

The Seven Levels of Personal, Group and Organizational Effectiveness

Introduction

About ten years ago in the process of a great deal of coaching, training, consulting, reading and discussion, we (Ann Betz and Ursula Pottinga) realized something pretty darn basic: life is all about energy. And all energy is of two fundamental types – call it love and fear, high and low, light and heavy – it doesn't matter. Everything we do, think and feel comes from one or the other place.

We called this energy “above the line” and “below the line,” and as we started talking about it and exploring the implications, soon saw that wherever a person, group or organization fundamentally came from, that is what they then created in the world. Period. It didn't matter what they wanted to create, or what they intended or designed or planned. What mattered was who they were BEING. We coined a (admittedly awkward) sentence: “Who you are being are the results you are getting.” And to our fascination, found it to be absolutely, consistently true.

As we worked with individuals and organizations, helping them understand that this is the way the universe works, we kept discovering the beautiful simplicity and endless complexity of this model. Passionate to know more about how each of these dominant energies expresses itself, we found amazing research on consciousness by Dr. David Hawkins, Ken Wilber, Dr. Margaret Wheatley, Dr. Clare Graves, and others. This ultimately led to our development of The **Seven Levels of Effectiveness** – a broad, but we think highly accurate way of understanding the human experience.

For years, we've taught, talked about, coached, written and explored the Seven Levels, always finding new insights and realizations, both for our clients and in our own lives. A few years ago, one of these insights led to a major new focus of our work: the mapping of neuroscience research onto what we now understand about consciousness.

This e-book is our first attempt to provide a complete description of the levels, complete with what seems to be happening in the brain at each level of consciousness. Like life itself, it is a work in progress, and we offer it out into the world with love.

BEabove Leadership

Business partners Ann Betz and Ursula Pottinga co-founded BEabove Leadership in 2003. Their mission is to provide personal, group and organizational transformation through coaching, neuroscience and their trademarked 7 Levels of Effectiveness. www.beaboveleadership.com

The significant problems we face cannot be solved by the same level of thinking we were at when we created them.

~Albert Einstein

THE SEVEN LEVELS OF PERSONAL, GROUP AND ORGANIZATIONAL EFFECTIVENESS

7	SYNCHRONICITY love, harmony	Working from a true understanding that what is within creates what is outside; focus on creating a positive experience for all; the ability to see the gift and possibility in anything. The realm of “magical coincidence.”
6	INNOVATION objectivity, openness	The ability to set aside ego, personal agendas and perceived restrictions and explore possibilities from all angles; questing for, seeking, and focusing on the most effective solution to the problem or goal.
5	ENGAGEMENT motivation, tolerance	The desire to bring value, to be a contributor; basic enjoyment of the enterprise; focus on assets and strengths rather than limitations and detriments.
4	COURAGE bravery, resolution	The willingness to take a stand against previously held negative or disempowering beliefs and actions, trusting in the possibility of a positive future (often despite current evidence that a positive future is not likely or predictable).
3	FRUSTRATION anger, egotism	The focus on fighting and jockeying for position against (not with) others; the feeling that the external world (both people and circumstances) must be resisted.
2	FEAR anxiety, craving	The belief that one must protect against almost certain loss, attack or disappointment.
1	HOPELESSNESS shame, dispiritedness	The fundamental inability to see or work towards a positive future.



Background on the Levels

We call the Seven Levels, “Levels of Effectiveness” because this is what the impact of the level is—it governs and will determine one’s effectiveness. It’s always our come-from place that creates our results in the world, so effectiveness is the most basic way of seeing the levels. However, they can also be understood as levels of consciousness, vibration, and energy.

Of the Seven Levels, three are what we call “below the line” (*Hopelessness, Fear* and *Frustration*), with the remaining four being “above-the-line” (*Courage, Engagement, Innovation* and *Synchronicity*). There is an exponential expansion in energy as one goes higher in the levels, with the below the line levels all sucking more energy from life than they contribute. At *Courage* we cross over to contributing energy to life (hence the idea of “the line.”)

The levels need to be understood as both static and moving. In other words, a person, group or organization can be solidly in one primary level as an ongoing way of being, and also can be experiencing a level as a temporary or contextual state. For example, I might be in the level of *Frustration* due to tiredness, lack of sleep, or a specific incident, while normally calibrating closer to *Innovation*. And I might be in *Frustration* around a particular project or individual, although in *Engagement* in most other areas of my life. We are a sort of Irish stew of energies!

The names of each level reflect the *impact* the person, group or organization is having, whether it is systemic and ongoing, or simply for this moment in time or particular circumstance. The forthcoming descriptions of each level are written from an all-or-nothing perspective for simplicity’s sake, but are also relevant for those momentary or contextual “visits” to the level.

The levels are not a linear set, but are inclusive in nature. We like to think of it like climbing a mountain—we can only see as high as we are. *Hopelessness* can only see itself, but *Fear* can see itself and *Hopelessness*, and so on. It is not a case of this level OR that level, but this level AND all the levels below it. Thus the lower levels are not something to reject and get away from, but rather something to embrace, integrate, and include.

There are many positive, loving people who will not look at or talk about anything negative. They insist on only dealing with positive energy. This is not the integrated state of someone truly in *Synchronicity*, because *Synchronicity* is about knowing and owning the rich fullness of life in all its complexity. This is someone who is afraid they will get sucked into negativity if they look at or acknowledge it, and are thus acting out of a degree of fear. There are no shortcuts to moving to a higher level.

The Centrifuge Effect

The overall level of effectiveness will dictate the culture of the organization or group. People either take on the characteristics of the level (above or below the line), becoming incorporated into the culture, or they are spit out, either leaving or being let go.

Negativity at Higher Levels

This isn't due to the levels having a “shadow side,” but rather, occurs when the person or organization has attempted a higher level without fully integrating or dealing with the lower levels. Instead of authentically embodying the level, they reflect unresolved *Hopelessness, Fear* or *Frustration*.

For example, an organization may be putting efforts towards creating *Engagement*, doing all of the right things, but if there is unresolved *Frustration* due to past behavior by leaders or other individuals, the efforts of *Engagement* may backfire, actually causing people to greet any attempts with cynicism rather than possibility.

The Levels, Expanded

LEVEL ONE—HOPELESSNESS

Definition: The fundamental inability to see or work towards a positive future.

Feelings: Shame, Dispiritedness

Rate of Happiness: According to research by Dr. David Hawkins, people are happy about 1-5% of the time in the level of *Hopelessness*.¹

Dominant Brain Response: The lower levels (*Hopelessness*, *Fear* and *Frustration*) often show up as what Daniel Goleman of Emotional Intelligence fame calls an “amygdala hijack.” In other words, the amygdala (a small, almond-shaped organ in the brain’s limbic system) perceives something as a threat, and signals the body to produce adrenalin and cortisol, chemicals involved in the fight, flight or freeze response. This makes the higher brain less effective and less focused.

