


Kosheek Sewchurran

# Sounding the Depths of Leadership

Seven character development  
voyages to foster authentic  
leadership in the ongoing present



*"A masterfully complete book that takes the reader on not just a theoretical, but also a practical journey into the mystery of what it means to be truly alive"*

*- JANINE AHLERS, IntegralCoach®, Academic Director Center for Coaching,  
University of CapeTown, Graduate School of Business*



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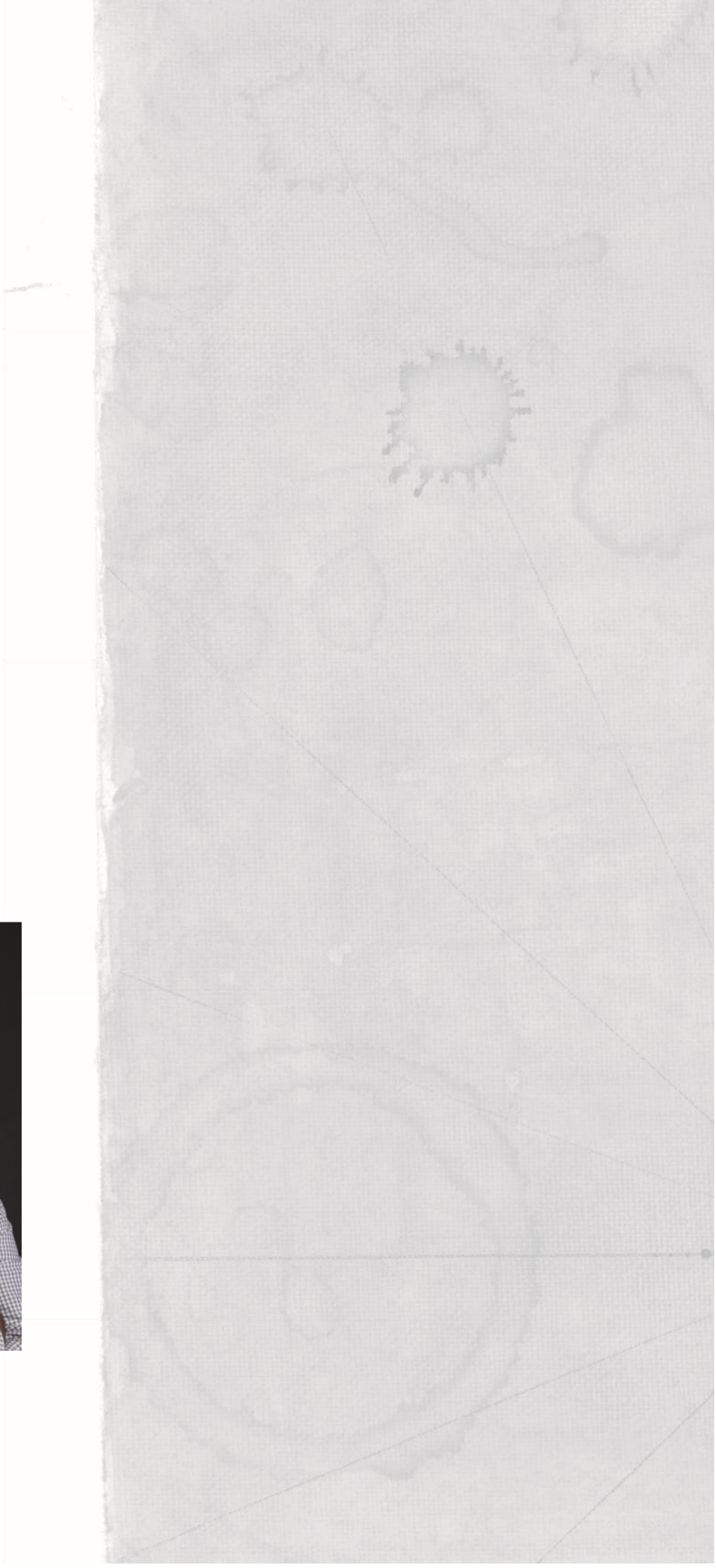
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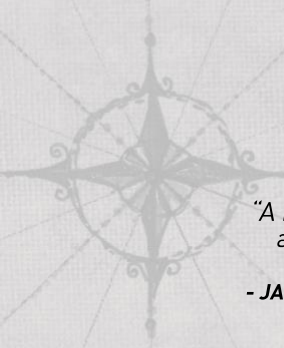
Kosheek Sewchurran,  
Associate Professor and  
Executive MBA Director at  
the University of Cape Town's  
Graduate School of Business



