



CHAPTER 5

Five Levels of Leadership Structures of Mind and Performance

The authors identify the fundamental structures of mind (self-identity) as the key contributor to our leadership capacity. Now in Chapter 5, the progress and pathway of that personal growth is outlined.

The **Ego-Centric** structure of mind reflects a self-obsessed identity, without consideration for the other as a partner in life or work. It is typical in juveniles or narcissists, but unfortunately some do not grow past this.

The **Reactive** structure of mind is engaged with the self and others, but often others are mistrusted and the self is not strong enough to be authentic in their presence.

The **Creative** structure of mind holds curiosity and confidence in both themselves and others, each in their strength; and considers their self as an absolute fixed self to be discovered and self-expressed.

The **Integral** structure of mind recognizes a symbiotic relationship between individuals, that the self is continually evolving (not only being revealed/realized) and that there is more value in the whole than the sum of those parts.

Finally, **Unitive** structure of mind is framed as consciousness beyond the typical role of the organization leader, where the dual assumption of 'the self' and 'the other' blur.

Build common understanding of the chapter terms

- The reality of the world does not change. Yet, we as leaders change, and this creates changes in the self-world relationship. Discuss personal examples where you have experienced this.
- Organizations will not transform without a change in consciousness of its leaders. Why is this? What evidence do you have of this?
- The authors discuss strengths and liabilities at each stage. What do you see as the strengths of the Reactive Mindset?
- What is the parallel between the classic “workaholic” and the Reactive Mind?
- Discuss and contrast the characteristics of the Reactive Mindsets: Complying, Controlling and Protecting.



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Explore the implications of the chapter concepts for leaders and organizations

- Transformative change requires all stakeholders to make a shift. Unless personal transformation occurs, any organizational transformation will be temporary. What are the implications as it relates to leadership development? Do you have past examples of this in your organization?
- We become more creative, free and joyful at higher level stages. Why is this?
- What do the authors mean when stating that the overuse of a strength can become a weakness? What are the implications of this? Provide examples.
- Why are reactive structures beliefs internally self-limiting?
- Can a Reactive Level mindset create a high engagement culture? Why-Why Not?

What is new for you? What does this change for you?

- Taken from the Taking Stock Questions on Page 86:
 - How do you get in your own way?
 - If you were living life more authentically, what would you be doing differently? How would you be different?

Take-away Round Robin

- What is your key take-away from today? What action/change can you make?
- What are the key insights in this chapter as it relates to the leaders you support?