

RESEARCH REPORT

Are you an Integrated Leader?

Insights for understanding where
you are on your integration journey

UNLOCKING  EVE

LEADERSHIP
CIRCLE

EVA MCLELLAN
Co-founder, Unlocking Eve

KAYE VITUG
Co-founder, Unlocking Eve

ADAM KITT, PH.D.
Lead Researcher, Unlocking Eve & Leadership Circle

LANI VAN DUSSEN, PH.D.
Managing Director, Leadership Circle

STEVE ATHEY
Senior Partner and Principal, Leadership Circle

Table of Contents

	CO-FOUNDER PERSPECTIVE	3
	INTRODUCTION	4
	Dynamic Flow: Harnessing the Power of Integration	4
	Sections of This Report	5
1	THE INTEGRATED LEADERSHIP MODEL	7
	Unlocking the Power of Integrated Leadership	7
	The Hallmark Behaviors of Integration	8
	Leadership Profile: Dr. Eileen De Villa	10
	Leadership Profile: Dr. Edem Adzogenu	12
2	THE INTEGRATED LEADERSHIP JOURNEY	14
	Integration Starts with Awareness and Intention	14
	Leadership Profile: The Latent Explorer	15
	Leadership Profile: The Imbalanced Architect	16
	Leadership Profile: The Integrated Leader	17
3	THE CAPACITIES OF INTEGRATED LEADERSHIP	18
	The Foundations of Leadership Integration	18
	The Four Relational Capacities	19
	The Four Autonomous Capacities	22
4	THE INTEGRATED LEADERSHIP DIAGNOSTIC	26
	A Data-Driven Approach to Unleashing Leadership Potential	26
	Enhancing Capacity Access and Energy Flow	27
	The Integration Quotient (InQ): The Path to Integration	28
	Leveraging The Power of Two for Leadership Development	29
	AN INVITATION TO TAKE THE INTEGRATED LEADERSHIP DIAGNOSTIC	31
	OUR NEXT STEPS	33
	ABOUT THE RESEARCH TEAM	34
	DATA SOURCES & ANALYSIS	35
	REFERENCES	35

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.

We live in a time of overlapping global crises – a “polycrisis” of economic, environmental, and social challenges. It’s clear that traditional leadership paradigms are no longer enough. Drawing from our research, 25 years of healthcare leadership experience, and real-world collaboration with leaders, one truth stands out: meaningful, systemic change begins with integration – within, between, and beyond. This is what we call *The Power of Two*.

This belief is the foundation of Integrated Leadership – a practice that is not about choosing between strength and grace, decisiveness and empathy, or strategy and connection. It’s about harmonizing these qualities to create a dynamic flow between the capacity to stand grounded in your autonomous agency to create and the capacity to relate. Leaders who master this integration are better equipped to navigate complexity, overcome challenges, and empower those around them to achieve breakthrough results.

Over the past three years, we’ve worked with hundreds of leaders across eight countries, and the results speak for themselves. Integrated leaders break through barriers, solve problems that once seemed impossible, and create environments where individuals and organizations flourish – in the process, healing themselves by operating from a more integrated whole. In this paper, we highlight some of these inspiring leaders who embody integration, providing positive examples, models, and practices to guide others on this journey.

This isn’t a theory. We’ve witnessed this transformation across continents and during cross. Leaders who experience this integration can’t unsee it. Within hours, they glimpse a new way of leading that makes the old paradigms feel like ancient history.

This third white paper, *“Are You an Integrated Leader?”*, offers tools and insights to help leaders harmonize their capacities and unlock their full potential. It also introduces the Unlocking Eve Integrated Leadership Diagnostic (ILD), a pioneering tool designed to assess and guide leaders toward their leadership integration path.

The journey toward integration begins with awareness and intention. As you read, we invite you to reflect: *Am I accessing the full spectrum of my leadership capacities?*

The path to a new kind of leadership is here. Are you ready to take it?



EVA MCLELLAN
Co-founder, Unlocking Eve



KAYE VITUG
Co-founder, Unlocking Eve

Introduction

Imagine two rivers flowing within you, each representing a distinct energy you can feel in your leadership.

DYNAMIC FLOW: HARNESSING THE POWER OF INTEGRATION

One river embodies the **Autonomous drive** of leadership — the current you tap into when you're laser-focused, navigating obstacles with determination, swift and forceful in pursuit of your goals. The other river carries the energy of **Relational connection** — it flows with steady nourishment, fostering trust, mutual growth, and harmony wherever it touches.

For many leaders, these rivers run parallel, each powerful on its own but rarely crossing paths. You might feel the pull of one river more strongly than the other, or sense the tension of trying to navigate both. Perhaps you lean into the Autonomous river, driving relentlessly but feeling isolated, or the Relational river, fostering harmony but struggling to assert direction or action.

When these rivers remain separate, something feels incomplete. Your potential stays just out of reach. However, for some leaders, a transformation takes place and the rivers begin to converge. When these rivers unite, you feel it. The rivers flow with new energy: an **expansion** and **amplification** of the self. Their energies amplify, creating a single, powerful force — one that is accompanied by a felt sense of **openness, wholeness, and potential**. When this happens, it unlocks your potential and empowers you to drive meaningful change — not just within yourself, but also in your relationships and across the systems you lead. This is the essence of **Integrated Leadership**: a harmonious integration of strength and connection, where the synergy between the Autonomous and Relational unlocks your potential to lead with greater impact and inspire transformative change.

The essence of Integrated Leadership is a harmonious integration of strength and connection, where the synergy between the Autonomous and Relational unlocks your potential to lead with greater impact and inspire transformative change.

WE ARE CALLING FOR A NEW LEADERSHIP PARADIGM

Many leaders today find themselves stuck, unable to achieve the level of integration necessary to unlock their full leadership potential. The challenges leaders face are daunting: global complexities marked as a polycrisis spanning economic, environmental, social, and political issues. According to *The Harris Poll*, 71% of people globally believe that our society is not well equipped to handle the multiple crises we're facing, and 72% agree that traditional leadership approaches have contributed to the problems we face today¹.

We believe that leaders are underserved. Existing leadership paradigms and development programs fall short, leaving leaders ill-prepared to navigate the interconnected challenges of our time. In parallel, cultural, structural, and organizational norms over-prioritize Autonomous achievement and decisive action, while undervaluing essential Relational capacities like empathy, collaboration, and connection. This ultimately reinforces a one-sided leadership approach that hinders leadership potential and impact.

To inspire and equip leaders for today's world, we believe we need a fundamental shift in our approach to leadership. This requires a new and transformative framework. Leaders must embrace a model that aligns with the intersectional nature of global challenges, integrates the Autonomous and Relational capacities, and fosters the kind of leadership that drives meaningful, systemic change.

To inspire and equip leaders for today's world, we believe we need a fundamental shift in our approach to leadership.

UNLOCKING YOU: THE JOURNEY STARTS WITHIN

In 2030, we envision a world where leadership is fundamentally transformed. Backed by real-world data and years of immersive workshops with global leaders, Unlocking Eve has been committed to the development of a modern leadership model: one that is strategically designed to enable leaders to meet the demands and complexity faced by leaders today. Instead of solely developing leaders as strategic decision-makers, we envision leaders in 2030 as architects of an interconnected and healthier world.

SECTIONS OF THIS REPORT

Achieving this ideal requires a clear path forward, and our research is dedicated to advancing this vision. This report, the third in our series on Integrated Leadership^{2,3}, is designed to help leaders address a crucial question: *"Are You an Integrated Leader?"*.

In doing so, this report details how Integrated Leadership can be understood, identified, measured, and cultivated. Further, for the first time, we introduce the **Integrated Leadership Diagnostic (ILD)**, offering leaders a new way of measuring leadership integration. Our aim is to help leaders understand where they are in their integration journey and evaluate their progress toward becoming fully integrated leaders.

This report is organized into several key sections

1. THE INTEGRATED LEADERSHIP MODEL

This section details what integration means in the context of leadership, exploring how the integration of the Autonomous and Relational capacities unlocks a leader's full potential. We highlight two exemplary integrated leaders and illustrate how their leadership drives transformative outcomes.

