EXPLORING 7 LEVEL CONCIOUSNESS IN A LEADER AND ORGANISATION: A LEADERSHIP PERSONALITY PERSPECTIVE

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Abstract:

Developing into a effecitve leader with Triangular Winning way, The Leader, The Followers and The Society winning simultaneosly. The emergence of a global shift in consciousness among leaders, entrepreneurs and leaders starting their own ventures leave behind the old model of business underlying profit precedes all, is replaced with consciousness of highest levels with a realisation that a leaders wins only by helping others and serve society in a way expected, only then the win happens.

Keywords: Leadership, Consciousness, Seventh, Self realisation, Positive Psychology, Triangular Win, Envision, Execute

Introduction;   The Seven Levels of Leadership Consciousness (Richard Barrett). The Leaders master the Seven Levels of Personal Consciousness and the Seven levels of Organisational Consciousness occurs on positive psychological bent of mind in a leader and which in turn tuns into positive cultural aspect in an organisation, leading to phenomenal growth. The leader with a positive personal dynamics, as well as the dynamics of the organisation or team, business unit or division they leads attains seven levels of leadership consciousness, particularly in an organisational context happens the following way. (Richard Barrett). This new consciousness is

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called the level seven of consciousness in leadership, and which usually is a self realisation that happens in a leaders, and as well as leaders who are keenly aware of the essential interconnectedness of every part of life. A leader of self- consciousness moves with vision with their mission and philosophies guiding that vision with a greater purpose. Like every human contributes something for the Earth, and to contribute to the humanity, would be the way the new leader manage business and conduct their lives. A distinct mode of dealing with personal and spiritual aspect of leadership because it connects them to a deeper core level, which is why the concept of concious leader is the sought after leadership quality desired at all levels across the globe.

Figure:1; Triangular Win Win Approach which a leader can express with level 7 consciouness: Concept Design: Prof Dr.C.Karthikeyan. The above triangular leadership demands the purpose of a leaders's business requires that the leader engross deeper and ask, "What purpose does my life serve?"

Objectives:

(i)   To Know what is 7level consciousness of a Leader

(ii)   To understand Each Level of Consciousness with Communication Impact

(iii)   To understand each level with Level of Leadership Logic

(iv)   To analyse whether positve self growth is the reason of arrival of consciousness

(v)   To evaluate the Positive Psychology and Postive Thinking is what makes level of consciousness grow various levels.

(vi)   To analyse the impact of levels of consciousness influencing organisational consciousness

Methodology: Meta Analytical Literature Review and Research Reports of Secondary Data

Data: The data collected and interpreted is from secondary soruces exclusively from for-profit organisation

Scope of Study: The study found positive psychology and positive motivation can make a leader grow to next level.

The Problem Statement:

When considering a conscious leader, needs to know what message needs to be sent? What a leader believe is right and ethical? What leader conscious standards are, how good and meaningful their business mean? What legacy will the leader leave? How leader's life's work impact to make the world a better place? Many a time the thought of **Conscious Leaders** hone these three skills: **Envisioning**: a strong purpose that is truly visionary in scope. **Engaging**: other team members, strategic partners, and customers. **Executing**: along with team to fully achieve the desired vision. Conscious leaders develop a big vision of what is possible. Then they turn their vision into a powerful purpose used to drive their business. Leaders understand it is their responsibility to dream the future so vividly and communicate it so precisely that others will want to become a part of their team. It is the responsibility as a leader to engage others ,enthusiastically share vision and connect with others at a heart level, contribute to business, is what a conscious leaders do?, are some of the questions come in mind while doing a research on this article. This article would take on this with a curious outlook does all the above happenss?

Review of Literature: Related Work on the Area of Levels of Leader Consciousness:
John Maxwell Unveils 'Five Levels of Leadership'found:Position, Permission, Production, People Development that "On Level 1, people follow you because they have to," he said. "I mean, 'Okay, you're a Level 1 leader, you're the boss; I follow you. That's how I get my paycheck, and if I don't do that, I'm fired.'"Maxwell says leaders reach Level 2 -- the permission level -- by building relationships."People now give you permission to lead them because they relate well with you," he explained. "On level number two, people follow you because they want to."Solid relationships lead to results, and Level 3, the production level -- when people follow you because of what you've done for the organization.

Leadership Levels across level 4 theoretical sub-fields; one concerned with the dynamics of leaders, followers and their interactions (i.e., leadership research), and the other focused on understanding the emergent characteristics necessary for individual effort to combine in ways that produce synergistic outcomes (i.e., teams research). The current study contributes to the integration of these two areas, cumulating findings through the conceptual lenses of dominant leadership theories, team performance models, and overarching multilevel organizational theory. Levels of Leaders in Organizations Many leadership theorists have explicitly acknowledged that leadership needs are dependent on the leader's level within the organization (Day & Lord, 1988; Hunt, 1991; Hunt & Ropo, 1995; Jacobs & Jaques, 1987; Katz, 1955; Katz & Kahn, 1978; Zaccaro, 1996; Zaccaro & Klimoski, 2001).

