DEVELOPMENT OF LEADERSHIP QUALITIES THROUGH METHODS OF DIRECT EXPERIENCE OF LIVE LIVING

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Abstract

The purpose of this study was to examine the problem of formation of special mindset of the leader. The training of leaders (AUTHENTICUS program, HAI.LT institute) is focused on the shaping of independent decision-making and freedom from stereotypes. In order to break out from automatic reactions of the brain and create novelty we taught leaders to reflect on his/her emotional reactions that arise in situations of real life – live living. AUTHENTICUS program of consciousness leadership is a modular training program held by HAI.LT Institute since 2011. We conducted psychological study of participants of leadership training program (44 leaders, 2013 - 2015). Results of the study showed the changes in value orientations, in the behavioral priorities in the locus of control, also in the stereotypical beliefs, and motivation of decisions.

Keywords

Leader, Consciousness, Authenticity, Innovation

1. Introduction

A successful company today is a company, where all employees have leadership mindset: they are creative and independent; goals oriented and feel responsible for the success of the company, not depending on their level.

Discussed problem concerns the formation of special leader's mentality and mindset, changed the person. In contemporary world the requirements of business make the leader to face more and more serious challenges. The epoch of global changes brings new tasks to leaders and new approaches to the solution. We understand the leader as the person, who:

- is able to implement his own life project

- coordinate actions of other people

- bring novelty to the context of his (her) operation

Leader is a personality – a vector, the operational center of many relationships and functions (Meneghetti, 2010).

AUTHENTICUS program of consciousness leadership is a modular training program conducted by the HAI.LT institute since 2011. We relied on the ideas of ontopsychological theory: those who can serve best are a function of order. To test the methods used, we conducted a comparative study of participants. In this regard, the personal characteristics of the leaders were measured before and after the training. The following personal characteristics were selected: value orientations at the level of behavioral priorities, locus of control, stereotypical beliefs, and motivation of decisions. We obtained data, concerning the change of personal characteristics of the participants, which evidence the change of the leadership mindset.

2. Previous Studies Review

The modern scientific approach to leadership implies a change in the understanding of an organization, especially in modern society which is considered to be the society of changes. Uncertainty, complexity, increased volatility became the norm in the society long ago; in an era of change, the internal environment of organizations is changing with the surrounding reality. (Bennet & Lemoine, 2014). It is easier to understand the logic of organizational change and the role of leaders in it when they are evaluated in the context of social changes and human nature, in a wider context – the context of changes (Beck & Cowan, 2005). F. Laloux (Laloux, 2016) subdivides organizations into five types: red, amber, orange, green, and turquoise. "Red" organizations, where leadership is based on personal strength, and "amber" ones, based on the observance of norms and traditions, are gradually fading into the past. "Orange" organizations, where efficiency becomes a criterion, build the modern world. But the development of business in the competitive paradigm has

led to a huge amount of innovations and the achievement of abundance, at the moment there is a crisis of the "orange" paradigm. "Green" organizations' priority is not profit but concern for the environment, the interests of future generations, ordinary employees and customers, etc. "Turquoise" organizations that are replacing the green ones, divert from reliance on rationality and objective data. Practice has shown that "turquoise" companies are ahead of both "orange" and "green" competitors. Within the framework of the "turquoise" paradigm, the organization is considered as a living organism. An organism is a "functional system" (the term of the Russian physiologist P. K. Anokhin (Anokhin, 1973). Adherence to the "organic" model makes it possible to move away from both the rigid hierarchical control of the "orange" paradigm and the system of universal compromises that hinder the "green" paradigm. "Turquoise" organizations follow three principles: self-government, integrity, evolutionary goal. In order to be able to lead in the new "turquoise" paradigm, one needs to be a personality of the "turquoise" level. American researcher J. Collins, analyzing companies that have been successful for 15 years or more, concluded that there is only one difference between "great" and "ordinary" companies – the leaders' style of thinking (Collins, 2001). Collins called leaders capable of bringing the organization to long-term prosperity "the leaders of the fifth level". The previous four levels are as follows: "a talented loner", "a team player", "a competent manager" and "an effective manager".

