

Meaningfully Lead

Introduction Video Transcript

Thank you for taking the time to learn more about meaningful leadership.

Check your email in 5 to 10 minutes, because there you'll find your eBook. And over the next few days, you'll also receive in your inbox, my take on 4 essential Harvard Business Review articles - and a surprise bonus - my feature documentary film, 'The Great Aha!'

Look out for 'John Angheli – Leadership Counsellor' as the sender in your inbox, or check the Promos folder if you use Gmail, if it's not there. Whitelist this email if this need be.

But before starting the eBook, watch this video right here, because here I want to show you the big picture for how to lead with more meaning. And as I've stated in the video prior, the essential thing to remember is that 'meaning' is a first principle.

What does this mean? Well, one of the best people to explain this is Elon Musk, CEO of Tesla motors, SpaceX and Twitter.

Here's how he put it, when asked to explain his worldview and his uncanny ability to innovate with great success, across any number of different business:

*“Physics is law and everything else is a recommendation.
I've met a lot of people who can break a law, but I haven't met anyone who can break physics.*

*In any problem, you got to make sure you're not violating physics.
First principles analysis can be applied to any walk of life. Anything really.
It's really just saying, let's boil things down to the most fundamental principles - the things that we are most confident are true at a foundational level.*

That sets you axiomatic base, and then you reason up from there and then you crosscheck your conclusion against the axiomatic truths.

In physics – are you violating any principles of conservation of energy or momentum, or something like that. Then it's not going to work.”

According to Musk, most of us reason (and for that matter, innovate) by analogy, and not by first principles. We do this or that, because it's what other people also do.

How come? Because it's mentally easier. You working models right in front of you.

First principles thinking by contrast is hard-work. You need to first boil things down to their most fundamental truths, and from there, to then build up new knowledge structures, from where new processes, methods and technologies can emerge.

But the great advantage is that when done well, you unlock new potential avenues for how to arrive at a desired outcome, like Elon Musk has done.

Here at the Center for Meaningful Leadership, we've taken on the same first principle approach. And from our research, we boiled down the essence of highly effective leadership, to be the process of discovering and amplifying meaning. This is the strongest power that leader has at their disposal, to effectively lead – as we will explain why in this video...

And starting from this first principle, (this law of human physics if you will), we then built up entirely new methods - which culminated in our 'Self Actualization Quest Counselling' services, and the Decade Year Program – as shown here.

This leadership journey, was innovated based on the first principle of helping leaders to mine for more meaning. It was now developed by analogies, or by using the same methods that everyone else is using, and hopefully making a small improvement...

We started from the first principle of meaning, and from here, we formulated new methods for how a leader can mine for meaning within oneself, and in turn, how to support others to elicit their own will to meaning.

And this is the framework which you see here, summed up in four ascending levels of Values, Vision, Voice and Virtues – for how to arrive at a more meaningful leadership expression.

We'll get into this a bit later on, but you may be thinking what exactly qualifies me to innovate from first principles in leadership development.

So just a quick intro - I've been a counsellor (or coach for that matter) for close to 2 decades now. I've had four degree of academic studies – starting with architecture, then business, then education, then philosophy. I've taught both in the vocational field, as well as in higher-education early on, and since 2005, I've also had the privilege to counsel hundreds of different individuals, as president of the Australian Life Coaching Society.

I've also recently produced a feature documentary called, 'The Great Aha', on the 'Secret of Happiness', as shown here, which is quite autobiographical – and inside it I cover the central reason for why the Center for Meaningful Leadership started. (I'll send you access to stream this film in the next couple of days..).

And, on a personal note, I'm happily married to my beloved wife, Christie. I'm also the father of four young boys. And I'm also passionate about music – mostly progressive or classical... and I dabble on a piano and autoharp on occasions.

Now, if you'd like to know more, you can just go to johnangheli.com, where you can read more about my background and vision, later on. But for now, let's get back to the question at hand, because I realize time is of essence...

What is meaningful leadership? And why is this important?

