

Beyond Current Leadership Models:

The past choices of individuals throughout history, have created our current global and intra-national situations, both positive and negative. We as individuals have also created our own personal limitations and capabilities through our prior choices. In the evolutionary process of humanity, we have depended heavily on our spiritual leaders as guides and examples of who we can become. We also use them as points of reference in shaping the quality of our decisions (for example, Christ, Buddha, Muhammad, Mother Teresa, Gandhi, various incarnations of the Dalai Lama, etc.). These people and their teachings have had tremendous positive influence on the development of humanity to date.

Leadership in all its forms is important in that it provides a mechanism by which large groups of people can function together harmoniously and constructively, according to a clearly professed positive and functional vision. Simultaneously this same mechanism run amok can in some ways be terribly damaging to human evolution. For example, in situations where charismatic dictators have in effect mis-led whole nations. This has occurred in situations where leadership has been based on erroneous interpretations of religious doctrines, and also where invalid and questionable political, economic or cultural ideologies were used to influence and detrimentally motivate national populations. In these cases, the citizens of nations are effectively entrained into negatively resonating together and thus following and supporting destructive and dominating paths, for example, Adolph Hitler and others.

I would say that in all its forms, healthy and pure leadership, whether we are speaking of spiritual leadership, corporate leadership, social leadership or political leadership is always guided by spirit, and benefitted by the egoless humble willingness to submit to its guidance. Leadership in its highest form is true and selfless surrendered service to humanity and God.

There are many who have previously governed in our world who by the above optimal definition would not precisely be called leaders. Holding the position of an elected official, an executive, a king or president does not make one a quality leader. Yet whether these offices are held by people of vision or not, the people occupying them have still had significant influence on the development and history of our world. These are historical contexts and dynamics we reference today to support our social and political understandings, interpretations and decisions. There are many aspects of competency in leadership; some of these are spiritual in nature, some are technical, some administrative, and some are related to emotional or social intelligence. Still others are related to the leader's charismatic capacity to bring others together in peaceful collaboration to achieve envisioned goals.

There is far more to high quality leadership than mere governance, dominance, management, productivity or giving orders. Leadership is about the heart-felt capacity to formulate and hold a positive vision and then to communicate this vision in a way that not only motivates and achieves goals but also guides other's complete development in a positive and multidimensionally healthful way. Leadership is also about the capacity to integrate the human, the creative, the practical, the spiritual and the intuitive into all aspects of guidance and governance.

People who have served in positions of governance in the past have affected every area and level of societies, and have, in effect, been the architects of our governments, political systems, legal systems and educational systems. In these ways, they have fundamentally affected our developing national cultures and our potential as a world and a species. The quality of these individuals' personal wisdom, understanding, agendas, experience and education were direct determinants of what they created for their societies. Their efforts have not only influenced our current political, governmental and educational systems, they have also directly affected their present-day citizen's expectations of what makes a good leader. Ignorant expectations, though to a degree socially formative in their influence, can be tremendously limiting.

Previous leader's influences, across history, have thereby had significant effect on present day citizens' expectations of how contemporary institutions can and should function, and what they can and should become and achieve in the future. These socially recorded beliefs and expectations from past developments have social, political and cultural inertia, and can become direct limitations on what we create and build now, and how we are willing to transform as individuals, nations and as a world.

Today various sources and levels of management education teach individual courses, which include education on "leadership styles", that managers of people and those who govern can apply to various organizational, social, cultural or political contexts and situations. In most cases these are not true leadership strategies as much as management strategies. In contemporary political and organizational circles, leadership is not seen as a complete role in and of itself, it is seen more as an adjunct to what are deemed "more important" or basic management skills and functions. Leadership development is sometimes seen as only adding "soft skills, good interpersonal skills or acquiring a modicum of emotional intelligence".

The much-needed leader of tomorrow is in effect just starting to awaken to their own potential and self-sovereignty. This is an awesome learning and developmental opportunity. I believe that leadership can and must be taught in such a way that other organizational functions and management skills are seen to stem from it, rather than leadership being seen as just another method of more effectively achieving a preexisting goal or agenda. Leadership is fundamentally different than mere management.

