



The Effect of Leaders' Consciousness Level on Leadership Style: A Qualitative Study within the Scope of Hawkins' Consciousness Map

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Abstract

Keywords:

Leadership,
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Consciousness.

A lack of comprehensive studies were observed on how consciousness level of leader influences his/ her leadership style, demanding this qualitative content analysis. This analysis is applied with the aim of testing the impact of leader's consciousness level on leadership style. Nine global leaders' comments were examined by the researcher which were utilized from The Brave Ones series. Findings emphasize the important role that consciousness plays in shaping leadership style. The idea of this study is significant, especially in leadership literature because by applying Hawkins' Map of Consciousness, this study introduces a unique perspective that could provide new and valuable insights into how leadership works. Consequently, this study is an attempt to explore different reason behind the advent of leadership style. Also, this study could be an enlightenment for organizations to solve the matter of how could leaders transcend their consciousness level to the highest ones by considering this map as a guide for them and for their followers to understand each other and thrive together.

Liderlerin Bilinç Düzeyinin Liderlik Tarzına Etkisi: Hawkins'in Bilinç Haritası Kapsamında Nitel Bir Çalışma

Özet

Anahtar Kelimeler:

Liderlik, Liderlik Stilleri,
Hawkins'in Bilinç Haritası.

Liderin bilinç düzeyinin liderlik tarzını nasıl etkilediğine dair kapsamlı çalışmaların eksikliği, bu nitel içerik analizinin yapılmasını gerektirmiştir. Bu analiz, liderin bilinç düzeyinin liderlik tarzı üzerindeki etkisini test etmek amacıyla uygulanmıştır. Araştırmacı tarafından The Brave Ones serisinden yararlanılan dokuz küresel liderin yorumları incelenmiştir. Bulgular, bilincin liderlik tarzını şekillendirmede oynadığı önemli rolü vurgulamaktadır. Bu çalışmanın fikri, özellikle liderlik literatüründe önemlidir çünkü Hawkins'in Bilinç Haritası'nı uygulayarak, bu çalışma liderliğin nasıl işlediğine dair yeni ve değerli içgörüler sağlayabilecek benzersiz bir bakış açısı sunmaktadır. Sonuç olarak, bu çalışma liderlik tarzının ortaya çıkışının ardındaki farklı nedenleri keşfetmeye yönelik bir girişimdir. Ayrıca bu çalışma, liderlerin bu haritayı kendileri ve takipçilerinin birbirlerini anlamaları ve birlikte gelişmeleri için bir rehber olarak görebilme bilincini en üst seviyeye nasıl çıkarabilecekleri konusunu çözmeleri için kuruluşlara ışık tutabilir.

1. INTRODUCTION

Through history, leadership style, starting with the great man theory, have evolved from traditional trait-based theories to contemporary transformational theories (Johns, Moser, 1989; Elramalli, 2020). Thoroughly, this evolving underlines the complexity of leadership as a deep comprehension, challenging leaders to apply the best style to proceed with the technological advancements, the changing industrial landscapes, the post-pandemic world and importantly the developing, diverse and accordingly changing humanity (Thomas, 2021; Krawczyńska-Zaucha, 2022; Kuzior et al., 2023). Moreover, to proceed, more than one leadership style could be seen in one organization (Kim & Hays, 2010). However, it cannot be assured, without questioning, about the real features behind these applied leadership styles, only what is provided by the theoretical perspectives (Fuhse, 2022). To explain this, the conscious and unconscious processes of leader perception could be examined (Emrich, 1999). Consciousness is an explanation which plays a crucial role in shaping leadership style (Baron & Cayer, 2011). Accordingly, there is a positive relationship between the leadership style and leader's consciousness (Chauhan et al., 2013). Consciousness could depend on brain states and functions or it could be defined differently to reflect someone's views on the nature of consciousness (Velman, 2009). In this sense, from one side, "Level of consciousness is the general level of being aware throughout the day as assessed by six dimensions of CQ-i (i.e. Physical, cognitive, emotional, spiritual, social relational and self consciousness)." (Chauhan et al., 2013: 253). However, on the other side, according to Hawkins, the "Map of Consciousness," a hierarchical scale of human consciousness ranging from zero to thousand, was developed describing how emotions, thoughts, and behaviors align with different levels of consciousness, influencing the leader and the collective experiences and describing the fundamental difference between power and force in every field of life including leadership which is that the real power is the result of consciousness and truth, it is sustainable and transformative, while force is the result of ego, dishonesty and misleading, it is temporary and eventually destroying (Hawkins, 2000). Accordingly, at higher levels of consciousness, leaders demonstrate positive leadership style than leaders who are at lower ones (Young, 2002). Also their motivation is an authentic demonstration of leadership style which depends on principles (Jordan Sr, 2022). By transcending the levels of consciousness, leaders adapt with complex organizational changes and solve problems agilely (Jones & Brazdau, 2015). They thrive by continue learning and becoming elders, stewards, navigators, facilitators and healers (Deckman, 2021). As a result, successful organizations depends on the ability of those leaders to thrive (Ismail, 2023).

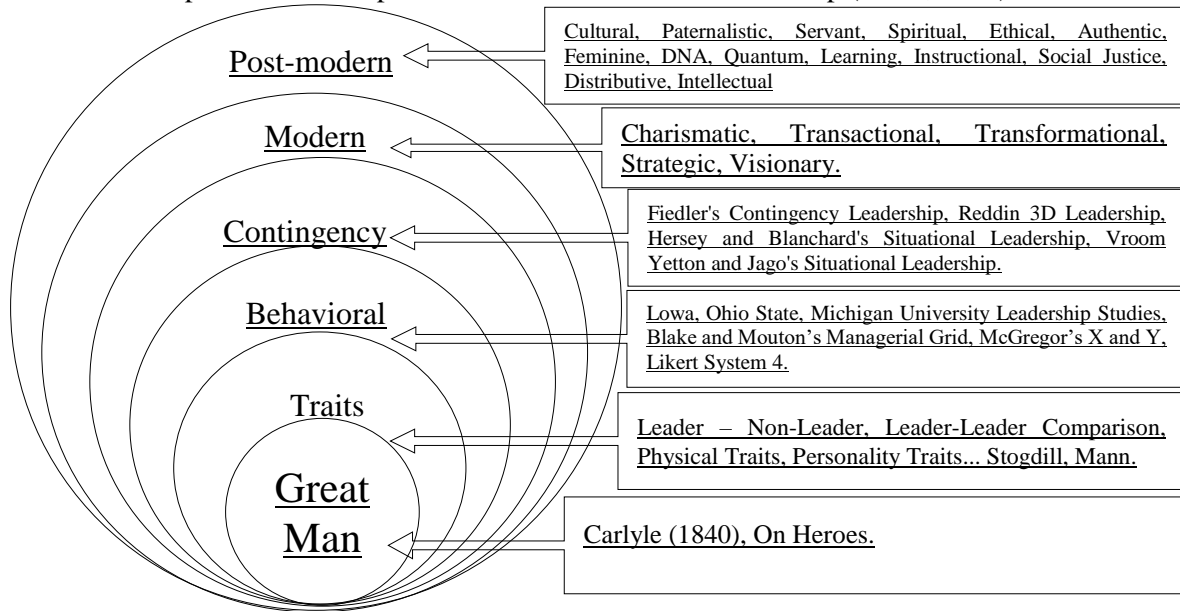
In this context, a lack of comprehensive studies were observed on how consciousness level of leader influences his/ her leadership style, demanding this qualitative analysis. The idea of this study is fundamental, especially in leadership literature because by applying Hawkins' Map of Consciousness, this study introduces a unique perspective that could provide new and valuable insights into how leadership works. Consequently, this study is an attempt to explore different reason behind the advent of leadership style by answering the question of how leaders' level of consciousness, as described by Hawkins' map of consciousness, influence their leadership style or why sometimes, while applying a style of leadership, it works and sometime it does not. This study could be an enlightenment to organizations on solving the matter of how could leaders and their followers transcend the consciousness level to the highest ones by considering this map as a guide for them to understand each other and thrive together.

2. LITERATURE REVIEW

2.1. Leadership Style & Overview of Leadership Styles

A Leadership Style is a specific manner and approach which leaders use to guide, influence, and manage followers and organizations (Acar et al., 2020). The following figure demonstrates how leadership styles have developed and changed over time while this study suggesting the reason behind this change which is the evolving of leader consciousness through history.

Figure 1. Leadership snowball metaphor: Historical evolution of leadership (Fidan, 2019).



Also, the following table provides an overview of the historical evolution of leadership styles in response to industrial changes, supports the study's suggestion on the impact of leader consciousness in this change.

