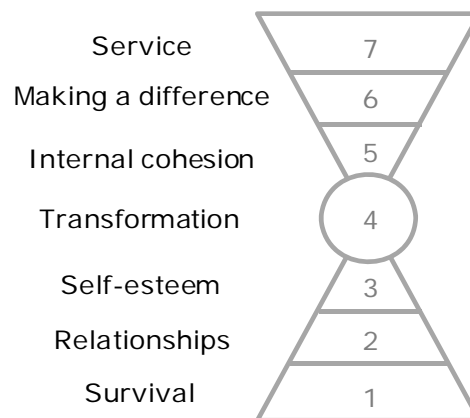


The Seven Levels of Organisational Consciousness

By Richard Barrett

All human group structures grow and develop in consciousness in seven well-defined stages. Each stage focuses on a particular existential need that is common to the human condition. These seven existential needs are the principal motivating forces in all human affairs.

The seven stages in the development and growth of the consciousness of an organisation are summarized in the following table, and described in detail in the following paragraphs. The model applies to all types of organisations—corporations, government departments, municipal agencies, institutions, non-governmental organisations (NGO), and educational establishments. The focus of this table is on a for-profit organisation. The differences between this type of organisation and other types of organisation are mainly in the way they are financed or funded, and the way they distribute their products and/or services. The table describing the Seven Levels of Organisational Consciousness should be read starting from bottom and working up.



Levels of Consciousness		Motivation
7	Service	Social responsibility: Working with other organisations and the stakeholders of the organisation in pursuit of societal objectives that enhance the sustainability of humanity and the planet, while deepening the level of internal connectivity inside the organisation by fostering compassion, humility and forgiveness.
6	Making a difference	Strategic alliances and partnerships: Building mutually beneficial alliances with other organisations and the local community to protect the environment, while deepening the level of internal connectivity inside the organisation by fostering internal cooperation between business units and departments.
5	Internal cohesion	Strong cohesive culture: Enhancing the organisation's capacity for collective action by aligning employee motivations around a singular mission, an inspiring vision and a shared set of values that create commitment and integrity, and unleash enthusiasm, creativity and passion.
4	Transformation	Adaptability and continuous learning: Giving employees a voice in decision-making and making them accountable and responsible for their own futures in an environment that supports innovation, continuous improvement, knowledge sharing, and the personal growth and development of all employees.
3	Self-Esteem	High performance systems and processes: Creating a sense of employee pride by establishing policies, procedures, systems, processes and structures that create order and enhance the performance of the organisation through the use of best practices. Focus on the reduction of bureaucracy, hierarchy, silo-mentality, power and status seeking, confusion, complacency, and arrogance.
2	Relationship	Relationships that support the organisation: Building harmonious relationships that create a sense of belonging and loyalty among employees and caring and connection between the organisation and its customers. Focus on the reduction of Internal competition, manipulation, blame, internal politics, gender and ethnic discrimination.
1	Survival	Pursuit of profit and shareholder value: Creating an environment of financial stability, and focusing on the health, safety and welfare of all employees. Focus on the reduction of excessive control and caution,

		short-term focus, corruption, greed and exploitation.
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While the model as a whole focuses on the needs of the organisation, different levels of consciousness focus on the needs of specific stakeholders. At the first level of consciousness there is a specific focus on the needs of investors and employees; at the second level on the needs of employees and customers; at the third fourth and fifth levels on the needs of employees; at the sixth level on needs of employees, partners, and the local community, and at the seventh level on employees, partners and society.

Ultimately, no matter what type of organisation is under consideration, it is the employees’ experience of the organisation, and the leaders’ ability to inspire them to unlock their discretionary energy that is fundamental factor in determining the organisation’s level of success.

The “lower” needs, levels 1 to 3, focus on the basic needs of business—the pursuit of profit or financial stability, building employee and customer loyalty, and high performance systems and processes. The emphasis at these lower levels is on the self-interest of the organisation and its shareholders. Abraham Maslow referred to the needs of these three levels of consciousness as “deficiency” needs. An organisation gains no sense of lasting satisfaction from being able to meet these needs, but the leaders feel a sense of anxiety if these basic needs are not met.

The focus of the fourth level is transformation—a shift from fear-based, rigid, authoritarian hierarchies to more open, inclusive, adaptive systems of governance that empower employees to operate with responsible freedom (accountability).

The “higher” needs, levels 5 to 7, focus on cultural cohesion and alignment, building mutually beneficial alliances and partnerships, long-term sustainability and social responsibility. Abraham Maslow referred to these as “growth” needs. When these needs are met they do not go away. They engender deeper levels of commitment and motivation.

Organisations that focus *exclusively* on the satisfaction of the lower needs are not usually market leaders. They can achieve some success financially, but in general they are too internally focused and self-absorbed, or too rigid and bureaucratic to be at the top of their game. They are unable to adapt to changing market conditions: they are not adaptable, and do not empower employees. Consequently, there is little enthusiasm among the work force, and there is little innovation and creativity. These organisations are often ruled by fear, and are not healthy places to work. Employees often feel frustrated, and complain about stress.

