

RESEARCH REPORT

# Integrated Leadership™

## Unlocking the Future of Leadership

Compelling insights from global leaders about how to lead change, achieve impact, and heal the world: a case study in healthcare

UNLOCKING EVE

LEADERSHIP  
CIRCLE

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# Co-Founder Perspective

UNLOCKING EVE™ was born from the unwavering belief that enabling a new model of balanced and *Integrated Leadership*™ is essential to transform healthcare and heal the world.

The discourse surrounding leadership and gender has often felt incomplete and divisive. In our previous white paper<sup>1</sup>, we delved into the genesis of UNLOCKING EVE, recognizing that women leading countries had saved more lives. This insight sparked our research, prompting us to ask: What can we learn from these women leaders?

We instinctively understood, drawing from our own leadership experiences spanning over 25 years and 9 countries in healthcare & business, that there was more to uncover beyond the mere advantage of being female. We believed that by tapping into feminine values inherent in all of us, we could contribute to healing the world.

Our purpose of unlocking *Integrated Leadership* in all people and healing the world may seem like an ambitious and unattainable goal, but through our research and everyday observations we witness women making strides towards that very objective. While their influence may not always have the world as their purview, they impact their families, communities, and in many cases, beyond. It is our unwavering belief that when leaders bring this approach to how they lead, we see significant improvement in the health and well-being of their constituents, themselves, and the organizations they lead.

In this paper, we introduce *Integrated Leadership*, defined as the expanded capacity of leaders to fluidly integrate autonomous and relational capacities (often termed as ‘masculine’) and relational (often termed as ‘feminine’) capabilities. This leadership approach is a cultivated practice that enables leaders to maximize the human power within, amplify the power between two or more, and transform the systems in which they operate. The results are healthy and integrated systems that deliver superior outcomes.

We assert that this form of leadership is accessible to all, irrespective of gender. We will be sharing insights from our research and *Integrated Leadership Practice*, deployed through our pilot programs. In future papers, we will share the practices that tap into and unlock leadership effectiveness on three levels: within, between, and beyond. At each stage, we harness a duality we refer to as the *Power of Two*.



EVA MCLELLAN  
Co-founder, Unlocking Eve



KAYE VITUG  
Co-founder, Unlocking Eve

We believe that to lead powerfully through the complexity of modern times, we as leaders must practice integration at all levels.

With this body of work, we are shifting the conversation and practice surrounding the identification, cultivation, and development of leaders, both today and in the 21st century. We do this by spreading awareness of this modern leadership approach through our research and developing practical tools that are applicable in real-world settings. This endeavor cannot succeed without the commitment of our community of practice, partners, and friends of **UNLOCKING EVE** who courageously join us in exploring this work and its potential to enhance effectiveness in all individuals for a more balanced and healthier world.

We envision that, upon completion of this work, we will have contributed to the evolution of leadership practices suitable for our modern era and reshaped research inquiries. We establish **UNLOCKING EVE** as a keystone for embodying integration and generating research, data, and tools that support an ecosystem of multipliers to drive change at scale. Our ultimate goal is to unlock 100 million leaders by 2030 and we understand that we cannot achieve this alone. We invite all willing contributors to join us on this journey, whether by partnering with us or leveraging our work to embed into their practice. Get in touch; together, we can make a difference. When individual and collective impact are unlocked, the world is healthier, communities are healthier, and people are healthier.

## STRUCTURE OF THIS REPORT

In **Section One**, 'The Evolution of Healthcare Leadership in a 21st Century World' (page 5), we outline the evolution of leadership to date, paying particular attention to the healthcare sector. We highlight the emergence of *Integrated Leadership* as a new form of leadership. Drawing on previous research, including our own work, we underscore the necessity for a new leadership paradigm and we demonstrate the benefits first in healthcare.

In **Section Two**, '**UNLOCKING EVE's** Integrated Leadership Model' (page 9), we introduce the **UNLOCKING EVE** Integrated Leadership Model. We emphasize the importance of integrating relational and autonomous leadership capacities to expand and enhance leadership effectiveness. We conclude this section by sharing reflections from three integrated leaders to illustrate real-world application of this model.

In **Section Three**, '*Unlocking Integrated Leadership: The Guide to Cultivating Integration in You*' (page 20), we present The *Power of Two* developmental framework, offering leaders a pathway to develop themselves and achieve greater impact. We empirically analyze the effects of the **UNLOCKING EVE** Pilot Programs on leadership development and share reflections from both leaders and our learnings that illustrate how integration can foster deeper awareness, impact, and an expanded leadership identity.

In **Section Four**, '*Overcoming Systemic Barriers to Transform Leadership and Heal the World*' (page 26), we uncover the relationship between *Integrated Leadership* and systematic practices. We explore how leaders, society, and practices are interwoven and inseparable, and how organizational environments can either enhance or hinder leadership effectiveness. We explore the implications of *Integrated Leadership* for organizations and practice, including how practitioners and policy makers can advance purpose-driven change in healthcare and wider society.

# The Evolution of Healthcare Leadership in a 21st Century World

## OUR LEADERS ARE FAILING SHORT: HEALTHCARE AS A CASE STUDY WORTH EXAMINING

In 2020, COVID-19 swept across the world and disrupted nearly every aspect of industry. Within the healthcare industry, the toll was especially high. In 2022, healthcare saw over 500,000 health workers resign each month<sup>2</sup>. Women in particular, who comprised 90% of the frontline health workers and 70% of the global health workforce, left en masse as they were faced with inadequate support, dangerous working conditions, and subpar leadership.

The World Health Organization now observes a global shortage of more than 7 million healthcare workers and projects a shortfall of 10 million by 2030<sup>3</sup>. On top of this, the global healthcare industry is observing a significant rise in costs, resource shortages, and poor quality care. It has become of paramount importance for the healthcare industry to find new ways to motivate staff, protect patient safety, and increase overall capacity for high-quality care.

There is mounting evidence which suggests that traditional models of leadership and management are contributing to the challenges within healthcare systems. These transactional, hierarchical, and outdated practices are not currently working for men or for women<sup>4</sup>. For some time, these approaches proved somewhat useful for meeting short-term goals and completing routine tasks that were best suited for stable, predictable environments. However, given the increased complexity and social demands placed on healthcare today, a new approach is required.

The fundamental issue is that transactional management frameworks do not achieve optimum outcomes for the workforce and industry as it exists today. Especially since the pandemic, health systems have become increasingly complex and uncertain. Patients have lost trust in healthcare and are asking for a different relationship with healthcare providers. Healthcare is facing worker shortages and funding shortfalls like never seen before. Existing management frameworks are only exacerbating these problems. Hierarchy, bureaucracy, and control creates difficulties for healthcare staff to focus on care and give priority to people rather than targets. This is contributing to low workforce motivation, patient experience, and lessened well-being<sup>5</sup>. Leaders are now required to place greater importance on worker and patient satisfaction and to re-establish public trust in healthcare providers that was lost during the pandemic.

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There is mounting evidence which suggests that traditional models of leadership and management are contributing to the challenges within healthcare systems.

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## YET, IT IS NOT THAT SIMPLE. WE ARE FAILING LEADERS TOO.

There is a collective sense that leadership paradigms and practices haven't kept pace with today's challenges, often taking a shortsighted approach that overlooks the inseparable relationship between leadership and its wider impact on society. Consequently, many leaders find themselves ill-equipped and inadequately supported to be impactful and sustainably effective. It is clear that traditional methods of appointing, selecting, promoting, and coaching leaders have got to change to match modern-day demands.

But, there is hope. Recently, healthcare is witnessing a shift towards hiring and developing more leaders who bring a compassionate, shared, and holistic leadership style. These qualities have proven indispensable in managing the well-being of staff and patients functioning in high-stress and uncertain environments<sup>6</sup>. In turn, healthcare organizations have been incentivised to evaluate individual nurses, managers, and healthcare practitioners on their people-focused leadership capabilities.

Nevertheless, this approach has a critical flaw. People-focused skills like compassion, empathy, and understanding - while both paramount and necessary - only contribute to part of what it means to be an effective leader. Contemporary healthcare requires leaders to successfully perform the dual roles of completing tasks and motivating others simultaneously. Leaders are required to be both empathetic and strategic, motivating and autonomous, and develop both technical expertise alongside the motivation of their staff - often doing both at the same time.

