

S³ATELLITE DEVELOPMENT

MENTAL TRAINING FOR GREATER LEADERSHIP INFLUENCE

MENTAL TRAINING FOR GREATER LEADERSHIP INFLUENCE

BY

ROB MCNAMARA

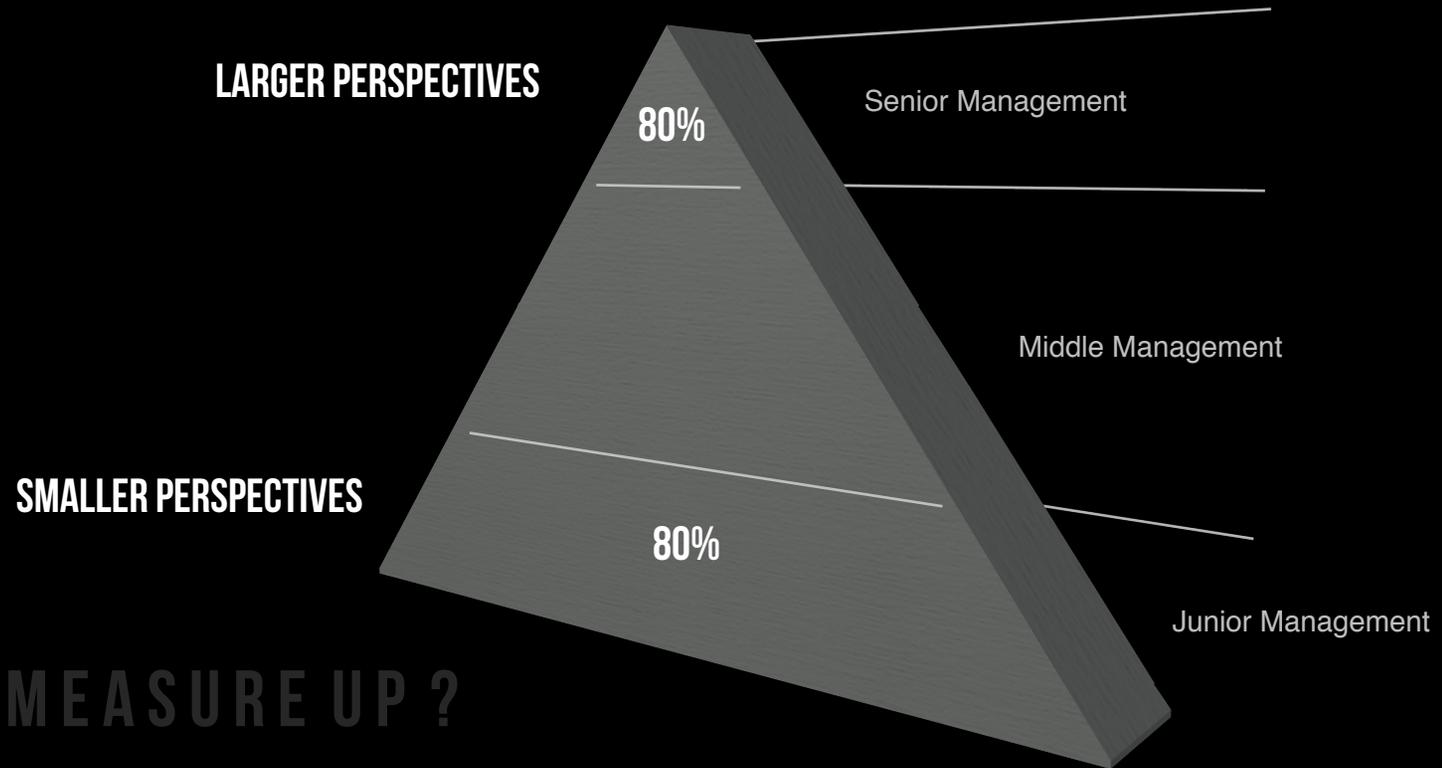
5
4 ORDER
3 ORDER
2 ORDER
1 ORDER

THE 80/80 PRINCIPLE¹

80% of upper level management have higher levels of mental development. 80% of junior levels of management have junior levels of adult development.

Why?

* Over time, higher levels of mental development outperform, outmaneuver and generate greater influence than less complex minds.



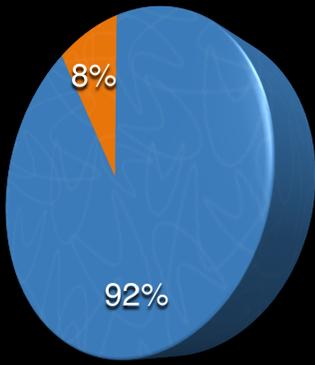
WHERE DO YOU MEASURE UP ?

