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## CHAPTER 4

### Stages of Development

#### The Backbone of the Universal Model of Leadership

Mastering Leadership sets the premise that if we want to perform ...we must experience a fundamental evolution in our Structure of Mind or Internal Operating System and that as we evolve our self-operating systems “more, much more, becomes possible”.

Authors Bill Adams and Bob Anderson cited research done by The Leadership Circle, and confirmed by a range of others, which shows a profound relationship between the maturity of the leader and their leadership score in the Universal Model. They also show that the relationship is not just linearly positive, but exponential.

This strongly infers that personal self-development has a significant determination of how well we can lead, and therefore how well the organization performs. In short, the best performance is from the best leadership, and the best leadership is from the most mature adult leaders. If you want great leadership – you must focus on personal growth as well as skills.

#### **Build common understanding of the chapter terms**

- How do you explain the correlation between collective leadership effectiveness and business performance?
- Why is it so important that leadership development be owned and led at the top of the organization? What are the implications or challenges in your organization?
- It is stated that with development, we go through a “deconstruction- reconstruction” process. Things are gained and lost with each progression. Can you provide examples where you have experienced this?
- What do the authors mean when they say that development is hard earned and often resisted?

#### **Explore the implications of the chapter concepts for leaders and organizations**

- The authors indicate that your business will be structured and perform at the predominant level of consciousness of it's leaders. What does this mean and what are the implications?
- Research consistently confirms that 70-85% of transformation efforts do not yield tangible results. What is the explanation for this?
- It is stated that consciousness and competence rise together, that a leader's effectiveness is greatly influenced by the stage of mind through which the leader operates. How is it that this “inner game” runs the “outer game”?



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

- Taken from the Taking Stock Questions on Page 60:
  - How long has it been since your world was rocked to its core by something new that you learned?
  - What is the toll of not living your truth each day? Each moment?

**Take-away Round Robin**

- What is your key take-away from today? What action/change can you make?
- What are the key insights in this chapter as it relates to the leaders you support?