

CONNECTION PIVOT | LEADERSHIP DEVELOPMENT LEVEL

Eigel and Kuhnert (2005) argue that relationships are fundamental to leadership development and emphasize the need to shift leadership development practices to focus on developmental capacity rather than just skills and traits.

As leaders pivot from transactional to transformative, identify your LDL level as you reflect on the following prompt: Where have I been most effective in my leadership and why? How and where have I shown vulnerability, care, and belonging in my leadership?

LEADERSHIP DEVELOPMENT LEVEL (LDL)	TRANSACTIONAL	TRANSFORMATIVE
LDL 2: Simplistic, Rule-Focused, and Self-Centered Leaders at this level have a simplistic, black-and-white view of the world, focusing on rules and personal gain. They struggle to integrate others' perspectives and are often seen as self-centered.	Command and Control: Leaders at this level often give direct orders and expect compliance without considering team members' input. <i>Example:</i> "Follow the procedure exactly as I outlined. There's no room for deviation." Reward and Punishment: They use rewards and punishments to motivate behavior, focusing on immediate compliance. <i>Example:</i> "If you meet your targets, you'll get a bonus. If not, there will be consequences."	Limited Vision: Transformative behaviors are minimal at this level. Leaders may attempt to inspire through personal ambition but lack genuine connection. <i>Example:</i> "We need to hit these numbers to prove our worth to the higher-ups."
LDL 3: Considering Others' Perspectives, Seeking Validation Leaders begin to consider others' perspectives and understand the limitations of rigid rules. However, they still rely heavily on external validation and struggle with independent decision-making	Consultative Decision-Making: Leaders seek input from others but still rely heavily on external validation. <i>Example:</i> "What do you think about this approach? I want to make sure we're all on the same page." Mutual Exchange: They engage in give-and-take relationships, often seeking approval and support. <i>Example:</i> "I'll support your project if you back mine in the next meeting."	Inclusive Policies: Leaders begin to foster a sense of teamwork and collaboration, valuing others' input. <i>Example:</i> "Let's work together to find the best solution that benefits everyone." Empathy and Support: They show empathy and provide support, aiming to build stronger relationships. <i>Example:</i> "I understand your concerns. Let's address them together to ensure we all succeed."

LDL 4:

Independent, Values-Based, and Authentic

Leaders at this level achieve independence, making decisions based on their own values and understanding. They can integrate various perspectives and are seen as more authentic and effective.

Empowered Delegation:

Leaders delegate tasks based on trust and clear expectations, focusing on outcomes.

Example: "I trust you to handle this project. Let me know if you need any support."

Performance-Based Recognition:

They recognize, and reward performance based on individual contributions and achievements.

Example: "Your innovative approach significantly improved our process. Great job!"

Visionary Leadership:

Leaders articulate a clear vision and inspire others to align with shared values and goals.

Example: "Our goal is to create a culture of innovation and excellence. Let's work together to achieve it."

Authentic Engagement:

They engage authentically with team members, fostering trust and mutual respect.

Example: "I value your perspective and believe it will help us make better decisions."

LDL 5:

Evaluative, Open to Influence, and Values-Oriented

The highest level, where leaders can objectively evaluate their own paradigms and are open to others' influences. They are highly effective in complex, dynamic environments and exhibit a deep-seated values orientation.

Strategic Partnerships:

Leaders form strategic partnerships based on mutual benefits and long-term goals.

Example: "Let's collaborate on this initiative to leverage our combined strengths."

Adaptive Leadership:

They adapt their leadership style to meet the needs of different situations and individuals.

Example: "I'll adjust my approach based on your feedback to ensure we achieve the best results."

Empowering Others:

Leaders empower others to take ownership and lead, fostering a culture of continuous growth.

Example: "I encourage you to take the lead on this project. Your insights will drive our success."

Holistic Development:

They focus on the holistic development of their team, promoting personal and professional growth.

Example: "Let's explore opportunities for your development that align with your career aspirations and our organizational goals."