



CAPLOR HORIZONS RIPPLE PAPERS

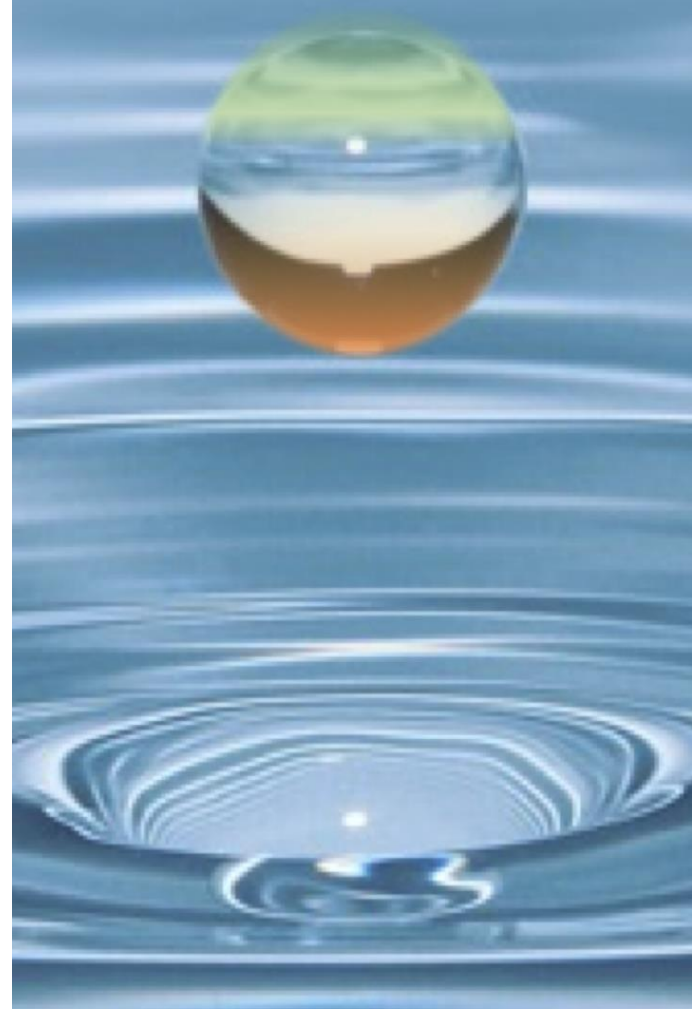
...creating ripples of change

The Leaderful Way

How can everyone lead
together to achieve a
sustainable future?



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Learning differently

Thinking differently

Acting differently

The Leaderful Way – *How can everyone lead together to achieve a sustainable future?*

Contents

Summary	3
Introduction	5
Context	6
Core Concept	6
Why do we need to be Leaderful?	6
The Three Pathways	8
Soul	8
Service	10
Synchronous	12
Benefits and Challenges.....	14
Benefits	14
Challenges	14
Practical Actions to Develop The Leaderful Way	15
Soul	15
Service	16
Synchronous	17
Conclusion	17
Bibliography	18
Caplor Horizons – Background.....	21
Caplor Horizons – Our Strategic Goals.....	22

Summary

“I know it is possible for leaders to use their power and influence, their insight and compassion, to lead people back to an understanding of who we are as human beings, to create conditions for our basic human qualities of generosity, contribution, community, and love And I have studied enough history to know that such leaders always arise when they are most needed” Margaret Wheatley

The Leaderful Way attempts to embrace the vital question *“How can everyone lead together to achieve a sustainable future?”*. This paper explores the context and original concept of the notion of Leaderful, then offers ways of expanding, deepening, integrating and practising into The Leaderful Way, including the benefits and challenges. It is a work in progress based upon my direct experiences as a Chief Executive and senior leader. It is designed to foster effective leading in turbulent, fast paced and complex times based on extensive and highly successful real time experience and achievements.

