

Integral Development and Change - At the Level of Inner Processes



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**Uma Narayanan
Vijayalakshmi V**

Indian Institute of Technology Madras
(unarayanan@gmail.com)
(vijji@iitm.ac.in)

Arul Dev V

People First Consultants Private Limited
(aruldev@peoplefirst.co.in)

In a world shrinking in space and time, change is accelerating. Even the best of learning and development models like competency frameworks are insufficient, as by the time a competency is developed a new one is demanded. Focusing on development from within - at the level of the inner process (mental, vital life-force, physical and deeper self) enables a more fundamental level of development, which in turns accelerates our external manifestation and adaptability to change. This paper explores one such applicable framework of inner development based on Integral Yoga of Sri Aurobindo that enables deeper self-awareness and integral change.

1. Introduction

1.1 Need for Change

The world is in transition, a state of creative tension. Collectively, we are going through a transition in terms of our economy, ecology and culture in business and society at large. This transition calls for redefining growth, success and leadership, which is holistic and sustainable. This transition calls for change and yet change is something that is more often resisted than persisted. Change can be looked at from any angle – personal, business, socio-economic, political, cultural, scientific, spiritual etc. All these interact and cause a flux of change that is experienced by the leader and the organization. There have certainly been some breakthroughs in preparing leaders and organizations to face change, and yet there are significant gaps in theory, research and applications of actually causing a quantum leap in our capacity to deal with the ever changing, rapidly accelerating times. When it comes to leadership and change, an article that appeared in the Fast Company magazine by Deutschman (2005) had the bold title ‘Change or Die’. The article begins with this quote, ‘All leadership comes down to this: Changing people’s behavior. Why is that so damn hard?’ Many challenges make the path difficult. One such example is that leaders attempt to make a change in their teams without themselves demonstrating the change within them. Secondly, even if the leader actually undergoes the change within them, many do not have the manifesting or influencing capacity to inspire the same outside. Thirdly even if the leaders change within and inspire the outside teams, the change often does not last long as the leaders themselves may shift to a new role or project and there may be no one in the team to hold that space in the present time. A change to be manifested needs to be held for a sufficient period of time till it goes through the cycle of people in the team resisting, then accepting reluctantly often and then actually internalizing the change. All this depends on the readiness of the team, the systemic space of the organization and the capacity of the leader to hold the ‘tension’ of change till it is manifested in the collective space.

How can we attempt to solve this situation? The change needs to be embodied first by the leaders in a sustainable manner. This requires an inner transformation that goes beyond abilities, capacities and mindset to a shift of the leader from within – the inner state of being. This is the approach of inner development that is being addressed in this paper. “Vedic psychology explains that the single intervention of developing consciousness exerts a positive influence on the complete psychology, physiology, behaviour, and environment of the individual” (Harung, Heaton and Alexander, 1995). This in turn will influence change at the collective team and organizational levels.

1.2 Aims of the Study

This paper

- Attempts to study both the current research and methods of development of leaders and look for new clues to enhance the same
- Reviews a model of integral change, and proposes a framework that will enable leaders to develop from within and hence better ride on the wings of change.
- It then attempts to check if the solutions proposed are part of the new solution or still continues to perpetuate the problem.
- Finally the paper considers the readiness for this work to come into mainstream leadership development and for the personal readiness of the leader to embark in such a journey of development.

2. Leadership Development Beyond Competencies

*"The condition in which men live upon earth is the result of their state of consciousness.
To want to change the conditions without changing the consciousness is vain chimera."
(from the Works of Sri Aurobindo and The Mother)*

2.1 Understanding the Present

Learning and Development has been attempted at three levels – individuals, group and organization. A plethora of workshops, e-learning modules and blended initiatives and solutions have been attempted ranging from reflection, discussion, coaching, mentoring, feedback and the like for individuals; team building, dialogue for teams and various Organizational Development and culture building exercises for organizations. What is missing and why have we had only partial success?

