



Transcendent
Leadership
and the
Evolution of Consciousness

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Transcendent Leadership and the Evolution of Consciousness

- A Brief Look back in Time
- The Meta-Model of The Evolution of Consciousness and Leadership Theories
- Where are we today?
- What's in store - Transcendent Leadership and a Call to Action



Transcendent Leadership and the Evolution of Consciousness The Take Aways

- Transcendent Leadership is the emergent theory of Leadership because we are evolving and our leadership theories must evolve to lead the way.
- Transcendent Leadership is a process
- Very exciting time to co-create the future together as we are on the leading edge of the next wave



A Brief Look Back

- 1998 - “Standing on the threshold of the 21st century
- US Strong Economy, abundance, country in surplus
- Leadership Theories were “evolving” - new emergent theme
 - Managing by Values - K. Blanchard
 - Leading with Soul, And Uncommon Journey of Spirit - Bolman and Deal
 - Insight on Leadership, Service, Stewardship, Spirit and Servant Leadership - J.J. Gardiner
 - Synchronicity, The Inner Path of Leadership - J. Jaworski



I'm going to take you back a few years for a moment when we were standing on the threshold of the 21st century. The year is 1998 and I was completing my masters of Leadership Studies from the University of San Diego. I had the honor of studying under Dr. Joseph Rost at the University of San Diego right before he retired.

The world was fairly stable, we were in a strong economy, stock market was strong and growing (5000 - 10000), the last few years of the Clinton era, country was in a surplus.

Why is humankind's search for meaning rising to the surface now, more than ever? As Peter Drucker has stated, “This is far more than a social change, it is a change in the human condition”

New emergent theme in leadership - but why and why now? And more importantly, what theme?

A Brief Look Back

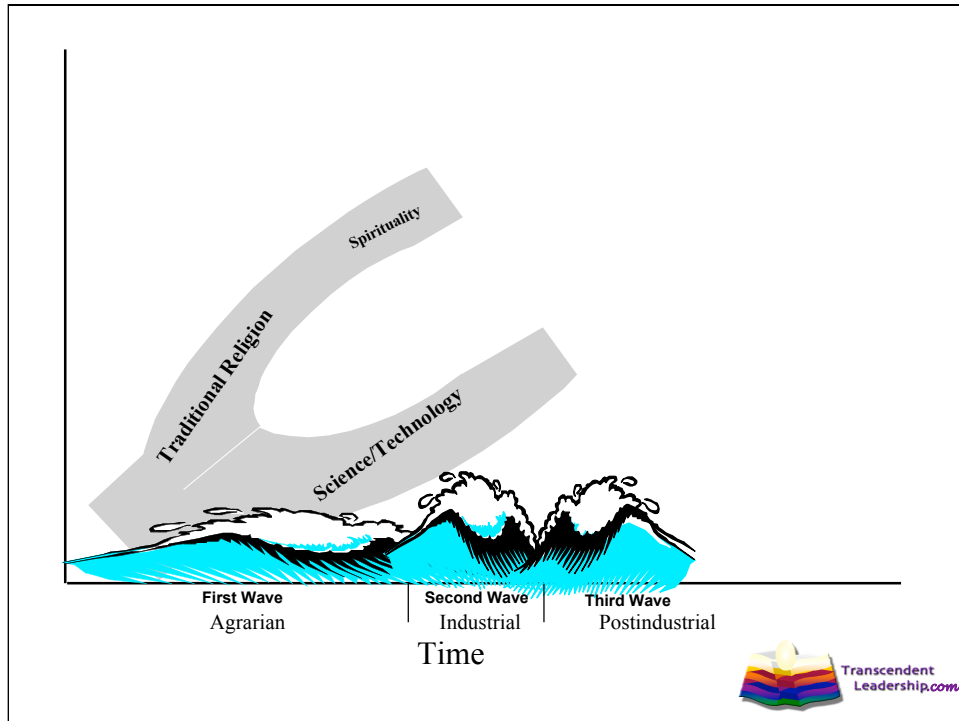
- Literature Review of human development - followed 2 “paths” -
 - Classical scientific and material path
 - Traditional religion and spirituality
- Major theories of leadership were described and linked to the classical scientific path. It showed a strong relationship devoid from a leadership/spirituality path.



I began my research with an extensive literature review focusing on human development over time and came up with a kind of a road map showing two paths.

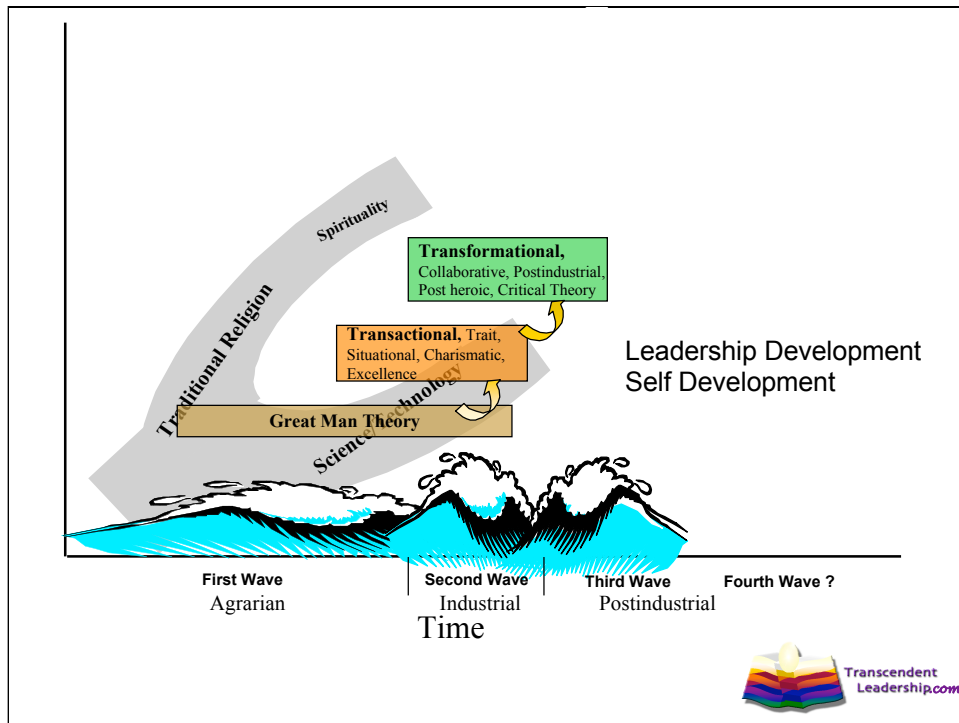
The Two paths offered disparate explanations of social development from modern to postmodern times. The reason for highlighting these views was to demonstrate wide differences in interpretation of the same historical phenomena, within two distinct frameworks.

