

- Conscious choice of continuous development of positive traits and talents
- Development of capacity to observe and perceive
- Discovery of how to work with intangibles (creating of vision)

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# The Four Powers of Leadership

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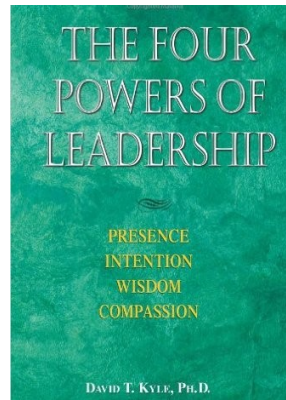
## Introduction:

### *The practice of leadership*

A leader, based on emotional truth is someone that we as subordinates know as a person that has discovered or created a purpose in their lives and can articulate this purpose in such a way that we (subordinates) are motivated to follow them in order to discover the same purpose for ourselves (David T. Kyle). Leading, is not primarily about doing something but rather about been something. The consciousness of the power within oneself and the power inherent within the position of leadership is known as development of leadership. David also explained that developing leadership requires understanding and integrating into one's life day after day the fundamental

According to David T. Kyle, the main thrust of leadership is to create results, build teams, and expand the competency and capacity of the followers to increase their own leadership. That is, leaders use the space of leadership to build the leadership capacity in followers. True leaders also create visions that is simple

powers that leaders must learn to access, cultivate, and balance their personal and professional lives. Leadership is

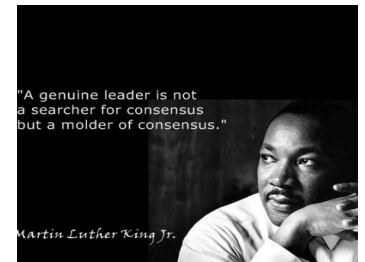


not what an individual is born with; it is not a set of skill that can be acquired at seminars; business schools nor is it a personality; talents or natural



enough that followers can describe in their own words and making this vision theirs not just for the leader. David T. Kyle explained the drive and challenge of the leadership role can also create a gap between personal and positional power. He explained

gift. Although all this can help but leadership is something one develops and grows into.



using the peterson principle that leaders need to avoid arriving at their highest level of incompetence but they need to stretch the talents and capabilities that put them into the new position in new and different ways.

## About the Author....



David T. Kyle

David Kyle is a man committed to helping senior executives discover for themselves their natural next step in leadership potential, and then providing them with tools to develop that potential. His career has focused on executive development and coaching to senior executives, new start-up design, strategic planning, organizational redesign and senior team development. David received his BA from the University of California, Berkley, his MA from San Jose State University, and

his Ph.D. in Organizational Psychology from Columbia Pacific University. He taught at the University level, and worked with a number of consultancies. He was a founding member of skopos Corporation, a human resources consulting and software company, and was a founder and President of Ontara Corporation, a company specializing in project management training and consulting. He served as the Founding Academic Director for the Masters in Organizational Leadership at the Graduate Institute in Connecticut.

David has published two books: "The Four Powers of Leadership" (1998) and "Human Robots and Holy Mechanics: Reclaiming Our Souls in a Machine World" (1993).

### Brief introductory into the four powers of leadership

### *Insight into the four powers*

David explained four powers as a map for leadership development in every chapter of the book, but the listed below gives a brief positive characteristics of each of the four powers

- Intention (warrior archetype)
- Wisdom (magician archetype)
- Compassion (artist archetype)

- Presence (king, queen or sovereign archetype)

The process of cultivating the four powers works through the dynamics of opposite polarities. Presence is balanced by wisdom, while intention and compassion balances each other. Moreover, a leader using the four power ar-

chetypes as a psychic map for understanding will help the leader explore a well-marked pathway for leadership development. David Kyle explained the archetypes as powers that are patterns and images that are somehow held within a person and that cause one to respond or react and behave in a specific way.

Picture of the Buddha an example cited by David as a leader with the powers



### Structure of power

David in his book (The Four powers of Leadership) helped in understanding styles of leadership and the cultivation of the Four Powers of Leadership as listed above to become a success-

ful and effective leader. Moreover, David explained in the chapters of the book the structure of the power, the characteristics of the four powers, the description of the four powers in respect to their shadow aspect and cultivating the four powers. David also stressed that power is a core issue of

leadership. That is, power is the primary definer of leadership. He used different dictionary definition to separate personal power and positional power. Personal power is the one that deals with charisma and positional power is the power one exercises through the role.

