

Integral Leadership in Business and Life

February 2003 Issue

Volume III, No. II – February 14, 2003

<http://www.leadcoach.com>

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Leadership Quote

"'Chaos' is a frightening word, but you will have to get used to it if you desire or hold leadership positions in today's organizations. Snuggle deeper into the lexicographical security blanket. If you prefer 'turbulence' or 'unrest,' 'conflict' or 'confusion' – fine. Whatever term you've chosen, my point is that stability is no longer the prevalent condition of our age. All that seems simple and comforting is certain to give way to complex and nerve-wracking substitutes. The very core of success is in the midst of transition.

"Change is upon us, and we can neither run nor hide. The only answer is to create new nimble businesses capable of adroitly responding to the chaotic conditions produced by constant change. It won't be easy. Decades of deeply ingrained procedures, traditions, attitudes, and cultural biases about managing change must be jettisoned. In their place, new perspectives and frameworks must be embraced."

-- Daryl R. Connor, **Leading at the Edge of Chaos:
How to Create the Nimble Organization**

Look for the March Issue of Integral Leadership Review that includes an excerpt from an interview with Fred Kofman, author, educator and consultant.

Mission

I am grateful to the more than 560 subscribers to Integral Leadership Review. Your support means that we can move closer to a way of viewing and being in the world that is integrative, generative and supportive of our evolving integrity—learning to align our theory and our action, our values and assumptions with achieving what is important to us. Also, I am grateful to the many kindnesses, suggestions and offers of support we have received.

The mission of this epublication is to be a practical guide to the application of an integral perspective to the challenges of leadership in business and life and to the effective relationship between executive/business coaches and their clients. My vision includes that this will be a place where others, as well as myself, can continue to develop and share ideas about integral leadership and integral coaching.

Russ Volckmann

Charles Hampden-Turner, Afterword: “Things Come Apart...”

*I am departing from my habit of writing a short article related to integral leadership to share with you the unpublished Afterword from Fons Trompenaars and Charles Hampden-Turner's recent book, **21 Leaders for the 21st Century**. It seems the publisher elected to reduce the book by two pages and these are the pages that were eliminated. It is an even more amusing gaffe since the prior chapter ends with the words, “in conclusion, we claim that we have integrated validity and reliability. However, the final comment must go to Charles Hampden-Turner in the Afterword.” With Charles' permission, I share the moving Afterword with you now. – Russ*

It was W.B. Yeats who wrote, in “The Second Coming,”

Things come apart;
The centre cannot hold...

Any society is haunted by the prospect of catastrophe when its diversity cannot be unified, its splits cannot be healed, its distinctions multiply beyond its bridges of mutual understanding – when all vie with all to be different and too few are willing to serve the common call.

This may come about, even if people do not will it to be so. In the social sciences, for example, we have literally hundreds of scales and instruments to measure differences. It is deemed “scientific” to categorize, polarize, discriminate, analyze, and reduce. In comparison, the processes by which we understand, communicate, reconcile, relate, and generate larger meanings are little examined and very poorly understood.

This extraordinary bias highlights our social world selectively. We have some fairly reliable scales to identify neuroses, psychoses, behavior disorders, and even fascism (the famous F-scale). It has been proven possible to induce conformity and obedience to authority and to measure dogmatism, rigidity, anomie, and kindred afflictions. The reason these phenomena lend themselves so easily to measurement is that they are *in themselves* processes of fragmentation and disintegration. Like a smashed window, the consequence is shards, with the elements broken down for the analyst to see. Things that come apart before our eyes conform easily to scientific methods. It is much more difficult to measure wholeness, mutuality, support, understanding, reconciliation, and human development, because in these processes elements intertwine with one another in complex combinations, with simple polarities transcended. It is even harder to ascertain “the facts,” because life is not a list of ingredients, but a form of organization.

