WHITE PAPER

A New Paradigm for Leadership Development

Why Leadership Training Has Failed and How to Fix It

#6 in a Six-Part Series
Long Term Shift Required
"Colliberative" Education & the 12 Concordances

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Purpose

Leadership Development has not fulfilled its promise to produce great leaders.

Its failure to evolve has resulted in more and more business executives being dissatisfied with the results of Executive Education.

The problem is compounded by the rapid change in the structure of commerce – a genuine paradigm shift. Leadership Development is needed now more now than ever to respond to changes, often adversarial in a world that needs more collaborative excellence.

This Six Part Series examines the problems and obstacles and what can be done to invigorate the Leadership Development process, creating a Game Changer Strategy to shift the paradigm from Executive Education/Development to Advanced Organization Transformation:

Executive Summary

Chief Learning Officers (CLOs) are not satisfied with the results being produced by Executive Education, which has failed to live up to the expectation it will *produce leaders who can transform organizations*.

Businesses are being challenged to find concrete justification for their training expenses. Only a third of line managers believe "they have become much more effective after taking part in development programs." Other critics claim that only little more than 10% of the $200 billion training and development expenditures produce results of any real value because people soon revert to their old ways of doing things.

Throughout these White Papers, we have made a bold proposition:

> Transformational Leadership is both a paradigm shift and a multi-dimensional systems shift. To think this can be accomplished simplistically with a scattershot plan is naïve and imprudent.

Our approach is to treat transformation in a powerful, systematic way that causes such a shift to be sustainable, with a common *Design Architecture,* language, methodology, and objectives.

In this White Paper, we elevate the view, looking at a long-term reframing of education itself – something that addresses the very fundamentals of a new vision for collaboration as a strategy for society, including business, government, and communities. We propose a "Colliberative" Education that liberates the mind while engaging people, forming the foundation of Collaborative Excellence. The last century has been one where institutions have disintegrated, education has lost its gravitas, leadership has degenerated, and people's faith in democracy itself has eroded.

To heal these rifts and wounds, we propose **Twelve Liberative Concordances** that are the foundation stones of a Collaborative Excellence, and spawn a far more synergistic capability in our organizations, large and small, private and public.

The real leverage comes in the application of the 12 Liberative Concordances, enabling both leaders and their teams to embrace whole new mindsets, skillsets, toolsets, and solution sets to produce a "next generation quantum shift" in human interaction.

Contents

Architecture is the design that holds a system together, uniting the system's components, while integrating human and physical functionality into a synergistic whole.

The Design is a series of frameworks, principles, methodologies, and interconnectivities to which best practices can be attached to different elements of the architecture as one begins to master the system

A good systems design architecture is easy to understand, apply, and teach to others.

Part One: "Colliberative" Education

(Liberative Education for short)

Author's Note: Unlike the first five White Papers, this piece takes a very different perspective, looking at how our system of education as it evolved, examining the points of departure that have cause things to go astray, and suggesting some long-term corrective action.

This paper is far more philosophical and "high level" than the other more hard-nosed, practical papers in the series. This paper's intention is not to propose solutions, but instead a grander vision for the future -- long-term shifts in thinking that may take generations to implement.

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How Our Educational System was Conceived[1]

The framework of the modern college education was birthed during the Renaissance.

The idea of a *liberal arts* (*liber*: Latin – to be free) model of learning for youth moving into adulthood was intended to free the mind to think at a more ideal, truth-seeking level, as opposed to the craft-guild approach to master a trade.

Liberal Arts traditionally aimed at intellectual enlargement, rather than immediate practical purpose, and thus deemed worthy of a free, liberated person as juxtaposed to being servile, tied to trade or craft. Historically the intention of a "liberal" education was to *liberate the mind*, to *set it free* from mundane, provincial constraints, *to open up,* and to *expand possibilities*. The idea of "liberal"[2] also came to mean "selfless, magnanimous, admirable, generous, or befitting a free person."

In somewhat simplistic terms, the liberal arts melded three predominant cultural themes of the time: Christian Morality, Greek Model Virtue and Citizenry, and Roman Classical Learning (the seven attainments -- the *trivium [3]:* grammar, logic, rhetoric; and the *quadrivium [4]:* arithmetic, geometry, music, astronomy).

The Liberal Arts aimed to aid the transition from adolescence to adulthood for those who would be the leaders and administrators in a democracy. In this sense, a liberal education ensured that a democratic society would sustain itself as the brotherhood of freedom passed the torch of culture from one generation to the next. This is what Thomas Jefferson meant when he declared that a democracy's strength depended upon a properly educated citizenry.

A Liberal Arts education was always distinct from the highly practical or vocational, technical, and professional education that focused, not so much on liberating the mind, but providing skills and competencies that would enable a person to be a productive member of society.

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[1] Note: This is a very short synopsis for a topic worth volumes.
[2] The idea of tying "liberal" to a political party is a late 20th century shift in terms.

The Battle for the Mind

There has been a battle raging between the advocates of a liberal education versus a practical education for about a hundred years. It began just before the First World War, when state funded colleges and universities demanded curriculum be accountable to the taxpayers.

After the First World War, a greater trend toward professional and technical education emerged. Colleges began adding more graduate schools such as medicine, law, engineering, business and administration, to name some of the most popular, morphing into universities.

The Depression and Second World War slowed this growth, which then picked up steam in the 1950s. By mid-20th century, the tide was turning dramatically toward more practical purposes for education.

The division within education is, in broad terms, between the traditional thinking of a liberal arts education and the practical thinking of an education that prepares one for a job. These are two very distinctly different approaches to education.

The liberal arts school approach is much more philosophical, believing that a broad-based education that encompasses arts, science, mathematics, history, language, and social science produces a well-rounded individual who can be a greater asset to his or her community in a

broad realm of roles. Further, and just as important, it is a profound experience to embrace learning about the world in a holistic manner, opening up avenues in the mind and spirit that endure for a lifetime.

On the other hand, the practical approach looks at education as the process for training for a profession that will produce satisfactory employment. Critics of the liberal arts

approach point to the enormous tragedy of people who have advanced degrees and can't get a decent paying job. Justification of an educational must pass a simple, sensible "return on investment" test. For example, "Why should we produce history majors when there are no jobs for them?"

The result of the bifurcation of education has had subtle but agonizing consequences.[3] Our societal culture is now far more *adversarial* and *transactional* than two generations ago. The degradation has demeaned the dignity of the human spirit.

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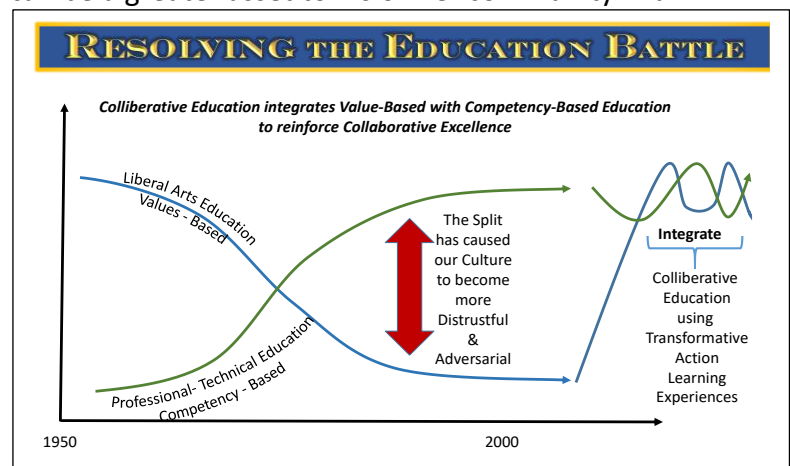
[3] Narcissism has been on the rise since the 1970s. Researchers report "a massive increase in narcissism among college students … A lot of other cultural forces — the Internet and parenting in particular — are still pushing in the direction of narcissism," according to an Diego State University psychology professor Jean Twenge, PhD, who analyzed data from 85 studies.

Healing the Division

To shift the course of education and put it on a track of *collaborative excellence,* a rethinking of education, particularly for youths entering adulthood, and adults needing professional development is essential.

This must first happen at the broadest level of the "philosophy of education" itself.

We are proposing a shift in education philosophy that is both *practical* while *elevating the dignity of the human spirit*. It makes collaborative excellence a central theme in the learning experience of both youth and adults.