Organisations that focus *exclusively* on the satisfaction of the higher needs lack the basic business skills and capabilities necessary to operate effectively. They are

ineffectual and impractical when it comes to financial matters. They are not customer oriented, and they lack the systems and processes necessary for high performance. They are simply not grounded in the reality of business. These characteristics are often found in non-governmental organisations and not-for-profit organisations.

The most successful organisations are those that have mastered both their “deficiency” needs and their “growth” needs. They operate from full spectrum consciousness. They create a climate of trust, have the ability to manage complexity, and can respond or rapidly adapt to all situations.

Full Spectrum Consciousness

Full spectrum organisations display all the positive attributes of the Seven Levels of Organisational Consciousness.

- They master survival consciousness by focusing on profit, financial stability, and the health and safety of employees.
- They master relationship consciousness by focusing on open communication, employee recognition, and customer satisfaction.
- They master self-esteem consciousness by focusing on performance, results, quality, excellence, and best practices.
- They master transformation consciousness by focusing on adaptability, innovation, employee empowerment, employee participation, and continuous learning.
- They master internal cohesion consciousness by developing a culture based on shared values, and a shared vision that engenders an organisation-wide climate of trust.
- They master making a difference consciousness by creating strategic alliances and partnerships with other organisations and the local community, as well as developing mentoring, coaching and leadership development programmes for employees.
- They master service consciousness by focusing on social responsibility, ethics, and sustainability, and keeping a long-term perspective on their business and its impact on future generations, as well as embracing compassion, humility and forgiveness.

At the present moment in time, there are very few full spectrum organisations. Whenever we do encounter them, they always have exemplary performance characteristics.

Each of the seven levels of organisational consciousness is described in more detail below.

Level 1: Survival consciousness

The first need for an organisation is financial survival. Without profits or access to a continuing stream of funds, organisations quickly perish. Every organisation needs to make financial stability a primary concern. A precondition for success at this level is a healthy focus on the bottom-line.

When companies become too entrenched in survival consciousness and have deep-seated insecurities about the future, they develop an unhealthy short-term focus on shareholder value. In such situations, making the quarterly numbers—satisfying the needs of the stock market—can preoccupy the minds of the leaders to the exclusion of all other factors. This leads to excessive control, micro-management, caution, and a tendency to be risk-averse.

Businesses that operate in this way are not interested in strategic alliances; takeovers are more their game. They will purchase a company and plunder its assets. They see people and the Earth as resources to be exploited for gain. When asked to conform to regulations, they do the minimum. They have an attitude of begrudging compliance. Organisations experience their deepest fears at this level of consciousness.

Level 2: Relationship consciousness

The second need for an organisation is harmonious interpersonal relationships and good internal communications. Without good relationships with employees, customers and suppliers, company survival is compromised.

The critical issue at this level of consciousness is to create a sense of loyalty and belonging among employees, and a sense of caring and connection between the organisation and its customers. Preconditions for creating a sense of belonging are open communication, mutual respect and employee recognition. Preconditions for caring are friendliness, responsiveness and listening. When these are in place, loyalty and satisfaction among employees and customers will be high. Tradition and rituals help cement these bonds.

Fears about belonging and lack of respect lead to fragmentation, dissension and disloyalty. When leaders meet behind closed doors, or fail to communicate openly, employees suspect the worst. Cliques form and gossip becomes rife. When the leaders are more focused on their own success rather than the success of the organisation, they begin to compete with each other. When leaders display territorial behaviors, blame, internal competition and information hoarding become rife, increasing the level of cultural entropy. Family businesses often operate from level 2 consciousness because they are unable to trust outsiders in management positions.

Level 3: Self-Esteem consciousness

The focus of the third level of organisational consciousness is on performance and measurement. It is about keeping a balanced and watchful eye on all the key operational indicators.

At this level of consciousness, the organisation is focused on becoming the best it can be through the adoption of best practices and a focus on quality, productivity and efficiency. Systems and processes are strongly emphasized and strategies are developed to achieve desired results. Reengineering, Six Sigma and Total Quality Management are typical responses to issues of performance at this level of consciousness. The critical issue at this level of consciousness is to develop a culture of continuous improvement. A precondition for continuous improvement is the encouragement and reward of excellence.

Level 3 organisations tend to be structured hierarchically for the purposes of central control. Top-down is the primary mode of decision-making. The hierarchical structure also provides opportunities for rewarding individuals who are focused on their own personal success. Steep hierarchies often serve no other purpose than to cater to managers' needs for recognition, status, and self-esteem. To maintain central control, level 3 organisations develop rules to regulate and bring order to all aspects of their business.