Up to this point, the major theories of leadership were linked to the classical scientific path.



This figure shows the 2 paths depicted against time and Tofler and Tofler’s waves as discussed in their break through book “Creating a New Civilization” The split started around the age of Enlightenment “as a force against traditional religion”.

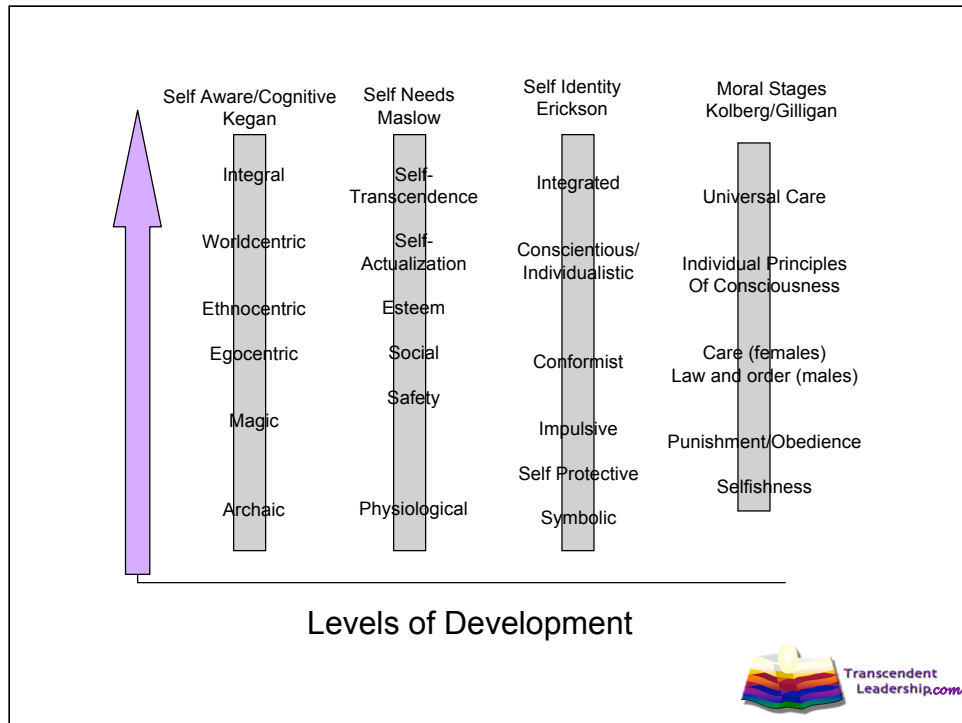
It was a start or a beginning of an understanding of how society was developing over time.



This next slide, again, set against time in the x axis, with just looking at Tofler and Toflers “waves” and the Agrarian, Industrial and Postindustrial eras, leadership theories were overlaid in approximately the timeframe they were conceived, with the emphasis in the scientific paradigm, linking the leadership theories to human development. They seemed to be “changing with the times”, from ‘great man’ to Transaction, and to Transformational- but still didn’t explain why.

But leadership theories were beginning to bring in self exploration, spirituality, SOUL, in an attempt to bridge the gap, bring in more meaning, possibly in opposition to the industrial model of the cold bureaucratic organizations.

Since leadership development was focusing on self-development, I began to explore these theories.



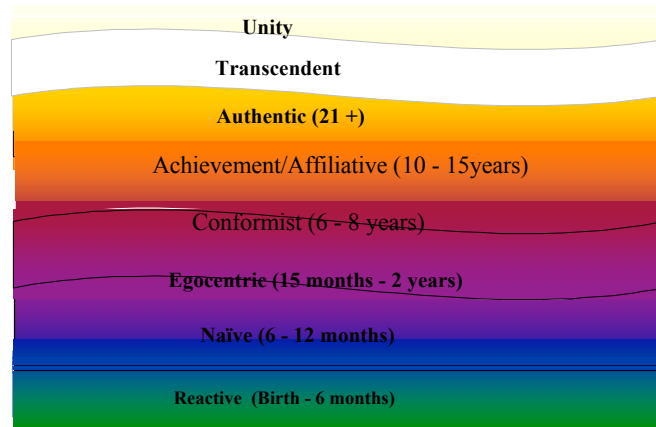
Developmental psychology is the study of the growth and development of the mind, the study of interior development and consciousness evolution. All of these lines, or levels, show a movement toward altruism. Take for example Maslow's Self Needs, from Physiological, Safety to Social or Belongingness, to Esteem, to Self-Actualization all the way to Self-transcendence.

They all tell a generally similar tale of the growth and development of the self as a series of unfolding stages or waves.

All of these theories there emerges a remarkably consistent story of the evolution of consciousness

But what is on the y-axis in this model?