The ability of the leader to respond in an adaptive manner to the emerging difficult situations is associated with the willingness to apply new strategies to overcome life situations. Modern approaches to leadership focus on individual characteristics of leaders, such as locus of control, self-confidence, emotional intelligence. In order to be the leader of flexible, self-organizing teams, a manager should have a high level of emotional intelligence (EI), i.e. the ability to regulate his/her own emotions and other people's emotions, and control them. (Goleman, 2003). Leaders with more developed self-regulation abilities are more successful, they are able to make effective decisions in a high-risk situation.

Two types of leadership models have been created: models based on a person's life history and cognitive models showing the current life situation (Cutler, 2014). Ontopsychological leadership model does not only unite two approaches, but also emphasizes the leader's importance for the organization. A leader is a personality – a vector, the operational center of a variety of relationships and functions (Meneghetti, 2014). It is noted that it is important for the leader to have a deep and constant contact with the positive basic core of his/her own personality (Onto "In-se"). The leader organizes the social space around him/her. Therefore, in onto-psychology, an organization is called the leader's "social body" (Meneghetti, 2010).

An organization is a territory organized by the mind of a leader. For example, Apple employees who worked with Steve Jobs called his influence a "reality distortion field". Jobs used to

set tasks that they considered impossible, and demanded to implement them within too short period of time. At the same time, his charisma was so strong that the employees began to believe him more than their thoughts "it is impossible" – and most often achieved the defined results.

There are special personal characteristics inherent to leaders: integrity, self-regulation, self-reflection, awareness, independence, freedom from stereotypes. Consciousness is practiced by Google (Search inside Yourself), Apple, McKinsey & Company and General Mills.

The work with leaders is focused on the formation of independence in decision-making and freedom from stereotypes. The leader has a special mindset: he/she is able to implement the project and coordinate the actions of other people, based on the novelty of the situation. According to the study by the Corporate Executive Board (CEB), 66% of firms have programs on identification and promotion of employees with high potential. However, the top-managers of only 24% of firms consider such programs effective.

There are some studies of the leadership that used the results of training programs (Benson, 2018), but we didn't find any comparative study of one group of leaders before and after training program. Some authors tried to understand the relationship between leadership effectiveness and spiritual intelligence (Sultan, Khan, & Kanwal, 2017). The idea was that openness to experience positively correlated with leadership effectiveness. These ideas were very interesting, but we would like to

For the formation of personal qualities of a leader, it is necessary to take into account the latest research in the field of neuropsychology. In his works on corporate behavior, leadership development and organizational change Karolien Notebaert describes the formation of consciousness through maintaining mental balance and therefore increasing concentration, creativity and productivity (Notebaert, 2015). Modern neuropsychology recognizes the existence of two main neural networks of the brain: the constant activation network (default) and the direct experience network (successful). For the development of creativity of the leader, it is necessary to change the default mode system which blocks the potential. Neuro management helps to introduce major behavioral changes in the lives of leaders. Since all leadership decisions are the result of two neural networks, it is necessary to develop the direct experience neural network, which inevitably brings the leaders to successful solutions in business. Understanding of the way the brain reacts creates the necessary environment for the formation of leadership potential. The rules of the brain involve referring to the neocortex, and not reliance on the amygdales, since the neocortex is a direct response to a changing environment, and the amygdales add to the emotional response the past emotional experience that cannot be applied in a changed situation. A direct response strategy allows you to increase your potential and minimize energy consumption.

After the analysis of previous studies we made the conclusion: for the development of creativity of the leader, it is necessary to change the default mode system which blocks the potential.

3. Training Ideas and Problems

For purpose of development leader's creativity special leadership training programs are being made in which the instruments of experiencing life situations are applied. As an example we apply in this article the description of two instruments: cinematology and psicotea (spontaneous theatre). Cinematology in the practice of leadership (Mineghetti, 2010), – the analysis of the participants' emotions associated with watching a particular film, i.e. this is not the analysis of the content or work of the film authors, but the analysis of the reactions of the participants in live action. The moderator presents the audience a fact from life, shown in the film in order to test the usual strategies of leaders. The main point of the analysis becomes a behavioral stereotype, which can be both successful and default. Consciousness leadership provides understanding of the unconscious dynamics of the emotional response, and the moderator at this point is conducting authentication counseling of the participants.

