



WORKBOOK 2

Practicing Integral Leadership

Welcome to the workbook for Module 2 of the Agents of Conscious Business course, with Brett Thomas!

The aim of this second class was to dive into the topic of (Integral) Leadership, and how to practice that in your own work and life.

The following points were covered:

- Clarifying and sharing what you want to get out of this
- Why the three leadership meta-questions can give you clarity about how you can most powerfully show up as a leader in your own work environment
- How to recognise different worldviews and know which ones are most prevalent in your own work environment
- How to identify the four Universal Leadership Styles and the situations in which to use them
- How to communicate most powerfully with the different worldviews using integral leadership framing and message translation tools
- How to find and trigger people's own internal motivation toward embracing a more conscious business approach

This workbook is going to make most sense if you have listened to the recording of the class for module 2.

You can either listen to the whole thing and then dive into this workbook, or do it in parallel, pausing the recording to work on an exercise, and then listening to the next bit.

The Five Big Ideas from the Class

Here's a quick-and-dirty summary of what we think were some of the Big Ideas in this module's class with Brett:



1 - One-size-fits-all approaches to leadership do not work

“If the only tool you have is a hammer, you tend to see every problem as a nail.” (Abraham Maslow) Ever wonder why every book on leadership out there (and there are a few) claims to have ‘the way to lead’? And yet they often contradict each other!

One-size-fits-all approaches rarely work with any consistency. The promise of Integral Leadership is to know when, where and with whom a given leadership approach will reliably work (and when it will reliably fail).

2 - Simplicity on the other side of complexity

Oliver Wendell Holmes famously said: “I would not give a fig for the simplicity this side of complexity, but I would give my life for the simplicity on the other side of complexity.”

When it comes to conscious business and integral leadership, we tend to emphasize the technical capabilities of these new ‘technologies’. We use jargon to talk about it, naively believing that others care about those things.

Brett’s challenge to us is doing what Steve Jobs did with the iPod: finding simplicity on the other side of complexity. So what is it that our colleagues and clients do care about? What would all the amazing capabilities and techniques of conscious business look like if we package them as artfully and beautifully as Steve Jobs did with the iPod and Brett did with Integral Leadership?

3 - The three leadership meta-questions

What might that kind of simplicity look like? Here’s a start: as a leader, faced with a challenging situation, ask yourself three questions:

- 1) What is *really* happening?
- 2) What is most important and what is needed?
- 3) What is the most helpful action I can take?

These three meta-questions help you move from awareness (Q1) about the situation and all the dynamics you’re tuning into, to your approach (Q2), which is based on the values of those involved and on what’s most needed in the moment, to action (Q3), which is the actual intervention you make (including consciously choosing to do nothing).

Want to practice conscious business by exercising your leadership more consciously? Then practice asking yourself these three questions, again and again!



4 - Worldview is the key that unlocks the potential of Integral Leadership

A worldview is the overall perspective from which you see and interpret the world. It is composed of your values and beliefs, and like colored contact lenses, it colors everything you look at a certain way.

As a leader, you can take into account personality types, situational leadership and all kinds of other models and techniques, but if you're not taking into account the worldviews of those involved, it's like worrying about your seat number when you're not even 'in the right ballpark' (to use Brett's American idiom example).

Understanding worldviews is the key to practicing Integral Leadership (and by extension, to practicing conscious business).

5 - It's like having four settings on every tool

As a leader, you've probably acquired a decent toolbox with techniques, models, and interventions. Don't think you need to throw them away to practice Integral Leadership!

If you start practicing and embodying this, what you're already using and doing will become more effective and powerful, not less. Why? Because Integral Leadership is like having four settings on every tool: green (collaborative), orange (strategic), blue (authoritarian), and red (autocratic).

The Universal Translator

If worldviews are indeed the key to practicing Integral Leadership, let's get our hands dirty! During the class you already had a chance to pick a key message and, using the Universal Translator Reference Sheet, translating it into the different worldviews.