Table 1. Industrial evolutions and leadership styles (Kuzior et al., 2023)

Industrial Evolution	Leadership Styles	Features
Industry 1.0 (Labor Mechanization - First Industrial Revolution)	Autocratic Leadership	Centralized decision-making; Strict hierarchy; Minimal participation of subordinates; Strict control; Low level of employee satisfaction; Dependence on the leader; Effectiveness in a crisis.
	Analytical Leadership	Analytical thinking of the manager; Factology; Strategic planning; Objectivity in problem-solving and decision-making; Systematic approach; Exactingness.
Industry 2.0 (Implementation of Electrification and New Energy Sources)	Transactional Leadership	Motivation through incentives; Centralized decision-making; Evaluation of performance based on achieving specific goals and standards; Focus on performance; Vertical structure.
	Performance-based Leadership	Results orientation; Performance rewards; Performance appraisal; Clear articulation of expectations for each team member; Definition of performance standards; Application of specific metrics and key performance indicators; Individual recognition; Task orientation.
Industry 3.0 (Automation of Work Processes)	Transformational Leadership	Clear vision and defined goals; Inspiration and motivation; Stimulation of creativity; Individual development of followers; Developed emotional intelligence in the leader; Leadership ethics; Effective communication; Creation of a favorable atmosphere for self-expression and self-realization of followers;

		Implementation of positive and transformational changes in the organization; Cultivation of collective identity.
Industry 4.0 (Digital Transformation and Application of Artificial Intelligence)	Flexible Leadership	Adaptation to constant changes in the economic environment; Introduction of innovations into organizational processes; Combination of strategic vision, transactional, and transformational elements; Servant and empathic leadership; Ability to make decisions in the face of uncertainty; Maintenance of flexibility.

According to a previous study, the following table maps leadership styles along a continuum of consciousness levels, enhancing conceptual clarity and supporting the theoretical framework of the study by illustrating how different levels of consciousness correspond to specific leadership behaviors.

Table 2. Leadership rubric continuum (Jones, Brazdau, 2015).

Leadership Themes	Beginning Qualities	Developing Qualities	Advanced Qualities
Theoretical Perspective	Behaviorist	Transformative Change Oriented Integrated and Networked	Sociocultural/Reciprocity. Quantum Interconnectivity Systems Perspective/ Thinking
Epistemic Practice of Transformation and Systems	Reactive and Low Expectations	Nurture Change Responsive to Problems Follower Perspective	Have a Focus, Plan, Observe and Collect Info; Interpret, Translate, Cooperative and Collaborate; Implement; Shared Responsibility; View Practice in Context
Disposition	Focuses on Fixed Behaviors, Traits, Competencies or Styles	Charismatic Intrinsic Motivation Inspirational/Motivational Influential/Social Architects	Flexible, Authentic and Creative and Innovative Intentional/ Purposeful; Take a Holistic Perspective, Evolutionary/Transcendence; Positive/Inclusive; Have Spiritual Aspect
Socio-emotional/ Human Consciousness Capacity	Outside Observers Not Aware of the Relationships Around You or Does Not Value	Affective/ Feeling Self-efficacy Some Self-knowledge Some Value Towards Relationships	Knowledge of Self Observe Thoughts as they Arise Inspirational; Relational and interconnected to Universal Law/Nature
Cognition Capacity	Exertion to Lead or Develop Habits of the mind	Learning from Experience; Limited ability for New Thought; Becoming a Critical Thinker; Beginning to be aware of being aware	Use Cognitive and Metacognitive Skills; Reflective; See Patterns and Themes in the Environment and use to Make Meaning; Capacity for New Thought

2.2. Hawkins' Map of Consciousness and Leadership

A map was developed by Hawkins which measures human consciousness, called "Map of Consciousness" (Hawkins, 2000). It contains numerical values to different levels of consciousness, ranging from the lowest levels of consciousness to the highest ones. Also, to develop this map, Hawkins used applied kinesiology, a technique involves testing the strength of muscles in response to various stimuli, and accordingly he claimed identifying specific energy frequencies associated with different levels of consciousness, which scaled from 0 to 1000. As these frequencies accelerated, they indicate the awareness, truth, and empowerment of a leader. In this context, this study concentrates on the critical point in this scale of consciousness, the energy level 200 which refers to the Courage, the balance point between weak and strong attractors which makes a leader go strong. Courage marks a significant shift towards empowerment and authentic power, representing a crucial point distinguishing positive from negative influences in the leadership style.

- 2.2.1. Energy Level 20; Shame:** This level could be observed with the the leader’s self-perception in his/ her relation with others (Mayer, 2020) experiencing setbacks like low motivation, poor performance, internal conflicts, and increased absenteeism due to stress, low loyalty, and high turnover rates (Clough, 2010). For successful and real leadership, it is fundamental to transcend this energy level (Rees, 2021).
- 2.2.2. Energy Level 30; Guilt:** This level could be observed with evaluating the leaders’ actions (Krakovsky, 2012) aiming to make amends (Tillman-Samuelson, 2018). However, at higher levels of consciousness, an authentic sense of accountability towards others serves as the underlying factor contributing to the favorable association between guilt proneness and assessments of leadership qualities (Schaumberg & Flynn, 2012).
- 2.2.3. Energy Level 50; Apathy:** This level could be observed with the disengagement of the leaders in their work (Jenkins, 2013).
- 2.2.4. Energy Level 75; Grief:** This level could be observed in a leader by becoming intricate (Sangster, 2019), losing consistent presence and decreasing performance (Krishnan, 2023). Leader discovers avenues for personal growth as long as he/ she transends this energy level (Spriggs, no date).
- 2.2.5. Energy Level 100; Fear:** To be a leader is natural to experience fear (Groberg, 2023). Fear accompanies leaders throughout leadership (Cochrane, 2022). However, this does not mean that they are in this energy level. This fear is only originating from human survival instincts. Leaders who transcended this level acknowledge the effect of their emotions on their actions and control them (Goleman et al., 2013). In this energy level, toxic leaders could be found, who employ control, boosting a climate of urgency and reliance (Lipman-Blumen, 2005).
- 2.2.6. Energy Level 125; Desire:** Being a leader starting with the desire to lead and guide others (Kuronen & Huhtinen, 2016). However, this energy level could create a narcissistic leader who displays a lack of empathy towards others and demonstrate a readiness to manipulate and exploit in pursuit of his/ her desires (Rigby, no date).
- 2.2.7. Energy Level 150; Anger:** This energy level can make leaders less committed to democracy (Webster & Albertson, 2022). It is more associated with men than women (Boussalis et al., 2021). In contrast, Black Leadership has often drawn on this energy level positively to defend Black communities (Ricks, 2014). However, it also can hinder the leader from focusing on urgent and vital issues (Goleman et al., 2013).
- 2.2.8. Energy Level 175; Pride:** This energy level leads leaders to a boost in the selfesteem, arrogance, denial and adverse outcomes, as it is said: "pride comes before a fall" (Harrison, 2011). Leaders in this level displays hostile or abusive behavior and less interest in effective leadership which hinders leadership effectiveness (Yeung & Shen, 2019; Schaumberg & Tracy, 2020). Leaders in this energy level could be also boosted by the excessive humility of their followers (Bahmannia et al., 2023). Authentic pride is not included in this energy level because it fosters a safe space for learning, taking risks, and increasing innovation (Clough, 2010).
- 2.2.9. Energy Level 200; Courage:** This energy level is often observed in leaders who feel called to serve others (Lopez, 2018). Such leaders are courageous (Neville, 1989). However, courage can also be seen as a skill or quality that is learned and applied in various situations (Aljowaie, 2016). When a leader operates at this energy level, their impact is authentic and not merely an imitation or learned behavior (Şen, 2013). A courageous leader prioritizes inner values over reputation or money and balances carefulness with fairness (Heft, 2004). In this context, the pandemic has given rise to a new leadership style known as “conscious leadership,” which focuses on empowerment and growth (Nagendra, 2022)—a trait often seen in leaders at this energy level.
- 2.2.10. Energy Level 250; Neutrality:** True leadership involves genuine humility, which fosters authentic connections (Harrison, 2011). Leaders operating at this energy level often achieve positive outcomes and promote collaboration within their organizations (Schout, 1998). Neutrality and leadership are closely linked, typically requiring clearly defined roles—a quality demonstrated by leaders at this energy level (Seoane, 2022).
- 2.2.11. Energy Level 310; Willingness:** At this energy level, leadership extends beyond personal status, prioritizing the well-being of the workplace and fostering a sense of community connectedness

(Rodríguez, 2024). A leader's willingness plays a significant role in enhancing followers' commitment (Rabiul et al., 2022), serving as evidence of the leader's energy being transferred to their followers.

