

# THE PEBBLE IN THE POND

How Integrative Leadership  
Can Bring About Transformation



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# INTRODUCTION

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## A DEFINITION OF INTEGRATIVE LEADERSHIP

**Integrative: “Serving or intending to unify separate things”**

**Leadership: “Going before or with to show the way”**

We have all thrown a pebble into a pond and watched the ripples spread out across the water. One small stone entering the water can affect the entire pond. Leaders in Integrative Healthcare who have the opportunity and responsibility to bring about transformative change within their organization are, in effect, being given the opportunity to *be that pebble*.

For Integrative Leadership, the essence of that pebble is “informed mindfulness.”

Informed mindfulness is a concept that connects mindful self-awareness and self-regulation with educated decision-making. The mindful person is aware, non-judgmentally, of what is occurring in the present moment and understands that his or her response is a choice. With informed mindfulness, as situations arise and decision points are faced, that same person is able to place what is happening in its larger context and, having clear values and being sufficiently educated, make an *informed choice* within that moment.

This concept — self-awareness and self-regulation coupled with knowledge, skills, values, and wisdom — forms the foundation of Integrative Leadership.

Leaders who have developed informed mindfulness are aware of how they operate in the world with and in relationship to the qualities of integrity, authenticity, compassion, courage, empathy, humility and passion. They are committed to increasing their own capacities for these qualities, not just for self-improvement but also as a means to bring about cultural transformation and social change.

When mindfully informed leaders enter the pond, they make waves that ripple out from themselves to others. The Integrative Leader understands that every success is dependent upon nurturing insightful, functional relationships with others who are willing to support the vision and champion the larger transformation of healthcare.

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Through relationship building, the Integrative Leader cultivates and unifies mindful teams. In turn, these teams develop their own relationships with others, and as they create effective group dynamics whenever and wherever they interact, they expand the depth of the evolution throughout the organization. As more individuals embrace the vision through the demonstration of value and the creation of win-win alliances, a feeling of ownership for the evolution permeates the culture.

Such cultural evolution leads, inevitably, to a sustained transformation.



**The Five Domains of Integrative Leadership**

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## BACKGROUND

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### THE PRINCIPLES OF INTEGRATIVE HEALTHCARE

Integrative Healthcare arose from the need to re-humanize healthcare, to go beyond a purely biomedical approach and honor the importance and complexity of the human experience in health and healing.

Experts in the field developed the following definition of Integrative Healthcare to guide its implementation and expansion:

*Integrative Healthcare is an approach to care that puts the patient at the center and addresses the full range of physical, emotional, mental, social, spiritual, and environmental influences that affect a person's health. Employing a personalized strategy that considers the patient's unique conditions, needs and circumstances, Integrative Healthcare uses the most appropriate interventions from an array of scientific disciplines to treat illness and heal disease and help people regain and maintain optimum health. Underlying these principles is the recognition that all care rests on an open and compassionate relationship between patient and provider and that to achieve the best results, patients need to be empowered to become fully engaged in their own care.<sup>1</sup>*

The core principles that inform Integrative Healthcare are:

- The patient and practitioner are equal partners in the healing process
- All factors that influence health, wellness and disease are taken into consideration, including mind, spirit and community, as well as the body
- Providers use all appropriate modalities and interventions that facilitate the body's innate healing response
- Effective interventions that are natural and less invasive are used whenever appropriate
- Good medicine is based in good science; it is inquiry-driven and open to new paradigms
- Alongside the concept of treatment, the broader concepts of health promotion and prevention of illness are paramount

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<sup>1</sup> [www.bravewell.org](http://www.bravewell.org). Accessed May 4, 2014.

- Practitioners of Integrative Healthcare should exemplify its principles and commit themselves to self-exploration and self-development<sup>2</sup>

Most importantly, Integrative Healthcare places a strong focus on helping people achieve and maintain health and embraces the definition of health as put forth by the World Health Organization — “health is a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity.”<sup>3</sup>

Over the past three decades, as leaders advanced this type of care, it became apparent that to achieve true transformation in the way our society approaches health and healing, the values inherent in Integrative Healthcare needed to be embraced by the entire healthcare system. However, inspiring and directing this type of broad-scale cultural change requires more than excellent clinical skills. Such transformation calls for leaders who are change agents, people who have self-awareness and integrity and who will not only educate, energize and inspire others, but also create a shared vision among diverse people while solving problems, overcoming resistance and turning challenges into opportunities.

With funding from The Bravewell Collaborative, the Leadership Program in Integrative Healthcare at Duke University was created to address this need.

## About This Paper

In developing the concept of Integrative Leadership, we have attempted to translate the philosophy of Integrative Healthcare into an approach to leadership that embodies the same principles and thus achieves the same improved results on an organizational level that people enjoy on a personal level when receiving integrative care.

This paper presents an *overview* of the concepts that inform Integrative Leadership. It points to those qualities, topics and processes that should be more thoroughly investigated in the quest for one’s continuing development as a leader. A more thorough investigation into each of the ideas will occur in the Leadership Program in Integrative Healthcare.

Knowledge from conventional leadership literature — such as emotional intelligence, deep listening, situational awareness and Theory U — was included when it corresponded with integrative philosophy and further informed the quest for truly transformative leadership.

<sup>2</sup> As developed by The Arizona Center for Integrative Medicine at the University of Arizona. <http://integrativemedicine.arizona.edu/about/definition.html>.

<sup>3</sup> Preamble to the Constitution of the World Health Organization — Basic Documents, 45th Edition, Supplement, October 2006.

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In summary, to be *authentic*, any leader attempting to bring about transformative change in a manner consistent with the philosophy of Integrative Healthcare must not only understand but also fully resonate with and be passionate about its principles.

To be *effective*, any leader attempting to bring about transformative change should practice informed mindfulness and have the courage to be *a pebble in the pond*.

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## DOMAIN ONE: SELF

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### INFORMED MINDFULNESS

**I**nformed mindfulness is the foundation for continued self-development.

Mindfulness refers to a particular way to deepen self-awareness and increase one's ability to stay present in the moment. The founder of the Center for Mindfulness in Medicine, Health Care and Society at the University of Massachusetts Medical School, Jon Kabat-Zinn, PhD, explains that mindfulness is awareness that is "cultivated by *paying attention* in a sustained and particular way: on purpose, in the present moment, non-judgmentally."<sup>4</sup>

While mindfulness has many physical and mental benefits, at its heart it is a means of self-discovery and self-development. Most importantly, it is *awareness with a purpose*; it is *a practice that facilitates change*. As Kabat-Zinn explains: Mindfulness "is a way of engaging in: (1) systematically regulating our attention and energy (2) thereby influencing and possibly regulating the quality of our experience (3) in the service of realizing the full range of our humanity and (4) of our relationships to others and the world."

Mindfulness practice develops a person's ability to respond to what is actually occurring in the moment rather than to what one thought was going to happen, was afraid might happen or thinks should happen. Instead, in seeing self and others more clearly without judgment or attachment, the mindful person has an opportunity to exert a positive impact on the actual reality of what is transpiring.

In his article "Mindful Practice," published in the *Journal of the American Medical Association*, Ronald M. Epstein, MD, writes that "the goals of mindful practice are to become more aware of one's own mental processes, listen more attentively, become flexible, and recognize bias and judgments, and thereby act with principles and compassion."<sup>5</sup>

For example, as leaders develop self-awareness they can begin to understand their own triggers. Under what circumstances do they become angry? Or sad? Or frustrated?