2. THE JOURNEY OF INTEGRATED LEADERSHIP

This section shares the elements required for leaders to achieve integration, including unlearning old paradigms, cultivating awareness, and adopting new practices. We present three leadership profiles that can help leaders identify their strengths, current obstacles, and areas for development.

3. THE CAPACITIES OF INTEGRATED LEADERSHIP

The section explores the eight core capacities that act as the necessary prerequisites for Integrated Leadership. Each capacity is examined in detail, highlighting its significance and the way it shapes leadership mindsets, behaviors, and workplace relationships.

4. THE INTEGRATED LEADERSHIP DIAGNOSTIC

This section highlights a new tool which highlights how integration can be measured and assessed, offering a framework for leaders to evaluate their progress toward becoming fully integrated leaders. We conclude by offering leaders an opportunity to take the tool for themselves.

This report serves as both a guide and a tool, helping leaders not only understand the concept of integration but actively work toward achieving it. By equipping leaders with this knowledge, we aim to inspire and enable Integrated Leadership for a healthier and happier world.

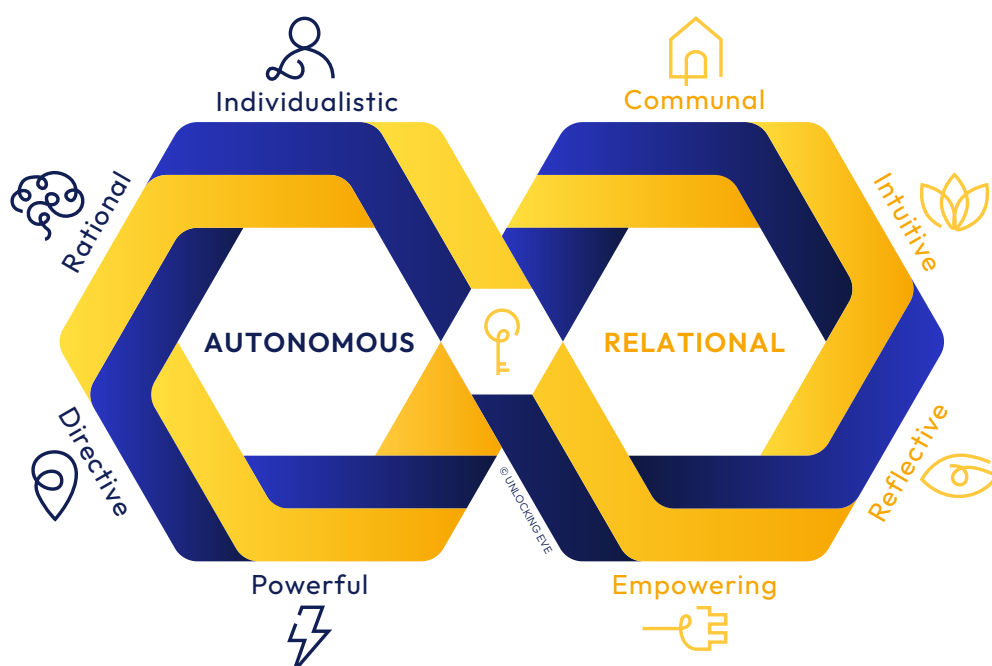
1 The Integrated Leadership Model

Integration refers to the harmonization of the Autonomous and Relational capacities that are essential for effective systems leadership. The Autonomous and Relational capacities each act as a unique source of energy, contributing to a leader's combined power and potential.

UNLOCKING THE POWER OF INTEGRATED LEADERSHIP

When leaders achieve the free flow of energy between the Autonomous and Relational capacities, they experience integration. Integration manifests as a **dynamic equilibrium**, and is felt as a robust sense of individualism with a deep connection to others. Integrated leaders unlock transformative ways of being *within* themselves, *between* their relationships, and *beyond* into the systems they influence. This coincides with an **expansion** and **amplification** of one's leadership range, and a sense of being both **one and among**. We assert that Integrated

UNLOCKING THE POWER OF INTEGRATED LEADERSHIP MODEL



Leadership is positively correlated with better business and system outcomes. In addition, when applied in a leader’s unique context, integration leads to four profound outcomes.

CHARACTERISTIC	DESCRIPTION
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 and amplification of energy and capacity, allowing for greater versatility and adaptability across contexts.
Breakthrough Performance	Achieving breakthroughs that were previously unattainable, enabling leaders to powerfully navigate complexity with discipline while catalyzing growth.
Wholeness	The alignment of when individualistic gifts are intertwined with a genuine concern for the holistic well-being of all people, societies, and planet.

Integrated Leadership is positively correlated with better business and system outcomes.

THE HALLMARK BEHAVIORS OF INTEGRATION


Through years of experience working with integrated leaders, Unlocking Eve has codified how these leaders harness their distinctive approach to drive meaningful impact, overcome complex challenges, and create transformative change.

HALLMARK BEHAVIORS OF INTEGRATION



Once leaders achieve integration, a unique and dynamic leadership approach emerges – one that not only amplifies their personal effectiveness, but also catalyzes progress within their teams, organizations, and broader systems. The harmonization of Autonomous and Relational capacities creates something far greater than the sum of its parts. This integration forges a powerful leadership range that blends and interweaves these capacities to capture both the hearts and minds of those they lead. Integrated leaders excel in navigating complexity while fostering unity and independence, enabling them to influence profound and meaningful systems change.

Unlocking Eve has identified four hallmark behaviors – those that combine autonomous drive and relational connection – that exemplify the power of this integration: **Radial Generosity, Grounded Flexibility, Compassionate Accountability, and Integrated Thinking.**

CHARACTERISTIC	DESCRIPTION
 Radical Generosity	Enabling others by being freely generous with physical, emotional, and intellectual resources while simultaneously honoring one’s own personal limitations, boundaries, and autonomy.
 Grounded Flexibility	Being grounded in one’s own knowing and understanding while remaining open to new insights and information to evolve one’s thinking.
 Compassionate Accountability	Holding oneself and others accountable while maintaining the necessary psychological safety to enable innovation and exploration in the pursuit of desired outcomes.
 Integrated Thinking	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.

These behaviors demonstrate how the blend of Autonomous and Relational capacities leads Integrated leaders not only to achieve remarkable personal growth.

Taken together, these behaviors demonstrate how the blend of Autonomous and Relational capacities leads Integrated leaders not only to achieve remarkable personal growth, but also foster a profound sense of unity within their teams and the broader communities they serve. This sense of “being both one and among” is central to their success.

In the following section, we highlight **two exemplary integrated leaders**. Following one-on-one interviews with these leaders, we share insights into their leadership approach and journey. Their approach and real-world achievements illustrate how integrating their capacities enables them to harness a unique leadership approach, one that enhances their capacity to navigate complexity with resilience, catalyze meaningful change, and inspire those around them. Through their journeys, we see the power of integration in action, driving both personal and systemic transformation.

Dr. Eileen de Villa

Toronto's Visionary Medical Officer of Health

RADICAL GENEROSITY

Breaking down barriers for every individual

Dr. de Villa is deeply passionate about empowering diverse communities, showing them that they have the potential to achieve and accomplish the remarkable things. Her leadership is rooted in a commitment to uplifting others and expanding opportunities, reflecting a form of **Radical Generosity** that not only seeks personal achievement but also encourages collective empowerment.



I see myself as a citizen in the truest sense of the word. I feel a deep obligation to my community and a duty to give back. I am part of this community and my responsibility is to the people I serve. I take their health very seriously. I aim to demonstrate to my community that achieving greatness is within reach for everyone. I want to show to others that, just because your parents aren't physicians, lawyers, or CEOs, that doesn't mean you can't be.

GROUNDING FLEXIBILITY

Navigating change with confidence and flexibility

As Dr. de Villa reflected on her career journey, she marked it as one where initial expectations were met with the openness to be surprised, learn, and adapt. This approach demonstrates how Dr. de Villa integrates **Grounded Flexibility** into her leadership. She actively seeks to remain adaptable, navigating shifting circumstances with clarity and conviction, yet is unafraid to recalibrate her approach as new information and perspectives emerge.



