

The Inner Landscape of Leadership

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Course Syllabus

21 Contact Hours, 7 April - 10 May 2003

Venue to be announced

RATIONALE

This seminar, *The Inner Landscape of Leadership*, examines issues in the development of individual and organizational consciousness, and guides the participants to apply the acquired knowledge to student-developed case studies.

INTRODUCTION

"Growing people and aligning their creative capacities is now a strategic imperative, perhaps the strategic imperative, for many enterprises . . . The maturity and happiness of those people set the tone and determine the capabilities and limitations of that enterprise."

Peter Senge

Increasing numbers of people recognize personal growth as essential to the health of any organization. Leadership today requires more than knowledge of the latest management tools. It requires maturity and integrity, emanating from the very core of a leader. This quality of inner integrity has a landscape that will respond to intense cultivation.

We start this cultivation by acknowledging your desire to engage in transformative processes despite the seeming resistance of the world. This approach develops a capacity to learn from life as a dynamic, ongoing curriculum. It applies the leverage of promoting increased levels of maturity and integrity within the context of complexities and demands found in modern organizations. When practiced with intention, such leadership fosters a similar transformation in others, so that leading becomes a collective way of being within an organization.

Peter Senge, in his forward to Debashis Chatterjee's book, *Leading Consciously*, writes: *"This [method] constitutes a very different approach to leadership development than practiced in most contemporary organizations. It is neither quick nor simple. It demands deep commitment and disciplined practice."*

SEMINAR THEMES

- 1. Personal mastery** - Cultivating individual aspirations and awareness; seeing the value in self-transcendence and personal practice.
- 2. Mental models** - Becoming more aware of the sources and content of our thinking; encountering assumptions and beliefs and the role of thought forms.
- 3. Team learning** - Transforming our skills for encountering and sustaining collective intelligence, alignment and dialogue.
- 4. Shared vision** - Fostering commitment to common purpose; discovering what wants to happen; operating from a collective intelligence.
- 5. Systems thinking** - Developing awareness of complexity, interdependencies, leverage for change, and chaordic self-organization.
- 6. Sustaining transformation** - Motivation from within, individual and system wide transformation, the learning cycle, and challenges to change.

BENEFITS AND OUTCOMES FOR THE PARTICIPANTS

Participants can profit from the acquired personal growth and professional development that will travel with the participant wherever life leads them.

- Greater awareness of individual and collective thought processes,
- Greater capacity for Dialogue,
- Integrity between knowledge and actions,
- Profound appreciation for the role of authenticity in leadership,
- Working knowledge of the dynamics of consciousness,
- Increased comfort working with and in chaos,
- Enhanced knowledge base about organizational transformation,
- Application of the value of storytelling in organizational transformation,
- Understanding personal mastery and its relationship to effective leadership, and
- Follow-up practices to foster continued learning.

WAYS AND MEANS

"Words are metaphors for real experience. By themselves words mean nothing, but if you connect your words to your experience, they can set you on course toward a transformational journey."

Debashis Chatterjee

We strongly assert that the experiential engagement of theoretical models is essential to the discovery and realization of a felt sense of truth. Reading assignments are opportunities for developing clarity in the articulation of experience. We will explore the curricular themes through dialogues, conversations, activities and stories, so as to make coherent connections between experience and understanding, transforming what may have been implicit to explicit awareness. More specifically, our approach will combine reflective and experiential groups and lecture/seminars with exploration of appropriate reading materials.

1. Delivery Formats

- Weekly seminar meetings in the evening, with a full day for the final meeting.
- One-on-one coaching and mentoring

2. Learning Activities

Personal learning objectives relate to body, mind, and spirit, and have several-modalities. Integration is essential -- learning takes place everywhere, all the time, and is not restricted to classroom, workplace, or home.

- Modest pre-enrollment counseling,
- Front end participant contract and commitment to class group,
- Cohort learning groups within class to support individual learning,
- Triad and dyad process work,
- Lectures, presentations, and video, with follow-up discussions,
- Student-created case studies,
- Student presentations, and
- Follow-up assessment, evaluation, and support.

3. Seminar Meeting Dates

- 7 April (3 hrs)
- 14 April (3 hrs)
- 21 April (3 hrs)
- 28 April (3 hrs)
- 5 May (3 hrs)
- 10 May (6 hrs)

4. Investment - \$300

5. Core Text: - *The Fifth Discipline*, Peter Senge

MEETING TOPICS

1 Personal Mastery

- The Inner Landscape of Leadership Overview. Cultivation. Assumptions. Curricular themes. Course readings and activities.
- Personal mastery as; spiritual discipline, integrity, self-transcendence.
- Readings: Bohm, Carey, Palmer.

2 Mental Models

- Mental models as a function of orders of consciousness. Kegan's orders of consciousness. Subject object relations. Evolution of consciousness. Fundamental orientation for self-transcendence.
- Thought as a system. Nature and limitations of thought.
- Readings: Bohm, Senge.

3 Team Learning

- Inquiry and advocacy. Suspension of assumptions. Collective intelligence. Coherence and incoherence.
- The practice of dialogue.
- Readings: Harung, Owen, Senge.

4 Shared Vision

- Fields of consciousness. Collective nature of thought. Power of myth and story. Organizational culture. Self organizing systems.
- Storytelling as the way spirit manifests in time and space.
- Readings: Hock, Senge.

5 Systems Thinking

- Principles of systems. Systems archetypes.
- Requisite capacities of consciousness.
- Readings: Chatterjee, Senge.

6 Sustaining Transformation

- Class presentations.
- Debriefing.
- Closure.

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