At *Hopelessness*, people primarily withdraw or shut down – the flight or freeze modes of limbic/adrenalin response. (However, when pushed they can also go to fight mode quickly and with great intensity.) *Hopelessness* is more dominantly right brain, reflected by disorganized, chaotic emotions and depression. (It is important to note that below-the-line in the lower three levels, the two hemispheres are very separate, and either one can over-calibrate in ineffective ways because of this dis-integration and lack of ability to productively flow back and forth, which begins to show up in the above-the-line levels.)

The below-the-line aspects of the right hemisphere of the brain are often dominant here. Emotions are overwhelming and can’t be understood or coped with. Depression is common.

Typical Body Sensations/Response: At this level, connecting to bodily sensations is not easy or typical. However, the body is often experiencing lethargy, undifferentiated aching, heaviness, tiredness, and constriction of the heart area. There is a pro-inflammatory biochemical response, and the body is more prone to autoimmune diseases, low serotonin (depression), and other illnesses. At this level, the eyes look dead. There is no sparkle and it looks like no one is home.

Description: When people are operating at this level of effectiveness, they are sluggish, uninterested, and basically miserable. (They may not show this, and some will instead try to put on a “brave face” or simply have a flat affect, however.) They feel inferior, stupid, and often depressed. They can be unkind and callous, and will blame others for what they perceive as the misfortunes in their own lives. They get very

The Language of HOPELESSNESS (Internal and External)

I am worthless
I do not belong
I wish I could crawl into a hole
I hate myself
I can’t let anyone find out
It’s all my fault—it’s all your fault
I am (or have done something) unforgivable
I should have known better
There is no way out
I’m too tired to do anything
What’s the use?
It’s hopeless
I don’t care/No one cares
I/we can’t
Why me/us?
If only I/we had (or hadn’t) done that
Nothing will ever be okay
Life is hard and unfair
We’ll never make it
We can’t compete because:
We will fail because:
It’s not fair—they (others) have all the advantages
Underperformers must be punished
We don’t have the resources, we are doomed
It won’t work
What does it matter?

little done and it is difficult to impossible to get them to take any responsibility for anything, including their own mistakes. To the people around them, people at this level feel like a burden. Responsiveness to both positive and negative events is generally listless and “poor me” victim language is common.

When a group or organization is at this level of effectiveness, very little gets done. This level exemplifies an extreme sense of disengagement, and employee behavior is prone to doing the bare minimum to get by, or even being unethical because they feel unseen and undervalued by the organization. It is not uncommon to see management by blame and guilt at this level, and passing the buck is also typical.

In this level, people are either putting in their time or seeking ways out. Profits are down and there is a general heaviness in the air. Decisions that are made somehow don't stick; no one takes things on and makes them happen. People rarely show initiative or are reluctant to become involved (or volunteer) for new projects or tasks. People plod from day to day and, frankly, the organization is surviving through sheer luck. Everyone looks to someone else to blame. There are endless “water cooler” conversations about who did what and whose fault the whole mess is. The word “presenteeism” (being there in body but not in spirit) is perfect for this level.

Keys to a Higher Level: Since the levels are fundamentally just a description of energy, we have to look at shifting in these terms. Only the level of *Synchronicity (7)* has enough energy and light to have an impact on the level of *Hopelessness*. Holding the person in love and light, non-resistance, compassion (but not pity), and helping them practice any form of mindfulness can all make a difference.

In *Hopelessness*, what will keep people from moving to a higher level is the refusal to admit there is anything wrong or that there is any possibility for change. If you are living with and/or trying to help someone at this level, be sure you are doing things to maintain your own above-the-line level, otherwise they will pull you into their reality, convince you it is your fault, and you will become certain as well that nothing can be done.

When working (or living) with someone who is at the first level of effectiveness, what is needed are clear boundaries and expectations. (If you have a choice, never hire, employ, or be in any sort of relationship with someone at this level. Do NOT fall into the trap of thinking that your light and love will save them.) There may need to be a clear boundary set by suggesting (or even insisting) they seek professional help. It is common for untreated or insufficiently treated depression to manifest these sorts of attitudes and behaviors, and treatment for this may make a huge difference. Often people at this level have no ability

A person whose
head is bowed
and whose eyes
are heavy cannot
look at the light.

~Christine de
Pizan

It is hopelessness
even more than
pain that crushes
the soul.

~William Saroyan

to seek any sort of intervention for themselves. Commonly, there is a sense of resignation and despair.

For the most part, no matter how much you care about someone who is operating at this level, unless you are in a specific and intentional therapeutic relationship with them that they have sought, you yourself will not be able to help them. In fact, if you are very close (e.g. married or living with them) you run the risk of taking on some of the attitudes and behaviors of this level yourself. It is highly toxic and contagious.

If you are supervising someone at this level in a workplace relationship, tight accountability is key. They need to be encouraged to seek growth and development and be steered in the direction of resources as well, but may not have the energy to take advantage of them. In this case, sometimes a Performance Improvement Plan (PIP) or probation can be a helpful catalyst or wake-up call. However, it's not uncommon that people at this level of effectiveness will see a PIP or probation as an attack or further justification for their negative feelings, in which case there is a risk that they will attempt to act out against the supervisor in some way or simply become even less engaged.

Often, in this state of effectiveness, people will not seek help until there is no other choice. You don't do them any favors giving them chance after chance out of "kindness." The kindest thing you can actually do *at this level* is to make it impossible for them to continue the behavior by being clear about your own boundaries and even issuing ultimatums if needed. After all, no one really wants to be this way.

Organizational Implications: When an organization is operating at this level, they often seek "miraculous" help and expect the consultant or new leader to save them. And/or they seek solutions that do not require personal change, especially from the organization's leaders (such as a reorganization, which *at this level* is rarely effective).

In an organization, a new (or transformed) leader needs to bring in an unrelenting commitment to discovering the organizational wounds that created this level, listening with compassion, and finding ways to promote healing. There is also a need for boundaries and firm clarity about what will and will not be tolerated going forward. It is not uncommon that some people will leave the organization at this point because their negativity and complaining are no longer a fit for the new energetic field of the organization. (Or they will sabotage positive efforts in any way they can. At this level, however, these actions are unconsciously motivated.

Someone powerful from within must stand up and tell the truth (for example, pointing out rampant negativity and ineffectiveness) and keep telling it, and they need to have enough power to do so without being fired. OR – significant and consistent enough external pressure (BOD,

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licensing bodies) needs to be applied. Just as in the personal intervention, unless the organization engages and chooses, little can be done. Sometimes with new leadership coming from a higher level of effectiveness, the best thing to do is start over with a new staff.

