Mindfulness, Sense Making and the Development of Wisdom Leadership

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Learning Outcomes

• Describe and discuss the value of mindfulness and sense making as a means to develop leadership wisdom.
• Discuss differences between horizontal and vertical leadership development.
• Identify strategies to support mindfulness, sense making and vertical leadership development in service of wisdom.
“Leadership is mindful, insightful caring, ever vigilant of its authenticity in being of service to others within a community of practice that lifts everyone to higher levels of morality, growth, focused towards achieving shared goals and personal aspiration.”

Radical Responsibility
Curiosity
Feelings
Candid Speaking
No Gossip
Integrity
Appreciation
Personal Genius
Play and Rest
Explore Opposites
Sourcing Approval, Security and Control
Having Enough
World as Ally
Win for all Solutions
Be the Resolution

http://conscious.is/
Four States of Consciousness

1. Life happens to me
   - You feel victimized and helpless, have no power. Only someone or something else has the power to change things.

2. Life happens by me
   - You think you have control over everything, things happen because you make them happen. You are highly driven.

3. Life happens through me
   - You are here for a reason and have purpose, in touch with your Higher Power, trust you will get needs met.

4. Life happens as me
   - There is no separation between you and Spirit and you and others. You operate from compassion and are an extension of everything.
Horizontal and Vertical Development

• Horizontal = acquisition of additional skills and competencies
• Vertical = more complex sophisticated ways of thinking

• Heat Experiences
• Colliding Perspectives
• Elevated Sensemaking

The Development of Leadership Consciousness

- Socialized mind
- Self-authoring mind
- Self-transforming mind

Key notes

- Conventional
- Post-conventional

- me
- them v us
- materialism
- nation
- rules
- group
- “shoulds”

- Pre-conventional
- Impulsive
- Diplomat
- Expert
- Achiever
- Individualist
- Strategist
- Alchemist

- achievement responsibility
goals
- science
- truth
- scepticism
- ideology
time
- prioritise
- reasons

- struggle
- individualism
- fringe
- relativism
- proces
- paradox

- autonomous
- self-fulfilment
- integration
- creativity
- interdependence
- growth
- unitive
- accepting
- empathetic
- construction
- gestalten

- dominace
- manipulative
- self protection
- oppositional

- self conscious
- identity
duty
- traits

- “figured it”
- conform
- “shoulds”

- good/bad
- reward
- punishment

- me
- family
- nation
- domestic
- duty
- guilt
- reason
- truth
- relativism
- creativity
- interdependence
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- construction
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Adapted and courtesy of http://www.harthill.co.uk/
Action Logics: Meaning Making

• Opportunist: Own needs and self interest, self protection, acting on impulses (1%).
• Diplomat: Acceptance and belonging. Socially accepted behavior (5%).
• Expert: Internal craft logic rules. Consistency and improvement. Rationality (33%).
• Achiever: Results, goals and plans. Objective reality (35%).

Action Logics: Meaning Making

• Individualist: Everything is relative. Own ability to impact (14%).

• Strategist: Process and goal oriented. Systems view. Development over time (8%).

• Magician: Interplay of awareness, thought, action and effect. Transforming self and other (4%).

The Barrett Seven Levels of Leadership Consciousness

Healthy Motivations/ Unhealthy Motivations

Service to Humanity and the Planet
- Social Responsibility, Future Generations, Long-term Perspective, Ethics, Compassion, Humility

Collaboration with Partners
- Strategic Alliances, Community Involvement, Environmental Stewardship, Coaching, Mentoring

Internal Cohesion
- Shared Values, Vision, Commitment, Integrity, Trust, Passion, Creativity, Openness, Transparency

Continuous Renewal and Learning
- Accountability, Adaptability, Empowerment, Teamwork, Delegation, Personal Growth

High Performance
- Systems, Processes, Company Pride, Quality, Best Practices. **Power, Status**

Relationships
- Employee Recognition, Employee and Customer Loyalty, Conflict Resolution. **Manipulation, Blame**

Financial Stability
- Profit, Compliance, Shareholder Value, Employee Health and Safety. **Control, Greed**
# Seven Levels of Consciousness®

## Personal

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Selfless service&lt;br&gt;Being your purpose. Compassion, humility, forgiveness. Caring for humanity and the planet.</td>
</tr>
<tr>
<td>6</td>
<td>Making a positive difference in the world&lt;br&gt;Living your purpose. Empathy, alliances, intuition, mentoring, and focus on wellbeing (physical, emotional, mental, spiritual).</td>
</tr>
<tr>
<td>5</td>
<td>Finding meaning in existence&lt;br&gt;Finding your purpose. Integrity, honesty, authenticity, passion, enthusiasm, creativity, and humour &amp; fun.</td>
</tr>
<tr>
<td>4</td>
<td>Letting go of fears&lt;br&gt;Finding the courage to grow and develop. Adaptability, life-long learning, continuous renewal and personal growth.</td>
</tr>
<tr>
<td>3</td>
<td>Feeling a sense of self-worth&lt;br&gt;Confidence, competence, self-reliance. Fear: I am not enough. Leads to need for power, authority or status seeking.</td>
</tr>
<tr>
<td>2</td>
<td>Feeling protected and loved&lt;br&gt;Family, friendship, loyalty, respect. Fear: I am not loved enough. Leads to jealousy, blame and discrimination.</td>
</tr>
<tr>
<td>1</td>
<td>Satisfying physiological and survival needs&lt;br&gt;Health, security, financial stability. Fear: I do not have enough. Leads to control, domination and caution.</td>
</tr>
</tbody>
</table>

