



Reimagining work – transforming work culture through everyday leadership

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What needs transforming?

- ▶ “toxic” workplaces – culture, paradigm, systems, practices, people
 - ▶ Harmful, unpleasant, pervasive, insidious
 - ▶ unhealthy, sickening, poisonous, deadly
 - ▶ something's not quite right ... very wrong, and has been very wrong for a while
- ▶ Have clearer image + language about what's not working

What needs transforming?

- ▶ Notions, ideals and possibilities for leadership – who, how, what

Conversations about character, about treating everyone with integrity, empathy, justice and compassion, have not been a feature of public life for a long time. We want there to be virtue in leadership but we don't do anything in society to create virtuous people. We just expect people to come to leadership fully formed.

Brigit Delaney, The Guardian



What needs transforming?

- ▶ Inner world is separate from the outer world
 - ▶ Individual soul and the world soul
 - ▶ Personal and individual experiences is separate from the collective experience
 - ▶ Me/Us vs Other – separateness, competitiveness
- ▶ Work and soul as separate

Finding the right work is like discovering your own soul in the world

Thomas Moore

What needs transforming?

- ▶ Mind – new ways of thinking and perceiving
 - ▶ Power
 - ▶ Imagination, dialogue, and embodiment - soul

How would I be, think, act if I recognized that everyone and everything has a soul?

Re-imagining leadership

- ▶ Review – personal responsibility
 - ▶ Foundational skills and resources to navigate change, stress and challenge
- ▶ New paradigm of leadership
 - ▶ Supported by new thinking and imagination
 - ▶ Archetypal imagination
- ▶ Embody Archetypes of Warrior, Healer, Visionary and Teacher

Personal responsibility

- ▶ Awareness and self awareness
- ▶ Self-regulate and transform strong emotions
- ▶ Communicate thoughts, emotions, needs, desires and limits

Personal responsibility

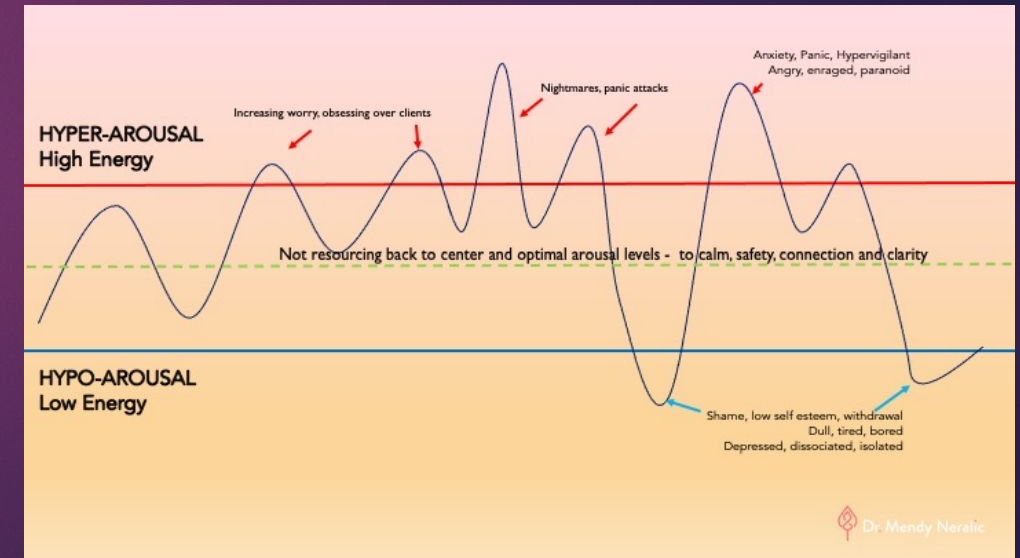
- ▶ Awareness and self awareness
 - ▶ Invest time and energy to better understand yourself, others, your world
 - ▶ mental, emotional, behavioural habits, patterns, belief systems, trauma, shadow, conditioning
 - ▶ vs ignorance and naivety
 - ▶ Rituals of self reflection and contemplation
 - ▶ Practices – meditation, mindfulness, prayer, journaling, psychotherapy, mentorship, friendships, peer support, interest groups, creativity, art making

Personal responsibility

- ▶ Awareness and self awareness
 - ▶ ***What's the truth? What's really happening?***
 - ▶ Beyond my conditioning, what I've been told is true, right, proper
 - ▶ Without paranoia
 - ▶ What is "toxic" about this?

