"We want leaders who discover or create purpose in their own lives and then can articulate this purpose in such a way that we are motivated to follow them in order to find that same purpose for ourselves." pg.xiii

Leadership is something one develops and grows into, not something one is born or trained to do (pg.xiv). Kyle believes that being a leader is not about acting out a role, but rather about accessing the power to maximize one's unique and individual capacities and potentials.

Leading is not primarily about doing something, but rather about being something. The development of leadership is about becoming conscious of both the power within oneself and the power inherent within the position one holds. In a fundamental sense, the challenge of being a leader is about integrating personal power with one's positional power.

In this book, Kyle describes four powers of leadership — Intention, Wisdom, Compassion and Presence — that all of us hold deeply within our unconscious. He names them as the Warrior, Magician, Artist and Sovereign. He states that these "powers," or structures, are patterns and images (gestalts) that are somehow held within a person and that cause one to respond, react and behave in specific ways.

Source: http://www.glg.net/pdf/kyle.pdf

EXECUTIVE BOOK SUMMARY

Introduction

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ABOUT THE AUTHOR: DAVID T. KYLE, PH.D.

- David Kyle's career has focused on executive development and coaching to senior executives, new start-up design, strategic planning, organizational redesign and senior team development.

- David received his BA from the University of California, Berkley, his MA from San Jose State University, and his Ph.D. from Columbia Pacific University. He was a founding member of Skopos Corporation, a human resources consulting and software company, and was a founder and President of Ontara Corporation, a company specializing in project management training and consulting. He served as the Founding Academic Director for the Masters in Organizational Leadership at the Graduate Institute in Connecticut.


Source: http://www.amazon.com/David-T.-Kyle/e/B001K8LZ6Y
1. Successful leaders make a conscious choice to continuously develop the positive personality traits and talents they have.

They also focus their intention to understand their positive and negative characteristics in order to measure their strengths and liabilities.

These leaders actively work on both what enhances and what blocks their leadership abilities. In other words, they take themselves on as a continuous development project (pg.xvi).

2. Wise leaders develop their capacity to observe and perceive what others miss in any given situation.

They learn to use their analytical skills and intuition not just as the basis of understanding the present events, opportunities or crises, but also to gain insight into the patterns that have led to those situations (pg.xvi).

3. Powerful leaders discover how to work with the intangibles—with group energy and tension, with creating vision, and with ways to motivate people to make extraordinary commitments (pg.xvi).

“The Four Powers as a Map for Leadership Development”

**Intention**—The Power of The Warrior Archetype

Most leaders begin to build their career upon this archetype. The Warrior has learned to be self-disciplined, intensely task-focused, and committed to the time and energy required to fulfill whatever the leader or organization needs of him or her. A person with Intention is willing to sacrifice for some larger, transpersonal purpose. This individual demonstrates strong loyalty to people and principles, and is faithful in fulfilling whatever is required to serve the "kingdom" — the organization or the leader.

**Wisdom**—The Action of The Magician Archetype

When someone says, "That's like magic. How did you do that?" we are experiencing Wisdom in action. Wisdom appears magical because it is a combination of skill and knowledge about something that, through much experience, has moved from practice to art. To master the art of something means a person has gained a certain level of control and has the ability to use art to transform situations.

**Compassion**—The Power of The Artist Archetype

Understanding this power in leadership requires understanding the meaning of the word compassion. The Latin com- means "with," while passion comes from passure or pati - "to suffer." Compassion is literally having the passion to suffer with people. Empathy and creativity are the means by which the Artist confronts difficult and challenging situations. The core of the Artist's passion is the tendency toward strong feelings and emotions as well as love for people and things. At the heart of the Artist is spontaneity and spirituality.

**Presence**—The Archetype of The Sovereign

The power of Presence in a leader provides context—an energetic, compelling force—from which a person can create an emotional bonding or personal relationship to a project, company or country. For a leader, the power of Presence within him or her embodies qualities of personal and organizational ambition, and provides vision that gives meaning to an immediate activity. Presence nurtures others through mentorship. It encourages diversity, risk taking and vulnerability in others. Presence expresses stewardship of the enterprise and provides order for the organization as well as affirming, recognizing and "blessing" people. Most of all, Presence is that intangible quality of identification that people make with a leader who motivates, inspires and excites them.

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**Question:** How does a person develop these powers?
THE FOUR POWERS OF LEADERSHIP

THE STRUCTURE OF POWER

A Map for Understanding Power

According to Kyle (1998), James Hillman, a student and expander of Jung’s work, in his book Re-Visioning Psychology broadens the definition of archetypes/structures in the following six ways:

1. “Archetypes are the deepest patterns of psychic functioning” [bold and italics mine]; they are the roots of the soul governing the perspectives we have of ourselves and the world” (pg.2).

