

INTEGRAL LEADERSHIP COLLABORATIVE

Interview Notes: **Cindy Wigglesworth**



Cindy Wigglesworth Interview Notes

Cindy is the nurturer of a concept she calls "Spiritual Intelligence." What has you excited now?

- In addition to Spiritual Intelligence, which is a steadfast love, is a broader concept of "Deep Intelligence," which is applying the most important intelligences that we have for our leadership success.*
- I've found that I focus primarily on IQ, EQ, SQ and PQ (Cognitive, Emotional, Spiritual and, increasingly, Physical Intelligence). Finding the right ratio of those four intelligences to help a person fulfill what they feel their purpose is, in the context they're in.*

How do you connect this with integral leadership?

- I'm a huge fan of integral theory, and use the "five things you gotta know to understand human beings" in my head as a constant background diagnostic. I'm always thinking about States, Stages, Lines, Types and Quadrants, and diagnosing a situation to find the right leverage point with people.*
- Sometimes the leverage point is in the lower quadrants; cultural and contextual. But a lot of the time what*

I'm called in to do will have a large, or even primary piece around the multiple intelligences.

- *Folks who are developmentally not quite the right fit for their job - they may need to "crank it up" to a half-a-stage higher, or they may need horizontal development in the stage development they're at. Either way, I can apply these multiple intelligences to assisting them, either in horizontal growth, or if they're ready and at the tipping point for the next move up, to help them make that move.*

Fascinating. What kinds of things do you do to help people develop these multiple intelligences?

- *One of the biggest traps human beings as a species fall into is that we believe what we think. Helping people develop the ability to step back and observe their thought process; notice that what they're thinking about... they're telling a story about what the facts of a situation mean. They're often making up additional facts to fill in. Then believing that story, and creating an emotional upset from that story, which is not allowing them to be compassionate, wise or peaceful, which are Spiritual Intelligence skills. It's harming their*

relationship/EQ skills, and it's short-circuiting their ability to make good choices at a cognitive/IQ level. They can even override basic cortical function that they'd normally have, because they get themselves into amygdala-highjacks, and literally lose IQ capacity.

- *Helping people self-reflect, self-observe, and back down the "ladder of inference," to what are the facts, what are multiple possible interpretations, then reframing situations (reframing being a powerful psychological tool), is very helpful from an EQ standpoint, but also how powerful it is for SQ and how useful it is for coming up with better solutions; it's an IQ amplifier as well.*
- *I'm finding that these lines of intelligence, while they're really useful to separate them, think about the competencies, where are the gaps with people; the interventions are usually not that clear. These intelligences are interlinking, interconnected and interpenetrating. When you mess up on one, you tend to mess several up. This technique of backing down the ladder of inference, really thinking about what stuff means, and coming at things with a higher level of complexity, is really a powerful skillset, and one you*

can apply at the Diplomat/Amber level, at Orange, Green, Teal and above. It's an elegant skillset in its ability to fit both horizontal and vertical development across multiple stages.

It's encouraging to hear you say that you're able to bring this rather sophisticated way of working with clients who have developmental need, no matter where they are developmentally. You can help them get to the next level, so to speak, no matter what level they're currently operating.

- Assuming they're willing, of course. Generally life has presented them with some problem, or I wouldn't have been called in. Either their boss has told them something they're doing isn't working, or they've discovered it for themselves. If there's a felt need for change, and a little bit of openness, then this ability to teach people to reflect and consider again what things might mean, it's simple, beautiful, and it never ends because it's a practice I have to use every day; I don't think we're ever done.*

I completely agree. What do you notice about people's openness to the concept of Spiritual Intelligence?

- *When I first started looking at this domain 15 years ago, there wasn't anything out there talking about SQ, or even legitimizing the conversation about spirituality having any relevance in a career. I'd say that's dramatically changed. I've been self-employed for 11 years, and what used to be a really awkward conversation to have when I first started has become a fairly easy conversation to have. People are seeking ways to find something more... like "what else is there?"*
- *I think the recession's actually helped, because the sense that the promotions and money are always going to be there, isn't there anymore. There's a sense that "I have to find something else to attach my definition of success to. I can't count on my business, or things I used to think about, to make me happy." There's a philosophical, more self-reflective aspect to individuals that I'm seeing.*
- *I'm also seeing a beautiful maturation in the workplace, from a cultural organizational standpoint, manifesting in multiple forms, including conscious capitalism, which you're also familiar with.*

What do you think accounts for that?

- *The recession has helped... sometimes a 2"x4" upside the head is exactly what we need. It's also that evolution has its own pressure, and its own intelligence. It's not that any one of us can really take credit for this transformation, as much as life conditions seem to be pulling it forward, and demanding it from us.*
- *Maturity-wise, the U.S. seems to be finally ready to take some steps forward. We regressed after September 11; Spiral Dynamics-wise, we pulled back to Blue-Red. We seem to be stepping forward again into Orange-Green. Europe seems to be stepping forward. The evolutionary intelligence of the universe seems to be bringing us to what is next for us.*
- *I think a piece of what is next for us is this Spiritual Intelligence set of skills which previously we've not known how to talk about... we've muddled it up with religion; trying to put God in a box; you can't talk about skills, because these aren't skills.*
- *With perseverance, we've been able to describe these skills... not Spirit or God being measured. We're talking about the human capacity to embody compassion, wisdom and peace in our behaviors.*

- *Just like when we talk about EQ we're looking at how aware are you of your emotions, and do you have empathy with others, and can you relate to other people effectively.*
- *With SQ we're looking at how well can you hear your higher self? How well can you act from your higher self? And as a result, what kind of a leader are you going to be?*
- *I think evolution, ultimately, is the final answer.*

We've got this online collaborative coming up, with keynotes and roundtable conversations. What kinds of things are you hoping to share with conference attendees?

