

SEVEN LEVELS OF LEADERSHIP CONSCIOUSNESS

Management Models

>> INTRODUCTION

Richard Barrett founded management consultancy firm the Barrett Values Centre in 1997, and soon built and published his **Seven Levels of Leadership Consciousness** model. This model builds upon Maslow's hierarchy of needs, placing a second inverted pyramid on top of it to demonstrate in more detail how a leader can develop self-actualisation to have the greatest possible impact on their organisation and the wider world.

The model should be read from the bottom up. When operating at the first three levels of the pyramid, managers exhibit both helpful and unhelpful behaviours – they may be effective at meeting performance targets, in building good relationships with employees and customers, and in applying their expert knowledge, but they are motivated by the avoidance of negatives such as failure, conflict or a loss of control. Leaders operating at these levels are inwardly focused. At the transformative level 4 and beyond, leaders have mastered the conflicts within themselves and are focused on re-imagining and changing the external environment for longer term impact. This does not mean that they never engage skills from the lower levels, but that they are confident in their mastery of these skills and their development goals should help them to work towards the next level.

>> HOW CAN THIS HELP ME?

Leaders can use this model to establish the areas in which they are strong and where they are weak, and can also use them with teams to understand where others are coming from. Individuals can aim to move up through the levels by undertaking appropriate development activities.

Similar models developed by the Barrett Values Centre also use the model to measure organisations and even whole societies.

>> ADDITIONAL RESOURCES

Levels of leadership consciousness, Barrett Values Centre
www.valuescentre.com/mapping-values/barrett-model/leadership-consciousness

Building a values driven organisation: a whole system approach to cultural transformation, Richard Barrett
Oxford: Butterworth Heinemann, 2006

Maslow's hierarchy of needs (CMI management model)

>> THE MODEL

