

Get REAL!

Radical Ethical Authentic Leadership

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After 50 years of ego based leadership is it time for a fundamental change?

Bringing it all into focus.

There has been an unprecedented change in the demands of leadership over the last 10 – 15 years. This has been created by social and technological change, by globalisation and by the growing concern for the future of our planet. If we look back further over the last 50 years the world has witnessed unprecedented economic growth in many areas with some notable exceptions such as Africa. This has largely been achieved by leaders whose priority has been personal reward (usually money), personal power for control and personal prestige (including fame and celebrity status). We are now at a turning point in this new 21st century and it's time to grab the nettle.

We need leaders who put first the true stakeholders of their organisations (customers, employees, suppliers, the community, the planet .. and yes, even the shareholders). They must be transpersonal and think beyond the ego and be **Radical, Ethical and Authentic Leaders**. Do this in the mind set of a transpersonal leader and the rewards will come.

Developing into a transpersonal leader requires intense development over a considerable period of time. It will be hard work but most leaders have already shown they are determined, hard working and committed in what they do, so if they decide they want to change they can do it!

“Strangely, the main obstacle to this change will be the emotion of fear, the main inhibitor of action; fear of what we might have to let go of, fear of who we might become, fear of judgement and criticism. Fear will prevent us from setting any intent that is likely to take us out of our comfort zone” *Altazar Rossiter (2006).*

What is required to develop this REAL Transpersonal leadership?

Transpersonal leadership can only be developed by those who are committed to change and improvement. This can be a challenging starting point for those leaders who believe that they are as good as they need to be and are not aware of the potential benefits of further developing leadership capability. Others may understandably be fearful of exposing their unknown weaknesses.

To become a REAL Transpersonal Leader, requires development through the following steps:

1. Increasing self-awareness and developing emotionally intelligent competencies
2. Developing a range of leadership styles & using them in the right context
3. Learning to create the right climate to enable the right culture
4. Developing ethical authenticity
5. Developing personal conscience and self determination to full consciousness
6. Developing an enhanced level of judgement

Increasing self-awareness and developing emotionally intelligent competencies

So the first safe step is to create self-awareness in a safe environment. In that way at least “the unknown knowns and unknowns become known” to quote a famous US Secretary of Defence.

Many leaders operate in default mode, behaving in a way that is natural to them. They often have little idea of the powerful positive or negative impact their behaviour can have on other people. Understanding one’s emotions and knowing how to handle them can have a huge positive impact in this area. Think of the highly emotional person who gets angry at everyone for a minor reason and then leaves the room and goes back to their job unaware of how they may have ruined the performance of the recipients for the next week.

In essence, leaders need to not only become aware of the behaviours that will provide the best long term organisational performance but also enable leaders to embed these desirable new behaviours. It’s catching, experience tells us that these new behaviours illicit reactions from others that kindle un-surfaced values and authenticity.

Developing a range of leadership styles & using them in the right context

The gravitational pull towards a default leadership style of “know everything, and tell people what to do” is difficult to overcome but in our experience most leaders have developed their own leadership style that suits their personality and natural environment – and they use it all the time. Even leaders who are considered very competent usually only have two styles to choose from regardless of the circumstances. Yet choosing the right leadership style to use at any

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particular time depends on the context and the individual(s) you are leading. A competent leader should be able to use all 6 styles (Visionary, Coaching, Affiliative, Democratic, Pace-Setting, Commanding) to cover the full range of contexts in which a leader might find themselves. No human has the natural acumen to be able to use all six styles naturally. They have to be learned and the only way to do it is by learning new behaviours.

Learning to create the right climate to enable the right culture

Many leaders mistakenly believe they have a direct impact on the performance of an organisation. The truth is that except when they lead the negotiations of an acquisition or major contract they can only “influence” the performance of the organisation. The single most important thing that a leader can do is set the right environment, normally referred to as the “climate”. The climate created sets the whole tone for the development or change of an organisation’s culture (ie how we do and improve things around here). If the leader wants to enable the development of a Performancing –Enhancing Culture then the climate must be one where change, honesty, transparency and mutual respect are the norm. The leader must set the example first. This will allow the development of trust without which no organisation can perform at its optimum. It is the people in the organisation that creates the culture using the climate as a foundation. The culture determines the level of performance.

Having developed a high level of Emotional Intelligence, the ability to use the different leadership styles in different contexts and an understanding of their role in creating the culture of an organisation, the leader is read to embark on the next leg of the journey – to Ethical Authenticity.

Developing ethical authenticity

Authenticity alone is not enough. Bad people can be authentic! Ethical authenticity is about possessing the highest integrity, and being committed to building enduring organisations. Such leaders have a sense of purpose and are true to their core values (this is tough in any organisation). They have the courage to build their companies to meet the need of all their stakeholders and recognise their service to society. Ethical authenticity is about purpose, values, relationships, self discipline and heart, and how all these are needed to be a great leader.

Developing personal conscience and self determination to full consciousness

Transpersonal Leaders need to develop two other competencies; Personal Conscience and Self Determination. The peak of personal conscience requires a clear personal understanding of the meaning of life and one’s beliefs. Such leaders have a clear set of morals and ethical behaviour, principles and core values from which they do not stray. Their self determination is underpinned by an understanding of their motivation, purpose and aspirations. They have an intense will and courage that is fired by a high level of energy. They know how to use their power for the force of good and they have great resilience to the setbacks of life. And perhaps most of all they never stop their own personal development.