There was great enthusiasm when the competency framework came in around 1960s. Over the past 50 years, right from the work on managerial competencies by McClelland upto multiple competency frameworks like Lominger, the competency approach has been applied from individual development, managerial development up to executive leadership development. (Bolden and Gosling, 2006) Organizations rely a lot on leadership competency assessment, feedback and development. "Although the field is moving away from viewing leadership and leadership development solely in terms of leader attributes, skills, and traits, leadership competencies remain a core dimension of leadership development activities in most organizations. A recent benchmarking study found that leading-edge companies define leadership by a set of competencies that guide leadership development at all levels (Barrett & Beeson, 2002 as cited in Hernez-Broome and Hughes, 2014). A majority of organizations have identified leadership competencies, or at least tried to define the characteristics and qualities of successful leaders." (Hernez-Broome and Hughes, 2014) Competencies as a framework for leaders are bound to stay, however it is insufficient to handle the current challenges. We want to take the best from the past and go to a newer level solution.

2.2 Going beyond Competencies

At its core essence, the major contributions that competencies have made can be looked at as two components a) Going deeper b) Keeping it observable/ measurable. However given the changing context right now of increasing scale, complexity, pace and interconnectedness, there is now a greater need to go deeper and holistically that what we do currently (Ruderman, Clerkin and Connolly, 2014)

Ruderman, Clerkin, and Connolly (2014) noted "Competency models have taught us a great deal about leadership development but we believe it is time to question whether we are still focusing on competencies simply because "the light is better here" and perhaps need to turn on new lights to achieve improved outcomes". Also that "Our proposed model of leadership development recognizes the complexity of leadership by adding aspects of the mind and lived experience for a more holistic look at leadership – one that includes elements of the inner existence of leaders in addition to their outward behaviors." Bolden and Gosling (2006) state, "To escape from the repetitive refrain of competencies we believe that more consideration should be placed on reflection, discussion and experience. Organizations should endeavor to develop opportunities for their members to articulate and explore their experience of leadership in all its richness. To extend the musical metaphor, we should encourage people in leadership roles to not only develop their music reading and basic playing skills (namely Competencies) but also interpretation, improvisation and performance abilities (for instance - Emotion, intuition, moral judgment, experience and so on)." This again brings focus to the inner experience of the leader beneath the competencies. (Bolden and Gosling, 2006)

When we explore the realm of deeper or holistic work done in the space of individual and leadership development, there is a significant amount of work being done in terms of theory, research and methods on inner work, process work, sensitivity training, experiential labs and similar exploration. These focus on layers beneath the behavior and tend to move the development focus from the 'doing' domain to more of the 'being' domain of the individual. However they have not found their way into mainstream leadership development in a significant manner and have challenges in being empirically verified in the current scientific processes Nevertheless it is an emerging field gaining significance in the scientific and academic circuits and gaining greater acceptance in the practitioners' world.

2.3 The potential solution- Principles/ Assumptions

Any solution for it to be successful should be futuristic and yet should cater to the demands of the current times. As the potential solution was explored, the question that was looked at was what elements will lead to a successful solution and how the elements can be set up as rigours against which the solution can be reviewed.

Any potential solution framed needs to include the following principles/ assumptions

2.3.1 Objectivity (Data based and Measurable)

The key focus today in all organizations today is objectivity, data and measurement. So for any solution to pass through into mainstream leadership development work should prove themselves through substantial data that it is relevant and useful.

2.3.2 Depth

It needs to continue the deeper direction that competency frameworks brought in. This involves exploring the layers beneath competencies.

2.3.3 Replicable

Any solution that is proven should be replicable in multi locations of any organization. From our own work done in the past 6 - 7 years and observation of several sensitivity based training, inner process work and experiential lab models. We find that they are very effective in taking the individual leader, through self-reflective and experiential realization processes, to glimpse at what patterns exist beneath behaviors and what shapes its quality and competency. However most often than not, it brings up a challenge of not being able to easily replicate across multi locations as it is very dependent on the depth and energy of the facilitator to create the learning space. Often the experience of the learning session ends up as a euphoria that is soon diluted over a period of time as the consultant or facilitator is not present holding the required learning tension till the learning is internalized by the individual / leaders and the learning percolates into the collective team. This perhaps brings in the fourth rigor that we need to uphold when we frame the solution that of being able to replicate.

2.3.4 Presence of Role Model

The fourth rigour is that of the presence of a role model in the present time, to uphold the solution. This ensures that the solution is sustainable and replicable.

