

# Spirit of Leadership in Organisations

## Program Overview

A program for organisation leaders seeking to integrate IQ, EQ and SQ

*When the alchemy of authenticity, mindfulness, compassion and courage combine  
to create great leaders the world changes in im/measurable ways.*

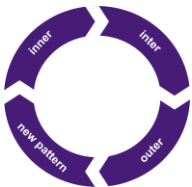
## Cover Picture



At the heart or centre of any shift for an individual and/or organisation, from a current way of being to a new way of being, lies a move to a new level of awareness. Each new level brings greater capacity for Peacefulness, Trust and Results, all desirable qualities in today's Volatile, Uncertain, Complex and Ambiguous world.



Adult human development models, developed by Ken Wilber, Clare Graves and Don Beck, Robert Kegan and Frederic Laloux, represent tiers or levels as different colours and are often depicted as a spiral. Increasingly challenging problems are calling organisation leaders to evolve NOW, to a later developmental stage with a more heart centred way of being, one that delivers a social profit as well as a financial profit.



Making a conscious shift for individuals and organisations requires an Integral approach where Inner, Interpersonal and Outer work are practised together, leading to a new pattern. A pattern that breaks free from egotistical & conflictual power dynamics and communication; all fear based behaviours.

This leads to more balance between the 'infinite game' centred on compassion/love and a *healthy* version of the 'finite game' focused on success/money.

Creating the opportunity for authentic, compassionate, mindful and courageous leaders to stand up and change the world in im/measurable ways.

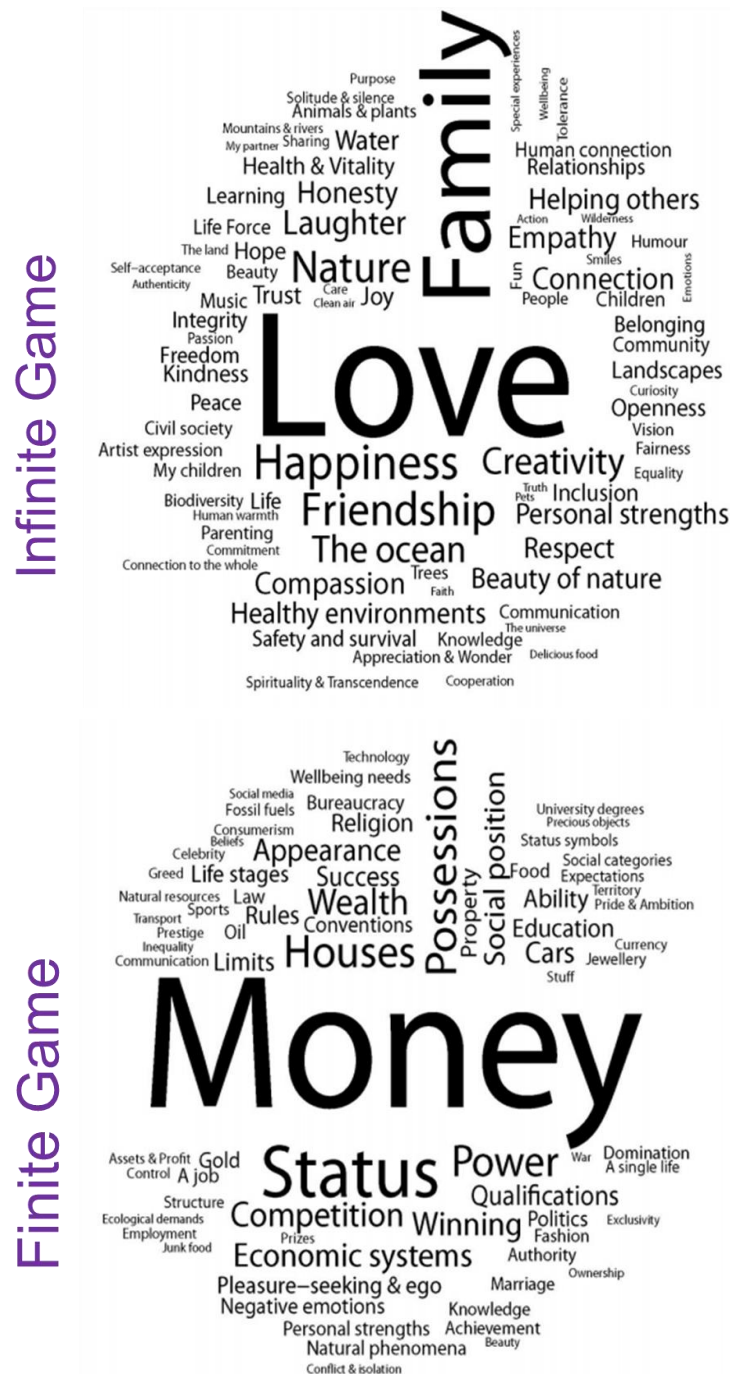
- [Living in a New Republic of the Heart, Terry Patten](#)

Are You In ?

# Playing the Games of Life, the Infinite Game and the Finite Game

from University of Auckland, School of Psychology, research by Professor Dr Niki Harre

- University of Auckland - Infinite and Finite games



## Introduction

Welcome to this Spirit of Leadership in Organisations program overview.

