The Soul of Leadership

Deepak Chopra

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Co-create and reflect each other, interdependently co-arise, are a tangled hierarchy. They are synchronistically arising emergent properties that co-emerge depending on the level of vibration of individual and collective consciousness.
The Soul of Leadership

- Maximize your potential
- Maximize the potential of those you lead
- Maximize the potential of those you serve
- Maximize the potential of the world
The Leader...

- The symbolic Soul of a group who acts as a catalyst for change and transformation

- The group may be a family, business, political party, community, nation, civilization, or any other organization
The Soul…

- A living, dynamic, evolving system in consciousness
- Comprised of meanings, contexts, relationships, and archetypal themes
- Shaped by memory and experience
- Propelled by desire
States of consciousness and their corresponding mind-body expressions determine the response to every situation.
States of Consciousness

Determined by:

- Self-conception (Frame of Reference)
- Beliefs, Values, Memories
- Meanings, Contexts, Relationships
- Archetypal themes of a culture
Responses Shared by Leaders and Followers

One or more of these responses predominates in every situation and must be known by the leader:

1. Fight/Flight
2. Ego
3. Inner Direction
4. Knowingness/Intuition
5. Creative
6. Visionary/Higher Guidance
7. Unity
Visionary
Higher Guidance Response

- Visionary
- Archetypal/Mythical
- Absence of selfish motivation
- Represents the highest aspirations of the collective soul and the collective spiritual inheritance
- Shift in cognitive and perceptual mechanisms
- Ability to see several event lines in the future based on choices in the present
Myth

- A Story that is Primordial and sparks the collective imagination, the collective yearning, and the collective memory.

- It has a resonant plot, a simple story, and compelling characters.
Myths have Eternal Themes

- Sacred and Profane
- Divine and Diabolical
- Saint and Sinner
- Unconditional Love
- Forbidden Lust
- Triumph and Tragedy
- Suffering and Redemption
- Life Instinct and Death Instinct
- Wanderlust
- Mystery, Magic, Adventure, and Heroism
Myths

➢ Give meaning to life.
➢ Create a cultural mind set.
➢ Create an idealist vision to aspire to.
➢ Serve as a bridge from what is to what could be.
➢ Fuel collective anxieties, collective desires, collective imagination.
➢ Are powerful narcotics.
Icons

- Are encapsulated or embedded myths.
- Myths in seed form.
Icons

➢ Maybe People:

- Martin Luther King, Jr.
- Nelson Mandela
- Mahatma Gandhi
- Marilyn Monroe
- Princess Diana
- Dalai Lama
- Sports Heroes
- Entertainment Figures
- Political Leaders, etc.

➢ Maybe A Brand: that provides products and services.
Icons

➢ Romanticize and mythologize a rebel world.
➢ Rely on an intimate and credible relationship with a rebel culture

[Douglas B. Holt]
Brands Develop An Intimate and Credible Relationship with Rebel Culture

Harley Davidson — Outlaw Bikers

Volkswagen — Bohemian Artists

Apple — Cyber Punks

Absolute — High Living

Nike — African American Urban Heroes

[Douglas B. Holt]
Brands Develop An Intimate and Credible Relationship with Rebel Culture

<table>
<thead>
<tr>
<th>Brand</th>
<th>Rebel’s Voice/</th>
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<tbody>
<tr>
<td>MTV</td>
<td>Hip/Cool</td>
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<tr>
<td>Microsoft</td>
<td>Cutting Edge/Risk</td>
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<td></td>
<td>taking/Dominating</td>
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<td>Starbucks</td>
<td>Yuppie</td>
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<td></td>
<td>Intellectuals</td>
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<td>Marlboro</td>
<td>Lone</td>
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<td>Ranger/Cowboy</td>
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<td></td>
<td>Pioneer</td>
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<td>Chopra Center</td>
<td>Healing/Nurturing/</td>
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<td>Transforming</td>
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</table>
Myths and Icons Create “Ritual Action” [Anthropology]

- People buy a product or engage in action to consume the myth.
People and Societies Engage in Action to Consume Myths

- Suicide Bombers
- Serving the downtrodden with missionary zeal
- Marching for peace in times of war
- Sparking revolutions and movements: ecology, feminism, racial equality, peace, social justice, etc.
Icons

- Don’t mimic popular culture, they lead it.
- Speak with a rebel’s voice.
- Create charismatic visions of the world to make sense of confusing societal changes.
- Deliver myths that repair the culture when it is particularly need of mending.
- Understand and target contradictions that fuel anxieties, desires, and imagination.
- Create alternate ideals.