- 2.2.12. Energy Level 350; Acceptance:** At this energy level, leaders can create their own reality, becoming more effective and adaptable as it is explained in the concept of conscious leadership which involves self-awareness and understanding how our inner beliefs influence our behaviors (Leadership group, 2023). Also, they can navigate complex and evolving business environments and create inclusive and thriving communities and make values-driven decisions that account for diversity, sustainability, and collective well-being (Vrioni, 2022). It could be a dilemma between equality and leadership (Keohane, 2016) which could be achieved by leaders in this energy level. Therefore, leader should transcend into this energy level to ensure that leadership style includes everyone, and to acknowledge how fairness, diversity, and social justice impacts leadership (Chin, 2010).
- 2.2.13. Energy Level 400; Reason:** the connection between intelligence and leadership could not be found (Judge et al., 2004), however it is found by this energy level. Thus, substantially, at this energy level, leaders could be found in their fields of study. In this sense, while leaders are described with rationality, they are also limited by cognitive constraints that hinder their ability to comprehend all available information (Santizo Rodall & Ortega Salazar, 2018), and that is why this energy level could hinder leaders from transcending into higher levels.
- 2.2.14. Energy Level 500; Love:** At this energy level, leaders create a healthy and supportive environment where followers feel safe to share their thoughts and participate in decisions-making (Li et al., 2024). Also, in this energy level, love is considered as a universal source of leadership (Khandelwal & Mehta, 2018). The transformative power of choosing love in leadership is chosen by leaders to extend love through actions and led to a profound shift in perception, revealing the inherent goodness within followers and increasing positive relationships (Miller, 2006). The "habits of the heart" include harmony, courage, wisdom, and imagination. They are vital for leading with love. These traits helps leaders to create a supportive environment for learning (Byrne-Jiménez & Yoon, 2019).
- 2.2.15. Energy Level 540; Joy:** This energy level is observed when leaders empower their followers with freedom, responsibility and delegated authority by embracing vulnerability (Cho, 2020). An effective leadership style is influenced by moments of joy (Bailey, 2021), which is created by the leader and described as a Joyful leadership (McIntyre et al., 2024), as a good example of this energy level.
- 2.2.16. Energy Level 600; Peace:** The best example of this energy level is Servant Leadership, which emphasizes mindfulness, enthusiasm, self-reflection, healing, forgiveness, empathy, and active listening (Song, 2019). Leaders operating at this energy level inspire their followers to develop star follower traits (Tatone, 2019), a concept also explored in peace leadership (McIntyre Miller, 2016). It is worth noting, however, that peace is not a guiding principle in many leadership theories and concepts (Irwin et al., 2022).
- 2.2.17. Energy Level 7000-1000; Enlightenment:** This energy level fosters wise leaders who make decisions that benefit everyone (Neville, 1989), a quality described in the concept of wise leadership (King et al., 2022). An example of this energy level is differential leadership, which emphasizes creating value rooted in reliance on God's guidance, with a focus on the care and well-being of followers (Wheeler, 2017). For instance, Islamic leadership draws its authority from the Prophet Muhammad, whose leadership depended on God's guidance (Almoharby & Neal, 2013).

Table 3. Map of consciousness (Hawkins, 2000)

Level	Log/ Energy	Emotion	Process	Life-View	God-view
Shame	20	Humiliation	Elimination	Miserable	Despising
Guilt	30	Blame	Destruction	Evil	Vindictive
Apathy	50	Despair	Abdication	Hopless	Condemning
Grief	75	Regret	Despondency	Tragic	Disdainful
Fear	100	Anxiety	Withdrawal	Frightening	Punitive
Desire	125	Craving	Enslavement	Disappointing	Denying
Anger	150	Hate	Aggression	Antagonistic	Vengeful
Pride	175	Scorn	Inflation	Demanding	Indifferent

Courage	200	Affirmation	Empowerment	Feasible	Permitting
Neutrality	250	Trust	Release	Satisfactory	Enabling
Willingness	310	Optimism	Intention	Hopeful	Inspiring
Acceptance	350	Forgiveness	Transcendence	Harmonious	Merciful
Reason	400	Understanding	Abstraction	Meaningful	Wise
Love	500	Reverence	Revelation	Benign	Loving
Joy	540	Serenity	Transfiguration	Complete	One
Peace	600	Bliss	Illumination	Perfect	All-Being
Enlightenment	700-1000	Ineffable	Pure Consciousness	Is	Self

3. METHODOLOGY

This study concentrates on exploring and answering the following question:

How does leaders' level of consciousness, as defined by Hawkins' map of consciousness, influence their leadership style?

A qualitative deductive content analysis is applied with the aim of testing the impact of the leader's consciousness level on the leadership style by analyzing textual data within a predefined theoretical framework. The processes of the deductive content analysis include three main phases: preparation, organizing and reporting (Elo & Kyngäs, 2008).

In the preparation phase, the energy levels of consciousness were divided into two categories: low energy levels of consciousness and high energy levels of consciousness. Eight energy levels were included as codes in the first category, while nine energy levels were included as codes in the second category. Additionally, the leadership styles and approaches in this table were categorized by the researchers based on their general characteristics and alignment with the energy levels, as outlined in the literature.

Table 4. Categories and codes of the study; leadership styles and approaches

Category	Codes	Leadership Styles/ Approaches
Low energy levels of consciousness	Shame; Guilt; Apathy; Greif; Fear; Desire; Anger; Pride	Autocratic/Authoritarian (Thomas, 2021); Transactional (Thomas, 2021); Activist (Papa, 2012); Black (Ricks, 2014); Dictatorial (Igbaekemen, Odivwri, 2015); Directive (Mehta & others, 1996); Coercive/Commanding, Bureaucratic, Paternalistic (negative), Laissez-faire/Delegative/ Hands-off (negative), Pacesetting, Entrepreneurial (negative), Charismatic (negative), Implicit (Acar & others, 2020; Elramalli, 2020; Setiawan & Others, 2021; Kuzior & Others, 2023)
High energy levels of consciousness	Courage; Neutrality; Willingness; Acceptance; Reason; Love; Joy; Peace; Enlightment	Visionary, Servant, Adaptive, Innovative, Authentic, Empathetic, Inclusive, Resilient, Facilitative, Distributed, Resonant, Adaptive, Collaborative, Contingency, Situational, Emergent, Sustainable, Democratic/ Participative, Affiliative, Feminine, Analytical, Strategic, Corporate, Educational, Entrepreneurial, coaching, Complexity, Cognitive, Digital, Ethical, Flexible, Explicit (Acar & others, 2020; Elramalli, 2020; Setiawan & Others, 2021; Kuzior & Others, 2023; Fidan, 2019); Spiritual (Egel, Fry, 2017); Environmental (Boiral, Baron, Gunnlaugson, 2014); Global (Pusch, 2009); Transformational (Thomas, 2021; Bonsu, Twum-Danso, 2018); Cross-Cultural (Bonsu, Twum-Danso, 2018); Unitary, Consultative, Abdicatorial (Igbaekemen, Odivwri, 2015); Enlightened (Sharma, 1995); Transcendent (Amornpipat, 2023); Responsible (Thakur, Sharma, 2019); Compassionate (Basu, 2024); Anonymous (Grace, Platow, 2015); Agile (Setiawati, 2021); Wise (King & others, 2022); Peace (McIntyre Miller, 2016); Joyful (McIntyre & others, 2024); Courageous (Heft, 2004); Conscious (Nagendra, 2022); Connected (Hayward, 2015)

In the organizing phase, as a unit of analysis, nine global leaders' comments were examined by the researchers which were utilized from *The Brave Ones series*, "which features interviews with successful entrepreneurs. Each episode tracks their journey to success and examines what makes them 'brave', including their determination and ability to overcome challenges" (The Brave Ones, 2017), as a secondary data for this study. The leaders were selected with the aim of choosing leaders from various nationalities to assure the diversity of the chosen sample. Additionally, leadership styles were identified based on characteristics and features described in available articles and websites found on the internet.

