

LEADERSHIP

THAT CHANGES THE



WORLD

A New Framework for Leadership Development, Culture Change,
and What It Really Takes to Inspire Worldwide Transformation

MICHAEL WARDEN



*“Never doubt that a small group
of thoughtful and committed citizens
can change the world.
Indeed, it’s the only thing that ever has.”
~ Margaret Mead*

SHE KNEW WHAT SHE WAS TALKING ABOUT...

Margaret Mead was a highly-renowned cultural anthropologist who lived from 1901 until 1978. She spent her life studying human societies throughout time; and her insights, though frequently controversial, were nevertheless so respected that she received the Presidential Medal of Freedom from Jimmy Carter in the year of her death.

All of Mead’s work studying human societies led her to this stunning conclusion: *that the way human society changes is when a small group of thoughtful and committed citizens decide to change it.*

As counterintuitive as Mead’s conclusion about world-change is, we don’t have to look very deep into history to find examples of its veracity...



- ◆ **The Founding Fathers** ~ Although the American Revolution eventually swelled to encompass thousands of souls, the small cohort of men who launched the movement and crafted the documents that shape our nation numbered only seven ~ John Adams, Benjamin Franklin, Alexander Hamilton, John Jay, Thomas Jefferson, James Madison, and George Washington.
- ◆ **Women's Suffrage Movement** ~ Women's Suffrage traces its genesis to 1848, when a group of Quaker women in upstate New York gathered after services one Sunday to talk about the need for change in women's rights. They decided to organize a conference, The Seneca Falls Convention, to promote greater roles for women in society. [The Declaration of Sentiments](#) that came out of that conference became the guiding document that eventually led to women getting the right to vote. And the number of women who started it all? Five.
- ◆ **Dr. Martin Luther King & the Civil Rights Movement** ~ Like the American Revolution, the Civil Rights Movement eventually swelled to encompass a generation, but its roots were far more humble. Most historians place its origin in 1957, when a passionate young preacher named Martin Luther King rallied a small group of allies to talk about the need to promote racial equality in the U.S. They formed an alliance called the Southern Christian Leadership Conference. The number of founding members? Nine.
- ◆ **Jesus and the 12** ~ And, of course, there are the 12 men (excluding Judas, including Paul) who followed in Jesus' steps after his ascension, and changed the world forever.

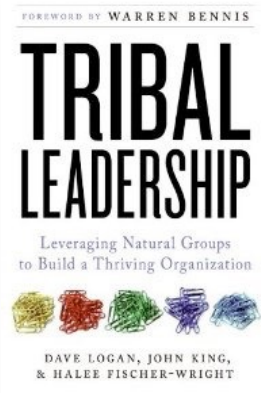




All that said, it's important to note that there are thousands of "small groups of concerned citizens" getting together all the time all over the world. So what makes one small group invisible, impotent, maybe even destructive, and another one powerful, full of impact, with a massive ripple effect ~ even to the level of changing the world?

Authors Dave Logan and John King asked this same question a few years back, and traveled the country searching for the answer. They visited corporations, small companies, and NPOs, looking for an answer to this powerful question: **What makes a group capable of changing the world?**

The result was this book: *Tribal Leadership*. They use the word "tribes" because it best encompasses the entity they were trying to measure. Author Seth Godin defines a tribe simply as "a group of people who are connected to each other, to a leader, and to an idea." This means tribes can be small or large. They can be diverse in many ways, or homogeneous...as long as these three core elements are present.



So in answer to the question of what kind of tribes change the world, Logan and King found that tribes change over time thru five developmental stages. Not all tribes develop past the early stages, and only those that reach Stages 4 or 5 are able to significantly impact the world.

We'll review those five stages in this ebook.

