



# THIRTEEN STAGES OF LEADERSHIP EXCELLENCE

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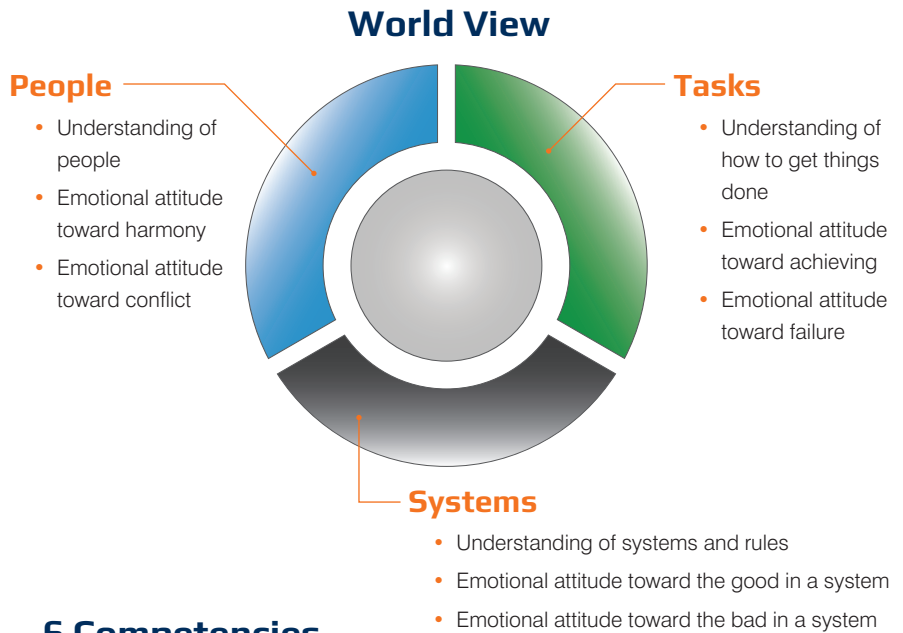


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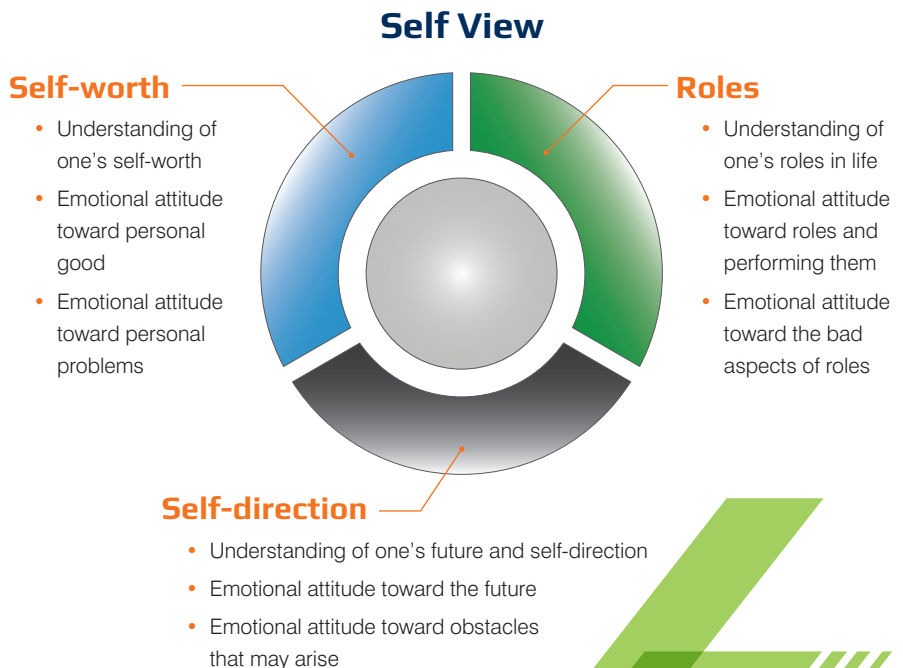
# Understanding Leadership as a Science

