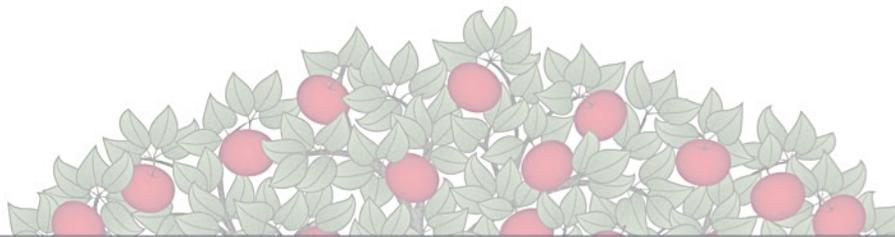


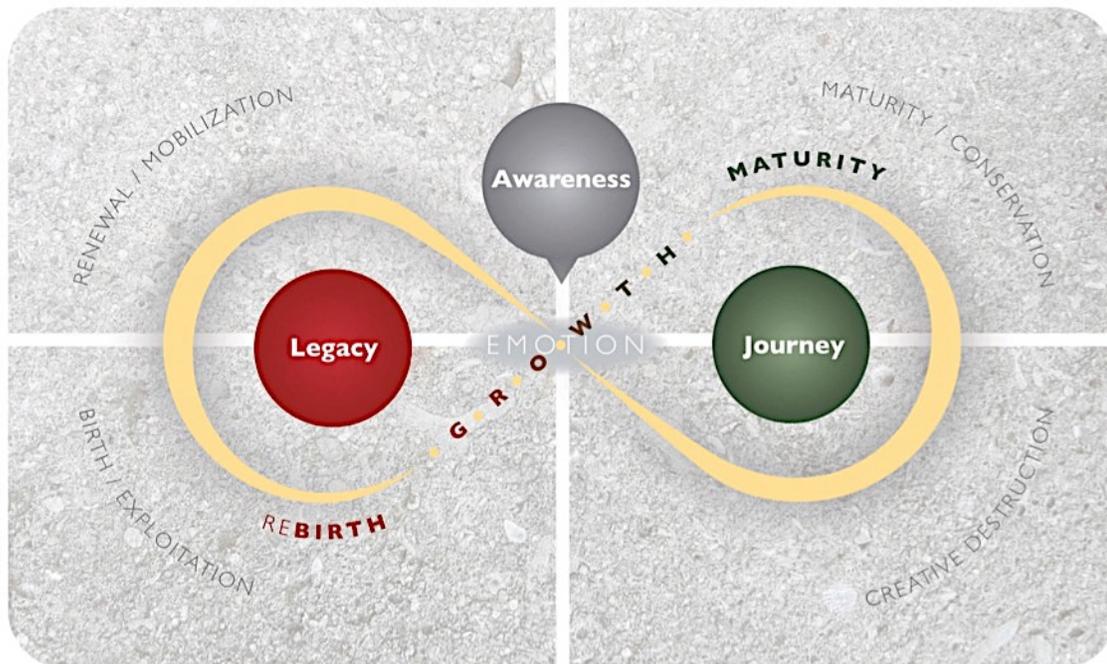
# The Model of Growth for Emerging Leaders

## Introduction

We are all emerging leaders at various stages in our lives, taking on and avoiding challenges that bring fear. The **Model of Growth for Emerging Leaders**, developed in 2014 by Sonia Di Mauro, offers a framework to help us understand and plan for a courageous life through growth; to "apply foresight and anticipation to 'design for positive emergence' — to transform the system towards increased health and an improved capacity to respond wisely and creatively to disruptions and change" (Wahl, 2017). The model charts the emotions and reactions that result from implementing change. This individual and psychological change cycle is "natural, normal, and highly predictable" (Haines, 2010).



## The Model of Growth for Emerging Leaders



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## Learn – Grow – Adapt – Thrive

**Four quadrants = four phases.** The journey starts at **Birth** (in red) through to **Maturity** (in green), around through to **Creative Destruction**, which brings **Renewal** and **Rebirth** towards the start of something new.

Use the model to learn how to effect, influence, and prepare for positive change. The cycle from stability to change to instability to new stability is normal and natural. Instead of fighting the inevitable, we can use it to our advantage. The model helps us navigate our relationships (with ourselves and others) and our life and work projects with resilience in the face of uncertainty. Systems thinkers state that change requires the creation of something new based on the mindset of exploring and learning through possibilities. This requires a “discipline of planned abandonment” (Senge, 2000) or “letting go of the old in order to create something new” (Baird-Wilkerson, 2003).