2.3.5 Sustained Practice

Goldsmith and Morgan (2004) in their study noted that “For most leaders the great challenge is not understanding the practice of leadership. It is practicing their understanding of leadership.” One of the reasons why leadership development fails is that it is recognized as training activities or events, rather than a process. (Stevenson, ND). Also that it requires practice after the training event and are not effective when leaders are left on their own with no practice after the training. This perhaps gives us our fifth component of rigor in framing a new solution. The fifth rigour is that any solution should emphasize the need to maintain a dedicated inner practice and to bring it out consistently into action in the collective. Failing which the solution will be most often a one-off intervention and will not lead to internalization of the learning development initiatives. Continued practice is a crucial key for internalizing the learning development initiatives.

2.3.6 Systemic Solution

The sixth rigor is brought in to include systems thinking into the framing of the solution. The solution needs to consider change and development at a systemic level. It needs to be universal enough that it can be applied both at the individual and collectives spaces, processes and teams. So if we bring in a method for leaders awareness and development at their inner experience level, it should also be applicable to bring in awareness to the outer processes, collective teams and environment and needs to consider the impact of influence of change in one part of the system on the other.

3. Exploring a Solution to Leadership Development at the Level of Inner Processes

The approach of this paper is that of an integral approach and is based on the Telos Framework. The following section briefing introduces what an integral approach is and describes the Telos Framework. The paper then begins to apply this framework to the exploration of leadership development at the level of inner processes and tests the proposed solution against the rigours established earlier on in the paper.

3.1 What is an Integral Approach to Development?

This is as yet an emerging field and calls for greater clarity around the concepts and constructs of integral leadership development. An integral approach explores leadership development from within and studies the underlying consciousness that animate behavior. As Chatterjee (1998) noted, “Leadership is not a science or an art, it is a state of consciousness” and that “we can now begin to grasp the phenomenon of leadership as the field of awareness rather than a personality trait or mental attribute” (as cited in Reams, 2005; Prinsloo, 2012). A core aspect of integral theory is its fundamental principle of **wholeness** (Reams, 2005). In his work on Integral Leadership, Pauchant (2005) brings out two elements to be considered in an integral approach (based on integral theory of Ken Wilber) that of **width and depth**. This outlines a **holistic approach** and also brings role of consciousness based approach that can provide the depth dimension. According to Ken Wilber (1996), “Consciousness is simply what depth looks like from the inside, from within. So yes depth is everywhere, consciousness is everywhere, spirit is everywhere. And as depth increases, consciousness increasingly awakens, spirit increasingly unfolds. To say that evolution produces greater depth is simply to say that it unfolds greater consciousness.” Another view of integrality which is holistic and aligned is by Hatala and Hatala (2005). Hatala and Hatala (2005) (as cited in McInnes 2009) defined integrative leadership as “a wholistic approach to leading oneself and others in a reflective, conscious, thoughtful and responsive way”. They noted that “developing a natural capacity to see multiple perspectives – on any given subject, object, problem, situation or decision – is essential for successfully walking the path of integrative life and leadership”. Integral approach to leadership represents another fundamental shift in leadership development and it is in this realm that we are exploring the potential solution.

3.2 Telos Model of integral development

The Telos model (Manoj and Arul Dev, 2012), also focuses on integral as a holistic approach and is based The Integral Yoga of Sri Aurobindo. (Refer Figure 3.1) We were here inspired by the work we have been doing for the last five years for individual leaders, teachers and students in terms of helping them to become self-aware and work at a fundamental level of

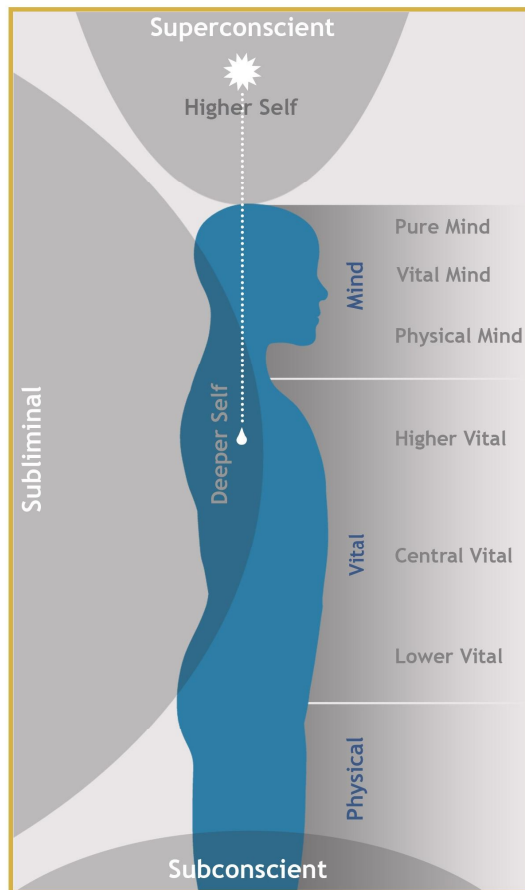
their inner process (mental, vital, physical and deeper self). This work has focused on inner work for the integral development of individuals across time, to uplift the quality of their action and manifestation. We posed the question whether the inner process could be a level below competencies and whether bringing in focus on its development could be part of the new solution in the development of leaders to embrace change and ride more artfully on the demands of change. What was inspiring to us was that these inner processes can also be looked at as a fundamental operating system of a human being, and yet can be used in a collective context as well.

