

A tall, faceted glass trophy stands on a yellow background. The trophy is made of clear glass with multiple facets, creating a complex, geometric shape. It has a wide base that tapers towards the top, which is a rectangular prism. The background is a solid, bright yellow color.

INTRODUCING VERTICAL DEVELOPMENT TO LEADERS AND THEIR ORGANISATIONS

www.StageSHIFT.Coach



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1. WHY IS VERTICAL DEVELOPMENT IMPORTANT?

1. Rising complexity
2. Increasing interconnectedness
3. Current disruption

In rising complexity, the connection, clarity and predictability between cause and effect decrease. Situations move from solvable problems to challenging polarities that need to be fully understood to be transcended and optimised. The volatility resulting from exponentially accelerating change and global shocks creates the business imperative for vertical development.

Market dynamics and competitive landscapes are shifting within an increasingly interconnected ecosystemic collision of interests in a fast-moving global environment. Leaders must be able to match the pace of change and escalating complexity to be able to tune into it and then transform with it. Otherwise, they become overwhelmed by the stress of trying to address exponentially rising turbulence.

Geopolitical disruption, social unrest, climate change, technological advances, digitally interconnected ecosystems, are inviting us to reinvent the way we live as a society, the way we work together, the way we honour our planet, to enable economic and emotional wellbeing for all.

Leaders need to overtake the pace of change and build the complexity awareness to transform with it.

2. WHAT IS VERTICAL DEVELOPMENT?

3. Expanding mindset
4. Elevating consciousness
5. Interweaving stages

Vertical development expands the mindset in terms of conscious awareness, spanning boundaries, seeing ecosystemic complexity, trusting emergence, diagnosing the source of issues, and transforming the way we think resulting in better leadership. Horizontal development extends the toolkit in terms of improving skills, changing behaviours, resolving conflict, active listening, leading to better performance.

Vertical development is realising a new, broader, deeper, more subtle ways of perceiving and more sophisticated ways of thinking about and making meaning of complex, uncertain situations. Leadership is not just about what we do, but who we are and how we perceive the world. From doing, to becoming, to being fully present, we become one with the emergent flow of life. The elevated consciousness of our witnessing metaware mind enables leaders to reinvent our way of being, the way we live and work.

The ego matures and evolves through a sequence of stages of vertical development through a dynamic interaction between the inner self and the outer environment. We shift gradually through a spectrum of interweaving stages of development as our ego recedes and our consciousness expands. As we evolve, we develop a new Centre of Gravity at later integrated stages that befit more senior strategic roles. The leader's stage of development must match their role level for them to be effective.

Later stage leaders can see further, see more clearly, see more subtleties and see more interdependently.

THE STAGES OF VERTICAL LEADERSHIP DEVELOPMENT



TRANSPERSONAL

POST-CONVENTIONAL

CONVENTIONAL

METAWARE

SUBTLE

CONCRETE

joy



Holist
'inspires all'

Life is a universal mystery
Emptiness and fullness
Lightness, timeless, boundless
Oneness, formless, emptiness
Fullness of love experience
Luminous self as spirit and soul

Ironist
'generates love'

Life is a cosmic tapestry
Fullness of compassion
Perceives passing of ages
Timely world-centric action
Sees impact of butterfly wings
Fully surrenders the will



love

free



Alchemist
'evolves society'

Life is a vast theatre
Empty open mind
Integrates material and spiritual
Sees repeating eternal patterns
Order and mess are okay
Social transformation

Constructivist
'frames reality'

Life is a voyage into the unknown
Takes reverent care of life
Constructs reality with thought
Sees own projections instantly
Perceives eras of civilisation
Collective shadow arises



care

calm



Synergist
'leads evolution'

Life is systemic transformation
Sustainable change
Mutual collaboration
Orchestrated and eco-centric
Vigilant and vulnerable
Purposeful fulfilment

Catalyst
'is authentic'

Life is a hero's journey
Reflective and insightful
Collaborative change agent
Interweaves across stakeholders
Generates unique perspectives
Follows intuition over logic



flow

grow



Achievist
'gets results'

