"Leadership Within"
A leadership style for evolving organisations

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Summary

What kind of leadership is that can move organizations from learning environments to thinking environments and beyond? I would argue, none of the existing ones. It appears that today's new leaders no longer need to "lead". Instead, they simply need to be fully present; to inspire people; to energise the realms and spheres that they are connected with; to feed the relationships they can reach through the emanation of personal energy; to maintain the space for people to create and innovate freely. With a simple gesture, leaders can empower individuals by their inner light, to help them move and change, to encourage manifestation of the purpose that is potential within every one of us. I would argue that the "leadership within" is the one that could engender a transition from goal orientation, and stasis into dynamic systems. I would argue that modern times need a leadership that can motivate a process of constant progressive transformation and adjustment, where participants are connecting on the level of a more profound consciousness, deeper awareness, interest, and the higher good. Based upon my cases, experiences, questions and visions. I will invite you to look into so-called "Leadership within" and think.

Key words: *new leadership, leadership within, dynamic structures, co-creation, evolution, innovation, organisational evolution, density of consciousness*

Content

1 Business evolution

Nature teaches us that evolution is mainly triggered by coincidences or unforeseen and unpredictable changes. »Coincidences« play the role of a catalyst and motivator. Slovenian language has this phenomena integrated in the structure of the word. "Coincidence", in Slovenian "naključje",

> *"Business is people. Evolution is the basic mechanism from which we function." V.Bulc, 2006*
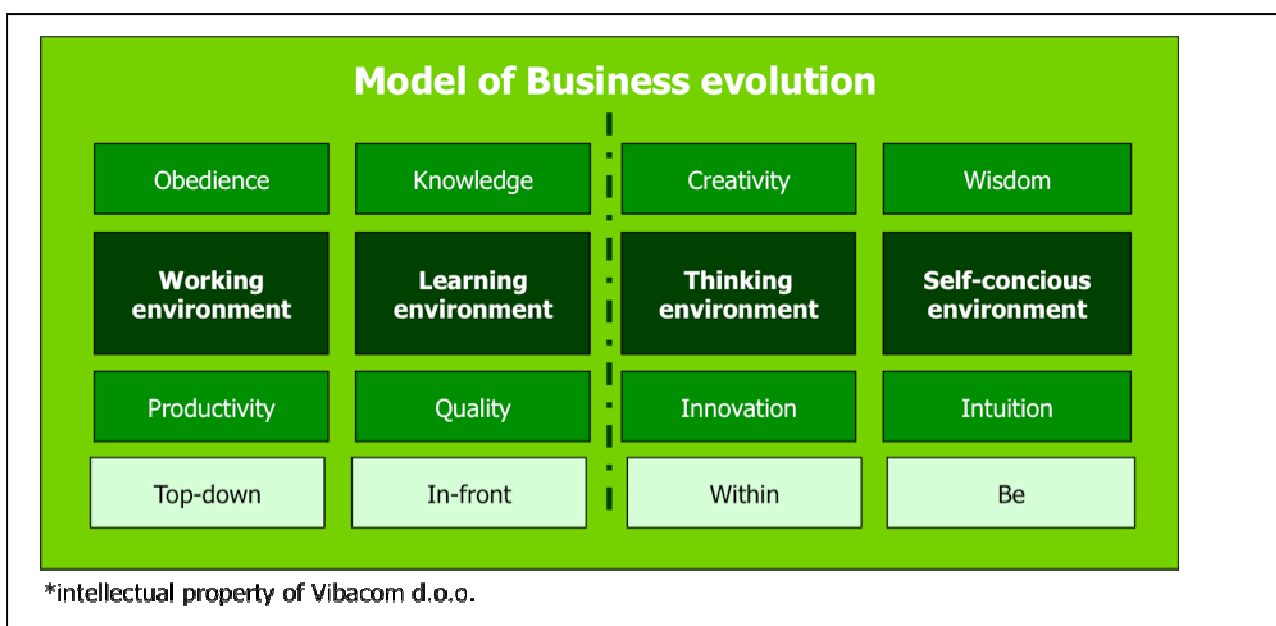
in direct translation means "on-key", meaning, that things happen when the right key appears. By observing why and when changes happen one can confirm that it is not a command, but circumstances, and conditions, that make a certain event, or change, occur. The same can apply to business's. Things happen when the situation is right.

