

## A Transpersonal Exploration of a Leader's Transformative Journey, and the Effects on the Organization: A Case Study

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This paper explores how the transpersonal approach might bring an actualized view to business and leadership, enabling a collective transformation, giving rise to more engaged, healthier and happier people, reaching high performance and positive business results. This case study examines a real-life experience, investigating the inner transformative journey of a senior business leader, followed by a collective transformation of the company he worked for. An in-depth understanding was formulated through multiple data sources: interviews, associate surveys, reports, office images and meeting protocols. Six themes emerged: preparation, the leaders' journey of dissolution, the organization's soul encounter, metamorphosis, enactment and actualization of the senior leader. These themes were explored in relation to the experience of other global business leaders, followed by an exploration of a calling for leadership transformation which aimed to cope with uncertainty and rapid change, and finally, the impact on the organization, when leadership matured from silo and individual-thinking to a common-purpose direction. A description was written to explore the essence of each step of the transformative journey, starting from the senior leader and followed by a collective shift of the organization's identity. This lived experience shows what can be achieved in an organization when people feel deeply connected with each other and part of a greater purpose, beyond organizational structures.

**Keywords:** leadership, organizational transformation, transpersonal, transformative journey

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Recommended citation: Cossermelli, L. (2022). A transpersonal exploration of a leader's transformative journey, and the effects on the organization: A case study. *Consciousness, Spirituality & Transpersonal Psychology*, 3, 144-157.  
<https://doi.org/10.53074/cstp.2022.35>

Two topics have led my attention in the last twenty years. One has been business organizations, leadership and performance, and the other, contemplative practices, intuitive intelligence and the science of attention. In my viewpoint these are not two worlds, as both encompass human experiences relating to self and others. We are dialogical selves who relate to the various dimensions in our private world, and in relationship with others (Gergen, 2013). These relational experiences can occur either in the work environment or through inner quietude in search for self-knowledge. The lived experience referred to in this study is especially valuable to me, as at the time of this transformative journey I was part of the leadership team as a human resources (HR) manager. During this journey, I experienced my own process of strengthening my connection to what might be referred to as Source, Divine or Self. According to Jaworski (2012), this is “the underlying reality out of which all forms” (p. 58).

This investigation is based on the case study of a senior business leader who chose to open a space for an in-depth exploration, which further led to a collective transformation embracing the whole organization. He acknowledged that he was in a place of “not knowing” and invited his team to journey together towards the future. Discovering new knowledge (Jaworski, 2012) means being rooted in surrender and a sense of service, implying the need to detach from current knowledge in order to access new emerging wisdom and insight. Through inviting these new ways of knowing, he stepped out of the continuum of the past, allowing for a vantage point that reviewed multidimensional possibilities. When the senior leader detached from classical models of management based on Taylorism, with the purpose of economic efficiency and labour productivity (Ehiobuche & Tu, 2012), he invited himself and the leadership team towards new ways of seeing and sensing reality, which included and transcended the cognitive and logical dimension.

An organisational transformation is a process that happens from the inside out. No external power can generate personal transformation, as it is a personal choice (Rooke & Torbert, 1998). Some leaders can successfully tailor their actions to create greater transformational capacity (Cook-Greuter, 2004). In its life journey, an organization will go through a range of transformational changes (Taborga, 2012) in order to shape, adjust and co-create its reality. When leadership sees and senses the organization as part of one living system, if the observer is the observed (Bohm & Nichol, 1996), a new paradigm might be revealed. An organization is an interconnected system which produces a pattern of behaviour that serves a purpose, and the quality of the relationship between its parts will affect the behaviour of the system (Meadows, 2008). As a living organism, no change should be imposed from the outside, as such ecosystems have the capacity to sense changes and adapt (Loloux, 2014).

The underlying question of this research was: *What was the experience of a senior leader of a global technological organization during a transformative journey, and how was the organization affected?* This research aimed to uncover the fundamental steps of the transformative journey and to clarify how this senior leader influenced and further nurtured collective change. It also explored the transformation of worldviews of other leaders as they abandoned past assumptions and assumed a beyond-mind-and-ego perspective.

## Method

The case study methodology was well suited to answer the research question, as my objective was to narrate a meaningful, contemporary and real-life experience within a defined context and time frame (Yin, 2009). It is a type of qualitative methodological design in which the investigator explores a system (a case) “over time, through detailed in-depth data collection involving multiple sources of information” (Creswell & Poth, 2018, p. 96).

