

Integral Gap Analysis

Most leaders are familiar with and regularly use a “gap analysis” to gauge their organization’s direction and progress. It involves three basic questions:

- What is the current reality?
- What is the desired future state? and
- What needs to happen to get from here to there?

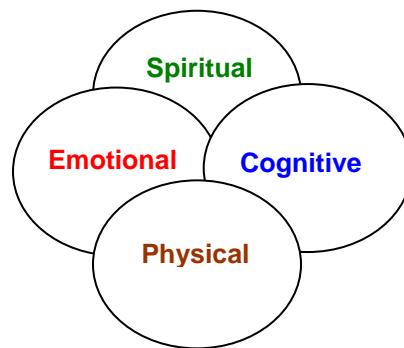
These questions often relate to complementary competencies in four dimensions affecting organizational life (see chart below). For more background to this framing, consult Ken Wilber’s [A Brief History of Everything](#) or [A Theory of Everything](#).

	Interior	Exterior
Individual	Self-awareness, values, personal meaning	Observable events; behaviors; things
Collective	Organizational culture & shared values	Systems: business, economic, social, & ecological

Leaders most often are highly competent in analyzing and acting on the exterior quadrants & less proficient with the interior—at both the individual & collective levels.

Another comprehensive approach, created by *Intelligent Development, LLC*, utilizes a four-quadrant framework for four domains of intelligence: the *physical, emotional, cognitive, and spiritual*, including distinctions within each domain in terms of levels (novice to mastery) and types (personality, archetypes, learning style, etc.) of development. This framework is integral as well. Each of the four domains focuses on factors affecting the individual, team, organization (and stakeholders), and ultimately the entire human community *and* global ecology.

	Internal	External
Awareness	Self-Awareness	Social Awareness
Behaviors	Self-Care	Social Care



Domains of Intelligence

1. What is the *Current Reality*?

What is the leader's current level of development around self-awareness (around his or her physical, emotional, cognitive, and spiritual domains), self-appraisal (strengths and weaknesses), feeling of being treated with dignity, finding meaning through work, and feeling self-confident while humble? (Competency in the Personal Dimension)

What is the leader's current level of personal development around behaving authentically, walking their talk, relationship building, transparency, courage, driving positive change, executing strategic plans, appropriately using technology, self-care, etc.? (Competency in the Behavioral Dimension)

Is the organization's culture healthy and sustainable? Is the leader strategically helping to shape and strengthen them? Do people interact collaboratively, as colleagues, across functional areas, departments, and levels of authority? (Competency in the Cultural Dimension)

What is the leader's current level of development in terms of business systems acumen, accountability to stakeholder groups, stewardship for ecological systems, active care for the organization's sustainability & long-term impact on the global community? (Competency in the Systems Dimension)

2. What is the desired *Future State*?

What is the leader's desired level around self-awareness, self-assessment, feeling of being treated with dignity, finding meaning through work, and feeling self-confident while humble? (Competency in the Personal Dimension)

What is the leader's desired level of personal development around behaving authentically, walking the talk, self-care, relationship building, executing strategic plans, technology, finance, etc.? (Competency in the Behavioral Dimension)

What is the leader's desired role and impact re the organizational culture's core values and behaviors around empathy, compassion, courage, ethics, collaboration, and general social awareness? (Competency in the Cultural Dimension)

What is the leader's desired level of development around business systems acumen, accountability with stakeholders, stewardship for ecological systems that affect the organization's sustainability & long-term impact on the global community? (Competency in the Systems Dimension)

3. What needs to happen *to get from the Current Reality to the Future State*? (i.e., to intentionally develop and implement actions that bring congruence and mutual reinforcement to the Personal, Behavioral, Cultural, & Systems Dimensions)

What actions are needed — with exercises and practices to expand awareness and distinctions, enhance judgments and behaviors, cultivate feedback loops for heightened awareness and self-correction, and strengthen networks — within a particular time frame, to achieve desired outcomes?