

## **Integral Leadership Development Pacific Integral**

*The secret of a leader lies in the tests he has faced over the whole course of his life and the habit of action he develops in meeting those tests – Gail Sheehy*

Pacific Integral's ILD programs are based on over 20 year's experience leading successful personal and organizational development efforts. Our experience helping others build leadership, spans a wide variety of industries, organizational types and sizes and geographic locales, from individual coaching programs, to large-scale multi-year organizational change initiatives, to social leadership programs in developing countries.

ILD programs integrate our years of experience in working with executives, managers and top administrators with the best of current leadership theory. We draw on the integral theory of Ken Wilber and others, that is widely acclaimed for bringing together the leading scientific, psychological, philosophical, social and management theories and approaches for understanding and effectively dealing with complex challenges. We understand that the measure of our programs' success is their capacity to dramatically increase the ability of participants to bring about their individual and organizational goals in an increasingly complex and daunting business, political, and social environment.

All ILD programs share a few important, valuable characteristics:

- Participants learn a foundation of leadership and management theory.
- An experiential process of learning that lets participants safely explore and challenge their own limits, and integrate their learning into practice.
- Integral 360-degree assessment and feedback that provides individuals with an appreciative and actionable picture of strengths and weakness.
- A focus on goal setting, which enables participants to create and begin acting to realize a new, inspired personal and organizational vision.
- Transformative learning approaches that give participants an opportunity to quickly break barriers and shift thinking that has limited their success in the past.

## **Leadership**

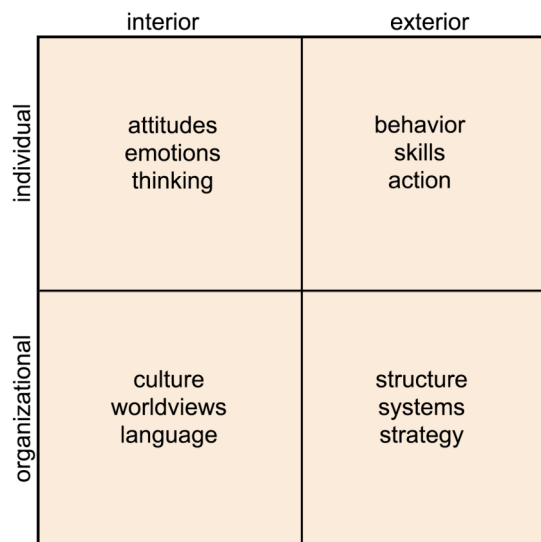
Leadership is the capacity to bring about action towards a new, desirable outcome, without simply using force and fear. Leaders think and act in ways that energize people to give what is required to produce more than what is expected. When that critical margin of contribution is accessed, what seemed impossible becomes possible and what seems possible becomes real. Leaders inspire others to give more than what is predictable, and that contribution may be in the form of effort, creativity, courage or wisdom.

*A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be. – Rosalynn Carter*

Everyone agrees effective leadership is essential for organizational excellence, and that more of it would be better. What is needed in abundance are people able to grapple with uncertainty, able to go beyond existing solutions, able to create resilient processes and structures for change. Men and women able to stand in the face of uncertainty, negative circumstances and new opportunities, and galvanize themselves and others into effective action. Achieving organizational excellence requires men and women equipped with the best cognitive maps, models and approaches appropriate to accomplishing their most challenging goals. This require both tenacity and delicacy, a relentless commitment to results and a willingness to constantly test the strategy and tactics being used to produce those results.

## **Our Approach**

Our approach to understanding leadership includes an emphasis on working with both the objective, exterior and subjective, interior aspects of individuals and organizations. Most leadership efforts today focus primarily on the objective, exterior factors involved in the situation: for example, behaviors, skills, strategies, structures, and processes. An integral approach insists that the interior factors – such as thinking, feeling, and values - at both the individual and organizational levels must also be taken into account when leading change efforts.



In addition to working across these four dimensions, our approach includes a dynamic, developmental view of people and systems. In each of these dimensions we develop or regress, given the circumstances we face and our capacity to meet them.

*No executive has ever suffered because his subordinates were strong and effective. – Peter Drucker*

People and their social organizations develop through predictable and observable stages. Within a level of development there can and must be improvement. Improvement within a level, however, can only go so far.

Between levels, there are discontinuous or quantum leaps to the next level. These profound shifts are transformations of world view. Participants in our programs have an opportunity to make the improvements most needed for their development. They also have opportunities for transformation should they be ready for it.