When leading an organisation, are we open to impulses, messages, hints, needs, and behaviour patterns from the environment? Can we sense the natural flow of business evolution? Do we recognise the dynamic motion of the World all around us? Do we look at the business from that perspective? Do we notice, hear and feel them? And, do we pay attention to them?

1.1 The Basic Characteristics of Business Evolution

By observing the source of value creation, the behaviour and weak signals that have an impact on change, the model of business evolution emerges. In the development of organisations, I recognised four key evolutionary phases: *working environment, learning environment, thinking environment and self-conscious environment*. These phases evolve in a logical sequence. Each phase has specific rules of conduct, engaging different resources, types of corporate governance, and management tools. My experience suggests that these elements should not be overlooked, or disregarded. Each succeeding step is dependent of the previous one. Each new phase requires the vital forces of its predecessor. At the same time, different evolutionary phases can be recognised within the same organisation, and that could represent a challenge itself for successful development and growth.

During the transition from one phase to another there are periods of transformation which destroy or dismantle the old system and establish a new »order«. The new challenges the old. The established fights against change, and validates its own purpose and existence. Each transition is

Model of Business evolution			
Obedience	Knowledge	Creativity	Wisdom
Working environment	Learning environment	Thinking environment	Self-concious environment
Productivity	Quality	Innovation	Intuition
Top-down	In-front	Within	Be

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hungry for resources and attention and very often disturbs the organisation so much that it loses its crucial interconnection with its own vitality and mission.

The vital force for value creation also defines the core values needed for development or growth of organisations. For example, in order to ensure targeted productivity, an obedience and control is needed, only to be upgraded by knowledge, in order to support quality as the major value creation facilitator in the next phase. Along with the enabler, the behaviour of an organisation is changing as well, especially in the leadership style and in the attitude towards the world around (in the relation to the internal and external value creation participants).

In the Slovenia, there are organisations which are still in transition from the first to the second evolutionary phase (namely from a public sector), organisations which are already firmly positioned in the second evolutionary phase, and organisations which courageously lead the way to a thinking environment and beyond.

There are many cases, both globally and locally, which warn us, that if the characteristics of evolutionary development are neglected, systems fall into trouble; in extreme situations, they will even bankrupt. However, if the leaders react to, and face the challenges given, at the right time, they can, along with their employees, re-build an efficient and successful organisation. Further, limited research has shown that when you endeavour to joint-venture two organisations who's culture is more than half a phase apart, then such a partnership will not succeed. In order to make it work, the culture of the less evolved organisation needs to be raised before the merger takes place.

Perhaps you are asking yourself, "how you can recognise the problems and challenges before they get out of control?". I would like to challenge you now to reflect upon this, using the fundamental development motive, that is, the creation of added value. Without added value, business environments are unable to provide the necessary resources for growth, development, transformation, and success factors. During phase transitions, it is necessary to efficiently manage all the building blocks of the previous evolutionary periods to support each other in the process of evolution.

Let me give you another example, which took place when I was giving a lecture on entrepreneurship. While I was presenting the evolutionary model and pointing out the potential drawbacks of development and growth, especially in cases of small organisations (up to twelve employees), a member of the audience stood up and said: "Now I know why the organisation that I managed, felt apart. We were very innovative, clients were satisfied with the quality we provided, but I, as the manager, forget to manage the productivity. This was fatal. "

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2 Evolution and Leadership

A key role in the evolutionary process is played by organisational leaders. Evidence in the real business world shows that it is the leader of the organisation that defines both: the rhythm and the behaviour of an organisation. We are seldom aware of this fact. In practice this means that it is difficult for a project to be successful if it is not supported by the leaders, including their body language. Employees do not want to be involved in the project without a deep feeling of proper support. The fact is that everyone wants to be successful and useful. Hence, a person will try to get involved in projects that ensure recognition and success. Projects without support from leaders are rarely successful.

