

ROBERT J. ANDERSON
WILLIAM A. ADAMS



Mastering
LEADERSHIP

*An Integrated Framework
for Breakthrough Performance and
Extraordinary Business Results*

WILEY

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"Don't miss this read! This book clarifies two correlations that measure leadership effectiveness. One is the relative performance of the business, compared to others in their industry. There is no better or clearer measure than how they outperform everyone else in pre-tax earnings. Porsche, GE Aerospace, and Morningstar are excellent examples. It comes down to the bottom line, and this book nails that reality by showing the close correlation. The other is the overall performance and tenure of their staff. The authors show that the most effective leadership traits focus on inspiring and empowering people. At our Institute, we've proven that leaders who spend a third or more time visiting and meeting their staff are the most effective people leaders."

—Jim Liautaud, Clinical Professor and Chair, The Liautaud Institute
University of Illinois, at Chicago, www.liautaudinstitute.com

"Anderson and Adams offer us the fruits of their careful investigation, diligent research, and thoughtful application of the core truths of leadership. They fully recognize the importance of the leader's personal journey of growth and of having a set of solid guiding principles. No quick fixes or magic formulas here—this is a serious work that invites a serious commitment from any leader who aspires to reach for the top of their game."

—Karl Albrecht, Ph.D., Co-author of *Service America:
Doing Business in the New Economy*

"Imagine a book that takes all leadership theory, combines it with real-world practicality, and then wraps it in a blanket of honest conversation. You'll find it here. Go slow. There's much wisdom for leaders who want to create an organization and culture that makes a difference in today's world, ensures that individuals find meaning in the work they do, and evokes the hope that business can become a place that matters in our lives."

—Eileen McDargh, CEO Chief Energy Officer, *The Resiliency Group*,
Author of *Your Resiliency GPS: A Guide for Growing Through Life & Work*

"Mastering Leadership is what leaders have yearned for—a comprehensive framework that ends the debate about how to effectively lead people. This book cracks the leadership code wide open and solves the riddle of what effective leadership is all about. If you only have one leadership book on your shelf, make it this one—it may be the only one you'll ever need!"

—Steve Arneson, Ph.D., Author of *Bootstrap Leadership*
steve@arnesonleadership.com

"Anderson and Adams challenge us to define leadership success and leadership effectiveness in a far more holistic and integrated way. Their book, Mastering Leadership, asks leaders to consider their own transformation needs first and provides assessments, exercises and guides to support their journey."

—Marc Effron, President, The Talent Strategy Group
marc@talentstrategygroup.com

"Bob Anderson and Bill Adams debunk the myth that leaders are naturally-born. Their Universal Model of Leadership is built on the foundation of behavior and consciousness nurtured through stages of development rather than innate qualities. The research is compelling and presented in a highly digestible fashion. This book is much more than about what great leaders do—it answers the elusive question about how great leaders develop. It's a must-read book."

—Al Bolea, CEO Applied Leadership Seminars,
www.albolea.com

"Top-of-the-house leaders have no room for fluff. If they are going to develop their leaders, they want to know that increasing leadership effectiveness will drive organizational performance, and they want their leadership talent to be their strategic business advantage. Bob Anderson and Bill Adams have brilliantly bridged the gap from development to results and created a path for leaders and practitioners to follow with their comprehensive, systemic approach in Mastering Leadership. A must read!"

—Bonnie Hagemann, CEO, Executive Development Associates
www.executivedevelopment.com

"Bob and Bill do a masterful job of demystifying the complexities of leadership. Their Universal Model will change the way you think about leadership."

—Tim Tobin, VP Global Leadership, Marriott International
and Author of *Your Leadership Story*

"Mastering Leadership is a bold book that advances nothing less than a 'Unified Model of Leadership.' The model provides a pragmatic framework for understanding, assessing and measuring the dynamics of leadership effectiveness. The authors draw on research from a variety of fields and bring the model to life with examples from their extensive consulting experience. They dissect both the 'inner' and 'outer' games of leadership, provide a rigorous 360-degree leadership assessment tool, and offer a five-stage development framework which yields rich insight into how extraordinary leadership develops and how the development process can be accelerated."