Leadership emerges when growth, adventure and confidence intersect. Start with the visualization of **Legacy** (strategy), enjoy the **Learning Journey** (tactics aligned with strategy), increase our **Awareness** (observe results with a growth lens), and develop deep relationships. Most importantly celebrate... celebrate wins... celebrate losses, for it all equals our beautiful life.

We are all emerging leaders; our role is to dare to leave the familiar. As organizations, our role is to listen and allow this growth. In the unknown, we will grow – and in this growth we will impact

our world. What are you ready for? **Take the leap and grow.**

*The Apple in the Orchard: a story about finding the courage to emerge as a leader* by Sonia Di Maulo is a lovely little book with a profound message: To pursue greatness, aspiring leaders sometimes must dare to leave the familiar. Opportunities for growth and learning are all around you, so take the leap, and grow! – Ken Blanchard, Coauthor of *The One Minute Manager®* and *Great Leaders Grow*

### ONE Quadrant 1: Birth

“What we call the beginning is often the end. And to make an end is to make a beginning. **The end is where we start from.**” - T. S. Eliot

In Quadrant 1, it's the **Birth** of something new: a relationship, a project, a career, a trip, etc. This is an exciting, creative and flourishing time, which will come to an end. Infinity offers hope: knowing our new adventure will follow the path of birth through growth, prepares us to shine, when the real emotions surface. We can only get through to Maturity when we have the courage to grow, become aware of the emotion, look at it as an opportunity to learn about ourselves and the world and look past it to the next phase.

### TWO Awareness

“The reorganization of resources grows and changes in the quality and quantity of interconnections within the system at this point creates a crisis that can be turned into an opportunity for transformation and innovation”

(Wahl, 2017). **Awareness** escorts us through growth towards maturity and from destruction to renewal... it brings emotion. This one decision to stay or push through impacts our actions and is interlinked with other, seemingly, disconnected decisions and events. Fear is an emotion that tends to override all others, to control our actions. Its function is to protect our safety, our very existence. Courage is the ability to act when fear keeps us from moving forward. The challenge is to recognize the side of fear that keeps us from growing and interfering with our judgment yet leave it capable of carrying out its danger avoidance function. When we recognize fear and use it to our advantage, wonderful emergence results. **The key is to experience the emotion and cherish what it brings; to understand it and then to let it go.**

### **THREE** Quadrant 2: Maturity

Once we push through the emotion, we can continue our growth journey towards **Maturity**. In this Quadrant, we enjoy our successes and take the opportunity to build, connect, and experience. When we prioritize growth, we become aware of what is required for change to occur. In Maturity we increase our ability to learn, grow, and adapt. We learn to not dwell on what went wrong or dwell on what could have been. This is a time to charge forward toward a beautiful journey of learning.

### **Learning Journey**

Awareness of our emotions brings full appreciation of the learning experience to fulfill our legacy. Enjoy the adventure, marvel at life's small pleasures, and consider all opportunities. In the **Learning Journey**, what will we find that we had not seen before? What will we learn? What will our courage bring us? During maturity and creative destruction we learn about ourselves, others, our environment and this adventure from the perspective of a traveller exploring new sights, sounds, and visions. As this unfolds we are able to adapt and prepare for eventual destruction, increasing and balancing resilience and stability. This journey allows action despite uncertainty, and uncertainty is reduced when learning occurs.

### **FOUR** Quadrant 3: **Creative Destruction**

As part of the Learning Journey, a period of **Creative Destruction** (which develops as a response to a highly creative experience) is inevitable; it is the destruction of an existing pattern to create the conditions for something new to grow. It is a necessary and natural part of our adventure and a key element of learning and growth. When we resist creative destruction, we go against natural patterns of life. In the model, as we cross back through emotion, we can easily get stuck again. Sadness, pain, regret... is it the end? It sure feels like it is. Resilience is developed when we anticipate and recognize the pattern in this quadrant.

## FIVE Quadrant 4: Renewal

Renewal always follows creative destruction after we push through emotion. When it seems like the end, it really is the start of something new and wonderful. Something we could not have imagined. Before we can begin a new adventure, this period requires deep presence and awareness - to fully appreciate our journey so far and to look forward to possibilities and the opportunity to emerge again. Nothing is constant except change. - Heraclitus

### Legacy

Legacy helps us decide the kind of life we want to live and the kind of world we want to live in. The final stage of growth helps us leave behind

a worthwhile **Legacy**; this leads us to start our growth journey anew; to celebrate what has come before and to build upon our learning in a profound and meaningful way. Determining our legacy helps us to think about our life path and purpose and to plan towards it: accomplishments, disappointments, learning, your past, present, and hopes for the future. This leads to a reflection of people, work, ideas, commitments, and social institutions that have given our lives shape and meaning: a rhythm and a connection to something bigger.