2.1 Nine Elements of Leadership

Currently, there is much literature, as well as seminars and conferences, dedicated to the need of competence by leaders of an individual evolutionary phase. However, there are not many tools to help leaders in a systematic way to move their organisations from one phase to another, e.g., »how to continue« and what needs to be changed, transformed, abandoned or set up to ensure long term sustainable evolution. I would like to share with you nine elements of leadership which could help to overcome this gap and offer some guidance to leaders in their pursue of sustainable development;

      1.The Basis of Organisation

      2. Leadership

      3. Decision Making

      4. Strategic Thinking

      5. The Subject of Strategic Development

      6. The Source of Development

      7. Management Style

      8.The Source of Self-Confidence

      9.The Relationship Between Management and Employees.

I will try to present the elements in various evolutionary phases, as well as the challenges which are usually encountered during each stage. Special attention must be given to the sequence of the evolution phases, and the balance between the leadership style and the corporate culture. Namely, it is quite common that the approaches, tools and techniques of the Third Evolution Phase are used in business environments that are in the first and second phase and vice versa. Very often this leads to business conflicts especially in the relationship between management and employees,

consequently causing a business crisis. The potential conflict is clearly described by Sumantra Ghoshal, a professor from The London Business School: »You can not lead successfully with the strategies of third generation, the organisations of the second generation if you yourself are a leader of the first generation!«.

So, what are the means, issues and tools that a leader must pay attention to while directing an evolving organisation? If in *The Working Space Phase* key stress is placed on the management of production capacities and material resources, then in the second phase the stress will be put on the financial resources. In the third and fourth phase, stress is placed on the management of the inner resources of individuals and groups. For example, creativity, will, behaviour and talent. Thus, the leading role of the promoter of this development is transformed from financial capital to intellectual capital. Later the shift is linked to emotional and social capital.

The Basic Evolution Model[1] is enriched and triggered by the afore-mentioned nine elements which change in accordance with the growth of the organisation and its development from one evolutionary phase to the next. Some organisations will develop by upgrading from one phase to the other while others may omit certain phases by changing the structure of employees (either by recruiting, or outsourcing).

I would also like to stress that the model shows the prevailing behaviour pattern and code of conduct in the organisation and/or environment is based on hands-on experience. Thus, there is a possibility that in *The Thinking Space Phase*, an organisation has developed most of the characteristics of that phase, yet the leadership style could still demonstrate a flat organisational approach. This could still be readjusted while progressing towards *The Self-conscious Space Phase*.

2.2 The Working Space

Considering the fact that in *The Working Space* the main focus is given to production, other areas are developed in accordance with production needs. The functional organisation was developed and best suited for autocratic, hierarchic leadership style. It is completely normal that in this phase an organisation with more than 1000 employees is led by a few individuals. In *The Working Space* only one or possibly a few individuals are involved in strategic thinking and decision-making. The hierarchic pyramid is high and narrow. Changes are introduced very slowly, mostly at the level of activities in production. In this phase, the significance of an individual is subordinated by the significance of the machine. Automation contributes to efficient management of costs and ensures

the winning market factors of success, which are linked to productivity[2]. But today, business environments where productivity guarantees the winning advantage in the market place are very rare.