2. “Archetypes are fundamental metaphors” [bold and italics mine] that describe root ideas, first principles, patterns of instinctual behavior, worldwide rituals and experiences” (pg.2)

3. “Archetypes form the mental and emotional structures, and generate the basic energy and power that motivate the attitudes and behavior of individuals and groups of people” [bold and italics mine.] (pg.3)

4. “Archetypes organize into clusters of constellations, or hosts of events from different areas of life.” [bold and italics mine.] This clustering appears first in behavior, second in images and third in a style of consciousness” (pg.4).

5. “Archetypes are collective. Archetypes are rooted in, but go beyond, individual habits and personal differences. Second, archetypes provide the connection between what goes on in the individual soul, and what goes on in all people in all places and in all times. Archetypes allow psychological understanding at a common humanity level” [bold and italics mine.] (pg.5).

6. “Archetypes transcend culture, history and differences in racial and genetic characteristics, Archetypes appear similarly in all peoples through all time” [bold and italics mine.] (pg.6).

From the preliminary discussion of archetypes, we turn now to the discussion of the four powers of leadership, outlining both their positive and negative aspects. Each of the Four Powers—Presence, Intention, Wisdom and Compassion—resides in everyone (pg. 12).

Image source: http://www.detailscoaching.com

Leadership is based on a spiritual quality; the power to inspire, the power to inspire others to follow.

(Vince Lombardi)

Image source: http://izquotes.com/
According to Kyle (1998), the four leadership powers/archetypes that presented in his book are based on and has been influenced by the work of many extraordinary people, particularly Robert Moore and his configuration of the four archetypes that make up the focus of his book. Robert Moore’s discussion of four archetypes stimulated this book’s consideration of how leadership power operates in men and women (pg.13). Moreover, Moore advocates that archetypes are possessive and can dominate us because they are imperialistic.

Kyle contends that the various aspects of the powers of these four archetypes will illustrate the exploration of leadership characteristics, the positive and negative aspects of each the archetypes operating in leaders (pg.14).

A brief summary of the earlier discussion of the archetypes will create a context for the description of how these four archetypes are cultivated within us (pg.15):

- **Archetypes** are structures deeply imprinted in our psyche, or soul, collectively and individually. They are a part of us, but independent of us at the same time. They exist almost as if they were separate personalities in us.

- **These powers are amoral.** That is, they are centers of energy that can be used in positive or negative ways. In some sense they "just are." they exist as autonomous energies within us.

- **Archetypes are transformative in their power.** When the energy of the archetypes are is working, it changes us and often influences people and evens around us.

- **A person can access an archetype in constructive or destructive ways, or in a combination of the two.** The more we know about an archetypes, the more we can learn to work with the power it makes available to us.

- **We can be possessed or oppressed by archetypes.** When we are oppressed, we become extremely self-critical we are under attack by the archetype. When we are possessed by the power, we are the archetype; we act out its role and are under its control.

Moore points out that a single image in which to see all four archetypes present is the historical figure of Jesus (pg. 15). By using Jesus as an interesting image of the Four Powers of Presence, Intention, Wisdom and Compassion, it gives people a helpful framework for exploring the leadership characteristics of each of the archetypes.
Most leaders begin to build their career upon this archetype. The Warrior has learned to be self-disciplined, intensely task-focused, and committed to the time and energy required to fulfill whatever the leader or organization needs of him or her. A person with Intention is willing to sacrifice for some larger, transpersonal purpose. This individual demonstrates strong loyalty to people and principles, and is faithful in fulfilling whatever is required to serve the "kingdom" — the organization or the leader.

The Warrior as Standard-bearer

"Whether one is an independent entrepreneur or a team player working in a large corporation, the Warrior archetype, embodied in the characteristic of Intention, places one in to positions of leadership" (pg.30).

Most of the positive aspects evident in leadership today derives from this particular power (pg.30). According to Kyle, hard work and determination supported by honor and duty become the hallmarks of Intention. Sacrifice, discipline, focus, commitment, faithfulness and loyalty are the key attributes of the Intentional leader. “If one is willing to pay the price, one will receive the reward” is the Warrior message of our culture (pg.30).

Indeed, such qualifier as gender, race and creed limit success. More often than not in our culture, it has been the white male who “makes it” (pg.31). Kyle proposed that the public message remains strong and consistent: “Work hard (and long), and you’ll receive your reward.”

