

Brief Summary of Mastering Leadership

By Robert Anderson and William Adams

- Senior leaders today face such rapidly escalating complexity, uncertainty, and market volatility that to stay competitive they must accelerate their own development.
- The pace of leadership development, individually and collectively, must match or exceed the pace of change in business conditions.
- Developing leaders who can navigate complexity is a strategic priority and if done well, a competitive advantage.
- Leadership expectations come in two forms
 - Explicit – expressed expectations that come with the role and show up in the job description (fiscal responsibility, accountability, strategy, execution)
 - Implicit – unspoken expectations that stakeholders have of their leaders (things like competence, fair treatment, commitment, engagement, listening, providing inspiration etc.)
- The four universal promises of leadership are
 - Set the right direction and create meaningful work
 - Engage all stakeholders and make them accountable for performance
 - Ensure that processes and systems facilitate focus and execution
 - Lead effectively – maintain relationships of trust to achieve and sustain desired results
- Leadership Quotient = Leadership Effectiveness / Leadership Ineffectiveness.
- For an organization, whose Leadership Effectiveness is at the 50th percentile, i.e. they have an average level of effectiveness; their Leadership Ineffectiveness will also be at the 50th percentile. So LQ = 50%/50% - which is 1.
- LQ score of 1 means neutral impact – which means Leadership is competitive not yet a Competitive advantage. High performing organizations have their Leadership Effectiveness at 80th percentile.
- Collective leadership effectiveness and intelligence represent huge untapped potential in most organizations. According to Peter Senge, collective intelligence and performance of most groups is well below the average intelligence and performance of the members.
- It is important to find leverage points in the within the system – a leverage point is an action taken or a change made that has magnified positive and lasting impact on intended results.
- Collectively intelligent leadership teams consistently find leverage those with low collective intelligence are not likely to innovate, create and find leverage at the rate required to stay competitive.
- The quality of leadership conversations determines collective effectiveness, which determines collective intelligence, which determines business performance.
- Mastery in anything requires well practiced capability mediated by a highly mature interiority – a well-honed “Outer game” arising from a highly evolved “Inner game”. The maturity of the inner game is mediating and managing the outer game.
- Masterful Leadership is Conscious Competence.

- Competency alone does not make for effective leadership. When we describe great leadership, we describe something beyond skills, capability, competence – we use words like integrity, honesty, passion, vision, risk-taking, fearlessness, compassion, courage, authenticity, self-awareness, purposefulness, humility, intuition and wisdom – these are qualities of the inner game.
- Today's Leaders need to be effective in 3 areas
 - Leadership Process – this is the science of leadership and the domain of management. Leaders are responsible for the allocation and effective utilization of resources – people, money and time.
 - Leadership Competencies – These are the competencies required for a leader to be successful. This is the “Outside game” of leadership
 - Leadership Consciousness – This is the “Inside game” of leadership – the leader's inner operating system as to what drives the leader, how they define themselves, what is important to them and what they believe. The Inner game consists of
 - Our meaning making system – what we use to make sense of the world
 - Our decision-making system – how we analyze, decide and act
 - Our values and spiritual beliefs
 - Our level of self-awareness and emotional intelligence
 - The mental models that we use to understand reality, think and act and create
 - The internal beliefs and assumptions making up our personal identity.
 - A break through in the Inner game can result in sudden shifts in the effectiveness of the Outer game – which in turn can result in big performance gains.

Four Foundational Premises

- Structure determines performance
 - This is a systems and design principle.
 - The design of any system is the primary determinant of the performance of that system. Design, its operating possibilities and limits and not the driver, primarily determines its performance
 - You are a structure
 - You have a mind for thinking and a body for acting.
 - You have an inner game and an outer game and both have a structure to them.
 - The inner game is a complex system that includes your conscious and unconscious meaning and decision making system, values, mental models, beliefs, assumptions, self-awareness, emotional intelligence and identity. This is the internal operating system which functions like the computer's operating system operating below the surface, mediating and managing everything going on at the surface in the outer game.
 - Upgrades to the operating system enable us to be more effective
 - Consciousness is the operating system of performance
 - Consciousness (the inner game) is the deep structure of performance.
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- The structure of our operating system focuses our attention, influences our choices, drives our behavior and determines the effectiveness of our actions.
- Performance individually and collectively is always consistent with our level of consciousness.
- We cannot perform at a higher level of performance than is built into our operating system – an organization cannot performance at a higher level of performance that the collective consciousness of its leadership.
- *To achieve higher performance, you must be restructured*
 - To perform more masterfully, your Inner Operating system must evolve to a higher order mental emotional structure.
 - *Metanoia*, a transformation of heart and mind is required – that needs a change in structure and form.
 - The structure of the old self disintegrates and reintegrates at the next higher order – the caterpillar transforms itself into a butterfly).
 - To attain higher effectiveness, you must be restructured – this is the path to mastery – the only pathway to greater leadership effectiveness.