As I think about my own journey, one of the things that has come up over and over again is that I had an expectation. Being ready and preparing oneself, but not getting stuck on that and also being ready to change — because everything is changing. If I was to use the language of Integrated Leadership, it's about going in and having opinions and being clear about what your thoughts are, but not getting stuck.



DR. EILEEN DE VILLA served as Toronto's Medical Officer of Health (2017-2024) and led Toronto Public Health, the largest local public health agency in Canada, offering programs and services to address the population health of the city's more than 3 million residents. Dr. de Villa has been recognized for her contributions to health equity, health communication, and community engagement, receiving accolades from International Association of Business Communicators/Toronto as Communicator of the Year in 2021, "Most Influential Filipina Woman in the World" Award in 2022, Faculty Educator awards from the University of Toronto Public Health and Preventative Medicine Residency Program, and the Naimark Award, presented by the Canadian Foundation for Healthcare Improvement for her innovative approaches to addressing public health challenges. Her commitment to public health, collaboration, and leadership excellence is a testament to her transformative impact. Her unique approach to leadership reflects the four hallmark behaviors of Integrated Leadership.

COMPASSIONATE ACCOUNTABILITY

Fostering collaborations for better public health

Dr. de Villa shares how she is responsible for driving health outcomes while acknowledging the importance of teamwork. She believes in fostering an environment of mutual respect, recognizing that true progress emerges when leaders work together across sectors to address the interconnected issues that impact public health. In doing so, she exemplifies **Compassionate Accountability** by valuing collaboration and recognizing her own limitations.



I am a leader, but I'm very much a colleague and a team player. Public health is the ultimate team effort – it can't be done alone. While I'm responsible for health, I'm not responsible for housing or income, both of which are critical to health. So, I work closely with my colleagues because advancing health requires collaboration. There's no health without housing, income, and social support. We must connect and work together to move initiatives forward, as no single department, no matter how skilled, can solve these complex issues alone.

INTEGRATED THINKING

Bringing diverse fields together for holistic decision-making

Dr. de Villa combines analytical reasoning with intuitive insights to make informed, balanced decisions. Her pursuit of an MBA, alongside her medical training, highlights her ability to integrate diverse knowledge sources to strengthen her leadership. This is a testament to **Integrated Thinking**, where she blends different areas of expertise to create a holistic approach to decision-making.



As I developed an interest in local public health, I realized that managing a public health department requires organizational leadership skills – skills not typically acquired in medical school or residency. Despite already holding the necessary qualifications, I requested to pursue an MBA, but my request was initially denied as it was deemed irrelevant. I persisted and became the first resident in the University of Toronto residency program to complete an MBA as part of my training. I'm pleased to see that many others have since followed this path. I don't believe this change was solely due to my efforts; rather, it reflects a broader recognition that being a doctor doesn't automatically equip one to lead people or manage an organization effectively.

Dr. Edem Adzogenu

Africa CDC's Senior Advisor on Innovation and Digitization

RADICAL GENEROSITY

Sharing knowledge for the collective good

Collaboration is the cornerstone of Dr. Adzogenu's leadership, and this is achieved by sharing his resources – whether physical, emotional, or intellectual – with others, demonstrating **Radical Generosity**. His leadership approach is deeply rooted in the belief that real progress emerges through partnerships and the collective sharing of knowledge, creating innovative solutions to systemic challenges.



I see myself as a problem solver. In seeking to address social, socioeconomic, and health-related issues, I actively look for partnerships and collaborations. If I don't have the answers, I want to find those who do, so that together we can extend goodness and support to others. This journey for me has always started with a curious mind, questioning why some people are privileged while others suffer, and why there is so much inequity.

GROUNDING FLEXIBILITY

Applying core expertise to drive innovation

Grounded in his healthcare expertise, Dr. Adzogenu's leadership evolved to include economic and policy innovation. Recognizing that many health issues stem from broader social and environmental determinants, he transitioned to influencing public policy. This curiosity and leadership embodies **Grounded Flexibility**. His open-mindedness and curiosity enables him to tackle the complexities of public health, demonstrating a willingness to incorporate new perspectives and expand his focus to drive lasting, systemic change.



I realized that many of the problems people brought to us weren't directly caused by health issues. Often, they stemmed from a lack of knowledge about healthy eating, economic hardship, or the inability to afford basic necessities. So I began engaging ministries of health across the continent, asking: What policies can we create to address health at its root causes? Is it about how we plan our cities? The social environments people work in? By broadening our focus, we can ensure health isn't just a byproduct of personal choice but of informed policy.



DR. EDEM ADZOGENU is an accomplished expert in investment facilitation, government affairs, and international crisis management, advising global investors and businesses across Africa and Asia. He has advised Fortune 100 companies, supported G7 countries, and resolved disputes over multi-billion dollar mining concessions in conflict zones. Dr. Adzogenu's work spans public, private, and civic sectors, focusing on innovation, economic development, pan-African integration, and social transformation. Under his leadership, AfroChampions has become a significant platform for regional integration, partnering with the African Union and regional institutions. He played a pivotal role in the adoption of the Trillion Dollar Private Sector AfCFTA Investment & Financing Framework to support the implementation of the African Continental Free Trade Area. He also serves on several international advisory boards. His leadership reflects the four hallmark behaviours of Integrated Leadership.

COMPASSIONATE ACCOUNTABILITY

Empowering others with unity and agency

Dr. Adzogenu holds himself responsible for fostering collective responsibility by empowering others to co-create solutions. His leadership is grounded in service and collaboration, spreading ownership and encouraging shared accountability. This approach exemplifies **Compassionate Accountability**, a leadership approach rooted in humility and shared purpose, where all are empowered to contribute to collective success.



Instead of striving to be a great leader, I ask myself: How can we become servants of a great people, a great nation, or a member of a great community? I believe that serving or leading a great people is far more meaningful than simply being a great leader. To me, this means embracing servitude, selflessness, and spreading leadership in a way that empowers others, giving them a sense of agency and making them co-creators of a unified whole. You can't achieve this without generosity, collaboration, and a commitment to working together to solve problems, share risks, and grow as one.

INTEGRATED THINKING

Uniting diverse sectors for holistic health solutions

Dr. Adzogenu combines analytical reasoning with intuitive insight, synthesizing diverse perspectives to drive systemic solutions. His development of the Regenerative Health and Nutrition Policy reflects this holistic approach. He demonstrates **Integrated Thinking** by weaving together disparate fields to create comprehensive, innovative solutions that address complex challenges in a unified, impactful way.



We brought together all departments and ministries — roads, highways, planning, nutrition, food, agriculture, environment, communications — all of them. The idea was that since health is fundamental to our survival, we can't talk about planning cities or five-year economic plans if we aren't healthy. The key question became: How do we shift health from being a spending ministry to a wealth-creation ministry, and how do we ensure that policies are interconnected — from the foods we grow and import, to how we plan our cities, and the environmental externalities we face? This Regenerative Health and Nutrition project became a major policy initiative in Ghana, and eventually, other countries on the continent adopted it as well.

2 The Integrated Leadership Journey

Leaders begin their journey toward integration from diverse starting points, each shaped by unique experiences, innate tendencies, and professional contexts.

INTEGRATION STARTS WITH AWARENESS AND INTENTION

What sets extraordinary leaders apart is not their initial capabilities, but their dedication to developing and practicing integration – a commitment that requires developing both **awareness** and **intention** of the Relational and Autonomous capacities.

As leaders gain access to these capacities, they increase the free flow of energy between the Autonomous and Relational, expanding and amplifying their leadership range and potential. At its core, cultivating integration involves enhancing a leader's total **access** and **harmonization** of the Relational and Autonomous capacities – ultimately maximizing their leadership impact and potential for positive systems change. The Relational and Autonomous capacities are both inherent and available to all leaders. However, leaders vary in their ability to access and utilize them. Without these elements, leaders might find themselves stuck, unable to progress to higher levels and realize their full potential.

