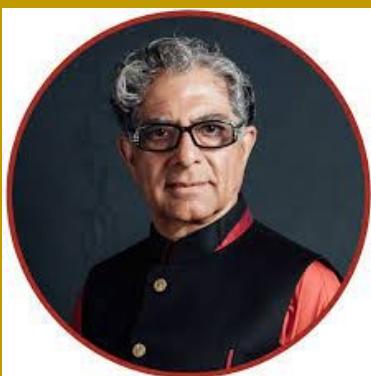


### About the Author

## Deepak Chopra

Deepak Chopra is a bestselling author and spiritual guide who has been a leadership coach to CEO's and top executives for more than two decades. Chopra believes "At the deepest level, a leader is the symbolic soul of a group." He is the author of more than fifty-five books translated into over thirty-five languages, including numerous New York Times bestsellers in both fiction and non-



# The Soul of Leadership

## Unlocking Your Potential For Greatness

By Deepak Chopra

Executive Book Summary by Geoff Mathew Varughese

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### Summary of the Book

Deepak Chopra begins his book by talking about how we need to turn to ourselves for answers about problems of our time. He states that in turning to ourselves we need to go beyond the constant clamor of ego, beyond the tools of logic and reason, to the still, calm place within us; the realm of the soul. He mentions his aim in the book is to give everyone the skills and insights to be a leader-not just any leader but an inspired one. He further states that he doesn't refer to the traditional leadership which is limited to a few but to the leader who can respond to their own needs and the needs of others from the higher levels of spirit with vision, creativity and a sense of unity with the people they lead.

*"Becoming a leader is the most crucial choice one can make-it is the decision to step out of darkness into the light". (Chopra, p. 9)*

**L = Look And Listen**  
**E = Emotional Bonding**  
**A = Awareness**  
**D = Doing**  
**E = Empowerment**  
**R = Responsibility**  
**S = Synchronicity**

*Practical Steps*  
*&*  
*Crucial Skills*

# LEADERS

L = Look and Listen

In this part Chopra says great leaders have a vision, and the ability to manifest it. Defining your own vision begins with looking and listening. You look and listen to the situation around you, but you also look and listen inside.

## FOUR LEVELS OF PERCEPTION

To be truly insightful, looking and listening must occur on four different levels, which will help your vision emerge as the true expression of who you are and it will be founded on deep understanding.

### Body—Stage of observing and information gathering

- ^ Be open and impartial.
- ^ See as much as you can.
- ^ Listen to whoever has some thing to say.
- ^ Allow sights and sounds to come in freely and objectively.

### Mind—Stage of analysis and judgement

- ^ Begin to weigh and analyze.
- ^ Allow every idea to come to mind.
- ^ Watch what arises.
- ^ Notice new interpretations.
- ^ Be unbiased and clear-headed

### Heart—Stage of feeling

- ^ Notice what feels right.
- ^ Feeling is subtler and truer than analysis.
- ^ Sudden insight can strike you.
- ^ Allow intuition to come in.
- ^ Allow quantum leaps of creativity.

### Soul—Stage of incubation

- ^ Let go and wait.
- ^ An incubating vision goes into a deep, invisible place.
- ^ Profound intelligence adapts vision to your and others needs.
- ^ You gain access to something greater than yourself.

## THE LESSONS OF LOOKING AND LISTENING

- ◆ Leading from the soul means looking and listening on four levels: body, mind, heart, and soul.
- ◆ Once you have your own vision, it motivates and drives everything you do.
- ◆ As a leader, you must respond to the hierarchy of needs, from the most basic to the highest.

### What To Do Today

It's time to begin applying your vision to the needs of others. Look around you, what does your group need? What response can you provide? Focus on today, your strength will come out in your response to the situation.

# LEADERS

## E = Emotional Bonding

**Chopra says, leaders bring out the best in others but visionaries form lasting bonds. When people are emotionally bonded to you, they want to share your vision, deep motivation develops, and true, lasting loyalties are formed. Emotions are the invisible allies of successful visionaries who form bonds instinctively and without a conscious agenda.**

### Emotional Freedom & Shared Enthusiasm

To bond effectively one must be emotionally free. Stay aware of your body, witness your feelings, express your feelings, take responsibility for what you feel, and share your feelings with people you trust. Turn "it's great for me" into "this is great for all of us". People are moved to help leaders if they think they are also helping themselves.

