



# The Dawn of Postformal Leadership?

Adult Development's Theoretical Contribution  
to a Paradigmatic Shift in the  
State of Global Leadership

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How we got here.  
Why it's not working.  
What's next.

All photos: Chris Hadley – Commander: International Space Station

# The Leadership 'Industry'

## A Snapshot - 2012

40 Theories of Leadership

1,500 Definitions of Leadership

80 + million Leadership Books Published

Harvard Leadership MBA: \$140,000 per person

80 + Leadership MBA Schools competing worldwide

\$50 Billion annually - Corporate Training & Development

# Leadership Lineage

1900 – Tuck Book Keeping Program

1903- Harvard MBA

1980s - Harvard Leadership MBA

2012 – Harvard ...

- Law School
- Medical School
- Divinity School
- Business School
- Education School
- Kennedy School

All their Mission Statements  
refer to producing **Leaders**

# After 40 Years of Leadership Development

Leaders worldwide have never been held in such disrepute\*

The Leadership Industry has not improved the human condition\*

We still don't have any better ideas of how to grow good leaders\*

## Why?

\* Kellerman 2012

An aerial photograph of a coastline. The left side of the image shows deep blue water with intricate, swirling patterns of lighter blue and white, likely representing ocean currents or a reef system. The right side shows a landmass with a mix of green vegetation, brownish terrain, and some urban or developed areas. The overall scene is captured from a high angle, looking down at the ocean and the edge of the land.

## One model -

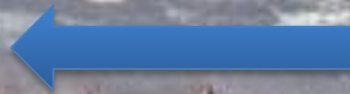
1. Leadership is a skill
2. Any skill can be learned
3. Leadership can be learned quickly

# Exhausted Leadership Model

- The End of The Baby Boomers

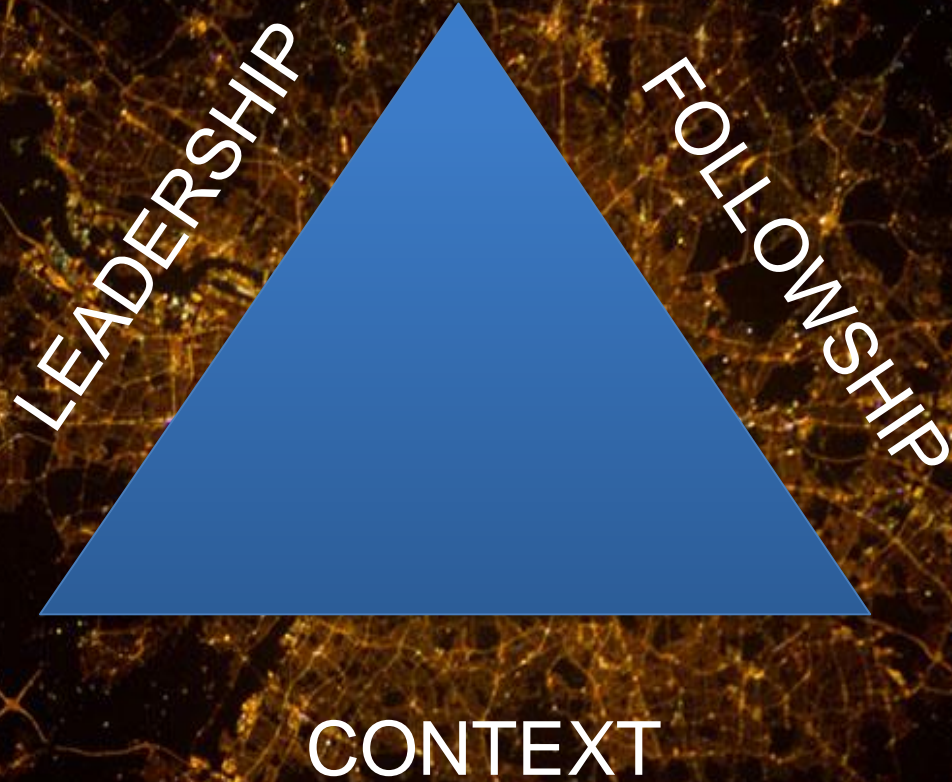
# Global Climate Crisis

- Challenging Urban Certainties



# Generation Y – Millennials

- Natural Postformal Thinkers





Leadership is neither born nor taught:  
It is circumstance calling forth a champion.