Life is for striving and winning
Sets and juggles priorities
Positive, pragmatic planner
Always "busy", wanting "more"
Proactively achieves team goals
Feedback fosters better results

Specialist
'develops skills'

Life is an effort to excel
Logic and expertise prevail
Quality continuous improvement
Highly critical and perfectionist
Always "Not good enough"
Takes feedback personally



play

work



Conformist
'by the rules'

Life is a struggle
Right and wrong
Enjoys belonging
Follows directives
"Us" and "them"
Takes zero-risk

Opportunist
'on the take'

Life is threatening
Acts in self-interest
Steals ideas, blames others
Closed to feedback
Seizes opportunities
Attacks to defend



take



4. OUR MODEL OF ENTERPRISE EVOLUTION

While it's important to match stages of development with role levels to ensure a leader matches the level of role complexity, it's also valuable to understand the capacity of organisations at progressive levels of evolution. Just as ships sail freely across the waters, entrepreneurial enterprises are highly agile at Red. The shift to Amber enables the scale and efficiency of a hierarchical organisation similar to the rail transport system with its defined destinations, set railway lines, and detailed schedules.

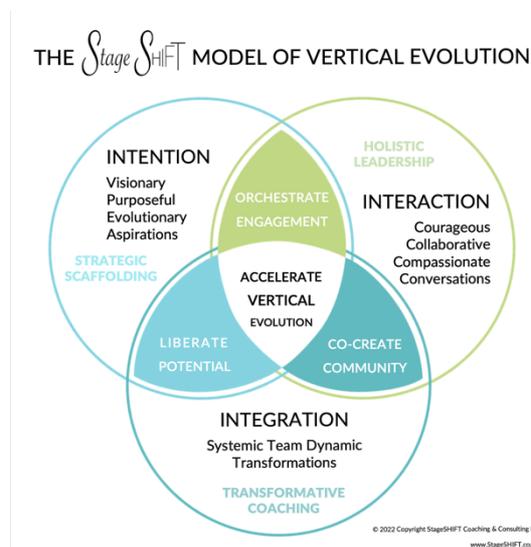
This shift to Orange or an empowered matrix makes things messier yet more creative as people can choose their exact destination, and decide on their own route, to travel alone or with others. The culture is busy, fast, and driven. The shift to Green invites a lift-off to a shared aspirational purpose, vision and values, and the resources on board to travel together. Teal reflects the airline networks. At Turquoise there is a further shift to a spaceship hub model in a decentralised yet integrated ecosystem.



The stages of leadership are held within each stage of Enterprise Evolution i.e., Achievists thrive in an empowered Orange matrix; Catalysts become essential in an authentic Green network; Synergists build and lead integrated Teal organisations; and Alchemists forge multisector collaborative ecosystems at Turquoise. As the organisation evolves, it retains the strengths and capabilities at earlier stages at progressive levels of leadership in the organisation.

To build a Green/Teal organisation requires Synergist leadership in C-suite roles, or trusted partnerships with Synergist/Alchemist coaches and consultants as they learn to embody this rare leadership capacity.

5. OUR MODEL OF VERTICAL DEVELOPMENT



This model of accelerated Vertical Development emerged from our iterative thematic research.

The interconnection of INTENTION, INTERACTION, and INTEGRATION liberates potential, co-creates community, and accelerates vertical development.

The interweaving of Strategic Scaffolding, Holistic Leadership, and Transformative Coaching orchestrates engagement to realise continuing organic momentum.

It is an intersystemic approach that expands the container of the organisational context to invite vertical development, while cultivating it amongst your people.

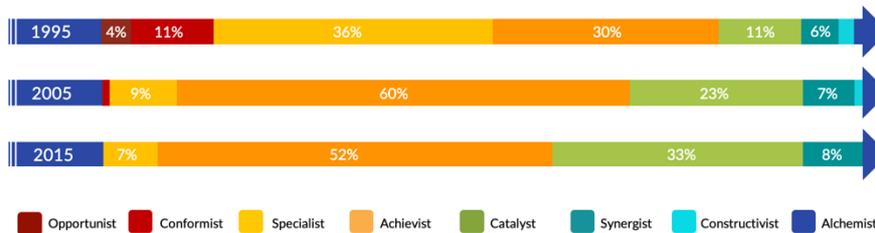
Taken as a whole, the level of aspirations and substance of conversations, lead to uplifting transformations.



