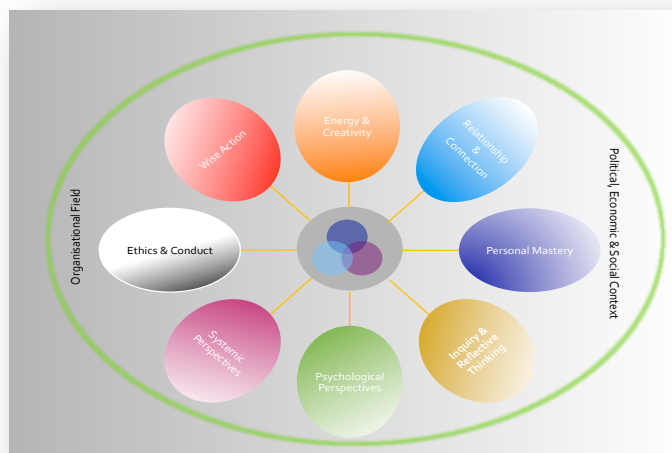


Thought Piece

Introducing CSA’s Leadership Full Spectrum Map

“The Living Fields of Leadership”™
 because
 “WHO you are is HOW you lead”™
 ...transforming self to transform work...

By Elaine Patterson, Edna Murdoch and Miriam Orriss



This paper introduces CSA Leadership’s Full Spectrum Map “The Living Fields of Leadership”™. It explains its purpose, its philosophical stance, its design, how it may be used and its benefits. This paper can also be read in conjunction with our launch paper “WHO you are is HOW you lead”™ (Patterson, Murdoch and Orriss 2014) and our Brochure which is available for download from our website (www.CSA-Leadership.com). All feedback is welcomed as we learn together how to lead and innovate our way into the future.

Its Purpose

The purpose of the Full Spectrum Map (FSM) is to offer a variety eight of lenses through which the leader or people professional can explore “WHO they are” and “WHO they are becoming” when they lead through being in service of what is needed. The FSM has been adapted and developed from the original Full Spectrum Model for Coaching Supervision, which was originally created, by Fiona Adamson, Edna Murdoch and Miriam Orriss.

The FSM seeks to hold all of the dimensions of what it means to be a leader in today's VUCA or volatile, uncertain, complex and ambiguous world (Johansen 2012). The challenges have never been greater as old certainties and ways of knowing are washed away in the tidal waves of today's change and challenge. Leaders are increasingly facing up the realization that their current mindsets, capacities and capabilities are no longer adequate or sufficient. That new ways of seeing, thinking, relating, learning, creating, being and doing at both the deeply personal and at the collective levels are now mission critical if they wish to survive and thrive.

Learning how to lead is now an avocation and vocation; it is no longer a job but a lifetime's work. As the poet David Whyte writes (2001) "*work is where self meets the world*"; an ongoing conversation where we live on the edge of shaping ourselves to reach our fullest potential to shape work and in turn are shaped by it.

The purpose of the FSM is to help leaders and people professionals develop enhanced capacities, capabilities and competences, which make possible profound learning and lasting transformation.

Its Philosophical Stance

The FSM offers eight different lenses to support a study of relationship, which sits at the heart of the Map.

It attends to the development of the person who is the leader and how their leadership is enacted in the workplace with all of the attendant duties, responsibilities and accountabilities. It connects the inner world of being a leader with the outer world within which they lead and where business achievement, impact and success is measured. As such its stance is reflective, contemplative, relational, systemic and dynamic.

We have called the FSM "*The Living Fields of Leadership*"™ from the awareness that energy – its tone, level, vibrancy, shade, quality and quantity - underpins all of life and affects every interaction and relationship minute by minute. The FSM connects people to the deeper drumbeat of our shared humanity where we work and connects us with what it means to be human and work alongside other human beings in leading, innovating and delivering in the real world.

The FSM is holistic, integrative, appreciative and generative. The FSM works in service of the client and /or their team in service of what is needed in daring to create the future, whilst successfully delivering today.

The FSM has been developed from a unique blending of the contemplative traditions with the latest thinking and research on leadership and human development, including mindfulness, psychological mindedness, relational dynamics, dialogue practices, quantum physics, systems thinking, consciousness, learning and change. The FSM also draws on inspiration from the arts, poetry and music. These combined approaches help to unlock people's natural wisdom and ways of knowing for elegant action.

Its Design

The FSM offers lenses and different multi dimensional entry points for the super-Vision work™. The skill of the super-Visor lies in joining the leader where they are at in both their private and their work journey.