Most leaders find that some capacities are more accessible than others. Depending on a leader's awareness and cultivation of the capacities, they can contribute or limit the flow of energy between the Relational and Autonomous. In order to improve their access and harmonize these capacities, one must go through a journey of:

- **Unlearning own biases and outdated mental models** while adopting a new paradigm for understanding these capacities.
- **Increasing awareness** of the innate availability of each capacity and identifying personal gaps in accessing them.
- **Recognizing the value and relevance** of these capacities in leadership effectiveness.
- **Cultivating and nurturing** these capacities through intentional use of integrated tools and practices.

Following the unlocking process of the **Power of Two** – which emphasizes co-development of three evolutionary phases: *within*, *between*, and *beyond* – leaders are able to progress towards a more integrated approach.

In the following section, we provide three illustrative profiles of leaders at different phases of their development. We highlight their approach to leaders, where they might get stuck, and how they can develop towards a higher level of integration.

The Latent Explorer

Unlocking Latent Potential

DEVELOPMENT: UNLOCKING LATENT POTENTIAL

For the Latent Explorer to unlock their potential, they need to cultivate inner awareness within by cultivating greater understanding of their own capacities (*power within*). This can be achieved by examining their internalized story of identity that is used to make sense of their professional and personal lives, known as their **Narrative Identity**. This reflective process helps them understand their current leadership style and uncover hidden or constrained capacities that are otherwise overlooked.

Through the Unlocking Eve pilot programs, Unlocking Eve has helped hundreds of leaders around the globe to challenge their story so they can begin to create an identity that is capable of effectively harnessing the capacities of directive autonomy and relational connectivity. This process may include uncovering limiting beliefs, such as the notion that Autonomous and Relational capacities are mutually exclusive, so they can experiment with blending these capacities, like being both decisive and empathetic. Similarly, acknowledging a shift from “I’ll stick to what works” to curiosity and intentionality encourages the leader to expand their range by cultivating new behaviors. Through self-reflection and experimentation, they rewrite their narrative, and set the stage for deeper integration of *within*, *between*, and *beyond*.

AREAS OF DEVELOPMENT

- **Expanding Awareness of Capacities:** The leader can focus on recognizing and reflecting on how their natural strengths and tendencies shape their leadership style, and how to move beyond them.
- **Stretching Beyond Comfort Zones:** Deliberately stepping into unfamiliar or challenging capacities, whether in independent problem-solving or collaborative efforts, enables the leader to grow their versatility.
- **Cultivating Harmonization:** Practicing the simultaneous application of Autonomous and Relational capacities. For example, blending decisiveness and empathy to reframe these as complementary rather than competing forces.

THE LATENT EXPLORER is a leader with untapped potential, currently constrained by a limited awareness of their leadership capacities. At this stage, they may either be unaware of their capacities altogether or have only begun to recognize the differences between Autonomous and Relational leadership capacities. While they may excel in some areas due to natural strengths, they often struggle to engage intentionally with a wider spectrum of their leadership capacities, which limits their overall leadership range.

This leader’s approach tends to rely on familiar patterns, often operating on autopilot without considering how their approach can be adapted to impact the team or the situation at hand. For instance, they may instinctively take charge of situations – making decisions, yet overlook the relational dynamics required to maintain team harmony. Alternatively, they might overly prioritize team cohesion at the expense of necessary assertiveness. They may also apply the same leadership strategies across all situations and contexts, adhering to a predefined style, which inhibits flexibility and adaptability. As a result, their leadership capacities often feel fragmented and disconnected, making it difficult to harmonize both Autonomous and Relational aspects of their leadership approach.

The Imbalanced Architect

Harmonizing the Capacities

DEVELOPMENT: CULTIVATING HARMONIZED LEADERSHIP

For the Imbalanced Architect to unlock greater integration, they must focus on targeting and addressing the gaps in order to harmonize their leadership capacities. A key step in this process involves deepening relationships and collaboration (*power between*) and embracing capacities that feel less intuitive. This can be catalyzed by engaging with a **Power of Two** partner, a co-creative practice that emphasizes development through trusted partnerships. In our workshops, leaders are encouraged to collaborate with their Power of Two partner to explore fresh approaches and open up to new ways of thinking and working to achieve integration.

By working closely with a Power of Two partner, the Imbalanced Architect gains a clearer understanding of how their capacities are perceived and experienced by others. This partnership provides an invaluable mirror for identifying blind spots, validating strengths, and revealing the misalignments between their intentions and their actual impact. They go through this process, they experience harmonization as capacity expansion occurs in complimentary areas within and between the partners. A powerful regenerative energy emerges where innovative ideas thrive and collective potential is maximized.

AREAS OF DEVELOPMENT

- **Cultivating Complementary Capacities:** Focus on intentionally applying the underutilized capacity (e.g., pairing decisive action with relational support or balancing collaboration with independent problem-solving).
- **Adapting Across Contexts:** Experiment with tailoring leadership approaches to different situations, avoiding a one-size-fits-all strategy.
- **Bridging Intention and Impact:** Reflect on how their actions align with their goals and seek feedback from trusted partners to identify areas where their approach may be misaligned.

THE IMBALANCED ARCHITECT

is a leader who has developed a heightened awareness of their leadership capacities but struggles to harmonize them. This imbalance often occurs because the leader has strongly relied on either Autonomous or Relational capacities for some time, leaving the other underdeveloped or inconsistently applied. While the Imbalanced Architect may demonstrate effectiveness in certain situations, they find it challenging to adapt different contexts, especially in high-pressure situations where reliance on familiar patterns feels more comfortable.

This leader's intentions are strong: they recognize opportunities to lead and act but the imbalance in their capacities can cause these intentions to be improperly delivered, reducing meaningful outcomes. For example, a leader who leans heavily on their Autonomous capacities might excel in contexts which require driving results and making decisions, yet inadvertently, they neglect the relational dynamics needed to build trust and foster collaboration. Conversely, a leader who relies primarily on their Relational capacities may prioritize harmony and consensus to such a degree that they struggle to assert direction or make critical decisions when necessary. As a result, the Imbalanced Architect often encounters misaligned outcomes, where their actions don't fully translate into their desired impact. This can lead to frustration, reduced influence, and stagnation in their development.

The Integrated Leader

Enacting Systems Change

DEVELOPMENT: INFLUENCING SYSTEMS WITH AN EXPANDED LEADERSHIP RANGE

Integrated Leaders have the potential to influence not only their immediate teams but also broader organizational or societal systems. This expanded range enables them to act with a profound understanding of how various interconnected parts function together, helping them influence systems within. Their developmental journey involves shifting from a focus on personal (*power within*) or co-development (*power between*) to leveraging their leadership to influence entire systems in ways that generate lasting, systemic change (*power beyond*).

Leaders who influence systems change often encounter several obstacles, such as resistance to change, competing stakeholder interests, and the need to balance short-term wins with long-term goals. For example, **Radical Generosity** helps leaders build trust and foster collaboration by sharing resources and support, especially when facing resistance from entrenched stakeholders. **Grounded Flexibility** allows leaders to adapt their approach, ensuring they stay focused on long-term transformation while addressing immediate needs and challenges. In addition, **Integrated Thinking** enables leaders to synthesize diverse perspectives, balancing logic with intuition to find solutions that align competing interests and build consensus. When navigating complex relationships and power dynamics, **Compassionate Accountability** creates a psychologically safe environment for innovation and risk-taking while holding individuals and teams accountable for driving change.

By strategically using these capacities and behaviours, Integrated Leaders can navigate obstacles and influence systemic change effectively, ensuring their leadership drives meaningful, long-lasting impact.

AREAS OF DEVELOPMENT

- **Systems Approach:** Developing the ability to see and understand the interconnectedness of various components within complex systems, enabling more effective decision-making.
- **Coaching and Mentorship:** Developing skills to mentor and coach others, helping to cultivate leadership integration and systems change at all levels of the organization.
- **Influence and Stakeholder Engagement:** Enhancing the capacity to navigate competing interests and influence diverse stakeholders toward a common goal.