Stages of Consciousness



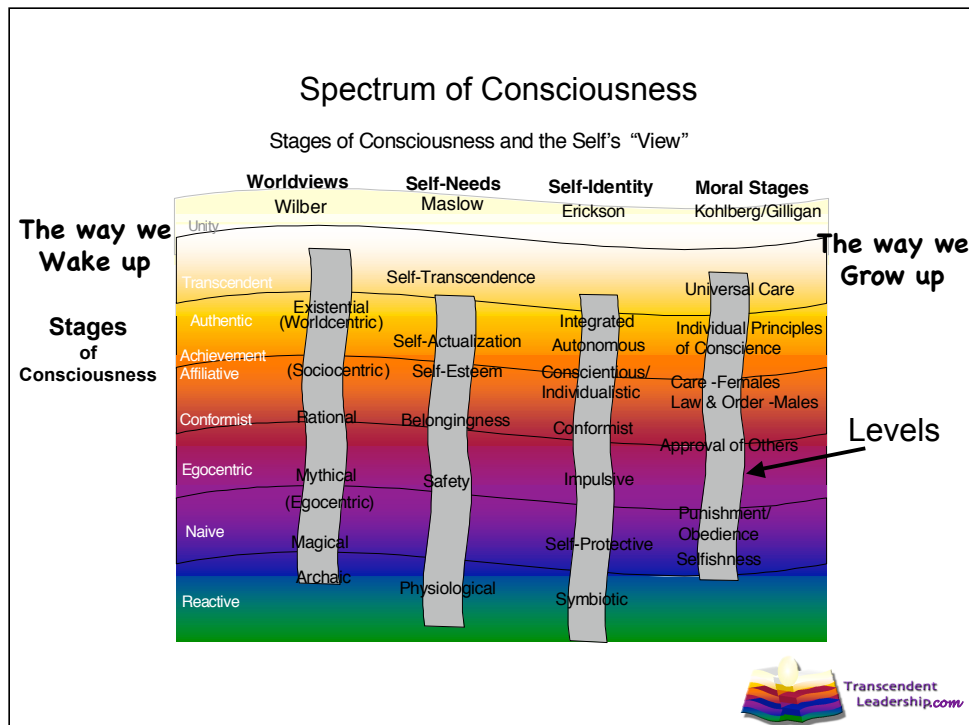
Ken Wilber, one of the leading theoreticians of consciousness and a transpersonal psychologist, has developed a full spectrum model based on the premise that human development unfolds in predictable stages that extend beyond those recognized by most Western psychologists.

Wilber, along with Jenny Wade, introduced the theory that the y axis within this model, is consciousness.

Consciousness is not itself a level among the other levels, but the space in which levels arise.

Typical ages are matched to the corresponding stage.

Only by moving successfully through each stage is it possible to develop a healthy sense of individuality and ultimately to experience a broader identity that both transcends and includes all stages.



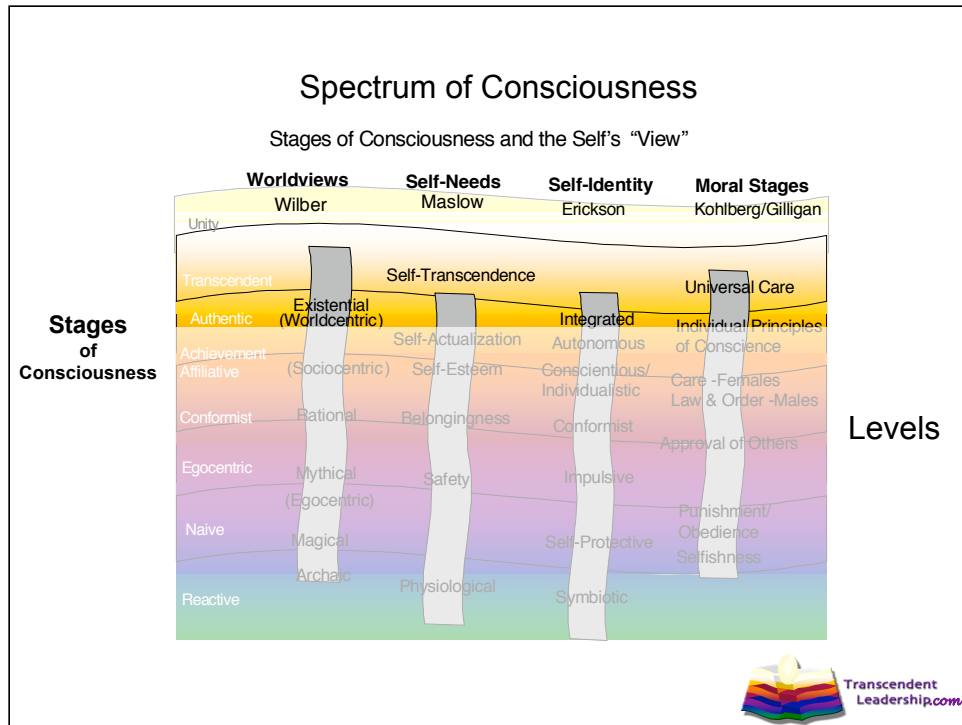
This Spectrum of Consciousness, the Self's view, shows Ken Wilbers and other consciousness theorists that individual stages of consciousness integrated, interwoven with not only Self Needs as described by Maslow, but Moral stages as described by Kohlberg and Gilligan, and with Wilbers "world views" at each stage.

The reason for the different starts of the developmental lines is approximately the stages that the theories start. For example, Kolberg and Gilligan's Moral development line does not start until the self is around 1 year old, out of the Reactive and into the Naïve stage.

All of the developmental lines move through the same altitude gradient, and that gradient is consciousness, which is the y-axis of the height of any of the lines on the psychograph.

