

EDWARD E. MORLER, M.B.A., Ph.D.

● THE ● LEADERSHIP INTEGRITY CHALLENGE

**HOW TO ASSESS
AND FACILITATE
EMOTIONAL MATURITY**

THE LEADERSHIP INTEGRITY CHALLENGE

**HOW TO ASSESS AND FACILITATE
EMOTIONAL MATURITY**

Edward E. Morler, M.B.A., Ph.D.

**Sanai Publishing
Sonoma, California**

Sanai Publishing
1140 Brockman Dr.
Sonoma, CA 95476
(707) 935-7798; Fax, (707) 935-3642
www.SanaiPublishing.com

Copyright © 2005 by Edward Morler, PhD.
All rights reserved. No part of this book may be used or reproduced
in any manner whatsoever without the written permission of the
author except in the case of brief quotations embodied in critical
articles and reviews.

Printed in the United States of America
Cover design by De Morler
Typeset by LAFingGraphics.com

LCCN: 2005929121
ISBN: 0-9768643-0-4

“The Leadership Integrity Challenge provides a unique approach for understanding the qualities and characteristics of the emotionally wise leader. In the current environment where corporations are struggling to regain trust, investors are looking for leadership that embodies integrity, strategic vision, and the ability to build a strong team. This is a ‘must read’ for the CEO who is building a team or assessing a current one. Dr. Morler clearly identifies the levels of emotional maturity as a basis for determining a team candidate or, in the case of an existing team, who stays and who goes.”

– Lou Thompson, Jr., CEO, National Investor Relations Institute

“The Leadership Integrity Challenge is an intelligent, very practical and resourceful guide on creating authentic leadership within yourself and others. It makes you think and provides the means to put concepts into action. This is a book I highly recommend.”

– Marjorie Weingrow, Director, SAGE Scholars Program,
UC Berkeley; Chair., Business and Leadership Forum,
Commonwealth Club of California

“Dr. Morler’s impressive work struck me on a gut level, for here was the blueprint, clearly, of what I needed to do to more fully live my potential. Its poignant truth was both scary and exciting. I felt compelled to read on. I was not disappointed. This is a must read for those courageous souls who take the warrior’s journey of fundamental change – be they heads of State, CEO’s, or those on a path of personal growth.”

– Orlando Villanueva-Cortes, former Professor, Purdue University

“The Leadership Integrity Challenge teaches us how to respond and live a life of emotional maturity. This is required reading!”

– Bill Keener, Regional Credit Director, Regions Bank

“Ed Morler’s book guides us on our personal paths to higher maturity levels as well as making it possible for us to guide others. Taking on the integrity challenge is not an option—it’s a must!”

– Richard Love, philosopher

“In *The Leadership Integrity Challenge*, Ed Morler provides practical distinctions, clear insights, and an inspiring vision of integrity and leadership. His book challenges all leaders to work on themselves. This is not only a ‘must read,’ but a book that those committed to ongoing growth will refer to over and over again.”

– Eleanor Bloxham, President, The Value Alliance and Corporate Governance Alliance and author of *Economic Value Management and Value-Led Organizations*

“This book is a gem! It is focused, relevant, insightful, actionable and filled with useful anecdotes and quotes. It flows and develops beautifully, has depth and makes sense from A to Z. It is indeed a ‘how to’ book of substance.”

– Larry West, former E.V.P., Banc One

“Invaluable! An insightful presentation of the key elements that shape how we deal with life and relationships. It eloquently points out why integrity is about growing up – personally, professionally, and organizationally – and how we can go about it. It should be, at a minimum, a foundational text for any program dealing with personal growth or interpersonal skill development.”

– Rod Pieper, Executive Coach

“Presence, impact, power, the list goes on and on. Dr. Morler presents a guide for not only monitoring and managing our own emotional maturity levels, but that of our associates, families, and friends as well. He encourages us to embrace our emotions and responsibly express them, allowing them to work for us rather than against. Dr. Morler has resounded a call for leaders – real leaders. Do you have what it takes?”

– Latoya Love, student, University of Wisconsin

**THE LEADERSHIP
INTEGRITY
CHALLENGE**

With love and affection, I dedicate this book to my wife,
De Morler. Her love, patience and support have helped me
look into my own self-imposed limitations and inspired me
to greater sensitivity and compassion. Because of her,
I continue to be more of who I am becoming.