In this suggested educational paradigm, creative leadership becomes the cornerstone for the other governance disciplines. Rather than a low-priority, and an only periodically included ingredient in governance. **Leadership is a traditional key mechanism by which the world is transformed and evolved in a *proactive and conscious manner. However, now all individuals are also becoming empowered to bring about foundational global change.*** Mere managerial reaction to world problems cannot be our motivating global developmental mechanism. The sophistication of our global and corporate leadership must get ahead and stay ahead of the change and complexity curves the world is experiencing. If we want to continue to successfully develop globally and individually.

As stated above, past choices of all who have previously governed in our world have influenced and to a degree defined our individual expectations of the quality, nature and results of what most of us would term "quality leadership". Our individual expectations, though often unconscious, are still direct expressions of our personal power and influence our application of our power of choice. They determine many of the choices we make as individuals, therefore they are a key determinant of the quality of leader we allow and require to guide and govern us. In effect if we as individuals, nations or a world want quality leaders, we are accountable for achieving this result. In effect we must choose to begin creating leaders, rather than merely hoping they will create themselves and then serve us.

Many people today may feel that leaders should be "strong, confident, competitive, intelligent, commanding, experienced, smart, tough, charismatic and always have all the answers". These are root chakra-influenced safety-oriented perspectives, and many would likely prefer this type of person to run their countries. In effect, they are looking for a powerful and safety producing father or mother figure to lead them, and to give up their personal power and self-sovereignty to.

Oddly enough, even in many developed countries, valuable personal qualities such as those listed below are not appropriately prioritized:

- ❖ Authentic integrated self-awareness and intuitive ability.
- ❖ Personal authenticity, integrity and honesty.
- ❖ Discipline and wisdom.
- ❖ A kind and loving nature.

- ❖ Patient, methodical, discerning and fearless decision-making. (Fearless does not mean bold, arrogant, unwise or “leaping before you look”, it means the absence of fear. We only get to this point when we have first faced and resolved our fears before we choose to make decisions.)
- ❖ Emotional intelligence and sensitivity.
- ❖ Innovative and creative thinking.
- ❖ Systems analysis skills.
- ❖ Technical and scientific understanding, education or knowledge.
- ❖ The ability to generate and clearly articulate their visions.
- ❖ Fluidity and flexibility, rather than being stuck in any limiting belief system or mindset.
- ❖ Visionary ability to foresee ripple effects of decisions at all levels of society.
- ❖ Authentic personal spiritual values that are openly tolerant of all other spiritual and religious paths.

These characteristics are often deemed to be less important than some other qualities. Traditionally leadership training has not been commonly taught as part of a basic core educational curriculum. Therefore, leadership tendencies are often neither understood, valued, required, fostered, evolved or enhanced by the current educational system. Oddly enough, many corporations shy away from independent-minded, truly leadership-oriented people in their hiring process and tend to actively weed them out in the hiring phase. Choosing instead those who will manage the organization to the status quo or their existing cultural agenda. This is simply the expression of the organization’s cultural inertia and root chakra fear process in action. Yet what is needed is the conceptualization, development and implementation of culturally transformative organizational and corporate leadership strategies. This cannot be achieved by mere management or followers.

I would suggest that there are a significant number of leadership oriented capacities related to developing, facilitating, guiding and mentoring other’s understanding and decision-making, as well as facilitating organizational cultural evolution which can be taught. I see true leadership as a process of guiding cultural evolution on the scale of the individual, the corporation, the nation and on the global scale. We need sufficiently sophisticated and comprehensive leadership classes available to the masses focused on managing the evolution of national cultures, how else can democratic constituencies make truly wise decisions when they vote?

Though there have been some experimental and basic attempts in this regard, they are not yet comprehensive, sophisticated or complete in their understanding of leadership or its application. It is necessary that each nation quickly learn how to educate and optimally develop its culture since cultural limitations of various kinds are some of the most profound barriers to national and world transformation. If all nations are to learn to work together harmoniously in the future, they must learn to effectively and rapidly modify their own cultural norms and social dynamics, and thus someone must teach and guide them. I am of course not speaking here of mere “change management”. I am speaking of designing and implementing entirely new kinds of leadership and associated social transformational dynamics.