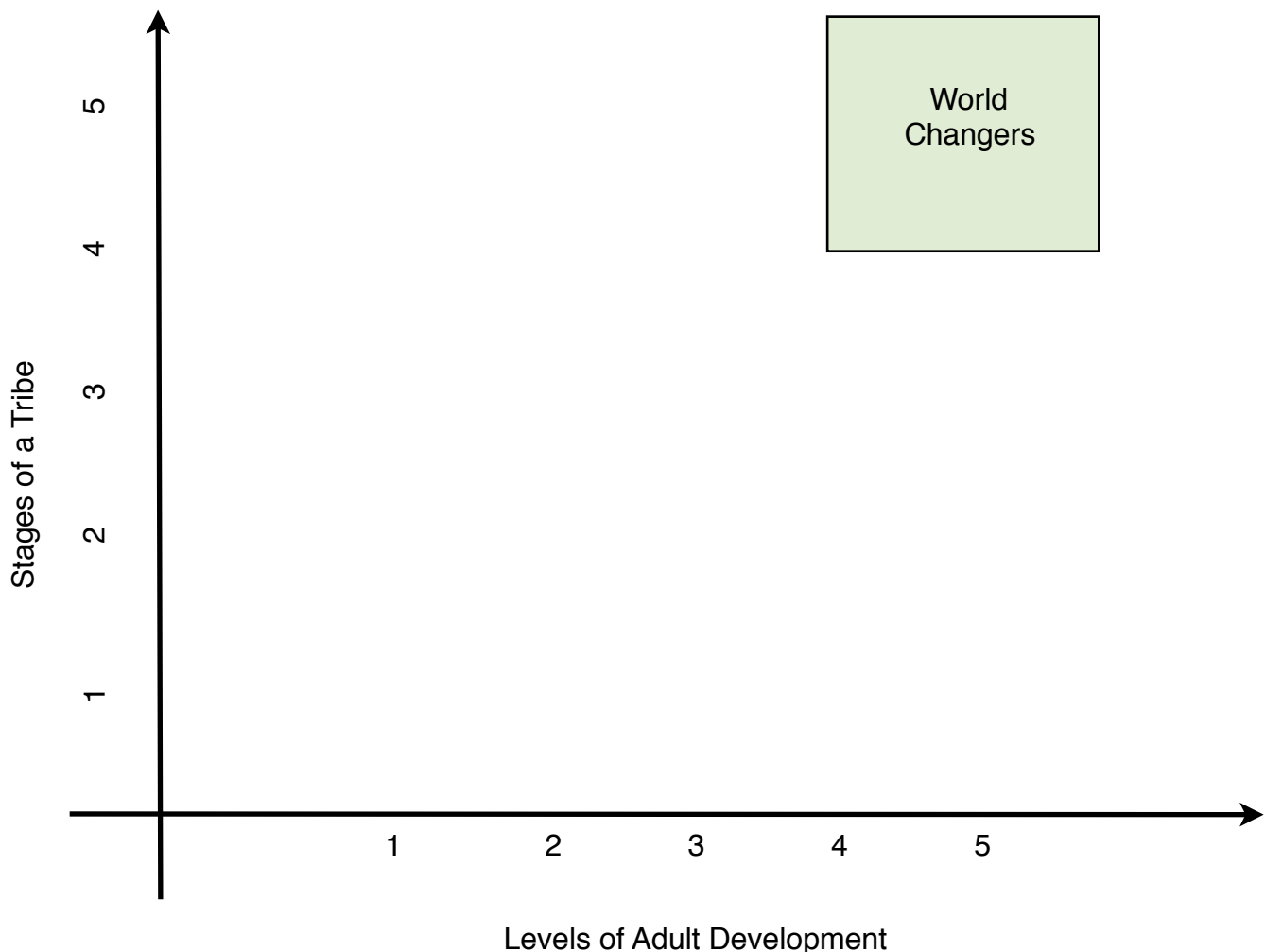
And you'd do yourself a favor to read *Tribal Leadership* for yourself, as that alone could revolutionize the way you think about your work in the world, and the way you lead others toward making it happen. But there's one more developmental model I want to show you that melds beautifully with the 5 Tribal Stages, yet focuses not on tribes, but on the developmental journey of an individual adult.

Called the Stages of Adult Development, this model was developed by a research and leader-training organization called [The Leadership Circle](#) (TLC). The founders of TLC, totally separate from Dave Logan and John King, were asking a similar question: **What does it take to be a person who can effectively lead people to change the world?** Their research revealed, rather elegantly, that there are five

developmental levels that an adult can progress through in his or her lifetime. Just as with tribes, not every adult reaches the higher levels of development. In fact, relatively few do. But those that do ~ i.e. the ones who reach Levels 4 or 5 on the adult development scale ~ are the ones who have the greatest potential to change the world.

Overlapping these two developmental models gives us a kind of ultimate “You Are Here” map for world-changing leadership.

WORLD-CHANGING LEADERSHIP



This graph, though basic, can give you a simple way of mapping out not only where you are in your developmental journey as a leader, but also where your team is, and how that impacts the mission you are trying to accomplish together. We'll see how a little bit later.

Let's walk through the 5 Stages of a Tribe, and then the 5 Levels of Adult Development. As we go through this first part (the Tribal Stages), I encourage you to ponder these questions:

- ◆ Which tribal stage best describes the current culture in your organization?
- ◆ Which tribal stage best describes your senior leadership team?
- ◆ What would have to change for your organization and leadership team to become a solid Stage 4 or Stage 5 tribe?

THE 5 STAGES OF A TRIBE

Stage 1 ~ Life Sucks!

Fortunately, few of us have ever personally experienced a Stage 1 tribe. Stage 1 tribes are dominated by the general view that life on planet earth “sucks.” They are characterized by a gang mentality, where self-preservation, suspicion, and violence are the only responses that make sense in a world that is seen as fundamentally dangerous and malevolent.

One example of a Stage 1 tribe might be [Al Shabaab](#) ~ a Somalia-based militant cell of the Islamist group Al Qaeda. Al Shabaab, which means “The Boys” in Arabic, has been formally recognized as a terrorist organization by several Western governments and security services. In 2011, during a period of extreme drought in southern Somalia in which millions of Somali lives were in imminent risk of death, Al Shabaab reacted to the crisis in ways that to outsiders probably seem utterly cruel and nonsensical. First, they actively prevented starving Somali families from leaving the country in a quest to find food. Second, they blocked almost all foreign aid organizations from entering the country to provide relief to its dying population. The reason? Al Shabaab believed that the fleeing masses were openly defying its authority, and that foreign aid organizations were exaggerating the crisis in order to sneak spies into Al Shabaab territory and

undermine their authority. This is typical Stage 1 tribal thinking. To the people of Al Shabaab, their response no doubt seemed perfectly reasonable. Issues of morality are irrelevant to Stage 1 tribes. They live in a kill or be killed world.

Stage 2 ~ My Life Sucks!

For those in Stage 2 tribes, the world is not quite so dark a place as it is for those in Stage 1; and yet, fear is still the dominate motivating force. Specifically, Stage 2 tribes are ruled by the fear of not fitting in. People in a Stage 2 tribe are consumed with the need to figure out “the rules” of the group so as to avoid the punishment of being shamed, “made a fool of,” or ostracized. The governing assumption of Stage 2 tribes is that life is unfair and punitive, and the way to survive is to learn the rules and minimize your risk.