The Leaderful Way offers an integrated approach with three pathways of leading: **Soul, Service and Synchronous**. These pathways are distinctive in themselves yet when all three are developed, integrated and practiced simultaneously by everyone who chooses to step into leadership within a community or organisation they can bring huge liberation, performance outcomes and satisfaction. Manifested within the collective culture the three pathways enable every person to attain their full potential as individuals and leaders and to initiate change within their lives and workplaces. Leadership no longer derives from individualist, charismatic or heroic influence but manifests as caring, loving people leading together inter-connectedly, soulfully, simultaneously and peerfully to a common higher purpose in authentic service to the greater good.



My intention in introducing The Leaderful Way is to develop an explicit leadership practice and philosophy which encompasses and encourages the recognition and development of soul, soulful behaviours and soulful organisational practices for sustainability. Incorporated also is literature on service and more recent research on synchronous, emergence and “Teal” organisations.

The Leaderful Way is infused with **soul**. A soulful leader reflects deeply on questions of soul wanting to find what being soulful and having awareness of soul means, uniquely, to them. As a leader, the more skilled you are at knowing yourself, and your soul - the more effective you will be. When a leader is self-aware and soulful, it makes it easier for employees to focus on their work and to bring their whole selves into their workplace; resulting in improved wellbeing and performance. To achieve a sustainable future in such complex and challenging times it is vital to get in touch with, be nourished by and to act from a deep soulfulness. Soul enables us to viscerally and directly know the interconnectedness of everything. From soulful interconnectedness the capacity to be synchronous arises organically and with ease. Nurturing our own souls alongside the soul of our organisations offers greater strength and capacity to deal with ever increasing demands.

The Leaderful Way is also infused with **service** which involves everyone thinking and acting beyond themselves to make a wider contribution, seeing the greater good and the larger picture. In the workplace, this means that individuals, teams and an organisation have a purpose that is bigger than itself. It means that people are aware that they need to aspire, (in the Aristotelian objective of eudaemonia) as Handy (2015) summarises, “what you’re trying to do is to be in some way better at what you want to be” for the benefit, happiness and flourishing of others. Our world cannot achieve the changes that are required if people are not able to move beyond fulfilment of their basic needs to consider the bigger picture and serve others, not just themselves in narrow selfish and unsustainable ways. Service is a necessity not a luxury and in its fullest manifestation, requires developing relational qualities of the heart, including empathy, compassion, deep listening and awareness of your impact on others. Emotional intelligence (EI) is important to manage your own reactivity, to behave skilfully and value everyone involved and to ensure the inclusion of multiple viewpoints through liberating structures and processes. To be deeply and truly in **soulful service** requires an inner journey to knowing, understanding and articulating your own unique authenticity and capacity to be Leaderful.

Issues of hierarchy and power lie at the heart of what is different in The Leaderful Way. The literal meaning of **synchronous** is “existing or occurring at the same time”. To be truly synchronous everyone willingly and consciously shares power with each other, moving consciously and deliberately from “power over” to “power within, with, for and through” others as the purpose and task requires. In today’s complexity it can be limiting for there to be only one leader recognised at any one time, holding all, or most of, the power until replaced by the next heroic hierarchical authority. A critical mass of leaders allows for more possibilities and more solutions and ideas to be generated fostering more sophisticated and better answers to complex situations. Multiple leaders ensure that everyone can have an input to and influence over decisions and outcomes.

Together let us explore the original concept of the notion of Leaderful, then journey deep into The Leaderful Way traversing each of the three pathways as an integrated synergy as well as rich individual pathways. Let us consider the benefits and challenges of practising The Leaderful Way, then hopefully you will be interested enough to read and experiment with the suggested practical actions to develop and integrate the three pathways individually and in community.

As you read the full paper, I hope you feel energised to travel this exciting and worthwhile journey.

Introduction

The Leaderful Way attempts to embrace the vital question: “How can everyone lead together to achieve a sustainable future?”

It is based upon my direct experiences as a chief executive and non-executive over 17 years (Fry and Altman, 2013) and as a senior leader in mainstream organisations from 1984 to 2015. It draws also on my involvement in the feminist, #MeToo and Extinction Rebellion movements as well as extensive study, doctoral research (Joseph, 2004; Sedgmore, 2013, 2013a; Western, 2008; Western and Sedgmore, 2008a) and significant teaching of leading-edge leadership – including the international “Soul of Leadership” programme and workshops on Spirituality in the Workplace in 15 countries. I have a nationally recognised track record in leading high-performing, financially successful Further Education colleges and national organisations – drawing on soul and spirituality as a key ingredient contributing to that success. My organisations have consistently outperformed all targets and achieved many national and international awards. I received a CBE for services to education in 2004 and was listed as one of the top twenty UK educational influencers in Debretts 2015. It draws also on my work as a published poet and experiences as a mother, stepmother and grandmother. All of which assist me in exploring and expressing my own soulfulness.

