



The New Leadership Paradigm

A Response to the Global Leadership Crisis

By Richard Barrett

Abstract

This paper looks at the current moral state of our society and the poor performance of our political and business leaders. It identifies the underlying issues of the current leadership crisis and the need for a new leadership paradigm—a shift from being the best in the world to the best for the world; a shift from what’s in it for me to what’s best for the common good; and a shift from “I” to “we”.

What’s Happening in our World?

No matter where you look in the world there is turmoil, there is deceit, and there is conflict. You see it in politics and you see it in business. You see it at all levels of society. It is reported in our newspapers and on our television screens every day. We all sit by watching complacently as the shadow of our collective psyche is played out in front of our eyes.

Where does it come from, this folly, this greed, this total focus on self-interest? Why do we tolerate it? Even in our so-called democratic societies you get the strong impression that our elected leaders aren’t able to focus on the common good because they are more interested in party politics—finding ways to make the opposing parties look bad, so they can either get into power or stay in power.

So much energy goes into argument, debate and conflict, and so little energy goes into serving the needs of the electorate. Even in the most advanced nations

our democracies reek with self-interest, and can hardly be described as anything more than primitive. I have to laugh when people tell me that the UK and USA are democracies. Politics in these countries, like big business globally, are simply playgrounds where immature elites get to expose the insecurities of their egos. Meanwhile the rest of us suffer, and thousands die, and starve because of the decisions that our ego-driven leaders make.

Just like our politicians, our business leaders are mesmerised by short-term, self-interest. Power, influence and greed are the predominant driving forces in big business today. Our business leaders are more focused on being the best *in* the world rather than the best *for* the world. Their egos are so in need of nurturing. Their unresolved childhood deficiencies are blatantly exposed to the world. Their moral immaturity is obvious. Wherever you look the “I” constantly takes precedence over the “we,” and self-interest takes priority over the common good.

A Leadership Crisis

We are suffering from a crisis in leadership, not only in our nations and commerce and industry, but throughout human society. We need a new leadership paradigm. We need to grow a new set of leaders—leaders who operate from their souls, rather than their egos.

We need to find these new leaders urgently because the problems of existence are now urgent and global—they are beyond any single government to resolve.

We need our political leaders to put aside their false beliefs in national sovereignty; and we need our business leaders to see beyond global competition. We need our political leaders to work with our business leaders and civil society to build industry charters that regulate competition within a framework of global policies that support the evolution of humanity and the global common good.

Business is a wholly owned subsidiary of society, and society is a wholly owned subsidiary of the environment. Business can only thrive and prosper in a world where people live at peace with each other and where we all live in harmony with the planet. If the life-support systems of our planet are not preserved, not only will our human society perish, but our economy will disintegrate, too. Building a sustainable future for everyone is not just a societal imperative. It is a business imperative too.

The problem we face is simple: our present crop of leaders have not developed the levels of consciousness that allow them to see beyond their own narrow self-interest or the self-interest of the nations or businesses they represent. If they have evolved to those consciousness levels, then very few of them are displaying the courage that is needed to speak out and show up. They are hiding behind their fears because they are unwilling to face the possibility of sacrificing their futures.

Fear is the issue, and the symptoms are deeply embedded in their beliefs: the belief that they do not have enough; the belief that they are not loved enough; and the belief that they are not enough. They fear for their survival, they fear they won't be accepted, and they have fears about their own self-worth. These are the fears that drive the old leadership paradigm. They are the fears of people who are unable to lead themselves, and yet have been thrust into positions of power or authority where they are being asked to lead others.

The new paradigm leaders have moved beyond the fears of their egos: they have no ego needs. They are self-assured in their ability to survive and their own self-worth; money, power, status and authority mean nothing to them. They have moved beyond identification with their ethnic or religious differences; they know they belong to the human family. They have embraced the values that are common to every human soul. They recognise the need to find a greater meaning to their lives. They feel the need to make a difference in their world; and they want to be of service to their fellow man. They have mastered their emotions; they have embraced their intellect; and they have given themselves over to be of service to humanity. They are infused with the energies of their souls.

The New Leadership Paradigm learning system is my attempt to grow and develop, in a wiki-like environment, which builds on the collective wisdom of its users, a global leadership training programme that supports the growth and development of new paradigm leaders all over the world. The learning system consists of four modules: Leading Self, Leading a Team, Leading an Organisation and Leading in Society.

The learning system has three components: the book, The New Leadership Paradigm (530 page text book for 21st century leaders), a public Web site, and four Journal/Workbooks, one for each module.¹

The Stages of Evolution

The New Leadership Paradigm learning system is built on the principles that have been responsible for 14 billion years of successful evolution through the three planes of being—the atomic plane, the cellular plane and the plane of being of creatures, which includes Homo sapiens.

The first stage of evolution of an entity—an atom, a cell or a creature—is to become viable and independent in its framework of existence. If an entity cannot adapt sufficiently to remain viable and independent in its external environment, it will cease to survive as an entity. For a human being this means moving through the first three stages of ego development—surviving, conforming, differentiating—to reach the level of individuation where one can attain personal mastery.

The second stage of evolution occurs when an entity's framework conditions become so threatening that its survival is challenged. When this happens, entities must learn how to bond together to form a stable and more resilient group structure or they will cease to exist. This is how atoms bonded to form molecules; how cells bonded to form organisms; and how human beings bonded to form clans, tribes and nations. This is also a necessary condition for the building of a high performing team, organisation or community. To achieve internal cohesion requires shared values, a shared mission and a shared sense of vision.