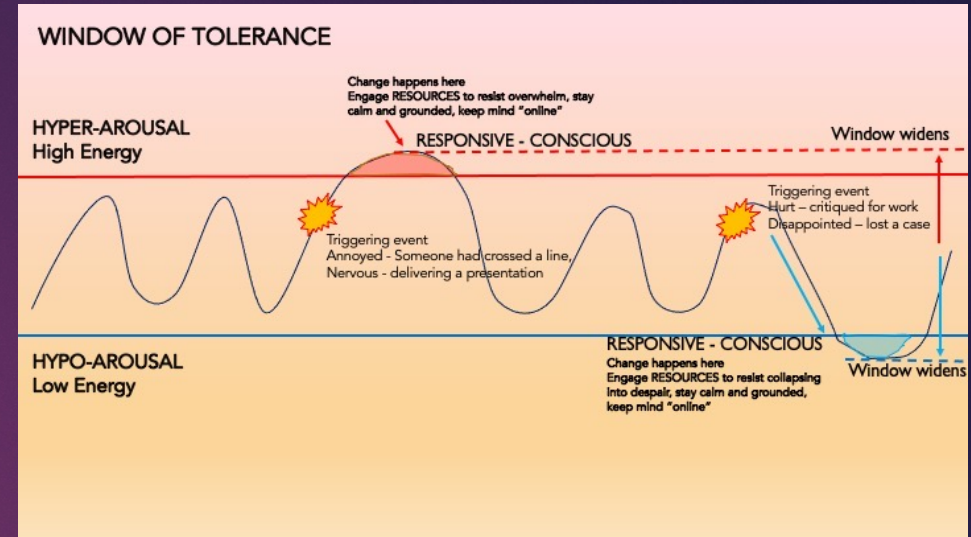
Personal responsibility

- ▶ Self-regulate and transform strong emotions and experiences – processing not just understanding
- ▶ Understand and work with your nervous system
 - ▶ Window of tolerance
 - ▶ Sympathetic – fight / flight / freeze
 - ▶ Dorsal vagal – collapse / feign
 - ▶ Ventral Vagal – connection / safety



Personal responsibility

- ▶ Self-regulate and transform strong emotions
 - ▶ Build skills to stay calm, clear, and steady
 - ▶ Time to move from reacting to responding
 - ▶ Build strength and courage to handle stress, challenge and discomfort
 - ▶ Choice, change, transformation - processing
 - ▶ Safe but not too safe - *LEADERSHIP*
- ▶ Aim for at least 1 resource in each domain to support you
 - ▶ Body based, breath based, cognitive, relational, community, creative



Personal responsibility

- ▶ Communicate your thoughts, ideas, emotions, needs, desires and limits – relationships and connection
 - ▶ with awareness of your biases, projections, and judgements
 - ▶ Without blaming or shaming
 - ▶ Conscious of your boundary style
 - ▶ Verbal and nonverbals are congruent
 - ▶ Validation of hurts and wounds without over-identification

