

Exploring the Triple Impact of Evolutionary Co-Leadership

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ACTUALIZING EVOLUTIONARY CO-LEADERSHIP

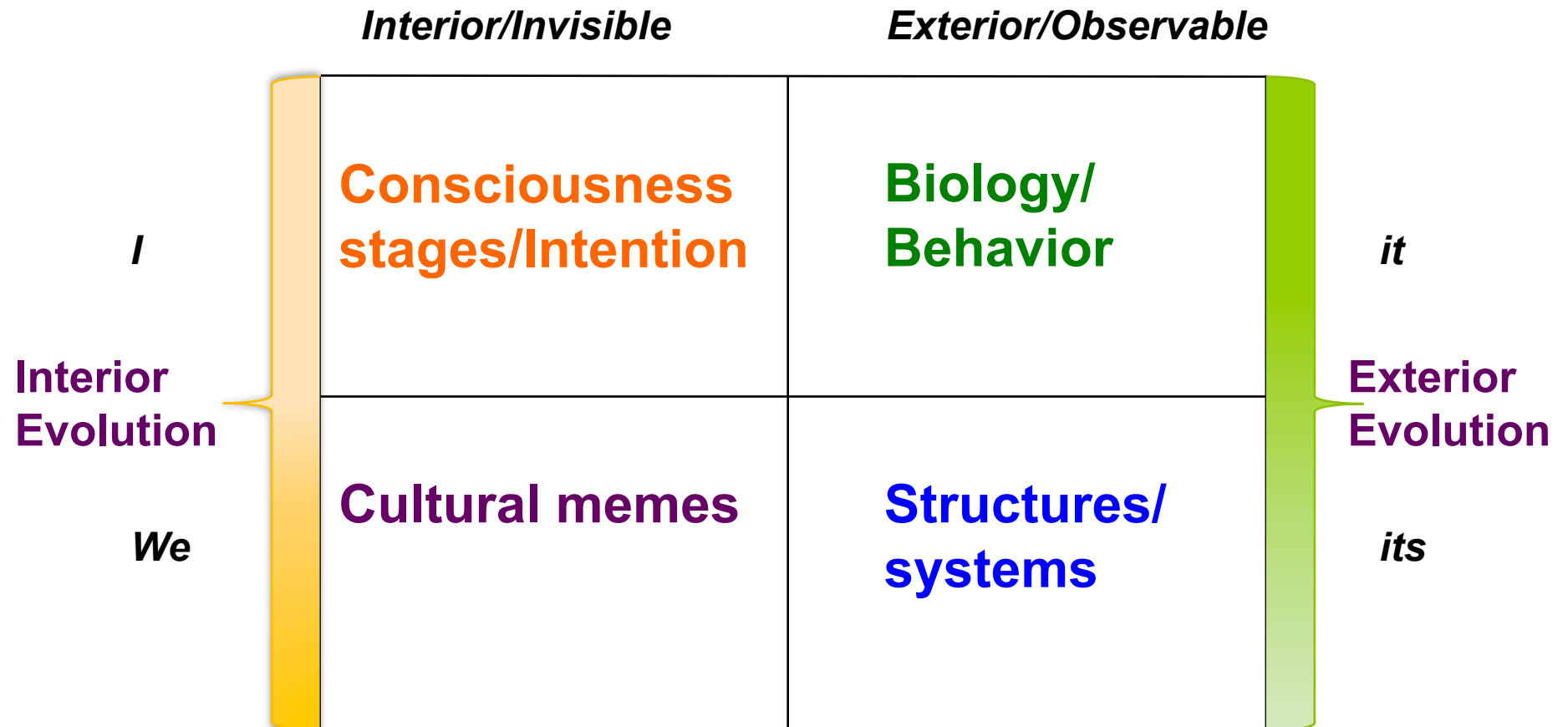
To Evolve a Creative & Responsible Society



ALAIN GAUTHIER

Available at Amazon-Kindle

Two dimensions of evolution



Inspired by Ken Wilber's four quadrants

What is an evolutionary?

