

Appendix A

A VERY BRIEF HISTORY OF DEVELOPMENTAL THEORY AND LEADERSHIP RESEARCH

The field of developmental psychology and theory began with studies of the development of children by Jean Piaget (for example, 1967) and expanded into a lifelong development theory elaborated by Erik Erikson (1980). Bob Kegan's ground-breaking book, *The Evolving Self* (1982), was also a key contribution to this field. Lawrence Kohlberg studied moral development (1981). Jane Loevinger pioneered a sentence-completion test that measures the stages of psychological development (for example, 1998), and Susann Cook-Greuter continued this work, discovering even higher, more advanced stages of development (1999). James Fowler's work examined the developmental stages of faith (1981).

Other researchers carried the human development inquiry explicitly into areas of organizations, with implications for leadership. Bill Torbert, for example, correlated individual action logics with organizational stages of development in his 1987 book, *Managing the Corporate Dream*. Clare Graves developed the concept of memes to describe units of cultural information that govern behaviors, and Don Beck and Christopher Cowan brought his work forward in their book *Spiral Dynamics* (1996), which correlated memes to stages of development in individuals and organizations.

Table A.1 Leadership Logics and Individual Stage Comparisons

<i>Leadership Logics: CCL</i>	<i>Action Logics: Rooke and Torbert (2005)</i>	<i>Memes: Beck and Cowan (1996)</i>	<i>Stages: Kegan (1982)</i>	<i>Values: Hall (2006)</i>	<i>Stages: Erikson (1980)</i>
Interdependent-Collaborator	Ironist Alchemist Strategist	Turquoise Yellow	5	Interdependent	Integrity versus Despair
Independent-Achiever	Individualist Achiever Expert	Green Orange	4	Self-Initiating Belonging	Generativity versus Isolation Intimacy versus Isolation
Dependent-Conformer	Diplomat Opportunist	Blue Red	3	 Surviving	 Identity versus Role Confusion

Another specialist in the field is Brian P. Hall, whose book *Values Shift* (2006) identifies 125 worldwide values and plots them on a developmental schema across four phases, each with individually and socially correlated values. Finally, our colleagues Chuck Palus and Bill Drath's *Evolving Leaders* (1995) broke early ground in the application of developmental theory to the field of leadership.

Other strands of research are woven into this picture. Abraham Maslow's work on self-actualization and the hierarchy of needs represents similar thought, as does James Collins's work denoting five levels of leaders. Although not strictly associated with development theorists, authors such as these have brought a commonsense view of development as natural, ongoing life stages.

At present, the core of the development stage theory field is constructive-development theory, called *constructive* to acknowledge that we actively construct ways of making sense of our world. For a thorough treatment, see McCauley and others (2008).

In Table A.1 we compare numerous key perspectives. We do not suggest a strict constructive-development point of view (according to Piaget, Kegan, or Torbert, for example), but rather include multiple perspectives on adult development. Experts in this general area might take issue with any attempt to compare Erikson or Hall with Kegan and Torbert. Mindful of that critique, we attempt in this table only to roughly correlate across multiple perspectives in order to illustrate general similarities. For a rigorous treatment of the subject in comparative tables, see Wilber's *Integral Psychology* (2000).