Enlightened Leaders Program

Individual Pre-Activity for
Season 4 — Session 2
Where Am I Stuck? Exploring My Immunity to Change

Cindy Wigglesworth and Beena Sharma
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Welcome and Purpose

Thank you so much for your continued involvement and support of the Enlightened Leaders (EL) speaker series! We are confident that you will find great value in the content and speakers that we have lined up for the 2012-2013 Season. We so look forward to working with all of you as we continually strive to bring you the most relevant tools in real time!

If you are just joining the EL Program, congratulations on your decision to join this spirited community of emerging leaders that are truly committed to creating a world that works for all. You have accepted the challenge to reach higher and draw forth the inner leader required to serve both your ministry and your community in a bigger way.

You have embraced the truth that…

Now Is the Time and We Are the Ones!

This program is designed to support ministry credentialed leaders, board members, staff, lay leaders, and those moving into leadership in showing up as spiritual leaders who express their Divine purpose. The purpose of the Enlightened Leaders Program is to create mission-focused enlightened leaders who model a way of relating to the opportunities and challenges of ministry in a way that embodies Unity principles. They inspire others to share their gifts and abilities in meaningful roles in the life of the ministry and in service to the community. Being an enlightened leader is just that—being. It is not only what you, as leaders, do and how you do it; it’s the inner source from which you operate. Enlightened leadership comes from within.

This is your next step on a year-long journey that will enhance your skills, open your heart, and coach you to more meaningful levels of engagement in every area of your life. It is our privilege to share with you some of the greatest spiritual leadership minds of our time, and provide you with tools to assess where you currently are and where you want to go in your development.

Enlightened leaders leave behind them assets and a legacy of momentum and effectiveness, of civility and values. Probably the most important element of a thriving ministry is a group of leaders who take responsibility for future leadership. Only then can the growth of a ministry be assured.

We hope that you enjoy the journey of self-reflection and learning in this guide and will utilize the tools to model and embody the principles in a new way. Take the time to center in God and incorporate the activities into your daily spiritual practice. We look forward to sharing our time with Cindy Wigglesworth and Beena Sharma. After the webinar, please return to our web site www.teinteractive.org and download the Post-Activities for groups to reinforce the concepts as a leadership team.
The Vision

Imagine thriving ministries in which all the leaders truly act from a place of enlightened consciousness. They embody and model spiritual principles and core values. They take the time to center in God with a daily spiritual practice that results in a confidence and calmness that permeates everything they do. They live, work and breathe in the moment.

Enlightened leaders demonstrate self-awareness. They listen, observe and process their own behavior and assumptions, and take responsibility for how their presence and involvement make a difference. As enlightened leaders, they build trust through their integrity and authenticity.

Enlightened leaders draw forth the shared vision and mission from the collective community, then inspire and generate highly energized, sustained action to achieve them. As leaders they know that they do not need to have all the answers; rather they know to ask powerful questions and create an environment that allows the divine answers to emerge from within others.

Enlightened leaders foster transformation. They ignite the fire of Spirit and creative flow within people, maximizing their capacity to grow and thrive. They act as the catalyst to help others remember who they already are. It is a gift to seek and find the treasures within people; indeed it is a sacred privilege.

Enlightened leaders mine the treasures within others and create environments in which others can shine and put their gifts and passion to good use. They serve as coaches and mentors as they inspire, guide and support people to find and respond to their inner call to serve and take action. They empower effective teams.

Enlightened leaders seek out and embrace change and shift and welcome the opportunities it brings. As leaders, they help others cope, engage and flourish as they grow through transitions. They identify tensions and incongruities and guide their resolution. They facilitate shifts in consciousness and perspective which liberate people to try new things and together shape a world that works for all.

Sound good to you?! Let’s do it!
Season 4—Webinar 2:
Where Am I Stuck? Exploring My Immunity to Change

Speakers Bios

Cindy Wigglesworth
Cindy Wigglesworth is a recognized expert in the field of spiritual intelligence. She has been a member of Unity since 1986 and is working with Unity Worldwide Ministries as faculty in the Transformation Experience—Enlightened Leaders training program. Cindy gave the opening keynote at the 2009 Unity People’s Convention and was a keynote speaker again in Detroit in 2012 (Unity People’s Convention).

In her professional life she is the creator of the only validated assessment of spiritual intelligence (the SQ21). Cindy uses this assessment in corporate settings, private coaching and with the Transformation Experience ministries. She is the author of the bestselling book *SQ21: The Twenty-One Skills of Spiritual Intelligence*.

