



Holistic Leadership

by Bob Larcher

So, why another article on leadership?

Volumes have been written on the subject, people have made fortunes from the subject, thousands of seminars exist on the subject, yet despite: Fiedler, Vroom & Yetten, Tannenbaum & Schmidt, Blake & Mouton, Adair, Hersey & Blanchard, Kouzes & Posner..... Leadership is a bit like the Yeti, often talked about but very rarely seen!

LEADERSHIP DEFINED

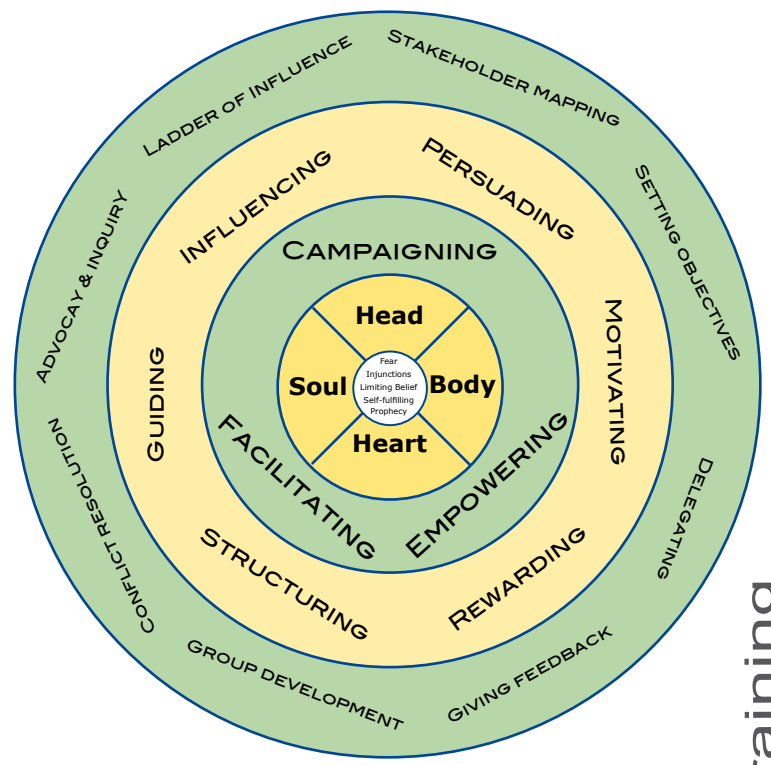
Run a web search on Google or Yahoo and you will find hundreds, if not thousands, of definitions; virtually all of them include the words "others", "influence" and "objectives". Personally I use the GLOBE(Global Leadership and Organizational Behavior Effectiveness) definition:

the ability of an individual to influence, motivate and enable others to contribute to the effectiveness and success of the organisations of which they are members.

Most writings/models/seminars seem to concentrate on what leaders need to do rather than what leaders need to be.

Holistic leadership is an approach to leadership that incorporates not only WHAT leaders need to do and HOW they need to do it, but also the WHO and the WHERE of leadership. It's not just about acquiring some leadership 'skills' or 'techniques' or even 'behaviours', it's about aligning the whole person - intellect, emotions, spirituality and behaviours.

So, is holistic leadership just another fashion? Another gimmick? A passing fad? Personally I do not think so, holistic leadership has always been there; the North American Indians and their 'Four Fold Way' (Warrior, Teacher, Healer and Visionary) and Jung (Introvert, Extrovert, Thinker, Feeler, etc) both have their roots in a holistic approach to the personality.



A MODEL OF HOLISTIC LEADERSHIP

THE HOW OF LEADERSHIP

This is represented by the two outer circles and consists of the leadership tools, techniques & methods that are generally addressed during leadership development seminars - influencing, guiding, motivating, persuading, etc.



THE **WHAT** OF LEADERSHIP

This is represented by the inner green ring and is divided into 3 'leadership roles'

- The Campaigning Leader is about **WORKING AT** people to get things done; it includes lobbying, convincing, persuading, cajoling, influencing etc. People in this role tend to be good articulate speakers, charismatic, enthusiastic, coherent... etc.
- The Facilitating Leader is about **WORKING WITH** people to get things done; it includes sharing, consulting, respecting others, helping others to express their views, developing a team spirit, etc. People in this role tend to demonstrate flexibility, the avoidance of groupthink, win-win problem solving, collective decision-making etc.
- The Empowering Leader is about **WORKING THROUGH** people to get things done; it includes supporting, rewarding, redirecting, delegating, etc. People in this role tend to be associated with forming meaningful relationships, individual's capabilities, people's feelings, clarifying expectations, etc.

THE **WHO** OF LEADERSHIP

This is represented by the yellow ring and consists of four 'dimensions'

- **Intellectual Dimension** this is our conceptual capability that includes our ability to reason, plan, solve problems, think abstractly, comprehend complex ideas, etc.



- **Body Dimension** this is the awareness and use of our bodily sensations in order to support our overall health and wellbeing, lessen symptoms of stress and signal information about safety and comfort.
- **Emotional Dimension** this is our ability to understand one's own and others emotions.
- **Spiritual Dimension** this is our access to, and the use of, meaning, vision and value in the way that we think and the decisions that we make.