This book attempts to measure integrative and reconciliatory processes in which one difference or value encompasses and joins itself to its opposite value – where rules, for example, are improved by the study of exceptions, where individualism is vindicated by serving one’s community, where the whole reveals the processes by which its parts are organized and where inner convictions are forged by attention to outside developments.

There are alternative sequences by which values join with one another, so that different cultures celebrate their own historic paths to reconciliation. We differ widely in paths taken, but we arrive at the same clearings in the forest where the paths converge.

There is an old adage which says that what can be measured can be decreed, and what gets decreed gets done, while the immeasurable receives lip service at best and is completely ignored at worst. If, therefore, it is possible to measure values reconciliation, and if the resulting integrations are forms of wealth creation, as is argued here, then perhaps we have found an oasis in a spiritual desert. Perhaps we have learned to reassemble living processes in a world threatening to come apart.

Whether, in fact, we have achieved this integration is for our readers, and not us to decide. But the search for paths to integrity should not be minimized in importance. We do not claim success in our endeavor. We do insist on the importance of the quest itself.

Fortunately, social “science” does not rule in corporate affairs. Common sense does. Those who experience the disintegrative forces of scientism fall back on intuition, gut feelings, and personal judgment, as did virtually all the leaders in this book. But suppose we could uncover a *logic* of intuition, of understanding, of connection and rapport? Please consider whether, in these pages, we have made a start.

We cannot reassemble the fragile shell of our humanity by force of arms or the decrees of superiors. We have to construct it ourselves, element by element. We claim only to have set out on this journey with the examples of our 21 leaders to guide us. Many more need to join us on our journey if we are to reach valuable conclusions or sufficient generality.

Leadership Coaching Tip Integrating

Many leaders have considerable skill in breaking things down. That is in the problem solving tradition they cut their leadership baby teeth on. Find the parts, test the parts, fix the ones that aren't right and reassemble. Does reassemble offer us a clue as to what is required to achieve the kind of integrating skills that leaders need? I think it might suggest that there is a step beyond reassembling. That step is testing.

Testing provides an opportunity to see if all of the work with the parts has resulted in the creation or recreation of a satisfactorily functioning whole. In the case of the kinds of issues leaders must deal with it is critical to help them test from an integral perspective. How does the change relate to their own aspirations, values, beliefs, etc.? What does the change mean for their own actions, their behavior? What are the implications for the culture of the system? What are the implications for how the system functions?

Questions like these are probably somewhat commonplace. Others that really help push the opening for integrating include:

- What are the implications for your own self-management, your own learning, the relationship between what you say is important and the actions you are taking?
- What are the implications for your own alignment with the culture of the organization, of the large network it is a part?
- What are the implications for how your actions integrate with those of others to foster the effectiveness of the system?
- What are the implications for the evolution of the system, itself?



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Susanne Cook-Greuter: Perspectives on Leadership

An Interview

Dr. Cook-Greuter, is principal of Harthill USA. She is a core member of the Psychology and Business Practice Branches of Ken Wilber's Integral Institute, a think tank in Boulder, Colorado. Susanne has a doctorate from Harvard University and is an internationally known authority on Mature Adult Development. She has co-authored two books with Mel Miller on Adult development, creativity and spirituality. Her thesis, Postautonomous Ego Development, is a landmark study in the characteristics and assessment of highly developed individuals and leaders.

We pick up the conversation as we focus on the subject of leadership. [The full interview can be accessed here. http://www.leadcoach.com/archives/interview/cook.html](http://www.leadcoach.com/archives/interview/cook.html)

RV: You are supporting the notion that one of the things we need to do is develop the healthier aspects of the earlier stages in our systems, even within ourselves. Whether we're orange or green or yellow we can still have access or we are still influenced by the dynamics of those earlier stages. We need to nurture them in a way that has them shift, becoming constructive processes in our work, in the way we do ourselves in the world. Is that a fair statement?