Stages of Development

- In Bob Keagan’s Stages of Development framework, the first stage includes all the stages of childhood development.
- The second stage describes an adolescent level of development - the *Self Sovereign* mind (Egocentric)
- The other three stages are *Socialized Self*, *Self-Authoring Self* and *Self Transforming Self* – mapped to the Reactive mind, Creative mind and Integral mind in the Universal model.
- Each stage in succession is more mature than the prior stage.
- Another stage is added – Unitive – to include the higher stages described by spiritual traditions
- The Universal model includes 5 stages - Egocentric, Reactive, Creative, Integral and Unitive.

Egocentric leadership

- This stage begins at about 8 years and ends as the adolescent matures into early adulthood
- Identity at the Egocentric level is “*I am my needs*”. This identity does not notice other’s often competing needs. Kegan calls it “Self-Sovereign”
- The strength of egocentricity is the capacity to get our needs met and gain independence.
- We are so identified by our needs that others’ needs do not show up on our radar screens – hence the absence of shared reality is the structural limit of this phase.
- The end of adolescence is a time of transition to which we learn how to pursue our wants and needs within a larger system of competing needs.
- In order to succeed in the world, we realize that we need to give up our egocentric agenda and our hard won independence to take up membership in society.

- Egocentric mind in adolescence is normal – in adults, Egocentric leadership is destructive, responsible for oppressive dictatorships, fascism, Nazism, terrorist extremism etc.

Reactive Leadership

- The developmental challenge of the Reactive mind is to merge with the society. As we transition to the Reactive mind, we learn societal rules and play by them in order to meet expectations.
- As we embrace the reactive mind, we build our new identity by living up to and into the expectations of others and the culture - we define ourselves not by the *Inside out*, but by the *Outside in*. This is the “*Socialized Self*” as per Kegan.
- The identity is this “I am my unique, well-honed role and capability. I do not merely have a capability, I define myself through my capability”
- Since the Reactive mind constructs the self from the outside in, we tend to define ourselves in one of three ways –through our relationship, intellectual, results capability.
- There are three primary forms of Reactivity – Complying, Protecting, Controlling.
- *Complying*
 - We see ourselves as good, worthwhile and safe because we are a kind, caring and supportive person.
 - We identify with our capacity for relationship - we are safe and worthy if we are liked accepted and admired by others
 - “I am my relationship. I do not merely have relationships. They have me. They define me.”
 - Complying types tend to give up too much power in exchange for being accepted.
- *Controlling*
 - “I am my achievements. I not only create them; they create and define me”
 - Controlling types tend to use power to create what they want at the expense of people.
 - This undermines the collective effectiveness and intelligence.
- *Protecting*
 - “I am my smartness. I am not merely smart. My smartness defines me. It is what I use to be seen as a valuable contributing worthwhile person”
 - Protecting types tend to position themselves as intellectually superior while maintaining emotional distance. This limits their ability to influence.

Creative Leadership

- The transition to the Creative Structure of mind is marked by two changes in the IOS – we shed some old assumptions that have been running us all our lives and second we initiate a more authentic version of ourselves as we shift from Reactive to Creative
 - The central question of the Independent, “*Self-Authoring*”, Creative mind are “Who am I? What do I care about most? What do I stand for? How can I make my life and leadership a creative expression of what matters most?”
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- The Inner circle in the top half of the model groups the 18 competencies into 5 categories
 - *Achieving* – the ability to envision and get results
 - *Systems Awareness* – the advanced leadership capability to think systemically and design organizational systems for higher performance.
 - *Authenticity* – the willingness to act with integrity to courageously tell the truth even when it is risky
 - *Self-Awareness* – balance and composure that result from highly developed self-awareness, emotional intelligence and ongoing learning and development
 - *Relating* – the critical leadership capability to relate well to others, build teams, collaborate and develop people
- The leadership styles that emerge are empowering, engaging and collaborative, involving ever larger constituencies.
- The institutional style is High Engagement. There is a successful quality culture that sometimes evolves into a self-managing organization.