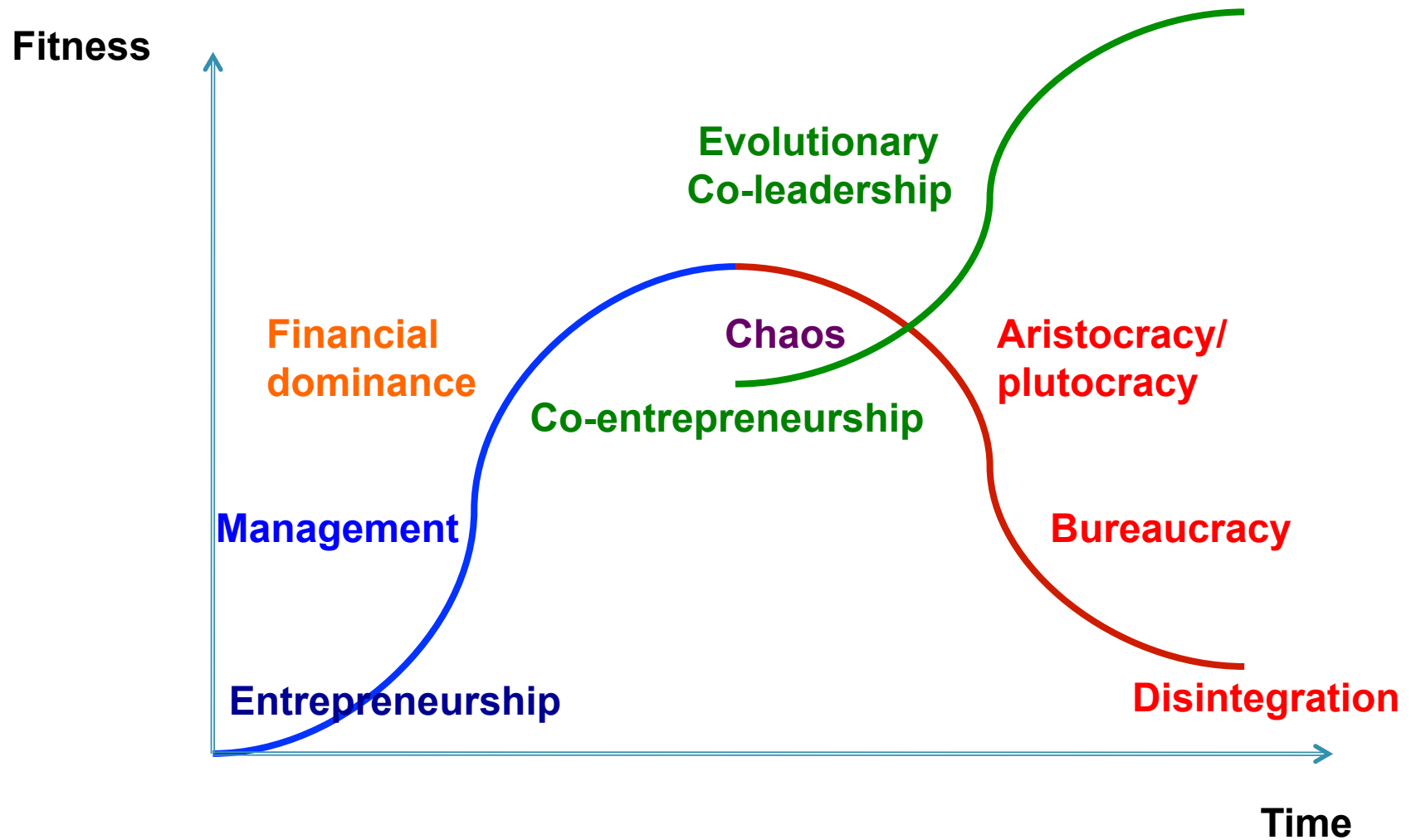
- A **generalist**, appreciating both interior and exterior aspects of evolution
- Discerning **deep patterns** and **integrating** what has been separated, in reflection as in action
- Looking at reality with a sense of **long, “deep” time**
- **Trusting** life’s process and showing a **profound faith** in the future
- Experiencing self as **co-creating and** being **co-responsible for** evolution

Evolutionaries?

I'm sure glad the hole isn't in our end . . .