Jacobs and McGee (2001) differentiate three general levels of leadership which correspond to the long recognized three-tiered organizational design. At the bottom, leadership involves supervision where leaders hire and fire and allocate tasks. The next layer up is middle management where leaders establish operational goals and coordinate the effort required to meet these objectives. The top level leadership layer is the strategic apex of the organization which establishes a vision and sets broad objectives for the overall organization. Zaccaro (1996) made the point that leaders at different organizational levels enact the Running head:

Zaccaro and Klimoski (2002) submit that "although there exist large theoretical and empirical literatures on both leadership and team-group dynamics, we still know relatively little about how leaders create and direct team processes to achieve collective success (p. 5)."

Kaiser, Hogan, and Craig (2008) argue that "the vast empirical literature on leadership may tell us more about the success of individual managerial careers than the success of these people in leading groups, teams, and organizations (p. 96)."

Kaiser et al.'s claims are based on their observations of the nature of dependent variables included in meta-analytic reviews of the leadership literature. In particular, they note that the bulk of leadership science is targeted at individual level phenomenon, i.e., how leadership affects

individuals' performance and job attitudes, and the executive level, i.e., how leader attributes affect organizational outcomes and executive career success.

Kozlowski and Klein's (2001) theoretical framework for understanding emergence in organizations. "A phenomenon is emergent when it originates in the cognition, affect, behaviors, or other characteristics of individuals, is amplified by their interactions, and manifests as a higher-level, collective phenomenon" (Kozlowski & Klein, 2001, p. 55). A useful organizing framework for leadership research is to consider the Running head:

Zaccaro, Rittman, and Marks (2001) present a framework for team leadership which explicitly considers how leadership shapes emergent processes in organizations. They submit that leadership affects four types of emergent constructs: cognitive, behavioral, affective, and motivational (Zaccaro et al., 2001).

Weick, Sutcliffe, & Obstfeld, (2005), climate (Zohar, 2000), Marks, Mathieu, and Zaccaro's (2001) taxonomy of team process. This taxonomy divides the behavioral acts which enable multiple individuals to combine their inputs into those that involve pre-task transition processes: strategy formulation and planning, goal setting, and mission analysis, and those action processes carried out while performing a task: coordination, systems monitoring, monitoring progress towards group goals, and team monitoring and backup behavior.

Beal, Cohen, Burke, & McLendon, (2003); Mullen & Copper, 1994), trust (Mayer, Davis, & Schoorman, 1995; Dirks & Ferrin, 2002), and identity (Ashforth & Mael, 1989). Leadership at all organizational levels could be meaningfully thought to impact on these four types of emergent constructs, though the nature of emergence would likely differ by organizational level. Leaders at all organizational levels are actively engaged in building and directing teams of interdependent individuals. At lower organizational levels, these are relatively small individual teams, at mid levels they are larger units, and at the strategic apex they are Running head:

Judge, Bono, Ilies, & Gerhardt, (2002), and additional cumulative studies have examined the relationship between other individual differences and various leadership behaviors and outcomes (e.g., Day, Schleicher, Unckless, & Hiller, 2002; Eagley & Johnson, 1990).

Yukl, Gordon, & Taber, (2002) proposed a taxonomy of 12 behavioral dimensions and Fleishman and colleagues (1991) developed 13 behavioral categories. A third approach to leadership is leader member exchange (LMX) theory which submits that leaders form differentiated patterns of relationships with their subordinates resulting in an "in group" and an "out group" (Graen & Uhl-Bien, 1995).

Peterson, Smith, Martorana, & Owens, 2003; Resick, Whitman, Weingarden, & Hiller, (2009). examines leadership as a set of shared and distributed functions enacted by multiple leaders. For instance, shared leadership is viewed in team settings where multiple members of a collective take on or transfer the "leader" role among team members in order to take advantage of each members' strengths in an effort to attain the overall team goal.

Pearce & Conger, (2002); Hiller, Vance, & Day, (2006); Burke, Fiore, & Salas, (2003). In shared leadership, the empowerment of multiple team members is based on expertise relevance and context. Similar to shared leadership is distributed leadership, which acknowledges that leadership is comprised of a collection of behaviors that can be rotated among the members of the group (Barry, 1991; Erez, LePine, & Elms, 2002). Running head:

Uyterhoeven, (1989). Middle management was broadly defined as those who accomplished their goals by managing relationships with their subordinate groups, and linking their groups to other entities within the organization (Uyterhoeven, 1989).

Katz (1955) advocated the differential effects of technical, human, and conceptual skills at the bottom versus top organizational layers.

Zaccaro and Klimoski (2001) noted that despite this realization, a disconnect in leadership research across hierarchical organizational levels remains. We systematically reviewed the past

25 years of empirical findings linking leadership to outcomes in order to shed light on four key questions about the state of leadership research across levels.

DeChurch & Mathieu, (2009). Stated multiteam systems are a level of analysis intermediate to the team and organization, comprised of multiple interdependent teams. The system component teams work towards bottom level proximal goals and are led by bottom-level team leaders, and the system is then directed and coordinated by middle level leaders who are directly responsible for more distal system-level goals (Davison & Hollenbeck, in press; DeChurch & Marks, 2006). Zaccaro and DeChurch (in press) develop a framework for thinking about complex configurations of leadership in multiteam systems.

Balogun and Johnson (2004)'s research on middle manager sense-making is another valuable theoretical backdrop for understand the leadership demands presented to mid-level leaders. Prior works identify "middles" as key linking mechanisms for strategy and operations in organizations. Middles represent a unique type of leader; their effectiveness hinges on both upward and downward influence (Floyd & Wooldridge, 1994).

