



VERTICAL DEVELOPMENT

A Pre-requisite for Thriving in
Complexity

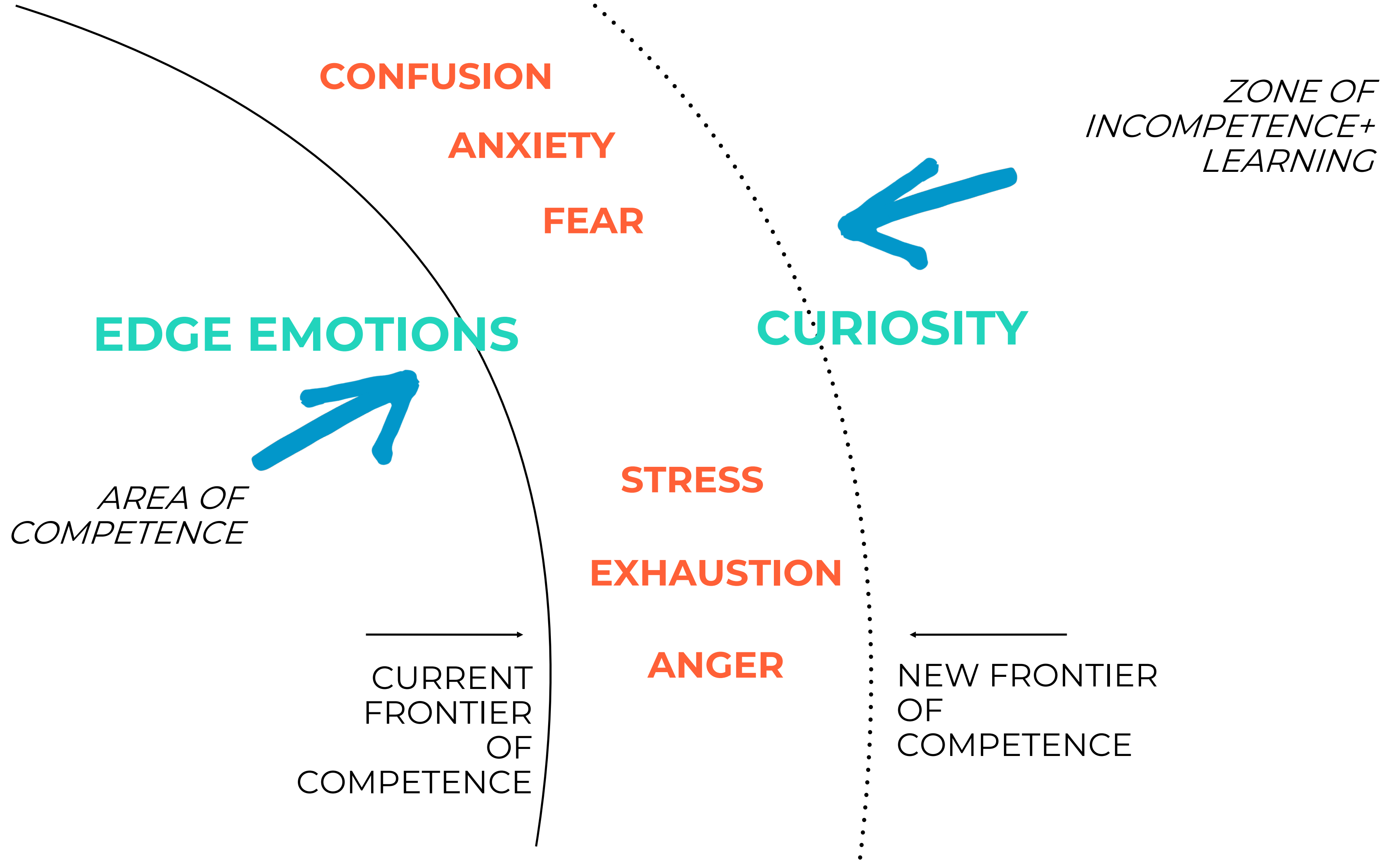
VERTICAL DEVELOPMENT
INSTITUTE



WHY EXPERTISE IS NOT ENOUGH?

From: Ronald Heifetz (adaptive leadership),
Kaisu Malkki (edge emotions),
Alis Anagnostakis (contasting emotions)

