

The Fundamentals of Values-Based Leadership

By Richard Barrett, Chairman and Founder of the Barrett Values Centre

INTRODUCTION

Values-driven organisations are the most successful organisations on the planet. You may think that sounds like a bold claim: It is a bold claim; and, it is true! You will find documentation to this effect in my book, *The Values-Driven Organisation: Unleashing Human Potential for Performance and Profit*.¹

This is not a new insight. Tom Peters pointed this out in his best-selling business book of all time—*In search of Excellence*. This is what he said:

*Every excellent company we studied is clear on what it stands for, and takes the process of value shaping seriously. In fact, we wonder whether it is possible to be an excellent company without clarity on values and without having the right sorts of values.*²

Peters is not the only researcher to consider values to be at the heart of successful organisational decision-making. Rosabeth Moss Kanter, a Professor at Harvard Business School and Chair and Director of the Harvard Advanced Leadership Initiative, puts it this way:

*In the face of turbulence and change, culture and values become the major source of continuity and coherence, of renewal and sustainability. Leaders must be institution-builders who imbue the organisation with meaning that inspires today and endures tomorrow. They must find the common purpose and universal values that unite highly diverse people while still permitting individual identities to be expressed and enhanced.*³

In order to understand why values are so important and why values-driven organisations are so successful, we must first understand what being “values-driven” means. To do that, we need to know

¹ Richard Barrett, *The Values-driven Organisation: Unleashing Human Potential for Performance and Profit* (London: Fulfilling Books), 2013.

² Tom Peters and Robert H. Waterman, Jr., *In Search of Excellence*, 1982, p. 280

³ Rosabeth Moss Kanter, Professor at Harvard Business School and Chair and Director of the Harvard Advanced Leadership Initiative: <https://hbr.org/2010/05/adding-values-to-valuations-in.html>

what values are, where they come from and how values-based decision making is different from other forms of decision making.

WHAT ARE VALUES?

According to sociologists “values” are: “The ideals and customs of a group toward which the people have an effective regard.” I prefer to define values in a more pragmatic way: “*Values are the energetic drivers of our aspirations and intentions.*”

Values are a shorthand method of describing what is important to us individually or collectively (as an organisation, community or nation). They are “shorthand” because the concepts that values represent can usually be captured in one word or a short phrase. For example, honesty, openness, compassion, long-term perspective and human rights can all be considered as values. The interesting thing about values is that they are universal: They transcend contexts.

Behaviours on the other hand, which are the outward manifestation of our values, are context dependent. For example, depending on the type of organisation you belong to or the country you live in, the behaviours associated with *respect* could be: (a) always address people by their title; (b) shake hands firmly; (c) stand with feet together and bow down; or (d) never interrupt when people are talking or express a contrary view.

Values can be positive or potentially limiting. Positive values such as friendship, trust and creativity, help us to connect with others and make a positive contribution to society.⁴

Potentially limiting values such as blame, bureaucracy and status-seeking, do just the opposite. In the short-term, they may enable us to meet our immediate needs, but in the long-term they are counterproductive, often divisive, and frequently result in a breakdown of connection, thereby affecting our relationships and undermining any positive contributions we may have been able to make. The frequent utilisation of potentially limiting values as a basis for conscious or subconscious decision-making always leads to isolation, separation and failure. Potentially limiting values are sourced from the fears of the ego and support the ego’s self-interest.

⁴ You can explore your most important values by doing the free values assessment at www.valuescentre.com/pva.

WHY ARE VALUES IMPORTANT?

Our values are always a reflection of our needs. Whatever we need, we value. If you are poor, you value income and financial security. If you are alone, you value friendship and closeness. If you are unwell or suffering, you value empathy and compassion.

Whatever we consider is missing from our lives (what we need) or whatever we consider to be important—what we want more of in our lives—is what we value. Human beings experience three levels of needs. These are described in Table 1.

Table 1: Levels of needs

Level of need	Description
Something you <i>don't have</i> you feel you absolutely need.	Something you consider important, that if <i>you had</i> , you would feel less anxious or fearful.
Something you <i>don't have enough of</i> that you feel you absolutely need.	Something you consider important, that if <i>you had more of</i> you would feel less anxious or fearful.
Something you <i>would like to have or desire</i> that does not represent an immediate or pressing need.	Something that you don't have, that you believe would make you happier or improve your life in some way at some point in time in the future.