6. THE StageSHIFT VALUE PROPOSITION

Why choose to partner with StageSHIFT?

1. We offer a **proven** pathway to Synergist and beyond
2. We promise **accelerated** Vertical Outcomes for everyone
3. We **blend** the evolution of your Leaders with your Organization.



Cook-Greuter, 1990; PwC Report 2015 based on Harhill research data, 2005, 2015.

Despite the stalled growth to Synergist at 1% per decade, our clients have realised breakthroughs:

- ⇒ 80% of senior executive leaders shifted a single stage in a single year, while the other 20% shifted two stages to Synergist in the one year ... after an average of 8 coaching sessions each
- ⇒ Leadership Effectiveness increased by 20% for the top 75 leaders in a single year
- ⇒ People Engagement increased by 30% across an organisation in just six months
- ⇒ Business Revenues of a small trading company increased 100% in just three months.

THE IMPACT OF MORE SYNERGIST LEADERS

1. Shift from struggling and striving, to thriving and flourishing
2. Shift from the stress of overwhelm to the ease of awareness
3. Shift from ego-centric leadership to eco-centric leadership.

MYTHS OF VERTICAL DEVELOPMENT

1. You need vertical and horizontal development, not just vertical.
Vertical includes horizontal but horizontal doesn't tend to include vertical.
2. People who evolve to later stages will leave the organisation.
Only if the organisation doesn't evolve with them. We ensure it does.
3. It's messy, convoluted, and takes a long time, so is it really worth it?
It doesn't have to be - StageSHIFT's approach is swift, proven, and orchestrated.
4. It takes our eye off the ball when it is a really important time to focus.
We blend vertical development with business performance and ecosystemic renewal.

Our research shows that Vertical Development can be highly effective if the following five active ingredients are in place:

Coaching Context	<i>Simultaneous purposeful enterprise evolution</i>
The Coachees	<i>Setting leadership and business aspirational intentions</i>
Coaching Process	<i>Providing people with an avenue for shadow resolution</i>
The Coaches	<i>Coaches at later stages to guide the vertical development</i>
Coaching Relationship	<i>Transformative 3rd generation dialogical coaching approach</i>



7. OUR PURPOSE AND VALUES

We partner with conscious strategic leaders to generate quantum vertical shifts in your leadership culture, executive team dynamics, people engagement, business consciousness, enterprise evolution, and ecosystemic renewal to co-create a more sustainable, healthy, equitable, and joyful world for all.

We value being authentically POWERFUL by bringing more Peace, Order, Wisdom, Enlightenment, Reverence, Freedom, Unity and Love into the world.

OUR GUIDING PRINCIPLES

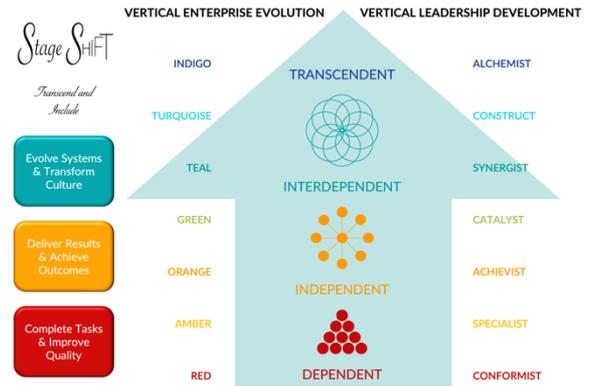
That organisations embrace all stages of development.

That vertical development emerges organically.

That the process includes everyone.

That we partner with you.

Become the change.