Integral Leadership

- Integral mind ushers in a level of leadership that is capable of leading amid complexity. At this stage, the vision of the creative visionary leader expands to include systemic welfare
- The Integral leader holds a larger vision of the welfare of the whole system and becomes the architect of its future.
- It is in this stage that Servant Leadership emerges – the leader becomes the servant of the whole.
- The Integral leaders can lead through the redundant polarities and problems that make up complex challenges.
- Integral mind can hold opposites in tension without reacting to resolve them quickly. The ability to hold opposites, conflict, tension, and polarities, without avoiding them, oversimplifying them or resorting to quick fixes is the hall mark of this leadership.
- Only about 5% adults develop to the Integral Mind.
- Leaders assessed at this level had an Leadership Effectiveness of 90 percentile and the average LQ was 90% - clearly a competitive advantage.
- Leaders at this level become systemically and community oriented. The organization is seen as a network of stakeholders nested within a larger system of networks.
- Vision becomes global and oriented toward service to human welfare.

Unitive Leadership

- Research and experience suggest that spiritual practices such as mindfulness, meditation and contemplative prayer accelerate our development through stages.
- In this stage, the self realizes that “I am not the body nor the mind”
- This is a stage when the person ecstatically experiences the world as one. It is a literal experience of oneness with life itself – the oneness of all things with Itself.

- Unitive development does not mean disengagement from the world. On the contrary, leaders at this level function as global visionaries and enact world services for the universal good.
- From the perspective of Unity, we are all each other. There is only one family – the Ecosystem is our body.

Six Systems for Organizational Effectiveness

- Six systems within organizations must be carefully developed and maintained for business to thrive and organizations to be changeable.
- These six systems set up the conditional and components necessary to create a healthy, high performing organization.
- The six systems reside within an organization that we define as a living system with mechanistic parts.
- **System 1 – Leadership**
 - The Leadership system ensures that organization identity is defined by providing direction and strategy and ensuring alignment. Leaders address three main questions -
 - *Vision and value* - what unique value do we bring to our customers to gain competitive advantage
 - *Strategy and Approach* - how does the strategy support the vision for achieving sustainable results and competitive advantage
 - *Structure and Alignment* – what is the designed alignment of structure and strategy, processes and practices etc. Are they designed to create optimal conditions for achieving the vision?
 - The Leadership system creates the leadership culture, which acts as the organization’s cultural DNA.
 - The Leadership system is responsible for creating meaning, setting context and maintaining the conditions by which the organizations can thrive.
- **System 2 – Communication**
 - Strategic communication ensures that the impact of your message is consistent with your intention and results in understanding.
 - What you say, the way you say it, and where, when and under what circumstances, it is said, shape the performance culture.
 - They engage authentically and through example encourage people to lean into moments of truth that create an on the table culture.
 - They align people around a common cause, deliberately create meaning, provide focus, reduce uncertainty, challenges excuses, learn from experience, treat mistakes as intellectual capital and leverage the power of leadership decisions to shape beliefs and behaviors.
- **System 3 – Accountability**
 - Performance accountability systems clarify what is important and what is expected of people.
 - Leaders need to build discipline into their leadership process and management cycle to achieve accountability, predictability, learning, renewal and sustainability.
- **System 4 – Delivery**

- The best organizations develop simple processes that are internally efficient, locally responsive and globally adaptable.
- Operations need to be focused on the priority work, using the most effective techniques, aligning initiatives and operations with strategy, continuously improving operations pursuing performance breakthroughs in key areas and building future capability and capacity.
- **System 5 – Performance**
 - Hire the best people and help them develop their skills, talents and knowledge over time.
- **System 6 - Measurement**
 - A system of metrics, reviews and course corrections keeps the business on track.
 - Organizations need concrete measures that facilitate quality control, consistent behaviors and predictable productivity and results.
- The Six systems model helps us understand how everything within an organization is a system that when fully integrated, optimizes overall performance
- These systems operate at the macro level and the micro level.
- Like a human body, these systems are interrelated and none stands alone.