Cinematology applies market-oriented films that represent stereotypes and false values that exist in the society, and in a spontaneous theater (psicotea) a live action is presented in response to any given situation. Spontaneous theater is a statement of the projection of the mind in the environment in order to clarify the leader's stereotype and overcome it. The theater is used to identify false strategies. This is a lively and fast tool in which participants react in response to a specific action. The role of the moderator is to select and direct the theater participants. The topic of the action is also defined by the moderator. The live action scenario is not used, as the moderator should professionally read the existential situation of the participants. For example, you can choose any company for the analysis and present it as a play, in which characters participate. In this way you can easily see the role of each employee. After the performance, there is a discussion with the purpose of cross rational analysis. Decision strategy always leads to success, as it allows changing participants' stereotypes.

In order to break out from automatic reactions of the brain (the constant activation default network) and create novelty (direct experience successful network), leader needs the following: to reflect on his/her emotional reactions that arise in situations of real life – live living.

Thus, the instruments for experiencing life situations can develop leadership qualities when they are included in the programs of work with leaders. During the training program participants expand the boundaries of consciousness, restore the integrity of consciousness and get rid of the

negative influence of personal and social stereotypes, change the default mode system to the direct experience system.

Self-regulation is necessary to bring spontaneous impulses into compliance with long-term goals. Self-regulation – the development of leadership potential – organizational changes – this is the scheme on which authentication counseling of leaders is based. Self-reflection helps a person "to dis-identify him/herself with his/her ego": i.e. to remain a calm observer of what is happening, even in critical situations and in moments of strong emotions. Due to this, self-reflection provides huge advantages in the accuracy of decision-making. Consciousness is attentiveness to what is happening around with focus on not the usual emotional response, but on the novelty of the action.

4. Study's Results

How can "default neural network" be changed? Special leadership training programs are developed. The methods of experiencing life situations are applied. AUTHENTICUS program of consciousness leadership is a modular training program conducted by the HAI. Institute since 2011. We observed a great development of leaders' ability to create novelty.

The study included:

- 44 participants
- 2013-15 years

The personal characteristics of the leaders were measured before and after the training. The following personal characteristics were selected: value orientations at the level of behavioral priorities, locus of control, stereotypical beliefs, and motivation of decisions.

How methods of "Live Living" experience can develop creativity of leaders?

"Live Living" situations provoke neural network for NOVEL solutions in changing environment.

The change of personal features of the leaders can be measured with the research methods.

4.1 Methods of Research

1. The method of S. Schwarz for studying the value orientations of an individual is a scale designed to measure the significance of 10 types of value orientations (power, achievement, hedonism, stimulation, independence of action, universalism, kindness, tradition, conformity, security). The standard questionnaire consists of two parts. The second part of the questionnaire was used ("Personality Profile"), which allows to study value orientations at the level of behavior, that is, individual priorities, most often manifested in the social behavior of the individual.

2. The technique of G. Rotter "The level of subjective control" measures the locus of control both "in general" and in various areas of life: family relationships, work, interpersonal relationships, health and illness. "Locus of control" is an indicator of the degree of

independence, activity and autonomy of a person in achieving goals. It is associated with a sense of personal responsibility for the events happening to us. There are two types of locus of control: external and internal.

3. "Test for the identification of stereotypical beliefs" was developed by Vilius Adomaitis as part of his thesis at the Department of Onto-psychology of St. Petersburg State University. The test consists of 40 pairs of statements. In each pair, the person chooses the statement which he agrees with. One of the statements in the pair reflects the stereotypical point of view on a phenomenon, and the other – neutral, free from this stereotype.

4. "Motivation of decisions" test allows you to determine how important for a person the following factors are when making a decision:

- functionality (goal) – the functionality of the result for a person;
- moral soundness – compliance of the decision with moral norms;
- the impact of previous experience – to what extent the decision is consistent with previous experience;
- influence of the opinions of others – to what extent the surrounding people will agree with the decision;
- security – no negative consequences of the decision.

The obtained data was processed in Excel and the statistical package SPSS. Statistics. 20. The non-parametric Wilcoxon criterion was used for the analysis to compare dependent samples.

4.2 The Results of the Study

The study of the personal characteristics of the leaders involved 44 people enrolled in AUTHENTICUS program of consciousness leadership: managers and entrepreneurs who filled of psychodiagnostic questionnaires. The purpose of this study was a comparative analysis of the psychological characteristics of participants before and after participation in the program.