The company in this study is part of a German multinational technological conglomerate, with about 400,000 associates worldwide and sales of 70 billion Euros in 2020. This original case study research took place in the Latin American subsidiary, which currently employs 800 associates in 18 countries. The case study affected all hierarchical levels and business areas of the organization: Research and Development, Production, Quality, Purchase, Logistics, Marketing & Sales, Controlling & Finance, and supporting departments such as Human Resources and Project Management. It included all 18 countries and four Business Units.

The parameters of the case study were that both the senior leader and organization being led were to undergo a transformation, and the timeframe was to start from the beginning of the transformative journey until the completion of data gathering.

### Sampling

Three semi-structured interviews were conducted, one with the senior leader and two others with managers (Table 1), who held leadership positions at the organisation since at least 2015 – when the organizational transformation began. In order to reach the other interviewees, I requested the HR department to provide interested people to perform the interviews and due to time availability the two interviewees were chosen.

**Table 1**

*Participant Information*

Pseudonym	Gender	Age	Declared ethnicity	Organizational position	Years in the company
Bruce	Male	59	White German	Regional President	30
John	Male	48	White Brazilian	Department Manager	22
Louise	Female	50	White Brazilian	Department Manager	16

### Data Interview Protocol

The interview questions were developed from the research question and attempted to cover the main aspects of the experience, both of the individual (senior leader) and the collective (leadership team and organization). They allowed the participants to describe their individual experience as well as the effects on the organization.

A semi-structured interview protocol was designed with consistent open-ended questions which enabled participants to express perceptions, insights, and experiences. Questions to all participants were approached with the following three aspects: the shift in individual and collective consciousness; the impact on selves, others and the business; and finally the integration process. The design included questions that had the potential to bring the transpersonal aspects (Hartelius et al., 2007) to the experience, allowing participants to uncover deeper meaning and aspects beyond the professional dimension. Questions were divided into three themes of beyond-ego psychology, integrative/holistic psychology, and transformative psychology. The interviews were held via Zoom and were around 60 to 80 minutes long.

### **Procedure**

Three interviews were conducted, and the following six documents were analysed and integrated: Two associate surveys showing the improvement of main indicators of performance, providing directions, driving change, managing people and systems, and engagement; a corporate presentation summarizing the main activities of the transformation; a set of pictures taken from the offices before and after the transformation; and finally, two business reports showing positive development in terms of market share and profitability. The documents were gathered through the organization managers and HR. Through a holistic analysis of the entire case, a detailed description emerged.

The three interviews were analysed, and 13 codes emerged. In the second round of data analysis, codes were separated, considering (a) aspects that were only addressed by the senior leader informing when/how and why the transformation was ignited; (b) aspects that were experienced only by the two interviewees; and (c) the common codes for all. In the third round, codes were merged, which finally delivered six major themes. At this point, the hard data was integrated into the coding process, shaping and reinforcing the emergence of six final themes and 13 sub-themes. The hard data reflected the changes perceived in the organization regarding people's engagement, the leadership culture and business results. At this point of the research process, I realized the revelation of the major steps of a journey, lived in a sequence of time and within specific conditions. There was a correspondence with the canyon image (Plotkin, 2021), a psychospiritual expedition into the depths of psyche, encountering our unique niche (soul) and reemerging radically transformed by the encounter, which offered a resonant and logical container for the major themes and subthemes.

### **Bracketing My Experience**

At the time when the journey started and gained momentum, I was in the role of HR manager, and recognize that it may have influenced my understanding of the transformative journey. I am keen to interpret the experience of the participants from transpersonal lenses, which may impact the interpretation and analysis of my interviews. Considering this, I endeavoured to remain objective when conducting the research and attempting to understand participants' experiences.

## Results

The following results derive from the revelation delivered by the interviews and hard data, delineating a narrative that encompasses the six themes: preparation, the leaders' journey of dissolution, the organization's soul encounter, metamorphosis, enactment and actualization of the senior leader (Table 2). It follows a logical sequence which reveals a transformative journey that began with the senior leader, and further developed to a collective cultural change.