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University of CapeTown, Graduate School of Business**

For my wife, children, siblings and parents. This book  
is dedicated to our original, meaningful lives, and their  
significance for the generations to come.

In memory of my father, Sewchurran Rampersadh  
(1944 – 2010)



7 navigation charts to find orientation with Being to  
deepen the experience of Artistry within Everydayness

Kosheek Sewchurran

*This book is premised on distinguishing an understanding of **Being** from the actual experience of **being**. At this point it might be useful to see this difference as equating **Being** to a map, whilst equating **being** with the lived-experience of the territory explained by the map. The map and territory is a metaphor to illustrate the importance of fostering understanding between the lived-experience of **being** and our evolving understanding of **Being**. This distinction is hardly apparent, or encouraged in a commonsensical, way yet it is the most fundamental way to foster original life experiences with leadership. This book takes the reader on seven voyages through navigation charts to deepen and finesse this awakening into skilful artistry within everydayness*



## ACKNOWLEDGEMENTS

I have deep appreciation that my own lived experience is emerging from my connectedness with people, my thoughts about people I am connected with, and my thoughts about myself - I know I am a person through other people. Since Nelson Mandela's freedom I have grown to become ever more aware of the universal law of Ubuntu - "umuntu ngumuntu rigabantu" - I am because you are; you are because we are. As Dr Reuel Khoza explains in his book, *Attuned Leadership*, we all need mental models of how the world works. Dr Khoza's work on *Attuned Leadership* peaked my interest to understand Ubuntu. He says that "it is the personhood that lends leadership its being" (p. 19). This statement has been at the back of my mind since 2012, and I felt it was important to fathom it out. What did he mean? Could I experience Ubuntu this way with a mental model? For a long time I felt this experience of life as true, but I searched for how to pursue goodness, excellence and joy in this ever present elasticity of Ubuntu.

My inquiry has grown ever since. It gathered momentum as my connection to the work of Roger Martin, Walter Baets and Joseph Raelin became tangible in my own scholarship. This inquiry also grew with my connections with the experience of the life of my Executive MBA students. These interactions enriched the inquiry questions, kept them alive and sharpened their focus to yield insights about leadership, being, goodness, purpose, excellence, first-rate intelligence, personhood and complexity. Roger Martin's *Integrative Thinking*, and Walter Baets' ideas about 'Order at the Edge of Chaos' became key points of intrigue in the beginning. Roger Martin's illumination

of the experience of integrative thinking from the inside, with Walter Baets illumination of the world he saw unfold daily as complexity, drove my effort to try and reconcile these useful insights with a mental model.

As I evolved my ideas I benefited immensely from my interactions and reflections with Phathizwe Malinga, Prince Mhlanga, Simon Alston, Riette Symmonds, 'John Burn', Bertha Dlamini, Irshaad Eskajee, 'Daniel Sleigh', Olwen Manuel, Satish Anthony, Andiswa Ntsubane, Frik Basson, Reabetswe Mosala, Jordan Ludlow, Dominic Richardson, Mauritz Venter, Christel De Beer and 'Claire'. Thank you for allowing me to use your experiences to enrich this story and to ripple impacts.

