

The Transformational Leadership Model

Dive into the theory and thinking behind our transformational leadership model.

Knowledge and inner knowing

With the rise of science and all the good it brings, we have slowly lost touch with our inner wisdom. Separating sense and soul has left us with an amputated relationship to the world as a whole, and to our role as leaders in it.

The Marriage of Sense and Soul.

In 1998 integral theorist Ken Wilber wrote *The Marriage of Sense and Soul*.

Wilber proposes that modern society was too quick to reject “the spiritual and subjective world of ancient wisdom” during the scientific enlightenment in the 16th century. Although science has brought invaluable insights, its reliance on “objective”, empirical knowledge leaves out important nuances.

Every situation, problem or “thing” in the world, can be viewed and understood both from a domain of subjective (inner) experience and objective (outer) observation.

On the objective side we find modern knowledge rooted in *science*. The scientific method breaks information into its component parts – from the structuring of business processes all the way to quantum mechanics. Science fosters *outer knowledge*.

The subjective side reflects the spiritual or intuitive *wisdom* within each of us. It's the magic that happens when an idea arises seemingly out of nowhere, when we know we must say “no” to a seemingly good business deal or when a team intuitively dives into a deep collective understanding of a problem. Subjectivity is the foundation for *inner knowing*, which helps us define what is right and what is wrong, and enables us to deal with e.g. high levels of complexity and uncertainty.

We follow in the footsteps of Ken Wilber and contend that one must approach the world with both the domain of the subjective (knowing) and the objective (knowledge) to fully solve the challenges we face today.

In this programme, we wholeheartedly seek to integrate the scientific knowledge underpinning psychology, group-dynamics and business with the deeper intuitive, spiritual and non-rational knowing of each participating leader.

Transformation requires us to approach the world holistically. In addition to the subjective and objective perspectives, we can add the individual and collective perspectives leading to four different domains.

If we want to transform an organisation, we must address all of the four domains.

Individual subjective: How do I experience the organisation as a participating member?

Individual objective: How do I act as a member of the organisation?

Collective subjective: How do we collectively experience the world within our organisation – what norms, worldviews and beliefs drive our collective experience?

Collective objective: What structures and boundaries define how we engage with one-another? E.g. IT systems, governance, agreements and rules.

Four universal domains

Individual subjective	Individual objective
Collective subjective	Collective objective

Four organisational domains

Individual	Member Mindset	Member Behaviours
Collective	Organisational Culture	Organisational Structures
	Subjective	Objective

When we view the organisation from the outside, we may identify the four domains as mindset, behaviour, culture and structures.

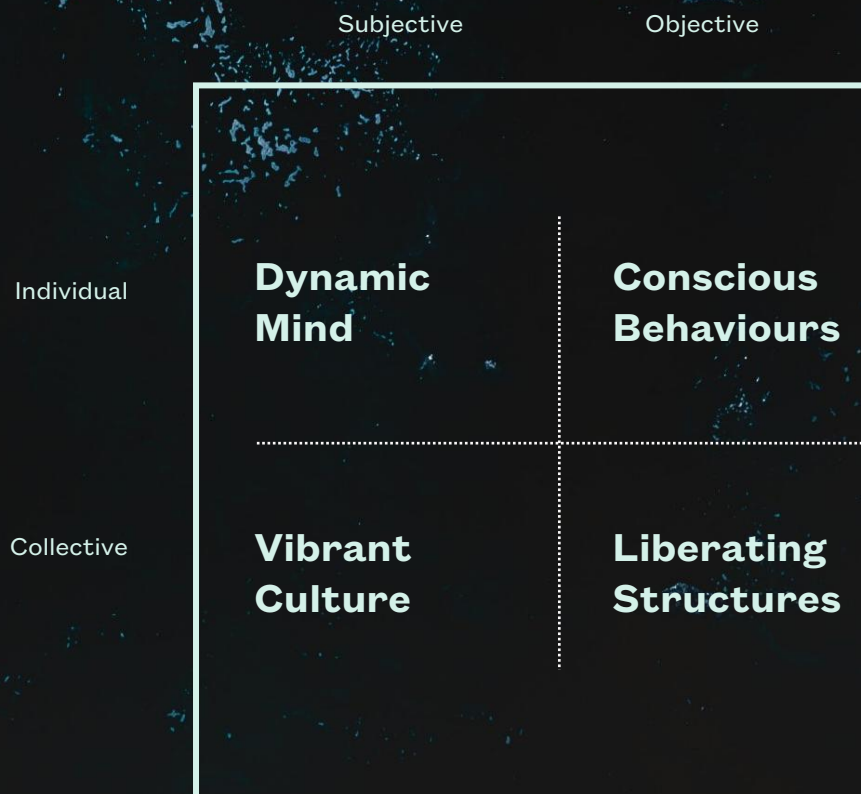
Because any phenomenon consists of all four domains, we must address all four domains to understand how an organisation works and thus how to galvanize transformation. It is a common mistake in transformation to primarily focus on the objective domains (behaviour and structures) and expect that the subjective domains (mindset and culture) will effortlessly follow as a result.

The transformation leadership model is designed to address all four domains of the phenomena of transformation.

