



soundview

Executive Book Summaries®

Mastering Leadership

An Integrated Framework for Breakthrough Performance and Extraordinary Business Results

THE SUMMARY IN BRIEF

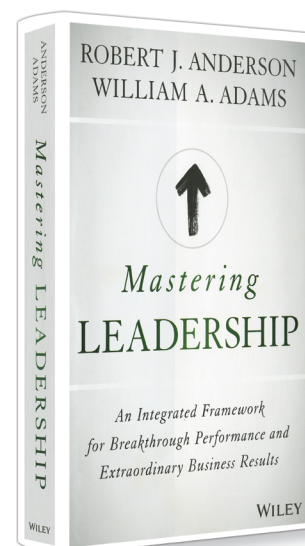
For most leaders today, complexity is outpacing their personal and collective development. Most leaders are in over their heads, whether they know it or not. The most successful organizations over time are the best led. While this has always been true, today escalating global complexity puts leadership 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 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, 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 and more.

Mastering Leadership provides a systemic approach for developing your senior leaders and the leadership system of your organization. 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.

IN THIS SUMMARY, YOU WILL LEARN:

- The four universal promises of leadership.
- Why mastery in leadership requires nurturing both your “inner” and “outer” games.
- The five levels of leadership and how they meet the challenges of today.
- Six key practices for developing your leadership.



by Robert J. Anderson
and William A. Adams

CONTENTS

The Promise of Leadership
Page 2

The Leadership Development Agenda
Page 3

Five Levels of Leadership
Page 4

The Leadership System
Page 5

Six Leadership Practices
Page 7

Integral Leadership
Page 8

Unity: Journey's End
Page 8

THE COMPLETE SUMMARY: MASTERING LEADERSHIP

by Robert J. Anderson and William A. Adams

The author: Robert J. Anderson is the founder, chairman and Chief Development Officer of The Leadership Circle. Bill Adams is the co-founder and CEO of Full Circle Group, North America, and CEO of The Leadership Circle.

Mastering Leadership: An Integrated Framework for Breakthrough Performance and Extraordinary Business Results by Robert J. Anderson and William A. Adams. Copyright © 2016 by Conscious Leadership, LLC. Summarized by permission of the publisher, John Wiley & Sons, Inc. 304 pages, \$30, ISBN: 978-1-11914-719-0. To purchase this book, go to www.amazon.com or www.bn.com.

Summary copyright © 2016 by Soundview Executive Book Summaries® www.summary.com, 1-800-SUMMARY.

The Promise of Leadership

When we step into positions of leadership, we make a whole set of promises we may not know we are making. These promises are profound and come in the form of high, often unspoken expectations. Understanding, managing and living up to these promises defines our leadership. We all expect great things from our leaders, and these expectations constitute the Promise of Leadership. Leadership expectations come in two forms:

Explicit: Expressed expectations for certain outcomes that come with the role and that show up in the leader's job description (things like fiscal responsibility, accountability, strategy and execution).

Implicit: Unspoken expectations that stakeholders have of their leaders (things like competence, fair treatment, commitment, engagement, listening, acting on suggestions and providing inspiration, meaning and direction). Leaders rarely understand the impact these implicit expectations have on their perceived effectiveness.

Great leaders can be cultivated to meet and exceed our high expectations of them. In order to fulfill the Promise of Leadership, leaders must know what people expect of them, manage those expectations and develop into the person who can perform against them.

Based on research and field experience, there are *four universal promises of leadership*:

- Set the right direction, and create meaningful work.
- Engage all stakeholders, and hold 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.

These four promises and the level of effectiveness (if not mastery) that they require — individually and collectively — constitute the Leadership Agenda for the organization. This agenda, mastering the art and practice of leadership, needs to be held by the Top Team and led as a key strategic priority and business imperative. The performance of the business — as well as the meaning and value creation of everyone associated with the business — depends on it. ●

Leadership Effectiveness and Business Performance

We will only seek a better model of leadership and make the Leadership Development Agenda a strategic priority if we believe that more effective leaders achieve higher performance and that we can develop effective leaders at a faster pace.