Table 5. List of the global leaders

Leader	Gender	Nationality	Organization	Status	Leadership Style
Jack Ma J.M.	Male	Chinese	Alibaba Group	Founder	Charismatic (Syahmilian, 2019) Transformational, Visionary (UKEssays, 2018)
Bernard Arnault B.A.	Male	French	LVMH	Founder Chairman and CEO	Hands-on (Arnaults Leadership Style, no date) Visionary (Bernard Arnault's Leadership Essay, 2024) Transformational (LVMH's Bernard Arnault, 2022)
Sebastian Thrun S.T.	Male	German-American	Udacity	Co-founder, Chairman	Transformational, Servent, digital (Udacity, CEO, Sebastian Thrun, 2013)
Sir Richard Branson S.R.B.	Male	British	Virgin Group	Founder	Charismatic (Vries, 1996)
Mo Ibrahim M.I.	Male	Sudanese-British	Ibrahim Foundation	Founder and Chair, business man, billionaire	Participatory, Inclusive, Collaborative (Mo Ibrahim, 2019)
Arianna Huffington A.H.	Female	Greek	Huffington Post Thrive Global	Co-founder CEO	Transformational (Ekaterina Walter, 2013)
Min-Liang Tan M-L.T.	Male	Singaporean	Razar	CEO	Directive, Strategic, Digital (Tan Min-Liang, 2016)
Hugh Evans H.E.	Male	Australian	Global Citizen	CEO	Humanitarianism, Youth Voluntary with Visionary, Collaborative, Strategic (Wikipedia. Hugh Evans, no date)
Chandrika Tandon C.T.	Female	Indian	Tandon Global Clinics	Business Leader	Authentic, Spiritual (Chandrika Tandon, 2019)

Finally, in the reporting phase, a general view of the analysis and the results, prepared with MAXQDA software, were accomplished as following:

Figure 2. High and low energy levels of consciousness categories

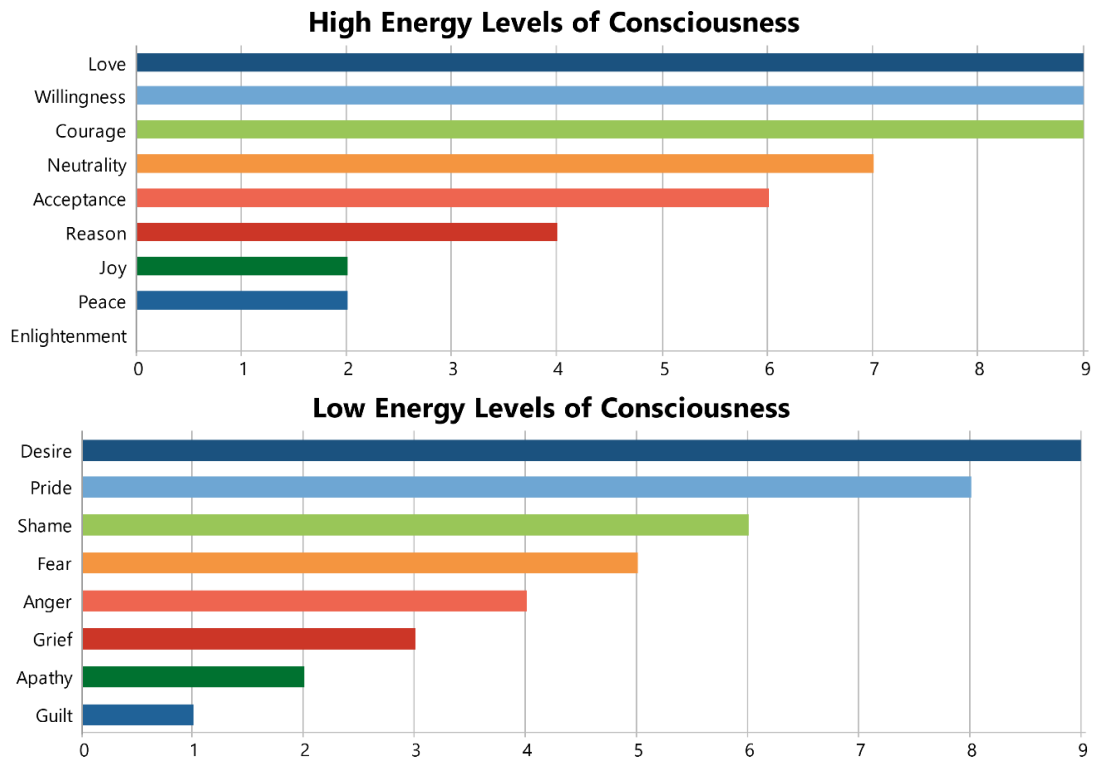
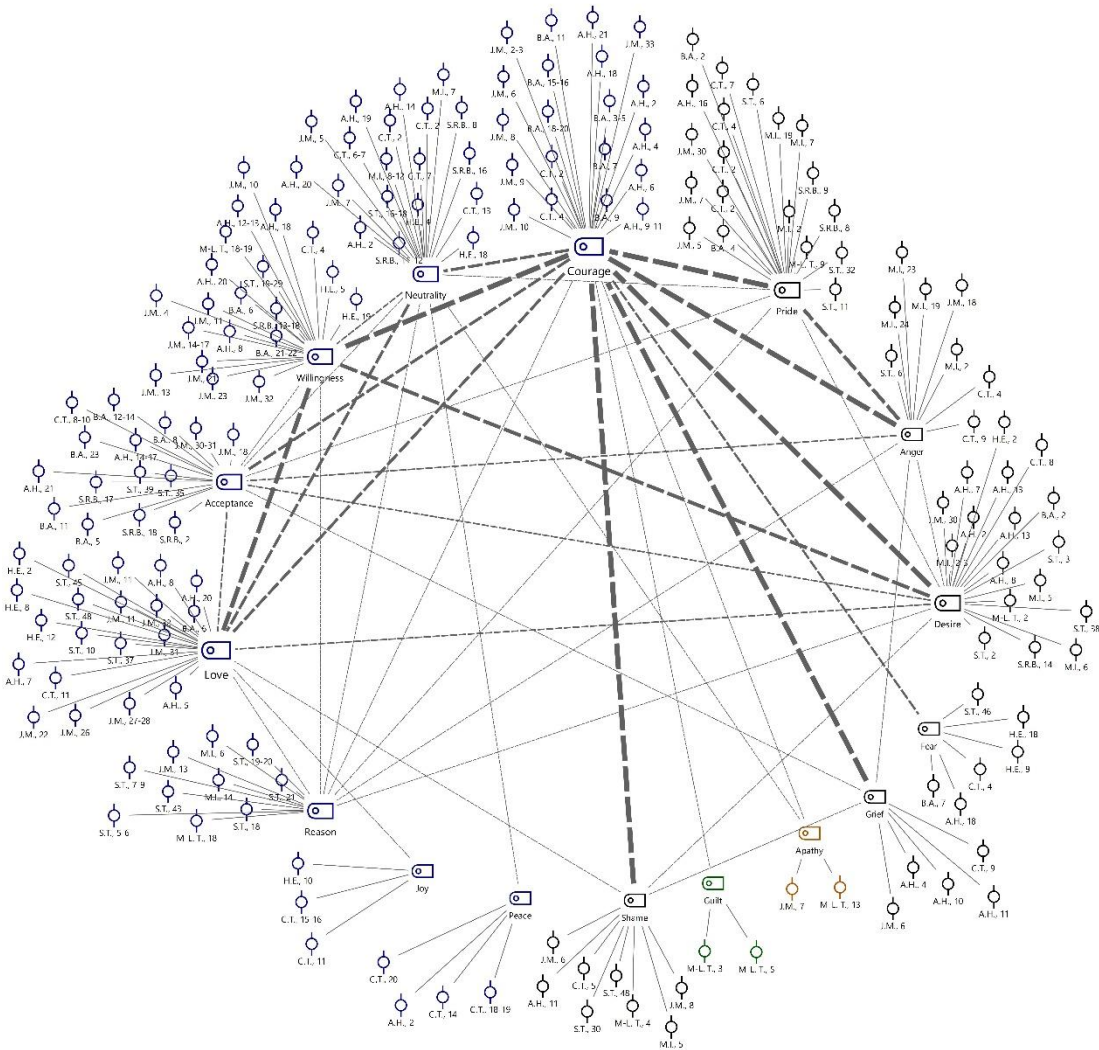


Figure 3. Code matrix: Visual map of the categories and codes



Figure 4. General view of the cases total with categories and codes

Single-Case Model



In figure 2, when focusing on *high and low energy levels of consciousness*, the order from the highest to the lowest scores observed in the leaders' comments were love, willingness, courage, and desire, respectively. Conversely, when focusing exclusively on *high energy levels of consciousness*, the order from the highest to the lowest scores observed in the leaders' comments were love, willingness, courage, neutrality, acceptance, reason, joy, and peace. Notably, the energy level of enlightenment was absent from the observations. In terms of *low energy levels of consciousness*, the leaders' comments reflected, in descending order of scores, desire, pride, shame, fear, anger, grief, apathy, and guilt.

Moreover, Figure 3, and 4, demonstrate that the energy level of courage is central and a critical point which connected with many leaders. Leaders such as J.M., A.H., B.A., and H.E. are the most associated with this level. Also, the energy level of willingness is highly observed among leaders like J.M., A.H., M-L.T. and M.I. Energy level of love is also highly observed connecting to leaders such as S.T., J.M., H.E., and A.H., indicating that love is a significant value among these leaders. Energy level of reason is highly associated with the leader S.T. indicating his intense involving with data and logic. On the other hand, energy level of pride is a critical low energy level, associated with leaders such as S.T., M.I., J.M. and C.T. Also, energy level of desire is significantly associated with leaders like A.H., M.I. and S.T.