Reactive Leadership

- Reactive mind is well suited for growing into adult life, but as life gets more complex with the competing demands of expanding leadership roles, growing families and mounting financial commitments, Reactive structure is likely to meet its limits.
- Reactive mind is not structured for leading transformative change. It was formed to merge with the prevailing culture.
- Two primary movements happen in the structure of the self as it transforms from a Reactive to a Creative mind.
- The first movement has to do with a shift in how we optimize the tension between *purpose* and *safety*.
- In the second movement, identity shifts and reorganizes from being configured from the *outside in* to the *inside out*.
- *Purpose and Safety*
 - The primary tension in life and leadership is the tension between purpose and safety between the part of us that wants us to be about something great and make a difference and merits our deepest commitment and another part of us that simply is not up for that much risk.
 - If we orient primarily on safety, we live and lead reactively. If we orient towards purpose and vision and accept the inherent risks, we evolve the Creative mind and leadership.
 - The core of the Reactive operating system is a play-not-to-lose game. We react reflexively toward safety without even realizing it. Thus, the Reactive operating system is based on fear – designed to react to fear and reduce it.
- *From Outside in to Inside Out*

- This is a shift from the ego/identity structure configured from the outside-in to one that is lived from the inside-out. According to Kegan, it is a shift from the “*Socialized Self*” to the “*Self-Authoring Self*”.
- The Socialized Self is defined by what others have told it, that it must be in order to be worthy, good and successful.
- The Self Authoring or Creative stage is the first wherein the self, discerns its own internalized definition and identity.
- Stephen Covey calls it a shift from the *Dependent Ego* to the *Independent Ego*. By being Dependent, the self depends on the outside validation for its sense of worth, esteem, security and well-being. The Independent Ego is self-validating, and can act independently or autonomously.
- The Reactive mind is focused on problems, not vision. It is focused on removing, fixing, or reducing problems and threats.
- Reactive mind seeks equilibrium. It is designed to go back to normal – to maintain current reality.
- Reactive structure is a balancing loop. Peter Senge describes balancing loop structures as being designed to maintain homeostasis – like a thermostat designed to keep the room at a constant temperature.
- Reactive Structure is not designed for change or transformation. It is designed to maintain equilibrium between current beliefs and current reality.

Three Core Reactive Types

- There are three Reactive types – Relationship (heart), Intellect (Head) and Results (will)
- *Heart types*
 - *Move towards others*
 - They are relationship oriented – they establish their self-worth by ingratiating themselves with others.
 - Their self-worth and security depend on others liking, loving, or accepting them.
 - The strength of this type is they move towards others to establish relationship as its first priority.
 - The core fear is rejection – hence tends to be conflict averse.
 - Heart types are the Complying types
- *Will type*
 - *Move against others*
 - Their core strength is the inner drive to make things happen and get results
 - They are naturally gifted at using their personal power to accomplish and create what they want
 - Their core fear is failure. The limitation is taking up power at the expense of others and seeing others as resources to be used to accomplish what they want
 - Will types are the Controlling types
- *Head type*
 - *Moves away from others* in rational analytical distance

- They are intellectually brilliant and quite rational – they seek knowledge and truth.
- Their strength is remaining composed and rational amid chaos and provide brilliant analysis to complex and conflictual situations.
- Their core fear is vulnerability
- Head type is the Protecting type

Creative Leadership

- Creative Mind orients on purpose. The core of the Creative IOS is a constant focus on a desired future vision and amid the current reality taking authentic collaborative action to bring that vision into being over time.
- Creative Leadership is about creating an organization that we believe in, creating outcomes that matter most and enhancing our collective capacity to create a desired future.
- The Creative mind starts from purpose and vision, not with a problem.
- The energy that fuels the Creative Mind is passion.
- The Creative Structure is not a balancing loop – it is a growth loop – each time you cycle through the loop it grows.
- Creative mind is designed to seek vision, not equilibrium. It is defined for complexity of leading change and creating new futures.