The white circle in the middle represents our barriers or obstacles to 'unifying' (or 'marrying' in Jung's terms) the four dimensions.

- A **self-fulfilling prophecy** is, in the beginning, a *false* definition of the situation evoking behaviours that makes the original false conception come 'true'.
- A **limiting belief** is a belief that prevents you from experiencing who you really are and what you truly want to be.
- A **fear** is False Evidence Affecting Reality.
- **Injunctions** are messages we received that usually begin with the word "Don't" and are instructions on how to behave.

Becoming a holistic leader (or indeed becoming a whole person) is about a journey to being and consists of, essentially 3 steps:

- Taking my bearings – looking at the past (be connected)
 - My influences
 - My role models
 - My values
 - My strengths
 - My limiting beliefs
 - My self-fulfilling prophecies
 - My fears
- Establishing my position – looking at today (be yourself)
 - Moving from limiting beliefs to liberating beliefs
 - Moving from self-fulfilling prophecies to self-actualising prophecies
 - Moving from fears to hopes
- Moving forward – looking at the future (be your best)
 - Claiming a purpose
 - Growing prosperous habits
 - Playing with possibilities
 - Doing remarkable work
 - Being a remarkable person

HOLISTIC LEADERSHIP & THE OUTDOORS

The outdoors is quite possibly unique in its potential for developing holistic leaders and a holistic style of leadership. The outdoors offers an extremely powerful and, in my opinion, unique environment to enable people to experience connection and personal learning.

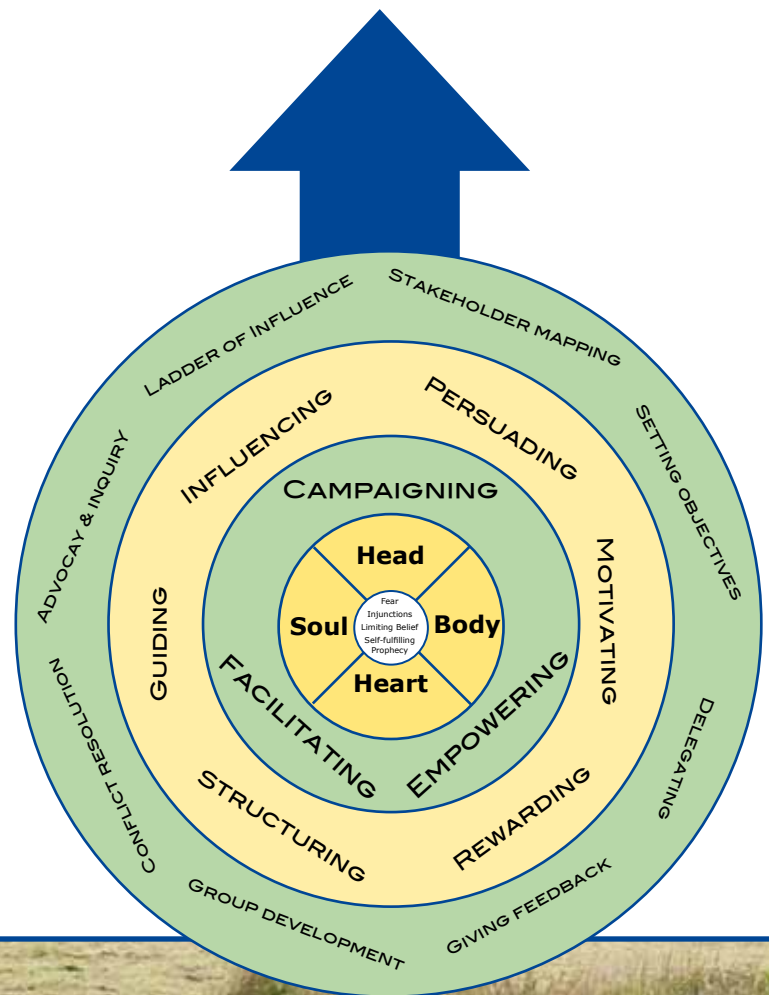
- Problem solving activities help us to develop our intellectual dimension.
- Physical activities help us to develop our body dimension.
- Activities with others help us to develop our emotional dimension.
- Being in harmony with the outdoor environment helps us to develop our spiritual dimension.

The outdoors and outdoor experiential learning can, in the right hands, give people deep insights into their personal "WHO of leadership" by providing memorable opportunities to go beyond their barriers and obstacles and to touch their real leadership potential. ■

THE LEADERSHIP COMPASS

Navigating for success

Aligning the WHO, the WHAT the HOW & the WHERE



REFERENCES:

GLOBE (Global Leadership and Organizational Behavior Effectiveness):
www.thunderbird.edu/sites/globe/

The Four-Fold Way: Walking the Paths of the Warrior, Teacher, Healer, and Visionary by Angeles Arrien ISBN: 0062500597

Jungian preferences: <http://changingminds.org/explanations/preferences/mbti.htm> or www.psychometricswest.com/articles/jungian-theory-processes-preferences.html

Photographs: Title images: Low Bank Ground Team. Compass by Mark Florence, second page phot from the author, this page Low Bank Ground Team.

NOTE: The text in the centre of the compasses is deliberately tiny.