



An Executive Book Summary(March 18th 2006)

By Rani Kanthan – for Ed ADMIN 884- Prof Keith Walker



INTEGRATIVE LEADERSHIP

A Brief Summary

Table of Contents:

WHAT IS INTEGRATIVE LEADERSHIP? 2, 3

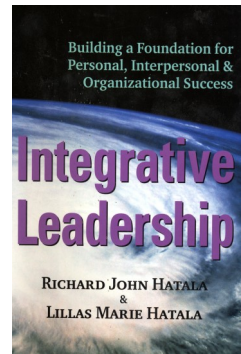
BUILDING A MODEL OF INTEGRATIVE LEADERSHIP 4, 5

THE TRANSFORMATIONAL/TRANSCENDENTAL PROCESS OF BECOMING AN INTEGRATIVE LEADER 6, 7

GUIDELINES FOR BECOMING AN INTEGRATIVE LEADER 8

THE BIRTH OF AN ORGANIZATIONAL INTEGRATION AN EMERGING INTEGRAL PHILOSOPHY 9

In this book “INTEGRATIVE LEADERSHIP- Building a Foundation for Personal, Interpersonal & Organizational Success” Richard and Lillas Hatala propose a process and provide a model of wholistic style of leadership that weaves together the presumed separate four domains of intelligence –the physical/material, mental, emotional and spiritual worlds of the inner and outer self. Through extremely well researched material and a wonderful narrative story telling format that chronicles the journey of two coaching clients who embrace this process and transform their lives, the authors propose a seven-step process of integration that can be used by anyone, regardless of position or role. They advocate that through this self exercise of the power of our own choice/free will such reflective, conscious and thoughtful actions will lead people through change and transition and help build, a foundation for personal, interpersonal and organizational success in today's somewhat paradoxical, conflicting and turbulent economic, social and political environments. This book provides a self awareness approach with insights on discovering, improving and fine tuning ones inner self awareness and thus charting ones own unique pathway in the personal transformation journey of each one of us becoming an integrated leader in our own sphere in this contemporary world.



Summary ,The Authors 10

There was never yet an uninteresting life. Such a thing is an impossibility. Inside of the dullest exterior there is a drama, a comedy and a tragedy.

MARK TWAIN

“Integrative leadership is the perfect marriage

Of the Sun of our Soul and the Fire in our Belly”

In reading Integrative Leadership, you will find a guide for achieving balance in life through personal transformation and transcendence. This personal transformational journey begins with a process of self reflection from inside embarking on a journey to search for honest answers within oneself to the seven elements of integration as listed below.

1. **My Ideal (Secret) Self:** Who do I want to be? What is my vision?
2. **My Mission:** What is my purpose? What do I want to do and whom do I want to serve?
3. **My Surreal (Public) Self:** Who am I as a personality? What are my strengths and weaknesses?
4. **My Real (Private) self:** Who am I as character or individuality? What are my strengths and gaps?
5. **Life and Leadership Learning:** What is my learning agenda that will allow me to build on my strengths and reduce my gaps? (reflecting on my strengths, hidden talents). Where do my Ideal, Real and Surreal Selves Overlap (self reflection) and Differ? What can I do to fill the Gaps?
6. **Application and Experimentation:** I practice new behaviors, beliefs, feelings and values on road to Mastery (through preparation, awakening, transforming, transcending and integration).
7. **Relations and associations:** I develop supportive and trusting relationships that make my personal , interpersonal and organizational change possible. Who will support and encourage me as I walk this path of integration?

Hatala, Richard John & Hatala, Lillas Marie (2005) Integrative Leadership Building a Foundation for Personal, Interpersonal & Organizational Success. Integrative Leadership Institute: Calgary, AB, Canada

WHAT IS INTEGRATIVE LEADERSHIP?