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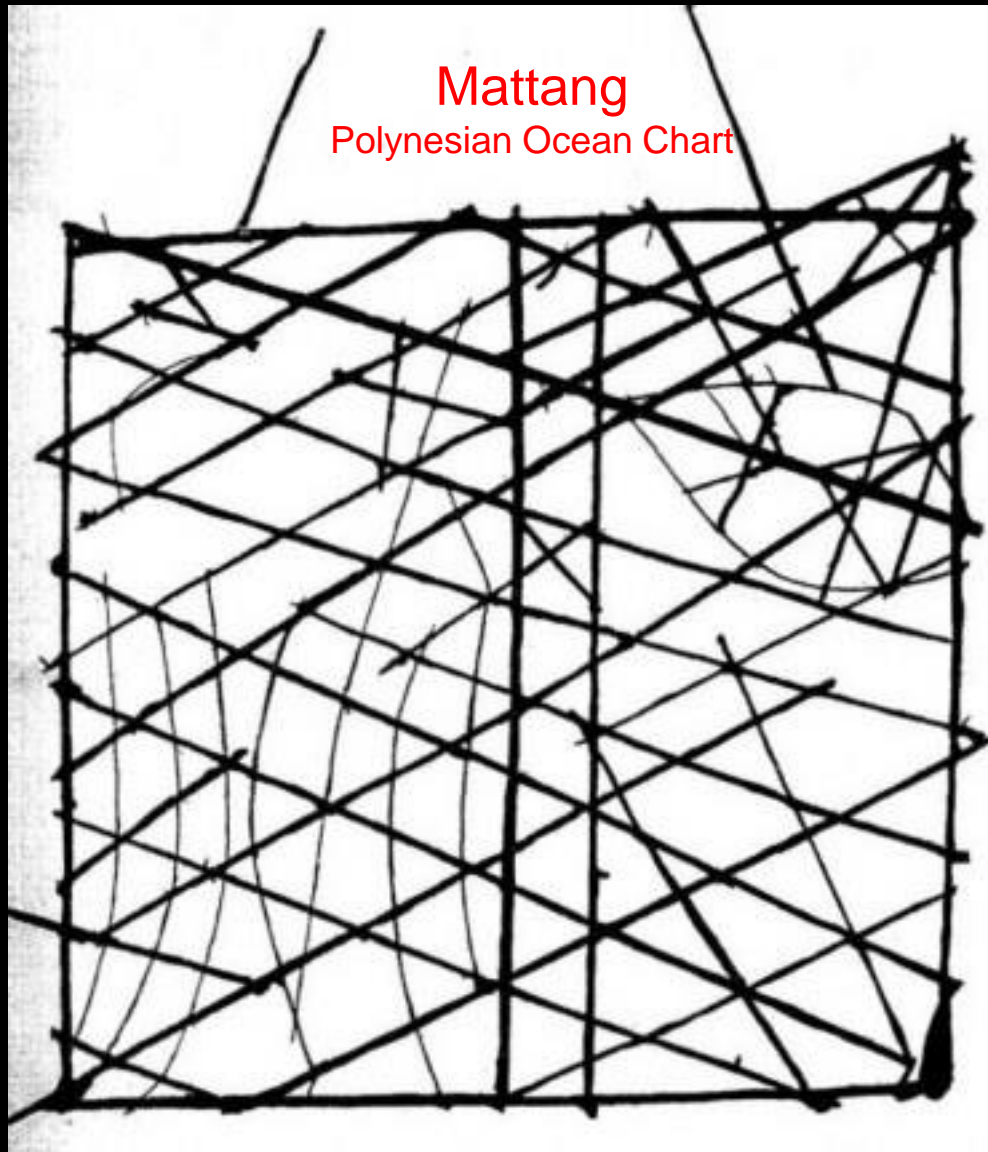
It is circumstance calling forth a champion.

# Postformal Leadership

## THE NINE QUALITIES

1. Reflexivity
2. Dialogical Reasoning
3. Imagination
4. Creativity
5. Higher Purpose
6. Paradox
7. Complexity
8. Integration
9. Intuition

**Matang**  
Polynesian Ocean Chart





Vigdís Finnbogadóttir

Former President of Iceland

Longest Serving Head of State in History

World's First Democratically Elected Female Head of State

The background of the slide is an abstract, textured composition of horizontal bands. The colors range from deep, dark blues and purples at the top and bottom edges to vibrant oranges and reds in the center. The texture appears to be that of a rough, weathered surface or perhaps a close-up of a natural material like wood or stone, with irregular, wavy lines and subtle variations in tone.

Adult Development can make  
A Significant Theoretical Contribution  
to a Paradigmatic Shift in the  
State of Global Leadership

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