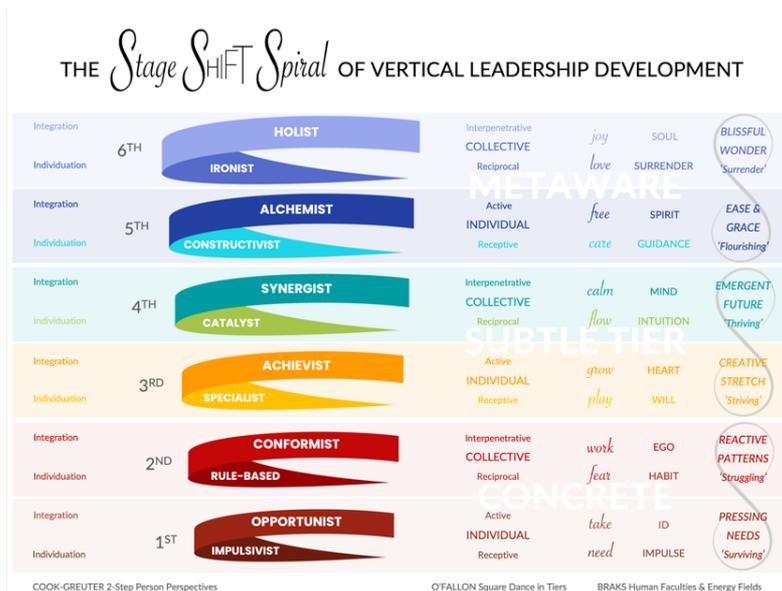


OUR UNIQUE STYLE OF VERTICAL

Our style of vertical seems to be more holistic. We associate the human faculties with the stages of development and focus on the full heart-mind-spirit spectrum to generate a quantum shift for leaders and the organisation, integrating cognitive with conscious awareness. This liberates latent potential.

Our focus is primarily concerned with facilitating the emergence of expanded leadership capacity and presence, rather than learning new ways of thinking to navigate complexity. We engender an embodied shift at the source of identity that invites source energy, activates an upgrade in self-operating systems, which then automates new ways of being and seeing, thinking and connecting, creating and relating.

By partnering with you to reinvent and re-engineer your organisation as a whole with and through your leaders, as facilitators rather than consultants, you remain in the driving seat. The shift happens through you, as an outcome of the simultaneous demand for, and cultivation of, vertical growth.





8. HOW WE PARTNER WITH YOU

1. Strategic Scaffolding
2. Holistic Development
3. Later Stage Coaches

We wish to partner with you to co-lead a quantum shift in vertical development for your leaders and your organisation. We have proven programs, frameworks, and techniques which we customise for you. The magic lies in the orchestration of the initiative. We invite you to create a group of key executives who, in collaboration with us, direct and design, lead and conduct, the enterprise-wide transformation.

Our proprietary frameworks and techniques are extraordinarily powerful in their capacity to liberate latent potential. First, we build the strategic scaffolding with your most senior leaders to create the expansive space for transformation. Cascading and holding this liberating space is itself vertically demanding for them. We coach your leaders as they do this to enable them to be highly effective.

Then we provide strategic holistic leadership development across your organisation in various ways appropriate to role levels to facilitate vertical growth. We collaborate with you over a period of 2-3 years continuing to hold the space for the vertical evolution of your leaders and your organisation until a critical mass of internal leadership capacity has evolved to enable continued organic emergence.

Our 36+ Synergist/Alchemist StageSHIFT coaches are experienced executive coaches who have worked and consulted with leading global organisations such as Accenture, Amazon, HSBC, Hudson, Korn Ferry, McKesson, Oatly, Shell, Unilever, Volvo as well as national and state governments. They have all undertaken an intensive year-long StageSHIFT Coaching Certification Program and have actively applied and coached in the frameworks. Most importantly, they offer the rare later stage perspectives that will directly expand your access to realise deeper insights, transcend complexity, and trust emergence.