If you’ve ever watched the reality-TV show “Survivor,” then you have witnessed a Stage 2 tribe in all its scheming glory; but you’ve probably experienced it first hand, as well. We call it middle school.

Some churches and Christian organizations are also stuck in Stage 2. They are characterized by a culture of relational strife ~ continual back-biting, gossip, suspicion of other people’s motives, etc., ~ and a hyper-focus on rule-keeping as a measure of a person’s “worthiness” to be included in the group. Legalism abounds in Stage 2 tribes.

Stage 3 ~ I’m Great! You’re Not.

Stage 3 tribes are characterized by a “survival of the fittest” mentality. It’s an “I win, you lose” culture that is fueled by competition and comparison. Almost every corporation in America is a Stage 3 tribe. The goal is to climb the ladder, to make it to the top, to succeed; and the way you

do that is by outshining and outperforming the other members of the tribe. Strong partnerships and alliances are possible within a Stage 3 tribe, provided each party feels like it's getting what it needs to succeed. But, as in the movie *Highlander*, at the end of the day, there can be only one true winner.

Many churches and Christian leadership teams are stuck in Stage 3, particularly those that have patterned their leadership structures & culture after corporate business models. Comparison, competition, and performance are the dominant “fuels” on which these tribes run. But while those fuels may produce outstanding performance in some members of the tribe, they also prevent the tribe members from letting down their guard enough to truly engage in any meaningful and lasting collaboration as a team. The tribe may come together for a particular project or to overcome a particular shared obstacle, but the pull of the Stage 3 “me versus everyone else” paradigm will inevitably suck them back into their self-protective silos, time and time again. In fact, one key marker of a Stage 3 tribe is the predominance of the “silo mentality” and strict territorialism, where members are easily threatened by others “trespassing” on their turf or asking them to sacrifice something in their own area of authority in favor of another tribe member’s domain.

Even with this brief overview, it’s easy to see why it’s so difficult for tribes in the first three stages to impact the world for good in any significant way because they are not yet able to engage in any lasting, meaningful collaboration as a team. Now let’s look at the two types of tribes who can (and typically do) have a positive, lasting impact on the world.

Stage 4 ~ We’re Great!

Stage 4 tribes are those that have successfully made the transition from “me” to “we” thinking. In this culture of high collaboration, relative position or status among members becomes largely unimportant. What matters is what “we” are endeavoring to accomplish collectively as a tribe. A Stage 4 tribe creates its shared sense of identity from two things: its shared values (which define who we are and how we interact with each and with the world) and its Noble Cause (the worthy endeavor we are here to accomplish). Stage 4 tribes have a sense of shared belonging and a singular shared purpose. This shared purpose must be one that the tribe considers noble and worthy of sacrificing to achieve. Likewise, the shared values are more than just words on a page; they are wholeheartedly embraced. The tribe believes in them, lives them out, and spontaneously defends them when they are threatened or undermined ~ either by external forces or by individual tribe members (including tribal leaders) who stray off the path.

Although Stage 4 tribes are highly collaborative *within the tribe*, they do still require an “enemy” to exist ~ i.e. some “evil” in the world or oppositional force against which the tribe fights. One example from history might be the Founding Fathers, whose Stage 4 collaboration in the face of British tyranny resulted in the forming of a nation that has irrevocably changed the course of human history.

Churches and faith-based NPOs are well-positioned to develop into Stage 4 tribes, if for no other reason than their shared Noble Cause, which is nothing less than the redemption and restoration of all humankind. And yet, as we will see, Stage 4 tribes require a “critical mass” of their members to be personally operating at an adult development level of 4 or higher for the tribe to become a true world-changing force.

Stage 5 ~ Life is Great!

Stage 5 tribes are rare. Very rare. But when they happen, they will inevitably, and significantly, impact the world in a lasting way. Stage 5 tribes no longer see the dividing line between “us” and “them.” For a Stage 5 tribe, we are all “them,” and they are us. Consequently, what is happening to starving children on the other side of the planet is felt by the tribe as if it is happening to their own children, or even to them personally. The impetus to act for the benefit of the whole dominates the work of a Stage 5 tribe. There is no longer any “enemy,” for we are all members of one another, and we will either thrive or perish in this world together. Stage 5 tribes have little use for judgmentalism, for in passing judgment on the “other,” we are judging ourselves, since he is a part of us, and we of him.

One current example of what may be a Stage 5 tribe is an entity known as The Elders (www.theelders.org). With members such as Nelson Mandela, Desmond Tutu, Kofi Annan, and Jimmy Carter, the elders are senior leaders (both men and women) from various parts of the world who have dedicated their lives to the shared endeavor of bringing peace and healing to the troubled regions of the planet. They are often called to step in to mediate conflicts, facilitate treaties, oversee elections, and encourage world governments to respond effectively to various human crises, from famine to genocide to human trafficking. To the Elders, there is no “them.” There is only “us.”

In many ways, I believe the call of Christ, expressed so passionately in his final prayer before his death, is the call for the Church to serve the world as a Stage 5 tribe.

