Constructive Development
Why does it matter to professional coaches?

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Books:

The Evolving Self
In Over Our Heads
How the Way We Talk Can Change the Way We Work
Change Leadership: Transforming our Schools
Immunity to Change

www.mindsatwork.com
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Robert Kegan is a psychologist who teaches, researches, writes, and consults about adult development, adult learning, and professional development.

His work explores the possibility and necessity of ongoing psychological transformation in adulthood; the fit between adult capacities and the hidden demands of modern life; and the evolution of consciousness in adulthood and its implications for supporting adult learning, professional development, and adult education.

Today we begin to explore its implications for professional coaches in leadership and healthcare.
What does constructive mean?

We construct not only our reality, what we perceive, believe, and what is meaningful, we construct our way of making meaning.
What is constructive development?

The process over time of qualitative change and increasing complexity according to principles of stability and change.
Constructive developmental stages: Big Ds

We develop through life stages and make big leaps in the way we view ourselves & our lives, and the way we make meaning.
What distinguishes levels of consciousness is what we are “made by” or subject to, or embedded in, and what we “make up” or is the object of our making, or is at arms-length.

Consciousness levels increase in complexity and one evolves into and through each level one at a time.

One cannot understand and relate to those at a higher level of consciousness.

There is an early, mid, and late stage for each level of consciousness.
Subject-Object Theory & Consciousness

- **Third Order (Traditional)**
  - My values, ideals, and roles are made by my family, tribe, or culture.
  - I make up my disposition, needs, and preferences.

- **Fourth Order (Modernist)**
  - What makes me - I am autonomous, self-authoring, self-regulating; I want to find my true self.
  - I make up my values, ideals, and roles – I am not defined by others.

- **Fifth Order (Post Modernist)**
  - What makes me - I am continually self-transforming and evolving.
  - I make up my form of self. I am one of my multiple selves at any point in time based on the context – I make up my autonomous self-authoring and self-regulating self.
Third Order: Self is Subject to Tribe
Fourth Order: Self-determination
Fifth Order: Self-transforming
Leadership Examples

- **Third Order**
  - I follow the values, ideals, strategies of those I report to
  - I manage the elements that support the strategies of my leaders
  - I resolve conflicts by honoring the strategies and desires of those I follow

- **Fourth Order**
  - I define values, vision, and strategy for my organization
  - I am responsible for controlling the definition of vision and strategy
  - I resolve conflicts by validating and appreciating the unique needs and differences among parties

- **Fifth Order**
  - I lead a process to build a collective strategy and seek wide input
  - I welcome conflicts as they lead all parties to grow, change, and evolve
Well-being Examples

- **Third Order**
  - My health and well-being are a product of my life and work defined by my culture and the times
  - I follow lifestyle norms (fitness, mind-body, nutrition/weight, emotional regulation) and those purported by my leaders
  - I follow my preferences within lifestyle norms

- **Fourth Order**
  - I define how I value my health, and my engagement in a lifestyle that fosters mental and physical health
  - I want to achieve my optimal health and well-being

- **Fifth Order**
  - My mind AND body are continually evolving
  - I am engaged in continually optimizing health and well-being, a lifelong process
In Over Our Heads

- Today’s demands of parenting, marriage, careers, healing, and health are designed for 4th Order consciousness while around 50% of the population is at 3rd Order Consciousness.

- In adult life we are left to sink or swim in the absence of a society-wide educational curriculum to enable a stepwise transformation from 3rd to 4th Order.

- Great leadership (think Good to Great) demands 5th Order Consciousness while most leaders are at 4th Order.

- In corporate life, the emphasis is on training in skills development not educational steps enabling more objective and complex meaning-making.
Why does Constructive Development matter to professional coaches?

- Coaches already learn techniques to foster constructive development
- Empathy
- Self-motivation for change
- Coaching the expansion of consciousness
- Overcoming the immunity to change
Coaches already learn techniques to foster constructive development

- Exploration and amplification of personal values, dreams, and visions
- Fostering of self-motivation and intrinsic motivation
- Inquiry and reflections foster self-discovery and insight – creating awareness of what clients are “owned” by
- Intuitive dance or relational flow expands client’s sense of self in the moment
- Coaching process and client achievement over time fosters and anchors outgrowth of old thinking, feeling, and behaving
Empathy

It is important for coaches and clients to understand and appreciate without judgment:

- the existence of different levels of complexity of meaning-making.
- that people at a lower level of consciousness do not have the capacity to make meaning at a higher level.
- that it is important to work to connect at the other’s level of meaning-making.
- that there is an opportunity to help clients and help clients help others take small steps to expand self-objectivity.
Source of self-motivation for change
(Integrated Regulation)

- **Third Order Self-Motivation**
  - Aligned with tribe, being respected and affirmed by tribe’s leaders

- **Fourth Order Self-Motivation**
  - Defining and realizing true self in collaboration with others

- **Fifth Order Self-Motivation**
  - Opportunity to grow and evolve multiple selves in a dance with others and various contexts
Coaching the expansion of consciousness

Preparation

1. Understand the client’s current level of consciousness
2. Understand growth needed to get to the next level of consciousness
3. Convey to client the appeal and value (more freedom) of greater objectivity
4. Create optimal conditions of empathy, positivity, and courage to support new experiments with more objective meaning-making
Subject-Object Interview

A sophisticated method designed to help coaching clients appreciate their growing edge and become aware of what they are subject to and develop distance, and a wider perspective and greater objectivity.
Coaching the expansion of consciousness

Development

1. Help client find and pursue passions as a driver of desire for a higher level of consciousness
2. Raise client awareness of what client is made by or subject to – what’s inside box, inside story/narrative
3. Find small steps to experiment with making one’s beliefs rather than being made by them, getting out of one’s box
4. Reinforce and harvest insights and steps toward greater objectivity
Overcoming the Immunity to Change

Development

1. Discover hidden commitments, what make us and sabotage change
2. Move them from subject to object
3. Move forward with change unhindered
Coaching Developmental Cycle – Coaching Developmental Cycle

Coaches help clients move from Point A to Point B.
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