The results of applying and analyzing the methodology of S. Schwarz for studying the value orientations of a person at the level of behavioral priorities showed that after passing the program, participants had a statistically significant change in value orientations. Before the program, the most significant values for the participants were the values of success (achievement), independence of action and kindness. Participants, first of all, were characterized by the desire to achieve professional success, demonstrating their competence. The opportunity to act and make decisions independently was in the second place for them. The value of comfort in relationships with relatives and their well-being was in the third place. The least significant, i.e. denied values were: stimulation, traditions, power. The desire for new impressions, sensual pleasures, the preservation of traditions and domination in everything was not significant for the participants (Figure 1).
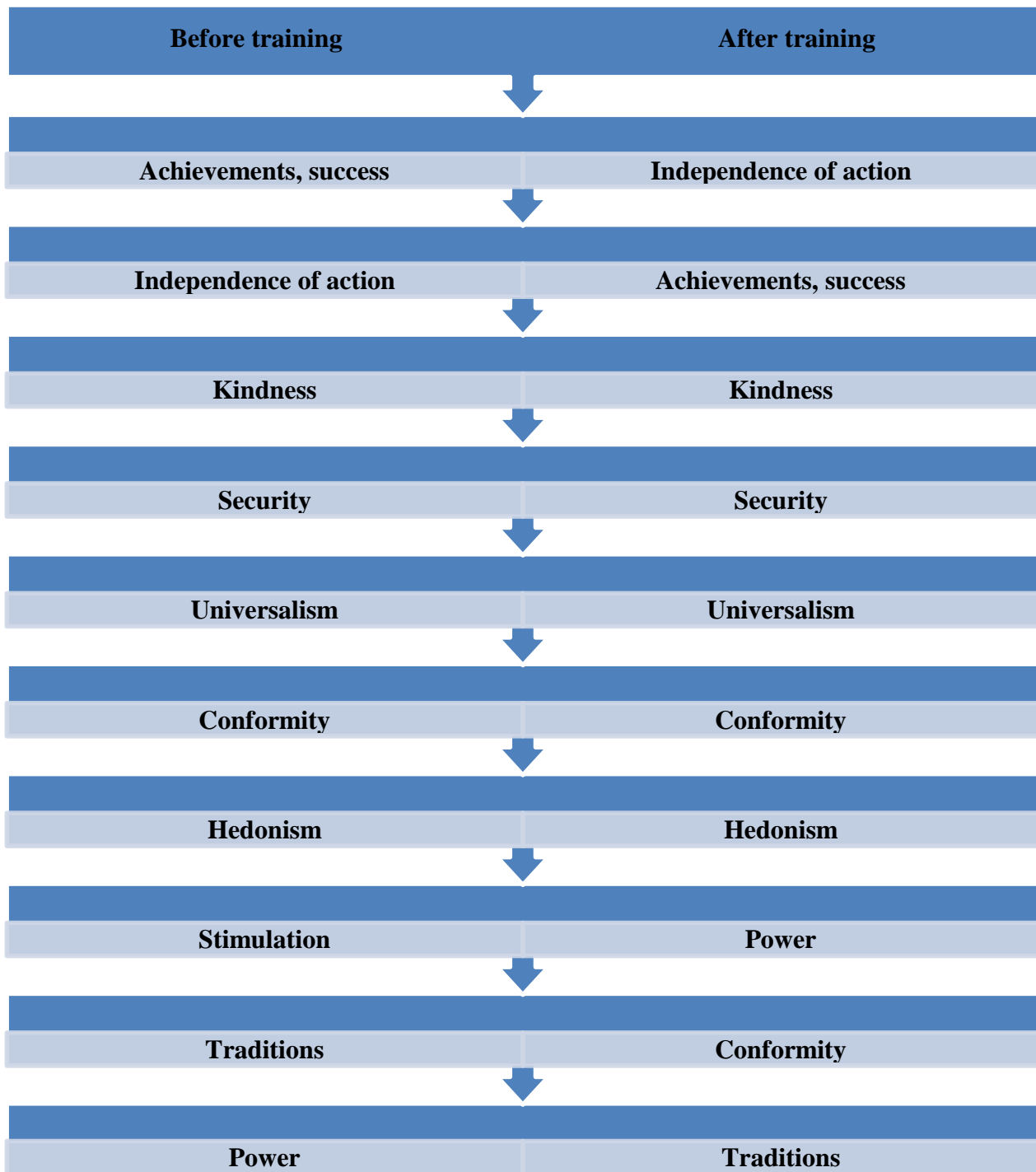
After passing the program, the preferred values remained the same: independence of action, achievements and kindness. However the value of "autonomy" became more significant and thus came out on top (average rank 2.0 vs. 2.8 before the program began). That is, after the program the participants began to value more the ability to make decisions independently (Figure 2).
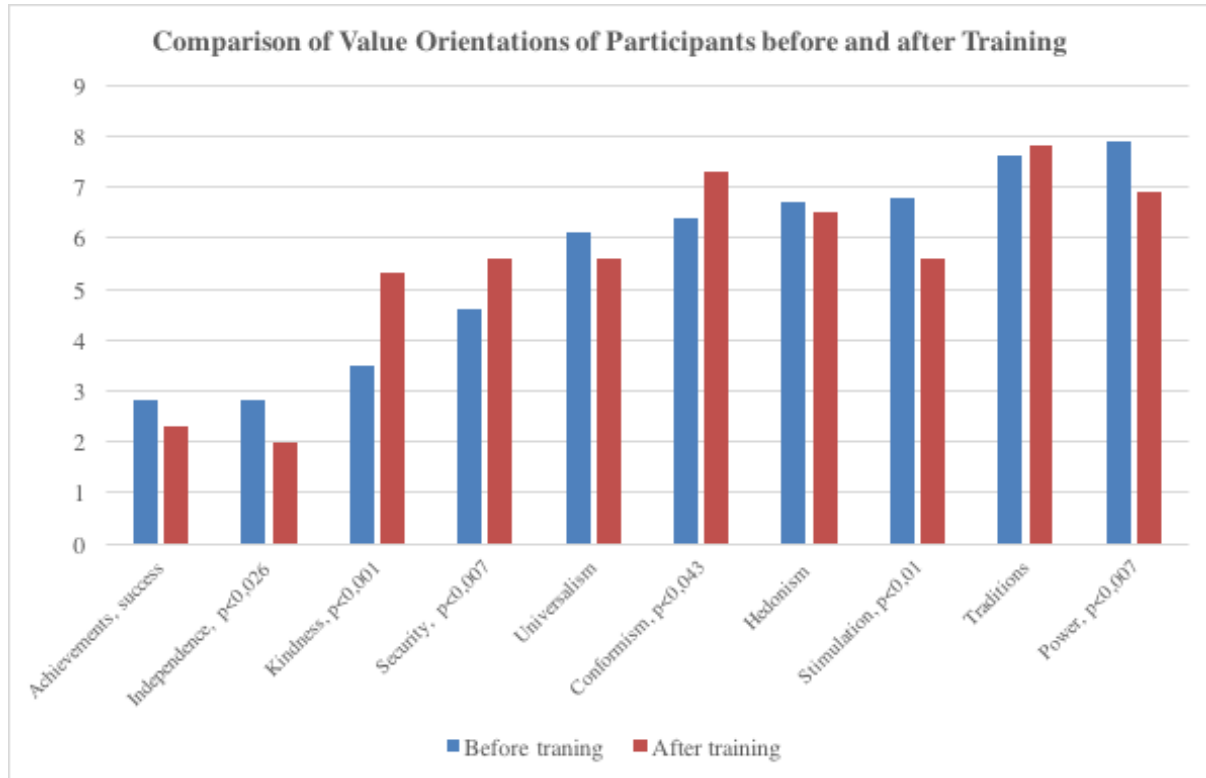
Figure 1: *Comparison of Value Orientations of Program Participants (N=44)*