The Leaderful Way offers an integrative approach and is designed to foster highly effective leading in turbulent, fast paced and complex times and comprises three integrated pathways of **Soul**, **Service** and **Synchronous** as illustrated in the diagram below:

The Leaderful Way



Context

The term Leaderful was initially coined and articulated by Raelin (2003, 2010, 2011) who introduced four Leaderful practices known as the Four Cs. He called upon leaders to be concurrent, collective, collaborative, and compassionate. The notion and practices of Leaderful have been drawn upon in contexts that resist or wish to move on from conventional notions of individualistic, heroic, power over and dominator hierarchies.

Conversely it has also been drawn upon to dispel the notion of communities and movements being leaderless. More recently Leaderful is explored by feminist writers including Batiwala (2010) and Starhawk (2011) to express a more female, liberating and shared style of leading.

It is explored in articles related to the #black lives matter movement by Ransby (2015) and Tonita (2015). In 2019 it is expressed as an important ingredient of the Extinction Rebellion strategy.

While Raelin's work was seminal at the time he wrote I believe the notion of Leaderful needs expanding and deepening to incorporate more recent research and literature of the notion of being in service and of being synchronous supported by the articulation of "Teal" organisations and the conscious leading from soul and spirit for sustainability (Benefiel, 2005, 2008; Fairholm, 1998; Fry and Altman, 2013; Fry and Nisiewicz, 2012; Hitchens, 2015, 2019; Laloux, 2013; Jaworski, 1996, 2012; Scharmer, 2009, 2013; Senge et al., 2005; Turnbull, 2018; Wheatley, 2017).

Core Concept

What is different about The Leaderful Way? It offers an integrated approach with three pathways of leadership: **Soul, Service and Synchronous**. These pathways are distinctive in themselves yet if all three are developed, integrated and practiced simultaneously in the behaviours of everyone who chooses to step into leadership within a community or organisation they can bring huge liberation, performance outcomes and satisfaction. The Leaderful Way is deeply infused with **soul** and **service**.

Simultaneously manifested within the collective culture (Turnbull, 2018) the integrated pathways enable every person to attain their full potential as individuals and as leaders to initiate change within their lives and workplaces. More than one leader can step forward and act at the same time, involving and encouraging others to behave overtly and deliberately as multiple and soulful leaders in a synchronous manner, dedicated to service. Leaderful is an interconnected, plural, collective, collaborative and sharing endeavour – not an individual phenomenon. Leadership no longer derives from individualist charismatic or heroic influence but manifests as caring, loving people leading together inter-connectedly, soulfully, simultaneously and peerfully to a common higher purpose. This purpose is steeped in service that arises out of a deep and conscious soulful way of acting in the world.

Why do we need to be Leaderful?

We live in a complex and highly challenging world. Issues such as climate change, financial crises, the rise of nationalism, the expansion of social media and the ever-increasing pace and demands of daily life are all changing the way we live, feel and behave. Levels of stress, behavioural and mental health

problems for many are rising significantly. The acute need to deal with climate change, bio-diversity extinction and human rights abuses seems obvious. However, solutions seem far from clear.

Several polls and research findings indicate that many people today are in a crisis looking for meaning, they feel that something is broken in their workplaces. Laloux (2014, 2016) describes how most employees are unhappy, and bring their bodies but not their whole selves to work; certainly not their spirit or souls. His research evidences that this feels true at every level of organisation, including top leaders. People are tired of the rat race, unproductive meetings, office politics, infighting, bureaucracy and all the things that restrict and disempower them. Benefiel (2005, 2008) describes how many leaders feel compelled to focus on performance and targets and feel unable to bring their souls to work and she provides case studies of courageous leaders who have attempted to be soulful, with huge success, in their workplaces. For many people complexity and challenges stimulate a desire, a need even, to go inwards to find balance, respite or even a sense of meaning and purpose. To find the resilience they need to lead effectively. So how can leaders not only thrive themselves but also enable their organisations and the people within them to thrive?

