PERSPECTIVE TAKING - HANDOUT

The Integral Model of Leadership and Mission Integration
by David McCallum SJ

Objectives:

1. Understanding the framework for Integral Leadership and Mission Integration, based on the work of Ken Wilber

2. Practicing the use of the framework at the first person (focus of Module 1). *Modules 2 and 3 will explore the interpersonal and organizational uses of the model.*

### Perspective-Taking: Broadening our attention

What leaders pay attention to is of great importance, as this does not only impact them but also affects their teams, their organizations and the world around them. In many ways, our attention focuses our resources and energy and affects our well being, results, performance, relationships, as well as the way we organize and structure ourselves and organizations and the way we live our mission. Attention to behavior/actions and performance outcomes is the most obvious example, and since leaders are usually judged on the basis of their effectiveness, it is also the most common focus.

However, outcomes are simply the end product of a complex chain of interactions and influences. Very often, when the desired outcomes are not achieved (whether at the individual or organizational/collective levels), the causes of such a failure are hidden unless leaders have a more complete picture of their organization.

This more complete picture requires attention not only to the most tangible and measurable dimensions, such as our competencies, knowledge, and actions (whether individually or collectively), or to other organizational dimensions such as policies, organizational structures and processes. In fact, a leader must also pay attention to the internal realities of people on their team, including their background experience, attitudes, values and motivation levels, as well as their organization's culture, climate, and sense of shared purpose or mission.

These different perspectives are summarized in the attached map (based on the work of American philosopher, Ken Wilber). The below Mission Integration Map positions the key dimensions of any organization on a grid where the two axes form four quadrants. The horizontal axe distinguishes between the Internal and External perspectives (what is subjective and internal to an individual or group, versus what is objective and external), whereas the vertical axe distinguishes between the Individual and Collective dimensions. (*see figure*).

MISSION INTEGRATION MAP
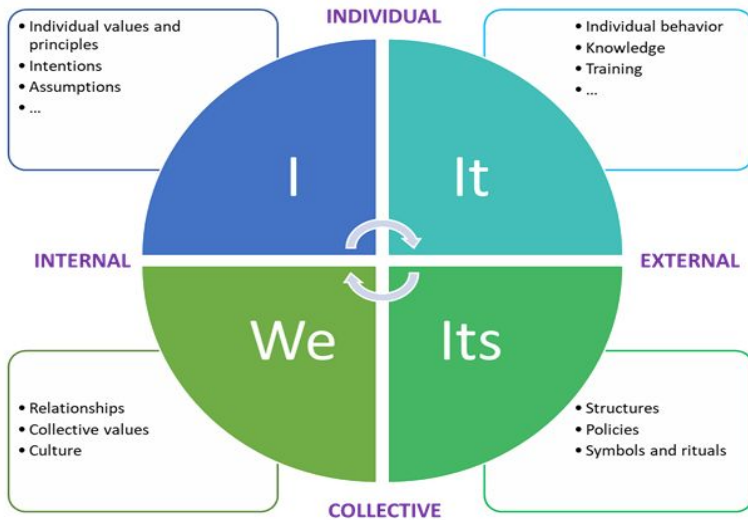
David McCallum SJ, 2014

Reflection on the Quadrants:

- **Quadrant I** includes the subjective dimensions of individuals, including attitudes, intentions, beliefs, values, and feelings...
- **Quadrant II** includes the objective, observable aspects of the individual, e.g. skills, behaviors, performance, and individual achievements...
- **Quadrant III** includes the inter-subjective dimensions of the collective (a team, an organization, an institution, a community) for example, shared beliefs, values, commitments, culture, qualities of relationship, and so forth..
- **Quadrant IV** includes the objective dimensions of the collective community and organization, i.e. resources, strategy, structures, policies, procedures, and the collective outcomes of the organization.

Notice that the two left hand quadrants attend to more qualitative concerns, while the two right hand quadrants attend to more quantitative matters. **Often, leaders have a natural bias to focus on one of the other of these concerns, while it is important to be able to attend to both.** Notice also that the left hand quadrants help to locate individual and collective sense of intention, motives, purpose, and mission, while the right hand quadrants describe how those intentions and goals are materialized, whether they are being fulfilled or not, and to what degree.

The interior realities of intention, attitude, values, mission, and culture are all as critical as the knowledge, quality and competence that individuals bring to their work, and as the collective performance of the organization.

Further, notice how the alignment of individual attitudes and values with individual actions and habits is what helps to constitute a person's leadership integrity. If there is a gap between what a person professes to believe (upper left quadrant) and what that person actually does (upper right quadrant), this undermines the trustworthiness and moral authority of that leader in the eyes of others.

Exercise:

Use the map to guide your observations of the four quadrants. Out of the questions offered, pick one or two that are most interesting for you at the moment. It would be helpful to capture your reflections and insights in a learning journal.

Quadrant I: Upper Left, interior, subjective experience "I"
1. What is my level of engagement in learning this model: Curious? Indifferent? Highly engaged?
2. Based on my degree of engagement, since the objective is to learn this model, what would be helpful to bring me to a more intense degree of involvement with the material? For instance, can I make a connection between the model and my current experience in my leadership role? Does this model help address a challenge I am facing?
3. What beliefs or values are potentially in play for me at this moment? For instance, do I believe that conceptual maps and theories have relevance for my day to day practice of leadership? Do I believe on the other hand that maps and models are limiting? How do my beliefs impact my openness to learning to see differently?
4. What intention or goal do I have personally for learning this new material?

Quadrant II: Upper Right, exterior, objective experience "It"

1. If someone else was to walk in the room, how would this person describe my posture at this moment?
2. How would that person describe what I am doing?
3. Could that person gauge how well I am doing what I am doing, for instance, by testing my comprehension, or examining my writing?
4. What is the output or result of my action or performance at this moment?

Quadrant III: Lower Left, interior, intersubjective experience "We"

1. If I am with others at this moment, what is our collective quality of engagement at this moment? Are we experiencing a shared sense of engagement, or are we all having a very distinct, individual experience?
2. When I consider the quality of relationships with the others in this room, or in this team or organization, what qualities seem shared? Is there a sense of collegiality, intimacy, trust, etc? Or perhaps is there a sense of anxiety, defensiveness, disconnection?
3. If I consider the mission of this group of which I am a part, is there a sense that this mission is shared? To what extent and with what kind of intensity?
4. Are we collectively motivated to achieve our collective goals? Or perhaps are wel each driven by distinct agendas?

Quadrant IV: Lower Right, exterior, inter-objective experience "Its"

1. What are the outcomes of our collective performance as a team or organizational?
2. What are the observable structures or resources provided for our work?
3. What impacts are generated by our collective action?
4. Are the goals we set together met, or is there a gap between what we intended to achieve and what we actually did?