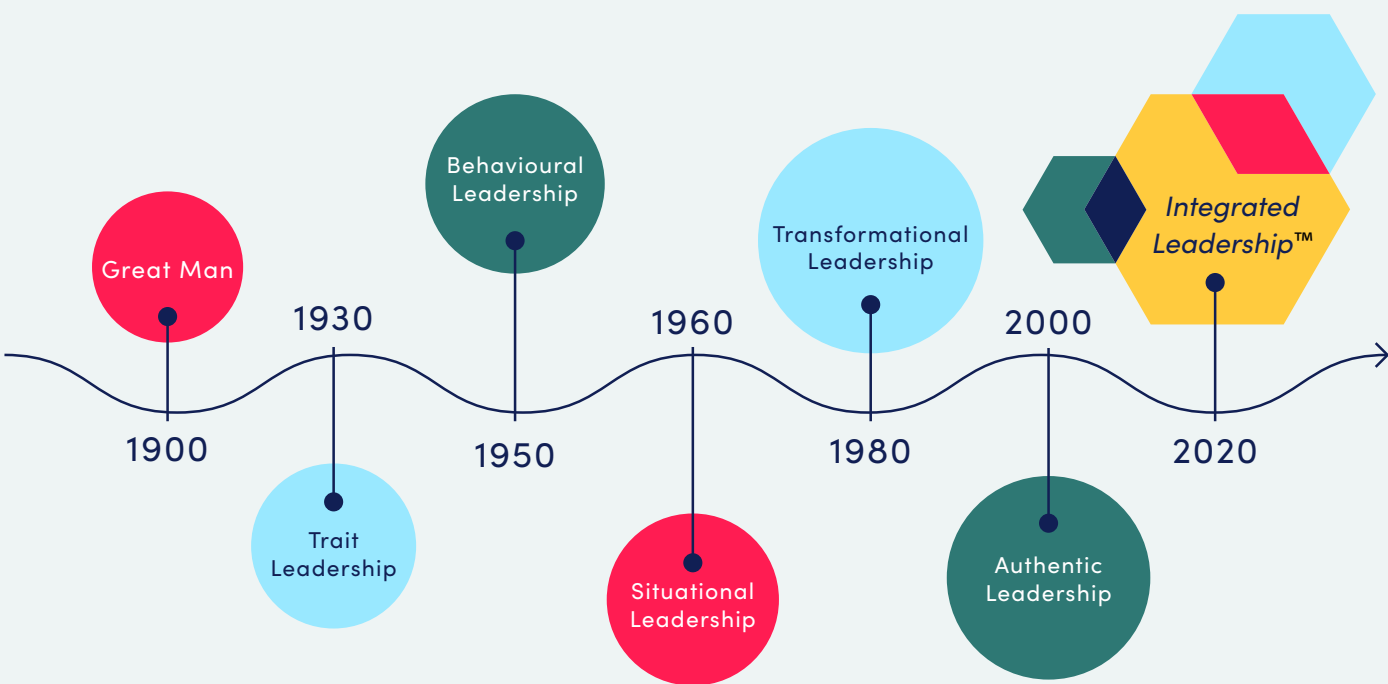
To address this challenge, organizations in healthcare and across all industries must prioritize the cultivation of leaders who possess a diverse range of capacities. This requires a paradigm shift in how leaders are identified, selected, and developed, moving away from traditional models that prioritize one dimension of leadership over the other.

By developing leadership practices with a more holistic approach, organizations can empower leaders to thrive in today's healthcare landscape and take a wider view of leadership, including its role in society. Overall, if we are to increase overall capacity for high-quality care, it demands us to evolve past the constraints of leadership polarities and change our view of what effective leadership looks like. This requires a new kind of leadership at every level of the system.

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## THE EVOLUTION OF LEADERSHIP

### A NEW TYPE OF LEADER IS EMERGING

As the COVID-19 pandemic unfolded, Unlocking Eve's co-founders and healthcare executives, Eva McLellan and Kaye Vitug, unearthed startling data and observed a trend where certain leaders demonstrated a unique ability to navigate the complexities arising from the crisis while also retaining and motivating a discontent workforce. The research demonstrated that leaders who drew on a wider range of leadership behaviors - combining both decisiveness with a strong emphasis on community and togetherness - were most effective at mitigating the virus's impact<sup>7</sup>. Wider research has shown that women's representation in executive roles significantly improves financial performance, innovation, and productivity<sup>8 9</sup>. This has come to be known as the feminine leadership advantage.

Eva and Kaye were struck by the fact that these healthcare leaders, predominantly women, exhibited exceptional adaptability and problem-solving skills, leading to improved healthcare outcomes, reduced mortality rates, and enhanced economic stability in the early stages of the pandemic<sup>10</sup>. They codified their insights into an initial Unlocking Eve Hypothesis: Health systems that integrate a plurality of perspectives, balance life and economic stability, and embrace a new approach to leadership will achieve better outcomes for all.

## UNLOCKING MODERN LEADERSHIP: MOVING BEYOND GENDER OR POLARITIES, TOWARD A THIRD SPACE OF INTEGRATION

The inception of Unlocking Eve stemmed from the curiosity and desire to unpack the feminine leadership advantage and the leadership characteristics of women leaders that were leading to superior healthcare outcomes. In collaboration with Leadership Circle, Unlocking Eve triangulated research to substantiate their profound exploration of the traits and characteristics traditionally associated with these leaders, seeking to uncover their pivotal role in transforming leadership, taking healthcare as the primary case study.

With a data-driven approach, through interviews with more than 200 leaders across pilot programs in eight countries and supported by their own corporate experience in the healthcare domain, Unlocking Eve's research revealed an overlooked but profound insight: the most effective leaders integrate what we coined as traditionally masculine 'autonomous' traits with traditionally so-called feminine 'relational' traits. This field research established that effective modern leadership wasn't about gender, it was about integration.

Data from Leadership Circle confirmed these findings<sup>1</sup>. An analysis of 20,000 healthcare leaders across 69 countries showed that leaders who balanced both achieving (task-focused) and relating (people-focused) characteristics were 24% more effective than those who scored high on only one characteristic and 41% more effective than those who performed low on both. Further, the healthcare industry saw 10% fewer leaders who had balanced leadership profiles than other sectors.

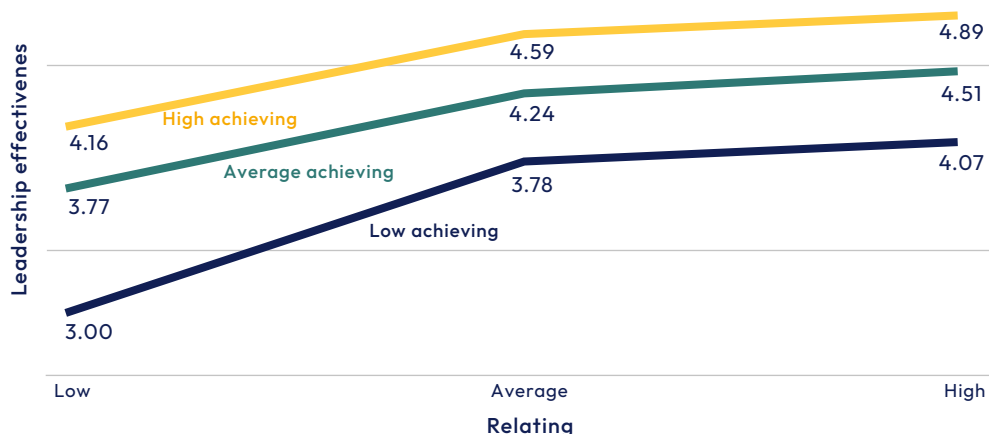
The world of Business and Healthcare Leadership has historically favored a transactional managerial framework that has favored a traditionally masculine leadership style. However, our findings demonstrate the advantages of leaders taking a more balanced and integrated approach. The good news is that all leaders can adopt this modern leadership style and master the unique combination of characteristics to make them more successful - it is a teachable practice. This central discovery highlights the significant potential in reforming conventional leadership paradigms to accelerate the advancement of women into leadership roles in healthcare and usher in a profound transformation of leadership effectiveness across diverse sectors.

The most effective leaders integrate what we coined as traditionally masculine 'autonomous' traits with traditionally so-called feminine 'relational' traits.

LEADERSHIP CIRCLE

20,000 healthcare respondents | 69 countries

The most effective leaders have high levels of both **relating** and **achieving**





# UNLOCKING EVE's Integrated Leadership Model

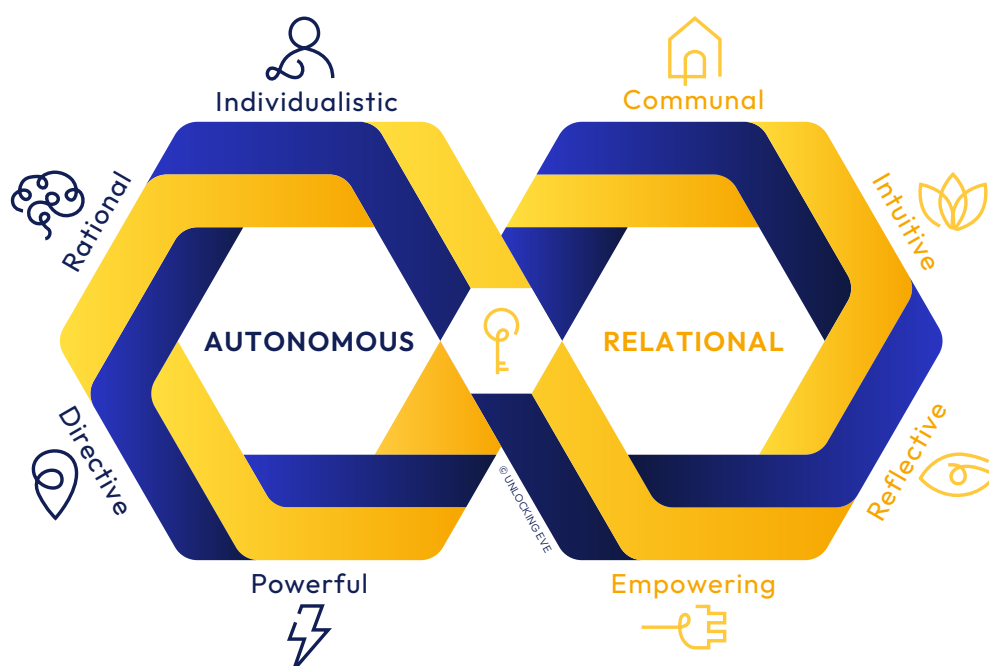
*Integrated Leadership*, as presented by Unlocking Eve, leverages the learnings of the feminine advantage but deconstructs the approach to leadership, asserting this advantage is available to everyone. *Integrated Leadership* refers to the expanded capacity of leaders to fluidly integrate autonomous and relational capacities.