The *Working Space* focuses on products. Production, machines and raw materials are the main topic of top management discussions. The philosophy of »what will be produced and sold« prevails. This thought is possible in situations of non-saturated markets, low level of transparency and a relatively badly developed market economy. In the dynamic world of differences, the product approach is almost impossible to bring forth success[3]. Organisations in an advanced economy that still follow this approach are always in trouble because they do not have two way communication with the market and they do not adapt to the changes of needs, values and behaviours fast enough. The management style is "top down - hierarchical"

2.3 The Learning Space

In the second evolutionary phase, where the main role is dominated by knowledge and quality, the importance of the human factor is increased, and changes in leadership style are necessary. In the organisation, a more relaxed hierarchy[4], which promotes and encourages team work and exchange of knowledge, is introduced. In order to satisfy the needs of the market for faster adaptation and quality differentiation, knowledge is disseminated and efficiently utilised in order to manage the imperatives of productivity, quality and the creation of new opportunities. Consequently, more people are actively involved in strategic thinking (at least 10% are needed to consider a organisation to be in *The Learning Space*). Instead of functions, the process becomes the focus of the observation and management. So-called process organisation is introduced. Knowledge is systematically organised and an approach of constant process improvement is effectively introduced into daily life routines.

Here, a key role is placed on educational and training programmes which provide the needed knowledge for progress. Especially important are the educational programmes for an internal exchange of knowledge and experience which strengthens collective awareness, information flow (hierarchical and horizontal), and provide the historical memory of the organisation. Mentorship, as one of the forms of the internal transfer of knowledge, provides the transfer of knowledge to a broader circle of employees, increases the level of internal social capital and indirectly creates better conditions for the development of intellectual capital (knowledge becomes a value). It is by the transfer of knowledge that the solid foundations for the next evolutionary phase, with innovation as the main driving force are set.

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[2] A very lucid presentation of *The Working Space Phase* is pictured in the movie by Charlie Chaplin "Modern Times".
[3] Exception are markets with an access to a very low labor costs and energy costs
[4] Less number of hierarchic management levels and decision making; more democratic leadership.

With surplus production, more free time and a greater awareness of human need is established. The focus is placed on the client who, in the learning space, becomes the main topic of strategic thinking. The slogans such as »The client is the king«, »The client is always right«, »Each client is a good client« appear. We are faced with the increasing significance of a client, and their behaviour patterns. More focus is directed to ensure an expected quality of service and/or the product, as well as, towards understanding the processes as the major organisational unit. The importance and the benefit of team-working becomes apparent.

An individual, a specialist, cannot independently solve strategic questions any more, since multi-disciplinary knowledge is necessary. Therefore, it is not a coincidence that in organisations, team work is brought forth. Employees start communicating with each other in internal dialogues. However, in the learning phase, team work is still very much linked to organisational units and projects., e.g., quality teams, development teams, product development teams, etc..

The need for the discipline and order of the first evolution phase is upgraded by the need for collaboration. Some markets become more and more stagnant and for the first time systematic attention is given to competition. In the marketplace, substitutes appear which are caused by shifts and reusability of various technologies, materials and products across branches. More and more often new branch players appear from the outside due to new business models and break of set branch lines. These crossovers become important players in the previously stable business environment.

The development of logistics and the transport industry as well as technologies make material resources more easily accessible. The key source in providing a timely development and sufficient growth becomes the financial capital. Information technologies become one of the key supporting elements for establishing the conditions of thinking spaces. They enable better availability of business information and the financial resources which thus becomes an »every-day« business source that is easily accessible. On the other hand, IT enables better mobility of intellectual capital and thus contributes to the increase in its value and its utilisation in the global economy. The search for intellectual capital, innovation and life vitality starts. The leaders lead with the "in-front" style.

2.4 The Thinking Space

From a leadership point of view *The Thinking Space Phase represents a special challenge.* Leaders are faced with a major shift from "hierarchical" to "network" structures; from well known and systematically addressed operational processes, to the realm of less known and structural thinking processes. With this shift people get an even more important role in value creation since leadership must, in accordance with the needs of the basic vital forces, primarily provide for

creativity and innovation.   Why is this critical? Because in hierarchical structures everything is measurable, we can monitor every phase of the process. With thinking processes it is almost impossible to measure the intermediate phases (at this point of time?). It is almost impossible to measure and break down the intermediary phases of creativity that happen in someone's head. As soon as we impose any measures and determine milestones we jeopardise the uniqueness of the individual's mind set, thus we limit creativity and decrease the possibility for innovation.

