

A circular opening in a dark, textured structure, possibly a tunnel or a well, looking out onto a bright sky with trees. The opening is framed by dark, concentric rings, and the view outside shows a clear blue sky and the branches of trees with some yellowing leaves.

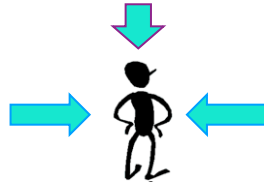
MEETING OUR GROWING CHALLENGES

*Jennifer Garvey Berger
McKinsey Australia Leadership Webinar Series
March 2020*

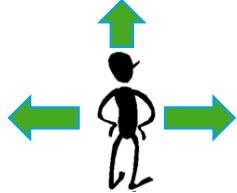
FORMS OF MIND



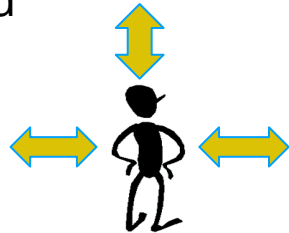
Self-sovereign



Socialised



Self-authored



Self-transforming

Early in our lives, we see only our own views and perspectives. We solve for our own interests

and then usually

We become fully engaged in some kind of group or society or profession and take in those ideas as our own. We solve for belonging

and then maybe

We begin to author our own lives and write our own ideas about who we are and what matters most. We solve for expressing our purpose

and then just maybe

We get comfortable with uncertainty, ambiguity, and complexity. We focus on the process change and of co-creating with others