Positive Aspects of this Level: When looking at *Hopelessness* from a higher level (generally speaking, only the level of *Synchronicity (7)* has enough energy to look at this level and find useful things within it), the gift it offers can be the ability to know when it is time to give up and let go. Some situations *are* hopeless, after all.

LEVEL TWO—FEAR

Definition: the belief that one must protect against almost certain loss, attack or disappointment.

Feelings: Anxiety, Craving

Rate of Happiness in this Level: People are happy about 9%-10% of the time in the level of Fear.

Dominant Brain Response: Withdrawal (the *flight* action of the limbic system) **and** antagonism (the *fight* action of the limbic system) are both predictable at this level. This level can be right brain dominant, manifesting as chaotic, disorganized emotion that feels frenetic and out of control, and it can also be left brain dominant, with the person putting more and more restrictions on themselves and the world in order to feel in control (and therefore safe).

Lack of integration of the hemispheres also shows up in a propensity to focus on one individual scary tree and miss the whole forest (too much left hemisphere) or by seeing too much all at once and losing the ability to focus on individual positive steps that can be taken to move things forward (too much right hemisphere).

Typical Body Sensations/Response: It is still difficult for people at this level to connect with their bodies (or feel present within them). It feels scary to even stop and notice what the body is doing and feeling.

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At the acute level, there is typically a lot of adrenalin in the body at this level, which creates shakiness in the extremities, sweaty palms, butterflies in the stomach and chest areas, and breathing may be

The Language of FEAR (Internal and External)

I/we need to protect myself/ourselves

Watch out!

The world is scary and unsafe

I'll get hurt (or fail) if I do that

It's too big a risk

What if I lose my job (child, spouse, health, looks)?

You can't trust anyone

You/they are a threat

If only I hadn't:

If only that hadn't happened

I'll never have that again

I've lost something

You're not paying attention to how bad things are

Isn't it awful?

You'll get sick if you do that

Protect your belongings

People will cheat you

Be sure you get ALL the information

Don't be taken advantage of

Sooner or later they'll find out you are a fraud

Keep your head down and don't make people angry

Stay with your own kind

Don't make demands

shallow. The eyes look alarmed – think of a “deer in the headlights” -- and are often moving rapidly in an unfocused manner.

As a chronic and ongoing way of life, fear often manifests as a general feeling of unease, with an unsettled stomach and a sense of being “high strung,” due to the consistent activation of a pro-inflammatory bio-chemical response. There are heightened amounts of adrenalin and cortisol, and the body is more prone to cancer.

Description: When people are operating at this level of effectiveness, they are anxious and insecure. Activity is restless and even frenzied at times as they seek to create a world they are in control of which will not harm them. This often makes their personal expression and behavior more and more constrained, and there is a corresponding need to constrain others as well. When people are in the level of **Fear**, there is a noticeable lack of calm and an overall sense that they are not centered or at peace. Others may describe them as jangled or fretful as well as rigid and inflexible. In either case, it often feels uncomfortable to be around them.

When a group or organization is at this level of effectiveness, there is often a lot of activity, much of it frenzied or needless. Meetings take twice as long as they should and decisions are often immediately challenged or even disregarded (“how could we possibly do *that?*”). Endless energy is put into protecting oneself or one’s group from possible threat (both offensive and defensive strategies are used). Often information is held close to the chest and there is very little trust within and between work groups or business units.

An overload of rules and policies is another hallmark of this level. Anything “negative” that happens is met with a new rule even when it doesn’t make sense or is actively unfair.

There is an overall sense that where we are is not ok, as measured by some sort of external standard. The energy of striving endlessly to “make it” is present. This is different than the engaged energy of hard work that occurs at higher levels, in that it is not motivated by enjoyment of the enterprise, but by the feeling that we are somehow behind, under threat, and/or not doing it “right.”

Keys to a Higher Level: The energies of *Innovation (7)* and *Synchronicity (6)* both have enough energy to help people shift out of the level of *Fear*. FEAR could be said to be an acronym for “False Evidence Appearing Real,” thus the rational energy of *Innovation* can be very helpful here because it includes the positive aspects of logical analysis. Helping people understand that their fear may not be real, as well as focusing on what can and cannot be changed is often effective.

Fear kills
everything. Your
mind, your heart,
your imagination.

~*Cornelia Funke*

If you want to
control someone,
all you have to do
is make them
feel afraid.

~*Paul Coelho*

In the level of *Fear*, a core issue that keeps people from shifting to a higher level is the refusal to stand up for themselves. When they are able to make themselves a priority and embrace the possibility of a fulfilling life, positive movement becomes possible.

At the second level of effectiveness, there is somewhat more awareness and thus more capacity for positive change. When working with or relating to someone at this level, it is important to help them focus on developing an understanding of what is a rational fear that can be worked with and what is an irrational fear to be released. Because this is a level of frenzy and paralysis, often the most helpful intervention is to help move someone into focused, positive action. In level two, we have moved somewhat out of non-negotiable boundaries – if level one requires a sort of “tough love,” level two responds best to direct talk. And to do so, it’s best to bring compassion and understanding without colluding in the fear.

If you are supervising a person at this level, rationality and action are key. *Fear* tends to make things look bigger and more problematic than they actually are. Helping the person make an *accurate* assessment of the situation and then create an action plan which addresses what can be changed (while encouraging them to let go of what can’t be changed) can help calm the anxiety that is endemic at this level.

In this level, it is critical that the person *feel safe* in order to get to the point of moving forward. The effective manager will acknowledge the fear with compassion before helping the person make an accurate assessment and action plan. If the person in level two feels judged or dismissed in any way, they will not be able to set aside the fear long enough to attempt forward motion. It will simply give them evidence that they are right to be afraid and people really can’t be trusted.

Organizational Implications: When an organization is operating at this level, they often look for some sort of intervention that promises control and certainty, but what is much more effective is a clear-headed and innovative look at opportunities and threats. A leader hoping to shift this level will listen to fears and concerns with compassion, and develop slow steps toward working together (and in the world) from increasing trust and openness.

It is vitally important that the fears are talked about, taken seriously, and truly heard by leadership.

Positive Aspects of this Level: There are things to be concerned about, and the level of *Fear* helps us identify threats and protect ourselves. Connecting with *Fear* can help us know when to walk away or make a needed boundary.

“In the level of Fear, a core issue that keeps people from shifting to a higher level is the refusal to stand up for themselves. When they are able to make themselves a priority and embrace the possibility of a fulfilling life, positive movement becomes possible.”

LEVEL THREE—FRUSTRATION

Definition: The focus on fighting and jockeying for position against (not with) others; the feeling that the external world (both people and circumstances) must be resisted.