My reviewers poured over earlier drafts to improve the clarity of this message. Their insights affirmed, guided and made me question the way I was telling this story. Terry McDonogh and Dorian Haarhoff first appreciated and affirmed the sailing metaphor. Jennifer McDonogh helped to further shape the structure of my chapters on Navigation Charts one and two, helping build a bridge for understanding the concepts practically. James Dallas, Keegan Steyn, Howard Richards, Janine Ahlers, Keymanthri Moodley and Joseph Raelin read the later work and improved the clarity and emphasis – your reflections and collegiality made me see the book's key impacts anew. I am very grateful for the efforts each of you put into improving this book's message.

Riette Symmonds has an eye for imagery and texture to focus ideas. I sent her the book and asked for her help to design the book cover. Within two weeks she produced the image for the cover design. Thank you Riette for this unique contribution to give original imagery to the book's message.

Finally, thank you to my editor, Willie Botha, for tirelessly navigating my complex sentences and unique way of using semi-colons and commas; and thank you to Carla Lawrence for the design and typesetting work. I am also very grateful to Jerome Morkel from Tandym Print for seamlessly getting this book to the finish line.

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## REVIEWER ENDORSEMENTS

**Professor Howard Richards** *Research Professor of Philosophy,  
Earlham College*

*Sounding the Depths of Leadership* is a unique book. It has no competitors. If there were no Kosheek Sewchurran, there would be nobody to replace him, nobody making the contributions to learning and to practice he is making.

His contributions are essential. They arrive in the endless conversation that constitutes humanity at a moment in history when humanity is in peril. Kosheek spends no time dwelling on how bad things are, or on the likelihood that they will get worse. His unremitting focus is on an indispensable dimension of any solution to humanity's existential crisis: the human quality of leadership. I will briefly place his work in the history of the scientific study of business, and then make four observations about the text of the book.

Management, or Business Administration, as a science and as an academic field, began in earnest with the pioneering work of Frederick Winslow Taylor at the beginning of the twentieth century. A member of the Religious Society of Friends, the Quakers, Taylor had been brought up mainly by his mother. She was a close associate of the Quaker abolitionist, women's rights activist and social reformer Lucretia Mott.

Having graduated from the elite Phillips Exeter Academy, and having been admitted to Harvard, young Frederick deliberately decided to pursue his education in a different way. He became an apprentice machinist, gaining shop floor



experience at a pump manufacturing company in Philadelphia. Later he earned a degree in mechanical engineering studying by correspondence.

Like his friend Henry Gantt, the inventor of Gantt charts, Taylor conceived of scientific management as the solution to what he believed to be the great social problem of his time, the conflict between capital and labour. Capital wanted higher profits. Workers wanted higher wages. Increases in productivity, achieved by applying scientific methods, would make it possible to earn higher profits and pay higher wages simultaneously.

Schools of management and business schools, as distinct from business economics as a subfield taught in economics departments, flourished later in the twentieth century largely because of the pioneering work of Herbert Simon and Peter Drucker. Simon and Drucker concurred in their scepticism regarding economics as a science. Without necessarily sharing Simon's or Drucker's doubts about the conceptual foundations of economics, many others agreed that a broad interdisciplinary approach to studying business, or to studying organisations or management in general, justified separate schools and departments. For Simon, management is "a science of the artificial," more about creating new realities than about studying a stable pre-existing reality. For Drucker, famously, "You cannot predict the future, but you can create it."

More recently, Michael Porter and Klaus Schwab have been central figures redefining the field. In both cases their intellectual biographies lead from engineering to economics to ethics. Porter's five forces analysis, based on detailed studies of many particular cases, casts even more doubt on whatever credibility might still be retained by a worldview reading

human life on planet earth as governed by supply and demand in competitive markets leading to shared prosperity. A more direct approach is needed: creating shared value deliberately. Similarly, in 1971, Schwab advanced the now widely accepted view that business should serve stakeholders (*die Interressenten*). The meaning of “stakeholders” has been gradually enlarged. It has come to include other species and the biosphere.

Where does *Sounding the Depths of Leadership* fit in this briefly sketched picture? My first observation, which I believe is sufficient to qualify the book as epoch-making, is that it is an intensely practical book grounded in philosophy. Aristotle, Martin Heidegger, and John Dewey are its main sources.

