

Mastering LEADERSHIP

ABOUT THE BOOK

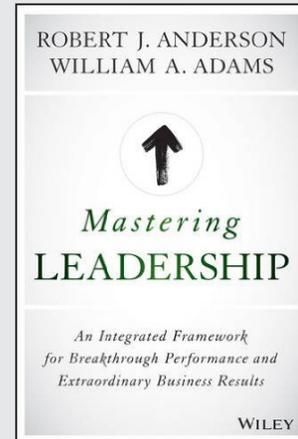
Is your leadership a competitive advantage, or is it costing you? How do you know? Are you developing your leadership effectiveness at the pace of change?

For most leaders, complexity is outpacing their personal development and today's escalating global complexity puts it at a premium. Mastering Leadership involves developing the effectiveness of leaders—individually and collectively—and turning that leadership into a competitive advantage.

Mastering Leadership provides a systematic approach to developing your senior leaders and the leadership system of your organization. Not with quick fixes, but with real development that requires a strategic, long-term, and integrated approach. This timeless text offers a pathway to bring forth the best use of yourself, your life, and your leadership.

This comprehensive roadmap for optimal leadership features:

- Breakthrough research that connects increased leadership effectiveness with enhanced business performance
- The first fully integrated Universal Model of Leadership—one that integrates the best theory and research in the fields of Leadership and Organizational Development over the last half century
- A free, online self-assessment of your leadership, using the Leadership Circle Profile, visibly outlining how you are currently leading and how to develop even greater effectiveness
- The five stages in the evolution of leadership—Egocentric, Reactive, Creative, Integral, and Unitive—along with the organizational structures and cultures that develop at each of these stages
- Six leadership practices for evolving your leadership capability at a faster pace
- A map of your optimal path to greater leadership effectiveness
- Case studies that facilitate pragmatic application of this Leadership Development System to your particular situation



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BOOK DETAILS

Mastering Leadership: An Integrated Framework for Breakthrough Performance and Extraordinary Business Results

By Robert J. Anderson and William A. Adams

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BOOK PURCHASING INFORMATION

Amazon: <http://bit.ly/MLamz>

B&N: <http://bit.ly/MLbandn>

800 CEO Reads:

<http://bit.ly/1NP6ACF>

Hudson: <http://bit.ly/1iyHmN3>

Mastering LEADERSHIP

ABOUT THE AUTHORS



BOB ANDERSON

Bob Anderson is a pioneer in the field of leadership development and research. He is the Founder, Chairman, and Chief Development Officer of The Leadership Circle; Co-founder and Chairman of Full Circle Group. Over the past 35 years, he has dedicated his career to exploring the intersections between leadership and mastery, competence and consciousness, spirituality and business.

Bob is the creator of The Leadership Circle Profile™, an integrated and innovative leadership assessment tool. A culmination of years of research, The Leadership Circle Profile and its associated assessment tools are used by thousands of organizations around the world.

Bob holds a Bachelor's Degree in Economics from John Carroll University and a Master's Degree in Organizational Development from Bowling Green State University. He serves as adjunct faculty for the Executive Education Center at the University of Notre Dame Mendoza College of Business.

Bob and Kim, his wife of 32 years, make their home near Toledo, Ohio, and enjoy traveling the globe for both work and play with their three adult children.



BILL ADAMS

Bill Adams is known for partnering with leaders to unlock breakthrough performance, develop deep leadership capability, and produce transformational business results. He is the Co-founder and CEO of Full Circle Group, North America; CEO of The Leadership Circle; and co-author of several books, including *The Whole Systems Approach* and *The Quest for Quality*. His clients range from Fortune 500 corporations to start-ups across multiple industries. He sits on numerous boards in the for-profit, education, and non-profit worlds.

Bill holds a Master's Degree in Interpersonal and Organizational Communication from the University of Montana.

He and his wife, Cindy, live in Utah. The two are most at home in the outdoors, working with youth leadership, and spending time with their four children and a growing crew of grandchildren.

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CHAPTER NAMES

INTRODUCTION

A Universal Model of Leadership and The Leadership Circle Profile Assessment

CHAPTER 1

The Promise of Leadership: Meeting the High Bar Expectations

CHAPTER 2

Leadership Effectiveness and Business Performance: The Primary Competitive Advantage

CHAPTER 3

Mastery and Maturity, Consciousness and Complexity: The Leadership Development Agenda

CHAPTER 4

Stages of Development: The Backbone of the Universal Model of Leadership

CHAPTER 5

Five Levels of Leadership: Structures of Mind and Performance

CHAPTER 6

The Universal Model and Metrics: Global Leadership, Cross-Cultural, and Gender Application

CHAPTER 7

The Leadership System: The Central Organizing System

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Reactive Leadership: An Insufficient Triumph of Development

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Reactive Leadership at Work: From Patriarchy to Partnership

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Creative Leadership: Fulfilling the Promise of Leadership

CHAPTER 11

Six Leadership Practices: Spiritual Boot Camp for Leaders

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Integral Leadership: Built for Complexity, Designed for Transformation

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Unity: Journey's End, Development Turned Upside Down

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Leadership Circle Profile Dimensions

APPENDIX 2

Theorists Integrated into The Leadership Circle Universal Model of Leadership

ACKNOWLEDGEMENTS

REFERENCES

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Q & A

WHAT PROPELLED YOU TO WRITE *MASTERING LEADERSHIP*?