## INTEGRATED LEADERSHIP THEORY

This leadership approach is a cultivated practice that enables leaders to maximize the human power within, amplify the power between, and transform the systems in which they operate. The result is healthy organizations, communities, and people that can work together to heal the world.

**The Unlocking Eve Integrated Leadership Model** stems from valuable insights gleaned from extensive dialogues with global leaders, immersive workshops, and years of hand-on experience in the healthcare sector. This model is strategically designed to accelerate the needed evolution of leadership paradigms, offering a comprehensive framework that articulates the capacities required to navigate the challenges of leadership in the modern era.

## UNLOCKING EVE INTEGRATED LEADERSHIP MODEL




## THE CAPACITIES OF INTEGRATED LEADERSHIP

*Integrated Leadership* highlights the importance of harmonizing the **autonomous** and **relational** capacities that are essential for **integration**. Within the Integrated Leadership Model, there are three core capacities, each with their own unique set of characteristics. The characteristics and descriptions are presented below. Following each table is an example of how the characteristics can show up in practice, including their strengths and limitations.

### AUTONOMOUS

The autonomous capacity recognizes the importance of individual strengths and personal empowerment. It is important for exercising agency over actions and outcomes, individually and in teams. The autonomous capacity is helpful for leaders to cultivate a robust sense of self and to step into their own power and confidence with decision making. The four characteristics within the autonomous capacity are found in the table below.

CHARACTERISTIC	DESCRIPTION
 <b>Individualistic</b>	Maintaining a strong sense of self and personal agency. This healthy individualistic orientation enables an individual to represent their interests in relation to others and in service of a shared aim that should satisfy the interest of all.
 <b>Rational</b>	Discerning and applying objective evidence in service of well-informed and sound decision making.
 <b>Directive</b>	Translating and communicating a shared vision into clear guidance, goal setting, and establishing frameworks of action.
 <b>Powerful</b>	Harnessing one’s personal gravitas. This confidence is cultivated from a blend of experience and ability, alongside the courage to utilize this personal presence when influencing outcomes.

### AUTONOMOUS CAPACITIES IN PRACTICE

Autonomous leaders embody capacities to create positive change and achieve ambitious goals.

Leaders who embody autonomous characteristics possess positive qualities such as determination and ambition, but they must also cultivate people-focused, relational characteristics to truly excel at their roles.

For example, an autonomous leader may demonstrate an unwavering commitment to their vision which may inadvertently lead them to dominate strategic discussions, overshadowing the perspectives of quieter team members. When left unchecked, this can stifle collaboration and overlook the valuable insights and innovative ideas that could propel the organization forward.





Additionally, an overreliance on logical evidence may lead to decisions that lack consideration for the feelings and emotions of others, potentially alienating team members and undermining morale.

To mitigate these challenges, autonomous leaders must actively cultivate their relational capacity. Incorporating the autonomous with active listening, empathy, and inclusivity creates a culture that values diverse perspectives and encourages open dialogue. Then, leaders can harness the collective wisdom of their teams and foster an environment where everyone feels heard and respected. Ultimately, it is the integration of autonomous and relational capacities that enables leaders to drive sustainable growth, foster innovation, and cultivate high-performing teams.

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**RELATIONAL**

This capacity emphasizes the importance of collaborative values and community. The relational capacity is helpful for navigating interpersonal dynamics with empathy and trust, cultivating an environment of sufficient psychological safety. The four characteristics within the relational capacity are found in the following table.

CHARACTERISTIC	DESCRIPTION
 <b>Communal</b>	Perceiving and integrating oneself into a broader community, working in service of shared goals, in ways that align with the values, norms, and standards of that community.
 <b>Intuitive</b>	Drawing upon both tangible and intangible sources of information to inform one’s point of view. This includes tapping into past experiences, gut feelings, and emotions to make judgments and informed decisions.
 <b>Reflective</b>	Pausing, sensing systems, and assimilating diverse information sources – both subjective and objective – through reflection and exploration. This fosters insight and a deeper understanding of oneself and others in service of guiding perceptions towards actionable paths.
 <b>Empowering</b>	Enabling others to harness and leverage their personal power by acknowledging and respecting their experiences, talents, and capabilities, and supporting their autonomous application in pursuit of meaningful goals.

**RELATIONAL CAPACITIES IN PRACTICE**

Leaders who integrate relational capacities foster collaboration, inspire creativity, and empower teams to their highest potential.

Relational leaders must also cultivate and actively integrate their autonomous capacity to foster a more holistic and balanced leadership approach. For example, the inclination to prioritize consensus can come at the expense of a leader’s own

beliefs and intuition which is needed to confidently assert a vision and make bold decisions. In addition, when intuition is over-relied on to make decisions, it can cause leaders to underestimate risks or make decisions that are disconnected from practical, real-world outcomes.

Further, in an eagerness to maintain positive work environments, relational leaders also need to be comfortable with providing others with the direct, honest feedback and guidance necessary for them to develop and grow. By incorporating autonomous qualities, relational leaders can enhance their ability to navigate complex challenges and foster growth in themselves and their teams. Ultimately, it is the embodiment and integration of these characteristics with complementary skills and perspectives that enables leaders to achieve optimal outcomes and drive meaningful progress in their organizations.

### INTEGRATION





Integration refers to the harmonization of autonomous and relational capacities. Integration manifests as a dynamic equilibrium between a robust sense of individualism (i.e. autonomous) with a deep connection to others (i.e. relational). While leaders can cultivate both autonomous and relational capacities independently, they can maximize their effectiveness once they integrate them.

When leaders integrate the relational and autonomous, they experience an expansion and **amplification** of these capacities and a much wider **dynamic leadership range**. The integration of these capacities becomes evident as a leader experiences a profound sense of unity and completeness within themselves, their teams, and the communities in which they serve. Integration results in a unique set of characteristics and behaviours which are described in the following table.

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CHARACTERISTIC	DESCRIPTION
 <b>Radical Generosity</b>	Enabling others by being freely generous with physical, emotional, and intellectual resources while simultaneously honoring one's own personal limitations, boundaries, and autonomy.
 <b>Grounded Flexibility</b>	Being grounded in one's own knowing and understanding while remaining open to new insights and information to evolve one's thinking.
 <b>Compassionate Accountability</b>	Holding oneself and others accountable while maintaining the necessary psychological safety to enable innovation and exploration in the pursuit of desired outcomes.
 <b>Integrated Thinking</b>	Simultaneously accessing and synergizing analytical reasoning and intuitive insight to make clear decisions that transcend both logic and intuition. This involves integrating many sources of data, insight, experience, and expertise - both subjective and objective.

## INTEGRATION IN PRACTICE

Integrated leaders harness a diverse, expanded, and amplified range of capacities to capture the hearts and minds of people and make profound contributions to their teams, organizations, and society. While integrated characteristics can manifest in many different situations, two examples are provided below.

### Compassionate accountability

Leaders who embody compassionate accountability create a safe enough environment for people to thrive and grow. They empower others to take sensible risks and explore new avenues by nurturing courage and inviting growth. These leaders hold others accountable with compassion, navigating challenges with empathy and understanding. They recognize that compassion sometimes involves making tough decisions, including saying no, stopping, or withdrawing. When under pressure, they pause and reflect, harnessing these moments as a positive force for progress. Like fertile soil, these leaders cultivate an atmosphere whereby teams feel safe enough to experiment, grow, and flourish.

### Grounded flexibility

Leaders who have mastered the art of grounded flexibility are steadfast in their beliefs while embracing the necessity of adaptability. They are confident in their knowledge and understanding, yet they remain receptive to new information and insights that aid the evolution of their thinking. This equilibrium allows them to navigate the complexities of change with resilience and grace, striking a harmonious balance between stability and adaptability. Like a grounded willow tree swaying in the wind, with its strong roots firmly planted, these leaders remain firmly rooted in their core principles while allowing their branches to bend to alternative viewpoints without compromising their core values. In times of adversity, they stand tall and unwavering, drawing strength from their ability to adapt and evolve without losing their grounding or breaking. They embrace the necessity for adaptation and growth, demonstrating an unwavering commitment to continuous improvement and evolution.

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One of the hallmarks of Integrated Leadership is the attunement to relational and autonomous capacities *within, between* individuals, and *beyond* the systems in which they operate.

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## OUTCOMES OF INTEGRATED LEADERSHIP: HOW DOES IT MANIFEST IN PRACTICE?

One of the hallmarks of *Integrated Leadership* is the attunement to relational and autonomous capacities *within, between* individuals, and *beyond* the systems in which they operate. This awareness and practice of integration enables the leader to seamlessly intertwine ambitious goals with a genuine concern for the holistic well-being of people and achieve the highest common good.