The more you do this, the easier it gets, so let's do some more work on this. For this exercise, you'll need the following three documents, which are available from the Academy website as the Universal Translator Toolkit:

- Universal Translator Reference Sheet (this is a kind of 'cheat sheet' you might want to print and carry around while you learn to practice this)
- Universal Translator Worksheet Example (this is an example of how to use the worksheet)
- Universal Translator Worksheet Blank (this is a blank worksheet you can use for the following exercise)



Exercise!

What are the main contexts in which you are, or could be exercising your leadership? Or, using Brett's definition of leadership, where are you influencing and motivating others to achieve significant results? In your team, at work? Or maybe as a parent, at home, or as a volunteer somewhere?

List those contexts below, and then specify what you think are the dominant worldviews that are showing up in those contexts:

Pick a message that is important to you in one of those contexts, something that is relevant to the significant results you want to achieve. Now fill out the Universal Translator Worksheet, translating that message into the different worldviews.

Is that easy to do, or hard? Can you set up safe-to-fail experiments where you can try out your translations with different worldviews?

Now pick another message, or another context, and do it again! This is a muscle: the more you train it, the easier it gets. Trying it out in practice will get you even more traction than doing this as a paper exercise, so go over your calendar and see whether there are any opportunities for you to start experimenting in a safe way with translating messages into the different worldviews.



Let's exercise that muscle some more. A lot of you have shared with us that one of the biggest challenges in practicing conscious business is communicating it to people that don't get it or don't care.

In the workbook for Module 1, on page 4, you spent some time writing about what conscious business is to you. If you haven't managed to do that yet, this would be a great time to do so, because we're going to build on that!

Now read over your answers in the Module 1 workbook again, and summarize your key message about conscious business below. Don't worry about getting it exactly right, we'll do this a few more times throughout the course and it'll get clearer everytime you do it.

Conscious business to me is ...

Now grab your copy of the Universal Translator Worksheet and translate your message about conscious business into the different worldviews. Want to try out a few different ways of articulating conscious business? Go for it!

In the next week(s), for each worldview, see if you can find one person with that dominant worldview, and weave in your key message(s) about conscious business. Maybe it's just small talk at the beginning of a meeting, talking about this online course you're doing, or maybe it's a long and deep conversation with someone you really trust. Both are great.

After each conversation, sit down and take some time to reflect. What happened when you shared your translated message? What worked well in your translation, and what didn't? Grab another copy of the Universal Translator Worksheet and see if you can improve your translations!

The Three Leadership Meta-Questions

These three questions neatly summarize three things that you want to be conscious of in any given situation: awareness, approach, and action. Let's do a quick exercise answering these three meta-questions, so you can get comfortable enough that you can use them in real-life situations!



Exercise!

Think of a challenging situation at work that's either pretty recent or happening right now.

You choose whether you want to take a mildly challenging situation, or one that's got you pulling out your hair and screaming. If you can, pick a situation that involves at least one other person, one in which you feel you could be exercising your leadership more effectively.

Got one? Then finish the following three sentence stems. If you want to go deeper, do it once and then do it again. Finishing the same sentence stem two or three times will instantly take you a few layers deeper!

What is *really* happening in this situation, is ...

What is most important and most needed in this situation, is ...



The most helpful action I can take in this situation, is ...

Bonus: Resources, Practice Guidelines and Tips from Brett

In our debriefing after the class, Brett shared he had never before taught Integral Leadership to a new group in so little time. You should know that he was very impressed with the level of insight and complexity of thinking of our aspiring Agents of Conscious Business!

As a bonus, he's gone all-out and generously shared the following additional resources with all of us:

- A 30-minute **video presentation** on Integral Leadership (as a reference and to further deepen your understanding)
- **Eight articles** from the Integral Leadership Collaborative, one of Brett's many cool projects. These are another 74 pages to help you really deepen your understanding of leadership, motivation, communication, the Integral framework, and more. Wow!
- **Practice guidelines and tips** for practicing Integral Leadership, sorted into the three levels of skill he mentioned during the class: 1) Recognizing the Mindset, 2) Translating into the Dialect, and 3) Embodying the Leadership Style.