Leadership effectiveness is a primary contributor to business performance. In fact, data strongly suggests that if you can improve leadership effectiveness, you have a 38 percent probability of seeing that improvement translate into higher business performance. In other words, leadership effectiveness is a 38 percent lever, contributing heavily to the organization's overall performance. Since 38 percent is well beyond most companies' profit margin, developing effective leaders clearly deserves investment.

Collective Effectiveness

In business, *collective leadership effectiveness* is underutilized and rarely capitalized upon. Most development focuses on *individual* leaders, ignoring collective effectiveness and the leadership system — all leaders and managers in formal leadership positions.



1-800-SUMMARY
service@summary.com

1-800-SUMMARY (240-912-7513 outside the United States), or order online at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

Published by Soundview Executive Book Summaries® (ISSN 0747-2196), 511 School House Road., Suite 300, Kennett Square, PA 19348 USA. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2016 by Soundview, Inc. **Available formats:** Summaries are available in several digital formats. To subscribe, call us at

Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Ashleigh Imus, Senior Editor; Masiel Tejada, Graphic Designer; A. Imus, Contributing Editor

SUMMARY: MASTERING LEADERSHIP

The Extended Leadership Team (ELT) makes up the organization's Leadership System. Primarily the focus is on the top four levels of leadership — the CEO, their direct reports (C-Team and EVPs/SVPs, that level's direct reports (primarily VPs) and in some cases the next level down (primarily Senior Directors). The number of leaders on the ELT varies depending on a company's size. In large organizations, there are several hundred people within these ranks. In smaller enterprises, this group might be fewer than 20. Regardless of its size, the ELT is responsible for providing leadership to the entire organization. This group has more impact on how the organization performs than any other group.

Since the ELT determines the organization's direction and execution, collective leadership effectiveness is impacted by how well the ELT sets direction; aligns around vision and mission; agrees on key strategies and initiatives; develops a clear shared understanding of strategy; translates strategy into execution; understands each other's roles; collaborates together; makes decisions; creates an accountable, engaged, performance-based culture; focuses on achieving results; mobilizes and engages all stakeholders to achieve those results; and develops leadership that can do all the above.

The level and consistency of collective effectiveness of the leadership system makes the difference between organizations that perform optimally and those that do not. Individual effectiveness is necessary, but insufficient, for extraordinary business performance. Individual leadership effectiveness catalyzes collective effectiveness. The organization cannot perform at a level higher than the collective effectiveness of its leadership. Collective effectiveness is vital to fulfilling the Promise of Leadership. ●

The Leadership Development Agenda

We often confer the title of Master onto people who are highly effective at what they do. Mastery in anything — from sports, to the arts, to leadership — requires well-practiced capability mediated by a highly mature interiority: a well-honed “Outer Game” arising from a highly-evolved “Inner Game.” Both are essential. Masterful leadership is Conscious Competence. The inner game runs the outer game. The maturity of the inner game is mediating and managing the outer game. Since this truth is largely ignored, most efforts to develop mastery in leadership focus on the outer game of competence with little focus on the inner game of consciousness.

The outer game of leadership consists of using all of our knowledge and experience, as well as our technical, managerial and leadership competence, to accomplish results. In high-pressure leadership roles, we might assume that the outer game is the only game; however, it is just the tip of the iceberg. What is happening beneath the surface is mediating and organizing the effectiveness of the outer game.

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, act and create; the internal beliefs and assumptions making up our personal identity — the system that we use to know who we are, and to define and deploy ourselves into circumstances. The more well-honed the outer game, the more effective we are. The more mature the inner game, the more effective we are. Mastery is a well-honed outer game arising from a very mature inner game.