**When leaders effectively synergise their relational and autonomous capacities, four key outcomes emerge:**

**Identity shift**

A significant transformation in perspective and identity, referred to as being 'one and among'. Leaders embody a strong sense of agency while maintaining a deep connection to the well-being of the whole community.

**Amplified range**

The expansion of energy and capacity, fostering collaborative environments where innovative ideas thrive and collective potential is maximized.

**Breakthrough performance:**

Achieving breakthroughs that would have otherwise been previously unattainable, enabling leaders to powerfully navigate complexity with discipline while catalyzing growth and innovation.

**Wholeness**

The pinnacle of individualistic gifts and agency is seamlessly intertwined with a genuine concern for the holistic well-being of all people, societies, and planet.

All four outcomes also manifest in a felt experience of joy, energy, and peace.

**INTEGRATION FOR IMPACTFUL OUTCOMES: WISDOM FROM INTEGRATED LEADERS**

Unlocking Eve Integrated Leadership Theory asserts that the integration of autonomous and relational leadership capacities, available to all of us, is intimately and positively associated with business and societal outcomes.

As leaders unlock the combined potential of relational and autonomous capacities, they tap into the power of a diverse, expanded, and amplified leadership range. Integrated leaders are able seamlessly navigate between autonomy and relational capacities, approaching challenges within teams and organizations with ease and finesse.

Over the past 2 years, Unlocking Eve has been committed to developing integrated leaders around the world. Through our pilot programs and immersive learning experiences, we have cultivated an interconnected network of leaders who put our pioneering vision and new approach to leadership into practice. Through conversations and extensive dialogues with these leaders, they have profoundly helped us shape our Integrated Leadership Practice and unpack the unique nature of integration.

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We asked our ecosystem of leaders to nominate 20 integrated leaders for in-depth interviews. These leaders were recognised as taking a distinguishable integrated approach to leadership. Consequently, this was attributed to their effectiveness in terms of their track record of breakthrough outcomes. Through these dialogues, we sought to understand their journey and unique leadership approach, how their leadership approach impacted their work, and in what ways the Integrated Leadership Model resonated with them. Below, we share three insights that emerged from our conversations that have helped us articulate and understand how integration has impacted their career and success.

**INSIGHT 1**

**Embracing *Integrated Leadership* transcends gender stereotypes, acknowledging diverse capacities within and between**

**Dr. Tim Rutledge** stands as a beacon of progressive leadership in the healthcare industry, bringing a wealth of experience as the President and CEO of Unity Health Toronto and previously President and CEO of North York General Hospital. With a keen eye for leadership and effective team dynamics, he is passionate about embedding diversity and inclusivity into organizations and recognizing their importance for decision making in senior leadership teams.

Since joining Unity Health Toronto, Dr. Rutledge has guided a transformation in its leadership landscape. Dr. Rutledge has been engaged in the recruitment of 17 Chiefs, 14 of those Chiefs have been women. He stated, “This was not a numbers exercise,” and that he first and foremost encourages search committees to “look for leaders that are non-hierarchical, not command-and-control, and people who can meaningfully engage those they work with and empower them.”

When sharing his reflections on *Integrated Leadership*, Dr. Rutledge underscored the importance of embracing an integrated approach that transcends gender stereotypes. He emphasized that effective leadership requires the harmonious integration of both masculine (autonomous) and feminine (relational) capacities within individuals and teams.

“ Any team or committee has a collective knowledge and experience base. The more diverse that is, the broader and more comprehensive that knowledge and experience base is. I think that the traits of masculine [autonomous] and feminine [relational] leadership are very important and need to be represented in every successful leadership team. There is great value in having good representation of genders, including those along the gender spectrum, on a board or leadership team. What is even more important is that those traits – attributed as feminine and masculine leadership – are balanced within a team.

We shouldn’t underestimate the presence of those traits in people of any gender. I’m aware of many female leaders who are quite capable of being assertive, task-oriented, and direct. Similarly, there are male leaders that are highly collaborative and empathetic. It’s not just about gender representation, it’s the range and balance of leadership traits that you need to be mindful of in the team.

DR. TIM RUTLEDGE: PRESIDENT AND CEO OF UNITY HEALTH TORONTO

Dr. Rutledge shared that relying on one set of capacities at the expense of the other may result in an incomplete or skewed leadership dynamic. For example, while autonomous leaders excel in driving strategic initiatives and achieving tangible results, their effectiveness may be limited without the complementary development of relational capacities. Conversely, leaders who prioritize relational dynamics may struggle to translate collaborative efforts into measurable outcomes without a solid foundation in autonomous decision-making.

Furthermore, Dr. Rutledge highlighted that capacities, traditionally associated with masculine and feminine, can co-exist within and between leaders. The significance of successful teams is not only created by considering gender representation, but also by prioritizing a harmonious balance in these capacities within individual leaders. In essence, this leadership philosophy shines a light on the importance of integration – the seamless fusion of autonomous and relational capacities – as the cornerstone of effective leadership. By embracing diversity, fostering inclusive leadership environments, and recognizing the multifaceted nature of leadership, Dr Rutledge provides a clear example for how organizations can unlock their full potential and drive meaningful impact.

## INSIGHT 2

### ***Integrated Leadership ushers in a new paradigm of balance: Evolving past binary polarities that limit our potential***

We find it comfortable to see things as black and white: the idea of seeing seemingly opposite qualities as in competition with one another. In terms of leadership, these polarities manifest in the ideas we have about effective leaders. Questions such as “What type of person should we hire for this position?” and “Should I have taken a directive or inclusive approach in making that decision?” are examples of issues that leaders face daily.

The challenge is that thinking about leadership in black and white binary decisions limits the potential of leaders. In actuality, leadership qualities are interdependent on each other. Solutions exist along a diverse, multi-faceted spectrum between and in combination of several elements at the same time. Leaders do not have to decide whether they should be directive or inclusive, or embrace a particular leadership style, though many do.

In our experience of working with hundreds of global leaders across industries, a subset of leaders emerged which were able to harness multiple seemingly opposition qualities at the same time, ultimately amplifying their leadership capacity – this is the hallmark of integration.

**Rose Wang** is an esteemed global business leader, serial entrepreneur, and founder and CEO of 1104Health. Over the last two years, after her husband’s battle with cancer and the pandemic, Rose has embarked on a mission to help all cancer patients have the resources, support, and opportunities they need throughout their cancer journey.

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In Eastern culture, the concept of integration is deeply rooted. There's a yin and yang. And yin typically represents feminine and yang represents masculine. It's the driving force versus the intuition. It's deeply rooted in me that way and so it resonates very well. Leadership is about finding the nuance in between the yin and yang. It takes both and all of those elements. The integration framework is about capturing what that is and we're starting to develop a whole new language around that.

'Integration' makes me feel like I have more control, when 'polarity' feels like it is something that is being done to me. I'm driving it. I can do this. I'm doing more at ease. So, at the end of the Hong Kong pilot, I saw that I can tackle bigger problems at scale and at ease.

ROSE WANG: FOUNDER AND CEO OF 1104HEALTH

After attending our Unlocking Eve Boston and Hong Kong pilot programs, Rose helped us unpack the unique nature of integration by comparing it with the Eastern concept of yin and yang. Rose explained that yin is often associated with relational capacities such as intuition, receptivity, and nurturing. In contrast, yang embodies autonomous capacities like independence, assertiveness, and action. Yin and yang symbolize a duality that's more complementary than oppositional.

For Rose, understanding integration lies in recognizing that effective leadership is not favoring one capacity over another, but discovering the harmonious middle ground that emerges when the relational and autonomous capacities synergize. Rather than viewing these qualities as conflicting opposites, Rose suggests that they are interdependent and essential for balance and harmony. This approach draws attention to the interconnectedness of these qualities, fostering a holistic understanding that goes beyond traditional leadership dichotomies. By cultivating this understanding, Rose explained that she was able to transform her leadership identity, gain greater control over her decisions, tackle bigger problems, and access an expanded range of leadership capacities that lead to greater impact in her work.

Rose encourages a paradigm shift in the way we see leadership, inviting leaders to embrace a more nuanced view of leadership that celebrates the unity between seemingly opposing forces. By expanding our thinking, we are able to reach solutions and possibilities for action that were previously unavailable to us. When we open our mind to an integrated approach we open our perspective, unlocking a more holistic leadership style. Rose ultimately highlights the transformative potential embedded in recognizing, appreciating, and harmonizing the autonomous and relational capacities within ourselves and others for a more balanced, integrated leadership approach.

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### INSIGHT 3

## Integrated leaders cultivate growth and impact by grounding themselves in self-awareness

Integration doesn't always come naturally to all leaders. Although each leader has had their own profound personal journey that enabled them to access integration in unique and different ways, we found that some leaders found integration easier than others.

In our experience of years of working with global leaders, a key insight emerged: the difference in a leader's capacity to cultivate and harness integration was found in self-awareness. When leaders are self-aware, they are attuned with their strengths and weaknesses, what motivates them, and are constantly questioning their approach to different situations. When leaders lack self-awareness, they become distorted and constantly draw on old patterns that undermine their effectiveness to make decisions, inspire others, and deliver impact in their teams. In turn, self-awareness fostered a greater level of desire to be directed and engage in intentional practices that propel leaders towards integration.

