

# STAGES OF ADULT LEADERSHIP DEVELOPMENT

Diplomat (11%)	Expert (37%)	Achiever (30%)	Catalyst (11%)	Co-Creator (5%)
<p>Conform to group norms</p> <p>Do not voice disagreement to those more senior</p> <p>Power comes from group affiliation</p> <p>Are usually nice and polite and create a pleasant work environment</p>	<p>Oppose group norm when it doesn't fit their knowledge</p> <p>Technical knowledge is most important</p> <p>Value decisions based on technical merit alone</p> <p>Defend against having their professional knowledge questioned</p>	<p>Decide a future and how to get there</p> <p>Drive others as hard as they drive themselves</p> <p>Welcome feedback, especially if it helps them improve</p> <p>Seek to be fair and consistent</p> <p>Believe they know themselves well and are in control of their emotions</p>	<p>May be irritated by the drive of the Achiever</p> <p>Increased value placed on complexity</p> <p>Testing beliefs and assumptions</p> <p>Comfortable with ambiguity</p> <p>Relish "out of the box" thinking</p> <p>Focus on the present</p>	<p>Flexible about how tasks are performed</p> <p>Seek connections between organization, family and society</p> <p>Able to tailor their management style to the needs of diverse people</p> <p>Reality is relative</p> <p>Quick decision-making is difficult</p>