

# Seven Stages of Power

**Dagmar Suissa**



**DAYS**  
Empowering people

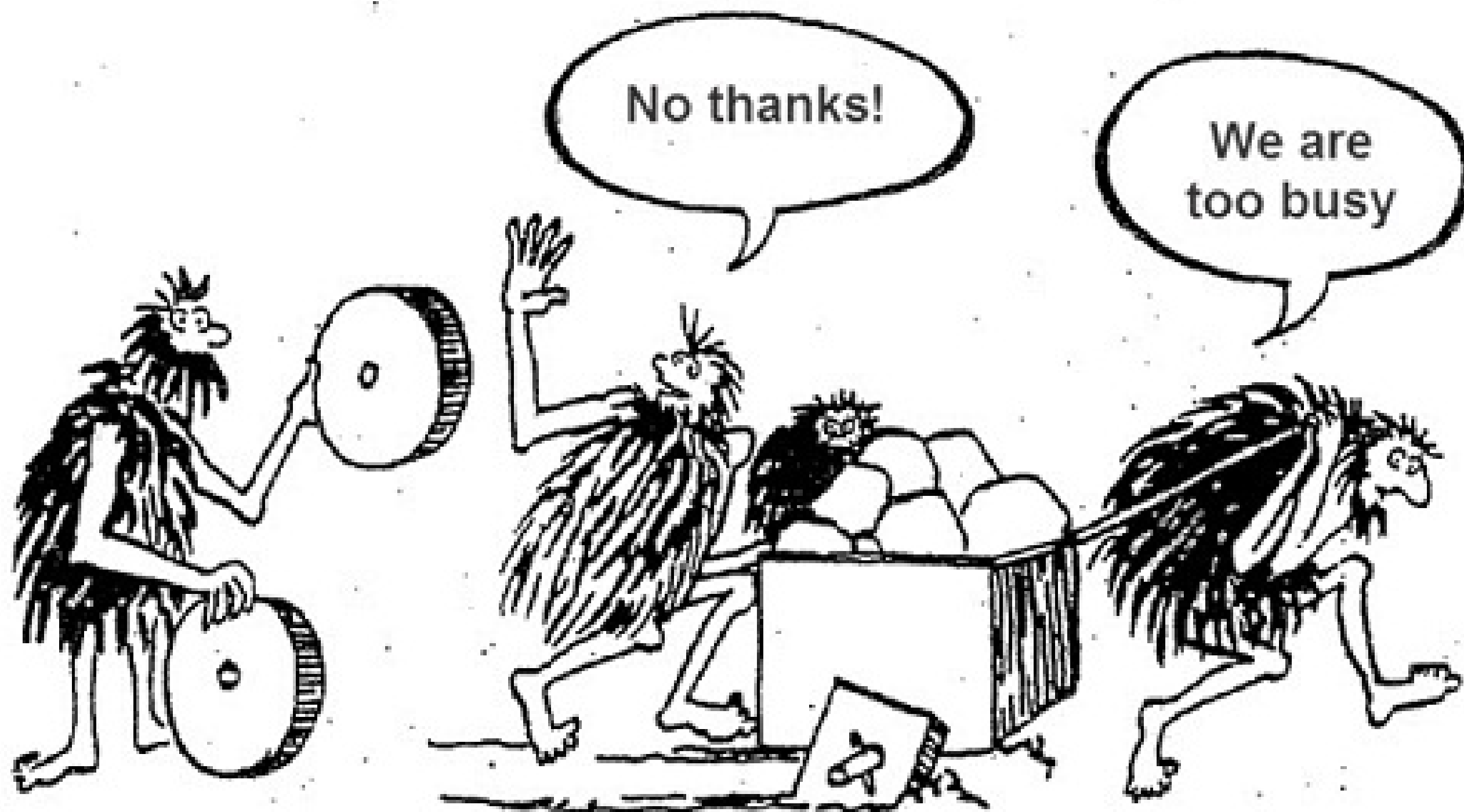
**HELLO**

**I AM...**

**AN EXPERT**

**Leader