Richard John Hatala

&

Lillas Marie Hatala

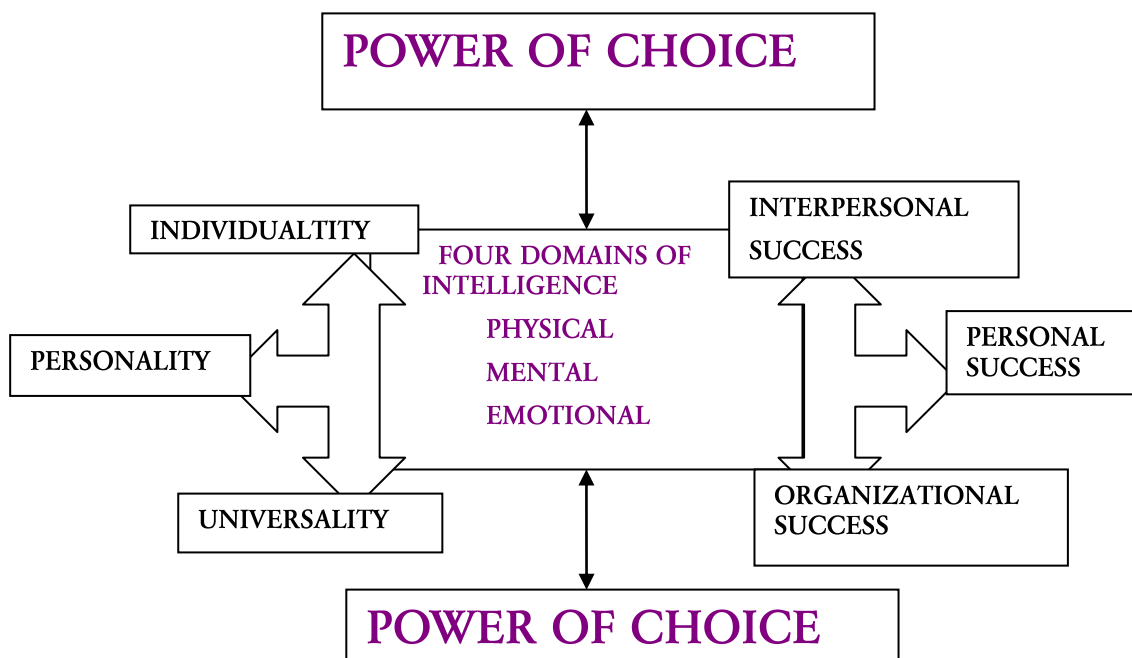
The Hatalas believe that integrative leadership is a way of living a conscious life that rekindles “the curiosity to know your self (attitude), what you are made of (model), where you are going (ideal) and discovering what you are here to do (purpose)” (p.13). They illustrate the power of this personal awakening and realization of ones inner self

through the story of John and Mary who have both reached a crisis point in their personal lives with: a) John a hard working successful President and CEO of his company recently diagnosed with terminal cancer seeking help to recruit a suitable replacement and b) Mary who despite being a successful homemaker and one of the few female managers at her work

place on the outside remained a sad and disillusioned individual on the inside. The Hatalas through a series of integrative coaching and consulting sessions help them rise to a higher personal transformational / transcendental level.

*You cannot teach a man anything:
You can only help him find it within himself.*
GALLILEO GALLILEI

The process of self integration begins with alignment of the four domains of intelligence (physical –impulsive , instinctive thinking, mental serial thinking, emotional, associative thinking and spiritual unitive thinking) leading to the acknowledgement of the three levels of awareness: Level I personality –our image of self –“*Surreal Self*”, Level II individuality or character –“*Real Self*” and Level III universality- “*True Self*” thereby laying a foundation for personal, interpersonal and organizational success. This self awakening has to be achieved through our own free will, choice and desire- described by the Hatalas as the “fifth domain –The Power of Choice”



CHANGE -Transactional (Level I Surreal Self)-Transformational (Level II Real Self)-Transcendental (Level III True Self)

CHANGE from Inside out rather than Outside In

This personal process of change leading from a **transactional** one associated with **Level I awareness** to a **transformational** one associated with **Level II awareness** to a **transcendental** one associated with **Level III awareness** is an integrative journey where we align all our inner and outer selves (**inside out to outside in**). During this self growth process there may be periods of temporary crisis / pain only to be replaced and renewed by further growth and expansion. Herein, instead of focusing on just the external forces of man, animals, plants, minerals, planets, galaxies or the Universe we learn to develop an inner focus of global society, culture, organization, the family, tube, nature, actions, behaviors, attitudes, emotions and our true inner essence. During the personal coaching sessions the Hatalas remark "In order to unify these two forces of integrative life and leadership, we need to balance our conscious **evolutionary attunement** with our **involutionary embodiment**" (p.30 Chapter 1).