—Howard M. Guttman, Principal of Guttman Development Strategies
and Author of *Great Business Teams: Cracking the Code for Standout Performance*

"Bob Anderson's and Bill Adams' book, Mastering Leadership, defines an integrative, universal, meta-model for leadership and makes a compelling case for the necessity of leaders to develop from the inside out—not just the usual leadership competencies, but their inner knowing and consciousness. Their research shows that the more developmentally evolved and conscious a leader is, the more effective and productive they are as a leader. The author's Leadership Circle Profile 360 (LCP) assessment tool provides a profound, research-based understanding of what makes effective leadership and how it develops. I highly recommend this book!"

—Dennis S. Reina, Ph.D., Co-author of *Trust and Betrayal in the Workplace*; and *Rebuilding Trust in the Workplace*; Co-founder, Reina, A Trust Building Consultancy

"Mastering Leadership is an integrated, comprehensive approach to developing and delivering effective leadership. Anderson and Adams emphasize direction and meaning, engagement and accountability, and focus and execution. In addition, they highlight the interpersonal skills that build relationships of trust to achieve the desired results. Anyone who is serious about leadership and leadership development will benefit from their research and insights. This book is a must-read for all leaders!"

—John R. Stoker, Author of *Overcoming Fake Talk*
and President of DialogueWORKS

"Mastering Leadership is a must-read for every leader. Having studied leadership development and having worked with organizations worldwide for the past 40 years to help them develop their leaders, this book reinforces my premise that performance, teamwork, and engagement together create a culture that produces results. Their Universal Model of Leadership combined with the Development Framework and Effectiveness Assessment provide great insights and tools for accelerating effective leadership development—and superior leaders produce superior results!"

—Phil Harkins, Founder and Executive Chairman, Linkage Inc.

"Mastering Leadership is a compelling book that deals with some of the most challenging issues facing leaders in the business world today. This book goes a long way in defining the challenges and requirements associated with transforming leadership into a relationship building and servant focused leadership style. I have been leading people for 30 years and wish this book would have come out long ago. The concepts in this book have changed me and my leadership team! And the output in regards to what we have accomplished is staggering. The lessons in this book will only be of value to you if you put the knowledge into action!"

—Michael C. Jett, Vice President of Honda Precision Parts of Georgia

"I first worked with Bill and the FCG group at a key inflection point in our business and my career. We needed to figure out how we could sustain, at scale, the great success we were having in a fast growing and very dynamic part of the world. We knew that raising our leadership game was a prerequisite but what the leadership circle process taught me, is the incredible power of individual learning and self-awareness rooted firmly in the context of a team who fully understand, engage with and appreciate each other. Much of this can be attributed to Bill's powerful and probing questions which led us to find, for ourselves, ways to make each other, individually and collectively, much better. This book serves as a powerful reminder of what we learned and the questions we need to keep asking ourselves to ensure that our development as leaders is a never ending journey."

—Aidan O'Meara, President Asia Pacific, VF Corporation

"Mastering Leadership is a phenomenal read. I am so pleased to see a book of this kind – integrative and holistic, yet practical. Simple, but not easy, in what it calls us to do. Inspiring and motivational as it describes an inclusive and evolutionary path to higher forms of self, leadership and impact. It's a gift."

—Michelle L. Maldonado, J.D., Associate Vice President, Corporate & Strategic Relationships, American Public University System

“Last year (2014) we finished the Season with a 9 and 4 record and finished No. 21 in the nation while playing in the ultra-competitive Pac 12 South Division. I told Bill that we could not have done it without the leadership tools he provided to our entire football staff. Leadership makes a positive difference in performance, as we experienced firsthand the defining advantage between wins and losses during our 2014 Season. The time-proven principles in this book will put you on that track whether you are a head coach, a business leader, or a member of a team. Leadership matters! If you will apply the principles taught by Adams and Anderson, your performance can only go up and on a personal note, I will take every competitive edge I can get.”

