



CONSCIOUS HUMAN LEADERSHIP WHITE PAPER 2022

"A true leader walks the path of the heart and inspires others to work towards the creation of a better world"

- Roxanna Jones



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Executive Summary

In this environment people are looking for extraordinary leadership that will support them to experience a mentally and financially safe, prosperous, and harmonious life. Leaders who have a long term, holistic view, an understanding of the importance of everyone in their sphere of influence and an ability treat these individuals as part of the living system of their team or corporation, will ultimately attract many dedicated followers.

Leadership styles that have transpired in the past have collectively led us to where we are today and it's imperative that each person, team, and corporation takes responsibility for creating a more regenerative future tomorrow.

We believe that passive and aggressive styles¹ of unconscious leadership including Conventional, Dependent, Avoidant and Oppositional Thinking¹ lead to power plays, aggressive, even perfectionistic behaviour and detract from one's ability to create an optimal future. This thinking is energy draining for individuals, teams, and corporations and costs a lot of time and resources.

The leaders that people aspire to follow will be the leaders who extend beyond these styles and even past the "sustainable thinking" model to "regenerative thinking" bringing creative and effective solutions into actual reality.

The problem is that the pace of change is leaving many leaders overwhelmed and powerless to "keep up" as they unconsciously operate from past paradigms as individuals, teams and in business.

This paper outlines a framework around developing and evolving leaders into conscious humans first. Meaning the leaders become more highly aware and self-actualised, connected, and grounded, and more comfortable in their own skin. The paper also describes the development of four well researched Constructive styles¹ of leadership that underpin a conscious and impactful leader:

1. Achievement Thinking¹
2. Humanistic-Encouraging Thinking¹
3. Self-Actualising Thinking¹ and
4. Affiliative Thinking¹

These four styles of thinking lead to more effective leadership and therefore more effective organisations, whose behaviours ultimately require less energy and resources to maintain.

¹Human Synergistics Thinking & Behavioural Styles Research & Development by Robert A. Cooke Ph.d. and J. Clayton Lafferty Ph.d.

Problem

As humans we are designed to grow, develop and expand into the highest version of ourselves, to fulfill our personal vision and grow into our purpose as a human being.

As a leader or manager, you are one of the most important influences on the culture you create in your team or organization. You have a lot of power and influence. Every word, action that you take or don't take is being read or misread every day.

In business today many leaders feel overwhelmed with the increasing speed of change and the variety of disruptions. This paired with the geopolitical uncertainty, the growing complexity in the world, the volume of information and communication methods means that humans are flat out just keeping up with the pace of change. If we add the intergenerational challenges and the evolution of organizations, it is easy to see how humans are largely in survival mode. How do we get to the next day, the next shift?

When we combine these circumstances with a world shaken to its core by a global pandemic, it is no wonder that across the human population at present there are unreasonably high levels of apathy and demotivation everywhere we look. Already we have seen many companies and teams move online, operating remotely, trying to grapple with the new normal of working physically separated from the traditional workplace. This shift is only the beginning.

This environment calls for new creative, more resourceful ways of collaborating and communicating. As well as presenting new tangible and practical challenges for staying relevant and maintaining profits in a highly complex, competitive, and volatile business environment.

Many employees are afraid, feeling alone, uncertain about the future and fundamentally feeling unsafe. Many are no longer asking when we'll get through this but are seeking leaders to show them how. Organisations are experiencing the impact of this entire situation with higher staff turnover, decreased employee satisfaction and an increase in mental health and wellbeing challenges.

How today's leaders respond to the current organisational climate will make the difference between our survival or dissolution. If we're going to outlive this pandemic and the global shifts occurring, if we are going to thrive, we need Conscious Human Leadership.

We believe that together we are facing a crisis of leadership and that Conscious Human Leadership in business is the most important tool for creating collective change at this transitional time in humanity. We need leaders who treat all others with empathy and compassion, who lead with love rather than fear and awaken us all to our inherent unity.