**Table 2**

*Themes and Subthemes that Emerged from Data Analysis*

Theme	Subtheme
1. Preparation	1.1 Sensing the emerging future 1.2 Strong need to change
2. The leaders' journey of dissolution	2.1 The spark of the senior leader: A place of not knowing 2.2 Experiencing the journey 2.3 What needs to dissolve 2.4 Transforming self
3. The organization's soul encounter	3.1 An actualized leadership emerges 3.2 Temporary purpose team emergence 3.3 The interconnectedness: We are one 3.4 When not in flow
4. Metamorphosis	4.1 An integrated organizational culture
5. Enactment	5.1 Contemplating the present moment 5.2 Business results flourish
6. Actualized senior leader	

### **Preparation: Sensing the emerging future/Strong need to change**

The case study narrative begins when the senior leader started sensing and envisioning the future of his organization, connecting with a feeling of new possibilities, the image of which was fundamentally different from a continuum of the past. Bruce expressed: "I felt separated from the organization", and at the same time he was sensing new ways of relating with self and others, feeling deep empathy towards people. Bruce noticed that he "was feeling really powerless to solve this within the classic management model" and believed leaders and

associates should nurture a deeper level of connection, where associates felt empowered to lead with mastery in an environment with less hierarchy, more flow and autonomy. A sense of unease and discomfort were present, manifesting an inner calling for transformation.

### **The leaders' journey of dissolution: A place of not knowing/ Experiencing the journey/What needs to dissolve/Transforming Self**

At a leadership team event Bruce openly shared that they would carry out a journey without a clear idea of the destination: "I was very confident in the organization ... not so much in me, and it was highly disturbing, disruptive for me". Bruce did not know how it would unfold, but affirmed that together, the team could co-create its future. As noted by Louise: "When he recognized in front of all of us: I do not know. I just know that we need. I do not know how and we find out together. This was something that ... as I said, the impact was really fantastic, amazing because we understood that we were together." She added: "It was also a mark for me because as a leader we always thought that we had to have all the answers". This step into the unknown and the expression of vulnerability moved the team to a new place, as an invitation to novel ways of knowing and accessing the future.

A sequence of four leadership events followed in the course of one year and a half, where leaders experienced an inner discovery process through new ways of relating with the self and others. Louise shared: "The third [Leadership Day] was ... I think it totally changed the scenario that people just opened up, showed vulnerability and started to connect. Forgot their role in the company". Feelings of discomfort in the beginning have transmuted to barriers dissolution, when they were able to relate as vulnerable human beings rather than only professionals. John added: "The bonds came from the personal. I am connecting with you as a person, because before the professional there is a person." They felt the need to let go of old ways of being, mainly involving power and control as well as attachment to the ego, meaning ideas, roles, statuses or positions. As mentioned by John: "There was a very old-fashioned style, a leadership style, that was really based on fear, on the authority, on hierarchy", and noted the need of "letting go of the ego and understanding and fighting against the fear. Or transmuting the fear." They assumed facing a shift in their belief system on how to experience the leadership role, expressing the pain that originated from the transformation process: letting go of a learned way of being, and accessing a novel, actualized self.

### **The organization's soul encounter: An actualized leadership emerges/ Temporary purpose teams/The interconnectedness/When not in flow**

When more connected as a community, the company leaders strengthened bonds beyond functions, roles or positions, relating as human beings serving a common purpose. They learned that openness and vulnerability were key attributes to leadership and realized that their main task was the development of their teams. While the leaders journeyed from dissolution to renaissance, multifunctional, autonomous teams gained stage while working towards common purpose projects, experiencing the assumption of responsibility and becoming the protagonists of relevant projects. Louise pointed out: "As I started providing

a high level of autonomy for the group, it was so nice because they didn't want to disappoint me. It's a matter of giving and receiving back. And this was a very successful cycle". The actualized leaders and the autonomous teams embraced a new type of relationship with their selves, others and the needs of the organization. John explains: "In a lot of situations I let my team lead me. In some issues that they have much more experience than me."

A healthy container was created and nurtured by people who relate from a place of being, serving the needs of the whole organization. Bruce says: "It's a kind of radical collaboration that puts collaboration above everything ... above the interests of the departments, above obviously the private interests of leaders". This phenomenon is described by the expression, "We are one", which was repeated 14 times by the interviewees. It can be perceived in the statements of Bruce: "The connection of working with an open heart too ... without fake, with real connections". "Obviously has a lot to do with consciousness ... and for me the most important thing! It has to do with self-knowledge, it has to do with connection itself, it has to do with connection with others". It was well described by John: "So, there is something different that we are doing. And I think that the most different thing is that 'we are one'. He adds: "There is a huge, huge force that moves everybody when we are connected."