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<sup>4</sup> Jon Kabat-Zin. *Mindfulness for Beginners: Reclaiming the Present Moment — and Your Life*. Sounds True. Boulder, CO, 2012.

<sup>5</sup> Ronald M. Epstein, MD, "Mindful Practice," *Journal of the American Medical Association*, September 1, 1999, Volume 282, No. 9.

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Once aware of what elicits their more negative emotions, leaders can, as they watch themselves being triggered, stop and ask: Is this really how I want to behave in this situation? Is this my best choice to resolve the situation? In this way, *reaction* can change to *thoughtful action*.

As a person's mindfulness practice deepens, he or she develops "clear comprehension." Meditation teacher Joseph Goldstein explains that, "cultivating clear comprehension, knowing what we're doing and why, is a profound and transforming practice. It highlights the understanding that mindfulness is more than simply being present. With clear comprehension, we know the purpose and appropriateness of what we're doing; we understand the motivations behind our actions."<sup>6</sup>

Additionally, the practice of mindfulness leads to more positive emotional states. Research by Barbara Frederickson, PhD, at the University of North Carolina has demonstrated that positivity makes people more resilient to setbacks, improves their relationships and may even change one's biological makeup. A positive mood expands the scope and boundaries of the brain — people in a positive frame can actually perceive more than those mired in negativity.<sup>7</sup>

## Informed Mindfulness

Informed mindfulness is a concept that connects mindful self-awareness and self-regulation with educated decision-making. The mindful person is aware, non-judgmentally, of what is occurring in the present moment and understands that his or her response is a choice. With informed mindfulness, as situations arise and decision points are faced, that same person is able to place what is happening in its larger context and, having clear values and being sufficiently educated, he or she is able to make an *informed choice* within that moment.

To reiterate, mindfulness is practiced in "service of realizing the full range of our humanity and of our relationships to others and the world." But in order to achieve the true fullness of our humanity, we need to make appropriate and beneficial decisions along the way. We need our self-awareness to be coupled with knowledge, skills, values, and wisdom.

For example, if people are mindful of the fact that they tend to avoid conflict, when such a situation arises and they begin to shift into avoidance behavior, they will be aware that they are engaging in that behavior. Buddhist monk Sayadaw U Tejaniya has emphasized,

<sup>6</sup> Joseph Goldstein. *Mindfulness: A Practical Guide to Awakening*. Boulder, CO: Sounds True. 2013.

<sup>7</sup> Barbara Fredrickson is the principal investigator of the Positive Emotions and Psychophysiology Lab at the University of North Carolina, Chapel Hill. [http://greatergood.berkeley.edu/author/barbara\\_fredrickson](http://greatergood.berkeley.edu/author/barbara_fredrickson).

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“awareness alone is not enough.”<sup>8</sup> A person also needs to understand the options that might lead to improved results. How do I lean into this situation and deal with it in a more beneficial way? What are my choices?

Informed mindfulness naturally includes the qualities of curiosity and inquisitiveness. Like *shoshin*, the concept of a beginner’s mind in Zen meditation, it requires having an attitude of openness and the release of preconceptions and prejudices as one studies a subject in order to educate oneself in the most accurate and honest way.

Combining mindful self-awareness with tacit (learned through openness and observation) and explicit (acquired through formal education) knowledge as well as that which becomes self-evident through increasing awareness and contemplation leads to informed mindfulness.<sup>9</sup>

NOTE: We would like to acknowledge that many others before us have recognized that awareness alone is not sufficient for change. It is inherent in the Buddhist concept of mindfulness. Scholar R.M.L. Gethin, who analyzed all the ways that mindfulness has been used throughout Buddhist history, summed up the elements of mindfulness practice as:

- *Not forgetting*, which means not losing what is before the mind in the present moment
- *Presence of mind*, which means directly facing what is arising
- *Remembering*, which refers to calling to mind what is skillful and what is not, what is beneficial and what is harmful
- *Close association with wisdom*, which means innate wakefulness coupled with clear comprehension or seeing something precisely and thoroughly from all sides<sup>10</sup>

## INTERNAL QUALITIES

Integrative Leadership embraces the critical influence that a leader’s internal mental and emotional states have on an organization. By developing, through mindfulness, a deeper awareness of one’s own thoughts, feelings and behaviors and then, through informed mindfulness, consciously deciding to change that which doesn’t serve self or community and embrace behaviors that do, one moves toward ever greater integrity, authenticity, courage, compassion, empathy, humility and passion. Through this kind of self-regulation a person becomes a better version of him- or herself and, in turn, a better, more effective leader.

8 Sayadaw U Tejaniya is a Theravadan Buddhist monk of Burmese Chinese descent and the meditation teacher at the Shwe Oo Min Dhamma Sukha Forest Center in Yangon, Myanmar.

9 The idea of “contemplation of phenomenon” as means to inform one’s actions is explained in Bhikku Bodhi, *In the Buddha’s Words: An Anthology of Discourses from the Pali Canon*. Wisdom Publications, Boston. 2005.

10 Robert Mark Lovell Gethin, *The Buddhist Path to Awakening*. One World, Oxford, England. 2001.



### **Integrity**

In any transformative process, it is hard to lead and bring about change without personal integrity — without wholeness, consistency, a high level of honesty with self and others, and an adherence to a strong moral code. The concept of integrity implies incorruptibility, soundness and completeness. Within Integrative Healthcare, this is often referred to as “walking the talk.”

Having integrity is what gives rise to a culture of trust. If Integrative Leaders encourage others to act with respect, they should show respect in their interactions. If Integrative Leaders say that care should be patient-centered, then the systems they establish should support patient-centeredness. In this way, a sense of wholeness is generated.

### **Authenticity**

To be authentic, when a self-aware person makes a conscious choice about how to respond (rather than react) to a situation, that response should be consistent with his or her values and beliefs, a skill that rests on having the awareness of one’s *actual* values and beliefs.

One can ask: Do I fully understand my own aspirations? Am I clear about my own purpose and passions and the talents and gifts that I bring to the world? Are my values really my own or have I just adopted values from others without really thinking about them? What is my higher purpose in life?

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Once leaders understand their actual values and beliefs, they can identify the parts of themselves that are incompatible with those values and start to move to a place of greater consistency and authenticity in all that they do. When leaders are cognizant of their higher purpose and why they have chosen the work they have taken on, they can begin, through informed mindfulness, to hone their actions to better serve that purpose and vision.

### *Courage*

Courage is the ability to do something despite fear. It is the capacity to act on one's beliefs despite danger, difficulty or disapproval. Another definition of courage is "having the mental or moral strength to resist opposition, danger or hardship." It implies a firmness of mind and will.

For Integrative Leaders this means understanding their greater purpose and prioritizing that purpose over their own fears or the difficulties that a particular situation may create. Having the ability to determine an order for dealing with tasks according to their importance, rather than prioritizing around what is easy or comfortable, is an essential leadership skill.

### *Compassion*

Compassion is sympathetic concern for the sufferings or misfortunes of others. Tibetan scholar Thupten Jina teaches that compassion has three components: Cognitive (I understand you); Affective (I feel for you); and Motivational (I want to help you). The practice of compassion is moving one's concern from self to others.<sup>11</sup>

In many ways, compassion requires courage. In addition to involving concern for the suffering of others, compassion includes the willingness to do what one can to help relieve that suffering, even if that relief of suffering for another causes the one with compassion to experience discomfort.

### *Empathy*

In talking of empathy, Deitrich Bonhoeffer, a theologian who lived in the first half of the 20th century, said, "We must learn to regard people less in the light of what they do or what they omit to do, and more in the light of what they suffer." When leaders are empathic, they have the capacity to understand the emotions that others are feeling; they are aware of and sensitive to both the suffering and the joy of others.