## The shadow side of power

David explaining power in the context of leadership gave an in-depth on the shadow side of power which he refers to as personalities within us that are negative attitudes and behaviours that are either unconsciously and unexpectedly, or sometimes consciously and with devilish delight, attack judge, hurt and mysterious ways to gain control over and dominate others. He used several illustrations such as movies (star wars), cultures (Greek culture), and books by different writers such as Robert

Bly (A Little book on the Human Shadow), to describe the dark side of personality. David also expressed that accepting the shadow of one's power will lead to fruitful leadership, pointing to the fact that all great leader tyrants of history were unable to accept their own shadow of power and projected it to the world around them and as a result destroyed many people as well as themselves. Therefore, the ability to recognize when our shadow is active, when it is having effect on people and

ability to accept them is a crucial area for growth and development in our lives.



### In-depth of the four powers

David in describing the four powers stressed each powers beneficial characteristics and their shadow aspects. Moreover, he empathized that the ability to name and face one's shadow characteristics is the first step in working to integrate the power of shadows in our lives.

## The power of intention (The warrior)

David explaining the power of intention highlighted the positive characteristics as follows:

- The warrior as a standard bearer:** This quality of the warrior power connotes that the leader is hardworking, determined and dedicated to his work and the leader's effective communication and transferring of his qualities to build the team.
  - Commitment, loyalty and service:** This quality explains that the leader with the warrior power is committed and loyal to his job, project and team. His cause is radical because the warrior never wavers in choosing between commitment and service of his purpose, or attending to something in his personal life.
  - Faithfulness and Discipline:** This is a characteristic of the warrior leader that indicates; out of faithfulness comes courage, persistence, stamina and determination "get the job done". Faithfulness brings discipline, and in these characteristics the leader keeps trying till they get it right and also labels him as fanatics.
  - Focus:** This is another strong characteristic of the warrior leader that explains mastery, having experience, skill and knowledge about what they are doing and the ability to sustain intense focus and concentration. Moreover, David also explained that the warrior energy brings together the left brain and the
- right brain; that is, he is multitalented to create balance and cultivate habit of focus and discipline.
- Power as a force:** This connotes that the warrior leader in any organization have the ability to sense threats or what will be an enemy and always have a way to deal with the threat and guarantee success.



## *The shadow warrior*

As initially explained, David termed the shadow as the negative aspect of all the four powers of leadership. Moreover, the listed are the negative aspect of a warrior leader:

- Work compulsion: This was explained as the lack of valuing personal relationships and instead focusing on the task. However, this leads to not trusting subordinates or team member to assist in work completions, destroys workplace relationships and also
- Relationships: Warrior leaders have the pattern of feeling guilty. Most warrior leaders are addictive to work and this destroys their relationship such as missing loved ones social gathering. That is, the shadow aspect of a warrior leader may let them lose what is most important to him.
- Emotional and sexual behaviour:

turns to workaholism. This abuse also causes physical stress, high blood pressure, heart attacks and emotional trauma.

A leader with the warrior power sees sex as an expected rewards, as a means to climb the ladder and also approach emotional activities without intimacy of personal relationship.

- Heroics: A leader with the shadow power also likes to take all the credit for work done, betray personal and societal values and doesn't care about the team but himself.

## *Defending against the shadow warrior*

After pointing out the positive characteristics of warrior power and its negative characteristics of shadow power (shadow), David explained steps to identify and deal with shadow warrior wounds or shadow power

- Willingness to face the extent of one's compulsive shadow warrior patterns such as addictive patterns and be open to break ones defences that has been seen by a friend or a boss.
- Listen to seek and be receptive to feedback from people one manages. That is, open to subordinates feedback about how you have pressured them and this also leads to new flow of information.
- Change the messages that guide ones compulsive patterns
- Asking for ongoing support, help and feedback from someone who will be honest and supportive.