The value of "kindness" – comfortable relationships with family and friends and their well-being – remained in third place, but significantly decreased its importance (from rank 3.5 to rank 5.3). I.e. the well-being of family and friends still remained important for the training participants, but they became more independent in decision-making (Figure 2). Independence in decision-making helps to establish clear boundaries between the individual and the environment. A person with boundaries initially does not allow the relationships to become uncomfortable, and thus reduces the probability of "sudden" serious conflicts. The diminishing significance of the value of "kindness" (but so that it still remained in the top three of the most significant values) suggests that the program participants' psychological borders became clearer.

Before training	After training
Achievements, success	Independence of action
Independence of action	Achievements, success
Kindness	Kindness
Security	Security
Universalism	Universalism
Conformity	Conformity
Hedonism	Hedonism
Stimulation	Power
Traditions	Conformity
Power	Traditions

Figure 2: *Changes in the Ranks of Participants' Value Orientations at the Level of Behavioral Priorities (N=44)*

The value of "stimulation" (Figure 2) left the top three least significant (denied) values, and moved from the eighth to the sixth place (rank 5.6 versus 6.8 before the start of the program). This suggests that program participants became more open to new experiences, fresh impressions, they wanted to bring diversity into life. The value of "power" also moved two places up: it remained in the top three least significant values, but from the tenth (the last) place it rose to the eighth. This suggests that participants have become more positive about formal, social power (Figure 2). Thus, the gap between the importance of professional success and the achievement of power was reduced.

The "traditions" remained in the top three of the least significant values, and the rank of this value remained almost unchanged. "Conformism" also got into the top three less significant values, falling from the sixth place to the ninth place (rank 7.3 vs. 6.4 before the program began).

The second indicator measured before and after the program was the "locus of control". "Locus of control" is the degree of independence, activity and autonomy of a person in achieving their goals. It is associated with a sense of personal responsibility for the events. The "Level of Subjective Control" test by D. Rotter measures the locus of control both "in general" and in various areas of life: family relationships, work, interpersonal relationships, health and illness. There are two types of locus of control: external and internal. Internality/externality in the field of achievements means attributing responsibility for one's own success or destiny. Internality/externality in the field of failures – a person is responsible for his failures himself, or shifts responsibility to others.
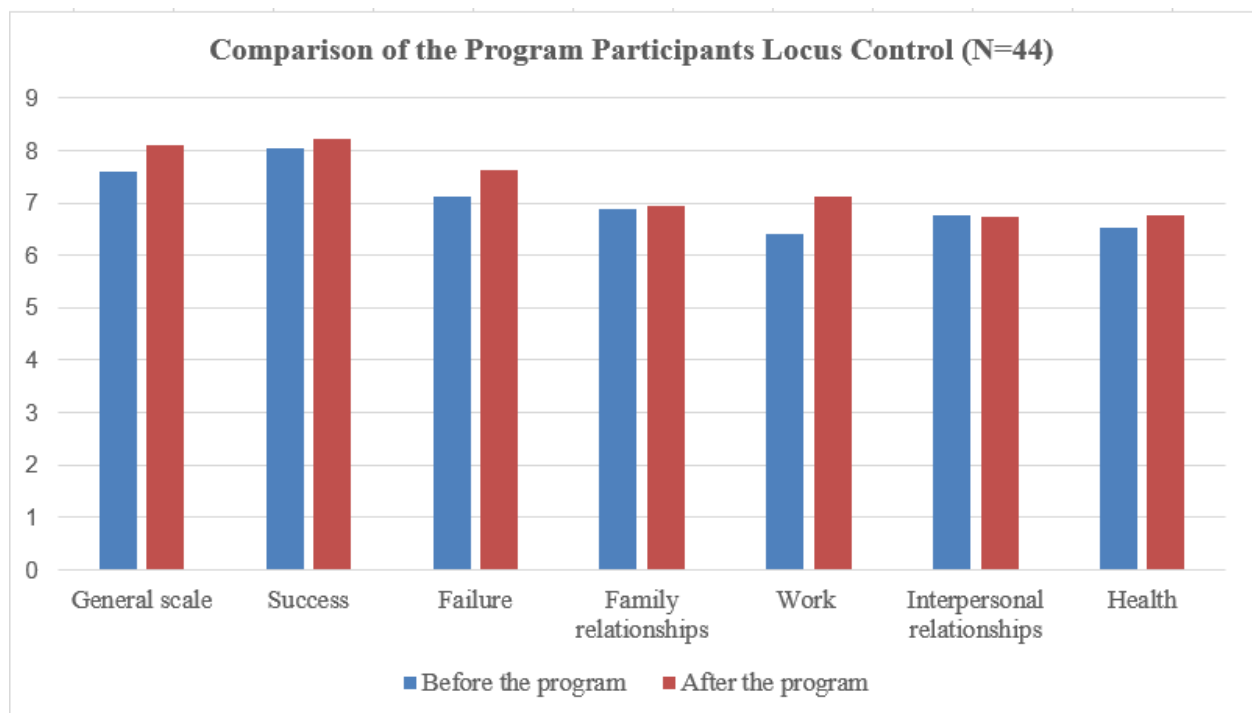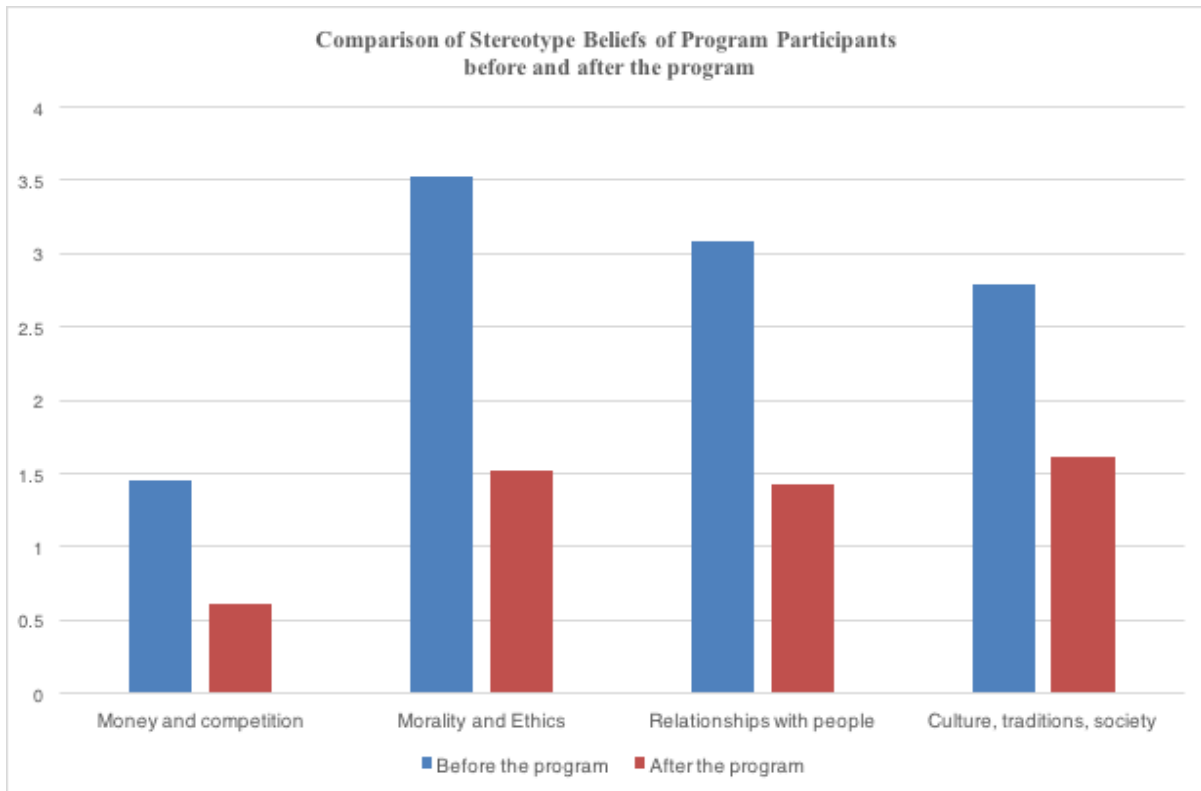

Figure 3: *Comparison of the Program Participants Locus Control (N=44)*

The overall internality of the participants (Figure 3) increased significantly after the training (from 7.6 points to 8.1 points), i.e. from medium to high. This suggests that the program participants began to take more responsibility for their lives.

At the same time, the internality in the field of success practically did not change, but the internality in the field of failures became significantly higher (it increased from 7.1 to 7.6 points). This suggests that participants started to realize clearer that unfavorable situations are their area of responsibility. Out of all the spheres of life that the test measures, internality has significantly

increased only in the field of labor relations (from 6.4 to 7.1 points). This is logical, since the program was associated primarily with the development of business leadership.

The test on identification of the stereotypical beliefs by V. Adomaitis (developed at the Department of Ontopsychology of St. Petersburg State University) also showed changes.


Figure 4: *Comparison of Stereotype Beliefs of Program Participants (N=44)*

The stereotype in relation to the money and competition of the study was also at the low level before the program (only 15% of the answers were stereotyped). But when choosing statements about morality and ethics, participants prior to the program chose stereotypical answers on average in 35% of cases, on relationships with people – in 31% of cases, and on culture and traditions – in 27% of cases. I.e. participants chose stereotypical rather than neutral expression in about one third of cases (Figure 4).

At the end of the program, the percentage of stereotyped responses significantly declined in all categories and amounted to about 15% for "morality and ethics", "relationships with people", "culture and traditions" and 6.1% for the "money" category. This suggests that the participants' thinking after passing the program became less dependent on stereotypes. Freedom from stereotypes allows you to see the situation clearly and make the most functional decision. Therefore, a decrease in the stereotyped thinking is an indicator of leadership development (Figure 4).

The "Motivation of decisions" test also showed significant changes compared to its indicators before the program.
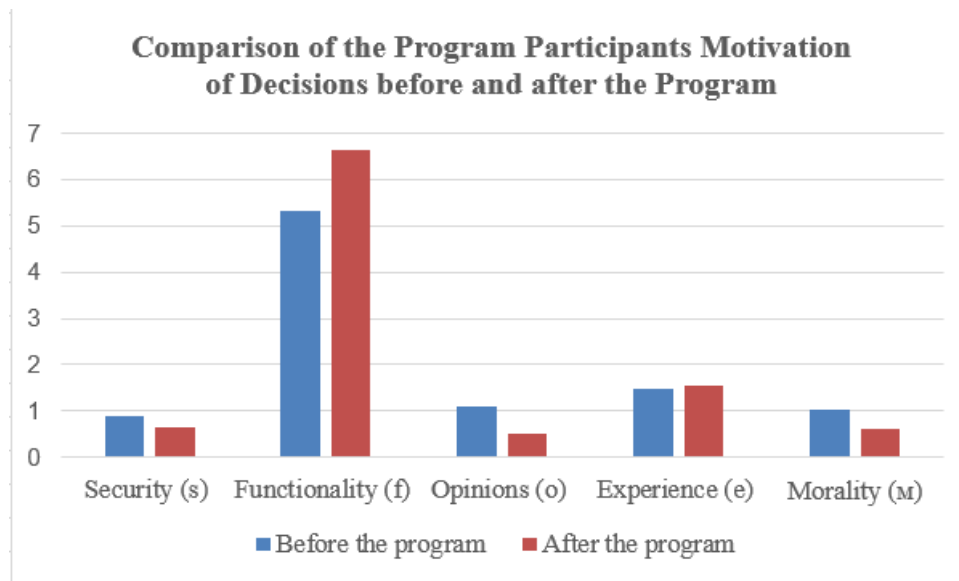
Figure 5: *Comparison of the Program Participants Motivation of Decisions (N=44)*

Prior to the program the main factor for the participants in the selection was the functionality of the result (5.3 points). All other factors: experience, the opinion of others, moral criteria and security – were much less significant. Participation in the program further strengthened the existing trends: the significance of the functionality of the result increased to 6.4 points, and the significance of the opinions of others and moral criteria became even lower (Figure 5).

5. Conclusions

Conclusions of the study:

1. Participant became more independent in making business decisions
2. Openness to novelty increased
3. Leaders took more responsibility for own actions (especially for actions that are not successful). It showed the development of consciousness leadership
4. Stereotyped thinking decreased.

Therefore, one's intuition grows up and switches on neural network of direct experience which is important for leaders in modern world.

The main aspect is the development of the direct experience neural network which develops the potential, instead of the default mode neural network, which blocks the potential. The development of the leaders' potential is indicated by the comparing of the results before and after the program:

- Analysis of changes in values showed that participants became more independent in making decisions, experiencing new impressions became more significant, which may indicate a change in the usual emotional response;

- Taking responsibility for your life, especially for failure, shows the formation of consciousness leadership;

- Stopping the stereotyped thinking allows to percept one's intuition better (use a direct experience network) and make innovative decisions, which is important for leaders in a contemporary world.

In this article we presented a conceptual framework for the work of an effective leadership educational program in the context of rapid changes. The study showed the need of theoretical and practical training for leaders with the application of special instruments. Leadership training programs develop creative thinking and provide skills for using creativity in business. We plan to continue training and studying of the leaders in the next AUTHENTICUS program at HAI.LT Institute.

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