Laloux (2014, 2016), in his quest for soulful or “Teal” organisations that currently exist and are consciously being soulful, describes three innovative new Teal organisational approaches. Firstly, *wholeness* – deliberate practices to encourage everyone to “show up” in their true soulful, authentic selves. Secondly, *evolutionary purpose* in which the organisation itself is viewed as having a creative spark of its own, with the role of leader to listen to where does this organisation, as a complex entity, want to go. Thirdly, *self-management* in which any person can make a decision.

These three approaches are ascertained from robust research grounded in organisational reality through inquiry in thirty organisations, twelve of which are featured in his books. Such approaches are not the norm in organisations but are arising more and more as leaders and employees are looking for new ways to move away from dysfunctional and soul-less places to work in. While a significant and highly influential work, I believe that *The Leaderful Way* adds a deeper understanding and expression of soul and authentic service in the world to assist in manifesting more Teal organisations.

The Three Pathways



“Call the world if you please ‘The Vale of Soulmaking’” Keats

“This is the first, the wildest and the wisest thing I know: that the soul exists and is built entirely out of attentiveness.” Mary Oliver

A soulful leader reflects deeply on questions of *soul* wanting to find what being soulful and having awareness of soul means, uniquely, to them. As a leader, the more skilled you are at knowing yourself, and your soul, the more effective you will be. A self-aware leader with high emotional intelligence (EI): (Goldman, 1998, 1998a) and spiritual intelligence (SQ) (Wrigglesworth, 2012), comfortable in expressing their own soulfulness, will be able to modulate his or her own behaviour to alleviate organisational stress and foster a soulful environment.

There have been differing views in different periods on what *soul* is, some steeped in a humanistic paradigm; others spiritually related. The key aspects below have persisted through the ages: The soul

- *is the source of our true unique individuality and brings us to wholeness and contentment*
- *gives depth to life experiences such as soul music, soul food, soul mate etc.*
- *is steeped in the everyday, the minutiae, mundane and depth (whereas spirit is more inclined towards the higher realms and perfection)*
- *can be experienced in times and instances of loss, deep connection with others or in nature*
- *is connected to the land, to environmental issues concerning animals, nature, insects etc.*
- *shows itself in our creativity*
- *is beyond, or more than, the body, the physical self or material world*
- *is essential, deep, true and authentic (psyche) – it may or may not feel spiritual*
- *can be directly experienced in a personal and transforming way (gnosis)*
- *constitutes the core/true fabric of who we are beyond our ego or personality*
- *lives on beyond death as an individual or cosmic entity*

There is also the concept of the collective or cosmic soul, of which the human is a unique individual manifestation while simultaneously interconnected. Imagination, not reason, is the main faculty or

language of the soul – as are symbols, myths, rituals, dreams, metaphors, mythical characters, poetry, storytelling and art. When we devote no time to the inner life, we lose the habit of soul. We become accustomed to keeping things at surface level. The deeper questions about who we are and what we are here for, meaning and higher purpose visit us less and less. If we fail to acquaint ourselves with soul, we may remain strangers in our own lives.

Caring for *soul* involves working with "what is" rather than "what you wish were different". Being soulful honours mistakes, limitations, and failures; seeing the learning and growth. Whatever aspect of the soul is neglected can become a source of suffering. Notions of being soulless, "to have lost soul, have no soul, sell your soul, needing to save your soul", still exist today. If neglected the soul will express itself through symptoms such as addictions, illness, feelings of emptiness or unhealthy behaviours.

Soul is earthy, highly personal, individual, messy, entangled, embodied and, at times, complicated. You *descend* to find soul, delving into your own private shadow and inner life in order to integrate and rise into a wiser and happier state, hopefully bringing the greatest of riches; not least an experience of wholeness, contentment, authenticity and self-acceptance. It can also bring you to a new level of effectiveness and satisfaction as a Leaderful leader.