One of these future capacities is facilitated belief modification and management, which is a foundational way to facilitate other’s developmental transitions. (Beliefs and their influence in our lives are discussed in some depth later in this book in chapter nine). I perceive many as yet unplumbed depths to leadership which can be broadly taught in future educational curriculums. These enhanced leadership capabilities can be mentored, modeled, and taught in a standardized way and made prerequisites to political governance and organizational management. If we as individuals want to optimally exercise the power of our self-sovereignty, then we must insure that those who govern us also support us in doing so. Otherwise when they make decisions on our behalf they may intentionally or unintentionally undermine our best interests. Competition alone will not take us where we need to get to as nations or as a species, since its very essence is the destruction of collaboration and teamwork.

At this time, it is not likely that one could easily obtain a master's degree or Ph.D. specifically in leadership skills, because the need for or benefit of doing so is likely not well understood and thus not valued. Still I would suggest it is a worthwhile discipline to develop. We need a transcendent personal, social and cultural developmental process which goes beyond the apex of our current conscious understanding and motivations. This process can be utilized by the leaders of tomorrow.

The simple fact is that we need a new breed of leader to deal with our increasingly complex world. We can continually evolve the quality of our governmental leadership, if we are willing to invest in and require teaching ever more sophisticated and comprehensive university level leadership skills to those who serve in government, before they choose to serve us.

One of the more sophisticated sources of leadership training available today is the military. I would say they teach many beneficial elements of leadership, including selfless service, leadership by example, empathy, fairness and respect, rather than merely using threat of force to motivate their staff. That said, I perceive military leadership styles, although of high quality in some ways, to have been originally developed within a highly-structured culture of potentially forced compliance, and top-down hierarchical command and control, all of which have built-in limitations.

Simplistic command and control styles of leadership no longer adequately meet complex world needs. I am not saying that this leadership style is not positive, only saying that as refined as it is for the purpose it was developed, it still does not include the necessarily sophisticated and subtle leadership elements I envision. Thus, I perceive it to still not be optimally evolved enough to meet our incredibly complex social, political, environmental and economic needs in the present or the future. Thus, I feel it is not ready for transplantation into social, corporate or political venues. Leadership must be rooted in love and consciousness if we want to survive as a species.

An additional evolutionary root of military leadership is that it is based upon the achievement of a very specific and limiting set of overall organizational goals. Meaning that currently, the focus of military leadership is on the expeditious conquering, control or destruction of a perceived enemy. This type of goal, (although it is not often realized to be so) is, at its core, fundamentally driven by judgment and blame (see the Judgment Cycle later in this book). It is also specifically designed to support violence, and to combat violence with violence, rather than to directly focus on achieving peaceful resolution to conflict.

I do not see leadership as a process of managed battles, although I am sure that there are people who do. Our world issues cannot be resolved by violence, threat of violence, or control strategies of any kind. At this time, there are some corporations attempting to employ those schooled in this leadership style, (i.e. military trained leaders). Some of these corporations even literally have their own staff of mercenaries on salary to deal with various difficult world environments and situations. I do by the way support the hiring of all war veterans and believe they have gone above and beyond in their service to their countries; I simply do not suggest transplanting military culture or leadership styles into corporations, when there are other educable leadership styles we can develop that will achieve better results. Therefore, I would thus question the wisdom of a military style approach.

My question to corporate executives around the world is this. Is executive management of corporations attempting to attain greater control over the individuals in their organizations via a command-and-control style leadership style? If so, is that process truly empowering to the individual in the organization, at a time when the development of our individual power and self-awareness of it is crucial to humanity's evolution? If corporations are attempting to compete with other organizations in an ever more ruthless and regimented manner, is this healthy for the organizations' culture and for the world? What part of our humanity are we giving up in the name of efficiency, control, profit and goal attainment? I would suggest that simply "upping the ante" in competition cannot lead to world peace.