Focus

According to Kyle (1998), one of the strong characteristic of the Warrior is his mastery of his particular field of endeavor, which means having experience, skill and knowledge about what one is doing, and the ability to sustain intense focus and concentration. When an intentional Warrior leader faces an issue, he knows what to do, or at least knows the way to approach the situation...The multitalented Warrior gives dimension and intentional power to his leadership (pg.35).

A final focus characteristic of the Intentional Warrior is the capacity to be proactive in difficult situation (pg.36).

- A Warrior needs good instincts and “radar” to discern from clues in the business and organizational environment when an “enemy” is threatening the organization.

- The Warrior leader needs to determine the appropriate amount of power to use in a particular situation.

A good Warrior is always a minimalist with respect to the use of power (pg.36).
The Four Powers of Leadership

The Warrior: The Power of Intention

Power as a Force

In summary, Warrior power needs to be present in the leader in order for the leader to (pg.38):

- Focus on the most critical tasks at hand
- Do the unpleasant things that must be done to guarantee success
- Take stock of a situation and find the critical path to success
- Muster the right resources and work hard, steadily and courageously, on difficult issues
- Continually create a team effort by recruiting other "Warriors/Knights" to work with the leader
- Demonstrate absolute faithfulness and loyalty to a purpose that is greater than merely the satisfaction of his personal ambitions and goals
- Know how to meet threats with appropriate power

The Shadow Warrior

Cultivating The Warrior Within

| Work Compulsion | Relationships | Emotional and sexual behavior | Heroics |

Kyle (1998) believes that the value of achieving one’s highest level of incompetence lies in the exposure of those wounds, to others as well as to oneself. Each of us must take several steps in order to begin to work with the shadow Warrior wounds. The basic of all these steps is the pursuit of the fundamental injunction of all growth and change: Know thyself (pg.53).

- The first step toward activating awareness of one's wounds is to become willing to face the extent of one's compulsive shadow Warrior patterns.
- The second step is to listen-to seek and be receptive to feed-back from the people one manages or leads.
- The third step in addressing the shadow Warrior is to change the messages that guide one's compulsive patterns.
- The fourth step is to ask for ongoing support, help and feed-back from someone who will be honest and supportive.
- The fifth step is to acknowledge a "power" greater than one-self.
THE FOUR POWERS OF LEADERSHIP

THE MAGICIAN: THE POWER OF WISDOM

When someone says, "That's like magic. How did you do that?" we are experiencing Wisdom in action. Wisdom appears magical because it is a combination of skill and knowledge about something that, through much experience, has moved from practice to art. To master the art of something means a person has gained a certain level of control and has the ability to use art to transform situations.

Cultivating The Magician Within

According to Kyle (1998), there are various steps of the alchemical process that provide some useful insights for working with the shadow Magician:

- The first principle in heat.
- The second principle is repetition.
- The third principle is distilling, purifying, dying and birthing.
- The fourth principle is containment.
- The fifth principle is synthesis.

The Four Facts of Life

Understand our anguish.

Let go of the origin of our anguish.

Realize that the suffering can stop and the craving will cease.

Cultivate a path that continues to increase understanding, letting go and realization.
The Magician: The Power of Wisdom

Eight Guideposts for Living

- Wisdom Development
- Ethics and Standards Development
- Meditation Development

The Artist: The Power of Compassion

Understanding this power in leadership requires understanding the meaning of the word compassion. The Latin con-means "with," while passion comes from passio or pati - "to suffer." Compassion is literally having the passion to suffer with people. Empathy and creativity are the means by which the Artist confronts difficult and challenging situations. The core of the Artist’s passion is the tendency toward strong feelings and emotions as well as love for people and things. At the heart of the Artist is spontaneity and spirituality.

The Artist as Innovator

According to Kyle (1998), a strong example of the Artist leader who embodies these Compassion characteristics of spontaneity, humor, creativity, innovation, heartfulness and joyful fullness is a man named Cliff. The six characteristics that Cliff highlighted are: empathy, spontaneity, creativity, joyful fullness, heartfulness and spirituality (pg.113).

- **Empathy:** is the opening up of one’s feelings in order to be receptive to the emotional state of another person (pg.113).
- **Spontaneity:** to be spontaneous is to act from a natural feeling that is not premeditated, compulsive or contrived. Spontaneous artistic Compassion is the capacity not to judge, but to see clearly and act directly (pg.115).
- **Creativity:** is the act of accomplishing, producing and bringing into being—the act of pure inventiveness. Creativity is about innovation (pg.118).
- **Joyfulness:** arises in us as feelings of happiness, accompanied by great pleasure. When we experience joy, we feel contained, complete and whole in the moment (pg.122).
- **Heartfulness:** is something that we directly experience when we are with a person (pg.125).
THE ARTIST: THE POWER OF COMPASSION

- **Spirituality**: represents the intangible, higher aspirations that expand both thinking and feeling, intellect and emotion to more refined, even sublime, levels of experience (pg.129).