SCG: I think this is an excellent statement and the focus I tend to put on that when I explain to students or when we work with this material is it's a matter of choice. If you are only red, or only an Opportunist, you really have absolutely no capacity to see anything else. If you're a Diplomat, a real Diplomat, then you have no choice about that behavior. That's just the way you are. That's all you can see. However, if you are at a stage beyond Diplomat, Diplomat responses are part of you and you may have a choice in how to integrate them and how to use them when functional. The amount of choice available is one of the major ways stages differentiate from each other. The higher the stage, the more interpretive and behavioral choices you have.

RV: Let's look at the question of lines, the question of whether or not development is all apace, if you will, in the physical, emotional, spiritual, cognitive and other lines of development. Do you see us as potentially at different stages for different aspects (lines) of our being or do we tend to cluster all lines at one stage?

SCG: Another one of the basic controversies. [Laughter] William James was the first to talk about the "center of gravity" of our meaning making and if you look at the self as the unit that integrates all the other lines, then I would say we expect some coherence. If you look at separate lines such as the cognitive or the moral, then I think that if you measured one first and then measured the other there could be real obvious discrepancies. We also generally believe that certain levels of moral development simply are not possible unless you have the cognitive capacity. The cognitive in that way drives a lot of other stuff. I would say you could be cognitively highly evolved and capable of making sophisticated distinctions in a specific arena and applying your sort of smarts to complex problems, but that doesn't mean you are a highly evolved and integrated as a person. I have actually observed this on the SCT often enough to have many questions around it.

RV: Then in the case of development as an intervention, especially if we're going to talk about leadership development, do you see a strategy, a way of approaching that in business organizations or other contexts? Do you have a methodology that you are leaning towards?

SCG: I wouldn't call it a methodology. It is not that well developed. But I tend to think that the best approach is to start with teaching or helping people to become familiar with certain skills rather than talking about theory and stages. Skills like listening skills and the kind of skills that are described in 'Emotional Intelligence'. There are many ways you can help people become alert to some of the differences that are important. Skills like action inquiry and self-reflection can be practiced.

For instance, self-reflection is hard for anybody at the conventional level of development, even Achievers find it hard to deeply self-reflect. Whereas at the post-conventional stages self-reflection becomes just part of who you are. You can't help but to self-reflect. But to teach that, to encourage more people to self-reflect is to give them means, like have them journal about their experiences, do yoga, or teach them other ways of paying attention to themselves that are different from their regular way of operating or running on automatic pilot. These new practices can then get people to a new place or awareness.

I wouldn't introduce developmental theory very early on or I may not introduce it at all. But I would try to get people to start to do little mild meditative things. Try, for example, to introduce a few minutes of silence at the beginning of a meeting and observe how that can change the attention of those present. There are other known ways of how meetings can be done differently than usual. A lot of suggestions and material you can find in Senge for instance, in his Field Book. There is a lot out there that can be done. These approaches help people to shift from their ordinary, unconscious approaches for holding meetings to a different kind of meeting, even just a tiny bit different so that there's a new expectation.

RV: Is it possible that human systems of organization really emerge from one of the levels, or actually are an accumulation of emergence from different levels as they've developed over time, and that at some point the whole notion of organization, perhaps even the whole notion of business and exchange are transcended so that if you do develop to some point you can no longer authentically participate in some fashion?

SCG: I think it's not that you can't participate authentically but again the choice here is another one as when Tolbert talks about Magicians. My sense is that Magicians tend not to be ongoing participants in one organization. They're more the types that would come in from their own free will because they feel they have something unique to contribute or else they are called in as Magicians to do something that the organization on its own capacity cannot do.

It's one thing that I'm sometimes optimistic about and sometimes not. How can we get the whole culture to move to a more diverse, less self-righteous, less rigid perception of things? I imagine a more global society -- one where being a global citizen would be the norm. That is a way of looking at oneself as part of humanity rather than seeing oneself as part of a particular group, race, culture, organization or nation, That's sort of the ideal, the dream many of us have or we wouldn't do this kind of work. But there's also the fact that Western

culture is still mostly embedded in the conventional realm. That creates a ceiling or a limit that can be self-reinforcing.