—Kyle Whittingham, Head Football Coach, University of Utah Utes

“Mastering Leadership works! I’ve experienced the application of its principles and impact firsthand. Adams and Anderson offer a framework for high performance and high commitment like no other. Leadership development is an investment. It is an ongoing commitment to increase an organization’s capacity for success. This amazingly comprehensive and thought-provoking masterwork builds on the collective wisdom of the best minds in the field. It is rich with insights, tools and practices to help your organization grow and thrive; a resource you will draw on for years to come. I’m all in. After reading this, you will be too.”

—Richard D. Gumbrecht, Chief Growth Officer, EverBank Commercial Finance, Chairman, Equipment Leasing and Finance Foundation

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person, Bill understood what I was up to with my life's work. He has applied my life's work in ways that are well beyond where I could have taken it. His contribution to this book is huge. It is a far better book because of what Bill contributed.

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Bill: I want to first acknowledge my Savior Jesus Christ. I stand all amazed at the grace that is offered me, and eternally grateful that I can be still and know He is God.

I want to acknowledge my partner and wife, Cynthia Adams. From the bottom of my heart, thank you. Every moment of my life is enriched because of you and has been from the beginning. You are my best friend, faith partner, greatest support, and greatest teacher. You are my one and only. No matter what is required and where it has taken us, we have traveled it as partners. I am a better man, father, husband, and person because of you. My gratitude and love for you is endless.

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L. Payne, Rod Ross, Gayle Young, Val Christensen, Gregg Baron, Jeff Grimshaw, Tanya Mann, and Scott Slaymaker. Also, I have to acknowledge my friend, client, and partner, the late Jim McGrane. Jim's support and active engagement continue to be crucial in our work and in my life. I miss you every day, Jim.

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Finally thanks to my co-author and partner, Bob. I never expected to find a new partner in Act III who would teach me so much and influence the very way I think about how I am in the world. Bob, you are brilliant, full hearted, and filled with the commitment to steward the planet. Because of you, I have been able to be more impactful and more effective. I am honored and privileged to be your partner and want to thank you for your dedication, commitment, sacrifice, and contribution to making the world a better place and allowing me to be part of that with you. I most admire the father and husband that you are to your family. Thanks for your example.

Introduction

A Universal Model of Leadership and the Leadership Circle Profile Assessment

There is nothing so practical as a good theory.

—Kurt Lewin

If you tend to skip introductions, we plead with you: *read this one!* In it, we introduce a complete leadership development model, system, and process designed to be powerfully transformative and take your leadership to the next level of effectiveness.

Sarah returns to her office from the meeting and drops her head into her hands. She wonders if she and Matt took on too much when they decided to launch a new product line and globally expand at the same time. Matt walks in looking as shell shocked as Sarah. The two sit and stare into space, questioning themselves, their leadership, and their decisions. Meanwhile, emails roll in, text messages ring out, and the phone silently vibrates, but goes unanswered. Suddenly, their silence is interrupted when someone stops by to let them know they are late for their next meeting.

This book is written for all those who, like Sarah and Matt, feel this way or who suspect they will soon. This book is for leaders swimming in complexity, wanting and needing to thrive, knowing it could be different. There has to be a better way, one that does not just require working more, harder, faster. This book is also for leaders who are thriving in complexity

and are hoping to teach others how to do the same. It is for leaders who want to produce great results, impact the world, be better mothers, fathers, partners, friends, sisters, brothers, sons, and daughters—and do all this with a lower energetic cost.

This book elevates our understanding of what makes for effective leadership and how to accelerate its progressive development. Using the first *Universal Model of Leadership* to emerge in the field, this book comes complete with a Development Framework and Leadership Effectiveness Assessment.

