Michele Madore & Michael Spayd
(@T4_Agile & @mspayd)

The Emergence of Integral Leadership:
Shifting the Structure of our Attention
Any situation, at any given moment, possesses multiple dimensions of reality.

1st, 2nd, 3rd person (I, We, It)

Each perspective is valid yet partial.

Integral approaches take all views into account.

The capacity to take the role of others is vital for Transformational Change.
Integral Agile Transformation Framework™
Organizational Perspective-taking

Orders of Consciousness
Cultural Alignment
Product Innovation
Structural Adaptability

Leadership & Mindset
Practices & Behavior
Organizational Culture & Relationships
Organizational Architecture
What type of Leader Succeeds at Transformation?

“In ten longitudinal organizational development efforts, the five CEOs measuring at the late Strategist/Leader stage of development supported 15 progressive organizational transformations. By contrast, the five CEOs measuring at pre-Strategist stages of development supported a total of zero progressive organizational transformations.”

Bill Torbert
Carroll School of Management
Boston College University
Effectiveness at Each Stage
Leadership Research

Leadership Effectiveness

Integral

Creative

Reactive

40% 65% 90%

REACTIVE CREATIVE INTEGRAL
Does Leadership Affect Performance?
Leadership Research

TOP 10%

BOTTOM 10%
What does it take to be a Transformational Leader?

The Path to Transformation

“There are two things that are particularly important and that especially need to be focused on if you’re going to get any actual sort of transformation...the capacity to take the role of other...and the ability to actually see your own seer [the subject-object switch in development].”

Ken Wilber
Creator of Integral Theory
Four Ways of Being: Understanding your Orientation

I  Orientation towards Internal Experience

IT  Orientation towards Behavior

WE  Orientation towards Relationship

ITS  Orientation towards the System
Example: Business Partner Communication Issue

If we each spent time in self-reflection to see the deeper outcomes we desire for our business, we would communicate better.

If we focused on the health of our relationship itself and how we hold each other, things would improve.

If we each committed to changing one behavior in how we communicate daily, it will improve.

If we revisit our strategy and plans and look at all the factors impacting our communication, we could solve this issue.
**Scenario:** A Team of 6 people are brought together to create requirements and assessments for a certification program. They will meet regularly for several months to accomplish this task. The meeting starts and everyone has a different idea of how to proceed and go about their task at hand. There are varied opinions that look like this:

- **I (UL)** – “I’d like to understand the purpose, intention and/or value we are trying to create, and how it has inner meaning for me; then I will better understand how I will contribute and how we can move forward as a group.”

- **WE (LL)** – “I’d like to hear what others have to say, and also tell them what I think. I want to know that we are in sync as a group as we move forward together, then I can determine how best to contribute.”

- **IT (UR)** – “I want to just jump right in and get started. Let’s just throw some ideas out there and experiment a little and then we can make adjustments as we learn.”

- **ITS (LR)** – “I’d like to get the structure and format of how we will be creating the requirements. I need to see the big picture and make sure we aren’t missing something and how it all fits together before we just jump in.”