To briefly explain the model (Manoj and Arul Dev, 2011, Narayanan, Arul Dev, Vijayalakshmi, 2013)

- The major parts of being are mind, vital life force, physical and spiritual.
- The major parts of being are zoomed into and are detailed as three sub-parts of the mind (Pure, Vital and Physical Mind), three sub-parts of vital life force (Higher, Central and Lower Vital), physical and two nodes of the spiritual (Higher Self and Deeper Self). Refer Model [number]
- This model is meant to give a very precise way for people to become aware of what is going on within the realm of inner experience, to purify the limitations and perfect integrally all the major and sub parts of being, each to its fullest potential.
- The model also emphasizes that all parts of being should be aligned to our spiritual center so that one is an aligned individual.

The Telos framework core elements (Physical, Vital, Mental and Spiritual) provides the fundamental operating system referred earlier and can be applied at an individual level, collective team/ organizational level and at the larger universal level.

Parts of Being



Higher Self -Wisdom

Silent Mind, Vastness, Timelessness, Transcendence, Oneness. Impersonality, Intuition, Illumination, Knowledge by identity

Deeper Self - Inner Guide

Aspiration for the True, Good and Beautiful, Spontaneous Discrimination, Delight, Inner Guide, Unconditional Love, Pure Devotion, Consecration of Works, Unconditional Gratitude, Trust, Sense of Grace, Sacredness

Pure Mind - Idea

Vision, Ideation, Ideology, Philosophy, Values, Idea Force, Intelligent Will, Hypothesis, Reflection, Pure Reason, Abstract Knowledge, Mental Synthesis

Vital Mind - Imagination

Creative Visualization, Creative Will, Planning, Speculation, Justifying reason, Innovation, Envisaging change

Physical Mind - Information

Reasoning by sensory data, Routine information processing, Measurement, Validation, Classification, Communication, Practicality

Higher vital - Emotion

Affection, Empathy, Sensitivity, Vulnerability, Care, Bonding, Sentimentality

Central vital - Power

Passion, Expansion, Conquest, Ambition, Adventure, Courage, Heroism, Status, Impatience, Restlessness, Wrath, Revenge

Lower vital - Pleasure

Desire, Sensory enjoyment, Sensual pleasure, Physical comfort, Fear, Temptations, Fickleness, Jealousy, Smallness, Pettiness

Physical- Stability

Self-preservation, Health, Routine, Habits, Passivity, Inertia, Immobility, Dispersion, Resistance to change

Figure 3.1 The Telos Framework (Source: Manoj and Arul Dev, 2012)

3.3 Choice of Model and Translating this Model into Contemporary Leadership and Organizational Language

The Telos model has been chosen as the base reference model for the following reasons:

- It has its source from spiritual wisdom which lends itself into a true understanding of the inner being of an individual. The source as Integral Yoga is also appropriate as the fundamental approach does not believe in withdrawing from life and leading a separate path to higher consciousness but rather it emphasizes that accessing higher consciousness has a purpose beyond merely accessing, to that of bringing whatever higher and deeper is accessed into the daily life and the work one is part of.
- When we are exploring a specific individual development framework that leaders can use for their own development, the Telos Model provides a precise and detailed view of the inner terrain with its 7 levels and the spiritual which helps in rich and accurate awareness..
- The greatest strength of the Telos model is that it can be extended to give a universal and fundamental fractal language to discern the parts of one's inner being and the same distinction can be applied to understand the outer processes, environment, teams etc.