In this book, we address the new Leadership Imperative: 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. Individual effectiveness is necessary, but not sufficient. Individual development transforms business when it catalyzes a team of leaders who, together, can effectively navigate the whitewater of changing market conditions and the rapidly evolving needs of customers and stakeholders. Developing leaders who can navigate complexity is now a strategic priority—and, if done well, a competitive advantage. Beyond developing competency and capability, we need to develop leaders with courage and compassion, consciousness and character.

Leaders set the agenda for the future. Their influence is so pervasive that our global future is intertwined with their development. We need better leaders at all levels—leaders who are dedicated to creating a thriving business *and* our sustainable collective welfare, leaders who exhibit the creative capacity to invent the future *and* the capability to hold the delicate balance between short-term profitability and the long-term common good.

HOW THIS BOOK CAME TO BE

To build the context for the promise of this book, we feel a need to introduce ourselves as colleagues and co-authors.

Bob: Early in my career, I arranged to have dinner with a world-renowned Trappist monk who was involved in leading-edge work focused on developing leaders within the Catholic Church. Upon meeting

him, I was surprised by his colorful character. He was a sailor before he was a monk, and he still had a sailor's mouth, drank scotch, and smoked cigars. As we talked, I learned his story. While a monk, he developed a rare blood disease that could not be cared for in monastic life and was forced to leave the monastery. For a while, he did not know what to do with himself. Eventually, he decided to return to the university and study psychology. As fortune (or providence) would have it, he studied Developmental Psychology and worked directly with Laurence Kohlberg, an early pioneer in what became a body of research on the progressive stages through which adult development proceeds.

I will never forget this monk sitting across from me with a Scotch in one hand and a cigar in the other, saying: "They are finding out the same damn thing we monks have known for millennia: that human beings can grow, and if they do, they grow through predictable stages of consciousness all the way up to union with God. They are learning how to measure it!"

This conversation would define my career. I have been a student of how human beings develop, how they grow in wisdom and personal effectiveness. This passion and central focus of my life led me to leadership. Not only have I studied what makes for great leadership and how it develops, but I have had to put everything I learned into practice as an entrepreneur. Along the way, I discovered that leading is much harder than all the theory, research, and models portend.

After meeting this monk, I decided to meet, learn from, and work closely with many of the leading thinkers and researchers in the field of leadership. I noticed early on that the field is a random collection of great stuff: a plethora of models, research studies, theories, and bodies of work, each aimed at explaining some aspect of human behavior, capability, or awareness that when applied to leadership promises greater effectiveness. Yet the field wasn't integrated. None of the various models, theories, and research related to any of the others. Each used its own framework and language. There was no universal model that tied everything together into one complete framework that explained what constitutes great leadership and how it develops.

Without fully realizing what I was up to, I set out to integrate it all. I began to weave together the threads of the best theory and research from the fields of Leadership, Organization Development, Psychology, Success Literature, and Human Potential. I also wanted the integrated framework

that was developing to be aligned with the wisdom of the world's great spiritual traditions. I kept asking, "How does all of this fit together into a better model of leadership effectiveness and its development?"

I worked on this model for 20 years and field-tested each phase as it evolved. I applied it to myself and used it in my work with leaders and their teams. As the model matured, it gained traction. Its impact became more profound for my development and for that of my clients. Leaders were finding it unique, business relevant, and helpful in guiding their development.

The model underwent various transformations as I struggled to integrate what I was learning, and it went through a final metamorphosis when I remembered my conversation with the monk. After 20 years, I finally realized what he was trying to tell me, and I turned to the research on Adult Development, particularly the work of Bob Kegan, one of the foremost researchers in the field. Upon reading Bob's book, *In Over Our Heads* (Kegan, 1994), the model completely reorganized itself in my head, and I immediately knew it was complete.

My next step was to create the *Leadership Circle Profile* (LCP), a 360° leadership assessment that measures and provides leaders feedback through the lens of the entire model. Three years later, when this was complete, I launched The Leadership Circle, a leadership assessment and development company.

One of my early clients was **Bill Adams**, who owned a consulting company called Maxcomm. He and his partners had a 20-year history at the forefront of the Business Transformation field, redesigning whole systems for breakthrough performance.

