

APPENDIX A): Interview-guide

1. What is the participants concept of leadership development at the outset of the course?

Follow-up questions:

1.1. Can you describe your leadership-ideal?

1.2. Can you describe when-how-in which situations-you experience a good professional self-esteem?

1.3. Can you describe how you talk to yourself when you evaluate yourself?

2. Have the participants experienced that the leadership course-the intervention-has contributed to their leadership development-process? If yes, how?

Follow-up question:

2.1. Have you seen any opportunities lately to develop yourself in the direction you want?

3. If the participants have experienced development-has this happened according to their concepts of what leadership development is-or has the course contributed to changing their concepts of leadership development?

Follow-up question:

3.1. Can you describe what kind of expectations you have to yourself as a leader in the future?

Appendix B- Consent form -Forespørsel om å delta i intervju i forbindelse med en masteroppgave:

Jeg er masterstudent ved Master of Management-studiet (Master i organisasjon og ledelse) ved NTNU og holder nå på med den avsluttende masteroppgaven. Temaet for oppgaven er lederutvikling, og jeg skal undersøke hvordan et lederutviklingskurs kan bidra til deltageres opplevelse av lederutvikling.

For å finne ut av dette, ønsker jeg å intervju 3-4 av deltagerne på kurset. Spørsmålene vil dreie seg om både hvilke forventninger til egen lederutvikling deltagerne har, og hvorvidt kurset har bidratt til enten en utvikling i samsvar med forventningene eller eventuelt en annen type utvikling. Jeg vil bruke båndopptaker og ta notater mens vi snakker sammen. Intervjuet vil ta omtrent 1-1,5 time, og vi blir sammen enige om tid og sted.

Det er frivillig å være med og du har mulighet til å trekke deg når som helst underveis, uten å måtte begrunne dette nærmere. Dersom du trekker deg vil alle innsamlede data om deg bli anonymisert. Opplysningene vil bli behandlet konfidensielt, og ingen enkeltpersoner vil kunne gjenkjennes i den ferdige oppgaven. Opplysningene anonymiseres og opptakene slettes når oppgaven er ferdig, innen utgangen av februar 2012.

Dersom du har lyst å være med på intervjuet, er det fint om du sender meg en bekreftelse på mail til Mawa40@live.no.

Hvis det er noe du lurer på kan du ringe meg på 00-47-95432053, eller sende en e-post. Du kan også kontakte min veileder, professor Jonathan Reams ved institutt for voksnes læring og rådgivningsvitenskap på telefonnummer 73591651.

Studien er meldt til Personvernombudet for forskning, Norsk samfunnsvitenskapelig datatjeneste A/S.

Med vennlig hilsen

Margrethe Waage

Appendix C: Presentation of the Leadership Development Program-the intervention:

I conducted the in-depth interviews, which provided this thesis with the empirical data, in May 2011 after the third day of the program. I will only describe the program in detail up to this point.

Day 1:

We started by sitting in a circle, present ourselves and "set" the group. The participants then took on a case for them to "try on" different types of leadership exerted from an Expert-, an Achiever-, and a Catalyst-mindset (see chapter 2, Joiner and Josephs (2007)). The case was then illustrated by some central developmental theory to support and ground the participants own experiences, based upon the theory of Joiner and Josephs, Torbert (2004) and Kegan(2009), as described in chapter 3. The exploration and familiarization of participants with these perspectives aimed to develop a greater awareness and sensitivity to the full range of levels of consciousness available to them. We ended day one with setting them up for taking TLCP 360, and then checking out.

Day 2 and 3:

One month later, in March 2011, we again started by sitting in a circle and "checking into" the group, allowing participants to settle in and become fully present to each other. We then presented both TLCP as an instrument in more detail, as well as some more theory on the reactive styles of their profiles, according to Horney (1945). We then had them identify one core issue from this they would like to work on. This led into:

The immunity to change process:

According to Reams and Fikse (2010), Kegan & Lahey (2009) has developed this approach to adress change by unlocking our mental immune system's grip on our perception so we have an opportunity to see it in action. To put the insights from this process into action, Kegan and Lahey (2009) describe ways to test the assumptions revealed in action. These tests facilitate a more complex structure of meaning making, enabling the process of developing a more self-authoring consciousness (see chapter 2 above).