Known to increase pro-social or helping behaviors, empathy is a critical leadership quality. It provides a means for leaders to truly understand those around them and enables them to support other people's ability to achieve success.

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<sup>11</sup> [http://greatergood.berkeley.edu/article/item/compassionate\\_leaders\\_are\\_effective\\_leaders](http://greatergood.berkeley.edu/article/item/compassionate_leaders_are_effective_leaders)  
Accessed July 3, 2014.

### **Humility**

Humility is the state of maintaining a modest view of one's own importance. It is a mental state in which one does not see one's self as being "better" than others, but instead values everyone.

One of the best ways to cultivate humility is by examining our dependence on others. For instance, someone else made the clothes you are wearing; someone else grew the food you cooked last night; other people constructed your house, built your car and paved the roads you drive on; and throughout your life many others have taught you things like math and language and how to drive a car or operate a computer. No one lives "on their own." In a similar vein, organizational success is dependent on the work of each and every person in that organization.

### **Passion**

All leaders have areas where they are stronger or weaker, but if nothing else, Integrative Leaders exude passion. They are clear, on purpose, and intrinsically motivated. Their desire to do good, to bring about a change in healthcare and to help others resonates widely and influences all with whom they come in contact. It is passion that excites and motivates and it is passion that creates resiliency and helps leaders face the challenges that inevitably arise.

## **ADDITIONAL FACTORS INFLUENCING SELF-DEVELOPMENT**

In addition to practicing informed mindfulness, engaging in self-reflection will enhance and strengthen a leader's presence, intuitiveness and resiliency. Building a personal board of advisors will help a leader better discern which choice is the best choice.

### **Self-Reflection**

Self-reflection is the consideration of one's own actions in such a way as to transform one's present and future experience. It is defined as "serious contemplation about one's character, actions and motivations."<sup>12</sup>

While self-reflection builds on mindfulness, it is distinct from it. With mindfulness, one tries to be aware in the present moment, whereas with self-reflection, one thinks about actions that have already been completed and tries to learn from the past experience. It includes asking such questions as: Do my actions reflect the values I say I have or do I say one thing and do another? Am I honest with myself and others or are my real motivations often hidden from view? What impact did my actions have on others? How could I have handled the situation in a better way?

<sup>12</sup> [http://www.oxforddictionaries.com/us/definition/american\\_english/self-reflection](http://www.oxforddictionaries.com/us/definition/american_english/self-reflection)

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Making time for self-reflection and then taking steps to deliberately move toward a place of greater integrity and authenticity is an essential part of Integrative Leadership.

### **Presence**

Presence refers to the manner in which a person is present in his or her life and in the lives of others. As such, one's presence can have a negative or positive effect.

The Tibetan word *wangthang* means a “field of power” and refers to the concept of a beneficial presence. The basic idea is that when a person achieves some level of virtue, that virtue begins to be naturally reflected in the person's being and radiates through his or her thoughts and actions. Consequently, the level of virtue a leader has personally achieved has a direct effect on the people with whom that leader comes in contact.

Integrative Leaders should strive to have a beneficial or therapeutic effect on other individuals.<sup>13</sup> Developing informed mindfulness, increasing one's integrity and deepening one's authenticity so that outward actions reflect inner values will contribute to the development of a beneficial presence.

### **Intuitiveness**

Intuition is “a natural ability or power that makes it possible to know something without any proof or evidence. It is a feeling that guides a person to act a certain way without fully understanding why.”<sup>14</sup> Socrates referred to intuition as “a force or a presence, a voice, a passion, an urge of certitude that impels one to action.” Carl Jung described it as “the ability to see around corners.”

Intuition can be experienced as a gut feeling, a hunch, a physical sensation, an idea that suddenly arises, or a dream. According to Jack Welch, executive chairman of the Jack Welch Management Institute at Strayer University, “Gut instinct is a deep, even subconscious familiarity — the voice inside of you that tells you, ‘Go for it now’ or ‘No way — not ever.’”

Everyone has this intuitive sense, but not everyone is aware of it or utilizes it. However, an important part of being an Integrative Leader means honoring and developing this nonmaterial part of ourselves and learning, through the practices of mindfulness and self-reflection, to trust it.

13 Sharon I. McDonough-Means, MD, Mary Jo Kreitzer, PhD, RN, and Iris R. Bell, MD, PhD. Fostering a Healing Presence and Investigating Its Mediators. <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2789768/>

14 Merriam-Webster Online Dictionary. <http://www.merriam-webster.com/dictionary/intuition>. Accessed January 15, 2014.

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## Resiliency

Developing the capacity for resiliency is an important aspect of leadership. The fact is, problems will arise and setbacks will occur, and how a leader responds to these will set the tone for the organization. Resiliency, on a physical level, is the ability of a substance or object to spring back into shape; emotionally, it is the capacity to recover quickly from difficulties.

Researchers from the Benson-Henry Institute for Mind Body Medicine at Massachusetts General Hospital and Harvard Medical School examined a resiliency intervention called the Relaxation Response Resiliency Program. Their study validated the program's ability to enhance an individual's adaptive response to chronic stress through increasing awareness and decreasing the physiological, emotional, cognitive, and behavioral effects of the stress response.<sup>15</sup>

Leaders become *mentally and emotionally resilient* through practicing informed mindfulness and self-reflection. When facing a difficult situation, the ability to see the whole and then reappraise and reframe initial reactions so one can act based on that reframing is the essential outcome of resiliency.

Leaders become *physically resilient* by engaging in good self-care practices, which include maintaining a healthy lifestyle, eating correctly, exercising, being in nature, getting enough sleep, using stress-reduction strategies, protecting quiet time, and maintaining strong family and social connections.

## Creating A Personal Board Of Advisors

With informed mindfulness comes an understanding of one's strengths and weaknesses. No one can be an expert in all things, and even a leader's strongest areas can always be strengthened further. However, a crucial part of personal development comes through addressing the areas in which one is challenged.

Executive coach and leadership development expert Michael Aquilino suggests that Integrative Leaders should assess their own strengths and weaknesses and, by identifying individuals who can help them in their development and growth, build a "personal board of advisors."

It can be intimidating to approach accomplished individuals, but leaders shouldn't hesitate to ask potential mentors if they are willing to have a conversation or engage in

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<sup>15</sup> Elyse R. Park, PhD, MPH, Lara Traeger, PhD, Ana-Maria Vranceanu, PhD, Matthew Scult, BS, Jonathan A. Lerner, PhD, Herbert Benson, MD, John Denninger, MD, PhD, Gregory L. Fricchione, MD. The Development of a Patient-Centered Program Based on the Relaxation Response: The Relaxation Response Resiliency Program (3RP). *Psychosomatics*. Volume 52, Issue 2. March/April 2013.

a relationship or offer guidance. These mentors may accept or decline the invitation, of course, but mentors cannot say “yes” unless asked.

The final product is a group of individuals who are willing to be in a relationship with the leader and who can act as a sounding board and offer insight and guidance. Taking on a leadership role is challenging and such a circle of advisors can be essential for long-term success.

### **THE TRANSFORMATIVE PROCESS: DOMAIN ONE**

Just as the pebble initiates the ripples in the water, the transformative process for an organization begins with its leaders and with the development of their internal states of being.