Zaccaro and colleagues (2001) suggest that leaders shape four types of outcomes: cognitive, motivational, affective, and behavioral. In fact, Burke et al. (2006) meta-analyzed research on team leadership and did not find enough estimates of the relationship between team leadership and team processes to meaningfully conduct any aggregation of these effects.

Bass, Avolio, Jung, & Berson, (2003), team cognition (Marks, Zaccaro, & Mathieu, 2000), and other collective constructions, but little research has attention has been paid to empirically demonstrating these linkages. The next era of leadership science would be well served to test these linkages paying particular attention to the boundary conditions under which particular aspects of team leadership affect specific mechanisms.

Kozlowski & Klein, (2000), states conceptual advancement in leadership research will first require more complex thinking about how leadership gives rise to socialpsychological processes manifest at the team, unit, system and organizational level of analysis. From a levels perspective,

there is a critical need for more research detailing the effects of leaders at different levels on emergent phenomenon at different levels of abstraction.

Kozlowski and colleagues' (1996, 2006) developmental model of team leadership proposes differential behavior-state impacts in teams at different phases of the team lifecycle. Future research and model building is needed that details the effects of specific leader behaviors on specific constructs over time

Waldman and Yammarino's (1999) detailed conceptualization of the effects of CEO charisma at various organizational levels. It seems logical that top leaders engage in behaviors that inspire and shape behavior at multiple levels, in different ways, throughout organizational strata. Limitations The current review was designed to provide a macro view of the best quality empirical record on leadership in the organizational sciences.

Northouse (2010) central to all the conceptualisations are the following characteristics: 1. Leadership is a process that involves influence; and 2. Leadership occurs in groups and involves common goals and purpose. On the basis of the above, leadership may be defined as 'a process whereby an individual influences a group of individuals to achieve a common goal' (Northouse, 2010, p. 3).

Kelloway & Barling (2010) define leadership as a process of social influence that is enacted by individuals in formal positions of power or leadership positions within an organisation, such as managers and supervisors. Although leadership is not confined to individuals in formal leadership positions, it is argued that these individuals may have a particularly wide remit of influence within an organisation (Kelloway & Barling, 2010).

Stogdill (1974; cited in Glendon, Clarke, & McKenna, 2006) analysed and synthesized 287 studies on leadership traits conducted between 1904 and 1970 and identified several characteristics associated with effective leaders. These included: • Good interpersonal skills, • Self-confidence and achievement-orientation, • Persistence in the pursuit of goals, • Ability to

cope with interpersonal stress and tolerate frustration, and • Ability to engage in creative problem solving.

In a review of empirical trait studies, it was shown that other characteristics that distinguish good from poor leaders included integrity and honesty, a desire to lead and jobrelated knowledge (**Kirkpatrick & Locke, 1991; cited in Glendon et al., 2006**). More recently, there has been an increasing focus on identifying the relationships between leadership and the Big Five model of personality. According to this model, personality is made up of 5 factors: neuroticism (i.e. being anxious, depressed and/or insecure), extraversion (i.e. being sociable), openness (i.e. being creative and insightful), agreeableness (i.e. being trusting and accepting) and conscientiousness (i.e. being thorough and organised) (McCrae & Costa, 1987; cited in Northouse, 2010).

Judge, Bono, Ilies & Gerhardt (2002; cited in Northouse, 2010) conducted a **meta-analysis** of 78 trait and leadership studies carried out between 1967 and 1998 and found 8 that the extraversion factor was most strongly associated with effective leadership followed by conscientiousness, openness and low neuroticism.

Northouse, (2010). stated leaders will have to deal differently with subordinates depending on their levels of experience or competence; it is likely that the requirement for leadership may be less pronounced where subordinates are characterised by high levels of motivation and competence (Bass & Bass, 2008).

Researchers at Ohio State University identified two types of leadership behaviours: consideration and initiating structure (Fleishman and Harris, 1962; cited in Glendon et al., 2006). Leaders who exhibit a considerate leadership style tend to focus on building good relationships and two-way communications with subordinates and are attentive to subordinate needs and feelings. On the other hand, leaders that exhibit initiating structure behaviours tend to focus on planning, communicating and allocating tasks and expect tasks to be completed to deadlines and to certain standards. Thus, they are task rather than relationshipfocused (Fleishman & Harris, 1962; cited in **Glendon et al., 2006).**

Early research carried out on these two types of behaviours showed that considerate supervisors were more effective, in terms of reduced levels of employee voluntary turnover and fewer grievances **(Fleishman & Harris, 1962; cited in Yukl, 2010).**

The opposite effects were observed for supervisors who used initiating structure behaviours i.e. had higher voluntary turnover rates and a higher number of grievances. However, it has been suggested that both types of behaviours, whereby leaders both nurture employees and provide the appropriate structure for tasks, are important for effective leadership (e.g. Northouse, 2010).

Parallel research carried out by researchers at **Michigan University identified two types of leadership behaviours**: employee orientation, which focuses on being attentive and considerate of employee needs, and overlaps with the considerate leadership style discussed earlier (e.g. Bowers and Seashore, 1966; cited in Northouse, 2010), and production orientation leadership behaviours, which share much in common with an initiating structure leadership style as they 9 focus on behaviours targeted towards getting the work done (e.g. Bowers and Seashore, 1966; cited in Northouse, 2010).