What brought you here?

Perhaps, like us, you are a person with a natural curiosity about life, human development and an interest in learning; a lifelong student of Leadership.

Before progressing, thank you to all the teachers who have guided us through life and those who have trusted us to lead others with love and compassion. Their inspiration, their open sharing, seeding in me, both the knowledge and wisdom to support my desire to help others, has enhanced my natural way of operating in the world.

For all this, We/I say 'Mountains of Thanks'.

## Why choose the title, Spirit of Leadership in Organisations?

Many organisation leaders have already understood a simple truth; evolving to adopt a spirit leadership style is highly effective for everyone to survive and thrive in the VUCA (volatile, uncertain, complex and ambiguous) world in which we live today.

One thing every human creature understands, at a visceral level, is survival. Many times throughout history, as a species, we have adapted to meet an external challenge or threat. Adaptation and evolution are natural processes of living, for all things.

The study of human evolution, reveals that, on several occasions, our species has come very close to extinction, at times getting down to a population of only a few hundred. Extinction is a real risk for us all, if we, as leaders, pay lip service to the job of evolving into the Spirit Leadership space.

This program is a contribution to the development of organisation leaders across the world, and, in a wider sense, to encourage and support the shift of human awareness on this planet. Our fervent hope is that this program is helpful for those seeking to evolve and operate in the world with more compassion, a deeper understanding of how the world works, and in service, rather than in control, of others.

## Spirit Intelligence and Leadership

Being a spirit organisation leader in the 21<sup>st</sup> century work environment is not about using mysticism, trickery or some kind of 'magical' way of being in the world.

It's about a natural process of evolution to a new level of leadership, one that transcends and includes our cognitive intelligences (IQ) and emotional intelligences (EQ), as we develop next level intelligences that are Spirit in nature (SQ).

It does involve a letting go process, learning to stop controlling, and to instead start listening more to what is happening around us.

We may feel a resistance and a fear of change. Resistance can manifest at many levels, subconscious and conscious.

As a person with a science degree and a commerce degree, I have sought to apply scientific thinking to the world of organisations. The essence of science is the 'scientific method' of learning, i.e. hypothesis, method, experiment, result and conclusion. In other words, science relies on evidence to substantiate its views. The Spirit of Leadership in Organisations Program engages the science of mind/body and psychology.

If your aspiration is to evolve to the new level of Spirit of Leadership in Organisations then, as with all things in life, it is a matter of learning new skills & competencies and practicing these. Everyone has the inbuilt capacity for this; indeed it is possible that the motivation to learn is stronger than the drive for sex, greed or fear. When we were children we learned to walk, talk, read and write through practice. Building spirit intelligence is achieved through practice.

For example, imagine, just for a moment, if you could lead a meeting in a way that it simply flowed. Everyone in the room feeling happy that they were able to be fully themselves, relaxed and contributing. They did not have to suppress their real thoughts and feelings. They all felt positive about the process and the outcome of the meeting, even if they had arrived with very contrary views.

There are already organisations operating with this way of being in the world today, with greater profitability, engagement and achievement of their organisations' vision.

These are organisations being led by people operating in alignment with the spirit of leadership in organisations.

## Spirit of Leadership in Organisations Program content

This program is designed to be adapted/tuned for each cultural, organisational context and current level of awareness.

A shift in emphasis can be achieved by selecting the number and type of practices along the continuum of Inner, Interpersonal and Outer work in order to create desired new patterns.

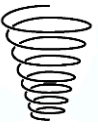


Organisations often have biases towards Inner, Interpersonal and Outer orientations in their current way of being (CWOB). Practices are selected to balance these biases for more balanced outcomes.

There are thirteen primary practice areas, each with an associated focus, as shown in the summary table below. Adopting these practices leads to new patterns and new ways of being for individuals, teams and organisations with greater Peacefulness, Trust and Results.

Bias to  
Inner  
CWOB



Bias to  
Outer  
CWOB

Work	Practices	Focus
Inner Work brings Peacefulness 	Journal	Fear to Love & Compassion
	Exercise	Scattered to Present
	Meditation	Doing to Being
	Projects	I to We, Ego to Service
	Coaching	External to Internal Focus of Control
	Perfections	Low Awareness to Self Awareness
Work	Practices	Focus
Interpersonal Work brings Trust 	We Space, CCC	Holding We Space, Collaborative Compassionate Communications
	Curiosity, OARS, Reading & Videos	A Spirit of Inquiry, Open?'s, Affirmations, Reflections, Summaries
	Holacracy, Encode MindNavigator	Working in Effective Teams with Trust (Psychological Safety), Systems Approaches
Work	Practices	Focus
Outer Work brings Results 	mBraining	Head, Heart and Gut aligned integrated decision making
	Mantra, Affirmations, Power Poses	Mobilise to Action
	Agility / Planning / Tracking	Speed and Direction (Velocity)
	Measurement	Integral Reinventing Organisations Map

## Spirit of Leadership in Organisations Companion Reading

1. A Dictionary for the Spirit of Leadership in Organisations with specially selected topics that are highly relevant to the development of your way of being as an organisation leader operating with spirit intelligence in the world.