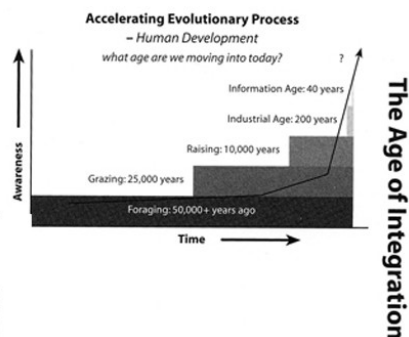
During such periods of personal self intimate reflection where we strive to align our True selves with our Ideal selves the Hatalas remark "we would **integrate in order to separate and separate in order to integrate**" (p38, Chapter 2)

"Before we can arrive at the Age of Integration, we must become more sophisticated in our thinking. Specifically we must come to learn how to think paradoxically. Translating directly from its Greek root, paradox literally means 'contrary to reason.' Perhaps the greatest [intellectual] problem in this country is how 5% of us who comprehend paradox can communicate with 95 percent who don't."

M. SCOTT PECK

The Coming Age of Integration –the Evolutionary Change

As we move forward in time the human development has accelerated in the evolutionary pathway from the foraging (50,000 +years ago), grazing (25,000

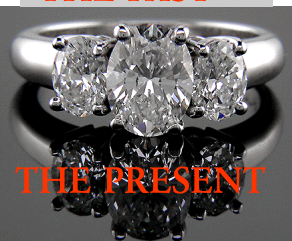


years), raising (10,000 years), industrial age (200 years), informational age (40 years) to Perhaps an ? Integrative age of our contemporary world.

"Because what we believe about our past dictates what we think about the present, and our expectations about the shape of the future".

ERNA PARIS

THE PAST



THE PRESENT

THE FUTURE

If you want to understand today, you have to search yesterday.

PEARL. S. BUCK

The Three Paradigms that are prevalent in today's world

The Mechanistic Paradigm is the most prevailing (85%) wherein knowledge is power with Serial thinking that is dominated by focusing on the preservation of the Self image by competition adhering to rules and debates – a Transactional process of change and management.

The Organic Paradigm is the second most dominant paradigm (10%) wherein knowledge is transformed through understanding, application and practices with Associative thinking that is engaged in development of character rather than just preservation of Self by discussion and cooperation with practices - a Transformative process of change and management.

The Wholistic Paradigm is the least prevalent (5%) wherein there is wisdom with Unitive thinking that is engaged in the development of the Essence through deep reflections and collaboration with principles guiding open dialogue – a Transcendental process of change and man-

BUILDING A MODEL OF INTEGRATIVE LEADERSHIP

The authors have summarized their research of management and leadership styles from the past 50 years into three broad categories

The four conventional leadership perspectives are

- Intrapersonal
- Interpersonal
- Group
- Organizational

- 1) The TRAIT APPROACH – “THE GREAT MAN” – Winston Churchill
- 2) The BEHAVIOR APPROACH- “THE ADAPTIVE MAN” – Abraham Lincoln and
- 3) The CONTINGENCY Approach- “THE EMERGENT MAN” – Rudolpho Giuliani (Mayor of New York – during the catastrophic 9/11 tragedy).

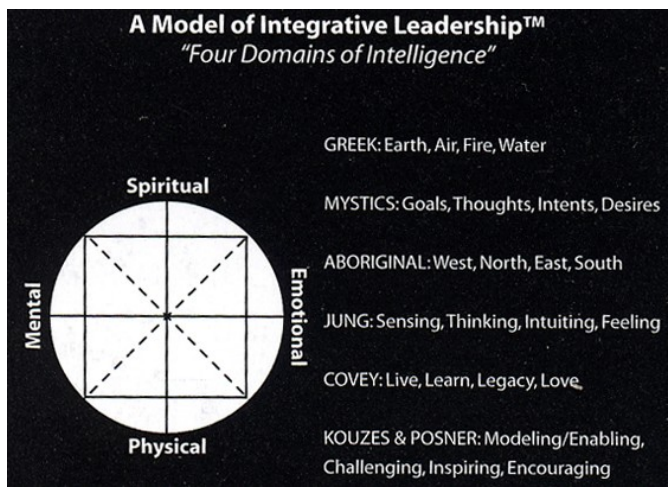
Above and beyond these they propose there lies a fourth category

The SPIRITUAL Approach –THE “INTEGRATIVE LEADER”- (named Mother Theresa, Mahatma Gandhi as examples during my personal interview session). They believe that a true leader of our times should have an integrative approach from outside in (scientific) and inside out (spiritual).