Dansereau, Graen & Haga (1975; cited in Bass & Bass, 2008) interviewed 60 leaders and their subordinates over nine months and found that leaders' relationships with members of the 'in group' were characterised by mutual trust, respect and liking. In contrast, relationships with members of the 'out group' were more formal and lacked a sense of common purpose or goal. Unlike members of the 'out group', members of the 'in group' were more likely to volunteer for activities that went beyond their formal job description and take on a variety of responsibilities. In exchange, leaders were more likely to reward members of the 'in group' by sharing information and showing more confidence as well as concern towards them (Dansereau et al., 1975; cited in Northouse, 2010).

Hofmann & Morgeson (2004) view them as power or influence approaches because they are concerned with a leader's influence on subordinate attitudes in order to align them with the organisation's objectives and strategies (Yukl & Van Fleet, 1992; cited in Hofmann & Morgeson, 2004).

Burns (1978; cited in Bass & Bass, 2008) who defined transformational leaders as those that are able to inspire individuals to meet goals (organisational, team) beyond their own and enable them to see the value of meeting those goals beyond their self-interests. However, later work by

Bass (1985; cited in Northouse, 2010) further expanded and refined this model, which has become the most influential conceptualisation of transformational/transactional leadership. Bass conceptualised leadership as a continuum ranging from transformational to transactional and laissez-faire leadership. Transformational leaders act as role models, inspire and challenge employees as well as act as mentors. Unlike transformational leaders, transactional leaders' influence focuses on motivating employees to attain certain performance standards and meet task objectives, in exchange for rewards. They are less concerned with inspiring employees or attending to their individual needs. At the very end of the continuum lies the laissez-faire leadership factor, which captures the absence of leadership i.e. complete avoidance of leader responsibilities (Bass, 1985; cited in Northouse, 2010).

Bass (1985; cited in Bass and Bass, 2008), transformational leaders: for instance tasks are delegated by taking into account subordinate developmental needs (individualised consideration) (Bass, 1985; cited in Bass & Bass, 2008). Transformational leaders generate trust, respect and admiration from followers, which are considered important facilitators and motivate followers to perform beyond expectations (Yukl, 2010).

Zacharatos, Barling & Iverson (2005) argued that transformational leaders have a positive impact on safety by acting as safety role models and demonstrating a high priority for safety over other organisational goals (idealised influence).

Maner & Mead (2009) showed that leaders with high levels of dominance motivation (i.e. an individual's tendency to use power in order to control others) were more likely to withdraw important information from the group (and thus jeopardise the group's performance) and exclude valuable team members in situations where their power and position was threatened.

Authentic leadership Authentic leadership is an emerging area of research. It is rooted in positive organisational behaviour, which focuses on the 'study and application of positively oriented human resource strengths and psychological capabilities that can be measured, developed and effectively managed for performance improvement' (Luthans, 2002, p. 698).

Walumbwa, Avolio, Gardner, Wernsing, & Peterson, (2008); Avolio, Walumbwa & Weber, (2009) that authentic leaders display the following behaviours: 1. Balanced processing, which refers to the ability to consider multiple perspectives on a given issue and assess information in a 'balanced', impartial manner before making a decision.

Self-awareness refers to the extent to which leaders are aware of and appreciate their strengths and weaknesses as well as how others in the organisation view them and their style of leadership. It is argued that authentic leaders generate respect and trust from followers, as a result of behaving in accordance with their values and convictions, which in turn facilitate a process whereby followers' identify with them (Avolio et al., 2004).
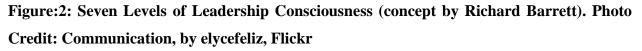
Avolio et al. (2004) proposed that positive attributes such as hope, optimism, resilience and confidence can enable individuals to develop an authentic leadership style. However, authentic leadership requires further research to identify first, how it differs from other leadership models, such as transformational leadership, and second to explore the mechanisms whereby authentic leadership influences individual and organisational outcomes. With regard to the first issue, recent empirical research suggests that authentic leadership is distinct from transformational leadership (Walumbwa, Luthans, Avey & Oke, 2011). 17

Recent research has shown that authentic leadership is associated with several positive outcomes such as promoting group trust and psychological capital (i.e. confidence in succeeding at challenging tasks, perseverance, optimism and resilience), which in turn enhance group performance and citizenship behaviours (Walumbwa et al., 2011). However, its links with safety outcomes, which are the focus of this review, need to be determined.

Objective : (i) :To Know what level 7 consciousness of a Leader:

Figure:2: Seven Levels of Leadership Consciousness (concept by Richard Barrett). Photo Credit: Communication, by elycefeliz, Flickr

This graphical model above is for a leadership of for-profit organisation and the table starts from bottom up. Service Making a difference Internal cohesion Transformation Self-esteem Relationships Survival.

At 7th Level- Consciousness Characteristics: Attains service wisdom visionary invites service to society, humanity and the planet. The primary focus on ethics, social responsibility, sustainability, and future generations with display of wisdom, compassion and humility is where the level seve conciousness peaks.

At 6th Level: the leader makes a significant difference as a mentor and a partner. The leader is able to formulate strategic alliances,partnerships, and on the whole a newer aspect of servant leadership. The focus usually runs on the serving employee with fulfillment, thorugh mentoring and coaching. He displays empathy, utilizes intuition in decision-making.