Cindy Wigglesworth has a BA and MA from Duke University. She has 20 years of experience in human resources management with ExxonMobil and founded her own company, now called Deep Change, Inc. in 2000. Her website is [www.deepchange.com](http://www.deepchange.com)

Beena Sharma
Beena Sharma is an international systemic change consultant, working deeply with integral theory and the adult developmental perspective in particular.

Beena has trained extensively with Dr. Susanne Cook-Greuter in ego-development theory and its applications. She works in close association with Dr. Cook-Greuter, and is certified as a coach, scorer and master trainer in the Leadership Maturity Framework and its measure of adult maturity, the Maturity Assessment Profile (MAP). Beena has led a variety of innovative projects partnering with human development as well as business and commercial functions in multinationals and smaller systems using ego development theory, integral theory, polarities, large-scale change approaches and action learning technologies.
Course Description

This webinar is designed to facilitate self-awareness that can help us be more compassionate and wise leaders, facilitators, ministers and colleagues. We are all subject to deep seated patterns, preferences and assumptions that can also lead to stuck-ness. In this workshop you will be introduced to a tool and process that has been used to great benefit by many individuals and coaches. You will have a practical way to explore your own self development goals and find out where you might be unconsciously immobilized. Identifying your limiting assumptions can be the first step to greater freedom and broader perspectives.

Of course, insight is not transformation. This process will take you further—you will have an opportunity to make fundamental shifts that can give you greater confidence of making changes within and without in the service of both your own and collective unfolding. This inner change process is the springboard for greater power to be change leaders. The tool that you will practice is one of the key instruments in building your Spiritual Intelligence.

You are invited to participate in this learning, with the hope and trust that this experience will further you along the path of harmonizing wisdom and compassion in your life and your work.

Learning Objectives

At the end of this webinar, you will be able to:

- To identify, explore and create a plan to achieve a self development goal
- To learn and practice the immunity to change tool, and be able to use it in service of self and others
- To appreciate and facilitate the relationship between personal change work and spiritual intelligence
- To become more effective change agents and change leaders in the service of Unity and its mission
Personal Reflection, Assessment & Tools

2012-2013 Leadership Dimensions

Key leadership dimensions are inherent attitudes and skills that combine to make up an individual’s ability to effectively perform as an enlightened leader within a truly thriving ministry, as well as actions that demonstrate them. This webinar will be focusing on the Leadership Dimensions of Role Models and Change Agents.

Role Models

- Self-awareness
- Promotes teamwork and collaboration
- Exemplifies Unity truth principles
- Works from spiritual guidance
- Integrity
- Makes decisions based on the vision and mission
- Shows empathy and warmth
- Inclusive
- Models humility
- Exhibits visible faith
- Acts from a place of enlightened consciousness
- Listens, observes, and processes their own behavior and assumptions
- Displays healthy patterns of self-care and work/life balance

Change Agents

- Develops a mindset of anticipation among all towards on-going renewal and conscious evolution
- Assists people in moving past familiar patterns to create positive growth
- Prepares community for change
- Challenges assumptions and looks for opportunities to transform
- Listens and coaches people through their past beliefs, attitudes and behaviors and provides coping mechanisms as necessary
- Assimilates information through all change initiatives to ensure understanding
- Asks tough questions to move others through resistance
- Manages the collective stress with spiritual guidance, prayer and a positive demeanor
- Identifies tensions and incongruities and guides their resolution
- Understands all aspects of the operation and considers overall impact to the system when making changes
Pre-Activity Notes

This material is designed to prepare you for your participation in the webinar so that you can get the most out of the inputs.

This pre-activity packet has 3 components:

1. **Reflection**: A reflection exercise that you will refer to while you participate in the webinar.

2. **Reading**: Article *Polarities Help Us With Our Vision*, Cindy Wigglesworth

3. **Practice**: A practice exercise on working with a basic polarity. This exercise will introduce you to polarities and you will learn how to create a Polarity Map.

Directions

Please be as honest as possible with your answers and reflections. You will not be asked to share your responses with anyone. Allowing yourself the time it takes up front, to dig deep within this experience, will greatly enhance the webinar content and group activities for you later.

When we develop a better self, we create a better world. Becoming an enlightened leader involves engagement in the process of deep change within the self, thereby inviting others to do the same.

Choose a quiet time when you can reflect on the meaning this curriculum has for you.

Grab a pencil, perhaps a cup of tea and your comfiest chair… and enjoy getting to know you!
Activity 1: Reflection
Identifying some things I know I want to change

As human beings who want to learn and grow, we all are acutely aware of habits of body, heart and mind that we ‘should’ change in order to be the best person we can be. We seek to improve, to transform, so we can live a more fulfilled life and be of service to others in the world.