We call this "Colliberative Learning" aligning values-based education with competency-based learning

[Definition: **Colliberative** – *to be liberated or freed to work, act, or create together; to be free of fear of interaction, especially for the purpose of joining or allying to create teamwork or synergy.*]

Colliberative Learning has its roots in the rich heritage of Liberal Arts Educative thinking, but is far more prescriptive about what must be activated and what must be integrated in the passage from youth to adulthood than its more idealistic predecessor.

Moreover, Colliberative Learning is not just for young adults, it is equally valuable at every stage of adult learning. Colliberative Learning acknowledges and builds upon important aspects of adult learning and the proliferation of abundant knowledge made accessible to everyone via modern digital/internet technologies.

The "Purpose of Education" has been debated, dissected, and thrashed around for eternity. All these machinations make addressing the purpose of education as complex as navigating a maze. Which just makes it more and more difficult for parents and teachers to explain education to younger folks.

It shouldn't be so difficult. Over the last several hundred years, three themes continually dominated the discourse:

1) Personal Development – maximizing an individual's potential, clarifying personal identity (who you are, what you are, your beliefs, your ability to learn, your understanding of the fundamentals of education (reading, writing, mathematics, science, etc..) and to "Learn to Learn." Historically this embraced "moral character development" but this central pillar of social stability seems to have faded into oblivion, with dire consequences.

2) Life Preparation – providing the knowledge and skills for one's future role in family, community and work. Today this has become myopic with an exclusionary emphasis on Science, Technology, & Mathematics (STEM). The result has been to create students who have no fundamental beliefs in their future nor the future of the society they live in.

3) Build Community – being the guardian of civilization which manifests locally as citizen-ship and community, and as a defender of the ideals of democracy. This core value, which is the foundation of civil debate and discourse also seems lost to history.

It's time for a reassessment of education in modern society.

Bridging Three Gaps

Despite the billions of dollars spent on and invested in education, it seems few have ever tried to bridge the divide between the *philosophical* and *practical* schools of educational thought.

Colliberative Learning bridges three important gaps:

1. From *Youth Learning* to *Adult Learning* linking the fundamental questions of "why?" with "what," and "how?"
2. Across *Philosophic Values-Based* Education (liberal arts) and *Professional/Technical Competency-Based* Education (professional training)
3. Between *Knowledge-focused competency-centric Learning* and *Wisdom-focused Collaborative Action*
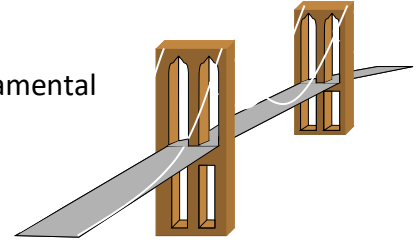
A bridge across boundaries should rise higher than the points it connects.

Bridging these gaps is not accomplished by a compromise -- a blending of half of one and half the other – akin to mixing oil and water. This requires a new level of *transcendent* thinking.

The aim of a traditional *Liberal Arts* education has been to create a foundation of core values in the individual, whereas the aim of a *Colliberative* Education is to produce "enlightened realists" who conjoin the *values of collaborative excellence* with the *value creation of practical implementation*. A *Colliberative* education is not less "contemplative" than traditional education, but it is places more emphasis and value upon collaborative action, which produces concrete results that can be measured and thus complete the learning feedback loop.

It is from this synergistic union of *values* and *value-creation* that the learner(s) receive a "quantum kick" in real-life performance.

Think of a "Colliberative Education" as an evolutionary successor to a traditional Liberal Arts education, in that it liberates the mind from the constraints of destructive and constrictive paradigms, while it also elevates the Dignity of the Human Spirit.

Think of Colliberative Learning like you would if you upgraded your computer from a 1980s "Gen1 operating system" to a Gen5" which streamlines and integrates every function.

Colliberative Learning's central theme is Collaborative Excellence. This does not interfere with the practice of professions and vocations, but instead establishes the foundational values upon which professions and vocations can actually perform better.

Colliberative Education aims at freeing people from the constraints and bonds of fear, uncertainty, doubt, distrust, and divisiveness to enable them to work, create, and prosper together.

Can the Centre Hold?

Today people feel like things are spinning out of control -- the "centre" is not holding; our anchor to windward is losing its grasp in the storm; people feel rudderless; our dynamos spin faster and faster toward a seeming oblivion.

Chaotic and adversarial leadership is gaining more and more ground across the globe.

Trust in our most cherished institutions is collapsing (see White Paper #1)

It is our responsibility to turn the tide.

We must be accountable – our poor leadership created the fertile ground that nurtured and grew the leaders we have today.

This is actually not a new phenomenon – we have had seen this problem expanding its realm for a hundred years, accelerating in the last half century.

Kenneth Clark, in closing his work on *Civilization* (1969) quoted the prophetic words of William Butler Yeats (who Clark regarded as one of the great geniuses of his time—writing in 1919, following the horrors of the First World War):

The Second Coming

Turning and turning in the widening gyre......
Things fall apart; the centre cannot hold;
Mere anarchy is loosed upon the world,
The blood-dimmed tide is loosed, and everywhere
The ceremony of innocence is drowned;
The best lack all conviction, while the worst
Are full of passionate intensity.

Surely some revelation is at hand;
Surely the Second Coming is at hand!

Clark, writing 50 years after Yeats, then proposed this somber insight:

"The trouble is that there is still no centre. The moral and intellectual failure of Marxism has left us with no alternative to heroic materialism…One may be optimistic, but one can't exactly be joyful at the prospect before us."

Now we stand, nearly 100 years after Yeats and 50 after Clark, and there is still no centre.

The fall of Communism and the mediocrity of Socialism has left Capitalism standing solitary on a hollow heroic pedestal; Wall Street its self-appointed, flawed prophet.

Let us not pretend that Collaborative Excellence is the Second Coming – that would be demagoguery. But perhaps, in our limited time left on this earth, that Collaborative Excellence can be a solid foundation to establish a "Centre of Gravity" for our age – a centre that will prevent the ship of humanity from capsizing in storms of disillusionment and adversity.

"Western civilization has been a series of rebirths. Surely this should give us confidence in ourselves," was Clark's insight.

We are suggesting a "Rebirth of the Age of Enlightenment" – an *Age of ReEnlightenment* – resurrecting the wisdom from which our Founding Father's high standards of human excellence emerged -- a continuum of thinking from those wise "enlightened realists" to generate a new, compelling, multi-dimensional vision of humanity (not some New Age hocus-pocus, but something that is simultaneously enlightened and realistic/practical to be sustained for generations to come).

Time seems dangerously short. Currently (as documented in [Distrust in America](#)) many of our institutions are suffering and on the verge of disintegration. People are losing their faith in democracy itself; this means people have lost faith in its leaders. Any shift to a higher order must embrace a vanguard of higher leadership standards.

Problem with Distrusted Leaders

Many adult professionals turn to University to gain new insights and abilities to advance their careers do not realize they are entering into an environment that has unwittingly sub-optimized its ability to produce great results. This may come as a surprise, especially because some of the world's greatest universities produce what are considered excellent programs.

However, the results in the field of action tell a story of failed leadership and distrust. In democracies, the citizenry cannot recognize leaders of poor moral character, thus becoming co-dependent enablers of despots.

The evidence is everywhere. Trust in civilian institutions has plummeted dramatically over the last five decades. People don't trust institutions because they don't trust its leaders.

And worse, nearly three-quarters of Millennials, the progeny of this era, are chronic distrusters, the highest rate of any adult age category. Distrust is not benign, it is destructive, corrosive, and opens the avenue for collapse of institutions.

Concordances of Liberative Learning

A powerful *philosophic framework* is essential for any change in educational strategies and methodologies is needed to support an *Age of ReEnlightenment*

The word "philosophy" means the "love of wisdom."

> The wisdom of Colliberative Learning is that it aims to create synergistic union of ideas, actions, and results.

> We propose a set of Concordances aim to enable the liberation of the Mind, Body, and Spirit to be free of archaic paradigms that have limited humanity.

Concordance means to "be of one mind," to "unite as one."

Thus a Concordance of Liberty both frees and unites the mind, the soul, and the community.

Liberty is not anarchy, nor is it the freedom to do anything one pleases to satisfy a self-centered whim. Liberty is not like a swamp where things stagnate and rot, but rather a river, with reasonable boundaries where water can flow freely with purpose and direction, and be harnessed to create power, transport things, grow life, and even be used for recreation and pleasure.

Liberty is the freedom to focus on the most important things in life, the values that make life worth living, the principles that elevate the dignity of the human spirit, the possibility to grow to one's real potential, and the fortitude to build a community – however large or small – that continues the upward progression of one's personal life and the larger civilization one lives in.

