



CHAPTER 12

Integral Leadership

Build for Complexity, Designed for Transformation

Throughout the book, there has been an emphasis on personal development as a critical part of leadership development.

The Integral Mind is built for complexity, designed for leading change within complex systems and volatile, ambiguous and rapidly changing environments. These later stages of mind are required to navigate the complexity we are now facing in the business environment and in the world.

Only 5% of leaders function from the Integral Mindset. It is rare, but when we see it, it is extraordinary. Because it is a more powerful operating system, it is a huge competitive advantage.

The Integral Mind is open to a larger and systemic vision. It has the ability to focus on wholes as well as parts.

Integral leaders often create systems awareness and vision supported by highly developed intuition.

The Integral leader is invested into a larger commitment, and passion for the welfare of the overall mission or purpose. Because they are able to see the culture of the organization, they are careful not to get too far ahead of what the organizational culture can digest.

Build common understanding of the chapter terms

- Why is integral level leadership highly effective in navigating the complex change and thorny interdependent global issues of today (see page 293)?
- The authors speak to the concept of “ecology of opposites”, where the Integral Mind can respond effectively to opposite visions or redundant polarities. How might this mindset be useful in dealing with today’s complex organizations?
- What is meant by leaders having a “shadow”. What does this mean as it relates to leadership maturity?
- The leaders speak to most organizations being set up as a Patriarchy, and explain this as the reason why change is so difficult. What is the explanation for this?

Explore the implications of the chapter concepts for leaders and organizations

- Why is the “Harvesting of shadow” considered more elegant than the typical development paths of fixing things or self-improvement?
- How is the Integral Mind different from others as it relates to those of opposition to us (enemies)? How is this mindset useful in leading systemic change?
- What is meant by the statement, “I have met the enemy, and they are us?”.



Mastering
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— BOOK CLUB —

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

- From the Taking Stock Questions:
 - What is your contribution to the problems that so frustrate you?
 - How much compassion do you practice on a daily basis for yourself and others? How willing are you to forgive yourself and others?

How do you apply this? What is your professional expertise on this topic?

- Table 12.1 (Pages 286-7) offers ideas to harvest the shadow. What are some take away's you have as it relates to your profile as a leader?

Take-away Round Robin

- What is your key take-away from today? What action/change can you make?