And, as human beings who make efforts to improve and better ourselves, we are familiar with our good intentions and resolutions to take the actions we know we should take, but that remain as intentions despite our efforts, and resist actualization.

Use the following questions to reflect on your particular patterns to identify specific development or change goals. You will pick one such goal during the webinar, to explore more deeply and apply new tools. We hope you will make significant progress in making some shifts, so that you can take your resolutions to fruition and gain confidence and trust in your ability to deliver on your commitments to yourself.

1. Identify 2 individuals you know you well and who would support you in your growth.

________________________________________________________________

Now imagine you asked each person to make 2 resolutions for you. What would they be?

For example: If one of the people I identified was my mother, and I imagined the resolution that she would make for me, it might be: “I will eat more healthy food everyday.” These resolutions should reflect what the individuals you picked would most like you to work on or improve. Take a few minutes to write down the name of the person you identified, and the resolutions they might make for you in each case:

Person 1: ________________________________________________________

Resolution 1: ________________________________________________________
Resolution 2: ________________________________________________________

Person 2: ________________________________________________________

Resolution 1: ________________________________________________________
Resolution 2: ________________________________________________________
2. Reflect on the last 5-7 years of your life. Think back and recall some of the New Year resolutions that were most important to you that you didn’t quite accomplish or on some of the commitments you made about self-improvement goals that you didn't quite achieve.

**Identify 3** of the most ‘chronic’ areas that come up each time you sit back and think about what you want to do better or differently.

1. ___________________________________________________________________

2. ___________________________________________________________________

3. ___________________________________________________________________

3. Think ahead to a time in your life—ten years ahead. You are looking back and re-view’ing how you manifested and expressed your destiny and purpose in the world. You are remembering the joys and the pain, the moments of grace, and the grit. You are reflecting on the difference you made and the contributions you uniquely made.

What are the **two or three things you feel most fulfilled about**, where you believe you reached the potential you imagined you had? What are those triumphs, realizations; accomplishments that you feel so gratified about, that you feel you have lived your purpose, and feel you could relinquish your life in peace?

1. ___________________________________________________________________

2. ___________________________________________________________________

3. ___________________________________________________________________
Now, you are back in the present.

What are the two or three things you need to focus on, or achieve, in order to ensure you get to experience the fulfillment you describe above?

1. ____________________________________________

2. ____________________________________________

3. ____________________________________________

Thank you for taking the time to pause and reflect on aspects of your inner life that you would like to influence positively. During the webinar, you will use the above data and content to explore your self-development goals.
Activity 2: Reading

**Polarities Help Us Live Our Vision***

By Cindy Wigglesworth

Beena Sharma and I gave a keynote talk and a seminar on Polarities and how managing them well is critical for Unity to live our vision. At the 2011 convention, Barry Johnson took us on a deep dive into polarities. In 2012 we built on that talk.

A polarity is “a pair of interdependent positive opposites”—both being essential for some desired outcome. An example is the polarity of inhaling and exhaling. If the desired outcome is “staying alive,” we need to pulse between these two positive opposites. Inhaling gives you oxygen. But if you only inhale and never exhale you will suffer carbon dioxide build up. So we exhale and release the CO2. If we only exhale and forget to inhale we will suffer oxygen deprivation. There is no “perfect static point” of finding a place where your lungs are halfway full and you can quit breathing! This is an endless dance. Inhale. Exhale. Inhale.

Polarities are like that. They flow. If you get stuck on either side of a polarity you start to experience the negative of “too much.” The ideal is graceful movement between the two. This is quite difficult, however, when dealing with polarities where we have strong (and sometimes unconscious) preferences.

There are hundreds of polarities experienced in our individual lives. Caring for Self and Caring for Others is one. Most people attracted to spiritual work, especially ministers, are interested in caring for others. Sometimes we care for others so much that we forget to care for ourselves. When we overdo the Others pole, we burnout and are no longer able to help. This brings us to the second key point: any pole used to excess undermines the very pole we most love. So in order to successfully care for others, over the longer term, we must also care for ourselves.

In organizations there are polarities as well. Standardization and Flexibility is one key polarity for Unity. Should ministries share some things in common? Should we all teach some core messages? Should we use the same branding? The advantage of standardization is that it does create a stronger brand for the spiritual seeker. People know what they are getting, at least to some degree, when they seek out a Unity ministry. This increases trust—and, if we only standardize and fail to allow for flexibility for the local community, we risk being seen as rigid or bureaucratic. Similarly we need to honor our past (e.g. the Fillmores and the Bible) and allow for a focus on what is new and visionary. New tools and techniques and new scientific findings are all important if Unity is to be both grounded in our history and on the cutting edge of evolutionary consciousness. I imagine Charles today would be entranced by the latest science!