ACKNOWLEDGMENTS

The contents of *The Leadership Integrity Challenge* is a synthesis of concepts and practical applications from many disciplines: philosophy, psychology, organizational theory, quantum mechanics, chaos theory, metaphysics, religion, education and business. The basic concepts and dynamics are not new. They have been expounded as ideals since the dawn of civilization. The only thing original here is how they are organized and presented.

Many individuals have contributed to this current integration. Their critiques and suggestions have been invaluable and are very much appreciated. Any mistakes, omissions, awkwardness or lack of clarity are solely my responsibility.

I want first to thank my wife De for her loving patience and support for a project that became much more time consuming than anticipated. Secondly, I am indebted to General “Jack” Chain, who patiently read a number of drafts, made many valuable suggestions and became a good friend in the process. Similarly, Lou Thompson, C.E.O. of the National Investor Relations Institute and Jack Krol, former C.E.O. of DuPont also devoted significant time reviewing and providing insightful comments on focus and direction. Many thanks to developmental editor, Mary Lobig-Giles and copy editors Katrina Mather, Kelly Crawley, and Ricky Weisbroth. In addition, I would like to express my appreciation to Lorien Fenton and Debra van Stigt for all their helpful and professional administrative support. I wish to express special thanks to Amelia Behm, my exceptionally competent associate of seventeen years who tolerated, with aplomb, the numerous attempts of earlier versions.

Many others have reviewed various sections or drafts and provided feedback and support. These include: James Andracchi, Acquisitions Integration Manager, Metavante; Huguette Anhalt, screenwriter; David Arrigo, Senior Chief Petty Officer, U.S.N.; Eleanor Bloxham, President, The Value Alliance and author of *Value-Led Organizations*; Melissa Booth, Executive Director, Executive Leadership Institute; Robert Booth, E.V.P. and Senior Credit Officer, Enterprise Bank; Jack Carlsen, Senior Chief Petty Officer, U.S.N.; Betty and Richard Connor, lifelong friends; Judy and Bill Elbring, Cofounders, LifePartners; Rich Everett, C.O.O., West Marine; Bruce Fabric, M.D., Psychiatrist; Dawson Faulk, entrepreneur; Ben Gerson, Senior Editor, *Harvard Business Review*; Andrew Hahn, Psy. D., Founder, *Guided Self Healing*; Lois Hart, Ed. D., Executive Director, The Woman's Leadership Institute; Ellen Heffes, Managing Editor, *Financial Executives International*; John Horen-Kates, President, Vail Leadership Institute; Carla Jacobs, C.E.O., Jacobs Creative; Bill Keener, Regional Credit Director, Regions Bank; Jack Labanauskas, Editor, *Enneagram Monthly*; Fleur Lee, artist; Latoya Love, student, University of Wisconsin; Richard Love, philosopher; Ellen Masterson, Partner, PricewaterhouseCoopers; Ron Morgan, Director of H.R., Nektar Therapeutics; Mike Morler, Real Estate Investor; Ron Ostertag, former C.E.O., General Semiconductor, Inc.; Rod Pieper, Executive Coach; Gail Regan, Vice Chair, Cara Operations Limited; Jan Sue Rossini, friend; James Sprayregen, Head, Worldwide Restructuring Group, Kirkland and Ellis; John Santi, Managing Director, Stanford Group Co.; Robert Vanourek, Chairman, Vail Leadership Institute; Orlando Villanueva-Cortez, Professor (retired), Purdue University; Lesley Ward, Ph.D., Psychologist; Marjorie Weingrow, Director, SAGE Scholars Program, UC Berkeley; Larry West, E.V.P. (retired), Banc One.

Thank you all.

FOREWORD

*by General John T. "Jack" Chain, U.S.A.F., Retired
Former Commander-in-Chief of the Strategic Air Command*

The Leadership Integrity Challenge is a seminal work on a critically important subject. It deserves the attention of everyone who desires a world where integrity is not a cliché, but a living presence. I have been very fortunate in my life and career to have known and worked with people and organizations of integrity. Regardless of the pressures, which can be many, and the consequences of decisions, which can be significant, living in an integral environment creates clarity and an inner sense of what is right action. When that is missing, chaos abounds and bad things happen, including losing a sense of the meaning and value of integrity itself. For sanity and good judgment to prevail, an environment of integrity is not simply desirable—it is necessary. Integrity truly is the vital factor.