After completing the LCP certification training, Bill took me aside and said: "I want to give you some feedback. Having been at the forefront of this field for two decades, I don't believe you're aware of what you have created. This is the first fully integrated and universal model of leadership in the field. I have never seen anything like it."

I was dumbfounded by Bill's comment because I was simply following my passion and curiosity. "Really?" I said, as I fell into a chair. During that conversation, Bill helped me see that the development model associated with the LCP is the first integrated model of what constitutes leadership effectiveness and how it develops, complete with ways to measure and track progress against that model. Bill eventually became my business partner and co-author.

Bill: In June 1973, just before my 18th birthday, I attended a five-day leadership retreat held in the Rocky Mountains. The retreat was designed for student body presidents who were seen as emerging leaders. It was my first experience going to a “development” session.

After the five-day retreat, I had a prompting: *This is what I want to do the rest of my life*. From that point forward, I oriented myself toward a career in leadership development. I knew that I had discovered my passion. What I did not know until years later was that this passion went hand in hand with a passion for business, stemming from being raised in our family business.

I have devoted my adult life to this work, focusing primarily on business performance and leadership effectiveness. The center of my work is personal transformation and leadership development. I have started, run, and sold multiple businesses over the last 30 years. I have practiced applying these principles, and know from experience how hard and rewarding the practice of leadership is. The level of challenge that we face today is unprecedented, and the principles apply more now than ever. Leadership is both a very private and public journey. It is private because it requires personal transformation. It is public because leaders have to *learn out loud*. This book is a very personal journey, for both of us.

I had heard of Bob, but did not meet him until 2005. That year, we were working on a multi-year transformation project for Yale University, and we needed to find or create a model of leadership that enabled us to deepen and scale our work with leaders to sustain transformational change.

I assigned Gayle Young, one of our senior consultants and our best researcher, to find a leadership model with assessments that we could adopt and use with our clients. Honestly, I doubted that she would find such a thing. However, after about three months, Gayle came back and told me with her contagious enthusiasm that she had found a model, *The Leadership Circle*, that would transform the way we thought about and developed leaders.

When I studied the model, I was astounded by its breadth and depth and immediately agreed to have our organization complete Bob’s *Leadership Culture Survey* (LCS). After completing the assessment, we phoned Bob to debrief the results. During that 40-minute conversation, I could see that Bob understood both our culture and me as the CEO. Having never met us, his insight was amazing. His assessment revealed to us our

strengths, what was most important for us to work on, and where we needed to make changes.

Frankly, this assessment was one of the most impactful things we had ever done. It changed the way we led, improved our performance, impacted our business model, and influenced how we consulted with our clients. From that day forward, we went from tool- and model-agnostic to tool- and model-centric. We adopted The Leadership Circle as our model of leadership. Eventually, we merged our businesses, forming the Full Circle Group.

Bob and I became instant colleagues, best friends, brothers, and business partners. We share a joint vision, common purpose, and business mission. Bob's life work has changed the way I navigate within, as well as lead and influence, the world.

A BETTER MODEL OF LEADERSHIP

Models help explain how things work. Once a good model gets inside you, it can inform and guide you throughout a lifetime. For example, the model of supply and demand explains the movement of price in any market. If supply expands and demand remains constant, price falls. If demand increases and supply does not, price rises. This simple model enables us to make sense of what is happening in markets and more effectively manage our businesses.

A good model is dynamic; it moves. That is, as one aspect of the model varies, another part moves in predictable ways—price goes up when supply contracts. A dynamic model explains how changes in one thing cause changes in something else. Once you understand the dynamics, you can manage and lead more effectively.

A better model of leadership means more effective leadership and better business results. Our efforts at developing effective leaders often fall short because we do not understand what leadership is and how it develops—our maps and models are inadequate to the challenge. *What if* there was a *better* model of leadership—one that:

- Integrates the best theory and research on leadership, human, and spiritual development, and is as complex (and elegant) as the complexities that leaders face today?