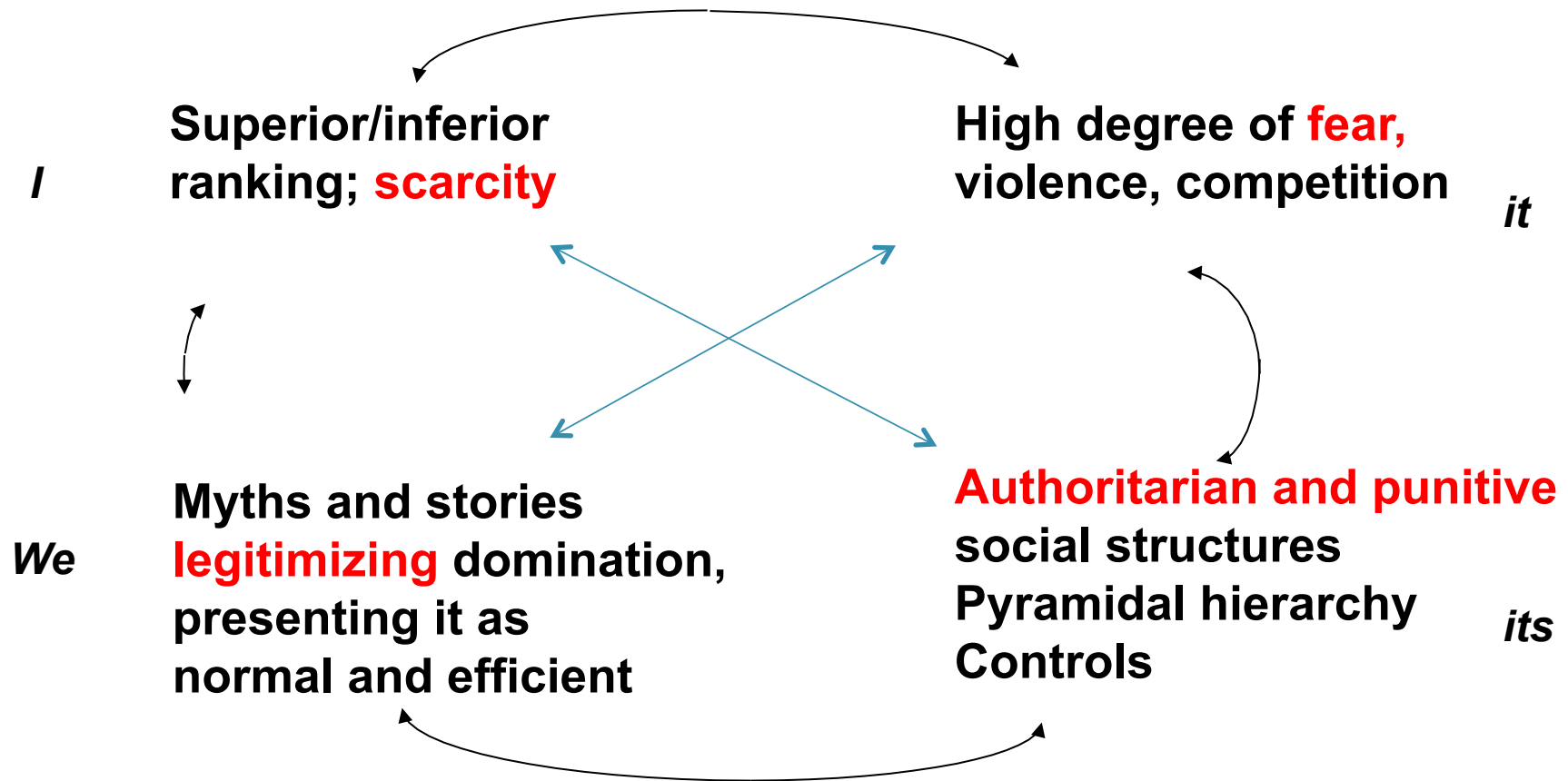


Going through a metamorphosis with emerging forms of leadership



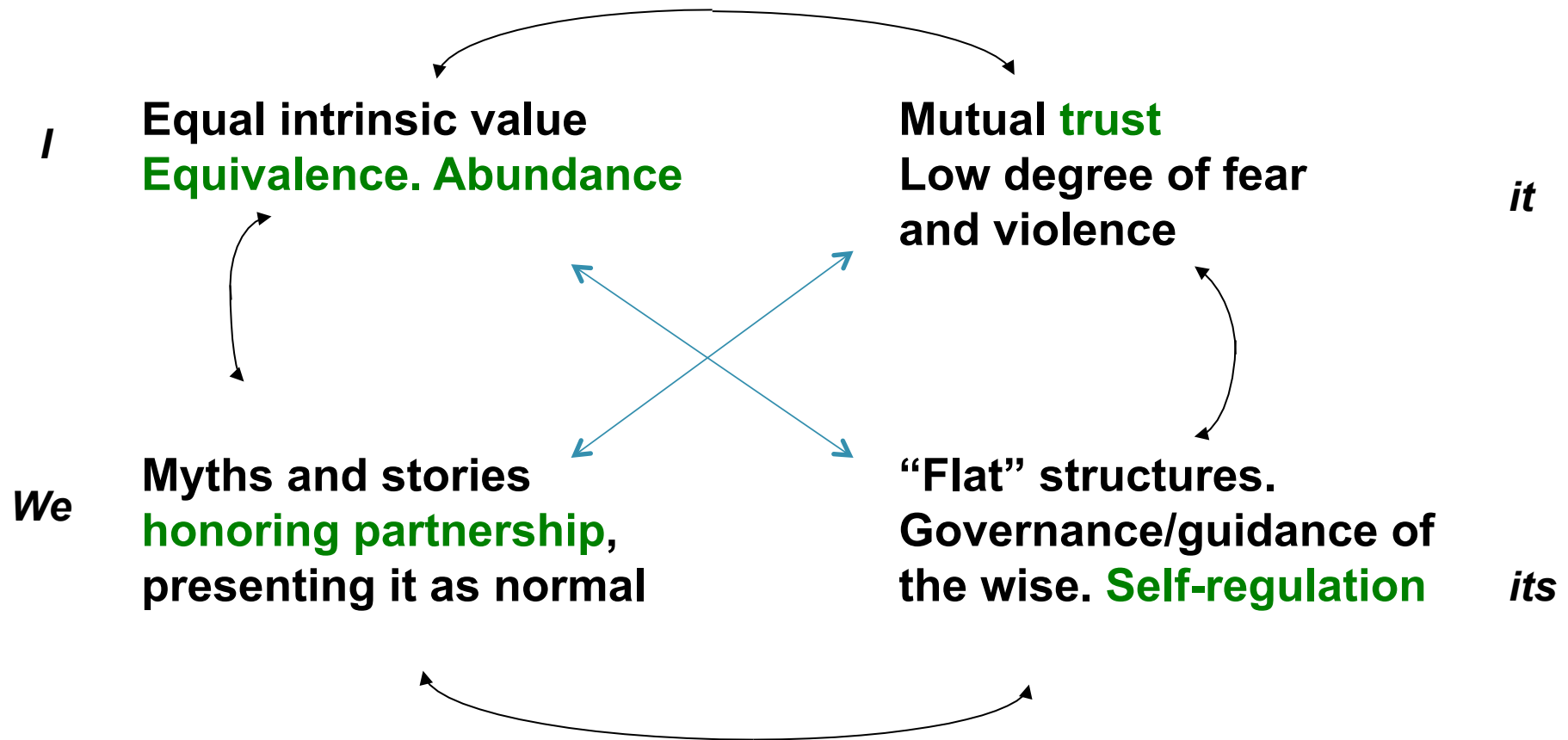
Inspired by Itchak Adizes