Recent corporate scandals have demonstrated a level of greed and fraud, the likes of which we have not seen before. Nevertheless, they have also been a gift, for they have created an awareness of the vital importance of integrity and the huge cost of its lack. These scandals have been a powerful stimulus to look more deeply at this problem. Issues of governance, of compliance, of potential conflicts of interest, of reporting and accounting procedures are being looked at with more scrutiny than ever before. Some of what comes out of this will be helpful. Some may only divert us from the underlying issue of how we

are to create an integral environment, not simply ensure compliance to some arbitrary set of rules and laws. Clear standards and better procedures are necessary but while they may be contributing factors, they are not in themselves causative or transformative.

Dealing with causative and transformative factors is what *The Leadership Integrity Challenge* addresses in-depth. In it, Dr. Morler has taken this much-talked-about but little understood subject and not only made it understandable, but also provided a model and means to expand its presence. He looks at integrity from its many facets—how it relates to our maturity and sense of purpose; how it affects our ability to deal with change; how it influences our perceptions, attitudes, authenticity, contributions, and leadership potential as well as our ability to enjoy life.

Dr. Morler clarifies how you and I tick the way we do, how we can let go of our self-imposed limitations and facilitate others to do the same, and how we can choose to live an empowered life with integrity at its core and do so with others of like intention. He expands on and beyond emotional intelligence to emotional maturity and shows how its development is key to creating more integrity in our lives.

The Leadership Integrity Challenge has application for all walks of life, across all cultures, from personal growth to leadership development. It has a breadth and depth that deserves careful study. Anyone who sits back and puts their feet up will find many useful applications. It is particularly useful for leaders who are serious about developing an integral organization. It should be a priority read for any executive, supervisor, manager, or aspiring leader. I hope it gets the attention it deserves.

Jack Chain
May 2005

CONTENTS

Acknowledgments	vii
Foreword by General Jack Chain, USAF, Retired	xvii
Introduction	1
Chapter Summaries	5
1 Leadership—Making Change an Opportunity	7
Facing the Confusion, Doubt and Fear of Change	9
Substituting “Fixes” for Leadership	10
Real Leadership Takes Guts	12
Presence—Being In the Moment	12
Responsibility—the Ability to Respond	13
Responsive Versus Reactive Behavior	14
False Responsibility	16
Power—the Ability and Willingness to Act	17
Empowerment—Giving Yourself Permission to Act	18
Goals—An Anchor to the Future	20
Butcher, Baker, Candlestick Maker—	
When are You Which?	21
Obstacles to Change	22
Over-managed and Under-led	22
The “We’re Successful” Syndrome	23
“Their Numbers are Up”	24
Mind Reading Required	25
“But I Intended to Do It”	26
The Genesis of Crazy-Making	27

The “Silo Effect” 29

Alleviate the Numbers Game 30

2 The Emotionally Wise Leader33

The Emotionally Wise Leader—Qualities
and Characteristics 33

Selecting, Developing and Retaining
the Emotionally Mature 37

Vitalizing the Organization and Optimizing Performance ... 39

The Recommended Process 40

 Step I. Secure Management Commitment 40

 Step II. Educate the Organization 41

 Step III. Facilitate Individuals to
 Empower Themselves 41

 Step IV. Co-create The Organization’s Vision,
 Core Values, Strategic Intent, Strategic
 Objectives and Operating Principles 44