DEVELOPMENT ^{FUELS} PRODUCTIVITY²



Perspectives are your most fundamental asset.

The outlook, frame of mind, and panorama **that you have determines** all physical, mental, social, and economic behavior.



* Between 92 & 93% of adults **do not have** the ability to effectively manage their perspectives.³

Why?

Most leaders remain unknowingly stuck in rigid, limited and automated views.

Many reflexively assume, "That's not me" without any control over their self-assessment.



Greater development yields **larger** vantage points.



Unmanaged & Inflexible Perspectives:

- Impair Competencies.
- Negatively Impact Health.
- Stunt Creativity.
- Generate Negative Affect.
- Increase Burnout.⁴

PCCs:

Premature Cognitive Commitments provide unsuspecting victims a false sense of security. Mindsets become rigid and judgmental. Often, these create a false confidence encouraging performance erosion.⁴

These are not the problem.

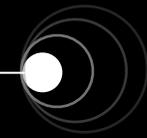
* The Problem:

Most adults do not see their mental rigidities.
They are invisible. Being unseen, they cannot be managed.

Instead, **they manage you.**
This costs you, your organization and your family.

FACT

Performance erosion in action:



58% of new executives hired from the outside fail within 18 months.

- Harvard Business School Study⁵

- Harvard Business School Study

89% of new management hires admit they do not have the full set of skills or knowledge to do their jobs.

- Corporate Executive Board⁵

their jobs:

- CORPORATE EXECUTIVE BOARD

Principally, these failures are rooted in limits in perspective, not merely skills, knowledge or experience.

CONVENTIONAL REFERENCE POINTS

ORIGINATE HERE.

Only 7-8% of adults have the ability to manage the ideologies governing all decision making and behavior.³
The rest remain trapped.



PERSPECTIVES NEED TO
ORIGINATE OUT

HERE



STRATEGIC ■ WIDE ■ FLUID ■ FLEXIBLE

POST-IDEOLOGICAL
SPACE

Development is required to free yourself from the gravity of conventional reference points.

S³ATELLITE FEED

SEE MORE FOR OPTIMIZED PERFORMANCE



How To Start:

1. Suspend All Tactical Activity. Become The Still Point.
2. See The Territory, Initiatives & Demands.
3. Strategize Deployment of Resources.



S³ATELLITE TRAINING

Just as astronauts must overcome gravity to achieve orbit, leaders must overcome the momentum of movement in order to get into an orbit with sufficient altitude to provide critical vantage points.

Suspend All Tactical Activity

- a. Absolute Stillness of Body.
- b. Cessation of Emotional Engaging.
- c. Be an Unmoving Observer.

See the Territory, Initiatives & Demands

- a. Survey Tangible and Intangible Data.
- b. Allow Personal and Professional Initiatives to Clarify.
- c. Let Critical Demands Differentiate from Distractions.

Strategize Deployment of Resources

- a. Do Not Plan.
- b. Allow New Patterns to Reveal Themselves.
- C. Empower New Patterns & Systems to Strategize for You.



STILL POINT

S³ATELLITE REFINEMENT

ADVANCED OPTICS FOR INTEGRATED DATA FLOWS

Low altitude satellite orbits must sequentially scan the terrain. Through ongoing training leaders can develop greater neurological complexity. This enables diverse data streams to be scanned **simultaneously**. Advanced leadership aptitudes enable **always-on** satellite feeds.⁶

Your satellite feed is wise to track at least tangible and intangible data streams that pertain to both you individually and your organization collectively.

INTANGIBLES

TANGIBLES



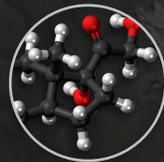
LEADERSHIP APTITUDES



CREATIVE ZONES



DECISION MAKING & SENSE MAPPING



STRESS / CORTISOL RESPONSES



PERSONAL ENERGY RESERVES



MISSION CRITICAL LEADERSHIP BEHAVIORS

PARTNER & PARENTING DEMANDS



INDIVIDUAL
COLLECTIVE

INFRASTRUCTURE & GROWTH SUPPORTS

CORPORATE CULTURE



COLLABORATION & TEAMWORK



TIME LINES



MARKET GROWTH OPPORTUNITIES



S³ATELLITE DEVELOPMENT

Your satellite feed grows in complexity and capability the more often you use it. Stabilize your instruments.