Often the atmosphere of a soulful organisation can be felt as soon as you enter it. You know one when you experience it. Those of us who are working consciously to be as soulful as we can know palpably that our organisations and staff feel happier, healthier, creative and more productive. The more a leader can know and model soulfulness, and enable soulful spaces and expression, the more everyone will feel able to express their own soul. Leaders who have focused on their inner life express significant benefits – feeling clearer, stronger, self-aware, resilient and nourished from within. They are confident in fostering high performance and experiencing a connection with not only the financial bottom line, but also with the triple bottom line – profit, people and planet.

Focusing on the triple bottom line has been introduced in many organisations by leaders who want to improve all aspects of the sustainability of their organisation (Fry and Nisiewicz, 2012). More recently the notion of a quadruple bottom line has emerged (Zahringer, 2014). This fourth bottom line, often named *purpose*, can be expressed as soul or spirituality. By following The Leaderful Way, the triple and quadruple bottom lines will flourish. Considering and acting upon sustainability and soulfulness can improve longer term impact, way beyond the usual three-to-five-year horizon timescales, thus encouraging and understanding the impact of your organisation for future generations. A sustainable organisation needs a healthy sustainable culture in which every member is Leaderful and feels connected to the core purpose. Nurturing our own souls alongside the soul of our organisations offers greater strength and capacity to deal with ever increasing demands.

One of the most calming and powerful actions you can do to intervene in a stormy world is to stand up and show your soul. Soul on deck shines like gold in dark times" Clarissa Pinkola Estés



“The servant-leader is servant first. It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first.” Robert K. Greenleaf

“In leaderful groups we can create powerful zones of action where many people can become effective agents of change. All of us can be respected and rewarded for our contributions, supporting one another to act” Starhawk

The word **service** has multiple connotations but in a leadership context involves the action of helping or doing work for someone, acts of assistance or kindness, doing good turns or favours or offering a helping hand, in essence caring deeply about others. The words servant and leader in conventional hierarchical leadership approaches might be considered as an oxymoron – yet combined in a meaningful and sincere manner, something very important emerges.

Autry (2001), Greenleaf (2002) and Spears (2004) have developed the notion of the servant-leader; one who is a servant first. The ten characteristics include – listening, empathy, awareness, healing, conceptualisation, persuasion, stewardship, foresight, commitment to the growth of people and building community. Greenleaf discerned that servant leaders take care to make sure that other people's highest priority needs are being served. The intent and impact being that those served grow as persons, become healthier, wiser, freer, more effective, and are more likely themselves to become servant leaders. He also called for positive effect on the least privileged in society.

At the heart of leadership steeped in service lies a primary motivation and deep desire to serve by supporting, understanding and empowering others. This approach places employees, customers and stakeholders as the number one priority. Service involves and develops EI and relational qualities of the heart, including empathy, compassion, deep listening and awareness of your impact on others. It involves managing your own reactivity, behaving skilfully and valuing everyone involved and ensuring the inclusion of multiple viewpoints through liberating structures and processes. To be deeply and truly in soulful service requires an inner journey to knowing, understanding and articulating your authenticity. Being self-aware of who and how you are, constantly leaning and growing to wholeness while serving the greater good and whole. Being aware of how your internal responses are affecting you, and others. Service is supported by self-esteem in one's own worth, ability and contribution. It requires clarity on your personal values, ethics and beliefs and the capacity for self-acceptance and acceptance of others while holding the importance of the task and meeting necessary deadlines and performance outcomes.

“We create much more room for collaboration, for expansion, for building power when we nurture movements that are full of leaders and allow for all of our identities to inform our work and how we organise.” Tonita (2015)

All organisations are a collective entity involving multiple people and processes working together for a common purpose. Leaders who genuinely serve others foster a strong sense of community by co-creating commitment to shared values. They have a wide repertoire of power and frequently draw on power within, with, for and through. In a collective mindset, anyone can step-up to serve the organisation’s leadership needs.

Servant leaders ultimately focus on connecting the community through wholeness by seeing what unites and how we are the same while simultaneously holding and recognising diversity and equality. Equality involves ensuring everyone is treated equally regardless of who they are, enshrining equality in legislation, processes and behaviours, it focuses on removing barriers. Diversity involves seeing, understanding, valuing and celebrating difference and uniqueness.

