

# THE GUILD{ }

in the business of now

**The aesthetics of the NOW**

# Adaptive Leadership



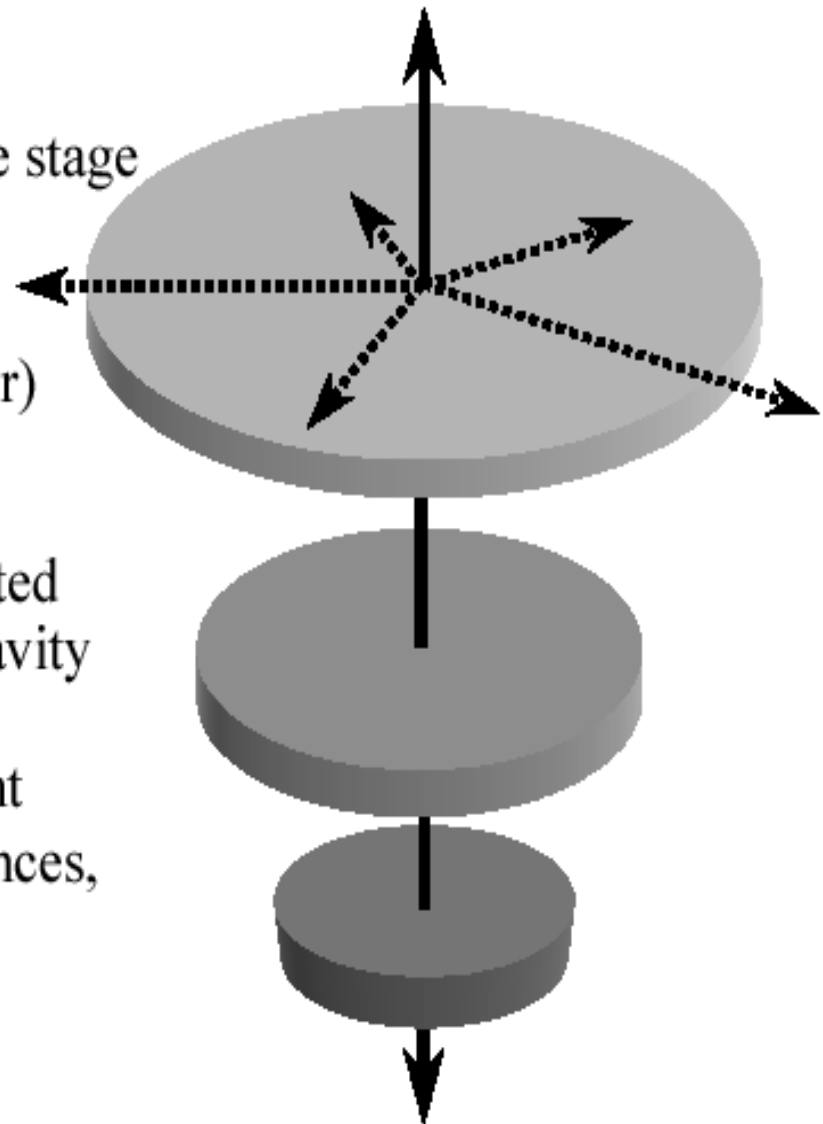
Does making progress on this problem require changes in people's values, attitudes, or habits of behaviours?

## *Lateral or Horizontal Growth And Vertical Transformation*

**Horizontal** = expansion at same stage  
(developing new skills, adding  
information & knowledge,  
transfer from one area to another)

**Up** = Transformation, vertical  
development, new more integrated  
perspective, higher center of gravity

**Down** = temporary or permanent  
regression due to life circumstances,  
environment, stress and illness.



# COMPLEXITY

Complexity, the story about the complex demands and arrangements of the world and our own complexity of mind.

When we look at this relationship we discover a gap: our own mental complexity lags behind the complexity of the world's demands – we are in over our heads!

Kegan and Lahey 2009



# Three Plateaus in Adult Mental Complexity

Self-transforming mind





# NOW.....

We need workers who are at the level of the self-authoring mind, in effect asking workers to understand themselves and their world at a qualitatively higher level of mental complexity

We need leaders not just able to *author* a view of how the organisation should run and hold fast to that view but also

Leaders who are able to step out of the organisations framework and ideology, observe the limitations and defects and *re-author* a more comprehensive view – holding sufficient tentativeness that limitations can be discovered.