From a separation/domination paradigm...



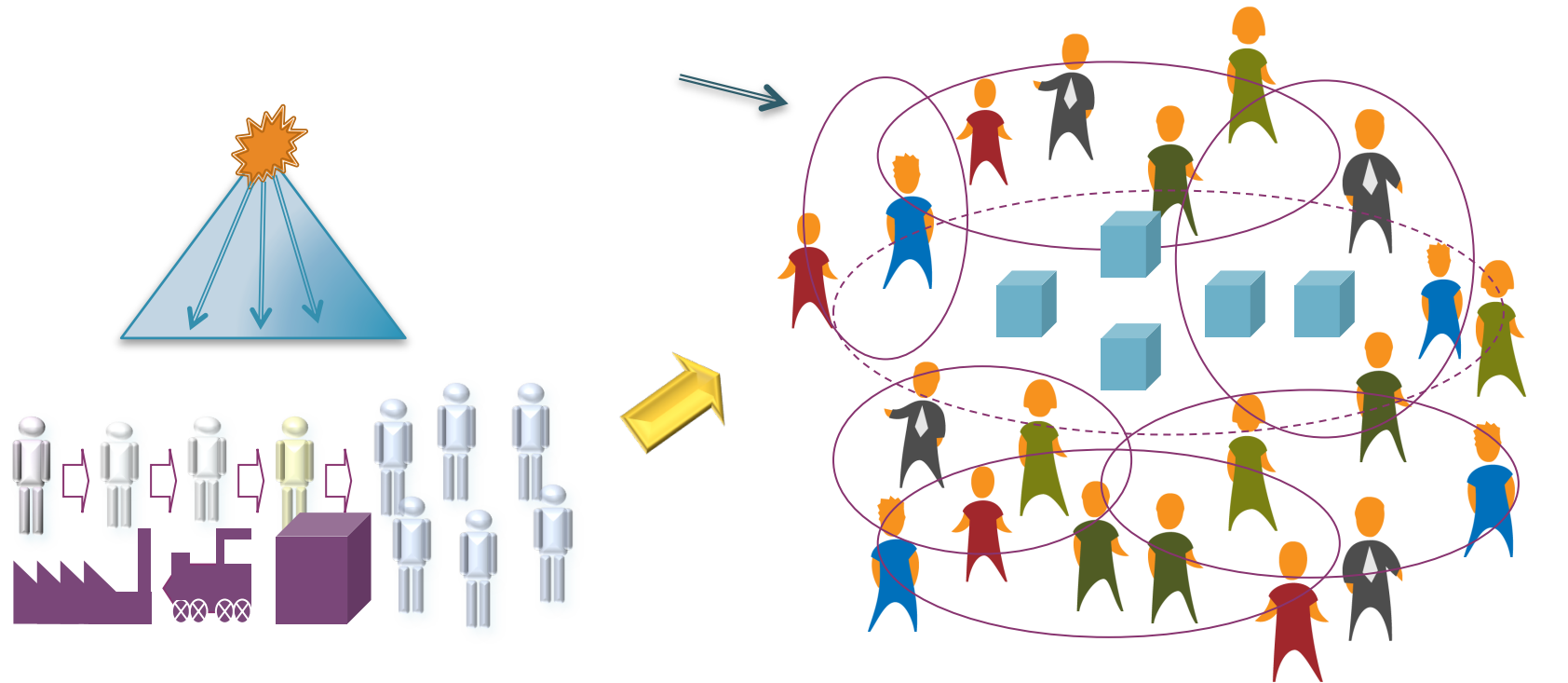
Adapted from *The Power of Partnership* by Riane Eisler, New World Library, 2002