It is a synthesis of leading ideas, concepts and tools, and promotes many powerful thinkers' work as a springboard for you to explore further and to advance your own development as a spirit leader.



For each word/phrase there is a brief definition and some more detail. This may feel familiar, like reading a newspaper with a headline, an overview of the article and then the more dense text of the article.

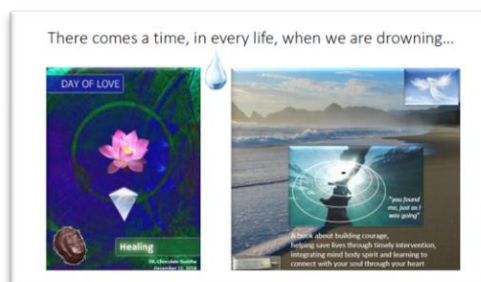
In addition, there are references to useful books, videos, movies and other websites in order that you can research further, any given concept.

You may choose to dip into the Dictionary from time to time, use it as a research project and investigate an area further, or even read it end to end. You will see, or maybe you already know, that, just as all humanity is connected, so is everything in the Dictionary.

Content in it is secular. And there are examples from various religions and wisdom traditions.

2. There Comes a Time in Every Life When We are Drowning is a book about Courage.

This guide to inner work provides resources and guidance for daily practices, projects of six weeks in duration and perfections or areas of excellence that are the ongoing work of our lives.





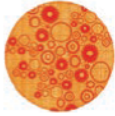




## The Future of Management

from Frederic Laloux, the developer of Reinventing Organisations, Leading Thinker on the next evolutionary stage of organisations

- [Reinventing Management; What Colour is your Organisation?](#)

**Exhibit 1: Evolutionary Breakthroughs in Human Collaboration**

Color	Description	Guiding Metaphor	Key Breakthroughs	Current Examples
<b>RED</b>				
	Constant exercise of power by chief to keep foot soldiers in line. Highly reactive, short-term focus. Thrives in chaotic environments.	Wolf pack	<ul style="list-style-type: none"> <li>• Division of labor</li> <li>• Command authority</li> </ul>	<ul style="list-style-type: none"> <li>• Organized crime</li> <li>• Street gangs</li> <li>• Tribal militias</li> </ul>
<b>AMBER</b>				
	Highly formal roles within a hierarchical pyramid. Top-down command and control. Future is repetition of the past.	Army	<ul style="list-style-type: none"> <li>• Formal roles (stable and scalable hierarchies)</li> <li>• Stable, replicable processes (long-term perspectives)</li> </ul>	<ul style="list-style-type: none"> <li>• Catholic Church</li> <li>• Military</li> <li>• Most government organizations (public school systems, police departments)</li> </ul>
<b>ORANGE</b>				
	Goal is to beat competition; achieve profit and growth. Management by objectives (command and control over what, freedom over how).	Machine	<ul style="list-style-type: none"> <li>• Innovation</li> <li>• Accountability</li> <li>• Meritocracy</li> </ul>	<ul style="list-style-type: none"> <li>• Multinational companies</li> <li>• Investment banks</li> <li>• Charter schools</li> </ul>
<b>GREEN</b>				
	Focus on culture and empowerment to boost employee motivation. Stakeholders replace shareholders as primary purpose.	Family	<ul style="list-style-type: none"> <li>• Empowerment</li> <li>• Egalitarian management</li> <li>• Stakeholder model</li> </ul>	Businesses known for idealistic practices (Ben & Jerry's, Southwest Airlines, Starbucks, Zappos)
<b>TEAL</b>				
	Self-management replaces hierarchical pyramid. Organizations are seen as living entities, oriented toward realizing their potential.	Living organism	<ul style="list-style-type: none"> <li>• Self-management</li> <li>• Wholeness</li> <li>• Evolutionary purpose</li> </ul>	A few pioneering organizations (see "Examples of Teal Management," page 8)

**Source:** Frederic Laloux, *Reinventing Organizations* (Nelson Parker, 2014)



## Payment

Payment is based on a subscription model, per person enrolled.

10% of the revenue will be donated to the following organisations, in equal shares:

- **Living in a New Republic of the Heart**  
[Living in a New Republic of the Heart](#)
- **Avaaz**  
<https://avaaz.org/>
- **Peace One Day**  
[www.peaceoneday.org/](http://www.peaceoneday.org/)

## Acknowledgements

With deep gratitude and thanks to all those whose content is presented, referenced and linked to in this document and for the gift you have shared with us and the world.

Written by Alistair Cran with contributions and editing by Adrienne Calder.

## Last Word

As Peter Gabriel says at the end of his concerts,

‘And in the End, the Rest is Up to You’.

Our intention is that this program overview is a living document and will evolve based on your feedback.

Please email us at [mindstreamworks@gmail.com](mailto:mindstreamworks@gmail.com) with your comments, thoughts and ideas, and any concepts and experiences that have assisted you on your journey to more conscious Spirit of Leadership in Organisations.