## **The Self-Transforming Mind**



{now}

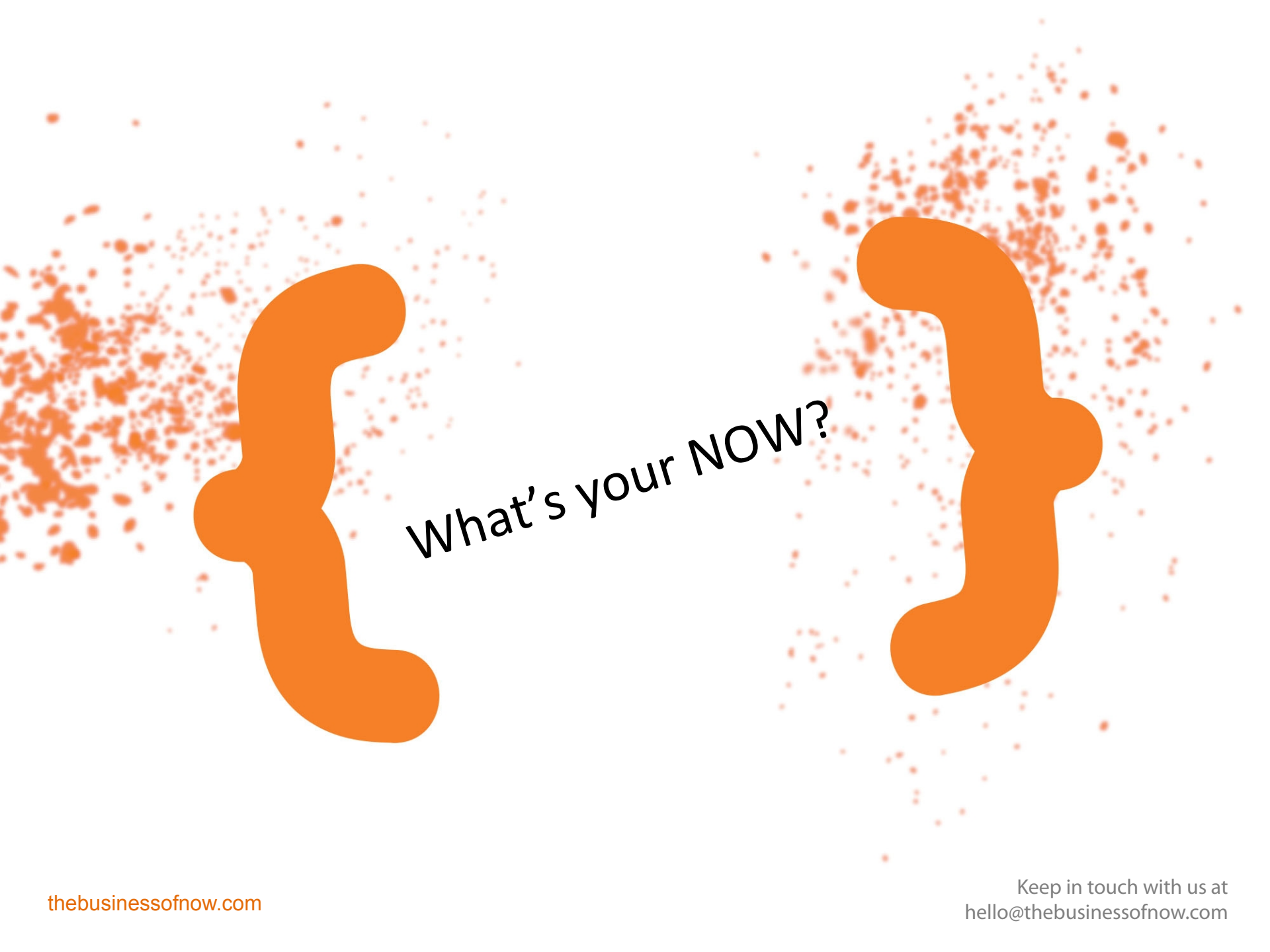






it's all happening right

{ now }



What's your NOW?



# {now}

The Principles of Working with the Emergent NOW



## Principle 1     The Principle of working with experience

- ✦ In reality we work with our experience all the time - we may not be aware of how we do it - but our behaviour is always intentional both consciously and unconsciously in relation to the sense we make of our experience





## Principle 2    The Principle of connectedness

- ✦ We are connected with everything that is. We therefore need to learn to see what is happening in the NOW. In reality this is the only thing that is.
- ✦ The question we ask is 'What takes me away from the NOW?' "Why do I avoid connection NOW?"
- ✦ What is the part that is the whole?



## Principle 3 We create the experience we need in order to develop and learn

Every experience we have is our co-creation and we create it as part of our evolution as human beings. Each experience is an opportunity to exercise freedom and choice, an opportunity to learn.