THE INTEGRATED LEADER is a leader who has achieved significant awareness and has successfully harmonized their leadership capacities. Integrated Leaders operate within a dynamic equilibrium, effortlessly weaving together many capacities to achieve effectiveness across various contexts and challenges. They can readily draw on each capacity fluidly, allowing them to respond to complex challenges with heightened adaptability, empathy, and strategic foresight. This represents the pinnacle of leadership integration, where leaders leverage their full range of capacities to achieve exceptional outcomes and drive meaningful impact.

As leaders unlock the combined potential of Relational and Autonomous capacities, they tap into the power of a diverse, expanded, and amplified leadership range. This expansion isn't merely additive – it's transformative. It results in an alchemical reaction that amplifies their leadership impact far beyond what either set of capabilities could achieve in isolation – one that has the potential for powerful systems change. Through our experience working with Integrated Leaders, they intersect and amplify their capacities, resulting in the emergence of unique leadership behaviors: Radical Generosity, Compassionate Accountability, Grounded Flexibility, and Integrated Thinking. Alongside this, leaders also typically experience a profound sense of unity and completeness within themselves, their teams, and the communities in which they serve.

3 The Capacities of Integrated Leadership

Before achieving integration, leaders must develop capacities that serve as powerful and foundational leadership tools.

THE FOUNDATIONS OF LEADERSHIP INTEGRATION

These capacities can either enhance or hinder a leader’s effectiveness, depending on how well they are accessed and harmonized. Leaders who intentionally cultivate these capacities unlock their full potential, while those who struggle with imbalance may face limitations in their growth.

In this section, we provide an in-depth exploration of the Relational and Autonomous leadership capacities. The **Integrated Leadership Capacity Framework** has been developed through years of real-world experience, leadership dialogues, and rigorous analysis of leadership data. This framework is rooted in findings from both primary and secondary sources, including the Leadership Circle Database, Unlocking Eve Experience Workshops, and leadership surveys.

Specifically, a thematic analysis was conducted involving over 100 leaders and 100 leader evaluators. Participants were asked to identify and describe the behaviors of leaders who exemplified the highest standards of Relational and Autonomous capacities. This process produced 1,667 descriptive terms and 253 distinct behaviors, which were subjected to thematic and discriminant analyses.

The resulting framework outlines eight distinct leadership capacities, grouped into **four Autonomous capacities** and **four Relational capacities**. These findings were instrumental in refining the capacities’ descriptions, behavioral characteristics, measurement constructs, and associated terminology. Together, they form a robust foundation for understanding and developing Integrated Leadership. For a detailed breakdown of the analysis and sample, refer to [page 35](#).

These findings were instrumental in refining the capacities’ descriptions, behavioral characteristics, measurement constructs, and associated terminology.

RELATIONAL

SPIRITUAL INTERCONNECTED
SHARING HOLISTIC ETHICAL
HARDWORKING ENGAGED
MENTORING MEDIATOR
TALENTED DEPENDABLE
REFLEXIVE ENCOURAGING
THOROUGH EMOTIONAL
IMAGINATIVE MINDFUL
BODY-AWARE COMFORTABLE

AUTONOMOUS

TEAM-BUILDER PRAGMATIC
SUPPORTED MEANINGFUL
RESPONSIBLE MAP-MAKER
UNBIASED INDEPENDENT
SELF-ASSURED ENTHUSIASTIC
STRAIGHT-FORWARD INFORMED
SENSIBLE CAN-DO-ATTITUDE
PROCESS-ORIENTED PRACTICAL
DETAIL-ORIENTED POLITICAL

THE FOUR RELATIONAL CAPACITIES

The **Relational** capacities recognize the importance of intuition, cultural empowerment, and bringing together communities to achieve goals. These capacities emphasize the importance of collective values and are helpful for navigating interpersonal dynamics with empathy and trust, and cultivating an environment of psychological safety. The four Relational capacities are: **Communal, Intuitive, Reflective, and Empowering**. These capacities are described in detail below.



COMMUNAL

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.

– Collaborative, Mediator, Connector

The **Communal** capacity refers to a leader's potential to align the values, norms, and standards of themselves and the broader communities and systems in which they operate. Leaders with high access to the Communal capacity are adept at bringing harmony to diverse groups and attuning themselves to the pulse of the community. This capacity allows them to not only understand their community's culture but also contribute to shaping it, amplifying diverse voices, and ensuring that all perspectives are heard and valued. These leaders are able to seamlessly balance the needs of the organization with the well-being of the people within it. They often view themselves as an integral part of a larger ecosystem, recognizing the interconnectedness of all members. Their leadership naturally cultivates a strong sense of purpose and cohesion, inspiring shared values and driving collective change. When a leader only has a limited access to this capacity, they may struggle to connect to others, or unconsciously overlook their needs.

HIGH ACCESS CHARACTERISTICS

Defines and shapes the community's vision, actively seeking ways to enhance its values, norms, and standards.

Surfaces hidden voices within the community, creating space for diverse perspectives to be heard and valued.

Adapts communication strategies to align with cultural norms and sensitivities, fostering inclusivity.

Demonstrates a genuine commitment to the community by incorporating a broad range of perspectives into decision-making and solutions.



INTUITIVE

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.

– Interconnected, Holistic, Body-aware

The **Intuitive** capacity refers to a leader's potential to blend past experiences, gut feelings, and emotions to guide their decision making. Leaders who have high access to this capacity are finely attuned to the subtle energies around them, including their own inner landscape and the dynamics with groups and systems. These leaders naturally sense shifts in emotions, unspoken tensions, and the deeper needs of others, using these internal signals as a rich source of insight. This awareness enables them to effortlessly name the 'elephants in the room' and address underlying issues that others might overlook. They engage deeply with their emotions and physical sensations, recognizing the importance of listening to their body's signals as a form of wisdom. Their ability to tune into the unseen makes them particularly adept at navigating complexity, uncertainty, and change. When a leader only has a limited access to this capacity, they may struggle to trust their instincts and understand the underlying dynamics of a situation.

HIGH ACCESS CHARACTERISTICS

Keenly observes subtle clues and non-verbal cues, offering insightful observations that add depth to discussions.

Draws on new information, diverse perspectives, deep knowledge, and somatic awareness to inform thoughtful decision-making.

Demonstrates a heightened awareness of organizational culture and shifting dynamics, recognizing underlying changes within the team.

Navigates comfortably through ambiguity, supporting others in understanding and navigating complex situations.



REFLECTIVE

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.

– Holistic, Reflexive, Thoughtful

The **Reflective** capacity refers to a leader's potential to engage in thoughtful reflection and draw upon diverse information sources to foster insight and sense-making of their environment. Leaders who have high access to the Reflective capacity prioritize reflection and contemplation, recognizing that deep understanding emerges from moments of stillness and introspection. On a personal level, this capacity allows leaders to cultivate an awareness of their own biases and distortions to make decisions that are more informed and balanced. At

a broader level, they consider the broader implications of their actions, considering the long-term and far-reaching implications of decisions, including how they reverberate across teams, organizations, and systems. Seeing things as an interconnected system, they understand that their leadership is deeply intertwined with people and process. When leaders have low access to this capacity, they may act impulsively, lacking reflection, leading to decisions that are more reactionary.

HIGH ACCESS CHARACTERISTICS

Regularly takes time to pause and reflect on experiences, decisions, and actions to draw deeper insights and lessons.

Considers system-wide and long-term implications of actions before making decisions, ensuring alignment with broader organizational goals.

Encourages authentic dialogue, asking insightful questions to seek new knowledge and ideas.

The ability to detach from immediate emotions or personal bias to make thoughtful, well-considered decisions.



EMPOWERING

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.

– Mentor, Nurturing, Champion

The **Empowering** capacity refers to a leader's potential to cultivate and harness the power of others towards growth and development. Leaders who have high access to the Empowering capacity are catalysts of growth, believing that great things are achieved by elevating and nurturing the development of the people around them. These leaders genuinely see the best in others. Acting as catalysts of potential, they recognize the latent power within their teams and organizations. Like a gardener tending to each plant with care and attention, these leaders ensure they have the right conditions to thrive. They provide the oxygen needed for others to grow, and in doing so, they cultivate a flourishing ecosystem where potential is realized. When leaders have a limited access to this capacity, they may struggle to recognize others' potential, leading to micromanagement or distrust in their teams.