Ultimately, a natural consequence of a newly built cultural system was formed. However, some leaders did not fit in the new paradigm, and, for different reasons, they sooner or later left the enterprise. Bruce expresses: "There were also a lot of leaders who left, because couldn't identify with that way."

### **Metamorphosis**

The next step was the integration of the experiences, manifested in a newly created collective being. The challenge of this phase was to sustain the high-quality level of the relationships in order to nurture a healthy living system. Bruce states: "[It] is collective intelligence and mindfulness itself. And these kinds of things started to become usual to the organization. That is, we live it more and more, organically". As a collective transformation, it required the manifestation of the incorporated individual attributes, along with a sustaining force to maintain the confidence of the collective. The teams seem to have found their own way of leading projects and deciding things. Bruce mentions: "When the topic is getting very serious, they know that they can come to me and say: Bruce, now I need you because it's getting critical". The new way of leading the business showed to be not in a defined, process-based manner, but by creatively discovering ways to offer solutions to the problems arising in the organization. "The organization took more and more courage to act in this way", says Bruce.

### **Enactment: Contemplating the present moment/Business results flourish**

The organization felt and lived its growth potential towards a life-enhancing stage. The word "growth" embraces three aspects:

- a) Individuals experiencing a place of higher self-expression;
- b) A deeper level of connection between individuals along and across the organization, for instance, between colleagues of the same area as well as across departments,

business units, countries and hierarchical levels. This is well expressed by John: “We are marching. We are walking. We are flying. We are doing. We are working. We are living towards a common objective”;

c) The growth of the business itself. “Since we ... ah ... since the second year when we implemented this, the result is constantly, despite all the crises, it has improved significantly”, says Bruce.

At this stage, the statements from participants echo a feeling of bliss and an attempt to comprehend how it was possible to reach the place they currently are in. In the words of Bruce: “Happiness, satisfaction, that all we dreamed has worked out. I think for many executives it is a dream. It is a huge relief ... it takes away ... I think it is, maybe something I didn’t mention so much, but the weight of the responsibility. It is huge when you carry all that responsibility alone. When you don’t share.” The positive business outcome that followed was mentioned 10 times. This was when the transformation reached momentum, when the level of trust allowed for and sustained the fruitful initiatives co-created by teams. It was only possible with the mindful presence and care of the leadership team. John could well summarize: “But we generated the collective consciousness that drives almost alone the organization.”

### **Actualized Senior Leader**

A fundamental aspect to being integrated in this narrative, which encompasses the journey as a whole, is the role of the senior leader. Bruce intuitively envisioned and ignited a shape-shifting process of the organization’s collective ego, being led to actively co-create this cultural regeneration. As mentioned above, he had not delineated any plan to reach a defined objective, but rather, let the organization give birth to what was willing to be born. In his following statement we can observe his self-perception: “I can define things in the way I think it is right and paying the price for that ... the price of disconnecting people, of doing something that is against their will, or against their conviction, and everything. And if you open up more space for the organization, it’s the other way around ... but you pay the price of losing your power, your ego”. According to John: “He’s much closer (to people) and he brings this bond to the business, so connecting people through connecting aspects of different business units, different interests, targets. And then everything he connects to the whole business in a holistic way”. Bruce finally summarizes: “The collective intelligence, collective perception is greater or better than the individual, in this case mine.”

## **Discussion**

The transformative steps mirror Plotkin’s (2021) framework, following the metaphor of a canyon. The preparation phase which included the discovery process of the senior leader “as solitary intimations of a problem to be discovered” (Jaworski, 2012, p. 143) was followed by the journey of other company leaders through the dissolution phase where old beliefs required reconsideration. The next major step was the high



sense of interconnectedness and wholeness among leaders and associates, which led to a metamorphosis. No longer from a top-down perspective, but through creative collaboration for mutual benefit (Montuori & Donnelly, 2017), leaders and associates experienced a novel participatory process with more autonomy (Pink, 2009), psychological safety (Edmondson, 1999) and collective intelligence (Woolley et al., 2015), leading to a learning organization (Senge, 1990). People felt motivated to move beyond self-interest leading to a sense of purpose (Givens, 2008). What emerged was an actualized collective being in the final enactment phase.

If through transformation we become more uniquely who we are (Hart, 2000), in this case, the organization became able to experience its uniqueness, through the sense of unity and interconnectedness. The transpersonal aspects, beyond ego, including the whole person and a catalyst leading to transformation (Hartelius et al., 2007) could be observed.