Longer satellite feeds enable you to carefully survey & analyze the full territory of your life. These stays at altitude acclimatize you to larger vantage points, refine greater resolution of critical hotspots, and connect you to key long-term strategies for optimized performance. [30-60 minutes]

1. WEEKLY ORBITS

2. MORNING ORBITS

Morning satellite feeds bridge day-to-day objectives with the overarching strategies and initiatives yielding greater returns. These orbits insulate leaders from reactivity, scrambling & power leaks.

3. INTERVAL ORBITS

Brief satellite visits hone the tactical deployment of resources. Leveraged between projects, meetings and other work flow transitions these orbits enhance information flow. Ground-level mission critical intel are integrated with broader regional threats and opportunities only visible from orbit. These short satellite feeds protect leaders from stress, boost productivity and strengthen effective strategy deployment. [4-7]



KEYS FOR SUSTAINABLE DEVELOPMENT

1. Ask Different Questions

“We are generally not rewarded for uncertainty, yet having the courage and the ability to ask different questions, and being open to a wider range of possibilities, is key to equipping us to manage complex issues.”

2. Take Multiple Perspectives

“Learning the habit of intentionally taking other people’s perspectives stretches the mind and makes it possible to see new options.”

3. See the System

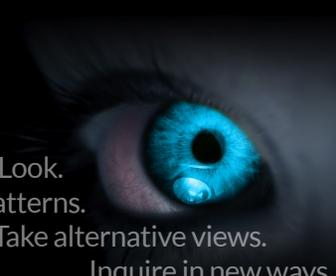
Manage patterns & polarities. “A pattern isn’t a thing that actually exists in the world; it’s a construction, a made-up clumping and analysis. It’s about constructing and sensemaking. So it’s not as though patterns just are, it’s that they come into being when we notice that they are.”

- Jennifer Garvey Berger ⁷

Harvard University PhD
& Author of Changing on the Job

* **Integrate these 3 keys into your work.** Together they yield tools to unlock sustainable development. Do not apply these apart from your work. **Employ them in your work.**

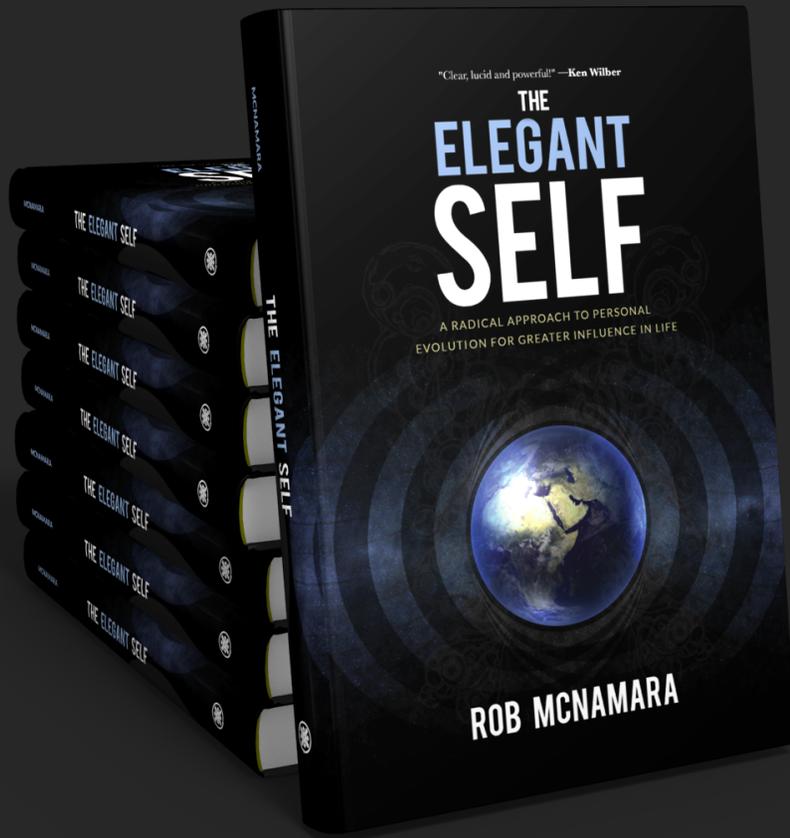
Look.
See patterns.
Take alternative views.
Inquire in new ways.



To learn more, develop & refine your abilities
contact Rob McNamara.