Levels of Development - the way we GROW UP

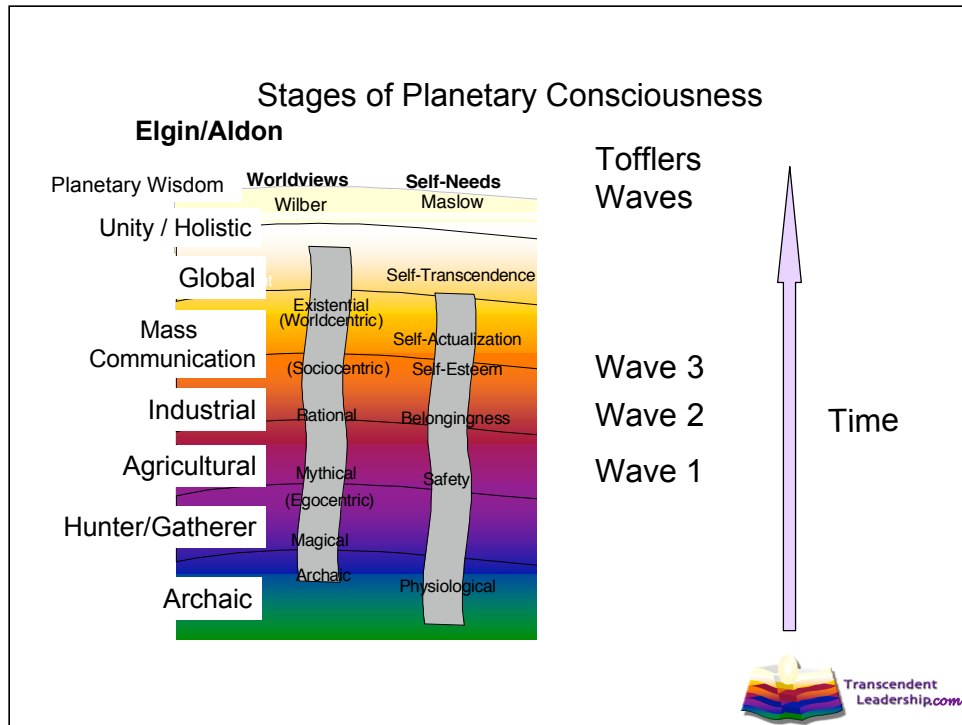
Stages of Consciousness - the way we WAKE UP



There is a clear movement, evolving toward transcendence.

But what of society?

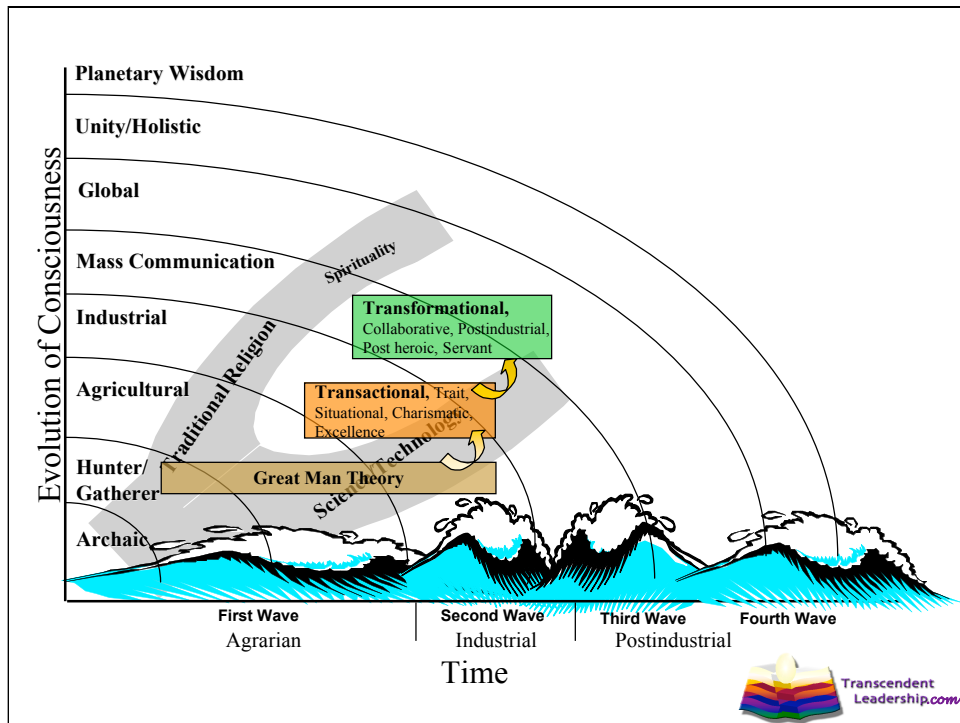
As individuals evolve, so does the societies in which they live.



What this shows is Duane Elgin's and my words for societal, or planetary model of consciousness with Wilbers "world views" at each stage and Toffler and Toffler's waves. You see the two descriptors at the different levels - Archaic, or basic survival, Magical, Egocentric (safety needs), etc.

Just as there are recognizable stages in the movement of an individual from infancy to early adulthood, so, too, there seems to be stages of evolvement that describes our maturation as a species.

All of these theories there emerges a remarkably consistent story of the evolution of consciousness



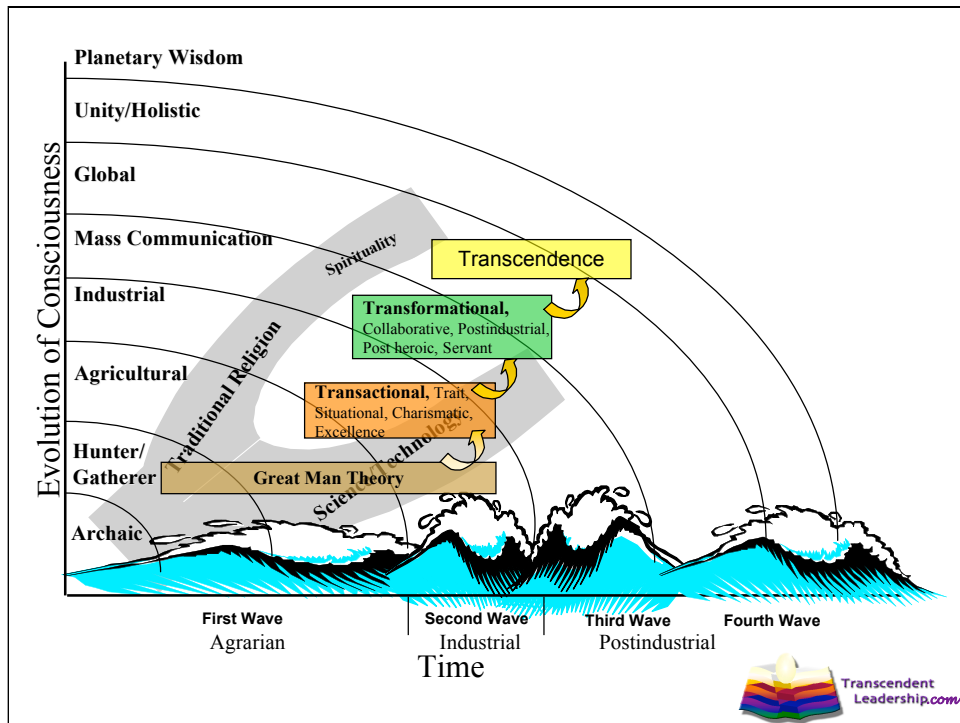
Laid over the original model, with time once again on the x-axis, the “why” of the evolving leadership theories is now becoming increasingly clear.