#### **CHARACTERISTICS OF A MINDFULLY INFORMED INTEGRATIVE LEADER**

- Cultivates informed mindfulness and self-awareness
  - Is intuitive
  - Has a clear purpose and vision
  - Is adaptable and resilient
  - Engages in self-care to create and maintain personal health
  - Has clearly articulated values
  - Acts persuasively and with integrity
  - Knows what he or she brings to the situation
  - Understands his or her own story and the crucibles in his or her life
  - Is authentic and has a beneficial effect on others
  - Maintains curiosity and openness
  - Develops a personal board of advisors
  - Acts with humility and compassion
  - Is passionate about the work and the vision
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## DOMAIN TWO: OTHERS

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### INSIGHTFUL, FUNCTIONAL RELATIONSHIPS

The success of an Integrative Leader is dependent upon nurturing relationships with those people who are willing to support the vision of Integrative Healthcare and champion the transformation of healthcare as a whole. This means establishing trust, as trust is the foundation for all good relationships. Once trust is built, mindfully informed leaders can enhance their ability to create insightful, functional relationships by developing greater emotional intelligence, using appreciative inquiry as a process of discovery and change, engaging in deep listening, and being a “multiplier” instead of a “diminisher.”

#### TRUST

Trust, which implies assurance of the truth or strength of someone or something, is a critical element of leadership. It is a strong, if not the strongest, factor that influences how people work together and it is the basis for all successful relationships.

In his book *The Five Dysfunctions of a Team*, Patrick Lencioni states that the first dysfunction of a team is “absence of trust.” He explains that, “members of great teams trust one another on a fundamental, emotional level and they are comfortable being vulnerable with each other about their weaknesses, mistakes, fears, and behaviors. They get to a point where they can be completely open with one another, without filters. This is essential because teams that trust one another are not afraid to engage in passionate dialogue around issues and decisions that are key to an organization’s success.”

Lencioni then goes on to explain how trust begets communication, which begets commitment, which begets accountability, which begets results. Simply put, the quest for cultural transformation begins with the trust that is built in the one-on-one relationships that leaders foster with others.

#### EMOTIONAL INTELLIGENCE

Emotional intelligence is a concept that describes how mindfulness and self-awareness manifest in the actual process of building relationships with others. First articulated in 1990 by researchers Peter Salovey and John D. Mayer in the journal *Imagination, Cognition and Personality*, emotional intelligence refers to the ability to perceive, control and evaluate emotions. It is defined as “the subset of social intelligence that involves the ability

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to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions."<sup>16</sup>

Being aware of one's own emotions and knowing when and how to display them are two different skills. As Daniel Goleman explains in his book *Emotional Intelligence: Why it can matter more than IQ*: "Our passions, when well exercised, have wisdom, they guide our thinking, our values, our survival. But they can easily go awry and do so all too often. ...the problem is not with emotionality, but with the *appropriateness* of emotion and its expression. The question is, how can we bring intelligence to our emotions — and civility to our streets and caring to our communal life?"<sup>17</sup>

To assess one's effect on others, a leader can ask: What response do I elicit? Do I engender respect or fear? Trust or suspicion? Do I decrease or increase tension? Up and down the corporate ladder, how do people respond when I approach them?

Obviously, the more emotional intelligence a leader has, the better he or she will be able to navigate human interactions. Building on the foundation of informed mindfulness, one can begin to develop higher emotional intelligence by:

- Understanding how your emotions influence your behavior
- Learning to manage your own behavior
- Being aware of the mental and emotional state of others
- Staying open-minded and intellectually curious
- Responding with empathy and understanding
- Generating win-win solutions

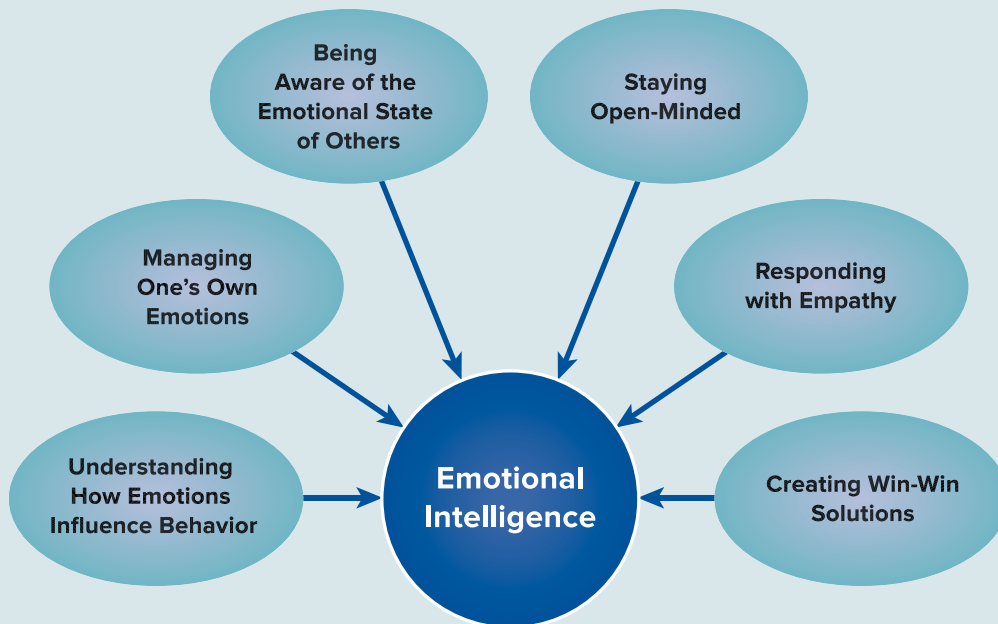
Leaders have tremendous influence on their organizations and therefore a tremendous responsibility to ensure that the influence they exert has positive effects. In his book *Primal Leadership: Unleashing the Power of Emotional Intelligence*, Goleman reveals that "the actions of the leader account for up to 70 percent of employees' perception of the climate of their organization."<sup>18</sup>

16 Salovey, P. & Mayer, J. D. Emotional intelligence. *Imagination, Cognition and Personality, Volume 9*, 185–211. (1990).

17 Daniel Goleman, *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Books, New York City. 1995.

18 Daniel Goleman. *Primal Leadership: Unleashing the Power of Emotional Intelligence*. Harvard Business School Publishing, Boston. 2013.

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### APPRECIATIVE INQUIRY

Integrative leaders use their emotional intelligence to develop insightful, functional relationships. In building such relationships it is critical to understand and care about the individuals one is working with, especially what motivates them and the extent of their capabilities. One way to discover what is the best about an individual is through the process of appreciative inquiry.

The Weatherhead School of Management at Case Western Reserve hosts a web site dedicated to Appreciative Inquiry, calling it the “discipline of positive change.” The field began when professors David Cooperrider and Suresh Srivastva published “Appreciative Inquiry into Organizational Life” in 1987. The authors explain that, “in its broadest focus, it involves systematic discovery of what gives ‘life’ to a living system when it is most alive, most effective, and most constructively capable in economic, ecological, and human terms. Appreciative Inquiry involves, in a central way, the art and practice of asking questions that strengthen a system’s capacity to apprehend, anticipate, and heighten positive potential. It centrally involves the mobilization of inquiry through the crafting of the ‘unconditional positive question.’”<sup>19</sup>

19 David Cooperrider, Suresh Srivastva. “Appreciative Inquiry into Organizational Life”. <http://appreciativeinquiry.case.edu/intro/classicsDetail.cfm?coid=741>

By its very nature, appreciative inquiry implies a generosity of spirit toward others and a surrendering of one's ego in the interaction. The focus of the inquiry is on the other person.