Each of the **Twelve Liberative Concordances** are intended to work interactively, as a "Guidance System," much like the brain coordinates the organs, aligning, balancing, and integrating the requirements of the human body to function *efficiently* and *synergistically*. (in other words, the listing below is not reflective of priority order).

1. the Science of Rationality,
2. the Conscience of Morality,
3. the Nascence of Creativity,
4. the Luminance of Sagacity,
5. the Radiance of Fidelity,
6. the Reverence of Divinity,
7. the Alliance of Community,
8. the Elegance of Possibility,
9. the Governance of Criticality,
10. the Temperance of Emotionality,
11. the Transcendence of Humanity, and
12. the Potence of Pro-Activity.

(see

Part Two*: The Twelve Liberative* Concordances for more detail).

Principles not Laws

These **Twelve Concordances** are "principles" not laws.

Thus they work together dynamically – interactively, synergistically, and adaptively -- to create the foundational underlayment for attaining Collaborative Excellence first in the mind of individuals, and second in the culture of organizations. One principle does not necessarily override the others.

The principles are the framework of a "collaborative belief & mindset" that will help leaders, managers, supervisors, and administrators build stronger teams, unify and focus human energy, and open the pathway to sustainable progress, no matter what the subject, objective, or problem.

The **Concordances of Liberty** reaffirm the philosophic quest of an earlier 18th century Age of Enlightenment,[4] but reflect the evolution of social, economic, and political shifts in the last two hundred and fifty years, acknowledging the dissolution of family and community in the modern age, embracing the importance of people working together, building together, creating together, and solving problems together to continue the upward progression of civilization.

 The thought leaders during the Age of Enlightenment were a product of the times: when monarchies reigned and individual rights were trodden regularly. The **Twelve Concordances of Liberty** are intended to boost and reenergize the Enlightenment's ideals into the twenty-first century, with an emphasis on community and collaboration, on integrating across differentials in thinking – *e pluribus unum* -- and to align and balance individual *rights* with social *responsibilities*.

From Many....One

E pluribus unum

Unity in Diversity

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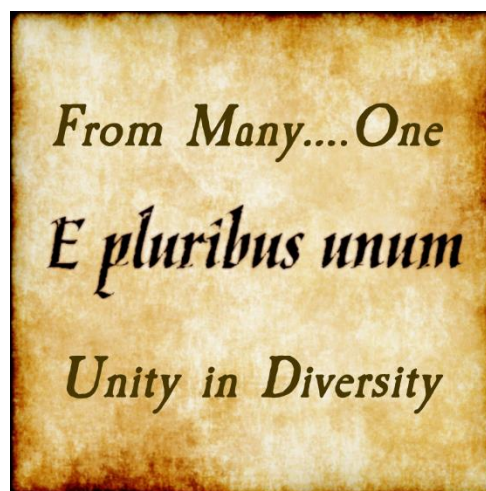
[4] Author's Note: In the political realm, this point is what both Liberals and Libertarians seemingly miss, but where they potentially join in a new level of thinking about the future of civilization.

Part Two: The Twelve Liberative Concordances

The ideas and ideals of liberty were carefully cultivated in the gardens of the Hellenistic Golden Age in Greece and the Age of Enlightenment in the 18th century. America's Founding Fathers were at the forefront of that field of energy to build a foundation for a democracy that would spawn economic growth, social justice, and reasonable harmony among diverse people and often competing interests.

In that *grand spirit of liberty*, the **Twelve Liberative Concordances** are offered to continue the evolutionary voyage of the Age of Enlightenment. The **Twelve Concordances** aim to enable the liberation of the Mind, Body, and Spirit to be free of archaic paradigms that have limited humanity.

> These are the foundation stones of a synergistic organizational system.

The **12 Concordances of Liberty** enable a collaborative and trustworthy culture to provide several key benefits:

- lifting the ethical standards for professional conduct,
- catalyzing new co-creative thinking to break "paradigm blockage,"
- unifying people to act in concordance and consensus,
- gaining competitive advantage from collaborative excellence, while
- enabling professions to function far more effectively.

By imbedding the wisdom of these Concordances into Action-Learning in Executive Development, we bridge the classical gap between the *values-based* liberal arts education and the *value-creating* functionality of professional training.

1. the Science of Rationality

What is the nature of humanity? The Greeks raised this question, which was also central to the thinkers of the Age of Enlightenment, which was also called the Age of Reason. The hallmark of a civilized person is that they are not slaves to their most debased passions, such as lust, anger, revenge, or retribution. Rather, humans must engage in a conscious effort to access their logical, rational thinking.

This principle became the driving force behind the Greek creation of science, where challenging inquiry, search for root cause, data-driven analysis, and use of logic was essential to development of the first theories of mathematics, biology, astronomy, and physics.

The Age of the Enlightenment used the Greek method as a platform for the massive scientific breakthroughs of Galileo, Newton, and Watt, among many others. Each scientific breakthrough then opens the pathway for technological advances to take advantage of the new science.

Today, belief in science, the scientific method, and the use of reason is being challenged, often with disastrous results, as the U.S. response to the Corona virus illustrated.

However, science and rationality, taken solely and predominantly, without the other concordances, can destroy joy of life, eliminate the exhilaration of love, undermine the unification of trust, paralyze the creative ability to see paradoxes in reality, and obliterate the power of higher order possibilities. For example, at the outset of WWII, most believed that Negros were incapable of flying fighter planes. There was no evidence they had the skills, intellect, courage, or coordination necessary to be combat pilots. However, some believed blacks would make excellent pilots. The P-51 Mustang "red tails" proved they were exemplary pilots, flying over 1500 combat missions.

2. the Conscience of Morality

Sustainable collaboration requires a moral compass to navigate the churning waters of constant change. Having a "conscience" means one is bound to ethical behavior, hold up standards of interaction that continually balances one's self-interest with mutual-interest and the greater good.

People without scruples are incapable of honoring others, and will thus destroy any spirit or capacity for working together. The origins of morality again extend back to the ancient times, and are embraced in America's Greco-Judeo-Christian heritage.

Thomas Jefferson expounded upon this theme extensively in his writings about moral principles being the foundation of a democratic system of governance. All the pre-Revolutionary colleges in America made moral character development an essential pillar of their mission. The ideals of virtue, morality, and conscience became the essence of a liberal arts education.

> "Your education is wasted if you do not develop morally; if you do not acquire the moral courage to take some position and stand on it – to call what is right and wrong and take the consequences. … throughout life you will be faced by uncertainties…It is a manifestation of maturity of character to face with steadfastness and with courage the hazards which are part of life itself."[5]

When someone speaks about the "soul of a nation," the central themes are about conscience and morality in a community. Having a sense of what's right or wrong -- what's in the interest of the "greater good" -- is essential for unifying people into an aligned effort.

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[5] Wriston, Henry Merritt; *Character in Action*, speech to students at Brown University, September 1941

However, taken to an extreme, and without the other principles, a manipulative leader can take the ideal of the "greater good" as the rationale for genocide, as was the case with dictators like Adolf Hitler and Mao Tse Dung.

Thus, there are two corollaries to the Conscience of Morality, which recognize immorality:

- *Cognizance of Villainy*: Evil and Criminality exists in this world. To believe that everyone is nice, caring, and beneficent is to set the stage for catastrophe

- *Vigilance of Inequity & Iniquity:* Being ever alert when things are out of balance, breaching the rules of fair play, subjugating one over another without justice. Unchecked, these often lead to criminality, base injustice, and other misdeeds.

3. the Nascence of Creativity

The nascence, or birth of creation is the beginning of the progression of understanding, the commencement of new beliefs, the dawn of evolving perceptions, and the genesis of integrating complex parts into a systematic whole.

Creativity, whether it be centered in the individual or focused on the interactive co-creation of a team of innovators, is a preeminent quality of the dignity of the human spirit. As humans, our capacity to create enables to us to move forward, to regenerate, to revitalize, and to transcend.

Our ability to create, especially our capacity to co-create our world with others, is part of the grand design of life itself. In reality, we don't live our lives, we create our lives, we design our world, and we find meaning, mission, and purpose in life.

People have asked the question for ages: "What is the meaning of life?" The answer is actually imbedded in the question: "To find meaning in life." This is not an abstract journey, it is a very personal one. It starts by finding our own purpose and mission in life, which is a search within our-selves. This search can only reach fruition if we enable our own "re-nascence" – a "regenascence" – to be born again at a higher level, at which we search for our own personal mission and purpose in life, for without mission and purpose, we are aimless, listless, and often depressed.