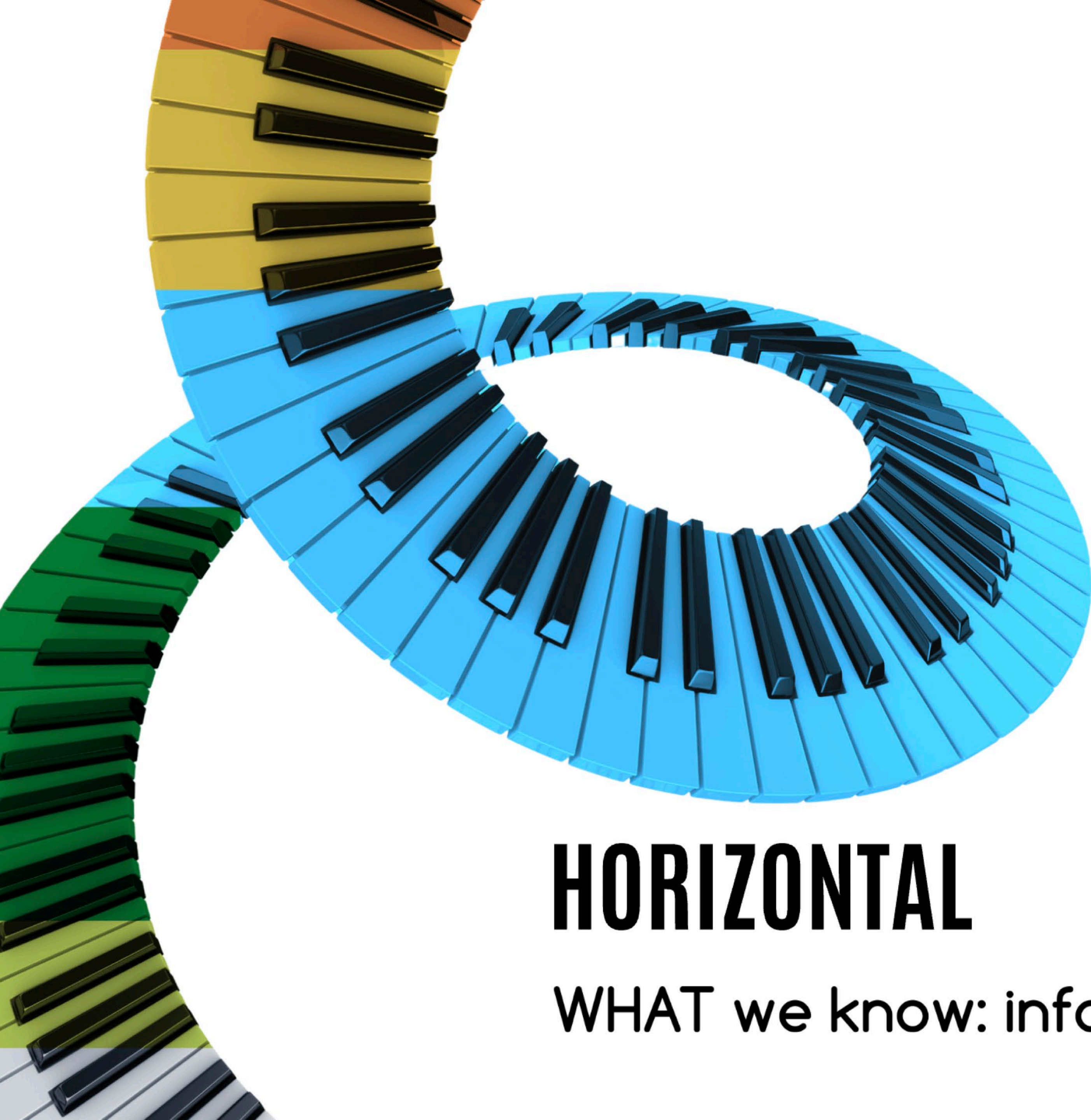
ZONE OF DISCOMFORT | DISEQUILIBRIUM





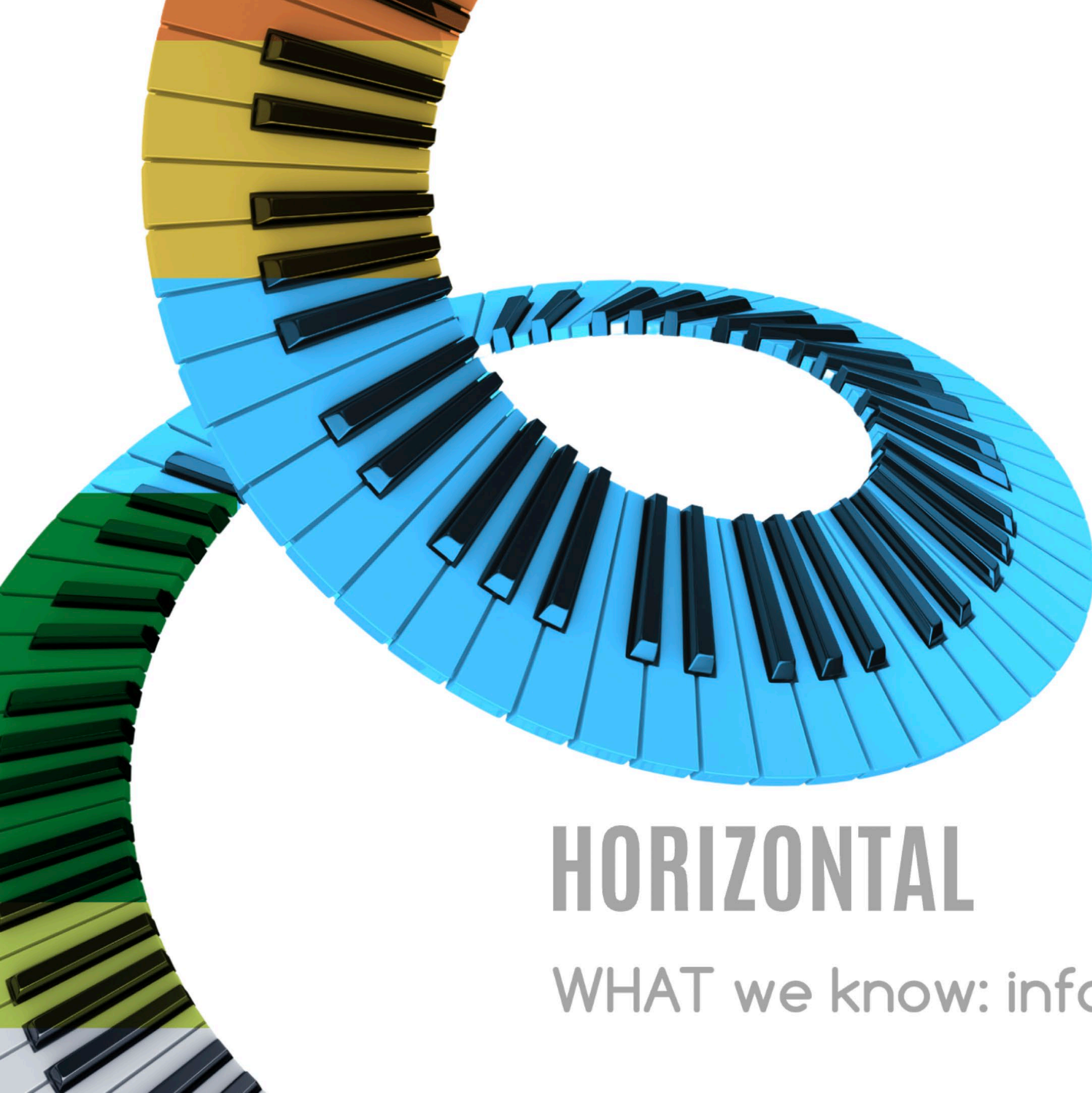
The quality of the **intervention** depends almost entirely on the **internal world** of the intervener.”