For now, we commend the current content, version 1.0, to you and trust that you will use it wisely and well as you create the future with awareness of your impact on others.



## Program Contents

### Inner Work

1. Journal
2. Exercise
3. Meditation
4. Projects
5. Coaching
6. Perfections

### Interpersonal Work

7. We Space, Collaborative Compassionate Communication
8. Curiosity, OARS, Reading & Videos
9. Holacracy, MindNavigator

### Outer Work



10. mBraining decision making
11. Mantra, Affirmations, Power Poses
12. Agility / Planning / Tracking
13. Measurement



### The Program, Shifting to New Patterns


14. Governance
15. Whole
16. Pod
17. Dyad


## Inner Work

1. Journal
2. Exercise
3. Meditation
4. Projects
5. Coaching
6. Perfections


Word / Phrase	Supporting Text
<p>Introduction</p> 	<p>Inner work involves six elements that cause <i>shifts</i> to produce greater inner peacefulness or <i>equanimity</i>.</p> <p>Equanimity allows us to remain calm even in difficult situations and thus think clearly holding many perspectives, communicate in a compassionate manner, make smarter decisions and mobilise to actions that serve the greater good.</p> <p>Elements of Inner Work</p> 


Word / Phrase	Supporting Text
	<p>The six elements are pictured here as part of a spiral, like DNA. Due to their evolutionary nature, the more we practice and integrate our learning the more we evolve to higher levels of competency.</p> <p>Each of the six elements has a specific focus that we can integrate into our way of being through practice. Practices are experiential and become embodied.</p> <p>Focus Areas of Inner Work – Shifts</p> 
<p>1. Journal</p>	


Word / Phrase	Supporting Text
	<p>Daily practice of writing thoughts and feelings down to aid with processing, making them conscious and, where appropriate, sharing with others.</p> <p>A simple practice is recording the three things that you are grateful for at the end of each day. A more advanced practice would be recording and analysing your dreams.</p>
<p>2. Exercise</p>	<p>Daily practice of exercising or body movement supports our evolution and deepens the mind-body connection. Moving our body is essential to a happy, healthy and long life.</p> <p>A simple practice is ten minutes of walking each day. A more advanced practice would be regularly attending a gym and working out or developing specific types of movement as practised in Qigong, Tai Chi or Yoga.</p> 

Word / Phrase	Supporting Text
<p>3. Meditation</p>	<p>Daily practice of meditation, sitting with our thoughts and feelings, allows our mind to calm down and to create space so that we are not reactive under pressure.</p> <p>A simple practice is watching our thoughts float by as if they were clouds in the sky, noticing them, then letting them go so that we are not controlled by them. A more advanced practice would be visualisation or chanting whilst meditating.</p> 
<p>4. Projects</p>	<p>Projects offer the opportunity for greater reflection, slowing down, perhaps even moving in a 'counter-clockwise', more authentic direction in our lives. As we see ourselves more clearly, then, in turn, see others around us more clearly our inter personal relationships become more healthy.</p> <p>Four projects, each of approximately six weeks in duration, support focus areas of individual adult development, all in alignment with becoming a Spirit Leader in Organisations.</p>




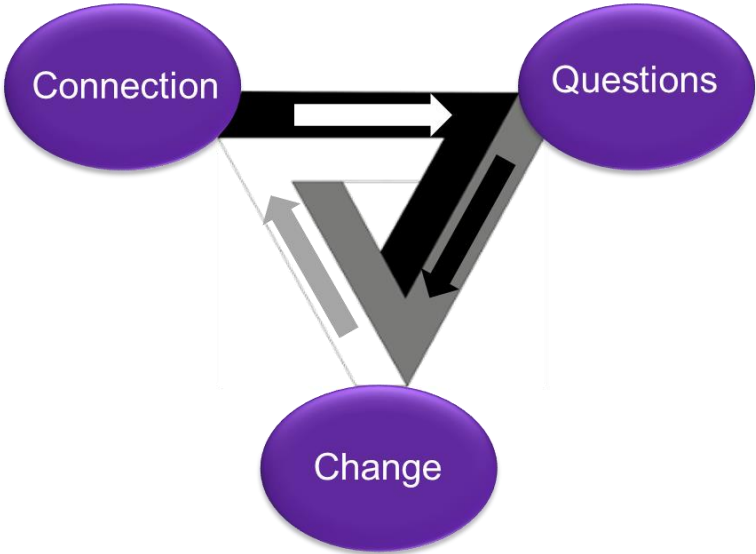
Word / Phrase	Supporting Text
	<ul style="list-style-type: none"> <li> <b>Personality</b>   The Myers Briggs Type Indicator and the Enneagram tools provide insight into one's personality preferences. </li> <li> <b>Integral</b>   An Integral approach explores the four quadrants of you. </li> <li> <b>Mondo Zen</b>   Is based on the ancient Zen process of koans or asking questions that cannot be answered simply by logic in order to reshape the ego. </li> <li> <b>Creativity</b>   Centres on whatever makes you 'sing'. It could be drawing, singing, dancing, woodworking or poetry. </li> </ul> 