For example, a department may be underperforming. In trying to determine why, a leader could approach the situation with anger, disappointment or frustration. But beginning by trying to understand the strengths of the department is more useful. One could ask the employees: What do you think your strengths are? What has been your best work experience to date? What processes have been the most effective? What about the work excites you?

Listening to the answers will not only deepen a leader's understanding of the group, it will also change the group dynamics. In his article "Five Theories of Change Embedded in Appreciative Inquiry," Gervase Bushe, PhD, says: "As we talk to each other, we are constructing the world we see and think about, and as we change how we talk we are changing that world. From this perspective ... creating new and better theories/ideas/images is, therefore, a powerful way of changing organizations."<sup>20</sup>

## DEEP LISTENING

Integrative Leaders can also create insightful, functional relationships through deep listening. The Center for Contemplative Mind in Society defines deep listening as "a way of hearing in which a person is fully present with what is happening in the moment without trying to control or judge it."<sup>21</sup> It occurs when people let go of their inner clamoring, suspend judgment, forgo their usual assumptions, and listen with respect for precisely what is being said. It is a process of "listening to learn" and requires a willingness to receive new information — whether it is pleasant, unpleasant or neutral.

Mindfulness practice is a foundational training for deep listening. The Center for Spirituality & Healing at the University of Minnesota teaches that deep listening can happen at:

- The intrapersonal level, at which an individual is listening deeply to his or her own interior experience
- The interpersonal level, at which one individual is focused on listening to one or more other people
- The group level, at which one or more individuals are listening deeply to the voices of many others<sup>22</sup>

20 Gervase Bushe, PhD, Five Theories of Change Embedded in Appreciative Inquiry, *Appreciative Inquiry: An Emerging Direction for Organizational Development*, 2001. Stipes, Champaign, IL.

21 <http://www.contemplativemind.org/practices/tree/deep-listening>. Accessed May 19, 2014.

22 <http://www.csh.umn.edu/wsh/Leadership/DeepListening/index.htm>.

Deep listening allows a person to engage without assumptions and establishes trust by demonstrating that one values what the other person has to say. It also cultivates authentic connection with others and helps to clarify what is actually going on. Most importantly, because it builds trust, it enables new possibilities to surface.

**MULTIPLIER LEADERSHIP**

Another way to develop insightful, functional relationships is to become a “multiplier.” First articulated by Liz Wiseman and Greg McKeown in their book, *Multipliers: How the Best Leaders Make Everyone Smarter*, the concept of multiplier leadership recognizes that leaders can either drain intelligence, energy and capacity from their employees by always needing to be the smartest and most important person in the room (diminishers), or they can amplify the intelligence and energy of their employees by asking for people’s best thinking, offering opportunities that cause people to stretch and giving people ownership for results (multipliers).<sup>23</sup>

In describing multipliers, the authors state, “Perhaps these leaders understood that the person sitting at the apex of the intelligence hierarchy is the genius maker, not the genius.”

<b>Diminisher</b>	<b>Multiplier</b>
Makes all decisions singlehandedly	Asks for input, builds consensus
Does all the talking	Listens to the thoughts and concerns of others
Demands attention	Gives attention
Kills ideas from other people	Encourages ideas from others
Focuses attention on self	Focuses attention on others

The Integrative Leader who is applying the principles of multiplier leadership sees his or her role as that of facilitating the continued development and success of those whom he or she leads.

23 Liz Wiseman and Greg McKeown. *Multipliers: How the Best Leaders Make Everyone Smarter*. Harper Collins, New York. 2010.

## **THE TRANSFORMATIVE PROCESS: DOMAIN TWO**

Insightful, functional relationships are the means by which potential within others is unleashed and new futures are created.

### **CHARACTERISTICS OF AN INTEGRATIVE LEADER WHO FOSTERS INSIGHTFUL, FUNCTIONAL RELATIONSHIPS**

- Builds trust
  - Creates opportunities for others to own the vision
  - Is able to perceive, evaluate and control his or her emotions
  - Appreciates others
  - Is empathic and acts with compassion
  - Engages in relationship building
  - Cultivates a safe environment
  - Encourages open communication at all levels
  - Has a sensitivity to language
  - Seeks input and listens deeply
  - Is able to handle conflicts
  - Has superb verbal and nonverbal communication skills
  - Builds consensus
  - Empowers others
  - Promotes mutual respect
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## DOMAIN THREE: TEAMS

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### EFFECTIVE GROUP DYNAMICS

**B**uilding on their informed mindfulness and relationship skills developed in Domains One and Two, Integrative Leaders foster effective group dynamics in order to create compelling and powerful teams.

In his leadership books, Patrick Lencioni points out that “teamwork remains the one sustainable competitive advantage that has been largely untapped.” He goes on to say: “If a leader could get all the people in an organization rowing in the same direction, you could dominate any industry in any market against any competition anytime.”<sup>24</sup>

As with relationships, building effective group dynamics begins with creating a culture of trust. When members of a team learn to trust each other, they become willing to engage in open discourse and healthy conflict. With all members encouraged to express their opinion, the group listens in a nonjudgmental way, allowing new and divergent ideas to emerge. Ultimately, after all team members have had a chance to be heard and with guidance from the leader, the team commits to a plan of action.

Understanding what motivates people helps leaders create an organizational culture that inspires commitment and peak performance. Effectively handling the inevitable conflicts that arise strengthens the culture of trust. With commitment comes accountability — which means being openly responsible for something, a willingness to own not only the decision-making process but also its results — and with the courage to be accountable comes sustainable results.

#### GROUP DYNAMICS

Group dynamics is a field of study concerned with the behaviors and psychological processes that occur in social and organizational settings. In many ways, effective leadership depends on how well one understands a given group’s decision-making processes — that is, how new ideas emerge and are adopted or rejected. Central to group dynamics is the premise that the whole is greater than the sum of its parts and that any group will evolve both positive and negative behaviors as well as shared perceptions.

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<sup>24</sup> Patrick Lencioni. *The Five Dysfunctions of a Team: A Leadership Fable*. Jossey Bass. San Francisco. 2002.

People are constantly influenced by their peers to adopt certain behaviors or follow certain trends. In his book *Group Dynamics*, Donelson Forsyth writes that “the tendency to join with others in groups is perhaps the most important single characteristic of humans, and these groups leave an indelible imprint on their members and on society. To understand people, we must understand their groups.”<sup>25</sup>

For the Integrative Leader, understanding when and how the dynamics at work push for conformity to an old norm and when one should encourage acceptance of a new norm can mean the difference between success and failure.

Despite any leader’s best efforts, negative group dynamics can and do occur. Negative dynamics are created when there is (1) weak leadership and the team does not have clear direction; (2) an excessive deference to authority such that people are afraid to speak up; (3) a situation where certain team members block the flow of information through criticism or domination of conversations; or (4) a dynamic in which not everyone on the team contributes equally and/or is treated equally, therein generating resentment.

Positive group dynamics are created when (1) the mission and vision are understood by everyone; (2) there is a culture of openness and trust; (3) roles and responsibilities are well defined; (4) accountability for success is embraced by everyone; (5) problems are tackled quickly; and (6) barriers are broken down through good communication.