as a superhero with superpowers**





# Piaget

## Child development



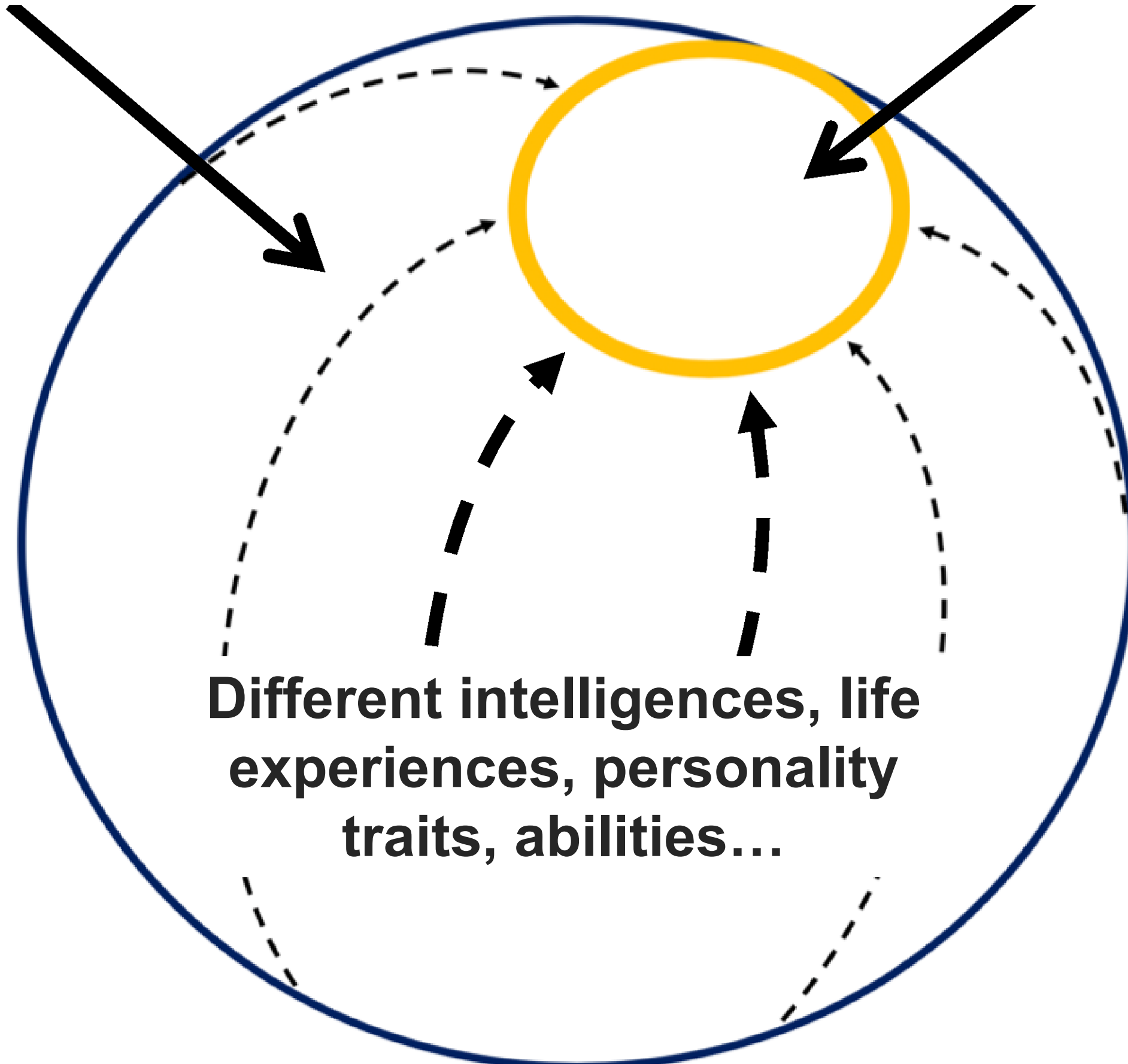
Torbert, Cook-Greuter, Kegan  
Adult development