> Depression is at the pandemic level in life in the modern world. It spurs drug abuse in a futile attempt to alleviate the emptiness. But how many people who have a sense of mission and purpose are depressed?

> Thomas Edison made the distinction between discovering (uncovering) something that has been hidden and finally revealed (such as a new scientific truth); and invention, which is the creation of something new.

> Whether someone searches within and "finds" meaning, or one rummages within and "creates" meaning, in the final analysis these are just two sides of the same coin.

There have been times in the course of civilization when creativity flourished, such as the Greek Golden Age, the Renaissance, and thereafter. However, the Dark Ages were a time when new ideas,

new institutions, and new collaborations were severely limited by a culture that did not cherish the imagination and ingenuity of the human spirit.

Like the other principles, creativity is a double-edged: can be used to build and destroy. So too it must be used in conjunction with the other principles, to be used collaboratively as a wellspring for the good of humanity.

4.   the Luminance of Sagacity

Knowledge in the world of the internet is a commodity, but the inner light of sagacity – wisdom: integrating the mind, body, and spirit – is probably the most overlooked and undervalued quality of today's human existence. The Greeks revered wisdom to the extent that they named it with a god: Sophia, which was also the name of the Holy Spirit in ancient religion.

Wisdom used to be taught in grade schools and college; it was the central theme of the study of rhetoric – one of the key element of education up until the turn of the century.

Wisdom implies one has knowledge which is grounded in experience, plus a keen sensitivity to the nature of human behavior, along with an ethical foundation, coupled with a compassion for one's emotional state. A sagacious person typically embraces their world holistically first, then analytically, with a keen sense of perception of the multitude of dynamics that may be affecting someone's behavior.

In this sense, the wise, sagacious person has a palpable radiance that originates from their natural integration of multiple insights along with a propensity to know what to say, how to listen, what questions to ask, when to wait, when candor is appropriate, and when to act.

The classic quote from the Gospel of John (8:32) "the truth shall set you free" is actually a set of enigmas:

In the hands of a fool: *truth is denied*; a knave: *twisted*; a genius without common sense: *unrealistic*; a criminal: *perverted*; and a sage: *enlivened through wisdom*.

Truth without wisdom is like a large marching drum, pounding out noise but hollow within.

Truth enlarges with depth, insight, expansiveness, compassion, meaning, colour, dimensionality, and discernment when it becomes a partner in the symphony of wisdom.

Truth for humans is never really absolute – it's an unfolding, a series of revelations as we continually discover its nuances, a quest that never really ends.

5. the Radiance of Fidelity

Fidelity, from the Latin *fidelis,* means to be faithful, trustworthy, true and honest. When these qualities manifest, the possibility of collaborative impact jump dramatically. One can quickly sense the energy – like a radiance -- in the group, among the team, or the way people have a sense of common unity – community.

Distrust is one of the most destructive and corrosive of emotions, for it breaks the bonds between humans and causes despair, depression, and divisiveness.

The qualities of fidelity or trust can best be expressed with the **FARTHEST** acronym.

- **F**airness -- which insures equitability and reciprocity
- **A**ccountability -- which is the external display of internal integrity
- **R**espect for others -- which, in advanced form, becomes empathy
- **T**ruthfulness – which requires solid commitment to be honest in your word
- **H**onourable Purpose – which entails devotion to doing the best thing for the right reasons
- **E**thics & Excellence – which promises doing the morally right thing with the highest standard
- **S**afety & Security – which ensures your partner is physically safe and financially secure
- **T**ransparency & Openness – which empowers your motives to be clear, noble, and obvious to others

When the FARTHEST qualities manifest *together* in the daily affairs of life, one becomes a far better partner, friend, teammate …

- First, by becoming *consistent* and *predictable* – critical qualities to maintain the stability of trust.
- Second, by adherence to these principles one is enabled to live in *integrity* -- their *words* match their *actions* – they under-promise and over-deliver, thus honouring themselves and being whole.
- Third, by having a full commitment to the **FARTHEST** principles, a person knows they can indeed *trust themselves*, providing a pathway to a *healthy self-respect*.
- Fourth, by being able to *trust fully*, partners can *love fully*, without reservation or concern about risk.
- Fifth, by unifying the **FARTHEST** trust elements, one is empowered to have *courage* – that heartfelt willingness to put oneself in the face of danger or stand strong for the honor of their partner, to overcome injustice, inequity, and provide security for others. Courage is *overcoming fear* because caring about others is more cherished than self-interest.
- Sixth, by holding a holistic, interconnected approach to trust *creativity is triggered* by taking away fears and worries of betrayal, thus letting the mind expand into imaginative realms, spurring innovation and new possibilities.
- Seventh, by enabling deep trust, a strong, stalwart, positive *response to adversity* comes to bear, while acting as a powerful buffer to limit conflict and reduce stress in relationships, and averting the darkness of despair.

6. the Reverence of Divinity

Humanity has demonstrated a very wide spectrum of responses to adversity, from the bestial to the divine. Evidence has verified that most humans can be triggered to act in accordance with their values, beliefs, and culture.

In cultures where leaders emphasize self-centeredness, egotism, demonizing differences, glorification of personal power, fearmongering, and demagoguery, people will have a strong tendency to be angry, fearful, distrusting, and blaming of others. Under stress this will quickly degenerate into divisiveness, conflict, aggression, and even genocide – the "beast" in our most primitive psyche manifesting itself. Nazi Germany was a good example of how a toxic culture can bring out the worst in people.

At the other end of the spectrum are our highest, most beneficent qualities: caring, love, community building, embracing others, tolerating differences, working together, protecting each other from harm, and striving to attain a virtuous life, to name a few of "divine" qualities.

A reverence for the divine respects the highest and most honorable qualities in both ourselves and in every normal human, supporting the soulful nature of the human spiritual devotion. In no way does this elevate our humanity to the status of being "gods," it humbly acknowledges our human frailties and fallibilities on the one hand, and our most admirable values and virtues on the other, exalting the profound over the profane.

The Reverence for the Divine enables us to have faith when we seem lost, to see the best in others when their less than stellar qualities are boiling to the surface.

While it may be difficult for some to acknowledge the existence or presence of God in our world, most people sense a spiritual quality or nature to our lives and desire to seek it – although most don't know how or where to look. Most religions acknowledge, and some fortify, the essence of a "holy spirit" – our "better angels" in our dealings with ourselves and others. This spiritual essence is in our souls and conscience; we just have to listen to her quite voice. And that voice as always been from ancient times until now, the voice of love, wisdom, creation, and fidelity.

 Like other qualities, seeking the divine in humans must be exercised with a modicum of caution, for there are humans – Narcissists, Machiavellians, Sadists and Psychopaths – whose character borders on or goes over the edge into criminal insanity. For anyone to fail to see this inner evil, or to believe that there is good in everyone, is to expose oneself and others to brutal attack and even destruction. Such is the case of people, who, even today, believe that Adolf Hitler "just lacked having the light shine on his soul." While there may be some esoteric abstract truth in this statement, such a belief would not have changed the course of history and Hitler's horrible desecration of human life.

7. the Alliance of Community

One of the great hallmarks of the vigorous civilizations has been their ability to build communities – common unities – of vision, purpose, and values that generated synergies between diverse skills, capabilities, and interests.

For example, the progress of civilization for the last three hundred years might be viewed three dimensionally through a socio-economic-political set of lenses.

Socially, the shifts from the reign of kings to self-determined democracies, coupled with the dissolution of the caste system of privilege and equal rights has created a broader alliance among all people's regardless of race, religion, or sex. Recent efforts to tear down these cherished achievements are highly regressive and dangerous.

Economically, the specialized division of labor is not really divisive, it is synergistic, enabling each human a reasonable chance to use their unique skills to the maximum advantage. Fair trade laws eliminating monopolistic behavior spawned massive innovation, opportunity, and economic growth.

Politically, democracies have enabled the formation of more cohesive neighborhoods, stronger cities, states, and national governments. The collaboration between each of these entities, when used in a non-partisan manner, great massive economies of scale along with alignment of interests to produce better health, housing, stable growth, and protection against enemies. When partisan politics become overbearing and alliances are formed pitting interests against each other contrary to the vision of community, the results can be highly destructive. The American Civil War is a perfect case in point.

Collaborative Excellence is highly dependent upon our ability create synergistic action to build communities, trustworthy alliances, families, governments, and businesses.

8. the Elegance of Possibility

Something that is "elegant" confers an elevation of grace, an artful majesty, and a simple dignity upon something from, setting it apart from the mundane, the vulgar, the tawdry or the flamboyant.