From this they uncover the big assumptions underlying the competing commitments holding the system in place. These assumptions are beliefs that we assume to be true and then automatically and unconsciously informs and filters how we see reality. From these insights, we help them design a test of one of those assumptions to try out during the month before the next two days in the program. This can for instance take the form of having a conversation about their TLCP feedback with someone they work with, trying out a different behavior at work, or simply becoming aware of the impact of a certain behavior they have (Reams and Fikse, 2010).

Appendix D: Significant statements:

The category "Conditions":

Ann: Usually, when I have been to other leadership-programs, there has not been any focus on why things are as they are, you get the paper and "that`s it", "that`s the facts, now you know", and then nothing more happens..... In aspect of me having expectations about that we should be able to work with not only "that`s how it is, that`s the facts", but also get the possibility to go into oneself, to find out what it is that makes me score high on for example "controlling" , I think the course has met my expectations.

Ann: In my present job I feel that I am safe and good. I don`t have to fight all the time to prove that I`m good, which I strongly felt like I had to in my previous job-that I had to perform/achieve all the way there..... It`s a pressure I put on myself now. There are nobody else who are sitting and aiming at my job and waiting for me to fail, so they can take over. I felt very much like that in my last job.

Ann: ...I think the possibilities are there everyday, but it`s about being conscious about the possibilities instead of falling into the old pattern all the time.

Bob: At the same time, there has been some issues from older times which has reappeared again the last month. This time I have been completely conscious about: "No, I think that time for development has to be next month"(laughter). The difference is that it was a conscious thought I had (more laughter). That the month to experiment and lower barriers and those sort of things were absolutely not present-on the contrary (more laughter).....Parts of that has been turbulent just lately, and then one does not want to discuss anything at all, on the contrary. Then one just has to outlast it.

Lynn: None of us can develop you for you. You have to do it yourself. I expected to get a possibility to develop myself. And I got that. I received a good tool which enabled me, if I want, to get information and tools which can provide a development for me. So that was fulfilled by joining the leadership program.

Pat: That I can use the evaluation I have gotten, and run more tests, to disconfirm or confirm how I can develop. I wish to adress those challenges I have to enforce the creative half-circle,

to become an even better leader. I picture that I can use the system. I have gotten a great opportunity now, with these tools, and the theory we received. The challenge is to really adress it, and sit down to run the Immunity to change-loops to enter the different tests we should run, but it is really worth it, considering what I have experienced the two times I have been running tests.

The category "Leadership Ideals:"

Bob: The underlying trust one then achieves, enablesthat one doesn't need to have a discussion or a dialogue, because one then accepts something that must go fast.

The sub-category "Primary source of Professional Satisfaction and Self-esteem":

Pat: When I carry through tasks that are both demanding and stressing and I master them in a really good way. Then I get a feeling of mastery and self-esteem.....It is in connection with me achieving something or another, I think. A task...or...that it goes well....that I get a good enough result. If you can solve a task with some challenges along the way, and achieve it in a good way, it is real fun!

Lynn: ...To have dared to set a goal, and maybe a little higher goal, and feel that "this time I will take it one step further". Work hard for that. Actually get it done, and feel the co-operation and solidarity while doing it, and actually be able to suceed with it. And that actually also has to do with showing that you know your specific discipline underlying what you shall do and receiving feedback like "this you actually could do" and achieving the goal. That gives me great (professional) satisfaction.

Pat:And use this as a part of my development, and maybe also contribute to developing others around me.

Lynn: I can also achieve a good professional satisfaction from doing a good job for other people. If we for example have....., and you have acheived a very good connection and really made a difference for that person and have been present and dared to ask those questions you know hurt a little, then it is clear that this also gives professional satisfaction. If I am going to

look at my own developmental perspective, or if I shall think at the big, important lines. And it is both.