ADAPTED FROM
OTTO SHARMER, MIT



HORIZONTAL

WHAT we know: information, Knowledge, Skills



HORIZONTAL

WHAT we know: information, Knowledge, Skills

VERTICAL

HOW we know: Mindset,
internal capability

INFORMATIVE VS TRANSFORMATIVE



Transformation means not a change in **what** we know, but in **how** we know. It comes about when we can **look at** what before we could only **look through.**”

ADAPTED FROM ROBERT KEGAN



How can learning become **transformative**?

Disorienting Dilemmas and Safe Holding Spaces



Disorienting
Dilemma

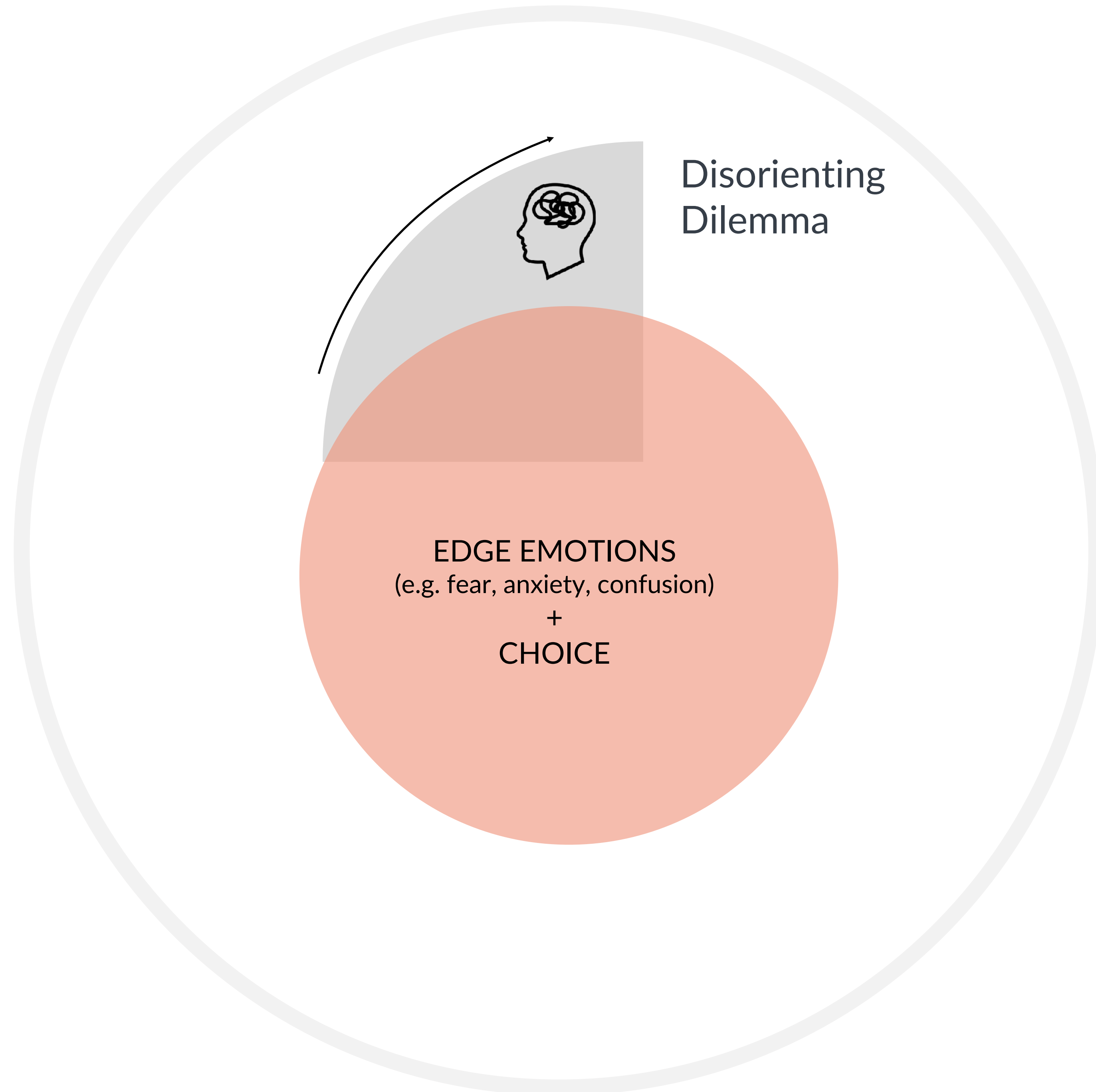
The vertical
development
process starts with a
disorienting
dilemma

Contrasting Emotions Theory of Vertical Development
Alis Anagnostakis, Ph.D. Dissertation: "Fostering
Conscious Leadership- Exploring Leaders Experiences of
Vertical Development in the Context of an Executive
Leadership Program" (2022)