Possibility is, in its most basic sense, and act of creation. The possibility of good things happening creates openings, enables finding solutions, going past normal limits, shifting paradigms, seeking the highest outcomes and the best destinies.

Possibility is the generation of opportunity, the willingness to frame even the harshest of realities with an artist's palette of potential colors and combinations. Possibility gives us the freedom to think, act, and feel like a bird on the wind; to breathe the air of the Holy Spirit.

Possibility is one of the enablers giving us robustness and stamina to move through adversity. Possibility creates options, so if one thing doesn't work, another will. So too it frees our mind to think creatively, conceive alliances to share resources, and find opportunity underneath every problem.

With the openings possibility creates, one is more prone to take pro-active initiative, thus producing more energy, increased chances of alignment among diverse interests, and more innovation. These factors aid in cultivating unique capabilities, such as enhanced foresight and synergistic solutions.

vigor and glory enabling us to develop the foresight to see around corners and break the invisible bonds of paradigms, to test and then develop new mindsets, solution sets, skillsets, and toolsets to make the world a better place than one found it.

As every principle has a negative swath when used to bludgeon, so too with *Possibility*. For example, every courtroom criminal lawyer will raise the question: "Is it possible that 'such and so' could have happened?" just to raise doubt in people's minds. This technique is also used by manipulators to deflect or redirect attention to something obscure, obtuse, or even outrageous: "I don't know who hacked the emails; certainly it's possible that some 400 pound gorilla in Hoboken did it."

9. the Governance of Criticality

Science directs us to view the world with a critical eye, to doubt, to analyze, to find holes and assess weakness. Certain professions are inherent distrusters – lawyers, police, and accountants, who rely on evidence, facts, and hard realities when they engage in due diligence.

Seeking truth is a noble quest; one that must always be preeminent. We must ask "why?" We must seek underlying reason and root causes to spur deeper thinking. These all create doubt and uncertainty in the pursuit of more profound meaning. To this extent, criticality is a positive attribute.

The "governance" dimension requires us to regulate how far critical thinking is used to delve so that we don't inadvertently tear down, demean, subjugate, or divide.

Criticality needs modulating to avoid turning possibility sour. Anyone can find fault with any human being. A person attached to doubt without pursuing deep truth becomes a horrible cynic. And worse, deep doubt fractures friendships and divides those who should be united and aligned.

Taken to extreme, criticality becomes self-righteous poison in a toxic cup.

Great wisdom so often commences in doubt and ends in belief. Ironically, those who begin in unquestioned belief often terminate in insurmountable doubt.

Like "power," doubt is, by its nature, neither positive nor negative, neither good nor bad. That which begins in doubt can take alternate paths:

If doubt is the stream feeding cynicism and anger, then doubt spirals into the destroyer of healthy beliefs and undermines new possibilities for growth and learning.

However, if doubt fuels healthy skepticism, the search for truth, deeper inquiry, analysis followed by synthesis – the joining of ideas -- then doubt becomes the divine source and spur of great wisdom, new levels of insight, discovery and creation.

The art of wisdom enables one to regulate the flow and interplay of faith and doubt. For in the end, without the sovereignty of deep faith and the dominion of core values, the oppression of doubt and the tyranny of cynicism will reign in a kingdom of darkness.

10. the Temperance of Emotionality

Emotions are a major part of human existence. Without them life would be flat-lined, dull, and grey. Vibrant emotions are double-edged tools: dangerous weapons or energizing propellants. Emotions are our personal interpreters of reality, but they aren't true reality.

Emotions may be real to you, but they are not "reality;" emotions are our personal *response* to a real experience. But too many people treat their emotions as if they were "reality," then they take inappropriate action on the rage that pours through them.

Of all the many passions in life, the most dangerous is anger. It is the most damaging of all emotions; revenge and retribution are its ugly birth-children. Our ego relishes getting angry, giving us a passionate rush of superiority, especially when we engage in the blame game which makes enemies out of the rest of the world. At that point the ego's anger drives out the soul's capacity to love, forgive, and show mercy – anger's cutlass has then conquered rationality, morality, creativity, sagacity, and fidelity in one fateful slash.

Temperance of emotions is not about the suppression of emotions, but knowing that emotions are a "barometer" of inner alignments, conflicts, dissonances, and expectations.

Temperance tells us to constrain, control, discipline, and restrain the negative emotions until we can understand them, proportion them, balance them, and moderate them. To a much lesser extent, this too goes for the positive emotions such as joy, happiness, love, and trust. These should be enjoyed for their wonder, but not turned into obsession, or a bacchanal, or a delusional obliteration of reality.

In today's world, emotional depression has taken root throughout the land. The cure is not an overdose of happy entertainment, and certainly not an overdose of drugs. It's monitoring one's emotions to learn what is missing.

Emotions are not dangerous until they degenerate into negative extreme where we no longer control our response to what we feel. Listen not just to emotions but the other concordances to prevent passions like anger spiraling into viciousness which engulfs the void not filled by virtue and other finer values. Passion cannot see beyond its nose; reason sees over the horizon and around corners. And creativity enables us to "invent" our positive emotions, which our imagination then makes our new reality, our renewed experiences.

Modern psychologists are trained to have us get in touch with our feelings. Supposedly this is therapeutic. Again, moderation is in order, for if we simply become our emotions, none of the other eleven concordances seem relevant and life becomes a bowl of emotional spaghetti.

When angry, count ten before you speak, if very angry, count to a hundred. –
Thomas Jefferson

11. the Transcendence of Humanity

Humanity is certainly not fixed in stone. As a species we are capable of the some of the highest and lowest in what we believe, perceive, conceive, achieve, and receive.

> The word *transcendence* means to *cross over or beyond* (trans) *to a higher level* (ascend), to bring out the best in something, often coupled with a *transformation* (change form).

History documents the vast range of human behavior in vivid color, but nearly never identifies the root causes of stellar behavior, and all too often imputes the cause of aberrant behavior as the outcome of adverse conditions. Psychology, on the other hand, typically ascribes bad behavior to abnormal mental causes. But what neither history nor psychology adequate addresses is the cause of greatness, the elevation of the dignity of the human spirit to sometimes extraordinary levels. Some call this "godlike," others give credit to the sacred in our soul, still others impute good character as the cause.

One of history's hidden lessons is that across the ages, some civilizations have proven to be transcendent, such as what happened in ancient Greek, or with the founding of the United States of America. Others, such as the Dark Ages or Nazi Germany have descended into a dismal abyss. Culture, not personality, is the primary determinant of human behavior. And leadership is the primary determinant of culture.

Thus, while individual transcendence is certainly possible, it is more likely to occur in greater numbers in a supportive environment that nurtures higher-order thought and action. In other words, attainment of the transcendence of humanity is both an individual choice and a leadership aspiration. Aspirational leadership need not be as grandiose as changing a country. It can happen in families, communities and even sports teams. Two recent back-to-back interviews of the captain and a second year player of a ranking sports team reflected the transcendent spirit:

Captain: "I want to be able to use my experience, my wisdom and pass it along to the younger generations. I want to encourage; I want to uplift my teammates and empower them to go and do even greater things than I've been able to accomplish professionally. So, I'm extremely excited and humbled that I have this opportunity. And I hope that [the rest of the team] feels like I was someone that was in their corner, encouraged them and pushed them to be greater. I'm happy to serve. I'm happy to be here. I'm thankful, I still feel like I have to earn my way and earn the trust of my teammates. That starts with hard work, but that also starts with showing them that I care about them as men and I care about the trajectory of their lives moving forward beyond the game of football."

Second Year Player: "It's always been bigger than me. It's always been bigger than football….. Why? My Family. Through the saddest of times and best of times, we stuck together through it all. To this day, when [bad stuff happens], we process those emotions. We discuss those emotions but we never bask in them. We adjust and come back stronger than we left…. uplifting one another because at some point in life, it gets rough. You won't always be upbeat and happy. You'll have your days when the world seems to weigh on you. But as long as you have a supportive circle, I promise you, you can make it through. With everything going on in today's world, it's imperative we spread love and uplift one another. Build each other up. It's bigger than me. It's bigger than football 🏈.[6]

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[6] Comments by Team Captain Mathew Slater and Isaiah Wynn, www.patspulpit.com, week of August 2, 2020, in two seemingly unrelated stories.