According to Kyle (1998), understanding how to create shared values is the first step toward spiritual leadership:

- Values represent the social agreements we make consciously or unconsciously within a human structure.
- Values are the bonds that hold an organization together—that inspire and encourage.
- Values set the boundaries that give us a context for safety and security in our interactions with other people.
- Values are what we respect, appreciate and prize as being of primary importance to us.
- Values determine our fundamental attitudes, behaviors and choices.
- Values provide the basis for creating meaning and purpose in our individual and organizational lives.

The following paragraphs outline some of the most significant characteristics of individuals who practice spiritual leadership (pg.133):

- *Success and prosperity are balanced between work, self, family, and community.*
- *Spirituality is inclusive of all experience.*
- *Wealth and material things do not constitute the goal of life.*
- *Rather than forcing things to happen, spiritual leaders trust the timing of events.*
- *Spiritual leaders are proactive rather than reactive.*
- *The spiritual leader does not force things to happen.*

The Shadow Artist

**Characteristics of Shadow Artist (pg.137)**

- Shadow Artist become caught up in the pleasure of their own feelings and sensations.
- The shadow Artist is restless, always searching and looking, and in the search loses the sense of what he originally wanted.
- The shadow Artist becomes overpowered by and caught up in the fantasy of his own inner world.
- The shadow Artist can’t tolerate limits and loses all sense of boundaries and proportion in his life.
- If the shadow Artist begins to feel impotent and incapable of action, he can become unfeeling, bored, depressed and alienated from others.
- Finally, the shadow Artist can confuse sexual drives for genuine feelings of caring and compassion.
The power of Presence in a leader provides context—an energetic, compelling force—from which a person can create an emotional bonding or personal relationship to a project, company or country. For a leader, the power of Presence within him or her embodies qualities of personal and organizational ambition, and provides vision that gives meaning to an immediate activity. Presence nurtures others through mentorship. It encourages diversity, risk taking and vulnerability in others. Presence expresses stewardship of the enterprise and provides order for the organization as well as affirming, recognizing and "blessing" people. Most of all, Presence is that intangible quality of identification that people make with a leader who motivates, inspires and excites them.

The Sovereign as Steward

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<tr>
<th>Stewardship</th>
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<td>Affirmation</td>
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Cultivating The Sovereign Within

According to Kyle (1998), the following choices can enable one not to be a victim to shadow impulses (pg. 184): (1) to accept that the shadow that has emerged is from oneself and no one else. What is hard for one to accept is the lifelong process of constantly holding a truce with shadow material as it emerges in various situations; (2) is not to repress, excuse, ignore or deny the presence of one’s shadow when emerges. One must become conscious of and accept without judgment one’s shadow thoughts, feelings and actions before integrating their energy into one’s life; (3) is to make a decision not to frit one’s teeth in some supreme effort to control the shadow, but rather, to hold the shadow feelings and thoughts in conscious awareness without acting them out. Letting go of safety experiencing shadow material is the key to transforming it. In the world of dark and light the key is not doing something about the shadow, but being with the shadow.

QUESTION:

What is so important about leaders and leadership?
The Requirements of Cultivation

According to Kyle (1998), cultivation requires the following of a leader:

- To be willing to risk the exposure that being open and honest about all aspects of one’s life entails;
- To continually participate in self-reflection;
- To commit to ongoing personal change and growth;
- To be willing to seek feedback from many sources, including followers;
- To assume the discipline of a thoughtful, daily practice that strengthens weaknesses, and builds new capabilities and competencies.

Reflection Tools for Cultivating

According to Kyle, there are three things to keep in mind in order to learn to cultivate consistently and to foster healthy, productive growth (pg.206): First, in small and large ways, learn to surrender the ego and let go on a daily basis; second, decisions are a leader’s number-one job, and pattern recognition is his key; third, practice is what one does when one is leading (pg.208).

The Perfect Leader?

“LEADERSHIP IS A GREAT MIRROR THAT TEACHES EVERYONE—LEADERS AND FOLLOWERS ALIKE—ABOUT UNIFYING AND INTEGRATING THE SHADOW AND LIGHT OF ONE’S EXISTENCE” (PG.209)

More powers of leadership...