They believe that developing a natural capacity to observe multiple perspectives to any given situation, object, problem, subject, or decision is crucial in the development of the pathway of an integrative life and leadership.

“The process of becoming a leader is much the same as becoming an integrated human being.”
WARREN BENNIS

The Foundational Integrative Model

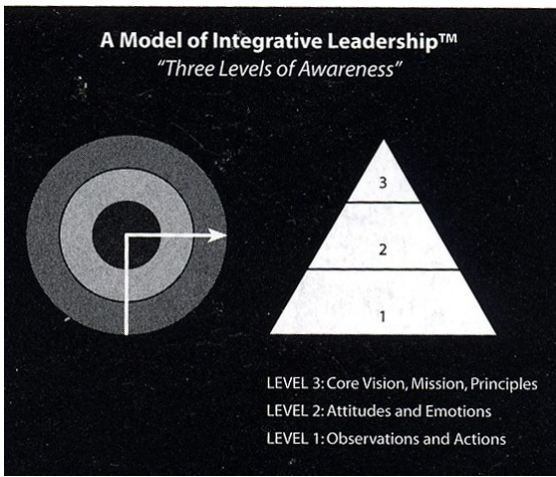


Page 13

Recognition of these four –the life, the mind, the soul, the spirit –the four Atmas as described by Rama Prasad are essential in this awakening process. **The GAP** that exists betwixt the alignment or the misalignment between **the physical domain**- the athlete within us to the **mental domain**-the scientist within us to the **emotional domain** –the artist within us and the **spiritual domain** –the wisdom within us will determine the degree of integration we achieve.

The first step of this journey is the awareness of the Intrapersonal perspectives that include the four domains of intelligence which is a commonality that recurs cross culturally, transdisciplinary and temporally.

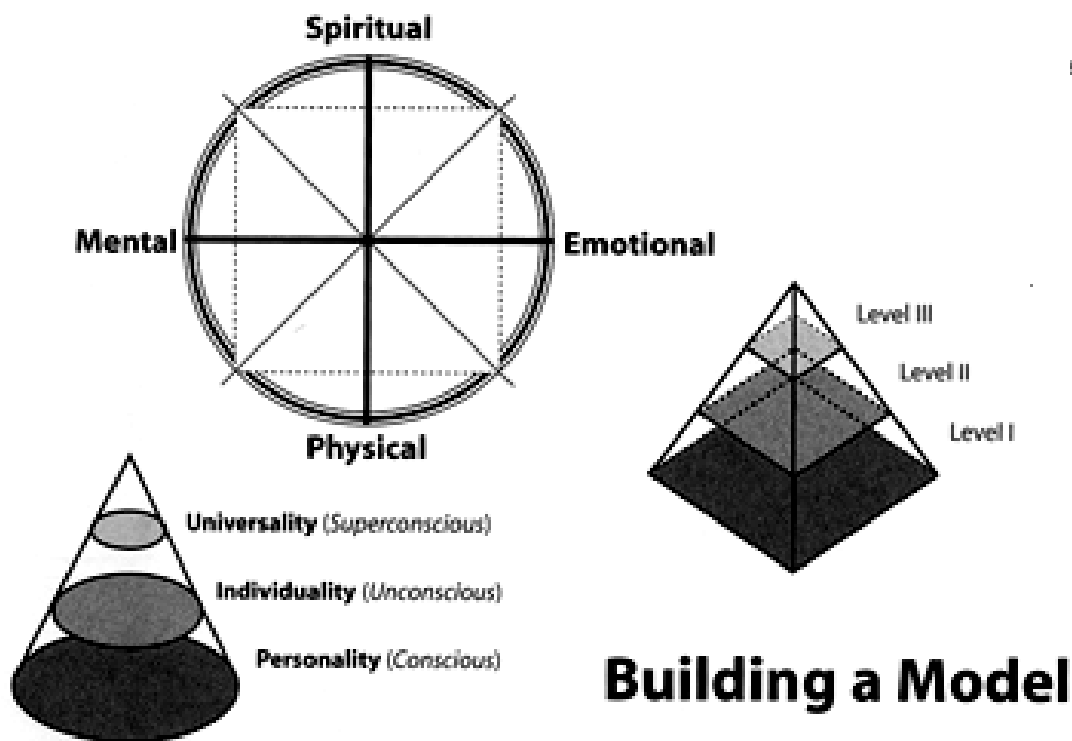
This integration will determine our change from a transactional/reactive leadership (Level I awareness-the conscious –the image of *Self-personality*) to transformational /responsive leadership (LevelII awareness-the subconscious – individuality and duality) to transcendental / integrative/visionary/servant/ leadership (Level III awareness-the superconscious-Universality and Unity) journey of inside out from outside in moving from a purely mechanistic thinking paradigm to an organic and ultimately a wholistic approach to life and leadership.



