



Conscious Leadership

Leadership in moments when it matters most

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The Call: Leadership Evolution

The world is changing...is your leadership thinking?

The kind of leadership we need is fundamentally different to what was needed 50 years ago. When our grandparents were in the full stride of their professional life, the world had contained geographic borders, on a steady trajectory, with mostly known variables that did not shift all that much, all that often. TV was the Big Thing. It opened windows on to the world never known before.

Our connected world

Today we are inundated with visual information that is not only live observation, but live *interaction* with people and communities across the globe. Thank you facebook, twitter, and other social media interfaces.

How do we think, choose, and respond in the immediacy of current events?

Our exponential world

The rate of change is no longer linear, but exponential. Moore's Law states that technological capacity is doubling while halving in price at the same time. There is more technological savvy in our iPhones than in an entire room of hard drives that sent Neil Armstrong and company to the moon and back.

How do we plan and make decisions in a world that is shapeshifting under our feet?

Our fast world

Elon Musk, entrepreneur and one of the world's most pioneering and influential leaders on the planet is championing autonomous cars, colonisation of Mars, and this: the Hyperloop. In 2016 the first prototype of mega-fast transport is being developed, based on air compression technology. It can potentially move people in speeds up to 1200 km/hr. By comparison, the bullet train has speeds up to 300km/hr and a typical plane up to 900km/hr. Imagine stepping on to a hyperloop train in Canberra and be in Melbourne in 30 minutes!

How do respond and not react when the pace around us is faster than we ever imagined or experienced?

Reactive leadership will cripple organisations, economies, and countries.

Conscious leadership will unleash our collective potential.

Conscious Leadership

Reactive Leadership	Conscious Leadership
Waits until others make a decision	Decides first
Likes certainty	Embraces uncertainty
Looks for evidence to reinforce worldview	Looks to challenge worldview
Emotions sway reason	Emotions and reason act together
Short term focus	Long term horizon

Conscious Leadership is the capacity of leaders to be, think, and act with deliberate, conscientious intent for the greater good, in the moments that matter most.

It is leadership in moments that will either be our undoing, or our salvation.

We don't have years to plan, generations to mend past wrongs, or even half day meetings to decide.

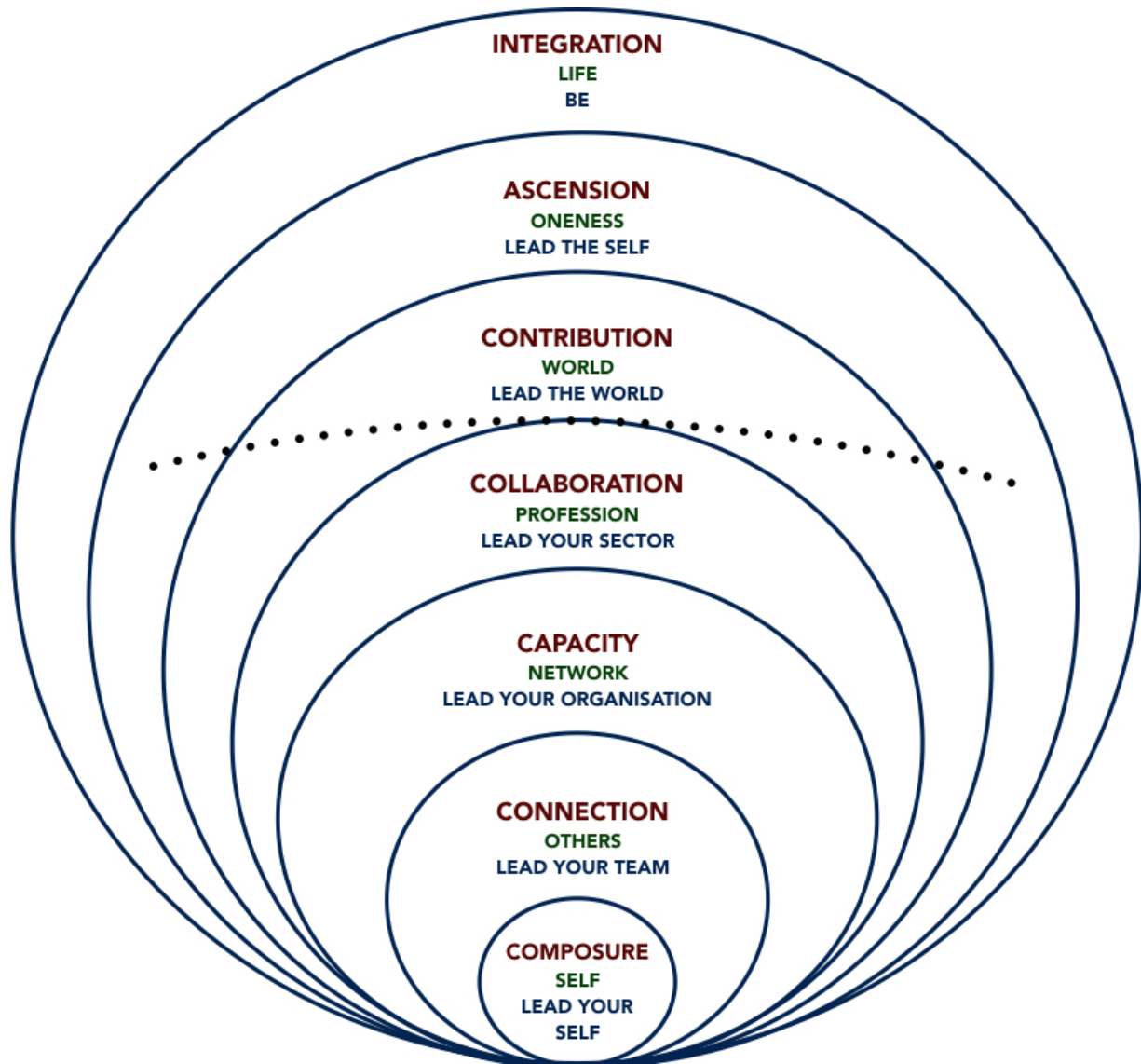
Leadership that matters happens in moments; conscious leaders not only recognise this but have the capacity to act effectively at these moments, and at any given moment.