At 5th Level: the leader develops Internal cohesion and acts as Integrator/Inspirer which developes strong cohesive culture, with a capacity for collective action for the organisation. A leaders focus on vision, mission and values displays authenticity, integrity, passion, and creativity.

At 4th Level : the leaders puts in efforts to transform into a leader facilitator/Influencer. The leadership style move to empowerment, adaptability, and continuous learning. The leaders focus moves on to personal growth, teamwork and innovation. The leaders moves on to display courage, responsibility, initiative, and accountability.

At 3rd Level : The consciousness of Self-esteem and couple with strategy, performance, excellence, quality, productivity and efficiency. The leader displays pride in performance as well coordinates all activities accordingly

At 2nd Level: The Leader's relationship with employees and their recognition, their open communication, and skill full conflict resolution improve employee and customer loyalty, and the leaders matures to treat people with dignity.

At 1st Level: Leader learns through surviving from the crisis, the leaders learn financial stability, organisational growth, and ensures employee health and safety,displays calmness in the face of chaos, and decisiveness in the midst of danger.

7th Level-Wisdom, compassion

6th Level-Formulate strategy

5th Level-Internal Cohesion

4th Level-Facilitator Influencer

3rd Level-Self Esteem Excellence

2nd Level- Relationship

1st Level- Crisis Handling

Figure; 3: Concept of "Stages of growth conciousness in a Leader"and the reactions at each Stage: Concept: Prof Dr.C.Karthikeyan
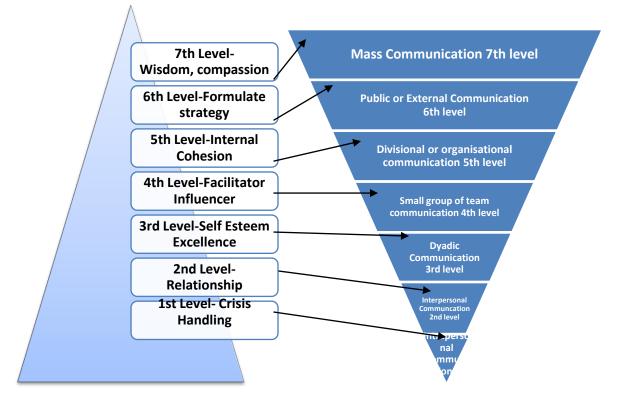
The first three levels of leadership consciousness holds both healthy behaviors and unhealthy behaviors. The unhealthy behaviors is due to a leader's ego: not having enough money, protection or security to satisfy the ego's need for safety as well as not having enough power, authority or status to satisfy the ego's need for respect or recognition. The unhealthy aspects of the first three levels of consciousness fade at level 4 consciousness as the leader learns through self-leadership work. The fears that keep motivations subsided of the first three levels of consciousness diminish, and the leader's ego becomes free to take on the higher motivations of the soul. The leaders level 4 consciousness of the ego begins to learn how to blend its

motivations with those of the soul. The leader is able to access level 5 consciousness when the ego and soul reach internal cohesion. The leader establishes a mission and a vision and tap into the deepest levels of passion and creativity. Leader learns to collaborate with others to implement the vision and their by attains level 6 consciousness and make a difference in the world. When making a difference becomes a way of life, the leader peaks to level 7 consciousness and the summit of Seven Levels of Leadership Consciousness establishes inside a leader

So a leader deveopes the ability to handle crises, they improve relationship, and they use their communication skills to build loyalty with their employees. They deliver good news and bad news to all staff indiscriminately. They believe in open communication. They acknowledge and praise staff for a job well done. They give people recognition. They are accessible to their employees and not stingy with their time. They are actively involved with customers and give priority to customer satisfaction—either internal or external.   They are rational in decision-making. They create schedules and enjoy being in control. They are focused on their careers and willing to learn new skills and capabilities if it will help them in their professional growth. They want to learn the latest management techniques so they can drive towards quality and excellence. They want to be successful and they want to be the best. They have a healthy pride in their work. They are learning to release their fears so they can move from being outer-directed to being inner-directed. They are in the process of self-actualization. They are on a journey of personal growth. As they let go of the need for outer approval, they begin to discover who they really are. They become enablers of others, encouraging them to express themselves, and share their ideas. They encourage innovation. They focus on team building. They enjoy challenges and are courageous and fearless in their approach to life. Facilitators are in the process of shifting from becoming a manager to becoming a leader. They promote a shared set of values and demonstrate congruent behaviors that guide decision-making throughout the organisation. They demonstrate integrity and are living examples of values-based leadership. They walk their talk. They build cohesion and focus by bringing values alignment and mission alignment to the whole company. In so doing, they enhance the company's capacity for collective action. They exploit opportunities for collaboration. By creating an environment of openness, fairness and transparency, they build trust and commitment among their people. The