...to an interdependence/partnership paradigm



Adapted from *The Power of Partnership* by Riane Eisler, New World Library, 2002

Organization: from machine... to living system

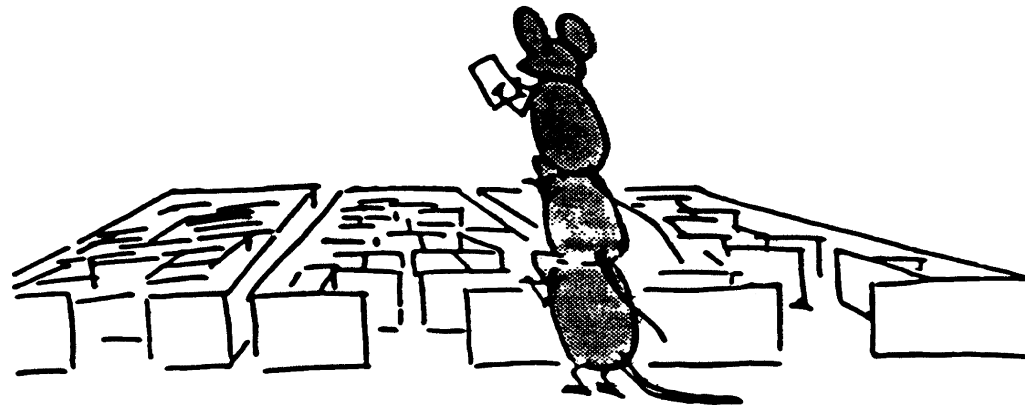
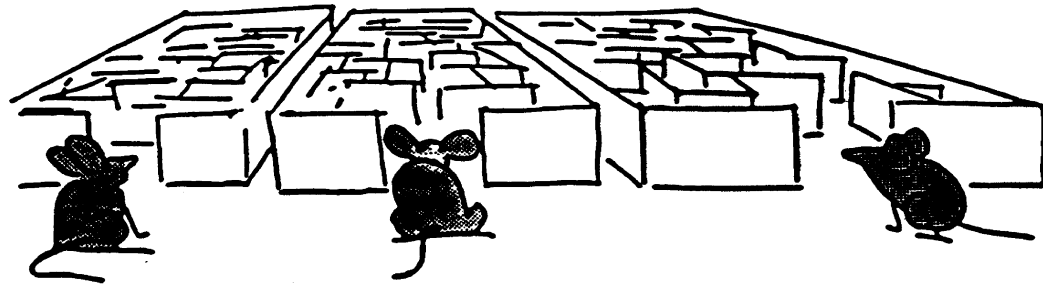


Secret Hierarchy Formalism
 Rigidity **Command & control**
 Authority Bureaucracy Status
 Uniformity Process

agility openness projects
Collaborative Dynamics
 innovation
 creativity
singularity community

Adapted from In Principo

Learning to face complexity together



Different levels of partnering

- Within **self** (internal voices)
- With **others** (team, organization, across organizations and/or sectors)
- With **nature**
- With the **larger field, life, evolution, Source**

Redefining leadership

- **Crossing a threshold to step into the unknown**
- **“Dying to” something familiar so that something new can emerge**