HIGH ACCESS CHARACTERISTICS

Act as a conduit for development and growth in others, fostering their personal and professional progress.

Readily recognizes the signature strengths of those around them, challenging others to achieve beyond their own expectations.

Actively learns about people, creating environments that encourage self-discovery and meaningful growth.

Provides a safe space for others to take sensible risks and learn from their mistakes without fear of judgment.

THE FOUR AUTONOMOUS CAPACITIES

The **Autonomous** capacities recognize the importance of individual strengths, personal empowerment, and exercising agency over actions and outcomes – both individually and in teams. The Autonomous capacities are helpful for leaders to cultivate a robust sense of self and to step into their own power and confidence with decision making. The four Autonomous capacities are: **Individualistic**, **Rational**, **Directive**, and **Powerful**. These capacities are described in detail below.



INDIVIDUALISTIC

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.

– Self-assured, Independent, Responsible

The **Individualistic** capacity refers to a leader's potential to maintain a strong sense of autonomy, while also aligning their personal goals with the collective mission of the organization. Leaders who have high access to this capacity radiate a grounded resilience. They possess a clear understanding of their strengths, weaknesses, and limitations, and they know when to assert their individuality and when to collaborate with others. They are adept at distinguishing between what they can control and what they can influence, taking time to ensure their mental, physical, and emotional health. In doing so, they set a powerful example for others to do the same. Their inner integrity ensures they uphold their own values and well-being while maintaining meaningful connections with their teams and without the need for excessive validation. Leaders who have a limited access to this capacity may struggle saying no to others, often overextending or over-identifying with their work.

HIGH ACCESS CHARACTERISTICS

Demonstrates an unshakeable sense of coherence to their values, clearly articulating the expertise they bring to the table.

Confidently establishes boundaries, communicating with assertive clarity and compassion to maintain healthy interactions.

Maintains keen awareness of what is and isn't within their sphere of control and influence, ensuring focus on what can be impacted.

Leads with inner peace and confidence, operating independently without relying on excessive validation from others.



RATIONAL

Discerning and applying objective evidence in service of well-informed and sound decision making.

– Analytical, Pragmatic, Sensible

The **Rational** capacity refers to a leader’s potential to discern and apply objective evidence to make well-informed decisions. Leaders who have high access to this capacity are skilled in using logical, systematic thinking to address challenges. They take the time to thoroughly assess all components of a situation, recognizing potential obstacles before diving into problem-solving. These leaders are methodical in gathering data and evidence from diverse sources, critically evaluating information against established frameworks and criteria. This rigorous approach allows them to uncover hidden assumptions, identify innovative solutions, and apply pragmatic strategies with clarity and composure. In doing so, they maintain a calm, focused demeanor that inspires confidence in their decision-making process. Leaders who have a limited access to this capacity may have difficulty managing complexity, easily overwhelmed by competing inputs or perspectives without a clear framework to guide their judgment.

HIGH ACCESS CHARACTERISTICS

Focuses on practical and effective solutions, ensuring the best possible outcomes with minimal risk or wasted resources.

Analyzes all aspects of a task, breaking it down into components and uncovering potential barriers to success.

Synthesizes diverse data and evidence, reevaluating decisions as new information emerges to ensure the best possible outcomes.

Establishes objective decision-making criteria and evaluates decisions rigorously against these standards to maintain consistency and fairness.



DIRECTIVE

Translating and communicating a shared vision into clear guidance, goal setting, and establishing frameworks of action.

– Map-maker, Practical, Process-oriented

The **Directive** capacity refers to a leader’s potential to clearly articulate, communicate, and translate visions into tangible and achievable real-world objectives. Leaders with high access to this capacity are visionaries and strategists who possess the rare ability to map out an organization’s path forward, no matter how complex the terrain may seem. They are skilled at seeing the big picture while remaining grounded in the clarity and simplicity needed to guide others toward it. These leaders not only set clear, achievable goals but also ensure that every team member understands their role in moving from the present to a defined future. Through their adept communication, they inspire and mobilize others, even in the face of uncertainty and change. By drawing on long-term visions, they provide the necessary steps to navigate the journey, ensuring that progress is consistently made and everyone stays aligned with the broader goal. Leaders who have a limited access to this capacity may find it difficult to articulate their goals, or communicate their vision in a way that others can grasp or rally around.

HIGH ACCESS CHARACTERISTICS

Prioritizes tasks and makes thoughtful trade-offs to focus on what matters most for achieving key outcomes.

Breaks down complex visions into digestible, actionable, and tangible goals that others can easily understand and pursue.

Communicates clearly and compellingly, using storytelling to inspire and engage others around the vision and objectives.

Fosters a shared understanding and commitment to organizational goals, ensuring others are aligned and motivated to contribute effectively.



POWERFUL

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.

– Assertive, Results-focused, Knowledgeable

The Powerful capacity refers to a leader's potential to draw on inner courage, influence outcomes, and maintain poise, even in challenging or high-pressure situations. Leaders who have high access to this capacity face challenges head on, making tough decisions with confidence and clarity. They are grounded in a solid understanding of the situation and focusing on immediate challenges and goals. They speak directly on controversial issues. Even during crises or uncomfortable situations, these leaders exhibit an unshakeable composure and calmness which reassures their teams and provides a stabilizing influence. They are able to effectively harness and wield their presence to maximum effect, expressing their thoughts and opinions with personal conviction to influence outcomes. This presence is not about dominance or self-centeredness but about influencing outcomes with composure and resolve. Leaders with a limited access to this capacity may struggle with maintaining composure in challenging situations or may appear indecisive in their decision making.

HIGH ACCESS CHARACTERISTICS

Communicates clearly and assertively without arrogance, inspiring trust and confidence in others through respectful engagement.

Demonstrates unshakable courage, composure, and calm, maintaining steady focus even in the face of conflict or extreme situations.

Acts with purpose, consistently connecting actions to both day-to-day opportunities and broader organizational challenges.

Remains humble and authentic, prioritizing collective goals over personal ambition.

SUMMARY

Together, these eight capacities provide a comprehensive framework for understanding the range of capacities leaders need to achieve integration. By developing access to and harmonizing these capacities, leaders are better equipped to develop themselves, collaborate with others, and influence wide systems change.

4 The Integrated Leadership Diagnostic

At Unlocking Eve, we believe leadership transformation lies in bridging the gap between theory and practice.

A DATA-DRIVEN APPROACH TO UNLEASHING LEADERSHIP POTENTIAL

Our mission is to equip leaders not only to understand integration but to activate it – cultivating the harmony that drives meaningful change in themselves, their teams, and the systems they lead.

With this commitment in mind, we reveal the **Integrated Leadership Diagnostic (ILD)**. The ILD, developed in collaboration by **Unlocking Eve** and **Leadership Circle**. For the first time, leaders can measure their integration – the harmonization of Relational and Autonomous capacities – and chart a path to cultivate integration within themselves.

The ILD brings clarity to how integration can be understood, measured, and applied in leadership practice. By leveraging this tool, leaders will gain deeper insights into their leadership approach, empowering them to make more conscious choices into their own development and enhance their potential to drive meaningful systems-wide impact.

The ILD brings clarity to how integration can be understood, measured, and applied in leadership practice.



A COMPREHENSIVE APPROACH TO CAPACITY BUILDING

Rooted in data-driven research, innovative unlocking strategies, and insights from global systems leaders, the ILD captures the complexities of modern leadership. This framework challenges traditional models that focus solely on competencies, instead emphasizing **capacity** – a leader’s ability to grow, adapt, and thrive amidst complexity.