RV: In other words our own personal constructs tend to act as limits or ceilings on our development, on our capacity, on our ability to engage with greater complexity. The same is true of social systems.

SCG: Yes. Social systems are in some ways even more resistant to change, more tending towards the lower common denominator. It's even harder to shift because you have all the people who are really attached to a way of work and life, which may be the only one they know. This accounts for most things in politics. If there's a majority of people who know only their own culture and ideology, then you can imagine how difficult it is to open their minds to other possibilities. Here again I appreciate the beautiful contribution of spiral dynamics that makes life circumstances such an important aspect of how we explain all of this. The tendency to go back, to revert to an earlier stage, to simplify things under stress is common not only in individuals, but in systems too.

RV: I hear a rumor that you're in the process of writing a book. Is this true?

SCG: A rumor?. It is a very difficult process. It's almost to years now since we had a meeting at Ken Wilber's with about 8-10 people trying to get together to write an introductory book about integral leadership. We envision a book that is practical and that would translate complex theories into words that could be read and understood widely without losing the necessary complexity and integrity. Anybody who writes knows that this is one of the most difficult things to do. At what point when you simplify are you actually falsifying what you're meaning? It's just a problem anybody who writes about science knows only too well. And it's a wonderful, wonderful achievement for those few who actually have been able to achieve a popular scientific style.

RV: So I'm unclear by your response whether or not that is really an active project.

SCG: It's an active project. I met last December with John Foreman, the other head writer on the project in Seattle. We really hammered out one chapter and created the whole outline that we think will work for the book. We have a serious beginning and the question is always, since this is voluntary work, when can we carve out some extra time to work on it? But yes, we're going ahead with writing and when we get next together we will make a proposal to the rest of the group and they will help us edit, add ideas, change things.

RV: I've noticed, when I look at what people are doing around training programs and work around integral leadership, it seems to me that the emphasis is principally on the individual. There is the use of assessments and interventions that are very individually oriented. Is that what you're seeing as well?

SCG: I do because it seems unless the individuals in a system have the capacity then really the whole system cannot move forward. On the other hand, one can say that if you create a particular context for the system then the growth of individual can be supported. This is so often not the case now. Postconventional development is simply not supported in most

institutions. A collaborative inquiry organization is very, very rare to be found. There are attempts at creating this type of second tier organization, but it's difficult to sustain them. My hunch is, yes, if we have more people at later stages, then it will also be easier to sustain such organizations.

RV: Can you tell me what integral leadership is?

SCG: [Pause – Laughter] Wonderful question! I have some sense of what I understand it to be. It is leadership that is deeply aware of complexities. It can translate what the agreed upon goals are in such a way that it can appeal to different levels. It offers multiple stories, if you will, about the same goals. Gifted leaders translate what needs to be done into stories that appeal to different people so that, at the end, they can actively engage everybody to take leadership. And again, that is easier said than done and needs a flexible understanding and a dynamic response.

RV: So by definition integral leadership is second tier?

SCG: I think so. I do realize that integral has become a catchword as it's being used. You could also say that integral refers to the four quadrants, and then it doesn't necessarily mean second tier. When you teach people at any level to take the four quadrants into account for whatever problem or conflict they're looking at that's another way of defining integral.

RV: What I'm learning from our conversation is we can work with the four quadrants but we can't do AQAL because people at earlier levels or stages such as orange and green, are not going to even be able to see the potential of the second tier.

SCG: That's right. But it's still better to have the four quadrants. If you solve a gnarly problem, address a personal conflict or an organizational impasse, if you could look at the four quadrants and how they influence what's going on, you're better off than if you don't, than if you only look at one or the other contributing factor. Partial analysis is so much what has been done in the past. Even systems theory may only look at the system and not at the individual behavior, not the internal aspect of what is happening. You have models and structures you try to put your own organization into, but I don't think that is enough. Deeper insight and better solutions can be found if you have insight into what is happening in the other quadrants as well and how things are intertwined.