One of the biggest limitations to leadership is the focus on fixing the problem, rather than standing strong as an individual, team, corporation and being part of the solution that benefits everyone. Traditional leadership styles that are passive or aggressive or that use power as a force to lord over and get things done through fear-based mechanisms, are no longer relevant or productive in the longer term of this new world.

These styles are currently present in almost every organisation, causing a whole raft of organisational results that are unwanted. From high staff turnover to lower profits and wellbeing challenges, these are just some of the unwanted organisational results from Passive and Aggressive ways of being.

The opposite to these passive and aggressive defensive styles are four Constructive Styles¹ of Thinking. These four styles are:

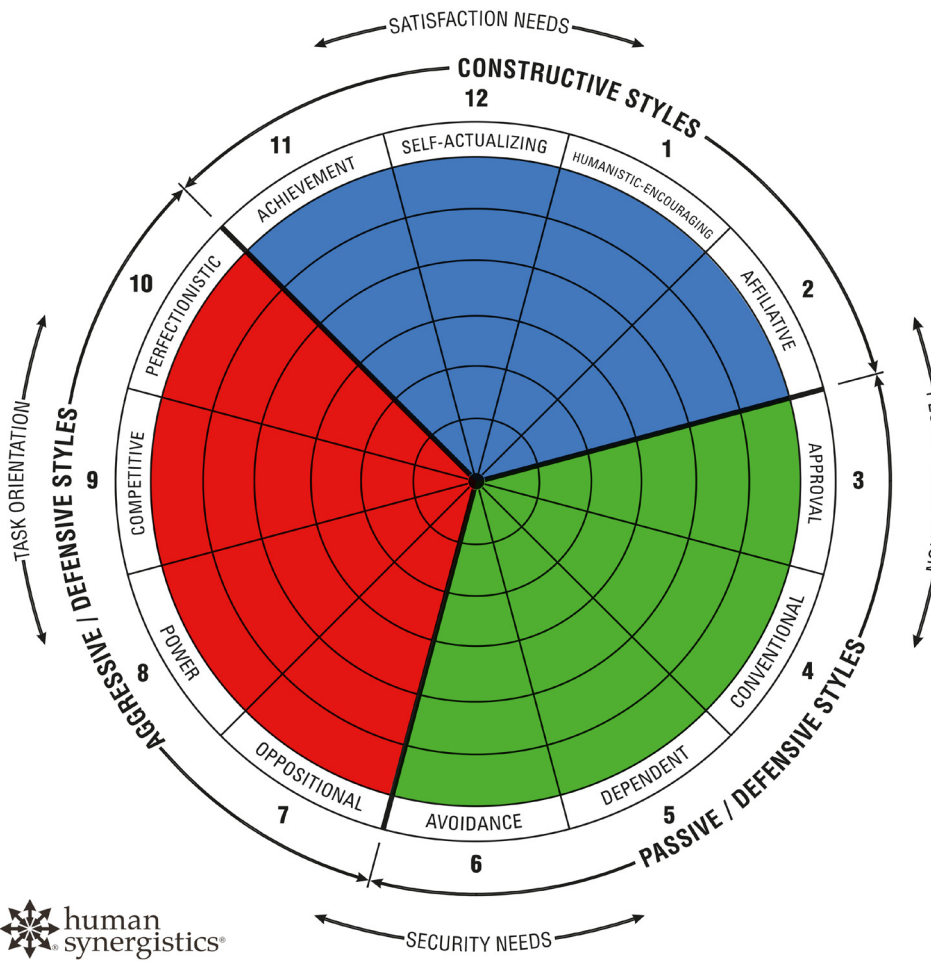
1. Achievement Thinking¹
2. Self-Actualised Thinking¹
3. Humanistic-Encouraging Thinking¹
4. Affiliative Thinking¹

Any organisation that is high in all these four will reap rewards such as exceptional team work, higher profits, lower level of complaints, superior wellbeing outcomes. Ultimately, high performing individuals create exceptional teams which in turn create incredibly high performing organisations.

So, the question is, what can an individual, team, or organisation do to increase these styles of thinking? A deeper understanding of these styles will enable us to appreciate the benefits of Conscious Human Leadership and how it can be developed in any individual, team or organisation given the right conditions.