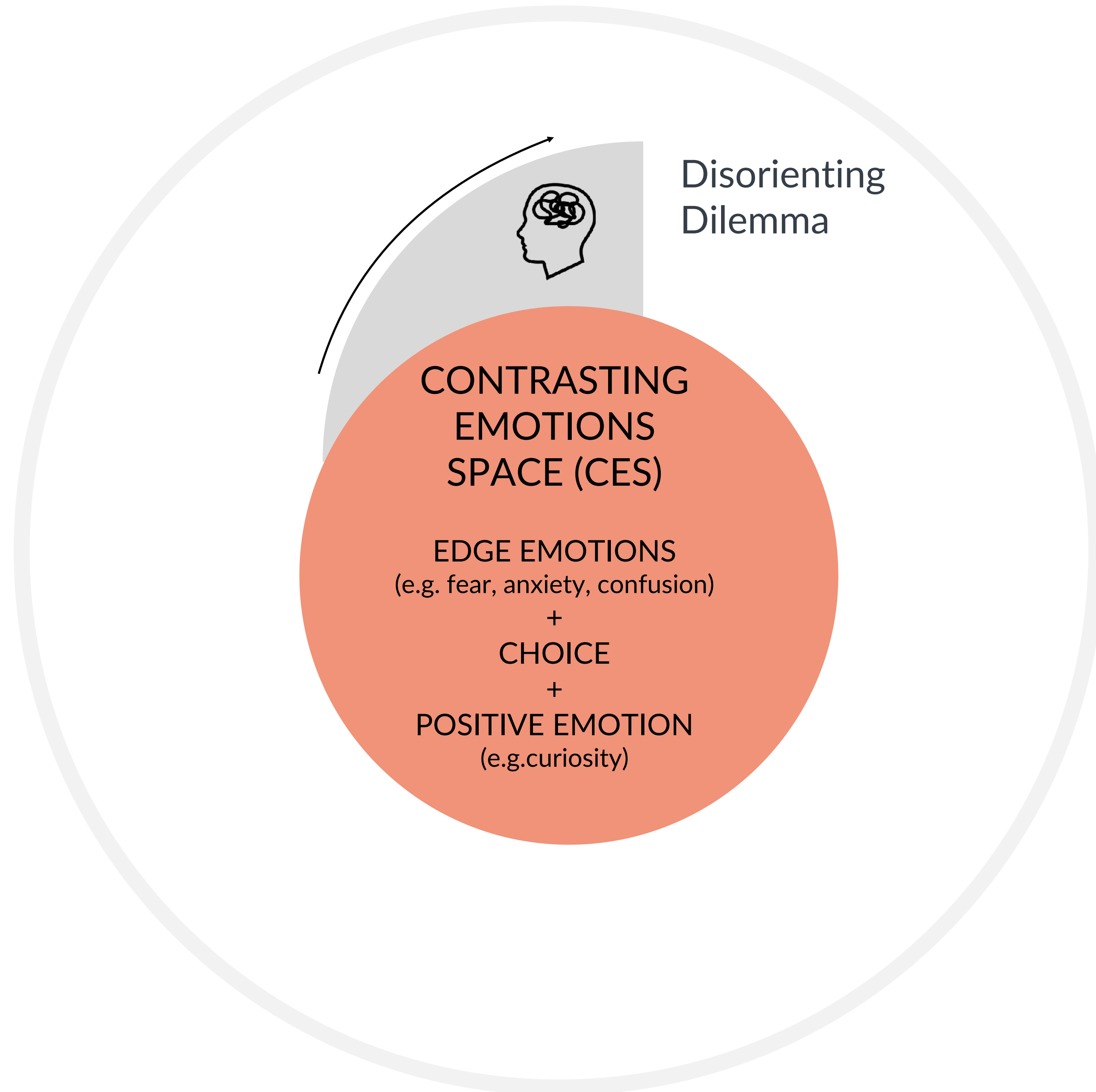
The disorienting dilemma comes with strong (often negative) emotions.

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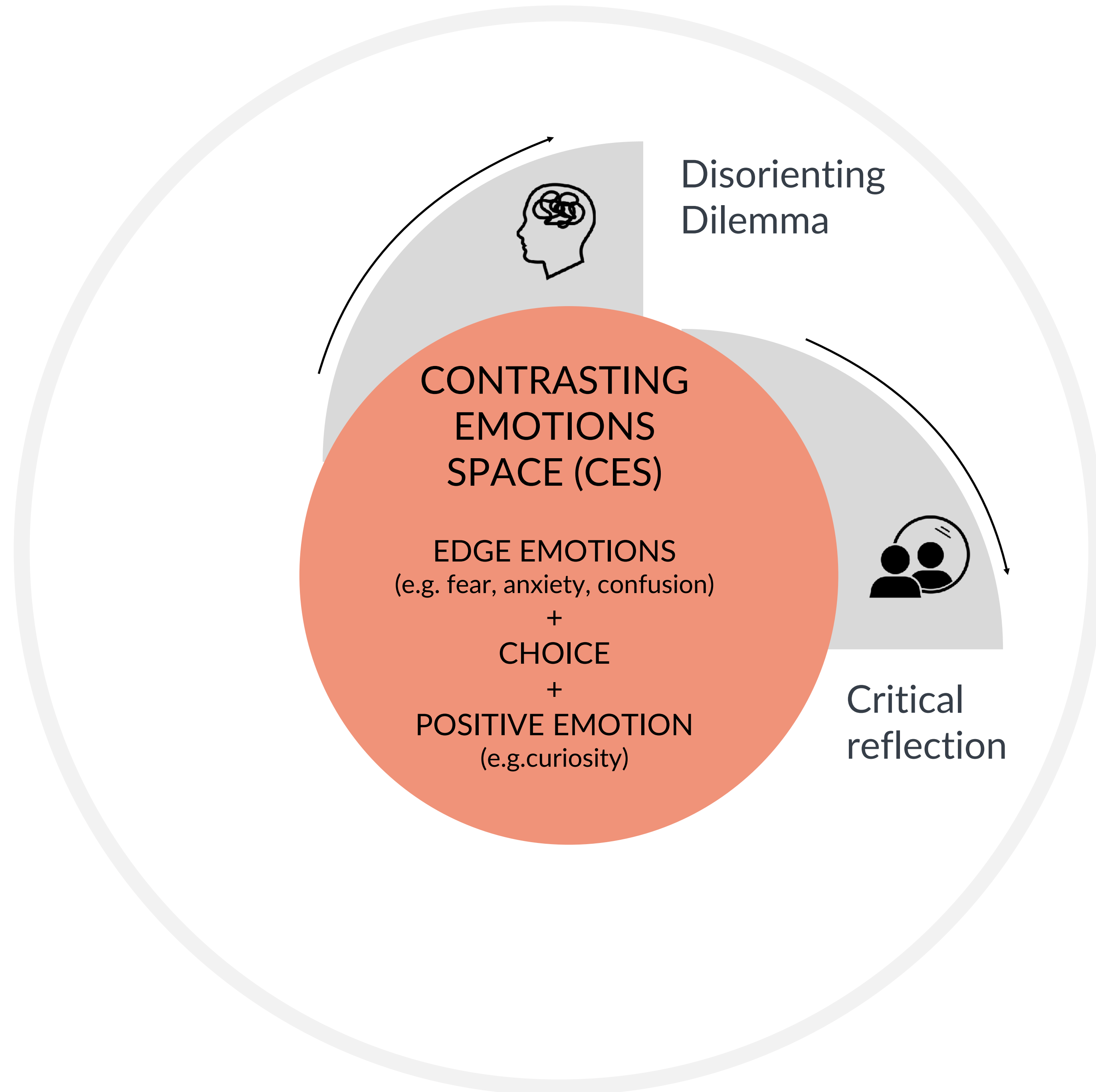
If left unaddressed, edge emotions fuel resistance and rejection and stall growth.