The Transformational Leadership Model

Our Transformative Leadership Model® is based on the integral thinking developed by Ken Wilber. It combines a set of pioneering ideas, well-established research and old wisdom from a gallery of leading scientists, thinkers and practitioners.

It is not our intention for you to understand the complexity of this model. Just know that our programme design and facilitation is founded on the work of many great minds that came before us.



Dynamic Mind

Dynamic Mind is to be able to suspend and expand the way we perceive our own experience. It will create the possibility of responding creatively instead of reactively to the world.

We practice true curiosity by working with awareness, fear, shadow sides and core beliefs.

Selected topics

- Intent & Creation
- Awareness & Knowing
- Shadows & Beliefs

Selected theorists / practitioners

- Joseph Jaworski, Joseph Campbell, Edmund Husserl
- Daniel Siegel, Francisco Verela, Elenor Rosch
- Carl Jung, Byron Katie, Judith Beck

Conscious Behaviours

Conscious Behaviours is to have the awareness and choice to show up in a way that suits each specific situation. Do people and situations require you to be supportive, demanding, caring or really tough?

We practice deep listening, acceptance and curiosity to show up in a way that our leadership field calls for.

Selected topics

- Being & Expression
- Compassion & Acceptance
- Movement & Freedom

Selected theorists / practitioners

- Erich Fromm, Rollo May, Wendy Palmer
- Paul Gilbert, Tara Bach
- Rudolf Steiner, David R. Hawkins

Vibrant Culture

Vibrant Culture is to be able to create an environment with dynamic interactions full of life – with the capacity, resilience and safety for people to show up with their whole selves.

We practice creating settings and conversations full of sincerity, directness and vulnerability, that still feel safe and inspiring.

Selected topics

- Speaking & Dialogue
- Group Dynamics
- Collective Worldviews

Selected theorists / practitioners

- William Isaacs, Diana Whitney, Kerry Patterson
- Irvin D. Yalom, Louis Cozolino
- Don Beck, Frederic Laloux

Liberating Structures

Liberating Structures is about creating and removing boundaries to unleash potential. Boundaries exist not only in society, organisations and nature, but equally in our culture and mindset.

We practice how to understand and transform boundaries through system dynamics, worldviews and operating principles.

Selected topics

- Applied Boundaries
- Systems Thinking
- Learning, Groups & Systems

Selected theorists / practitioners

- Ray Dalio, Corporate Rebels, Aaron Dignan
- Ralph D. Stacey, Ken Wilber
- Peter Senge, Otto Shamer, Robert Kegan

Practice will lead to transformation

Practice is what brings The Transformational Leadership Model to life.

Personal practice allows us to develop mindset and being, *relational practice* allows us to develop organisational culture, and *organisational practice* allows us to appropriately co-create the structures and boundaries within our organisation.

New results are created because we form new habits of thinking and acting which enables us to both interact with others and use systems in new ways. We may say that practice is the foundation for transformation.

Personal practice



How do I relate to myself?

By practicing how I engage with my thoughts and feelings, I can see things for what they are and bring my intent into play.

Relational practice



How do I interact with others?

By practicing how I engage with others, I can build meaningful relationships that hold the potential for transformation.

Organisational practice

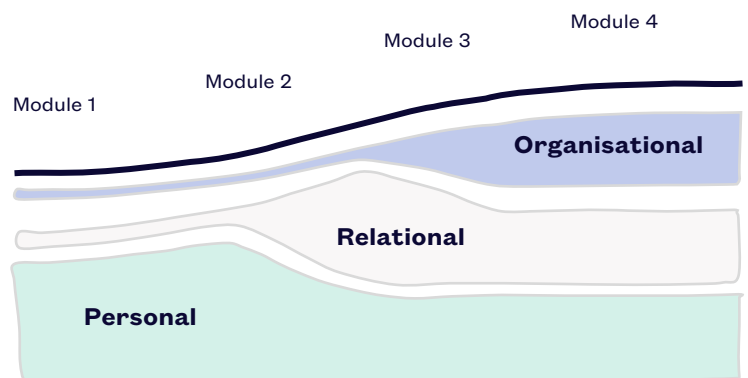


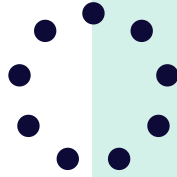
How do I apply boundaries within my leadership field?

By practicing how to read the organisational landscape, I can consciously create boundaries that make my intent come alive.

Practice during The Field Leadership Programme

Personal practice is the foundation for relational practice, and relational practice is the foundation for organisational practice.





What you get from practice

If you participate in The Field Leadership Programme, practice becomes a down to earth, practical series of activities. Practice is what leads to results and you should expect to see outcomes from your practice already during the programme. Here are a few examples of what you might achieve:

Control

Sometimes our need for control is really about our need to manage our own fears.

Operating from a clear intent, you will often find it easier to let go of control and allow people around you take more responsibility.

Meetings

It is quite normal to see shifts in meetings, with the conversation becoming more present, full of intent and care.

You might also bring specific practices into play such as check-ins and checking your ego at the door.

Collaboration

As your intent becomes clearer, you will often see shifts in the way you collaborate.

Examples include saying “no” and “yes” more consciously, asking more for what you want, and being more clear about what you are able to give.

Yesterday I was clever so
I wanted to change the
world. Today I am wise so
I am changing myself.

Rumi



Learn to navigate the unknown