In this model of growth for emerging leaders, start by planning your legacy, determine what you must learn, experience, observe, and become aware of to achieve that legacy. **This is how growth emerges.**

The Map It! Worksheet on the next page can help you to better understand the model in relation to an event that has occurred in your past. Use the worksheet to celebrate the events of the model or plan your future living legacy.

### What is a living legacy?

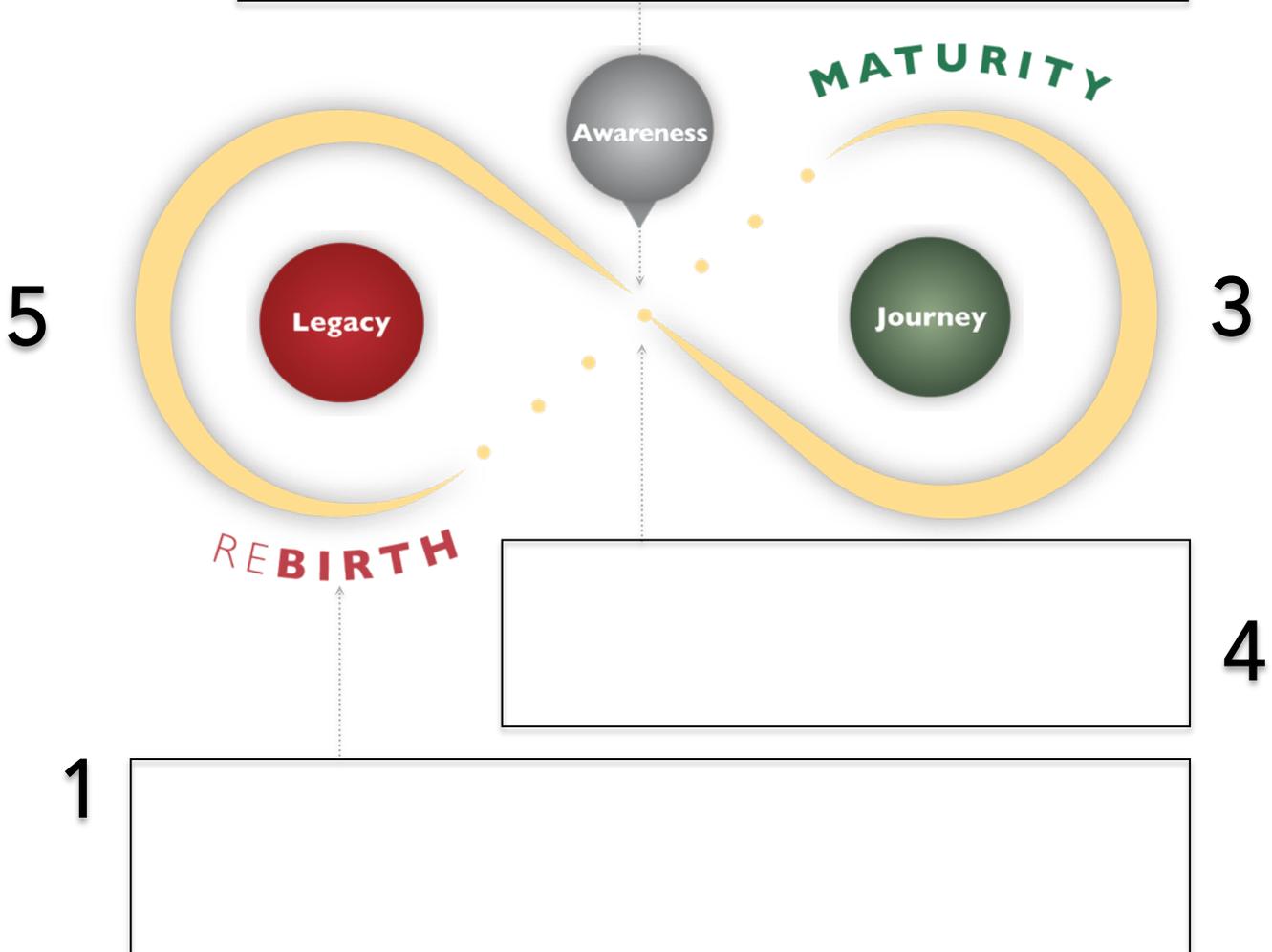
- How you experience yourself every minute, every hour, every day
- How people experience you every minute, every hour, every day
- The benefits you are leaving for yourself and others when you are not there

Each person leaves a legacy -- a single, small piece of herself, which makes richer each individual life and the collective life of humanity as a whole.

# Map it! Worksheet

Living Legacy (you can write a draft here based on what it was when you went through your event)

2



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