“My prayer is not for them alone. I pray also for those who will believe in me through their

message, that all of them may be one, Father, just as you are in me and I am in you. May they also be in us so that the world may believe that you have sent me. I have given them the glory that you gave me, that they may be one as we are one ~ I in them and you in me ~ so that they may be brought to complete unity. Then the world will know that you sent me and have loved them even as you have loved me” (John 17:20-23).

Paul echoes this same desire in his teaching regarding the nature of the Church: “Just as a body, though one, has many parts, but all its many parts form one body, so it is with Christ. For we were all baptized by one Spirit so as to form one body ~ whether Jews or Gentiles, slave or free ~ and we were all given the one Spirit to drink...If one part suffers, every part suffers with it; if one part is honored, every part rejoices with it” (1 Corinthians 12:12-14, 26).

The purpose of this Stage 5 tribe called “the Church” is nothing less than the incorporation of the whole world into the tribe! “With all wisdom and understanding, he [God] made known to us the mystery of his will according to his good pleasure, which he purposed in Christ, to be put into effect when the times reach their fulfillment ~ *to bring unity to all things in heaven and on earth under Christ*” (Ephesians 1:8-10, emphasis mine).

If there was ever a Noble Cause worthy of our lives, this is it! And yet, no tribe can reach Stage 5 until a critical mass of its members attain a *personal level* of development that’s at least 4 or 5 as well. As we shall see in the next section, this is not easily done.

Before we move on to the next section, there are a few additional key points regarding tribes and tribal development that you need to know:

♦ **Tribes can only advance one stage at a time.** So if you determine that your organization or leadership team is operating at

- ◆ Stage 2 and you want them to operate at Stage 4, you *first* have to lead them to (and through) Stage 3. The process is developmental, and tribes can't skip a stage.
- ◆ **To lead a tribe from Stage 2 to Stage 3, you have to consistently stand in and lead from Stage 3.** You can't lead them from Stage 4 (they won't be able to relate to you), and you can't lead them from Stage 2 (their collective inertia will absorb you).
- ◆ **Tribes that are more than one stage removed from where we are typically look “crazy” to us.** This is why when we look at the behavior of Al Shabaab, it looks so irrational, as few of us currently live in a Stage 1 tribe. In the same way, to a tribe with a Stage 3 worldview (where many of our churches and organizations are), a Stage 5 tribe looks nonsensical and impossible to achieve. Tribes can only “see” one stage beyond where they currently live.

So now, back to the questions I asked you to consider as you read this. Take a few moments to jot down your responses to these:

- ◆ Which tribal stage best describes the current culture in your organization?
- ◆ Which tribal stage best describes your senior leadership team?
- ◆ What would have to change for your staff and leadership team to become a solid Stage 4 or Stage 5 tribe?

Keep your responses in mind as we dive into the second half of the puzzle: The 5 Levels of Adult Development.

THE 5 LEVELS OF ADULT DEVELOPMENT

Each of the 5 Levels of Adult Development is best identified by the *dominant question* that a person is asking about life at each stage. You'll see those questions identified below. As you go through the descriptions of the five developmental levels, I encourage you to ponder these questions:

- ◆ Which developmental stage best describes where you are right now?
- ◆ What change would be required of you to personally advance to the next level of adult development?
- ◆ How does this developmental model shift the way you think about what it means to be a fully-formed follower of Christ?

Level 1: Survival

The dominant question a person is asking at this stage is, “How do I get what I need to survive?” In many ways parallel to tribal Stage 1, to individuals at this level of adult development, concepts of “right” and “wrong” are incidental and irrelevant. Morality is a largely useless idea. What matters is survival, and doing whatever it takes to achieve and maintain that end. All choices are fueled by the primary question of survival. All other considerations (such as right/wrong, other people's feelings, etc.) are secondary at best, if considered at all.

Level 2: Reactive

The dominant question a person is asking at this developmental stage is, “What is the problem

and how do I solve it?” Life for the individual at this level is characterized by a strategy of “playing not to lose.” The focus is on finding and following the “rules of engagement” ~ getting it right (whether “it” is a job or a marriage or a relationship with God) in order to create a comfort zone that he or she will then stay in as long as possible. For someone at this level, the motivation to act generally unfolds in one way: A problem emerges, which creates inner tension (i.e. the comfort zone has been disrupted). The person reacts to the problem; and when it is solved, he stops reacting. Then a new problem arises, and the person reacts again, acting to restore the comfort zone around them. Since life will always present new and unexpected challenges, this creates an ongoing “reactive lifestyle” in which the person is perpetually putting out fires and trying to “fix” things that make him or her uncomfortable. In other words, playing not to lose.

One interesting insight to note here regarding church leadership: Leaders who spend the bulk of their time and energy directing their people to “fix what’s wrong” in their lives or “avoid the bad” in the world tend to create a state of arrested development in their church culture. They inadvertently hold their people back from growing past the Reactive stage.

Level 3: Creative

The dominant question a person asks at this developmental stage is “What do I want to create?” As in “What do I want to create in my career? in my relationship with others? in my life as a whole?” and so on. If the Reactive Level is about “playing not to lose,” then the Creative Level is about “playing to win.” Motivation in life comes from envisioning what you want and actively moving to make it real. Creative tension is the space between where you are and where you

want to be. A person in Level 3 will still encounter problems (of course), but the focus is no longer on avoiding them or obsessing over them, but rather stays dominantly fixed on the ultimate end goal. As the brilliant artist and inventor Leonardo da Vinci once said, “Obstacles cannot crush me. Every obstacle yields to stern resolve. He who is fixed to a star does not change his mind.”

