

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.

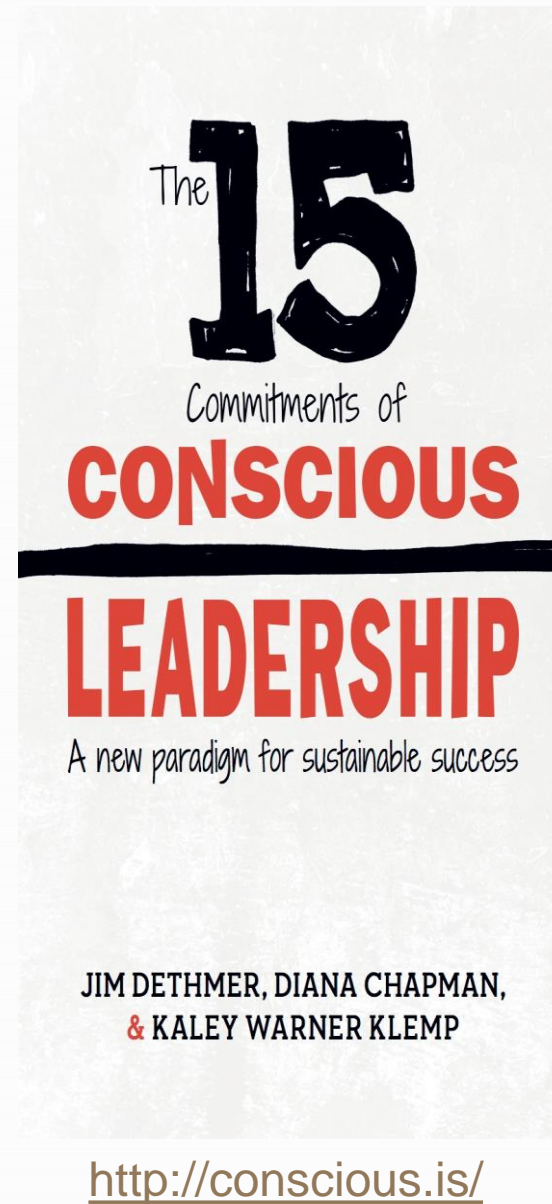


“Leadership is mindful, insightful caring, ever vigilant of its authenticity in being of service to others within a community of practice that lifts everyone to higher levels of morality, growth, focused towards achieving shared goals and personal aspiration.”

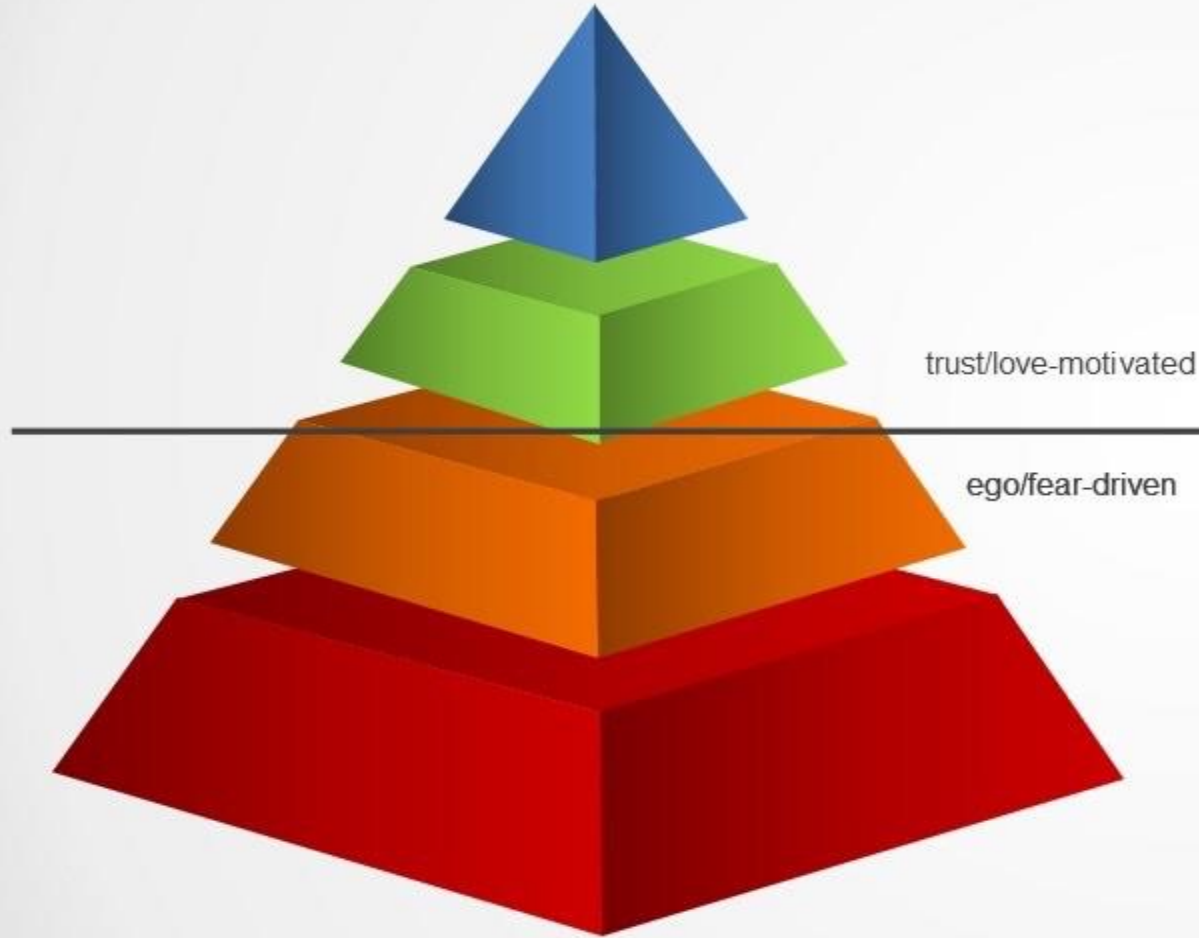
Johns, Christopher (2016). *Mindful leadership: A guide for the health care professions*, Palgrave Macmillan, NY.