The Transcendence of Humanity highlights our ability to rise to higher levels, to act morally and ethically, to be more than their most base animal instincts. What's most important to understand about the Transcendence of Humanity is that greatness and pettiness, magnanimity and selfishness, inspiration and desperation are all hard-wired into the nature of human nature.

As humans, we are "wired" to think and act in three distinctive "archetypal" behavior patterns; they are built into the DNA of human cultures all over the globe: ***Adversarial***, ***Transactional***, and ***Collaborative.*** These are archetypical because they can be observed as far back into the recorded history of humankind. Each of these archetypes has a design to it that has evolved over several millennia into specific strategies, processes, and actions that produce highly predicable results. While these three are universal

across all cultures everywhere on the globe, there are unique variances that derive from local adaptation. Everyone has experienced these three archetypes in their daily lives. (Just recall how you respond to situations in your daily life.) Understanding the power the three archetypes have on leadership, culture, and economics is essential for the collaborative shift to occur.

Importantly, these three are all-to-often interacting simultaneously in organizations in highly dysfunctional ways: what we called "muddling." We focus on the collaborative archetype because it has the greatest positive impact on performance in a fast moving, rapidly changing world.

Think of these three as "primary colors" – just like Red, Blue, & Yellow. Seldom do we find organizations or people that are purely one "color" – most are a unique colorful blend of the three themes. Essentially, about 90% of humans are "triple wired" in our DNA to act in either of these three modes. It is their experience, value structure, culture that will bring out and reinforce one or the other or all three simultaneously.

Humans have the inherent capacity to transcend their *adversarial* and *transactional* archetypal behaviors, act *collaboratively*, and continue to transcend beyond that to act *synergistically*. In the collaborative mode, humans have the capacity to enter into an "*alta* (higher)-transcendent" level of *synergistic interaction*. For example, there are times when a team or group enter what is called "the zone" where their level of interaction, energy level, display of skills, productive capacity, agility, or problem-solving capability experiences a quantum jump, sometimes known as a "virtuous circle."

Evolutionary biologists are concluding that human evolution proceeded at a rate far greater than any other living species because humans, in a symbiotic culture of trust, were able to adapt in complex/adversarial conditions because we could innovate and use our diversity of talents to our advantage – conditions that drove numerous other creatures to extinction. (99% of all species that

have been on the planet are now extinct.) The unique skill sets that underpin "synergistic selection"[7] are our abilities to collaborate (especially to build trust) and to co-create (to find ways to use diversity of thinking to solve complex societal problems). And when we, as a species, betray the basic magnetism of synergy, we actually increase the chances of following the glide-path of extinction when adverse conditions arise. The repetitive examples of economic collapse and warfare are ample evidence of the extinctive nosedive glide-path when adversarial greed, fear, and dominance override the natural synergistic control systems of human governance.

To illustrate the positive progression of synergistic interaction, in economics, what we call the "division of labor" is actually the "synergy of labor." By using diversity of talents, we create businesses which then link into global supply chains that interact in massive value networks that produce and deliver goods and services that no single human or organization can possibly replicate.

12. the Potence of Pro-Activity

Words, mindsets, and beliefs, no matter how high minded, are like an engine at idle -- producing no power; plenty of potential horsepower, but moving nothing. Or like a battery, fully charged, connected to lights, but with switch turned off, making no difference.

<center>Action is the difference between a statue and a dancer.</center>

The spirit of life is enlivened by the power of action, especially pro-action: getting in front of problems, moving forward, creating bold new futures, making dreams realities. One wise pro-action is worth ten re-actions.

It is the energy and firepower of growth that ignites all the other concordances. Action vitality: a life force in itself.

Action is the catalyst for the other concordances to attain their vigor and glory enabling us to develop the foresight to see around corners and break the invisible bonds of paradigms, to test and then develop new mindsets, solution sets, skillsets, and toolsets to make the world a better place than one found it.

Only when we are pro-active can we be the designers of our world, the "masters of our fate and the captains of our souls." This is how we go beyond *living* our lives so that we may *lead* our lives.

What happens when the Twelve Concordances are put into place? A deep study of the history of the advancements and regressions in civilizations, nations, organizations, and communities gives us an insight into what's possible ………..

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[7] See Corning, Peter; Synergistic Selection – How Cooperation Has Shaped Evolution and the Rise of Humankind; World Scientific, 2018. In this important book, the author makes a strong case that *functional synergy is the cause of cooperation in living systems,* and dysfunctional behavior is not the "natural" behavioral response. While this bold premise is still quite debatable, there is a very strong case that the conscious choice of humans to operate in collaborative and synergistic ways has advanced human civilization, transactional interaction has sustained (but only slowly advanced) civilization, and continuous adversarial interaction has reversed the course of progress.

Part Three: Synergistic Leadership

The purpose of this White Paper Series is to outline a New Paradigm for Leadership Development. As we end the series, let's review where we've been:

We've examined the problems and obstacles and what can be done to invigorate the Leadership Development process, creating a Game Changer Strategy to shift the paradigm from Executive Education/Development to Advanced Organization Transformation. Each of the papers addressed a critical issue in Leadership Development:

#1 – The Shocking Truth: *The Massive Failure of Leadership Development*
#2 – What's Wrong: *Three Major Flaws in Leadership Development*
#3 – New Paradigm in Executive Education: *Transformative Action Learning Engagement*
#4 – Systems Architecture: *Reframing Organization Transformation*
#5 – Designing the Future: *Creating Breakthroughs & Shifting Paradigms*
#6 – Long Term Shift Required: *"Colliberative" Education & the 12 Concordances*

What is the "output" from a Game Changer Strategy of Collaborative Excellence?

The result is a new, evolutionary form of leadership which we call "Synergistic Leadership."

Synergistic Leadership is not focused strictly on the Leader -- it's about getting teams to align and create together, getting differences to become additive, to join collaboratively in an organizational "symphony" integrating harmony, melody, rhythm, beat, counter-point -- each individual's special personal nature -- their "instruments" that can make real music, not just a lot of noise.

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Synergy is "Aligned Energy."

It's about Inspiration, Vision of a Noble Cause, Innovation, and building a System of Trust that unleashes and focuses human energy.

The Revelation about Synergy is that it is, in the final analysis, about "Aligned Energy." The only way to align energy to build upon a powerful Architecture of Collaboration.

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When a leader understands how to align differentiated skills, thinking, and the driving forces of human behavior, then the potential of achieving a "Symphony of Synergies" comes within reach.

The Collaborative Leader Seeks First to:

- **Unite, Not Smite**
- **Guide, Not Divide**
- **Inspire, Not Open Fire**
- **Elevate, Not Denigrate**
- **Embrace, Not Disgrace**
- **Enlighten, Not Frighten**
- **Enthuse, Not Confuse**
- **Engage, Not Enrage**
- **Align, Not Malign**
- **Integrate, Not Segregate**
- **Lift, Not Rift**
- **Trust, Not Disgust**
- **Learn, Not Spurn**
- **Innovate, Not Desecrate**
- **Empower, Not Overpower**
- **Create, Not Hate**
- **Explore, Not Deplore**
- **Resolve, Not Devolve**
- **Demonstrate, Not Castigate**
- **Understand, Not Reprimand**
- **Reclaim, Not Blame**
- **Use Differences as Engines of Innovation, Not Destruction**

Mastery as Architects

Very seldom does synergy happen by accident. It manifests because people believe it is possible; and then design a methodology to make it a self-fulfilling prophesy. To those leaders who think multi-dimensionally, the world is a series of opportunities to build strategic relationships. This work is not just a business task, but a passionate devotion with its roots solidly set in the "architecture of collaborative excellence."

The mission of a leader as architect is to transcend divergent points of view, thus co-generating bold new futures where differences become the ever-renewable source of creative energy, the essence of innovation, the dynamism of new possibilities. This is a noble endeavor -- designing the synergy of compatible differences. Daily we must use honor and integrity to build the trust that is essential to all our relationships.

> Held within the seed of the architecture of collaboration is the power to let us bring a new insight, a new pathway, a new hope, a new spirit, and a new power to our world.

Each day, when we create a strategic relationship and use collaborative innovation, we are contributing to the creation of that higher order of experience and action that makes our workplace a better place to live. Daily we are honing the skills and transmitting the abilities and multiplying the possibilities to spawn a better world around us.

> As we expand our system design capabilities in teams, organizations, projects, and alliances, we can use these proficiencies in a multitude of applications – better business, better government, better teams, better families, and better communities.

> In the large span of things, step by step, relationship by relationship,
> we will have created a better world for all of us.