The model has been taken further and adapted in terms of inner processes using a later reference and work of the Telos model (Manoj and Arul Dev, 2014) (Refer Table 3.1.). The same has been taken and applied in contemporary language of leaders and organizations in this paper. For the purposes of inner development of leaders and the approach of this paper, we are leveraging the physical, vital, mental and spiritual parts with a proposed simplification of the spiritual (combining the higher self and deeper self as True Self for (1) ease of application and (2) the inroads into spiritual influence on the other parts of being are still being made and hence it can be simplified in its usage and application.)

Table 3.1 Inner Processes Corresponding to the Fractals of Consciousness/ Parts of Being
– Based on the Telos Model Source: (Manoj & Arul Dev, 2014)

Parts of Being	Inner Process
Higher Self	Transcendent Vastness
Deeper Self	Yearning
Pure Mind	Idea
Vital Mind	Image
Physical Mind	Word
Higher Vital	Emotions
Central Vital	Power
Lower Vital	Sensations
Physical	Body

4. Proposing the Solution

4.1 An Integral Fractal Map of Consciousness – An Applicable Map Based on the Telos Integral Development Framework

To address the need of an inside – out approach to development in a leadership context, the inner processes from Table No. 3.1 has been further detailed by the authors to capture (1) the internal processes for the Individual leader, (2) the external equivalents at the competencies/observable behavior level and (3) the collective manifestation. The intent is for leaders to begin looking at their own development at the level of inner processes. Such development begins with embracing this approach, being self-aware of each part of being and the inner processes that are accessed at every moment. The leader can then learn to bring forth the relevant inner processes that are needed at any given moment in order to move things forward and create a flow in that moment. The framework also helps leaders identify which ones what are accessed naturally and are present in the collective and which ones need more attention in order to develop themselves holistically and to manifest them in the collective. Over the next section, the core elements are defined and then the map is detailed out in the following tabular column. (Table No. 4.1)

4.2 Defining Some Key Terms in the below Tabular Column

4.2.1 Universal Fractals of Consciousness or Parts of being

Physical, vital, mental and true self, are the fundamental fractals that are present everywhere within and without – in the inner process of leader, in the competencies exhibited and in the external collective. The universal fractals of consciousness have been defined as physical, vital with its three sub-fractals of lower vital, central vital and higher vital; the mental which has three sub fractals as physical mind, vital mind and pure mind and the final 8th fractal is that of the true self.

4.2.2 Inner Process of Leader

At any point in time, the leader has an inner experience, which is a function of the inner workings of the physical, vital, mind and true self. The sum total of this inner experience creates a state of inner being of the leader. This influences the competencies manifested, which in turn influences the collective. This inner process happens in the inner space of the leader, except at the physical where the inner process workings are visible outside. The inner process results in behaviors and actions which interacts and influences the collective. One change made in the inner process will result in changes in multiple competencies.

4.2.3 Competencies

‘Competencies are the measurable or observable knowledge, skills, abilities, and behaviors (KSABs) critical to successful job performance’ (as stated in Washington State Human Resources site). There are several competencies that have been identified. In this paper, some competencies which can potentially relate to the inner processes of the leader have been indicated and are not intended to be all inclusive or comprehensive. For example the competency of ‘challenge seeking’ will tend to have a relationship with the central vital inner process of power. For many other competencies there will be correlation with multiple inner process of the leader. For example if we take a competency of ‘flexibility’ it will correspond to the vital mind, to the flexibility in the physical habits, as well as in seeking variety in the vital. When we address development at this level of change in the inner processes, the competency called ‘flexibility’ can then be developed fully and mastered. The leader is ideally positioned in awareness at the level of the inner process, sees the fractals working there. The leader learns to develop the inner processes so required competencies are developed. Increasingly the leader can then learn to recognize the fractals in the required competencies and develops the corresponding fractals in inner process. Multiple competencies can be developed by developing one inner process.

4.2.4 External Collective

This is the outer world, from the stand point of the leader. Ultimately the leader needs to inspire change in the collective. Table No. 4.1 broadly categorizes the collective as collective spaces/ environment, collective processes and the collective team. Our hypothesis is that the more the integral development of the inner process of the leader, the more competencies are built and there is a greater capacity to impact all fractals of the collective leading to integral and sustainable change. The leader ideally can recognize the fractals of consciousness beneath each external change needed in the process, team or environment and work backwards – developing the corresponding inner process and competencies relevant to the fractals identified. For example if community building is needed in the organization the leader can recognize that this belongs to the higher vital fractal, emotions of the heart. The leader can then enhance the inner process of bonding/ connecting/ caring and develop the competencies of empowering and collaboration, thus giving greater potential to have an effective community building process in the organization.

