CHAPTER 3
Mastery and Maturity, Consciousness and Complexity
The Leadership Development Agenda

Masterful leadership involves paying attention to the "Outer Game" (competencies) and the "Inner Game" (our underlying assumptions and beliefs). Most leadership development efforts focus on competency development (the Outer Game) only. But what we hold in our consciousness tends to show in our outward behavior.

The authors capture this idea in their four basic premises: structure determines performance, you are a structure, our consciousness is the operating system, for higher performance you must be re-structured.

Finally, the authors frame the challenge of leadership in an exceedingly complex world and that the common sense of leadership is uncommonly found.

Build common understanding of the chapter terms

• The authors state that the level of our maturity must more than match the complexities of the challenges we face. And they define the business world as VUCA. Where have you seen evidence of VUCA in your world?

• What is the message behind leadership and Uncommon Sense?

• Let's discuss the difference between Inner Game and Outer Game. What's the difference?

• What are some words that describe effective leadership, that tend to be heavily driven by the inner game? (Examples include: integrity, passion, vision, compassion, authenticity, humility, etc.)

Explore the implications of the chapter concepts for leaders and organizations

• What are the implications of strong competence (competencies – Outer Game) and a less mature Inner Game?

• The authors indicate that the traditional development approach of competencies, feedback and action planning seldom provides true breakthroughs. Why is this?

What is new for you? What does this change for you?

• The authors introduce Four Foundational Premises, as a means in helping leaders and teams develop higher effectiveness. What is the message behind each of the following premises?

  1) Structure determines performance.

  2) You are a Structure.

  3) Consciousness is the operating system of performance.

4) To achieve higher performance, you must be restructured.

• How do you get in your own way?

• How is your self-consciousness changed by connecting to the unique presence and strengths of others?

Take-away Round Robin

• What is your key take-away from today? What action/change can you make?