Feelings: Anger, Egotism

Rate of Happiness in this Level: People are happy about 12%-22% of the time in the level of Frustration.

Dominant Brain Response: Antagonism – the *fight* action of limbic/adrenalin response is dominant at this level. There is left hemisphere dominance, which manifests in being overly rigid and focused on competition, controlling others and the environment in order to get one's own needs met (different than controlling the environment out of fear). The main emotion the left hemisphere has access to is anger, and it is common that people's emotions play out in this limited range at the level of *Frustration*.

Typical Body Sensations/Response: In *Frustration*, once again there is little conscious awareness of the body. The adrenalin of anger manifests as heat, it can feel like a volcano that is just about to erupt, sensations in the heart area, fists, face, chest, tightness in the belly, shoulders and neck area. It's not uncommon to experience headaches from suppressing anger and frowning the brow. Teeth are often clenched or ground (mostly unconsciously) and TMJ can manifest.

Cortisol levels are high when a person is in *Frustration*. This level is associated with heart disease.

Description: When people are operating at this level of effectiveness, they are highly competitive and combative. They see the world as a place where fighting and competition are required and it is critical to win. In this level, it is very important to feel better than others, and people endlessly look outside themselves for evidence that this is true. The good thing about this level is that people can be very motivated—the bad thing is that they are motivated mainly for self. This is a highly egocentric level.

In this level, others are seen at best as someone to prove oneself against and at worst, as less valuable because of personal or group attributes. There is no sense of “we” here, only of “us vs. them”. Here people can be very unpredictable and volatile and therefore feel dangerous to be around. Jealousy, possessiveness, and domination are also rampant here. There is a defensiveness and need to argue and debate. “Who is right?” and “How can I win?” are the dominant questions at this level.

The Language of FRUSTRATION (Internal and External)

Get out of my way!

You'll pay for this.

They did it to me.

Yeah, right.

Screw you.

I need it done MY way.

I wouldn't want that stupid job anyway.

You can't make me.

They are all out to get me.

I'll get even with you.

You're incompetent.

My way or the highway.

Can you believe what he/she/they did? What an idiot.

Look at what I have.

You aren't as good as me/my group.

My stuff is better than yours.

I am more important than you are.

I'm right—you're wrong.

I've got the inside scoop; I'm in the “in” crowd

They're not our kind.

What's wrong with you?

You're way too sensitive.

Once I have _____ I will have arrived.

When I get _____, I will be happy.

How could you be so stupid?

As in all the lower levels, the brain response in *Frustration* has probably activated some amount of classic fight or flight reaction (in this level, more prevalently fight). This means that the higher brain is not as accessible and people are not fully rational. This can be tricky to understand, because the left brain is dominant here, and this can have the person appear highly rational, logical, and even deceptively calm.

When a group or organization is at this level of effectiveness, there is a tremendous amount of internal competition. People feel a strong need to get “credit” for their accomplishments, and sometimes will even take the credit for others’ accomplishments if they feel it will help them get ahead. In this level, there is often so much internal competition that external focus and effectiveness is diminished.

Some leaders encourage this level from a false sense that people will be more motivated by competing with their peers and thus accomplish more for the company. What plays out over time, however, is that these are short-term gains, which are offset by huge costs in the areas of trust and relationship. Also, this only “works” if everyone plays at this level, and will leave talented employees who calibrate at higher levels feeling unmotivated and disengaged (they’ll generally leave this kind of cut-throat culture).

In the level of *Frustration*, people will argue logically and vehemently for illogical and indefensible things, even when proven wrong by irrefutable evidence. This is crazy-making to be around, but it may help to understand that even though people may sound logical, when they are in this level, they are not. The brain is often overloaded with stress chemicals, which make truth and logic illusive and the defense of one’s point crucial past all rational standards.

A common strategy in this level is to say or do something unkind or unfair, and then act baffled, cool and “rational” when the other person reacts or pushes back. “What is wrong with *you*? Why are you being so sensitive?” are typical statements when this occurs. This has the impact of throwing the other person off-balance and putting them on the defensive, which the level of *Frustration* loves.

It is important to know that this level is attractive because it has much more energy than the lower levels. It is easier to act here, which makes us feel that we are doing something in our lives. It is however, fundamentally ineffective action, causing more harm than good. The comparison energy of this level also causes a “hamster wheel” effect of feeling that there is never enough, and the next promotion, luxury item, or accomplishment will finally be fulfilling. Of course, it is not, because this level does not allow for fulfillment.

Anger... it's a
paralyzing
emotion... you
can't get anything
done. People sort
of think it's an
interesting,
passionate and
igniting feeling – I
don't think it's
any of that – it's
helpless... it's an
absence of
control, and I
need all of my
skills, all of the
control, all of my
powers... and
anger doesn't
provide any of
that – I have no
use for it
whatsoever.

~Toni Morrison

Keys to a Higher Level: The energies of *Engagement (5)*, *Innovation (6)* and *Synchronicity (7)* all have enough energy to help people shift out of the level of *Frustration*. This level sits right underneath *Courage (4)*, and therefore has access to stepping across the line with enough motivation. Focusing on things like values and vision is key here. The passion of *Frustration* needs to be redirected in positive ways.

In *Frustration*, what will keep people from moving to a higher level is the refusal to be open to the possibility that they are not right, or that even if they are, their commitment to their own position at all costs is not effective.

At the third level of effectiveness, there is quite a bit of energy. This is why *Frustration* often feels somewhat empowering (and seductive), but only in *comparison to the lower levels*. This energy can be used to help people move by acknowledging their feelings and helping them redirect. In this level, there is now enough energy to see higher things and ideas. For example, asking someone in *Frustration* which of their values are being stepped on both validates where they are and helps move the focus to an above-the-line state.

If you are working or living with a person at this level, they need to be called into their best selves. Challenging them to be bigger than the issue, focusing on productive strategies, and aligning on vision are all effective interventions.

Because (as stated above in the description), the higher brain is not fully accessible in this level, any intervention that helps the person move out of reaction is very productive here. Naming the emotion they are feeling, focusing on values, taking a different perspective, and being present to their internal experience are all ways of grabbing and focusing the higher brain to bring it “online” in this level.

It is also important to be aware that people at this level often have contempt for anything they see as weakness. Being too nice and understanding can backfire here. People need to be met and even confronted, but always from a centered calm place that is ultimately one of love.

Organizational Implications: This level needs a positive leader who is more focused on collaboration than competition. Efforts must be made to build (or rebuild) trust slowly. Blasting through with a new program without taking the time to create authentic relationships will backfire at this level. *Frustration* very quickly looks for things to criticize and reasons to stay separate and prove superiority. At this level, teambuilding exercises may actually create more disengagement because they can be seen as hokey, inauthentic, and a bandage on the real problems of the organization.