### Caring for Others & Willingness to Build a Relationship

Bonding is truly caring. You have to apply the same conditions of care in your life to others. Forget everything else and respond naturally. All souls are equal. Strongest bonds are between equals. The roles we play enforce inequality and hence the need to step out of our roles occasionally to make contact

### Increasing the Strength and Self-esteem of Others

Best leaders focus on strengths of followers. Encourage each person to develop their best qualities. Point out and show that the job was worth doing. People feel good about themselves if the job is worthwhile. Appreciate others and help them appreciate themselves.

### Nonviolent Communication & Conflict Resolution

Removing threats allows for managing situations in a way that fulfills people's needs. All change threatens the status quo and you can reduce the threat by how you communicate. We are all emotionally involved in our beliefs. Negotiating at an emotional level helps the passion behind your vision speak to others hearts.

## THE LESSONS OF EMOTIONAL BONDING

- ◆ **Leading from the soul means bonding with others so that they want to share in your vision and be fulfilled through your shared success.**
- ◆ **Once you value emotional intelligence, you can learn skills that bond people together. Build relationships and give of yourself.**
- ◆ **As a leader from the soul, you perceive the emotions hidden in any situation and show how to repair them.**

### What To Do Today

Look around you and observe it from a level of feeling. Your heart will show you emotionally distant people. Change your emotional tone where it isn't working. Turn your distance into bond. Work on closing the gap.

# LEADERS

A = Awareness

In this part, Chopra talks about how a leader's awareness affects everyone around them. Awareness is the birthplace of possibility and everything you want to be and do starts here. You alone can raise a group's awareness. Awareness is a synonym for consciousness that brings light to every aspect of life. The seven attributes of consciousness are as follows:

## Centeredness

Awareness is stable within itself, needing no outside support. When others are insecure, you are centered and relieve others of anxiety.

## Self-motivation

Awareness is imbued with a quality of self-referral, to find everything within itself. You have no doubt about success. You see opportunities instead of danger.

## Coherence

Awareness is orderly and self-organizing. You form a coherent picture and inspire others to come together around your vision. Clear purpose instead of confusion and conflict.

## Intuition, Insight

Awareness is always observing. It sees reality instead of illusion. You understand the situation and what people need perhaps more than they do.

## Creativity

Awareness is the meeting point between the unknown and the known. You are comfortable with uncertainty. You lead others to see beyond existing perspectives.

## Inspiration

Awareness is rooted in love, compassion, faith, and virtue. When you are aware, you inspire others, help them see their better selves, and lift them up.

## Transcendence

Awareness ultimately has no boundaries. It isn't knowledge you learn, it is knowledge you become. You demonstrate that infinite can be reached.

## THE LESSONS OF AWARENESS

- ◆ Leading from the soul means expanding your awareness in order to meet the needs of others. As you become aware, invisible powers support your vision
- ◆ Consciousness has its own innate qualities. Once you cultivate them in yourself, you raise the consciousness of those you lead and serve.
- ◆ The ultimate goal of awareness is to be transformed and become completely liberated. Then you and your vision are one.

## What To Do Today

You don't have to seek awareness outside yourself, it's innate. Expanded awareness by listening to your inner voice needs to be cultivated. Look beyond your beliefs, be centered, have clarity and value inner peace.

# LEADERS

## D = Doing

In this chapter, Chopra says only through action can you bring a vision to life. But they must be compatible and to make them so requires skill. Doing is different when you lead from the soul. You let your soul act through you without worry or resistance. Doing is a skill based on five steps that you do, which differentiate between success and failure:

- ^ Be action-oriented : The atmosphere must be dynamic and everyone should feel energized.
- ^ Act as a role model: Be willing to do what you ask other to do. A leader serves as a role model in giving of himself completely.
- ^ Commit yourself to good, honest feedback: Show that you want to hear the truth and you want to give candid and positive feedback to others.
- ^ Be persistent: There will always be setbacks and obstacles. When others worry about failure, your unflinching persistence is a strong asset.
- ^ Take time to celebrate: Create an atmosphere of celebration around achievements. Celebrating signposts on the way to success gives everyone a taste of that success in advance.