ILD programs develop participants' interior and exterior dimensions:

**Interior - Dimensions of Development:**

- *Self awareness*
- *Thinking, worldviews, and mental maps*
- *Emotional intelligence*
- *Commitment and values*

**Exterior – Core Leadership and Management Competencies:**

1. *Developing a powerful map of the leadership territory*
2. *Creative visioning and leading from the future*
3. *Developing a culture of responsibility and accountability*
4. *Effective coordination*
5. *Powerful and clear communication*
6. *Empowering and motivating others*
7. *Transforming the energy of conflict and dissatisfaction*
8. *Creating a learning organization*

*It is the nature of man to rise to greatness if greatness is expected of him. – John Steinbeck*

The first complex human system that program participants must learn to lead is themselves. To lead change efforts it is essential that leaders themselves be involved in an ongoing process of self-development. When a leader has directly experienced the process of change, he or she can lead others through it. When a leader is constantly bringing himself to his or her own learning edge, he or she will have compassion as those he is leading struggle to move through their own barriers to change.

In addition to personal growth, there is always an ongoing focus on practical results. The proof of the program will be the breakthroughs that its participants achieve in the organizations, communities, and systems in which they lead.

*To lead people, walk beside them ... As for the best leaders, the people do not notice their existence. The next best, the people honor and praise. The next, the people fear; and the next, the people hate. When the best leader's work is done the people say, "We did it ourselves" – Lao Tzu*

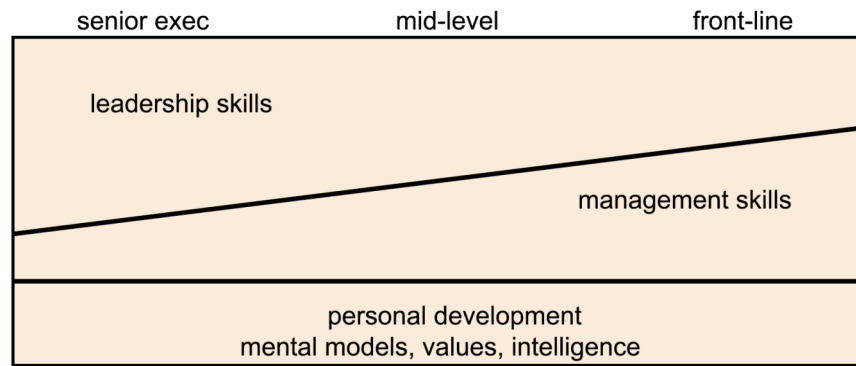
In longer-term engagements and for individuals capable of more advanced development, ILD programs offer an advanced Practicum in Transformative Leadership. Participants can have the opportunity to develop powerful, change-enabling assessments of their organizations and situation, learn advanced personal and organizational practices of transformative change that combine the power and boldness of personal commitment with the subtlety of "tickling" or "startling" systems. They begin to integrate advanced psychological, management, and spiritual ideas into their work, enabling them develop the ability to work with paradox and dance on the razor's edge between high intention to produce results and humble surrender to the unfolding of the system's pattern.

## Programs

We offer a variety of leadership development program for all levels of leadership and management from first-line supervisors to the executive level.

We occasionally offer open-enrollment programs but primarily create custom solutions for our clients. The degree of customization is determined by our clients needs and can range from selection of appropriate packaged curriculum, to an in-depth integral organizational assessment followed by a design and implementation of a strategic organizational change effort.

In designing solutions, we draw on a comprehensive leadership and management curriculum to create programs that specifically target the most needed capacities and develop the appropriate level of mastery.



Our approach to creating customized development solutions begins with a unique integral assessment, which yields a powerful view of each domain of leadership, current capacities, and needed capacities and level of mastery to meet business objectives, and strategies for implementation.

### **ASSESS – SELECT – DESIGN – IMPLEMENT – DELIVER – EVALUATE**

Additionally, depending on your needs, we will work to create your own leadership development strategies, train your staff, and license you our courseware so that you are left with the capacity to build and sustain your leadership and organizational development over time.

The following is a representative sample of leadership development programs we offer:

### **Service, Profits and Purpose: An Executive Leadership and Development Program**

This program is designed for senior executives and may be customized so that an organization can target the individuals it wishes to invest in and the strategic priorities it wishes to accomplish as a result of the program. A series of educational sessions are linked with individual coaching focusing on the application of theoretical perspectives to achieving business results in the targeted areas. Ideal for executive teams or key executives across the organization with each executive or group of executives focusing on different organizational priorities.

#### **Who Should Attend:**

Senior executives and executive teams; individuals 15+ years of leadership and management experience.