- *What is Spiritual Intelligence? A bit of background on that, because I don't think there's been a clear definition of that. Then I'd like to embed it in the larger context of deep intelligence and how do we help our clients and ourselves by looking across these lines of intelligence to see where's the leverage point for me, right now? You can't work on everything simultaneously, but we can find, by learning to think diagnostically about these multiple intelligences, what's my weak place right*

now where I might want to fill in a gap; where's the strength I haven't really deployed yet?

- To use a simple example, I'm finding an increasing number of executives who are sleep-deprived and exhausted. That exhaustion is causing them to make dumb decisions. To have more interpersonal conflicts, and to not be able to access an expanded, wise and peaceful place of SQ. The simple question might be, "what are you going to do to fix your sleep patterns? What do you think is going on here?"*
- For many people, it's about the bad habit of caffinating too much, which throws off their biorhythms. For some it's hormonal, for others it's a blood-sugar issue. Helping people think through... being a leader is a form of being an athlete. So what are you doing to take care of the parts of you that this athletic endeavor called leadership requires?*
- If that's the whole, then fixing that leads to 80% of the solution... the Pareto principle: 80% of the problem arises from 20% of the process. Find the 20% of the process that's not working quite right, and work on that.*

This online collaborative will involve a lot of deep conversation with one another online... it's an experiment for us. What are your hopes for this process?

- We've got really sharp people that are attracted to this conversation. What I like about the collaborative approach is that it's not uni-directional... not just speakers speaking and people listening. The way you're designing it with interactive components is important because the collective intelligence of the community that shows up for these events is impressive. We'd be missing the boat if we didn't tap some of that beauty, brilliance, poetry and wisdom that's in the community. I'm excited. I always learn a lot when I attend these kinds of events... from everyone's questions and comments and sheer energy. It's hope-giving to me when a group of cool people show up who are all of an evolutionary integral mindset. This world... we may actually make it!*

Cindy Wigglesworth

Cindy Wigglesworth has a BA and MA from Duke University. She has 20 years of experience in human resources management with ExxonMobil. She founded her business, now called Deep Change, in 2000. Cindy is certified in Emotional Intelligence and has created, validated and researched the first skills-based Spiritual Intelligence Assessment instrument for business and personal use. This instrument is both faith-neutral and faith-friendly. It allows business people to talk about Spiritual Intelligence skills and how to develop them without using the language of religion – while still making the connection to beliefs and practices that are of deep personal importance for each person. She has spoken at numerous conferences including: Business and Consciousness, Spirit in Business, Spirit at Work and the World Business Academy. Cindy is a published author and has appeared on Oprah, PBS and various radio programs. She is committed to helping organizations and individuals integrate spirituality and work. Her clients include M.D. Anderson Cancer Center where she conducted a Spiritual Intelligence at Work pilot program – a program that produced measurable positive results in just 9 months, and Texas Health Resources where she taught Emotional and Spiritual Intelligence to their top leaders. She has worked with The Methodist Hospital in Houston, Texas to help them create a “spiritual environment of caring.” The Methodist Hospital received a 2002 International Spirit at Work Award in recognition of their sustained effort to integrate Spirit and Work and made the Fortune 100 Best Employers list based on the work Cindy assisted with on the I-CARE program.



Michael McElhenie

Michael McElhenie, Ph.D., has led major humanitarian projects, many for the United Nations, in regions around the globe: Africa, Asia, Eastern Europe and the Caribbean. Michael's key area of expertise is helping executives assess the organization's culture, discover optimal mission-alignment and bridge the gap through intentional, integral leadership. He has designed and implemented major leadership, executive coaching, change and learning projects for global and national clients, including American Airlines, Anadarko Petroleum, Berlex Pharmaceuticals, Blue Cross/Blue Shield, Corporation for Public Broadcasting, Exelon Energy, H&R Block, Intel, Johnson & Johnson, Merck, Motorola, Nortel Networks, Progressive Insurance, Sabre, Texas Children's Hospital, Texas Instruments, Unicredito Banca, Unilever, United Nations, Victoria Order of Nurses (Canada), Wal-Mart, World Bank and YMCA. Michael has over twenty years of leadership and consulting experience, and he currently runs Metatropia Institute, a leader development and change management firm out of Dallas, Texas. He is a faculty member for Duke Corporate Education's Global Learning Resource Network, a faculty-coach for Southern Methodist University's Advanced Leadership Program and a member of the Business & Leadership Center for Integral Institute. He is also a Senior Associate for Teleos Leadership Institute and has worked with Teleos since its founding in 2002.