The hero's journey

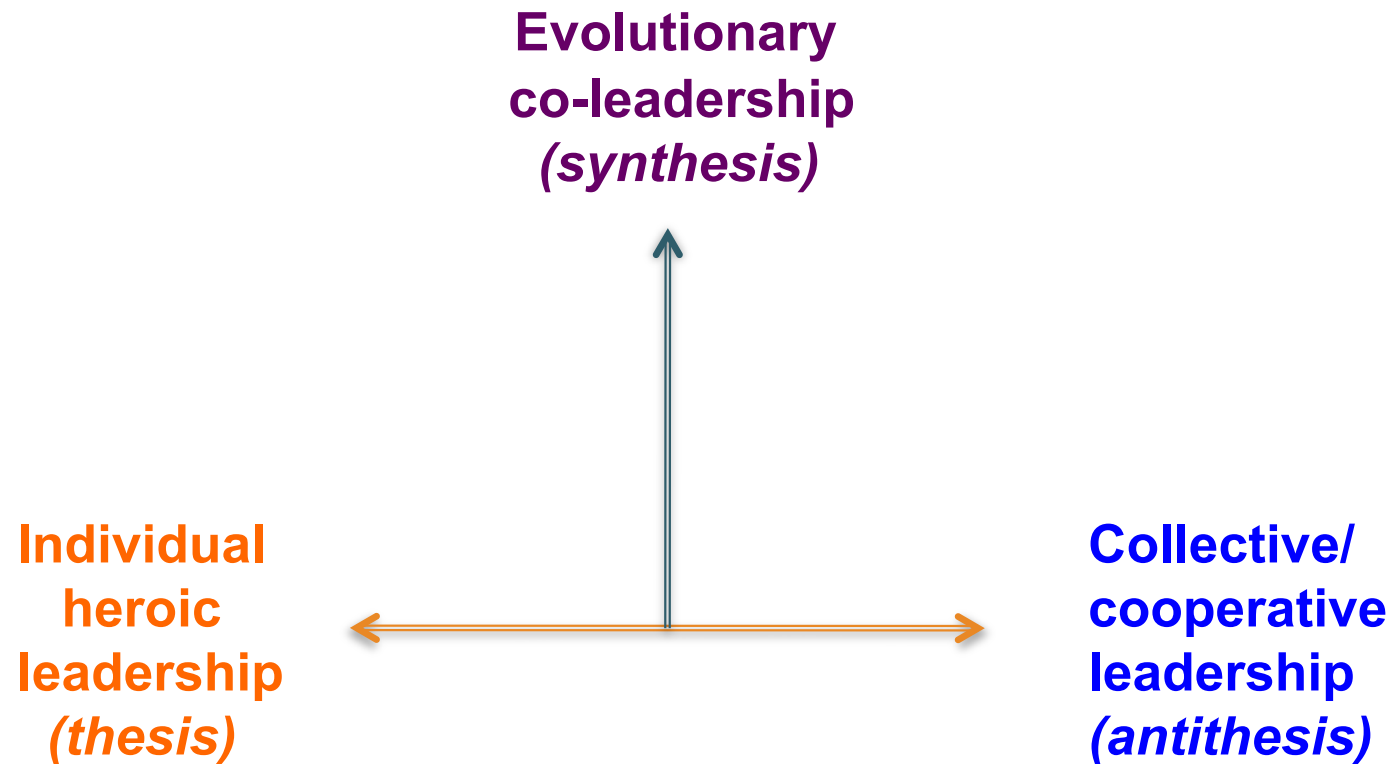
Practicing co-leadership

- **Invite each other (as co-leaders) to cross a threshold together**
- **Venture together into the unknown, the non-familiar, letting go of what we think we know**
- **Sense together what is trying to emerge**
- **Open up a we-space where individual creativity and collective wisdom can be combined, connecting with the larger field**

Examples of co-leadership in action

- **Sports**: relay race, climbing team, hockey team, etc.
- **Arts**: jazz ensemble, theatre improvisation
- **Movies**: diverse teams in *Lord of the Rings*, *Star Trek*, *Star Wars*, *Matrix*, *X-Men*, etc.
- **Economy**: exceptional team; line innovator/internal networker/executive leader; partnerships; open innovation; cross-sector alliance

Evolutionary Co-leadership: Combining the upsides of **individual** and **collective** leadership



Evolutionary co-leaders

- Regard each other and behave as **co-creative and co-responsible partners, in service of evolution**
- Assume **flexible, rotating, or joint leadership** – according to what is perceived and required
- Feel **no personal need** to stand out or to impose their views
- Cultivate the ability to **know or sense** what needs to be said or done
- Contribute their **unique gifts** and tap into **collective wisdom**

Inspired by Collective Leadership Institute

Qualities of evolutionary co-leadership

	I Relation to self	You and I Relation to others	All of life Relation to the whole
Head <i>Awareness</i>	Clarity Discernment Attention	Exploration Appreciation of diverse perspectives Humility	Global interconn- ectedness Global vision
Heart <i>Care/love</i>	Openness Non-judgmental In touch with one's feelings Intuition	Empathic listening Warm and ethical relationship Courage	Global compassion Service
Hara/ body <i>Presence</i>	Embodied intention Self-sufficiency Solidity	Presence to other Connection at subtle energy level Entrainment	Right action informed by global awareness and larger energy field

Adapted from Global Transforming Ensemble

Co-leadership consciously integrates and balances “both and” capabilities

- reflection and action (triple-loop learning)
- intuition and logic
- body, heart, and intellect
- presence and vision
- emotional intelligence and complex thought
- individual creativity and collective intelligence
- unique agency and communion with the whole

Individual impact

- Accelerated Individual growth
- Faster development of leadership qualities
- Experience of mutual transforming power
- Greater support and challenge from peers
- Experience of flow
- Higher level of trust
- Lower level of stress