**Dr Judith Reece** is a seasoned global life sciences and healthcare leader, bringing forth valuable insights from her extensive career of delivering transformations in and with complex multi-national organizations. Dr Reece advocates that self-awareness is paramount for navigating complex environments and driving change as a leader.

Throughout her career, Dr Reece has worked with a variety of different leaders, each adopting their own style. Dr Reece shared with us, "Successful transformations come from balancing the head and the heart." Nevertheless, she explained that leaders who lack self-awareness can undermine their impact by leaning too far on one side of the leadership spectrum. And, they often don't realize that they're doing so. An excessive focus on certain capacities hinders



On occasion, I've seen leaders so focused on building a happy team that they end up not getting anything done - they missed the need to also build a productive team. They've got a happy team that can perform, but they haven't developed a high performing team.

On the other hand, I've also seen leaders who are so focused on getting specific tasks completed that they miss the need to invest time to build relationships and hear alternative perspectives. They know they need to engage, listen, build empathy, and support, but when under time pressure they are only listening for confirmation and action, so no-one ends up heard. They haven't truly engaged.

When the pendulum swings too far, people can become so direct to the point of being perceived as rude in meetings. In my experience, when 'data-informed' decisions are made using the insights and the experience of all team members, we have high performance.

DR JUDITH REECE: FOUNDER AND DIRECTOR OF REECE ADVISORY LTD.

effective leadership. Without awareness and intentional practice, leaders can become stuck into a mode of leadership that limits their effectiveness and capacity for growth. To open oneself to a more holistic leadership approach, she implies that leaders should cultivate a deeper sense of their own emotions, beliefs, and approaches.

During our conversation, Dr Reece brought forth a beautiful analogy. She shared that being integrated as a leader is similar to her experience of teaching children to sail a boat. She shared, “I used to teach children how to sail, some of whom would have never been in a boat before. I would say to them ‘Normally I’m going to speak in a quiet and calm voice and you can ask me any question you like and I’ll happily take the time to answer. On a small number of occasions, I may shout. When I do this, it’s because I need to make sure you do what I need you to do really quickly, because we’re in danger. I’m being very clear because we need to do it. We’re not going to have a conversation about it then, but later, when everything is calm, I’m happy to explain why we did this.’ Sometimes you have to be really task-focused, but you have to explain why this is important.”

Effective leadership, like guiding a boat, requires a leader to act both strategically and empathetically, to be direct and gentle, and be flexible and quickly adapt to the demands of the environment - incorporating both relational and autonomous capacities at the same time. In essence, her insights emphasize the importance of self-awareness and integration for creating a well-rounded and balanced leadership approach.

Cultivating awareness has been the cornerstone of Unlocking Eve’s pilot programs. Through engaging leaders with the Integrated Leadership Model and embracing the transformative journey of the *Power of Two*, our programs are crafted to elevate individual awareness and capabilities. This journey enables the integration of the self, fosters meaningful connections with others, and extends influence into the broader world.

In the following section, we outline the pathway of development - the *Power of Two* - and share stories on how we have helped leaders foster self-awareness to reshape their leadership identities and start their path towards harmonizing their capacities for impact and growth.

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# Unlocking Integrated Leadership: the Guide to Cultivating Integration in you

## UNLOCKING INTEGRATED LEADERSHIP WITH THE POWER OF TWO

The first step towards integration unfolds through diverse pathways, a revelation distilled from the myriad tapestry of lived experiences which form the bedrock of the research and inquiry by Unlocking Eve. This dynamic process manifests through multiple entry points as each leader embarks on a distinctive and profound journey toward integration. For some, integration unfolds organically, a sort of unconscious practice of integration. Others intentionally and consciously engage in a purposeful practice, recognizing it as a key driver for personal effectiveness and impact. The differentiator lies in individuals' commitment to cultivating and practicing integration, propelling them towards heightened leadership impact and success.

This developmental pathway unfolds through Unlocking Eve's *Power of Two* framework, a powerful developmental model which underpins our pilot programs and acts as a clear guide for leaders to integrate their autonomous and relational capacities both within themselves and between others.

We have witnessed, both in practice and through our work, that leaders who embrace the *Power of Two* experience an evolution to their leadership approach. Their identity expands, unlocking an amplified leadership range and a profound sense of joy, energy, and wholeness. Integrated Leadership Theory emphasizes that when individual and collective impact are unlocked, the world is healthier, communities are healthier, and people are healthier.

In the following section, we first uncover the *Power of Two* developmental framework. We detail the three phases of the *Power of Two* and the associated outcomes that leaders experience as they grow towards integration. In the remaining section, we share several key insights and unlocking moves that have catalyzed leaders' journeys towards integration. Finally, we communicate the empirical benefits in leadership growth by those who have attended our pilot programs. We believe that communicating these insights, alongside the success of our pilot programs, is vital for transparency and accountability, building trust, and inspiring confidence. In doing so, we inspire motivation and reaffirm our commitment to delivering results aligned with our mission.

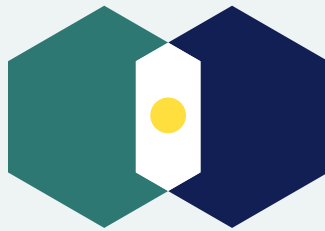
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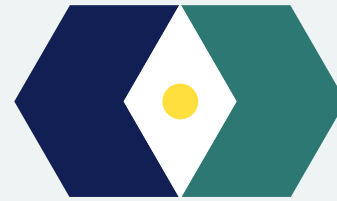
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INTRA  
"POWER WITHIN"



INTER  
"POWER BETWEEN"



EXTRA  
"POWER BEYOND"

This unlocking of *Power of Two* - the duality at three levels (within, between, and beyond) empowers leaders to navigate the complexities of leadership with resilience and grace. We become aware of our immense potential that on one side - fills us with a sense of humility and vulnerability, and on the other - builds our power and fuels our drive to make a positive impact.

## WITHIN, BETWEEN, AND BEYOND: LEVERAGING THE *POWER OF TWO* FOR COLLECTIVE IMPACT

Unlocking Eve is committed to cultivating *Integrated Leadership* all over the world. To date, Unlocking Eve has conducted pilot programs with over 200 leaders spanning 8 countries. By exposing leaders to the Integrated Leadership Model and the unlocking process of the *Power of Two*, our programs are designed to heighten one's awareness and capacities to enable integration within the self, between others, and beyond into the world.

The *Power of Two* outlines three distinct evolutionary phases of *Integrated Leadership*: *power within*, *power between*, and *power beyond*. As leaders develop their capabilities in these areas, either one step at a time or synergistically, they foster a greater level of consciousness. This results in a deeper understanding of themselves as an individual ('as one') and as part of a larger collective ('as among'). This dual perspective, coupled with a sense of responsibility for the whole, is crucial for creating a cohesive and harmonious synergy between leaders, teams, and society - enhancing their ability to drive impact, catalyze change, and transform industries. The three phases that are outlined in the *Power of Two* framework are described below.

### POWER *WITHIN*

*Power within* refers to the development of a heightened awareness of the self, strengthening one's leadership impact, and harnessing both autonomous and relational elements into a coherent Narrative Identity. This power revolves around the belief that every individual possesses a unique blend of masculine and feminine energies which manifest as both autonomous and relational capacities in leaders.

Power within refers to the development of a heightened awareness of the self, strengthening one's leadership impact, and harnessing both autonomous and relational elements into a coherent Narrative Identity.

This first phase of integration starts by fostering a heightened understanding and awareness of these energies. Leaders engage in a conscious practice of movement (flow) and growth that brings vitality to the under-recognized and less nourished parts of our human capacities. In doing so, leaders develop an evolved Narrative Identity that is able to harness and utilize these energies. Once this occurs, leaders **unlock integration within**: an integration that enables their identity to continuously evolve and expand to meet their ultimate potential and the complexity of our time, leading to impact and growth.

### **POWER BETWEEN**

Power *between* refers to the exponential growth and expansion which occurs in relation to others.

Tapping into this capacity enables leaders to reach new levels of integration between people. This power is rooted in principles of mutual support, solidarity, collaboration, compassion and recognition.

During this phase, leaders expand their Narrative Identity by incorporating their capacity for collaborative and interpersonal connection. As leaders open themselves to others, they experience an **amplified leadership range** as energy and capacity expansion occurs between individuals. A powerful regenerative energy emerges where innovative ideas thrive and collective potential is maximized. Leaders are able to foster environments of mutual learning where their own and others' potentials become realized. By harnessing the dynamics between individuals, this collective power can be harnessed for transformative change.

### **POWER BEYOND**

Power *beyond* refers to the fulfillment of collective growth and shaping of environments, systems, and societal transformation. At this visionary stage, leaders recognize the interconnectedness of organizations, industries, and societal elements. Leadership transcends self-interest and organizational boundaries, embracing a holistic view that transforms societies and cultivates ethical, sustainable change. This is the embodiment of being both *as one* and *as among*.

As a leader cultivates this power, they are able to actively foster belonging, commitment, and purpose within communities. This enables them to channel collective efforts towards broader societal change. When individual and collective impact are unlocked, this manifests in **healing the world**. Leaders work towards creating sustainable collaborative networks where knowledge, best practice, and innovation can be shared. They feel comfortable challenging assumptions and long held beliefs on behalf of collective good, pushing against the status quo, and opening their approach to new ways to achieve the highest common good. They become system shapers and, as a result, the world is healthier, communities are healthier, and people are healthier.

