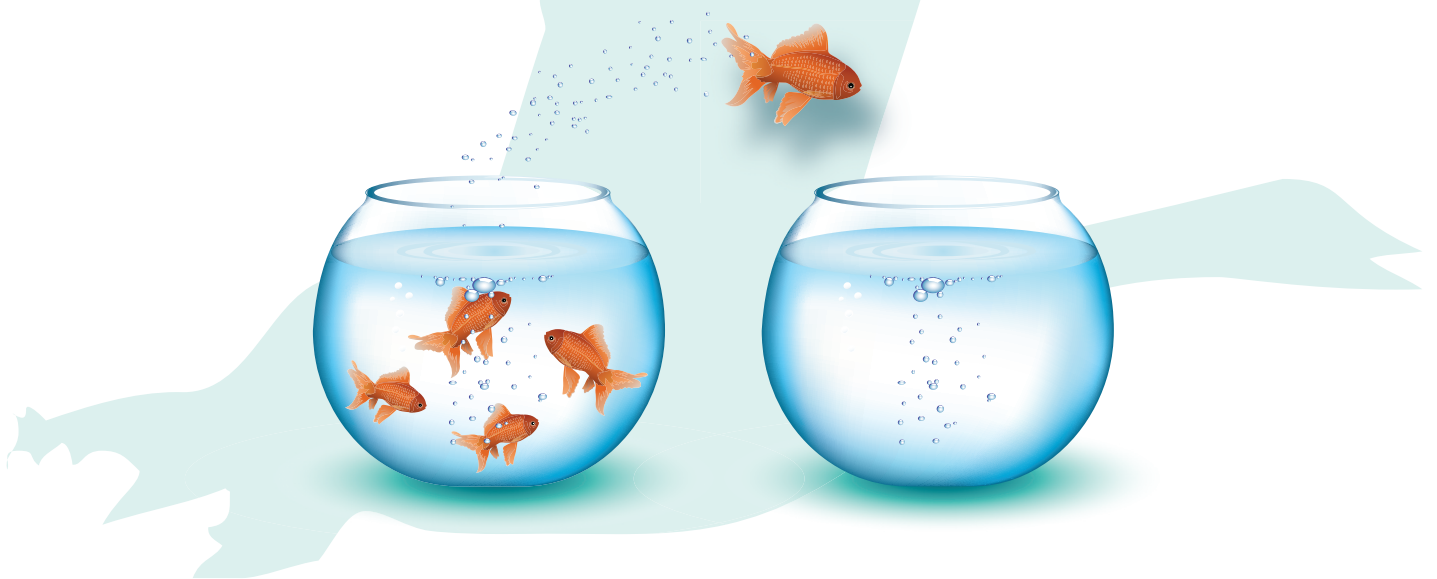# LeaderShape Global

Shaping Transpersonal Leaders

Developing Transpersonal Leaders to Create the Organisation Cultures for the Future

- **Performance-enhancing**
- **Ethical**
- **Caring**
- **Sustainable**

*Tomorrow's Global Organisations need to develop Transpersonal Leaders – **TODAY!***

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Contents

The world is changing – dramatically and FOR EVER!

The world we live in is in the midst of a dramatic and titanic change as the industrial revolution moves around the globe and is being quickly replaced by the information age. This peak rate of change will continue for a few decades but the writing is on the wall for the old ways. Organisational leaders more than anyone need not only to understand and embrace this change but also to fundamentally understand HOW their own leadership needs to change to meet the needs of the age[1].

Note 1: See our acclaimed book *Leading Beyond the Ego: How to Become a Transpersonal Leader* published by Routledge 2018 and authored by LeaderShape Global Directors.

Until the mid-1990's the fundamentals of accepted leadership practice had remained the same since the stone-age. It was based on Vision, Strategy, Strength, Power and Decision-making. Position (title) and knowledge were the fundamentals underpinning the power of leaders. Many MBAs, leadership programmes and HR philosophies still promote this approach today.