- Acknowledge a "power" greater than oneself.



magician. David described a leader with magician archetype as a person with the ability to focus and concentrate deeply, maintain consistent discipline over a period of time, maintain commitment in the face of adversity, and have a conscious experience of an inner life of the mind (spirit or soul). He also stated that a magician leader will have the knowledge that deepens into understanding and insight, practised skill, vast experience, proven competence, intense control and the ability to render mechanics of magical work transparent so that it appears artistic and spontaneous. Furthermore, a brief introduction of the origin and evolution of magic, and how it trickles down to science was introduced, and David also explained that the principle of magic at work is accessing our inner worlds and this leads to acquiring wisdom.

## *The Power of Wisdom (The Magician)*

In this segment David also detailed what to understand by the Magician archetype, their characteristics and the shadow power of the



### Quotes on Magic

## *The nature of wisdom and the practicality of magic*

David expressed wisdom as the power and ultimate expression of the magician archetype. Wisdom enables individual magicians to control two domains. The first domain is the outer magic (exoteric), this is when the magician applies a combination of knowledge, skill, practice, experience and artfulness to categories such as medicine, engineering and project management. The second domain is the inner magic (esoteric), this is when the magician learns about what he intends or envisions. That is, learning how to manipulate principles of space, time and energy, but also how to allow these same principles to manipulate him. Moreover, the ability to understand the two domains serves as the backbone of the magician's power. In a short way, David defined wisdom as the action that results from the inherent quality of the human ability to create, and also stated that one of the

keys to understanding the wisdom power is recognizing that the source of magic is secret because it comes from unrehearsed, spontaneous, transparent parts of the individual.

The practicality of magic according to David is the combination of knowledge and understanding. He also explained that the thoughtful use of wisdom is useful in a variety of situations. Firstly, if a magician leader uses wisdom to benefit the society, community or organization it leads to effective positive change and growth. On the other hand, if it is used for personal gain it can be destructive and bring a person down or an organization. Moreover, David explained that the practicality of magic can result in change if the magician leaders unite their male, left-brain, rational

with their female, right-brained, intuition and feeling parts.

### Characteristics of a Magician leader

As initially stated in introducing the leaders with magician powers, David listed and explained their characteristics which are as follows:

- **Artfulness and spontaneity** - This characteristic embodies the act of the magician integrating into one's feeling and intuition the experiences and skill acquired as a result of many years of practice and then spontaneously bringing that integration into the world in creative and innovative ways. While the aspect of spontaneity is articulated to the behaviour of the leader with magical power.
- **Transparency**— This is one of the significant character-

### Characteristics cont..

the significant characteristics of a magician leader. It is the quality that enables the magic to seem effortless. That is, the ability to accomplish a task with ease and to allow subordinate experience the result; but we do not see the tools, knowledge, skill or process that brought the result. Moreover, the magician leader too must complete four traditional steps to produce transparency.

1. Locate the boundaries of the knowledge gained
2. Determine its primary objective
3. Accept task of learning a set of practical discipline
4. Directly apply the technology of his craft to a problem or situation



## *The nature of wisdom and the practicality*

In explaining the shadow magician, David introduced the power of ritual before going into the rise of the magician, different types of shadow magician.

## *The shadow magician*

The power of ritual according to David consist of a particular acts and procedures carried out in a set framework and sequence, and rituals must retain their meaning and purpose to the Magician. He also explained that there are some unconscious ritual that magician leader make, for example taking a particular route to work, waking up for early morning coffee, having a specific time to reminisce. However, to become a competent Magician, certain rituals must not only remain conscious but be filled with intent and purpose. That is, a Magician leader working with conscious ritual learns to become a witness of the result of the power that the ritual allows. The ritual practice also teaches the magician how to gain knowledge of power and develop experience to be able to make good use of the power. Furthermore, the magician leader also experience power working through him, not originating from him due to the focusing of power through the structure and practice of ritual.

## *The rise of the shadow magician*

David also explained the shadow magician as when the magician as failed to mature and open to humility and wisdom. The shadow emerges when the ego consciousness, rather than higher self, tries to contain a complex energy. David also stressed that the shadow occurs when the magician leader ego is inflated and dominating him or her. The shadow magician also takes short route of tricks, grandiosity and self-aggrandizement instead of walking in the path of inner development, caution and reserve. Different example such as mickey mouse and the sorcerer was used by David to buttress is point and he also

divided the shadow magician as follows:

- **The shadow magician the innocent one-** This type of shadow magician is ignorant of what he does, and the innocent according to his description hides a cunning, manipulative and aggressive drive to control.
- **The shadow magician as trickster-** The trick star is the opposite of the innocent one because he directly and aggressively controls and manipulates others to achieve own desires. They also have the characteristics of detachment, deliberate cruelty and false bravado.