## MOTIVATION

Richard Ryan, PhD, at the University of Rochester helped develop the self-determination theory (SDT) of teams, which looks at what motivates people and how that affects their wellbeing. “SDT begins with the assumption that people are active organisms, with evolved tendencies toward growing, mastering ambient challenges, and integrating new experiences into a coherent sense of self.” These natural developmental tendencies do not, however, operate automatically, but instead require ongoing social nourishment and support. As Ryan points out: “The social context can either support or thwart the natural tendencies toward active engagement and psychological growth.”<sup>26</sup>

There are two types of motivation — external and intrinsic. External motivation is driven by external rewards. In order to pass the class, you have to read the book. Intrinsic motivation has to do with internal rewards. You want to learn about a subject so you read the book on your own. In his book *Drive*, Daniel Pink points out that organizations that use external motivation as their sole means of incentivizing employees often have lower performance, less creativity and more unethical behavior than organizations that incentivize intrinsic motivation.

25 Donelson Forsyth, *Group Dynamics*. Wadsworth Cengage Learning. Belmont, CA. 2010.

26 <http://www.selfdeterminationtheory.org/theory>. Accessed March 4, 2014.

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Three psychological needs motivate intrinsic human behavior and affect psychological wellbeing. These are the need for (1) competence or mastery; (2) autonomy; and (3) relatedness or close relationships. Extending people enough autonomy to make decisions in their jobs, helping them achieve mastery and understanding how their personal goals relate to the vision and mission of the organization will result in a higher functioning team.

## **CONFLICT RESOLUTION — THE COURAGEOUS CONVERSATION**

Personnel problems will always arise, and when they do, Integrative Leaders need conflict-resolution skills. Holding “courageous conversations” is part of being accountable. Such a conversation addresses the issue at hand, identifies the consequences of the issue, clarifies the responsibilities of all those involved and determines the possibilities for a successful resolution.

Scholars of the “Courageous Conversation” have identified ten important steps for a successful outcome:

- Set your intention
- Mean what you say
- Keep the emotional tone high
- Do not cast people as victims or villains
- Stick to the facts
- Discuss the un-discussable
- Stay on the high road
- Maintain humility
- Be clear about requests and commitments
- Stay focused on the future<sup>27</sup>

## **COURAGE**

All individuals who take on a leadership role within an organization will, on some level, need to fight battles, and they will develop scars from those battles. This is particularly true for an Integrative Leader. However, when leaders have a deep understanding of what they truly believe is purposeful and meaningful, the battle is worth fighting.

James Neil Hollingworth once said, “Courage is not the absence of fear but rather the judgment that something else is more important than fear.”<sup>28</sup> For the Integrative Leader, that “something else” is his or her commitment to the greater purpose and vision for the transformation of healthcare.

<sup>27</sup> Margie Warrell, *Forbes* magazine, “Is it past time you engaged in a ‘Courageous Conversation?’” November 2012. <http://www.forbes.com/sites/margiewarrell/2012/11/13/courageous-conversation/>.

<sup>28</sup> James Neil Hollingworth (1933–1996) was a beatnik writer and former manager of Quicksilver Messenger Service.

Anyone who has ever held a leadership position understands that people are both the problem and the solution. Ineffective leaders who are controlled by their fears inevitably create scenarios in which they fail to hold themselves — and often others — accountable. However, without accountability there can be few positive results and little chance of attaining true transformative change.

As leaders learn to lean into their fears and not shy away from challenging circumstances, they can embrace these situations as opportunities for self-development.

Through mindfulness, Integrative Leaders become aware of and confront the triggers that spark their own fear-based behavior. Practicing informed mindfulness, leaders gather the knowledge and skills they need to effectively respond to situations with courage and in a manner that prioritizes the good of the organization and the achievement of the mission and vision. This, in turn, creates effective group dynamics.

### **A CULTURE OF COMMITMENT**

A unique aspect of Integrative Healthcare is that the unifying mission for all its leaders, no matter what organization they are in, is the transformation of healthcare. An effective Integrative Leader understands that he or she needs to create a culture of commitment to that larger vision and inspire others to place the organizational goals over their own ambitions or short-term needs.

Commitment grows when people understand the vision, when they feel like they are contributing to something significant and important, when they know they are a valuable part of team, and when they see the benefit the work brings to themselves and others.

### **THE TRANSFORMATIVE PROCESS: DOMAIN THREE**

Fostering effective group dynamics to build high functioning teams creates the engine that drives transformative change. As Margaret Wheatley explains, real change only happens when “networks of relationships form among people who discover they share a common cause and vision of what’s possible.”

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## **CHARACTERISTICS OF AN INTEGRATIVE LEADER WHO CAN BUILD A TEAM AND INSPIRE PEOPLE TO ACCOMPLISH THE MISSION**

- Understands and is passionate about the principles of Integrative Healthcare
  - Knows how to create a unified, shared vision
  - Knows how to motivate, empower and inspire others
  - Demonstrates a firm commitment to shared values
  - Is collaborative
  - Is able to build a team with the right people in the right places
  - Fosters community
  - Creates a healthy atmosphere
  - Creates a culture of ownership
  - Willing to drive change and evolution
  - Cultivates the ability to live with complex and ambiguous issues
  - Seeks connection and input from relevant constituencies in a shared decision-making process
  - Has the skills to address turf issues, ignorance and economic barriers
  - Has excellent skills in prioritizing
  - Is able to place the organizational goal over his or her own ambition
  - Is accountable and holds others accountable
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## DOMAIN FOUR: INSTITUTION

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### ORGANIZATIONAL EVOLUTION

For those working to advance Integrative Healthcare, the goal has always been that Integrative Healthcare becomes the standard. Rather than a separate discipline, it should simply be the way all good healthcare is practiced. But for this to occur, everyone — from the surgeon to the receptionist, from the anesthesiologist to the acupuncturist, from the nurse to the finance director, from the elevator operator to the CEO — must embrace and own the vision.

With their own teams functioning at a high level, Integrative Leaders turn their attention to the greater organization in which they find themselves. To impact the whole, leaders need good situational awareness and the skills to overcome resistance and break down silos. Organizational transformation always requires a certain degree of risk-taking that may or may not result in some failure, but through failure, people learn important lessons and evolve. With their eyes on the vision, Integrative Leaders develop the intuitive ability to orchestrate change and create a culture that embraces, reflects and promotes the values of Integrative Healthcare.

#### SITUATIONAL AWARENESS

A leader cannot change an organization or system unless he or she understands all of its processes and influences and can identify the attitudes, norms, behavior patterns, beliefs, processes, and rules that need to change in order for the vision to manifest.

Situational awareness could be likened to informed mindfulness on an organizational level. It is the ability to identify, process and comprehend the critical elements of information in one's environment with regard to a specific goal or mission. It involves understanding the meaning of the various elements and activities with respect to each other and the ability to predict the future based on current circumstances. It also includes identifying potential threats and dangerous situations.

To be successful, Integrative Leaders must have good situational awareness of their own sphere of influence, but they must also understand the overall organizational environment they find themselves in and how their particular parent institution is structured. They must know from whom their institutional support comes and where the pockets of resistance are located. They need to understand how their work fits into the economic

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structures that already exist and how it relates to the overall mission and vision of the parent institution.

Part of having good situational awareness is the ability to see patterns and connections in the larger arena and having the capacity to think through each scenario. When leaders find themselves in a challenging situation, they should look at it from a multitude of angles. Ask: If I were the CEO, what would I think of this situation? If I were the Finance Officer, what would I think? If I were the patient, what would I think? Who is affected? Given the influencing factors, what is likely to occur? What are the potential positive and negative outcomes and how can I impact those outcomes?