Individuals at this level of development are able to forge useful alliances and even work effectively with a team to serve a common goal. And yet, their aims in life are still ultimately self-focused and egocentric. Though they may appear altruistic, their deeper concerns are always tied in some way to themselves ~ i.e. “*my* life, *my* goals, *my* happiness, *my* success.” They partner with others and may even join with teams pursuing a Noble Cause so long as doing so serves their personal goals regarding the life they want to create for themselves.

Level 4: Integral

It’s in the developmental shift from the Creative Level to the Integral Level that a person’s perception of the world moves from “me” to “we.” The dominant question at this stage is, “What are we here to do in service of the world?” Notice the shift in the pronoun. Once in Level 4, a person no longer values acting alone. In fact, those in Level 4 now see the necessity of deep partnership and community in order to accomplish significance in life and leave a legacy for future generations. They see the deep essential connection between “me” over here and “you” or “them” over there. It’s clear that we are all essentially connected and are all in this together. Acting alone, outside of the “we” of authentic community and teamwork, no longer makes sense.

Additionally, those in Level 4 can shift perspectives easily, even to the point of seeing the

world or themselves through the eyes of someone very different from them. For example, those from different religions or belief systems no longer seem to be the “enemy,” but are rather fellow human beings who, like me, are simply trying to make sense of life and their place within it. Likewise, in the aftermath of 9/11, while someone in the Reactive or Creative Level of development would be likely to write off Osama Bin Laden as a monster who is “nothing like us,” a person in Level 4, while in no way excusing Bin Laden’s atrocities, would still recognize his essential humanity and would likely try to understand what would drive a human being to do what he did. To look at the “other” is to learn about yourself. And yet, those in Level 4 still see themselves as distinct from others. We are connected. We are similar. But I am still me and you are still you.

Level 5: Unitive

For those rare individuals who reach Level 5, all the questions come to an end. There is no guiding question for those in the Unitive stage because for them there is no longer any meaningful distinction between “me” and “you” and “them” and Christ.

To use Paul’s body analogy once more, consider for a moment how you would respond if you fell on the street and gashed your leg on a stray piece of glass. Without even thinking about it, you would immediately take action to treat your wound. If the wound was serious, you would take yourself to a hospital and spend whatever money was necessary to care for yourself and ensure the wound would heal.

Well, for someone in the Unitive stage, that natural reaction that I just described happens even if the wound is on someone else’s body instead of their own. In their heart, Level 5 adults no longer recognize a distinction between “me” and “the

other.” They react to the other’s pain or injury as if it were their own. Because to them, it is.

This goes a long way toward explaining how someone like Mother Teresa could live the life she did. When others praised her (as they often did) for the extraordinary nature of her love toward the poor in Calcutta, she would often brush it off and say that what she did was not extraordinary at all...that it was the most natural and obvious thing to do in response to the suffering of the poor. Imagine if someone saw you bandaging the gash on your own leg and praised you for what an extraordinary act of kindness that is. Wouldn’t you think that was a bit ridiculous? I wonder if that’s how Mother Teresa felt when other people praised her work with the poor.

Jesus was also, of course, a Level 5 adult, and many of his teachings pointed his followers to move toward a Level 5 view of life and humanity. When asked to define who is our “neighbor” and who is not, Jesus told the familiar parable of the Good Samaritan (Luke 10:25-37), making a point of using two people groups who historically loathed each other (Jews and Samaritans) to illustrate how none of those distinctions apply or even make sense in the Kingdom of God. Rather, your neighbor is anyone around you who is injured or in need, and you are to love them “as you love yourself” (Matthew 22:39).

Likewise, in the parable of the Sheep and the Goats (Matthew 25:31-46), Jesus makes the point even more overtly by saying that any act of care for the hungry, the sick, the poor, and the imprisoned is an act of care for Jesus himself. Whatever you do to the least of these, Jesus said, you are doing to me.

These are but a few examples. When you read through the Gospels and the rest of the New Testament holding this developmental model in mind, it becomes clear how Jesus beautifully modeled for us what it is to be a fully-developed human being. He became one of us (Hebrews

2:14), identifying himself completely with us, even to the point of suffering in our place (Philippians 2:6-8), taking on our pain and our burden as if it were his own (2 Corinthians 5:21); and he calls us to follow in his steps!

“This is how we know we are in Him: Whoever claims to live in Him must live as Jesus did” (1 John 2:5b-6). The call to follow Christ is a high call indeed.

Before we see how these two developmental models can work together to help you develop as a leader and build a team that can change the world, there are a few additional key points about the 5 Levels of Adult Development that you need to know:

- ◆ **Individuals can only advance one level at a time.** As with the tribal stages, an individual can’t “skip” from Level 2 to Level 4 or 5, no matter how much we might try. Each developmental level is essential to the next.
- ◆ **You cannot advance beyond Level 3 outside of intentional community with others.** If you’re looking for another reason to encourage authentic community in your church or organization, this is it. We humans are made for community, and without it, we simply do not develop to our full potential. I cannot be all that God created me to be without stepping into intentional and authentic community with other people who are on the journey with me.
- ◆ **All of the levels are essential to human development.** Being at Level 2, for example, is not “bad.” It’s just where someone is. Avoid passing judgment on others based on where you perceive they are developmentally.
- ◆ **People who are two levels away from you (in either direction) will appear nonsensical to you.** Just as with the tribal stages, individuals can really only understand

and move toward the levels closest to their own. For this reason, if you are at Level 4 leading a bunch of people who are at Level 2, *you* have to step back and engage them from Level 3, or else nothing you do will connect or make sense to them.