The world needs leaders that have warm hearts, cool heads, and steady hands. We need leaders who have deep compassion for the world, others, and themselves. We need leaders who act as stewards for peace.

Whether we choose to lead on a global stage or on a personal one, conscious leadership requires intentional focus. We need to master each stage of leadership influence and the relevant capacities in order to step up, take charge, and steer the ship of humanity through the chaos we've created.

Stages of Conscious Leadership Development

Here's how we can evolve as leaders. Each stage transcends and includes the previous one.



The Stages Explained: The Context of Conscious Leadership

	THEME	Personal	Professional
7	INTEGRATION Experience now	LIFE Discovery	BE THE SELF Wonder
6	ASCENSION Embody peace	ONENESS Amplify presence	LEAD THE SELF Elevate consciousness
5	CONTRIBUTION Impact	WORLD Transformation	LEAD THE WORLD Generational change
4	COLLABORATION Leverage	PROFESSION Whole system of development	LEAD YOUR SECTOR Stakeholder engagement
3	CAPACITY Strategic thinking and implementation	NETWORK Collective wisdom	LEAD YOUR ORGANISATION Culture and strategy
2	CONNECTION Leading with others	OTHERS Influence	LEAD YOUR TEAM Engagement
1	COMPOSURE Peak performance and resilience	SELF Personal leadership in life	LEAD YOUR SELF Personal leadership in work

Each stage has a THEME that defines the purpose of that stage.

The Focus column refers to the PERSONAL focus. This is how we might orient our priorities in our personal world.

The Frame refers to PROFESSIONAL frame. This is how we might focus our work roles and responsibilities.

The red line denotes a cultural ceiling as well as a tipping point. Many leaders do not reach for influence beyond that of their own profession. It requires significant evolution to stretch to a focus on contribution for the world. It is also a tipping point because if this stage is integrated, then there is an upward spiral of positive effect through the next two stages that have significant profound effect in the world, and in the individual's life.

The Action of Conscious Leadership

	<i>DEVELOP</i>	<i>TRANSFORM</i>	<i>CREATE</i>
7	NOTHING	EVERYTHING	SOMETHING
6	PEACE	PRESENCE	EVOLUTION
5	LEGACY	CONSCIOUSNESS	SHIFT
4	AGILITY	OPPORTUNITY	ABUNDANCE
3	CULTURE	ENGAGEMENT	RESULTS
2	RAPPORT	RELATIONSHIPS	INFLUENCE
1	SELF MASTERY	AWARENESS	CONVICTION

Each stage has a distinct pathway for action and outcomes, depending on the contextual sphere.

What we DEVELOP is our innate capacities and the people with whom we lead.

What we TRANSFORM is an aspect of human consciousness/relationships/energy.

What we CREATE is the product of our thinking, being and doing as conscious leaders.

Context and Action: The Evolution of Conscious Leadership

	Context			Action		
	THEME	FOCUS	FRAME	DEVELOP	TRANSFORM	CREATE
7	INTEGRATION	LIFE	BE	NOTHING	EVERYTHING	SOMETHING
6	ASCENSION	ONENESS	LEAD THE SELF	PEACE	PRESENCE	EVOLUTION
5	CONTRIBUTION	WORLD	LEAD THE WORLD	LEGACY	CONSCIOUSNESS	SHIFT
4	COLLABORATION	PROFESSION	LEAD YOUR SECTOR	AGILITY	OPPORTUNITY	ABUNDANCE
3	CAPACITY	NETWORK	LEAD YOUR ORGANISATION	CULTURE	ENGAGEMENT	RESULTS
2	CONNECTION	OTHERS	LEAD YOUR TEAM	RAPPORT	RELATIONSHIPS	INFLUENCE
1	COMPOSURE	SELF	LEAD YOUR SELF	SELF MASTERY	AWARENESS	CONVICTION

Here we see each stage with its respective personal and professional context, as well as its actions.