When realizing that old patterns would no longer fit the needs of the future, and feeling powerless to solve the problem within the classical management tools, a strong need to change was perceived. According to Plotkin (2021), that is when one arrives at the rim of the canyon “from where you can gaze down toward the intimidating and alluring mysteries that await below” (p. 22). It can be interpreted as a threshold to new possibilities that want to emerge. As posited by Scharmer (2009), such doorways appear when the conventional ways in which we operate no longer produce the expected results. When the space was opened for new ways of knowing and a safe container for the leadership team was nurtured, an underlying intelligence of the universe was accessed (Jaworski, 2011). This is the ability to go beyond the cognitive and emotional intelligences, reaching multiple levels of consciousness, meaning the manifestation of a spiritual intelligence (Amram, 2009).

A future with more connection, empathy, autonomy and flow with less hierarchy had been imagined by the senior leader, showing that his attention was on how people were relating with each other and the need to nurture stronger relationships, not only based on roles or functions. This is sustained by Meadows (2008), when she affirms that the behaviour of the system will be affected by the relationship quality of its parts.

Leaders operating from a novel perspective were able to see and sense the organization as one living system (Bohm & Nichol, 1996). From this viewpoint, the senior leader did not impose any change, but opened the space for the organization to co-design their future. Following Plotkin’s (2021) framework, in the phase of dissolution, one enters a kind of identity indeterminateness, a suspension of whom you believed you were. In this case, it was a dismemberment of what leaders understood as leadership.

The findings describe leaders tapping into old ways of being, manifested in terms of distancing from people, having the last word, carrying the heavy burden

of decision-making and being encapsulated in the armour of hierarchy. This approach applies to the mechanistic view of reality opposed to the system view of life to management (Capra & Luisi, 2014), which implies a living organism in the totality of its mutual interactions.

As further described by Cook-Greuter (2004), the human development model describes human potential moving towards deep understanding and effectiveness in the world, from an ego-centric to a world-centric view. As development unfolds, tolerance for ambiguity, flexibility and self-awareness increase while defences decrease. Results show the dissolution of patterns such as power and control and the attachment to the ego.

A newly-born leadership culture met an empowered team, giving rise to the unfoldment of an actualized organizational culture. Individuals felt connected with each other and collaborated for the sake of the whole business, moving towards a common purpose beyond functions. Leaders felt connected with each other beyond functions, meaning a relationship nurtured by their beingness instead of the roles they represent. While fostering this kind of relationship, teams tend to operate smoothly, capitalizing on the creativity of the individuals.

When leaders operate from this novel place, allowing openness and vulnerability to be intrinsic values of leadership, the organization consequently mirrors their behaviour. One of the outcomes is that teams start feeling safe to assume responsibility and act autonomously. Edmondson (1999) suggests that when team members feel confident that colleagues will not hold the errors against them, they tend to speak up and assume responsibility. When this is constantly perceived and lived by the collective, it starts facilitating a learning behaviour in the organization, meaning the ability to cope sustainably and creatively with new challenges (Senge et al., 2004).

The perception of interconnectedness was translated into the statement repeatedly spoken, “we are one”. As expressed by John: “There is a huge, huge force that moves everybody when we are connected”, which led me to assume the perception of a deeper level of interconnectedness encompassing what Tibetan Buddhism calls “wisdom awareness” (Senge et al., 2004). This study reveals the possibility to bring the transpersonal view to the transformative journey of leaders, bridging the perception of the nondual with the dual world (Sharma, 2017). The experience led to heightened levels of interconnectedness, a non-dual sense, where inner wisdom resides (Sharma, 2017). When leaders and team members start relating from a place of non-boundaries, it seems they access a beyond “analytic knowing”, allowing collectively a “primary knowing” to emerge. According to Rosch in Senge et al. (2004), primary knowing arises by means of interconnected wholes and a sense of unconditional value, leading to compassionate actions based on wholes larger than the self.

Results showed that going up the canyon (Plotkin, 2021) and crystallizing an integrated organizational culture requires specific forces: collective intelligence and a collaborative decision making process. According to Woolley et al. (2015), “collectively intelligent groups communicate more and participate more equally than other groups” (p. 422), and they also suggest that it is derived from bottom-up processes, combined with top-down interactional processes. The second attribute is the way the decision-making process is performed in the integrated culture. The results of the current study illustrate the affirmation of Montuori and Donnelly (2017) who define transformative leadership as a participatory process of collaboration and mutual benefit. The basic premise from the authors is a relational view of leadership, actualizing the idea of someone holding a specific position in the system. They sustain that everyone can lead in a specific moment, which is particularly aligned with the emerging networked culture of collaboration (Montuori & Donnelly, 2017). Formal leaders and associates assume business decisions collaboratively and interchangeably.