To begin, we need to first identify, what is inherently problematic in today's workforce - or the larger society for that matter - and we begin with brief insight, about what it means to be leading in today's world - in working many times with lone, isolated individuals, adrift in a cultural sea of 'learned meaninglessness'.

'Learned meaninglessness' is a concept from psychiatrist Victor Frankl - the author of the classic book, *Man's Search for Meaning*. He concluded that in our times, 'meaninglessness' is essentially learned - through our education, through our mass entertainment - something not innately found in the individual.

We don't innately think of life as being meaningless, and this is evidenced by all indigenous cultures who don't share our post-modern worldview. Meaninglessness as a philosophy for the masses, is something new in history.

We just need to quickly consider what philosophy is implicit at the heart of almost all TV shows, films, or books on offer today... Do these mostly celebrate living in a meaningful universe? Or do they mostly affirm that we live in a meaningless one?

Without some exceptions, it's overwhelmingly one sided. Most Hollywood characters or Australian TV shows for that matter, are built around protagonists that have a cynical, ironic or smug attitude towards all things - where existence is basically pointless - and the cool characters, just deal with it in a nonchalant way, as to enjoy life, despite the lack of meaning. As such, this is a role model state of being for many.

Alternatively, we can use countless statistics to also attest to this fact. One most recent report that I'm aware of, comes from the CDC in the US which recorded that in US public high schools, 45% of students interviewed said that they were so depressed and so disappointed with life, that they couldn't participate in normal activities; 1 in 5 said that they considered suicide; and 9% of those surveyed, actually attempted it... That's how insanely nihilistic we're at.

Now contemporary philosophers and social scientists argue that this is inevitably happening, because we live under a 'post-modern' condition.

What is meant by this, is that unlike ages prior age - like the age of modernity per se, where people understood themselves in the context of a greater story, a certain movement in history, or a tradition - for most people today, this is all largely lost.

History, tradition, or even the modern scientific progressive worldview, gave people a sense of playing a meaningful role in life. People understood themselves as being part of a meaningful, unfolding story - whether this was interpreted in religious terms, or in secular terms just the same. There was a purpose...

But the post-modern experience is largely like that of schizophrenic. We do not have a unifying narrative in our lives in relation to history, nor eternity. Most people

characterize their life as being largely, just a “bunch of experiences”. Here’s a post-modern building for example - just a bunch of shapes, that look interesting.

In our age, we have a ton of more information and data, but all these facts and opinions aren’t stuck to anything. There is no trunk to our tree of knowledge so to speak – just piles of sticks and leaves. There are spokes everywhere, but there’s no unifying center.

For many, the experience of life could be characterised as an endless scroll through a social media page – just random bits and pieces, made up of titillations, shocks and novelties - that go on to parade endlessly, without any connection to any greater whole. Think of Tiktok or Twitter for instance and what this experience is like...

As such, it’s no surprise that most people feel lost, because all these disconnected ideas and imagery about life, do not make much sense... One cannot see a larger meaning amidst all this pile of data and imagery.

And it is precisely because of this condition, that we have the basis of today biggest leadership issues like:

- The lack of engagement with the heart, where people are genuinely passionate about improving things, or are genuinely interested to better serve others. Yes, we know how we can get bodies to move in certain ways, or how to get minds to think up of new things... But how do we move the heart and spirit of a person, so they shine forth, at their genuine best?
- At the same time, how do we stop the miserable trend of negative emotions and ideologies that seem to slowly infest most organizations – from cynicism, to nihilism, to the underlying resentment felt by so many, based on gender groups, or race, or sexualities, or belief systems ... and so on.

The real problem at the heart of this post-modern condition, is not our intelligence. Through ever increasing specializations of knowledge, and co-ordinated team work, we’ve developed technologies that would be seen ‘godlike’ in ages past.

It takes tremendous intelligence to develop atom bombs for instance, or to change the DNA of deadly viruses - but this is not the same thing as having wisdom.