Page 13

THE FIFTH DOMAIN

THE POWER OF CHOICE



THE POWER OF CHOICE

The authors emphasize that overarching this model built on the four domains of intelligence and three levels of awareness is the crucial determinant - the most important fifth domain the **POWER Of CHOICE**-“the ability and the power to choose how we will negotiate our journey of life, love and leadership”.

(page 132, Chapter 4).

Self reflection coaching cycles –John & Mary

During their personal coaching cycles with John and Mary the authors illustrated these concepts through the usage of appropriate metaphors.

As per the story telling style the authors have metaphors from well researched history drawing from Plato, Aristotle, Greek mythology to mundane normal day to day activities to reemphasize their points with Mary and John helping them rediscover themselves.

You are what your deep driving desire is.

As your desire is, so is your will.

As your will is, so is your deed.

As your deed is, so is your destiny.

Upanishad IV, 4.5

THE TRANSFORMATIONAL/TRANSCENDENTAL PROCESS OF BECOMING AN INTEGRATIVE LEADER

"The first step to becoming is to will it."

**MOTHER
THERESA**

Working with John and Mary through personal reflective coaching sessions Rick and Lillas deemed they were ready for the integrative pathway as they attained a higher level of personal maturity as they worked through the four step wise process of Abraham Maslow's self actualization: Blind

acceptance; Conscious acceptance; Questioning and Accepting personal responsibility for ones life. These four stages of maturity and the four domains of intelligence are within us at all times and it is the fifth domain –the power of choice –our own free will that can determine our final

achieving level of maturity. This process "involves aligning our intent, thoughts, desires and actions" leading one from the "path of struggle" towards the "path of flow." (page 156. Chapter 5).

"In the process of becoming an Integrative Leader, your Variables, Values and Virtues need to be aligned for this law of manifestations to work naturally in all four domains of intelligence and three levels of awareness."(Page156 Chapter 5).

As the coaching sessions progressed John and Mary were made to face and tell the truth of many of their past deeds and actions. This was a courageous act in itself as they stood to loose

their primary relationship with their respective spouses upon this catharsis.

However as MOHANDAS GANDHI said "There is no defeat in the confession of one's error. The confession itself is victory."

Both John and Mary awakened to the notion of aligning with the Ideal of living integrity by telling the truth through willingness and a wanting to change (the power of choice).

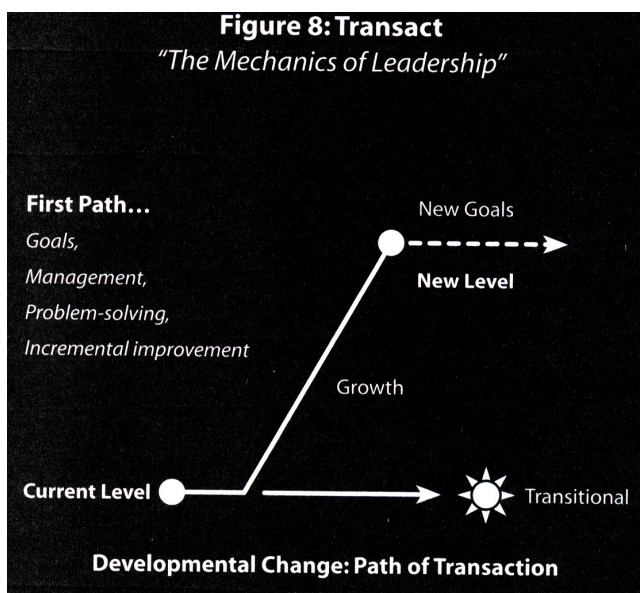
At the end of the personal journey of self reflective through the coaching sessions with Rick and Lillas both John and Mary had reached greater heights with John having a state of "spontaneous remission of his terminal cancer and being alive with his children and Mary, being engaged in a far more alive and meaningful relationship with her spouse and family.