[Douglas B. Holt]
Visionaries

➢ Understand non-locality.
➢ Understand the role of critical mass of consciousness.
Just as there is a rising hierarchy of responses built into us, there is a rising hierarchy of needs.
Hierarchy of Needs

- Survival/Safety
- Achievement/Success
- Belonging
- Self-worth
- Expression/Renewal
- Spiritual Growth/Vision
- Transcendence
Leaders and Followers

- Co-create each other; they form an invisible spiritual bond (tangled hierarchy)
- Leaders exist to embody the values that Followers want
- Followers exist to fuel the Leaders’ vision from inside themselves
Leaders

➢ Leaders who understand the hierarchy of needs and responses will succeed

➢ Leaders who aim only for external goals (money, victory, power) will falter where it counts the most, fulfilling the lives of their Followers and their own lives
Tangled Hierarchy of Leadership

Types of Leaders:

- Protector
- Entrepreneur/Politician
- Team Builder
- Nurturer
- Innovator
- Visionary
- Saint
### Need/Response Leaders

#### 1. Survival/Safety (Fight/Flight)
- Castro
- Tito
- Khaddafi
- Hussein
- Milosevic
- Ceucescu
- Robber Barons and Carpetbaggers

### Failure

(Unfulfilled Needs / Inappropriate Responses)

- Terrorist Movements
- Tyrannical Regimes
- Corrupt Police and Intelligence Agencies
- Gangs
- Organized Crime
<table>
<thead>
<tr>
<th>Need/Response</th>
<th>Leaders</th>
<th>Failure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Achievement</td>
<td>Bill Gates</td>
<td>Overreaching/Overextended Corporations</td>
</tr>
<tr>
<td>(Ego)</td>
<td>Rupert Murdoch</td>
<td>Burnt out Celebrities</td>
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<tr>
<td></td>
<td>Andrew Carnegie</td>
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<td></td>
<td>Margaret Thatcher</td>
<td>Victims of Empty Fame</td>
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<td>Golda Meir</td>
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<td></td>
<td>Benazir Bhutto</td>
<td>Legacies of Corrupt Asian/African Politicians</td>
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<td></td>
<td>Indira Gandhi</td>
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<td></td>
<td>Media Moguls</td>
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<td></td>
<td>(Barry Diller, Louis B. Meyer,</td>
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<td></td>
<td>David Geffen)</td>
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<td></td>
<td>Muhammad Ali</td>
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<td></td>
<td>Howard Hughes</td>
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<tr>
<td>Need/Response</td>
<td>Leaders</td>
<td>Failure</td>
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<tr>
<td></td>
<td>Churchill</td>
<td>Phil Jackson</td>
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<td></td>
<td>Nehru</td>
<td>Bobby Orr</td>
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<td></td>
<td>Kofi Annan</td>
<td>Joe Namath</td>
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<td>Jack Welch</td>
<td>Harry Truman</td>
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<td>Sam Walton</td>
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<td>Rudolfo Giuliani</td>
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</tbody>
</table>
### Need/Response

4. Nurturing. Self Worth (Intuitive)

<table>
<thead>
<tr>
<th>Leaders</th>
<th>Failure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florence Nightingale</td>
<td>Welfare System</td>
</tr>
<tr>
<td>Betty Ford</td>
<td>Social Security</td>
</tr>
<tr>
<td>Eleanor Roosevelt</td>
<td>Vatican</td>
</tr>
<tr>
<td>Mikhail Gorbachev</td>
<td>United Nations</td>
</tr>
<tr>
<td>Oscar Arias</td>
<td>Racial/Gender Quotas</td>
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<tr>
<td>Abraham Lincoln</td>
<td>Affirmative Action</td>
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</tbody>
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(Unfulfilled Needs /Inappropriate Responses)
<table>
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<tr>
<th>Need/Response</th>
<th>Leaders</th>
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</thead>
<tbody>
<tr>
<td>5.Renewal.Expression (Renewal)</td>
<td>Albert Einstein, Louis Pasteur, Walt Disney, George Eastman, Thomas Edison</td>
<td>Nuclear Weapons, Biological Warfare, Internet Debacle, Information Hacking, Information Wars, Information Sabotage</td>
</tr>
<tr>
<td>Need/Response</td>
<td>Leaders</td>
<td>Failure</td>
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<td>-----------------------</td>
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</tr>
<tr>
<td>6. Vision.Spiritual</td>
<td>Mother Teresa</td>
<td>Utopian Idealism</td>
</tr>
<tr>
<td>Growth.Upliftment.</td>
<td>Martin Luther King</td>
<td>Religious Fundamentalism</td>
</tr>
<tr>
<td>(Higher Guidance/</td>
<td>Mahatma Gandhi</td>
<td>Communism</td>
</tr>
<tr>
<td>Visionary)</td>
<td>Nelson Mandela</td>
<td>Unionization</td>
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<tr>
<td></td>
<td>Dalai Lama</td>
<td></td>
</tr>
</tbody>
</table>
Need/Response