The first step in the transition to being a Conscious Human Leader is to deeply understand the nature of Achievement Thinking¹, or getting the task done. All though Consciousness is less tangible, Achievement Thinking¹ is what keeps it all real, practical and doable.

Human Synergistics Circumplex



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¹Human Synergistics Thinking & Behavioural Styles Research & Development by Robert A. Cooke Ph.d. and J. Clayton Lafferty Ph.d.

1 - Achievement Thinking¹

Achievement Thinking¹ is the main feature of how humans get things done. The predominant focus of this style is all about focusing on the task and a concentration on experiencing completion satisfaction as a result of a job well done.

With Achievement Thinking¹ there is a strong focus on a high standard of performance and the quality of work that this individual delivers. A desire to produce high quality outcomes in all areas of their lives, Achievement Thinkers often outperform their colleagues in a wide range of areas.

Typically those who are very high in Achievement Thinking¹ are top-quality businesspeople, athletes, writers, and professionals. Very often these individuals are given recognition for their high levels of achievement through qualifications, certificates or through winning prizes.

The list of skills that contribute to an individual's expertise in Achievement Thinking¹ are Planning, Problem Solving, Strategy, Goal Setting, Decision Making, Scheduling and Creating A Vision.

The style of Achievement Thinking¹ is focused on action with a clear belief in cause and effect. That is the focus is that the persons actions create their results and highlights the importance of Personal Effectiveness as a key contributor to success.

High quality results are important to an Achievement Thinker, both for themselves and others. They often have a strong ability to share responsibility, inspire others and to build confidence, making them a highly effective leader. The kind of leader that people happily want to follow, look up to and will go the extra mile for.

This style when developed in isolation without the other 3 Constructive Styles risks becoming too task focused and lacking the people skills needed to be an effective leader. The Life Styles Inventory (LSI) four blue styles need to be developed in conjunction with each other, not in isolation in order to become a Conscious Human Leader.

Some of the characteristics you will see in an Achievement focused leader are:

- Focus on achieving excellence
- Knowing individual effort counts
- A commitment to making things better
- A preference for setting and obtaining goals
- A belief in the benefits of giving and receiving honest feedback.

2 - Self-Actualising Thinking¹

Conscious Human Leaders need to have an incredibly high level of emotional intelligence and self-awareness. It is awareness of self that grows mutual awareness of others, and thus higher levels of consciousness. This depth and sophistication come from a higher level of Self-Actualising Thinking¹.

Self-Actualising Thinking¹ is the style that affects all other styles. Intentionally growing this style, will have the overall desired impact of becoming a more conscious human leader.

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A highly Self-Actualised conscious human leader knows themselves deeply first and takes responsibility for the fact that they are the common denominator in their own life. This means they take ownership of the outcomes of their daily decisions and actions. They have a heightened awareness of their own feelings, are solid and grounded, and understand how their actions impact others. They are open, authentic, and real, and operate from a place of self-respect and self-love. They are comfortable in their own skin, and this is magnetic.

Magnetic leaders operate from a place of high alignment and internal stillness and effortlessly draw people to them providing an environment for highly effective teams. In times of crisis and pressurised timeframes they provide a steady hand for grounded decision making and team cohesion.

A conscious human leader operates from a place of optimism, confidence, and creativity, whilst maintaining a realistic lens of the world using sound judgment. This provides the ingredients for creating huge impact through bridging the corporate mission, cultural values, and the business model. They are willing to think outside of the box and pioneer new ways of modelling the way in their industry with spontaneity and energy.

Developing Self-Actualisation of yourself at individual, team and corporate level gives you the opportunity to direct the energy within your organisation towards creating confident people, synergies within teams, and a clear unencumbered flow of energy and resources across the organisation.

Imagine your organisation as a biological organism such as the human body. The effectiveness of this organism is the direct result of the effectiveness and health of each of the cells within the whole. Consider then, that each cell is represented by a single human in your organisation. If a single human (cell in the organism) is not optimising their potential to operate from a constructive self-actualised perspective, then your organisation will also not be benefitting from this potential energy.

