

# Mentoring for Change

leadership, coaching, mentoring, storytelling

Welcome to the Mentoring for Change newsletter. In this issue:

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With best wishes

*Michelle Hte Mentor*



## Playing at Leadership?

Decision-making is increasingly distributed throughout organisations to enable people to respond rapidly to change. More work is done by global teams, which are assembled for a single project and then disbanded. Collaboration within these often geographically diverse groups is occurring mainly through digital rather than face-to-face interaction.

With these trends set to continue, a recent article in Harvard Business Review ("[Leadership's Online Labs](#)", April 2008) asks, "What on earth will leadership look like in such a world?" – and proposes that we can find some answers by looking at leadership in online games. The article suggests that games like World of Warcraft and Everquest provide game leaders with similar challenges to those faced by leaders in the real world. Indeed, half of a sample of employees who had led business teams and had played online games said that game playing had improved their real-world leadership capabilities.

Some findings of this IBM-commissioned research are that, in online games:

- **leadership roles are often temporary:** leadership is a task that is taken up and put down by many people, as well as being a role that a small number of people take on full time. The result is that individuals who'd never expect to be identified as high potentials in the real world take on significant leadership roles in games – **suggesting that organisations may be missing opportunities to benefit from latent leadership talent present in the organisation.**
- **trial and error leading to failure seen not as a career killer** but a frequent and necessary antecedent to success. Rapid decision making using

large amounts of instantly available but incomplete data is followed by repeated re-evaluation of the decisions as new data arrives. Frequent risk taking allows players to practice the art of weighing odds in uncertain environments, an increasingly important leadership skill – **suggesting that organisations could help develop leaders by exposing them to the kinds of contained risks found in online games.**

But the most interesting insight is that successful leadership has less to do with the attributes of individual leaders than with the game environment they lead in. Two factors identified as making leadership easier were:

- immediate and predictable non-monetary incentives (since, as online games have shown, people are motivated by virtual gains and losses, even if these can't be exchanged for cash)
- hypertransparency of information (eg real-time statistics on group and individual performance available to everyone, not just leaders).

These and other factors make being an effective leader easier. The conclusion: **getting the leadership environment right can be as important as choosing the right leader.**

## Integral Leadership

This recognition from game playing that leadership is about more than the individual leader is a central insight of Integral Leadership. The Integral movement is based on the work of the American philosopher Ken Wilber. He became interested in finding a universal model that could contain within it all the diverse ways we have of understanding human potential – mysticism, psychology, Marxism, systems theory, behaviourism, and so on. He

collected all the models he could find and distilled their major components into five simple elements (see box below).

An Integral approach will include each of these five elements, and will have a comprehensive approach within each element. To illustrate this second point, the diagram on the right looks at leadership development using just one of these elements – the quadrants. Each quadrant represents a different perspective on leadership development, and a different proposition as to what makes for effective leadership.

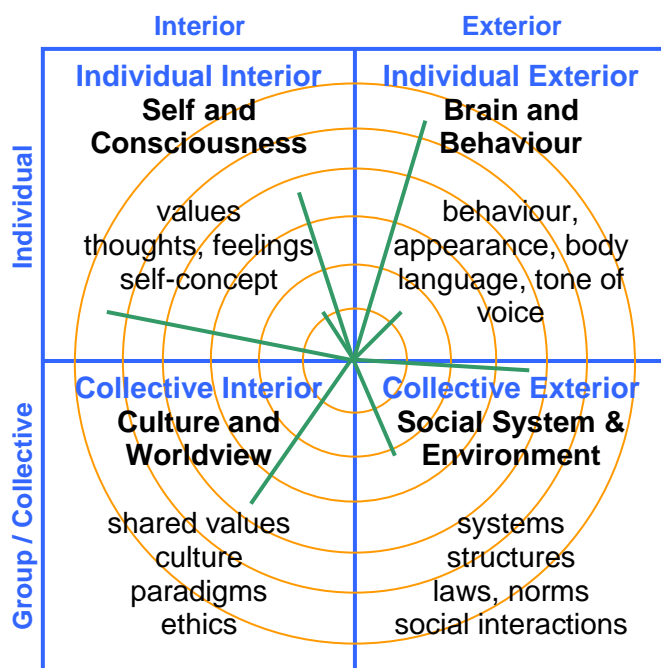
Each is a valid approach in its own right but, applied in isolation, will only give a partial view of leadership, and so provide access to only some of the resources necessary for effective leadership. An Integral approach, by creating a richer view of reality and providing access to the full range of resources in any situation, will inevitably have a greater likelihood of success.

(The findings from the online gaming research - provide immediate and predictable non-monetary incentives, make real-time data available to everyone, not just leaders – fall into the Collective Exterior quadrant.)

	Interior	Exterior
Individual	<b>Individual Interior Inner States</b> Develop the inner qualities of the leader: confidence, self-awareness, focus, emotional capacity, creativity, self-management.	<b>Individual Exterior Behaviour</b> Develop the skills and embodiments of the leader: flexibility, physical fitness, walking the talk, use of ritual, impact, transforming vision into action, energy.
Group / Collective	<b>Collective Interior Culture</b> Develop a shared set of values and a culture that encourages the appropriate leadership beliefs and behaviours; ensure leaders actively manage meaning	<b>Collective Exterior Systems/Structure</b> Ensure the organisation's structure, strategy, reward systems, etc encourage the desired leadership behaviours; ensure leaders engage with the wider social, business & natural environments.

Integral Leadership Development

### The Integral Model



One of Ken Wilber's many books is entitled "[The Integral Vision: A Very Short Introduction to the Revolutionary Integral Approach to Life, God, the Universe, and Everything](#)", another is "[A Brief History of Everything](#)". Clearly a person of grand ambition, Wilber has sought to create an all-inclusive map of human potential.

Wilber saw that the hundreds of systems and models of human potential he examined could be reduced to five simple elements – **quadrants**, **stages**, **lines**,

**states** and **types**. This is known as the AQAL ("All Quadrants, All Levels, ...") model.

He grouped these models as to whether they looked at individuals (eg psychology) or at groups (eg sociology); and looked at the individual or group either from the inside (subjective) or at the outside (objective). Putting these two dimensions (individual-group and inside-outside) together he created a **quadrant** model. This describes the four fundamental domains of development. An integral approach involves working in all four domains.

**Stages** of consciousness represent different levels of development. One example from the **Individual Interior quadrant** used in leadership development is the [7 Transformations of Leaders](#).

**Lines** of development describe the various kinds of intelligence (cognitive, emotional, musical, kinaesthetic, etc) that can grow and develop through the **stages** – you will have developed the capacity for some intelligences more than for others

The major **states** of consciousness are waking, dreaming and deep sleep – others include meditative states, altered states (eg drug-induced) and peak experiences. Unlike **stages** which, once attained, are enduring acquisitions, **states** are temporary and come and go.

**Types** refer to items that can be present at virtually any stage or state. One widely used typology is the Myers-Briggs Type Inventory (MBTI).