4. DISCUSSION OF RESULTS

4.1. Low/negative Energy Levels of Consciousness

According to Hawkins (2000), these energy levels could affect leaders in various ways: Shame is close to death, leading to self-destructive behaviors. Guilt causes remorse and self-blame and is used to control and punish. Apathy brings failure, despair, and hopelessness and leaves leaders helpless and

ignored. Grief leads to chronic mourning and vulnerability to prolonged sorrow and depression. Fear is motivated by anticipation of risks or failure, leads to obsessive behaviors and inhibits personal growth. Desire fuels pursuit of goals and rewards like money and power and leads to accumulation and new desires. Anger is stemming from frustration and it can lead to violence and war, or drives social justice movements. Finally, pride boosts self-esteem. However, it can lead to arrogance and denial, hinders personal growth, and causes division. Accordingly:

S.R.B. doesn't explicitly dwell in lower levels of consciousness including shame, guilt, apathy, grief, and fear. His attitude and actions, even in failure, show resilience rather than shame or guilt. And also, though he faces failures and challenges, his responses show perseverance and a positive outlook rather than apathy or grief. Moreover, he acknowledges risks and challenges "Well I suppose I've stuck my neck out a lot of times, I've learned that knives a lot more fun when you say yes not when you say no. Sometimes you thought that and your face won't do it that way look sometimes you've gotta make a decision get on and give it a go you have to be a little bit brave and stupid and foolish to do that and fortunately we've got away with it more often.", however his attitude towards fear is to confront and overcome it, rather than being paralyzed by it. His energy level of desire are demonstrated by his desire to complete education and it was hopeless for him his inability to achieve this: "I'm Dyslexic so I was hopeless that conventional schooling." However, he transcend this level by his father's energy level of love: "I remember walking around the garden with my dad the first time I walked around he tried to persuade me out of it then the second time around he said look if you've really made up your mind on reflection you know when I left college at 22 I had no idea what I wanted to do. You're 15 you know what you want to do, so you know give it a go and if it doesn't succeed we'll try to get you an education again and I could have given the biggest kiss ever for his understanding." Also, early business ventures, such as his drive to make Virgin Records successful and his desire to create a better airline and to innovate push him forward. And while he mentions conflicts, such as with British Airways, his approach seems more strategic and competitive rather than driven by the energy level of anger. On the other side, his achievements and the Virgin brand's identity resonate with the energy level of pride. He takes pride in his innovations and the Virgin brand's adventurous and rebellious spirit: "I hated flying on other people's airlines owning it you know particularly appreciate ways it was there was stuffy boring. They launched the dirty tricks campaign against us to try to drive us out of business. I went to extraordinary lengths to try to put us out of business. You know we somehow survived and when we took them to court and it did mean that I had to sell my record company in order to make sure that we had the financial muscle to combat. We won the biggest libel damages in history was a turning point for Virgin Atlantic I think that British Airways realized that messing with us that we would fight."

S.T. might live with the energy level of shame when he said: "Today When I talked to one of my students here I realized they are smarter than me from the Larry Page" However, he doesn't express guilt, apathy, or grief energy levels. Also, he might express fear by saying: "I'm scared when I do something that doesn't live up to my own values... I feel like there's a red pill and a blue pill and you can take the blue pill..." Moreover, his energy level of pride were demonstrated by saying: "I was the most hated professor of America I please one accessory T-short most hated of America...", "I'm associate professor of computer science at Stanford University and I'm the leader of the Stanford Racing team", "I am an odd bird maybe I'm socially challenged I would have you but at a time when computers weren't you anybody,... that there was something around me.", and "my name was in the news at least three times a week for something and here I am giving up 97% my salary who will pay quite well joining little startup company for a small fraction of income in the money of the time and go after education."

M.I. said: "We lived modestly and I was one of five,"and "I don't know because of my social background all suspect businessman I mean we assume businessman are crooks." This might refers to shame, however his story does not display shame directly, and this might be explained by what he referred: "I had a very happy childhood." However, he doesn't express guilt, apathy, grief or fear in his

comments, as he quickly shifts to the higher energy levels. He said: “I want to be I wanted to be science scientist,” and “Whenever there’s a big gap between perception and reality this is a wonderful business opportunity,” this energy level of desire drives his actions and initiatives. His desire to improve governance and leverage mobile technology for Africa’s benefit is evident. Although he said: “This is the perception of Africa unfortunately and that really was a wake-up call for me,” and “We say we need a score sheet for every country. Governance is measurable. What is governance? Governance is about delivery of public good delivery of education, health, safety, security,” there is an undercurrent of frustration about Africa’s underdevelopment and mismanagement, it is channeled constructively towards creating solutions rather than destructive anger, the motivation could be also described as the energy level of anger! Moreover, he takes pride in his African heritage and in the achievements of his company: “I’m an African I’m not afraid of Africa. I believe there is a big gap between perception and reality of Africa...,” and “Africa should be rich because we are a very rich continent, huge continent. We have all these resources, so why are we poor... We are Africans, this is African money. Nobody can complain.” His efforts to rebrand Africa and improve its governance could be rooted in the energy level of pride.

M-L.T. lived with his parents’ strictness about computer usage and the need to hide his gaming might have invoked the energy level of shame at the time. He said: “Like any of a gamer child I was difficult I was always on the computer I would always be looking at ping computer games that any chance I got my parents are yelling at me stopping you...” However, his current perspective is more nostalgic and humorous, indicating he has moved beyond this level. Also, he might have felt guilt when diverging from the expected career path of his traditional Asian family (doctors and lawyers) to pursue gaming, he says: “Probably at the back of my mind I kind of realized that they might not be too happy when I changed my career.” However, he does not involved on guilt; instead, he embraces his passion for gaming. Moreover, he might show apathy by saying: “I used to be the stereotype of the teenage boy living in his parents basement playing games all day eating Cheetos and pretty much not taking care of ourselves.” However, he actively rejects the notion that gaming is a niche, demonstrating belief in the potential of gaming as a major industry. His ambition is evident as he constantly seeks new challenges and growth for his company, Razer. His desire to innovate and expand into entertainment demonstrates energy level of desire. He takes pride in Razer’s accomplishments, such as creating the first gaming Mouse and the company’s global success. It could be said that his energy level of pride is balanced with a focus on future goals.

J.M., early in his life, experienced multiple rejections by saying: “When I tried to be a Policeman, I was rejected. When I tried to be a KFC person, I was rejected. I want to be a hotel waiter, I was rejected. So I get used to it. As entrepreneur one of the qualities I have is that when I’m rejected by people, I get used to that.” Although these experiences might have induced shame or apathy, he doesn’t dwell on them negatively. He expresses empathy for those living in poverty and humility from his own poor background. Also, he doesn't dwell in the energy level of grief; instead, he uses these experiences as motivation. Also, he acknowledges the fear of competition and the daunting nature of the internet revolution. However, he uses this fear as a motivator. Moreover, he encourages embracing challenges, which indicates moving beyond the energy level of fear. His strong energy level of desire to succeed is evident throughout his comments. For example, to make Alibaba a top global company and to support small businesses reflects this level. While he is not explicitly angry, he channels any frustration from criticism into constructive action and improvement, showing a proactive rather than reactive stance. On the other hand, there could be a sense of pride in Alibaba’s success and his own resilience. For example, he takes pride in overcoming rejections and in the positive impact his company has had.

H.E. never indicates shame, guilt, apathy and grief energy levels. However, he described feeling "terrified" before major events, such as organizing the Make Poverty History concert. This fear serves as a powerful motivator rather than a paralyzing force: “So to say that I was terrified was an understatement. I was absolutely not only terrified and it’s a very powerful motivator.” Also, Evans’ strong desire to end extreme poverty and improve global conditions drives much of his action and

advocacy work. Moreover, energy level of pride could be expressed in achievements and accomplishments of Global Citizen, especially when reflecting on the impact and growth of the organization. There are also no indicators of anger and pride energy levels in his comments.