Synergy & Synchronicity

One of the deepest desires of any normal human being is to be harmonized, synchronized and unified with others, as brother, sister, husband, wife, father, mother, neighbor, or friend. It is this common unity that underpins marriage, family, teamwork, community, alliances, nations, and the world of humankind. Yet it remains our most thwarted and elusive goal.

The "Quest for Synergy" is, at the same time, mankind's highest aspiration, loftiest ideal, and most soulful yearning. "Synergy" is the elusive but alluring song of all teams and alliances. Its archetypal attraction is bound in its possibility of creating something more the sum of its parts. Synergy captivates all, escapes most, briefly visits some, and for the blessed few, bestows enormous wealth and success.

Where there is Neither Vision Nor Trust,
Everything Defaults to Politics.

What then is the magic of synergy? Or is magic at all? The quest of every team or leader is to find this holy grail -- the formula or architecture that will manifest this gallant goddess with singular regularity; to unveil synergy's secrets like Edison's applications of the power of electricity or the Wright brothers manifesting man's ability to fly.

The Illusion -- What's Missing?

Not understanding the essential nature of synergy results in comments like these:

"We know how to create alliances, but don't know how to manage them!" reflected one American top executive, who lamented the lack of success in achieving his alliance's primary goals.

"Government needs cooperation and coordination if we are to be efficient. However, we never seem to get alignment between the Federal, Provincial, and Municipal governments. Sometimes we get in bitter entanglements. It doesn't look very good when the press gets hold of it," was the complaint of a deputy minister in a Canadian province.

"Our internal teamwork is terrible. We can't get any cross-functional group to work. People seem to build internal walls between our departments," groused a senior executive who watched his company polarize in the face of increasing competition and customer demands.

"It looked great on paper, but it was a terrible fit in reality. Our cultures clashed on every issue from decision making processes to rewarding our sales force;" stated a dejected alliance manager in the pharmaceutical industry.

"During negotiations, the deal makers poisoned the well, and we haven't yet recovered. We had to undo all the damage caused by the adversary legal jargon;" was the battle-weary response of the president of a multi-billion dollar international joint venture.

"Alliances are an unnatural act for us. They are extremely difficult to manage; we'd prefer to do acquisitions; that way we can control them, " complained a senior vice president of a large German chemical manufacturer. Later, he noted that 30% of his revenues and nearly 50% of his division's profits came from alliances, but " we spend only 5% of our management time on them." For some inexplicable reason he failed to allocate management resources to the highest profit generator in his business.

"Our acquisitions are largely a failure. We've bought very successful companies, but soon afterward the best of all the newly acquired people drift off into other jobs. Then the real problems begin…customers are lost, profits decline, innovation wanes…." was the sad comment of a chief financial officer.

"We seem to reorganize over and over again, hoping we can attain better teamwork, coordination, and launch new initiatives better. Unfortunately no amount of reorganization seems to make a difference," a dejected government leader lamented.

In today's fast moving, rapidly changing, and interrelated world, organizational relationships have become complex and often confusing. Fundamentally, executives, managers, and civil servants who've been managing in traditional hierarchical command and control companies are befuddled when given an assignment that requires them to develop relationships outside their span of control.

The synergy they seek from the relationship remains elusive; cultural differences become insurmountable obstacles; project management turns into problem management; and the bureaucracies of the two parent organizations can become a quagmire of politics.

Secrets of Synergy

Not every complex organizational relationship experiences these impasses.

> "I am amazed how well our two companies are working together. We are actually ahead of schedule, and have had relatively few difficulties;" was the delighted comment from the alliance manager of a strategic sourcing venture consisting of a European food service company and a Canadian partner.

> "After only 6 weeks of working together, it's hard to tell the difference between the employees of their company and ours;" explained the director of an international mining company, commenting on his joint venture with an electronics firm.

> "I've forged alliances internally with our different departments and locations, with our work force, with our suppliers, and with our best customers. It's enabled us to put new programs into place rapidly. Our sales and profits have increased over 150%," was the proud statement of a Canadian manufacturer.

> "Our team is unlike any other I've worked on. Even though the members are very diverse, we trust each other, and work for a common goal and purpose. Our differences are additive, unlike others that seem to be fighting continuously.

These collaborative managers achieved success because they insisted that their joint teams spend ample time understanding the unique aspects of strategic relationships, building cross-cultural teamwork, and establishing processes and skills to access and embrace the unique value of their joint vision and their partner's unique strength.

Experience has proven that there are invaluable beliefs and skills which are often overlooked that enable collaborative managers to produce high performance results: skills at managing differences, breakthroughs, speed, and transformation.

The Value of Differences

 The fundamental reason why teams or alliances are formed is to access a capability within other people, groups, or organizations, thus finding the magical synergy, the 1+1=3. However, this means capturing the value of differences.

 Lying within these inherent differences is the promise of the new team to create bold new futures, or conversely, to implode upon itself as differences turn destructive. Unfortunately, for all-too-many organizations, differences become corrosive, actions become angry, self-protection arises from distrust, and polarization rigidifies points of view. Some people turn to lawyers to generate reams of legal documents to create surrogate contractual trust. Others stand their ground more firmly, often with dire consequences – liberals versus conservatives, Protestants versus Catholics, Muslims versus Jews, capitalism versus communism, blacks versus whites – and the list goes on. Seemingly, the difficulty in managing differences is a relationship problem has gone on since the beginning of recorded time. The

Bible is filled with these conflicts, Chinese history records similar conflicts, and even the wisdom of Socrates and Plato did not diminish the carnage.

Traditional approaches to managing cultural differences have focused on becoming sensitive to differences, cross-cultural training, understanding linguistic nuances, and acculturation. While these methods have their worth, a number of very essential approaches are often overlooked that distinguish successful organizational relationships (each element will be explored in detail in the following pages):

- Power of Shared Vision
- Synergy of Compatible Differences
- Trust Building

- Commitment to Mutual Benefit & Camaraderie
- Sharing Expands Possibilities

- Conflict Transcendence
- Turning Breakdowns into Breakthroughs
- Transformational Flexibility

The Power of Shared Vision

The universal vitality of focusing on a powerful common vision, backed up by a dynamic and inspiring value proposition that speaks to the customer shows no cultural boundaries. For example, take this typical vision for a government:

> "We will be the leaders in (energy management, or education, or transportation, or public service, etc.)."

It presents a "vision vacuum" by saying nothing, containing no commitments, and inspiring neither the organization's stakeholders nor its customers nor its suppliers. Devoid of a powerful vision, everything defaults to politics, manifesting as cultural differences, which then divide the stakeholders against themselves.

> As the old adage from Alice in Wonderland states: *"If you don't know where you are going, any road will get you there."* And that road will be fraught with in-fighting, subversion, despair, and confusion, all of which will ultimately lead to the ruin of the alliance.

Contrast the weakness of a faulty vision with the motivational force of a more commanding perspective:

> "Our team will create 10 new innovations each year that will reduce the costs to our customers by 25%, while accelerating their throughput by 50%."

By having a powerful central vision and value proposition such as this, partners focus differences on how to achieve the joint goal, rather than arguing amongst themselves as to whose way is the "right way." A shared vision helps ensure synchronicity. Powerful visions are all founded on belief in the ability to discover the unknown, accomplish the seemingly impossible, and overcome the apparently unattainable.

Therefore, strong leadership must be present to build such a vision and to unify and align the team's differences for a common purpose.

Synergy of Compatible Differences

Synergy does not just occur as a natural byproduct of a relationship nor from a tough legal agreement, nor by dint of a dream.

Rather, it must be designed with architectural aplomb. But more, synergy must be activated by a powerful set of actions founded upon the understanding of how differentials produce the 1+1=3 effect.

> "If two people in the same room think alike, one is unnecessary;"
> commented the philosopher Ernest Holmes.

The eminent psychologist, Carl Gustav Jung foresaw the potential of relationships when he said: "The greater the contrast, the greater the potential. Great energy only comes from a correspondingly great tension between opposites." Joel Barker, in his groundbreaking work on paradigms, recognized that new paradigms originate from outsiders who think differently, not from insiders who see their world from an old and tired perspective. Each of these men understood the profound impact differences can have on the co-creation of bold new futures.

Invariably, however, ethnocentric or business culture attempts to enforce its mighty and frequently destructive hand. Some team members may begin by making judgments regarding the other side's culture, branding it as strange, wrong, inefficient, bad, or unproductive. As soon as this begins, fear, uncertainty, doubt, and distrust begin to fester, and then the alliance begins to unravel. This calls for strong action.