This figure depicts the leadership theories in comparison to the spectrum of consciousness. It seems the theories are evolving a step behind the evolution of the individuals who created them. The movement from great man to trait/situational/transactional to collaborative/transforming leadership seems to be an outgrowth and improvement of what leadership practice previously prevailed.

Some characteristics within particular leadership theories can be correlated with the Worldview (Wilber) column in the previous table. The main era of great man spans the Mythical and Rational world view which seems to be a close correlation to some described characteristics, i.e. great man as leader always seemed to be larger than life, and have a rational way of approaching issues. Transactional leadership, to chose one of the main theories during the industrial era seems to closely fit the manager as leader definition, an authority relationship between manager and subordinate who coordinate their activities to produce and sell particular goods and/or services.

Transforming leadership seems to straddle the Rational and Sociocentric worldview. This would support the characteristic of transactional leadership as being more self-centered, vs. transforming seen as more sociocentric. Could it be that organizations that continue to adhere to older theories of the great man theory and/or transactional theory will reach a point of non-evolution to failure? Clearly, the practicing management today needs to lean heavily toward collaboration and teaming, i.e. is transformation of the employee, organization and customer, in short, transforming of society itself?

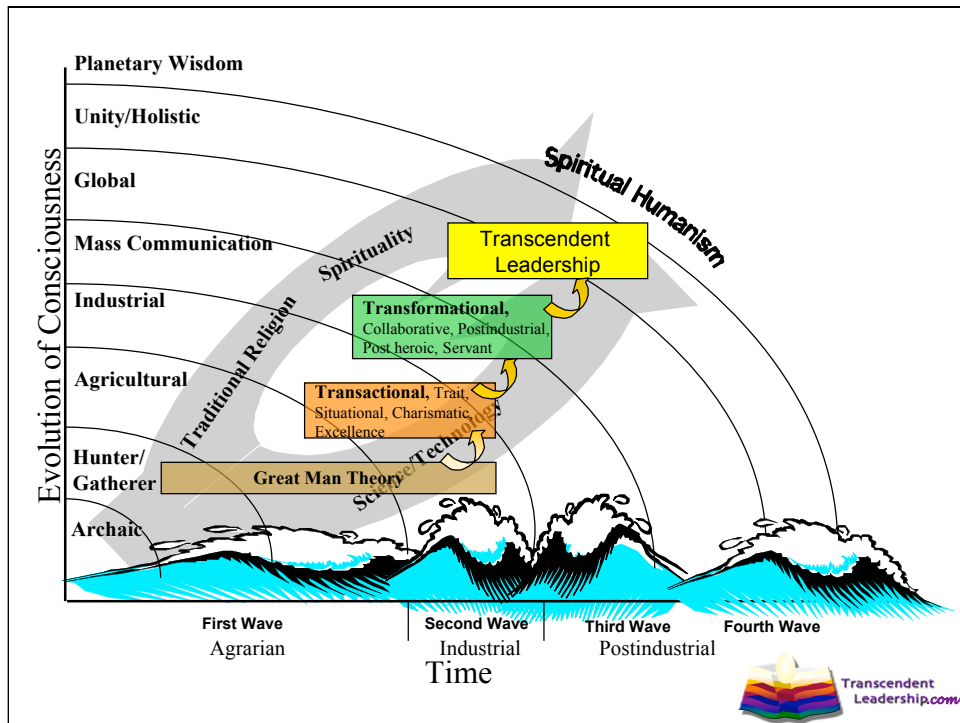
So, as we look at this meta model, what leadership theory would be next to evolve?



A very clear picture of evolution appears with the combination of all of these frameworks and models, holistic in its span and depth. But, as stated earlier, society continues to be paradoxical, continuing down two vastly different and distinct paths, science/technology and traditional religious beliefs. But, as shown in this figure, both paths can be considered as interstates on the overall map of consciousness. Leadership theories play a quintessential role in this roadmap. The leadership process can provide the opportunity in which individuals and therefore society will realize its evolution and its transcendence. No other process we have can honor the individual, interact within a group or communities, and rally around the mutual purpose for transforming society through transcendence.

Finally, this Figure depicts three major themes of the presentation thus far. First, it unequivocally recognizes that every individual is evolving. The central claim of the perennial philosophy “the esoteric or inner core of the wisdom religions - is that men and women can grow and develop (or evolve) all the way up the hierarchy to Spirit itself” (Wilber). As individuals evolve, so to does the society in which individuals create communities. Second, it offers a comprehensive view of how we overall are evolving throughout history. Finally, it shows that the two paths, science/technology and spirituality continue to be split within the overall model and each are likely to continue to attract advocates. Therefore, whichever way one chooses to look at the future, the ultimate resolution of this paradox or the way in which to rid ourselves of the abyss, is transcendence. As we overlay leadership theories within either framework of the path metaphor, or the evolution of consciousness model, it shows a similar story.

John J. Gardiner, author of *Quiet Presence: the Holy Ground of Leadership*, describes it this way “Changing the underlying structure of our perceptions to seeing with eyes of wholeness our fundamental interconnections with each other and with all of life is at the heart of the world’s major religion and the modern sciences of biology and physics, is also at the heart of the transformation. The new leadership must move from the transformational emphasis of James MagGregor Burns to the transcendent emphasis of Robert K. Greenleaf.