4.3 The Integral Fractal Map of Consciousness

Table 4.1 Integral Fractal Map of Consciousness

Universal fractals of consciousness or parts of Being	Internal (Inner Processes of Leaders)	External (Observable behaviors and actions / Competencies)	External Collective (Outer collective spaces, processes, and teams)
Physical <ul style="list-style-type: none"> • Matter, Body • Repetitive habits and its psychological equivalence 	<ul style="list-style-type: none"> • Body’s functioning • Formed habits and its persistent workings 	<ul style="list-style-type: none"> • Health • Daily exercise regimen • Consistent execution • Repetitive action 	<ul style="list-style-type: none"> • Physical environment, infrastructure, buildings and their efficient maintenance • Collective health and well being
Lower Vital <ul style="list-style-type: none"> • Sensations of sight, sound, smell, touch and taste • Enjoyment and its psychological equivalence 	<ul style="list-style-type: none"> • Pleasure seeking and pain avoidance mechanisms • Physical and psychological enjoyment and comfort seeking • Seeking joy in the small things of life and work 	<ul style="list-style-type: none"> • Expressing needs for instant gratification and daily energizing • Multi-sensory Presentation Skills • Appreciativeness • Humorous • Light hearted 	<ul style="list-style-type: none"> • Facilities and conveniences • Interiors decorations and ambience • Compensation and incentive schemes • Fun at work • Group outings and entertainment
Central Vital <ul style="list-style-type: none"> • Dynamic energy • Force 	<ul style="list-style-type: none"> • Connecting and tapping into the sources of dynamic energy/ power • Holding and sustaining dynamic energy /power 	<ul style="list-style-type: none"> • Quantum of results produced • Growth and progression • Assertiveness • Challenge Seeking 	<ul style="list-style-type: none"> • Business expansion • Brand building • Market dominance • Outreach mechanisms

	<ul style="list-style-type: none"> Expressing the dynamic energy/power in manifestation Facing and overcoming obstacles courageously to succeed 	<ul style="list-style-type: none"> Bold manifestation Getting results from others Boosting team self esteem Influencing and harnessing collective support and energy. 	<ul style="list-style-type: none"> Hierarchy and command-control flows Performance recognition and reward mechanisms
Higher Vital <ul style="list-style-type: none"> Emotions of the heart 	<ul style="list-style-type: none"> Emotional connection and bonding Caring and Loving Giving and sharing Widening of heart to include the needs and wellbeing of others within one's heart 	<ul style="list-style-type: none"> Empathy Empowerment Collaboration Co-creation Emotional Intelligence People Management Listening skills 	<ul style="list-style-type: none"> Corporate Social Responsibility Community building within organization – One Family Co-creation Processes Co-decision making Employee welfare
Physical Mind <ul style="list-style-type: none"> Word Data/ Information 	<ul style="list-style-type: none"> Data processing – internal and external Word processing – internal and external Objectification – making something concrete, precise and measurable Categorization / Structuring 	<ul style="list-style-type: none"> Objective data-centered decision making Data management Thoroughness Analytical skills Reporting skills Priority setting Time management Project management Delivery estimation and costing Communication skills 	<ul style="list-style-type: none"> Data analytics and reporting Best practices and benchmarks Process manuals Knowledge management systems Communication protocols and mechanisms
Vital Mind <ul style="list-style-type: none"> Imagery Symbols 	<ul style="list-style-type: none"> Creative image formation Creative Visualization of new possibilities Symbolism 	<ul style="list-style-type: none"> Innovation Creativity Break through thinking Business Simulation Process improvement Strategic Thinking Problem Solving 	<ul style="list-style-type: none"> Business transformation and re-engineering Quality management Innovation and Creativity space and time Envisioning future Brainstorming
Pure Mind <ul style="list-style-type: none"> Concept World-view 	<ul style="list-style-type: none"> Synthesis Culling out core principles, values, ideologies Whole view understanding and meaning making Cohesively ordering the mind 	<ul style="list-style-type: none"> Systems Thinking Model creation Applying theory / philosophy to understand or explain something Dealing with paradoxes Embedding ideologies and values in action 	<ul style="list-style-type: none"> Whole systems architecture Nurturing and preserving the core of culture/ values Aligning all processes to be in tune with core purpose and ideology of the organization. Aligning all divisions to one purpose and ideology. Ethics and Value governance
True Self <ul style="list-style-type: none"> Presence Purpose Evolving Transcended vastness 	<ul style="list-style-type: none"> Yearning for presence of the truth, goodness, beauty and perfection Aspiring with faith to connect to one's inner core. Connecting to inspiring purpose Opening to unconditional love ,gratitude and joy Opening to the vast wisdom and intuitive knowing Sensing Transcendent Self unaffected by mind, vital and body 	<ul style="list-style-type: none"> Individuation – being one's true authentic self Embracing ambiguity, change and learning to adapt calmly in a rapidly changing world Recognizing and nurturing deeper aspirations of self and others Recognizing the innate goodness, truth, beauty and harmony in people. Concentrating on a question or problem till an intuitive whole solution emerges by itself. Holding peace and calmness in any situation 	<ul style="list-style-type: none"> Invoking sacred collective spaces Quiet together time Creating spaces and time for collective attention on group purpose and identity. Practices that hold the collective purpose and culture Nurturing for individual aspirations to flower along with collective aspirations

