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

By Robert J. Anderson, William A. Adams



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**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 today, complexity is outpacing their personal and collective development. Most leaders are *in over their heads*, whether they know it or not. The most successful organizations over time are the best led. While this has always been true, today escalating global complexity puts leadership effectiveness at a premium. *Mastering Leadership* involves developing the effectiveness of leaders—individually and collectively—and turning that leadership into a competitive advantage. 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 stories that facilitate pragmatic application of this Leadership Development System to your particular situation

This timeless, authoritative text provides a systemic approach for developing your senior leaders and the leadership system of your organization. It does not recommend quick fixes, but argues that real development requires a strategic, long-term, and integrated approach in order to forge more effective leaders and enhanced business performance. *Mastering Leadership* offers a developmental pathway to bring forth the highest and best use of yourself, your life, and your

leadership. By more meaningfully deploying all of who you are every day, individually and collectively, you will achieve a leadership legacy consistent with your highest aspirations.

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## **Editorial Review**

### **From the Inside Flap**

We wrote this book 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 Leadership Development field is not up to the task of developing leaders for the complex challenges we are facing now, let alone for the future.

We need leaders of greater effectiveness and integrity, mastery and maturity, courage and compassion, competence and character, consciousness and wisdom. We need those leaders now. Not only is complexity outpacing the development of effective and consciously competent leaders, but the world is facing a leadership crisis. Our collective welfare, organizationally and globally, depends on our ability to develop leaders that are up to the challenge of creating a thriving future for everyone.

Most of our approaches to developing leaders are inadequate. They are episodic, not systemic; individually focused, instead of individually and collectively focused; they are too often superficial, lacking the depth required for genuine breakthrough; and they are generally sponsored, not led, by top leadership. Add to this, that the field of Leadership Development is a random collection of unintegrated theory and research. As long as we continue to approach the development of leadership this way we will continue to fall short. We wrote this book to document how we have changed this and to raise the bar on how to develop great leadership.

In one compelling read, *Mastering Leadership* integrates the best theory, research and practice into the first Universal Model of Leadership to arise in the field. It radically shifts the understanding of extraordinary leadership and how to champion its development. It thoroughly describes the sequential stages of leadership mastery and maturity. It outlines six powerful practices that will reliably evolve your leadership, individually and collectively. As we unfold the Universal Model, chapter-by-chapter, we provide research that links all of this to measures of leadership effectiveness and business performance; metrics to assess your progress; and case studies to guide your own transformational success story. Research and case studies demonstrate the transformative capability of the Universal Model and demonstrate how to implement a systemic approach to the development of leaders and the Leadership System of your organization.

We wrote this book for all of us. For most of us in leadership, complexity is outpacing our rate of development. We are in over our heads whether we know it or not. We invite you to accelerate the development of your leadership effectiveness by taking *The Leadership Circle Profile Self-Assessment* that comes with this book. The assessment, which measures leadership effectiveness through the lens of the Universal Model, in combination with this book, is a complete leadership development system. Together, they take you on a deep dive into the terrain of transformation, yours and your organization's.

We need better leaders at all levels—men and women who create thriving futures, healthy cultures *and* competitive companies; who balance short-term profitability with long-term sustainability; who create a better world. Mastering leadership is now a strategic priority, a competitive advantage and a global imperative. By committing to this imperative you can:

- Develop through each stage in the journey of mastering leadership.
- Turn your leadership capabilities into a distinct competitive advantage.
- Cultivate leaders in your organization with a proven leadership development system.

- Infuse every business conversation with leadership guidance.
- And much more...

*Mastering Leadership* is a complete system for developing yourself, your team and your organization's Leadership System to maximize performance. It is our sincere hope that this book will support your leadership for life.

From the Back Cover

#### Praise for *Mastering LEADERSHIP*

"This is the definitive book on leadership principles and practices! Expansive and practical at the same time, *Mastering Leadership* 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. Read it, apply its principles, and you witness the transformation in yourself and everyone in your circle!"

— **Marshall Goldsmith**, Author of the *New York Times* #1 bestseller *Triggers*, Top-ranked Executive Coach, Author of bestsellers *MOJO* and *What Got You Here Won't Get You There*

"There is no shortage of information on leadership theory—Google will return over 15,000,000 results in .32 seconds. However, in their new book, *Mastering Leadership*, Adams and Anderson turn theory into practice by framing great leadership as a purposeful pursuit rather than a genetic anomaly. Their leadership model provides a well proven framework that allows leaders to assess their strengths and needs. Importantly, it also provides the practical knowledge and tools to enable a transition to greater effectiveness. This book should be a well-worn staple in every leader's '10 Essentials."

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

"This is not a book written for bedtime reading. Its ideas need to be examined in the bright light of day and then...for the courageous...put into practice. The authors have very skillfully woven a tapestry with threads from extensive research, years of experience, philosophy, and metaphysics. 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. Their application breeches the barriers of traditional thinking and carries the reader into the realm of Unity Leadership. 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. This book helps leaders answer the question posed in one of the book's case studies: 'What would you do if you could?'"

— **Stephen Ewing**, Chairman of the Board of AAA Michigan and ACG, Retired President and Chief Operating Officer of MCN Energy Group Inc., Retired Vice Chair of DTE Energy

"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. You can define it, measure it, teach it, and yet, in the end, our capacity to be honest with ourselves and fulfill our promises to each other is decisive. 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: A Guide to Getting Your Expertise Used*; *Stewardship: Choosing Service Over Self-Interest*; and *The Empowered Manager: Positive Political Skills at Work*

About the Author

**ROBERT J. ANDERSON** is the Founder and Chairman of The Leadership Circle and the Full Circle

Group. He has been a pacesetter and visionary in the leadership development field for 30 years.

**WILLIAM A. ADAMS** is the CEO of The Leadership Circle and the Full Circle Group. He has been a practice leader in the field for 30 years. His clients include the CEOs and teams of major Fortune 500 corporations (public and private) and private equity start-up businesses.

With The Leadership Circle and Full Circle Group team.

## **Users Review**

### **From reader reviews:**

#### **Anna Harlow:**

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#### **Melanie Moore:**

Exactly why? Because this Mastering Leadership: An Integrated Framework for Breakthrough Performance and Extraordinary Business Results is an unordinary book that the inside of the e-book waiting for you to snap it but latter it will surprise you with the secret the idea inside. Reading this book next to it was fantastic author who also write the book in such remarkable way makes the content on the inside easier to understand, entertaining method but still convey the meaning completely. So , it is good for you for not hesitating having this any more or you going to regret it. This book will give you a lot of benefits than the other book possess such as help improving your talent and your critical thinking technique. So , still want to hold off having that book? If I have been you I will go to the e-book store hurriedly.

#### **Fred Ashman:**

Reading can called brain hangout, why? Because when you are reading a book specifically book entitled Mastering Leadership: An Integrated Framework for Breakthrough Performance and Extraordinary Business Results your brain will drift away trough every dimension, wandering in every single aspect that maybe unfamiliar for but surely can be your mind friends. Imaging each word written in a e-book then become one web form conclusion and explanation that maybe you never get ahead of. The Mastering Leadership: An Integrated Framework for Breakthrough Performance and Extraordinary Business Results giving you a different experience more than blown away your mind but also giving you useful information for your better life in this era. So now let us show you the relaxing pattern this is your body and mind will probably be pleased when you are finished reading through it, like winning an activity. Do you want to try this extraordinary investing spare time activity?

**William Keller:**

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