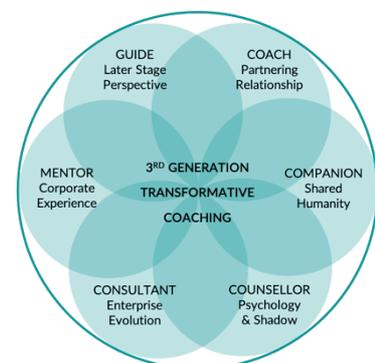
*There is a way out, but the way out
is really a way within. ~ Ken Wilber*

9. TRANSFORMATIVE COACHING

Developmental *vanilla* coaching is intended to ask clean, clear questions of the coachee to invite them to inquire into their needs, concerns, and challenges with a view to helping the coachee navigate life events and experiences at their current stage of vertical self-development. This stimulates horizontal growth at Catalyst, early 4th Person Perspective.

Transformative *vertical* coaching is intended to invite the coachee to expand their consciousness and leadership capacity through 3rd generation coaching, mentoring, consulting, and counselling with a view to realising their aspirational leadership intent, itself pitched at a later stage of vertical self-development. This stimulates vertical growth to Synergist, mature 4th and, relative to readiness, into 5th at Alchemist.

StageSHIFT offers Transformative Vertical Coaching. Our insights, ideas, inspired thoughts, and revelations are shared generously and graciously with you to facilitate the expansion of consciousness. We enable your leaders to open their minds and hearts to develop greater systemic understanding and complexity awareness. This facilitates their vertical evolution. Our clarity of perception is your resource.





10. OUR PROGRAMS AND ASSESSMENTS

We provide intensive, enriching, individual executive coaching for your most senior leaders, based on the proven StageSHIFT approach. Our leadership development programs are delivered through a blend of online videos and supporting materials, peer networks, and regular online live small group Discovery Dialogues with StageSHIFT Coaches.

The implementation of the strategic frameworks transcends legacy conventional approaches your organisation uses. Rather than adding more work, we re-engineer the way you work, lifting each level of the organisation. Similarly, the development programs add an element to each person's workload, yet it is explicitly designed to integrate the self identity, and therefore harmonise interactions in the flow of emergence. Emotional triggers are eliminated, and productivity and creativity increase exponentially.

We begin with an Introductory Program introducing StageSHIFT Vertical Development: This provides everyone with a common backdrop and a personal incentive. It includes online materials, 3 live Discovery Dialogues, and the VHLP Assessment between the 2nd and 3rd sessions.

The Vertical Holistic Leadership Profile (VHLP) is a sophisticated, yet automated, Self-Assessment based on a 3D Leadership Model across 6 Levels, 5 Leads, 4 Lines and 3 Limits (shadow) of Development.

The Introductory Program is followed by an assessment of the organisation's evolution, to customise our approach. We help you to build the Strategic Scaffolding for vertical growth, cascading the framework through organisational levels to engage all leaders. The StageSHIFT Leadership Program supplements this work with further modules covering the evolution of the organisation's operating system, your culture, and the leaders' way of operating in relation to who they are becoming.

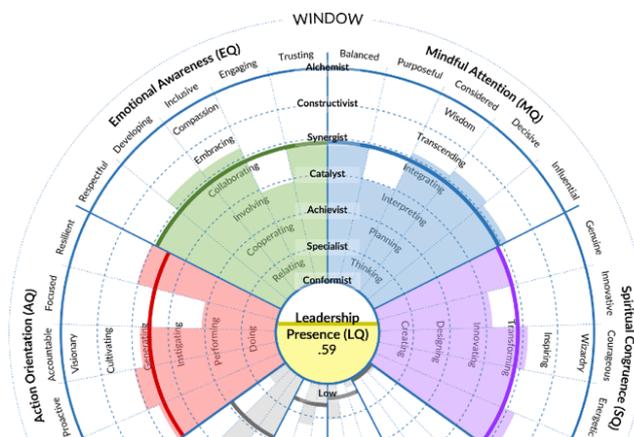
As the reinvention is underway, the revolution, resolution and evolution of relationship dynamics becomes significant. This is integrated with an ongoing engagement on values for everyone and more advanced modules for leaders at later stages. The content is rich and broad, and easily extends across a two-year time horizon to instigate, expedite, and consolidate vertical growth.