The Integral Fractal Map of Consciousness places the leader and his/her inner development right at the center of the ecosystem. When one is there on a path of inner evolution then there is greater credibility and capacity for inspiring evolution of the collective organization. We are also framing a definition that a leader should be able to inspire positive change in all the fractals of one's inner process, one's competencies and in the collective.

4.4 Amenability of the Integral Fractal Map of Consciousness

The following table (Table No. 4.2) checks to see if the Integral Fractal Map of Consciousness passes through the six rigors of demand we have drawn out to frame a sound Leadership Development solution: a) Objectivity (data based and measurable), b) Depth - continue the deeper direction going beneath competencies c) Replicative d) Presence of a role model in the present time to uphold the solution e) Sustained Practice f) Systemic Solution (applied at a systemic level)

Table No. 4.2 Reviewing the Integral Fractal Map of Consciousness against the Six Rigours of Leadership Development.

Rigour	Amenability of the Integral Fractal Map of Consciousness
a. Objectivity (data based and measurable):	<p>The physical processes are relatively easier to quantify. However, it is more challenging when we attempt to measure the vital sensation/ energy/ emotion and the inner mental processes (factual, creative and conceptual) as they are rather subjective and personal. However this challenge can be resolved by understanding that each fractal has a qualitative aspect with limitations and imperfections at one end of the spectrum and perfection and delights on the other end of the spectrum. These qualities of fractals are present across the different layers of inner processes, competencies and collective spaces, processes and people and can be measured indirectly and through self-reflection.</p> <p>To bring in objectivity the quality of the fractals present in the collective, competency and inner process can be observed and measured indirectly. For example if we take the central vital, market dominance or expansion is the presence and expression of the dynamic energy fractal in the collective. We can easily quantify it using market analytics. Similarly the corresponding competency, courage or capacity to influence, can be quantified by looking how frequently one brings it and what is the degree of strength of the competency that is brought in. Now the corresponding inner process objectification can be done by constructing a diagnostic tool of awareness of the quality of fractals present at inner process level. This is potential future research work to develop such a measure.</p>
b. Depth	<p>The inner process level is certainly a layer beneath competencies. Work at this layer gives better capacity to transform competency and manifest integrally and holistically in the collective.</p>
c. Replicable	<p>The challenge with the Integral Map of Fractals of Consciousness model is that it prerequisites the individual to learn the fractal framework, learn to pay attention to the inner process and to transform the parts of being at all levels of inner process, competency and collective. So if this model forms the base of leadership development in any organization, separate orientation modules through direct or e-learning across all the locations for instance, maybe required to orient leaders to become aware and work at a fundamental level.</p> <p>Till a critical mass is reached where this fundamental way of observing fractals at inner process level reaches the mainstream theory, research and application frameworks, this would demand some additional time, effort, and intent to orient people.</p> <p>However once we get to such a point, the model itself can be replicated across locations to form part of a new vocabulary for change and development. Also the readiness factor needs to be considered at the collective and individual level for the change to come to fruition.</p>
d. Presence of a role model	<p>The application of the Integral Map of Fractals of Consciousness model necessitates that there is at least one leader per organization (preferably per location) who can be a role model. This role model needs to have internalized the capacity to be self-aware at a fundamental level of inner process and can necessitate change at inner process, competency and manifestation level. So the need would be to identify some self-aware leaders in organizations who are willing to be champions for this inner to outer change process.</p>
e. Sustained practice	<p>For any sustained self-awareness and inner and outer development, dedicated practice or <i>sadhana</i> (inner work) is mandatory. With the increasing trend to bring in such models and courses at graduation and post-graduation levels in colleges, slowly the number of people who can begin the habit of continuous practice and sustain it life-long is likely to increase.</p> <p>Nevertheless at this moment it requires the leadership development initiatives to spread across sufficient time for sufficient percolation of learning and practice to begin and sustain. The scope is open in our future research to establish how many leaders are already doing some form of dedicated practice or <i>sadhana</i>, what are they and how many aspire to do the same.</p>
f. Systemic solution	<p>This has been sufficiently established in this paper that the Integral Map of Fractals of Consciousness model is a fundamental and universal framework and can be applied at a systemic level with great accuracy, wholesomeness and precision. This is one of the strengths of the model.</p>