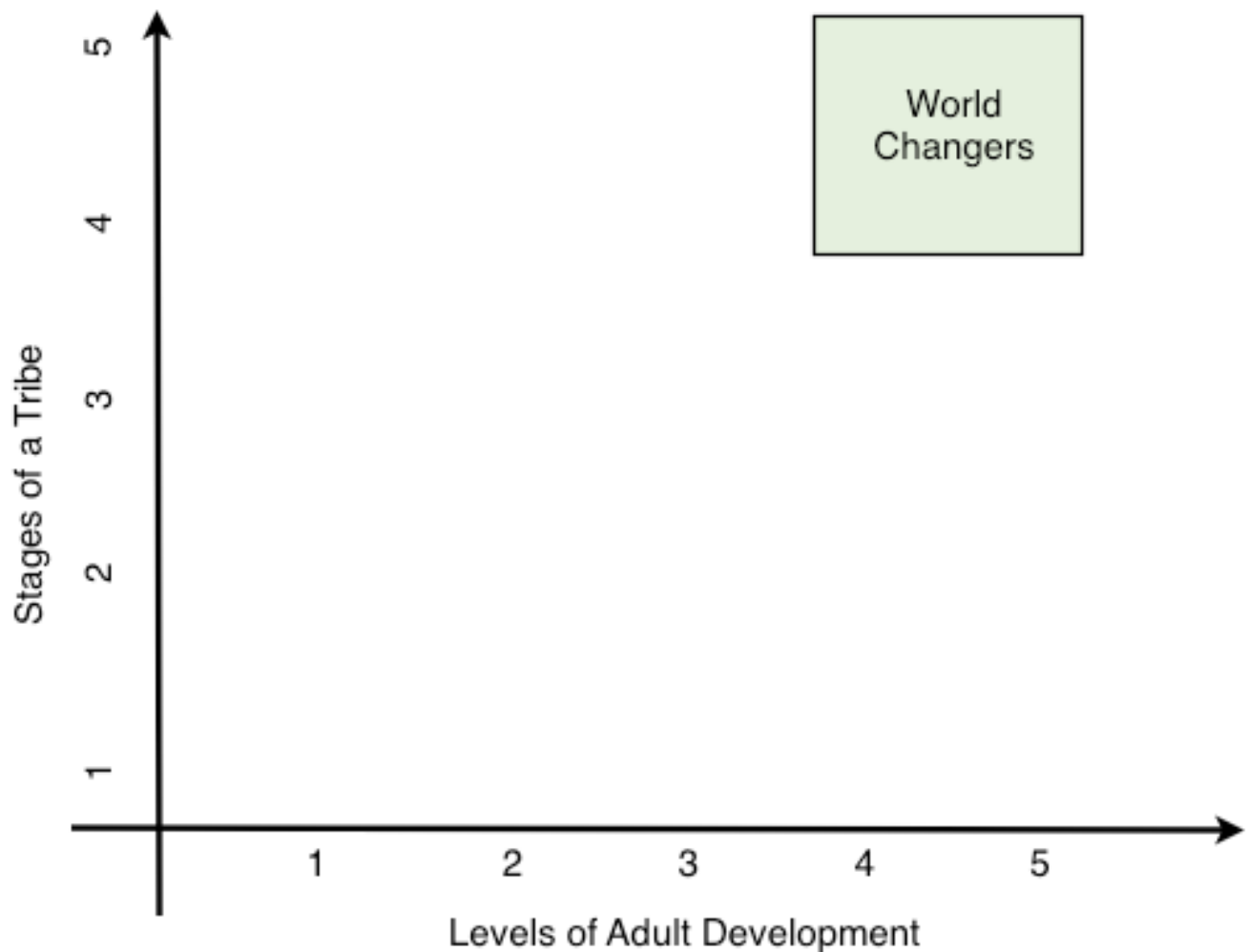
One final step before we pull it all together. Let’s revisit the questions I asked you to consider at the start of this section:

- ◆ Which developmental stage best describes where you are right now?
- ◆ What change would be required of you to personally advance to the next level of adult development?
- ◆ How does this developmental model shift the way you think about what it means to be a fully-formed follower of Christ?

Take a moment and write your responses to these questions.