## Organisational

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<td>7</td>
<td>Service to humanity and societal contribution&lt;br&gt;Social responsibility, long-term perspective, ethics, compassion and humility.</td>
</tr>
<tr>
<td>6</td>
<td>Internal/External collaboration, community involvement&lt;br&gt;Environmental awareness, employee fulfilment, coaching/mentoring and caring for the local community.</td>
</tr>
<tr>
<td>5</td>
<td>Sense of purpose and strong internal community&lt;br&gt;Shared vision and values. Commitment, creativity, enthusiasm; integrity, honesty, generosity, fairness, openness, transparency and trust.</td>
</tr>
<tr>
<td>4</td>
<td>On-going improvement and employee participation&lt;br&gt;Adaptability, accountability, empowerment, teamwork, goals orientation and continuous improvement.</td>
</tr>
<tr>
<td>3</td>
<td>High performance systems and processes&lt;br&gt;Reliability, quality, efficiency, productivity and excellence. Bureaucracy, hierarchy, confusion, and apathy.</td>
</tr>
<tr>
<td>2</td>
<td>Positive relationships that support organisation needs&lt;br&gt;Loyalty, open communication, customer satisfaction. Manipulation, blame, favourotism and internal competition.</td>
</tr>
<tr>
<td>1</td>
<td>Financial viability and people safety&lt;br&gt;Financial performance, organisational growth, and employee health and safety. Control, greed, exploitation and micro-management.</td>
</tr>
</tbody>
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## Community/Society

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<td>7</td>
<td>Global sustainability&lt;br&gt;Human rights, long-term perspective, ecological resilience, peace, focus on future generations. Global perspective.</td>
</tr>
<tr>
<td>6</td>
<td>Strategic alliances and regional partnerships&lt;br&gt;Regional collaboration, environmental awareness, quality of life, community involvement and sustainability. Caring for nature.</td>
</tr>
<tr>
<td>5</td>
<td>Strong cohesive culture&lt;br&gt;Shared vision and values. Fairness, transparency, trust, honesty and social cohesion. Positive collective spirit.</td>
</tr>
<tr>
<td>4</td>
<td>Democratic processes and continuous renewal&lt;br&gt;Freedom, equality, empowerment, accountability, adaptability, entrepreneurship and consensus.</td>
</tr>
<tr>
<td>3</td>
<td>Institutional effectiveness&lt;br&gt;Law abiding, community/national pride, governmental efficiency and high quality public services. Bureaucracy, central control, elitism, complacency and apathy.</td>
</tr>
<tr>
<td>2</td>
<td>Sense of belonging and social stability&lt;br&gt;Neighbourliness, conflict resolution, racial harmony and a focus on family and friends. Inequality, discrimination, intolerance, hatred, loneliness/isolation.</td>
</tr>
<tr>
<td>1</td>
<td>Economic stability and citizen security&lt;br&gt;Prosperity, health care, employment, emergency services/defence and social safety nets. Corruption, violence, poverty, environmental pollution and greed.</td>
</tr>
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**Positive Focus**

- **1.1 Survival:** Self-interest.
- **2.2 Relationship:** Self-esteem.
- **3.3 Transformation:** Internal cohesion.
- **4.4 Making a difference:** Making a difference.
- **5.5 Service:** Service.

**Excessive Focus**

- **1.1 Survival:** Self-interest.
- **2.2 Relationship:** Self-esteem.
- **3.3 Transformation:** Internal cohesion.
- **4.4 Making a difference:** Making a difference.
- **5.5 Service:** Service.

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[www.valuescentre.com](http://www.valuescentre.com)
Characteristics of Wisdom

• Big picture
• Multiple ways of knowing
• Inclusive and open
• Insightful and appropriate
• Humble and receptive

• Serves life
• Grounded in relationship
• Elegant simplicity
• Integrity
• Presence

http://www.co-intelligence.org/wisdom.html
Balance Theory of Wisdom

“Wisdom is the application of intelligence, creativity and knowledge to the common good by balancing intrapersonal (one’s own), interpersonal (other’s) and extra personal (institutional or other larger) interests over the long and short terms, through the mediation of values, so as to adapt to, shape, and select environments.”

Sensemaking

“... in cognitive and cultural terms, is about sizing up a situation when one is faced with an imperative to act. Sense making is the birthplace of both wisdom and courage because it sets the frame for decision-making, becomes the basis for envisioning possible futures, creates the context for communicating and linking with others and is itself transformed by the design and processes of organizing. Wisdom is not a permanent trait but a dynamic process of subtle judging and knowing that must always be readjusted, restructured and rebuilt”

Post Formal Educational Philosophy

• Love
• Life
• Wisdom
• Voice

Questions for Reflection

✓ What results do I want to create?
✓ What would my story be if I were living the **values** I expect of others?
✓ How do others feel about this situation?
✓ What are three strategies I could use to accomplish my purpose?

Think ~Pair~ Share

• I used to think......

• Now I think......
Additional Reference and Resources