7. Transcendence (Sacred)

Leaders

Christ

Buddha

Messengers of Universal Love

Failure

(Unfulfilled Needs /Inappropriate Responses)
### Good to Great Leaders

*Results from Transition Point to 15 Years beyond T Year to*

<table>
<thead>
<tr>
<th>Company</th>
<th>Transition Point*</th>
<th>T Year to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abbott</td>
<td>3.98 times the market</td>
<td>1974-1989</td>
</tr>
<tr>
<td>Circuit City</td>
<td>18.50 times the market</td>
<td>1982-1997</td>
</tr>
<tr>
<td>Fannie Mae</td>
<td>7.56 times the market</td>
<td>1984-1999</td>
</tr>
<tr>
<td>Gillette</td>
<td>7.39 times the market</td>
<td>1980-1995</td>
</tr>
<tr>
<td>Kimberly-Clark</td>
<td>3.42 times the market</td>
<td>1972-1987</td>
</tr>
<tr>
<td>Kroger</td>
<td>4.17 times the market</td>
<td>1973-1988</td>
</tr>
<tr>
<td>Nucor</td>
<td>5.16 times the market</td>
<td>1975-1990</td>
</tr>
<tr>
<td>Philip Morris</td>
<td>7.06 times the market</td>
<td>1964-1979</td>
</tr>
<tr>
<td>Pitney Bowes</td>
<td>7.16 times the market</td>
<td>1973-1988</td>
</tr>
<tr>
<td>Walgreens</td>
<td>7.34 times the market</td>
<td>1975-1990</td>
</tr>
<tr>
<td>Wells Fargo</td>
<td>3.99 times the market</td>
<td>1983-1998</td>
</tr>
</tbody>
</table>

*Ratio of cumulative stock returns relative to the general stock market.*
Good to Great Leaders

Copyright Jim Collins, Author of “Good to Great”

**Good-to-Great Companies** | **Direct Comparisons**
--- | ---
Abbott | Upjohn
Circuit City | Silo
Fannie Mae | Great Western
Gillette | Warner-Lambert
Kimberly-Clark | Scott Paper
Kroger | A&P
Nucor | Bethlehem Steel
Phillip Morris | R.J. Reynolds
Pitney Bowes | Addressograph
Walgreens | Eckerd
Wells Fargo | Bank of America

**Unsustained Comparisons**
---
Burroughs
Chrysler
Harris
Hasbro
Rubbermaid
Teledyne
Good to Great Leaders
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Some of the most remarkable CEOs of the Century

George Cain  Abbott Laboratories
Alan Wurtzel  Circuit City
David Maxwell  Fannie Mae
Colman Mockler  Gillette
Darwin Smith  Kimberly-Clark
Jim Herring  Red Herring
Lyle Everingham  Kroger
Joe Cullman  Philip Morris
Fred Allen  Pitney Bowes
Cork Walgreen  Walgreen
Carl Reichardt  Wells Fargo
Lack of Personal Ego

(Self Effacing, modest, understated, did not talk about themselves.)
Good to Great Leaders
Jim Collins, Author of “Good to Great”

2. Ambition for the company, not for self.

Motivation

- Build
- Create
- Contribute
- Empower
- Transform

vs.

- Adulation
- Power
- Fame
- Fortune
- Celebrity
Good to Great Leaders
Jim Collins, Author of “Good to Great”

3. Right people on the bus in the right seat. Great team builders.

Right people = Character (Inner Values) more important than educational background, practical skills, specialized knowledge or work experience.
4. Were able to confront brutal facts of their current reality.
Were responsive to feedback.
5. Had unwavering faith in themselves. (Were self-referred)
Good to Great Leaders
Jim Collins, Author of “Good to Great”

1. What are we the best at?
2. What is our passion?
3. What drives our economic engine?

6. Were aware of their strengths
7. Were disciplined as people in thought and action and developed a culture of discipline.
Good to Great Leaders
Jim Collins, Author of “Good to Great”

8. Used technology selectively to their advantage. (Creative)
9. Frequently used the phrase “good luck” to account for their success and were alert to information that could not be ignored. (They were aware!)
Good to Great Leaders

Qualities of Soul

- Self Image vs. Self.
- Confluence of Relationships defines Soul.
- Not given to melodrama but anchored in sobriety.
Good to Great Leaders

Qualities of Soul (cont.)