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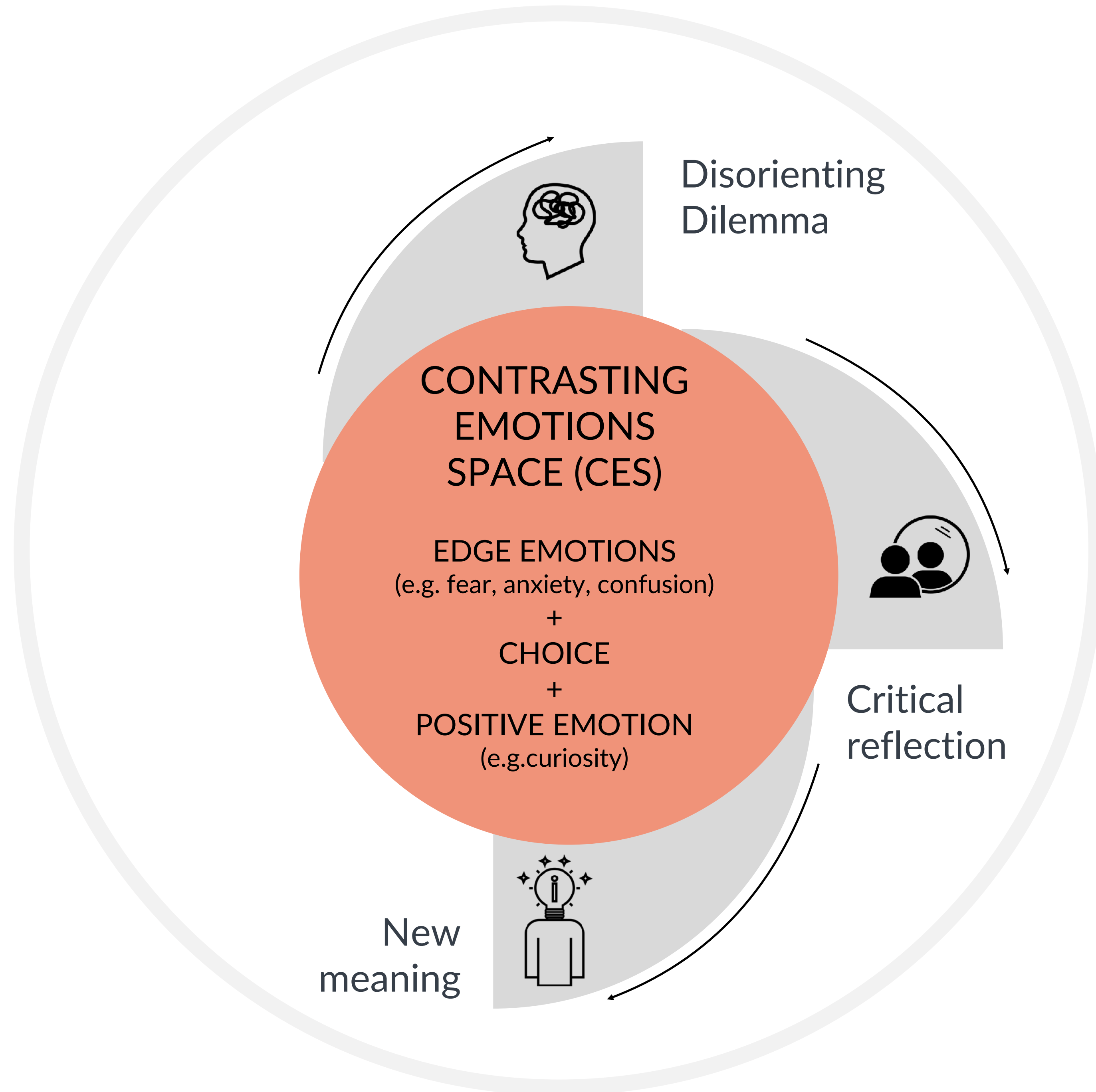
Choosing to temper edge emotions with a positive emotion, like curiosity, unlocks growth.