I am well aware that the three levels of need shown in Table 1 are a simplification of the nuances that exist between needs, wants and desires. The distinction I have made however, between unfulfilled needs that cause us to be anxious and fearful and unfulfilled needs that are more like desires, is important. Let me explain why.

The anxieties and fears that our leaders, managers and supervisors have about meeting their unmet needs, particularly their unmet emotional needs, such as more control, more respect, more recognition and more power are the principal sources of dysfunction we find in organisations. They are also amongst the principal sources of dysfunction we find in our personal lives.

BASIC NEEDS AND GROWTH NEEDS

One of the first researchers to make the link between needs, values and motivations was Abraham Maslow. Maslow, who was one of the foremost spokespersons for the humanistic and positive psychology movement, identified two basic types of human needs:

- Basic needs—also known as “deficiency” needs.
- Growth needs—also known as “being” needs.

A *basic need* is something that is important to get, have or have more of, in order to feel safe, happy and comfortable in your existing physical and social environment.

A *growth need* is something you would like to have in order to feel a sense of *internal* alignment—at ease or at peace with yourself—and a sense of meaning about your life, and a feeling of making a difference by making a positive contribution in your world.

You feel anxious and fearful when you are unable to satisfy your basic needs, but once they are met, you no longer pay much attention to them. The reason you feel anxious or fearful when these needs are not met is because you feel you need to satisfy these needs to ensure your physiological and emotional well-being.

When you are able to satisfy your growth needs, unlike your basic needs, they do not go away, they engender deeper levels of attention and commitment. The reason you feel motivated to satisfy your growth needs is because they allow you to become more fully who you are. Satisfying these needs is an integral part of the process of self-actualisation.⁵

Maslow describes the relationship between our basic needs and growth needs in the following way: “Man’s higher nature rests on his lower nature, needing it as a foundation ... The best way to develop this higher nature is to fulfil and gratify the lower nature first.”⁶

Based on the above, we can see that at any moment in time, our values are a reflection of our motivations which are a reflection of our needs. Consequently, as we grow and develop, our values change in accordance with our changing needs.

There are two main factors that determine our needs and what we value: The stage we have reached in our psychological development; and, the life situation in which we find ourselves at a specific moment in time. For example, if we lose our savings through imprudent investing and then lose our job, we will immediately shift to the survival level of consciousness and value financial stability.

⁵ Kurt Goldstein, a psychiatrist and pioneer in modern neuropsychology, first used the term “self-actualisation” to describe the driving force in organisms that actualises their individual capacities as much as possible. Abraham Maslow later used the term, not as a driving force, but as the desire in human individuals to become more and more of what one is and to become everything one is capable of becoming, thereby achieving the full realisation of one’s potential. Self-actualisation is growth motivated, rather than deficiency motivated.

⁶ Abraham Maslow, *Toward a Psychology of Being*, second edition (New York: Van Nostrand Reinhold), 1968, p. 173.

STAGES OF PSYCHOLOGICAL DEVELOPMENT

There are seven stages of psychological development which correspond to the different seasons of our lives. These are shown in Table 2. Column 1 of Table 2 identifies the stages of development. In brackets is the corresponding level of consciousness. Column two indicates the approximate age range when each stage of psychological development begins to become important. Column three describes the primary need we experience at each stage of psychological development (also known as the developmental task). Column four indicates the underlying motivation at each stage of development, and column five lists the value priority associated with this motivation.