The United States is currently experiencing what I perceive to be a crisis in leadership—and like all human situations it has a silver lining. In America’s current political system there is extreme polarization and conflict. Simultaneously, it is true that America does have many skilled leaders in its government: however, it is those same leaders who have brought their nation to this precipice, often by allowing themselves to be influenced by special interest groups and lobbyists.

Those in positions of governance are currently effectively paralyzed and have been rendered so by their own conflicting choices, fears, priorities, beliefs, tendencies, judgments and agendas. Therefore, they are unable to effectively lead and to accomplish necessary goals in a timely manner. Certainly, there is polarization among America’s citizenry, yet the political party leaders do not appear to be working to resolve this dynamic—some of America’s leaders actually appear to be feeding it. I am not criticizing anyone by saying this; I am only working to accurately describe the situation and the dilemma. I perceive that all the world’s leaders will learn from this situation and eventually utilize what they learn to improve governance as a whole.

It is fair to say that this situation is also in part due to the built-in limitations of the United States’ two-party system, which engenders an “us vs. them” dynamic of democratic government and politics. This is a system which Americans have designed and chosen, yet which can still be adjusted and evolved for the better with insight, collaborative effort, willingness to change and compromise.

There are some existing dysfunctional rules of governance that were put in place by America’s political leadership that require constructive adjustment. This situation is in part due to the overt influence of special interest groups and the ruthlessly corrupting influence of lobbyists with the capability of effectively co-opting the functions and decisions of congressional offices. (See the 60 Minutes show titled: “Jack Abramoff: The Lobbyist’s Playbook” on the effects of lobbyists on American governmental function). It is useful to realize that many lobbyists probably do not tend to see their work as an expression of political corruption; many may see it as a “service” they are providing or just as a job.

According to Jack Abramoff this situation of spreading lobbying corruption is achieved via forms of subtle bribery and buying off of key support staff in these offices through promises of future lucrative jobs. It is an unfortunate operational truth that a congressperson’s office support staff can be co-opted via bribery without the congressional representative fully realizing it has happened.

Another potentially corrupting element in American politics has been created by the Supreme Court’s 2010 ruling in the case of Citizens United vs. The Federal Election Commission, which stated that laws prohibiting corporate and union political expenditure were unconstitutional. This decision by the Supreme Court has led to the creation of what are called Super PACS, or organizations and consortiums of wealthy individuals which are now free to spend virtually unlimited amounts of money to sway elections to whatever their agenda may be. These Super PACS can spend hundreds of millions of dollars to convince voters of their point of view on a candidate. This is potentially a recipe for the corruption of the democratic decision-making process in its entirety. Once candidates are beholden to these “investors” they may find it difficult to operate in personal integrity. These Super PACS may even try to affect selection of all political offices at all levels of government from behind the scenes, if allowed. Is this a process of government by the wealthy? (By the way I feel many involved in these Super PACS firmly believe they are helping their nation by their efforts, still these are not cross-party collaborative efforts).

I would perceive this situation as potentially a method of co-opting the voting process to serve powerful corporations and the wealthiest of American citizens, without the guarantee that the Super PACS’ intentions match the will or perspective of the nation’s citizens. In effect, they can, through this mechanism of mass propaganda creation, at least to a degree, manufacture and shape the consensus political perspective of the citizenry and pepper the national consensus consciousness with misinformation that can have long-term detrimental effect. On the surface this scenario appears to undermine or distort the influence of individual citizen’s personal power by overtly influencing who will be chosen to lead and govern America. It also appears

to be a recipe for further corruption in the political system itself, as massive amounts of loosely regulated and previously unavailable money are infused into the political arena. That said, the United States will achieve understandings from this situation as individuals and as a nation and balance will ultimately be restored.

These powerful influences are affecting America's political system at its foundation and appear likely to escalate rather than to slow down. I would suggest that within this rapidly evolving political environment that getting the legislative process accomplished can only become more difficult, hierarchical, conflicted and complex, and so be less directly driven by the power and needs of the sovereign individual citizen. If citizens' political wills are hijacked by the political system itself, where does that leave democracy and the nation's citizenry? That said, I do still see potential positive evolutionary aspects to this developing situation.