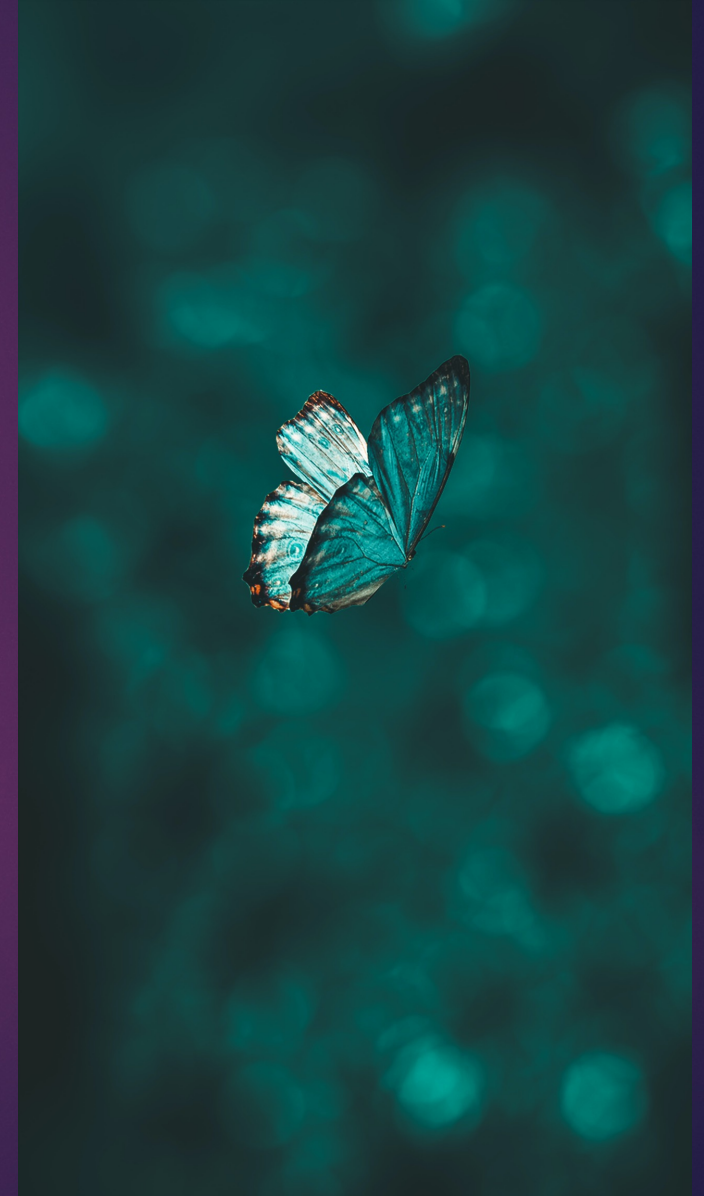


Re-imagining leadership

Resistance to change – want things to “go back to normal” - change without changing anything

How can I embody being a Leader in my everyday and mundane life? For a new age and new world

- ▶ I can hold the need for change and radical acceptance AT THE SAME TIME ~ *tension of opposites*
- ▶ Embody a new ARCHETYPE for leadership
- ▶ New thinking – includes imagination, dialogue, and embodiment - soul



Re-imagining leadership

Thinking + imagination

- ▶ Discouraged to lead – need compliant and focussed workers and soldiers.

Inspiration is something that has been relegated to the arts rather than the sciences, although stories of 'eureka moments' in scientific discovery are still celebrated. ... Deep engagement encompassing mind, body, heart and spirit has been replaced by a dogged ethic of commitment to labour, enthusiastic compliance with discipline imposed by authority. While it may be proven that internal motivation is more productive than external pressure, the uncertain and unsettling sources of this inner power are threatening to hierarchies, so intrinsic control methods of organisation are generally ignored in both education and the workplace.

Re-imagining leadership

Thinking + imagination

- ▶ Create a new mind
 - ▶ Science + Art, Thinking + Imagination
 - ▶ Mind, body, spirit, soul
 - ▶ Kinship-mind, Story-mind, Dreaming-mind, Ancestor-mind, Pattern-mind (Yunkaporta)
- ▶ Contextual reasoning vs reductionist / hierarchical reasoning
 - ▶ verbal + nonverbal , oral and written communication
 - ▶ common understanding, consensus and dialogue in context vs opinion without dialogue and out of context
 - ▶ Knowing why you are doing something vs following orders / a script