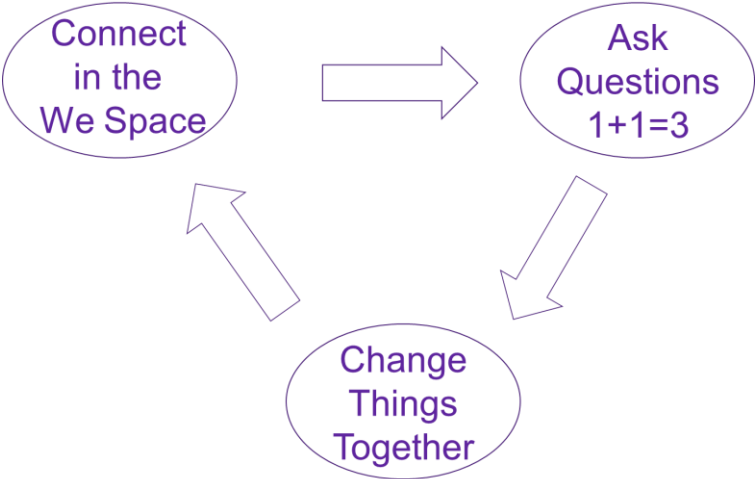
Word / Phrase	Supporting Text
<p>5. Coaching</p>	<p>Coaching provides support for the integration of our inner work, as well as support for inter-personal and outer work</p> <p>In addition to assisting our adult development we learn how to incorporate coaching into our own leadership.</p> <p>There are many approaches to coaching. An Integral approach supports ‘growing up’, ‘waking up’, and ‘cleaning up’ so that we can ‘show up’ as our authentic self, and is a comprehensive practice.</p> 
<p>6. Perfections</p>	<p>Perfections are areas of excellence for everyone to be motivated to work towards.</p> <p>The first step is to reflect on the advantages of practising and the drawbacks of not practising these.</p> <p>Through practice, we develop habits, i.e. what we do each day in everyday life. For example, having a motivation of happiness in our heart for ourselves and others means we actively work to change our way of thinking, feeling and behaving.</p>


Word / Phrase	Supporting Text
	<p data-bbox="565 323 1422 401">Meditating on these areas of excellence, even regularly for a short time, gradually increases our awareness and capabilities.</p> <p data-bbox="565 432 1097 470">The perfections/areas of excellence are</p> <p data-bbox="678 504 1349 581"><i>Generosity, Ethical Effort, Patience, Perseverance, Concentration/Insight, Wisdom</i></p> 

## Interpersonal Work

7. We Space, CCC (Collaborative Compassionate Communications)
8. Curiosity, OARS (Open Questions, Affirmations, Reflections, Summaries),  
Reading & Videos
9. Holacracy, Encode, MindNavigator

Word / Phrase	Supporting Text
<p>Introduction</p> 	<p>Interpersonal work involves three elements that <i>flow</i> together to produce deeper more intimate relationships founded on psychological <i>safety</i>. (<a href="#">see Google Project Aristotle</a>)</p> <p>Psychological Safety allows us to trust each other and connect at a deeper level. When we feel safe with each other we can be our authentic selves, ask more powerful questions, support one another and open to greater change.</p> <p>Elements of Interpersonal Work</p>  <p>Three elements are pictured here as part of a 3D triangle. This shape can only be perceived when we allow ourselves to 'see' in multiple dimensions. Symbolically this is similar to being open to seeing others' perspectives, thus greater developing intimacy 'in to me see' in our relationships.</p>

Word / Phrase	Supporting Text
	<p>Each of the three elements has a specific focus that we can integrate into our way of being through practice. Practices are experiential and become embodied.</p> <p>Focus Areas of Interpersonal Work – Flows</p>  <pre> graph TD     A([Connect in the We Space]) --&gt; B([Ask Questions 1+1=3])     B --&gt; C([Change Things Together])     C --&gt; A </pre>
<p>7. We Space, CCC</p>	<p>Connecting in We Space allows for all that we are and all that others are to be present, with no one person taking over and dominating when we meet up.</p> <p>This is based on the practice of ‘circling’. Circling occurs in a range of ways enabling each person to individually ‘download’, move to being ‘present’ and then to ‘perform’ together in relation to the task at hand or whatever else the team feels is emerging and important to attend to. (see Theory U)</p> <p>CCC, Collaborative Compassionate Communication is the practice of consciously choosing words and communication styles that are positive and support dialogue. This creates healthy We Spaces for everyone to feel supported and able to be their authentic selves.</p>

Word / Phrase	Supporting Text
<p>8. Curiosity, OARS</p>	<p>Curiosity, sometimes called ‘beginners’ mind’ is an open minded stance where we set aside our beliefs and what we ‘think’ we know, and we have a spirit of inquiry.</p> <p>OARS are four practices from Motivational Interviewing that help others see themselves more clearly:</p> <ul style="list-style-type: none"> <li>• Open ended questions</li> <li>• Affirmations</li> <li>• Reflections</li> <li>• Summaries</li> </ul> 
<p>9. Holacracy Encode MindNavigator</p>	<p>Holacracy and MindNavigator are both comprehensive and proven systems for changing ‘work’ that is in alignment with the Spirit of Leadership in Organisations program. They provide important elements in support of the shift to new patterns for individuals, teams and organisations.</p> <p>With Holacracy authority and decision-making are decentralised and distributed throughout the organisation; a holarchy of self-organising teams. This is a shift from a traditional hierarchical power structure.</p>