David also expressed how to cultivate the magician within, starting with the quote from Ghandi that the only devil in the world are those running around in our own hearts and that is where the battle should be fought. However, he used alchemy as a metaphor for shadow work and explained alchemical process various steps to provide some useful insights for working with the shadow magician.

- The principle of heat
- The principle of repetition
- The principle of distilling, purifying, dying and birthing
- The principle of containment  
The principle of synthesis

## *The practice for containing our shadow energies*

David explained that out of all the alchemy principles, the most useful and practical for working with shadow magician is containment. He stated that a daily practice to con-

tain shadow energies and transform and integrate them into our lives is fundamental to a leaders development. Moreover, David also introduced the traditions of the Buddhist as the “awaken one” to relate to the magician archetype and also used the Four Noble Truths of the Buddha to provide practice for container. The Four Facts are :

- Understand our anguish- to embrace the fear and worries relative to our life’s and its conditions
- Let go our anguish- letting go of our craving
- Realize that suffering can stop and the craving will cease
- Cultivate a path that will continue to increase understanding, letting go and realization.

Moreover David also noted eight guide post provided by the Buddha and these provide the structure to unravel the Four Fact of Life as initially stated. This eight guide post fall into three categories that also serve as a development process for working with our shadow and for uncovering our naturally wise and compassionate condition. They are:

- Wisdom development
- Ethics and standard development
- Mediation Development

## The Power of Compassion (The Artist)

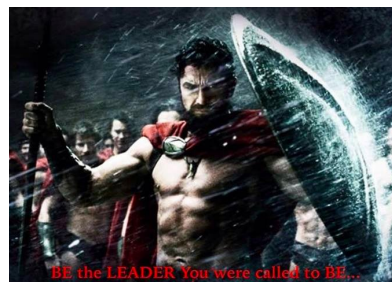
David explained that the power of the artist is compassion and another name for the artist archetype is lover. The artist leader represent the soft side of leadership because it embodies the characteristics of feeling, sensuality and passion which are different in tone and style from the other powers. That is, this type of leader is engaged in doing things of the heart. David stated that to understand this type of leadership is to first understand what compassion means. Compassion is having passion with something or someone and it is the key to mature leadership development.

David also cited examples of artist leadership using compassionate leaders and spiritual leaders as focal point. The compassionate leaders used the quality of compassion and demonstrated empathy and creativity. Examples of the leaders mentioned by David are Jesus, Muhammad and the Buddha. He expressed that this leader's used commitment to open hearted love for their enemies, with the abandonment of old forms of confrontation and violence, and use a style of poetic speaking that moves millions of people into action. Moreover, in the spiritual leadership he cited a man by the name of Cliff that embodied the compassion characteristics of spontaneity, humor, creativity, innovation, heartfulness and joyfulness. David however explained the characteristics of the artist archetype in connection to the characteristics of a spiritual leader:

- **Empathy**- This is when the leader open up his feelings in order to be receptive to the emotional state of another person.
- **Spontaneity**- This means the leader has the capacity not to judge, but to see clearly and act directly and this clear seeing creates honesty and courage necessary to express our-

selves with unexpected and joyous abandon.

- **Creativity**- This means the ability of the leader to be innovative, the act of accomplishing, producing and bringing into being the act of inventiveness.
- **Joyfulness**- This is when the leader exhibit happiness at work. That is the infinite play, laughter and having a joy deepen relationship with others.
- **Heartfulness**- This is when a leader has a deep appreciation of the work they are doing and they can serve others by completing the task they are doing, they also have the capacity for tenderness, their minds are expansive and open, they remain closer to the present moment, they respect the natural world and they possess consistent positive attitudes, and exhibit bright minds.
- **Spirituality**- This is when the leader has the ability to connect himself with the followers to experience, have mutual identification and share values.



### *Characteristics of a Spiritual leader*

- Success and prosperity are balanced between work, self, family and community
- Spirituality is inclusive of all experience
- Wealth and material things do not constitute the goal of life
- They trust in time events
- They are proactive than reactive
- They do not force things to happen.