Re-imagining leadership

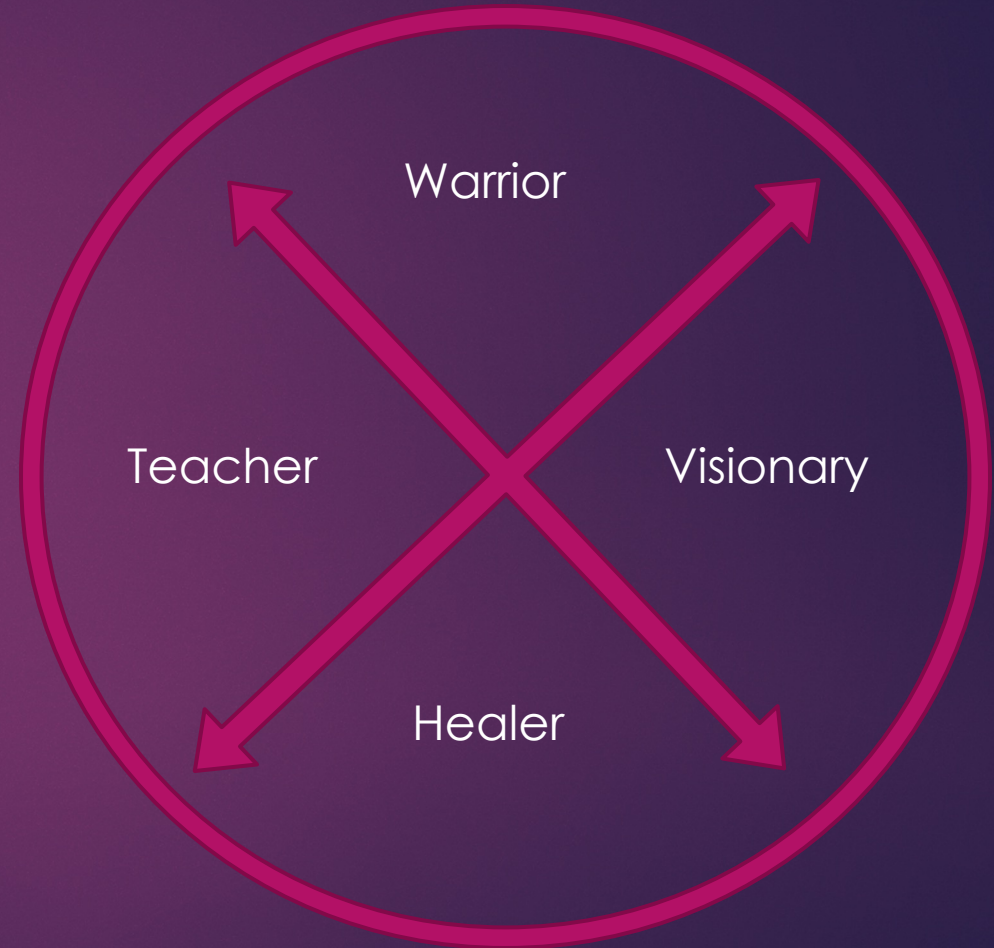
Archetypal Imagination

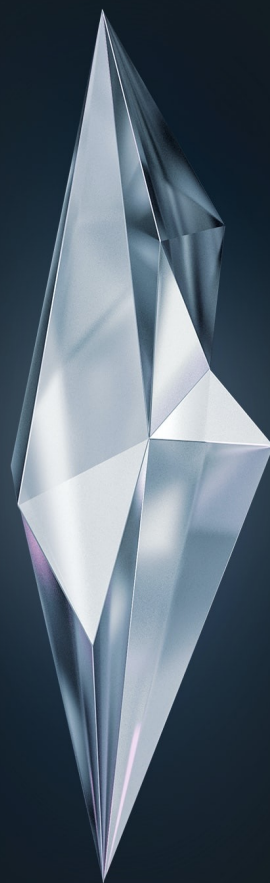
ARCHETYPE

- ▶ Cross-culturally understood models and ideals held in the collective psyche - consensus
 - ▶ “energy filled images” (Hollis) - symbolic, metaphoric, mythic, unconscious
 - ▶ Neither negative or positive – hold “light” and “shadow” attributes
 - ▶ Neither male or female – but hold “masculine” / “feminine” energies
 - ▶ Not just human, animals, things
-
- ▶ Help connect us to something greater through imagination and symbolic thinking - spiritual

Re-imagining leadership

- ▶ Embody the archetypes of the **Warrior, Healer, Visionary, Teacher** (Arrien)





Quiz

- ▶ Intuitively, which Archetype is expressed most, a strength, or is more dominant in you?
 - ▶ Warrior
 - ▶ Healer
 - ▶ Visionary
 - ▶ Teacher



Strength and power – Warrior

- ▶ Warrior ARCHETYPE – cultivate an image, feel it in your body
 - ▶ Showing up and being present
 - ▶ Take a stand, take action, will and power
 - ▶ Courageous, strong, focussed, healthy boundaries, loyal, empowering and inspiring in words and action
 - ▶ SHADOW – over / under / misdirected use of power
 - ▶ cruel, blunt, dissociated, disempowering, blaming, tit-for-tat, deceitful, rebellious, victim, competitive, authority issues
- ▶ The “strong back” to your “soft front” ~ Warrior + Healer