My second observation, is that it responds to today’s realities: to Nelson Mandela’s ideal social democracy that was supposed to follow the end of apartheid not happening, and then not happening, and then year after year still not happening; to corruption deeply entrenched; to crime and violence on many levels.

My third observation is that it responds to these realities without mentioning them. Its point of departure is rather the inner life of the mature student playing a leadership role, often feeling “stuck,” disoriented, and discouraged, trying to resist falling into despair. *Sounding the Depths of Leadership* speaks to the immediate reality of practicing executives. It does not do psychology. It does ontology. Using a series of nautical metaphors, its “navigation charts” provide mature leaders with a path to personal development. A path to virtue.

Reuel Khoza has persuasively argued that whether the human species succeeds in coping with its existential crises, or fails to do so, depends, more than on any other factor, on to what extent there is, or is not, moral leadership. My fourth observation is

that *Sounding the Depths of Leadership* contributes to meeting the macro-level need Khoza identifies as crucial, by working at the micro-level of the daily challenges of particular leaders. That said, in the course of doing exercises for the sake of personal development, it gradually becomes explicit that contributing to the common good, and doing so with zest and artistry, is inseparable from being a coherent person living a meaningful and purposeful life.

## Professor Joseph Raelin

*Donald Gordan Visiting Professor in Leadership, Graduate School of Business, University of Cape Town and Northeastern University, Boston*

In Kosheek Sewchurran's refreshing book, *Sounding the Depths of Leadership*, he seeks to remake leadership as a means to rediscover what it means to be human, and thus not detached from experience but as part of the flow of everyday life. His lessons, carved as Navigation Charts to help us steer a purposeful path, will help any manager in any sector learn how to manifest resilience in the face of our ever-present volatile environments. Sewchurran, using expressions that sing with his special brand of poetic tranquility, offers some guiding practices to help us learn to live with more openness, resilience, zest, and with purpose. In the end, we readers can learn to build a "philosophical core," as he calls it, to enable the practice of artistry within our everydayness.

There are so many lessons in this book to think through and practice. Among those that I will carry with me are:

- In grasping everydayness, try to become a participant in a world unfolding with me dialogically while I move around in it
- Practice balancing the need to represent and act with distinctiveness, while being at the centre of the needs of others
- In pursuing authenticity remember to try to recover the social conditions that may allow the development of genuine individuality
- Develop the skill of being able to embed awareness in the world as I unfold with it.

## Janine Ahlers

*Academic Director & Senior Lecturer, Centre for Coaching (Pty) Ltd,  
University of Cape Town, Graduate School of Business*

Kosheek Sewchurran has delivered a masterfully complete book that takes the reader on not just a theoretical, but also a practical and applicable journey into the mystery of what it means to be truly alive, present to your immediate experience, and aware, all whilst keeping an eye on your objectives and what goodness it is that you wish to bring into the world.

What makes this particularly compelling is that he does not stop there – he then also shares how best to develop the capabilities to do this. It is so refreshing to find an academic with the passion to embody and live into their theoretical work. For me, this gives this work profound legitimacy. Through his own lived experience, Kosheek shares not only his own journey of growth and connection to his lived experience, but the journeys of numerous leaders that he has worked with to find meaning, purpose, and direction in life. I particularly enjoy how he highlights the challenges the world faces at this moment in history, and yet instead of leaving the reader feeling stuck and hopeless, he offers powerful practices to support a meaningful change in any person's life, their capacity to lead and contribute.

The form and structure of this book makes for compelling reading. The theoretical elements lay the foundation for each element of the navigation charts – practical and implementable steps any person can take to move deeper into the experience of life and their contribution into the world. Having been an external examiner on the EMBA for a number of years now, I have personally witnessed over and over again, how Kosheek's

approach to teaching, developing and coaching leaders, in particular with the application of practical, lived-experience wisdom, has resulted in life-changing insights and growth for each.

