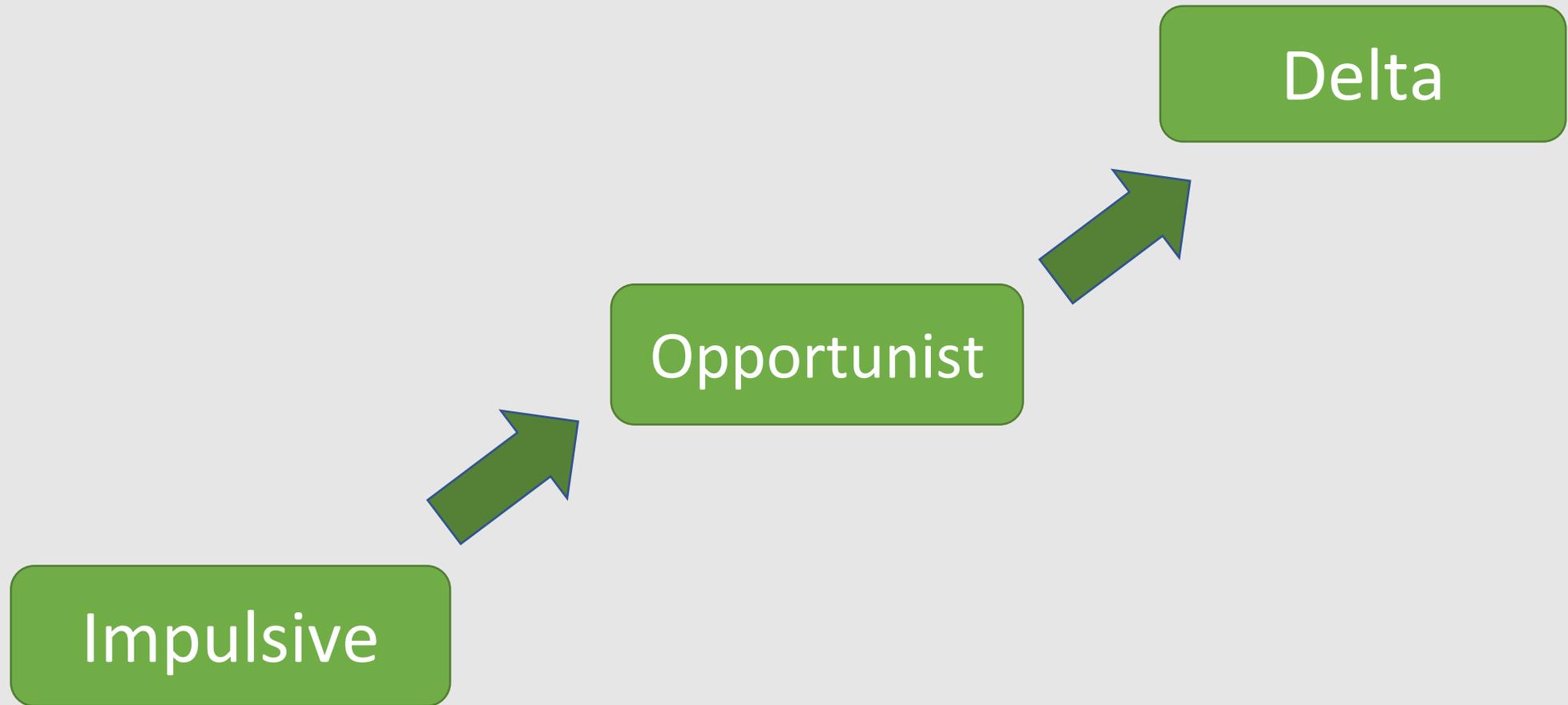
Cook-Greuter's Levels of Development*



*Cook-Greuter, Dr. Susanne. Nine Levels Of Increasing Embrace In Ego Development: A Full-Spectrum Theory Of Vertical Growth And Meaning Making. (2013). <http://www.cook-greuter.com/Cook-Greuter%209%20levels%20paper%20new%201.1'14%2097p%5B1%5D.pdf>



Early Stages of Development



Diplomat

View: Important to belong to own family, group, nation, belief system; Only able to see one perspective – their own

Time: Today and the past – cannot yet see into the future; Are able to look to their past behavior to stay out of trouble

Space: ethnocentric – self and one's own group

Feedback: Deflect feedback that threatens them, Unable to give feedback

Leadership: Like small teams, hierarchy, bureaucracy, and a higher purpose or mission

Strengths: Happier than the previous stages, Devoted to structure and think everyone should join their structure, Has explored rules and begins to prioritize them (begin to choose which ones to follow)

Struggles: Can be callous or intolerant



Communicating with the Diplomat

Support and direction is important. They need to feel accepted and supported

Cannot ask them to think forward to the consequences of their behavior, instead remind them of what has happened in the past when they have done something similar

Not able to communicate about things they cannot see, prefer practical discussions. Cannot compare and contrast opposing poles, things are black or white