To summarize, the Integral Fractal Map of Consciousness model passes the filters of objectivity, deeper than competencies and can be applied at a systemic level. It does pose a challenge that it would take some time, effort and intent till we get role models across different locations of organizations, who have internalized this inner work through continued practice. However, with experience and expertise from across multiple fields and readiness for this nature of work, this challenge will find a solution over a period of times.

4.5 Framing the Beginning Steps for a Solution for Leadership Development

The key steps to a new solution of leadership development that is aimed at a fundamental level enabling better change agility and management include:

- Leaders need to learn to become self-aware of the fractals of parts of being (mind, vital, physical and true self) beneath their personal inner processes, their personal competencies and the collective spaces, processes and teams.
- Leaders need to learn to see the one flow, connecting thread of the fractal parts of being working across all the inner processes, competencies and outer collective at the fractal level.
- Leaders need to learn to transform (nullify the limitations and build the healthy workings) all the 8 fractals and sub fractals, within and without, through every opportunity at life and work.
- For any change that needs to be brought at their competency level or in the collective spaces, processes and teams, leaders need to learn to work at the fractal level of physical, vital, mental and true self – both within first and then outside to ensure integral transformation.
- For any change in the individual leader and collective team/organization, there needs to be a certain amount of readiness. Leaders need to strengthen their aspiration for self-awareness and do sustained inner work.

5. Summary, Future Work and Implications

5.1 Summary

The central focus of our model for Leadership Development is the leader and his or her dedicated inner work for transformation and change. The leader is to bring this change at the fundamental fractal level of one's inner process (mind, vital, physical and true self), which will then bring it out into the fractals of competencies and which will then influence transformation in the fractals of collective spaces, processes and people. This integral work on the whole ecosystem is aimed to give a better capacity to deal with the ever increasing demand of change on the collective. The peripheral of a cyclone is what is most turbulent and creates great havoc. The center or the eye of the cyclone is fairly quieter. Similarly the turbulence leaders experience with change is greater when the leader is outer-centered. The external circumstances, competencies etc are on the outer and surface layers of oneself and thus do not have the stability and ability to make fundamental changes. When the leader learns to step back and get inner-centered - using inner processes of the fractal framework, they will be touching something deeper, with a greater capacity of making fundamental and rippling changes from the inner to surface to outer.

5.2 Future Work and Implications

The main aim of this paper is to begin exploring the inner domain of development and facilitate its consideration and use in mainstream learning and development, organization behavior and organizational development space. Further work needs to be done in terms of

- Empirically validating this framework/ map
- Arriving at a self-assessment tool to map the fractals to enable the leader to further develop
- Empirically studying the influences of the inner processes on leadership competencies and the collective environment
- Identifying what will enable leaders to aspire and do inner work of transformation, as this would be crucial for the new solution we are proposing for leadership development.

Though this emerging field has significant inroads yet to be made in terms of leadership development and mainstream learning and development, it has shown strong theoretical existence and potential to be a future holistic solution for sustainable change and development at the individual and collective levels.

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