The last phase is enactment, when one learns to embody his or her identity through acts of service to the community (Plotkin, 2021). When individuals feel free to manifest their identity without fear and through new eyes, the collective operates from a new level of awareness. According to Cook-Greuter (2004), such development allows for an expansion of what we are aware of, and consequently what can be influenced and integrated. The present findings show that people were happier and business results improved in many aspects.

There was no master plan leading to this outcome, only an impetus “to do things differently”. This self-made path led to the enactment of a better place to work, where results flourish while people feel empowered to do business, and where the leader’s main role was to remove barriers and help people develop. Laloux (2014) affirms that each new state of consciousness allows for more of our human potential and talent to unfold. As far as this case study is concerned, it is possible to claim that the transformative journey has led to a place of higher performance, with more content people, as expressed by Bruce: “Happiness, satisfaction. All we dreamed has worked out, right? I think for many executives it is a dream. It is a huge relief.”

An approach to leadership development reinforces that the interior condition of leaders makes the ultimate difference in terms of a team’s performance and their ability to face change. According to Scharmer (2009), the interior condition is “the inner place from which they operate” (p. 7). This inner place, also known as the inner source, will originate the actions performed by leaders –the what – and the processes leaders use to make their actions come to life – the how. This study highlights how the senior leader’s inner condition influenced the actions (what) and the processes (how) experienced by the organization.

### **Limitations and suggestions for future research**

I believe that observations of the individuals' interactions in meetings would provide a fruitful amount of qualitative data for analysis and integration into the findings. According to Edgar Schein in Senge et al. (2004), we can learn about organizational culture through careful observation and reflective participation during interactions. Due to the COVID-19 restrictions, it was not possible to participate in a live event.

Further research could be conducted with a group of case studies, to explore how transpersonal approaches have contributed to organizational transformative journeys. The researcher could explore how senior leaders' level of awareness impacts the development of organizations. This will allow a focus on different perspectives of the issue, bearing in mind that the contexts of cases differ and generalization should be avoided.

### **Conclusion**

The research suggested that the senior leader's main role was to move to a place of vulnerability, accessing a space of not knowing. While stepping out of the patterns from the past, the organization was free to pursue its own path. It was only possible when the leadership team experienced an ego-shifting process, abandoning their old belief system and co-creating a new collective self. It required courage and willingness to dig in our darkest places until we found our unique, authentic and heartfelt selves. It was also suggested that a core competence of leaders is the ability to co-create and hold a safe space for people, sustaining a position of caring and mindful presence, allowing the living organism to accomplish its evolutionary purpose. This allowed associates to assume projects beyond their functional roles, meeting the needs of the organization and serving a common purpose, which all together formed the organizational culture based on vulnerability, human development, autonomy, purpose, collaboration and empathy. Finally, the case study has demonstrated the effects of interconnectedness, revealed by the emergence of "We are one". It was manifested when silos were dissolved and people were invited to live their fullest potential beyond the boundaries of roles, countries, business units or departments. This can be seen and felt in people's contentment, engagement and, consequently, in the high performance revealed by the business results.

### **Acknowledgements**

This article is based on the final dissertation research project undertaken by the author and supervised by Dr. David Lipschitz. It was submitted in partial fulfillment of the requirements for the MSc programme in Consciousness, Spirituality and Transpersonal Psychology. The programme was delivered by Alef Trust in partnership with Liverpool John Moores University, UK.

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### **About the Author**

Laís Cossermelli has 20 years experience working with multinational organizations, primarily in the field of leadership, organizational development and cultural transformation. She holds a Bachelor in Law, an MBA and is specialized in the field of Anthroposophy. Cossermelli is deeply passionate about individual and collective transformation and this drives all of her personal and professional endeavours. She has been a committed mindfulness practitioner for more than 20 years and holds an MSc in Consciousness, Spirituality and Transpersonal Psychology. Currently, Cossermelli is a MBA professor in the area of change management and cultural transformation. In addition, she is an organizational consultant in the company she cofounded, Flowing 3, which specifically focuses on corporate cultural change. She is a transpersonal psychologist, coach and mentor working with leaders/professionals who are called to integrally work with mind, body, emotions and spirit.



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