

ROBERT J. ANDERSON
WILLIAM A. ADAMS



Mastering
LEADERSHIP

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

WILEY

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*

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

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

“Anderson and Adams have written a book, in my course of reading, to be without compare. The integrated Universal Model of Leadership, the solid research base, the linkages made between organizational performance, leadership effectiveness, and leaders’ consciousness, and the good guidance for readers on how to improve their leadership, make this book a complete package. I believe and hope that it will raise the consciousness of leaders in organizations of all types, because there is a striking claim made in Mastering Leadership that has far-reaching implications for every leader in every organization. It’s a claim backed by the research of 500,000 subjects over decades of study. There is a direct correlation between the level of consciousness of an organization’s leaders, the effectiveness of those leaders, and the performance of their organizations. Anderson and Adams have crafted a guidebook for all of us to raise our consciousness, and in doing so, become more effective leaders. Let this book be your companion along that path. Envision the best you can become and do the deep, personal work required to make the system of leadership in your organization a competitive advantage—one that will serve you well for years to come. Commit yourself to this unique approach to leadership and you’ll be on that journey for the rest of your life. May the wind be at your back.”

—Robert “Jake” Jacobs, Author of *Real Time Strategic Change* and *You Don’t Have To Do It Alone*, Founder and President, Real Time Strategic Change, LLC

“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 Liataud, Clinical Professor and Chair, The Liataud Institute
University of Illinois, at Chicago, www.liataudinstitute.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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