**Protector :** Your role is crisis manager.

**Achiever:** Your role is motivator.

**Team Builder:** Your role is negotiator.

**Nurturer:** Your role is counsellor.

**Innovator :** Your role is catalyst.

**Transformer:** Your role is inspirer.

**Sage and Seer:** Your role is pure light.

### Right Action In every Situation

If you are aware, every situation will tell you which path is right and which is wrong. Each situation calls for its own kind of action.

## THE LESSONS OF DOING

- ◆ Leading from the soul means doing what is right from the level of being. Your actions are grounded in awareness.
- ◆ The role a leader plays depends upon the situation and its needs. If your awareness is expanded, you can fill all the roles that match the situations life brings.
- ◆ In spiritual terms the highest form of doing is non-doing, or allowing. This action comes from the soul and directs every step that leads you to your goals.

### What To Do Today

A right decision gives rise to a different feeling and different atmosphere. If you are more aware you increase chances of making the right decision. If you are tuned in to how the process is going you will become aware of the difference.

# LEADERS

## E = Empowerment

In this chapter, Chopra points out that empowerment is the fruit of successful action. He specifies that this isn't 'ego' empowering rather you are empowering others at the same time as yourself. Chopra specifies that power is compatible with spirituality and your soul unfolds both its possibility and path. There is a dark side to power which creates problems for leaders, warping their good intentions. Being aware of yourself helps you defuse it by integrating light into darkness (dark side of power).

The use of power is entangled with its misuse and while patterns of power are neither fixed nor inevitable, they can be reversed, transformed into something more humane.

**Power accumulates:** The more a leader gets, the more will come to him.

### REVERSAL

To reverse this principle, renounce personal power for transpersonal power. Transpersonal power can be found in everyone. It is based on empathy, compassion, detachment and going beyond ego to find your deeper identity.

**Powerful rise only to fall:** The higher a leader climbs, more inevitable his fall.

### REVERSAL

To reverse this principle, ground yourself in being, which is steady and ever present. Every possibility is equal. When you bring out the fullest potential in any situation, power will be steady, without the risk of rising too high or taking a fall.

**Power corrupts:** Leaders who start out to do good wind up doing evil.

### REVERSAL

To reverse this principle, learn from your dark side and turn its influence into positive. The energies of the dark side are woven into life as a whole and cannot cease to exist. Once you learn to use this creatively, power will not corrupt.

**Power is exceptional:** A person surrenders his power and is left with none.

### REVERSAL

To reverse this principle, empower others by showing them that they are equal to you. Power is universal and if this is shared, you empower others to activate the source of power and everyone becomes exceptional, not just the few.

## THE LESSONS OF EMPOWERMENT

- ◆ Leading from the soul means reversing the ways that power is misused. Empower others every step as you empower yourself.
- ◆ Cross the boundary that separates personal from transpersonal (beyond individual). This power exists within everyone at the level of the soul.
- ◆ Path to power begins by knowing your strengths and building on them.

### What To Do Today

Cultivate detachment in your role as a leader. Use the state of 'play' where you are carefree, full of energy, and not predictable, without it becoming about winning.



# LEADERS

## R = Responsibility

In this chapter, Chopra talks about leading from the soul being about more than taking responsibility for the group's needs, means having concern for everyone's personal growth. This responsibility begins with your own evolution in areas where your behaviour affects the people you lead.

### For What I Think

Thoughts come in patterns; you have habits of thinking. Promote the good ones avoid the bad ones.

### For How I Feel

Don't judge your feelings. Let them be, but don't promote stressful feelings into the world.

### For How I Perceive the World

Inner perception is where reality begins. More the perception, more the possibilities.

### For My Relationships

Arrive at realization that you are self-sufficient, but relationships are everything in life.

