

Integral Change Leadership

A five day leadership development programme

by Aubyn Howard



Who is this course for?

Experienced organisational leaders as well practitioners (consultants, facilitators, coaches) who want to develop mastery in leading change and support others to do the same. This course provides you with the tools needed to take an integral approach to leading change and make the shift to 'second tier' leadership – the vital evolutionary step that needs to be taken by today's leaders to successfully navigate the increasing change, complexity and uncertainty facing their organisations.

The Integral Leadership model

The four perspectives of organisational leadership (where we are looking from)

	Interior world	Exterior world
Individual or micro level	Intentional/subjective perspective Psychological - experiential thinking <i>"What makes people tick"</i> Motivational model	Behavioural/objective perspective Rational-behavioural thinking <i>"What can be observed, measured and managed"</i> Command and control model
Collective or macro level	Cultural/inter-subjective perspective Cultural-dialogical thinking <i>"What is important to us collectively"</i> Shared purpose and values model	Social/inter-objective perspective Systemic-integrative thinking <i>"What is going on in the big picture"</i> Systemic model

The four dimensions of organisational leadership (what we are looking at)

	Interior world	Exterior world
Individual or micro level	Intentional/subjective dimension People Meaning and well-being Motivation and morale Attitudes, mindsets and emotions Personal & leadership development	Behavioural/objective dimension Performance Business process Measurement and metrics Performance and results Behaviour and skills
Collective or macro level	Cultural/inter-subjective dimension Culture Culture and values Shared purpose Vision and mission Teambuilding and group dynamics	Social/inter-objective dimension System Whole system Interrelationships and patterns Larger environment Stakeholder networks

Benefits and outcomes

- Learn to use the Integral model as a universal tool for organisational diagnosis and intervention. Develop a deep understanding of the four key perspectives and how to draw upon them in dynamic balance.
- Develop your ability to think and act systemically and holistically in response to leadership challenges. Learn how to quickly read any organisational situation and get beneath the surface of what is going.
- Discover the underlying principles, structures and evolutionary patterns that explain how, why and when individuals, groups and organisations change and develop.
- Get up to date with the latest ideas in leadership, management and organisational thinking. Take away a powerful set of models, methods and tools to enable you to lead change more effectively.
- Explore the keys to personal mastery and learn how to change the unconscious mindsets that undermine our ability to bring about lasting cultural and behavioural change.
- Take time out to reflect on your journey and development as a leader and exchange learning with other leaders. Identify the gaps and biases within your current approach as well as your unique strengths and the style of leadership which is most suited to you.

Developmental framework

The course addresses five levels of development; deepening **personal mastery**; improving leadership **competencies and skills**; building an **integral perspective** and **developmental approach** to tackling leadership challenges; understanding relevant **approaches** and **models**; learning to use new **tools** and **techniques**.

Format and structure

- Pre-course profiling and orientation
- 3 or 5 day workshop:
 - Context setting to explore participants needs and objectives
 - Group discussions and interactive seminar sessions
 - Examples and illustrations drawing upon client case histories
 - Training in the use of specific tools
 - Practical work applying the frameworks and models to your client situations
- Tailored coaching follow-on programmes

Modules and topics

Day One

- Today's emerging leadership challenges and the shift to second-tier leadership
- The Integral model – the four perspectives and dimensions of organisational leadership and change. Levels of development within each dimension.
- Deepening your understanding of the four essential perspectives (behavioural-practical, psychological-experiential, cultural-dialogical, systemic-integrative) needed within second-tier integral leadership
- A step by step approach to using the Integral model to diagnose a new situation; mapping issues and initiatives; identifying biases, blindspots, distortions and gaps in the client system; asking questions from each of the four perspectives; designing integral interventions
- Practice in applying the Integral model to current client situations, using shadow consulting fishbowls

Day Two

- An overview of the developmental approach – exploring how people, teams, organisations and societies evolve and develop over time
- Introduction to Spiral Dynamics as a developmental model and change technology
- A new set of Spiral Dynamics diagnostic tools for use in individual coaching and organisational consulting
- Examples of Spiral Dynamics being applied to organisational change facilitation
- Practice applying Spiral Dynamics to your organisational situations – facilitating dialogue between conflicting value systems
- Identifying and exploring the key second tier leadership capabilities