Four Foundational Premises

There are four premises that underpin the Unified Model of Leadership.

Premise 1: 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. Likewise, you are designed, individually and organizationally, for the performance you are getting.

Premise 2: You are a structure. You have an inner game and an outer game. 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 our Internal Operating System (IOS). It functions like a computer's operating system, operating mostly below the surface, mediating and managing everything going on at the surface in the outer game. Each evolution in the operating system enables us to accomplish more with less — higher mastery amid greater complexity.

Premise 3: Consciousness is the operating system of performance. Consciousness (the inner game) is the deep structure of performance. The structure of our operating system focuses our attention, influences our choices, drives our behavior and determines the effectiveness of our actions (both short- and long-term). Performance, individually and collectively, is always consistent with our level of consciousness. We cannot perform at a higher

SUMMARY: MASTERING LEADERSHIP

level of performance than is built into our operating system. Likewise, an organization cannot perform at a higher level of performance than the collective consciousness of its leadership.

Premise 4: To achieve higher performance, you must be restructured. Since structure determines performance and since you are a structure, if you want to break through to higher levels of performance, you must allow yourself to be restructured.

Escalating complexity requires that the creative, adaptive capacity of the leadership of the organization evolve at or beyond the rate at which complexity is increasing. The maturity of the outer game and the inner game of leadership, individually and collectively, must mature at a pace to stay relevant and competitive. The mastery or effectiveness of leadership depends on evolving the complexity of mind or consciousness of leadership to be more than a match for the complexity of market and business challenges. ●

Five Levels of Leadership: Structures of Mind and Performance

The Universal Model of Leadership is the first fully integrated model of leadership development. The premise at the heart of the Universal Model of Leadership is that consciousness can evolve into higher-order capacity to meet complexity — development proceeds from lower to higher-order Structures of Mind through a series of well-mapped stages. Personal transformation is the movement from one stage to the next.

The Universal Model of Leadership includes five stages: Egocentric, Reactive, Creative, Integral and Unitive.

Egocentric Leadership. This Stage begins at about 8 years of age and ends as the adolescent matures into early adulthood. Identity at the Egocentric level is “I am my needs.” This identity does not notice others’ (often competing) needs. The strength of egocentricity is the capacity to get our needs met and gain independence. Growth at this phase is taking others’ needs and expectations into account. The Egocentric Mind in adolescence is normal. In adulthood, it is pathology. In leadership, it is oppressive and destructive.

Reactive Leadership. The developmental challenge of the Reactive Mind is to merge with society. As adolescents, we reluctantly give up our over-independence and learn that to get along we must go along. As we transition into the Reactive Mind, we learn societal rules and play by them in order to meet expectations. We construct a

life that best fits and works within these expectations. Loyalty is not so much to the leader but to the organization and its objectives. Its political climate requires loyalty and obedience. Most change efforts seek to create structures and cultures that are flatter, leaner, more agile, more engaged, and require more ownership and creative involvement at lower levels than the Reactive Structure of Mind can tolerate. The Reactive Mind is outmatched by the complexities of organizational life today.

Creative Leadership. The transition to the Creative Structure of Mind is marked by two changes in the IOS: first, 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 questions of the independent, self-authoring, Creative Mind are, “Who am I? What do I care most about? What do I stand for? How can I make my life and my leadership a creative expression of what matters most?”

As the consciousness of leaders moves to Creative levels, they tend to design and create organizational structures and cultures that facilitate industry-leading business performance. Leaders begin to share power. It is no longer perceived as “letting go” of control but of gaining power by sharing it. The development of self and others is prized. People at every level (and there are fewer levels and broader spans of control) are deeply involved in decisions that affect them. There is a successful, quality culture that sometimes evolves into a self-managing organization.