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



Four States of Consciousness



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.

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.

2. Life happens by me

You think you have control over everything, things happen because you make them happen. You are highly driven.

1. Life happens to me

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

AS ME

Life is me

Posture: At one with all
Experience: Peace, spaciousness
Beliefs: There is just oneness. There are no problems, and no one to "solve" them.
Key Question: No more questions – just knowingness
Benefits: Experience oneness & non-dualism. Unlimited freedom & peace.

ONENESS

THROUGH ME

I cooperate with life happening

Posture: Co-creator
Experience: Allowing, flow, wonder and awe
Beliefs: I am the source of all meaning I experience. Things are perfect, whole and complete. Life handles all apparent "problems."
Key Question: What wants to happen through me?.
Benefits: Non-attachment. Unlimited possibility, plenty of everything

SURRENDER

TO ME

Life happens to me

Posture: Victim
Experience: Blaming and complaining
Beliefs: There is a problem. Someone is at fault. Someone should fix this.
Key Question: Why me? Whose fault is this?
Benefits: Experience separateness, drama as entertainment, and adrenaline high. Supports empathy toward others.

HERO VICTIM
VILLAIN

BY ME

I make life happen

Posture: Creator
Experience: Curiosity, appreciation
Beliefs: Problems are here for me to learn from. I created the problem, so I can solve it.
Key Question: What can I learn? What do I want to create?
Benefits: Personal empowerment. Define your wants & desires.

COACH CREATOR
CHALLENGER

RESPONSIBILITY

Horizontal and Vertical Development

- Horizontal = acquisition of additional skills and competencies
- Vertical = more complex sophisticated ways of thinking
- Heat Experiences
- Colliding Perspectives
- Elevated Sensemaking

Petrie, N. (2015). The How To of Vertical Leadership Development. Center for Creative Leadership White Paper, Greensboro, North Carolina