Table 2: Needs, motivations and value priorities associated with the seven stages of psychological development

Stages of Physiological Development (Level of consciousness)	Normal age range	Need	Motivation	Value priority
Serving (Service)	60+ years	Alleviating suffering by caring for the well-being of humanity and the planet.	Self-less service	Social justice
Integrating (Making a difference)	50-59 years	Cooperating with others who share the same values and purpose.	Making a difference	Contribution
Self-actualising (Internal cohesion)	40 to 49 years	Becoming more fully yourself by finding and expressing your gifts and talents.	Meaning and purpose	Integrity
Individuating (Transformation)	25 to 39 years	Becoming more fully yourself by finding and expressing your own values and beliefs.	Freedom and autonomy	Independence
Differentiating (Self-esteem)	Eight to 24 years	Looking good or displaying your skills and talents so you can become part of a group.	Respect and recognition	Security
Conforming (Relationships)	Two to eight years	Staying close to your kin and community so you feel safe and protected.	Love, acceptance and belonging	Safety



Surviving (Survival)	Birth to two years	Getting your physiological needs met by staying alive and healthy.	Physical well-being and good nutrition	Survival.
----------------------	--------------------	--	--	-----------

The seven stages of psychological development occur in consecutive order. Each stage of development is a necessary foundation for the subsequent stage. You cannot jump stages, but you can begin to explore the next stage of development before you have fully mastered the previous stage. It takes a full lifetime to pass through the seven stages of development. If you successfully complete the journey, you will experience a sense of joy and fulfilment in the latter years of your life.

If you fail to fully master a stage, it becomes a potential weakness that can undermine your progress later in life. Our news media are full of such stories—people in authority (often politicians) or celebrities (people in the public’s awareness) who have been discovered cheating, lying, stealing or having inappropriate sexual relationships. Their reputations and their lives are often ruined when such stories are made public. Without exception, the cause of their demise is their subconscious or conscious attempts to satisfy their unmet deficiency needs.

We also see this happening in business. Events at Enron, WorldCom, Parmalat, Siemens, Bear Sterns, RBS, Northern Rock, and Lehman Brothers bear testimony to this fact. In every case, these organisations met their demise or were severely punished on the financial markets because their leaders were more focused on attempting to fulfil their unmet deficiency needs than thinking about guarding the reputation of the company. They compromised their futures and the futures of their organisations by allowing their need for power and recognition get in the way of their accountability for the long-term success of company and the well-being of employees and investors.

Until you are able to satisfy or come to terms with the needs that eluded you as an infant/child/teenager, you will find yourself leading a dependent life, constantly searching to satisfy the needs you found elusive in your formative years. These unmet needs are the real source of *the anxieties and fears of our leaders, managers and supervisors*. As a consequence, they are also the primary source of dysfunction in our organisations. They result in what is known as *cultural entropy*.

CULTURAL ENTROPY

Cultural entropy is the amount of energy consumed in doing unproductive or unnecessary work. It is the degree of dysfunction (friction and frustration) in an organisation or any human group structure that is generated by the self-serving, fear-based actions of employees, supervisors, managers and leaders. As cultural entropy increases, the level of trust and internal cohesion decreases. To gain trust, the leaders have to operate with authenticity and live with integrity. They have to demonstrate that they care about their people and all their stakeholders.

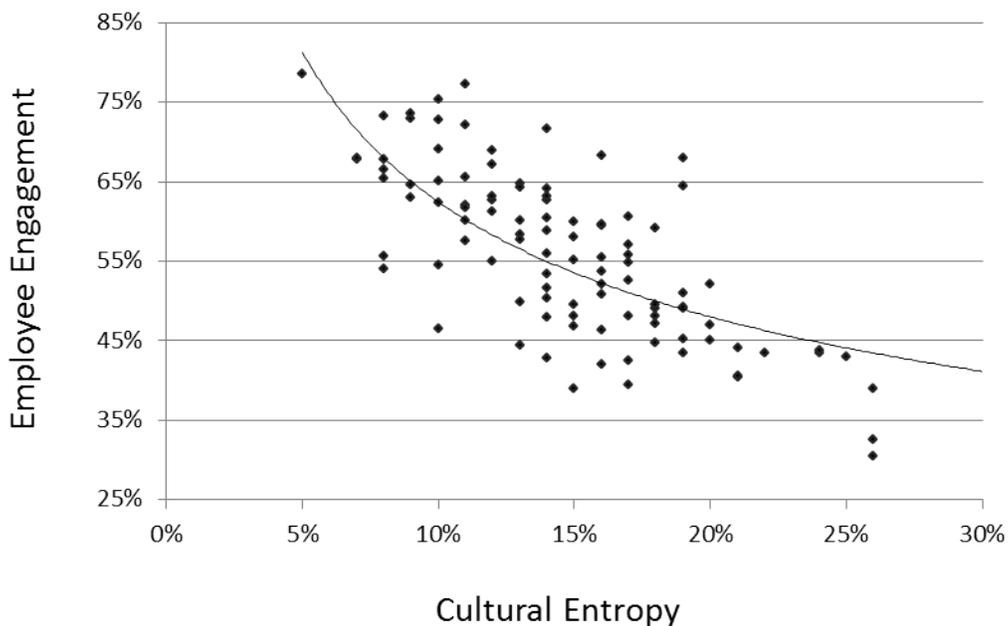
The main source of cultural entropy in an organisation is the fear-based actions and behaviours of the leaders, managers and supervisors. When leaders, managers and supervisors are anxious and fearful, (when they have unmet deficiency needs and engage in dysfunctional behaviours such as *control, manipulation, blame, internal competition, etc.*) cultural entropy increases and employee engagement decreases.