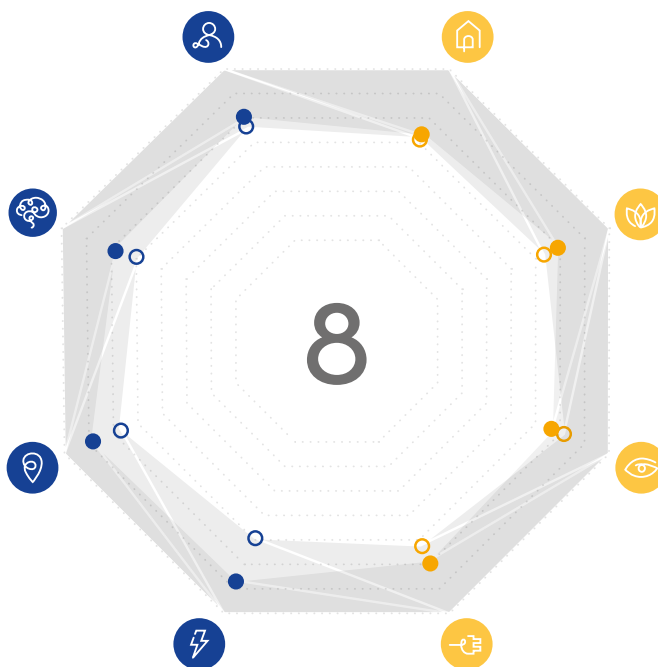
The ILD employs a scenario-based methodology to assess how leaders navigate real-world challenges. By fostering self-awareness and intentional development, it provides leaders with the tools to elevate their integration and unlock higher levels of impact. Through this capacity-driven, developmental approach, the ILD enables leaders to:

- **Break through blockages:** Identify and address the energy imbalances that disrupt the flow between Relational and Autonomous capacities.
- **Achieve integration:** Expand and harmonize leadership capacities, unlocking access to new levels of alignment and potential.
- **Foster collaborative growth:** Create environments of mutual support and shared learning, empowering teams and systems to thrive.

ENHANCING CAPACITY ACCESS AND ENERGY FLOW

Integration involves cultivating one’s access to all eight leadership capacities at a sufficient level. The ILD assesses these capacities, mapping them based on two key dimensions: their **level of access** and their **contribution to energy flow**. This approach highlights a leader’s ability to utilize their full range of leadership capacities while identifying capacities that block or inhibit the flow of energy between Autonomous and Relational capacities.

This framework challenges traditional models that focus solely on competencies, instead emphasizing capacity – a leader’s ability to grow, adapt, and thrive amidst complexity.



High access capacities are readily accessible to the leader and contribute to a higher level of energy flow and integration. Highly accessible capacities can immediately be accessed and deployed without hesitation or struggle by the leader. They require little effort to bring this into action, even under stress, facing a novel challenge, or leading in unfamiliar environments. They are often well-practiced and deeply internalized, meaning the leader has repeated experience applying them across various contexts.

Low access capacities limit the energy flow between the capacities. Leaders often struggle to activate these capacities and may need to exert significant effort or conscious focus to bring them into use. As a result, these capacities may be applied rigidly or formulaically, rather than being adjusted fluidly to meet the needs of a dynamic situation. In some cases, leaders may even be unaware of the existence of these capacities altogether. Identifying these areas provides crucial insight into where development is needed to achieve balanced, Integrated Leadership. While these capacities can be overlooked at the start of one's leadership journey, they can become inefficient and ineffective as leaders develop or enact larger scale systems change.

By expanding access to all capacities and enhancing energy flow between Autonomous and Relational capacities, leaders can achieve greater balance, adaptability, and impact.

By expanding access to all capacities and enhancing energy flow between Autonomous and Relational capacities, leaders can achieve greater balance, adaptability, and impact.

THE INTEGRATION QUOTIENT (INQ): THE PATH TO INTEGRATION

The eight leadership capacities form an aperture — a channel through which energy flows between the Autonomous and Relational dimensions. Just as water flows through a channel, the ease and effectiveness of energy flow are determined by the openness of this aperture, which reflects how well the capacities are accessed, unlocked, and integrated.

The **Integration Quotient (InQ)** serves as a distinctive measure of this aperture's volume, symbolizing the leader's level of integration. It captures the degree of total access and harmonization across the eight capacities, combining both **Self** and **Power of Two** scores to provide a comprehensive view of a leader's integration journey.

The InQ is more than a metric — it represents how freely energy moves, interacts, and integrates within a leader. It is a crucial indicator of where a leader stands in their path toward integration, offering actionable insights into their strengths and developmental areas.

- **High InQ** reflects a leader who can seamlessly access and harmonize all eight capacities in a fluid and adaptable way, enabling effective navigation of complexity and systems-wide impact.
- **Low InQ** indicates that some capacities are blocking energy flow, or harmony is lacking, limiting leadership effectiveness and growth.

Using the InQ score, leaders can be classified into three distinct levels of integration:

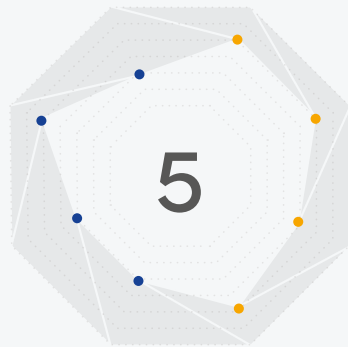
EARLY INTEGRATION

At this early stage, leaders have limited access to their capacities, indicating less awareness and a limited leadership range. Leaders typically demonstrate a strong reliance on only one or two specific capacities and have not yet begun to balance the Relational and Autonomous. This reflects an early stage of a leader's integration journey, indicated by a score of 1-4.



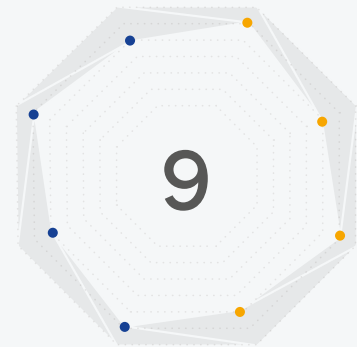
EMERGING INTEGRATION

At the emerging stage, leaders demonstrate progress towards a more integrated and versatile leadership style. This stage signifies a developing ability to access and utilize a broader range of capacities in various contexts. Leaders may still find themselves relying on either Relational or Autonomous capacities, but show more balance, indicated by a score of 5-8.



MASTER INTEGRATION

At the master stage, a leader has extensive access to all capacities. Leaders operate within a dynamic equilibrium, effortlessly weaving together many capacities to achieve effectiveness across various contexts. They show a deep understanding of when and how to draw on each capacity to enhance their approach, indicated by a score of 9-10.



LEVERAGING THE POWER OF TWO FOR LEADERSHIP DEVELOPMENT

The ILD harnesses the **Power of Two** practice – a powerful unlocking framework which emphasizes collaborative growth across three distinct evolutionary phases of Integrated Leadership: within, between, and beyond. Leaders are encouraged to co-create their developmental journeys with a trusted counterpart.

The ILD incorporates a Power of Two perspective, which is derived from the assessment of someone who is closely connected to the leader and understands them well. This individual, typically a mentor, peer, or colleague, offers an external perspective on the leader's capacities. This dual-lens approach reveals areas of strength, uncovers discrepancies, and highlights untapped potential for deeper integration, known as a 'Power of Two'.

SELF ASSESSMENT – *Intraspective*

The Self scores are created from a leader's perception; it offers a reflection of how a leader perceives their own leadership capacities. It provides insights into their self-awareness, highlighting what they believe to be their strengths, areas for growth, and how they access and balance the eight leadership capacities. This captures their internal assessment, but it can be influenced by personal biases or distortions of certain capacities.

POWER OF TWO ASSESSMENT – *Interspective*

The Power of Two scores is created by someone close to the leader – The Power of Two. The Power of Two scores act as a trusted and reliable source of insight into how a leader's capacities are experienced by others. This is crucial for identifying blind spots and providing an objective look at the leader in practice. It validates or challenges the leader's self assessment and offers insight into areas where they may excel or areas that require development.

The ILD is designed to foster integration by encouraging leaders to work closely with their Power of Two to deepen their self-awareness and actively address the blockages that hinder the flow of energy. The gap between the Self and the Power of Two scores indicates areas where there is alignment or discrepancy between the leader's self-awareness and how others experience their leadership. Understanding these gaps can provide essential developmental insights, revealing blind spots and areas of growth, including:

POSITIVE CONGRUENCE

What it indicates: Alignment between the Self and Power of Two scores shows that leaders possess strong awareness of their capacities and apply them effectively.