In essence, the *Power of Two* framework represents a clear path for leaders to grow towards integration and wider system level change. Through our work, we've witnessed leaders who have embraced the *Power of Two* amplify their

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relational and autonomous capacities so they become greater than the sum of their parts. As leaders travel through the evolutionary phases of *within*, *between*, and *beyond*, they embark on an exploration of self-awareness, interpersonal connection, and societal impact. As this happens, leaders undergo a transformative shift which unlocks new potential that extends far beyond individual growth towards society at large.

## NARRATIVE IDENTITY AND UNLOCKING INTEGRATED LEADERSHIP POTENTIAL

In the journey of a leader's development toward *Integrated Leadership*, a practice unfolds that begins with self. This practice, akin to an art form, demands a delicate understanding of oneself through self-reflection and it is followed by skillful application in the real world. The practice of *Integrated Leadership* is not confined to a final stage. Instead, it evolves as a continuous growth *within*, *between*, and *beyond*. Like any practice, it requires time and sincere effort to master within the intricate tapestry of the real-world setting.

Through our Unlocking Eve pilot programs, we aim to catalyze moments of awareness and transformation. We recognize that integration doesn't come naturally to all leaders, which is why our programs focus on guiding leaders through the journey towards self-awareness and integration. The distinctiveness of our program lies in providing a key - an **unlocking move** - that bridges the gap between cultivating awareness and providing direction. Throughout Kaye's and Eva's personal evolution toward *Integrated Leadership*, both individually and in collaboration, they codified this bridge in the form of eight unlocking moves. At the core of each of them is a set of practices that are used to assist leaders in unlocking their own integration and expanding their leadership range.

By following these unlocking moves, we guide leaders from their current state to desired state, facilitating a balanced and constructive approach to self-reflection and growth. Through these practices, leaders enhance their capacity for self-reflection, while also artfully calibrating and leveraging their capacities to co-create powerful and generative system impact. The full set of unlocking moves will be shared in our next publication, providing a rich resource for leaders seeking to enhance their integration capabilities.

### HOW DOES A LEADER BEGIN TO DEVELOP THE CAPACITY FOR INTEGRATED LEADERSHIP?

In our Unlocking Eve pilots programs, the first unlock is focused on **Narrative Identity**. Narrative Identity refers to an autobiographical history of the self which helps people construct meaning of their identity, behavior, and where they may be going in the future.

It represents the internalized and ever-evolving story that we weave to make sense of our lives. In our pilot programs, participants learn the art of identifying and scrutinizing the stories they live by, honing the ability to refine narratives to

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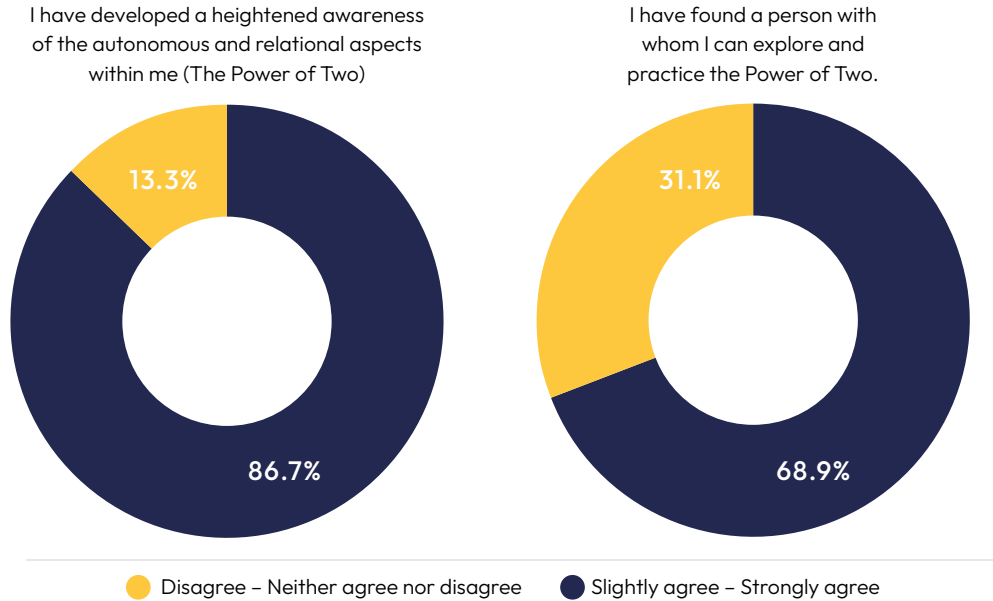
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emphasize elements that serve personal growth and align with their current and future vision and goals. Our pilot programs have illuminated the significance of Narrative Identity as the inaugural key to the integration process.

The first step is for leaders to create a Narrative Identity that is capable of dynamically and effectively harnessing the capacities of directive autonomy and relational connectivity. This requires a leader to work the integration at all levels *within, between, and beyond*. This isn't about one capacity being active while the other lies dormant, or dependent on the situation. For example, an integrated leader may not choose to exercise autonomy and directiveness with their direct reports, but take a predominately relational approach with their peers. Instead, *Integrated Leadership* entails embodying the dynamic range across contexts, to be both autonomous and relational in the same moment. We will further explore this in practice in the following white paper focused on unlocking practices for integration.

The development of this dynamic range means first identifying these capacities within oneself. During our Unlocking Eve pilot programs, we employed Leadership Circle's framework of Narrative Identity<sup>11</sup> to do this intra-work, this within work, to open up the aperture of possible selves. It becomes clear that our Narrative Identity serves as a powerful lens to the integration process. We observed through our first cohorts that becoming aware of how we have consciously and unconsciously curated our past to form the present acts as a doorway to an expanded leadership range. This initial step involves acknowledging and exploring hidden, dormant, or socially constrained capacities, and then actively experimenting with them. Ultimately, this process leads to a reauthoring of the self and incorporating a broader landscape of identity from which to operate. This is one of the first unlocking moves towards *Integrated Leadership*.





## EMPIRICAL INSIGHTS: ASSESSING THE IMPACT OF OUR PILOT PROGRAMS

As our pilot programs confirmed, uncovering leaders' Narrative Identity marked their beginning towards unlocking the integration process. Our design of the Unlocking Eve Practice validates the effectiveness of this approach.

According to our research of 45 leaders who took part in the pilot programs, 86.7% noticed increased awareness of their leadership capacities after 1 week. Specifically, leaders who were exposed to the Integrated Leadership Model and engaged in the refinement of their Narrative Identity were successful in developing a heightened awareness of the autonomous and relational aspects within themselves. This provides a foundation cultivating a more dynamic, amplified, and expanded leadership range over time.

A counterpart to the intra-work within oneself is the collaborative effort *between* individuals. As one's identity expands, it creates more room for internal diversity and range. In turn, it also expands externally, opening up more room for external diversity and range, seeking connection, co-creation, and the sharing of identity space.

To cultivate our capacity *between*, we highlight the importance of developing relationships with significant others who both cultivate and challenge our perspective, beliefs, and leadership approach. We help leaders develop the capacity to form generative, mutually evolving connections with other leaders, relationships that generate co-creative containers across shared ecosystems in service of trans-institutional goals. The wisdom amplifier of deep connection is our goal here. When leaders applied this in practice, we found that 68.9% leaders were successful in finding another person within 1 week with whom they can explore and practice the expanded range of this *Power of Two*.

These findings underscore the efficacy of our program in fostering self-awareness and facilitating meaningful connections among participants. It validates our approach and emphasizes the importance of integration for leadership development in enhancing personal growth and collaborative potential.

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# Overcoming Systemic Barriers to Transform and Heal the World

## IMPLICATIONS FOR CULTIVATING INTEGRATED LEADERS: A CASE STUDY OF THE HEALTHCARE INDUSTRY

We believe that cultivating integrated leaders is essential to the sustainability of healthcare, creating a practice that leaders can use to contribute to purpose-driven ecosystems that benefit organizations and wider society. For the world to heal, some of the traditional ways of doing business have to be challenged and transformed. *Integrated Leadership* is an asset that organizations can use to drive that change, ushering in a new era of trust, effectiveness, and impact. Our Integrated Leadership Model proposes that leaders who can harmonize autonomous and relational capacities bring people, teams, and communities together towards a better future.

However, even the most integrated leaders need effective systems to achieve impact. Organizational systems and societal pressures exert significant influence on organizational culture, processes, and structures. These can either facilitate or impede *Integrated Leadership* on a societal scale. As such, we need a clear understanding of the environment in which leaders exist and operate, the systematic challenges that organizations are facing, and the implications this has on developing ecosystems of integrated leaders.

The following section draws on our interviews with leaders who were nominated by our ecosystem by being integrated in their approach. We unearth compelling insights that demonstrate how existing organizational systems and new societal demands shape the current leadership landscape, either by hindering or advancing progress. We apply these insights predominantly to the healthcare sector, though the lessons and implications can be applied across industries. We detail the implications for practice, highlighting several areas of advancement for organizational systems and how we may go about challenging the status quo.