Conversely, when leaders, managers and supervisors engage in caring and trusting behaviours; focus on satisfying the needs of their employees and their stakeholders, cultural entropy decreases, employee engagement increases and profitability and performance shoots through the roof.⁷

Based on the experience we have had at the Barrett Values Centre over the past eighteen years, we have been able to document the link between cultural entropy and employee engagement, and cultural entropy and leadership issues.

Figure 1 shows the relationship between cultural entropy and employee engagement based on the research we carried out with Hewitt Associates on 163 organisations in Australia. We found that low cultural entropy leads to high employee engagement, and high cultural entropy leads to low employee engagement.

Figure 1: The relationship between cultural entropy and employee engagement



⁷ Richard Barrett, *The Values-Driven Organisation: Unleashing Human Potential for Performance and Profit* (London: Fulfilling Books), 2013.



What all this means is quite simply this:

a) Cultural entropy is a key indicator of performance. Low entropy leads to high employee engagement and financial success: high entropy leads to low employee engagement and financial disaster.

b) The main source of cultural entropy is the personal entropy of the supervisors, managers and leaders. The personal entropy of supervisors, managers and leaders, leads to cultural entropy which leads to low levels of employee engagement.

PERSONAL ENTROPY

Personal entropy is the amount of fear-driven energy that a person expresses in his or her day-to-day interactions. Fear-driven energy arises from the conscious and subconscious fear-based beliefs (limiting beliefs) that people have about meeting their deficiency needs.

Limiting beliefs at the survival level of consciousness are about self-preservation - not having enough of what you want or need to feel safe and secure. These beliefs result in the display of potentially limiting values such as *control, manipulation, greed, and excessive caution*.

Limiting beliefs at the relationship level of consciousness are about belonging - not feeling cared for or loved enough to be accepted and protected. These beliefs result in the display of potentially limiting values such as *blame, being liked, competition and jealousy*.

Limiting beliefs at the self-esteem level of consciousness are about self-worth - not being enough (or not having enough) to engender the recognition or respect of the authority figures in your life or your peers. These beliefs result in the display of potentially limiting values such as *status seeking, power-seeking, and an overly strong focus on self-image*.

Almost everyone operates with some level of personal entropy. The problem with personal entropy is that, if you don't learn to master it, it becomes counterproductive to meeting your goals. If you are a leader, manager or supervisor, you will find your personal entropy showing up in your organisation, department or team as cultural entropy. It will undermine the performance of your organisation, department or team, reduce the level of commitment of your employees and lower their level of commitment and engagement.

Leaders with the lowest levels of personal entropy (0-6%) often display quite a few relationship values such as, *listening, accessible, teamwork, trustworthy, accountability and fairness*. They do not display any potentially limiting values. They operate with integrity, are committed to the organisation and come to work enthusiastic with an upbeat, positive attitude.

Leaders in the mid-range of personal entropy (11-15%) may display only one or two potentially limiting values, but they display very few relationship values. They tend to be more focused on organisational values such as goals and results.

