

# Working with Others:

Insights From Ego

Development

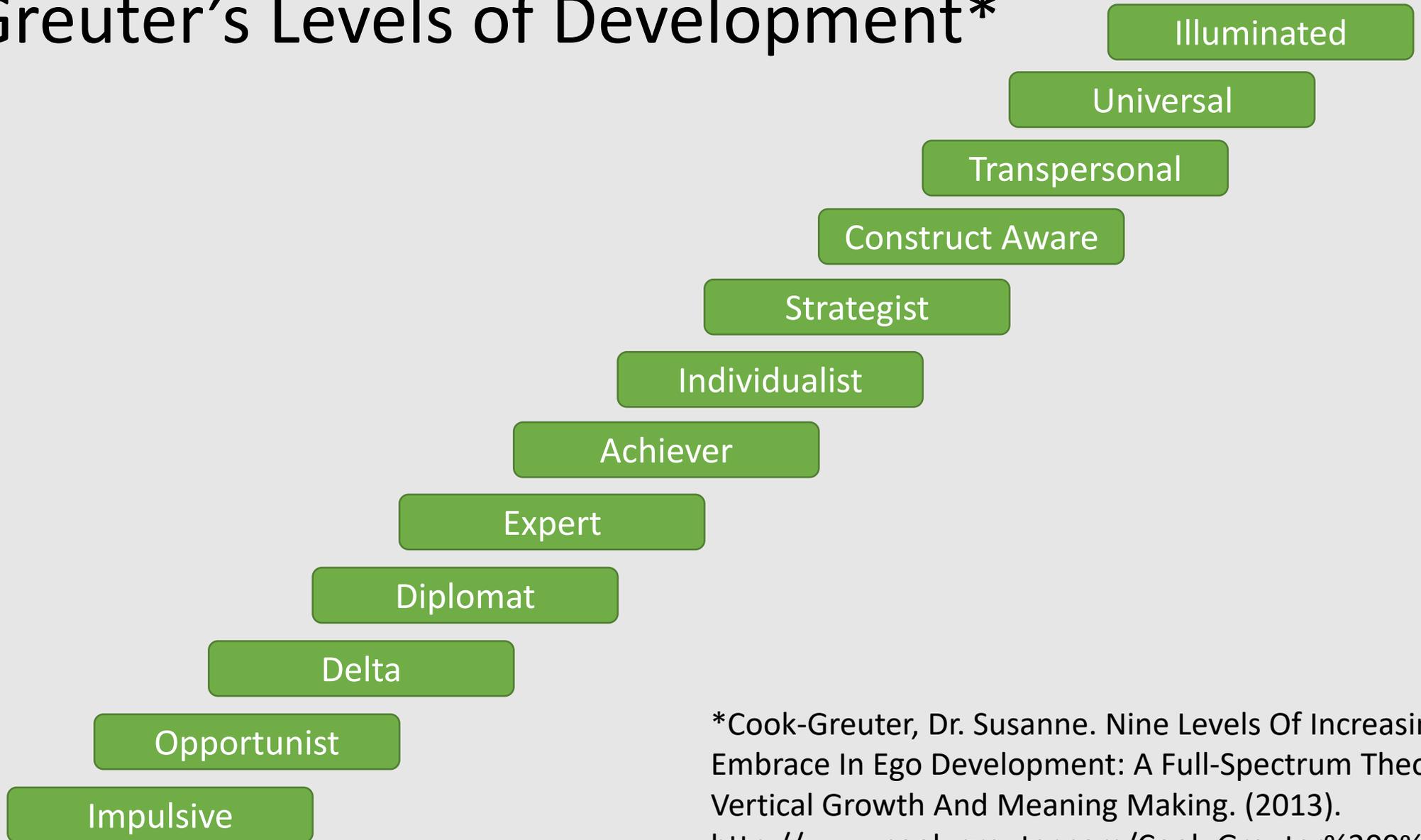
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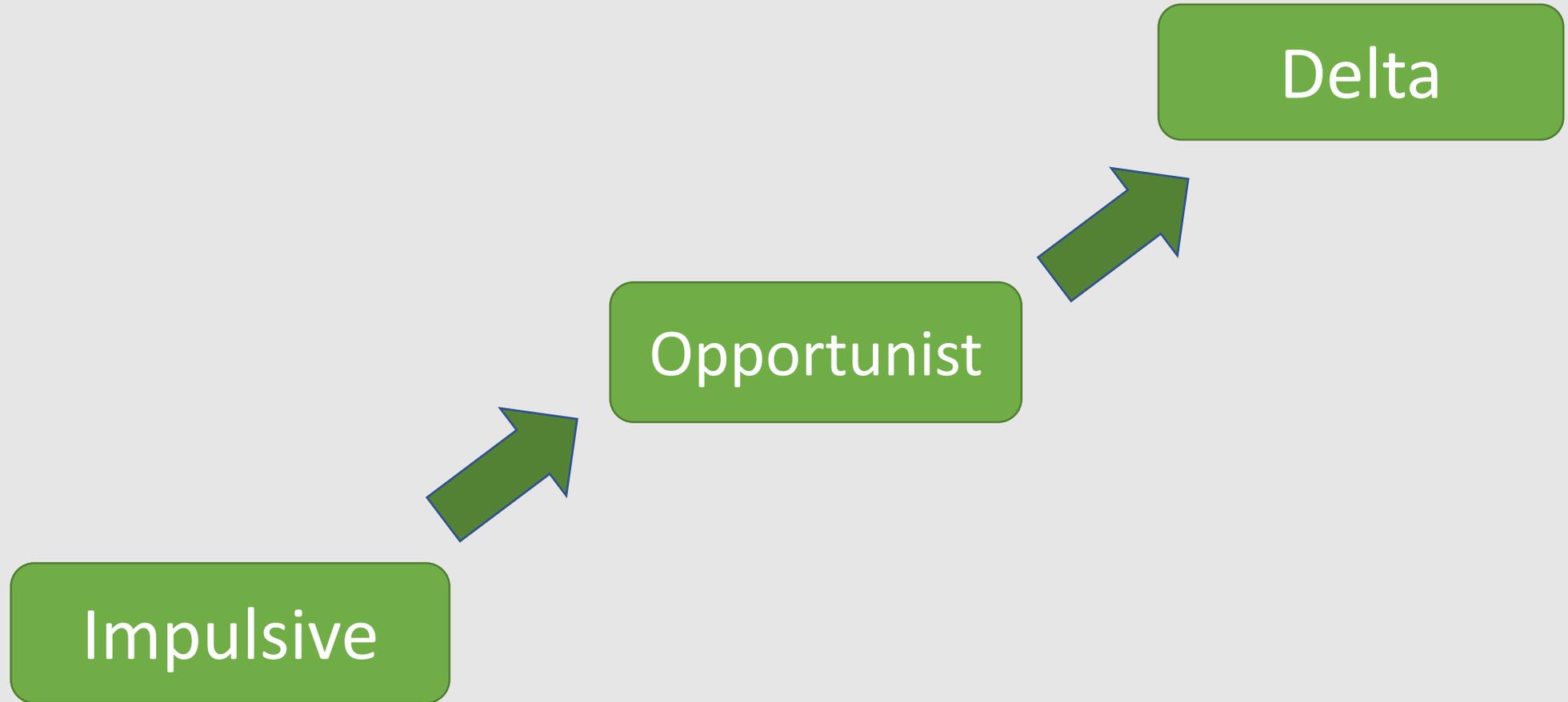
# Cook-Greuter's Levels of Development\*



\*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

Perspective: 2<sup>nd</sup> Person

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



# Expert

Perspective: early 3<sup>rd</sup> Person

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



# Achiever

Perspective: solid 3<sup>rd</sup> Person

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 its not what they expected.



# Individualist

Perspective: 4<sup>th</sup> person

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 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.



# Strategist

Perspective: Mature 4<sup>th</sup> Person

View: can look at more than one context; is able to look, compare, evaluate contexts; able to see that opposing poles are the same thing – that which is in someone else is also in me (they understand projection)

Time: Past and future generations, 25+ years

Space: Planet-centric

Feedback: Can identify that criticisms in other are also in them; they notice things in the moment rather than requiring reflection

Leadership: flexible and accepting of diverse experiences; better at handling people's instinctive resistance to change; primary concerned with the quality of being and doing good

Strengths: able to speak with agility to the earlier developmental levels; able to embrace own growth, have less fear; believes in development for everyone; able to see that all levels are important

Struggles: They understand development and know that they are not at the highest level so they constantly work to develop further



# Highest Levels of Development

Illuminated

Universal

Transpersonal

Construct Aware



# Questions?

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