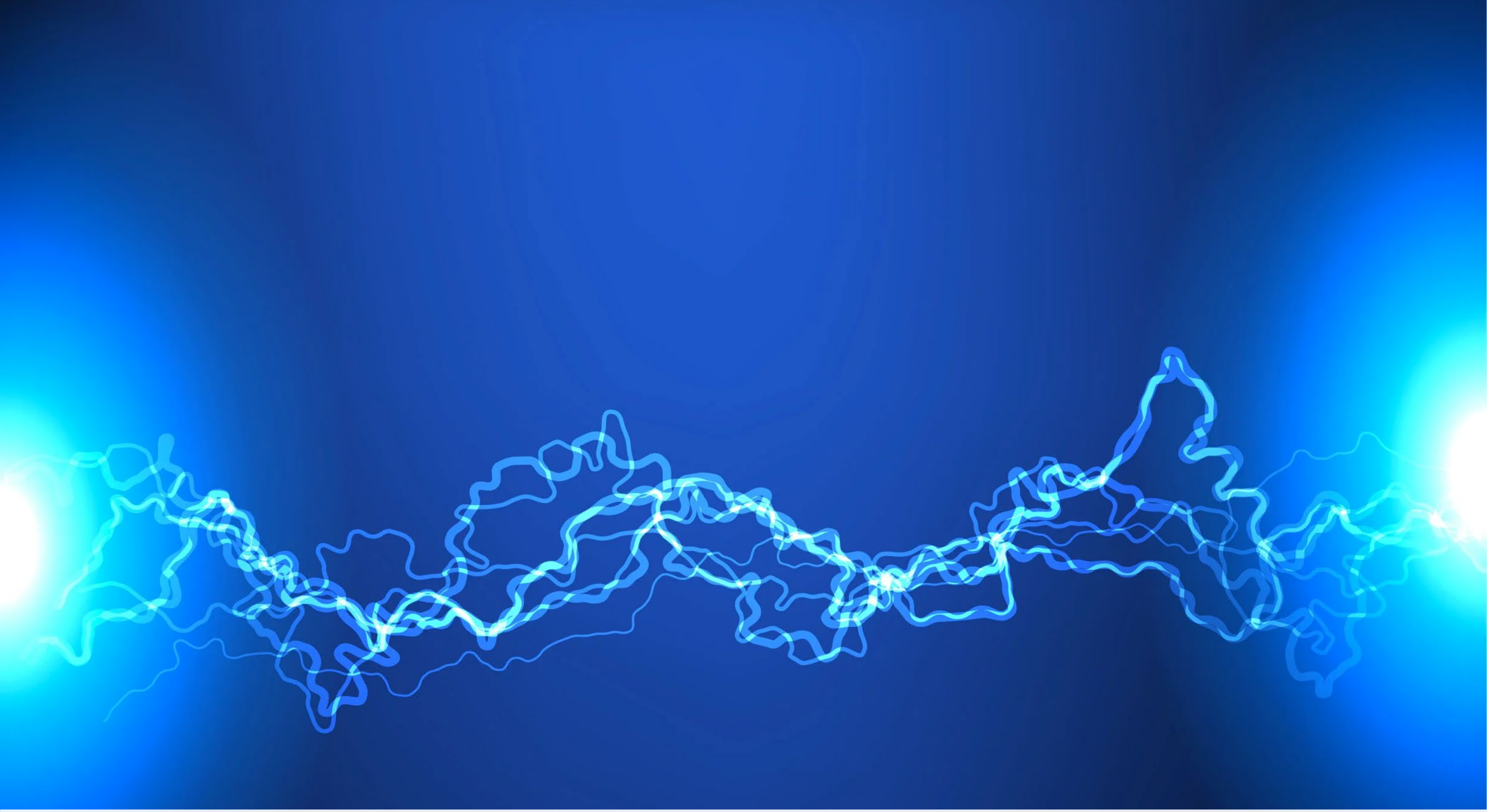
**Total sphere of  
human development**

**Development of  
meaning making**



**Different intelligences, life  
experiences, personality  
traits, abilities...**





**MEANING MAKING**

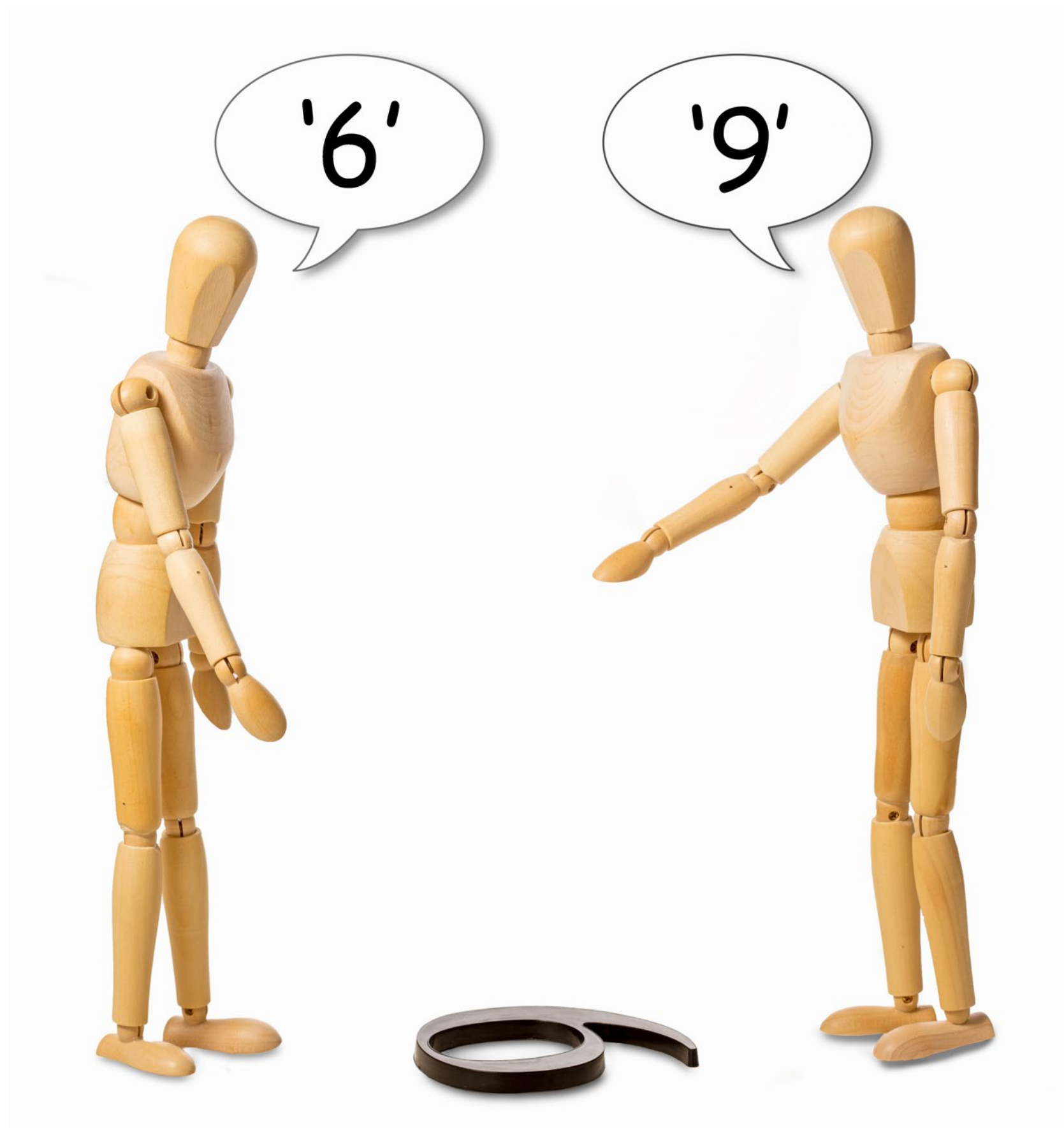


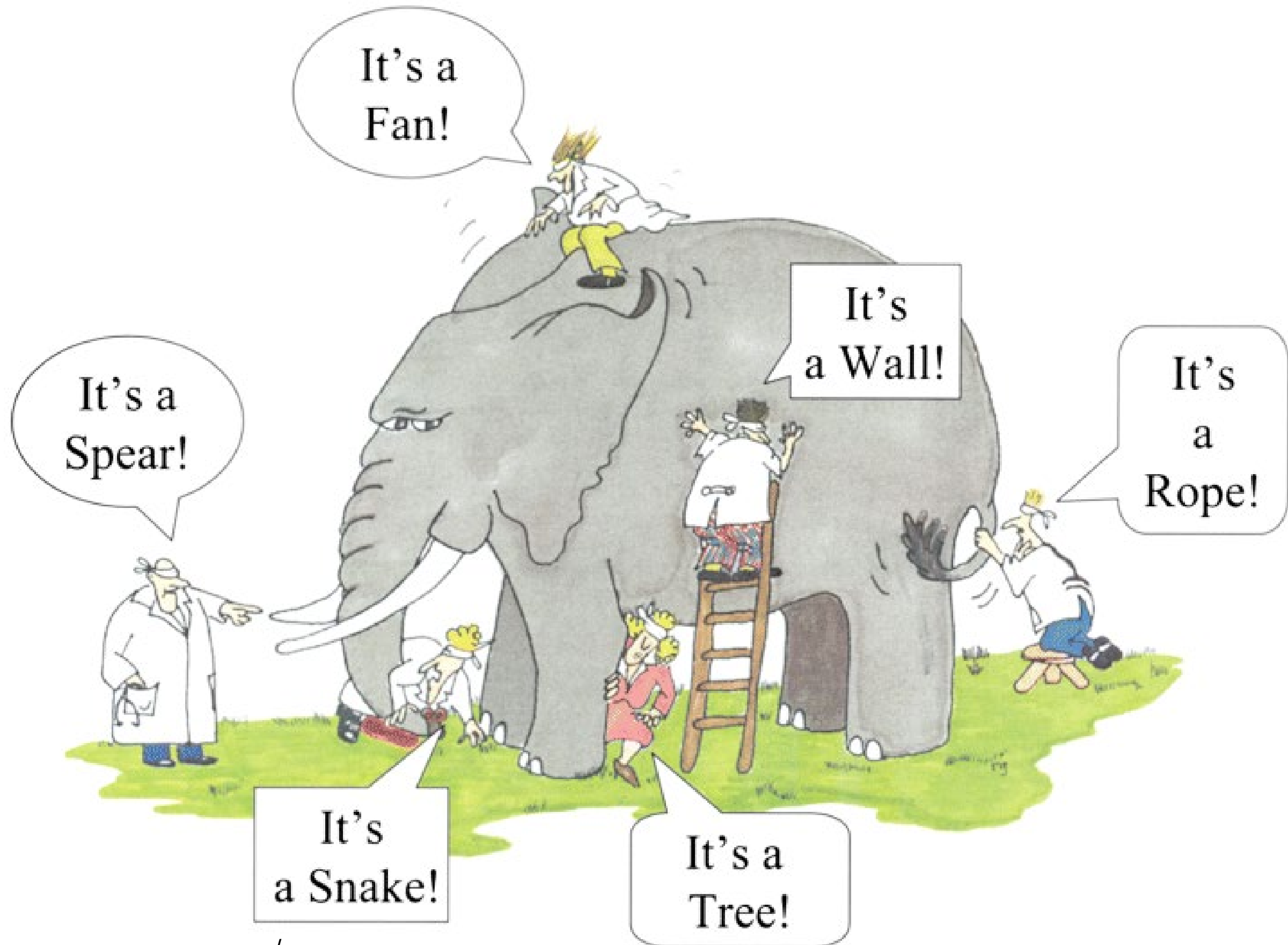


**PERSPECTIVE  
SHIFTING**

**COMPLEXITY  
PROCESSING**

**(SELF)-  
AWARENESS**











ALCHEMIST

STRATEGIST

INDIVIDUALIST

ACHIEVER

EXPERT

DIPLOMAT

OPPORTUNIST