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Critical reflection allows for old ways of knowing to be challenged and dismantled.

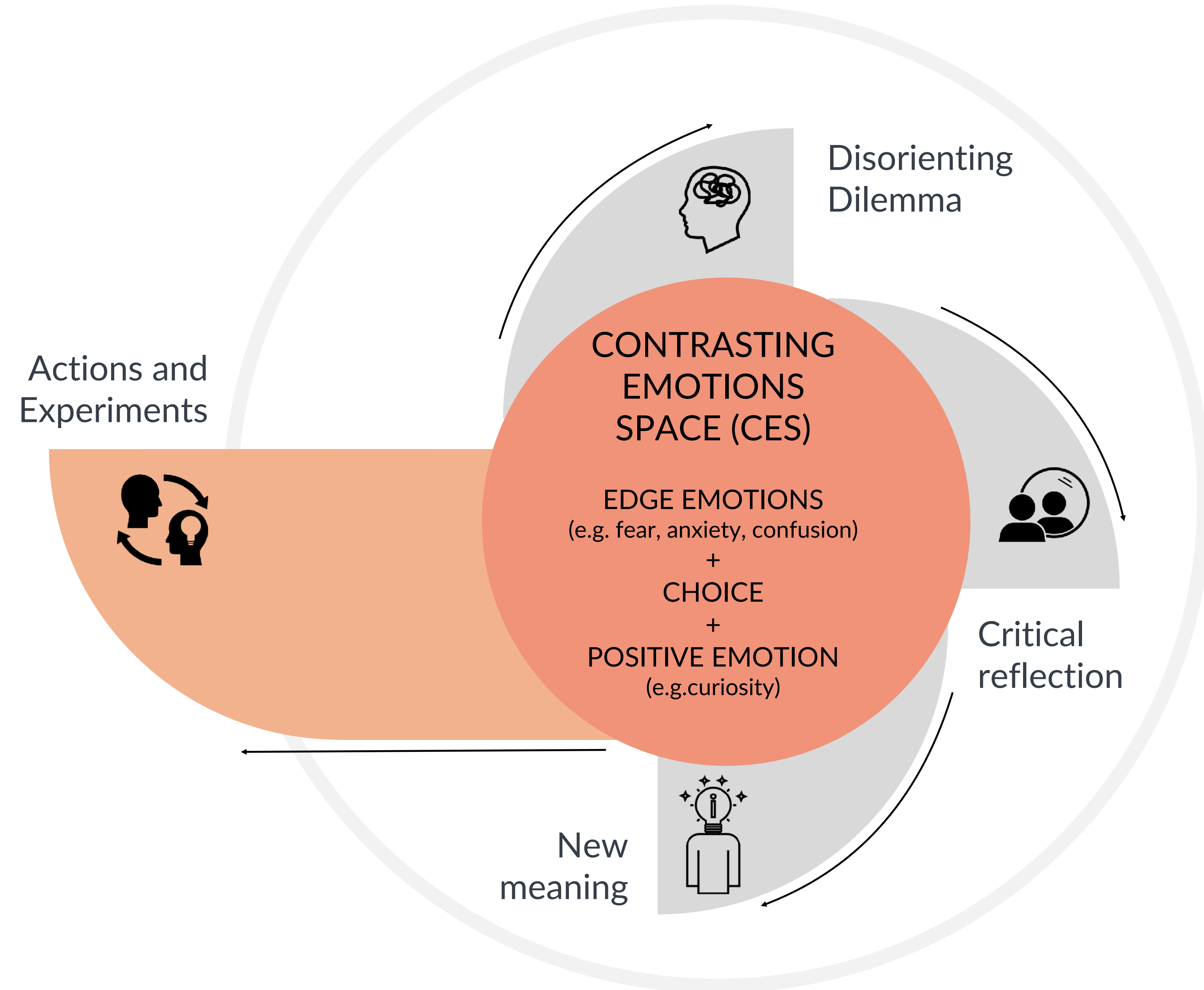
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From critical reflection emerges new meaning.