"One can have no smaller or greater mastery than mastery of oneself."

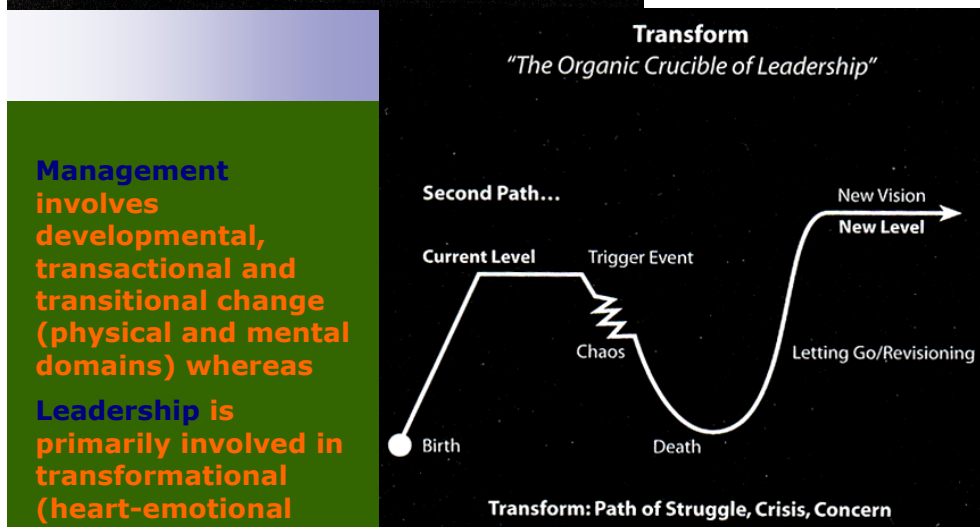
**LEONARDO DA
VINCI**

THE PROCESS OF CHANGE

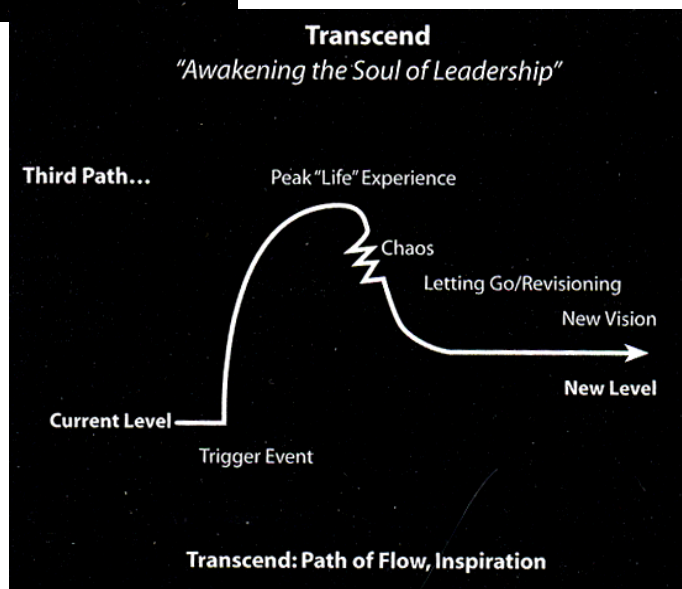


“Developmental change means improving through training or skill development.

Transactional change means changing systems and processes externally and changing beliefs, mental modes and mind maps internally.”



Transformational change is about survival (change or die) or the breakthrough (heart-mind) needed to pursue other opportuni-



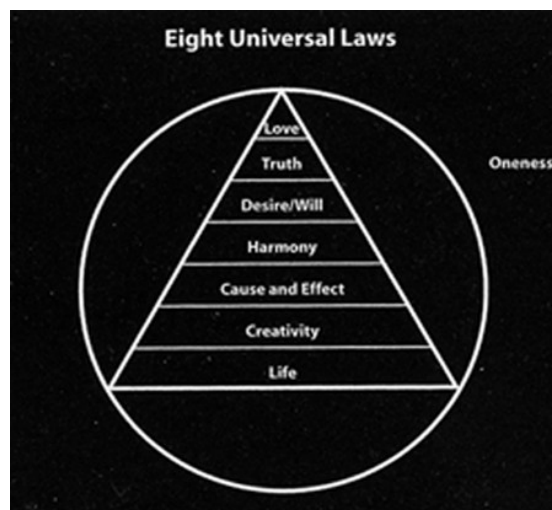
Transcendent change is a shift in paradigm to a higher-order consciousness.