- ✓ ON-LINE RETAILER
- ✓ 6000 EMPLOYEES
- ✓ 60 HR
- ✓ 8 COUNTRIES

CHANGE THE  
REPUTATION OF HR  
FOR NOT BEING  
INFLUENTIAL ENOUGH  
AND HELP THE  
BUSINESS BECOME A  
EUROPEAN INDUSTRY  
LEADER IN 5 YEARS



**OPPORTUNIST**

**POWER BY  
MANIPULATION  
CONTROL FEAR  
SELF-INTEREST**



MANIPULATION  
CONTROL FEAR  
SELF-INTEREST



## **DIPLOMAT**

**POWER BY  
FOLLOWING  
RULES (BLIND)  
LOYALTY  
AVOIDING  
CONFLICT**



MANIPULATION  
CONTROL FEAR  
SELF-INTEREST

FOLLOWS RULES  
(BLIND) LOYALTY  
AVOIDS CONFLICT



**EXPERT**

**POWER  
THROUGH  
EXPERTISE  
PROBLEM  
SOLVING  
RATIONAL  
EFFICIENCY**





MANIPULATION  
CONTROL FEAR  
SELF-INTEREST

FOLLOWS RULES  
(BLIND) LOYALTY  
AVOIDS CONFLICT

HIGH EXPERTISE  
PROBLEM  
SOLVING  
RATIONAL  
EFFICIENCY

**ACHIEVER**

**POWER THROUGH  
OTHERS  
STRATEGIC GOALS  
OUTCOMES DRIVE**



MANIPULATION  
CONTROL FEAR  
SELF-INTEREST

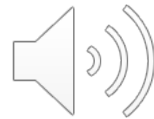
FOLLOWS RULES  
(BLIND) LOYALTY  
AVOIDS CONFLICT