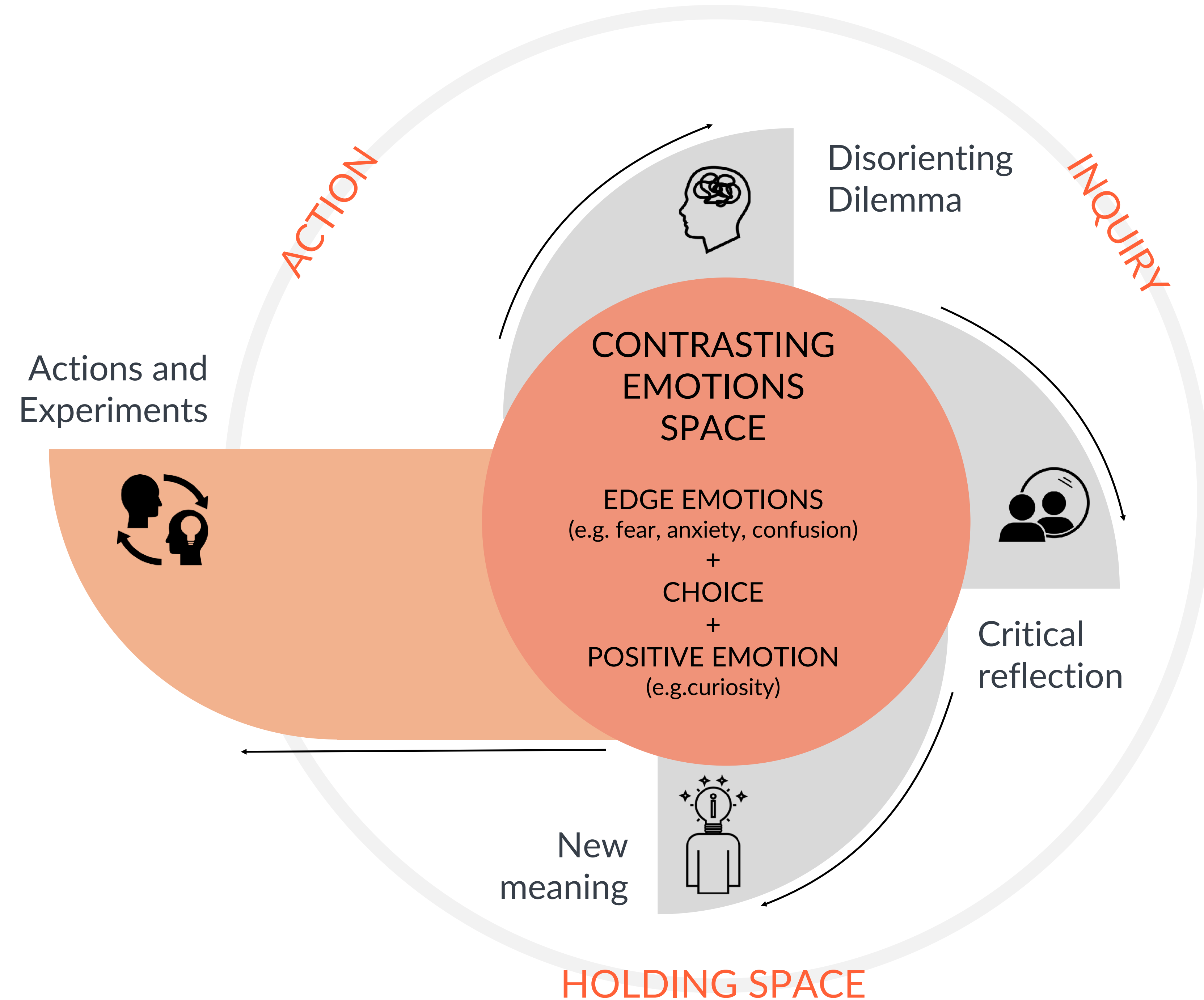
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New meaning is enacted through new behaviour: action and experiments

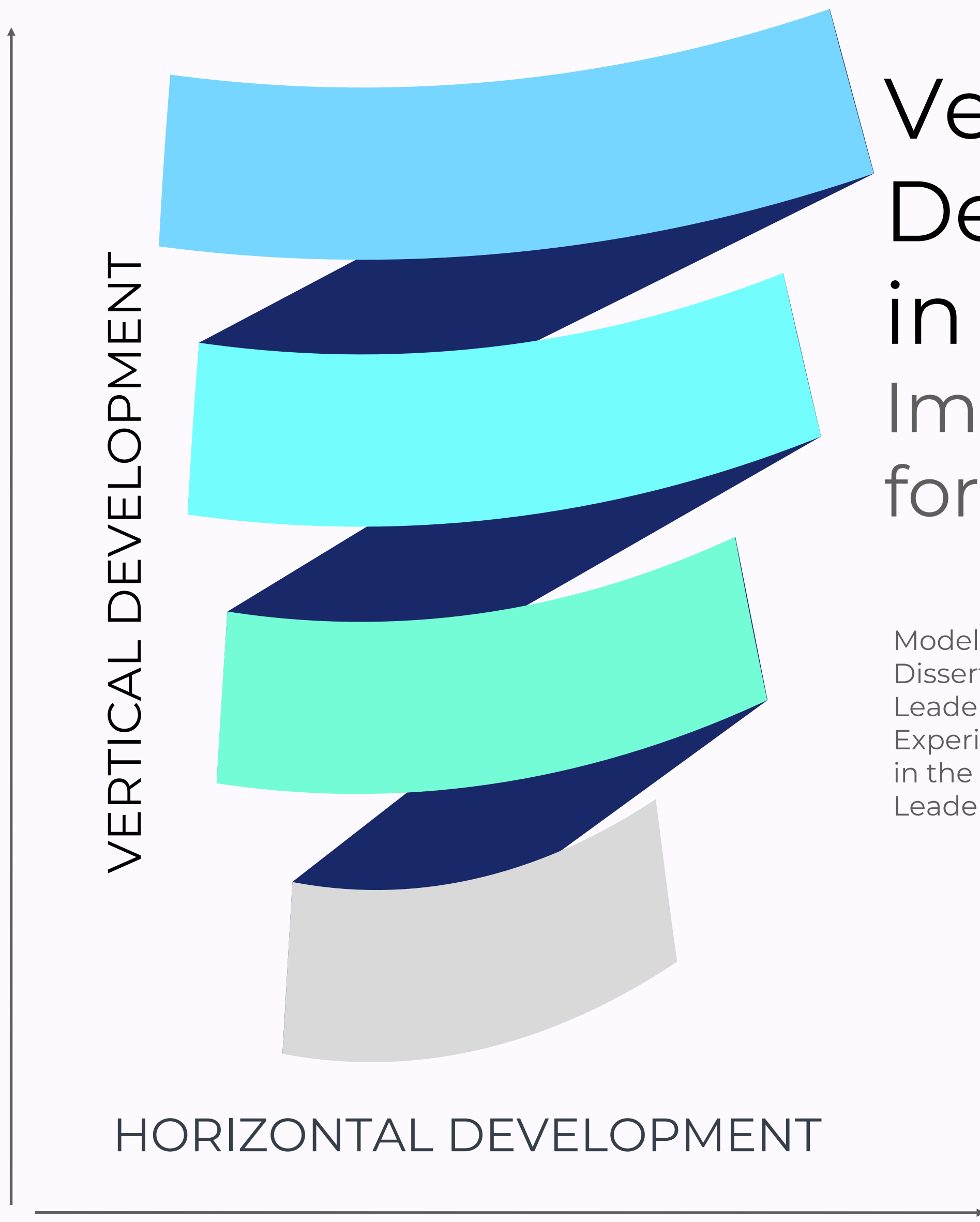


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Our role as leaders | learning designers | facilitators | coaches is to hold the space for this process to unfold.