Six Leadership Practices

- *Practice 1 – Discerning Purpose*
 - A primary task of a life creatively led is to discern the purpose of our life.
 - Creative mind orients itself on the purpose that seeks to come through us. Great leaders stand for what matters and create it.
 - Creative Leadership sprints from the pursuit of purpose, from discerning and defining a personal purpose worthy of our deepest commitment.
 - Purpose is something bestowed and received. It arises in our lives and in us. We must notice it and inquire what it wants from us.
 - Discerning purpose is a core practice for living and leading from our creative Edge.
 - Leadership requires the spiritual discipline to be led by our higher purpose.
- *Practice 2 – Distilling vision*
 - Being a person of vision and leading the organization into its desired future is the first promise of leadership
 - The five elements of vision are
 - Vision is personal – Creative leadership is the act of articulating and acting in pursuit of a vision that flows from our personal commitment to higher purpose
 - Vision is specific – Leaders need to specify the result they have in mind, in enough detail that everyone knows when the vision is attained.

- Vision is strategic – it is strategic because it sets a direction that enables the organization to excel in its current environment and well into the future
- Vision is lofty – captures the highest aspirations for our lives and work. A lofty vision grabs us at a deeper level than does the promise of profit or market share.
- Vision is collective - Alignment happens when members of the organization can see that they are able to fulfill their own personal purposes by achieving the organization's vision.
- *Practice 3 – Knowing your doubts and fears*
 - This practice means learning to navigate to the descending current – to be transformed we must descend to the parts of ourselves that are not yet ready to embody our vision – that are too small, too scared, too reactive, too reactive, too cautious etc. This is descent in service of transcendence.
- *Practice 4 – Engage in Authentic, Courageous dialogue*
 - The courage here is of telling the truth – having candid, authentic, courageous conversations
 - Courage is the willingness to bring up difficult issues and engage them in a great way and Integrity, embodying our values by walking the talk.
- *Practice 5 - Develop intuition, Open to Inspiration*
 - Leaders must learn to use data and rational analysis as far as it can go and then listen to their gut, their intuitive knowing about the best or right thing to do.
 - Most successful leaders rely heavily on intuition. They learn to trust their gut with key decisions, decisions that define their careers and set the course for their success.
 - Intuition is the practice of opening to a deeper knowing, a higher sensory perception, a calling, an inner voice that says “Stay with this” or “Do this now”.
 - Intuition is the gateway to higher more spiritual dimensions of ourselves.
- *Practice 6 – Think Systemically*
 - Great leaders have the capacity to think systemically and to design systems for high performance.
 - Developing Systems thinking stimulates the evolution of the Creative and Integral mind.
 - To use a metaphor, the disease is not cured by attempting to resolve the symptoms. Only changes to the underlying structure can in the long run lead to significantly different outcomes.