Leaders in the high-range of personal entropy (21% or more) display numerous potentially limiting values such as *controlling, long hours, demanding* and *power seeking*. They come across as authoritarians. They often display potentially limiting relationship values.

As counterintuitive as it may seem, we can conclude from the above that the most effective and successful leaders focus on people and the least effective leaders focus on results. It is not that results aren't important: they are. But to get the results you want you have to focus on satisfying the psychological needs of your people, because these are their principal motivations in life.⁸

LEVELS OF LEADERSHIP CONSCIOUSNESS

Table 2 provides an overview of the seven levels of leadership consciousness. Column 1 of Table 2 provides a brief description of the key function at each level of consciousness. Column 2 describes the main tasks and values associated with each level of leadership.

Table 2: Levels of leadership consciousness

Levels of consciousness	Positive characteristics
Wisdom/Visionary	Service to humanity: Long-term perspective, future generations, ethics, ecological safety, compassion.
Mentor/Partner	Collaboration with customers and community: Strategic alliances, employee fulfillment, empathy, environmental stewardship.
Integrator/Inspirer	Development of organisational community: Trust, openness, integrity, creativity, shared vision and shared values.
Facilitator/Influencer	Continuous renewal and transformation: Learning, innovation, teamwork, empowerment, accountability.
Manager/Organiser	Best practices: Excellence, quality, systems, processes, goals, results, rewards, responsibility,

⁸ For more on this topic, see Chapter 3: What Employees Want, of *The Values-driven Organisation: Unleashing Human Potential for Performance and Profit*.



Relationship Manager	Internal community building: Loyalty, friendship, listening, caring, accessible, communications.
Crisis Manager	Pursuit of profit and financial stability: Focus on bottom-line, strong in times of crises, employee health and safety.

The following text provides a more detailed description of the seven levels of leadership consciousness. The first three levels have a healthy and unhealthy aspect because these are the levels where we develop limiting beliefs during our formative years.

Level 1: Crisis Manager

Healthy Aspect: Level 1 leaders understand the importance of profit and shareholder returns. They manage their budgets meticulously. They look after the health and safety of employees. They are appropriately cautious in complex situations, but are willing to take risks that do not compromise the organisation's future. They maintain a long-term perspective while dealing with short-term issues and goals. They promote a culture of compliance. Normally they will go no further than they have to in satisfying legal regulations. One of the most important attributes of Level 1 leaders is the ability to handle crises. When the survival of the organisation is threatened, they know how to take control. They are calm in the midst of chaos and decisive in the midst of danger. In such situations the leader may need to take on the mantle of the authoritarian, but this should only happen during periods of crisis.

Unhealthy Aspect: When leaders operate as authoritarians on a regular basis, they quickly lose the trust and commitment of their people. Very often the reason leaders use a dictatorial style to get what they want is because they find it difficult to relate to people in an open and effective way. They are afraid to let go the reins of power because they have difficulty in trusting others. The greater their existential fears regarding their survival and safety, the more risk-averse they become. Authoritarians can be quick to anger and are unable to discuss emotions. They bottle up their feelings and hide their true selves behind their position of authority. They are often very lonely people. If they have insecurities around money, they will exploit others for their own ends. They are greedy in the midst of plenty and for them enough is never enough. They are always pushing the limits of what is possible. They focus exclusively on short-term results. Fear-driven authoritarians create unhealthy climates in which to work. They hardly ever relax. They are consumed by the anxieties that are generated by their subconscious survival fears.

Level 2: Relationship Manager

Healthy Aspect: Relationship managers handle conflicts easily and invest a lot of time in building harmonious working relationships. They do not run away or hide from their emotions. They use their relationship skills to handle difficult interpersonal issues, and they use their communication skills to build loyalty with their employees. They deliver good news and bad news to all staff indiscriminately: They believe in open communication. They acknowledge and praise staff for a job well done. They give

people recognition. They are accessible to their employees and not stingy with their time. They are actively involved with customers and give priority to customer satisfaction.