And what is undoubtedly lacking in today’s world, is wisdom. Wisdom is not ultra-narrow knowledge or networked intelligence – but it’s the exact opposite - it’s the integration of knowledge upon values, it’s that ability to see the context, the whole picture, or the bigger meaning.

If leaders are able to tap into this, as to form a coherent narrative to life - beginning with themselves, and in turn in being proficient in how to help others to do so – I do believe we can face up to the biggest challenges of leadership today, both across our companies, and our culture.

And it is my firm belief, that the pursuit of greater meaning in leadership, is the master-key for how to unlock all of these goods - because the will to meaning is the greatest motivational power on Earth.

So, with all this said, how can this be done?

Well, a critical piece of the puzzle lies with a major discovery made by professor Chris Argyris, from Harvard University, and his main life work. His main thesis began when he investigated just why do creative knowledge workers, (who are usually extremely smart people), are also, paradoxically, on average, very poorly equipped in knowing how to manage their own lives well.

This was an observation that emerged from 15-years of conducting in-depth research into the lives of management consultants - who are in his opinion the epitome of the highly educated professional. Most management consultants usually all graduate from top universities, they have top marks, and they also have a great work ethic...

But what he was surprised to discover, as smart as these people were, they were also in equal measure, bad at making personal life changes, and in effectively managing their own lives... They were least likely to learn from their bad life choices. Which was very puzzling and counter-intuitive, because on paper - based on academic performance and on-job problem solving, they were usually outstanding.

They were most excellent problem solvers, and as long as these problems were externally directed – in that they had to resolve external issues for others, with technical know-hows - they usually performed brilliantly.

But the longer they were asked to engage in *self-improvement* efforts, the more likely it was that they would fail to learn altogether. The smarter and the more hard-working they were, the least likely they also were to make personal transformations...

Now, the usual judgement call here is that perhaps it's their ego and pride that gets in their way, (and there may be something to that), but Chris was not satisfied with this simplistic, moralising explanation either.

Because as he also saw, many of them were also genuinely interested in self-improvement. They were motivated, they were open to learning, but regardless, they encountered the same learning failure rate.

So, from this, Chris stumbled upon the insight of what he would come to call, 'single-loop', 'double-loop', and 'triple-loop' learning. What does this mean?

Well, single loop learning is the learning that we encounter and are taught to practice, throughout the majority of our lives.

It's the learning that considers the actions and consequences that can be brought about in the external world, when we apply certain theories, techniques and strategies. It is problem solving.

This is what we are trained in, throughout our schooling and higher education, and eventually, by our specific profession. It's the ability to understand that if you do action 'x', you get result 'y', because of 'z' reason. The diagram here is a good illustration. You learn what goals, values and techniques you need, as to create particular results in your domain.

You pursue of doing things right, and doing them better.

Knowledge workers are usually fantastic at this and it's why they are where they are – whether they are a consultant, a lawyer, doctor, an engineer, a teacher and so on. And the more time they spend in higher education and in their specific jobs, the better they get at the intellectual habits required to solve these specific, real-world problems.

But double-loop learning is the kind of learning that integrates another dimension, and it's something that's generally never taught.

It's the awareness of your own thinking, your own perceptions, assumptions, and the governing rules within you - that directly impacts what 'single-loop' choice you make. This double-loop, as illustrated, reveals knowledge about a deeper question – why do we do, what we do?

A good illustration is the case of the US military in the Iraq war. Throughout the first phase of the war, US soldiers experienced many horrific eye injuries from flying debris from explosives.

So surgeons and specialists were sent in, and in the process they developed new techniques and tools for how to better repair the eye. But the injuries kept on coming. While specialists were getting better at repairing eye damage, they were more EFFICIENT - this did not stop the issue from emerging in the first place.

One day though, a doctor asked a double-loop question, 'why are so many eye injuries happening?', because soldiers are issued with eye protection glasses, and they work. So, he went to investigate. He discovered that indeed most soldiers were not wearing the glasses, when the injuries occurred.