Companies that are predominantly focused at this level of consciousness can easily degenerate into power-based silos, rigid authoritarian bureaucracies and/or a group of internally competitive over achievers. When this happens, failure or collapse will eventually occur unless the organisation can switch from being internally focused to externally focused, and become more adaptable.

Level 4: Transformation consciousness

The focus of the fourth level of organisational consciousness is on adaptability, employee empowerment, and continuous learning. The critical issue at this level of consciousness is how to stimulate innovation so that new products and services can be developed to respond to market opportunities. This requires the organisation to be agile, flexible and take risks.

To fully respond to the challenges of this level of consciousness the organisation must actively garner employees' ideas and opinions. Everyone must feel that his or her voice is being heard. This requires managers and leaders to admit they do not have all the answers and invite employee participation. For many leaders and managers this is a new role requiring new skills and capabilities. That is why it is important to develop the emotional intelligence of managers. They must be able to facilitate high performance in large groups of people who are looking for equality and responsible freedom. They

want to be held accountable - not micro-managed and supervised every moment of every day.

One of the dangers at this level of consciousness is to become overly biased toward consensus. While some level of consensus is important, ultimately decisions must get made.

A precondition for success at this level of consciousness is encouraging all employees to think and act like entrepreneurs. More accountability is given to everyone and structures become less hierarchical. Teamwork is encouraged and more attention is given to personal development and relationship skills. Diversity is seen as a positive asset in exploring new ideas. This shift, which brings responsible freedom and equality to workers, cannot fully achieve the desired results unless all employees and teams share the same sense of direction or purpose. This requires a shift to the fifth level of consciousness.

Level 5: Internal cohesion consciousness

The focus at the fifth level of organisational consciousness is on building cultural cohesion and developing a capacity for collective action. For this to happen, leaders and managers must set aside their personal agendas and work for the common good.

The critical issue at this level of consciousness is developing a shared vision of the future and a shared set of values. The shared vision clarifies the intentions of the organisation and gives employees a unifying purpose and direction. The shared values provide guidance on decision-making. When the values are translated into behaviors, they provide a set of parameters that define the boundaries of responsible freedom. The values and behaviors must be reflected in all the processes and systems of the organisation with appropriate consequences for those who are not willing to walk-the-talk.

A precondition for success at this level is to build a climate of trust. Aligning employees' personal sense of mission with the organisation's sense of vision will create a climate of commitment and enthusiasm at all levels of the organisation. Personal productivity and creativity increase as individuals align with their passion.

In level 5 organisations, failures become lessons, and work becomes fun. The key to success at this level of consciousness is the establishment of a strong, positive, unique cultural identity that differentiates the organisation from its competitors. The culture of the organisation becomes part of the brand. This is particularly important in service organisations where employees have close contact with customers and the general public. At this and subsequent levels of consciousness, organisations preserve their unique culture by promoting from within.

Level 6: Making a difference consciousness

The focus at the sixth level of organisational consciousness is on deepening the level of internal connectedness in the organisation and expanding the sense of external connectedness.

Internally, the focus is on helping employees find personal fulfillment through their work. Externally, the focus is on building mutually beneficial partnerships and alliances with business partners, the local community, and in certain circumstances with non-governmental organisations—in other words with all stakeholders.

The critical issue at this level of consciousness is that employees and customers see the organisation is making a difference in the world, either through its products and services, its involvement in the local community or its willingness to fight for causes that improve the well being of humanity. Employees and customers must feel that the company cares about them and their future.

Companies operating at this level of consciousness go the extra mile to make sure they are being responsible citizens. They support and encourage employees' activities in the local community by providing time off for employees to do volunteer work and/or making a financial contribution to the charities in which employees are involved.

At this level of consciousness, organisations create an environment where employees can excel. The organisation supports employees in becoming all they can become both in terms of their professional *and* their personal growth. Everyone supports everyone else.

A precondition for success at this level is developing leaders with a strong sense of empathy. Leaders must recognize that they must not only provide direction for the organisation, but they must also become the servants of those who work for them. They must create an environment that supports every employee in aligning their sense of personal mission with the vision and mission of the company. At this level of consciousness leaders must become mentors thereby creating pools of talent for succession planning. Leadership development is given significant emphasis at this level of consciousness.

Level 7: Service consciousness

The focus at the seventh level of organisational consciousness is a continuation of the previous level—a further deepening of the internal connectedness, and a further expansion of external connectedness.

Internally the focus of the organisation is on building a climate of ethics, humility and compassion. Externally, the focus is on local, national or global activism in building a sustainable future for humanity and the planet.

The critical issue at this level of consciousness is developing a deep sense of social responsibility throughout the organisation. At this level of consciousness, organisations care about social justice and human rights. They care about ecology and the global environment.

A precondition for success at this level of consciousness is self-less service, displayed through a profound commitment to the common good and to the well being of future generations. To be successful at level 7, organisations must embrace the highest ethical standards in all their interactions with employees, suppliers, customers, shareholders and the local community. They must always give consideration to the long-term impacts of their decisions and actions.