Through axiology, which is the scientific foundation for STM's competencies assessment, we can establish a progression of leadership excellence from the most basic function of leadership (Planning, stage 1) to the most profound and full definition of leadership (Balanced, stage 13). This does not mean that one style is superior for every situation or every stage of business. To take an extreme example, a military leader under fire would not benefit from holding a meeting and getting everyone's input about taking cover. But, in our "normal" world of leading people in organizations, building meaningful relationships and listening to others is very important and the more tools the better. This is what the thirteenth level of "Balanced" leadership is all about.

These thirteen stages are based on the work of Dr. David Mefford in his dissertation, *Phenomenology of Man as a Valuing Subject*. This is a logical deduction of thirteen forms of value or meaning using the three dimensions of scientific axiology. Those three dimensions are illustrated (to the right) in both the *World View* and *Self View* of the STM competency profiles. Dr. Mefford's work and the STM profile is based on the work of Dr. Robert S. Hartman, founder of the science of Axiology and its application to organizational leadership.



## 6 Competencies 12 Emotional Intelligence Factors





## Understanding the Three Dimensions of Thinking

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It is useful to understand the basic tenants of Hartman's work and the science of Axiology so as to understand how we arrive at the 13 stages of leadership that follow.

Formal Axiology differs from the social sciences in that *it is deductive*. Deductive sciences begin with theorems and move to specific, measurable manifestations, applications, and predictions. It is important to appreciate that the 13 stages of leadership evolve from the deductive science of Axiology, not personal opinions built up from observing leaders in action.

Dr. Hartman identified three distinct dimensions of thought, which he called the Dimensions of Value. We value everything in one of these three ways or in a combination of these dimensions. These Dimensions of Value in order of importance are Intrinsic, Extrinsic and Systemic.

### THE INTRINSIC DIMENSION

#### People and Relationships

This is the dimension of uniqueness, of people or things as they exist in themselves. There is no comparing or measurement possible. When describing or valuing persons or objects in this dimension, the object/person is being valued and recognized as irreplaceable because it is seen as unique. Intrinsic valuation is displayed in phrases like; "You're the ONLY one for me in the world!" "I LOVE you, just as you are." "That is my family's PRICELESS heirloom."

From the perspective of systemic and extrinsic valuing, intrinsic statements make no sense (after all everything has a price!). This is the usually identified as the dimension of poets, artists, mystics, advertisers, theologians, and musicians. When a person pays too much attention to the intrinsic dimension the resultant behavior will be an over attention to the good in others, a tendency to avoid holding others accountable, and a need to have one's feelings satisfied in order to make a decision.

When a person pays too little attention to the intrinsic dimension, the resultant behavior will be suspicion of others' intentions, a tendency to see others as a cog in the system (instead of unique individuals), and cold or aloof relationships..

## THE EXTRINSIC DIMENSION

### Tasks and Production

This is the dimension of measurement, comparisons and practical thinking. Unlike the intrinsic, the extrinsic dimension is not actually addressing the thing or person. This is the dimension of seeing things and their properties as they apply in different contexts. To say “Please bring my good shoes” is to ask a person to extrinsically value (compare) all my shoes. Right now, my comfy walking shoes may be just the thing to fulfill the meaning of “good”, but when off to an important meeting, my expensive leather wingtips are the better extrinsic choice.

This dimension is one of results and common sense thinking, tactical planning, and social fulfillment. This is the primary dimension of business. When a person pays too much attention to the extrinsic dimension, the resultant behavior will be an overemphasis on getting things done NOW, a tendency to see other people as functional commodities, and a need for things to constantly be happening.

When a person does not pay enough attention to the extrinsic dimension, the resultant behavior will be a tendency to avoid unpredictable situations, a devaluing of what it takes to get something done, and an avoidance of the fulfilling of social norms and values. This person may be impractical or lack common sense.