Leaders steeped in service see through to the connection, unity and harmony of what, at our deepest common purpose unifies everyone together in meaningful, soulful and productive behaviours. They work tirelessly to see their own conscious and unconscious bias, prejudices and beliefs to stop any behaviours that disrespect or limit others, thus encouraging and traveling the journey from equality to diversity to unity. Voices of constructive dissent and open dialogue of differences are welcomed and listened to. A servant leader understands and empathises with others, accepting and recognising everyone for their special and unique gifts. They support others to heal into wholeness.

In this space knowing the right questions to ask is far more important than believing you should have all the right answers. Using circles and processes such as Sociocracy, (Rau and Koch-Gonzalez, 2018), which encourages consensus, can be very exciting to experiment with.



“Another world is not only possible, she is on her way. On a quiet day, I can hear her breathing”

Arundhati Roy

“Whatever affects one directly, affects all indirectly. I can never be what I ought to be until you are what you ought to be. This is the interrelated structure of reality.” Martin Luther King

The literal meaning of **synchronous** is “existing or occurring at the same time”. The Leaderful Way recognises more than one leader operating at the same time with people behaving overtly and consciously as multiple leaders, working together in a synchronous manner. Leaderful is a plural, collective, collaborative and co-operative endeavour – not an individual phenomenon. Leadership manifests as people working together inter-connectedly, and peerfully, in service to a common purpose.

Issues of hierarchy and power lie at the heart of what is different in The Leaderful Way.

To be truly synchronous everyone willingly and consciously shares power with each other, moving consciously and deliberately from “power over” to “power within, with, for and through” others.

In today’s complexity it can be limiting for there to be only one leader recognised at any one time, holding all, or most of, the power until replaced by the next heroic hierarchical authority. A single leader can generate only so many ideas and concentrate on only so many things. A critical mass of leaders allows for more possibilities and more solutions and ideas to be generated, filtered and considered by the group – fostering more sophisticated and better answers to complex situations. Multiple leaders ensure that everyone can have an input to and influence decisions even though not everyone has the competence or the experience to contribute in like ways and amounts yet can contribute as their talents and capabilities allow.

Synchronous can be enhanced through self-organising systems, such as Holacracy – an approach in which everyone can step into leading and influencing on behalf of their organisation. Self-organising systems do not rely upon positional hierarchical authority in which one individual ultimately mobilises action or takes decisions on behalf of others. They require sensitivity to the views and feelings of everyone involved; considering their viewpoints to be equally valid with mutual respect and leadership equivalence. This occurs because any person can make a decision as decisions are made by those in the appropriately defined and agreed role, enabling leadership to emerge simultaneously from multiple members of the organisation within circles which encourage autonomous rapid response.

“It’s all about being able to see the emerging whole from a place of deepest connection to source”

Senge et al. (2005:180)

In Leaderful organisations leaders experience their organisation as an organic ecosystem.

Therefore, an important skill for all those in synchronous leadership roles is the holding of emerging space. For many leaders this involves being able to see the patterns and energetics of the organisation, feeling the disharmonies, knowing when something is not quite right, joining everything together, and perceiving the whole system. Strategies and processes “can form as well as be formulated ... emerging in response to an evolving situation” in the spirit of “dynamic steering” or “crafting” (Mintzberg, 1987).

Jaworski (2012:140) claims that “true leadership is the art of working with emerging fields to bring forth new realities”. Theory-U by Scharmer (2009, 2013) encourages an open mind, an open heart and an open will so that the leader’s defences and usual ways of seeing the world, such as tough judgement, cynicism and fear, are suspended. Leaders travel to the bottom of the U involving a journey through initiating, sensing, letting go, letting come, enacting and embodying to allow “future possibilities to arise” and emerge.

In the holding of emergence, the organisation is viewed as having a creative spark of its own, with the role of leaders to listen to where this complex entity, wants or needs to go – then aligning actions and outcomes with that. In emerging strategy, leaders constantly rethink, align and adjust to what is actually happening now, taking into account new factors as they arise. There can still be clear purpose and intention but not fixed or predetermined plans. In emergent communities co-creation and innovation from all parts of the organisation is encouraged.