GUIDELINES FOR BECOMING AN INTEGRATIVE LEADER

The guidelines for this transformational journey are based on Universal Laws and practices. Universal Laws are laws that “are unchangeable, immutable and which operate on everyone and everything, everywhere all the time.” (Page 179 Chapter 6)

Eight Universal Laws With Core Virtues

1. Life	Justice	Law
2. Creativity	Temperance	Judgement
3. Cause and Effect	Courage	Honour
4. Harmony	Peace	Faith
5. Will-desire	Determination	Perseverance
6. Truth	Wisdom	Hope
7. Love	Love	Mercy
8. Oneness	Unity	Spirituality



“A *variable* is a principle standard or quality that is considered worthwhile and valuable to individuals, cultures or societies (Page 189, Chapter 6).

“*Values* can be understood at the mechanistic level of awareness as *variables* because they are often situational, *values* at the organic level since they are more stable and *Virtues* at the wholistic level since they are considered

These are the guidelines for the INTEGRATIVE TRANSFORMATIVE and TRANSCENDENT (ITT) Practices recommended by the Hatalas for an integrative life and leadership module. Below are listed 11 of the 12 practices as the 12th is your own personal practice after self reflection. (page 195, Chapter 6)

1. Integration	Attunement, alignment, embodiment
2. Awareness	All domains (PI, MI, EI, SI)
3. Meditation	Inner power of silence
4. Observation	Witnessing of your life drama
5. Formulation	Ideal, personal vision, mission
6. Visualization	Images, associations and relations
7. Interpretation	Nightly dreams, visions, inspirations and intuitions
8. Concentration	The power of focus
9. Contemplation	Leading a reflective life
10. Application wisdom	Knowledge to understanding & understanding to wisdom
11. Relaxation	Stress management(physical, mental, emotional)

INTEGRATION INDICATORS: Staying on the Path

Increased energy
Finding hidden talents
Feeling balanced
Awakening others
Noticing meaningful coincidence
Self discovery as an adventure
Living in the present moment
Experiencing your Higher Self
Living a purposeful life

SEPARATION INDICATORS: Leaving the Path

Avoidance
Suppression
Compromise
Repression

LEADING FROM THE HEART

The twelve guiding principles

1. Experiencing oneness
2. Be compassionate
3. Connect to Inner Wisdom
4. Live in the Present Moment
5. See the Good
6. Practice Radical Honesty
7. Live by the Golden Rule
8. Be Grateful and Appreciative
9. Keep your word
10. Choose Full Responsibility
11. Commit to Lifelong Learning
12. THE TWELFTH PRINCIPLE- Mine

Be forgiving yet strong with personal integ-

SEVEN DEADLY SINS SEVEN VIRTUES

1. PRIDE	HUMILITY
2. ENVY	KINDNESS
3. GLUTTONY	ABSTINENCE
4. LUST	CHASTITY
5. ANGER	PATIENCE
6. GREED	LIBERALITY (Giving)
7. SLOTH	DILIGENCE

THE BIRTH OF AN ORGANIZATIONAL INTEGRATION AN EMERGING INTEGRAL PHILOSOPHY OF ONENESS

How to build a Living Organization?

The successful birthing of such an organization begins with the spirit of Life returning to the living dead individuals of the organization through elimination of the fear of death or of life and the embracing of the joy of life .

Individuals make up an organization. Thus for a living organization the individuals who make up this organization must have the "spirit of life" (Page 211 Chapter 7).

Thus we are moving from
level 1-Individual contributor
level2- Team Players

level3- managers

level 4- Effective leaders

Jim Collins 'The Level 5 leader'-
Good to Great to

Level 6 – the Integrative
Leader Good to Grace (Page
214 Chapter 7)

The five practices of Leadership challenge today are

Modeling the Way (physical)

Enabling Others to Act (physical)

Challenging the Process (mental)

Encouraging the Heart (emotional)

Inspiring a Shared Vision (spiritual)

Leaders of today should have a mix of "Commanding, Pacesetter, Coaching, Democratic, Affiliative and Visionary styles" of leadership to be more successful, and adaptable in the current rapidly changing business environment. (page 213 Chapter 7).

