



DRAFT - Using the Vertical Self-Estimate™ (VSE) Tool in Programs & Coaching

Overarching view

The VSE tool helps us to see and better understand the transitions we experience across our lifetime. Based on adult development theory, it offers a map of how we think-in-action and how that changes over time, potentially leading to ever more expansive, inclusive and explorative reactions. This is what is referred to as the “Vertical” element of adult development; namely our capacity to change our habits; shed some of our assumptions, become more self and world-aware and so intervene from a viewpoint that is appreciative of life’s complexities.

The aim of the VSE is to actively engage people in their developmental journeys as they consider the progress they’ve made and imagine what’s yet to come. Using the 7 action-logic cards, participants plot their transformations from one action-logic to another, noting how their decision-making and behaviours have evolved; how, in some situations, they still rely on their early logics, investigating where such habits are helpful and where not so helpful.

The GLA Vertical Development approach sets its sights on surfacing false assumptions and expanding the capacities of individuals, organizations and societies for both transformative and life affirming action. A fundamental principle of the approach is integrating first-person insight (one’s inner awareness and experiences), with a second-person capacity to build trust and empathy and a third-person, organizational/social capacity to be effective in-action. To this end, the Vertical Self-Estimate™ deck interweaves 1st, 2nd and 3rd perspectives as you will see below. It is also part of a suite of tools ([the GLP](#), the Transformations Deck; Vertical debriefs, Developmental coaching and community initiatives) that together, offer support for Vertical interventions at the individual or group level.

The Vertical Self-Estimate™ (VSE) Tool is owned by Global Leadership Associates and is used by permission and under license. Prior certification is required to use the tool. Please contact Chuck Palus at CCL palusc@ccl.org or Sarah Audsley at GLA sarah@gla.global for more information. © GLA 2019

Our Proposition...



Community

Becoming part of a wider community of practice – both online (social media and webinars) and offline. Connecting broader business and academic communities.



Building Expertise

* Three day Intensive Workshop *
* Advanced Practitioner Event *
* Client Forum *
* Certification to use the GLP in Client's own work *



Vertical Development Coaching & Consultancy

Supporting organisations to adopt a vertical developmental approach.

This whole method is an outline, introductory process to developmental theory. The GLP and the different Workshops point toward the full richness of the theory and offer practice in the dynamic means for actually catalyzing developmental transformation in oneself and others -- namely, action inquiry.

Key points

I and We

The VSE can target both individual (“me”) and / or collective (“we”) developmental challenges.

The design detailed here is primarily focused on individual development. Inquiry starts with the individual and gradually moves out to consider the broader context. Further sessions in a Vertical sequence would discuss collective development, leadership culture, and leadership strategy. For more information on organizational/systems development, please contact Sarah Audsley at GLA on sarah@gla.global

8 Card Deck

Each person gets an 8 card Self-Estimate pack (7 action-logic cards and a key card). The set helps people to identify and reflect on the type of thinking-in-action that guide their lives. From here they can explore whether others experience them similarly; target development possibilities and acknowledge social pressures. The Transformations Deck offers an extension of this exercise (See Step 1) as this version has 12 cards representing each of the seven action-logics for a total of 84 cards.

Essential questions to consider as you work with the VSE

How can I (we) think and act (and lead) more effectively in response to complex challenges?

What am I curious about when I think about my/our development?

Pre-work or set-up: What is a particular complex challenge in my (our) life or work that I (we) want to explore? For example, this might be an emerging area of strategic importance that seems beyond the reach of my / our current capabilities. It might be a difficult power dynamic in my (our) team or a sense that I'm (we are) in a period of transition that feels confusing or liberating.

Process

Detailed below are 4 Options for using the VSE. Each can be used in isolation, together with another option or, for a deeper level of inquiry, progress, sequentially, through each of the four options.

Option 1; Personal story telling:

Using either the **Transformations** cards or the VSE, invite conversation around Past, Present, and Future (the long term Life Journey / From-Here-to-There; where we are from; where we are now (here); where we are going (there)).

Possible Iteration: Collective story telling From-Here-to-There focusing on the journey of the organization/community.

Questions: What patterns do you see in your own and others stories? What's similar to others? Different? What's changing over time? Do you see continuous and discontinuous progression or evolution? What transformations stand out for you?

What does my / our challenge look like in its complexity? How does this challenge affect our strategy and vision? What would success look like?

Option 2; Self –Evaluation:

Use the VSE. Sort the 7 action-logic cards to identify the approach that best describes how you make decisions and take actions.

Firstly, note the card that resonates but seems more ideal than real to you, where the attributes attract but feel just out of reach. They might represent your way of engaging when working in your flow or from best self but this “ideal” is not available to you every day basis. This is your **Emergent** card.

Now pick the card that came just before it (for example if your Emergent is Achiever, the one before it is Expert). Do you think this card is the one that best describes the approach that governs your everyday actions and reactions? If not, which of the 7 cards best describes your everyday way of making decisions and taking actions? This is your **Centre-of Gravity** card.

Now take a look through the cards again and select one that captures your tendencies when you are in stressful/high stakes situations or when you feel you are acting out of character. This is your **Fallback** card.

Questions: What do your cards capture about how you think and act?

Possible iteration If you completed Step 1, Personal Story Telling; what sense do you make of your Self Estimate in light of your Personal Story?

Possible iteration Do the Self Estimate card sort for the behaviors supported in the organization/community. What does this reveal to you?

Facilitator note: Introduce discussion now of the theory and practice of Vertical Development including the 7 action-logics.

Option 3; Progression and Practice

Follow the Self-Evaluation as per Option 2 above.

Reflect on and discuss with others the effectiveness of your Centre-of-Gravity.

Questions: When did this logic become your Centre-of-Gravity? What led to this, your latest development shift?

Where is your Fallback logic a) helpful & b) unhelpful?

Do you want to develop a greater capacity to respond from your Emergent logic? If yes, why?

What do you see as your next step in personal development?

Option 4; The Plan for moving forward. Imagining and Initiating Performance

Follow the Self-Evaluation as per Option 2 above.

Place attention on better understanding and working with your environment so that you might move in your desired direction.

Questions; A) what support will you require? B) What it will mean in your current leadership culture? C) Do you have an encouraging environment? If not, how can you make it so?

Possible iteration What is your context (organization/community) asking of you?

Are there differences between your personal card sort and the organization/community card sort? (Option 2 above)? What will it require of you to work effectively with this difference?

Articles for further reading: [Images in Leadership Development](#) by Elaine Herdman-Barker