Day Three

- Exploration of personal mastery as the core of second tier leadership development. The personal journey of leadership development; self-realisation, self-actualisation and the individual process of growth and synthesis. Bifocal vision and the interplay of 'awareness' and 'will' in leading change successfully.
- A depth approach to transformational behavioural change – seven step mindset reframing.
- Individual leadership profiling and development planning
- Review and consolidation of the learning and take-aways from the three days

Day Four (optional)

- Focus on second tier leadership capabilities; developing contextual and situational awareness, accessing the worldviews and mindsets that shape our realities, harnessing the power of the unconscious and the creative principle
- The behavioural-practical perspective on leadership and change. The application of NLP to organisational change and an overview of structural and planned change management methodologies from OPD, Kotter and others.
- The psychological-experiential perspective on leadership and change. The application of different branches of psychology to leadership and change; personality theory (e.g. MBTI, Strengthsfinder), developmental psychology (e.g. Leadership Development Framework, Emotional Intelligence), humanistic psychology (e.g. Gestalt, Transactional Analysis,) and transpersonal psychology (e.g. Psychosynthesis).

Day Five (optional)

- Focus on second tier leadership capabilities: working with energy and the whole human being, realising the art of synchronicity, connecting to a networked world of interdependence
- The cultural-dialogical perspective on leadership and change. Specific approaches and models explored will include Dialogue, Spiral Dynamics and an overview of cultural change approaches. We will also examine the way that approaches focusing on vision, mission and shared values are used within organisational change.
- The systemic-integrative perspective on leadership and change. An overview of the new scientific paradigm and how it is informing more emergent approaches such as Appreciative Inquiry, Open Space, Systems Thinking, Complex Adaptive Systems, Future Search and Strategy Mapping.

What is Integral Change Leadership?

Within Integral Change Leadership I draw together three growing and vibrant schools of thought;

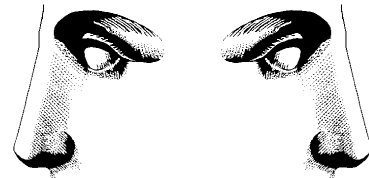
(i) the Integral approach which has been popularly espoused by the American philosopher Ken Wilber. By 'Integral', we mean that the key perspectives or dimensions of human knowing taken into account; that we acknowledge objective as well as subjective 'truth', that we include the exterior realm of measurable and observable behaviour as well as the interior world of values, meanings and motivations, at individual and collective levels.

subjective	objective
inter-subjective	inter-objective

(ii) developmental psychology, and in particular Spiral Dynamics, a fast growing change technology and developmental system. The processes of evolution, change and development that an individual, group or organisation is going through and the particular challenges they face given their unique state of development.



(iii) Psychosynthesis, a depth psychology which reveals the inner processes of human development, self-realisation and self-actualisation. This is about activating second tier leadership through the alignment of leadership Awareness and Will.



I have recently been working on adapting and applying these to organisational change and leadership and developing useful tools for practitioners and leaders.

Many leaders and practitioners I speak to are becoming aware that a different type or level of leadership is needed to be able to address the challenges of increasing organisational complexity, change and uncertainty. This 'second-tier' leadership involves taking an holistic or 'meta' perspective and understanding how to appropriately draw upon different leadership models and change approaches. Conventional or 'first tier' leadership models tend to describe an ideal in terms of leadership behaviours, competencies, traits and qualities, which is ultimately limited in usefulness to specific stages of organisational development. Second-tier leadership transcends but includes these previous models within a dynamic awareness of what might be needed in any given situation.

I suggest that one of our key challenges is to help facilitate the shift to 'second-tier' leadership in those leaders that are ready for it. First we must take this journey ourselves and this course is designed to help us do this. Integral Change Leadership introduces frameworks and tools to help you think and act systemically (as originally described by Peter Senge) and holistically, and gives you opportunities to practice holding the four essential perspectives in dynamic balance. The course will help you recognise more of the underlying patterns and dynamics of change and transformation, diagnose complex organisational situations and decide what intervention strategy is needed.

Aubyn Howard