

Integral Process Leadership System: Philosophy and Conceptual Background

1. Hidden interpersonal conflict and complexity can drain organizations of revenue, talent, morale, engagement, agility, foresight, and sustainability, creating serious, hard-to-detect organizational risk.
2. Traditional leadership and organizational approaches favor predictability and control and can lead to harmful, maladaptive responses to interpersonal conflict and complexity – even when politeness, friendliness, and gregariousness are measurably present and emotional intelligence is formally espoused.
3. Traditional leadership approaches are necessary for technical-functional results but insufficient for successful and sustainable navigation of human interpersonal complexity.
4. The interrelationship between complexity, organizational effectiveness, leadership and interpersonal dynamics has been known to researchers and thought leaders for decades, but successful application of these insights have, thus far, been of a quantitative-technical (Qn/T) nature, leaving many leaders and organizations still missing a true, deep paradigm shift despite having heavily invested in leadership and organizational development.
5. Qualitative-adaptive (QI/A) approaches that release traditional controls and favor transparency, dialogue, and collaboration are critical to sustainable high performance but difficult to practice authentically and sustainably for most traditionally selected and trained leaders.
6. Integral process leadership (IPL) operationalizes QI/A work by leveraging strength and personality-based collaborative leadership, applied principles of positive psychology, and emotional intelligence to support sustainable performance and organizational effectiveness.

Key Definitions

- *Performance leadership.* The indispensable catalyst of commerce, industry, infrastructure, security, innovation, and prosperity and the primary force behind the production of tangible, material benefit.
- *Performance leader.* A vetted person in a position of authority over technical/functional work who possesses relevant training, experience and predisposition to successful quantitative-technical work. Performance leaders are naturally gifted individuals most likely to be successful in detecting business opportunities and leveraging resources in ways that boost tangible benefit.
- *Integral Process leadership.* The indispensable catalyst of sustainable organizational effectiveness, ethical behavior, and individual wellness and the primary force behind successful navigation of interpersonal tensions and complexity.
- *Integral Process leader.* A vetted person in a position of authority over employees who possesses relevant training, experience and predisposition to successful qualitative-adaptive work. IPL's are naturally gifted individuals most likely to be successful in detecting and resolving hidden conflict and complexity in ways that boost engagement, sustainable performance and organizational effectiveness.