Unhealthy Aspect: When leaders hold subconscious fears about relationships, they find it difficult to deal with their emotions and the emotions of others: They avoid conflicts, are less than truthful in their interpersonal communications, and resort to manipulation to get what they want. They can also be very demanding. They mask their fears behind humour, and they protect themselves by blaming others when things go wrong. Relationship managers are often protective of their people, but demand loyalty, discipline and obedience in return. They are often enamoured by tradition and operate as paternalists. Paternalists find it difficult to trust people who are not part of the “family”. They are secretive and engage in mafia politics. They will get even by seeking revenge. If they are the founder of a family-owned business, their lack of trust in outsiders can severely limit the pool of talent that they are able to draw on. Because paternalists demand obedience they tend to crush the entrepreneurial spirit of employees.

Level 3: Manager/Organiser

Healthy Aspect: Managers bring logic and science to their work. They use metrics to manage performance. They build systems and processes that create order and efficiency and enhance productivity. They have strong analytical and technical skills. They are experts in their fields. They think strategically and move quickly to capitalise on opportunities. They are rational in decision-making. Inwardly focused managers are good at organising information and monitoring results. Outwardly focused managers anticipate workflow problems and get things done. They plan and prioritise their work and provide stability and continuity. They create schedules and enjoy being in control. They are focused on their careers and willing to learn new skills if it will help them in their professional growth. They embrace best practices and want to learn the latest management techniques so they can drive towards quality and excellence. They want to be successful and they want to be the best. They have a healthy pride in their work.

Unhealthy Aspect: When a manager’s self-esteem needs are driven by subconscious fears, they become hungry for power, authority or recognition. They build empires to display their power or they build bureaucracies and hierarchies to demonstrate their authority. They are over achievers, and will compete with their colleagues so they can come out on top and thereby gain status, recognition or acknowledgement from their peers or bosses. They are proud of their achievements and will talk about them endlessly. They display signs of arrogance. They will play office politics to get what they want. They will want to buy a big house, join the best golf club, or drive the flashiest or most exclusive cars to show off and feel good about themselves. They are often meticulous about their wardrobe. They are more concerned about how things look rather than how they are. Image is everything. Very often they derive their self-esteem through their work. Consequently, they tend to work long hours and neglect themselves and their families. They lead unhealthy lives because they are out of balance. They are

consumed by their work because this is where they find their self-esteem. Their self-esteem is derived externally from others.

Level 4: Facilitator/Influencer

At this level of consciousness, leaders focus on developing the healthy aspects of their personalities, and managing, mastering, or releasing the unhealthy aspects. They seek to be accountable and responsible for all their thoughts, feelings and actions.

Facilitators readily seek advice, build consensus and empower their staff. They recognise that they do not have to have all the answers. They give people responsible freedom; making them accountable for outcomes and results. They research and develop new ideas. They consistently evaluate risks before embarking on new ventures. They resist the temptation to micro-manage the work of their direct reports. They promote participation, equality and diversity. They ignore or remove hierarchy. They are adaptable and flexible. They embrace continuous learning. They actively engage in their own personal development and encourage their staff to participate in programs that promote personal growth. They are looking to find balance in their lives through personal alignment. Balance leads to detachment and independence, and allows them to become objective about their strengths and weaknesses. They are learning to release their fears so they can move from being outer-directed to being inner-directed. They are in the process of self-actualisation. They are on a journey of personal growth. As they let go of the need for outer approval, they begin to discover who they really are. They become enablers of others, encouraging them to express themselves, and share their ideas. They encourage innovation. They focus on team building. They enjoy challenges and are courageous and fearless in their approach to life. Facilitators are in the process of shifting from becoming a manager to becoming a leader.

Level 5: Integrator/Inspirer

The integrator/inspirer is a self-actualised individual who has discovered his or her sense of purpose. They build a personal vision and mission, and a vision and mission for the organisation that inspires employees, customers, investors, and society.