Having a high level of situational awareness involves more than just fact-finding. The intelligence community, which developed much of the science behind increasing situational awareness, strongly suggests that paying attention to intuitive feelings is just as important as what a person sees and hears. “It takes discipline to make a conscious effort to pay attention to both your gut feelings and to surrounding events, but many times

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a person's subconscious can notice subtle signs of danger that the conscious mind has difficulty quantifying or articulating.”<sup>29</sup>

Situational awareness experts encourage leaders to increase their knowledge of what is considered “normal” in their organization so they can more readily recognize changes and to understand what is incentivizing behavior. They should also learn to predict outcomes.

## OVERCOMING A RESISTANT CULTURE

While the overall healthcare culture is, in many ways, resistant to change, that resistance can often be particularly strong when it comes to the field of Integrative Healthcare. For some, it is still a controversial subject. Consequently, Integrative Leaders may need to overcome biases held by physicians, scientists, researchers, educators, and administrators within their organization.

To overcome bias and resistance, Integrative Leaders should try to demonstrate credibility in everything they do. This requires skills beyond what it normally takes to be effective in leading a group, including being aware of how others view Integrative Healthcare as a subject as well as how they view the leader and the various people who champion the cause.

The Six Sigma literature outlines several steps to overcome resistance:

- Understand the resistance and its root cause
- Act or communicate to address the root cause
- Involve people in the change process
- Create alliances
- Build communities of acceptance<sup>30</sup>

A good example of this process can be found in the ever-increasing adoption of mindfulness. Originally some healthcare practitioners and systems objected to meditation as an intervention because they felt it promoted Buddhism. Because of this, the basic process was abstracted and renamed Mindfulness-Based Stress Reduction, which removed it from religious connotations and tied it to a health issue. Then, instead of using mindfulness as just a means to reduce patient stress, it was also offered as an answer to challenges an organization as a whole might face, such as physician burnout or faculty resiliency. Thus, mindfulness came to be seen as a solution to widespread problems rather than an isolated integrative intervention. Recognizing win-win opportunities such as this — looking for ways to helpfully insinuate one's self within the current culture or solve a larger institutional challenge rather than being dogmatic in

29 Scott Stewart, *Security Weekly*, “A Practical Guide to Situational Awareness.” Stratford Global Intelligence. March 14, 2012.

30 <http://www.isixsigma.com/implementation/change-management-implementation/basic-strategies-avoiding-and-overcoming-resistance/>. Accessed March 5, 2014.

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one's approach and remaining outside the culture — will create the means for greater acceptance and eventual transformation.

Building alliances has also proven to be a critical strategy in overcoming resistance and increasing the acceptance of Integrative Healthcare. The report *Integrative Medicine In America: How Integrative Medicine is Being Practiced in Clinical Centers Across the United States* published by the Bravewell Collaborative in 2011 describes the strategic relationships integrative centers have built with other divisions within their healthcare system. For instance, more than 90% of the patients seen at the Integrative Medicine Program at the Mayo Clinic are referred from within the larger Mayo Clinic health system. The program specializes in integrating wellness-promoting services — such as meditation and other mind-body therapies, resilience training, massage therapy, acupuncture, and herbal/nutritional medicine — into the plan of care for interested patients. From the onset, the program was set up to support, not compete with, other Mayo divisions.

The question to answer is: Where can the principles and practices of Integrative Healthcare bring added value to the organization?

### **BREAKING DOWN SILOS**

Silo-ing can occur for a number of reasons, but at its core it is a group's inward focus on its particular goals and objectives and a lack of recognition and perhaps even commitment to a truly shared sense of purpose. It is a “my tribe versus yours” mentality in a world seen as having limited resources. Within healthcare there is an overarching mission and purpose to care for patients, but very often units within an organization fail to appreciate how broader collaboration can lead to better outcomes across the institution.

It is human nature to want to know “what's in it for me?” Certainly one challenge for leaders, especially when trying to move the principles of Integrative Healthcare forward, is to find ways that they and other members of their team can engage in relationships with other units within the organization and demonstrate how Integrative Healthcare and its principles can be of value to every person and group.

One good example is the integrative oncology program at the Osher Center for Integrative Medicine at the University of California, San Francisco (UCSF). UCSF has a large, conventional cancer center — the Helen Diller Family Comprehensive Cancer Center — located just across the street from the Osher Center. When Osher started to offer integrative oncology consultations in 2005, many of the conventional oncologists were a bit suspicious and reluctant to refer patients for services. Most of the early patients learned about the Osher Center online or by word of mouth. The Osher Center placed brochures in the waiting rooms at the Cancer Center describing the integrative oncology services, which enabled patients to learn of the services and prompted them to ask their oncologist about possible referral. As the conventional oncologists began to see and appreciate

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the benefits that their patients were experiencing by availing themselves of integrative oncology services (such as integrative consultations, mind-body therapies, nutrition, stress reduction, acupuncture, yoga, and biofeedback) they began to refer more of their patients. The Helen Diller oncologists now refer so many people that more integrative oncologists are needed to meet the demand.

Over time, as groups begin to appreciate how the collaborative effort has impacted on both their extrinsic motivators (such as improved bottom line) as well as intrinsic motivators (such as desire to help others and do good in the world), those groups begin to adopt the integrative views and principles as their own. As the adoption of the principles spreads, cultural transformation ensues.

### **CREATING THE EXPERIENCE**

In order for cultural transformation to occur, people within the culture need to own the vision and the process of transformation. Ownership is not just a philosophy that can be taught, it is a state of mind that comes through experience. Integrative Leaders need to provide opportunities that enable people to experience the vision and its positive effects. This will lead to personal commitment and accountability. Personal accountability creates cultural accountability.

### **RISK TAKING, MISTAKES AND THE ROLE OF FAILURE**

Business consultant Tom Peters once said, “Test fast. Fail fast. Adjust fast.” Far from being something to avoid at all costs, failure drives change. People improve processes by examining what works and what does not and then making the necessary adjustments. Continuous learning of this nature is what propels an organization or a field of study forward.

In their article “The Importance of Failure,” authors Steven Horwitz and Jack Knych state that “more important than [any one] individual learning process is the irreplaceable role failure plays in the social learning process of the competitive market. When we refuse to allow failure to happen, or we cushion its blow, we ultimately harm not only the person who failed but also all of society by denying ourselves a key way to learn how best to allocate resources. Without failure there’s no economic growth or improved human well-being.”<sup>31</sup>

Integrative Leaders use stumbling blocks and failures as a way to increase personal and organizational knowledge.

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31 [http://www.fee.org/the\\_freeman/detail/the-importance-of-failure#axzz2rihMYoD9](http://www.fee.org/the_freeman/detail/the-importance-of-failure#axzz2rihMYoD9). Accessed January 28, 2014.

## WHAT CAN AND CANNOT BE CHANGED

The basic message within the Serenity Prayer is a valuable tool for any leader.

**“Grant me the serenity to  
accept the things I cannot change,  
the courage to change the things I can, and  
the wisdom to know the difference.”**

As cultural change agents, Integrative Leaders need to balance their personal vision with what might be practical to accomplish. Assess what can be done today, next month or next year, and what will need to wait until foundational support is stronger. Prioritizing what is most important is paramount.

Be willing to lose some battles in order to win the war, and never lose sight of the greater mission or goal.

## THE TRANSFORMATIVE PROCESS: DOMAIN FOUR

Encouraging ownership of the vision and creating win-win alliances and collaborative efforts will overcome resistance and hasten the process of organizational transformation.