## THE SYSTEMIC DIMENSION

### Planning and Organization

This dimension is the one of definitions or ideals, goals, structured thinking, policies, procedures, rules, and laws. It is one of perfection. If a person values something or someone systemically, then that person has to fulfill the idea perfectly. In other words, you either have obeyed the law or you have broken the law. This is the area of black and white thinking, there is no middle ground or gray area in systemic valuation.

When a person pays too much attention to this dimension the resultant behavior is an overemphasis on doing things by the book, an excessive preoccupation with planning, and having things be done perfectly. This person has a strong tendency to measure everything and everyone against a preset idea of how they should be, and is uncomfortable with changes and surprises. There is no room for intrinsic values of emotion and feelings.

When a person does not pay enough attention to this dimension, the resultant behavior is an unwillingness to submit to policies and rules imposed from the outside, a skepticism about the value of spending time and money planning for the future, and an uneasiness when systems are in place and structure imposed.



# Thirteen Stages of Leadership Excellence

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**HOW TO USE THIS INFORMATION:** Each rung of the leadership ladder, starting with stage 1, is defined in terms of Hartman's Dimensions of Value (Intrinsic, Extrinsic and Systemic). Following the definition is a **TIP** on how to coach someone to move to the next rung on the leadership ladder until they are at the right place for their team and organization's lifecycle. Each stage builds on all the ones before it until the individual achieves a full and Balanced leadership style represented by stage 13.

## 1. [S > E > I] PLANNING

### Defining operations, mission and matching team talent with mission tasks

This first stage is the absolute starting point and foundation for all business management, with the highest emphasis on the systemic dimension. The business plan contains the operational design or map that can be followed to achieve business objectives, including policies and procedures for all aspects of the operation, job definitions, cost analyses, and financial projections. The overall mission and vision should be outlined, and economic feasibility studies and defined goals should be complete.

**MOVE TO STAGE 2 >** Develop awareness of the people/intrinsic dimension.

## 2. [S > I > E] ORGANIZING

### Gathering resources for completing mission

This stage maintains primary emphasis on the systemic dimension to show that all values and resources are chosen according to the priorities of the plan. Secondary emphasis is placed on the people/intrinsic dimension, representing staffing and building relationships.

**MOVE TO STAGE 3 >** Increase focus on productivity and the practical aspects of the organization.

## 3. [E > S > I] MAINTAINING

### Reinforcing the status quo

The emphasis in this stage shifts to practical/extrinsic values with a focus on maintaining adequate production or service to keep the organization in business. The management function of this stage focuses on valuing products and services from the customer's perspective and building a client base to sustain business operations.

**MOVE TO STAGE 4 >** Shift focus to improving performance of team members.

#### 4. [E > I > S] COUNSELING

##### Coaching team members

The primary emphasis is on task completion (extrinsic factors like selling, production, and achievement of goals) with a secondary focus on the people dimension. The major people management function is coaching and counseling employees with respect to performance. Managers maintain an open-door policy, encouraging two-way input/feedback, to enable employees to correct mistakes and better meet or exceed performance standards.

**MOVE TO STAGE 5** > Shift focus from performance management to relationship management.

#### 5. [I > S > E] DIPLOMACY

##### Keeping message positive and inviting

The primary emphasis shifts to the intrinsic values of interpersonal relations, with the goal of avoiding conflict and achieving harmony among teams and customers, while continuing to focus on the systemic factors of making a profit and following the plan. Management activities include resolving complaints or problems in an atmosphere of trust and respect, building personal rapport, and strengthening relationships with employees and customers.

**MOVE TO STAGE 6** > Shift focus from relationship management to the practical values of active listening and communication.

#### 6. [I > E > S] LISTENING

##### Guiding team members with care

This stage solidifies personal rapport—empathetic and intrinsic concern for employees and customers. Primary activities in this stage are asking open-ended questions and checking for understanding and agreement on all sides. Customer needs and employee attitudes should be consistently evaluated to develop long-term loyalty and optimal levels of morale and teamwork.