THE VERTICAL HOLISTIC LEADERSHIP PROFILE (VHLP)



LQ	Leadership Presence	Specialist	Achievist	Catalyst	Synergist	Constructivist	Alchemist
AQ	Action Orientation	Doing	Performing	Instigating	Generating	Cultivating	Visionary
EQ	Emotional Awareness	Relating	Cooperating	Involving	Collaborating	Embracing	Compassion
MQ	Mindful Attention	Thinking	Planning	Interpreting	Integrating	Transcending	Wisdom
SQ	Spiritual Congruence	Creating	Designing	Innovating	Transforming	Inspiring	Wizardry
	Relevant Role Level	S Self	M Manager	L Leader	XL Executive	XXL Group Exec	XXXL Global

The Vertical Holistic Leadership Profile Report provides each participant with an introduction to Vertical Leadership Development and a summary of their Strengths, Stressors, Blind Spots and Stretches. This acts as a Workbook offering reflective questions and the opportunity to integrate their understanding and set new evolutionary leadership development intentions. This is supported by a Discovery Debrief with a StageSHIFT Coach.





11. THE LEADERSHIP CULTURE EVOLUTION PROGRAM

The StageSHIFT Vertical Leadership Culture Evolution Program enables a quantum shift across the organization in terms of conscious leadership capacity and leadership effectiveness, genuine people engagement and people empowerment, and purposeful business performance across your ecosystem.

Furthermore, StageSHIFT's TURNKEY SOLUTION is unique, accelerated, and transformative. It enables the leaders at each level in the organization to step up to their next level of evolution. Everyone is empowered and trusted to realize their latent potential and optimize their contribution and wellbeing.

The StageSHIFT Leadership Culture Evolution Program orchestrates a blend of online resources, small group Discovery Dialogues with StageSHIFT Coaches, peer reviews and Systemic Team Coaching in outer Strategic Leadership and inner Holistic Leadership. Our RADAR Learning Method is evolutionary.

With a cadre of visionary Synergists at the helm of your organization, change Catalysts leading cross-boundary strategic initiatives, and high-performing Achievists leading your business units, your organization will flourish, rising above the turmoil to address global challenges for our shared benefit.

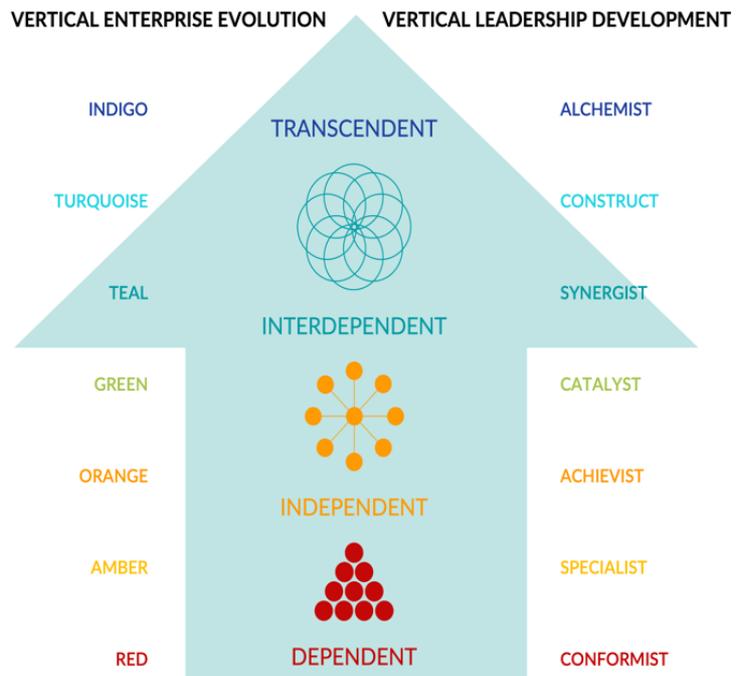
Our simple yet comprehensive, concerted approach has been proven to be effective, fast, revitalising, and fun!

Watch the Leadership Effectiveness of your senior executive leaders rise by 20% in 12-months.

Enjoy a quantum leap of 30% in People Engagement in just 6-months.