#### **Results:**

- Shifts in understanding and behavior that over time will have a significant impact on value created.
- A thorough assessment of participant's leadership strengths, weaknesses, style and blind spots – and a development plan for improvement.
- Greater capacity to understand and work with the inner and outer dynamics of the process of change.
- Improved assessment, communication, and collaboration skills.
- Ability to effectively work with conflict and dissatisfaction to release creativity and commitment.

#### **Features:**

- Educational intensive sessions, combined with pre- and post-program coaching and support.
- Integral 360-degree assessment of participant leadership capacities.
- Length and format of program depends on goals to achieve. Typically implemented as either a three-day leadership intensive followed up by coaching and a review seminar; or four half-day sessions over two months.

## **Integral Leadership Program**

This program is our core offering for developing leadership capacity across your organization. Designed for mid- to senior-level managers, who wish to rapidly improve their leadership and management capacities. An intensive, individualized learning experience, ILP incorporates educational sessions, individual and small group work, practice and feedback sessions, as well as individual work assignments to create a transformative, powerful approach to leadership development. Participants typically report immediate practical results and often experience long-term transformative effects from their participation in ILP.

### **Who Should Attend:**

Mid- to senior-level managers and management teams; individuals 5+years of management experience.

### **Results:**

- A thorough assessment of participant's leadership strengths, weaknesses, style and blind spots – and a development plan for improvement.
- Shifts in understanding and behavior that over time will have a significant impact on value created.
- Improved assessment, communication, and collaboration skills.
- Ability to effectively work with conflict and dissatisfaction to release creativity and commitment.

### **Features:**

- Format: one-day educational workshop per month, combined with pre-course assessment and post-course follow up and coaching, over a period of 5-8 month depending on needs.
- Integral 360-degree assessment of participant leadership capacities.
- Real-time practice and feedback in a highly experiential, safe environment.

## **Overcoming Barriers to Change**

This program provides an intensive, transformational learning experience that improves the effectiveness of leaders and teams ability to overcome barriers to change. Participants receive important new skills for communication and leadership that can initiate powerful shifts in team performance. Not just an educational seminar—the program is focused directly on the current challenges you face, accelerating progress against immediate goals and improving long-term performance. The approach is based our application of the work of Robert Kegan, noted professor at the Harvard Graduate School of Education, and Lisa Lahey, a psychologist specializing in adult development, as well as other theorists of change.

### **Who Should Attend:**

Mid- to senior-level managers and management teams, project teams.

### **Results:**

- Move beyond complaints to unleash the energy of your team's commitments.
- Learn new communication approaches that empower and motivate.
- Increase the level of cooperation and teamwork among your staff.
- Create a developmental shift in communication and culture in your organization, improving overall productivity.
- Decrease time spent on miscommunication and interpersonal conflicts.
- Diagnose and overcome the fundamental, yet often invisible, forces that actively interfere with making progress on goals critical to success.

### **Features:**

- Three separate day-long seminars and one half-day follow-up session, occurring over six to ten weeks, with assignments between the seminars.
- Participants receive extensive hands-on practice over a period of time necessary to embody new practices individually and organizationally.
- Real-time practice and feedback in a highly experiential, safe environment.

## **Winning at Work**

The purpose of this program is to train and educate the front line managers and employees of the organization to work more effectively and more collaboratively, such that the organization's ability to provide high quality, cost-effective services is enhanced. Winning more at work often involves very practical and specific changes in how they relate to the work environment, particularly co-workers and supervisors. In a safe and supportive environment participants learn to remove the self-imposed barriers to winning and tools to be even more effective once the barriers are removed. The program provides powerful, simple to learn tools for more effective management and reinforcing cultural changes.

### **Who Should Attend:**

Front-line managers and individuals in supervisory roles, work teams.

### **Results:**

- Improve communication and collaboration skills
- Create a greater degree of individual and team commitment and engagement
- Enhance ability to problem-solve and create creative solutions to daily challenges
- Improve capacity to align and respond to overall leadership and change efforts
- Experience greater enjoyment and enthusiasm about work

### **Features:**

- Format: four half-day seminars including education, experiential learning, hands-on.
- Real-time practice and feedback in a highly experiential, safe environment.

## **Other programs:**

### **Introduction to Integral Leadership**

This two-day workshop provides an introduction to integral leadership concepts and approaches.

### **Executive Coaching**

Personalized coaching programs are available for individuals seeking targeted intervention to meet important goals and developmental needs.

### **Train-the-Trainer**

We can work with your staff to develop them into highly-skilled trainers and coaches, and equip them to deliver our courseware as part of a custom created, licensed leadership development solution.

**PACIFIC · INTEGRAL · · ·**

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