**MOVE TO STAGE 7** > Shift the focus to organizational structure to order and stabilize the values established in the previous six stages.

#### 7. [S > (E = I)] CONTROL

##### Command and authority

The goal of this stage is to establish objective standards for both people and production values and to enforce them. The primary management function is to measure and refine actual employee performance through a performance management system and to summarize the overall quality of operational performance, with a balanced concern for people and production, and mutually agreeable goals for improvement.

**MOVE TO STAGE 8** > Enhance the focus from control to the practical values of process and production.

## 8. [E > (I = S)] PROCESSING WORK

### Guiding team toward specific goal achievement

The emphasis changes to the extrinsic value dimension: defining work goals operationally and doing what must be done when it should be done. Leaders guide the work process toward specified goals and follow up to completion. They also act as hands-on role models to ensure all segments of the work process interface smoothly to produce high quality results.

**MOVE TO STAGE 9** > Shift emphasis to operational efficiency, cost control, and quality.

## 9. [(E = S) > I] EFFICIENCY

### Guiding team, task cohesion

The objective of this stage is to keep the projections of the business plan and cost thresholds in line with the actual costs while maintaining quantity and quality output (extrinsic and systemic factors). Leadership functions include aligning the team with the tasks to eliminate wasted time, energy, and resources with a focus on operational cost efficiency.

**MOVE TO STAGE 10** > Shift focus from purely practical values to two-way communication with people.

## 10. [I > (E = S)] COMMUNICATING

### Checking for understanding with regular contact

This shift in focus is characterized by two-way communicating with the goal being improved teamwork and cooperation. Competent and productive leaders focus on the individual in communicating with co-workers and customers: sharing, explaining necessary changes, checking for understanding, and seeking agreement and commitment from all people in the organization for the highest level of collaboration.

**MOVE TO STAGE 11** > Enhance the communication to deliver clear expectations to team members.

## 11. [(I = S) > E] DELEGATION

### Assigning responsibility with follow-up

This stage is characterized by equal emphasis on developing interpersonal/intrinsic values to address the systemic needs of the organization plan. Primary activities include giving specific directives to employees concerning what, how, and when to do work tasks, and consistent follow-up to improve personal accountability. A good leader guides the functional abilities of their people in such a way that helps them grow in the direction that best fits their talent and realize their full potential.

**MOVE TO STAGE 12** > Shift the focus to developing the next generation of leadership.



## 12. [(I = E) > S] DEVELOPING PEOPLE

### Preparing team members to lead

This stage is characterized by equal emphasis on developing interpersonal/intrinsic values to address the extrinsic needs of production. The objective is to guide people toward realizing a high degree of achievement and personal satisfaction from their work and includes an open forum to seek creative input from all employees to facilitate workflow and give all employees an opportunity to develop their leadership skills.

**MOVE TO STAGE 13 >** Add a focus on structure so to have full access to tools to meet the ever-changing requirements of the organization, and the external demands of the economy and society.

## 13. [I = E = S] BALANCED INTEGRATION

### Responsive, dynamic, and accountable

Excellence is achieved when the values of all three dimensions (intrinsic, extrinsic and systemic) are balanced and fully available to the leader. People, processes, systems, and profits are maintained in a dynamic disequilibrium which is continually fine-tuned in context of justice and integrity to ensure positive change across all dimensions. The leader in this stage is responsive, dynamic, and accountable and holds others to the same standards.

**MAINTAIN STAGE 13 >** Through effective communication, constant technical and practical skill enhancement, monitoring and achieving organizational goals, coaching others, and honoring the intrinsic worth of each individual, for their own sake, excellence is maintained.

## THANK YOU FOR YOUR TIME

If this booklet has inspired you to improve your current leadership practices, STM is happy to share practical and effective ways to do so.

### Get in touch with us today!

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