And why not? Well, because while the glasses worked, they were also ugly and uncomfortable. Here is what they looked like on the left... The soldiers nicknamed them "birth control glasses", and many, left them in their pockets, or used their own sunglasses instead.

But now this double-loop learning revealed a root-cause. With that insight, the army went back to the drawing board, and re-engineered their eye-protection glasses. They got a designer to make the glasses more attractive, and also had them moulded, so they were comfortable - the redesign on the right.

As you can imagine, eye injuries dramatically dropped thereafter. Because the soldiers loved wearing these new glasses, in the line of fire, these now *prevented* the majority of injuries – which was a much better solution...

So double loop learning is coming to understand the deeper 'why's'. It seeks to identify what cognitive rules you or others apply before taking action, what are the cognitive priorities that you think of as most important?

In the double loop, you seek to understand your internal operating system, which governs your behaviour or the emergent actions. Which can be tricky to access,

because ordinarily, most knowledge workers can be very defensive about this, as Chris Argyris also discovered. (and as illustrated in this map)

But, when we bring honest awareness right here, it's from here that we can uncover better mental maps – or a better cognitive prioritization system – which in turn, can then empower better 'goals, values and techniques', which in turn, can produce better results.

Triple loop thinking, goes a level deeper still. In the triple loop, you're looking at the level of being or identity itself - that sources what internal maps you're using and what assumptions do you believe, in the first place.

The triple loop is the awareness of the meaning you hold about yourself, which in kind, sources the accompanying mental maps, associated with this identity. Here you explore the meaning of your self-image, what roles you identify with, and thereby, what particular priorities of thought or values that you have available.

This is an awareness of the highest level of meaning within. Our identity and roles, determine the choice of mental maps we think with. For inside particular identities or roles that we adopt, are then nested certain mental maps, which become visible – and certain others ones become invisible.

What you think of yourself – who you are, who are you being - determines what you can or cannot think, what you believe you can or cannot do, and ultimately, what result you can or cannot create.

Our perceptions of what things mean is nested at various levels. We implicitly hold a prioritized set of perceptions, where inevitably one thing is more important than another, because perception is vastly too complex otherwise.

That is to say, our mode being, determines the perception mode we engage in - what system of particular values do we put in place, subconsciously.

Everything in our perceptual structure emerges from this hidden aspect of ourselves – which is, the highest level of meaning formation.

If we return to the prior example of Eyewear for soldier, and we suppose we were to ask the person who went out to investigate why the soldiers weren't wearing the glasses during this combat, you'd hear out their third loop at play. You can draw it out by asking why questions.

Here's just how one such nesting of values could play out:

“Why were you researching the experiences of injured soldiers?”

- Well, I want to understand what happened.

How come?

- One soldier who injured was a good friend of mine; I thought I may be able to help others to not experience the same.

Why?

- Because I believe losing your eyesight is a horrific injury.

Why would that be horrific?

- I think not being able to see, after you served your country is wrong.

Why?

- Because a soldier deserves to go back home, with a functional body.

Why?

- Because I think it's our duty to take care of one another.

Why do you think that?

- Because I took an oath to not treat problems, but to treat a human being as a doctor.

Why did you become a doctor?

- Because I've always admired doctors, and have aspired to save people's lives.

Why?

- Because this is what a good person does...

So you see, as we probe deeper and deeper, we get the nested set of meanings and philosophical frameworks that this doctor has, and how he evaluates who is a good person and why...

As one goes deeper and deeper with why-based question like these, one's identity gets drawn out. And if one has a most meaningfully integrated identity, then what emerges are meaningful ideas and intentions that come forth, in thought.

Like with babushka doll, when we are outstandingly motivated – for instance, when we go out of our way to walk the extra mile – this doing, this behaviour, is nested within a unified hierarchy of meaning, in both belief and identity, through and through.

Most of this integration of meaning, is below conscious awareness of course - unless it's explicitly drawn out like we have done here. But when we are being highly effective, an integration of meaning is always there. It is embedded into our mode of being, where you know with certainty and confidence why you do what you do – all the way down.

