# The 8 eSSences of *S*elf and *S*pirited leadership

In the 1980s business consultants McKinsey, Tom Peters and others developed a model of 7 Ss to optimise organisational and project performance. These comprised "Hard Ss" (Strategy, Structure, Systems) combined with "Soft Ss" (Style, Staff, Skills, Shared values - or Superordinate goal). They stressed that none had precedence but all needed to be considered for effective strategy and implementation

Since then hierarchical organisational structures on which the 7 SSs were founded and associated management philosophy has evolved significantly. Most recently, inner characteristics and personal development of self-leadership in the service of co-creative leadership and organisational evolutionary purpose have come to the fore.

In *Spiral Dynamics – mastering values, leadership and change*, Don Beck and Christopher Cowan, expanding on work initiated by Clare Graves, describe the emergent 8th//turquoise/holographic level of awareness as being characterised on personal and collective levels by:
  ➢ Blending and harmonising a strong collective of individuals
  ➢ Focus on the good of all living entities (including Gaia) as integrated systems
  ➢ Expanded use of human brain/mind tools and competencies
  ➢ Self is part of larger, conscious, spiritual whole that also serves self
  ➢ Global (and whole Spiral) networking seen as routine
  ➢ Acts for minimalist living so actually less is more

In *Re-inventing Organizations* Frederic Laloux describes three foundational aspects of 'Teal' organisations as:
  ➢ Self-management/co-leadership – distributed intelligence
  ➢ Wholistic world-view
  ➢ Evolutionary impulse - organization as organism

In ongoing work to expand these to set the evolutionary future of conscious leadership in a *WholeWorld-View* foundational framework, along with aligned principles and practices, Dr Jude Currivan has developed a 'work in progress' of describing the following attributes/behaviours of such self- spirited- and collective co-leadership as being:
  ➢ **Servant-leader** - *servereignty* of serving the good of the whole rather than the sovereignty of controlling the whole
  ➢ **Soul-model** - authentically embodying the highest coherence of the whole rather than role- modelling from an ego-based sense of status
  ➢ **Seer** – perceptive co-creator of the highest purpose and meaning of the organization
  ➢ **Sensor** – sensing what is calling to come through and emerge, and then responding and expressing rather than controlling
  ➢ **Shaper** – facilitating the emergent evolutionary 'shape' and embodiment of the organization/organism
  ➢ **Space-holder** – enabling inclusivity and individual/collective worth, value and meaning
  And sometimes:
  ➢ **Stirrer** - intervening as, when and how sensed to co-enable progressive and optimal positive change
  ➢ **Shaker** – intervening as when and how sensed to initiate (r)evolutionary change