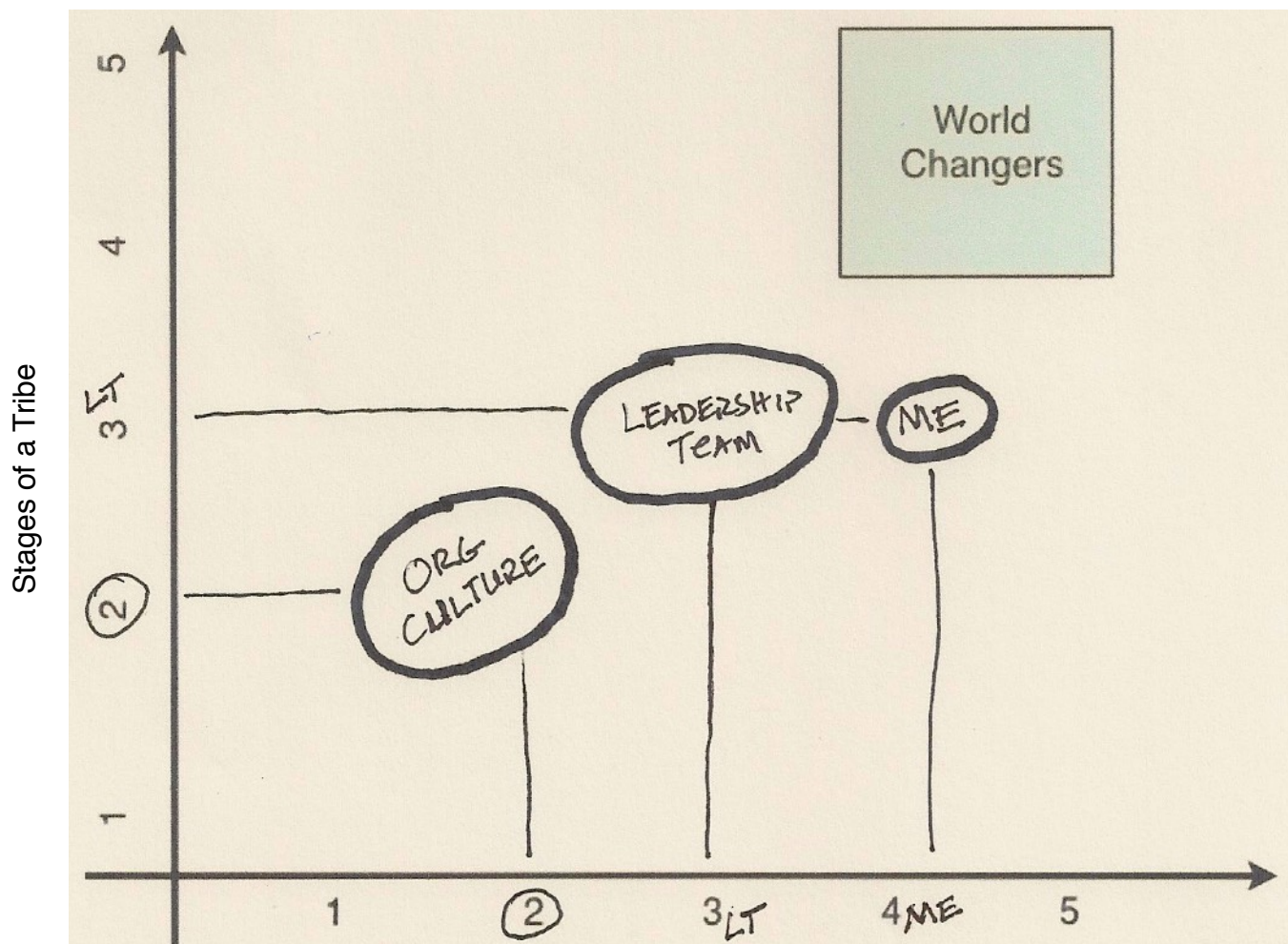
“YOU ARE HERE”

Now that we’ve briefly covered the 5 Tribal Stages and the 5 Levels of Adult Development, we’re ready to chart out where you and your team or organization are in these developmental journeys and explore ways that you can move toward engaging in the kind of leadership that changes the world, both in your own life and in your team or organization. To begin, all we need to do is revisit a few of the questions you’ve already explored:



- ◆ Which tribal stage do you think best describes the current culture in your organization? Circle the appropriate number on the vertical axis of the chart above.
- ◆ Which tribal stage best describes your senior leadership team? Write “LT” next to the appropriate number on the vertical axis of the chart above.
- ◆ Which adult developmental level best describes where you are right now? Write “ME” next to the appropriate number on the horizontal axis of the chart above.
- ◆ Which adult developmental level best describes the *majority* of your leadership team members? Write “LT” next to the appropriate number on the horizontal axis of the chart above.
- ◆ Which adult developmental level best describes the *majority* of the members of your organization? For example, do *most of them* tend to live more Reactively (focused on what’s wrong or not working) or more Creatively (focused on what they want to create)? Circle the appropriate number on the horizontal axis of the chart above.

Finally, complete the chart by extending lines from the two axes to see where you, your leadership team, and your organization generally fall right now developmentally. Here’s an example of how that might look:



Levels of Adult Development

NEXT LEVEL LEADERSHIP

Now that you have a general sense of where you, your team, and your organization are developmentally as individuals and as a group, what's next? How do you lead them (and yourself) toward the kind of leadership that can actually make a permanent positive impact on the world?

We'll review several specific, practical steps you can take in a moment, but first it may be helpful to create a profile of a world-changing team/organization based on what we have learned from these two developmental models.

Members of a World-Changing Team or Organization:

- ◆ are passionately committed to a shared Noble Cause.
- ◆ place little value on their relative status or position within the team or organization.
- ◆ think in terms of "we" and "ours" instead of "me" and "mine."
- ◆ are guided by a set of highly resonate core values that govern all work and interactions.
- ◆ are able to effectively consider and learn from other perspectives, even those that are vastly different from their own.
- ◆ are regularly asking themselves, "What are we here to do in service of the world?"
- ◆ are no longer interested in "doing it alone."

So how do you inspire your team (and yourself) toward this kind of world-changing leadership culture?