The Relational Heart of the FSM

At the heart of the design of the FSM for leaders is a relational map. This is because we believe that leading and leadership is all about relationship. We have chosen to use the word “heart” because the organ of our hearts has an energetic magnetic resonance, which transmits energy and connection.

Both being a leader – “WHO you are” – and the acts of leadership – “HOW you lead and work” - is made real through the myriad of relationships which leaders and people professionals create through the conversations they hold. The particular nature, qualities and structure of these conversations is described in a supporting paper “The Art and Craft of Creating Creative Conversations”.

The heart of the FSM mirrors and defines three core relationships, which sit at the heart of leadership. These are leading self, leading others and leading in the interconnected wider world as shown below:



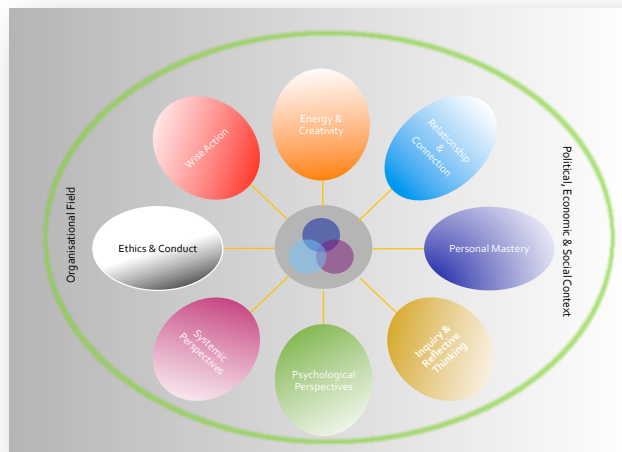
The Relational Heart of FSM “Living Fields of Leadership”

We believe that the essence of being a successful leader and the act of leading starts with (and also comes home to) the relationship with self and then with others and the outside world; this is because the self is always present. So in order to relate and connect with others, leaders must first relate and connect with themselves. Learning to lead therefore becomes a radical act of first leading self; and it is only when leaders

step into their own potential and become all of “WHO they are” that they can authentically do the same for others to free the energies across the whole team or business, in service of what is needed.

The Eight Perspectives of the FSM

The relational heart can then be explored on its own or using the more functional or thematic lenses or perspectives. These eight perspectives are: Personal Mastery, Inquiry and Reflective Thinking, Psychological Perspectives, Systemic Perspectives, Ethics and Conduct, Wise Action, Energy and Creativity or Relationship and Connection. These perspectives sit within the wider organizational, societal, political and ecological contextual fields within which leaders and people professionals work.



Detailed areas of inquiry for each aspect of the FSM are suggested in Appendix 1.

How it can be used

Central to how we work is the understanding that *“Our state of being is the only real source of our ability to influence the world”* (Gardner 2006) or as O’Brien CEO of Hanover stated *“the success of any intervention depends on the interior condition of the intervenor”* (cited in Scharmer 2013).

Our energy and the energy we are transmitting infuses who we are, our relationships with others, the world and with the unknown and our outcomes. Energetic principles therefore underpin how we work with the FSM; and why we work in the way that we do.

- The focus is on establishing and developing the energetic magnetic heart to heart connection to unlock the natural intelligence of the heart, mind, body and soul to serve the inquiry. The

connection is grounded in the sense of our shared humanity, what it means to be human and what it means to be with self, others and active in the world. The focus is on joining the client as fellow human being on their journey towards becoming all of “WHO” they are in their life and work. The work is invitational based on a deep honoring and respect of the client and what they bring to the work.

- The work is grounded in a rich contemplative reflective stance. This gives a unique space and a reflective spaciousness for the client to be seen, heard and witnessed; to be uniquely themselves, which will enable them to support others, become uniquely themselves.
- The focus of the work is on making sense in order to make meaning out of experience for elegant action. The focus is on inviting in the hidden, emergent or not yet known. The client is held safely in a place of it being OK not to know trusting that the seeds of the future already exist in the presence if we come to know “WHO we are” and know HOW to pay attention.
- The super-Visor works intelligently, creatively and skillfully from their knowledge, experience, training and intuition in service of what is needed. Questioning and challenge to the client is offered without a sense of right or wrong answers and without the ego of the super-Visor coming into play. The work is grounded in the unconditional love respect and acceptance of another human being who is seeking to become all of who they are (and not from fear, attachment or competitiveness). The super-Visor’s role modeling enables the client to develop or enhance new capacities and capabilities for their work and life. The proven approach is holistic, integrative, appreciative and generative from which profound learning and deep transformational change can spring.