One of the reasons I am invited to be an external examiner on the EMBA is that for the past nearly 20 years, I have taught at the GSB in the field of integral coaching, which is embedded in almost identical theoretical roots to this work, with very similar methodological elements. It was both fascinating and inspiring to see how this book takes the deep wisdom and philosophies of across the ages and clearly shows how these theories translate into a robust, pragmatic, realistic, and do-able approach to use in real life. Knowing all I know already about applying these theories into reality in an integral way, I can say with confidence that Kosheek's work makes a substantive contribution to the literature and practice in this field. Our coaching qualification programmes will definitely be placing this book on our booklist as a key reading for all our students, and it is going to become a compulsory text for all those who teach on our integral coaching programmes.

## **Professor Keymanthri Moodley**

*Distinguished Professor of Bioethics and Director: Centre for Medical Ethics & Law, Department of Medicine, Faculty of Health Sciences, Stellenbosch University*

From humble beginnings, cloaked in “invisibility” during the height of apartheid to Director of the prestigious Executive MBA program at University of Cape Town’s Graduate School of Business, Kosheek Sewchurran shares, in this book, his remarkable journey of determination, resilience, learning and re-learning with poignant authenticity, making this one of the most compelling books written on leadership development in recent times.

As we endeavour to emerge from the devastation of a global health emergency and concurrently deal with the catastrophic human suffering imposed by Russia on Ukraine, we are all teetering on the edge of chaos. This book provides hope and optimism for our collective instability in an unpredictable world - hope and optimism that creativity and more learning will emerge in an iterative manner as we pick up the post-pandemic pieces of our executive roles and functions.

*Sounding the Depths of Leadership* takes me back to 2015, when, as a graduate of the University of Cape Town’s Graduate School of Business Executive MBA program, I had been exposed to the benefits of a pragmatic program of leadership development built on a strong ethics foundation with sound philosophical underpinnings. Mastering the artistry of everydayness in executive life is invaluable and I am confident that this book will be indispensable to all executives as we aim for creativity and more learning on the edge of our new reimagined world.

## FOREWORD

### Leadership resides in being

It is a real pleasure and honour to contribute a foreword to this truly mind-changing book. As Kosheek describes in his introduction, in my period as Dean we have worked together at the Graduate School of Business of the University of Cape Town. I share some of the lessons learned by Kosheek during his career.

I have a background in econometrics and operations research. After a decade of building models in business, I discovered that, in most circumstances, they do not really work. It is impossible to anticipate the future. Therefore, I decided to do a PhD, become an academic, and then I had the rest of my life to find out why it did not work. I moved from econometrics into artificial intelligence and rapidly into complexity theory, which opened my eyes to why econometrics has limited use. We live in a complex world, not just a complicated one. Yet our thinking, our analysis, our management, and leadership are rather linear and are seated in strict deterministic causality. That should make you question how we could do it better, closer to the complex reality of the world. Our assumptions, our basic beliefs about how organisations function, and, therefore, how one should lead them, proves to be the real challenge. This experience, as you'll read in the introduction, is comparable with some of Kosheek's experiences. If we want to lead with impact and fairness, we need a different worldview on leadership, a different ontology, and for me, that is what this book brings. A new, fresh, and meaningful worldview on what



leadership is, and foremost, how to develop that leadership existence.

The major part of this book deals with how managers could acquire a new leadership stance. I will start with this part - the navigational charts, before moving onto more fundamental contributions. Not only is a refreshing understanding of leadership, meaningful in this contemporary world shared in this book. Kosheek also develops a way, via the metaphor of charts, to acquire that mindset. He developed that into the Executive MBA program of the Graduate School of Business, which makes this a truly exceptional and singularly unique program. It does not erroneously refer to middle managers with a few years of experience as “executive” (what most EMBA programs do). He designed a program for experienced, senior managers that choose to follow the program due to their experienced challenges with leadership. They come on board due to experienced frustrations or quests to become more impactful and meaningful leaders. That is the value added by the program, which not only shows in the many accolades that it has already received, but also, more importantly, is evident in the high evaluations received from its graduates. This book is not just an interesting, innovative theory on leadership; it is a guideline to master that sought-after leadership proficiency. I won’t elaborate on this part of the book, since that is so eloquently, detailed, and descriptively done already.