Lynn:And the next time one comes in a situation where I feel that this has happened to me before-here I actually have to prepare in a different way. And not go into self-defence-but actually remain open to what comes. Instead of answering too quickly, rather consider. Those times I have felt that it has gone like that, it is because one becomes too concerned with thinking just of oneself, and shall defend oneself as opposed to being more laidback, letting other voice their frustration because it is important to them then and there.

The sub-category "Emotional Tone used when Assessing own Progress":

Ann: There was a situation recently in which I could have shown externally that I was irritated. And I mean myself that I was able to calm down a little. The first thing I thought when I felt that I was starting to wind myself up was "No.....! This here we are going to work with!" Then I thought "now you have the chance to show that you have some ice in your stomach, and that this here will work out."

Bob: I have on several occasions used a lot of time to look at what I have done wrong. And it is probably too much time to look at what I have done wrong and perform a self-search. When I say too much time, it is based upon feedback from other colleagues afterwards.

Bob: Oh-it`s words like "Oh help! Have I misunderstood this so fatally? Have I forgotten to think about that? Have I not read/thought about...oh. There are these words that re-appear very often, as part of the work-through. Like this: "I have thought this through, and I`m completely convinced that I am right-what in the world have I missed, because this did not go well"(laughter). It is this type of thinking.

Bob: With a couple of the pieces I was more irritated than I thought I should become. And then there were attempts to think:"Yes, this will hurt a little. Or this will challenge a little." Own reaction and feeling were stronger than I had thought out beforehand-there it was a difference. I thought:"Here I must use more time. When we are going to finish today, I just want to do that-finish".(laughter).

Lynn: It has to do with consciousness-to think that now I am about to do something that I don't need to do.....It is a little difficult to explain...It is something about recognizing the situation, to feel that "now I'm about to repeat that action-pattern-but STOP-I actually don't need to do this. It is actually someone else who can do this, or it does not need to be done at all." And then just let it pass, and experience the following day that the day went along after all, if you understand what I mean.

Change- the core-category:

Pat: What I noticed, was that I focused more on the right things, that I was maybe more calm, and that when I addressed issues was strong and clear.because earlier they had perceived me as a little weak. But I believe that maybe it has something to do with the creative half-circle (of The Leadership Circle Profile-tool) , because there it is a dimension that has to do with integrity and all that. What has been enforced by what I did, was that they became more clear of my way of leading, or something like that?

Pat: Yes, in the 360-evaluation I had some challenges in terms of being distanced, in the Reactive half-circle (of The Leadership Circle Profile-tool). Based upon that, I carried through a test, and received really good response, and did it actually again now recently.And feel that this is part of the developmental process which I'm in. I feel that I have gotten confirmed that by becoming more honest and direct, I am being seen in a different way, which again makes me more visible, which again makes my leadership more visible. And that provides consequences also for the Creative half-circle (of The Leadership Circle Profile). I have gotten both "Aha"-experiences and almost only positive confirmation. And I experience that as a good development in just a short period of time.

Bob: It was in response to many of the comments that came (in the profile), and how they talked about it. It is about the amount of space one takes up in different contexts. And then seeks to use-to try to influence so that one takes up less space and still achieves what one is after. And then it is this about listening and being silent.

Bob: It is a developmental opportunity for me with impulse-control in various settings. It is probably a combination of others getting more space and then feeling more comfortable, and that I have a bigger opportunity, in fact, to think before I talk and also getting a chance to

achieve a better information-foundation for myself. That combination can function well. But I have to be a little conscious about it. And one has a tendency to become somewhat engaged in some contexts. That is not always as good. Sometimes engagement is very, very good-but it has to be controlled a little.

Bob: In the beginning it was connected with a degree of irritation. I'm sitting and "shaking a little". Or that a point another one makes is completely obvious, it's just about getting to it. It is a little negative that one. But irritation-yes.

Bob: ...If there was anything different than what I expected, it was probably that I reacted stronger than I had thought myself. The case itself I had already been able to resonate upon myself- but not my own reaction.

Lynn:in the profile I scored very high on "perfect" and "the clever-girl-syndrom". This is nothing new or surprising, I know these sides of myself pretty good. But I have become more aware of, through this program, that this is something which can block other characteristics/qualities.....