Through the industrial revolution, organisations were a true reflection of their time in that they were built like machines with each part fulfilling its own function, mechanical raw material in, product out. As the information age dawns and matures we are seeing that organisations must be holistic and integrated with the wider community.

The internet and its impact on everything else (technology, communications, information, globalisation, etc., etc.) has changed that world – and permanently! But the Baby-boomers and X-Generation often remain true to leadership characteristics they were influenced by in their early careers, defaults that are being increasingly challenged as we move through the 21st century. Those born post 1993, known as Millennials who form the up-and-coming generation of leaders think differently. Whereas previous generations wanted recognition and career opportunity above all else from their bosses, Millennials want fairness and ethical behaviour[2]. When looking for a job, Millennial leaders rate an "opportunity to make a difference in society" top of the list, followed by "opportunities to learn" with "career advancement" only third[3].

Note 2: "Myths, exaggerations and uncomfortable truths: The Real Story behind Millennials in the Workplace." IBM Institute for Business Value. ©2015 IBM Corporation. Note 3: World Economic Forum's Global Shapers Annual Survey 2015.

This means that profit, efficiency and growth alone are not enough. Leaders need to be ethical, authentic, emotionally aware and relationship builders. Organisations need to be people-centred, ethical and sustainable.

A default mind-set amongst leaders is often one of "profits don't mix with ethics". Well we believe different. All our studies and work with clients (see page 7) demonstrate that ethical behaviour is always good for business in the long term. In an increasingly transparent, information-rich world this will become even more apparent.

Global Organisations of the Future

We, along with other thought leaders, believe that to be sustainable through and beyond this paradigm shift, organisations of the future must be caring and ethical yet, of course, still performance-enhancing.

Performance-enhancing? Our default is to measure performance in financial terms – only! While a commercial business has to produce profits to be sustainable, it is not the only measure. As more enlightened companies are measuring the performance of their staff by behaviour as well as by numbers, so must organisations also be measured by how they behave to their stakeholders.
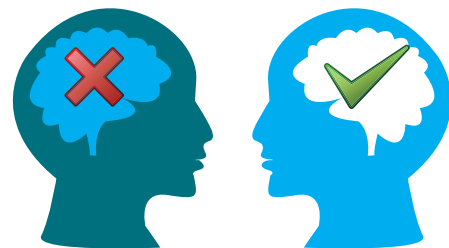
Ethical? There has been a default mentality that being pro-consciously ethical and virtuous is incompatible with high performance. Let's admit it, this philosophy has provided short term gain many times – but it is not the way of the future. All our work with senior leadership teams demonstrates time and again that ethical behaviour is good for business in the long term. We also believe the

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vast majority of people are fundamentally ethical, but to be proactively ethical requires a greater level of consciousness around values and judgement.

Caring? We spend more time doing our paid job than anything else so let's make it enjoyable and satisfying. Many studies demonstrate that happy people are more productive. As we move through the 21st century employees will put an increasing premium on working in a culture where they feel they can make a difference, are treated fairly, trusted and are appreciated. We can already see that many more people are starting up their own companies. Is this because we have become more entrepreneurial, because we can't find employment or because we don't want to work in toxic cultures?
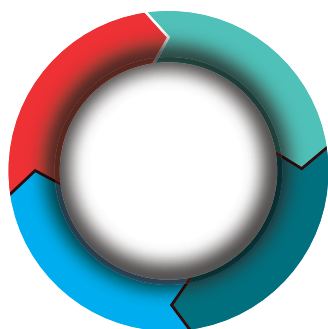
Sustainable? This doesn't just mean surviving long term. It means thriving within its community of stakeholders and acting for and on behalf of them which include employees, customers, suppliers, the local community, the universe, and yes, even the shareholders. The more effective the eco-system, the more successful the participants.

Traditionally our organisations, whether they are private, public, NFP or political, have been hierarchical and adversarial. This works as long as society and employees accept that leaders should be directive and "know everything and tell people what to do". This is changing – fast.