But this could never have been developed, including the design of the EMBA, without a profound rethinking of leadership itself. In my opinion, in this book, the analysis of what leadership is about (and isn’t) is truly refreshing, but above all, very meaningful. It is rooted in the theories of many philosophers and old philosophies, though I found it crafted

as a new ontology on leadership, nothing more, nothing less. Since it is so innovative, I would like to spend some time on that new leadership paradigm, which makes this book highly recommendable.

Kosheek's exploration (as much as mine) started with the curious space (if you would like to call it like that), which is the space where there is "order at the edge of chaos". It is this mindset that allows a manager to optimally use the complexity of the system, not reducing it to a non-existing simplicity, and building on it to boost the creativity and innovation of the organisation. Although the concept of "order at the edge of chaos" comes out of fluid dynamics applied to leadership, it is indeed a mindset, rather than a physical state. Comparable to the physical state, it is the mindset in which an organisation is the most creative, most innovative, and most flexible, in exploring the potential of what does not exist yet. The challenge however, is to live and manage at that edge of chaos. How can one keep oneself constantly in that state of mind, bringing the team into that mindset of infinite possibilities, whilst at the same time giving the team the necessary support and structure to feel safe? How to get there, and how to stay there, redefines leadership itself and clearly makes it a continuous transformational journey.

The first step to move into a meaningful state, to start a transformational journey, is to undo oneself from all beliefs, assumptions, and so-called experiences that limit our thinking and, therefore, our actions. The leader needs to explore his or her prejudgments, since those direct the thinking, which in turn direct the doing. Those prejudgments should be replaced by values, purpose, meaning, contribution, and belonging, and all this within a clear commitment to excellence. That

creates the fertile ground for “being” *at the edge of chaos*. This authentic “being” is the key to what leadership is and how to expose it.

A number of years ago, Kosheek came up with the concept of “artistry of everydayness” which has moved on to “artistry in everydayness”, giving everydayness more body. He once asked me to give a presentation on this concept of artistry of everydayness, which was his creation. Needless to say, it was a real challenge, but an interesting and meaningful one. Somewhere I always hoped this presentation has contributed a bit to the development of the ideas described in this book. To me, this is a very strong metaphor, even more, a real state of existence. The search for this artistry invites the leader to step out of the situation in which one is, to move from being stuck to being able to express oneself, and it redefines, in a way, what a good life is. The book suggests a good life is one filled with joy, aesthetic experiences, excellence, and purpose, but with all these in coherence and synergy. That is the space of being that the leader should continuously seek to create.

It is not about knowledge, about knowing what leadership is, but it is about enacted cognition to use the words of Francisco Varela, based on experiencing, doing, and creating.

Kosheek develops his ideas based on those of, amongst others, Aristotle, Heidegger, and John Dewey. The search that this book illustrates is one of sustaining a skillful performance *at the edge of chaos*. It is about a way of *Being* that remakes leadership. While incorrect assumptions are the biggest obstacle to flourishing leadership, understanding *Being* at the fullest is needed to enlighten that experience of being itself. We urgently need this type of leadership in the reality of humanity’s challenges.

In this book, Kosheek defines artistry in everydayness as the craft of finding orientation. Being masterful in the practice of being human is to show growing mastery and originality in navigating everydayness. Traditionally, most of our leadership thinking still comes from the military and relates to how we typically see strategic thinking. As Richard Whittington reminds us, managers and executives have invented strategy to give ourselves a clear discipline to excel in, without, at any point, questioning its usefulness. That background has created a constraining narrative about leadership, together with the challenge to flex that narrative. Plato highlights the virtues of leadership in need of ongoing refinement are expertise, wisdom, temperance, and courage. Sun Tzu said similarly, the leader needs balance and inner peace, rather than basic instinct. To be a leader is to be duty-bound then to continuously work on the development of those virtues, transforming them into fundamental newer states of being.