This figure depicts a possible future of the main themes presented in this presentation, the paths, leadership and stages of consciousness

If transcendence is included in the leadership theories, a synergistic, bridging process of honoring the self and the many, in a "Spiritual humanism" could be possible. The energy and creativity released by combining a balance concern for the material and consciousness aspects of life are not simply additive, they are synergistic . . . A co-evolutionary perspective reveals an elevated pattern and purpose to human evolution that can guide us toward a future bursting with creative possibility. (Elgin)

Utilizing transcendence as a fundamental element in the leadership process, and honoring the best of the two paths, spirituality, and science, combining enlightenment and the strength of the individual's freedom Transcendent Leadership could become a **viable mode of human transformation**.

Riding the crest of the fourth wave with spiritual humanism as our surfboard, can there be a more exciting ride?

THAT WAS 1998!

Where are we today?

Spiral Dynamics - Integrated

The Tipping Point

Global Problems - Can we solve them at the stage of consciousness that we created them? (Einstein)
- The real work of leadership



I want to introduce another model, spiral dynamics. Originally published in 1996, it has since been modified to include additional integral theories for a more holistic model.

We are at an incredible time in our history, a tipping point...

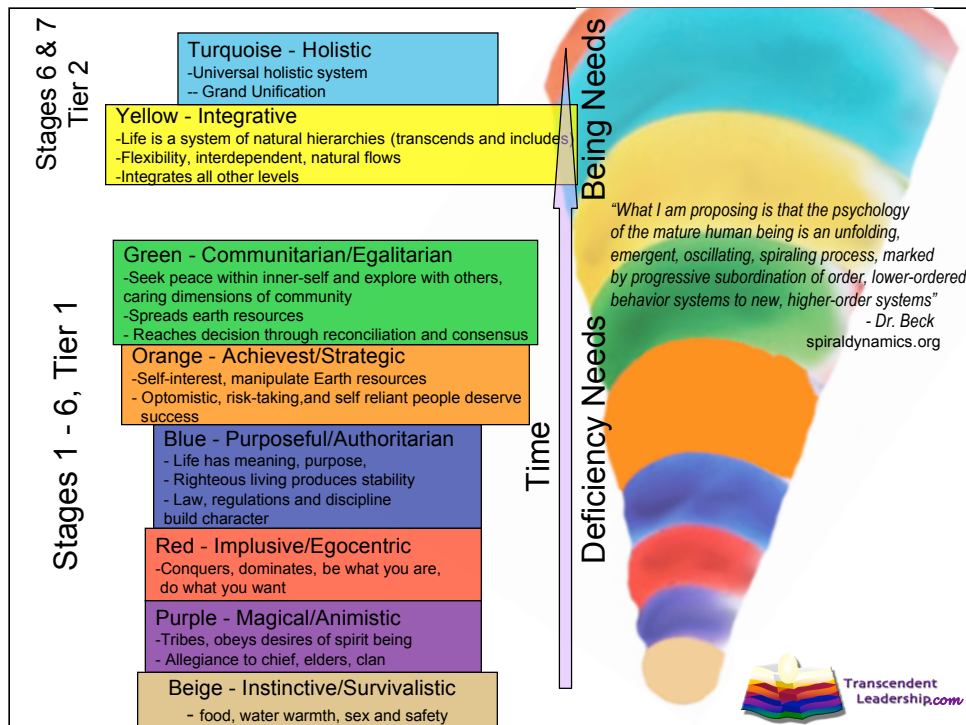
Transcendent Leadership and Spiral Dynamics

- Spiral Dynamics
 - Based on Clare Graves work
 - 8 general stages - each and every individual has all of these stages potentially available to them.
 - Focus is not on types of people but types **IN** people.



First published in 1996, but later revised to include Ken Wilber's work, to become a truly integral model

It is grounded at every point in a considerable amount of carefully checked evidence. This model was used in the discussion that led to the end of apartheid in South Africa - used to reorganize businesses, revitalize townships, overhaul education system and defuse inner-city tensions.

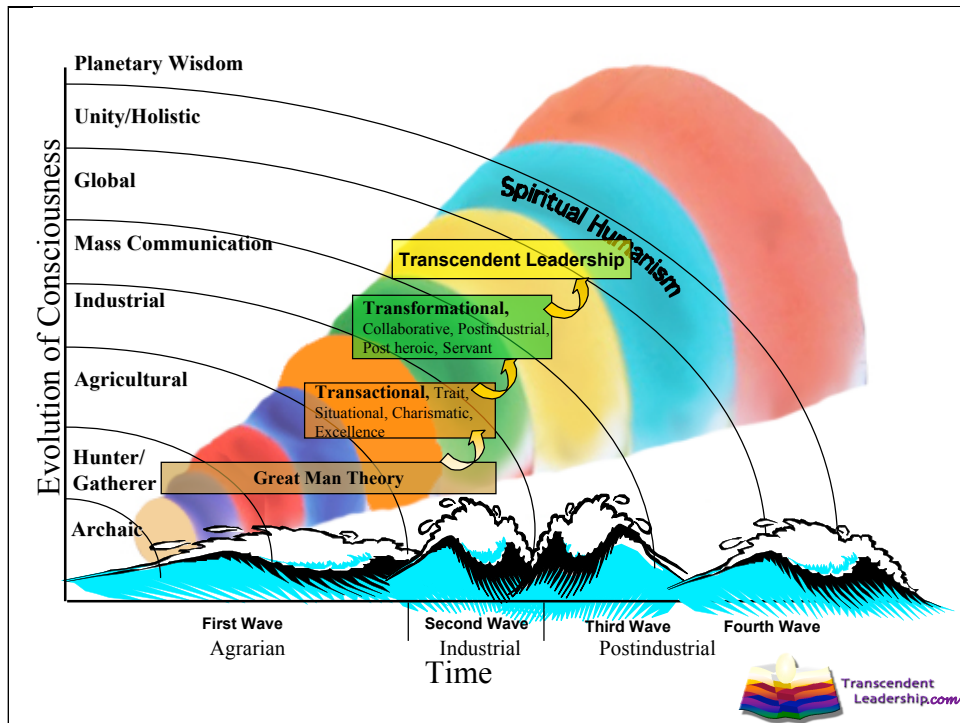


These are also called stages. The color scheme is not based on anything according to its developers, Dr. Don Beck and Christopher Cowan utilizing the pioneering work of Clare Graves. Graves proposed a profound and elegant system of human development he describes as a "oscillating spiraling process". Each successive stage, wave, or level of existence is a state through which people pass on their way to other states of being" (in Wilber Theory of Everything) Or as Clare Graves calls "the waves of existence".