Integral Leadership. The Integral Mind ushers in a level of leadership that is capable of leading amid complexity. We can now hold the whole complexity of our personality, good and bad, light and dark, hard and soft. We can see this inner complexity without flinching or needing to engage in some strenuous self-improvement regime. We see others this way — as complex multi-dimensional beings. We also see the world as a dynamic interplay of conflicting forces. Self-compassion for our incompleteness allows us to engage others and the larger system with the same acceptance. Integral leadership is best suited to lead the transformation of complex systems.

Leaders at this level become systemically and community oriented. The workplace becomes a self-renewing organization where members are true, engaged and participating partners. The organization is seen as a network of stakeholders nested within a larger system of networks. Vision often becomes global and oriented toward service to human welfare. Sustainability and long-term common good become salient values. This is servant leadership.

SUMMARY: MASTERING LEADERSHIP

Unitive Leadership. At the Unitive stage, another major shift takes place. Up to this point, the self has seen itself as a separate self, as located within the body-mind. Now the self realizes that “I am not the body, nor the mind.” In the early phases of the Unitive stage we identify with the “soul”—an essential self in communion with the Divine Reality. The Integral self is not discarded. That richly nuanced self is used to act in the world. It is highly functional and effective. It becomes a useful tool of the spirit.

Further into the Unitive Stage, the astonishing oneness underlying and just behind diversity becomes obvious. Leaders at this level function as global visionaries and enact world service for the universal good. From the perspective of Unity, we are all each other: one family.

Task and Relationship

If leaders effectively organize and execute to accomplish tasks and establish great relationships, they will be effective. If leaders are ineffective on either task execution or relationship capability, their leadership effectiveness diminishes.

A leader can manage people Creatively — in a way that engages, empowers and brings out the best in them. Or that leader can engage people Reactively — in a way that is people-oriented and heart-centered but gives up too much power in service of being liked and accepted. A leader can manage tasks Creatively — purpose-driven and vision-focused that translates into effective execution on results and systemic improvement. Or, a leader can manage tasks Reactively — over-controlling and driving the organization and people beyond sustainable limits.

Mastering leadership is long-term life work. As Warren Bennis said, the process of developing extraordinary leadership is the same process as becoming an extraordinary person. To fulfill the Leadership Imperative, we need to rethink how we develop leaders. Our efforts need to be long-term and systemic (not piecemeal and episodic), individual and collective, and integrative of the inner and outer game of leadership. Anything less is not likely to succeed. ●

The Leadership System: The Central Organizing System

Businesses are facing a Leadership Imperative that requires them to focus on and accelerate the development of effective leadership. This requires a transformative approach to the development of leaders, individually and collectively.

Six systems within organizations must be carefully developed and maintained for businesses to thrive and organizations to be changeable.

System 1: Leadership. First and foremost, the Leadership System ensures that organization identity is defined; this happens by providing direction and strategy and ensuring alignment. Overall, the leadership system is responsible for creating meaning, setting context and maintaining the conditions by which the organization can thrive.

System 2: Communication. Everything happens in or because of a conversation, and every exchange is a potential moment of truth — a point of failure or critical link in the chain of success. Effective communication creates organizational meaning. Organizational meaning produces the context in which the entire organization operates. What you say, the way you say it and where, when and under what circumstances it is said shape the performance culture.

System 3: Accountability. Leaders translate vision and strategic direction into goals and objectives, actions and accountabilities. Performance accountability systems clarify what is important and what is expected of people. They align consequences for efforts with actual performance. 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. Complexity is removed from the customer experience to enable them to engage you in ways that are both elegant and satisfying. Establishing and optimizing operational performance is an ongoing journey. 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, using advance change techniques in support of major initiatives, establishing a pattern of executive sponsorship for all initiatives, and building future capability and capacity.

System 5: Performance. The Human Performance System is designed to attract, develop and retain the most talented people. The idea is to hire the best people and help them develop their skills, talents and knowledge over time. Of course, it becomes critical, as they add abilities and know-how, that they are properly rewarded such that they feel good about their work and remain loyal, dedicated employees.