Adept relationship managers, leveraging the vision for the alliance, will call for creating a "synergy of compatible differences" in which differences are respected as source of innovation, cherished for their ability to break paradigms, and expected to produce creative solutions. The manager's ability to create this new "super-ordinate" culture within the organization enables the relationship to produce at higher performance levels than either individual member can achieve alone.

Because complex organizational relationships cannot be commanded, the mechanisms for leadership and control are dramatically different compared with most conventional hierarchies. Great relationship managers tend to be "integrators," possessing outstanding skills in bridging differences through their ability to translate across cultural boundaries. The greater the differential between cultures, the greater the need for highly skilled integrators.

Often the effective integrator will develop principles and values for the alliance that forge unity of vision and purpose. Integrators empower those around them by recognizing that "people support what they help create." Thus, they use techniques to unify alliance members, rather than divide them, to bring out the best in others.

Trust Building

Ask any collaborative manager about the value of trust in a relationship, and they will wax eloquently about its impact on success. Without trust, relationships fail, period.

Trust is the foundation of all cooperative enterprise.

Trust is the hallmark of the personal relationships between the people who constitute the team. Without this trust, no legal agreement, no strategy, no structure, and no process can achieve its objectives. These personal trusting relationships distinguish great team leaders from their transactional cousins who forsakenly bring the *Fool's Golden Rule* into relationships:

"He who has the Gold: Rules."

The best strategic relationships tend to use three "metallic" rules:

Golden Rule: *"Do unto others as you would have them do unto you."*

Silver Rule: *"At least do for yourself what you would do for others."*

Iron Rule: "*Don't do for others what they can do for themselves*."

Trust is the glue that binds personal relationships and the grease that prevents frictional differences from becoming fractious.

Trust and Integrity are the threads of the complex relational fabric. Integrity is more than just being honest or trustworthy. Integrity means being true to oneself, to one's deepest values; and the benefits are ultimately both a divine blessing and a liberating freedom.

"Integrity resides in the ability to constitute yourself as your word. As such it is a home, an anchor, a self-generated and continuing commitment to honor your word -- despite contrary thoughts and feelings if need be. It is a consistency of being, speaking and acting that shapes who you are -- to yourself and to others." -- Anonymous

Integrity becomes a divine gift by enabling us to touch the deepest yearnings of others around us, thus creating a new set of possibilities filled with hope and inspiration. Integrity is thus expansive, allowing us to become more than ourselves, to create with others, to empower others. Integrity includes setting expectations and consistently meeting them. Integrity marvellously liberates us to live our relationships forward into the future, enabling us to experience the present moment cleanly and without fear that our past will undermine us, corrode our vision, and erode our energy.

The lack of integrity inevitably forces one to look back over one's shoulder, haunted by a past filled with historic baggage which will harbor tomorrow's illness, or threaten to destroy one's false illusions that were invented to disguise the sordid realities of a disingenuous life.

In a fast moving world, trust and integrity thus spawn a massive competitive advantage, because together they enable the teams to make rapid decisions without the need for a legal contract every

time someone tries to make a decision. What's more, trust and integrity enhance creativity, build teamwork, reduce unnecessary transactional costs (such as memos to protect oneself), and make the relationship more fun, thereby building human energy.

*Trust has been elusive; u*ltimately, no amount of pages in a legal contract can substitute for or replace weak trust. It's the single most important thing that separates collaborations that thrive from those that fizzle. Trust enables everything to move faster, more effortlessly, and with less conflict. Mistrust causes everything to be more complicated, slower, and far more fragmented. In spite of its importance, trust is too often taken for granted.

The alliance professional that can build a strong relationship of trust creates enormous economic value. Our economic studies have shown consistently that trust can double the rate of innovation, accelerate speed of implementation by two or three times, and cut non-value-added work in half, or more. The economics of trust are compelling, especially considering that it costs little or nothing to create trust, while it is excruciatingly expensive to co-exist without it.

Why is trust so seductively elusive? Because there has been no clear "architecture" or "system" for trust, it has fallen into a vague and ambiguous area where the mind-set for trust is fuzzy; the skill-set is deficient; and the tool-set inadequate. Alliance professionals need not be trapped this way.

> Because trust has been an interdisciplinary target caught between academia's cracks, zigzagging the boundaries of leadership, political science, sociology, anthropology, psychology, organizational behavior, and neuroscience, no concrete "trust architecture" has emerged. We aim to change that.

> This has left us lost in a multitude of platitudes, slogans, and aphorisms, such as "trust but be sure to bring your lawyer," "trust but verify," "trust must be earned," "be skeptical before you trust," "be sure to have an exit strategy," and so on. Unfortunately none of these approaches really produce any trust. [the UBC course will provide this "architecture of trust" in a compelling way.]

Because fear is the principle cause of distrust, leaders should be very hesitant to use fear as a means of motivation – its short term gains may be very limiting in the long run. While fear causes people to withdraw, withhold, undermine, and generate suspicion, trust does just the opposite, being both the grease making things work fluidly, and glue that binds.

Embedding a system of trust into your alliance yields enormous rewards for all stakeholders. Trust unleashes latent human energy and enables it to be aligned on a common purpose. Many leadership situations require influencing without authority, which can only happen when those we wish to influence trust and value us. Trust produces highly effective people, high performance teams, useful ideas and innovations, and people who want to come to work because it is an energizing, co-creative experience. Leaders who want to support collaboration, be considered trustworthy, and trigger innovation should keep the "FARTHEST" principles in mind:

- **Fairness** in all your dealings to be sure everyone gets a fair shake. Successful innovation leaders are perceived as being even handed, good listeners, and balanced in their approach.

- **Accountable** for your actions. When you make a mistake, admit it and move on. Accountability is the external manifestation of internal Integrity. Leaders without integrity are quickly dismissed as hypocrites.

- **Respect** for others, especially those with differences in skillsets and points of view is critical. Without respect for others, trust cannot be built. Giving respect is the first step in gaining trust – then moving forward to synergize differences in thinking.

- **Truth** is an absolutely essential component of building the type of trust that triggers innovation. Remember, your emotions or perceptions are seldom real truths. Stick to the facts – things that are measurable or concrete. And remember, a critical comment has about five times the impact as a positive comment. So balance your truths carefully.

- **Honorable purpose** must be the foundation of all your actions. If people perceive your purpose for innovating as strictly for selfish purposes, without a component impacting the 'greater good,' you will not be perceived as trustworthy.

- **Ethics & excellence** in standards. Innovation is propelled by the idea of always getting better, improving continually, reaching for the highest level of performance. If anyone sloughs off, they must realign to the highest measures, otherwise others will be resentful or fall off in their performance.

- **Safety & security** are essential to all human beings. This includes ensuring that there is "No such thing as Failure, Only Learning." Be careful not to punish what might look like a failed attempt at creative solutions; encourage learning from failure. And always avoid the Blame Game. Fear does not produce innovation. You will know when people feel safe – they will be laughing. Creativity is not all grinding labor; it's having fun and laughing a lot, spontaneously creating in the moment – that's magical. Research shows that laughter releases endorphins that trigger creativity.

- **Transparency & openness** enable everyone to see intentions, share data, and exchange ideas in a culture that supports challenging of ideas and develops new insights.

Conclusion

We began this six-part series with the intent of formulating a Game Changer Strategy for Executive Leadership Development.

We addressed:

The Shocking Truth: *The Massive Failure of Leadership Development*

What's Wrong: *Three Major Flaws in Leadership Development*

New Paradigm in Executive Education: *Transformative Action Learning Engagement*

Systems Architecture: *Reframing Organization Transformation*

Designing the Future: *Creating Breakthroughs & Shifting Paradigms*

Long Term Shift Required: *"Colliberative" Education & the 12 Concordances*

We also made the case for using Pracademics as primary instructors, coaches, and facilitators of Collaborative Leadership.

We are confident the result that a new breed of *Synergistic* Leaders will evolve from this process that are capable of being socio-economic-technical "systems architects" – applying multi-dimensional perspectives to organizational problems and opportunities.

> *We must not attempt to solve problems*
> *with the same level of thinking*
> *that created the problem.*
> **Einstein**

For a fire to ignite, it needs three essential "ingredients:" fuel, heat, and oxygen. So too with transformational change; it is most likely to occur when three essentials are in place:

- a critical mass of dissatisfaction with the current condition,
- a clear strategic program of implementation to produce better results, and
- a strong, measurable value proposition making the effort worthwhile.

These White Papers lay out all three essentials.

We believe we can produce twice the value at half the price.

Leadership Development is primed for a Game Changing shift.

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