Its Benefits

The FSM enables leaders and people professionals to fully access their own and others creativity, inspiration and resourcefulness. They learn to lead with greater clarity, courage, compassion and wisdom. As a result people can safely challenge and transform how they are thinking, feeling and acting, how they chose to make sense of their experiences and the world. It also allows leaders to create new meaning, purpose and direction for themselves and others in a chaotic world.

The FSM helps unlock and develop new thinking, consciousness, relational and creative capacities and capabilities which have a direct impact on business performance. These can include:

- ✓ enhancing relationships,
- ✓ better decision making and direction setting,
- ✓ building stakeholder engagement,
- ✓ improving communication and connections,
- ✓ optimizing impact and effectiveness,
- ✓ working with difference,
- ✓ minimizing conflict,
- ✓ improving outcomes and bottom line performance.

The case is further made by Barrett (2013) who describes how this type of powerfully rich reflective learning enables people to develop the:

‘ enhanced and highly-attuned mental, emotional, and relational capacities that others don’t have. They not only see and feel situations and people differently, but they see and feel more than other leaders. They sense more connections, nuances, perspectives, and possibilities. They are able to act with greater wisdom and deeper care than ever before, and this empowers them to be able to reliably generate organizational transformation. It also strengthens their ability to effectively respond to the complex, ambiguous, and sophisticated challenges of 21st century leadership.’

As a result of super- Vision’s™ courageous conversations, leaders and people professionals report that they learn how to lead with more clarity, courage, compassion and wisdom. This in turn enables them and their teams and organizations to be more, succeed more and contribute more.

Your thoughts and feedback are welcomed. Please email Elaine at elaine@coachingsupervisionacademy.com to continue the conversation.

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APPENDIX
EIGHT PERSPECTIVES FOR EXPLORATION: Fields for Inquiry

<p>Personal Mastery</p> <ul style="list-style-type: none"> ▪ Who you are is how you lead ▪ Purpose, intention & meaning ▪ Personal values & ethics ▪ Personal gifts, strengths & talents ▪ Personal style & preferences ▪ Personal triggers ▪ Leadership shadows ▪ Resourcefulness, wellbeing & resilience ▪ Impact & effectiveness ▪ Building the internal super-Visor 	<p>Relationship & Connection</p> <ul style="list-style-type: none"> ▪ Presence ▪ Neurocardiology ▪ Working with an open heart, empathy & connection ▪ Contracting ▪ Inclusion v exclusion; difference and diversity ▪ Intention & attention ▪ Relational dynamics ▪ Conflict & negotiation; support v challenge; inquiry v advocacy ▪ Feedback
<p>Energy & Creativity</p> <ul style="list-style-type: none"> ▪ Energetic principles & energetic transfer ▪ Field Theory & Quantum Physics ▪ Theory U ▪ Creative processes ▪ Creative techniques ▪ Sensing, emergence & pattern detection ▪ Working with image & metaphor ▪ Accessing intuition 	<p>Reflective Thinking & Inquiry</p> <ul style="list-style-type: none"> ▪ Reflective Learning ▪ Adult Development & Levels of Consciousness ▪ Dialogue & Conversational Processes ▪ Levels & types of learning ▪ Construction of knowledge ▪ Right / Left Brain Thinking & Neuroscience ▪ Attachment Theory ▪ Ways of knowing / multiple intelligences
<p>Psychological Perspectives</p> <ul style="list-style-type: none"> ▪ Unconscious / subconscious bias ▪ Projection, transference & parallel process ▪ Transactional Analysis ▪ Narcism, collision and power ▪ Transpersonal psychology ▪ Gestalt ▪ Guilt & shame ▪ Psychologies of change ▪ Psychologies of groups 	<p>Systemic Perspectives</p> <ul style="list-style-type: none"> ▪ Field Theory & interconnectedness ▪ Complexity Theory ▪ Situational Theory ▪ Shadows and legacy ▪ Co-creation ▪ Group dynamics ▪ Constellations ▪ Collective consciousness
<p>Ethics & Conduct</p> <ul style="list-style-type: none"> ▪ Contracting ▪ Integrity ▪ Ethics ▪ Trust & safety ▪ Permission & protection ▪ Risk ▪ Conduct 	<p>Wise Action</p> <ul style="list-style-type: none"> ▪ Decision making processes ▪ Accountability ▪ Responsibility ▪ Testing & prototyping ▪ Results & outcomes ▪ Review & feedback loops