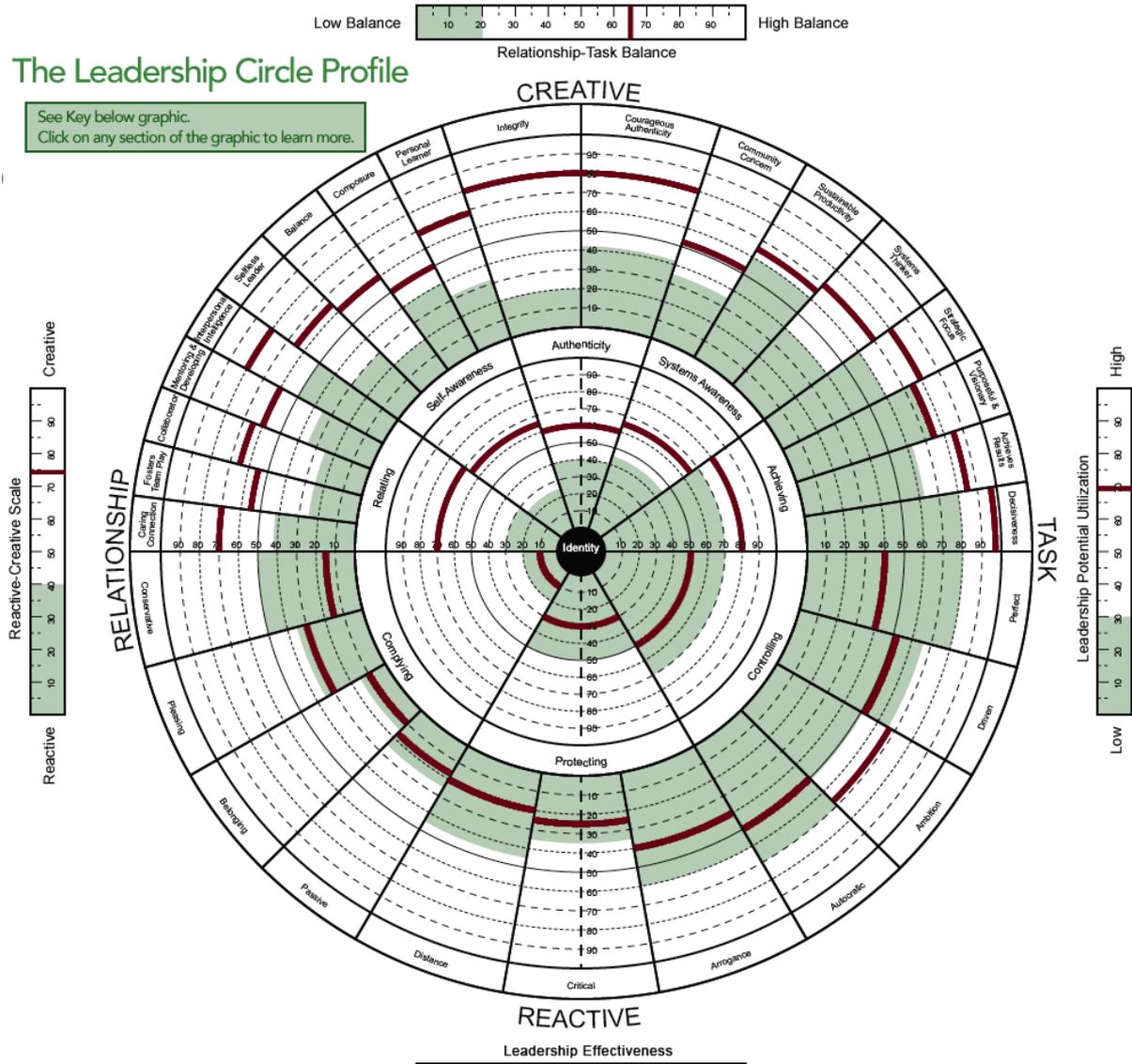
Integral Leadership

- The Integral mind is built for complexity, designed for leading change within complex systems amid volatile, ambiguous and rapidly changing environments.
- In the shift from the Creative to the Integral mind, the leader is competently self-authoring his life and leadership and again riding the Ascending and Descending currents of transformation.

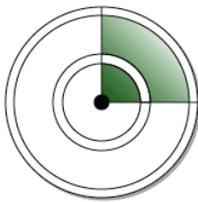
- Bob Kegan calls it Self-Transforming – focusing on the whole rather than the parts, pulling the leader into a larger commitment and passion for the welfare of the whole.
- The visionary leader becomes the servant leader of the whole system and all of the interdependencies that together co-construct the welfare of all stakeholders.
- Integral leadership takes rationality as far as it can go, and then trusts the intuitive insight that emerges in the creative unresolved tension.
- Integral leaders can resolve the inevitable conflict between people at different levels of development
- They form and hold the field of interaction at a very high level of effectiveness and intelligence.
- Integral leaders know the relationship between consciousness and the structure and culture of the organization.
- Integral mind can hold huge opposites in tension over a sustained period of time, thus allowing the dialogue of key stakeholders to arrive at breakthrough, high leverage solutions to complex problems.

The Leadership Circle Profile

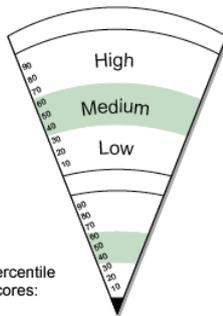
See Key below graphic.
Click on any section of the graphic to learn more.



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Circle Within a Circle:
The inner circle profiles a percentile summary score for all dimensions in that section of the outer circle.

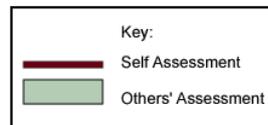


Percentile Scores:

High:
Scores from the 66th to the 100th percentile are strong scores.

Medium:
Scores between the 66th and the 33rd percentile show a mix of strength and areas for improvement.

