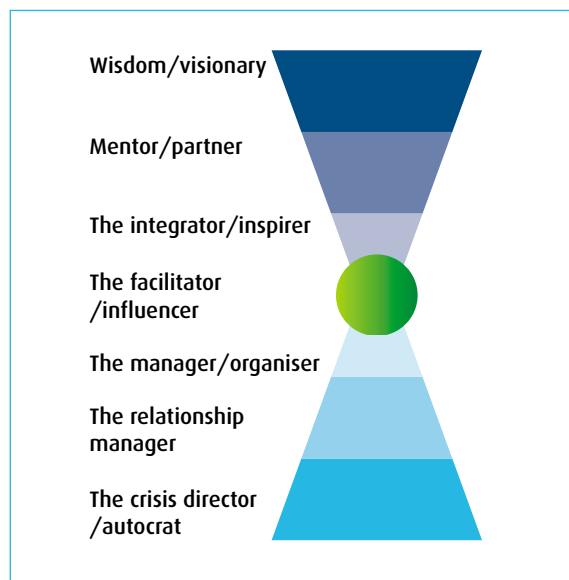


The 7 levels of leadership consciousness

The principal focus of the lower three levels of leadership consciousness is on creating a financially stable organisation with a strong customer base that has efficient systems and processes. The principle focus of the transformation level of leadership consciousness is to promote a climate of continuous learning so that the organisation is responsive to changes in its internal and external environment. The principal focus of upper three levels of leadership consciousness is to create a vision, mission and values for the organisation that builds internal and external connectivity through strategic alliances and makes a contribution society.



Level 1: The crisis director/autocrat

One of the most important attributes of a leader is the ability to handle crisis situations. When the survival of the organisation is threatened, they must know how to take control and make difficult decisions while remaining calm and directed. In such situations, a leader must take the role of an authoritarian. However when leaders operate as authoritarians on a regular basis, they become autocrats and quickly lose the commitment of their people. Very often the reason leaders use a dictatorial style to get what they want is because they find it difficult to relate to people in an open and effective way.

Autocrats are not used to asking for things. They are more comfortable giving orders. They are afraid to let go the reins of power because they have great difficulty in trusting others. The greater their fears, the more risk-averse they become. They are quick to anger and are unable to discuss emotions. If they have insecurities around money, they will exploit others for their own ends. Autocrats create unhealthy climates in which to work.

Level 2: The relationship manager

The positive side of leaders who operate as relationship managers is that they invest a lot of time creating harmonious working relationships. They are experts at communication to build loyalty with their employees. However, if a leader has fears about being liked, it can cause them to be manipulative. Fearful relationship managers are often protective of their people, but demand loyalty, discipline and obedience in return. They operate as paternalists. It is easy for a paternalist to become a benevolent dictator. Paternalism often shows up in family-run businesses. Paternalists find it very difficult to trust people who are not part of the family. This can severely limit the pool of talent that the organisation can draw on. Because paternalists demand obedience, they tend to crush the entrepreneurial spirit of employees.

Level 3: The manager/organiser

Managers bring logic and science to their work. They are focused on results, performance, systems and processes that create order and Efficiency that enhance productivity. They are logical and rational in making decisions. Inwardly focused managers are good at organising Information and monitoring results. Outwardly focused managers anticipate workflow problems and get things done. They plan and prioritize their work and provide stability and continuity. They create schedules and enjoy being in control. They are focused on their careers and willing to learn new skills if it will help them in their professional growth. They focus on training for skills and want to learn the latest management techniques. When a managers' need for self-esteem is driven by subconscious fears, then they become selfish and competitive. They will play office politics to get what they want. They become status and power hungry. They want to build empires and will play office politics. Their need for order can lead them into becoming bureaucratic. Their need for self-esteem can lead them to work long hours and neglect their families.

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Level 4: The facilitator/influencer

Facilitators exemplify continuous renewal and transformation. They are learning to release their fears so they can move from being outer-directed to being inner-directed. They are in the process of self-actualisation. As they let go of the need for outer approval, they begin to discover who they really are. As they let go of their need to control, they invite participation and consensus building. They become enablers—helping others to express themselves. They are flexible and adaptive, and are wedded to continuous learning. They desire clarity. They recognise that they do not have to have all the answers. They want to learn about themselves through training that focuses on personal growth. They are looking to find balance in their lives. Balance leads to detachment and independence, and allows them to become objective about their strengths and weaknesses. They begin to focus on their interpersonal communication skills and team building. Facilitators are in the process of shifting from becoming a manager to becoming a leader.

Level 5: The integrator/inspirer

The integrator/inspirer works with employees to achieve a vision for the organisation that brings meaning to people's lives. They create cohesion and community spirit by bringing a strong sense of coherence to Organisation. They build trust and commitment among their people, and bring out their creativity. They look for work that aligns with their purpose and passion and are consequently committed and enthusiastic about what they do. They are more concerned about getting the best result for everyone rather than their own self-interest. They walk their talk. They are creative problem solvers. They are honest and truthful and able to deal with difficult news. They feel confident in handling any situation. This confidence and openness allows them to reclassify problems as Opportunities. They clarify priorities and communicate vision. They display emotional intelligence as well as intellectual intelligence. Inspirers are good at bringing the best out of people.

Level 6: Mentor/partner

Mentor/partners are motivated by the need to make a difference and be of service to those who they lead. They serve the organisation by creating partnerships and strategic alliances with external entities. At the same time, they care for their people, seeking ways to ensure employees find personal fulfilment through their work. They view situations from a systems perspective, seeing beyond the narrow boundaries of cause and effect. They seek to form mutually beneficial alliances with suppliers, customers and the local community.

They are active in the local community and building relationships that create goodwill. They recognise the importance of environmental stewardship and will go beyond the letter of the law in making their operations environmentally friendly. They are empathetic. They are also mentors and coaches. Mentor/partners create collaborative environments.

Level 7: Wisdom/visionary

Wisdom/visionary leaders are motivated by the need to be of service to the world. They are constantly asking, "How can I help?" Their vision is global. They see their own mission and that of their organisation from a societal perspective. For them the world is a complex web of interconnectedness, and they know they have an important role to play. They play their role with humility. They are generous, forgiving and compassionate, and able to relate to people at all levels. They are concerned about the state of the world—peace, justice, ethics and ecology. They are also concerned about the legacy they are leaving for future generations. They are not prepared to compromise long-term outcomes for short-term gains. They enjoy solitude and are at ease with uncertainty. Visionary leaders are admired for their wisdom and their commitment to social responsibility and ethics.

Distribution of Leadership Consciousness

Every individual has values distributed across all the levels of consciousness. No one is ever focused solely at one level. The values of most leaders are clustered around two or three adjacent levels of higher consciousness.