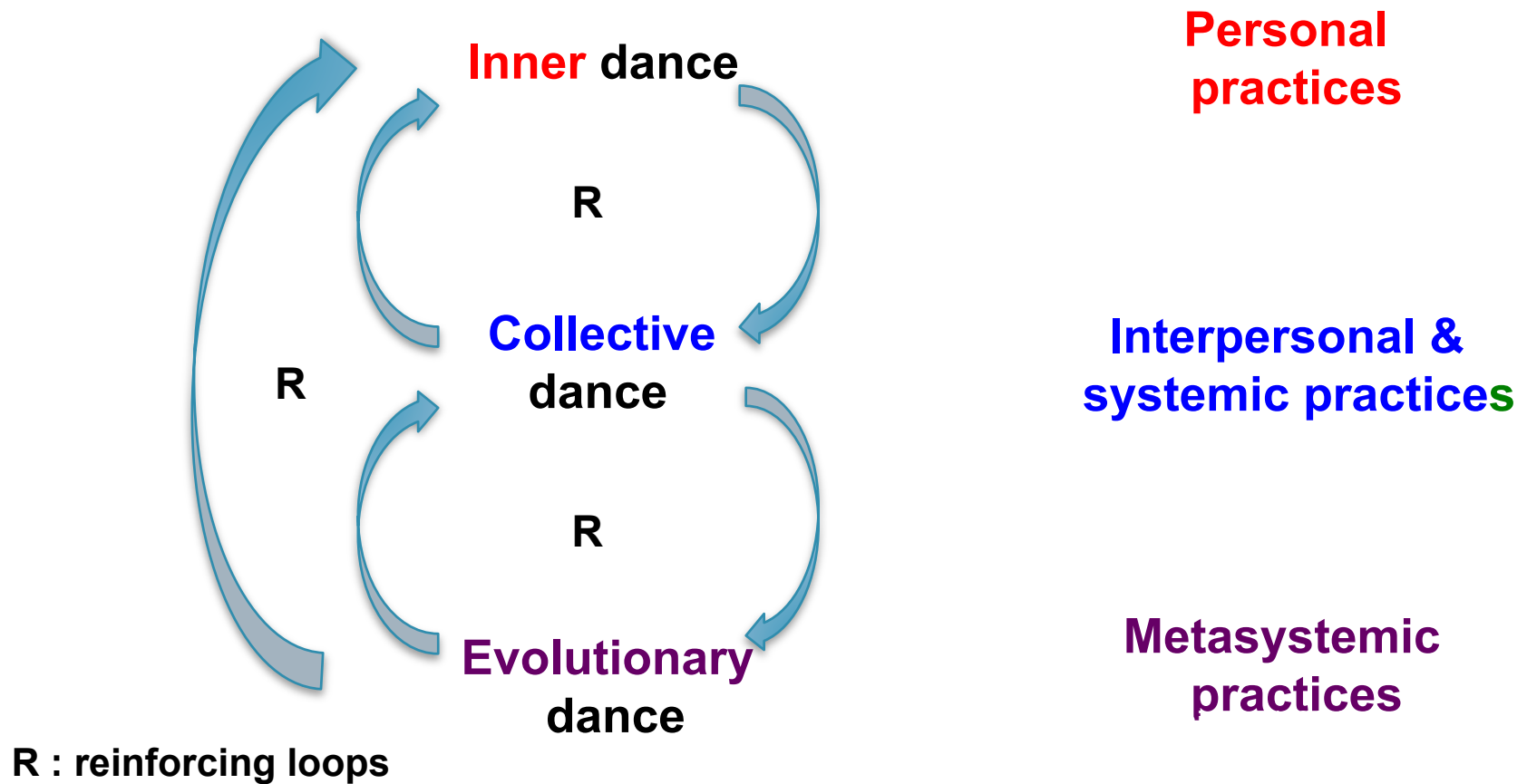
Team/organizational impact

- **Faster growth of leadership talent at all levels**
- **Better overall decisions (multiple perspectives)**
- **Higher use of individual gifts (power of liberating disciplines)**
- **High ownership and faster implementation of decisions**
- **Greater support and challenge throughout the organization**
- **Higher level of trust among and in co-leaders**
- **More sustainable organization**