Power of Two focus: Leaders should continue building on these areas, identifying new and untested situations with their Power of Two to further increase their access to these capacities.

UNRECOGNIZED LIMITATION

What it indicates: When self-scores are higher than Power of Two scores, leaders may have good intentions but struggle to translate those intentions into action.

Power of Two focus: Focus on intent-to-action alignment by ensuring that intentions lead to tangible, observable outcomes that others can recognize and benefit from.

HIDDEN VALUE

What it indicates: When self-scores are lower than Power of Two scores, leaders may not fully recognize their potential or lack confidence in expressing certain capacities.

Power of Two focus: Work with their Power of Two capacity recognition, building confidence in these abilities and learning to express them fully, which can enhance leadership impact.

By understanding these gaps and focusing on key developmental areas, leaders can use the ILD to accelerate their growth and achieve deeper integration in their leadership practice.

The ILD is designed to foster integration by encouraging leaders to work closely with their Power of Two to deepen their self-awareness and actively address the blockages that hinder the flow of energy.

An invitation to take the Integrated Leadership Diagnostic

Integrated Leadership is not merely about what you do but who you are becoming.

As you stand in your journey towards deeper integration, you are invited to pause and reflect on the essence of your leadership:

- Where might you be relying too heavily on one capacity at the expense of another?
- How do you navigate complexity? With the same approach, or flexibility?
- Where do you feel a disconnect between your intentions and your actions?
- How do you identify and address blind spots in your leadership, and what support do you need to unlock your full potential?
- How well do you see the interconnectedness of your leadership actions with broader organizational or societal outcomes?

INDIVIDUALISTIC

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.

RATIONAL

Discerning and applying objective evidence in service of well-informed and sound decision making.

DIRECTIVE

Translating and communicating a shared vision into clear guidance, goal setting, and establishing frameworks of action.

POWERFUL

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.



COMMUNAL

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.

INTUITIVE

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.

REFLECTIVE

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.

EMPOWERING

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.

These questions act as a mirror; they are a gateway to unlocking new possibilities within yourself and how you can unlock your leadership to inspire others and impact the systems around you.

Your reflections mark the beginning of a deeper journey. Integrated Leadership is a dynamic, ongoing process that unlocks new ways of thinking holistically, engaging harmoniously, and leading with both clarity and compassion. It is an art cultivating both personal awareness, collaborative growth, and collective systems-wide impact. As you continue to reflect, we invite you to explore the next steps toward unlocking your full leadership potential. Dive deeper into the Integrated Leadership Diagnostic and discover how to enhance your integration. Connect with us at [Unlocking Eve](#).

As you continue to reflect, we invite you to explore the next steps toward unlocking your full leadership potential.

Our next steps

As we embark on the next phase of our journey, our focus shifts to practical application and deeper exploration of Integrated Leadership.

These steps are designed to bridge the gap between insight and action, equipping leaders with tools, strategies, and frameworks to navigate complexity and drive meaningful change.

INTEGRATED LEADERSHIP DIAGNOSTIC DEVELOPMENT: ASSESSING INTEGRATION AND IDENTIFYING PATHWAYS FORWARD

We are committed to developing a research-backed leadership diagnostic to guide leaders on their integration journey. Over the next year, we will focus on enhancing the tool to meet high standards. Key goals include:

- **Comprehensive Interpretation Guide:** Providing actionable insights to help leaders understand their integration level, strengths, and areas for growth.
- **Psychometric Validation:** Ensuring the tool's reliability and accuracy through rigorous testing to make it a trusted resource.
- **Launch Plan:** Creating a plan to introduce the diagnostic into leadership programs, with training for facilitators and strategies for organizational adoption.

We are committed to developing a research-backed leadership diagnostic to guide leaders on their integration journey.

SELECTION, RECRUITMENT AND DEVELOPMENT OF INTEGRATED LEADERS

In our next white paper in 2025, we focus on how to identify and measure Integrated Leadership for the purposes of selection, recruitment, and development, including:

- **Integrated Leadership Scorecard:** We will provide practical frameworks for assessing IL, ensuring that organizations can effectively identify and develop leaders who are equipped to navigate complex, interconnected environments.
- **Deeper insights into Unlocking Moves:** We offer an in-depth look at data of leaders who have participated in our workshops, highlighting longitudinal insights into their experiences, the challenges they faced, and the unlocking moves they made over time. These insights will provide valuable lessons on the developmental process and how leaders can progress toward greater integration in their leadership approach.

We are excited to share our discoveries as we explore the path of Integrated Leadership in the modern world. Based on both our research and practical experience, we believe leadership is not something you're born with, but a capacity that can be developed and strengthened over time. We invite you to join us in uncovering the true potential of leadership and shaping the future of organizations and communities.

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/>



Eva McLellan

Co-founder, Unlocking Eve



Kaye Vitug

Co-founder, Unlocking Eve



Adam Kitt, Ph.D.

Lead Researcher, Leadership Circle & Unlocking Eve



Lani Van Dusen, Ph.D.

Managing Director, Research and Assessment, Leadership Circle



Steve Athey

Senior Partner and Principal, Leadership Circle

DATA SOURCES & ANALYSIS

The development of the Integrated Leadership Capacity Framework ([page 18](#)) was guided by a thematic and discriminant analysis of qualitative leadership data. This involved gathering responses from 117 leaders and 100 leader evaluators who were asked to describe leaders (fictional and non-fictional) who embodied the highest standard of the Autonomous (Achieving/masculine) and Relational (Relating/feminine) capacities, alongside behavioural examples of how these leaders acted in accordance to each capacity. A total of 1,667 descriptive terms and 253 behaviors were generated using a structured pre-dedefined leadership matrix, which were then analysed for common and discriminant themes. The following samples were used in the thematic analysis.

Sample 1: Unlocking Eve Pilot Workshops which included a total of 83 leaders from various industries who participated in 5 workshops across five countries (i.e. USA, Canada, Philippines, South Africa, and Switzerland). Participants were asked to describe the characteristics of leaders who displayed positive aspects of Autonomous ('Masculine') and Relational ('Feminine') capacities. A total of 223 descriptive terms were generated, which were then analysed for common and discriminant themes using a structured pre-dedefined leadership matrix.

Sample 2: The Leadership Circle Database which included a systematic sample of 100 leader evaluators. Evaluators who were asked to describe the greatest asset of leaders who had taken the Leadership Circle Profile. All leaders worked in the Healthcare sector. The sample included two subgroups, comprised of 50 evaluators each: 1) leaders scoring in the 1st (highest) percentile of *Relating* and 99th (lowest) percentile in *Complying*, and 2) leaders scoring in the first (highest) percentile in *Achieving* and 99th (lowest percentile) in *Controlling*. A total of 267 descriptive terms were generated which were then analysed for common and discriminant themes using a structured pre-dedefined leadership matrix.

Sample 3: Integrated Leadership Capacity Survey which included a selective sample of 34 leaders from various industries. Participants were presented with the eight capacity descriptions (Individualistic, Rational, Directive, Powerful, Communal, Intuitive, Reflective, and Empowering). Participants were asked to picture a leader (fictional or non-fictional) who embodied the highest standard of each capacity and provide descriptive terms and actions that made that leader unique. A total of 1,177 descriptive terms and 257 behavioral actions were generated, which were then analysed for common and discriminant themes using a structured pre-dedefined leadership matrix.

REFERENCES

- 1 Unlocking Eve & Harris Poll (2024). *How to Create a Healthier Future for Cultures, Companies, and Society. Presented at the World Economic Forum, January 2024.* [LINK](#).
- 2 UNLOCKING EVE and Leadership Circle (2023). *Integrated Leadership: The Pathway to Transforming Healthcare and Healing the World.* [LINK](#).
- 3 UNLOCKING EVE and Leadership Circle (2024). *Integrated Leadership: Unlocking The Future of Leadership.* [LINK](#).

