

Active Twist Guide to the Intergroup Leadership Maturity Model™

Your Introductory Step-by-Step Guide to Understanding and
Advancing Intergroup Leadership Maturity in Your Organization



Version Information

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How to Use This Guide

This guide gives you a clear, structured introduction to the **Intergroup Leadership Maturity Model**. It explains what the model measures, how the two axes work, and how to interpret your initial placement if you completed the [10 question quiz](#). The goal is simple: help you understand where you currently stand and what the model reveals about your leadership across groups.

You'll use this guide in three ways:

1. **To understand the model's foundations.** The model is defined by two core dimensions: **rhetoric skills** and **boundary-spanning skills**. These dimensions shape your effectiveness when working across groups.
2. **To interpret your current maturity level.** The Levels of the Model section includes short summaries for all seven levels, from **Isolated** to **Harmonized**. These descriptions reflect progression through the model
3. **To understand what comes next.** The model presents leadership development as a progression. Your level today is a snapshot, and you should use it to understand nearby patterns and what growth requires.

Use this guide as your starting point. If you completed the [10-question Intergroup Leadership Maturity Model Quiz](#), your results map directly onto the seven levels described in the Levels of the Model section. Your score indicates your most likely level today, but the real value comes from understanding the adjacent levels above and below you.



About the Intergroup Leadership Maturity Model

The **Intergroup Leadership Maturity Model** explains how leaders grow in their ability to communicate across groups and build cooperation between them. It is grounded in two core skill sets: **rhetoric skills** and **boundary-spanning skills**. Together, these axes define how effectively a leader aligns people who have differing assumptions, identities, or working norms.

The Two Axes

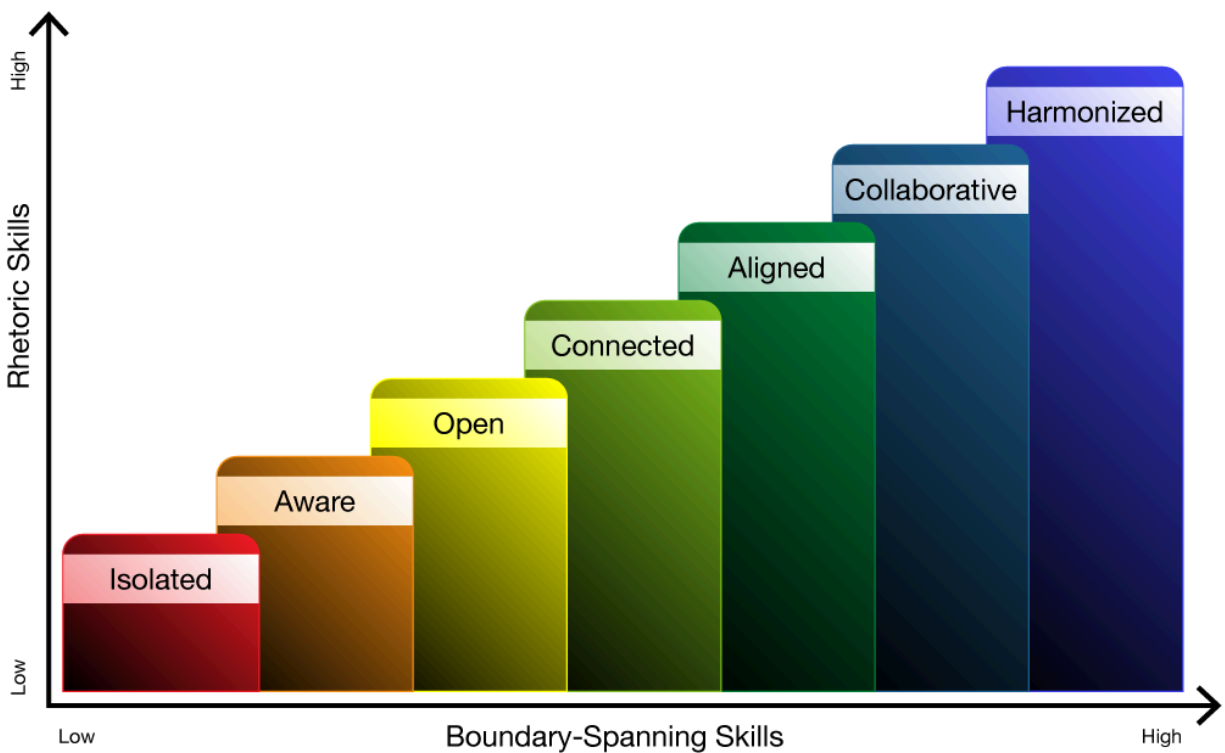
- **Rhetoric Skills** — The rhetoric axis reflects how clearly and constructively a leader communicates with in-groups and out-groups. Early levels show ambiguous or inconsistent messaging that creates misalignment or misunderstanding. As maturity increases, leaders develop stronger articulation of vision, shared objectives, and communal language that resonates broadly. At the highest levels, rhetoric becomes a unifying force, and is clear, inspiring, and consistently effective across all groups.
- **Boundary-Spanning Skills** — The boundary-spanning axis captures how well a leader bridges divides between groups. At lower levels, leaders operate within silos and have limited interaction across boundaries. Progression includes intentional connection-making, dismantling of barriers, and growing capability to coordinate work across teams. At the upper levels, collaboration becomes seamless, and leaders enable fluid, trust-based interactions that strengthen collective performance.