You'll find the video presentation and the additional eight articles on the Academy website (under [Module 2](#)). As for Brett's practice guidelines and tips, here goes!

Bonus: Practice Guidelines and Tips

Skill Level 1: Recognizing the Mindset

Accurately *recognizing* worldviews in self and others (both as singular mindsets and combinations)



1. Look for these mindsets evident in:

- Bumper stickers
- Advertisements (TV, magazine, online)
- Films
- Authors of books
- Family and friends (what is most important to them, what are their priorities?)
- Co-workers (what is most important to them, what are their priorities?)

2. Notice clues that suggest mindsets in others but also ask them questions to confirm.

- What is most important about that to you?
- Why is that important?

3. Go on mindset immersion field trips. These are intentional outings where you immerse yourself in another (values culture). If your least resonant mindset is Traditional, for instance. Go to a fundamentalist church or a rodeo (or agriculture festival in a small town) to feel into the culture, connect with interesting people that have that worldview, and begin to appreciate (or at minimum be comfortable with) the culture.

Skill Level 2: Translating into the Dialect

Translate messages into the correct dialect:

- a) Frame in terms of the primary core driver of that worldview, and
- b) Use that mindset's core values in your message

1. Before going into a business meeting or into a conversation where you hope to persuade or influence someone, write down your generic message, then refer to the Universal Translator Reference Sheet, and take a few minutes to craft the message translated into the correct dialect.

2. It's a great idea to rehearse the verbal delivery of the translated message so that you can get comfortable saying it (using this new framing and using words you may not use regularly).

3. Whenever possible, get on the phone with another integral friend who is familiar with values systems and role play with them. As with developing any verbal skill, role playing is very helpful.



4. Spend time with people who speak a given dialect fluently. The best way to learn a given dialect is to hang out with people who speak it!

Skill Level 3: Embodying the Leadership Style

Lead by *embodying* the leadership style appropriate for each unique the situation (Collaborative, Strategic, Authoritarian, Autocratic).

1. This practice certainly takes time. There is nuance in each of these leadership styles. Start with one that would help you the most in your current environment. (For many it is Traditional or Achiever/Modern.) Spend 6 months learning about this leadership style and slowly internalizing the language and behavior associated with it.

2. Read the books that people who prefer that leadership style read. If you aren't sure which ones those are, ask some of your integral friends. I listed several examples of each worldview in my presentation slides (as a good starting place).

3. Watch movies that feature the leadership style you are learning. There are many military (war) movies that feature the authoritarian style (as are many coming of age films as people move from Red to Blue). Many postmodern films (art house) films feature collaborative leadership. Many films about business (especially about Wall Street) feature Orange Strategic Leadership. Most Vin Diesel films are great examples of Red leadership, especially Fast Five.

4. Spend time with leaders who are good at the leadership style you want to learn. Observe carefully how that leader motivates and influences. Notice how they give praise and criticism. Pay close attention to the "stance" they take and the orientation they have toward self, others, and system. Notice how they get rapport, earn respect, and cultivate relationship. It is different for each leadership style.

5. Most of all practice! Practice one or two leadership skills associated with the new style you are learning ten times until you internalize it. Think of learning to play a musical instrument, learning a new form of dance or yoga, or learning a martial art. It takes a long time to master, but if you practice diligently, you will see great progress in a matter of months.



That's it for this class "Practicing Integral Leadership"! We hope to see you all in the next module, with Brian Robertson. As always, you'll find more info on that class on the [Academy website](#).

If you have any comments or questions, please email us at mail@wakinguptheworkplace.com or throw a comment on the Academy website page for [Module 2](#).