By contrast, when our values are confused and pulling in all kinds of different directions, we have the experience of low motivation. That's because we switch from one desire to the next, continually conflicted. Thus, we feel weary and disengaged.

The meaningful leader, is one who understands the power of meaning, where it is sourced and how to integrate it for maximum motivation. They are a maestro at managing double and triple loop investigations and integrations.

And they can only do this, because they have first and foremost come to understand and to have integrated this will to meaning, within oneself.

This is how one shift in their leadership development, from good to great. And in today's nihilistic culture, this capacity is a true gift of service, because most knowledge workers are disintegrated in their meaning hierarchy, and have little awareness of their own internal double and triple loop structures.

This is to be understood, because high achieving knowledge workers, are usually outstanding 'single-loop' learners. Schools train us in this mode exclusively, and

knowledge workers, having had high intelligence early on, get extremely good at this, and come to rely on this learning loop, almost all of the time...

Their early life experiences continually reinforced this mode of being, They get happy stickers in primary schools, A+s in high-schools, HD's in higher education, high salaries when starting out in their careers – and with success after success - it's hard then not to assume that with one's smarts and education, one can just accomplish anything.

But good knowledge workers are often victims of their own success. They have rarely experienced failure early on, and as such, they have never had to learn from failure. In fact, they fear failure above all else, which is in actuality, the main *natural* driver for double and triple loop learning.

Smart people who mess up their life early on for instance, and are challenged to look within – they often rise to stellar heights – and you hear this pattern over and over again, in countless autobiographies.

But if one has never had failures that forced introspection, the 'single-loop' paradigm then becomes the dominant, and exclusive lens throughout life. And when the results that one produces is substandard – these same individuals usually get very defensive, they put the blame on everyone else, or if it's really uncomfortable, they learn to just tune out all criticism.

As a leader, we need to be highly sensitive and aware to this tendency – both within ourselves, and our co-workers. High defensiveness is most often the 'tell-tell sign' of being held under this dominating paradigm. And you probably know certain very smart people around you that act exactly like that...

Because if you want to bring out the best out of the people you work with – so that they are highly engaged with their work, or they are highly enrolled in the mission of the organization, or they are highly motivated to pursue excellence in all they do – there's no greater gift that you can give them, then to help them to integrate their own sense of meaning.

Because without this integration at a double and triple loop level, the majority of life problems that a typical knowledge worker will experience, these are sourced right here.

Great single loop thinkers, they are great in discovering how to do more, and how to more to efficiently put out fires. But they often do not know how to address the root causes which start fires in the first place. Like in the scenario prior, they end up like a burned-out eye-surgeon, continually working harder and harder, while more and more injuries come one's way.

Like with the mythology of the hydra, when they cut off one head, three heads appear in their place. And the end result is burnout, unmanageable workloads, exhaustion, high stress, and eventually anxiety and depression.

Which is all bad enough, but it can get much worse... How come? Because the quickest, single-loop solution to escape negative feelings is to just change the chemistry of the body, as the solution.

Great knowledge workers often end up addicted to some kind of external chemical fix -- like consuming coffees or cigarettes to get more work done, or alcohol, drugs, sex, pornography, gambling, TV bingeing and so on... Which in turn, means that one's body goes in a negative direction -- first beginning with their energy levels, but in time, then accumulating in creating chronic pains, and eventually, illness.

These all are the inevitable result of a 'single-loop mindset', which seeks to influence the feeling inside, from the outside-in... which is a typical way of thinking.

And if you're starting to see the pattern -- this is not really going to be solved, by merely changing the diet, or by going to the gym, or by drinking less. These, to use that famous maxim by Einstein, are just more solutions, created at the same level of thinking that sourced the problem.

You as the leader, need to support them to investigate and integrate the meaning they have within - the mental maps and sense of identity.

For so long as this deeper dimension is not addressed, the burnout, the follow-up addictions ... all these then accumulate, as to damage the quality and quantity of relationships one has...

It's not surprising that many today are perpetually single and isolated, while many others seclude themselves, because they have deep-seated issues with their spouse or their children...

