

## Member's Quarterly

Winter 2018 Edition

## Feature

# The Conscious Leader – Where do you fit in?

*Leaders need to transform before organizations can grow*

**I**t seems that everyone is talking about leadership. An amazon.com search on leadership returns over 200,000 titles.

These titles would imply that leadership has become a technical skill. Scan the results list and you'll see titles like: *The 21 Irrefutable Laws of Leadership*, *Leadership: the Top 100 Ways to be a Great Leader* and *Real Leadership: 9 Simple Practices for Leading and Living with Purpose*.

The demand for knowledge about leadership is based on the collective awareness that command and control leadership styles have long lost their effectiveness. Today's environment is different from 50 years ago and successful leaders are following a new model. Fast-paced change, technology, social media and differing generational values are all placing pressure on leaders to perform.

## The Values of Successful Leaders

Richard Barrett, author of *The New Leadership Paradigm*, says "Enlightened leaders are discovering that ethics and values are good for business. Who you are and what you stand for have become just as important as the quality of goods and services that you sell." Our values are shaped by our beliefs and it's our beliefs and values that drive our behaviour.

What are the key behaviours required to be a successful leader today? In his book *Good to Great*, Jim Collins studied the characteristics of successful businesses. When it comes to leadership, he found that successful businesses have what he has termed "level 5 leaders." These leaders have moved from being a capable individual (Level 1) to a contributing team leader (Level 2). They have grown to be a competent manager (Level 3) and then developed into an effective leader (Level 4). At Level 5, these leaders put the interest of their organization ahead of their own self-interest. The mindset has shifted from "I" to "we".

## Leadership Consciousness

Richard Barrett has built a model of seven levels of what he terms "leadership consciousness." As you read these seven descriptions, think about where you fit in.

**The Crisis Manager** – Has strong focus on financial stability, profitability, shareholder returns and employee safety. Displays calm in the face of chaos and decisiveness in the face of danger.

**The Relationship Manager** – Communicates openly and resolves conflicts easily. Builds employee and customer loyalty. Is supportive and loyal to the organization, co-workers and suppliers.

**The Manager/Organizer** – Builds high-performance systems and processes based on best practices. Focuses on excellence, quality, efficiency and productivity. Builds employee pride.

**Facilitator/Influencer** – Is accountable, responsible and adaptable. Focuses on personal growth, continuous learning and continuous renewal. Encourages teamwork, empower individuals and supports team members in mastering their fears.

**Integrator/Inspirer** – Builds a vision-guided values-driven culture that inspires all stakeholders. Unleashes the creativity, commitment and enthusiasm of employees. Displays high levels of authenticity and trust. Is driven by a strong sense of purpose.

**Mentor/Partner** – Forms collaborative partnerships and strategic alliances with other like-minded organizations. Servant leader focused on mentoring, coaching and employee fulfilment. Displays intuition, empathy and consideration for others.

**Carol Ring**

Founder,  
The Culture  
Connection

## Member's Quarterly

Winter 2018 Edition

### Feature continued

**Wisdom/Visionary** – Service to humanity and the planet. Focus on ethics, future generations and social responsibility. Displays wisdom, compassion and humility. At ease with uncertainty and ambiguity. Can handle multiple levels of complexity.

Barrett has mapped personal values into these various levels. By focusing on values and behaviours, we can easily determine where we are on the growth curve of leadership consciousness. Interestingly enough, levels five, six and seven in this model align with Collin's concept of level 5 leadership. While Collin's model encourages growth into Level 5, Barrett would argue that one needs to master and manage across all seven levels.

### Awareness is critical to success

While it's wonderful to have new models of leadership to follow, how do we actually put them into practice? How do we evolve into better leaders? Whether you follow a change process, perform a competency gap analysis or adopt the three universal stages of evolution, it all starts with awareness. How aware are you about your own values? If you'd like to explore your values and see where you fit in, you can take a free Personal Values Assessment at [www.valuescentre.com](http://www.valuescentre.com). This new awareness will provide a powerful foundation.

Our personal transformation as we grow and develop new leadership competencies also requires us to take two key steps. We must be able to release our conscious or subconscious fears and be open to new information. We must also be able to let go of our parental and cultural conditioning that has formed our values to date.

Personal transformation of leaders is important for every organization. Leaders need to transform before organizations can grow. As Albert Einstein once said, "We cannot solve our problems with the same thinking we used when we created them".

*Carol Ring is the founder of The Culture Connection and the author of Ignite Your Culture: 6 Steps to Fuel your People, Profits and Potential and Awakening the Workplace. She can be reached via email at [carol@carolring.ca](mailto:carol@carolring.ca).*