Creative ideas are made independently from the limitations of time. Sometimes they are born at night while at other times they need weeks or even months of gestation. Therefore, a systematic leadership of innovative processes, which promotes creative thinking on all levels, and in all forms of the organisation's operation, is urgently needed.   Only this way can the idea with the biggest market potential can be crystallised and successfully implemented within a mass of ideas.

By promoting creativity and innovation, the need for instructions is diminished. The key responsibility for the leadership team becomes direction, coordination, motivation, and communication. Hierarchical structures are replaced by formal networks where the sources of knowledge and creativity are equally represented in the business relationship on the basis of key competences and values and in accordance with the set of strategic goals. There is no longer a fixed position in the organisational structure. You take over the leading position dependant on the skills needed, on a challenge or issue to be addressed. Managers become another important link in a corporate network structure and that are expected to perform based on their core competences, knowledge, experiences and inspiration.

Network structures allow more freedom, transparent personal responsibility and space for adaptation. The basic focus of the organisation is placed on relationships. The foundation for efficient management becomes recognition, development, and sustainability of (monopoly) market niches. They are based on the key competences of the organisation and its values, both at source, as well as, the sales part of the value chain.

A broader social environment is included in the thinking process. The significance of partnership and connected strategic development becomes normal business practice. Systematic observation of the competition and the new contenders and/or substitutes loses its significance. By creating true business relationships with the selected market niches, a long-term relationship is created. The relationships are based on trust, mutual respect, expected quality and the fulfilment of the need to be different. In other words, the relationship remains solid as long as the selected market segments are developed on the basis of the inner strengths, competences and values of the supplier and the fulfilment of the needs and expectations of the buyer (customer). The established niche relationship needs then to be provided with products, services and/or solutions which

correspond to the future needs, habits, and behaviours of the niche. Consequently we have to, especially in the case of relationships with organisations, constantly adapt our work to the strategic needs of that client, understand their strategic goals, know their mission and vision, and incorporate all this in our overall service. In such a way the relationship becomes mutual and fulfilling. Both parties in the process (the producer, retailer and the client) enable each other's growth and development through the exchange of experiences which are clearly defined by objectives and constant dialogue.

This is why top management must contribute greatly in order to create self-confidence and the physiological and physical fitness of organisations they lead. Thus a dialogue[5] needs professional experts who respond and adapt quickly and constantly find something more to respond to. Only in such a way can an organisation be qualified to be a *Thinking Space.*

A key tool that helps developing the needed relationships for a *Thinking Space* are various forms of *the Participation Model*[6]. They allow/ensure high quality collaboration between knowledge and creativity in operations; they open employees towards sharing, listening, hearing, and active participation. The participation models simultaneously establish the necessary awareness needed for a shift to the next evolution phase, i.e. *The Self-conscious Space*.

The lack of quality projects and consequently a higher demand for intellectual capital sets the conditions for new business models. These are based on linking the sources of intellectual capital, i.e. human resources. The previously mentioned network structure as a form of organisation appears. In order to intensify development projects, organisations rely heavily on their key competences and values, searching for market segments that notice, value and are willing to pay for them. Since each organisation is unique, the creation of market niches based on key competences contribute to the creation of monopoly markets. Their main characteristic is the advantage of the first player: the one who is first to define the market niche, has, at least for some time, an advantage, because he/she has first recognised a need and developed an expertise to serve it with its own key competences. If revenues do not bring extreme profits or when the entry factors are very high (in a sense of financial or intellectual means), the monopoly for a selected market niche may last for several years.