The Development of Leadership Consciousness

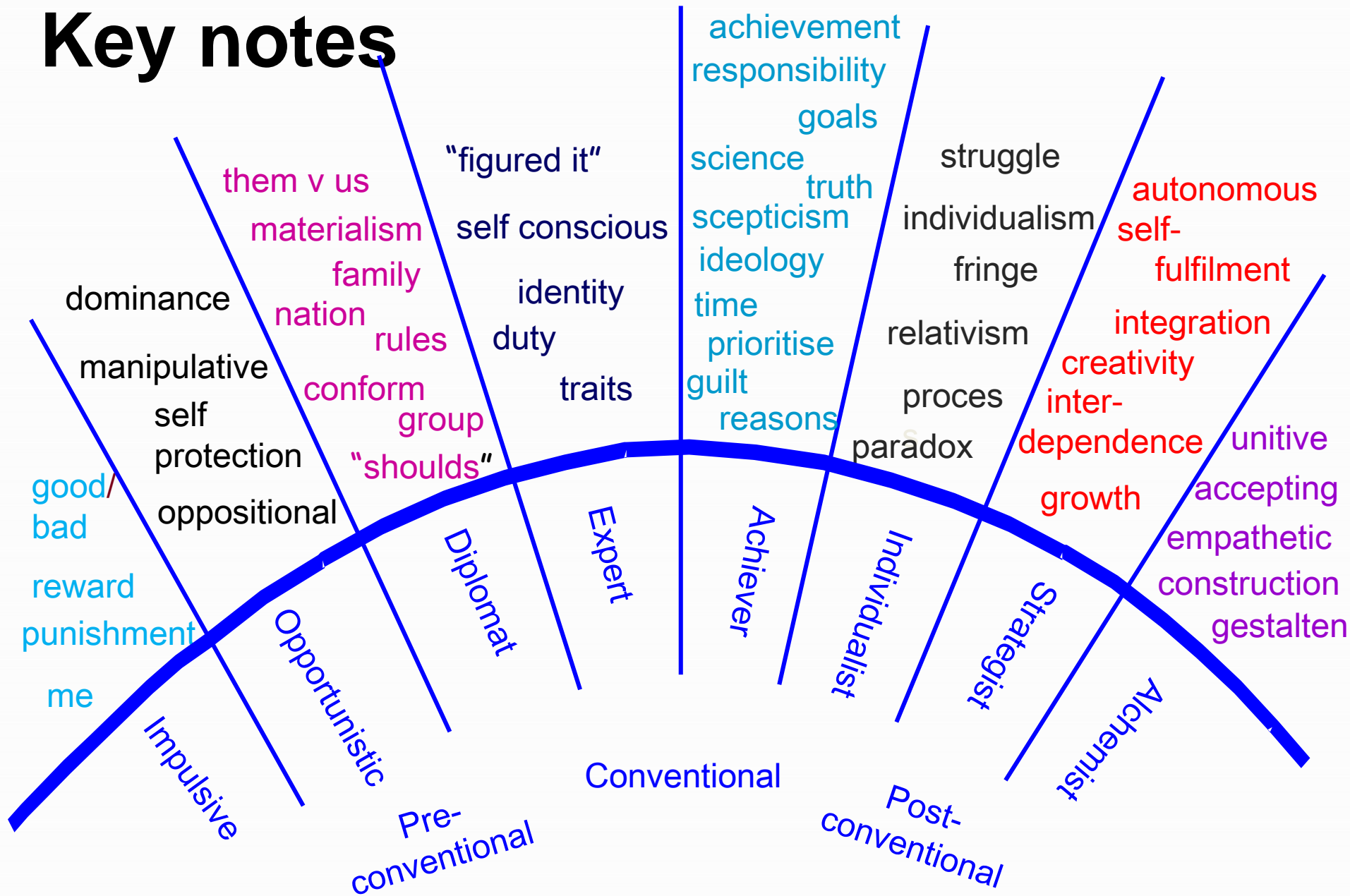
- Socialized mind
- Self-authoring mind
- Self-transforming mind



Kegan, Robert & Lahey, Lisa. (2016). *An everyone culture: Becoming a deliberately developmental organization*, Harvard Business Publishing, Boston, MA.



Key notes



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%).

Fisher, D. Rooke, D., Torbert, B. (2003). *Personal and Organizational Transformations through action inquiry*. Edge Work Press, Great Britain www.harthill.co.uk



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%).

Fisher, D. Rooke, D., Torbert, B. (2003). *Personal and Organizational Transformations through action inquiry*. Edge Work Press, Great Britain www.harthill.co.uk



The Barrett Seven Levels of Leadership Consciousness



Seven Levels of Consciousness[®]



Personal

Selfless service
Being your purpose. Compassion, humility, forgiveness. Caring for humanity and the planet.

Making a positive difference in the world
Living your purpose. Empathy, alliances, intuition, mentoring, and focus on wellbeing (physical, emotional, mental, spiritual).

Finding meaning in existence
Finding your purpose. Integrity, honesty, authenticity, passion, enthusiasm, creativity, and humour & fun.

Letting go of fears
Finding the courage to grow and develop. Adaptability, life long learning, continuous renewal and personal growth.

Feeling a sense of self-worth
Confidence, competence, self-reliance.
Fear: I am not enough.
Leads to need for power, authority or status seeking.

Feeling protected and loved
Family, friendship, loyalty, respect.
Fear: I am not loved enough.
Leads to jealousy, blame and discrimination.