## HEALING PATIENT TRUST FOLLOWING THE PANDEMIC

In the realm of healthcare, trust stands as a cornerstone of patient-provider relationships and systemic effectiveness. Yet, according to the Edelman Trust Barometer 2022<sup>12</sup>, about 52% of Americans reported that the pandemic decreased their confidence in the healthcare system's ability to handle major health crises. Patients have shown a decreased demand of childhood vaccinations<sup>13</sup> and an increase in seeking health solutions independently rather than engaging openly with their healthcare providers<sup>14</sup>. The healthcare industry faces societal skepticism

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and practitioners, policy makers, and government agencies are expected to make necessary changes to reinvigorate trust and confidence in the industry.

**Dr Kerstin Vesna Petrič**, head of the Office for Cooperation with the World Health Organization at the Ministry of Health of Slovenia, offers an unlocking insight into the challenge of trust facing the healthcare sector. Dr Petrič reflects that the pandemic has catalyzed a growing sense of mistrust between patients, healthcare providers, and the medical industry at large. Disruptions to routine care, coupled with misinformation, politicalization, and conflicting narratives have eroded the trust and confidence of the public.

Dr Petrič emphasizes that, in the past, patients placed implicit trust in their doctors and viewed them as dedicated problem-solvers who were committed to their well-being. Doctors were seen to ensure quality and adhere to high personal standards no matter the cost. This fostered a greater amount of trust between patients and healthcare workers, leading to better healthcare outcomes.

However, the pandemic deteriorated this trust. Patients, feeling disconnected from conventional healthcare, are increasingly turning to alternative solutions found on the internet, often devoid of scientific validation and potentially harmful to their well-being. Unlike in the past, where doctors were viewed as authoritative figures and their recommendations were taken on face value, the current landscape requires transparency and engagement. Patients now seek understanding and involvement in their healthcare decisions.

## IMPLICATIONS

Among Dr Petrič's observations is an opportunity for transformation. She highlights that outdated leadership and management practices no longer serve the needs of the public today. Organizations are being asked to reflect on whether they are still inadvertently promoting 'command and control' styles of leadership and management which undermine patient trust and engagement. This entails reevaluating existing hierarchies, fostering a culture of trust and transparency, and empowering frontline staff to actively participate in decision-making processes.



In the past, it was taken for granted that doctors were devoted to solving the problems of their patients. A doctor was someone you could trust. During the COVID-19 pandemic, however, we have realized that there is more and more mistrust between patients and doctors, but also between doctors and health management, and politicians and health professionals.

This mistrust is very damaging because it results in patients trying to find solutions for their health on the internet using alternative methods that might not be based on scientific evidence.

In the past, the doctor was an authority, so they didn't need to invest a lot in communication. Now with so much information freely available, communication is crucial and patients demand explanations. The authoritative style of communication and leading that once worked is just not good enough anymore.

DR KERSTIN VESNA PETRIČ: HEAD OF THE OFFICE FOR COOPERATION, WORLD HEALTH ORGANIZATION

The essential part of this process requires industrial leaders to take stock of their organizations by asking critical questions such as:

- Are our practices focused on the best interest of the organization, or the patient we serve?
- Are we making people feel safe when they seek medical attention and are we actively incorporating patient feedback into our systems and practices?
- Are we implementing a balanced approach to our leadership structures, highlighting the importance of both relational empathy and autonomous direction for our leaders?

A particular area of development lies in medical training. In part, an erosion of trust stems from the structures that are ingrained in medical training which prioritize authoritative decision-making (i.e. autonomous) over collaborative, empathetic engagement (i.e. relational). Healthcare professionals are often taught to 'have all the answers' and that autonomous capacities, such as having authority and being directive, are paramount to be an effective leader.

This polarization has created an imbalance in how healthcare is delivered. Instead, establishing trust requires the capacity of being non-judgmental, asking why, and building relational connections. In this way, creating trust doesn't require leaders to do extraordinary things. It's a simple encouragement for leaders to go from *within* to *between*, therefore bridging the gap between patients and healthcare provider. When this happens, leaders incorporate patients' perspective into healthcare decisions, imbuing trust and positive healthcare outcomes.

Realizing the necessity of expanding leadership capacities toward integration by incorporating deep listening and empathetic engagement is essential for addressing public health challenges effectively. Future educational systems and practices need to recognize the limitations of traditional training and educational paradigms and embrace a more holistic approach. Healthcare development programs should prioritize the cultivation of both autonomous and relational skills, emphasizing the importance of empathy and collaboration as well as cultivating self-mastery and decisiveness. At the same time, healthcare institutions should create environments that encourage this through innovation, diversity of thought, and meaningful community partnerships.

## A NEW SCORECARD TO RECOGNISE AND REWARD RELATIONAL CAPACITIES

In contemporary healthcare, there exists a disparity in the way leaders are recognised and rewarded. Current practices often lean heavily towards prioritizing and incentivizing autonomous capacities such as achieving targets, providing direction, and mastering one's expertise. However, relational leadership behaviors and outcomes - though equally important - are often invisible, going unnoticed, unrecognized, and uncompensated. This presents a noticeable challenge as leaders find themselves unmotivated to pursue and develop their relational capacities such as cultivating belonging, feelings of value, wellness, collaboration, innovation, and team engagement.

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**Carey Baker**, CEO Co-Active Training Institute, has a wealth of experience in developing leaders. Throughout her career, she has been fiercely committed to helping organizations. In our interview, she advocated for a holistic approach that recognized that modern complexities demand a leadership approach rooted in relationships, balance, and interconnectivity.

Carey expressed a strong belief that traditional measures and metrics are insufficient in capturing a holistic view of the leadership capacities needed in healthcare today. She argues that relational leadership capacities and outcomes such as emotional intelligence, responsibility, and nurturing others are often perceived as 'soft' or 'voluntary'. This is regardless of their indispensable economic value and contribution to organizational well-being. Because these contributions are not pointed and directed, they are often perceived as less important.

Carey explained that existing approaches can disproportionately affect women who shoulder a vast majority of unpaid work<sup>15</sup>. This work can take many forms including family responsibilities, receiving more patient messages, and serving on committees. The outcomes are not just financial, but they have a significant impact on mental health, burnout, and society.

**IMPLICATIONS**

At the heart of this issue lies a social bias towards tangible and quantifiable achievements which translates into a narrow view in the way leaders are recognized and rewarded. While metrics such as revenue growth, profit margins, and market share dominate the discourse on organizational success, the equally crucial but intangible aspects of leadership often remain overshadowed.

The implication of overlooking relational capacities means leaders may feel disengaged or disempowered from prioritizing people-focused, relational outcomes that are indispensable for team cohesion and performance. To be fully integrated, we need to fully understand, unlock, and appreciate the relational side of leadership.

“ There is an imbalance in how we recognize leadership. If we only measure and reward the tangible aspects, then we are missing half of the whole picture. When we can bring the tangible and invisible aspects together then we are honoring wholeness or a more integrated approach. By doing this, we will bring forward the aspects of leadership that are critical to address the current challenges leaders are trying to solve.

Women do a lot of things that go unnoticed, unrewarded, and under appreciated - this is a result of socialization and cultural norms. This invisible labor isn't often recognized or paid for. This leads to burn out and other health crises. This is another way in which women are at a disadvantage socially and economically.

We need to start holding that organizations exist to contribute to people, as much as people exist, to contribute to organizations. I think our outcomes and metrics are really over calibrated to how people are contributing to the organization and their needs. But we need to start asking how businesses are contributing to people in the larger system that they are part of.

CAREY BAKER: CEO CO-ACTIVE TRAINING INSTITUTE

We recommend that organizations reflect on and tailor their practices to reward the integration of both tangible (e.g. autonomous) and intangible (e.g. relational) contributions. Bringing invisible labor into the spotlight is possible in practice. It requires a shift in our thinking and placing a higher value on human factors that encompass relational indicators in leadership evaluation criteria, like employee wellness, engagement, cohesion, retention, and satisfaction.

Carey advocated that this can be achieved by applying both objective and subjective criteria to recognise, promote, and develop leaders. The answer to this lies in a mixture of trusting our intuition and instincts, applying subjective criteria to leadership success, and resisting the urge to apply autonomous ways of measuring results to relational outcomes. Activities such as supporting colleagues, organizing social events, and mentoring others should be actively brought into the spotlight and publicly rewarded alongside more tangible outcomes.

In the context of healthcare environments, where relational capacities are not discretionary but essential, behaviors rooted in relational capacities must be consistently cultivated and sustained. Otherwise, it's easy for them to be overlooked. Here, a key question emerges: how do we bridge the gap and establish practices that recognize and celebrate relational contributions alongside traditional measures of success? Unlocking that is the gateway to a more integrated society.

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### LEADING BEYOND TO BENEFIT SOCIETY AND HEAL THE WORLD

When discussing leadership, it is typically framed within the context of the workplace and linked to organizational success. For decades, organizational success has been defined by productivity and profit. As a result, it has become easy for organizations to pay little attention to the broader impact of their actions. This approach is no longer sufficient. Today, organizations face a range of social demands. Old, hierarchical models of leadership are an obstacle to meeting these demands.

“ Every business objective we are leading and every goal we want to achieve, it's all related to people. We cannot separate business from people, so those two aspects should be very integrated.

For instance, if we want to achieve a goal, it must be related to bringing our people to a better self. We can let people know our business goals, but if we can also align that with personal goals for individuals and the team, that'll lead to a huge success for the leader and everybody.