If individuals need to learn not to relinquish their sovereignty to corporations and the wealthy...how better to learn this lesson than to be faced with a situation in which they could potentially lose sovereign power and feel the pain of it by their own ignorance or inaction?

If America citizens feel their leaders have in some way failed to meet their expectations, they may eventually be motivated to require the development of a modified political system, whereby they can assure governmental leaders' integrity, skill sets and to some degree positively shape their leader's intentions, knowledge and skills prior to electing them.

1. If America's citizens are harmed enough economically they will eventually require greater balance, transparency, oversight and safeguards in the economy from their leaders.
2. Each of the above listed situations is not a problem, it is an opportunity; it is simply part of the path of our learning to apply our personal power wisely on our own behalf.
3. In the act of growing beyond our polarized and limiting perspectives and traditional tendencies, we will learn compromise and collaboration, and also learn why they are necessities.

Better educated people improve their countries and the world as a whole. Certainly, institutionalized education has significant limitations in its current form, and is therefore not the whole answer, unless it were to be fundamentally overhauled. Still if we want to be led by people of loving and wise integrity, we must in effect choose to develop them and require that they meet the necessary standard of quality leadership. I see the current state of humanity's leadership development in a way in its infancy. In a similar fashion, we individuals are just now experimenting with ways to wisely manage our newly acquired personal power. It is better to discerningly build competent leaders by conscious intention than to select who leads us from a potentially random group of people who desire to run whatever nation they are a part of via their own personal agendas.

There are many social, political and economic mechanisms which limit the availability of support for each individual's personal development in our world. This means that there are significant influences and systems in the world's societies which work to either undermine the development of the individual or which are not specifically designed to fully support that development. For example, America's current business school educational system is significantly influenced by corporations who contribute financially to it in order to create a "certain type" of business graduate. The goal as I understand it is to create a graduate who will fulfill a specific set of business requirements that corporations believe they want and need. This is a very closed, non-creative and constraining system, and one main reason that pure entrepreneurial business skills are not widely taught in universities.

The main interest of those contributing financially to schools is not in the individual achieving a goal that they want to achieve in life or empowerment of the individual. The interest is in the individual becoming part of the existing "business machine and model" in order to support already existing businesses and the systemic economic status quo. We might see this as in effect a cloning process rather than an educational process.

There are also now systems in place that are literally melding the higher educational system and its educators and students with the real-time corporate product research and development cycle. Meaning that corporations

are insinuating their agendas directly into the educational process and influencing how we teach and what we teach. This integration of education and corporate product development can, while being “good for research”, undermine the purity of the intentions of the educational system. This can potentially further limit freedom of self-expression and development in order for corporations to be “more competitive”. Still, when organizations’ cultures and consensus consciousness grow more sophisticated, they will seek higher goals and thus require more self-empowered people.

I am not faulting our systems of education, business and economics for producing the types of people they believe they need. I am simply suggesting that the type of people the system is “designing” are not the types of people who are prepared and educated to solve our current and future world problems, or to find and implement solutions appropriate to the level of complexity of those problems. If we want solutions to more sophisticated problems, we must develop more sophisticated and creative people, and we must teach them to function and to lead in an optimal manner. This situation will change because it must if we want to have the world continue to develop and not fall back into a state of overly complex dysfunction, conflict, corruption or chaos.

I would simply suggest we can be proactive and do much more than we are, sooner, faster and better. If we make a conscious commitment **now**, to achieve this new situation of comprehensive support to the development of the future individual, we will then all prosper. In entering the Age of the Individual, the individual has the power to more directly and broadly affect the world...we are not powerless to change education, society or government and we do not have to start a war to achieve this... times have changed. The power has shifted and it will continue to shift in the favor of all individuals.

We all have vast potential when we function as consciously sovereign empowered beings; there are many steps to attaining and maintaining this state, yet all are within our ability to achieve and all are worthwhile. Letting go of the past, letting go of fear and focusing on our creative potential is key. To achieve this essentially free and empowered state we must be willing to work with and ultimately understand and master (not control, ignore, invalidate or suppress) our emotional influences on our decision-making. Once this has been accomplished we are freed to live lives of consistently, willfully chosen joy and peace and to benefit the lives of all whom we interact with and love.