Strength and power

Embody the Warrior Archetype

LIVE the questions

- ▶ *When it comes to the issues I care about (at work)?*
 - ▶ *In what ways am I resisting, avoiding, hiding, or holding back engaging with these issues?*
 - ▶ *In what way might I be forcing, competing or harming in my pursuit of this issue?*
- ▶ *What would it look and feel like to consciously take a stand on this issue, even in a small way?*
- ▶ *What is my relationship to personal power and self worth? Where do I lose my power?*
- ▶ *What happens when unexpected or surprising events happen?*

Strength and power

Embody the Warrior Archetype

LIVE the questions

- ▶ *Who are people or beings who have inspired me, who embody the "warrior" as a way to lead? Historic, contemporary, or fictional characters. How do their qualities mirror my own? How can I reinforce or express these?*
- ▶ *How have I faced challenges in the past with the strength, courage and power of the warrior? How am I demonstrating these now?*

Live the questions

- ▶ *to find out the answers!!*
 - ▶ *I wonder what would happen if ...?*
 - ▶ *This is curious ... I wonder what that's about ...?*
 - ▶ *How can I contribute? make an impact? shift my / the group experience?*
- ▶ *Courageous - You don't need to have a definitive plan, known outcome, pre-determined structure*
- ▶ *Creative – Write your own life – new narrative to live by*
- ▶ *Curious – Not attached to outcome*
- ▶ *Caring – Openhearted and connected*

Live the question

Be patient toward all that is unsolved in your heart and try to love the questions themselves, like locked rooms and like books that are now written in a very foreign tongue. Do not now seek the answers, which cannot be given you because you would not be able to live them. And the point is, to live everything. Live the questions now. Perhaps you will then gradually, without noticing it, live along some distant day into the answer.

Rainer Maria Rilke



Strength and power

Embody the Warrior Archetype

- ▶ Standing and standing meditation
- ▶ Spending time in nature – anchor, plug in
- ▶ Practices to build physical strengthen and agility
e.g. breathwork, yoga, Pilates, weights, running, qi gong
- ▶ Define boundaries

Heart and meaning - Healer

- ▶ Healer ARCHETYPE – cultivate an image, feel it in your body
 - ▶ Tend to what has heart and meaning
 - ▶ Transform pain and suffering
 - ▶ Open-heartedness - compassion, acceptance, love, gratitude, and trust
 - ▶ Empathetic, authentic, vulnerable, non-judgmental, reciprocal
 - ▶ SHADOW – indifference, self-sacrifice, naivety, conditional love, perfection, control, can heal everything
- ▶ Recognises the soul in all things – “bridge”
 - ▶ People, cultures, nature, things, organisations, systems, buildings
- ▶ “soft front” to the strong back ~ Healer + Warrior

Heart and meaning

Embody the Healer archetype

LIVE the questions

- ▶ *What is a personal hurt / wound / trauma story about my life that I repeat or share?*
- ▶ *What is a workplace hurt / wound / trauma story that is repeated or shared often? By myself, others, or the collective.*
- ▶ *[At work] what gets in my way of giving care, compassion and love? And receiving it?*

Heart and meaning

Embody the Healer archetype

LIVE the questions

- ▶ *What needs healing in my workplace?*
- ▶ *Who are people or beings who have inspired me, who embody the "healer" as a way to lead? Historic, contemporary, or fictional characters. How do their qualities mirror my own? How can I reinforce or express these?*



Heart and meaning

Embody the Healer Archetype

- ▶ Telling stories and dialogue for healing
 - ▶ Appreciative inquiry*
 - ▶ Resilience narrative*
- ▶ Heart-based practices
- ▶ Nurturing body work
- ▶ Spend time in nature - nourish
- ▶ Boundary work
- ▶ Lying down meditations – guided body scans, yoga nidra

Heart and meaning

Embody the Healer

- ▶ Appreciative inquiry
 - ▶ Start by identifying what's already working (in yourself, the relationship, situation, culture)
 - ▶ Skills, abilities, character
 - ▶ Resources, past achievements, successes
 - ▶ Creative conversations - Generates vitality, hope, enthusiasm
 - ▶ Careful of idealism - with limits for *what isn't appreciated and acceptable*
 - ▶ Hold acceptance and the need for change at the same time