“At the third level of effectiveness, there is quite a bit of energy. This is why Frustration often feels somewhat empowering (and seductive), but only in comparison to the lower levels. This energy can be used to help people move by acknowledging their feelings and helping them redirect.”

A program that begins with self-reflection and exploration of personal values and vision (for example, through one-on-one coaching) prior to group work is often effective. This can create an opening for people to come together to create a real and authentic vision for the organization. In addition, addressing frustrations head-on with honesty and a concrete plan for positive change is important—ideally, one that is developed from the group and builds on the values and vision they have created and aligned on.

Positive Aspects of this Level: Anger can be a great motivator, as can pride. It's important to remember that this level is the highest of the below-the-line levels and has the most energy, which can be tapped into to propel people across the line. There is also a form of anger that lives above the line, the anger of true righteousness. We need ways to embrace this place of being “mad as hell and I'm not going to take it anymore” as a source of inspiration. The trick is remembering that this legitimate anger must be honored, but actions are most effective coming from a higher place, one that is above the line (the level of Courage and above).

LEVEL FOUR—COURAGE

Definition: Trusting in the possibility of a positive future (often despite current evidence that a positive future is not likely or predictable).

Feelings: Bravery, Resolution

Rate of Happiness in this Level: People are happy about 55%-60% of the time in the level of Courage. (Note the significant jump in happiness from the level of Frustration – 22% at its highest – just by shifting to this level. Courage is the point when one goes from being a burden to the world to being a contributor.)

Dominant Brain Response: Beginning at the level of *Courage*, an alternate response to an “amygdala hijack” becomes possible; that of “tend and befriend” rather than fight or flight. This response, which is associated with a release of the chemical oxytocin (oxytocin prompts connecting behavior, including maternal tending and social contact with peers) promotes seeking connections as a response to stress. Connection with others also promotes the release of more oxytocin. (Oxytocin, interestingly, is enhanced by estrogen and decreased by testosterone, which is one reason the “tend and befriend response is often thought of as feminine in nature. We believe it is not a matter of gender, but of consciousness, and at the lower levels this response is less accessible to both men and women.)

Because *Courage* is so close to the line, it tends to be a somewhat unstable level. Thus, there is still susceptibility here to the lower level

The Language of COURAGE (Internal and External)

It's up to me to make a change

Maybe there is something I can do for myself

I'm going to take the high road this time

I'm scared but I'm going to do it anyway

I know this is the right thing to do

Let's try it!

Live and let live

It's their life, not mine

To each her/his own

Everyone must follow their own path

I'm happy with my life; what other people do is up to them

Everything usually works out okay

If I don't get this job, I'll get another

I don't need to prove anything

reactions as well. However, when *Courage* is accessed, we believe it engages the higher brain as well as the limbic system. When the Pre-Frontal Cortex (the seat of executive function) is engaged, it causes a release of the chemical GABA (gamma-Aminobutyric acid), which is the chief inhibitory neurotransmitter in the brain. What this means is that GABA acts as a sort of Pepto-Bismal to the reactive chemicals of the limbic system, inhibiting their activity and calming things down. With GABA activated, the person is more able to think clearly, understand the long-term implications of their actions, and experience empathy.

In addition, hemisphere integration becomes more and more pronounced as the levels expand above the line. Instead of right or left domination, the person becomes more and more flexible at going back and forth as needed, starting (but not fully realized) in *Courage*.

Typical Body Sensations/Response: At this level, people start becoming aware of their bodies. In *Courage*, people have the capacity to be physically aware of how hopeless, scary, or annoying life can be. The hallmark of this level is the phrase “feel the fear and do it anyway”. All the body sensations at the lower levels can still be there, however, there is increasing awareness and willingness to be conscious of and present to these sensations.

At this level, there is also a new sensation of “heart-full-ness” where the heart physically feels like it is opening and becoming softer and even bigger. This feeling increases even more at the higher levels.

Description: This level brings exploration, accomplishment, fortitude, and determination. Life is seen to be exciting, challenging, and stimulating. Happiness appears possible (although not guaranteed). The concept of personal accountability begins to become feasible and true productivity begins here. There is also an increased ability to discern truth from falsehood. To move from below the line to above the line invariably requires the energy of *Courage*. This is, however, just the beginning of the higher levels.

At Level Four, the ability to transcend rigid positions begins. There is an energy of rolling with the punches, and life seems much more satisfactory. Things pretty much work out okay, and people feel good enough about themselves to have a live-and-let-live attitude about others. People at this level are not generally interested in conflict, competition or guilt, and thus feel safe to be around.

There are feelings here of possibility, bravery, determination, affirmation, and empowerment. People begin to become productive, are able to learn and willing to try, even if they may secretly think something is not possible. Honesty and integrity begin to be valued as guiding principles to follow.

Life shrinks or
expands in
proportion to
one's courage.

~Anais Nin

Life is a daring
adventure or
nothing.

~Helen Keller

Keys to a Higher Level: The energies of *Engagement (5)*, *Innovation (6)* and *Synchronicity (7)* as well as *Courage (4)* itself all have enough energy to help expand on *Courage* and move it higher. *Courage*, while positive and hopeful, is only the gateway to the higher levels. It is a hopeful and yet unstable state of being, and here people are easily pulled back below the line. This is why *Courage* needs *Courage*, again and again and again.

In *Courage*, what will keep people from moving to a higher level is the refusal to get up one more time and try again, because generally *Courage* is a new state that requires going forth without a lot of evidence that things will work. Sometimes they don't, and the risk here is giving up too easily and succumbing once again to a below-the-line state.

There is a lot of energy to work with in the courageous person. They want something better and will listen to advice as to how to achieve it. However, because they are easily pulled back down to the lower states, they do need tight accountability and lots of support. *When will you do that and how will you let me know?* are key questions here.

Courage needs acknowledgment of progress so that the person has continued motivation to stay the course. *Look what you've accomplished and look at how far you've come* are helpful acknowledgements for this level. It's all too easy to succumb to the undertow of the lower levels without someone helping you remember to stay afloat. Help them look at the evidence of what they have accomplished in other areas of their life that they can draw from.

Practicing new positive habits and focusing on discipline are also very helpful here. Structures and accountability are needed. Intention is not enough for someone in *Courage* (although the levels above it can be), because the energy field is not robust enough to support itself easily.

Courage requires putting one foot after the other, trying, failing, reaching, and repeating again. Perseverance and determination and refusal to be stopped will eventually shift things to a higher level where things become more effortless. At this level it is best to take baby steps rather than looking to eat the elephant in one bite.