Keep reading to learn more about the benefits and challenges of practising The Leaderful Way, and for some useful tips on how The Leaderful Way can be practically implemented in your organisation and daily life...

Benefits and Challenges

I share some of the most significant ones that occurred in my organisations below for you to consider:

Benefits

- Significant success across all bottom-line results due to enhanced engagement and contribution
- Greater meaning and clear collective purpose and commitment with everyone bringing their whole self, and their maximum potential to each situation and context
- Increased trust within the community with more time to be creative and innovative
- In a service-oriented approach a humility that seeks to serve others is encouraged
- Different forms of power can arise – power for, with, through, within and from below
- Everyone holds the possibility of stepping into being a leader and contributing their best
- Being able to feel at ease and to depend on others because everyone who is involved is considered as decisions are made and as actions are taken
- Nothing is hidden or unspeakable due to openness and transparency, including constructive dissent
- Things get done and targets are overachieved
- A healthy playfulness, gratitude and genuine joyfulness in working together abounds

Challenges

- It takes courage to experiment within conventional cultures
- Seeing our own shadow and blind spots takes considerable work, requiring coaching, mentoring and self-awareness
- It takes courage for people to speak truth to power
- Not everyone likes transparency or sharing power
- Some people may choose to leave in reactivity and discomfort
- Letting go of control or hierarchy can be difficult for senior leaders already in role
- It takes courage and persistence and time to co-create a culture in which it is genuinely comfortable to discuss emotional intelligence, spiritual intelligence and soul
- Shareholders may not understand what you are doing
- It may take up significant time and energy to bring about the necessary change in culture and behaviours

Practical Actions to Develop The Leaderful Way

Suggestions are structured under exploration of concepts, reflection, exercises and structures/ processes:

Soul



Concepts

- Explore books on soul – Writers on Soul include Thomas Moore, Patrick Harpaur, Rosalie Osmond, Roger Scruton, Susan Greenfield, Roger Penrose, John Polkinghorne, Almaas, Alain De Botton, Eckhart Tolle and Sharon Blackie.
- Discuss soul with others to gain different perspectives
- Explore your Enneagram type

Reflection

- Reflect on the questions below, to assist in understanding and travelling your unique soul journey:
 - *Am I in touch with my soul? If not, how might I be?*
 - *In what ways does my soul influence or shape my leadership?*
 - *What is the place of soul in my organisation?*
 - *How might soul influence the vision, values and ethos of my organisation?*
 - *How might soul be reflected in any of the formal structures?*
 - *How might soulfulness be made visible in my organisation?*
 - *How can my employees feel able to express their own soul?*
- Reflect on how walking in nature – while seeing and feeling the beauty all around – affects you
- Create a Quiet Room for reflection, prayer, or meditation, or for just sitting, relaxing or being quiet. The soul and a sense of unity can be heard more clearly in silence.



Exercises

- Create a daily practice of quiet time to connect directly with your inner state of being, your soul. It's surprising how even 5- or 10- minutes quiet time daily can make a big difference.
- Walk around your workplace and see how it can be made more aesthetically beautiful and soulful.
- Encourage staff to express their soul individually and together through sharing their hobbies, interests, books they have enjoyed, passions and creativity.
- Discuss together what "beautiful" means – the response from different people can be fascinating and illuminating.

Structure and Processes

- Co-create organisational values and a culture that encourages open and free expression of soul.
- Integrate questions about soulfulness into appraisal and other processes to provide opportunities to reflect on an individuals' experience and expression of soul.
- Beginning meetings with silence can be a powerful experience as it shifts the depth and tone. Taking silent pauses when meetings get heated can be invaluable.
- Is your office decorated with sustainable materials? Can the layout be more conducive and comfortable?



