Interweaving Vertical and Horizontal Development: a Whole-Person Approach to Scale Leadership

August 9, 2022

Sounding Board

CO-ACTIVE® TRAINING INSTITUTE

Agenda

Today we will discuss:

- Increasing complexity in the work environment
- Building skills vs capacity
- Definitions for vertical and horizontal development
- Frameworks for thinking about development
- Why continuous development requires both vertical and horizontal development
- How to implement them and how to nurture talent

Sounding Board

CO-ACTIVE®
TRAINING INSTITUTE

A VUCA world demands a new kind of leader

To address today's VUCA world, leaders need to be adaptive, self-aware, able to span boundaries, collaborate, and consider their networks. Unfortunately, research suggests that most leaders are unprepared to do so, creating a gap between the leadership we have and the leadership we need.

Sounding Board

CO-ACTIVE® TRAINING INSTITUTE

The 21st century leadership development imperative

To build a leader's effectiveness, you need to enhance:

Skills	Capacity
Develop new competencies, processes, tools, or models that help leaders deliver on their role expectations more effectively.	Develop a leader's ability to contain, manage, or affect change in the evolving set of circumstances within their role.

Sounding Board

CO-ACTIVE®
TRAINING INSTITUTE

So, how do we develop skills and capacity?

————————

Horizontal and Vertical Development

What do we mean?

Horizontal Development	Acquiring new skills, knowledge and information "This helps me get things done in my job."
Vertical Development	Developing more complex and sophisticated ways to gain insight, expand thinking, act and engage in diverse and evolving business conditions. "This helps me create situationally-effective, sustainable impact as a leader."

What is horizontal development?

Horizontal development typically focuses on developing skills, models, and abilities from a technical perspective. This dimension of leader development has been the focus for the last 40+ years.

Horizontal development is often most useful when:

- Challenges and their correlating approaches for resolution are clearly defined

- The problems leaders face occur in predictable or familiar environments or conditions

Sounding Board

CO-ACTIVE®
TRAINING INSTITUTE

What is vertical development?

Vertical development is a more emergent form of development. It refers to an individual's progressive growth through stages of increasing socio-emotional, sensory, and cognitive sophistication. It shapes how a person interprets and interacts with their environment .

Vertical development helps leaders to:

- Respond effectively in systems of increasing complexity

- Understand and create from divergent perspectives and cross-cultural relationships

- Be present, agile, and resilient

Sounding Board

CO-ACTIVE®
TRAINING INSTITUTE

How can we apply these development strategies at work?

Horizontal (skills) Development - It's about becoming more effective as a:

- Project Manager - tools, processes, and systems to deliver projects
- Technical Specialist - finance, technology, legal, education, trades
- Scrum Master (agile) - key roles, disciplines, processes to deliver learning and results
- Coach - curiosity, listening, accountability, acknowledgement

Vertical (capacity) development - It's about how a leader applies skills and knowledge in contextually relevant ways. It helps leaders account for and lead with more capacity in the face of changing systemic dynamics, like:

- A global pandemic
- Macroeconomic challenges such as inflation, interest rate changes
- Geopolitical and supply chain disruptions
- Pursuit of greater equity, inclusion, and diversity