SUMMARY: MASTERING LEADERSHIP

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. Within these parameters, *control* is instrumental to viability and profitability. Leaders establish and maintain the measurement system to ensure disciplined processes. They track progress against strategy and planning, review status on operational results through clear key metrics, update the strategy regularly, and ensure action is driven by insight based on relevant, current information focused on achieving the vision.

This Six Systems model helps us understand how everything within an organization is a system that, when fully integrated, optimizes overall performance.

Next, we'll dive into the progressively developing Structures of Mind (Reactive, Creative, Integral and Unitive). ●

Reactive Leadership

The evolution of the Egocentric Mind into the Reactive Mind is a triumph of development. The Reactive Mind is well suited for growing into adult life, but as life gets more complex — with competing demands of expanding leadership roles, growing families and mounting financial commitments — Reactive Structure likely meets its limits.

Reactive Structure is inadequate to lead effectively today because volatility and complexity put a premium on the ability to adapt and recreate the organization in new and innovative ways. Reactive Structure is designed to return to normal for six reasons.

First, the Reactive Mind forms in the transition out of adolescence when the challenge is to join with, to merge with, the prevailing cultural reality. Development succeeds to the extent that we take on the mental models, values, rules and ways of operating that are structured into the world of which we are members. We build our lives, roles, careers and identities such that we succeed within the current culture. The Reactive Mind is designed to fit into and to replicate what is, not change it.

Second, the Reactive Mind is problem focused — organized to remove the problem. At best, when we try to fix our way forward, we eliminate the problem, which returns us to homeostasis, not to a new future.

Third, the Reactive Structure of Mind is designed to reduce the inner conflict (fear, anxiety and self-doubt) created by the problem. As such, it orients on safety in a play-not-to-lose game. Since we get what we avoid, the

Reactive Structure tends to re-establish what we do not want.

Fourth, if our Reactive strategy is successful, it attenuates the inner conflict that is motivating the very behavior we are using to make change. This sets up the likelihood that we will stop reacting as the inner conflict recedes, and thus, the problem returns.

Fifth, the inner conflict we feel is generated by beliefs and assumptions that run on autopilot. These beliefs are externally structured and were formed by taking on the dominant assumptions of the current cultural reality. Worth and safety are maintained through external validation. We live, therefore, reactively. We are motivated to live up to the expectations of others, which we mistake as our own. This dependency on external validation creates fear, keeps us habitually in a play-not-to-lose game, has us seeking safety over purpose, and thus sets up the oscillating/balancing loop structure that maintains current reality in a way that is consistent with our belief structures and consistent with current reality as it is.

Sixth, Reactive Structure orients toward safety. The choice to pursue a larger purpose and vision gets compromised. There is no risk-free path to creating the future we want. The safe paths all lead back from whence we came. To lead transformation is a risky business. It requires the biggest risk of all: that we change fundamentally. Reactive Structure, in its unconscious, play-not-to-lose, fear-attenuating, externally dependent structure, is simply not designed to lead into a more purposeful vision of the future. ●

Creative Leadership

The transition from the Reactive to the Creative Mind is arduous. Only about 20 percent of adults fully make it. It is the major transition in most adults' lives.

The core of the Creative IOS is a constant focus on a desired future vision, and amid the current reality (with all its mixed messages and hurdles) 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. It is designed for change, to bring into being what is envisioned.

The energy that fuels the Creative Mind is passion. While fear is naturally present when creating what we want, fear is not running the show. The focus on purpose and vision generates a passion, love and commitment that is bigger than the fear. It is more powerful, and, thus,

SUMMARY: MASTERING LEADERSHIP

Creative Structure supersedes the Reactive play-not-to-lose game. The focus on vision, fueled by passion, results in action, not reaction. In the Creative Mind, we act to bring into being what we most care about. It is called Creative because it is designed to create what matters most.