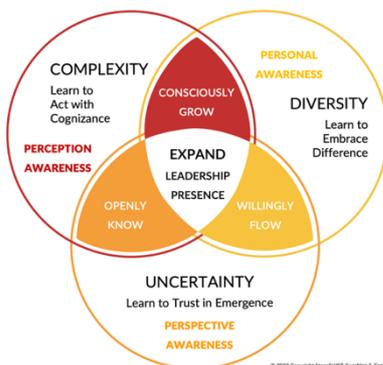
Experience increased levels of cross-boundary collaboration, innovation, and wellbeing across the organization.

Enable personal interactions to fuel everyone's evolutionary development by understanding the inner source of systemic team dynamics.



AN EVOLUTION IN CONSCIOUSNESS

THE StageSHIFT MODEL OF CONSCIOUS EVOLUTION



It is intriguing to note that the StageSHIFT approach invites the natural organic development of increased conscious awareness. This facilitates the shift from egoic behaviour to mindful, courageous, and respectful authenticity.

Conscious awareness comes in the form of PERCEPTION Awareness, PERSONAL Awareness, and PERSPECTIVE Awareness. These vantage points invite collaboration, and openness, with increasing cognizance. By shifting leaders' focus from the individual to the dynamic of the collective, they learn to cut through complexity, embrace diversity, and trust emergence.



12. ABOUT US

Jessica Löwenhielm

Jessica is a highly experienced Vertical Transformative Life & Leadership Coach and Organizational Consultant in Enterprise Evolution to Teal.



She holds accreditations as; MBA, ICF Accredited Coach (ACC), Certified, Professional Co-Active Coach (CPCC), EAGT-GPO, Certified Relational Organisation Gestalt Practitioner, Certified EQ Coach, Certification Leadership evolution & Vertical Transformative Coach Stage Shift Coaching Certificate & Vertical Holistic Leadership Profile.

" Jessica is a wonderful person, an amazing elixir of passion, love, vulnerability and graciousness ... with a tremendous capacity to understand and heal self and others. Jessica brings her soul to her coaching. Together with her strategic corporate experience and strong business acumen and, most importantly, her later stage perspective, she brings a deeply felt consciousness and commercial insight to her transformative work in leadership development and enterprise evolution" – Antoinette Braks

" The trust and bond that Jessica facilitates between people who have never met before is amazing. She is open and honest, well prepared, connects modern science with ancient practices. – Caroline Cronstedt

" Jessica is a fantastic coach, enormously present and knowledgeable in herself, genuine, warm and instantly creates a safe and courageous container for growth and expansion among teams she is coaching" – Karl Sjöblom

Before devoting all her time in the service of helping people grow and contributing to uplifting human consciousness Jessica was an experienced leader with more than 15 years' experience working deeply with leadership, business operations and transformations within international and Nordic organisations (FMCG, Banking/ Insurance, Media & Education). She holds a Masters degree in Business Administration from University of Gothenburg, School of Business, Economics and Law.

Jessica now specialises in developing and delivering relational leadership and vertical transformative coaching programs that will take people and enterprise, outcomes and contribution to a whole new level. Her passion is to transform people's lives, uplift leadership and develop organisations so we all flourish as part of one larger whole and co-creating a more loving world.

www.wholly.se

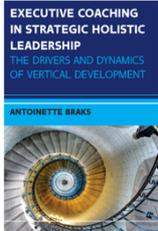
<https://www.stageshift.coach/JessicaLowenhielm>

<https://www.linkedin.com/in/jessica-l%C3%B6wenhielm-677b1b1/>



Dr. Antoinette Braks

Dr. Antoinette Braks is the founder of the global StageSHIFT Coaching and Consulting Community. She is a Master Certified Coach, has a PhD in Vertical Development and Transformative Coaching, an MBA from London Business School, an MA in Management Research, an Advanced Certificate in Coaching Supervision from Oxford Brookes University, an Honours degree in Law, BA in Political Science, a Dip. Intl. Mktg. (Hons), and is the author of [Executive Coaching in Strategic Holistic](#)



[Leadership: The Drivers and Dynamics of Vertical Development](#) (McGraw Hill 2020). She received the [CEO Today 2020 Management Consulting Award in Leadership Coaching](#).