HIGH EXPERTISE  
HIGH STANDARDS  
RATIONAL  
EFFICIENCY

STRATEGIC GOALS  
RESULTS THROUGH  
OTHERS SELF-  
DRIVEN

**INDIVIDUALIST**

**POWER BY  
REFLECTION VISION  
ENGAGING OTHERS**



MANIPULATION  
CONTROL FEAR  
SELF-INTEREST

FOLLOWS RULES  
(BLIND) LOYALTY  
AVOIDS CONFLICT

HIGH EXPERTISE  
HIGH STANDARDS  
RATIONAL  
EFFICIENCY

STRATEGIC GOALS  
RESULTS THROUGH  
OTHERS SELF-  
DRIVEN

REFLECTION VISION  
ENGAGING OTHERS

**STRATEGIST**

**POWER BY PURPOSE  
VULNERABILITY  
TIMELY ACTION  
EMPOWERMENT**



MANIPULATION  
CONTROL FEAR  
SELF-INTEREST

FOLLOWS RULES  
(BLIND) LOYALTY  
AVOIDS CONFLICT

HIGH EXPERTISE  
HIGH STANDARDS  
RATIONAL  
EFFICIENCY

STRATEGIC GOALS  
RESULTS THROUGH  
OTHERS SELF-  
DRIVEN

REFLECTIVE VISIONARY  
RELATIVIST ENGAGING

PURPOSE  
VULNERABILITY TIMELY  
ACTION  
EMPOWERMENT

**ALCHEMIST**

**WISDOM SELF-LESS  
SERVICE TO OTHERS  
FLUID MOVEMENT OF  
AWARENESS**

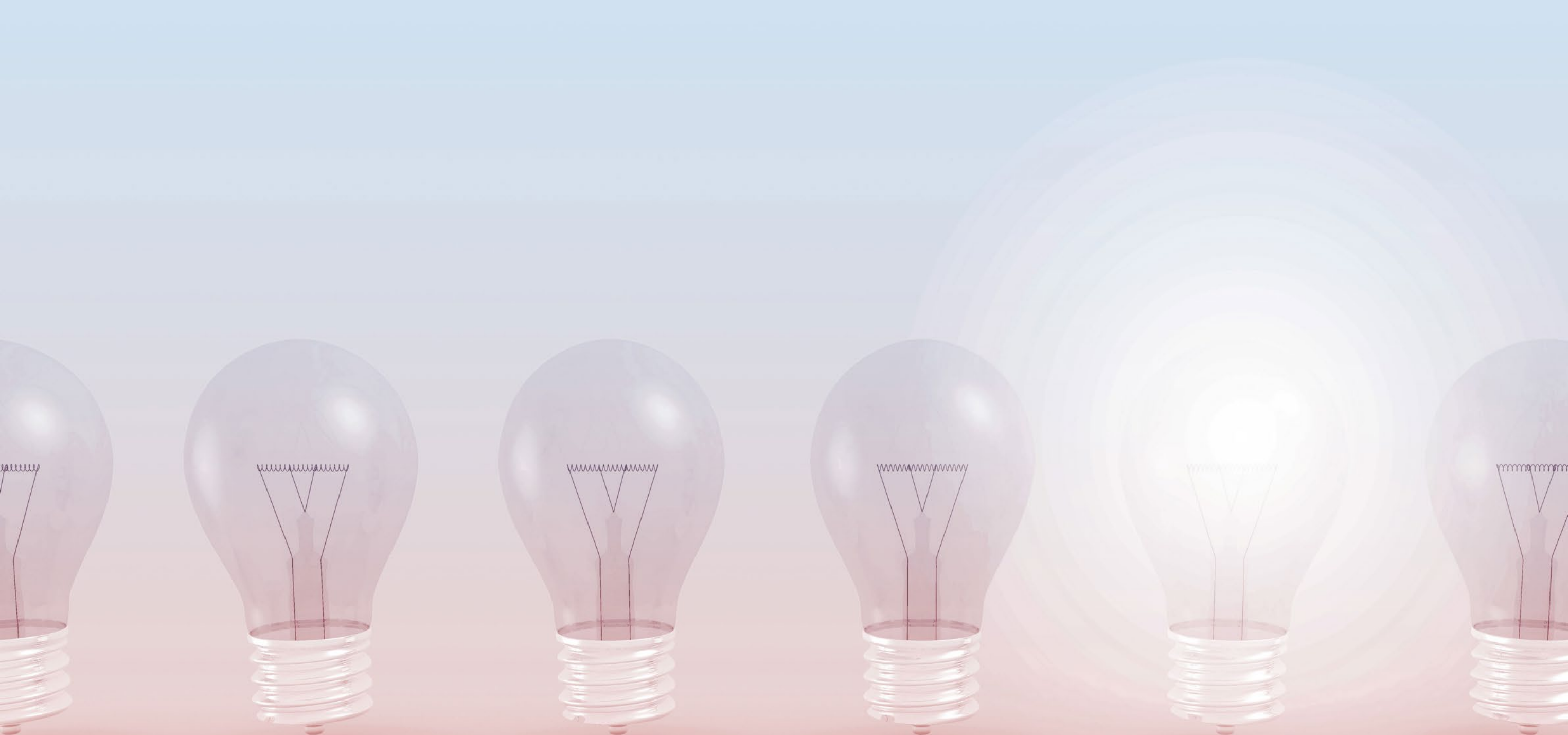




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WHAT?