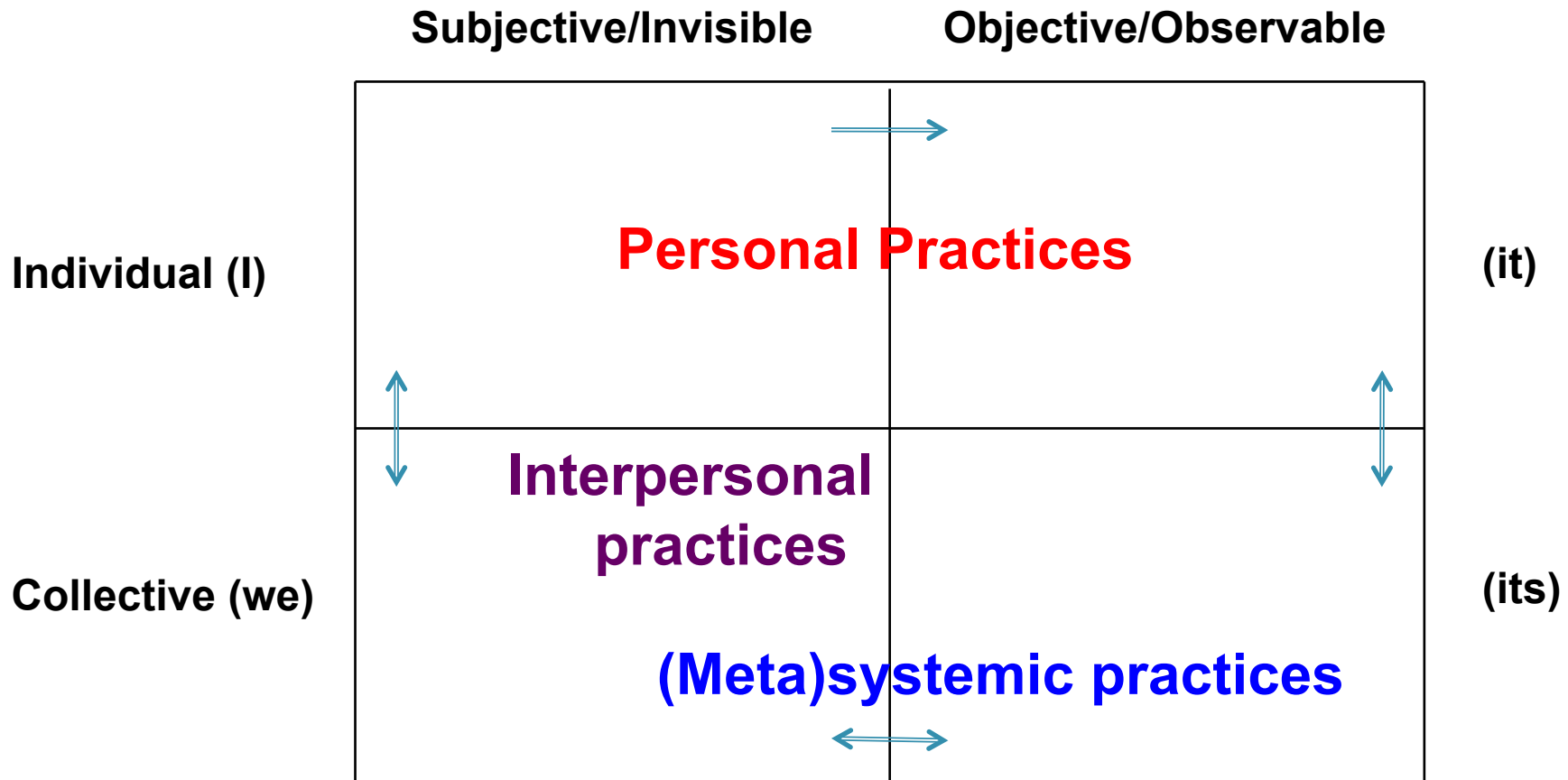
Societal impact

- **Greater capacity for cross-sector partnerships**
- **Better decisions for the whole (multi-sector persp.)**
- **Synergistic and flexible utilization of talents in society**
- **Greater mobility of leaders across sectors**
- **Higher level of trust in leaders**
- **More sustainable society (abundance of co-leaders)**

The **three** dances of evolutionary co-leadership



Co-leadership development practices span the four quadrants



Inspired by Ken Wilber's four quadrants

Personal practices

Engage in individual action inquiry (**first-person research**)

- **Journaling** about one's personal observations, reflections and learnings; auto-biographical writing
- Noticing one's contradictory desires, and of the distinction between **desires and intentions; inner voices dialogue**
- Surfacing and challenging one's **assumptions** (using the ladder of inference, the four-column exercise)
- Deepening one's **intuition** through consciousness practices (e.g. meditation, nature, martial arts, improvisational theater)
- Seeking coaching/mentoring and role-playing

Interpersonal Practices

Engage in collaborative action inquiry (2nd person research)

- Practice high-quality **advocacy and inquiry**, active **listening**, reflective and generative **dialogue** in peer groups
- Address **conflicts** as opportunities to learn; work creatively with **dilemmas and paradoxes** (e.g. using a polarity map)
- Apply **systems thinking** archetypes to complex issues in groups of peers
- Use every meeting or interaction as **learning** opportunity; agree upon behavioral norms and review progress
- Co-development

Systemic practices

- Build a **shared vision** from the viewpoints of stakeholders using creative tension
- Form a **micro-system** with stakeholders' representatives; collective U process; World Café
- Practice **active listening** and co-designing of **prototypes**; call on **collective wisdom**
- Engage peers and other actors of the eco-system in **learning journeys** in other cultural contexts
- Explore holocracy or sociocracy

Possible next steps

- Individual and collective **inquiry, experimentation** within own organization/community, **feedback**, and **sharing**
- Identifying, connecting with, learning from and supporting other **evolutionary co-leadership experiments**
- Peer development through **communities of practice**

To learn more and go further

- **Read:**

Actualizing Evolutionary Co-leadership – Evolving a Creative and Responsible Society by Alain Gauthier

Evolutionary leadership by Peter Merry

Evolutionaries by Carter Phipps

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