This book seemed like a natural next step to make our work available to a broader audience. We wrote it because, after a combined 60 years of working with leaders on their development, we know there is a far better way to go about it. The current “state-of-the-art” of the field of Leadership Development is not up to the task of developing leaders for the complex challenges we are facing now, let alone for the future.

WHAT ARE THE TOP NEW INSIGHTS YOUR BOOK OFFERS THAT CAN'T BE FOUND ANYWHERE ELSE?

We consider this book a spiritual boot camp for leaders. In it, we radically shift our understanding of extraordinary leadership and how to champion its development. We offer the first ever Universal Model of Leadership as a road map to walk readers through the sequential stages of leadership mastery and maturity. We dive in deep to bring awareness to and reflection on a leader's purpose, vision, doubts, fears, as well as reactive tendencies. We encourage Creative leadership characterized by courageous advocacy and authenticity. Backed by solid research, proven performance metrics and case studies, we outline six powerful practices that will reliably evolve leadership, individually and collectively.

WHO SHOULD READ THE BOOK?

We wrote this book for all of us. It's for CEOs and senior leaders who know that leadership effectiveness drives organizational performance and that there must be a better and faster way to develop effective leaders. It's also for the leadership practitioners, human resource professionals, and organizational development professionals responsible for bringing to those senior leaders new and innovative approaches that can fulfill the promise of developing leaders for the future. Any leader will benefit from the distillation of knowledge gained through many decades of experience and research.

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Q & A

WHAT IS THE ONE TAKEAWAY YOU'D LIKE READERS TO HAVE?

If you want to go higher, you must go deeper. Mastery in anything, including leadership, is a well-practiced outer game arising on a very mature inner game. The book is intended to be a personally transformative read. We teach the reader that there is a better way, one that does not just require working more, harder, faster. We hope our readers will be measurably transformed amidst all the complexity and teach others how to do the same.

HOW DOES THIS BOOK READ DIFFERENTLY THAN OTHER LEADERSHIP BOOKS?

This timeless text provides a systematic approach to developing senior leaders and the leadership system of your organization. It is not a collection of quick fixes. It lays out a proven path for real development that requires a strategic, long-term, and integrated approach. The book introduces the first ever model—the Universal Model of Leadership—to pull together the best theory and research in the fields of Leadership, Organizational Development, and Psychology over the last half-century. *Mastering Leadership* offers you a way to bring forth the highest and best use of yourself, your leadership, and your life.

SHARE A BRIEF SUMMARY ABOUT THE UNIVERSAL MODEL OF LEADERSHIP.

The field of Leadership Development is a random collection of really great models, theory and research. It is completely unintegrated. It was a 20-year undertaking to integrate all the best research from various fields into a much more complex, elegant and useful understanding of what great leadership is and how it develops. We integrate all of this research into five stages in the evolution of leadership—Egocentric, Reactive, Creative, Integral, and Unitive—along with the organizational structures and cultures that develop at each of these stages. A good model teaches. It instructs. It shows you what is working, what is not, and provides a pathway for development. The Universal Model of Leadership is powerfully transformative and can inform leaders over an entire career about their current level of effectiveness and how to take it further—how to develop to the next level of leadership mastery and maturity.

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ADVANCED PRAISE

“This is the definitive book on leadership principles and practices! Expansive and practical at the same time, it is for forward-thinking leaders who want the most essential leadership lessons analyzed and presented in one astute place. Anderson and Adams’ Universal Model synthesizes everything that leadership theory thus far has to offer.”

—**Marshall Goldsmith**, author of *New York Times* #1 Best Seller *Triggers*

“There is no shortage of information on leadership theory — Google will return over 15,000,000 results in .32 seconds. However, this book turns theory into practice by framing great leadership as a purposeful pursuit rather than a genetic anomaly. It also provides the practical knowledge and tools to enable a transition to greater effectiveness.”

—**John Mendel**, Executive Vice President Automotive, American Honda

“The Leadership Circle Profile (LCP) and the Universal Model of Leadership (UML) are tools that empirically guide the reader on a journey of self-discovery and growth. The demands on today's leaders to produce high-performing and highly-productive organizations has never been greater. Therefore, understanding the correlation between business performance and leadership effectiveness has never been more important.”

—**Stephen Ewing**, Chairman of the Board of AAA Michigan and ACG

“This book is a testimony that love and power and clear purpose can co-exist. It gives form and proof that leadership is a human function. The book offers the integration of mind and matter, depth and relatedness; rare combinations in the modern world of speed, convenience, and scale. Read the book. Put it under your pillow. Speak of it to others.”

—**Peter Block**, partner of Designed Learning and author of *Flawless Consulting* and *The Empowered Manager*

“Many people talk about the significance of an ‘effective leader’ but often struggle to describe one...until now! Anderson and Adams offer a simple yet dynamic model that can guide and assist you in understanding what makes great leaders great. This universal model encompasses the skills, capabilities, and principles that stem from real leadership. A transforming and insightful read!”

—**Stephen M. R. Covey**, *The New York Times* bestselling author of *The Speed of Trust* and coauthor of *Smart Trust*