RV: So in a sense Senge's work is integral in that in the Fifth Discipline and his subsequent work he attends to both the individual and the system. He addresses the individual in relation to mental models and development through Robert Fritz's work.

SCG: Senge himself is integral, but I think a lot of people have taken the structural, external stuff from him. They just diagram an organization for the cycles that work or don't work. If you only use templates for instance or diagnose "root causes" then you have not fully used what is being offered in Senge's model. That is quite often where systems theory approaches end up.

RV: Are you talking about the system archetypes?

SCG: Yes.

RV: I recently had called to my attention the fact that Ken Wilber has been going through some significant health problems and he seems to be dealing with them with a quality of strength that is really impressive. Is he actively involved in questions of integral leadership at this point?

SCG: My sense from what he has been sending to the Integral Institute members is that he's really focusing on writing out all the things that seem to have been coming through him, very rapidly and in amazing amounts through these last few months of suffering and illness. The new ideas are just so prolific and exciting. He's just trying to keep up writing them down as much as he can and focusing on that. He is absolutely fantastic. I can't wait to get more segments of the Kosmos trilogy. I really have found his latest writing to be a whole new and exciting integration, different from before, even richer, even deeper, even more differentiated and clear.

RV: Where do you see the work of the Integral Institute, particularly the group that's working on integral leadership, going from here?

SCG: Trying to write. There are two core groups that are writing books. All of the branches are trying to get the integral ideas more into the mainstream. This is really one of the functions we have. We are really trying to overcome the quite enormous hurdles of doing that, with the humility it takes to do it as well.

RV: Who is working with you?

SCG: John Foreman, Steve March, and Paul Landraitis, are in our group. Also, David Johnson who works with city boards and multiple constituents to change attitudes so that they want to construct environmentally sound cities by creating the necessary policies. Steve McIntosh, the owner and creative director of Zen & Now is on that book project as well. He makes these wonderful Zen clocks, and has an incredible aesthetic sense. His is really the most sophisticated and fine-tuned entrepreneur I have seen in a long time.

RV: Well, is there anything I haven't asked you about that you think would be important for us to include here?

SCG: There's so much.

RV: I know.

SCG: I mean the whole thing about language that's dear to me we haven't addressed. I would also like to do some research that includes comparative measures. You alluded to that earlier; there isn't really much that compares the different measures with each other and that would be interesting.

RV: I hope you get a chance to do that. And where do you go from here, I mean, what's in the future for Susanne?

SCG: Susanne wished she had an academic position and some dedicated graduate students that could work with all the data she has collected over the years and do some interesting things with them that she just doesn't have time for. And I'd love to teach more than I do. Currently, I'm the body at Harthill USA and the company just requires so much administrative attention that I really find myself short on time for doing what I wish to be doing instead: research, creating teaching materials, leading professional workshops, writing the integral leadership book, and more time for just reflecting and sharing ideas.

RV: Suzanne, I know all wish you well in your fulfilling those possibilities.

SCG: Thank you.

Susanne Cook-Greuter may be contacted at

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SUMMARY

I found this summary somewhere on the internet. The original is probably available from The Center for Strategic Leadership. I have included it here because I believe it is evidence that the integral perspective is beginning to penetrate the mainstream of leadership development. See if you think so, too.

WHO IS A STRATEGIC LEADER?

Kate Beatty

Center for Creative Leadership

Without a doubt, CEOs, presidents and officers of an organization have strategic leadership responsibilities. But increasingly, people at multiple levels have a major role to play when it comes to sustaining an organization's long-term competitive advantage.

The responsibility for the tasks of strategic leadership--determining strategic direction, exploiting and maintaining core competencies, sustaining an effective organizational culture, etc.--certainly lies with the people at the top. If an organization fails, it is these individuals who are ultimately accountable. But it would be a disservice to think that these are the only individuals who can--and should--be strategic leaders.

