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ENGAGING HIGHER-LEVEL PERSPECTIVE:

Transcendental intelligence for higher-level solutions

Abstract reasoning means being involved mostly in thinking, engaged with the objects of thought. But to understand how your mind works as it tries to arrive at the answers means detaching yourself from the thinking process itself. First you think as we normally think, but then you also think about how you think. You think, and you also reflect on your thinking. You do both at the same time. That requires expertise in the last tactic of visioning, namely, the ability to exist within the infinite space-time expanse of your mind and, from that exalted perspective, review what you do when you think.

Visioning is enhanced by an attitude of nonattachment, of being detached from emotional identification with the issues at hand. Nonattachment, as a philosophy of life, has been both a stoic practice and a key step in Eastern philosophies. Nonattachment is a fundamental skill required for the creation of visionary leadership intelligence.

Visioning is the ability to shift from the natural to the reflective attitude, from being who you are to reflecting on who you are, from acting out who you are to observing and evaluating who you are, from seeing the world within your subjective ego to seeing yourself objectively within the world, from acting to examining your actions.

Visioning means to reach the next-highest level of perspective. When you view what you do from the next-highest level or point of view (observing yourself enjoying a party, for example, or surveying the life of your city from a satellite), your consciousness itself goes through a fundamental transformation. To know how to precipitate that shift is one of the secrets of breakthrough creativity. Whenever you reach an insoluble problem, try shifting your consciousness from the natural to the reflective attitude, and suddenly you will receive innovative and higher-level solutions.

This higher-level perspective becomes the leadership key to solving otherwise intractable problems. Whenever you feel stuck in your leadership concerns ("Why is this group not a team?" "Why do some people refuse to follow orders?" "Why can some people not accept a majority decision with which they disagree?"), raising your consciousness to its next level of perspective can promise you solutions. Some questions cannot be settled with ordinary logic. They require a metalogic, that is, a logic *about* the logic you are using. You then discover deeper personal psychodynamics and invisible systemic social forces. In making a conscious shift from agent to observer, your attitudes and intentions change, and what was once a problem no longer exists as

such. Speaking literally, you may not solve anything, but the problem itself dissolves. It turns out to have been a pseudoproblem, or infantilistic behavior. The principle of the higher perspective frees the mind for its next action. The higher the perspective, the easier the solution; the narrower the perspective, the tougher it is. (There are two chapters on this fourth vision tactic in my book, *The Heart of Business*, where this type of thinking is called transcendental intelligence.)

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