"Antoinette's brilliant work creates an effective, practical and grounded approach focused on a pivotal arc in the developmental spectrum." ~ Terri O'Fallon

"[Braks shows us] how executive coaching can become a transformational dialogue: a holistic path that can humanize our world." ~ Reinhard Stelter

After an early career in executive search and selection, Antoinette shifted to organizational development and leadership development. She flourished in regional executive roles with Shell across Latin America and Africa, and with Korn Ferry across Asia Pacific. She was the EGM of People and Culture with Vector, New Zealand's energy infrastructure company during a substantial merger integration and founded the Executive Coaching Division for Hudson Australia where she developed a large portfolio of executive clients across Government Departments, Business Services, Financial Services, and the Energy Sector.

Dr. Braks designs, facilitates, coaches in, and oversees Leadership Culture Evolution Programs utilising the proven accelerated StageSHIFT pathway. She partners with StageSHIFT Coaches and strategic leaders to inspire and expedite vertical development, organizational evolution, and ecosystemic renewal, with a view to building a more sustainable, healthy, equitable, enjoyable, and peaceful world for all.

<https://www.linkedin.com/in/antoinettebraks/>

The StageSHIFT Program is unique in that it takes a holistic approach to transformation. Antoinette is a collaborative intuitive whose depth of knowledge in leadership development is unsurpassed. In a short period of time she has galvanized the organisation in a way that is remarkable. Did I say there was a whiff of culture change in the air? Well, I mean there is a gale force wind blowing and the organization and its people are the ultimate winners. Anne Cosgrove ED People & Culture at FACS | Services NSW

Antoinette was an engaging, skilful, intelligent, challenging, and enthusiastic person to work with. She integrated many new initiatives to transform our culture creating momentum from which results soon flowed. The terrific speed of success was due to her great ability to engage with the leaders and ensure that the adopted strategies were well understood and effectively implemented to drive toward the desired outcomes. She was a vital source of energy and inspiration in setting our new course and getting us going! Pat Richards, CEO Businesslink FACS

Antoinette is one of only three Thought Leaders I know who credibly and passionately integrates business and spirituality. It's rare, it's profound, and it's much needed in the world today. We need business. AND we need a healthy planet. Emma Pearson, Transformative Leadership Coach & Vertical Development Consultant

It has been a true privilege to have Antoinette as my guide and coach.. She is an inspiring person with a remarkably sharp intellect, lots of love, tons of professional experience combined with an even more remarkable wisdom and spiritual consciousness. I guess that 's how experiences become magical. Thomas Bjerkhede, Leadership Coach

As a humble attempt, I would say that the StageSHIFT Program is unrivalled in its blend of science and applied wisdom, and in the extent of the inner more conscious self that evolves, expressed both in embodied leadership presence and its effects on others, leading, directly, into organisational culture and behavioural change. Paul Smith, Executive Coach & Strategic Business Consultant



OUR GLOBAL COACHING COMMUNITY

Our global StageSHIFT Coaching Community numbers over 40 experienced, international corporate executives who have held CXO roles, and consulted or coached in world-leading top 500 organizations.

They have all invested significantly in their own vertical development to Synergist and beyond, and undertaken the intensive, enriching one-year StageSHIFT Coaching Certification Program followed by continuing education and direct experience in transformative coaching in vertical leadership development, strategic consulting, and/or culture evolution for organizations with CEOs, their executive teams, and their top 1-200 strategic leaders.

<https://www.stageshift.coach/coaches>

We look forward to talking to you about your needs and objectives, and how partnering with us using our proven accelerated approach, would enable you to realize your highest aspirations across broad horizons to uplift your organization and the interconnected human systems you are part of. Our visionary purpose is to co-create the renewal of a more sustainable, healthy, equitable, and peaceful world.

Warmly,

Jessica Löwenhielm & Dr. Antoinette J Braks



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