**I AM RESPONSIBLE...**

### For My Role In Society

Choose positive influences, make positive contributions, share highest ideals—you are an influence.

### For My Immediate Environment

We project ourselves into surrounding atmosphere. Leaders' tone sets the environment for others to experience.

### For My Speech

Your words have effect, it unfolds all other responsibilities. Avoid being ambivalent or inscrutable.

### For My Body

Your body is a projection of your consciousness. It is the vehicle of your evolution and connection to the universe.

## THE LESSONS OF RESPONSIBILITY

- ◆ Leading from the soul means taking responsibility for your and others evolution. We and everyone around us benefits by aligning with evolution.
- ◆ In every area of life, from mind and body to personal relationships and the social role that you play, your soul can bring continual progress.
- ◆ Every experience reflects your level of consciousness. The inner and outer world merge at the level of the soul. Responsibility is accepting the wholeness of life.

### What To Do Today

Encourage evolution of yourself and others. It has to be cultivated. Avoid destructive behaviour and subtly align with evolution through right behaviour which allows all things to grow organically and expand.

# LEADERS

## S = Synchronicity

**In this final part of the LEADERS acronym Chopra talks about how no support is more powerful than that provided by the soul, which offers a stream of small and large gifts from the mystery. He calls this synchronicity, the unseen intelligence that puts you in the right place at the right time. He says synchronicity is never accidental; it has a purpose and it validates that your motive is true.**

This final aspect of leadership is more mysterious than the others. The impossible turns into a certainty, and higher guidance intervenes and alters the course of your life. The soul can create miracles if we remove the limitations.

### The Path To Miracles

**Regard synchronicity as normal:** Reverse any belief that synchronicity is abnormal as without it life couldn't exist. Synchronicity isn't for a privileged few, the soul supports everyone equally and totally.

**Look for the hidden message:** Receive the message the soul sends us, notice the negative things that have left us and makes our life feel smooth and easily knit together.

**Go where you are guided:** Let the dialogue with your soul guide you. Notice how your ego doesn't dominate your thinking. The soul doesn't instruct, it makes old habits feel less satisfying. Responses related to ego fade away.

**Be here in the present:** Adapt to the present in stages rather than in a moment. Be centered and remain open to your surroundings. Don't open doors to the past. The more you expand your awareness, the more you will be present without effort.

**Understand the harmony of contained conflicts:** The soul doesn't engage in conflict. The way to deal between right and wrong is to go beyond the battle. Take the long view, accept others, investigate in depth and resist becoming polarizing.

**Encourage unity; discourage divisions:** Seek positive reasons to build up situations without being adversarial. Awareness of the soul's motto of "I am enough" will help you exhibit generosity and compassion for others.

**Align yourself with a new belief; I am the world:** Saying "I am the world" is acknowledgement that you are a thread in the tapestry of life. That boundaries don't define you and your soul will guide you to look outside the circle of comfort.

## THE LESSONS OF SYNCHRONICITY

- ◆ **Leading from the soul means gaining support of invisible powers. Expect in miracles and trust in soul to organize events to bring about the best results.**
- ◆ **It isn't mystical, it is hidden intelligence that coordinates creation of your vision.**
- ◆ **Each need fulfilled for yourself or the group is a stepping-stone to liberation. Looking back, every miracle was what you needed to reach fulfilment.**

### What To Do Today

Remove the obstacles to synchronicity. Divest yourself of labels like "I am X" "not me" and you will be comfortable with everything. Engage at the level of shared spirit.



# Two Who Lead From The Soul

## Jeremy Moon, Founder and CEO of Icebreaker.

Icebreaker is a clothing manufacturer that make garments from New Zealand merino wool.



## Jeremy Moon and L-E-A-D-E-R-S

**Look and Listen:** I asked myself: whom should we listen to, and why? As I listened to my customer and board I realised being a good listener was a win/win situation and great to build relationships.

**Emotional bonding:** We built transparent emotional bonds between the customer and product and internal relationships where people were different but synergised.