culture they create unleashes enthusiasm, passion and creativity at all levels of the organisation. They are more concerned about getting the best result for everyone rather than their own self-interest. They are focused on the common good. They are creative problem solvers. They view problems from a systems perspective, seeing beyond the narrow boundaries of cause and effect. They are honest and truthful and display integrity in all they do. They feel confident in handling any situation. This confidence and openness allows them to reclassify problems as opportunities. They clarify priorities by referring to the vision and mission. They display emotional intelligence, social intelligence and intellectual intelligence. Integrator/Inspirers are good at bringing the best out of people. They recognize the importance of environmental stewardship, and will go beyond the needs of compliance in making their operations environmentally friendly. They display empathy. They care about their people, seeking ways to help employees find personal fulfillment through their work. They create an environment where people can excel. They are active in building a pool of talent for the organisation by mentoring and coaching their subordinates. They are intuitive decision-makers. They are inclusive. They are on top of their game. They may also be active in the local community, building external relationsships that create goodwill. They are focused on the questions, "How can I help?" and "What can I do?" They are concerned about the state of the world. They are committed to social responsibility. For them, the world is a complex web of interconnectedness, and they know and understand their role. They act with humility and compassion. Level 7 leaders are admired for their wisdom and vision.

Objective :(ii): To understand Each Level of Consciousness with Communication Impact.
7 Levels of Leadership Communication

Figure: 4: Graphical display of the Developments of Communicating ability with improved levels of conciousness: Source :Prof Dr.C.Karthikeyan

The above figure depicts the effective leadership communication levels at various levels of consciousness, which are intimately connected. The communication takes many forms, uses many mediums, and happens at many levels. While some leaders excel at public forms of communication such as plenary speaking or communication through mass media, others excel at interpersonal forms of dyadic and small group communication. **Intrapersonal Communication** : The level of *Intrapersonal Communication* easy to miss in communication discussions. *Intra*-personal communication focuses on intrapersonal reflection and dialogue as well as engage clarity of communication. The leaders supports strong *inter*personal communication. **Interpersonal Communication**: Moving from intrapersonal communication to *interpersonal communication* highlights the importance of others in the communication process. Communication is not just about the message sent. **Dyadic Communication**: focus on sitting down with another individual and effectively communicating leadership message. It also stress on the effective listening to the needs of others. **Small Group or Team Communication**: takes to effectively work with small groups of individuals in the organization that helps the team coalesce around a common vision. The leaders pay attention to address the

differences happening including ideological conflicts. **Divisional or Organizational Communication :** is about communication internally within the organization at the divisional and macro organizational level. The leaders are able to use multiple pathways of formal and informal communication to reinforce the central organizational values and goals? **Public or External Communication** : Organizational leaders have a vested interest in finding communication channels that not only work target audience but are effectively expand organization's influence in new arenas. **Mass Communication**: methods from disciplines such as advertising, journalism, broadcasting, and public relations effective leadership communicators at this level often partner with internal or external coaches to help guide effective mass communication for advancing the organization's message. Most developmental psychologists agree that what differentiates leaders is not so much their philosophy of leadership, their personality, or their style of management, but a leaders's internal "action logic"it is how they interpret their surroundings and react when their power or safety is challenged. Relatively few leaders, however, try to understand their own action logic, and fewer still have explored the possibility of changing it.

Objective (iii) : To understand each level with Level of Leadership Logic

The Seven Action Logics of a Leader : There are seven developmental action logics follow afer their 7 levels of communication they are Opportunist, Diplomat, Expert, Achiever, Individualist, Strategist, or Alchemist—currently functions as a leader's dominant way of thinking.

Figure; 5: Pyramid of Action Logic of "Alchemist Leader "(Seventh Level): Prof Dr.C.Karthikeyan

Leaders can move through these categories as their abilities grow, so taking the Leadership Development Profile again several years later can reveal whether a leader's action logic has evolved.

Seven Ways of Leading: The leaders fall into such distinct categories and corporate performance, with the least productive (and least complex) to ALCHEMIST, or the best strategist. **The Opportunist**: characterized by mistrust, egocentrism, and manipulativeness and reflect on personal wins and look for opportunities to be exploited. Their approach is largely determined by their perception of control to an event depends primarily on whether or not they think they can direct the outcome. They treat other people as objects or as competitors who are also out for themselves. Opportunists tend to regard an eye-for-an-eye world and reject feedback, externalize blame, and retaliate harshly. Their constant firefighting, their style of self-aggrandizement, and their frequent rule breaking is the antithesis of the kind of leader people want to work with for the long term.

The Diplomat: The Diplomat leader's action logic can also have extremely negative repercussions and is usually focused on gaining control of one's own behavior—more than on gaining control of external events or other people. The leader gains more enduring acceptance and influence by cooperating with group norms and by performing his daily roles well. They are to be promoted always. Diplomats are much more problematic in top leadership roles because they try to ignore conflict. They tend to be overly polite and friendly and find it virtually impossible to give challenging feedback to others. Initiating change, with its inevitable conflicts, represents a grave threat to the Diplomat, and he will avoid it if at all possible, even to the point of self-destruction.Initiating change, with its inevitable conflicts, represents a grave threat to the Diplomat, and he will avoid it if at all possible, even to the point of self-destruction. They even avoid meetings, when the senior team would meet.

The Expert: The largest category of leader is that of Experts, who concentrate on controlling their own behavior, by perfecting their knowledge, both in their professional and personal lives. Exercising watertight thinking is extremely important to Experts. Not surprisingly, many accountants, investment analysts, marketing researchers, software engineers, and consultants

operate from the Expert action logic. Secure in their expertise, they present hard data and logic in their efforts to gain consensus and buy-in for their proposals.Experts are great individual contributors because of their pursuit of continuous improvement, efficiency, and perfection. But as managers, they can be problematic because they are so completely sure they are right.