Satisfying physiological and survival needs
Health, security, financial stability.
Fear: I do not have enough.
Leads to control, domination and caution.

Organisational

Service to humanity and societal contribution
Social responsibility, long-term perspective, ethics, compassion and humility.

Internal/External collaboration, community involvement
Environmental awareness, employee fulfilment, coaching/mentoring and caring for the local community.

Sense of purpose and strong internal community
Shared vision and values. Commitment, creativity, enthusiasm, integrity, honesty, generosity, fairness, openness, transparency and trust.

On-going improvement and employee participation
Adaptability, accountability, empowerment, teamwork, goals orientation and continuous improvement.

High performance systems and processes
Reliability, quality, efficiency, productivity and excellence. **Bureaucracy, hierarchy, confusion, and complacency.**

Positive relationships that support organisation needs
Loyalty, open communication, customer satisfaction. **Manipulation, blame, favouritism and internal competition.**

Financial viability and people safety
Financial performance, organisational growth, and employee health and safety. **Control, greed, exploitation and micro-management.**

Community/Society

Global sustainability
Human rights, long-term perspective, ecological resilience, peace, focus on future generations. Global perspective.

Strategic alliances and regional partnerships
Regional collaboration, environmental awareness, quality of life, community involvement and sustainability. Caring for nature.

Strong cohesive culture
Shared vision and values. Fairness, transparency, trust, honesty and social cohesion. Positive collective spirit.

Democratic processes and continuous renewal
Freedom, equality, empowerment, accountability, adaptability, entrepreneurship and consensus.

Institutional effectiveness
Law abiding, community/national pride, governmental efficiency and high quality public services. **Bureaucracy, central control, elitism, complacency and apathy.**

Sense of belonging and social stability
Neighbourliness, conflict resolution, racial harmony and a focus on family and friendships. **Inequality, discrimination, intolerance, hatred, loneliness/isolation.**

Economic stability and citizen security
Prosperity, health care, employment, emergency services/defence and social safety nets. **Corruption, violence, poverty, environmental pollution and greed.**

Common Good

Self interest

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.”

Sternberg, Robert, (2004) Words to the wise about wisdom, Human Development 47:286-289



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”

Srivastva, Suresh & Cooperrider, David (Eds) (1998). *Organizational wisdom and executive courage*, New Lexington Press, San Francisco, CA. (p. 5).



Post Formal Educational Philosophy

- Love
- Life
- Wisdom
- Voice



Gidley, Jennifer. (2016). Postformal Education: A Philosophy for Complex Futures, Springer International Publishing, AG Switzerland.



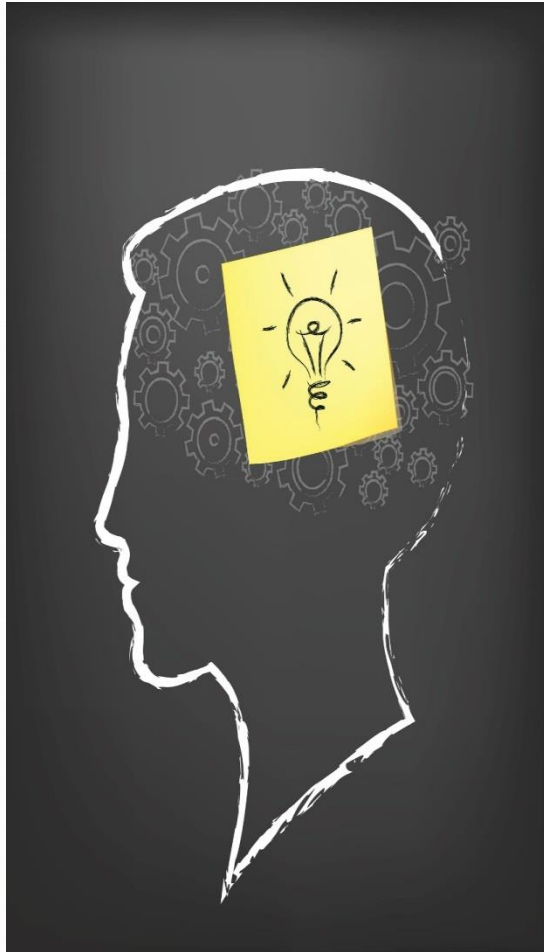
Questions for Reflection

- ✓ 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?

Quinn, R. W., & Quinn, R. S. (2015). Lift: the fundamental state of leadership. Berrett-Koehler Publishers



Think ~Pair~ Share



- I used to think.....
- Now I think.....



Additional Reference and Resources

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