How the Model Works

The model organizes leadership maturity into **seven levels**, each representing a distinct combination of **communication clarity** and **cross-group connection**. These levels chart a progression from isolated, inward-focused leadership to fully harmonized intergroup collaboration. Each stage reflects clear patterns:

- How leaders speak to different groups
- How they build connections between them
- How effectively they reduce friction and foster shared purpose

The **full model graphic**, shown below, visualizes these levels along the two axes. It helps you see at a glance how maturity progresses and why organizations often plateau without adjusting both capability and application.



Use this model as a reference point. Whether you're interpreting your quiz score or aligning teams around a shared understanding of where you stand, the Intergroup Leadership Maturity Model provides a common language for how rhetoric and boundary-spanning skills grow, stall, or accelerate in practice.

Using Your Quiz Results to Orient Yourself

If you completed the [10-question Intergroup Leadership Maturity Quiz](#), your score maps to one of the model's seven levels. The quiz gives you an initial read on how your current behaviors align with the two axes: **boundary-spanning skills** and **rhetoric skills**.

You can use your result in three practical ways:

1. **Identify your likely maturity level** — Your score points to the level that best reflects how you currently communicate across groups and how consistently you bridge boundaries. It's not a diagnosis, but it is a starting point for interpretation.
2. **Study the levels above and below you** — Leaders often show traits from adjacent levels. You might demonstrate strong communication but inconsistent boundary-spanning, or vice versa. Reviewing nearby levels helps you understand the patterns influencing your current placement and the specific tensions you may feel in practice.
3. **Clarify what progression requires** — Each level represents a step in the development of clearer, more resonant rhetoric and stronger cross-group collaboration. Your score helps you see which capabilities are emerging, which are stable, and which need reinforcement before progress is possible.



The Levels of the Model

The seven levels of the **Intergroup Leadership Maturity Model** below provide a concise view of how leaders progress across the two defined axes: **rhetoric skills** (clarity, resonance, shared language) and **boundary-spanning skills** (group permeability, connection, collaboration, cross-group coordination).

Level 1 — Isolated

Leaders communicate in ways that are unclear or inconsistent, and their messages often fail to resonate beyond their immediate group. Boundary-spanning is minimal. Silos dominate, and interactions across groups are rare or strained.

Level 2 — Aware

Leaders begin to recognize the role of effective rhetoric and attempt to use more inclusive language, though inconsistently. Early boundary-spanning efforts appear, but they are limited and not yet part of a stable practice.

Level 3 — Open

Rhetoric becomes more intentional and better aligned with diverse audiences, though occasional misalignments still occur. Leaders actively try to break down barriers between groups, increasing connection and early-stage collaboration.

Level 4 — Connected

Leaders communicate with greater clarity and resonance across groups. They work deliberately to strengthen cross-group relationships and reduce friction. Collaboration increases, though occasional silos or barriers still surface.

Level 5 — Aligned

Rhetoric becomes consistently unifying, helping diverse groups share direction and purpose. Boundary-spanning matures into synchronized cross-group efforts, with clearer coordination and fewer structural divides.

Level 6 — Collaborative

Leaders use rhetoric that not only aligns but inspires. Collaboration becomes the norm rather than the exception, with groups working jointly on meaningful initiatives. Trust and shared responsibility shape daily interactions.

Level 7 — Harmonized

Rhetoric reaches its highest form: universally resonant, clarifying, and inspiring. Boundary-spanning is seamless, with groups interacting fluidly and collaboratively. The leader becomes a model of intergroup excellence, setting the standard other leaders to follow.