- Source of Awareness
- Self Referral
- In Dharma
- Spontaneous Right Action
- SynchroDestiny
LEADERS

- Look and Listen
- Establish Entrainment through emotional bonding
- Awareness
- Dare to Dream a new reality and Do it
- Enter and Empower
- Rewrite Limbic and Cortical Programs
- Synchronize
LEADERS (cont’d.)

Look and listen using the instruments of:

➤ The Flesh: Observe
➤ The Heart: Feel
➤ The Mind: Think, Analyze
➤ The Soul: BE—become non-local and incubate
Establish Entrainment through emotional bonding:

<table>
<thead>
<tr>
<th>Appreciation/Affection/Attention</th>
<th>Body Language</th>
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<tbody>
<tr>
<td>Caring</td>
<td>Facial Expressions</td>
</tr>
<tr>
<td>Loving</td>
<td>Voice Tone</td>
</tr>
<tr>
<td>Empathy</td>
<td>Gesture</td>
</tr>
<tr>
<td>Compassion</td>
<td>Eye Contact</td>
</tr>
<tr>
<td>Intuition</td>
<td>Social Interactions</td>
</tr>
<tr>
<td>Understanding</td>
<td>Play/Music</td>
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</tbody>
</table>
Entrainment of inner world is achieved through limbic resonance.
Entrainment of inner world harmonizes through limbic resonance.

Heart rate, blood pressure, body temperature, immune function, oxygen saturation blood sugar levels, hormones, electrolytes, ions, metabolites, neural networks and many other physiological and psychological parameters including dreams and moods.
Become Aware

Of the inner world and internal physiological state of those you wish to lead, those you care for, those you love, those you serve.

You become that inner world.

You know the subjective experience of that inner world (thought, dreams, fantasies, desires, fears), and you feel its physiological presence in your self.
LEADERS (cont’d.)

Awareness includes:
- Cognition
- Perception
- Physiological state

Thoughts, Emotions
- Sound, Touch, Sight, Taste and Smell
- Biological Functions
LEADERS (cont’d.)

Awareness:

- Become AWARE: of the inner world and inner physiological state of those you wish to lead.
- Understand and know the hierarchy of needs and responses. Determine where everyone stands, those that follow and those that lead.
Dare to Dream a New Dream

The new **Dream** fulfils current needs and envisions a higher more expanded level of existence with different felt needs and responses, a new level of experience with higher level of meaning and purpose.
LEADERS (cont’d.)

Dare to Dream and Doing:

➢ Action oriented
➢ Role model for action
➢ Feedback: Am I doing what I said I would do?
➢ Persistence
➢ Celebration
➢ Establish Smart Goals
LEADERS (cont’d.)

Doing:

Establish Smart Goals:

Stretch greater than reach
Measurable
Agreement
Record progress
Time limits
LEADERS (cont’d.)

Empower yourself and your team:

➢ Be self-referred vs. object-referred
➢ Exhibit self-actualization traits
Empower yourself and your team:

Exhibit self-actualization traits:

- No investment in power over others
- No desire to manipulate, control, convince, cajole, insist, beg, or seduce
- Beneath no one, superior to no one
- Fearless
LEADERS (cont’d.)

Empower yourself and your team:

Exhibit self-actualization traits (cont’d.):

• Declare your personal investment of time, energy, resources
• Enroll the investment of your team
• Ask for feedback
LEADERS (cont’d.)

Responsibility:
- Initiative
- Risk taking
- Walk the talk
- Values: Declare them, Ask for feedback, Live up to them
- Integrity, Truth
- Good Health
The mysterious ingredient from the unconscious that all great leaders harness

Synchronicity: Ability to create good luck and find reserves of power to carry a leader beyond predicted outcomes to a higher plane

Learn to become a non-local Being

Understand and master non-local communication
Seven Keys to SynchroDestiny
1) The World as an Extension of Self

Illustration by Alex Grey
2) The Mirror of Relationship
3) The Role of Internal Dialogue
4) The Power of Intention
5) Emotional Freedom
6) Harmonizing the Masculine and Feminine
7) The Conspiracy of Improbabilities
Exercise

1. What are you going to do with your family, group, community, business environment to improve your level of listening?
Exercise

2. What are you going to do to bond emotionally and entrain?
Exercise

3. How are you going to become **Aware** of the inner world?
Exercise

4. What is the new **Dream** you wish to actualize?
Exercise

5. How do you plan to share the dream and empower others with it?
Exercise

6. How do you plan to rewrite limbic and neocortical programs that will we see, hear, taste, smell, and feel? What emotions will be aroused? What will it mean for our business/company, family lifestyle, work environment?
Exercise

7. How shall we synchronize?
Questions/Discussion