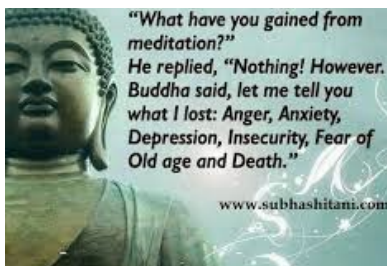
### *The shadow Artist*

David highlighted the shadow characteristics of the artist archetype as follows:

- They become caught up in the pleasure of their own feeling and sensations
- They cannot tolerate limits and lose all sense of boundaries and proportion in life
- They can confuse sexual drivers for genuine feelings of care and compassion
- If they become impotent and incapable of action, they become unfeeling, bored, depressed, and alienated from others.
- They become overpowered by the fantasy of their inner world.

Furthermore, cultivating the artist or the power of compassion which is the idealist, the dreamer, the one who gives us hope during difficult time was explained by David. He explained it by building love and using four sacred homes that was used by the Theravadan Buddhist to describe the characteristics of love.

- **Loving kindness-** This is the first practice of compassion, it starts from the individual being a friend to him or herself before becoming a friend to another person. That is, showing kindness, affection and care to another person starts from within.
- **Deep caring-** This is the second practice and it involves paying close attention, watchfulness and protection. It also involves confronting the pain and suffering of ourselves and others.
- **Sympathetic joy-** This is the third practice and it involves taking joy in peoples success and not feel threatened. It enables one to envision compassion and connection to others, and in turn gives integrity and willingness to act from that vision.
- **Grounded equanimity-** This is accepting situations and people as they are rather than what we want them to be.



David also emphasized on learning to forgive. He explained that forgiveness develops compassion. That is, facing situations as they

are, embracing and accepting situations, and erasing or releasing shaming and guilt. David also stated that conscious forgiveness neutralizes hurt, negative reactions and leads to reconditioned behaviour.

## The Power of presence ( The sovereign)

According to David the most critical aspect about the sovereign power or archetype is the notion that it claims at the centre, not necessarily the top, of the power structure. A leader with the power of presence is the kind of leader that is mindful and aware of what is going on, both within himself and within his environment. Presence is a quality that results when positional and personal power merge in an individual. A leader with the power of presence or the power of is characterized by stewardship, ambition, vision, order, mentorship and affirmation.

when the center

presence fertile that growth in vision and accomplish this vision.



- **Stewardship-** This is leader activates or creates a point or focus for his organization. He creates this by fostering creativity, ideas, and an atmosphere inspires commitment and people. That is identifying a allowing creative ideas to

- **Order-** This is when the leader creates and organic container for his follower to operate within a cohesive group. That is, efficiency and effectiveness of work and activity becomes a natural focus of attention. Wasting time, energy, money and human resources become a thing of concern.
- **Affirmation-** This is when the leader recognises the job well-done by is followers and gives them good acknowledgement. For example telling the follower that they did an outstanding job.
- **Vision-** this is when the leader is able to perceive, be creative and emotionally healthy for the purpose of achieving the organizational growth.
- **Ambition-** This is more like the stewardship because this when the leader has broad visionary perspective and provides balance between all competing forces. He also does not feel threaten by talented followers but encourages the potential in them with opportunity and challenge.
- **Mentorship-** this is when the leader is matured and secured in himself, he is not proving his worth to anybody but nurturing followers and serving as a guide for their development.





Thin line between the presence of good and evil.

## The Shadow Sovereign

David explaining the shadow sovereign noted the fact that as a sovereign leader the positional power contains sovereign energy, and sovereign power conveys a certain inherent of rightness about what he does. Therefore the leader is prone to power of abuse, shadow of fear and victim cultures.

- **Power of abuse-** this is when the leader uses his power as an agent mask something he himself fears but will not admit to himself. The use of his power is to personal desire in other to control and treat people the way he wants.
- **Shadow fear-** Based on the characteristic of the leader with the power of sovereignty, to give power and nature their ability for the vision of the company, the shadow side reflects

that the leader perceives twofold danger: a threat to himself because he gave some of his powers to others, and a diminishing of what he views as his already limited amount of power. Therefore, this leader attempts to retain and wield all the powers to himself.