The Achiever: Achievers have a more complex and integrated understanding of the world and display the three previous action and are open to feedback and realize that many of the ambiguities and conflicts of everyday life are due to differences in interpretation and ways of relating. They creatively transform or resolve clashes to influence others in positive ways. Achievers can also reliably lead a team to implement new strategies over a one- to three-year period, balancing immediate and long-term objectives.

The Individualist: The Individualist action logic recognizes that neither it nor any of the other action logics are "natural and they put personalities and ways of relating into perspective and communicate well with people who have other action logics.What sets Individualists apart from Achievers is their awareness of a possible conflict between their principles and their actions, or between the organization's values and its implementation of those values.

Strategists(Alchemists) : These leaders focus on organizational constraints and perceptions, which they treat as discussable and transformable. The Strategist masters the second-order organizational impact of actions and agreements and encourage both personal and organizational transformations. Organizational and social change is an iterative developmental process that requires awareness and close leadership attention. Strategists deal with conflict more comfortably than do those with other action logics, and they're better at handling people's instinctive resistance to change. As a result, Strategists are highly effective change agents.

The Alchemist: sets them apart from Strategists is their ability to renew or even reinvent themselves and their organizations in historically significant ways. the Alchemist has an extraordinary capacity to deal simultaneously with many situations at multiple levels. The Alchemist can talk with both kings and commoners. He can deal with immediate priorities yet

never lose sight of long-term goals.What sets Alchemists apart from Strategists is their ability to renew or even reinvent themselves and their organizations in historically significant ways.

Evolving as a Leader: The most remarkable—and encouraging—finding is that leaders can transform from one action logic to another. Leaders who have succeeded in transforming themselves from Experts into Achievers, from Achievers into Individualists, and from Individualists into Strategists. They also facilitate transformation. Individualist and Strategist capabilities had not been fully understood leadership talent was reframed to include the capabilities of the Individualist and Strategist action logics.

Objective (iv) :To analyse whether positve self growth is the reason of arrival of consciousness

The Conversion Stages of a Leader: From Expert to Achiever: This transformation is the most commonly observed and practiced among business people and by those in management and executive education. In addition, those wishing to push Experts to the next level should consider rewarding Achiever competencies like timely delivery of results, the ability to manage for performance, and the ability to implement strategic priorities. Their challenge becomes working as highly effective Achievers who can continue to use their in-depth expertise to succeed as leaders and managers. From Achiever to Individualist: Achiever action logic requires a very different tack from that necessary to bring about the Expert-to-Achiever transformation. Interventions must encourage self-awareness on the part of the evolving leader as well as a greater awareness of other worldviews. In both business and personal relationships, speaking and listening must come to be experienced not as necessary, taken-for-granted ways of communicating predetermined ideas but as intrinsically forward-thinking, creative actions. Achievers use inquiry to determine whether they (and the teams and organization to which they belong) are accomplishing their goals and how they might accomplish them more effectively.

Objective (vi) :To analyse the impact of levels of consciousness influencing organisational consciousness

Influence of Leaders' Consciousness Indirectly influence Levels of Organisational Consciousness: When leaders grow and develop in consciousness in well-defined seven stages

which are the principal motivating forces in all human affairs it has influence on the impact of organisations like corporations, government departments, municipal agencies, institutions, non-governmental organisations (NGO), and educational establishments which induces Positivity in every aspec and nevertheless the growth path.

Seven Levels of Organisational Consciousness

			Positive Focus/ Excessive Focus
Service		7	**Service to Humanity and the Planet** Social Responsibility, Future Generations, Long-Term Perspective, Ethics, Compassion, Humility.
Making a Difference		6	**Strategic Alliances and Partnerships** Environmental Awareness, Community Involvement, Employee Fulfilment, Coaching/Mentoring.
Internal Cohesion		5	**Building Internal Community** Shared Vision and Values, Commitment, Integrity, Trust, Passion, Creativity, Openness, Transparency.
Transformation		4	**Continuous Renewal and Learning** Accountability, Adaptability, Empowerment, Teamwork, Goals Orientation, Personal Growth.
Self-esteem		3	**High Performance** Systems, Processes, Quality, Best Practices, Pride in Performance. Bureaucracy, Complacency.
Relationship		2	**Harmonious Relationships** Loyalty, Open Communication, Customer Satisfaction, Friendship. Manipulation, Blame.
Survival		1	**Financial Stability** Shareholder Value, Organisational Growth, Employee Health, Safety. Control, Corruption, Greed.

Figure 6: Organisational Consciousness: Source: (concept by Richard Barrett). Photo Credit: Communication, by elycefeliz, Flickr

The levels is for-profit organisations. The differences between this type of organisation and other types of organisation are mainly in the way they are financed, and the way they distribute their products and/or services.

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have given the coup de grace to another force the great man who with brilliance and farsightedness could preside
with dictatorial powers as the head of a growing organization but in the process retarded democratization"

(MacGregor, 2003). Leadership theory then progressed from dogma that leaders are born or are destined by

nature to be in their role at a particular time to a reflection of certain traits that envisage a potential for

leadership. They determined that out of several traits, the situation determines prevalence of one trait on another.