## Principle 4    The Principle of Abundance

The context is full of resources, always present and always available. Our struggle to see them is tied to our fear of scarcity. Our challenge is to hear the wisdom of creation.



## Principle 5      Co-creation and self-authorisation

All that is, is co-created by authors of our different realities. Consciously owning our co-creations is the first step in self-authorisation, personal responsibility and systemic accountability.





## Principle 6 curiosity about meaning and representation

All behavior and all that we create has meaning and purpose at a conscious and unconscious level. Can we remain curious about the possible meanings at different levels and layers of our experience?

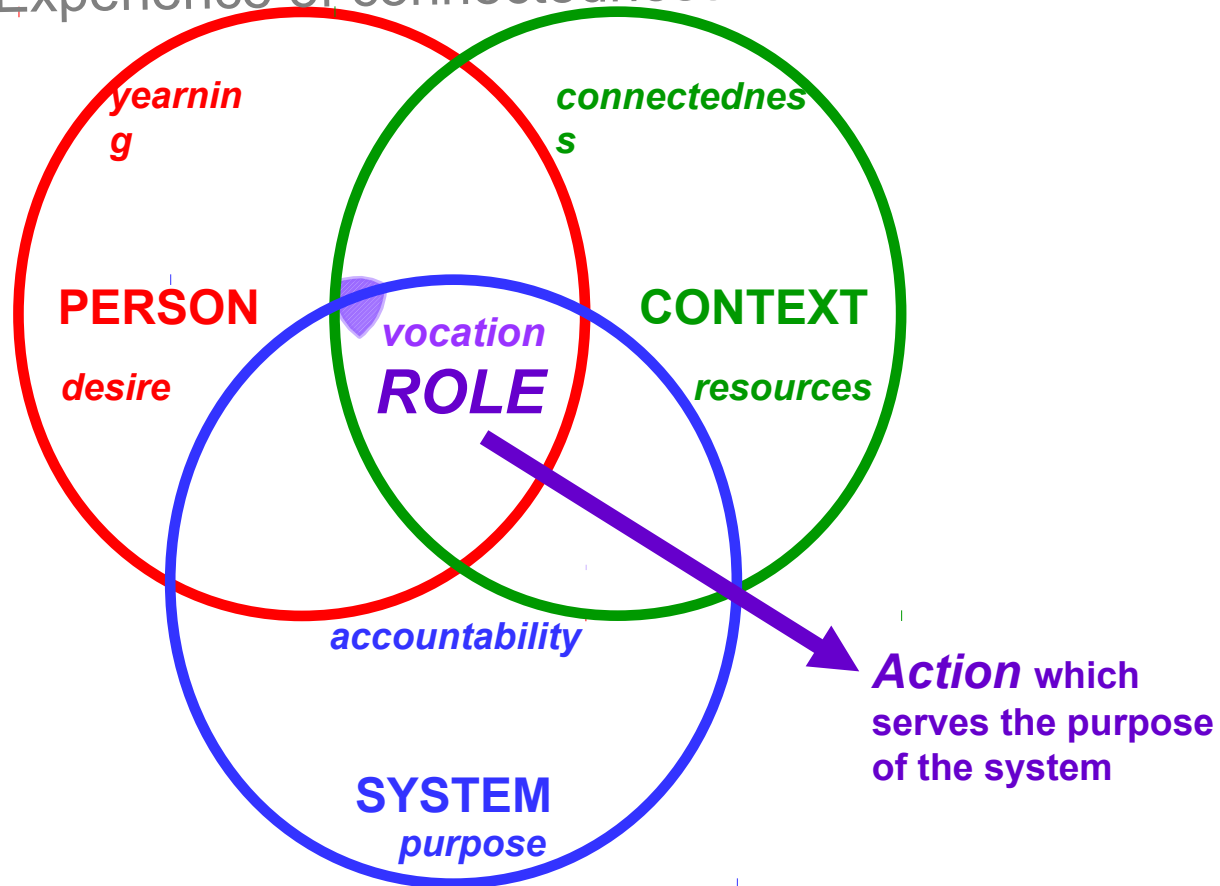


## Experience mobilized in action

What is being called forth by Source,  
Context, System and Person NOW?

# The Transforming Experience Framework

Experience of connectedness to Source







An aerial photograph of a city, likely New York City, taken from a high vantage point. The sun is setting over the water, creating a bright, golden glow that reflects on the city's buildings and the surrounding water. The sky is filled with soft, white clouds, and the overall atmosphere is serene and inspiring. The quote is centered in the upper half of the image, written in a clean, sans-serif font.

“The present is offering  
a perfect solution,  
if you have the vision to see it.”