This information is on spiraldynamics.org

The Instinctive/Survivalistic stage roughly started 100,000 years ago. All the way up to the Communitarian/Egalitarian stage that began in the 60's. Some great quotes from Jenny Wades' book that align with each stage would be: Beige - "The world is I"; Purple - "The world is as I see it"; Red - "I have the right view of the world"; Blue - "The world should be how I see it"; Orange - "I wasn't satisfied just to earn a good living. I was looking to make a statement. I was out to build something monumental..."(D. Trump); and Green - "I need to be all I that I can be to fulfill my purpose".

The first 6 stages Graves and Maslow labeled as Deficiency Needs. I need to get something, I get it, I'm deficient, I get it again; food, safety, belongingness, self esteem. The individual comes from a deficiency mindset.



If you “tip” the spiral into my model, it lines up quite well with the stages of consciousness and the leadership theories.

You can see the two paths are no longer on this model, they are captured in the stages of the spiral.

David’s talk had words from his leaders:

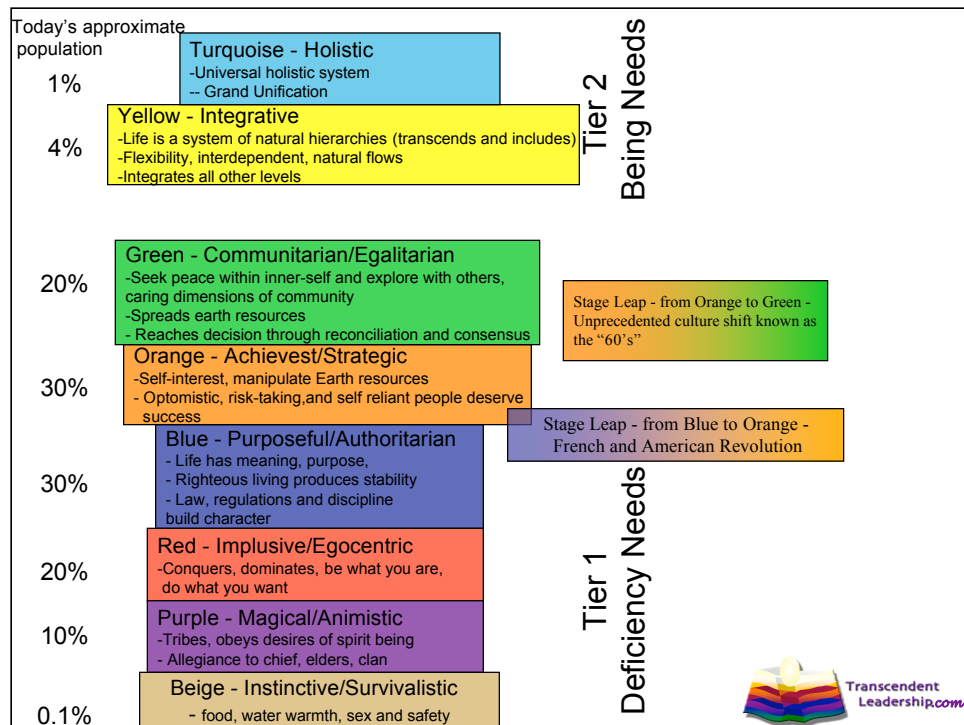
Flexibility, self-reflection, inner peace, worldview (bigger picture) - yellow

Sense of community, belongingness - green

Courage, persistent/determination - orange

Transcendent leadership “integrates all stages, but **operates** at the integral level.

Triple bottom line - an integral value/concept - Dr. Gardiner



What spiral dynamics also brings is the discussion of “stage leaps” - what happens when our society “leaps” a stage:

When 10% of the population reached modern (orange) stage - we had the French and American revolutions - Age of Enlightenment representative democracy, “all men are created equal” , slavery was outlawed.

When we reached 20% of green, we had the 60's cultural revolution. Environmentalism and Deep Ecology, Diversity - reverberated into organizations and society

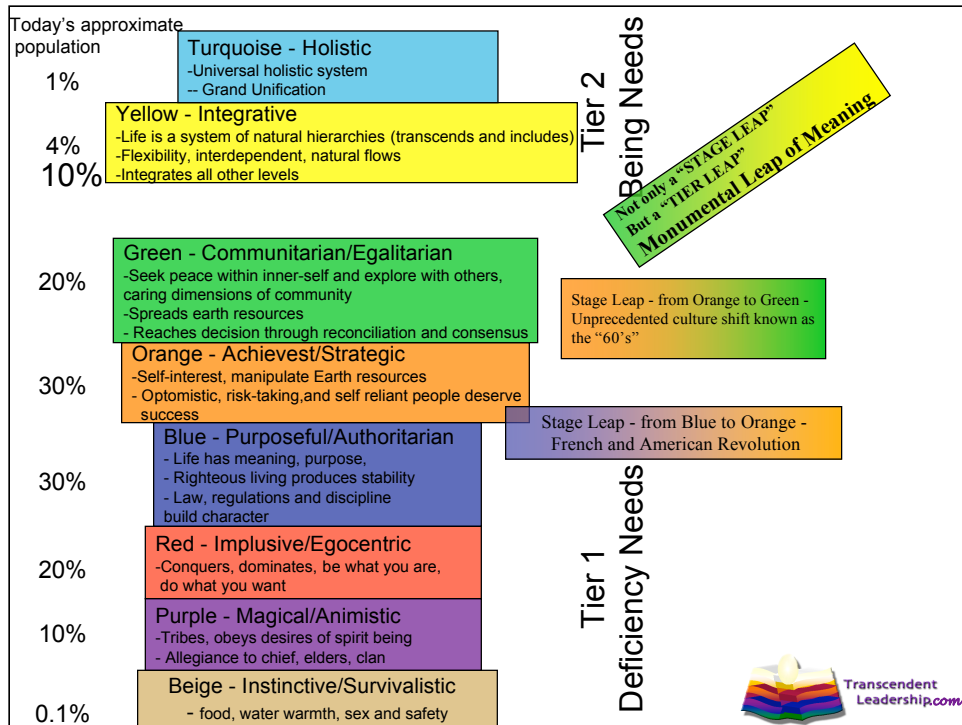
You see where the current global population is currently at each stage.

