



## 4 STATES OF LEADERSHIP CONSCIOUSNESS

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State of Consciousness	Motivation / Focus of Attention	Examples of Typical Language	Impact on Leadership	Leadership Style	Shadow / Risk	Path to Growth
<b>To Me</b> (Victim Consciousness)	External forces driving reactions	“Why me?” “Why is this happening to me?” “You did this to me.”	Disempowered, reactive, blame-oriented. Struggles to lead effectively under pressure.	Reactive, protective, firefighting/urgency	Aggressive or passive, learned helplessness, fear of not being enough	Developing personal agency, understanding response control
<b>By Me</b> (Responsibility Consciousness)	Internal locus of control; driven by personal agency	“What’s my next step?” “What can I do?” “What can I control?”	Empowered, proactive, accountable. Drives outcomes through action and will.	Proactive, creative, accountable	Domineering, burnout from taking on too much control (unstainable)	Reflection, shift from “me” to “we”
<b>Through Me</b> (Surrender Consciousness)	Holistic presence and awareness; sensing connections	“Let’s see what emerges” “I wonder what will happen” “I wonder if...” “I’m curious”	Creative, intuitive, purpose-driven. Leads with inspiration, less stress.	Facilitative, adaptive, planning & learning, listening-focused	Indecisive, appearing passive, spiritual bypassing	Discernment, holding paradox
<b>As Me</b> (Oneness Consciousness)	Serving the whole; systems thinking; common good	“How can I serve?” “Who else needs to be included?” Language of solidarity	Deep empathy and presence. Leads with compassion, wisdom, and whole systems-thinking.	Servant leadership, integrative approach	“Me”-forward, inaction	Wisdom: developing balance between discernment and focused action

Sources: *15 Commitments of Conscious Leadership* by Jim Dethmer et al, *A New Psychology of Human Well-Being* by Richard Barrett, and leadership development research, thought-work, & application by Wisdom Works Group.

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### QUICK OVERVIEW

- **To Me (Victim Consciousness):** A reactive orientation where external factors drive behavior and emotions, characterized by feeling that life is happening “to” you rather than having personal agency in situations.
- **By Me (Responsible Consciousness):** A proactive state focused on personal accountability and control, where individuals take responsibility for creating their circumstances and ask “What can I do?” rather than “Why me?”
- **Through Me (Surrender Consciousness):** A facilitative awareness that integrates both internal and external factors, characterized by presence, curiosity about what will emerge, and adaptive leadership that responds to changing circumstances.
- **As Me (Oneness Consciousness):** A state of unity consciousness focused on serving the whole system, where there’s no sense of separation and the primary question becomes “How can I serve?” rather than individual achievement.

### KEY INSIGHTS

#### Developmental Process

- Research shows that 97% of adults operate with their center of gravity in either "To Me" or "By Me" consciousness as their predominant state.
- While transformational shifts between consciousness levels represent significant developmental leaps, all individuals naturally move through different states throughout each day depending on circumstances.
- The development generally follows a sequential process where each level builds upon the previous one, though people can experience peak moments or temporary access to higher states through practices like meditation or profound life experiences.

#### Leadership Applications

- The principle "you create the weather" emphasizes that your state of consciousness directly influences your team's energy and responses.
- Structure channels energy toward results—societally, organizationally, and personally. How you show up, including the state of consciousness driving you, is part of that structural influence.
- While different situations may call for operating from different states of consciousness, you’ll likely have a “center of gravity”—a predominant mode for being and operating that shapes your responses to challenges. You can become aware of this and make positive shifts in how you operate through shifting your state of consciousness.
- As a leader, you naturally teach and model your state of consciousness through who you are, what you say (and don’t say) and what you do (and don’t do), creating ripple effects throughout their organizations. What kind of ripple effect do you most want to influence?