Consulting & Partnership

Some organizations need deeper support interpreting their results, aligning leaders, or coordinating change across teams. When the work involves multiple perspectives or complex decisions, external guidance makes a meaningful difference in outcomes.

Partnering With Active Twist

A consulting engagement typically includes:

- Deeper organizational diagnostics
- A detailed analysis of cohort results
- A facilitated interpretation session
- Recommendations tailored to your context
- Workshop delivery anchored in model-based methods
- Support for building an organization-wide maturity roadmap

If you'd like to discuss whether consulting is the right fit, or if you want guidance on interpreting your current results, we invite you to start the conversation with us at:

<https://activetwist.com/contact>



Our Extended Ecosystem

The **Intergroup Leadership Maturity Model**, the **INSPIRE Innovation Maturity Model**, and the **CLIMB AI Readiness Model** form a connected ecosystem intentionally designed to give leaders a holistic view of organizational maturity. Each model addresses a different dimension of performance, and together they reflect how real organizations evolve, collaborate, and adapt under pressure.

While each model stands alone, they were built to interlock. Leaders often adopt them sequentially or in combination, depending on their goals, constraints, and strategic horizon.

A Holistic View of Organizational Maturity and Readiness

Leaders rarely stagnate for a single reason. Boundaries become less permeable when leadership communication breaks down and innovation efforts stall when groups isolate themselves. AI transformation fails when strategy and capability are misaligned. The three Active Twist models help leaders understand these relationships without forcing them into a one-size-fits-all framework.

Together, they offer three distinct but complementary views:

- **Intergroup Leadership Maturity Model** Shows how leaders communicate across groups, reduce friction, and enable collaboration.
- **INSPIRE Innovation Maturity Model** Shows how well your teams turn ideas into durable, repeatable outcomes.
 - <https://activetwist.com/our-process/innovation-maturity/>
- **CLIMB AI Readiness Model** Shows how prepared your organization is to adopt AI with clarity, discipline, and aligned expectations.
 - <https://activetwist.com/our-process/ai-readiness/>

How the Models Reinforce One Another

When used together, the models help you see patterns that are hidden when looking at one maturity dimension alone:

- Cross-group collaboration (**Intergroup Leadership**) spreads innovation practices more evenly, preventing pockets of progress from stalling.
- Strong innovation efforts (**INSPIRE**) often depend on leaders who frame communication clearly across groups (Intergroup Leadership).
- AI initiatives (**CLIMB**) become more effective when innovation structures are already in place (**INSPIRE**).
- AI readiness amplifies innovation capability when teams understand how to apply new tools responsibly (**CLIMB + INSPIRE**).

This integrated view helps leaders avoid blind spots and enables purposeful, coherent maturity planning.

Three Models, Many Entry Points

Organizations can begin with any model in the suite. Common entry points include:

- **Leadership teams** working across functions starting with the Intergroup Leadership Maturity Model
- **Innovation-focused teams** starting with INSPIRE Innovation Maturity
- **Technology-forward teams** preparing for transformation starting with the CLIMB AI Readiness Model

When the Full Ecosystem Becomes Most Valuable

The complete ecosystem is especially powerful when:

- Several teams are navigating change simultaneously
- Innovation depends on cross-group alignment
- AI adoption requires cultural and capability adjustments
- Leadership wants a cohesive maturity roadmap across the organization

Active Twist's consulting support can help integrate the models into a single, unified maturity view tailored to your organization's structure, goals, and constraints.

Next Steps & Contact

You now have a complete overview of the **Intergroup Leadership Maturity Model** and how it helps leaders understand communication patterns, boundary-spanning behaviors, and the conditions that shape cross-group collaboration. This free guide gives you a clear starting point for interpreting your level, understanding the developmental progression, and deciding how deeply you want to engage.

If you want to continue your work, you can choose the next step that best fits your leadership goals.

Explore the Other Active Twist Models

If you want a broader perspective on organizational maturity, you can review the other two free overview guides at any time:

- [INSPIRE Innovation Maturity Model](#)
- [CLIMB AI Readiness Model](#)

Each model includes its own assessment, free overview, and consulting options.

Share This Guide

You can forward this guide to other leaders or teams who would benefit from a shared understanding of how communication and collaboration patterns influence performance. A common vocabulary often helps accelerate alignment.

Start the Conversation

If you'd like help interpreting your current level, making sense of patterns across teams, or determining whether a consulting engagement is the right fit, you can reach out anytime. Even a brief conversation can provide clarity about next steps.

You can contact us at: <https://activetwist.com/contact>