**Awareness:** An awareness of the right view is critical in business and the right way indicates the right thing to do based on your values, ethics and purpose of the business

**Doing:** Dream and do: it's hard to have a meaningful life if we're just doing. Dream starts as a possibility and then a wave of energy. Doing is based on consciousness.

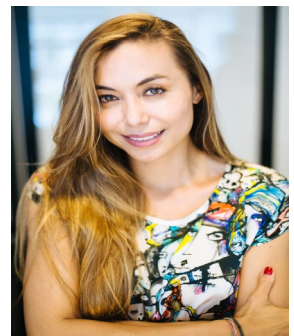
**Empowerment:** Empowerment is about allowing the people you work with to find their own power. Empowerment by openness and honesty motivates others to contribute.

**Responsibility:** It is the freedom to choose. To take responsible risks. Not taking risks is abdicating responsibility, so is not assigning others the power to take risks.

**Synchronicity:** The mysterious way that synchronicity weaves our lives into a pattern is a common theme for people who find a way to be in control of their destiny.

## Renata M. Black, Founding Director of Seven Bar Foundation (SBF)

SBF is a non-profit organization that raises funds for micro-finance institutions to help women start their businesses.



## Renata M. Black and L-E-A-D-E-R-S

**Look and Listen:** It is about receptivity. Receptivity to mood allows you to quickly redirect energy according to the person's state.

**Emotional bonding:** Finding an emotional connection drives me everyday. However, the way the emotion is directed—positively or negatively- makes the world turn.

**Awareness:** Being aware of myself and where I come from is the key to my leadership role. My self-awareness and the desire of others when matched became a success.

**Doing:** You are the architect of your life. The path you walk on is paved by you. Doing entails leading by example where awareness must exist before action is undertaken.

**Empowerment:** I was encouraged to make something happen. Owning one's own power is a life-changing feeling & makes you a force for change without boundaries.

**Responsibility:** Responsibility is the ability to respond and I responded to my circumstance in a meaningful way where responsibility was my rudder.

**Synchronicity:** I thrive on unknown possibilities. More and more awareness fine tunes your efforts until you get to the ultimate awareness, which defines your ultimate success.

# Ten Principles of Leadership

In the final part of the book Chopra gives us a template for awareness which is the wellspring of the universe in the form of ten basic principles:

1. Leaders and followers co-create each other. Both arise together and when they don't, leadership vacuum leads to exploitation and dictatorship.
2. Groups grow from inside out. Their needs must be met wherever they are. The leader operates from the soul to cause inner change which surfaces as success.
3. The outcome of any situation is defined in advance by the vision that goes into solving it. Therefore inner qualities determine results.
4. The responses shared by leaders and followers are built into us, guiding us to evolve and progress. The soul knows how to unfold evolution and produce the best.
5. Needs are designed to evolve, and a leader must be aware of this in order to foresee the future of the group and anticipate its needs.
6. For every need the leader must play the right role. This match up is organic-the soul knows how to fulfil any need with the least effort and struggle.
7. The leader who understand the hierarchy of needs and responses will succeed by guiding the evolution of his followers.
8. By ascending the hierarchy of needs, any group can be made to feel inspired and unified. Great leaders are in touch with every level of human experience.
9. Leading from the soul means giving of yourself. You spend time investing in relationships with those who turn to you for answers.
10. The soul brings order out of disorder. It brings creative leaps, unexpected answers, and synchronicities that are like gifts from the heart of mystery.

## Critical Evaluation

Chopra gives us interesting ideas and exercises to lead from the soul in whatever sphere of life we find ourselves in. He highlights topics like emotional bonding and group empowerment that many leaders and managers hesitate to go into. The book goes into the realm of soul and mystery that may not easily resonate with everybody but a detailed read will show that the perspectives mentioned are nothing new, very much apt for leadership today and just envisioned from the perspective of ones soul. The book not only highlights the leaders role in fulfilling the needs but also defines how the same can be approached from the realm of the soul.

## Reference

Chopra, D. (2010). *The Soul of Leadership: Unlocking Your Potential for Greatness*. United Kingdom: Harmony/Rodale.