C.T. mentions being an "unexpected burden" by saying: "One might almost say unexpected burdensome in a way because the girl immediately means you have to collect for the dowry," as a woman and also by saying: "I was a woman but I was also a bit of a strange bird in the sense that I was a foreign woman... I sort of wasn't completely thinking of myself as a pioneer or paving the way..." this could be described by the energy level of shame. However, it does not seem as dwelling on shame; Instead, she transcends these societal constraints, indicating a higher level of consciousness. Her comments doesn't linger in guilt or apathy; they were filled with resilience and forward-looking. While she faced fear-inducing situations, such as moving to Beirut during a civil war or navigating a new country with limited resources, she doesn't let fear dominate her actions. She overcomes these fears with determination and adaptability: "Suddenly the horizons opened you know suddenly there is a world out there which I didn't know was existed." Also, her energy level of desire drove her to pursue higher education and career opportunities and transcend into the energy level of anger by involving in hunger strike to achieve her desires; she says: "I had to go on hunger strike to go to the college of my choice and the same thing happened latter on when I decided to go to business school essentially one of my uncle's threw a challenge down and said oh you'll never get into this business school because it's like a Nobel Prize and I said why would I not try and that's what I did and I got in." Her pride in her achievements, such as her success in business and music, could be aligned with the energy level of pride. Moreover, after she went to America "Coming to America was a very exciting complex and a big learning experience," there was a significance shift happened to her. She says: "I had a very signature deal... I couldn't sign the contracts I just was paralyzed. Then I started to think I just said well what am I doing what is this about what am I trying to do next is this what my life's gonna be, I'm gonna do one deal after another after another and so what happens if I die tomorrow I'd lock my door and I just wanted to understand I wanted to think and I cried I just was trying to figure out who I was what was success why was I put on the planet what was my greater purpose."

B.A. doesn't express the energy levels of shame or guilt. Despite facing criticism for his ideas, his comments do not demonstrate these lower levels of consciousness: "In the 90s at the idea of a luxury group and the time I was very much criticized for it I remember people telling me it does not make sense to put together so many brands and it was a success it is a recognized success." Also, his comments do not dwell in apathy or grief. Even during challenging times, he focuses on perseverance and future success, indicating a higher level of consciousness. While Arnault mentions risky business moves, he doesn't seem paralyzed by energy level of fear. Instead, he approaches risks with strategic thinking and confidence, indicating movement beyond this energy level. Moreover, his drive to win and his competitive nature are clear manifestations of energy level of desire. His ambition to create the largest luxury brand reflects this energy level for success and achievement. However, his competitive spirit might sometimes involve elements of anger, especially if he will not be able to achieve his desire to win. Also, it could be said that his responses suggest that he uses these experiences constructively. On the other hand, his pride in his achievements, such as the success of LVMH and its brands, could be aligned with the energy level of pride.

A.H., living in early life in a one-bedroom apartment in Athens, Greece, with limited financial resources, might have involved with energy levels of shame and grief. However, her mother's higher energy, "She wouldn't love me any less that sense of unconditional loving was the foundation of my childhood and remained the foundation of my life," demonstrated by support and encouragement, likely helped her transcend these lower levels quickly. And also by saying: "I came to the United States because the man was in love with that I had been with for seven years in my 20s at right after I left Cambridge and didn't want to marry me, didn't want to have children and by the time I was thirty I really knew I wanted to have children, so I put the Atlantic Ocean between us and moved to New York," her account doesn't dwell in the energy levels of guilt or apathy, as she consistently

demonstrates resilience and a forward-looking attitude. Even in difficult times, like her divorce or business setbacks, she doesn't exhibit these lower energy levels in her comments. She might be involved with the energy level of fear, such as public speaking with a strong accent at Cambridge Union. Despite these fears, she persevered, indicating movement beyond this energy level. She was motivated by the energy level of desire like attending Cambridge, launching the Huffington Post, and later Thrive Global which reflected a strong ambition and drive. Her energy level of desire might motivate her actions. However, it does not dominate her state of being negatively by not achieving what she desires. She also faced negative reviews and skepticism, such as the initial criticism of the Huffington Post: "I remember one of them by heart, it said "the Huffington Post is an unsurvivable failure... A year later the person who wrote the review reached out to me and said I was wrong half person has become an indispensable part of the internet and I'd like to write for you. And I said yes, because one thing that I always remember my mother taught me is never to hold grudges." While these experiences might provoke the energy level of anger, her responses suggest she did not linger at this level but used it constructively. Achieving success with the Huffington Post and receiving acknowledgment for her work could boost her energy level of pride. However, her comments often transcend mere pride, focusing on broader impacts and humility.

4.2. High/positive Energy Levels of Consciousness

According to Hawkins (2000), these energy levels significantly create and empower leaders: Courage shifts towards empowerment, faces challenges with determination and leads to growth and productivity. Neutrality is flexibility and non-judgment, avoids polarization, and fosters confidence and ease in interactions. Willingness is a rapid growth and success, openness and commitment, and contributes positively to society. Acceptance is an emotional calm and clear perception, prioritizes long-term goals, and fosters inclusion and diversity. Reason is an emphasis on intelligence and rationality, excels in complex data handling. However, it might overlook the essence of issues. Love is a constant state of being, forgiving and supportive. It unites people and brings happiness and spiritual growth. Joy is an inner experience of unconditional love, influences others positively, and perceives the world as harmonious and perfect. Peace is transcendence and self-realization, profound sense of unity and bliss. It contributes anonymously to humanity's betterment. Finally, enlightenment is attained by great spiritual leaders, teaching unity with higher consciousness, immense peace, and complete oneness.

S.R.B. involves ventures into new industries, despite the risks, and his willingness to try new things demonstrating a high energy level of courage: "You do anything once and if you're capable of doing some extraordinary things you know you should get out and try to do them foolishly. I was busy as busy as ever and but enjoying it and enjoying it as much as ever." Also, as he said: "Fortunately I was still a teenager but and it taught me it's better to sleep well at nights than take off who take on authority," this demonstrates a sense of safety, ease, and comfort in interactions with others aligns with the energy level of neutrality. Moreover, being friendly, successful, and helpful to others, "I learned the art of delegation early on I think I'm good at finding good people and motivating them and people seem to like working for urgent," illustrate energy level of willingness. Besides, energy level of acceptance is evident in his adaptive strategies and learning from failures without trying control everything: "we realized that talking to him was not going to work so we then contacted the government". He accepts setbacks and uses them as learning opportunities: "We've done a lot of really fun challenges, we decided to try to be the first to cross the Atlantic in a hot-air balloon. Everything went wrong, I've been pulled out of the sea four or five times by helicopters. I think some of these sort of adventures things have helped get from the Virgin that sort of exciting image...." And also by saying: "My education started was an exciting time and the headmaster called me in one day and said you know either you leave school and run the magazine or you stop running the magazine and you stay at school and I said thank you for that choice. I'm off to run the magazine," he confirms a clear perception on what he really wants. His actions, such as creating the Elders with Nelson Mandela to resolve conflicts, "If the Virgin Islands that hit by hurricane you can turn your head if you feel that you

can help resolve conflicts in the world by creating an organization Faust Mandela called the elders you know you've got to do I," and his dedication to improving experiences for others, indicate a movement towards unconditional love and compassion which reflected with the energy level of love.

S.T. demonstrates the energy level of courage by leaving his job as a professor and founding his company, "but I've taken the red pill in a scene Wonderland it was kind of like calling to me I hadn't anticipated that I've become an online instructor or CEO of a company a founder of a company that wants to democratize education..." His recognition of the challenges faced by Udacity, including setbacks and criticism, reflects a neutral, balanced perspective which is emphasized by the energy level of neutrality. He maintains resilience and adapts to failures constructively "Udacity today is basically a reinvention of the university... the New York Times called it a flop, but we kept going." He expresses a passionate curiosity and excitement about technological advancements and the future. His enthusiasm for living in a time of rapid technological change, "I am so intrigued to live today... the next 50 years maybe more special. I can't wait," showcases a high level of willingness and proactive engagement with the world. His innovative work with self-driving cars and the establishment of Google X demonstrates an acceptance of the importance of innovation and a proactive approach to implementing change. His actions align with this level, where acceptance leads to effective and impactful actions, "We built Street View... with the single vision to photograph every street in the world.... I don't watch science Fiction, I make them." His energy level of reason is marked in technical domains by data and logic, "This is my body between my age of maybe 12 and 14 I spent every afternoon programming it. I has 50 steps so it memorizes keystrokes and I program video games I programmed geometric calculations and all kinds of stuff... we're going to see these robots coming... We started Google X with self-driving car..." However, when he was asked if he meditates, his answer was no, and according to Hawkins this level could be the biggest burden to transcend into highest levels of consciousness. Besides, his desire to serve humanity by educating others globally rather than solely focusing on technological advancements for profit indicates the energy level of love characterized by kindness, gratitude, and a focus on others' well-being, "I said if the in Silicon Valley only bring these creating all these and monetizing a very rich, they'll be leaving people behind and that's not good... It's so amazing random students bump into me they all know me from class people from over 20 countries travels here for this specific event just to express in many ways their joy about the chance that they're given that they've never been afforded before... My perfect day is one where I am afforded the ability to do something for somebody else where the other person doesn't know how to do it... I became more interested in people... I love feeding them... I have this dream that if we can make education globally universally available... it doesn't matter where you live."