Organizational Implications: The organization in *Courage* is an organization with a lot of potential. Here people are willing to take a chance and give things a try, but just as was mentioned above, this is an unstable level. In order to keep an organization going in the level of *Courage*, every small victory and accomplishment should be celebrated. Markers of movement that everyone can see and connect with are important. People need to know that their courageous acts are what is sought and appreciated.

“There is a lot of energy to work with in the courageous person. They want something better and will listen to advice as to how to achieve it. However, because they are easily pulled back down to the lower states, they do need tight accountability and lots of support.”

It is unfortunately all too common that an organization will genuinely move into *Courage*, addressing ineffective ways of doing business or communicating, only to have someone become frustrated, afraid or hopeless and drag everyone else down. Thus a good analogy for this level is keeping a beginning mountain climber on a short and supportive rope as they attempt a new move. For a leader this is not about controlling things, but rather, providing very close and intentional support to the group or organization.

LEVEL FIVE—ENGAGEMENT

Definition: The desire to bring value, to be a contributor; basic enjoyment of the enterprise; focus on assets and strengths rather than limitations and detriments.

Feelings: Motivation, Tolerance

Rate of Happiness in this Level: People are happy 68%-71% of the time in the level of *Engagement*.

Dominant Brain Response: Increasing automatic “tend and befriend” response, increased ability to find ways to engage the Pre-Frontal Cortex (PFC) and calm down limbic response.

In this level, the hemispheres are becoming more integrated. People are developing more ability to think about what they feel and feel about what they are thinking, as well as to inhibit below-the-line impulses from either hemisphere. The above-the-line aspects of each hemisphere begin to be present, although at *Engagement*, people still tend to go all the way to one hemisphere or the other at times, missing the gifts and benefits of using both in harmony. We believe complete flexibility back and forth comes only in *Synchronicity*.

Typical Body Sensations/Response: At this level, it is possible to have a very good ongoing awareness of one’s body. The distinction between fear and excitement becomes more present, and people are aware that “butterflies in the stomach” (as one example) can have multiple interpretations – restricting or enlivening.

Checking in with the body to develop heightened awareness and discernment of these bodily reactions is a highly effective strategy for this level.

Again, “heart-full-ness” and the physical experience of joy and delight, as a fullness in the heart and a general lightness are manifest. People describe a spring in the step and a buoyancy at this level.

The Language of ENGAGEMENT (Internal and External)

Give me some feedback so I can do it better next time

How can I help?

Tell me about yourself

There must be something we can do to make this better

Let’s try again until we get it right

Progress, not perfection!

I know it’s all part of my path

That which doesn’t kill us makes us stronger

How can we both get what we need?

Keep your head down and keep going

Create your own opportunities

It’s not your fault

I can see how I helped to create this situation

I forgive myself

I forgive you

I am responsible for my own happiness

Let’s focus on our long-term goals

I can accept my own limitations

It’s not what I ideally want, but it’s okay, I can live with it

Description: The potential for excellence and success emerges at *Engagement*. This level brings open-mindedness and commitment to participate, as well as a genuine friendliness and helpful nature. In *Engagement* people are motivated to do the job well. At this level, people are able to face inner issues and thus growth is rapid. Here people are builders and contributors to society; they are hopeful and generous. They can look honestly at their own defects and are open to learning from others.

This is also the level where people begin to stop seeing themselves as victims. A major transformation takes place as they begin to see that they are the creator and source of their own life. In *Engagement*, people take responsibility for themselves and have the capacity to live harmoniously with the forces of life—meeting life on its own terms. Emotionally calm, they are flexible and inclusive. The process of forgiveness is possible at this level, and life appears harmonious.

In *Engagement*, people are responsive, optimistic, friendly, helpful, and generally cheerful. There is a sense of hopefulness, interest in “win-win” solutions, interest in being supportive and an ability to laugh at oneself.

Engagement feels productive, fun, and is a solidly satisfying level. It is, however, only midway through the higher levels and there are still opportunities for lower level energies to intrude. In *Engagement*, people still get irritated, afraid, and even hopeless from time to time, but they are generally able to recover, set aside their annoyance or worries, and find something positive to focus on. In *Engagement*, people will put up with a certain amount of relationships and circumstances that are less than what they really want from the false belief that one really can't have everything. This becomes less true in *Innovation* and even less in *Synchronicity*.

Keys to a Higher Level: The energies of *Innovation* (6) and *Synchronicity* (7) will help *Engagement* expand. In addition, its mirror level below the line, *Frustration* (3), can actually be helpful here as well. Asking oneself (or being asked) *What is it time to stop tolerating?* is often a very powerful place to look, and there is enough positive energy in *Engagement* to look there without being sucked in to the level of *Frustration* that this addresses.

In *Engagement*, what will keep people or organizations from moving to a higher level is the refusal to set aside their own egos for the sake of something bigger than themselves.

Working with someone in *Engagement* is a delight. They need accountability, but not as much as in the level of *Courage* or lower. They have the motivation and desire to move forward and improve, thus many different modes of learning, encouragement and support work. In this level, self-knowledge should be a dominant theme. Assessments

If we are to achieve a richer culture, rich in contrasting values, we must recognize the whole gamut of human potentialities, and so weave a less arbitrary social fabric, one in which each diverse gift will find a fitting place.

~Margaret Mead

such as Meyers-Briggs, StrengthsFinder, etc. are very useful. The more the person can grow to understand themselves and embrace their gifts, the more their level of effectiveness will increase.

Generally, people who are truly calibrating at the level of *Engagement* will be hungry for opportunities to learn, grow and develop. They are available for feedback and ultimately will listen and learn from it. If the feedback is difficult to embrace they may resist a bit at first – that's human – but they will chew on it and ponder whether or not it fits. And if the feedback is actually true, people in *Engagement* will sooner or later admit this, and make efforts to change. However, if the feedback is *not* true, they will not be inclined to capitulate. They will stand up for themselves and make efforts to be better understood. This level has integrity.

The worst thing you can do when managing someone in the level of *Engagement* is harp on negative things. This level may need help understanding that something did not work, or did not have the desired impact, but people here will generally make sincere efforts to improve. Too much “rubbing it in their face” will make the person feel mistrusted and will almost certainly cause disengagement. This is particularly important to remember when you have someone who is genuinely turning over a new leaf. Focusing on and encouraging their positive aspects and ignoring old behaviors as much as possible will help them stay in this level.

Organizational Implications: When an organization is truly in *Engagement*, so much is possible. Meetings are productive, people help each other, there is a sense of participation. People want to get ahead, but not at the expense of others. Working with an organization at this level is a delight. Everything of a positive nature works here, from strategic planning and teambuilding to process improvement, you name it. As long as it is approached solidly from *Engagement* (and the organization is *in Engagement*), it doesn't matter very much what sort of organizational development tool is used. (In fact, you can detect the level of an organization by how effective organizational development efforts are.)