In the organisation of the future we need to have cultures that are collaborative (both internally and externally) as well as engaging and empowering for all the people working in the organisation.

Many organisations set out their values. But where is the behaviour to follow them? The values often listed include

trustworthiness, integrity and courage.

These are great but we also need to include softer values such as compassion and forgiveness, fairness and love.

We measure the culture of organisations by four parameters: Power, Structure, Achievement and Support. Our research shows that most people at all levels in all organisations want to decrease Power and increase Achievement and Support. Many organisations, except in those organisations where safety is paramount, also want to lower Structure.

From this our leadership framework can identify which leadership styles and even which few granular behaviours will impact this change in culture most effectively.

Traditionally most global businesses were large corporations with independent operations around the world. The internet, advanced communications, ease of travel and general globalisation has changed all that. Today everyone is going global, even small SMEs. And large corporations have to be much more interconnected around the globe. This requires organisations and the people within them to be more aware and sensitive to different cultures while at the same time maintaining an ethos across the whole organisation.

We believe that most of culture is about the human condition but with an important element based on history and customs. The differences that history and customs create often take the limelight and can indeed impact significantly on how people behave. However, as humans we have many more similarities to build on than we have differences that cause barriers. Generally the essence of what is good and what is bad is a human condition, not a cultural one. Nevertheless, building an ethical culture across continents adds an extra dimension to the required repertoire of global leaders.

Ideal culture for the 21st century?
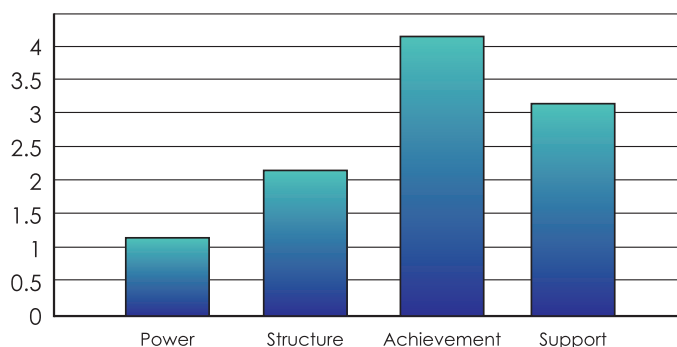
Developing the right leaders

Defining the organisation of the future is relatively easy. The difficult part is defining and then developing the kinds of leaders we need to run these organisations successfully. We define them as REAL[4] Transpersonal leaders; leaders who operate beyond their ego, are robust yet emotionally aware and are radical, ethical and authentic. To achieve this pinnacle any leader need serious, continuous and specific development.

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Note 4: REAL® - See diagram below to understand the REAL® acronym at three levels of leadership

> **LeaderShape Global's whole purpose is to enable the development of Transpersonal Leaders.**

One of the challenges is that many leaders believe that change and improvement is effected by changing processes and structures and other people rather than proactively continuing to develop themselves. The reality in this new world is that sustainable change starts with each individual leader being willing to change themselves. As Tolstoy is quoted "Everyone wants to change the world, no-one wants to change [themselves]".

We believe that organisations should not ever accept candidates as high-potential future leaders unless they have demonstrated they have good values and ethics. We should not be looking for leaders that are good at getting to the top but leaders who are really good as leaders at each level and when they get to the top.