Creative Structure of Identity

In the transition to the Creative Self, we experience a shift from an externally based identity that is dependent on outside validation to an internally based identity. In this identity, we do not base our self-esteem, worth and security on how others see us. Our self-esteem, worth and security are in our own hands. We establish them not by living up to others' standards but by living up to our own. In this transition, people often refer to "finding themselves," discovering their "authentic self" and enjoying a new level of inner freedom and creative capacity.

As this perspective-taking and challenging process unfolds, we develop new assumptions that are structured from the inside out, not dependent on outside validation. The belief that "my future is in your hands" is replaced with "I am responsible for and capable of creating my own future." ●

Six Leadership Practices

Leadership is a set of practices. The notion of practice is simple: To master anything, you need to practice; to become more effective in your leadership, you must continually practice and improve both your outer game and your inner game.

Here are six essential leadership practices that, if approached as ongoing disciplines, reliably mature the inner game and develop outer-game capabilities. These practices, taken together, are a spiritual boot camp for leaders. They are spiritual because they call forth the highest and best in us. They are a boot camp because they change and restructure us, making us more fit to lead. They reliably transform the Reactive Mind into the Creative Mind and beyond.

Practice One: Discerning Purpose. A primary task of a life creatively led is to discern the purpose of our life. The Creative Mind orients itself on the purpose that seeks to come through us. Discerning purpose is a practice of attention, much like tracking a deer through woods. The deer leaves signs if we know how to read, track and stalk them. Discerning purpose requires attention to the trail, to the minute, subtle and detailed clues our life is leaving as we live it (or as it lives us). Life has been speaking to us for a long time about what matters most. It has been leaving a

trail. It remains for us to have the courage and the discipline to pay attention. This practice is about learning to trust those moments of clarity when purpose is speaking.

Practice Two: Distilling Vision. The Creative Mind is focused on creating vision; thus, the discipline that most evolves the Creative Mind is the challenge of self-authoring a vision of greatness for ourselves and for the organization. There are five elements of vision: Vision is personal, specific, lofty, strategic and collective.

Practice Three: Knowing Your Doubts and Fears. We stalk our longing until it distills into vision. The vision then challenges us to transform ourselves into an effective and powerful vessel for realizing the vision. The new vision will challenge the status quo of who we are, how we live and lead, and how our organization is performing. Vision challenges and evolves the current state of things. We are never "done" with purpose or vision. If we are tracking it and stalking it, it keeps pulling us toward becoming the ever-larger person/leader that wants to emerge. It stretches us. When we are stretched by vision, when we choose to "step up," we meet our doubts and fears at the door.

Practice Four: Engage in Authentic, Courageous Dialogue. Courage is the willingness to be authentic, to speak and act in ways that express and embody our vision of greatness. The whole culture is going on in every meeting: the level of honesty or withholding, caution or courage, vision or compromise, integrity or manipulation, clarity or lack of clarity. To change the culture is to change the moment. The vision lives or dies in moments of courage. We either opt for purpose and take the risk of saying what we really think and feel, or we opt for safety. In this choice we either advance the vision or hold it back. The power to create the culture we want lies in authenticity.

Practice Five: Develop Intuition, Open to Inspiration. Finding leverage points within systems that are so complex they defy rationality requires that leaders trust a way of knowing that is beyond rationality and deductive logic. 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. Intuition is the gateway to the higher, more spiritual dimensions of ourselves. Creative Leadership is courageous, authentic, purpose-driven, visionary, strategic, emotionally intelligent and inspirational. All of this is informed by intuition.

Practice Six: Think Systemically. In the presence of a new and compelling vision, structures and systems must evolve. Structural forces are more powerful than individual commitment. Only when leaders courageously meet the challenge of structural change head-on can they make

SUMMARY: MASTERING LEADERSHIP

their vision a reality. Systems have a powerful immune system that seeks homeostasis or equilibrium, and they push back hard when change is introduced. This tendency to resist change helps to ensure the survival of the system; it also makes systems difficult to change. Significant changes in individual and collective performance must first take place at the level of structural design.