Low:
Scores below the 33rd percentile are low scores.



Leadership Circle Profile Dimensions

Relating		Measures the leader's capability to relate to others in a way that brings out best in people, groups or organizations
	<i>Caring connection</i>	Ability to form warm caring relationships
	<i>Fosters team play</i>	Ability to foster high performance team work among team members
	<i>Collaborator</i>	Measures the extent to which the leaders engage others in a manner that allows for parties involved to discover common ground
	<i>Mentoring and Developing</i>	Measures the leader's ability to develop others through mentoring and maintaining growth-enhancing relationships
	<i>Interpersonal intelligence</i>	Measures the interpersonal effectiveness with which the leader listens, engages in conflict and controversy, deals with feelings of others and manages his/her own feelings
Self-Awareness		Measures the leader's orientation to ongoing professional and personal development and the degree to which inner self awareness is express through high integrity leadership
	<i>Selfless Leader</i>	Measures the extent to which the leader pursues service over self interest
	<i>Balance</i>	Measures the leader's ability to keep a balance between business and family, activity and reflection and work and leisure
	<i>Composure</i>	Remain composed and centered and maintain a calm focused perspective
	<i>Personal Learner</i>	Degree to which the leader demonstrates strong and active interest in learning and personal and professional growth.
Authenticity		Leader's capability to relate to others in an authentic, courageous manner and with integrity
	<i>Integrity</i>	How well the leader adheres to the set of values and principles and trusted to "walk the talk"
	<i>Courageous Authenticity</i>	Leader's willingness to take tough stands, bring up the "undiscussables" and openly deal with difficult relationship problems

Systems Awareness		Measures how the leader's awareness is focused on the whole system improvement, productivity and community welfare
	<i>Community concern</i>	Measures the service orientation of the leader.
	<i>Sustainable Productivity</i>	Measures how well the leader balances human/technical resources to sustain long term high performance
	<i>Systems thinker</i>	How the leader thinks and acts from a whole system perspective and makes decisions taking a long-term perspective
Achieving		Measures the extent to which the leader offers visionary, authentic, and high achievement leadership
	<i>Strategic focus</i>	Think and plan strategically for the near and long term
	<i>Purposeful and visionary</i>	How the leader clearly communicates and models commitment to personal purpose and vision
	<i>Achieves results</i>	Degree to which the leader is goal directed and has a track record of goal achievement and high performance
	<i>Decisiveness</i>	Leader's ability to make decisions on time and the extent to which he is comfortable in moving forward with uncertainty
Complying		Extent to which a leader gets a sense of self-worth and security by complying with the expectations of others rather than acting on what he/she intends and wants
	<i>Conservative</i>	Extent to which the leader thinks and acts conservatively, follows procedure and lives within the prescribed rules of the organization
	<i>Pleasing</i>	Leader's need to seek support and approval in order to feel secure and worthwhile as a person
	<i>Belonging</i>	Measures leader's need to conform, follow the rules and meet the expectations of those in authority
	<i>Passive</i>	Degree to which the leader give away his power to others and to circumstances outside his control. Lacks the power to create the future he wants
Protecting		Measures the belief that the leader can protect himself and establish a sense of

		worth through withdrawal and remaining distant, hidden, aloof, cynical, superior or rational
	<i>Arrogance</i>	Leaders tendency to project a large ego, having a self-centered egoistical behavior
	<i>Critical</i>	Tendency to take a critical, questioning and somewhat cynical attitude
	<i>Distance</i>	Tendency to establish a sense of personal worth through withdrawal, being superior, remaining aloof, emotionally distant
Controlling		Extent to which a leader establishes a sense of personal worth through task accomplishment and personal achievement
	<i>Perfect</i>	Leader's need to attain flawless results and perform to extremely high standards
	<i>Driven</i>	Measure of his belief that worth and security are tied to accomplishing a great deal through hard work. Need to perform at a very high level in order to feel worthwhile
	<i>Ambition</i>	Extent to which the leader needs to get ahead, move up in the organization and be better than others.
	<i>Autocratic</i>	Measures the leader's tendency to be forceful, aggressive and controlling. Measures the extent to which the leader equates self-worth and security ot being powerful, in control, strong, dominant, invulnerable or on top.

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