Heart and meaning

Embody the Healer

- ▶ Resilience / restorative narratives
- ▶ Retell stories that reflect strength, courage, compassion, and resilience
 - ▶ Validate the hurt – re-write the story going forward
 - ▶ your clients stories – vicarious resilience
 - ▶ your story - how you've been changed personally by engaging in your work with your clients
 - ▶ Tree of Life metaphor
- ▶ Priority in peer support and supervision sessions

Imagination and ideas - Visionary

- ▶ Visionary ARCHETYPE – cultivate an image, feel it in your body
 - ▶ Develop vision, imagination, and intuition
 - ▶ Can see beyond what seems possible for the benefit of all
 - ▶ Live creatively based on your "life dream" – "why am I here?"
 - ▶ *Authentic, truthful, insightful, perceptive*
 - ▶ *Bring voice to what you see*
 - ▶ *Express your original ideas – original medicine*
- ▶ *SHADOW – pretending, bravado, self-abandonment, projection*

Imagination and ideas

Embody the Visionary archetype

LIVE the questions

- ▶ *Which issues at work seem stuck or fixed – “this is just the way it is / always has been” way of seeing and doing?*
 - ▶ *How might I flip / expand / take a broader and higher perspective on these issues?*
- ▶ *Where am I withholding my truth and authenticity to keep the peace, or ensure acceptance?*
- ▶ *When / with whom is it easy to be myself and express my thoughts, ideas, and “truth”.*

Imagination and ideas

Embody the Visionary archetype

LIVE the questions

- ▶ *Who / what are sources of inspiration for me – ignite my imagination? How might these / they reflect or mirror what is important to me?*
- ▶ *Who are people or beings who have inspired me, who embody the "visionary" as a way to lead? Historic, contemporary, or fictional characters. How do their qualities mirror my own? How can I reinforce or express these?*



Imagination and ideas

Embody the Visionary archetype

- ▶ Pay attention to dreams, symbolism, and synchronicity
 - ▶ Guidance about what needs work and attention – individually or collective
- ▶ Pay attention to your intuition – “knowing without knowing”
- ▶ Prioritise creativity - enjoy play and spontaneity and humour
- ▶ Risk expressing your ideas (with discernment)

Wisdom and guidance - Teacher

- ▶ Teacher ARCHETYPE – cultivate an image, feel it in you body
- ▶ Develop wisdom, observance, objectivity, openness to outcomes
 - ▶ Try out new things in the pursuit of knowledge and wisdom
 - ▶ Trust not knowing, wait, ask questions, listen, learn, evaluate, non-attachment
 - ▶ Getting clear and choosing well, right time and place – discernment
 - ▶ Pass on wisdom - what is learnt through observation, listening and objective choices
- ▶ SHADOW – stuck in being a student, righteous, judgemental, ignorance, confusion, maintain control, don't share knowledge

Wisdom and guidance

Embody the Teacher archetype

LIVE the questions

- ▶ *Who have been the important teachers in my life? What qualities did they possess and share that inspired me?*
- ▶ *What is my relationship to silence, listening, and not speaking?*
- ▶ *How might saying less and listening more help in the “toxic” situation?*

Wisdom and guidance

Embody the Teacher archetype

LIVE the questions

- ▶ *What is my relationship to patience, waiting, watching and responding with good timing? Do I make decisions when confused? Do I react before having enough information?*
- ▶ *How can I begin to share what I've learnt or know with my community?*
- ▶ *Who are people or beings who have inspired me, who embody the "teacher" as a way to lead? Historic, contemporary, or fictional characters. How do their qualities mirror my own? How can I reinforce or express these?*



Wisdom and guidance

Embody the Teacher archetype

- ▶ Deep listening* - to promote dialogue and conversation
- ▶ Sitting meditation
- ▶ Spend one full day each month in total silence – connect to inner guidance
- ▶ On your birthdate each month, do something you haven't done before – curiosity + learning how to approach the unknown 12 x