They are only going to fully accept positive feedback so it is important to frame things more positively or utilize a “feedback sandwich” (positive, constructive feedback, positive; no “BUT”)

They like to participate in small groups that have structure and a purpose, they are not able to talk in generalities or vagueness but instead need to be focused on a purpose to engage in discussion

Because they struggle with intolerance it can be hard to challenge their beliefs. You must engage them rather than directly challenge them



Expert

View: They are the first level to be more likely to view people as having an interior person and that people are equal. They see complexity more than the other levels have; Views the world in polarities but can only see one pole at a time; can switch between poles

Time: See months into the future not likely more than 2-3 years

Space: Early world-centric – all people have value, look at society in general; Tend to be country centric, likely to stay within their own country but go to war with other countries

Feedback: When they receive feedback from those that are not experts in their field they tend to take it personally, defend position, and dismiss feedback.

Leadership: Great work ethic and know a ton about what they know, don't tend to be a great team player.

Strengths: Understands that ideas are their own; Like to know the cause and reason of things; Want things perfect, work 110%

Struggles: Struggle to prioritize ideas; Struggle with estimation in the future and trouble prioritizing work – can see forward into time but aren't too concerned about it



Communicating with the Expert

Top value is technical expertise - conversations need to be framed under this context

Tactically focused rather than long-term strategy - long term goals and generalized strategy can be a struggle

Communication of organization-wide goals needs to be broken down into goals that directly affect the person's department or team to be well-received

Feedback and criticism can be very difficult to deliver - messenger needs to be viewed as an expert from the person for feedback to be received, regardless of organizational status or legitimate expertise

In leadership development, strong emphasis needs to be placed on the human side of management. Emphasis on how meeting personnel's non-technical needs can lead to increased technical outcomes can be effective.

Research and prepare - the more detail that can be provided, and the more accurate that detail is, the more that the Expert will receive

Provide explicit deadlines and structure around follow-up and reporting back



Achiever

View: Able to look at opposing poles, understand both, and make a decision based on them

Time: Able to look 5 years into the future; can also see the past and are concerned about the impact that past will have on the future

Space: World-centric - Tend to view things from a society perspective and can have a more world centric view rather than being focused on their country

Feedback: Able to take feedback from anyone and evaluate it if it fits how they see themselves; Able to create feedback systems such as benchmark systems and can evaluate if they have met their goals

Leadership: They decide power based on who has the best idea, entrepreneurial; concerned about personal success that is recognized socially

Strengths: They are aware of their own thinking and feelings after the fact – reflective; can prioritize ideas and see that some are better than others and that some may have a bigger impact than others

Struggles: These people get things done, they set goals, use measurements to get where they want to be. They struggle, however, when their goals do not get them where they want to be or when they reach a goal and it is not what they expected.



Communicating with the Achiever

Focus on reflection and analysis - learn from the past to improve the future

Decision-making conversations should involve pros and cons of each side to critically evaluate the best choice

Achievers have a good balance between long-term strategy and short-term tactics - utilize this as a way to translate strategy into smaller goals

Able to view entire organizations so share organizational goals so that they can feel their small actions are part of the larger goal

Feedback and reflection on performance is essential to an Achiever's success - meet with Achievers regularly to discuss successes and struggles and ways to improve

Emphasis in leadership development should be based on focusing on the needs of others, rather than personal achievement

Keep feedback and evaluation focused on future improvement - ensure that negative feelings on not achieving goals at the expected levels does not hinder future performance



Individualist

View: Both/and perspective; things can be both good and bad at the same time; Can see that they can choose both poles at the same time

Time: Can see lifetime, 10-15 years into the future but are focused on process and the here and now

Space: Love to look at how they experience an experience, how someone else experiences the same experience, and how the experience is different

Feedback: Interested in hearing from everyone in a room, participatory discussion is important

Leadership: Feel that organizations should be flat with few levels and lots of participation; Their heart is in working with others

Strengths: Discover an inside voice and who they are; Less focused on goals than they are the process, context, and meaning

Struggles: Is aware of context but can't prioritize them, aren't able to compare contexts because they feel comparison is damaging.



Communicating with the Individualist

Focus should be on bringing groups together and getting input from all sides of an issue

Valuable in conversations surrounding divisive issues - can see both sides and develop compromise

Strategically focused - better at discussing long-term goals than short-term objectives

Useful in facilitating discussions in large, diverse groups - has a knack for ensuring all sides are heard and respected before making a decision

Performance evaluations should include feedback from all sides (360 reviews)

Leadership development should focus on the management side - human focus already exists, but the Individualist may struggle with prioritizing workloads or providing negative feedback or discipline

Keep conversation focused on high-level ideas rather than specific details

Avoid comparisons - values all sides of an issue; use value statements instead



Highest Levels of Development

Illuminated

Universal

Transpersonal

Construct Aware

Strategist



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