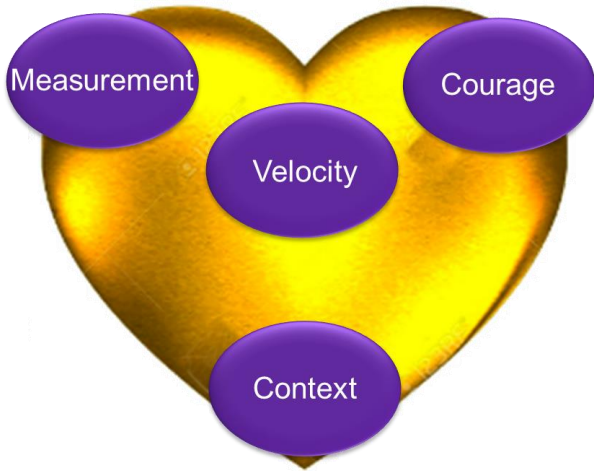
Word / Phrase	Supporting Text
	<p>Encode offers leading edge resources to document and support these shifts in power; legal including constitutions, capital and HR.</p> <p>This shift in power dynamic enables people to bring their whole selves to work, often creating tremendously positive results, both individually and for organisations.</p> <ul style="list-style-type: none"> <li>Links <ul style="list-style-type: none"> <li><a href="#">Holacracy Website</a></li> <li><a href="#">Brian Robertson, Founder of Holacracy One</a></li> <li><a href="#">Encode Website</a></li> </ul> </li> </ul> <div data-bbox="673 903 1388 1266" data-label="Diagram"> <p>The diagram illustrates the difference between hierarchical and holacratic organizations. On the left, labeled 'HIERARCHICAL ORGANIZATION', a CEO icon is at the top, with three managers below it, and then a group of employees. On the right, labeled 'HOLACRATIC ORGANIZATION', there are three overlapping circles, each representing a different team or role, with a leader icon at the top of each circle.</p> </div> <div data-bbox="631 1356 1403 1843" data-label="Image"> <p>The image shows a laptop and a smartphone displaying the HolacracyOne website. The laptop screen shows a complex organizational chart with various roles and circles. The smartphone screen shows a mobile app interface with a 'General Circle' selected.</p> </div>

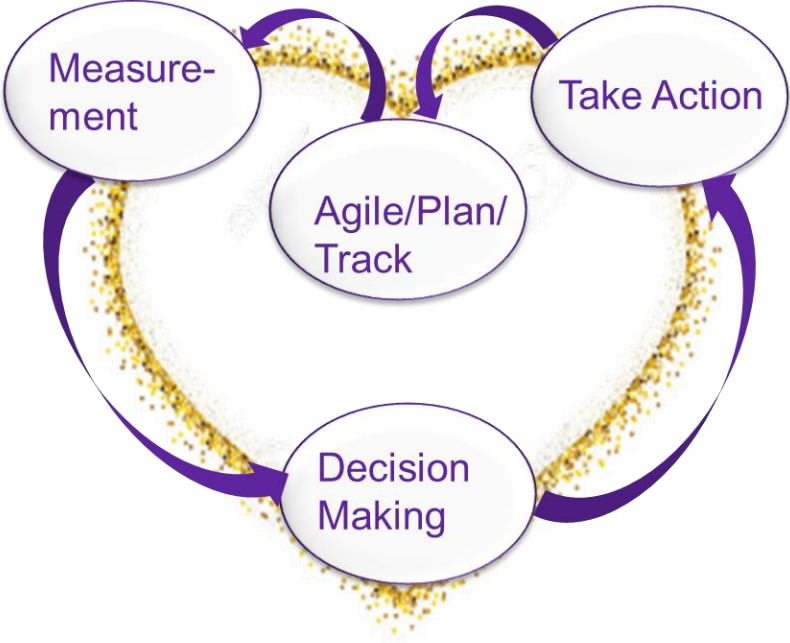




Word / Phrase	Supporting Text
	<p>MindNavigator supports individual and team development through six stages, offering a wide range of practices in support of culture change.</p> <div data-bbox="657 527 1360 900" data-label="Diagram"> </div> <div data-bbox="735 1016 1380 1682" data-label="Image"> </div> <ul style="list-style-type: none"> <li>• <a href="#">Link MindNavigator Website</a></li> </ul>

## Outer Work

10. mBraining decision making
11. Mantra, Affirmations, Power Poses
12. Agility / Planning / Tracking
13. Measurement