Each stage requires mastery of the previous stages in order to be fully effective.

In reality, no leader progresses in a linear, upward fashion. We may jump from one stage to another a few stages later without having consolidated the capacities at an earlier stage. In this way the leader's development may be cyclical - focused on current capacities while simultaneously fine-tuning or developing earlier stage capacities.

For example, a leader who chooses to leave employment to start their own business may find themselves moving from Leading the Self (stage 1) and then plunging to Stage 3 (Lead Your Organisation). They will then have to come to grips with not only the Stage 3 capacities, but those at Stage 2 (Lead Your Team) if their business is to thrive.

The Capacities of Conscious Leadership

Each level has specific leadership capacities to develop and master. They fall in to the three areas of BE, THINK, and DO of leadership.

	FRAME	BE	THINK	DO
7	Be INTEGRATION	BE	THINK	DO
6	Lead the Self ASCENSION	WITNESS	INTENTIONAL EVOLUTION	CREATIVE DESTRUCTION
5	Lead the World CONTRIBUTION	AWARENESS	TRANSFORMATION	AMPLIFICATION
4	Lead Your Sector COLLABORATION	SHADOW	EXTERNAL LANDSCAPE	EXTERNAL LEVERAGE
3	Lead Your Organisation CAPACITY	SOUL	INTERNAL LANDSCAPE (ORGANISATION)	INTERNAL LEVELRAGE (ORGANISATION)
2	Lead Your Team CONNECTION	EMOTIONAL AIKIDO	TEAM SYNERGY	TEAM LEADERSHIP CONTRACT
1	Lead Your Self COMPOSURE	PRESENCE	ALIGNMENT AND AUTHENTICITY	PEAK PERFORMANCE

The Capacities Of Each Stage Explained

Level 1 - Composure: Lead Your Self

Be - Presence

How we manage personal energy, from projection to perception.

Think - Alignment and Authenticity

Alignment of choices and behaviour with purpose, values, beliefs, brand, archetypal patterns, and guidance.

Do - Peak Performance

Management of time, money, and energy in conjunction with mindset and courage.

Level 2 - Connection: Lead Your Team

Be - Emotional Aikido

How we manage our emotions before and during interactions with others.

Think - Team Synergy

How we manage the interplay of safety, talent, and difference with purpose and results. The net effect is building engagement, collaboration, innovation in an environment of trust, honesty, and respect.

Do - Team Leadership Contract

As we protect and direct team performance, we need to pay attention to focus (direction), feel (process) and frameworks (structures for effective engagement).

Level 3 - Capacity: Lead Your Organisation

Be - Soul

Here we focus on each individual being fully expressed and aligned to their personal vision, and this is in synergy with the organisation's purpose. Focus on the organisation is about a co-creation of meaning, belonging, and contribution to the greater community/sector.

Think - Internal Landscape (Organisation)

Our concern here is how culture and strategy are interconnected. We operate from a strong ethical perspective, and are mindful of the play of systems within the organisation. We pay particular attention to change agility and change management.

Do - Internal Leverage

This capacity is about developing leaders around us. It is also about collective wisdom as we network with other leaders who challenge, disrupt, and inspire us.

Level 4 - Contribution: Lead Your Sector

Be - Shadow

As we expand our influence, power, and authority, the seduction of the shadow of each stage becomes more confronting and tempting. Collaboration can turn into assertive persuasion, and contribution can turn to suppression in order to advance our own agenda. Heightened focus on shadow at this stage is critical to avoid ego-driven pitfalls.

Think - External Landscape

To lead our sector, we need a strong grasp of systems thinking, environmental scanning, scenario planning as well as succession planning. We have a large, complex, context and we need to be mindful of the interplay of various short-term and long-term influences.

Do - External Leverage

Here we need to look at the interplay of organisation, profession, industry with external influences, as we develop people and leadership capacity, system capacity, and manage the adaptive cycle within the various systems - organisation, industry, national and so on.

Level 5 - Contribution: Lead The World

Be - Awareness

We work intentionally and intently on deep awareness of our own filters, as well as the multiplicity of perspectives, influences, and agendas at play in any given moment. These are both historically-based and future-driven. Attention to the quality of our own focus and energy is paramount in order to be a container and a catalyst for powerful beneficial change.