It is a sign of wisdom when we can see the truth in both poles. And it is a beautiful way to soften our ego-attachments. Often we have such a strong preference for the positive side of one pole (e.g. standardization) that we cannot see the upside of the other pole (e.g. flexibility). In such a
case we’ll argue for the benefits of standardization while pointing out the downside of too much flexibility. We will talk in “either/or” language. We will not be able to absorb the perspective of people advocating for the value of flexibility—or to listen to what they fear about too much standardization. If they have a strong preference, they won’t hear what we value and what we fear either. Both sides end up angry and issues escalate. Such polarization can create unneeded heartache and can break down communities.

This is why Beena and I value Barry Johnson’s approach so much. It helps us soften our judgments and see our blind spots. When I draw the 4 quadrant view (see Figure 1) of a polarity, it begins to widen my view. My heart and mind relaxes just enough to allow Spirit to speak. The “north pole” of the polarity then comes into play. Here I can articulate the goal. Why is it important to manage this polarity well? In our example for Unity I might say that the goal might be: “We are a magnetic attractor—radiating Christ Consciousness.” If we are too tied to one pole (either one) we will eventually undermine the thing we most love (Unity), thereby creating the “south pole” outcome or the undesired outcome. In this case it might be “Unity becomes irrelevant.”

I believe the world needs a progressive, open-minded Christian denomination at the leading edge of spiritual thinking. I have faith that Unity can be that denomination. And I believe that embracing polarities will be a crucial tool to help us do this.

For more information and related articles, email cindy@deepchange.com. Cindy Wigglesworth's new book, SQ21: The Twenty-One Skills of Spiritual Intelligence, is available via Amazon.com, BN.com and major bookstores.

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*The above is from Unity Worldwide Ministries Fall 2012 issue of Contact e-zine*
Activity 3: Polarity Map Practice

Working with Polarities

This exercise introduces a tool and skill that will make you more effective, balanced and integrated. This is a simple approach to resolve conflicting commitments or values that appear to compete with each other. The basic level of this content is familiar to all of us as our life experience.

Guidelines

Since this concept will be referenced in the webinar, please consider this a required practice before you participate in the webinar. Before working with the practice part of this activity, please read and absorb the following content first. This content will facilitate your success in working through the practice.

What is a Polarity?

A polarity is a pair of values that are both needed over time. We sometimes choose one pole over another, which leads us to ‘either-or’ thinking. Paying attention to both values at the same time or over time, is practicing ‘both-and’ thinking.

Polarity Map

In a Polarity Map, the two values are represented as poles. Each pole has an upside (benefits) and also downsides that we experience if we focus only, or more on that pole, to the neglect of the other. Below is a simple ‘Polarity Map’. Each of the examples will be outlined on this map, so you can see how each pole has positive values and also leads to negative results if you do not pay attention to its competing value.
For Example...

We may have a passion to support others, care for them and serve them. We can mistakenly and unconsciously believe that focusing on others is ‘better’ or more important than taking care of ourselves, which we might see as being ‘selfish.’ If we take care of others to the neglect of our own needs, we will experience some downsides (like exhaustion) that will, over time, prevent us from taking care of others…our passion in the first place! Thus both of these ‘values’ are interdependent. This is the polarity of **Serving Others and Taking Care of Myself**.

Other Examples:

The following Polarity Maps show polarities that are common in our own lives and in the life of our spiritual community.
Other Examples (continued)
Polarity Map Practice

- Below, you have a blank map, with the polarities—Advocacy and Inquiry.
- Pole 1 is Advocacy or Being Assertive—this is when we advocate our point of view and speak up, claim our space, contribute and have a voice.
- Pole 2 is Inquiry or Being Receptive—this is when we listen, take in, receive other’s perspectives and integrate others’ views.
- Take a few minutes to reflect and describe the upsides and downsides for each pole. Write the upsides and downsides in on the map below.

Think of your experience of these two poles. Think of which you prefer and which you tend to do more of and which you pay less attention to.
Reflection

• What did you find interesting in the concept of polarities?

• What are some other polarities that you experience in your spiritual community?

• How useful do you think this tool will be for your work in your spiritual community?

• What are some other polarities that you manage every day in your life?

To better integrate the learning for yourself, try explaining this tool to someone else.
Pre-Activities Season 4 Session 2  Speaker: Wigglesworth & Sharma  Topic: Immunity to Change

Additional Resources

*Immunity to Change: How to Overcome It and Unlock the Potential in Yourself and Your Organization* by Robert Kegan and Lisa Laskow Lahey

*SQ21: The Twenty-One Skills of Spiritual Intelligence* by Cindy Wigglesworth