- **Victim cultures-** This is when the leader is unable to steward a broader and long range view of the organization that would serve the needs of the employees, as well as the shareholders and management and this shadow drives to victimization and

also leads the organization to leveraged buyouts, mergers and acquisitions.

David also explained how to cultivate the sovereign within by stating that the shadow power of the sovereign comes with the position and the leader should be able to notice the characteristics and be able to accept it and deal with it. Moreover, David also cited William Miller using the five ways to work with the shadow in the place of position:

- Constantly solicit feedback
- Become aware of shadow characteristics and explore how to project to them.
- Notice slips of lounge and in behaviour throughout the day
- Examine type of humor and responses to humor

## Cultivating the four powers

In the final chapter David expressed how to cultivate the powers of leadership by highlighting each step in the requirement for cultivation

### The requirements of cultivation

As initially said David expressed that leadership is not something one learns by going to school for a degree or certificate. Education

and training can provide information, understanding and techniques, but they are only developmental tools for leadership. However, leadership grows and matures as a result of personal, daily commitment to cultivate ones inner life within the midst of leadership work. Cultivation requires

- Willingness to risk exposure and being open and honest in all aspects of one's life
- Continuous participation in self reflection

“EARN YOUR LEADERSHIP EVERY DAY.”

— WILLIAM MILLER

- Commitment on personal growth and change.
- Seeking feedback from follower and many sources.
- Thoughtful discipline, daily practice that strengthens weakness and builds new capabilities and competencies.

Moreover, David also explained under sub-topics the important aspects of cultivating this four power. Firstly he mention that leadership should be perceived as hierarchy and partnership. That is, without followers there is no leadership and leading and following play important roles in the network of leadership system. Secondly, cultivating humility is crucial because leaders needs to be humble to able to blend presence, compassion, wisdom and intension.

## HOW DO YOU KNOW YOU VE BECOME A TRUE LEADER?

1. YOU DON'T TRY TO BE RIGHT; YOU TRY TO BE CLEAR.

2. YOU TRY NOT TO HAVE THE LAST WORD.

3. YOU NO LONGER TRY TO SHOW THAT IT WAS YOUR IDEA. YOU EMPOWER OTHER PEOPLE TO OWN THE IDEA.

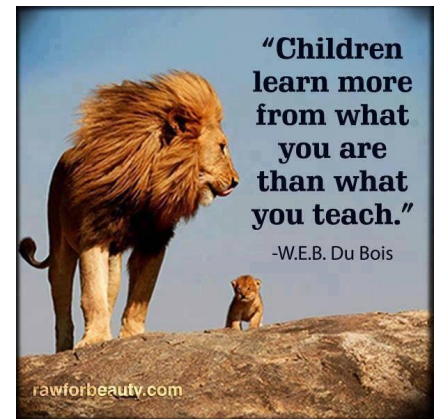
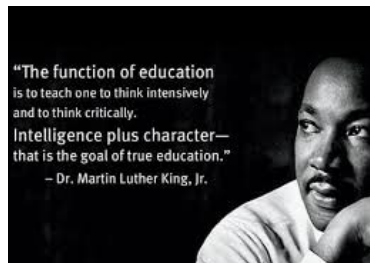
Thirdly, the leader must be able to re-evaluate his inner image of what it is to be a leader in order to be able to point out the negative and positive attitudes that needs to be worked on for the purpose of his development and his followers. However, tools for cultivating the four powers of leadership are assessments of ones behaviour, daily journaling of the patterns of leadership process, seeking help from elder counselor and peer group support.

## Relation to Education and critique

The relation to education is clear because mentorship, development of an individual can be referenced to school. That is younger generations learn from what they mentor and what they see. Education facilities such as universities are also organizations and the role of leadership portrayed in these institutions is a key to change the world.

Hence, with all this knowledge on how to become a great leader by cultivating all this power, I find it interesting but there is no time frame for each of the powers to be cultivated. However, David stressed that cultivation all this powers should be one at a time and will take a life time. There-

fore, I am with the thought of the possibility of integrating all this power because human beings cannot be perfect. However, on the positive note I gained the knowledge that having known all the shadow aspect of this powers will help put a check and balance on being a great leader and



achieving what seems to be unachievable.

## Reference

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