M.I. demonstrates courage through his initiatives, such as establishing the Mo Ibrahim Foundation and investing in mobile communications in Africa despite numerous challenges. His pragmatic approach to business and governance, focusing on common sense and practical solutions, reflects the energy level of neutrality. Ibrahim's engaging with African leaders, create governance scorecards, and incentivize good leadership demonstrates high energy level of willingness to make a positive impact. "as an engineer now suddenly you know would love to play with train sets and now I have the big train set you know around the whole country to play with so I designed the first mobile network in UK," his strategic vision for mobile communications in Africa and his methodical approach to building Celtel as a scientist in his field of engineering reflect high energy level of reason. Also, his love for Africa and its people is evident by his initiatives which are driven by the energy level of love to improve the continent's governance and development.

M-L.T.'s decision to leave a stable legal career to pursue gaming exemplifies energy level of courage. He embraces the uncertainty and potential failure in the gaming industry. "When the opportunity came about I said well life is short I love what I do but I think I'm gonna love gaming a little bit more," he considers life as exciting and stimulating and emphasizes his ability to take opportunities and try new things. His proactive engagement with the gaming community and his dedication to perfecting products reflect high energy level of willingness. He says: "The gamers of fans believe that for life

we're always going to be on the cutting edge of design the cutting edge of engineering and most importantly staying true to our mission of delivering the best experiences for the gamers out there and it's stressful you know for us to just constantly know that they're always watching and always looking forward to the next greatest or the most kick-ass raise a product out there and we just have to always deliver," and this indicates his commitment to delivering the best for gamers. Also by saying: "The one thing that I've really been able to take from practicing law cross to running razor is really attention to detail... it's got to be done perfectly," he emphasizes his ability to handling complex details which is reflected by the energy level of reason. His love for gaming and his connection and empathy towards the gaming community are evident. His actions, like helping a fan during Christmas, show genuine care and compassion. He says: "... We've got you know 8 million followers on Facebook. We've got 3 million on on Twitter. We're on Instagram. I'm messaging them. I'm chatting with them... I just thought would be cool for another fan or you know you would do that for any member of our gaming community right and I'm glad we managed to save his Christmas," this indicates a high energy level of love.

J.M.'s willingness to take risks, such as starting Alibaba without much knowledge of technology: "I called myself at that time a blind man riding on the back of blind tigers without knowing anything about technology or computers,... I only believe in one thing; you lose only when you give up," reflects his strong energy level of courage by emphasizing persistence and the importance of not giving up. He demonstrates the energy level of neutrality by not getting too attached to power, money, or glory. "I believe the three things should not touch: Power, money, the glory. If you keep the power in your office, you're in trouble. If you keep the money in your own pocket, you will be trouble. If you put the glory on your head, you'll be in trouble. So when you have the money, spend the money supporting more people. When you have power, empower the others. When you have the glory let the others have that hat." He adapts to changes and focuses on continuous improvement rather than being overly defensive or attached to success. His proactive efforts to innovate and expand Alibaba, despite numerous rejections and criticisms, "We were rejected by more than 30 venture capitalists but we are very optimistic," showcase a high energy level of willingness. Besides, "When we hire a lot of people, I never see their diploma, I just see whether they are optimistic, whether they want to learn new things, if they want to change things, if they want to work in teamwork," he accepts the reality of globalization, diversity and inclusion, encouraging others to improve and adapt rather than resist change. He recognizes the importance of preparing for future challenges. His commitment to customer satisfaction, employee happiness, and social responsibility reflects a high energy level of love. He emphasizes the importance of serving others, supporting them and empowering them. Also, "Machine is good knowledge but human beings are good at wisdom," he focuses on the essence of human being.

H.E. demonstrates courage by tackling large-scale social issues and organizing major events despite significant obstacles and risks. His willingness to navigate different cultures, environments, and work with diverse teams showcases a neutral and flexible approach to problem-solving which is emphasized by energy level of neutrality. His proactive efforts to engage millions of people and his consistent push for systemic change reflect a high energy level of willingness to take on challenges. Besides, his work is rooted in energy level of love for those in need. His dedication to improving the lives of others reflects a high level of altruistic love which all are emphasized by the energy level of love. He might expresses the energy level of joy in reconnecting with Sonny Boy and the fulfillment he finds in his work indicates moments of profound joy derived from meaningful human connection and service, "The lady ... reached out to me and said ... but we think we know who Sonny Boy is and I was like beside myself I was like you've got to be joking to ... in just an hour or so I'm gonna see Sonny Boy for the first time in 20 years."

C.T. demonstrates energy level of courage by her breaking boundaries, such as attending the college of her choice and moving to the United States with minimal resources. And also, it is reflected in her ability to inspire others and make a difference through her philanthropic efforts. Her ability to adapt to different environments, from Beirut to New York, and her open-minded approach to learning and

growth align with the energy level of neutrality. She assesses situations without judgment and adapts accordingly. Moreover, her continuous pursuit of excellence in business and music, along with her commitment to mentorship and philanthropy, and also embracing opportunities for growth and striving to contribute positively, reflect the energy level of willingness, “I also wanted to do things that made other people’s lives better and this was a very big commitment I made I just said I have enough and I want to really do something meaningful, something that can consciously refocus impact not on clients but on institutions that were serving a higher purpose and that’s what got me to NYU.” Her energy level of acceptance of her roles as a business leader, musician, mother, and mentor demonstrates a holistic understanding of life. She acknowledges her challenges and integrates them into her identity, “My whole life I’d work to be a perfectionist I’d work to be the best I would always think of, my god, that’s not good enough I’ve got to work more and suddenly I was thinking about I am perfection what I am at this moment is perfection and that’s a profoundly different person which to view everything to view my days.” Besides, her story is filled with love, particularly in her dedication to mentorship, her philanthropic work, and her passion for music. She expresses a deep sense of empathy and a desire to make the world a better place, and all of this could be reflected by the energy level of love, “I see the power of the young minds and I would give them these untold gifts of this unbounded courage you know this endless optimism this sense that it’s possible..... We created Tandon Global Clinics as an experiment as a pilot so we could bring the best of American music traditions to people in the world. It’s like a wide-eyed experience for a kid in Brazil, India or Colombia who’s never done this before.” Also, her fulfillment in helping others, her passion for music and her statement about being a happy person and feeling complete indicates the energy level of joy, “And in my meditation I was inspired to make my second album and which was nominated for a Grammy and how shocking is that because I ended up being nominated with my heroes... I describe myself as a very happy person inside... if I died today I would die complete” Also her meditation practice, her musical endeavors, and her philosophical outlook on life is reflected by the energy level of peace by finding a sense of inner tranquility and fulfillment, “There is a path which doesn’t seem immediately apparent. The contemplation helps you understand that there’s a much bigger path out there that’s being that’s being played out and you just need to get out of the way.”

B.A. takes great satisfaction in his work and the recognition it brings. Acquiring brands like Dior and transforming *LVMH* required significant courage. His willingness to take bold steps and face potential failures reflects the energy level of courage, “When I go working in the morning I always think I will have fun today.... I am never bored it’s what I have in mind when I think of myself young it’s fun.” His dedication to creativity, innovation, and quality aligns with the energy level of willingness. He embraces new ideas and continuously seeks improvement in his business ventures. Also, his integration of family values into the business and his approach to employee relations reflect the energy level of acceptance which emphasizes the inclusion, diversity, and values long-term relationships and personal connections within his organization, “I try to keep going maybe people around are more nervous than I am. I tried to guard them also... the question for me is the best in terms of management capacity will be chosen in the future not because he is member of the family but as I said the group as a whole is a family and so we will choose in the family with the best.” Besides, creating and managing a global luxury brand cluster involves a high level of strategic thinking and his ability to foresee trends and make informed decisions. His close relationships with his family, his efforts to mentor young designers, and his philanthropic work reflect the energy level of love by demonstrating empathy and a desire to positively impact others, “When I was a child I was always trying to have fun it was always what we say in French disobey in school even if I was not bad at school but I like fun. when I was young I was living by my grandmother because my grandfather died in 1959 and I saw my grandmother very sad and I said one day to my father and my mother okay I cannot leave her alone because I liked her a lot so I’m going to live with her.”

