



CHAPTER 13

Unity

Journey's End, Development Turned Upside Down

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

In the last chapter the authors cover the last stage of self-consciousness of the adult development models. They call this highest structure of mind “Unitive”.

In the Unitive structure, the leader foregoes the ‘hard lines’ that make the distinction between “self” and “others”, and these concepts are replaced with a self-identity of “we are.”

The language of the Unitive level is unfamiliar, so the authors use a metaphor of the ocean and the waves. Our common being is represented as the vast and deep ocean, and our individual selves are the waves; less significant, changeable, unique, fleeting in contrast to the whole. At the Unitive level, we are the water, while at the Integral level we may be the waves in their systemic inter-relationship.

In the Unitive structure of mind, “self-development” becomes an outdated idea - because our advancement has transcended the idea of an “independent self-subject”.

Build common understanding of the chapter terms

- Walk through the distinctions of Creative, Integral and Unitive in terms of how the “Self” changes subtly as an independent institution to be actualized
- The Universal Model of Leadership is shown spanning from the Ego-centric and Reactive, to the Creative and Integral. Why is Unitive considered beyond the Universal Model of Leadership?

Explore the implications of the chapter concepts for leaders and organizations

- What are the implications if you are designing (or choosing) a leadership development program?

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

- How is your self-consciousness changed by connecting to the unique presence and strengths of others?
- Can you imagine another person (peer, employee, customer) as exactly a reflection of common human experience - so that there you are not paying attention to things that are distinctions?



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

- How does this affect your mindset in your relationship with your peers? Customers?
- How does this affect your mindset and actions in conflict?

Take-away Round Robin

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