The third stage of evolution occurs when a group structure's framework conditions become so threatening that its survival is challenged. When this happens, group structures must learn how to cooperate with each other to form a stable, larger and more resilient group structure at a new plane of being, either temporarily or permanently, or they will cease to exist. This is how molecules cooperated to form cells; organisms cooperated to form creatures; and how the group structures of Homo sapiens (nations) are attempting to cooperate to form humanity. This is also a necessary condition for building a sustainable, long-term organisation, which partners with other organisations for mutual support to make a difference in the world.

¹ Information on the learning system can be found at www.newleadershipparadigm.com.

We can therefore surmise from the three universal stages of evolution that a new plane of being will begin to arise when human beings realise that we are all cells in the same body, and that our future survival depends on all of us, in all our nations and organisations, cooperating for the common good so that we can make the concept of humanity palpable. This is the shift that I described earlier as the shift from “I” to “we,” from “what’s in it for me to what’s best for the common good,” and the shift from being the best *in* the world to being the best *for* the world.

Progress through each stage of evolution requires three characteristics: adaptability and continuous learning for the purpose of becoming viable and independent, bonding for the purpose of building a group structure, and cooperation for the purpose of uniting group structures.

At each of the three planes of being there is only one entity that displays the qualities of adaptability, continuous learning, bonding and cooperation. At the atomic plane of being it is the carbon atom. At the cellular plane of being it is the eukaryotic cell; and at the plane of being of creatures it is the self-aware, self-actualised human being.

In other words, future evolution depends on us creating a critical mass of adaptable, self-actualised human beings who are able to bond to form resilient group structures (nations), and cooperate with other group structures (other nations) to create a higher order entity on a new plane of being—the plane of being of humanity.

The same is true of organisations. In a global environment the most resilient organisations will be those that create new leadership paradigm leadership development programmes that: a) support employees in becoming self-actualized human beings; b) build internally cohesive teams; and c) create a culture of cooperation in which everyone is focused on the common good.

Personal Evolution

In terms of leading self, the first stage of personal evolution is called Personal Mastery. Personal mastery is the process by which we bring our subconscious fears into our conscious awareness and thereby learn how to manage them and the emotions that are associated with them. In other words it is about managing the subconscious ego beliefs that are associated with not having enough, not being loved enough, and not being enough. The primary values necessary for achieving personal mastery are adaptability and continuous learning.

The second stage of personal evolution is called internal cohesion. Internal cohesion is the process by which we learn to bond the needs of the ego with the needs of the soul. In other words, it is about learning how to embrace your authentic self and thereby express your true purpose in life. The primary values necessary for internal cohesion are accountability and trust.

The third stage of personal evolution is called external cohesion. External cohesion is the process by which we learn to cooperate with other souls so we can make a bigger difference in the world than we can on our own. In other words, it is about deepening your connection to your own soul and joining with others, who share a similar purpose, to make a larger difference in the world. The primary values necessary for external cohesion are empathy and compassion.

The Evolution of Teams, Organisations and Communities

In terms of leading a team, leading an organisation and leading in society, the first stage is called Team Mastery, Organisational Mastery and Societal Mastery—becoming aware of the subconscious fears of the group, talking about them, learning how to manage them, and the emotions that are associated with them, so everyone’s needs can be met.

The second stage is called Team Internal Cohesion, Organisational Internal Cohesion and Societal Internal Cohesion—learning how to bond with others by aligning the group around a shared set of values, a shared mission and a shared vision so the group can fulfil its purpose and at the same time meet everyone’s needs.

The third stage is called Team External Cohesion, Organisational External Cohesion and Societal External Cohesion—learning how to cooperate with other groups who share the same similar values, mission and vision to make a larger difference in the world so all groups can achieve their vision and at the same time meet everyone’s needs.

The New Leadership Paradigm Materials

The materials and resources of the New Leadership Paradigm learning system are organised according to the three universal stages of evolution: Stage 1: Mastery—Becoming viable and independent; Stage 2: Internal Cohesion—Bonding to form a group structure; and Stage 3: External Cohesion—Cooperating with other group structures to create a higher order entity.

The New Leadership Paradigm Journal/Workbooks that together contain more than 120 exercises that support individual, team, organisation and societal evolution are organised in a slightly different way. Each Journal/Workbook has five main chapter headings:

- **The Journey:** Explores the past to the present—where you, your team, your organisation or your community have been and where you are now.
- **The Potential:** explores possibilities for the future—what you, your team, your organisation or your community can become, and where you want to go.
- **The Challenges:** Explores the reality of where you, your team, your organisation or your community is now, and the hurdles you or the groups you associate with have to overcome.
- **Mastery/Performance:** Explores the way you manage yourself, your team, your organisation or your community's day-to-day reality so you can get the outcomes you need to get to where you want to go.
- **Evolution:** Explores the evolutionary progress that you, your team, your organisation or your community is making based on your critical feedback/performance measures, and your commitments to continued growth and learning.

Together, the book, the Web site, and the Journals/Workbooks provide a state-of-the-art learning system that is the most authoritative and comprehensive resource for leadership development in the 21st century. The new leadership paradigm learning system will always be at the cutting-edge because it has been designed as a wiki-type venture, wherein the users of the system feedback their ideas and success stories so that the learning system can be continuously improved. Effectively, the learning system is a shared venture with everyone using it participating in its continuous improvement. This will enable it to become not only the best leadership development system in the world, but also the best for the world.

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www.valuescentre.com
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