Knowledge workers like physicians and other healthcare workers for instance, identify broken relationships as the number one cause for higher than average rates of suicides and depression. Which ironically, most try to resolve not by working on their 'inner selves' - but by increasing their workload instead.

Which from the outside sounds crazy, but if you put yourself in their shoes, the only time they feel successful, competent and in control, is when they are at work - when they exercise 'single-loops' -- which is quite unlike their home life, which can seem very confusing... full of chaos, disappointment and pain.

'Workaholism' as such is often a drug of choice. Which of course, only puts more strain on their relationships. And if the spouse or children brings this up, they then react with more defensiveness, or blame, or ignore the other altogether -- which then is predictable ground for divorce, or in having children that hate them...

It is a truly vicious cycle.

So if you can see this archetypal pattern at play in the co-workers you lead - or if it's perhaps you that's also caught in this trap - the way out, is an inside-out job. It's not by working harder, nor by getting into further university studies...

Great leadership requires the proficiency, as to integrate and increase our will to meaning, starting with ourselves. We must be highly skilful at motivating ourselves first – tapping at the deepest levels of who we are, as to establish congruency, throughout the entire nested hierarchy of values within.

Leadership is an art. It is cultivated with intentional learning, introspection and counselling, so that the values, the vision, and the leader's voice is embodied through and through:

- It thereby requires, a wholehearted commitment to pursue the truth, the whole truth and nothing but the truth;
- It requires a wholehearted commitment to pursue what is the most attractive vision that one's soul is capable of imagining, and to talk from that space;
- And it requires a wholehearted commitment to pursue what honest good one would like to make real in this world, as a result of one's existence.

And all these personal realizations, are not found in business schools, nor in most leadership development companies. And that's because they do not have this first principle, inbuilt into their philosophical framework to begin with.

Universities and training companies see leadership development as an 'outside-in' process of training or education, rather than as an inside-out process of counselling for meaning. While most will touch on the subject of ethics, values and principles - these are most often in line with either legal obligations, or as a general lecture about what are the different ethical theories, and how do they work.

They never seriously engage with the rather the uncomfortable and demanding subject of values investigation, as to weigh up the meaning and the repercussions of various value systems, for oneself. Ethics, values, principles and meaning, these are all treated, as just more single-loop learnings.

Thereby, nothing really changes inside a person - outside of the accumulation of more tips and tricks for problem solving, but now at the level of what's 'legal and illegal', or how to win arguments, at the level of ethics.

Most fail to appreciate nor understand, that there is a fundamental gap that exists between knowing and doing, when it comes to values, ethics, and meaning. So just because you theoretically got an A+ on the subject of ethics, does not mean in practice that you will not act like an F.

Bill Clinton for instance did not lack the intellectual know, for what is the ethical requirement of marriage, nor in what's required of you, when you're under sworn under oath to answer questions.... He did however lack the will to do what he intellectually knew is the ethical thing to do.

The will to meaning, purpose and principles is essentially formed through self-introspection, honest dialogues, and the ongoing process of mining the soul for deeper meanings. These are not 'exam questions', like in calculus or engineering. They are examinations of conscience.

As such, most leaders are often trapped across a chasm, and the current solutions for how to influence others with a depth of meaning – beginning with ourselves, which is known as integrity – just don't suffice.

For when it comes to tapping into the strongest power on Earth, our will to meaning, this requires, as we stated throughout, to integrate meaning through all the levels of self, so our value hierarchy within, is congruent. This requires an counselling at the deepest levels of thinking and of being - the double and the triple loop.

True power to lead with meaning, is not just a single-loop learning process, as current education and leadership training does.

For us, in and of itself, this is a first principle. And this is what we've tried to accomplish here, at the Center for Meaningful Leadership by contrast.

Because if look right now onto the entire map of the 'decade year' program, and the 'self-actualization quest' solution, as illustrated – all the ideas that we've talked about, are baked in, from the ground up.