If practiced regularly, these six practices do two things: 1) they transform consciousness from Reactive to Creative and from Creative to Integral, and 2) they create high performance individually, collectively, organizationally. ●

Integral Leadership

The Integral Mind is built for complexity, designed for leading change within complex systems amid volatile, ambiguous and rapidly changing environments. By the time leaders evolve to the Integral Stage, their leadership is likely to be extraordinarily effective, if not masterful.

The visionary leader becomes the Servant Leader. The focus is both on the success of the organization that we are leading (the hallmark of Creative Leadership) and on the interdependent welfare of that organization and its larger system. The visionary leader becomes the servant of the whole system and all of the interdependencies that, together, co-construct the welfare of all stakeholders. With this transition, both time horizons and organizational perspective expand. The strategist becomes the system architect.

Leading systemic change requires leaders to hold a high level of conflict, tension, ambiguity and unresolvedness. 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. These leaders can do this with effectiveness, mastery and wisdom because the self has gone through yet another metamorphosis, another profound internal transformation in identity. Its inner game has gone from inside out to an ecology of opposites.

Fierce Compassion

The inner work of the Integral transformation is shadow work — work that integrates shadow elements into a larger, more inclusive construction of the self. This can only happen with searing honesty, self-compassion and forgiveness. It is just this honest compassion for the inner conflict and unresolvedness within oneself that enables the leader to hold the conflicted visions and redundant polarities in the outer world with equanimity, tolerance and compassionate forgiveness.

This fiercely embodied compassionate leadership is now mature enough to call forth conflicting stakeholders and hold them in a dialogue with the level of tolerance, urgency, acceptance, resolve, forgiveness, humility and courage that allows for higher-order systemic resolution to emerge.

When leaders reach this stage, they are capable of orchestrating a high level of collective effectiveness and intelligence. As a result, new, sustainable future visions, as well as the systemic design innovations required to realize them, naturally emerge. The Integral Mind is capable of navigating through the complex and interdependent issues we face in our global business environment as well as geopolitically. ●

Unity: Journey's End

Each progressive Structure of Mind is a more mature ego-identity structure. The movement into Unity is different. The ego is not matured into Unity — it is surrendered. You must forget yourself. Unity Consciousness is not a higher-order Structure of Mind, of ego or identity. Unity Consciousness is identity-less.

This creates a dilemma: developing the self that is no self. Development is still necessary, however. Most of us will not realize Unity Consciousness in this lifetime. So, we need something to do that helps. Why not develop? Why not become more effective? Furthermore, living as Unity will not necessarily make you a more effective leader. You still have to live, work and lead in the complexities of the current business environment. You still need a complex Structure of Mind through which to translate insight into action and results.

When the consciousness that animates us and our leadership is that of Unity, justice is our natural state: non-violence toward, acceptance of and tolerance of difference is effortless. We become servants of humanity. We see that all creatures are one in that Unity, and we become stewards of the planet. This is the Leadership Imperative. ●

RECOMMENDED READING LIST

If you liked *Mastering Leadership*, you'll also like:

1. ***Grounded* by Bob Rosen.** Rosen's Healthy Leader model highlights six personal dimensions that any leader can master: physical, emotional, intellectual, social, vocational and spiritual health.
2. ***Unusually Excellent* by John Hamm.** *Unusually Excellent* offers both seasoned and aspiring leaders a framework for understanding and applying the fundamentals of leadership at every stage in their careers.
3. ***The Truth About Leadership* by Barry Z. Posner, James Kouzes.** Leadership experts James Kouzes and Barry Posner share 10 time-tested fundamental truths about leadership and becoming an effective leader.