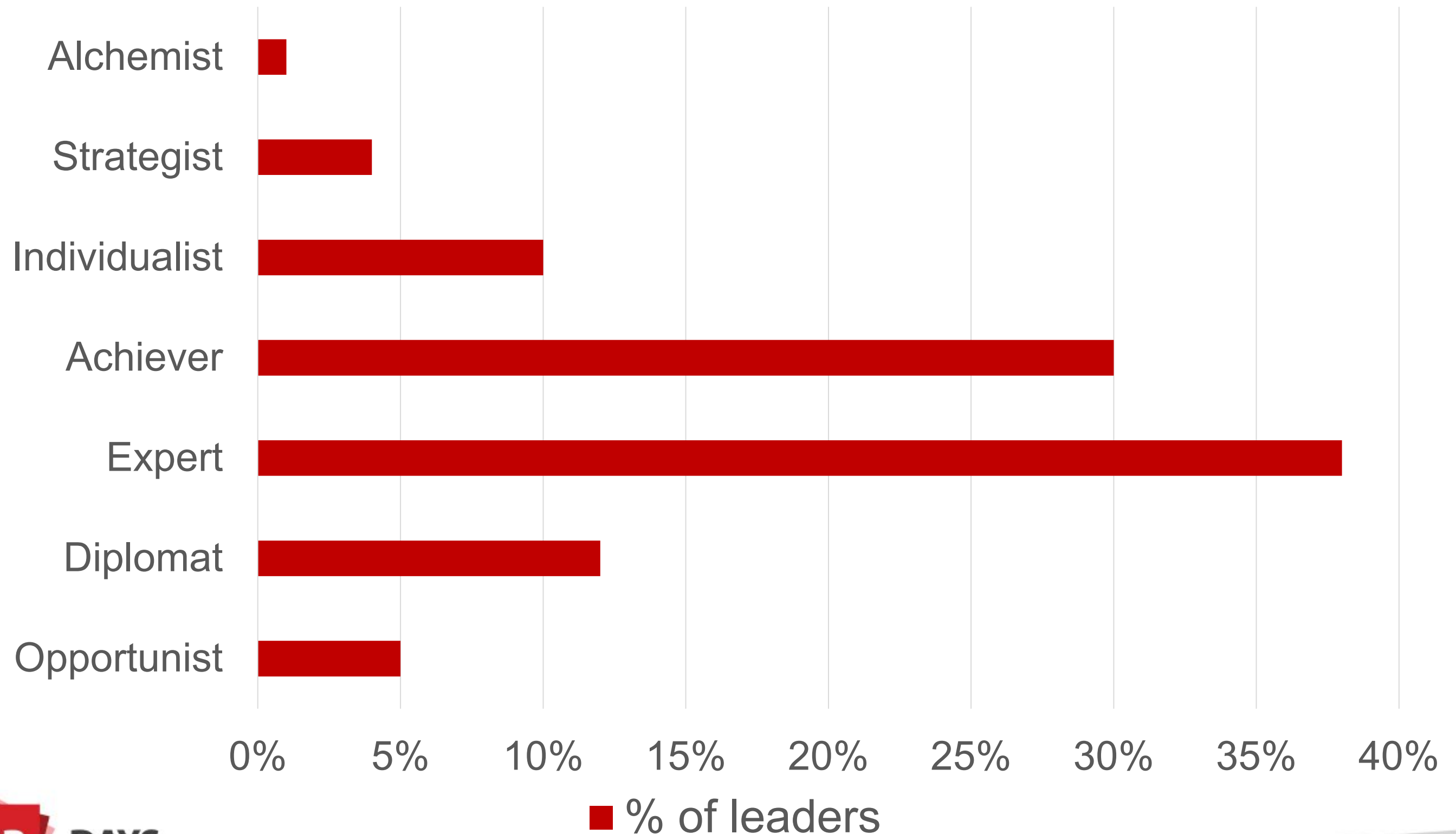




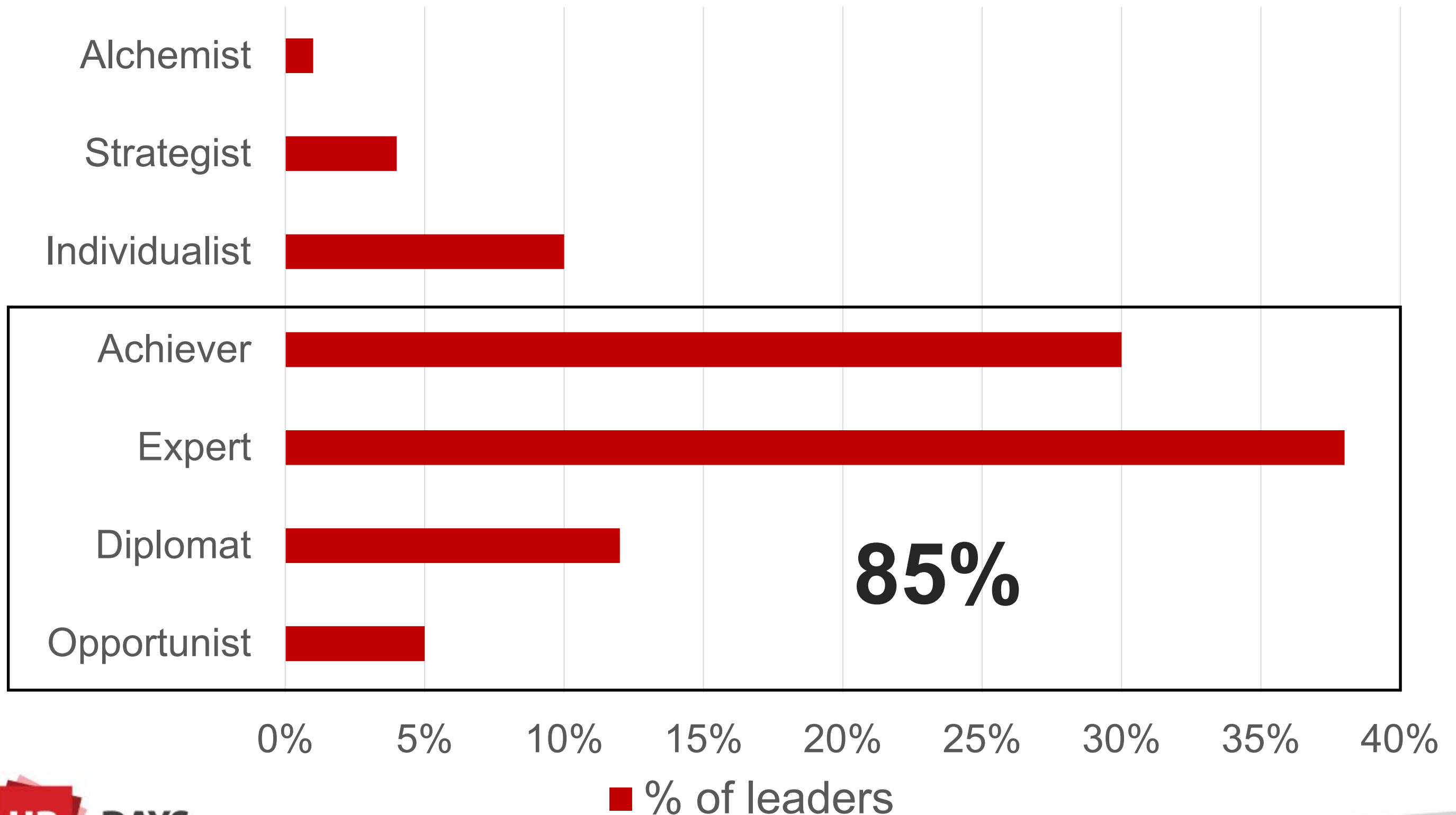
**ONLY STRATEGISTS AND ALCHEMISTS  
(AND INDIVIDUALISTS TO SOME EXTENT)  
HAVE THE CAPACITY TO NAVIGATE  
COMPLEXITY, GENERATE RADICAL  
INNOVATIONS AND TRANSFORMATIVE  
CHANGE.**



# DEVELOPMENTAL STAGE STATISTICS



# DEVELOPMENTAL STAGE STATISTICS



# WHAT DRIVES DEVELOPMENT



FRUSTRATION, CONFUSION  
& OVERWHELM



EXPERIENCING LIMITS OF  
CURRENT WAYS OF  
THINKING AND OPERATING



CRISIS



DESIRE FOR GROWTH

CAN YOU HELP ME SEE WHAT I CAN'T  
SEE?

WHAT IS THE LAST THING THAT I WOULD  
DO?



You are more than you think