In the strategic thinking, the general concept of the client is replaced by the concept of the selected market niches[7]. The following slogans are commonly heard: »Not every client is a good client; a bad client can destroy us«, »The client is not a king but a partner«. In order to fulfil a newly created

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[5] Innovation communication and innovation journalism seem to be the direction of an effective and progressive communication in such environmetns since 2005 on
[6] More in detail discussed in the chapter "It is the Time for *The Thinking Spaces"*.
[7] Blue Ocean Strategy

relationship with the market, creativity and innovation gain importance – more and more creative solutions for a specific client's needs are addressed and adapted to the customer's environment.

Employees' contributions are systematically encouraged and their performance is linked to their creativity and innovation. By means of partner networks, on the level of projects, specialists of different fields are linked together. Teams become more and more cross-functional[8].

The development and the implementation cycles are significantly shortened and more activities are simultaneously executed. The level of loyalty towards the common goals, and the efficient use of time and capacities, is increased. The presence of the critical mass of intellectual capital and creative thinking are an excellent input for innovation. Completely new forms of organisation internationalisation appear, independent of financial capital flow and more closely related to the sources of unique knowledge and expertise.

Healthy cores capable of creativity and innovation are linked together and the concept of the uniform culture on the level of the whole organisation is abandoned. Experiences show that in cases of joint ventures and acquisitions, or even buyouts, if we want to keep the creative sources of the independent entities alive, we need to recognise their uniqueness and try to support their future development and growth. Since *The Thinking Space* recognises the sectors of expertise, it appears that organisations that have reached this phase are the most suitable for mergers.

Leadership of this phase is moved from a delegation stance to innovative leadership where the main emphasis is put on coordination, motivation, networking and management by objectives. The new type of leadership that is emerging from this is called the "leadership within".

2.5 The Self-Conscious Space

In *The Self-conscious Space* we need to reiterate the importance of the shift that has already taken place in the previous phase and it still has vital consequences on the overall flow of business evolution; a shift from hierarchical, to network structures. In this phase we notice that individuals and groups are even more self conscious and aware of internal competences and their own missions. Therefore, a further step is made into discovering the inner strengths of the mentioned players, i.e. into *intuition and wisdom*.

Intuition is still quite an unknown business element/tool. It is usually linked to the mystical world and »superstition« which should not have an important role in the business world. And yet, in discussions with successful managers and leaders we find that intuition is the primary reason for

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[8] The development teams consist of key representatives of all processes and/or business relations.

making the final and most important decisions. Today, the phenomenon of intuition[9] is systematically researched in many serious studies. The first findings show that it is probably less coincidental than it is generally presumed. It is based on experience, knowledge, talents, and openness to the vibrations of space and time, on our ability to learn and adapt, as well as, on our own sensitivity to the characteristics of the organisation and environments[10]. Therefore it is quite logical that the intuition and life energy of an individual and/or group are placed in a position of a vital significance in the forth evolution phase – *The Self-conscious Space*. The first one (intuition) discovers, while the second (life energy) executes. The first feels and knows, whereas the second makes it a reality. Together they both create conditions for a greater awareness of everything that exists, for a better understanding of its sense and rightness. That is why *individuality* is the main building block in this phase. By understanding one's own personality, the concept of relationships is only improved.

The inner world which was already important in the *Thinking Space Phase* becomes even more significant in this phase. Individuality becomes more meaningful and is manifested as a movement (in the organisational form) where success greatly depends on the level of the co-existence of the systems, environments, and individuals.

In *The Self-conscious Space* there are no strict formal organisational structures. Collaboration is, mainly, goal oriented and linked to business challenges. The projects become the main focus and are closely linked to the mission of the organisation, the group and the individual. Individuals are united according to the principle of the organic structures, which, for the needs of the evolution model, are called the spider-webs[11]. The spider-web is an organisational form, which enables very adaptable sources in the decision-making and manifestation processes. Decision making itself is a metamorphosis, moving across the business phases of system development, according to the inner and outer impulses and the dynamics of business relationships. Consequently, the source of power is flexible. Even more so, the awareness of »leading and dominating« is replaced by the awareness of »a connection, a presence, and interrelationship« for well being. The respect for an individual, clear communication, the understanding of the value system and the level of trust all become of key importance.