A.H. demonstrates a significant energy level of courage by moving to the United States, running for governor, starting the Huffington Post, and also leaving the Huffington Post, “I had zero intention in

2014 to leave half first I really thought it was going to be my last act I loved it like a third child... By 2016 I decided to actually wanted to do that I thought at first I would do it as a carve-out from my rhyming HuffPost but as I started raising money ... I actually did invest I realized that I wanted to do it a hundred percent." These decisions reflect a willingness to take risks and face uncertainties headon. She had passion for public speaking, writing, and her enthusiasm for learning and innovation show a high energy level of courage. Her excitement about life's adventures and discoveries highlights this level. Also, she demonstrates an ability to remain flexible and non-judgmental in her pursuits which is described in the energy level of neutrality. Her dedication to continuous learning, evident from her varied writing topics and career changes, aligns with the energy level of willingness. She embraces new opportunities and adapts to changing circumstances. The unconditional love and support from her mother, and her approach to co-parenting after divorce, also his close relationship with her sister, her commitment to helping others through her experiences, and her compassionate business initiatives. She values human connection and wellbeing deeply. All these demonstrate a high energy level of love. She embraced life's challenges and changes without resistance which demonstrates the energy level of acceptance. She has a strategic Vision by launching and growing the Huffington Post, and later Thrive Global, involved strategic thinking and planning. Besides, this demonstrates the ability to foresee trends and act on them. She had moments with a sense of fulfillment and peace, particularly in her reflections on life's journey and her mission with Thrive Global, these moments approaches the energy level of peace: "But the mission is to help people realize that there is another life another way to live... I think there are areas of my life where I've been fearless but I define fearlessness as not the absence of fear by doing something even while you're afraid."

4.3. Energy Levels of Consciousness and Leadership

According to Hawkins, 2000, just as the individual exceeds the level of courage, with energy 200, a critical change is emerged and at the level of Reason which includes the energy level 400s, a person becomes a leader in his/ her field. Also, as he/ she exceeds the level of love, with energy 500, the motivation of love, creativity, commitment, dedication, and charisma are expressed authentically. As a result, his/ her leadership style varies in each level.

In the comments, while leaders keep telling their story, it was observed a kind of change in their emotions, process and view of life. Although most of the leaders are descended from a middle class, they transcended the low levels of consciousness by being aware of what they want and taking responsibility with their lives. Speaking of the truth, they were completely clear and smooth while speaking, nothing demonstrate any kind of pretending, it is kind of complete honesty and transparency. This explains for example the reasons behind trying to ensue a specific style of leadership and failing eventually because the energy level was not enough because it is not true and real, explaining the weakness according to Hawkins and demanding primarily transcending at least to the critical point "courage", by being completely honest and obvious to oneself and to others. And also, as leader transcending with his energy level of consciousness to love and higher levels, he becomes known globally. As in table 5

S.R.B. demonstrates Charismatic leadership style and approach characterized by the leader's personal charm, persuasive communication, and magnetic personality to inspire and influence followers, creating strong emotional connections and loyalty. All of these were reflected by the energy levels of love, acceptance, and neutrality, which were his highest energy levels demonstrated in the figure 3.

S.T. demonstrates Transformational, Servant, Digital leadership styles and approaches characterized by inspiring and motivating followers to achieve extraordinary outcomes by fostering an environment of innovation, empowerment, and personal growth, prioritizing the needs and development of others, emphasizing empathy, humility, and the well-being of team members to enhance performance and personal growth, leveraging technology and digital tools to drive innovation, efficiency, and connectivity, guiding organizations through digital transformation of education and adapting to the

digital age. All of these were reflected by the energy levels of love, reason, courage, pride, and desire which were his highest energy levels demonstrated in the figure 3.

M.I. demonstrates Participatory, Inclusive, and Collaborative leadership styles and approaches characterized by encouraging active involvement and input from team members in decision-making processes, fostering a sense of ownership and commitment, ensuring that diverse perspectives are valued and integrated, creating an environment where all individuals feel respected, heard, and empowered, emphasizing teamwork and shared decision-making, leveraging the collective strengths and insights of the group to achieve common goals. All of these are reflected by the energy levels of courage, willingness, and pride, anger and desire, which were his highest energy levels demonstrated in the figure 3.

M-L.T. demonstrates Directive, Strategic, and Digital leadership styles and approaches characterized by giving clear, specific instructions and closely supervising tasks to ensure that goals and standards are met, focusing on long-term planning and vision, anticipating future trends, leveraging technology and digital tools to drive innovation, efficiency, and connectivity, and aligning resources and efforts to achieve organizational objectives effectively. All of these were reflected by the energy levels of courage and willingness, which were his highest energy levels demonstrated in the figure 3.

J.M. demonstrates Transformational, Visionary, and Charismatic leadership styles and approaches characterized by inspiring and motivating followers to exceed their own self-interests for the good of the organization, fostering significant personal and organizational change, creating and communicating a compelling future vision, inspiring and guiding others towards achieving long-term goals, charm, persuasiveness, and exceptional communication skills to inspire and influence followers, creating strong emotional connections. All of these were reflected by the energy levels of love, courage, and willingness, which were his highest energy levels demonstrated in the figure 3.

H.E. demonstrates Humanitarianism, Youth voluntary with Visionary, Collaborative, Strategic leadership styles and approaches characterized by promoting human welfare, empathy, and social justice, often driving initiatives that benefit marginalized or vulnerable populations, inspiring and mobilizing peers towards a shared, future-oriented vision, often aiming for societal or community improvement, teamwork, inclusivity, and shared decision-making, leveraging the collective strengths and insights of diverse group members, long-term planning, goal setting, and the ability to anticipate and navigate complex challenges to achieve organizational success. All of these were reflected by the energy levels of love and courage, which were his highest energy levels demonstrated in the figure 3.

C.T. demonstrates Authentic and Spiritual leadership style and approach characterized by self-awareness, transparency, and genuine communication, fostering trust and credibility among followers, incorporating values, purpose, and meaning, inspiring individuals to pursue higher ideals and connecting with a deeper sense of purpose. All of these were reflected by the energy levels of neutrality, courage, peace, love, and pride, which were his highest energy levels demonstrated in the figure 3.

B.A. demonstrates Hands-on, Visionary, and Transformational leadership styles and approaches characterized by direct involvement in tasks and activities, fostering a collaborative, engaged work environment, inspiring and guiding others towards a shared vision of the future, motivating them to achieve ambitious goals by fostering, creativity, innovation, empowering individuals, and driving positive change through charisma and influence, and all of these reflected by the energy levels, arranged from the highest to the lowest: courage, acceptance, love, willingness, and pride, which were his highest energy levels demonstrated in the figure 3.

A.H. demonstrates Transformational leadership style and approach characterized by motivating people and inspiring through a strategic vision, boosting an environment of intellectual stimulation, providing support with high ethical standards, and personal growth, empathy, and positive influence on society

and all of these were reflected by the energy levels of courage, love, and desire, which were his highest energy levels demonstrated in the figure 3.

5. CONCLUSION

Leadership styles have evolved significantly throughout history, and it is thought that it was influenced by various social, political, cultural, and industrial factors. However, according to this study, it is suggested that it is influenced by the evolving of human level of consciousness which described in Hawkins' Map of Consciousness. Therefore, leaders should not involve with specific behaviours, actions, or thoughts; instead, they should concentrate on transcending energy levels of consciousness to flow naturally because this facilitates an environment where followers can also harness this energy. This enables followers to intuitively comprehend roles and responsibilities, fostering a self-directed and effortless learning process. This could be resembled by the body's natural healing process; when a person is ill, relaxing and allowing the body to function without resistance promotes recovery. Similarly, by letting the energy level manifest, a leader empowers followers to support themselves, promoting a harmonious and productive dynamic within the organization. Furthermore, creating authentic leaders means creating authentic followers, and eventually they survive as one person to thrive and that could be associated with high energy levels of consciousness. And also, to help encouraging managers and chiefs to verify their existing leadership styles toward suggested styles to them (Arab, et al., 2006), it is important to comprehend the map of consciousness.

Limitations, Implications, Gaps of the Study and Future Research

The analysis was limited to nine global leaders, which may not fully represent the diversity of leadership styles and consciousness levels across different cultures and industries. Besides, the qualitative content analysis might unconsciously introduce researchers bias in interpreting the leaders' comments and their corresponding consciousness levels. Also, relying on qualitative data is not enough to measure the real energy level of consciousness and might not provide precise correlations between consciousness levels and leadership styles. However, findings have significant implications for leadership development and organizational practices. For example, leaders can utilize Hawkins' Map of Consciousness as a tool for self-assessment and personal growth, aiming to elevate their energy level of consciousness to improve or strengthen their leadership style.

This study could be considered as a general view of how energy level of consciousness affects leadership style, without mentioning a specific energy level or leadership style. Researchers could concentrate in a specific energy level or a specific leadership style or a specific energy level and a specific leadership style. Moreover, researchers could investigate how energy level of consciousness affect followers' performance, engagement, and satisfaction. Furthermore, they can examine how followers perceive and respond to leaders with different energy levels.

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