

# Rough Draft: Correlating / Extending the Design Maturity Continuum Alongside Developmental Action Logics

Least Mature ←

→ Most Mature

Extended Design Maturity Continuum

Design value isn't recognized. This attitude fosters design by default - however things come out is fine, because there are more important issues to deal with. - Products. \* (See note below).

Design is the gateway to be hip and cool. Design is stylish, but too often is perceived and practiced as a cosmetic afterthought. - Style guides inform product development. \* (See note below).

Design makes things work better. This is the classic practice of design - but it's still commonly limited to incremental improvements through iteration over existing solutions. - Patterns inform product development. \* (See note below).

Design finds new opportunities by solving existing problems. Design process generates alternatives within a problem space. Design also narrows down those options to a specific solution. - Problems drive product development. \* (See note below).

Design redefines the challenges facing the organization. Framing sets the agenda, outlines the boundaries and axes of interest, and moves design from executing strategy to shaping strategy. Disruptive innovation lives here. - Ideas drive product development. \* (See note below).

Design alters organizational realities by "influencing those with power, authority and influence to make the perceived changes needed in the system". Design is sensitive to how minor inputs at key leverage points (often at the edges of the system) can have major impacts. - Patterns and relationships between agents in the system drive innovation.\*\* (See note below).

Design serves the development of systems by "dialoguing with them via experimentation and probing." Design "creates conditions [e.g. platforms, connections and energetic fields] that help systems and the individuals that constitute them to develop themselves." - The health of and resonance of the system drives innovation.\*\* (See note below).

Design "holds space and wanders into what the system needs and wants to become next, listens closely and holds the energetic tension for that next stage of maturity to emerge." Design "supports the individuals and the system to bring forth that new way of being, in whatever ways needed." - Oneness with what is arising informs innovation.\*\* (See note below).

No Conscious Design\*

Style\*

Function and Form\*

Problem Solving\*

Framing\*

Catalyzing\*\*

Creating Conditions\*\*

Holding and Wondering\*\*  
(Unfolding as the System)\*\*

Innovation Trailmarker



Corresponding Action Logics

Preconventional Action Logic	Conventional Action Logics			Postconventional Action Logics			
	Opportunist	Diplomat	Expert	Achiever	Individualist	Strategist	Alchemist
Wins any way possible. Self-oriented; manipulative; "might makes right." -- Good in emergencies and in sales opportunities. ~ (4% of executive population)	Avoids covert conflict. Wants to belong; obeys group norms; rarely rocks the boat. -- Good as supportive glue within an office; helps bring people together. (12% of executive population)	Rules by logic and expertise. Seeks rational efficiency. -- Good as an individual contributor. (38% of executive population)	Meets strategic goals. Effectively achieves goals through teams; juggles managerial duties and market demands. -- Well-suited to managerial roles; action and goal oriented. (30% of executive population)	Interweaves competing personal and company action logics. Creates unique structures to resolve gaps between strategy and performance. -- Effective in venture and consulting roles. (10% of executive population)	Generates organizational and personal transformations. Exercises the power of mutual inquiry, vigilance, and vulnerability for both the short and long term. -- Effective as a transformational leader. (4% of executive population)	Generates social transformations. Integrates material, spiritual, and societal transformation. -- Good at leading society-wide transformation. ~ (1.5% of executive population)	[Currently under research] Institutionalizes developmental processes through "liberating disciplines." Holds cosmic or universal perspective; visionary. -- Catalyzes the deep development of individuals and collectives. ~ (0.5% of executive population)

\*Original Design Maturity Continuum concept and descriptions of design maturity (No Conscious Design through Framing stages) by Jess McMullin (<https://twitter.com/jessmcmullin>).

\*\*Descriptions of design maturity in three latest stages of the Extended Design Maturity Continuum adapted from *Conscious Leadership For Sustainability, How Leaders With Late Stage Action Logics Design and Implement Sustainability Initiatives* by Barrett C. Brown, 2011. See especially table 20, "Comparison of role, service and design approach," on page 217. Italicized words in quotes are direct quotes.

Action logics and their descriptions adapted from "The Seven Transformations of Leadership" by Rooke and Torbert, 2005, *The Harvard Business Review*. Description of the Ironist added in *Conscious Leadership For Sustainability, How Leaders With Late Stage Action Logics Design and Implement Sustainability Initiatives*, by Barrett C. Brown, 2011. For an earlier attempt at this synthesis, see *Correlations Between Design Maturity, Leadership Maturity and Innovation* by Austin Govella, in which he cites the Management Innovation Group for developing the Innovation Trailmarker (adapted / expanded here). I have not been able to find a current direct source for the Innovation Trailmarker.