Wisdom and guidance

Embody the Teacher archetype

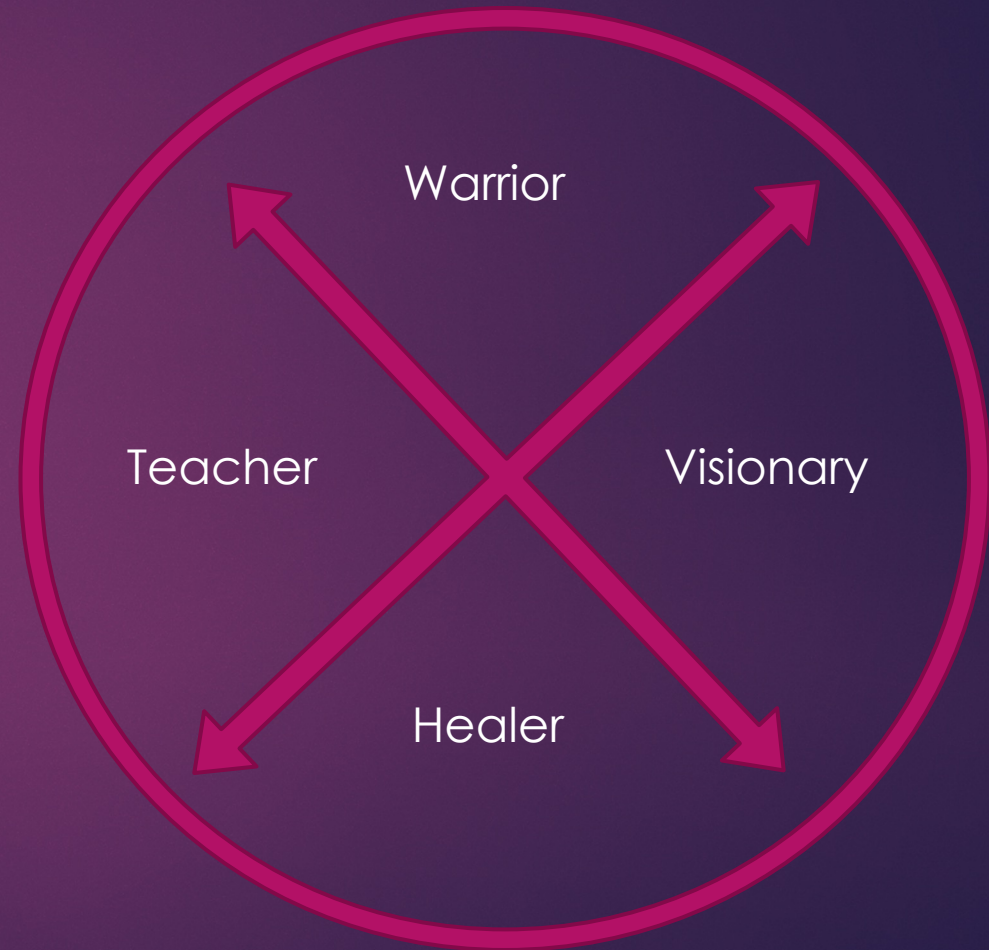
- ▶ Deep listening in communication – self, partners, groups
 - ▶ mindful and empathetic listening and speaking
 - ▶ **really** hear yourself and hear others – observe / release your agenda
 - ▶ no interruption, questions, debating or discussion
 - ▶ space between speakers - timing
 - ▶ allows for differences and contradictory perspectives to come forward

* incidentally stretching your window of tolerance*

Quiz – Re-imagine and embody leadership

When it comes to to bring greater harmony and balance to my workplace ...

Which new archetypal energy can I draw on and embody, to support me in bringing forward a new quality of leadership?



Embody Leadership

- ▶ New age – creative framework for leadership to navigate the complexities of strained and unhealthy workplaces
- ▶ Individual soul + World soul
 - ▶ Continue to build, expand personal resources to support and strengthen body, mind and spirit
 - ▶ Continue to explore how you fit in, in the context of your lived environment
- ▶ New mind, new thinking
 - ▶ Imagination
 - ▶ Mind, body, spirit and soul
- ▶ Access the power of the archetypal imagination

“to relinquish outmoded identities and defenses, and to risk a radical re-imagining of the larger possibilities of the world and of the self” (Hollis)

Embody Leadership

- ▶ Access the archetypal energy of the Warrior, Healer, Visionary and Teacher, through image and feeling – available anytime
- ▶ Name 1 helpful thing from today's talk that you can contemplate, discuss, use or try
- ▶ *What are 3 small, doable and realistic actions I can take to embody (this) archetype, to bring leadership into my work?*
 - 1.
 - 2.
 - 3.
- ▶ Just begin



Resources, inspiration and attributions

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