Developing an enhanced level of judgement

The final element to becoming a REAL Transpersonal Leader is judgement. To make good judgements a leader needs to be unshackled from any biased predispositions and be aware of the effect of subconscious emotional hijacking. Most leaders focus too much on rational, logical analysis or on “gut feel”. Good judgement requires an understanding of intuition, insight and instinct, what they are and how they relate to each other. Only then can they be used effectively. And finally, excellent judgement requires an understanding of an appropriate ethical philosophy based on integrity, social conscience and the rule of law.

The BIG question

The big question is what kind of leadership mindset will be required to handle the global challenges of 2015 – think how different 2008 is from 2000 and how things are now happening so much faster!

*“Divine Wisdom is knowing everything. Human Wisdom is knowing your limitations.”
Socrates 470 – 399BC*

Developing REAL Transpersonal Leaders?

The programme for a journey to a high level of competence in REAL Transpersonal Leadership will take about two years and will include group interventions (knowledge transfer and action learning) of one day approximately every month, one-to-one coaching, assessments, work-place practice, and other advanced interventions. This is often too much to expect leaders to make as a commitment at least until they are convinced of the value.

Therefore, we propose a series of 4 – 6 masterclasses that will provide a meaningful awareness of the need for and benefit of developing a high level of transpersonal leadership competency as well as a personal understanding of the commitment it will require for each individual to reach that status. The masterclasses will cover the 6 steps described above.

The duration of each masterclasses can be over a 24 hour period, for one 8 hour day, or for a 5 hour half day. Obviously the longer masterclasses provide more learning but budgets, logistics and circumstances may mean the shorter versions are more practical at a particular time. In extreme circumstances, though not ideal, where members of a group need to come from long distances it is possible to combine the masterclasses into 2 or 3 longer events.

Ideally, cohort sizes are 8 – 10 participants.

MasterClass 1: Becoming a more Emotionally Intelligent Leader

Discusses the changes in leadership over the last few decades and how that impacts on leadership today. The common trait that inspirational leaders have is the ability to engage with those that follow them on an emotional level – they have a high level of emotional intelligence. This seminar explores the six different leadership styles, their impact and the emotional intelligence competences that relate to them. The session focuses on the two styles that produce

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the highest positive impact upon organisational climate and performance. Participants will gain insight into their own emotional intelligence and take away some practical steps that can help them improve it.

MasterClass 2: Shaping a Performance-Enhancing Culture

The role of the leader is to deliver performance through others – the best leaders produce results by creating optimal climate and culture to enable those around them to perform. This seminar takes an analytical view of organisational culture and the role of the leader in creating an environment to enhance performance. Those who attend compare their current company culture with their ideal. Delegates learn the key attributes of a performance enhancing culture and some steps they can take to create one in their own organisation. You will start to develop the skills to enable you to move toward the authenticity and transpersonal leadership qualities that are required to create a sustainable culture.

MasterClass 3: Ethical Authenticity – towards Transpersonal Leadership

What is the purpose of your leadership? How can you make a real difference? Do I have to park my values at the office door? How can I stay true to my values when there are so many pressures to compromise? How do I balance conflicting needs of customers and employees with the requirements of the bottom line? Ethical Authentic leadership is about having the desire to serve others, being your own person and being aware of your strengths and your limitations. In this session you will learn to think about your true purpose, your core values (maybe hidden deep inside you), and that your true self can only be mirrored through relationships. You will discover that transpersonal leadership requires great self discipline combined with passion. *“If not me, then who? If not now, then when?”* You will start to develop further the competencies personal conscience and self determination and understand the benefits of living in a state beyond your own ego where the focus is on the success of all stakeholders.

MasterClass 4: Transpersonal Judgement

There are times when only the leader can make that big decision. In most cases our brains either work through logic and rational analysis or on “gut feel”. Rational analysis is just not sufficient for many difficult decisions – there may not be enough data or enough time. “Gut feel” can be very powerful but often it behaves like a loose cannon being a victim to our biases and prejudices. This masterclass takes the participants through an understanding of intuition, insights and instinct, together with how the brain works in order to better understand how to use the whole brain and the life long experience of the individual, and how to better manage “gut feel” and integrate it with rational analysis. The last piece in the judgement puzzle is provided by adding the ethical philosophy of integrity, social responsibility and rules into the decision making process.

OPTIONAL MASTERCLASSES

MasterClass 1a: Visionary Style of Leadership – for direction and performance

Only where everyone has a shared vision and goals for the organisation will it succeed – or survive! Learn how visionary leadership can transform the spirit of an organisation, how it articulates where a group is going, and sets people free to innovate. It provides the big picture within which each individual can operate and it provides clarity on how everyone’s role fits in. And it gives people pride in their organisation. This style works well in many circumstances such as when a business needs radical change, is in need of a fresh vision or is in a turn-around situation. It helps people understand how the objectives of the organisation can align with their own. Participants will discover what competencies are needed to make a visionary leader and that a key characteristic is developing a “shared” vision (not just having your own vision and communicating it to others) which is developed through the

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organism of the organisation. It is also about sharing information and knowledge and earning commitment from individuals and teams.

MasterClass 1b: Coaching Style of Leadership – for performance and development

Only those organisations that manage their own learning will succeed – or survive! Technology, the knowledge economy, working practices and the business environment are changing more rapidly now than ever before and behind all these are the people who work for you. Stop pushing your people and discover how pulling can be far more effective. Discover how the latest neuroscience research sheds new light on how to use this approach. This seminar looks at the basics behind coaching, how to develop skills for everyday use and how it can be used effectively in line management. Applicable to any situation, attendees learn to use a simple coaching model to develop awareness, responsibility and results! This is a practical workshop and those who attend will have the opportunity to practise their skills – and be coached on a business issue that affects them.