ELITE LEADERSHIP COACHING FOR BOLD PERFORMANCE

WWW.ROBMCNAMARA.COM



RARE ALTITUDE DEVELOPMENT FOR LEADERS

WWW.THEELEGANTSELF.COM



ROB MCNAMARA

Harvard University Teaching Fellow
Author & Leadership Coach

NOTES

1. The 80/80 principle is based on research conducted with 497 managers across industries. Using the Leadership Development Profile David Rooke and William R. Torbert over the past 25 years, studying thousands of leaders 7 action-logics or stages of leadership development have been identified. Specifically, 80% of individuals testing at the second the second to *highest*

- a. Rooke, D. & Torbert, W. (2005). Seven Transformations of Leadership. Harvard Business Review, April.

2. For an in depth investigation of development, performance and leadership see Chapters 2,3 and 6 in The Elegant Self.

- a. McNamara, R. (2013). The Elegant Self, A radical approach to personal evolution for greater influence in life. Boulder, CO: Performance Integral, Inc.

3. 92-93% of adults do not have the ability to effectively manage their perspectives. Decades of research conducted using the model Robert Kegan, Harvard's professor of Adult Learning and Professional Development, has developed shows less than 1% of the adult population stably testing at Kegan's 5th Order. Another 6-7% are bridging between 4th and 5th Order. According to Kegan's Constructive-Developmental Theory, adults at the 4th Order are identified with their self-tailored ideologies. These ideologies, although self-guided and self-authored, govern perspective taking. The self does not possess any influence over when and how a leader follows his or her own ideology. For elite leadership performance adults must become post-ideological. Only then do leaders gain choice and control as to which perspectives are most effective. Thus, the management of perspectives is largely a 5th Order construct.

- a. Kegan, R. (1994). In Over Our Heads, The mental demands of modern life. Cambridge, MA: Harvard University Press.
- b. Kegan, R. & Lahey, L. (2009). Immunity to Change, How to overcome it and unlock potential in yourself and your organization. Boston, MA: Harvard Business Press.
- c. Torbert, W. (1987). Managing the Corporate Dream, Restructuring for long-term success. Homewood, Ill: Dow-Jones Irwin.

4. Inflexible and Unmanaged Perspectives. See Shelly Carson and Ellen Langer's work out of Harvard University. Mindless states are contrasted against mindful states revealing important differences in health, creativity, competencies and so on. To learn more about Cognitive Commitments see Chanowitz & Langer's pivotal work in the early 1980's.

- a. Carson, S. & Langer, E. (2006). Mindfulness and Self-Acceptance. Journal of Rational-Emotive & Cognitive-Behavioral Therapy, 24(1), 29-43.
- b. Chanowitz, B. & Langer, E. (1981). Premature Cognitive Commitment. Journal of Personality and Social Psychology, 41. 1051-1063.

NOTES CONTINUED

5. Performance erosion statistics. Please see Barrett Brown's important work on leadership and development.

- a. Brown, B. (2013). The Future of Leadership for Conscious Capitalism. MetaIntegral Associates White Paper.

6. Torbert identifies 4 experiential realities for leaders to track: 1. the outside world, 2. your own behaviors as self-apprehended, 3. your own and other people's thoughts and feelings, and 4. transcognitive attention. Wilber in contrast identifies 4 quadrants of reality (subjective, objective, intersubjective and inter-objective) yet goes several steps further by couching his quadrants into an integral philosophy including stages and lines of development, states of consciousness and typological orientations. Wilber challenges leaders to include all of these territories of experience in decision making. Torbert frames developmental progression as the "successive concentration on developing reliable operational awareness of an additional territory of experience, or on the interplay among several." Stabilizing the operational awareness of your satellite feed enables you to simultaneously track (not just sequentially track) multifaceted domains of experience. Research, specifically Torbert's findings working with leaders, suggests the tracking of multifaceted domains of experience *simultaneously*

- a. Torbert, W. (1994). Cultivating Postformal Adult Development: Higher stages and Contrasting Interventions. In Miller, M. & Cook-Greuter, S. (Eds), Transcendence and Mature Thought in Adulthood, The further reaches of adult development, Boston: Rowman & Littlefield Publishers.
- b. Wilber, K. (2000). A Theory of Everything, An integral vision for business, politics, science and spirituality. Boston: Shambhala.

7. Keys for sustainable development. See Jennifer Garvey Berger's exemplary work. Chapter 6 Transformational Habits of Mind explores these three injunctions capable of yielding sustainable professional development.

- a. Berger, J. (2012). Changing On The Job, Developing leaders for a complex world. Stanford, CA: Stanford University Press.



PERFORMANCE INTEGRAL

7 BILLION HUMANS. ONE AIM. ELEGANT PERFORMANCE.