The origins of *The Self-conscious Space* are already evident in highly creative spaces. For example, architecture studios, marketing agencies, high-tech organisations, innovative business consulting firms, progressive globally oriented labs, etc. Business environments which aim to

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[9] In lexicon, the word intuition is explained as the power of attaining to direct knowledge or cognition without evident rational thought and inference

[11] In the literature, the term used is "a dynamic network".

develop the characteristics of *The Self-conscious Space* must, in order to be efficient and effective, integrate at least 70% of the active members[12] into the process of the strategic thinking.

The development of information technologies, changes in diverse life-style habits as well as value system transformation all contribute to the formation of business models which are capable of following the needs of an individual, in the »one to one« relationship. This market relationship in particular clearly defines self-conscious space, which emphasises the holistic development of an individual and positions him/her as an active independent holistic unit in the spider web structure of the organisation.

In understanding the role of the individual as a holistic centre, the structure of the Internet is very useful. Each computer, by means of its IP address is an equal player on the Net regardless of its size, hardware configuration, design, and/or purchase price. By knowing its address, the communication with any other site on the Net is possible (if allowed). The value of sites is defined by number of visits, links, references and their content value[13] which is directly linked to current trends, level of confidence and ability.

Who will, in this newly created condition lead the development of the support environment: the state, the organisation or a new form of co-existence, a new type of social organism?

In the case of holistic individuals as the primary essence of *The Self-conscious Space*, an additional level of complexity is present. Besides knowledge and information, the level of differentiation and need, is defined by creativity and social awareness which in itself enables new links on higher levels than the bases themselves. A person with a wonderful mind, emotional dimension and spirituality is an unlimited source of progress and creation. The main obstacle to its blossoming is human fear[14]. Fear paralyses and prevents the flow of thoughts, actions, and active participation. This is why leadership in this phase must provide the conditions free from this fear in all it's forms, for maximising the growth and development of vital life forces of an individual and thus indirectly to the organisation as a whole.

When discussing the holistic development I have in mind that development, which will also be consequently transmitted to the family and/or other forms of co-existence and self-realisation. The leadership style best described for this phase is simply best called "just be".

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[12] In such an organisational structure it is hard to talk about employees in a standard form; we might see more individually organised nodes of expertise and knowledge that will incorporate themselves into a different organisational structures based on the needs and challenges of projects.
[13] The reliability of the information and opinions a node builds is becoming more important.
[14] There are two basic feelings in life: love and fear; all others are a combination of the basic two.

3 The "Leadership Within"

The key challenge today seems to be the transition from learning to thinking environment, for two particular reasons:

1. Creativity does not welcome hierarchy, so a dynamic network-type structure needs to be introduced, and that causes a lot of grief, disruption, and anxiety for management on all levels.

2. For the first time, managers do not manage directly the source of value creation (production facilities or machinery in the first phase, and process in the second). What they do manage is an environment where value creation is generated. In such an environment they can get most out of the core competences and creative power of each individual or a group.

Something even more profound is going on. The first two phases are marked by the masculine yang energy, and the next two by the feminine yin energy. The two core approaches, the masculine and the feminine, are being balanced by Evolution. Currently, women might have a slight advantage, because they have been raised to connect with the feminine yin energy since childhood. However, there is a great opportunity for all of us to balance both energies within ourselves and confidently transfer that balance into the way we lead and manifest our lives and systems that we create.