It was concluded that the most significant trait to retain was that most relevant to the task at hand. It was also

determined that, "a person does not become a leader merely by virtue of the possession of some combination of

traits". Research established that no traits were generally related with active leaders and that situational

dynamics were of important impression (House and Shamir, 1993). Northouse further reflects, "Traits are a sine

qua non for successful leadership. If a leader has the essential traits, he must take certain actions to be successful,

such as articulating vision, role modeling, and setting goals".

They proposed that the maturity of the individual or group would control the most operational style of

leadership. They established the four styles of leadership of participating, delegating, selling and telling and

supported the significance of matching those styles with the maturity level of the subordinates and the existing

task. Furthermore, the leader was inquired to reflect the subordinates" job maturity and psychological maturity

when determining the leadership approach. The theory of situational leadership bound the leader to discourse the

situations diagnostically to define what the needs of the subordinates were and what the leader needed to bring to

the situation. Bass & Avolio (2004) proposed that three types of leaders, they were; autocratic, democratic and

laissez-faire. Without involving subordinates, the autocratic leader makes decisions, laissez-faire leader lets

subordinates make the decision and hence takes no real leadership role other than assuming the position and the

democratic leader accesses his subordinates then takes his decision. "He further assumed that all leaders could fit

into one of these three categories".

Offering a definition of leadership appears to challenge even the most scholarly thinkers. Perhaps

DuPree (1989) said it best when he said, "Leadership is an art, something to be teamed overtime, not simply by

reading books. Leadership is more tribal than scientific; more weaving of relationships than an amassing of

information, and, in that sense, don't know how to pin it down in every detail". Typically the more active

"management-by-exception" leader defines the expectations or standards in advance and monitors them

accordingly. "Rewards help clarify expectations, and the relationship assumes that the leader knows the values of

the follower, can identify the actions of the follower, and recognizes the follower as a willing participant in the

exchange". Issues are dealt with reactively, with standards confirmed after problems have been exposed. The

transactional leader "functioned as a broker and, especially when the stakes were low, his role could be relatively

minor and even automatic" (MacGregor Bums, 2003, p. 25). He additionally classifies the transactional leader as

"one who includes in both simple and complex exchanges with followers to create a performance" that donates

to satisfying the goals of the organization.

Bass and Avolio (2004) Full Range Leadership (FRL) model encapsulates nine leadership factors to include idealized influence (behavior), idealized influence (attributed), individualized consideration,

inspirational motivation, intellectual stimulation, management-by-exception (active), contingent reward,

management-by-exception (passive) and laissez-faire. Theoretically, these nine factors identify three broad

leadership types: transformational leadership, which includes idealized influence (behavior), idealized influence

(attributed) individualized consideration, intellectual stimulation and inspirational motivation. The transactional

leadership comprises laissez-faire leadership, management-by-exception (active), contingent reward, and

management-by-exception (passive); and lastly, dimension (Bass & Avolio, 2004b). "Laissez-faire leadership

style reflects a lack of leadership which manifests itself as non-leadership behavior, having a propensity of

escaping responsibilities".

Laissez-faire leaders demonstrate limited participation in vital organizational matters and incline to

procrastinate their response to critical issues. Researches highlight that laissez-faire leaders are least attentive to

the completion of duties and productivity (Anderson & McColl-Kennedy, 2005). The avoidance of involvement

is a fundamental characteristic of the laissez-faire leadership style. This avoidance behavior leads to excessive

frustration among followers and low level of followers" self-esteem. Laissez-faire leaders show very little care

for followers' actions and their consequent impact on organizational outcome rather become source of followers

demotivation. Given the negative characteristics of the Laissez-faire as a style, we grade it in non-leadership

style, thus, reject it at the outset

Conclusion and Solution:

Integrity is Imperative to Conscious Leadership: Integrity is only way to leadership stems for a Triple Win principle. Exploring integrity and conscious leadership, is "good for customers, business, and good for Organisational values." Leadership integrity serves customers in every contact with them and it is a catalyst for conveying the message about organisation without deceiving or misleading, and make leader's life, business and organization better. Integrity serve company's growth and profits,goals, strategies, and actions that needs to be directed toward expressing purpose, responsibility to execute in ways that empower your business to expand and thrive on the business to serve the values established. The values in this way are the life-force flowing through the business' veins which gives real meaning to the business by choosing values that accurately represent what is important to the leader as well as organisation. **Conscious Leaders Achieve Results by Executing: O**ne of the major differences between successful business leaders and those who are unsuccessful is that all successful leaders focus on results. Instead of focusing on hopes, dreams, and good intentions, they focus on whether they, their team, and their busi¬ness achieve results that can be directly measured. The results "all that matters is results" is not completely accurate but conscious leader produces "results" in three different ways: **What**: result are your conscious focused actions designed to achieve? **Why**: is this outcome so important that achieving it should be a priority? **How**: will you achieve it, including will your actions express your values?. The conscious leader responsibily answer each of these questions: "What results to achieve; why are they important priorities; and, how will it be achieved. This gets into consciousness of a leader.

A Life of Purpose & Values: Instead of living at the previous three levels which are largely self and family centric, the fourth level calls for much greater other-centricity. Leaders at this level are passionate about creating a better future for others around them - others beyond immediate family. They are more concerned with giving rather than getting from society. A Lot of scope for furhter research (using grounded theories with qualitative methods).

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