"We find more and more leaders below the CEO and senior management team level taking on responsibilities in the strategic leadership of their organization," says Kate Beatty, CCL faculty member. "These individuals are often closest to the customer and have the best understanding of the external industry dynamics. They also know how things 'really' work within the organization."

Individuals whose decisions have impact beyond their own functional areas have many opportunities to act as strategic leaders. For example, a purchasing manager can anticipate the impact on engineering and manufacturing of switching a supplier. Or a human resource

director can develop systems to encourage cooperation across business units. Even those who are on the front line, interacting with the customer, are in a unique position to scan the environment and make sense of that information.

In addition, strategic leadership is not just for individuals: it is inherently a collaborative, team activity where people work together to make meaning out of complex information, act with strategic purpose, and champion strategic change. No one person has enough information or a broad enough perspective to shoulder the full responsibility for strategic leadership in an organization.

“The term ‘strategic leadership team’ refers to a team whose work has strategic implications for a particular business unit, product line, service area, functional area, division or company,” explains Beatty. “These teams have strategic leadership responsibilities beyond those of any individual because they represent the confluence of information.”

Organizational-level variables such as structure, culture, systems and processes also impact the ability of individuals and teams to enact strategic leadership. Do information systems get information to teams and individuals who need it so that they can think strategically? Do compensation and reward systems encourage appropriate levels of risk-taking among individuals and teams? Is the culture one of fighting and/or “turf” wars? Or do people easily cross barriers to share information, help each other and work toward shared goals?

CODA

Melvin E. Miller and Susanne R. Cook-Greuter, eds. **Creativity, Spirituality, and Transcendence: Paths to Integrity and Wisdom in the Mature Self**, Stamford, Connecticut: Ablex Publishing Corporation, 2000.

Creativity is an aspect of leadership in business and life. In this volume the editors have assembled a series of articles that focus on creativity in relation to adult development theory and contribute an article of their own. This is the second of their collaborations (**Transcendence and Mature Thought in Adulthood**, 1994).

In their introduction they note that achievement of postconventional stages of development “seem to be a fruit of both life experience and mental and emotional maturation. It is statistically rare and generally does not occur before middle age.”

While creativity is usually explained in rational terms, there are some who attribute their creative act to transpersonal or transcendent origins. And adult creativity tends to draw upon a broader range of input, rational and nonrational, that leads to profound, culture-altering creations.

In their introduction, the editors offer linear and non-linear perspectives on creativity, summarize models of creativity and even point out that there may be a correlation between the

level of development of the “scientist” and the degree to which they admit the transpersonal into their theories.

The articles contributed to this volume relate to the creative process in writing and composition, personal transformation and integrity, and theoretical approaches and reflections.

Their approach may be characterized by the following quotation:

“...this book continues to stretch the boundaries of what has been conventionally considered the proper domain of psychology. We do this in part because we believe that a critical, yet open-minded, voice is needed to counterpoint both the current vogue in the social sciences (namely, explaining mental phenomena predominantly within the rational domain), and the proliferation of untested claims about spiritual influences propagated in the New Age literature.”

A Request

If you are finding the **Integral Leadership Review** to be bringing useful, fresh perspectives to the subject of leadership, please think of the leaders in business and life that might be able to benefit from subscribing to this epublication. Please send them a copy or a link to the website, www.leadcoach.com so that they may explore it. In this time of intense internet communication, we all need to manage our time and read those things which are most relevant for our work, our thinking and our values. It is my hope that many people will find the evolving **Integral Leadership Review** does just that. Your help is deeply appreciated.

Feedback

Got any?

Review@leadcoach.com

Thanks

Thanks for taking the time to consider this epublication in a world of data overload. For leaders and coaches alike, I welcome you to some ideas and a dialogue that may benefit us all. I hope you will contact me soon with your idea, reference or article. Suggestions on improvement are welcome.

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