

IE – Integral Leadership Development – Lesson 2 – Dimensions in Leadership – Video

Supplemental PDF

3rd Competency. Responsibility – recognizing each of us shapes the world we perceive we live in.

1. The world does exist objectively, independent of our perception of it. But how I represent the objective world internally is subject to my own creativity, as the 'world' is represented through my own inner filters. What we emphasize in the world, how we interpret it, how we respond to it and so on – none of these are givens, none are written in stone as absolute imperatives. We each have the capacity to shape our perceptions and what we accept as valid. The more we recognize this and master it, the more power we have to create an inner map of reality that is useful and meaningful.
 - a. One of the implications of the power we have from embracing responsibility is it supports our capacity to generate ongoing optimism. This is no trivial accomplishment, but the fact that it requires the best from us does not imply it is not possible or not worth pursuing. It includes increasing our capacity to accept mistakes, handle setbacks, take in new information, and/or reframe our direction. We can develop increased control and mastery over the inner world we live in. We "own" the perceptions we have.
 - b. One of the most potent results of this is that we come to see that we are not victims of circumstances. This is an enormously empowering understanding. Increasing our own creativity increases our chances of success. It shifts our struggle away from world-blocks (things we do not control... the fact that we have powerful competitors with an offering customers have valued, for example) to personal blocks, challenges we recognize we can take on and do something about (for example, we perhaps cannot eliminate talented competitors, but we can design and frame our offering in ways that customers will prefer for different reasons).

4th Competency: Capacity to grow

1. Growth is the process of maturing on many dimensions, of recognizing more complete, comprehensive and valid maps of things. One of an entrepreneur's primary jobs is to grow – emotionally as well as skill-wise. Conventional leadership-development typically focuses on those skills that translate into organizational performance. This is no longer sufficient for the 21st Century,

where business leadership must also account for the impact of their business on areas that may not produce any meaningful economic or regulatory feedback or consequence. The 21st Century requires leaders to emerge with bold assertions about how moral businesses can thrive.

2. We will talk more about the 'spiritual' aspect of growth later. I operate from these two core beliefs. One: spiritual finally means something that is true, valid and real. In actuality, it is independent of your personal beliefs or my personal beliefs. Two: the more we develop the capacity to recognize this true, valid and real nature, the better we engage the world in every way.
3. The polar opposite to the capacity to grow is remaining stuck in a pattern that does not work as a result of fear that opposes growth. A person stuck in this predicament often experiences the need to grow as some kind of failing, reflecting an inadequacy that he/she must then protect from being seen.

5th Competency: Self-aware. Learning to observe our own inner world with increasing clarity, as a witness to our inner world.

1. Creates trust and credibility because we gain a better understanding of authenticity as we recognize self-deceit and become more self-honest. This self-awareness inevitably becomes knowable to others, growing trust and credibility.
2. The more we can observe our thinking, the better we can identify more valid and meaningful thoughts and feelings.

6th Competency: Awareness of a greater inclusion of members of "we." The term "moral development" means different things to different people. However, most who study moral development see it as also subject to growth through predictable phases. My abbreviated summary of these phases are:

1. Ego-centric (take care of ourselves)
2. Ethno-centric (take care of our tribe)
3. World-centric (take care of everyone)
4. The realities of the 21st Century drive home the need for visions that are more world-centric – if we don't deny the peril of what we face, we see how interconnected we all are (quality of air, water, climate, ground, etc) and how we can't really live with the conventional "I'll take care of my group at your group's expense". One way of thinking about moral maturity is the ability to respond to all three of these basic perspectives at the same time, as appropriate for the context. We see and think morally for all 3 groups.

(In the video I mistakenly said "5" competencies, but I should have said "6.")

Reflection Task

6 Competencies of Integral Entrepreneur

1. Flow
2. Judgment
3. Responsibility for perception
4. Capacity to grow
5. Self-awareness
6. More inclusive moral frameworks

Exercise: Publish in some media format your understanding of your own primary needs for growth as integral entrepreneur. Where do you need to or want to grow? Does this overlap with any of the ideas I presented? What leads you to this understanding? How important to you is that kind of growth? Why?