Think - Transformation

We see transformation in its many layers: visible, systemic, beliefs, meta-story. We actively seek the best leverage points across each layer with the sole purpose of advancing a world-centric perspective and capacity.

Do - Amplification

Our concern is to amplify message, intent, energy, and effect across critical leverage points in systems and cultures. A world-centric perspective immunises against the seduction of ego.

Level 6 - Ascension: Lead The Self

Be - Witness

Though we may still be actively engaged in professional or personal work that involves day to day decision-making and activity, our orientation towards ourselves, our ego, and our play in the world is decidedly more and more detached. We identify more with the 'witness' of our consciousness that observes both the individual consciousness and personality as well as the greater, connected Self. Duality starts to dissolve as we engage more and more with the witness as the dominant presence.

Think - Intentional Evolution

Our desire here is to evolve energy, consciousness, and our experience of life. We may find ourselves seeking powerful personal experiences in nature, or in relationships where we can transcend the sense of separation and experience more fulfilment on every plane - physical, mental, emotional, spiritual. From a leadership perspective, we experience our interplay with others as an opportunity for evolution, discovery, and simple experience.

Do - Creative Destruction

We concern ourselves with what we need to let go in order to embrace a more full experience, for ourselves, and for the advancement of consciousness.

Level 7 - Integration: Be**Be**

There is no more seeking, simply experiencing.

Think

We acknowledge thinking as a fundamental aspect of our consciousness while in embodied form. We exercise thinking in order to operate effectively in social and professional contexts, while still connected to our larger sense of beingness.

Do

We don't simply lie around navel gazing! We still function in all aspects of our life and work. We bring to each action a greater sense of deliberate focus, of acute awareness, and of simple pleasure for the joy of being alive.

What Happens Next?

The world needs us to step up and be the best version of ourselves. Looking at the levels, we can feel the journey is long! Here are some tips:

1. Start wherever you are.
2. Wherever you are is perfect.
3. Get help.

Leadership can be a perplexing and rattling experience. Support for growth is crucial. I can help you with that.

Call me on 0416 177 073 or email zoe@innercompass.com.au to explore how you might evolve your leadership thinking and that of your team, organisation, and industry.

Zoë Routh

Director
Inner Compass Australia Pty Ltd

About Zoë Routh



I have worked with individuals and groups since 1987. I have developed and facilitated national leadership development programs for industries like wine, rice, and mining and community. My leadership programs have also included a leadership study tour in India. I have coached senior leaders in all sectors including education - Vice Chancellor of one of Australia's leading universities, leaders in rural research and development, forestry, transport, insurance, and SES level public service.

I am an experienced leader myself, having recruited, led, and managed a team of canoe tripping professionals in Canada, was Staff and Training Director at Outward Bound Australia with a team of 12 while also sitting on the Executive Team, and managed the program team at the Australian Rural Leadership Foundation. My past industry leadership roles include board member of a local Training Advisory Board, Chair of the Outdoor Council of Australia, and President of the Chamber of Women in Business.

I am passionate about helping people be the best version of themselves and am committed to my purpose, of 'better leaders, better world'.

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Recommendations

WHAT PEOPLE SAY

"I have worked with Zoë first at the TRAILblazers course at the Australian Rural Leadership Foundation and then as a coach. I have found both her coaching and resources, which have a whole of person approach, extremely helpful."

- *Professor Andy Vann, Vice Chancellor, Charles Sturt University*

"I chose coaching to overcome the self-doubt and the negative self-talk. It was holding me back and costing me career progression, through foregoing opportunities. I kept believing I wasn't ready or smart enough.

The most remarkable result was my internal re-framing of my approach; I now have a disciplined, purposeful approach. I have greater confidence, and a preparedness to have a go. I love where I am at, and what lies ahead ... I now sit on Boards, and participate on higher-level committees. I am off and running!

- *Barb Grey, Director, Silverbucket Pty Ltd. Australian Cotton Industry*

"Before I started working with Zoe, I lacked a clear sense of direction and purpose I could really put my energy behind. I felt rudderless when choosing from the smorgasbord of life. Through our work together I gained a greater clarity regarding my direction – based on my core values. I have gained confidence to be authentic and creative as a leader. Zoe built rapport and comfort necessary to explore challenging areas and realise new insights. I continually learned new skills I could practically apply in my personal and leadership roles, such as taking on tough conversations and speaking my truth."

- *L.S. Senior Leader, Insurance Industry*

"Zoe is my 'go to' person whenever I need some leadership direction. Zoe has coached and guided me through personal and business challenges. She uses her caring nature to guide with intuition and understanding in a non judgmental way. I always feel totally safe confiding in Zoe, as I trust her. Her leadership skills have really assisted my confidence and my ability to lead my own team."

- *Claire Connelly, Owner, Papercut Pty Ltd*