Now imagine that this evolution model is a spiral that keeps growing and that the momentum driving the spiral is the depth of consciousness present in a team, organisation, community, region or on the planet. More and more often it seems that time has nothing to do with progress and development and that the density of consciousness is what we need to focus on, especially in leadership, because it is this that motivates the transformation of business evolution.

Now let us see what kind of leadership can manage these transitions and transformations and what kind of leadership can change organisations from learning environments to thinking environments and beyond. My argument is that none of the existing types of leadership can do that so I propose that we look into the so-called "leadership within".

It does appear that today's new "leaders" no longer need to lead, at least not in the traditional sense of leadership which is usually coupled with followership, an archaic »master and servant« dynamic. Instead, leaders just simply need to be fully present, aware, and alert, and thus, to inspire and motivate people; to energise those areas that they are connected with; to feed working relationships through waves of personal energy, and spiced with integrity, to hold the space and engender a feeling of respect, trust and safety, that will allow people to create and innovate freely.

With a few simple gestures, leaders can empower and motivate us with their inner light, help us move and change, and encourage the manifestation of the purpose to be fulfilled by each and every one of us.

The "leadership within" allows the transition from goals and static systems to dynamic systems and a process of constant transformation and adjustment where participants are connecting on the level of consciousness, awareness, interest, and the need for serving common good.

The core characteristics of "leadership within" could be summarised:
- instead of being first (either at the top or in front), you are positioned within the network, as one of the nodes with specific role and core competences.
- with a proactive stand you keep the network energised at a certain level to allow people to enter the space of creativity and innovation freely and without fear
- with an honest approach you hold the space for people to feel safe to create, explore, and search for holistic solutions
- you encourage people to search for balance and higher good that allows individuals and groups to meet their own needs within common interests and benefits, yet, still act in behalf of sustainability and progress.
- you connect to the wisdom of past civilisations and blend it with the wisdom of today's times with a clear inclination of respect and understanding for the needs of the future ones
- you understand and fully stand behind the notion of "give before you get"
- you exercise the mission (personal, group, the net one) and constantly re-adjust your own actions and motions, as well as those that you can reach, based on the level of consciousness that is around us

Therefore, the "leadership within" creates inspiring results by engaging the collective consciousness of teams and organisations and even the sparkles in people's eyes. We have been testing this concept of the "leadership within" within the InCo movement in Slovenia for the last 5 years. There have been many obstacles and challenges that we needed to face and overcome. Among most challenging ones were those related to egocentric behaviour of individuals and groups, jealousy, lack of common interest, inertia, lack of readiness to give before you get, short attention span, expectations, lack of experiences, and lack of clear understanding of the current needs of the space where we were actively operating.

We still do not have an abundance of good practice for overcoming all of the above. Yet, we know more about the behaviour of people in horizontal structures, about the importance of energy capital for peoples' ability to perform and deliver, about the inter-dependencies between intellectual, physical, emotional, spiritual and social capital. We understand better the importance of all

structures and participants of an ecosystem to evolved in a balanced way, to encourage each other to fully exercise the talents and competences we have; we saw the sparkles in peoples' eyes and we know how we felt when we were in-tune with the group and with the rest of the ecosystem around us. We were privileged to experience the magic of an emerging idea, because the consciousness was right.

Those are very valuable experiences and worth exploring further. I am sure that we can find a form of cooperation where we can truly learn from each other and create open systems where knowledge is a universal good and leaders do not master but inspire, and encourage the good and best in people.

4 Conclusion

I believe that when people have an opportunity to be fully creative, based on their own core competence and in a safe environment, the results are in favour of both the individual and society as a whole. Therefore, the "leadership within" does not have much to do with time, but with something beyond our current ways of measurement: it has to do with the level of consciousness present, with the level of pro-active engagement of people, with, as I call it, the density of consciousness. When the conditions are right, when there is the right amount of energy present, the right amount of density of consciousness, things happen. Change happens. Transformation happens. And a new type of leadership can be that pro-active force, that can help to establish the needed conditions for such a world. Let's explore it further.