Bob: Those pieces that I have thought about using, I have probably been able to use along the way, both home and at work, but one has defined oneself down, so that one becomes very selective at what one attempts or not. I define the box down to something that can be handled. And in some circumstances it is then down to "OK, with a couple of individuals I will try this, and try this consciously, and this will be that arena".

Bob: I can think about my test. I asked a colleague concretely after about one and a half month into the program: "Do you think I have become better at listening than the last time we spoke together?" And then he took a break, and then he said: "Do you know what; I think that you have." And that was quite interesting, that was quite exciting. Then I had been, on several occasions, completely conscious upon not following what I know is this impulse-thing I have.

Lynn: And so I set up a concrete test for a period of two weeks, where I decided that "now I will not be the one who takes responsibility to create systems and structure and ensure that everything is delivered and all is being done and is OK all the time. Now I'm going to be more laidback. Of course I shall do my job, but not overdo making systems, but just let things

pass as it goes, and see that most things are getting done and that this also works". After those two weeks where I ran a very conscious test on myself, I have been in many situations where I have felt "here I could easily go in and take responsibility to make sure this goes well, or this document I could write better", but consciously left it to save that energy and time to do other things.

Lynn: When a situation appear where I feel that "now I want toor override others or develop a schema or something else, I have to think "is this something that will make a difference?"If I feel that, yes, it actually is, it will enable tomorrows activites to be more efficient, then maybe I shall do it. But if I feel that"no, this is something that is just estethical, or that this actually just influences me and nobody else", then maybe I shall not do it. I have to become better at recognizing those situations, and take a moment to breathe, and think about to what extent I shall spend my time on it. And then arrive at "no, I am actually not going to do that".

Lynn: I can feel that I have adapted some action-patterns which are unsuitable, and eventually I don` t know why I do it. So one can ask oneself:"Why do I do this?" And if one does not get a good answer, one actually can just stop doing it.

Change-The Sub-category "Self-awareness":

Bob:But I think it has happened an actual change already....(long pause). And it has not disappeared. But the consciousness has actually remained-and it is there constantly. And I can say that quite categorically. Yes. Also on those occasions where I have to do with that setting where I have a strong wish to just build a higher wall (laughter). So the consciousness, at least, is there just as good (laughter).

Lynn: I think it is about daring to recognize that "well, well, what I did there was not optimale, it was not the best way of solving it." Dare to see that there exist several options for handling it, and not simply justify to oneself what one did. And to make a good consideration of "I will try to do it better next time".

Lynn: After a while it will turn into a more automatic reflex-I will not have to think about it every time and remain conscious-it will become a part of me and my actions. I have to hold on

to these things, and maybe not take on so many things at the same time, but actually become conscious about the fact that just this specific characteristic might be something that demands time and energy, which hinders me at developing along other dimensions which I might find even more important.

Pat: I feel that the root of developing in a good way is to make myself more conscious, where I am strong, and where I can be better. And if I can address those things, I can become better all the time. I feel that many have stopped, and they feel that they are good enough. But firstly, you can never become good enough, you have to develop continuously. And if you are not willing to consider where you are strong and where you can develop, this is a challenge. Leadership development is about becoming more conscious and being able and willing to do something about what has been presented. I have gotten a great opportunity to develop through this program. I can choose to do something about