 Step V. Co-develop Strategic and Operational Plans 47

 Step VI. Implement Plans, Programs and Projects 47

 Step VII. Reassess 47

Common Mistakes 48

A Word of Caution—the Impact of Self-Image 48

Potential Impact 50

Leadership Factors 50

 TABLE 2.1: Leadership Factors 52

Optimizing the Impact of Training 53

 Selecting Participants by Emotional Maturity 55

 Doing the Right Things in the
 Most Effective Sequence 56

 Developing Critical Mass 56

 Creating Elegant Synergies 57

Including People We Missed Before	57
Fundamentals in Place	58
3 Integrity—The Vital Factor	59
Essence Values and Qualities	61
What Is Having Integrity?	62
Integrity and Its Impact	64
Integrity Is Personal	65
Integrity Is a Choice	66
Integrity is at the Core of Who We Are	68
Integrity is the Foundation of Vision, Principles and Character	69
The Essence of Integrity	70
Qualities That Distinguish People of Integrity	71
Assessing the Strength of Our Integrity	73
When Integrity Is Absent: Recognizing the Signs	74
Fuel for Powerful Change	77
Putting Integrity into Practice	78
Integrity and Emotional Maturity	80
Integrity and the Games of Life	80
Summary: Integrity—The Key to a Fulfilled Life and the Linchpin to Dynamic Leadership	82
4 Emotional Intelligence And Beyond	85
Moving Toward Greater Integrity	85
Emotional Intelligence	86
What Are Emotions?	87
Differentiating Authentic from Artificial Emotions	91
Guilt	91
Martyrdom	92
Victimhood	93

Fear and Anxiety	93
Fear	94
Anxiety	96
Arrogance	96
Defining Subtle Arrogance	97
The Root of Arrogance	98
Anger	101
Confronting Why We Repress, Suppress, or Harbor Anger	101
Anger's Place in Relationships	102
Feeling Emotions versus Emotionality	103
Why Life Seems a Struggle	104
What Is Rage?	105
How We Settle	106
The Shadow	108
The Ego	109
A Cry for Love	110
So You Want to Be Happy	111
5 Emotional Maturity	113
Defining Emotional Maturity	113
TABLE 5.1: Correlation of Stages of Ego Development and Maslow's Hierarchy of Needs	116
TABLE 5.2: Correlation of the Stages of Ego Development, Maslow's Hierarchy of Needs and Herzberg's Two-Factor Job Model.....	119
The Genesis of Limitation	120
The Spiral of Deterioration	122
The Maturation Process	122
Emotional Maturity Is a Conscious Choice	123
Willingness—the Determining Factor	126
What Are We Willing to Be, Do, and Have?	127

Blame	129
From Blame to Responsibility—the Key to Power and Empowerment	130
The Gulp Stage	131
The Difference Between Emotionally Healthy and Emotionally Unhealthy People	132
Starting the Flow	136
Review	137
6 The Levels of Emotional Maturity	139
Different Perceptions Create Different Realities	140
Doing What's Right—Finding an Objective Measure	141
FIGURE 6.1: Levels of Emotional Maturity and Net Impact on Self and Others	142
Six Levels of Emotional Maturity	143
Level 6—Leader	144
Level 5—Doer	146
Level 4—Coper	147
Behavior Below Level 4	148
Level 3—Opposer	150
Level 2—Manipulator	152
Level 1—Victim	154
About Team Building	156
TABLE 6.1: Correlation of the Levels of Emotional Maturity with Three Models of Motivation	157
TABLE 6.2: The Levels of Emotional Maturity— Corresponding Characteristics and Behaviors	158
Summary of Level Behavior	167
7 The Power of Communication	169
Good Listeners—A Rare Commodity	170
The Value of Acknowledgements	171

From Discussion to Dialogue—Moving Toward	
Greater Understanding	172
Lessening Repressed Communication	174
Focus of Attention	177
In-depth Probing to Determine Real Needs,	
Concerns and Values	178
Types of Probing Questions	179
Follow-up	180
Examples of Follow-up Probes	182
Some Comments on Establishing Rapport	184
Additional Comments on Getting	
More Information	184
Recap of Important Points	185
Developing a Consultative Relationship:	
a Sales Example	186
Some Helpful Processes	188
Communication Clearing Process	188
The Self-Image Process	189
8 Facilitating Emotional Maturity	191
Getting into Balance	191
Emotional States	193
Acute Emotional States	193
Chronic Emotional States	193
Social Demeanor	194
Cultural Influences	194
Emotional Range and Facilitation Level	195
Understanding Facilitation Dynamics	196
Communicating With Reality	198
Applying the Appropriate Facilitation Level	199
Chronic Low-Level Behavior	201
The Levels and Intervention Effectiveness	203