NOT HOW WE LOOK, BUT HOW WE SEE



Self-sovereign



Socialized



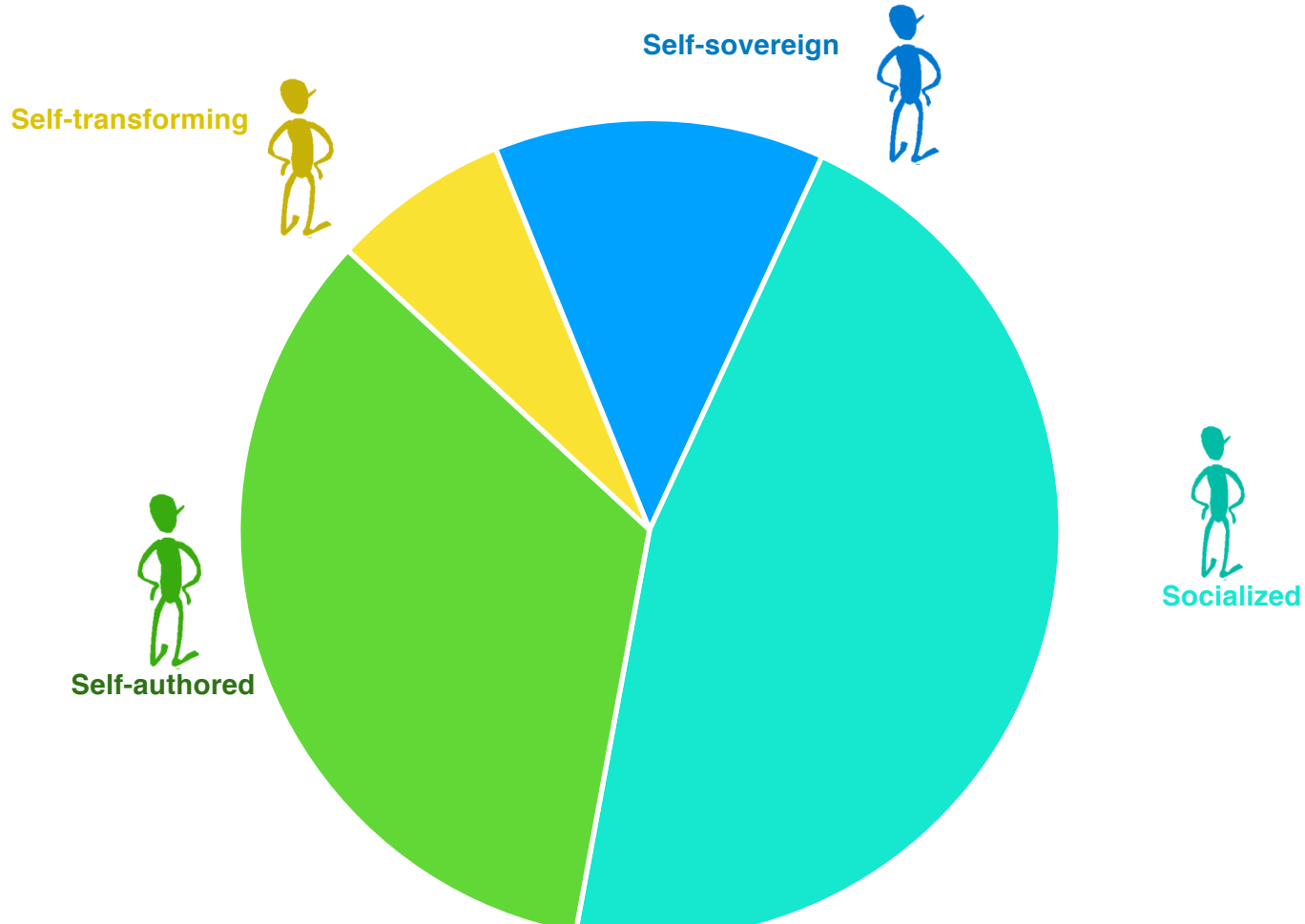
Self-authored



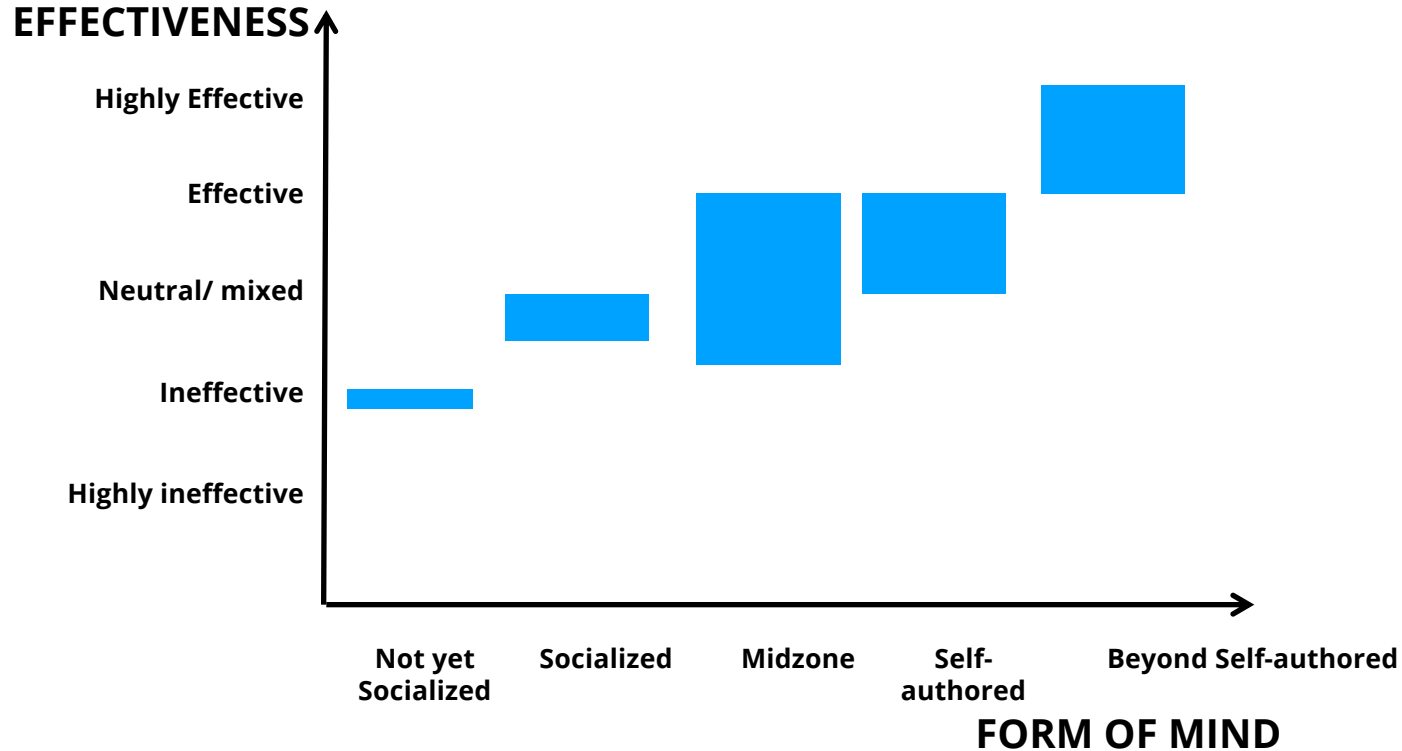
Self-transforming



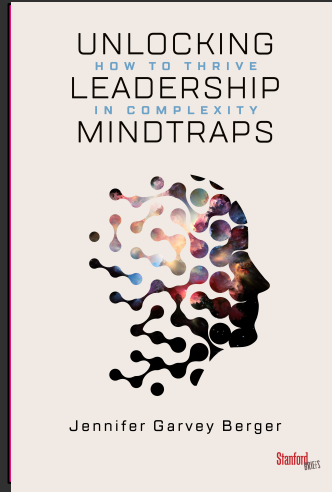
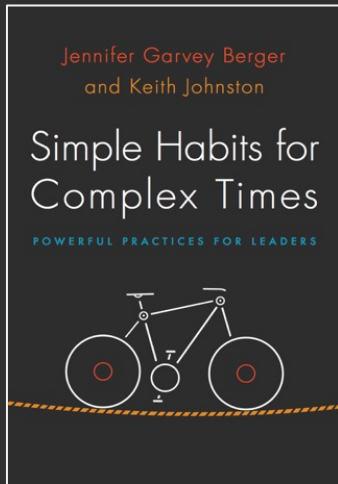
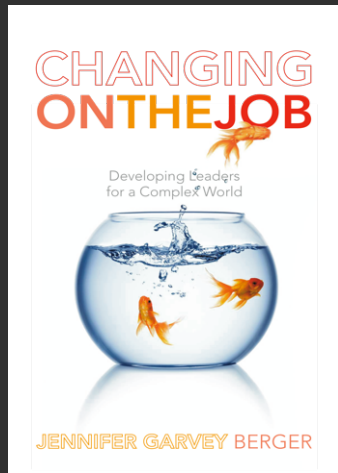
FORMS OF MIND ACROSS THE POPULATION



RELATIONSHIP BETWEEN LEADERSHIP EFFECTIVENESS AND FORM OF MIND



From K Eigel (1998) in Kegan and Lahey



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