A leader is a leader because they lead people. They create a shared vision and mission to achieve something bigger. I see this as integrated. In this way, integration isn't just about integrating internally, but also with business and people.

Managing financial value in the current fiscal year is more straight-forward and short-term. We need to invest more time to demonstrate social value and that often won't happen in the same fiscal year. For social value, we really need a longer term perspective for organizations and leadership.

DAN WANG: MD, DBA, HEAD OF JOHNSON & JOHNSON INNOVATION, ASIA PACIFIC

The impacts of leadership extend far beyond organizational boundaries. Effective leadership is vital to the health of society and facilitating individual growth. Leaders serve as catalysts for social change, inspiring and uniting individuals toward transformation. Acknowledging this is especially critical in healthcare, where leaders have a direct influence on peoples' well-being. Overlooking this can have life-threatening consequences.

**Dan Wang**, Head of Johnson & Johnson Innovation in Asia Pacific, is an experienced executive of healthcare innovation. She has over 20 years experience in the life sciences sector, developing transformative solutions for patients and consumers. In recognition of her work, Fortune named Dan Wang in its China's Most Powerful Women list for 2020.

In our interview, Dan strongly advocated for a broader and more holistic approach to leadership. She argued that we cannot divorce business from people. Rather, the two entities are deeply intertwined and interconnected. She implied that good leadership isn't just about achieving goals, it's about forging a strong connection between individual ambitions, business goals, and societal impact. When leaders can create these interconnections, a powerful synergy emerges, propelling everyone towards shared achievements.

Dan believes in the importance of a long-term perspective to organizational success. While financial gains may offer immediate gratification, true social value requires patience and foresight. Effective leadership, therefore, must extend beyond the balance sheet, considering the broader impact of business decisions on society. It calls for investments in initiatives that benefit not just the bottom line, but also the communities in which businesses operate.

## IMPLICATIONS

In Dan's message, two humble yet profound reminders emerge: firstly, at the heart of every business lies the people who drive it forward, and secondly, organizations exist not only to pursue their own goals and objectives, but also to contribute to the well-being and development of the people within and beyond their boundaries.

To reach the present demands of society, there requires an evolution in organizational practices and existing leadership paradigms: organizations must evolve their practices and leaders must evolve their mindsets. The characteristics that have previously defined organizational success must be transformed and mirrored in the capabilities of leaders. No longer can success be measured solely by financial metrics or internal milestones. Instead, we need leaders who recognize the interplay between organizational goals and societal impact. This shift calls on organizations to depart from a strictly profit mindset to one focused on society - an evolution of *within* to *beyond*, from disconnected to integrated.

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While financial gains may offer immediate gratification, true social value requires patience and foresight.

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To realize this vision, organizations require a more broader and human approach, where their goals and associated metrics transcend organizational boundaries. This demands a holistic and longer-term perspective for developing leaders and achieving social impact. Organizations are being called upon not just as drivers of profit, but stewards of a larger ecosystem whose every action has a ripple through the communities they serve. Organizational practices should be attuned to the alignment of people towards a shared purpose, defining organizational success as both financial and societal, removing silos to facilitate interconnectivity, and placing a strong emphasis on social development.

For leaders, they are being asked to recognize their responsibilities as corporate citizens and acknowledge the impact of their actions on the environment, society, and future generations. This requires leaders to expand their awareness and understanding that they do not operate in isolation. In fact, placing conceptual distinctions between leaders, followers, and societal goals only limits their impact on the people they serve. The principles of *Integrated Leadership* proposes that leaders are individuals (*within*) and integral parts of the teams and communities in which they operate (*between/beyond*). Following the *Power of Two* developmental framework, leaders are encouraged to embrace a more expansive view, one that transcends narrow boundaries and acknowledges the interconnectedness of all stakeholders. By intertwining business objectives, individual aspirations, and societal needs, leaders can create a more sustainable and impactful approach to leadership.

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# The Future of Leadership is Integrated

"Holistic human capacities, when applied to *Integrated Leadership*, are just as deserving of deep study as artificial intelligence in this modern era. It is the synergy of both in leadership that is needed now and that will shape our future."

KAYE VITUG AND EVA MCLELLAN, FOUNDERS OF UNLOCKING EVE

In a world undergoing rapid change and transformation, we assert that the evolution of human-centric practices in leadership requires greater attention.

Drawing from a tapestry of influence and research—scientists, psychologists, philosophers, poets, professors, coaches, spiritual teachers, colleagues, and our own lived experiences as executives in healthcare working across 9 cultures — we endeavor to forge new avenues of understanding and action in the complex landscape of leadership practice for our current and future challenges. We stand on the shoulders of those who have sought to unravel the mysteries of modern leadership, systems change, and organizational dynamics. Among these luminaries, the pioneering work of Margaret Wheatley and others guides our path forward with unwavering clarity and curiosity, toward our purpose - to unlock *Integrated Leadership* in all people for a balanced and healthier world.

At Unlocking Eve, our mission is indeed to serve as the pioneering source of new research, insights, tools, and practices that will shape the evolution of leadership for the 21st century. Rooted in clarity yet driven by boundless curiosity, we humbly acknowledge that we do not yet fully grasp what else will emerge. Nonetheless, we actively guide the work as it unfolds and invite others to join us as active participants in shaping modern leadership. This work found us, and alongside our Unlocking Eve partners, we serve as community builders, catalysts, disrupting the status quo in leadership to provoke the emergence of something more potent, integrated, and holistic - for leaders and their constituents, towards a healthier world.

The outcome of integration goes beyond individual growth—it unlocks a wider range of abilities that benefit everyone. As integrated leaders develop, they inspire transformation not only within themselves but also in those around them, their organizations, and the world. Integration also leads to a deeper sense of connection as we feel more attuned to ourselves, to the needs and experiences of those around us, and to our planet. It leads to expansion, amplifying the Power of Two and igniting a ripple effect of positive change that extends far beyond their immediate influence—a journey towards collective healing.

To conclude with a quote from Margaret Wheatley, "We want life to be less arduous and more delightful. We want to be able to think differently about how to organize human activities." Thus, we at Unlocking Eve, together with our partners, embark on a profound exploration of a radically different paradigm that will reshape how we approach leadership practice - from a paradigm that is depolarized and degendered, to a more human and holistic one. This is what we term *Integrated Leadership*.

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As Unlocking Eve, we proudly serve as the keystone in the exploration and pioneering of the next evolution of modern leadership.

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# Our Next Steps

## RESEARCH AND THE JOURNEY AHEAD

The next phase of the collaboration with Leadership Circle represents a significant step forward on this journey and will continue to be grounded in data from both academic rigor and practical application. This paradigm shift to integrated leadership is not just desired, but an imperative to meet the zeitgeist of our era. Here are the pivotal next steps in our collective effort:

### 1. DEEPENING OUR UNDERSTANDING OF THE *POWER OF TWO* FRAMEWORK

Within our upcoming third publication, we will delve into the intricacies of the *Power of Two* Framework. This framework serves as the foundation for the Unlocking Eve Integrated Leadership Practice, revealing the unlocking moves essential for modern leaders.

### 2. SHOWCASING PROFILES OF INTEGRATION

We will expand our understanding by examining data from the Leadership Circle's healthcare leadership database and Unlocking Eve pilot cohorts. By drawing on empirical analysis and real-world insights, we aim to shed light on the integrated leadership journey, showcasing how leaders navigate challenges, foster self-awareness, and exemplify leadership excellence.

### 3. DEVELOPING THE TOOLS FOR INTEGRATION

We will embark on the development of Integration Diagnostic. Drawing upon our leadership experience and research, we will begin to unveil the tools and approaches to support leaders in their developmental journey toward integration.

We are thrilled to share our findings as we explore the developmental path of integration for modern leaders. Through both experience and research, we assert that leadership is not an innate trait but a skill that can be nurtured and honed. Join us on this journey as we unlock the potential of leadership and shape the future of organizations and society.

## ABOUT THE RESEARCH TEAM

### UNLOCKING EVE

The **UNLOCKING EVE** Foundation, co-founded by healthcare leaders Eva McLellan and Kaye Vitug, was born from the unwavering belief that enabling new models of balanced and *Integrated Leadership* is essential to transform healthcare and heal the world. At the heart of their work is a dual mission: to advance a new profile of leadership excellence and to accelerate women's advancement in healthcare leadership by 50%. **UNLOCKING EVE** aims to impact 100 million lives by 2030 through thought leadership, compelling research, transformative tools, and high-impact partnerships for system change. Learn more about our mission here: <https://www.unlockingeve.org/>

### LEADERSHIP CIRCLE

At Leadership Circle, we believe every leader is capable of becoming extraordinary. We've designed our solutions to help leaders thrive and re-invent themselves and their organizations amid volatile, ever-changing conditions. We've built our assessments upon the Universal Model of Leadership, which integrates the field of leadership, and our global community consists of best-in-class leadership coaches and consultants. Together, our data-backed tools and extensive network of experts help individual leaders, teams, and organizations lead effectively around the globe. Read more about the Leadership Circle and our tools for assessing leadership effectiveness here: <https://leadershipcircle.com/>



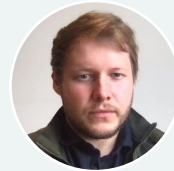
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