Word / Phrase	Supporting Text
<p>Introduction</p> 	<p>Outer work involves four elements that provide <i>steps</i> to produce results with <i>abundance</i>.</p> <p>An Abundance mentality, being the opposite of a scarcity mentality, frees us from the psychological constraints of budgets and allows our playful creativity to emerge in new entrepreneurial ways.</p> <p>Central to outer work is finding the Courage to act in these new ways in order that results are beneficial, both measurably and ‘immeasurably’.</p> <p>Elements of Outer Work</p>  <p>The four elements are pictured here as part of a heart because outer work requires the quintessential character trait, Courage.</p>


Word / Phrase	Supporting Text
	<p>Overcoming the human tendency to contract in fear takes Courage. We must be the change we want to see just as those who have gone before us have modelled to us.</p> <p>Each of the four elements has a specific focus that we can integrate into our way of being through practice. Practices are experiential and become embodied.</p> <p>Focus Areas of Outer Work – Steps</p> 
<p><b>10. mBraining</b></p>	<p>Modern neuroscience shows that we have neural networks in our head, heart and gut, each with its own memory and processing function. This practice integrates the three ‘brains’ in a simple manner leading to more natural and smarter decision-making processes.</p> 

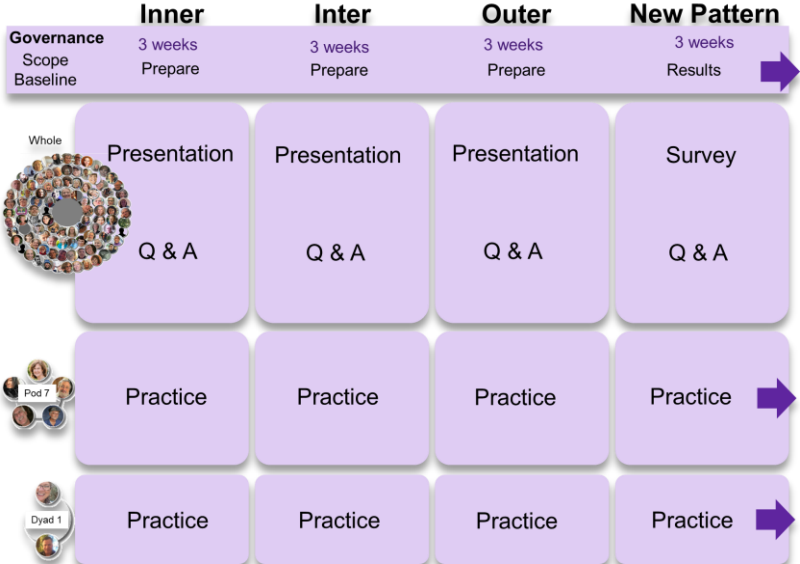
Word / Phrase	Supporting Text
<p><b>11.</b> Mantra, Affirmations, Power Poses</p>	<p>These practices are necessarily physical as they involve mobilising the body/mind to take action.</p> <p>A simple affirmation practice may involve repeating an empowering phrase before making a presentation to a large group, e.g. 'it is my time to just do it'. A more advanced practice might be performing the <a href="#">Maori Powhiri</a> or Welcome</p> 
<p><b>12.</b> Agility, Planning, Tracking</p>	<p>A mix of planning methods based on traditional stages, phases, activities and tasks will likely be being used by the organisation.</p> <p>More recently Agile approaches have emerged out of the IT department and into other organisational arenas. These involve daily standup meetings sharing activities based on priorities for the day. Progress is typically reviewed each morning.</p> <p>Agile approaches can operate alongside and be integrated into the more traditional methods. They provide a flexible way to operate in a fast changing environment and can be utilised compatibly with Integral approaches.</p>