As you've probably gathered by now, making these kinds of developmental shifts are not a simple matter of rewriting job descriptions or redesigning the org chart. It requires an intentionally developmental "inside out" approach ~ first, with yourself, then with your leadership team, and then with the organizational culture as a whole. That said, here are some practical action steps you can take right away:

- ◆ **Purchase and read the book *Tribal Leadership*.** In fact, encourage your whole team or staff to read it together. Have an open conversation about what stage you believe you are in as a team and explore together what needs to happen in order to take the team to the next level.
- ◆ **Watch this [TED video](#) of Dave Logan** (one of the authors of *Tribal Leadership*) explaining the tribal stages.
- ◆ **Go through the Leadership Circle Program.** [The Leadership Circle Profile™](#) (upon which the 5 Levels of Adult Development is based) is the only 360-degree competency assessment that not only provides valuable feedback on your current leadership performance, but also reveals the leadership "blind spots" and underlying assumptions that weaken or undermine your leadership effectiveness. The Leadership Circle Profile helps leaders clearly see the relationship between their own level of adult development and the real-world results they get as a leader. You can learn more by visiting my website (www.michaelwarden.com); or just [contact me](#) and we'll schedule a time to talk.
- ◆ **Take your leadership team through my Team Culture Assessment.** The Team Culture Survey is a 2-step group process that utilizes the [Collective Leadership Assessment](#) tool. Similar to the Leadership Circle Profile™, the Collective Leadership Assessment is a 360-style assessment that highlights the gap between your current team culture and your desired one. Grounded in the same adult development research, this assessment will not only identify underlying assumptions that undermine your team's effectiveness, but also provide a compelling roadmap for change by pointing to the shared desires and hopes for growth that your team holds in common. Learn more by visiting my website (www.michaelwarden.com); or [contact me](#) and we'll schedule a time to talk.
- ◆ **Take your organization through our "Culture Upgrade" Training Program.** For those of you who are ready to do what it takes to shift your leadership and your team toward a World-Changing Leadership culture, consider signing up for our "Culture Upgrade" Program. Led by a team of experienced, certified leadership coaches, this training enlists your leadership team and staff in an immersive, experientially-based learning process that shows you how to shift your culture mindset from "me" to "we" by helping your people deepen their shared connection to your Noble Cause, your core values, and to one another. [Contact me today](#) to schedule a time to talk about how the Culture Upgrade Program can transform your team or organization into the kind of leadership culture that can authentically impact the world for good.



MICHAEL D. WARDEN

Know Yourself. Live Your Passion. Lead Your World.



Meet the Coach

Hi! I'm Michael. I'm an Executive Coach & Trainer for Leaders and Teams. With over 35 years of experience working with leaders and teams in multiple contexts—including faith-based organizations, secular non-profits, and the corporate world—I bring a unique understanding of the special challenges faced by leaders committed to accomplishing a noble cause in difficult contexts, and know how to help them successfully navigate challenges to achieve their goals. My personal passion is to empower leaders and teams to create a culture of ongoing growth and personal transformation, so that they might not only achieve their goals, but excel beyond them in pursuit of their full potential and capacity to create good in the world.

I started my coaching work in 2003 after graduating from the renowned Coaches Training Institute (now called The Co-Active Institute), and quickly went on to get advanced training in Relationship Systems and Organizational Coaching (ORSC) through the Center for Right Relationship, as well as certifications in a number of coaching methodologies and assessments, including the Leadership Circle 360, the Enneagram for Leaders, the Art of Alignment, and the Inside Team Approach. Prior to my coaching career, I worked as a trainer, curriculum developer, and managing editor for a number of publishing houses specializing in spiritual and leadership development. This unique background has allowed me to specialize in helping leaders and organizations address their challenges and goals in a more holistic way—achieving greater strategic results while also creating a sustainable, life-giving culture that is mindful of its impact as a player on the world's stage.

You can read more about me and my work at www.michaelwarden.com. If you would like to talk about your own leadership journey and the challenges you are currently facing, contact me to set up a free exploratory conversation. Let's see how we might partner together to take you and your organization to the next level of performance and impact!

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Other Programs & Resources Available from Michael:

THE LEADERSHIP CIRCLE 360 PROGRAM

Take your leadership development to a whole new level!

The Leadership Circle Program is a 4-month, 8-session one-on-one coaching journey for leaders that utilizes [The Leadership Circle Profile](#) (TLC) a true breakthrough among 360 assessment tools and combines it with 8 one-on-one coaching sessions specifically targeting the profile results to produce authentic change and growth in your development as a leader

TLC is the only leadership assessment tool that measures the two primary leadership domains Creative Competencies and Reactive Tendencies and integrates the information so that you can instantly see the relationship between how you lead and the underlying, hidden assumptions that drive your behavior. As a result, TLC not only measures what's working in your leadership and what's not, but also tells you why your weak points keep showing up the way they do, and how you can change them for good.

[VISIT THE WEBSITE TO LEARN MORE](#)

THE ENNEAGRAM DEEP DIVE

Understand yourself better, improve your relationships and lead more effectively.

The Enneagram is an assessment tool that helps you identify the way you uniquely interface with the world — what drives you, what scares you, how others experience you — to help you understand your blind spots and design a meaningful strategy toward personal wholeness and professional effectiveness.

The Enneagram Deep Dive is a 4-session one-on-one coaching exploration that utilizes the Integrative9 Enneagram Assessment, a truly comprehensive report that gives you an understanding of the subconscious motivations, beliefs, defenses and behavior patterns that lead you to get stuck or frustrated. With special emphasis on your role as an influencer or leader, the report highlights powerful insights about both your brilliance and your shadow, and provides a practical path for growth that you can start right away.

[VISIT THE WEBSITE TO LEARN MORE](#)

This is just a sampling. For more, check out my [website](#), or [drop me a line](#). I'd love to talk!