To move the organization or group to an even higher level takes bold and courageous addressing of frustrations, and an increasing focus on shared vision. An authentic commitment to seeking out and valuing all voices, encouraging mistakes for the sake of learning and growth, and a focus on the individual AND the whole will also help move things higher.

It is however, important to note that *Engagement* itself is a very effective and unusually high level for an organization to be in with any sort of stability. Sometimes organizations achieve this level through inspired and courageous leadership and intentional efforts, only to stop doing the very things that got them here in the first place. Because of

“Generally, people who are truly calibrating at the level of Engagement will be hungry for opportunities to learn, grow and develop. They are available for feedback and ultimately will listen and learn from it...”

the strong pull of the lower levels, especially in most organizations, staying here takes as much or more intention than getting here in the first place. A strong and continuous commitment to professional development, recognition and open communication are hallmarks of organizations that are able to stay and thrive at this level.

LEVEL SIX—INNOVATION

Definition: The ability to set aside ego, personal agendas and perceived restrictions and explore possibilities from all angles; questing for, seeking, and focusing on the most effective solution to the problem or goal.

Feelings: Objectivity, Openness

Rate of Happiness in this Level: People are happy about 79% of the time in the level of *Innovation*.

Dominant Brain Response: Increasing automatic “tend and befriend” response, increased ability to find ways to engage the Pre-Frontal Cortex (PFC) and calm down limbic response. In *Innovation*, the PFC is more and more permanently on-line; that is, there is less of a gap between an automatic stress response and the ability to think and make thoughtful decisions.

In *Innovation*, although the hemispheres are again progressively more integrated, the left is somewhat more “in charge” than the right. Rationality and reason prevail.

Typical Body Sensations/Response: At this level, people start becoming aware that their bodies are predominantly calm. They also start becoming more and more conscious of the fact that their body sensations are not good or bad, but are simply information. Ability to confront difficult things from a physiologically calm and centered place is more and more possible.

Description: At this level, intelligence and rationality come to the forefront because the emotionalism of the other levels is transcended by the power of logic and reason. Here the individual is capable of handling large, complex amounts of data and making rapid, correct decisions. This is the level of the great intellectual discoveries of people such as Einstein and Freud. At this level, life appears meaningful.

It can be difficult at this level for people to accept things that cannot be scientifically “proven.” Thus, it is often easier for people at *Engagement* and *Synchronicity* to embrace spiritual growth. For some in *Innovation*, the left brain becomes overly dominant, making it is easy to see facts, but more difficult to understand essence and meaning. (The shift past

The Language of INNOVATION (Internal and External)

What makes the most sense here?

If we look at all the factors, what is the best decision?

Tell me what you think
I know we can figure this out

How does this work?

I can solve this problem if I put my mind to it

What can we know to be true about this?

Who else might have insight here?

Where else can we look?

Great idea!

I never thought of it that way!

That really expands my thinking, thank you.

Wow, I was wrong, I am so glad you pointed that out.

Innovation has difficulties somewhat reminiscent of the shift from *Frustration* to *Courage*, because it is necessary to let go of an old way of thinking and open oneself up to new possibilities – some of which defy rational explanations.)

In this level, there is a sense of discernment, thoughtfulness, stimulation, meaning, understanding; the ability to conceptualize and use logic effectively; and highly disciplined thinking. In *Innovation*, people are much more concerned with true knowledge and truth than they are in taking the credit (this is why this level is actually so rare). They want to ask “what’s possible” and be around people who are also thinking this way, thus there is a sense of intellectual generosity, of co-learning, and of true outside-the-box thinking. Often when a group is in *Innovation*, it is not actually clear who had the idea, as ideas emerge out of a sort of group brain (this becomes even more pronounced at *Synchronicity*).

Remember though, that the levels expand and include, so *Innovation* includes the lower levels. In order to be an effective part of any team or group, it is crucial that you know and can claim your own value (this is largely the journey of the level of *Engagement*).

Keys to a Higher Level: The energy of *Synchronicity* (7) will help *Innovation* expand. In addition, *Innovation’s* mirror below the line, *Fear* (2), can actually be helpful here as well. Asking oneself (or being asked) *What do I need to be more aware of?* is often a very powerful place to look, and there is enough positive energy in *Innovation* to look there without being sucked in to the level of *Fear* that this question addresses.

In *Innovation*, what will keep people or organizations from moving to a higher level is the refusal to acknowledge that there is something bigger than science and rationality. They must acknowledge the mystery and willingness to be uncertain and not know.

A person in *Innovation* is a powerful force. Here you want to share research-based information (brain, consciousness) and back off on calling forth and tight accountability—if a person is truly in this level, they don’t need it. What they need instead is space to expand and explore. Because this is the highest level above the line of left hemisphere dominance, they actually need to move into more right hemisphere modes and ways of thinking. This will help them integrate the hemispheres even more, which can be helpful in shifting to a higher level.

Tools and techniques that will help them tap their intuition, focusing on systems thinking rather than separated parts, and checking in with their feelings are all needed at this level. Anything that intentionally integrates the right and left hemisphere is powerful here, from simply naming an emotion to using metaphor to understand a problem or issue.

The measure of intelligence is the ability to change.

~Albert Einstein

Be not astonished at new ideas; for it is well known to you that a thing does not therefore cease to be true because it is not accepted by many.

~Spinoza

Autonomy is key here. People in *Innovation* are likely to rebel (albeit often quietly) against any kind of micro-management. They just don't need it and it doesn't interest them.

Organizational Implications: Although many organizations would like to think of themselves as in this level, few truly are. The process of letting go of ego (which is the hallmark of this level) must start from the top, and most leaders became leaders out of a powerful ego desire for the role. This drive to prove oneself, win, and get credit for the success will get in the way of true *Innovation*.

In an *Innovative* organization, the parts and roles are solidly differentiated, but also linked. An organization or group that is truly in the level of *Innovation* will have a flat or matrixed organizational chart, because work no longer looks like climbing the ladder, but playing the appropriate role for your expertise, passion, and ability. (Not all organizations that have flat or matrixed organizational charts are in *Innovation*, however. The form does not necessarily dictate the experience.)

At this level, the CEO or president of the organization understands that they have a critical role to play, *and* so does everyone else. In *Innovation*, people hold themselves co-responsible for the success of the venture, so top-down management is not needed and will feel stifling.

Working with or in an organization truly in the level of *Innovation* is a dream come true. Expansion and high-level collaboration are themes. All that is needed is minor pokes in a new direction, and the organization will run. It may be best to not even try any old models of organizational development, but to keep throwing things back to the organization itself to challenge creativity. There is no problem an organization in *Innovation* can't solve.

