



Clear Impact

Simple truths. Consistently applied.

GROWING UP, CLEANING UP & WAKING UP

These are terms from the American philosopher Ken Wilber. The general idea is that becoming better and better human beings, and more and more effective leaders, requires attention to all three of these factors. Wilber points out that almost no approaches take all three into consideration. He supports our approach to leadership development because we include all three. We'll describe these three factors briefly below.

Growing Up

This is about levels of adult development. There are some stages that almost all humans go through while growing up, but most get stuck at a level that can't adequately meet the complexity of today's world. In our program we use the map *Levels of Development-in-Action* that includes Opportunist, Conformer, Expert, Achiever, Catalyst, and Co-Creator. Wilber points out that each of these is a set of largely unconscious rules. He uses the analogy of grammar. We speak in a way that allows us to understand each other, using a coherent grammatical framework, yet few of us know the rules we're following. Similarly, each of these levels operates on a set of internally coherent yet largely unconscious rules. When exposed to new approaches, most people try to interpret those approaches within the set of rules they already follow. We refer to these levels as *mindsets* or *worldviews*. Shifting our "center of gravity" requires a fundamental shift in how we see ourselves and the world. That's why it takes considerable time to shift levels. Maps like *Levels of Development-in-Action* are also *psychoactive*. That is, being able to see the next levels helps speed development in that direction. There are also "scaffolding tools" like polarity maps that can help speed evolution in Growing Up.

Cleaning Up

This is about understanding the filters through which we see the world, including distortions and blind spots. It includes both positive and negative qualities in ourselves that we tend to not see. We use the Enneagram as our primary leadership tool to assist in Cleaning Up. Each Enneagram type has particularly filters that can be identified and reflected upon. The Enneagram has nine Levels of Freedom. We use the three broad

categories of High Performance, Average, and Acute & Chronic Stress. At each higher level we see reality a little more clearly, have more options available to use, and are able to respond more effectively to life's challenges and opportunities. At each lower level we're more self-involved and limited. Approaches that explore "psychological shadow," aspects of ourselves that we have not seen or integrated, fall into this category of Cleaning Up. Every Enneagram type has identifiable "shadow" at the Average level.

Waking Up

This is our ability to be more present and self-aware in our lives, and then aware of a context larger than our personalities from which to think and act. We focus on the importance of building a practice of reflection in our lives, stepping back and with spacious thinking asking ourselves important questions. Mindfulness is one aspect of reflection. It is *reflection-in-the-moment*. It's the ability to harness and direct our attention in meaningful ways that allow us to be more skillful and versatile. Increasing mindfulness also reduces stress and allows us to function from what we refer to as the adaptive and co-creative "forebrain" rather than reptilian "hindbrain." Mindfulness practices are designed to strengthen an "inner observer" or "watcher." In this way mindfulness is essential to making good use of any self-awareness tool like the Enneagram, because what promotes growth is the developing capacity to observe our habitual patterns, and be able to make more conscious choices aligned with our higher values, rather than being reactive to those patterns or controlled by them. Mindfulness has also been shown to build compassion toward self and others.

Mindfulness Resources

Now that we've briefly introduced Growing Up, Cleaning Up, and Waking Up, we'll share some Mindfulness resources. We wanted to make sure we first put mindfulness into perspective. It's very important, and it's not the whole picture, although many proponents of mindfulness will speak as if it is the whole picture.

- A 60 Minutes episode with Anderson Cooper where he goes through mindfulness training. Just under 13 minutes, and well worth watching: <https://www.youtube.com/watch?v=vBhimxmhCpl>
- A follow-up 5-minute episode with Anderson Cooper on how mindfulness changed his life: (unfortunately this is no longer available on the internet but we have it on our website <https://clear-impact.com/what-we-do/our-tools/#Mindfulness-&-Reflection> along with a short meditation practice audio)
- A mindfulness audio program with Jon Kabat-Zinn, the teacher you'll see in the Anderson Cooper episodes. This Mindfulness for Beginners is currently under \$11 for the audio download: <http://www.soundstrue.com/store/mindfulness-for-beginners-4003.html>. This website has other useful resources as well.

1.1