We concentrate a lot on that being, and how to get there, but according to Lao Tzu, the non-being is where leadership resides. Wisdom, as I wrote in one of my earlier books, resides in the empty spaces between thought. This book concentrates on getting to that practice of living in the ongoing present, as opposed to heroic views on leadership, separating the leader from the rest, and focusing on control. How have we lost sight of everydayness?

The book develops a set of charts to navigate the non-being core of being, the emptiness inside the constructed house in which we live. While we need to construct a house (of bricks and mortar), we live in the emptiness inside the construction. Cervantes calls it "*el río debajo del río*" (the river, under the river). Education - and here again, it is remarkable how this has been brought into

practice in the EMBA program, now becomes evolving one's character, developing necessary virtues. The leader needs to find the vision from within – from the depths. The leader moves away from 'about'ness thinking, toward 'with'ness thinking. Through this they embark on a continuous transformational journey of becoming. This book's fresh and impactful leadership ontology can guide managers in their leadership's quest.

Kosheek refers to the famous Machado poem: "*Wanderer there is no path, you lay down the path in walking. And when you look behind, you see the path that will not be trod again. Wanderer there is no path, but the ripples on the waters*" (free interpretation of myself). It is the realm of being that enables and empowers ideas in the first place. Often, we fall into living beyond the present, but the ongoing present (Heidegger) is where wisdom resides. We should not create unnecessary fixation on outcomes, leading to attachment; we should give up controls, allowing us to go into a path-changing development. Being there, rootedness for direct experience, "Dasein" (Heidegger), shapes a new understanding of Being: it shapes and transforms the experience of being itself. In that mysterious ongoing presence of *being*, we find leadership as this book unveils for the reader.

**Emeritus Prof Walter Baets**

*Professor: Complexity Management and Business Model Innovation.  
Former Dean of the Graduate School of Business of the University  
of Cape Town.*

## PREFACE

*“Art focusses [...] the particular immediacy of experiences and expresses meanings, [and generates] experiences [which] serve [...] as incomparable organs of instruction to cut through established meanings.” – John Dewey (1930)*

This book is dedicated to the many women and men who experience a sense of “drifting without direction” or feel “stuckness” in various forms of emotional stirring: fear, disillusionment, search for meaning, being overwhelmed, despair, disappointment, shame, feeling abandoned, or one of the many other feelings that keep us tied to the mast.

The work to be done, for which this book offers a guide and a method, remains challenging. Indeed, the task may seem to be impossible, even hopeless. Why? Because it is impossible to step out of being who you are, in the situation you are in. However much you try to see yourself objectively, you cannot easily break free of the sticky grip a challenging situation has on you. We can hardly work with ourselves as we can with objects like cell phones or pens, being able to peer at them and scrutinise them as we adjust and change our grip. This is why untying ourselves, to release us from the many forms of “stuckness” and “stickiness” that come our way, takes commitment, bravery, honesty, and discipline.

The philosopher, John Dewey (1930), highlights that, emotion that is kindled must either burn itself out into ashes, or press itself out into changes that alter experiences. When gripped by a vague idea and emotion, the skill required to work the same

over into some clear and definite form that alters experience, is often lacking. This lack obstructs transforming vague feelings of “stuckness” into “organs of expression” to restore meaning. My aim in this book is to make this transition journey and transformation process more understandable, helping you to develop skills to shape the aesthetic experience of life.

Challenging emotional situations appear and reappear every so often in our lives. We need nothing less than a capacity for skilful manoeuvring to narrate or re-narrate our distinctive life quest. Perhaps to narrate is to navigate – the words echo each other. We need skills that inspire the development of appropriate excellences to enable a joyful, aesthetic, and meaningful existence; a good life where joy, aesthetic experience, excellence, and purpose are in synergy.