Collectively your organisation holds a finite amount of energy generated from each cell/human. This can be funnelled towards constructive thoughts and actions, or conversely towards defensive and aggressive thoughts and actions. The more you allow the latter, at any level, the less energy you have available to constructively add to your organisational mission and strategic goals. Indeed, like a human body you can develop disease in the team that erodes your culture and values.

Developing Self-Actualised individuals across your business enables your individuals, teams and organisation to redirect the available energy:

- from defending itself, to operating with authority
- from being motivated by always seeking approval, to leading with creativity
- from standing over others, to working with others from a place of authenticity
- from being reactive and haphazard, to acting from a considered grounded foundation
- from operating from the head, to leading with the heart aligned with the vision and mission with solid business acumen and acting with solid plans from the head.

Leaders who are highly Self-Actualised are so clear in themselves they can optimise their Humanistic Encouragement traits. Part of the journey to Conscious Leadership includes moving from the Aggressive styles¹ of (Power, Oppositional, Perfectionistic, Competitive¹) toward the Constructive Styles of Thinking¹ including Humanistic-Encouraging Thinking¹.

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3 - Humanistic-Encouragement Thinking¹

Humanistic-Encouraging Thinking¹ measures how interested in other people we are. It means we are likely to tend to care about others and to help them improve. Humanistic-Encouraging thinkers are very accepting of themselves and of others. They accept others without blame or criticism. This deep level of acceptance ensures that the other person grows and takes responsibility for their own growth.

Humanistic-Encouraging Thinking¹ is on the people side of the LSI along with Affiliative. This means there is a predominate focus on people.

If you are high in Humanistic-Encouraging Thinking¹, you believe you can assist others in fulfilling their potential through providing a supportive environment. You are likely to be in tune with other people's needs and will dedicate time and energy to counsel and coach others.

Satisfaction is gained through seeing other people develop and from forming important connections. These leaders have a willingness to take time with others, which makes them good at many professional roles.

Characteristics that are important to this kind of thinking are:

- An interest in growth of others
- Being positive about other people
- Helping others with reaching their potential
- Focusing on the strengths in others
- Inspire and motivate others
- A focused approach to friendships

The Life Styles Inventory™ (LSI) goes hand in hand with Humanistic-Encouraging¹, and firmly on the People side of the LSI, is known as Affiliative Thinking. Where Humanistic-Encouraging is often a focus on one person, Affiliative is a focus on the team, the whole group of people.

4 - Affiliative Thinking¹

Being a highly Conscious Human Leader involves a high level of mastery in relation to working with and engaging other people. Ultimately, leadership is about being able to shift people from one place to another, a highly developed skill. One big asset to a leader high in Affiliative Thinking is their ability to do exactly this - move people from one place to another and help change stick.

Affiliative Thinkers¹ are people who genuinely value people highly and value relationships. People high in Affiliative style value these social and work relationships above anything else. When people are high Affiliative and low Approval thinking they can value and respect others and their opinions and are still able to hold true to their own values and beliefs. Affiliative leaders gain satisfaction from their relationships unlike those high in Approval thinking who are often concerned with getting someone off-side or upsetting the relationship, thereby creating anxiety.

We were all born innately wonderful, kind, and unconditionally lovable. Through our experience of life, we grow into adapted adults with learned thinking and behaviour that enables us to cope. Many of our coping roles can be described in the defensive styles of the Life Styles Inventory™ (LSI) - defining our worth through doing things perfectly, being in control, pleasing others and doing things right.

Conscious human leaders who develop their affiliative style work on building relationships where there is trust, liking and genuine, not superficial concern. To do this the leader must first know themselves. That is – understand and value their innate qualities, be aware of their feelings and thoughts, be warm and open and helpful.

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What we find working with leaders and cultures is that employees, customers, and stakeholders are craving depth and real connection now more than ever, meaning the expectation is rising for authenticity, vulnerability, and relationship-based interactions.