*Death is not the
greatest loss in life*

*The greatest loss is
what dies inside us
while we live"*

NORMAN COUSINS

.The key that can unlock this pathway is a CALL to ONENESS (Page 221 Chapter 8) to repair all our existing fragmentations with *intrapersonal* integration of our inner self to our outer self (Spirit of Life), *interpersonal* integration through the pathway of integrative love (Spirit of Love) and living with the Heart (Spirit of Wisdom) and moving in unison at an *organizational and universal level* to a Higher Consciousness of peace, love and mercy (spirit of Law) with God as our inner strength and guide

INTEGRATIVE LEADERSHIP

ABOUT THE AUTHORS

Lillas Marie Hatala is the Director of Business and Leadership, Extension Division, University of Saskatchewan. She together with her husband Richard John Hatala has co-founded the Integrative Leadership Institute. This institute is a three fold organization embracing a) educational endeavors –including research, development and publications b) charitable activities- supporting individuals, institutions and not for profit organizations within local, regional, national and international communities and c) the commercial arm –the Integrative Leadership International whose purpose is to help individuals and organizations follow the paths of integrative leadership through personal alignments of thoughts, approaches, frameworks, practices and philosophies through seminars, workshops, programs, public speaking, coaching and consulting.



In Summary

A living Organization is an integrated journey of invitation and not imposition and is characterized by

- A) Constructive use of the four domains of intelligence and all three levels of awareness in all their relationships
- B) Work is seen as a vocation with a deep sense of fulfillment
- C) Knowing the best use for competition, cooperation and collaboration
- D) Alignment between individual and organizational intention, mission and values
- E) The employees and associates being dynamic, energetic and passionate
- F) All employees being engaged in responsive leadership activities.

My burning desire was to ask

How does it really work?

PERSONAL INTERVIEW WITH Lillas Hatalala

February 24th 2006-Luncheon Meeting

Her answer- It is predominantly a reflective practice in leadership-integrating your personal values to those around you; therefore you have to walk the talk- and have shared vision of values with personal and organizational commitment.

She felt this book should help people see themselves acting as a "Mirror" to "reflect" their individual life journey-to be "Inclusive" and not "Exclusive" despite race, caste, religion, denomination or creed. She believes it all begins with strengthening awakening and integrating the four i) spiritual, ii) emotional, iii) physical and iv) mental domains -intrapersonally prior to embarking on interpersonal alignment. She described graded levels of leadership as:



- Level 1 Personal/Interpersonal Leader
- Level 2 Supervisory Leadership
- Level 3 Leadership development
- Level 4 Integrative Leadership

I posed some current leadership crisis situations in my organization and was asking how to implement such leadership practices in the organization. In this context,

She agreed with me that the **WEAKNESS OF THIS BOOK** is

That this book provides the theory /the basis / the core foundations of IGL. It however lacks the practical aspects of the "how to" go about achieving the same in an organization or at an interpersonal level.—i.e The **EXECUTIVE** aspects of this Leadership. She alluded that there was the companion to this book in the offing and that this new book would address these Executive aspects of Integrative Leadership.

I had synthesized my reading of the book under the acronym –

the 5 W's of IGL. I had the opportunity to hear her views on these as summarized below

5 W's of IGL

1. **What is it?** Holistic approach of thoughts/ actions and a self reflective practice of leadership moving towards an inside out "oneness" with respect to visions, attitudes and policies.
2. **Why is this the right way of Leadership?** Over the ages, leadership roles have transcended from the state of the Great man to behavioral –to a role of transformational in the 1990's. With evolution now we are moving towards a combined emotional spiritual, physical and mental wellbeing with Integrative Leadership being born at its infancy as the form of leadership for contemporary times.
3. **Where is it most appropriate?** Everywhere..that man has been awakened into all his senses.
4. **When do you start** ---anytime as long as your personal conscience has been awakened.
5. **Who are some examples of such Integrative leaders** ---Mother Theresa, Mahatma Gandhi. These are examples of a Level 5 + leader.

She also teaches Leadership courses in the College of Commerce and at my luncheon meeting was in the midst of marking Midterm Exams. On a further personal note she has embraced Yoga as part of her daily life activities and is an instructor at her Yoga Institute. She is an avid reader and was excited about the recent selection of this book at the International Book fair for publication in India in the ELBS format –thus facilitating accessibility to a wider readership audience. Her dream remains to one day visit India and study Yoga under the masters in the age old tradition of "Guru-Shishya" apprentice model.