Our programmes take leaders on a journey of discovery, awareness and personal development. The diagram below shows the journey in linear steps for clarity but for each individual the journey will be unique, with each individual spending more time focusing on key development areas. The journey is never complete so even the most excellent leaders and those in the highest positions can improve and develop.
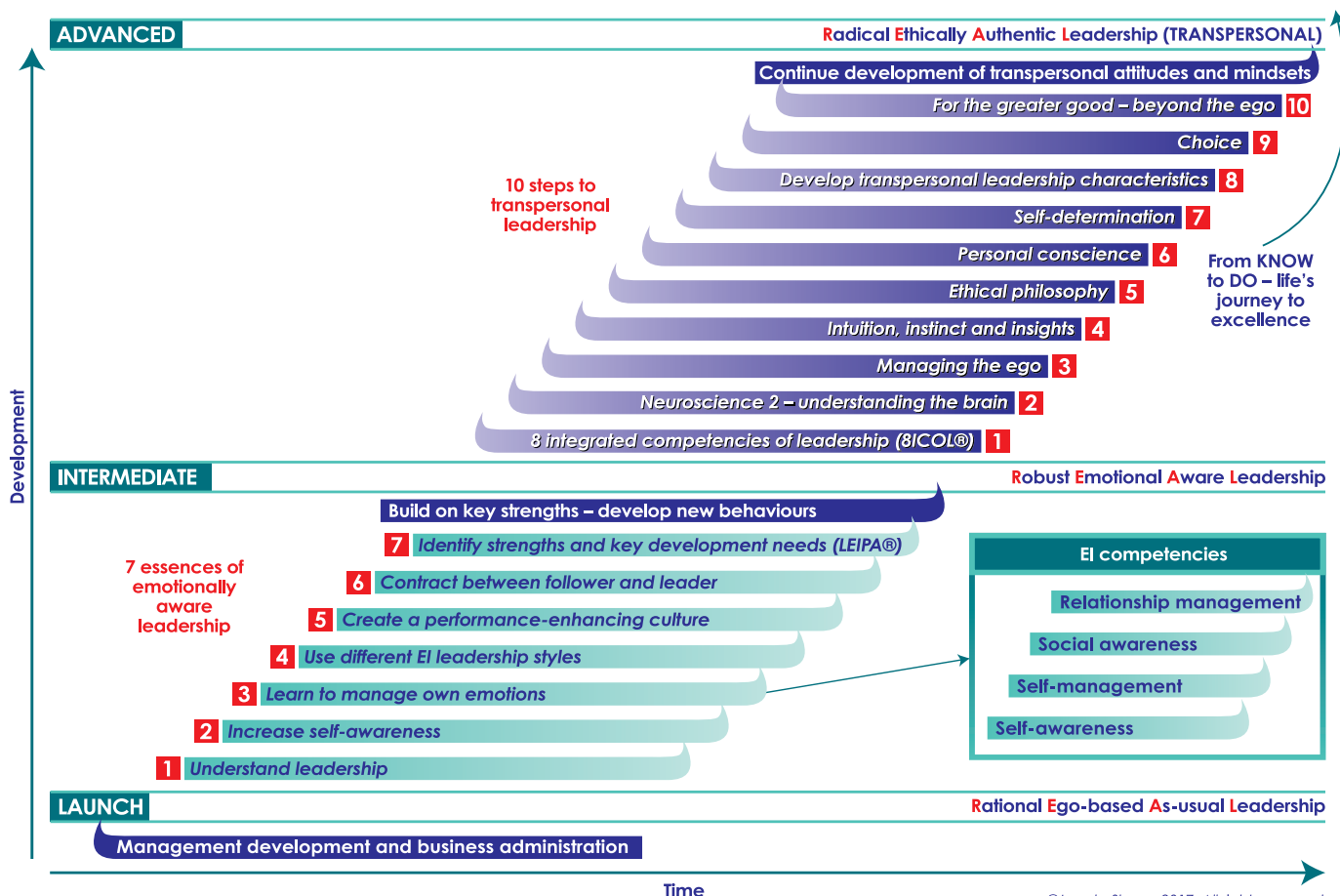
During the journey they will learn specific granular behaviours and leadership styles that will enhance their impact and performance. They will become competent in 6 different leadership styles and know when to use these to best effect.

