

## Integral Self (Stage 5)

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Less than 1% of population

### IDENTITY STRUCTURE

- Self expands to include shadow and discordant elements
- Self is ecology (a community)
- Self is one with the whole (all)

#### Transition

- Surrender of independent self
- Cultivating the shadow
- Facing the dark side

### LEADERSHIP ORIENTATION

- Authority is plural
- Meaning is found in surrender to a purpose larger than self and collective actions
- Sees conflict as opportunity to dialogue across differences for discovery of new understanding
- Discord seen as intolerance within one's self manifesting as over control
- Works for benefit of whole

## Independent Self (Stage 4)

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30% of population

### IDENTITY STRUCTURE

- Internally validated worth
- I am not my relationships or achievements. I have them. They do not have me.
- Independent whole self

#### Transition

- Death of self
- Loss of old identity system
- Dark night of the soul

### LEADERSHIP ORIENTATION

- Authority comes from within and is granted to others (shared)
- Meaning is found in self-expression, responsibility and co-creation
- Self-authoring capacity for vision and independent action with self-correction
- Maintains sense of self in conflict.
- Inquires into other's perspective, empathizes and authentically responds.

## Social Self (Stage 3)

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70% of population

### IDENTITY STRUCTURE

- I am my relationships. I am my achievements. They define me.
- Externally validated worth
- Self defined from the outside-in

### LEADERSHIP ORIENTATION

- Authority vested in an infallible guide outside of self
- Meaning and worth are found in faithful adherence to role. I am either controlling authority or careful follower.
- Vision defined by others
- Defensive when challenged reacts by aggression or withdrawal.