Word / Phrase	Supporting Text
<p>13. Measurement</p>	<p>Measurement using a survey tool like Survey Monkey evaluates individual and team levels of organisation development, as expressed by the ‘Reinventing Organisations’ map.</p> <p>The map is Integral, offering four quadrants or perspectives,</p> <ul style="list-style-type: none"> <li>• Interior/Individual – Thoughts, Feelings, Attitude</li> <li>• Interior/Collective – Values, Culture, Relationships</li> <li>• Exterior/Individual – Knowledge, Skills, Behaviour,</li> <li>• Exterior/Collective – Products, Processes, Structures</li> </ul> <p>This information is typically collected at the beginning of the Spirit program, providing a baseline and once enough time has elapsed for the inner, inter and outer practices to begin to embed, typically nine to twelve months.</p> <div data-bbox="613 989 1445 1696"> <p><b>Reinventing Organizations map</b>  <small>Revised on the basis of the book by Frederic Laloux, Reinventing Organizations</small></p> <p><b>Evolutionary - Teal</b>      „Can accept, that there is an eye when in consciousness, that there is a movement in mind, that towards ever more complex ways of creating with the world.“  <b>VALUES:</b> Evolutionary purpose, wholeness, self-management</p> <p><b>Pluralistic - Green</b>      „Seeks fairness, equality, harmony, community, cooperation, and consensus. It insists that all persons deserve equal respect.“  <b>VALUES:</b> Empowerment, values-driven culture, multiple stakeholder perspective</p> <p><b>Achievement - Orange</b>      „Achievement replaces more or less better function and the world operates, the more I can achieve.“  <b>VALUES:</b> Innovation, accountability, meritocracy</p> <p><b>Conformist - Amber</b>      „Can plan for long term, and can create or guard small structures that are stable and can scale.“  <b>VALUES:</b> Long term perspectives, size and stability, formal roles, processes</p> <p><b>Impulsive - Red</b>      „We adapted to chaotic environments, built a world to achieve certain outcomes in spite of uncertainties.“  <b>VALUES:</b> Command authority, division of labor</p> <p><b>Stages of organizational development</b></p> <p><b>Individual Quadrants:</b>      - <b>INTERIOR - What I experience:</b> THINKING FEELING ATTITUDE, INNER MOTIVE DRIVE FOR MANIFESTATION, CONSCIOUSNESS OF SELF, ATTITUDE DURING CONTACT, FEAR, TRUST, LOYALTY, WORK CLIMATE, VISION AND CORE VALUES.      - <b>What I do - EXTERIOR:</b> LEADERSHIP STYLE, DECISION MAKING, KNOWLEDGE SKILLS BEHAVIOUR, PERSONNEL DEVELOPMENT, CONFLICT RESOLUTION, MEETINGS, ORGANIZATION STRUCTURE, FLOW OF INFORMATION, COMMUNICATION, RESOURCE EFFICIENCY, PRODUCTS PROCESSES STRUCTURES.</p> <p><b>Collective Quadrants:</b>      - <b>INTERIOR - What we experience:</b> VALUES CULTURE RELATIONSHIP, WORK ATTITUDE, STAKEHOLDER RELATIONSHIP.      - <b>What we do - EXTERIOR:</b> SALARY, PRODUCTS AND SERVICES.</p> </div>

## The Program, Shifting into New Patterns

- 14. Governance
- 15. Whole
- 16. Pod
- 17. Dyad

Word / Phrase	Supporting Text
<p>Introduction</p>  <p>Program Overview, Shift to New Patterns</p>	<p>Nature produces the most efficient patterns.</p> <p>The head of a sunflower plant is not really a flower, but a group of small flowers (called florets) crowded together. The ones on the outside hold the petals, and the ones on the inside; disc florets, develop into seeds. The disc florets are arranged in a spiral pattern that orients at 137 degrees (the golden angle) with respect to each other. The angle produces a pattern of interconnected spirals that follow the Fibonacci sequence.</p> <p>As with the case of the sunflower, we can learn from nature and adopt new patterns for our organisations that support a new wholeness, a way of being that conserves energy rather than wasting it, a kinder, more compassionate and heart centred place to bring our authentic selves to work.</p> <p>In the past jobs were about muscles, now they're about brains, but in future they'll be about the heart'... Dame Minouche Shafik, Director, London School of Economics.</p> <p>The opening conversation is scoping with the Governance Group who are sponsoring a shift to the Spirit of Leadership in Organisations.</p> <p>Typically, the level of awareness that this group operates from will set the ceiling for the organisation.</p> <p>Each person on the program is in three groups; the Whole group with everybody together, Pods (small groups of up to five people) and Dyads (two people).</p>

Word / Phrase	Supporting Text
	<p>The picture shows an example of a three month Spirit of Leadership in Organisations program.</p>  <p>What New Patterns will occur?</p> <ul style="list-style-type: none"> <li>• More productive meetings</li> <li>• High engagement</li> <li>• Greater Entrepreneurship; healthy risk taking</li> <li>• Previously difficult clients become great advocates</li> <li>• New clients/customers seeking to do engage</li> <li>• Increased outward focus</li> <li>• Positive Brand Recognition as a force for good in the world</li> </ul>
<p><b>14. Governance</b></p>	<p>A small group, up to five people, tasked with co-creating the Spirit of Leadership in Organisations program, observing changes in individuals, teams and the organisation.</p> <p>Often important for the Governance group to undertake some of their own work as a team prior to the kickoff of the program with the Whole organisation.</p>



Word / Phrase	Supporting Text
<b>15. Whole</b>	All the individuals and teams within the scope of adoption of the Spirit of Leadership in Organisations program.
<b>16. Pod</b>	A small group of people, usually up to five in total, from different teams, who work together once a week on the practices.
<b>17. Dyad</b>	Two people, from different teams, who work together once a week on the practices.

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## About the Authors



### **Alistair Cran**

Alistair's consulting and IT career includes working for global organisations such as PriceWaterhouseCoopers, NCR and Cap Gemini, as well as participating as owner, director and employee in three start-ups.

He has lived and worked in Europe, Asia, Australasia and North America. His positive experiences of applying Spirit of Leadership in Organisations practices lead to working in this field.

### **Adrienne Calder**



Adrienne's career as an Organisational Psychologist includes working with international consulting firms; KPMG, EY & Right Management, Director of a year-long Leadership Programme and private practice.

Adrienne coaches individuals, develops teams and facilitates workshops to support people to better understand themselves and others, to interact more positively, with appreciation of diversity, clarity, courage and respect, authenticity, love and compassion, along with a spirit of inquiry.

Thirteen Energies – ‘Seeing’ through Golden Eyes’