> *A key tool we use in the development of leaders is LEIPA (Leadership & Emotional Intelligence Performance Accelerator). This is based on a 360° template but there the similarity with other multi-rater tools ends. We measure the difference between observed and desired granular behaviours and from this generate a matrix that compares competence versus importance in 6 leadership styles. Usually, improving just two or three granular behaviours can have a major impact on leadership competence and so on the organisation.*

We will support them to raise their consciousness around their values and ethical behaviour, and increasing their judgement and sub-conscious decision-making.

Finally, we help leaders move beyond their ego, learning to manage their drivers of power, prestige, recognition and reward, in favour of the benefit of the organisation through its stakeholders.

REAL Transpersonal leadership development journey to excellence

ADVANCED — Radical Ethically Authentic Leadership (TRANSPERSONAL)

Continue development of transpersonal attitudes and mindsets

10 steps to transpersonal leadership

- For the greater good – beyond the ego **10**
- Choice **9**
- Develop transpersonal leadership characteristics **8**
- Self-determination **7**
- Personal conscience **6**
- Ethical philosophy **5**
- Intuition, instinct and insights **4**
- Managing the ego **3**
- Neuroscience 2 – understanding the brain **2**
- 8 integrated competencies of leadership (8ICOL®) **1**

From KNOW to DO – life's journey to excellence

INTERMEDIATE — Robust Emotional Aware Leadership

Build on key strengths – develop new behaviours

7 essences of emotionally aware leadership

- **7** Identify strengths and key development needs (LEIPA®)
- **6** Contract between follower and leader
- **5** Create a performance-enhancing culture
- **4** Use different EI leadership styles
- **3** Learn to manage own emotions
- **2** Increase self-awareness
- **1** Understand leadership

EI competencies
- Relationship management
- Social awareness
- Self-management
- Self-awareness

LAUNCH — Rational Ego-based As-usual Leadership

Management development and business administration

Development / Time

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The journey includes a blend of virtual and face2face work with an emphasis on practicing real-life situations in the workplace. We can vary the face2face versus virtual and remote work depending on the logistics, numbers of participants and the budget. This is possible due to the development of ALIVE (Accelerated Learning in Virtual Environment), an integrated blended process based on neuroscience that enables effective embedding of the learning. We combine team, group and on-to-one learning as appropriate.

The benefits of ALIVE[©] learning

Blended learning processes

The whole programme has been developed by LeaderShape since 2003 (and is still developing based on continuing research). It has been accredited by the University of Chester (a world leader in work-based learning) to the level of a Master's Degree. "We are able to deliver our programmes purely as in-company executive education, reassured by the pedigree and academic credibility of the material, while providing it in a practical and participative way that maximises work-based learning. We also work with universities and business schools to provide accredited post-graduate programmes.

In addition we provide Transpersonal Leadership Coaching and a broad range of development services and methodologies from Individual Coach-mentoring, Team Coaching and Facilitation to Transpersonal Leadership Coach training, Culture Change programmes and embedding ethical behaviour. We work with boards, senior management teams, hi-potential talent and whole organisations. Wherever possible we help organisations take our programmes and services in-house so they become part of the legacy and culture of the organisation.

Shaping the ideal organisational culture

Leaders do not change cultures, people do! And yet, everyone can be a leader. Transpersonal Leaders change the environment in an organisation giving license and direction to a change in culture. A leader can set or change the environment very quickly but only when s/he then upholds and lives the statements will they gradually transfer into the desired culture change which is embedded at a necessarily slower pace as people overcome their own barriers and learn to trust the new way.

A high-performing, ethical, caring and sustainable culture is created over time by the leaders establishing the direction and expectation of this happening and then living to those values. Only a Transpersonal leader can do this. See our book *Leading Beyond the Ego* published by Routledge for more details.

We have developed a special tool, LOCS (LeaderShape Online Culture Survey) that measures both the current ACTUAL and the desired IDEAL culture. We measure 60 granular organisational behaviours along the parameters of Power, Structure, Achievement and Support through a confidential online survey of a representative x-section of the people in the organisation. Views can vary quite widely on the actual culture but surprisingly converge on the desired ideal, providing a beacon for the organisation to aim for. The behaviours that show the largest difference between actual and ideal provide specific actions for change that can be tasked and measured.