They promote a shared set of values and demonstrate congruent behaviours that guide decision-making throughout the organisation. They demonstrate integrity and are living examples of values-based leadership. They walk their talk. They build cohesion and focus by bringing values alignment and mission alignment to the whole company. In so doing, they enhance the company's capacity for collective action. By creating an environment of openness, fairness and transparency, they build trust and commitment among their people. The culture they create unleashes enthusiasm, passion and creativity at all levels of the organisation. They are more concerned about getting the best result for everyone rather than their own self-interest. They are focused on the common good. They are creative problem solvers. They view problems from a systems perspective, seeing beyond the narrow boundaries of cause and effect. They are honest and truthful and display integrity in all they do. They are able to see through

the veil of complexity and identify what is important. This confidence and their openness, allows them to reclassify problems as opportunities. They clarify priorities by referring to the vision and mission. They make decisions based on their values. Integrator/Inspirers are good at bringing the best out of people and tapping into their discretionary energy.

Level 6: Mentor/Partner

Mentor/partners are motivated by the need to make a difference in the world. They are true servant leaders in that they recognise and focus on building a working environment where individuals are encouraged and empowered to fulfil their potential. They create mutually beneficial partnerships and strategic alliances with other individuals or groups who share the same vision and embrace similar values. They collaborate with customers and suppliers to create win-win situations. They recognise the importance of environmental stewardship, and will go beyond the needs of compliance in making their operations environmentally friendly. They display empathy. They create an environment where people can excel. They are active in building a pool of talent for the organisation by mentoring and coaching their subordinates. They are intuitive decision-makers. They are inclusive. They are on top of their game. They are active in the local community, building external relationships that create goodwill and build resilience. They display emotional intelligence, social intelligence and intellectual intelligence.

Level 7: Wisdom/Visionary

Wisdom/visionary leaders are motivated by the need to be of service to the world. Their vision is global and they have a holistic perspective on life. They can handle multiple levels of complexity. They are focused on the questions, “How can I help?” and “What can I do?” They are concerned about the state of the world and social justice. They also care about the legacy they are leaving for future generations. They are not prepared to compromise long-term outcomes for short-term gains. They use their influence to create a better world. They see their own mission and that of their organisation from a larger, societal perspective. They are committed to social responsibility and ethics. For them, the world is a complex web of interconnectedness, and they know and understand their role. They act with humility and compassion. They are generous in spirit, patient and forgiving in nature.

They are at ease with uncertainty and can tolerate ambiguity. They enjoy solitude and can be reclusive and reflective. Level 7 leaders are admired for their wisdom and vision. They are destined to become the elders of our society.

FULL SPECTRUM CONSCIOUSNESS

Full spectrum leaders display all the positive attributes of the seven levels of leadership consciousness:

- They create an environment of financial security and physical safety for themselves and those in their charge.

- They are open in their communications and create a culture of caring and belonging that engenders employee and customer loyalty.
- They measure and monitor the progress they are making towards achieving the organisation's goals and they keep the organisation focused on quality, excellence, and continuous improvement. They take pride in the organisation's performance and encourage employees to pursue their professional growth.
- They understand themselves and their deepest motivations. They are responsible and accountable for all their actions. They empower their staff to act with autonomy and support them in their personal growth. They embrace a set of shared values that resonate with employees and guide them in their day-to-day decision-making.
- They have a sense of purpose. They create a shared vision for the future of the organisation that aligns with their purpose, and are a source of inspiration for all the stakeholders of the organisation.
- They collaborate with partners who share a similar sense of purpose and similar values so they can make a difference in the world. They mentor and coach their subordinates to help them grow and develop and find personal fulfilment through their work.
- They align the needs of the organisation with the needs of humanity and the planet to achieve long-term sustainability for everyone and perform acts of selfless service with humility and compassion.

Not everyone has the ability to attain full spectrum personal consciousness, and even fewer have the competencies to attain full spectrum leadership. If you approach this task from the level 3 consciousness of achievement, you will not succeed because this is not a pass-or-fail endeavour: It is not about being the top of your class. It is about being authentic, operating with integrity, and fulfilling your potential. It is about becoming the best for the world, not the best in the world.

The quickest way to become a full spectrum leader is to seek feedback from your subordinates, peers, and your boss. The feedback should always focus on how you can become a better leader. Self-knowledge is the key. We all have our blind spots. That is why we need feedback. It is important to remember not to be defensive when receiving feedback. Everyone's perception is his or her reality. This is why it is important to evaluate all the feedback you get from an objective standpoint. However, when you continually get the same negative feedback, you can be sure that there is an issue that needs your attention.