Sounding Board

CO-ACTIVE® TRAINING INSTITUTE

Transformational vs. Transactional Leadership

Transformational

Ability to apply and adapt in complex situations

Sophistication/maturity/sense of self
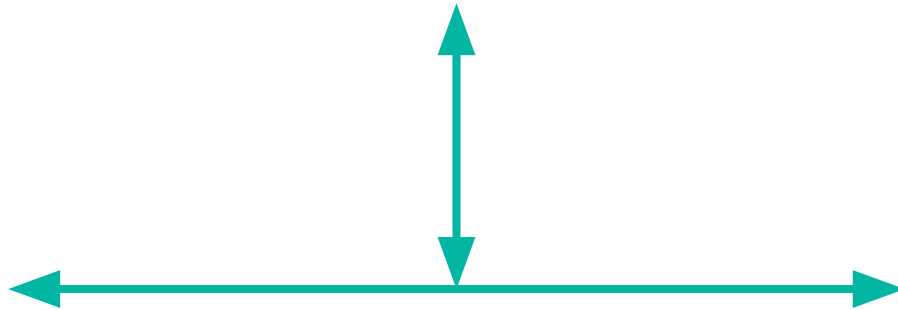
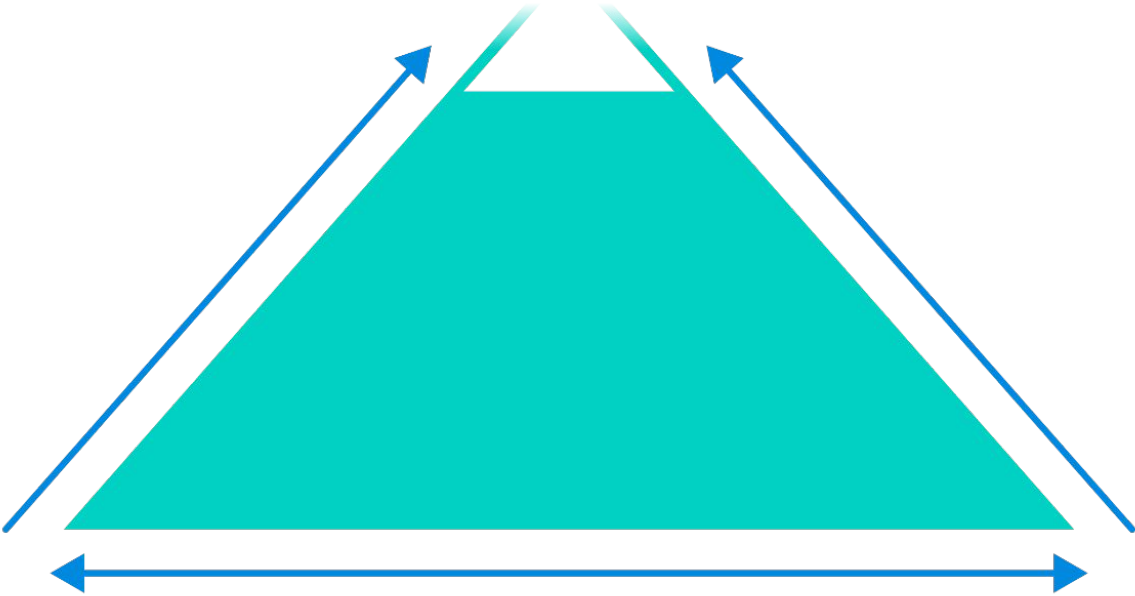Impact *and* outcome