Service



Concepts

- Explore in-depth the concept of servant leadership
- Explore Emotional Intelligence and how you can draw on it in your organisation
- Explore Sociocracy how it might be introduced into your community
- Explore how you might work with Wholeness in your community

Reflection

- Reflect on the following questions:
 - *As a leader who and what are you serving and why?*
 - *What am I in service to right now?*
 - *Is my leadership an expression of what I value most deeply?*
- Reflect on how you relate to and might develop Greenleaf's 10 characteristics of Servant Leadership



Exercises

- Take one of the many EI tests available online
- Draw on the “power of appreciation” giving simple but sincere thank-yous, acknowledge achievements. Gratitude often arises when the soul is touched so finding ways to express sincere appreciation can bring deeper connection
- Have personal check-ins, with clear time boundaries, as the first agenda item in meetings to foster a warmer more connected meeting
- Share lunch, in nice spaces to eat together as a community can be soulful as well as fun
- Spend time together in nature through walks and away days, especially if your office is in a city

Structure and Processes

- Build the 10 characteristics of Servant Leadership into your culture and core processes
- Build EI competences into your appraisal process
- Introduce EI into your staff development programme
- Foster learning and reflection from mistakes within a no blame culture to encourage risk taking and innovation
- How do you encourage staff to see their unconscious biases and encompass equality, diversity and unity in your organisation?



Synchronous



Concepts

- Explore the concepts of Synchronous and Emergent and exactly what they mean for you
- Explore Holacracy and how it might liberate individuals in your organisation
- Explore the origins of Leaderful through Raelin's work
- Explore how you can work more consciously with circles?
- Explore Spiritual Intelligence
- Explore how you might work with Evolutionary Purpose as a leader

Reflection

- Reflect on your relationship with hierarchy as a leader
- How well do you work and relate as a peer with your colleagues and in your organisation or community?
- Reflect on how you relate to and use of power as a leader



Exercises

- Try the Murmuring exercise with your team
- Take the Wrigglesworth SQ online test
- Visit organisations or movements who are experimenting with self organising systems such as Holacracy

Structure and Processes

- Explore self organisation approaches and new kinds of structures outlined by Laloux (2014: p319-331)
- Create safe spaces and rituals to enable staff to be truly human and fulfil their fullest potential and capacity to step into being truly Leaderful
- Provide safe spaces for staff to express their full, dissenting and authentic views in a constructive manner and encourage staff to speak truth to power
- Introduce processes of self-awareness to keep everyone's ego, excesses and flaws conscious and in check.



Conclusion

I hope you feel energised and encouraged to experiment with The Leaderful Way as your contribution to co-creating a sustainable future and better world.

As stated in the introduction, this is a work in progress designed to empower, support and develop leaders into working within this new paradigm. I would love to hear from anyone wanting to share their experiments, thoughts or suggestions for improving and expanding The Leaderful Way.

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Caplor Horizons – Background

Established in 2014, Caplor Horizons is an independent charity. We work with other charities and responsible businesses and now have over 50 Advisors. These are outstanding people that bring specialist knowledge and experience. They contribute their time on a voluntary basis, or at reduced rates, so that Caplor Horizons can provide high quality and distinctive services at an accessible cost.

Working locally, nationally and internationally, we help other organisations think differently about themselves and the new horizons that they face. We support them in strengthening their leadership, renewing their strategy and improving their influence.

We want to encourage and assist a new generation of organisations that are committed to making a positive and lasting impact. We believe that if we are to achieve real, sustainable change, we need to inspire and enable people to learn differently, think differently and act differently.

Our vision is: *A world where leaders deliver a sustainable future for all*

Our purpose is: *To be courageous, compassionate and creative in facilitating transformational change*

Our values are:

- **Courage** – We are courageous change makers committed to challenging assumptions, taking risks and having difficult conversations
- **Compassion** – We are open, understanding and heartfelt, encouraging the nourishment of our whole selves and others
- **Creativity** – We learn, think and act differently, and are innovative and resilient in an ever-changing world

Our beliefs are:

- Through diversity we ignite dynamic innovation
- Collaboration helps achieve greater impact
- Everyone matters
- We are all leaders in our individual and collective ways – we are all change makers!
- Learning is more effective if it is fun, engaging and creative
- Building on people's strengths creates greater resilience

Our strategic goals:

- Goal 1: Transforming Leadership
- Goal 2: Strengthening Resilience
- Goal 3: Increasing Collaboration

Learning differently
Thinking differently
Acting differently