We hinge everything upon triple and double loop learnings, through and through – so you're able to cross the greatest of chasms in leadership - how to lead with a genuine fulness of meaning.

On this journey, there are four levels of formation - four connections of meaning if you will – of Values, Vision, Voice and Virtues. Values and Vision make up the Self-Actualization Quest counselling solution, while Voice and Virtues make up the Decade Year Program.

Our journey starts with a Self-Actualization Quest – first by understanding at a personal level what values are, what do they do, and what can be expected when we pursue different value sets – or different hierarchies about what's important.

Through introspection and dialogue, we make the first meaningful connection here, about what outcomes emerge when we pursue four different archetypal value hierarchies, and ultimately, how they frame the kind of leadership we adopt, and the culture that these values bring about.

From this, the second meaningful connection is about our Vision. We then seek to discover a true-to-oneself vision for what is meaningfully possible – across all dimensions of your being, inclusive and integrated with your organization. These two aspects are inevitably and intrinsically interconnected, so here we will get clear on what this connection is and why.

So, the 'Self-Actualization Quest' counselling solution, is all about establishing a meaningful vision of where you'd love to arrive at and your organization, together with what ought to be the optimal governing values in this quest. (If this is of interest, you can learn more about this, at self-actualization.com)

Stages three and four, Voice and Virtues, is all about taking these emergent insights about meaning, and making them a permanent fixture of your leadership orientation.

Unlike the Self-Actualization Quest, which takes between 1 to 3 months to complete, the Decade Year Program, takes precisely one year to complete.

It's called the Decade Year Program, because the results that you'll accomplish in one year - which takes many other people, 10 years or often never, to realize.

And we begin from the stage of Voice, where we aim to internalize the inspired vision and values - as to find a congruency of meaning throughout our body, mind, and heart. That is, to harmoniously embody our own unique voice, as a leader.

At the core, is a 40-day leadership formation journey, to be completed in the context of your work - that is, from where you are. Each day we take on certain triple and double loop learnings – based upon the works of three titan thinkers from the Age of Enlightenment – so we bring all the parts of the self together, in unity. And with this integration of meanings, we realize an embodied state of greater integrity.

That's because - as Emerson once put it - a mind once stretched by a new idea, never returns to its original dimension. In this 40-day persistent effort, we aim to create an irreversible stretch in your leadership voice – the voice from which you will come to declare with power, a new set of possibilities.

And at the fourth level, based upon this integration of values, vision and voice, we then take the rest of the year, for the formation of the seven great Virtues - virtues meaning, what are the best strengths or the highest excellences within a human being, or what are the first principles of universal human excellence if you will...

Now in classical philosophy – as well as in the most recent re-adaptations, inside positive psychology – there is agreement that there are seven primary virtues.

Throughout the year then, we will focus onto how to practically develop these qualities. While much has been said about these virtues, very little has been said on how to actually develop them. In the Decade Year Program, we will develop seven habits for how to strengthen these seven highest excellences within - in line, with your own configuration of calling. We call this Virtue Formation Praxis.

Now, if you'd like to know more about this state, you can see decadeyear.com for more information.

Now all of these ideas that were introduced, are just a proverbial 'snowball' taken from this entire iceberg – our unique solution for how we help leaders to achieve incredible results, by connecting them with their deepest source of meaning.

From this first principle we've innovated here a rich tapestry of tools, insights and practices, (this 16-station framework), for how to reliably cross that huge chasm – the chasm that stands between the leader that you are now, and the potential leader that you were called to be.

And, if all this makes sense to you, I invite you then to book a free strategic call with us.

In this call we will put a finger on the pulse of what you are right now, and what are you doing on your leadership journey - and what is that ONE THING that you could or should do, to get unstuck.

This is not a sales presentation – in our Leadership Center, we just seek to lead with value upfront. As such, it's simply a great opportunity for you to get clear on what steps you should take next, if you want to increase your ability to lead with meaning.

If this sounds good with you, then just schedule a free strategic call right here. We look forward to learning more.

Speak with you soon. Take care.