Transactional

yes/no

completed/not

have/not

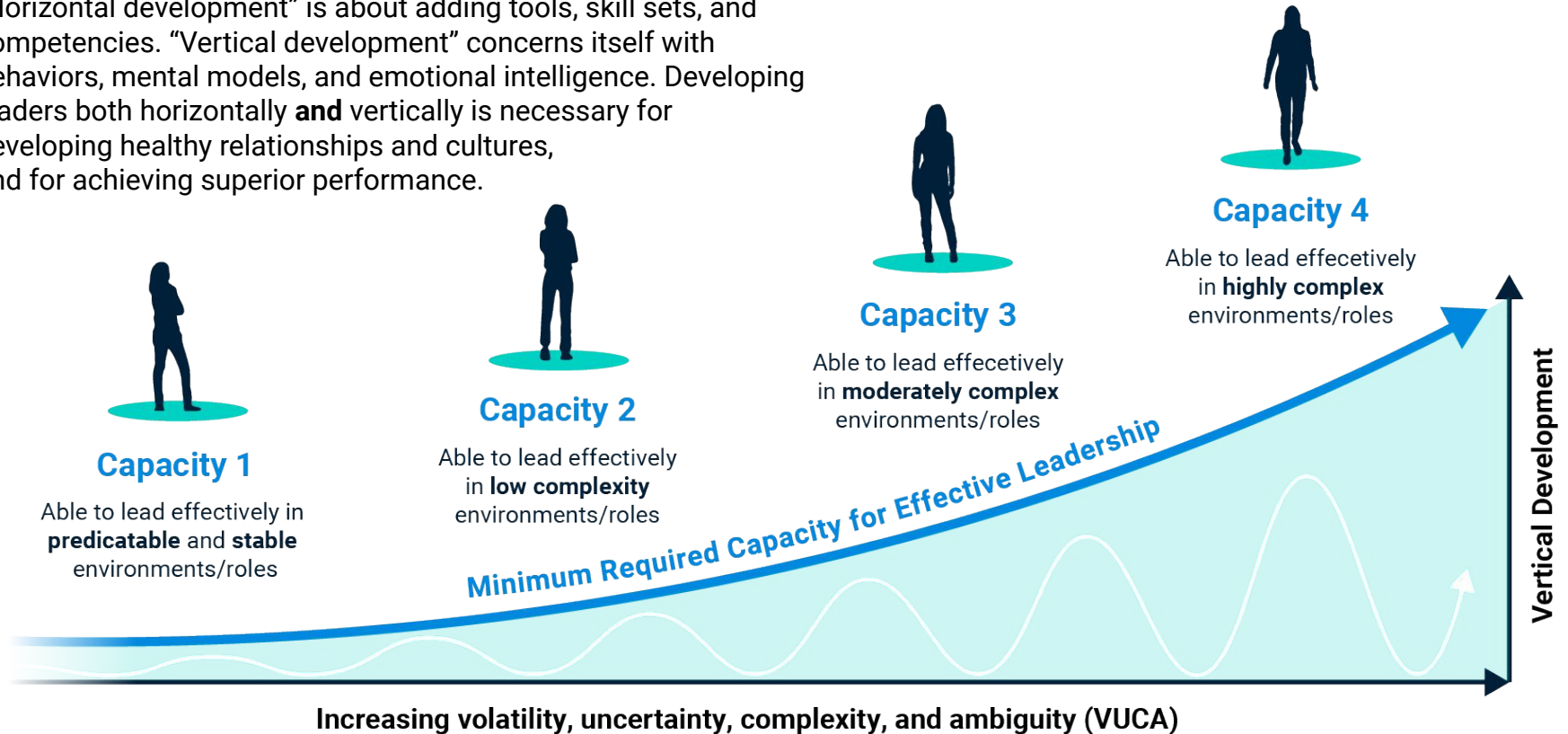Outcome focused

Sounding Board

CO-ACTIVE®
TRAINING INSTITUTE

Horizontal and vertical development work together

Horizontal and vertical development impact culture, relationships, and performance

"Horizontal development" is about adding tools, skill sets, and competencies. "Vertical development" concerns itself with behaviors, mental models, and emotional intelligence. Developing leaders both horizontally **and** vertically is necessary for developing healthy relationships and cultures, and for achieving superior performance.

Capacity 1

Able to lead effectively in **predicatable** and **stable** environments/roles

Capacity 2

Able to lead effectively in **low complexity** environments/roles

Capacity 3

Able to lead effectively in **moderately complex** environments/roles

Capacity 4

Able to lead effectively in **highly complex** environments/roles

Minimum Required Capacity for Effective Leadership

Vertical Development

Increasing volatility, uncertainty, complexity, and ambiguity (VUCA)

Coaching facilitates vertical development

Coaching helps leaders to:

- Explore and leverage purpose, values, and vision in their environment
- Understand current mental models and beliefs, and their impact leading from these models
- Test/challenge beliefs, perspectives, and ways of leading in their current and emerging circumstances
    - E.g. the emergence of new workforce models, working with more cross-cultural teams remotely, employee resilience
- Engage in and create relationships that are supportive, curious, disruptive, and impactful
- Apply new skill sets contextually and effectively in response to evolving environments
- Build their capacity to more effectively relate to themselves, others, and the systems in which they live and lead

Sounding Board

CO-ACTIVE®
TRAINING INSTITUTE

Questions, Comments, Reactions?

We Develop The World's Most Impactful Leaders

Sounding Board is the only Leader Development Platform designed to bridge the leadership gap, empowering organizations with deep expertise in leadership development and unparalleled flexibility to deliver measurable impact.

Learn more and schedule a demo at
www.soundingboardinc.com

Thank you!