Culture change is not achieved just by amending the rules and processes as this results in a tick-box exercise where people will focus on how to circumvent the rules. The core to changing the culture is to define the default behaviours accepted in the organisation. And this requires ensuring the behaviours of every person in the organisation is in line with the desired culture.

This then becomes the development of a Transpersonal Organisation. An organisation that "lives beyond just its own benefit but for the benefit of all its stakeholders."

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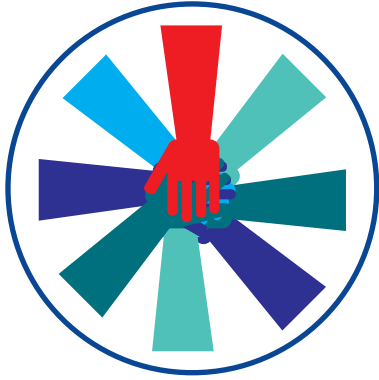
A large multinational client whose CEO believed creating an ethical culture was paramount to their long term success provides an excellent example. We asked the following question of the senior leadership team, "Why do you think being an ethical company is important for your organisation?"
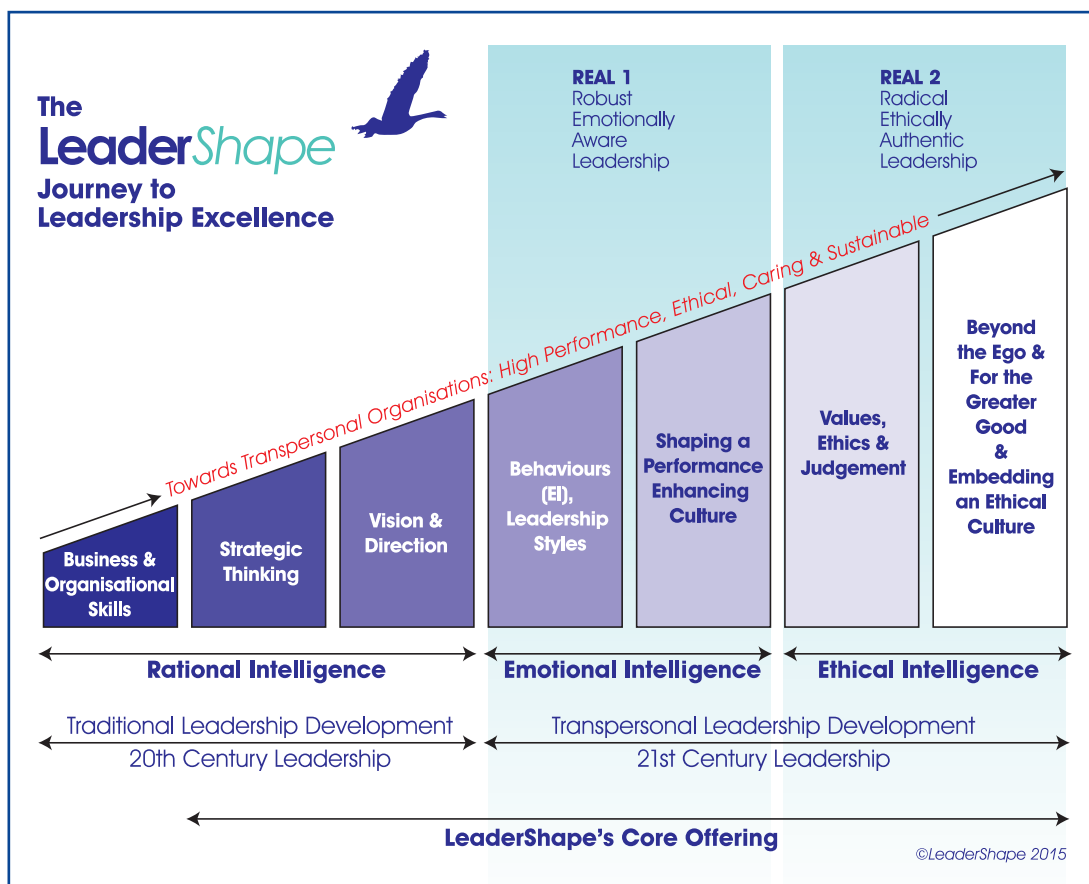
The response was the following list:

1. To create trust with our stakeholders to help overcome barriers
2. To create a safe environment
3. To attract and retain good people
4. To connect the personal to the corporate
5. To secure a long term future as a business
6. To be able to sleep well at night
7. It's good for the corporate image – relevant and ethical
8. So everyone has the same ethical framework and knows where the line is
9. To create a positive environment which will positively impact on innovation
10. Reducing any fear culture
11. To get balanced decision making
12. To get consistency of culture in a changing environment
13. To make the right choices generating sustainability
14. To create transparency and all the benefits that brings

Then we asked the question, "and how many of these are good for business?" The resounding yet somewhat surprised answer was "They ALL are!"

While the rational thinking characteristics of leadership (vision, direction and strategy) are imperatives to success, they alone are not enough, especially in our new world. Today and tomorrow the emotional and ethical aspects of leadership take on an increasingly important role in the sustainable success of organisations. This is where LeaderShape plays a key role.

The **LeaderShape** **Journey to Leadership Excellence**

Towards Transpersonal Organisations: High Performance, Ethical, Caring & Sustainable

Rational Intelligence			Emotional Intelligence		Ethical Intelligence	
Business & Organisational Skills	Strategic Thinking	Vision & Direction	Behaviours (EI), Leadership Styles	Shaping a Performance Enhancing Culture	Values, Ethics & Judgement	Beyond the Ego & For the Greater Good & Embedding an Ethical Culture

REAL 1 Robust Emotionally Aware Leadership

REAL 2 Radical Ethically Authentic Leadership

Traditional Leadership Development — 20th Century Leadership

Transpersonal Leadership Development — 21st Century Leadership

LeaderShape's Core Offering

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How can we help?

LeaderShape Global Limited is a UK based organisation with a global culture that operates without borders. We exist to develop people around the world who can lead beyond their ego to be radical, ethical, authentic and caring.

BE REAL: Beyond Ego – Radical, Ethical, Authentic Leadership

LeaderShape works alongside clients to generate sustainable, measured, organisational performance improvement through the development of people who lead beyond their ego to…

- Embed authentic, ethical behaviours into the DNA of the organisation

- Build strong, empathic and collaborative relationships within the organisation and with all stakeholders

- Create a Performance-enhancing culture that is Ethical, Caring and Sustainable

    …we call this **Transpersonal Leadership**

LeaderShape's Differentiators:

- Faculty with senior executive experience – connecting strategy with behaviours

- Thought leaders in leadership, culture and performance

- Unique suite of advanced diagnostic tool – evidence research based

- Incorporating the latest research evidence from neuroscience in learning and development

The ultimate benefit of using LeaderShape is:

- Higher productivity

- Greater engagement

- Better retention of talented staff

- Agility and innovation

- Deeper trusting relationships with clients, suppliers, colleagues, shareholders and the community

- High performing, ethical, caring and sustainable organisations

We work with clients to co-create solutions that become "their" unique way and embedded into "their" culture so they become self-sufficient.

You will be served by one or more of our partners and accredited faculty operating across four continents. To start, please contact one of LeaderShape Global's directors or regional heads to discuss how our philosophy towards leadership could apply to your organisation.

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About this document – the extensive research on which the LeaderShape philosophy and practice is based can be found in more detail in *"Leading Beyond The Ego"*, *"LeaderShip Assessment for Talent Development"* and *"The Invisible Elephant & The Pyramid Treasure"*.

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