We're shifting away from the dominant masculine or "doing" style of operating into a more balanced approach of having healthy, human centric models with the spaciousness that allows more flow and creativity. This has a ripple effect of shifting not just the leaders individually, but moving the organisation and culture collectively, allowing business to become not just a vehicle for profit but additionally, a powerful tool for transformation and healing.

By becoming more Affiliative in their thinking, leaders are not just tuned in to themselves, they create trust and healthy rapport with their people, their community, and use their business as a tool for personal, spiritual, and professional growth.

Where to from here?

The complexity of these times has exacerbated old styles of leadership and paradigms that no longer work, therefore there has never been a more urgent calling for the Conscious Human Leader. We know that the pathway for leaders wanting to be more effective is clear. Be more constructive and focus on developing the four styles of effective leadership.

Research from Human Synergistics, the creator of the LSI, demonstrates to us that when each of these styles is as high as possible the following organisational outcomes result

- Better Profits
- Higher rates of Engagement
- Better Organisational Culture Scores
- Increased Productivity
- Reduced Workplace Conflict
- Greater Collaboration
- Increased Creativity
- Lower Staff Turnover
- Enhanced Staff Satisfaction
- More likely to attract better employees and become an employer of choice

So, the pathway from here after reading this whitepaper to becoming a conscious leader is as follows:

- Check out www.beingmorehuman.com.au/conscious-human-leaders
- Book a time to discuss your needs with us via making an appointment here www.calendly.com/uqpower
- Review the Conscious Human Leaders Competency Framework attachment to this Whitepaper below for more detailed information of what is included in the Conscious Human Leaders Program.

References

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	Achievement ¹	Self-Actualising ¹	Humanistic-Encouraging ¹	Affiliative ¹
LEVEL 1 SELF	<p>Conscious Time management Time management Using their calendar</p> <p>Clear Thinking Decision making Forming strong personal boundaries</p> <p>The Psychology of achievement Strong habits and rituals Dealing with self-limiting beliefs</p> <p>Goal Setting Idealise, visualist, verbalise and materialize creative smart goals</p>	<p>Growing Self Self-responsibility Self-love Self-trust Self-forgiveness</p> <p>Knowing Self Personal values Understanding personal style Understanding cause and effect</p> <p>Holistic Self Healthy mind, body and spirit Deepening communication with the soul</p>	<p>Personal Essence Personal integrity Radical truth telling</p> <p>Understanding Emotions Emotional Intelligence</p> <p>Supporting Others Broadening perspective Interest in others</p> <p>Healing Understanding and dealing with trauma</p>	<p>What truly Matters Building on strengths Service and contribution</p> <p>Team Decision Making Collaborative decision making models – holacracy</p> <p>Make the Team Being a team player Understanding team roles</p>
LEVEL 2 TEAM	<p>Focusing on the Outcome. Is your heart in it? Team goals and KPIs</p> <p>Dynamics of achieving as a team Team productivity Leading vulnerability Thought is creativity – language is critical</p>	<p>The Calm in the Storm Staying grounded as a team Facing reality Relating not reacting</p> <p>Power with not power over (Dynamics of Power) Creating impact Meaning and purpose Breaking rules Building team strength</p> <p>Your place in the hologram Cause and effect Experiential learning Healing past team wounds</p> <p>Being you in the team Optimising your strengths What's your role (beyond the task) – leader, spokesperson, influencer, motivator etc?</p>	<p>Respectful Communication Giving and receiving feedback Non-judgmental acceptance Empathy Difficult conversations</p>	<p>Collaboration and communication between departments</p>
LEVEL 3 ORG	<p>Business Acumen Strategic thinking Planning Business skills Budgeting skills</p> <p>Customer Experience Strategy Delivering on the mission Creating experiences in the organisations</p>	<p>Critical Credibility Modelling the way through simple daily acts Brand management Cultural values Healthy people = healthy culture Titles are granted, leadership is earned</p>	<p>Building Big Bridges Collaboration with community, business and other departments National Peace Day Being a trusted advisor Bridging mission and business</p>	<p>Strategic Affiliations for Future Leading the Department Collaboration across the Organisation Creating partnerships Stakeholder engagement Creating new traditions</p>

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