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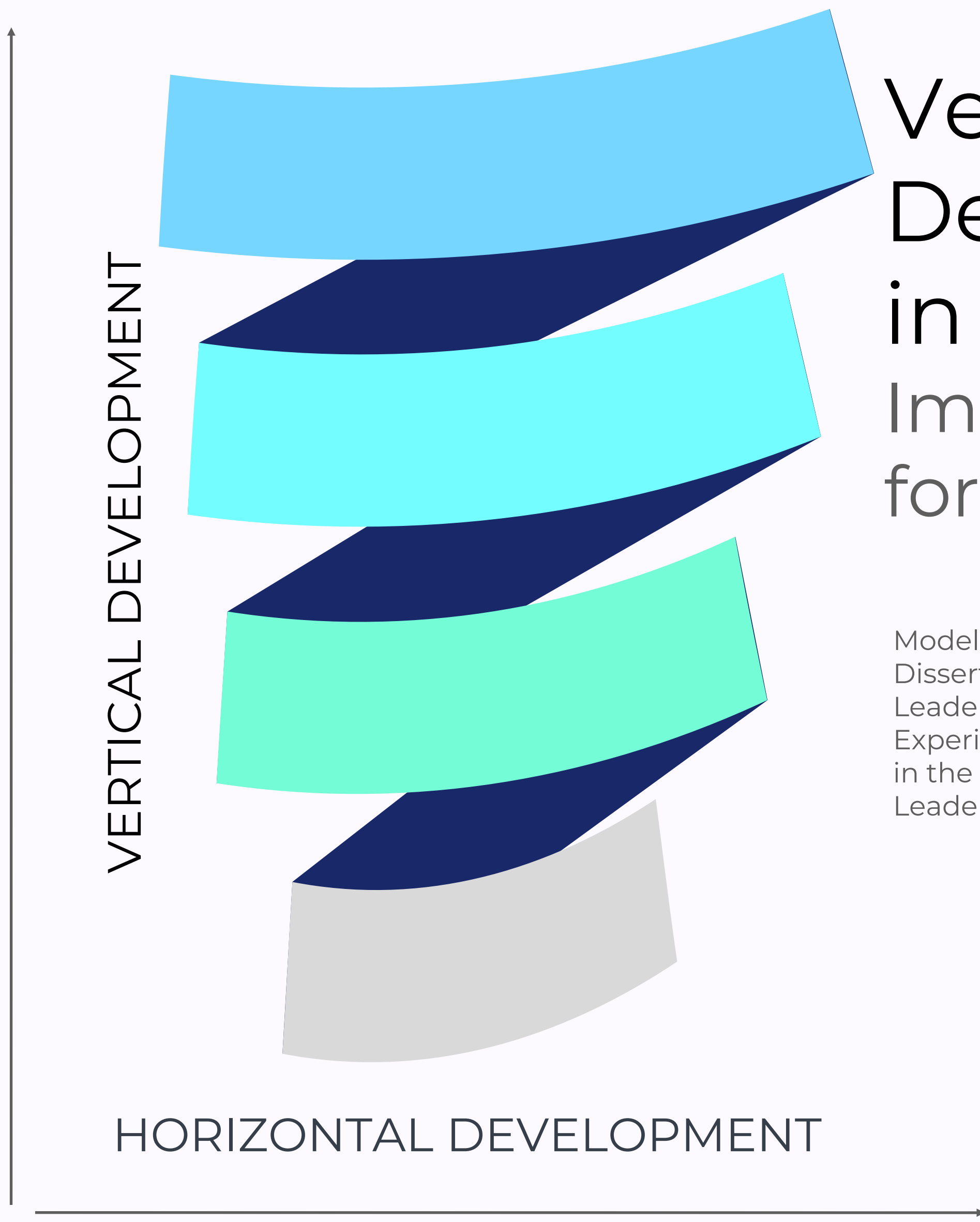


Vertical Development in organisations: Implications for L&D

Model by Alis Anagnostakis, Ph.D.
Dissertation: "Fostering Conscious Leadership- Exploring Leaders Experiences of Vertical Development in the Context of an Executive Leadership Program" (2022)

HORIZONTAL DEVELOPMENT

**Building solid holding
environments with psychological
safety**



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HORIZONTAL DEVELOPMENT

Building solid holding environments with psychological safety

Creating disorienting experiences

VERTICAL DEVELOPMENT

HORIZONTAL DEVELOPMENT

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Building solid holding environments with psychological safety

Creating disorienting experiences

Normalizing Edge Emotions & Building the Contrasting Emotions Space

VERTICAL DEVELOPMENT

HORIZONTAL DEVELOPMENT

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Building solid holding environments with psychological safety

Creating disorienting experiences

Normalizing Edge Emotions & Building the Contrasting Emotions Space

Inquiry & Critical reflection

VERTICAL DEVELOPMENT

HORIZONTAL DEVELOPMENT

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Building solid holding environments with psychological safety

Creating disorienting experiences

Normalizing Edge Emotions & Building the Contrasting Emotions Space

Inquiry & Critical reflection

Experiments and actions

VERTICAL DEVELOPMENT

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Building solid holding environments with psychological safety

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VERTICAL DEVELOPMENT

HORIZONTAL DEVELOPMENT

Acquiring new skills & competencies

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