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## CHARACTERISTICS OF AN INTEGRATIVE LEADER AS A CULTURAL CHANGE AGENT

- Is open to change and creates a culture that is open to change
  - Knows how to lead persons/practitioners at all levels of the organization through change
  - Knows how to influence the decisions of the institution
  - Can build trust and achieve consensus
  - Steps into the unknown and makes it his or her own
  - Engages in a lifelong learning process
  - Is not afraid to take risks
  - Is not afraid to fail
  - Is willing to engage in the politics of the situation
  - Is able to keep his or her eyes on the goal
  - Is disciplined and determined
  - Builds strategic relationships and alliances
  - Has knowledge of relevant government agencies, national health issues and healthcare laws in order to hold a larger view of healthcare
  - Holds a working knowledge of all health professions, including conventional and integrative disciplines
  - Understands the importance of removing the silo approach
  - Learns from the past and plans for the future while being present in the moment
  - Graciously accepts constructive criticism and suggestions
  - Recognizes opportunity
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## DOMAIN FIVE: CULTURE

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### SUSTAINED TRANSFORMATION

Sustainability of a culture is only achieved when a majority of the members of the team — whether in a work group, department, organization, city or nation — personally embrace and own the shared values and are passionate about the vision. The culture is no longer dependent on any one person. The consistency between the rules, behavioral norms, processes, and the vision naturally keeps the team and the organization on track. Ownership of the shared vision and mission as well as the strategies adopted to support them is paramount to sustainability.

#### BECOMING THE DOMINANT CULTURE

Culture can be defined as a set of learned behaviors and ideas (including beliefs attitudes, values, and ideals) that are characteristic of a particular society, social group or organization.<sup>32</sup> However, in any society or organization there is always a dominant culture as well as one or more subcultures.

Those working within Integrative Healthcare share the goal of bringing about a sustained transformation in the way people care for themselves and are cared for by others. However, in the vast majority of settings, the Integrative Leader finds himself or herself heading up a subculture, not the dominant culture, while simultaneously trying to evolve that subculture and expand its scope of influence. It is important to note that *culture is learned* and therefore changeable. By using the processes described in this paper, leaders can expand and elevate the integrative culture until it becomes the dominant culture. This process, in turn, will culminate in an organizational transformation that is sustainable over time.

#### DEMONSTRATING THE VALUE PROPOSITION

Cultural change depends, in part, on the perceived value of the change. True sustainability can only be achieved by creating value and implementing a continued process of evolution that will maintain that value.

In healthcare, value is defined as *improved health outcomes over cost*. Leaders must answer these questions: How and to what extent does Integrative Healthcare improve health

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<sup>32</sup> Culture and Culture Change. [http://www.pearsonhighered.com/assets/hip/us/hip\\_us\\_pearsonhighered/samplechapter/0205711200.pdf](http://www.pearsonhighered.com/assets/hip/us/hip_us_pearsonhighered/samplechapter/0205711200.pdf). Accessed 2 June 2014.

outcomes? How and to what extent does Integrative Healthcare reduce healthcare costs? In the long run, the ability of Integrative Healthcare to clearly demonstrate its value proposition will determine the extent to which its principles influence the current system as well as the sustainability of that influence.

### “THEORY U” AS A WAY OF GETTING PAST NEUTRAL

Being in neutral is a metaphor for staying in the same place. Integrative Leaders need to help organizations shift gears. Just as individuals can evolve through mindfulness, groups and organizations can also deepen and evolve through reflective practices.

Otto Scharmer, a researcher at the Massachusetts Institute of Technology, developed “Theory U,” which is a process for tapping into an organization’s collective intelligence and capacity to bring about new futures. The key to Theory U is connecting with the deepest part of oneself, to what Scharmer calls the *source dimension*. He says that “we know a great deal about what leaders do and how they do it. But we know very little about the inner place, the source from which they operate.”

Scharmer explains: “The essence of this approach can be summarized with a single sentence: *The quality of our results in a system is a function of the awareness from which people in that system operate.*” He goes on to point out that two leaders in the same circumstances doing the same thing can bring about completely different outcomes, depending on the inner place from which each operates. This is the same principle offered in Domain One, in which a leader becomes a pebble that can affect the entire pond by developing an ever-deeper state of informed mindfulness.

The Theory U process, done as a group, nurtures a different type of knowing — it’s learning from the future instead of the past. The steps are: Begin with nonjudgmental observation. Then retreat into stillness and reflect. Ask: What is trying to emerge? Then, when a spark of inspiration occurs, act on it. Learn by doing.

Scharmer says that to help facilitate the future, leaders need three instruments — an open mind, an open heart and an open will. “The open mind is the capacity to suspend old habits of thought. The open heart is the capacity to empathize, to see a situation through the eyes of someone else. And the open will is the capacity to let go of old ways and accept new ones.” He calls this “letting go and letting come.”<sup>33</sup>

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33 Otto Scharmer, Leading From the Emerging Future. [http://www.ottoscharmer.com/docs/articles/2011\\_BMZ\\_Forum\\_Scharmer.pdf](http://www.ottoscharmer.com/docs/articles/2011_BMZ_Forum_Scharmer.pdf). Accessed June 22, 2014.

Integrative Leaders should cultivate these seven essential “U” leadership capacities within themselves as well as within the larger group:

- Holding the space of listening (creating “open” space)
- Observing (awareness, suspended judgment)
- Sensing (opening mind, heart and will)
- Presencing (connecting with the deepest source of self and allowing the future to emerge)
- Crystallizing (harnessing the power of collective intention)
- Prototyping (learning by doing; linking head, heart and hand)
- Performing (convening the right set of people who are connected by values to co-create the new future)<sup>34</sup>

By engaging the whole organization in this process, Integrative Leaders can use Theory U to harness the creativity and power of collective intention to bring out the organization’s highest capacities, which, in turn, will create ongoing sustainability.

### THE TRANSFORMATIVE PROCESS

The five domains of Integrative Leadership illuminate the transformation process that will result in sustained transformation. These are:

- **ONE:** The transformative process for an organization begins with its leaders and with the development of their internal states of being.
- **TWO:** Insightful, functional relationships are the means by which potential within others is unleashed and new futures are created.
- **THREE:** Fostering effective group dynamics to build high functioning teams creates the engine that drives transformative change. As Margaret Wheatley explains, real change only happens when “networks of relationships form among people who discover they share a common cause and vision of what’s possible.”
- **FOUR:** Encouraging individual ownership of the vision and creating win-win alliances and collaborative efforts will overcome resistance and hasten the process of widespread organizational transformation.
- **FIVE:** The demonstration of value and the use of processes that nurture continued organizational mindfulness will harness ongoing collective creativity and ensure sustainability.

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<sup>34</sup> Otto Scharmer. *Theory U: Leading from the Future as It Emerges*. Berrett-Koehler Publishers. San Francisco, CA. 2013.

Healthcare is a dynamic system and as such requires a dynamic approach by those who find themselves in a position of leadership. Although sustained transformation of the system is the ultimate goal, that transformation and the ability to sustain it will require continued effort and evolution.

Always remember, one small pebble entering the water can affect the entire pond.

The Integrative Leader who has the opportunity and responsibility to bring about transformative change within an organization is being given the opportunity to be *that pebble* in the service of creating a better healthcare future for all.

### CHARACTERISTICS OF AN ORGANIZATION IN WHICH SUSTAINABLE TRANSFORMATION HAS BEEN ACHIEVED

- The vision and values are well known and embraced throughout the organization
  - Organizational processes and policies support the vision and values
  - There is institution-wide ownership of the vision
  - There are high functioning teams throughout the organization
  - The organization learns from its mistakes
  - The value proposition is understood and demonstrated
  - A sustainable financial model is in place
  - The organization uses reflective processes to harness the power of collective intelligence, creativity and intention
  - Dynamic, continued evolution is embraced
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