The Tipping Point

“That magic moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire” *from the Tipping Point, Malcolm Gladwell*



There is something very exciting happening and will happen in our live time... a tipping point

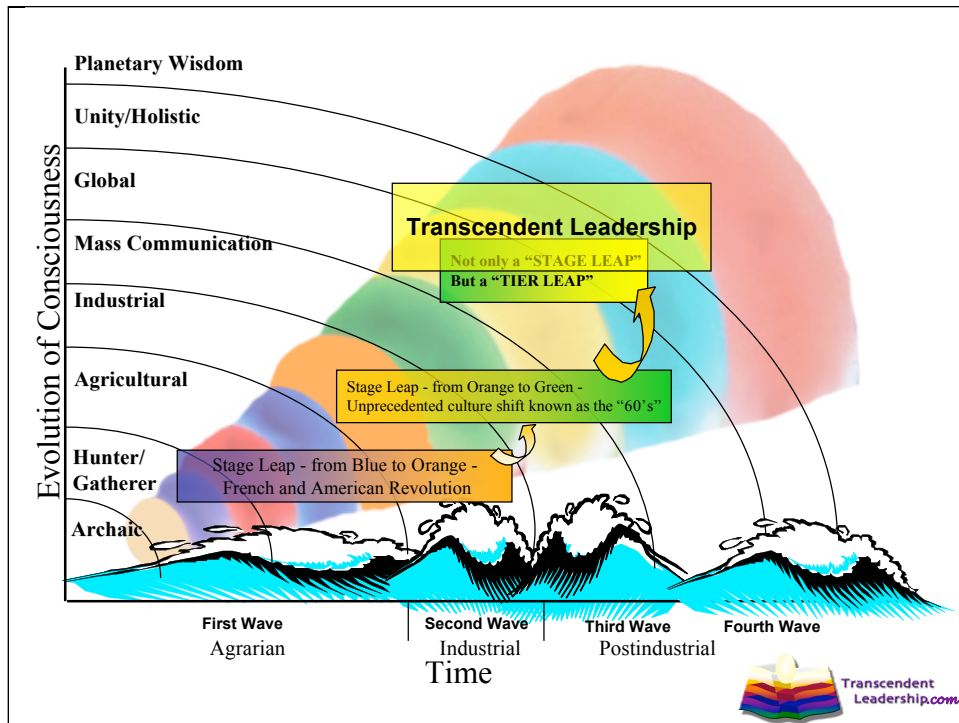


In a speech made by Ken Wilber to a graduating class, and at a talk that I was in attendance last month, he mentions the following:

The same time that global problems are arriving, so is the global consciousness that can solve them. We are at a tipping point in our culture. From Maslow's and Graves' "Tier 1" deficiency needs to Tier 2 being needs. They called this a monumental leap of meaning. About 10 years ago, the percentage of folks in second tier was about 2-3% in western culture. It is now about 4-5%.

When the leading edge of culture reaches around 10%, it reverberates through the whole culture. We are at the point that developmentalists feel that 10% will reach 2nd tier in our lifetime. This is the tipping point.

For the first time in human history, consciousness is aware that it is evolving...



Culture is about to take not only a stage leap, but a tier leap. In Wilber's book "A Theory of Everything" he quotes Clare Graves referring this as a Momentous leap where a chasm of unbelievable depth of meaning is crossed - could this be the chasm that I talked about in my thesis?

As Wilber said to the graduating class, "we have no idea what's going to happen" but it will effect everything, from politics, governments, economics, to education, and organizations...

We will live to see the tipping point in integral values and integral consciousness. I feel that raising one another to higher levels of consciousness where all are inclusive, interconnected, with a mutual purpose - the transcendent leadership process - I think this is the real work of leadership.

To Transcendent Leadership:
A relationship dynamic among collaborative groups
of people who co-create the future together,
raise one another to higher levels of consciousness
in the essence of Spiritual Humanism
with the understanding of the interconnectedness of all things.

From the “Green” definition of Dr. Joseph Rost:
“an influence relationship among
leaders and collaborators who intend
real changes that reflect their mutual purpose”

Where are we today?

Spiral Dynamics - Integrated

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- Quoting Wilber in A Theory Of Everything, as Beck and Cowan point out, second tier thinking has to emerge in the face of much resistance from first tier thinking. And yet without second tier thinking, humanity is destined to remain victims of a global “autoimmune disease”, where various stages or levels turn on each other in an attempt to establish supremacy.

A Time for Action

- The World Economic Forum: A call to Exercise Global Leadership, Not just Self Interest (orange) to “the epicenter of commitment”(green) to - A culture of Transcendent Leadership



- Quoting from a World Economic Forum article - “Central to a shared culture is an emphasis on transcendent leadership - the idea that standing above all other values is the ideal of a joint commitment to bettering the planet.” The forums motto “committed to improving the state of the world” at the close of the forum the founder closed the entire gathering with this pointed comment - “we invite back those who are concerned about the works and will do something about it.”

Now is the time to invest our enthusiasm in the conscious co-evolution of life on Earth, for it is only through our individual awakening that the Earth will heal as well.