One more important note: organizations in *Innovation* often look nothing like traditional organizations at all. Often it looks like a loose association or even a movement rather than anything we've come to know as an organization. Any restrictions will kill *Innovation*. Freedom and exploration are key here, and will provide huge rewards.

LEVEL SEVEN—SYNCHRONICITY

Definition: *Working from a true understanding that what is within creates what is outside; focus on creating a positive experience for all; the ability to see the gift and possibility in anything. The realm of "magical coincidence."*

"In Innovation, people are much more concerned with true knowledge and truth than they are in taking the credit... They want to ask "what's possible" and be around people who are also thinking this way, thus there is a sense of intellectual generosity, of co-learning, and of true outside-the-box thinking."

Feelings: *Love, Harmony*

Rate of Happiness in this Level: People are happy 89%-100% of the time in the level of *Synchronicity*.

Dominant Brain Response: At this level, there is an even more dramatic automatic “tend and befriend” response to stress. In *Synchronicity*, the PFC is almost permanently on-line; the gap between stress responses and the ability to think and make thoughtful decisions is less and less noticeable to oneself and others.

In *Synchronicity*, the hemispheres are very integrated, and notably now, the right has moved to the default “in charge” position. Focus on holistic thinking and interconnectedness prevail.

Typical Body Sensations/Response: At this level, the body is mostly calm and non-reactive. The heart feels full, and joy often can be experienced as a movement of energy that is even a bit overwhelming. People at this level feel their bodies ALL THE TIME and are exquisitely aware of any changes in their energy field. Thus they are grounded and present, and have the ability to ground and heal others.

Description: When we are willing to move past the linear world of reason to the non-linear world of spiritual and quantum reality, we move into the level of *Synchronicity*. This level is characterized by the development of an energy field of love that is progressively unconditional, unchanging, and permanent. It is not dependent on external factors, rather, it is a “come from” place that is forgiving, nurturing, and supportive. Here, the question is not whether to be loving, forgiving, or compassionate, but how to do so in the best way. People at this level consistently focus on positives instead of attacking the negative; there is little interest in conflict or divisiveness of any sort. From here, the world looks benign.

As the field progresses, love becomes more unconditional and begins to be experienced as inner joy. This is the realm of consciousness of saints, spiritual healers, and advanced spiritual students. Here there is an enormous capacity for patience and the overall energy is one of compassion. Human will merges with divine will. In this field, life is experienced as complete.

The external circumstances no longer influence the internal state. Love is a come-from place not dependent on anyone or anything. It is possible to be in this level no matter where you are or what is happening around you.

At the upper edge of the field of *Synchronicity* is a sense of complete and utter peace, and is associated with terms such as illumination, enlightenment, self-realization, and God consciousness. Distinction

The Language of **SYNCHRONICITY** (Internal and External)

Thank you

I love you

I love myself

I am grateful for my life

What is the core or
essence of this issue?

What is my sense of what
needs to be done?

I love you unconditionally

There is nothing I need to
be happy

Life is very challenging for
some people; it is not our
place to judge

I don't know if _____
is good or bad; we'll have
to see

Life is beautiful

I may prefer it to be (a
certain way), but I don't
need it in order to be
happy

All is well

My life is and has always
been perfect

I am one with God (the
Universe).

I trust that all is perfect
and unfolding as it
should.

between subject and object disappears, and there is no specific point of perception. Some individuals at this level remove themselves from the world as the state of bliss precludes ordinary activity.

At this level, there is a sense of gratitude and appreciation. Capacity for deep intimacy and devotion are possible, and there is a purity of motivation at this level. Here you find an ability to trust one's intuition, unconditional acceptance (of life and others), serenity, completeness, healing, and profound patience.

Keys to a Higher Level: At this level, all that is needed is to keep expanding the capacity for love. The field of *Synchronicity* is the culmination of love, trust, integrity, and creation. All that is needed here is the commitment to choosing, staying, and recovering (when needed) to this state. Things that help to maintain the level of *Synchronicity* include:

- A deep commitment to self care
- Prayer and meditation
- Quiet, serenity
- Access to beauty
- Exploring a creative outlet
- Surrounding yourself with others who are in the same level of effectiveness
- Eating healthy organic food, getting enough sleep, exercise and movement

Synchronicity's mirror below the line, *Hopelessness (1)*, is also a helpful place to look because *Synchronicity* has such powerful energy it can face anything. Asking yourself (or being asked) “*What is it time to let go of? Where is there honestly no longer any hope?*” can be a powerful place to explore, bringing new clarity and integrity.

The person in *Synchronicity* needs your intuition and sometimes your perspective, but only if you are honestly able to come from *Synchronicity* yourself, with absolutely no judgment or agenda. They need to be honored for the deep wisdom they are carrying, and sometimes reminded that they are spiritual beings having a human experience. They also will benefit from any modality you have to move things on an energetic level—in *Synchronicity*, people are highly responsive to subtle energies. They also respond powerfully to things like quotes, art, poetry, etc. Anything that carries high levels of beauty, truth and wisdom is medicinal and healing.

At this level, accountability is not really needed, because awareness itself catalyzes change immediately.

Some day, after
we have mastered
the winds, the
waves, the tides
and gravity, we
shall harness the
energies of love.

Then, for the
second time in
the history of
the world, man
will have
discovered fire.

~*Pierre Teilhard
de Chardin*

When you find
peace within
yourself, you
become the kind
of person who
can live at peace
with others.

~*Peace Pilgrim*

Organizational Implications: Organizations or groups at this level are very rare, because the world we live in is not constructed for this. The structures that seem necessary for an organization of any size are often counter-productive to the field of *Synchronicity*. In true *Synchronicity*, rules, contracts, and written agreements are not needed as they are in the lower levels, because all is trust and love. (When you bring in contracts, you take it to fear, and this is a pure, unpolluted level. It is delicate in that sense.)

However, sometimes we experience group moments at this level, and they feel amazing, fulfilling, even miraculous. There is an experience of joy and knowing nothing external is needed. You might ask how groups here get anything done. Out of passion, joy, intuition, and the continuing exploration of what will bring joy. Energy moves, and we follow.

In Conclusion

The Seven Levels of Effectiveness have become more than a theory – to many (including and especially Ursula and myself), they provide a map of personal development, a lens to look through, and ultimately a way of life. Ursula and I often look at each other and ask “where would we be without the Seven Levels?” Our whole lives we both have wanted nothing more than to deeply understand the nature of reality—why are we here, and how does it all work? Why do people do the (often seemingly crazy) things they do?

This work is the answer to a dream. It points us to pathways of greater and greater effectiveness, and shows us that the more we open our hearts, the better everything works. It keeps us honest and grounded and in ongoing development. It gives us a language to explain what is happening, even as we continue to deepen our understanding.

We are so grateful for the journey.

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Ann Betz and Ursula Pottinga