I have worked alongside various executives for nearly a decade, most of this time as the program director of Africa’s leading Executive MBA program, and as an executive coach. Through this work, I have uncovered knowledge of the tides of life and the winds that help unfurl the sails which propel and sustain us. This knowledge offers ways to pursue being a resilient human being searching for excellence. It is represented in the chapters that follow, starting with Chapter three, in the form of key navigation charts that culminate into an overall philosophy with key guiding practices. You can make a start and see if they work for you as they have worked for many others. This book serves as a carved figurehead on the bow of a ship that symbolises the purpose of the ship.

Through this voyage of discovery, rich in unfolding stories, I intend to engage you to craft ways to live with more intentional mastery in expressing an original life; to have mastery and to express originality is to show artistry, and to aim to do this in the everydayness of your life, whilst living a life that is connected

and close to momentary mundane moments. These everyday particularities, we often dismiss as inconsequential. On our journey they come together to frame the expression, “Artistry in Everydayness.” I use “in” to emphasise the use of this book’s connected concepts as both a medium, or process, and an entity or product of mastery.

You might wonder why momentary existence or *everydayness* matters? Is this not making achieving artistry more complex than is required? You might already be comfortable blanking out these momentary experiences, avoiding them altogether – counting them as uneventful. But there have been, as we shall see, great philosophers and sages who ask us to dwell with joy and be steeped in the aesthetic experience of these moments – working with them to achieve artistic accomplishments, cultivating them into forms of virtues.

This is easier said than done. Knowledge alone is not enough; practicing and experiencing is vital. It is tempting to elaborate on this now, drawing on renowned philosophers to argue the case. I could easily do this, but I think the challenge first calls for a personal disclosure of how I have come to this realisation. I offer this odyssey before turning to Aristotle, Heidegger, Henri Bergson, John Shotton, and John Dewey as some of the great intellects who have spent their entire lives on this puzzle.

In my years of working with executive development processes as both a subject experiencing the process, and as an educator teaching them, I have noticed that there is a fundamental foundation upon which everything else depends. Without this foundation properly established, there is little chance of any sustained personal growth gaining traction. This is akin to the designs that go into the building of a ship before it leaves the



dry dock to be one with the ocean. The life of mind and the experience of life needs foundation to foster oneness.

To work as a skilled professional in leadership or facilitate finding strategic direction, requires one to engage in dialogical exchanges with other human beings. This is, at times, personally and emotionally disharmonious, because the things we care deeply about are seen to be violated, neglected, or disrespected. It is important that these stirrings are made intelligible, since these things we give a damn about, give our leadership practice its defining features. The ability to work through these as experiences that yield learning is possible only if there is a foundational philosophical core to bring out the awareness of what defines us, and how we can accumulate these experiences towards learning. This allows us to extract our awareness from the tyranny of our own minds, as famously highlighted by Daniel Goleman (1977).

The ensuing personal leadership encounters that stir with emotions can be more bruising and painful than physical injuries. I guess any reader who gets this far knows this already.

Questions for us all: How do we move beyond these moments? How can we re-train our expectations and modify our beliefs as life's circumstances change? How do we find the narratives and re-narrate (re-navigate) them? One of Carl Jung's primary tasks was to rediscover what unconscious myths were shaping his life. What formative story that we are not aware of, drives our responses? What philosophical core will allow us, like Jung - more personally - to re-insert ourselves, deeply embedding our being into the particularities of everyday experiences to allow learning? Can this bring with it an ability to re-experience being alive, emerging, evolving, and navigating; letting the wind back

into your sails? This book is organised to unravel insightful ways to do this.

Before beginning, it is useful to explain how I came by this search. In doing this, I will also explain my own background history

Pages 35 – 229 redacted. You are  
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The wish for this book is to make leadership practice, in the ongoing present, intelligible from within, to let this experience awaken the learning of leadership – and remaking of it. To give structure to this transformative, unfolding learning journey, the book offers navigation charts to explore seven distinct character development systems. This inquiry process accrues into Sounding the Depths of Leadership, as a practically experienced process of inquiring into, and building and cohering character virtues and values to keep sharpening the integrative aim for goodness, purpose, joy and excellence. The books distinct offering is that it offers a practical philosophy to make this lived experience of leadership more intelligible.