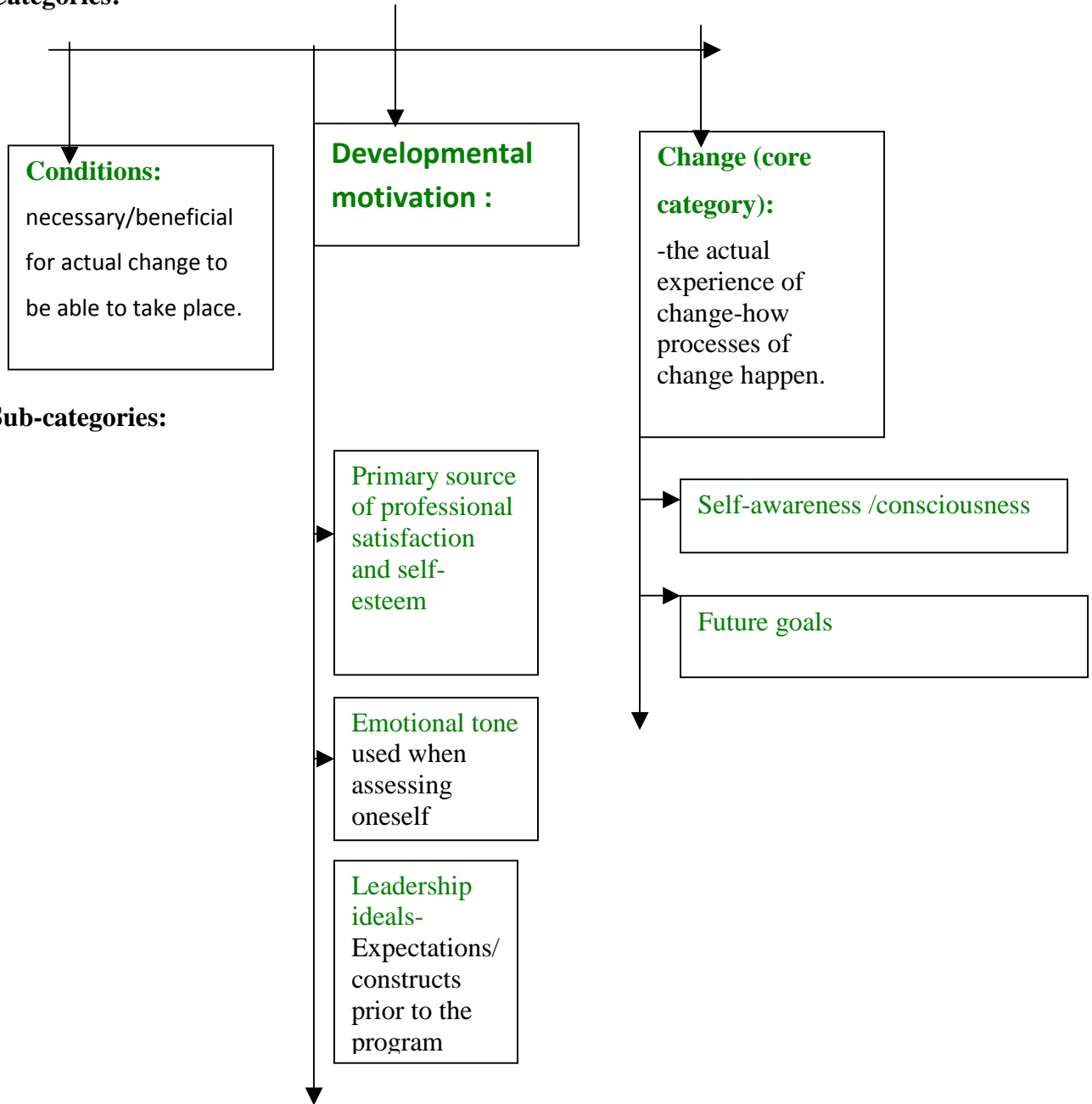
Change- Sub-category "Future goals":

Ann: Possibilities are here everyday. I have to be conscious about me wanting to change and develop, and then it's about using it in the daily. It can be everything from a situation where it starts to boil a little, which is a golden opportunity to work with not acting upon feelings..... It is just about seeing them and be conscious about them. I have to keep working with my profile and the different dimensions there, and eventually I hope things will go more by itself. At least the development will be there when I don't have to think about it anymore. It is demanding, of course. It is not something that is done in a couple of weeks, it can take years.

Pat: I feel that I am still just in the beginning. I have gotten a hold on some things, but there are many other issues in that 360-degree feedback(The Leadership Circle Profile). I have a longer way to go in terms of development, but this will take time. Now I am taking one thing at a time and working on that. After a while I can begin to address different issues in addition.

Appendix E- A schematic overview of categories and sub-categories:

Categories:



Sub-categories: