

Spotlight on ILA Members

ILA Members are doing amazing leadership work around the world, from starting new degree programs to nurturing young people who make a difference, from running innovative workshops and seminars to fostering organizational change. We are pleased to shine an ILA spotlight on the programs of our members. If you would like to nominate yourself or another ILA institutional member to be featured on these pages, please contact ILA at ila@ila-net.org.

Spotlight on The *Integral Leadership Review*:

The *Integral Leadership Review*: Creating a Leadership Meta Theory

by Russ Volckmann

The *Integral Leadership Review* (ILR) is the preeminent online publication about an integral approach to leadership. Founded in 2000, ILR serves as a vehicle to explore integral approaches to leadership. In the last few years it has evolved from a single author newsletter to a true journal that has established its value and is attracting more and more readers and writers in its effort to develop tributaries to the stream of integral leadership theory, development, and practice.

Our international advisory board, the Integral Leadership Council, is purposefully comprised of individuals who represent a wide variety of perspectives and approaches including people like Dick Couto, Charles Hampden-Turner, Jim Kouzes, Ian Mitroff, Ron Riggio, Margaret Wheatley. They represent Australia, Canada, France, Germany, New Zealand, India, the Netherlands, Switzerland, UK and US.

In addition to our Journal, every other week, we upload free streaming audios of leading thinkers and practitioners interviewed on the subject of the global financial crisis. For example, ILR audios to date include people like Ian Mitroff on crisis management, Don Benson on supply stream management, Debbe Kennedy on creatively dealing with the

challenges we face, Richard Wagner on personal finance management and more to come.

What is Integral Leadership?

The idea of integral leadership transcends and includes all of the other approaches to leadership. That means that it seeks to highlight the contribution of many streams of thought and practice related to leadership that can help us evolve our understanding and development so that we may more effectively engage and redress the challenges of growing complexity, diversity, and disparity in our global environment.

What does “integral” signify in ILR? We recognize that the term “integral” is used in at least two ways. One, it refers to worldview or performance, stemming from adult development theory—how we learn and develop as individuals—in the work of people like Michael Commons, Kurt Fisher, Clare Graves, Robert Kegan, Jane Loevinger, and William Perry. In usage applied to adult development, “integral” is the stage of performance that follows after pre-conventional, conventional, and post-conventional performance.

A second use of the term is as an approach to meta theory. Integral theory provides a framework to

How to Participate

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1. ILR is seeking additional bureau chiefs from countries around the world.
2. Our bureau chiefs are seeking information and writers who can share their work in the virtual pages of this free online publication.
3. Each year we present a Reader's Choice award for the best publication on leadership in that year. Nominations for 2008 are open: russ@integralleadershipreview.com.
4. We would like to publish a student paper in every issue of the ILR. Only five will be published in every year. We hope to elicit the participation of ILA members. It provides opportunities to recognize quality work by students. We encourage professors to suggest such submissions and students to take initiative.
5. We aspire to making a significant contribution to ILA and its work. Visit our website (www.integralleadershipreview.com) to access the free archives of all past issues, the audios, and notification of our other publications.

organize the value added of all theories on leadership. It provides a set of maps with which we can analyze the perspectives of leadership theory and practice to see the strengths and

identify the blind spots of each. It is a framework that supports integration of approaches across disciplines. If we are to seek a general theory of leadership studies and seek to integrate the work of multiple disciplines, Integral Leadership is a meta theory which seems to offer the strongest potential upon which to engage this research and theory building.

Academically, integral theory is showing up in places like H.E.C Montreal, Fielding Graduate Institute, JFK University, the University of Notre Dame, California Institute of Integral Studies, Institute for Transformational Psychology, Antioch University, the Indian School of Business, the University of Western Australia, and other universities.

The strengths of an integral approach can be seen in the following example. In the study of leadership we might distinguish between leading, leader, and leadership. Typically, these terms are treated almost interchangeably. What if we began by using the following distinctions while recognizing that they, too, will evolve:

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1. **Leader**—a role in a system, that is, a set of expectations held by members of a society, community or organization about desired and appropriate behaviors and qualities of individuals who temporarily occupy the role. For example, members of an organization might hold that leaders are knowledgeable or have a clear understanding of a current situation.

2. **Leading**—the activities of individuals temporarily occupying the role of leader. Here is where much of the popular leadership literature tends to focus. When researchers

and theorists talk about what a leader does it is a description of an individual in the role of leader and the behaviors of that individual that relate to being a leader. For example, the suggestion that leaders articulate and hold a vision is an indication of a behavior or a set of behaviors. So is being authentic or being a servant. If it seems that there is a close relationship between the role and the behaviors that is the case, since we are more likely to identify individuals as having filled the role if they exhibit the corresponding behaviors.

3. **Leadership**—(and here is where a more integrative view emerges) involves the role (leader), the behaviors (leading) and the context. But it is a context that goes beyond our notions of situation. It is a context that includes culture, as well as systems, processes, technologies and artifacts.

Looking at the world of leadership through lenses that build upon such distinctions is what we aspire to in the Integral Leadership Review.

ILR and ILA

An extraordinary feature of ILA is how it has created a professional organization that encourages individuals to cross traditional boundar-

Integral Leadership Review

Special Issue: Integral Leadership in Australia
Volume IX, No. 1 - January 2009



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ies among academics and students, coaches, trainers and consultants, and those in leader roles or who aspire to them. It has built a membership and participation that successfully encourages dialogue among theorists, developers and practitioners. To encourage such productive dialogue is also the mission of ILR. This shared aspiration is just one of the synergies shared by ILA and ILR. We each are engaged in a field of inquiry that supports the communication, exploration, and building upon of all perspectives on leaders, leading, and leadership.

A truly integral theory includes the work of people from around the globe. ILR has council members and bureau chiefs in several different countries and is looking for more

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JOB Listings

For complete descriptions & application procedures, please visit the ILA Web site link listed at the end of each partial description. To view all announcements go to:
<http://www.ila-net.org/LeadershipJobs/index.asp>

Dean, School of Management

College for Professional Studies
Regis University, Denver, CO
Closing Date: 3/1/2009
http://www.ila-net.org/LeadershipJobs/View_Job.asp?DBID=1206

Associate or Full Professor of Organizational Leadership/ Program Director for Masters of Arts Program in Organizational Leadership

College Student Development/Organizational Leadership, Azusa Pacific University, Azusa, CA
Closing Date: Until Filled
http://www.ila-net.org/LeadershipJobs/View_Job.asp?DBID=1205

Part Time Chair, Organizational Leadership Program

College of Psychology, Argosy University, Chicago, Chicago, IL
Closing Date: Until Filled
http://www.ila-net.org/LeadershipJobs/View_Job.asp?DBID=1204

To place an announcement in the *Member Connector*, please contact us at ila@ila-net.org

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bureau chiefs. Interested? Further, each year our January issue focuses on leadership in a particular country or region, with one of our bureau chiefs taking the lead in being a guest editor. In 2008 the focus was the Netherlands; in 2009 it is Australia.

We've been members of the association and participated at the annual conference since 2002. We prize our relationship with ILA and to date all of our interns have also been ILA members. These talented Ph. D. students hail from universities in the United States and elsewhere. Most are working on their dissertations while they intern with us. For example, Oliver Ngodo from Nigeria is completing his Ph.D. at the University of Malaysia, Sarawak, is editing ILR's bimonthly Leading Digest and is now an Associate Editor with ILR after serving a year as an intern.

Conclusion

If the development of more effective approaches to research, theory building, development, and the practices of leading is important to you, ILR offers a wealth of useful material. Please join us. I'll say it again: subscriptions are free!

Vision: Transforming Leadership Knowledge and Practice Worldwide.

Mission: The International Leadership Association (ILA) is the global network for all those who practice, study, and teach leadership. The ILA promotes a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.

Our Commitment: The principal means by which our mission is accomplished is through the synergy that occurs by bringing together public and private sector leaders, scholars, educators, businesses, and consultants from many disciplines and many nations.

Our Values: *Inclusion:* Nurtures and promotes broad and diverse membership engagement; *Intent:* Encourages leadership initiatives that advance the field of leadership and contribute to the greater global good; *Interconnection:* Builds upon the shared interests and complementary talents of members to support individual and collective goals; *International perspectives:* Respects cultural contexts and facilitates learning and networking across national boundaries; *Integrity:* Insists upon effective and ethical leadership practices and sound scholarship.

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