



CHAPTER 6

The Universal Model and Metrics Global Leadership, Cross-Cultural, and Gender Applications

The authors lay-out the structure of the Universal Model of Leadership as a wheel. The wheel's vertical (left-right) axis shows that relationships to both work and people are factors influencing leadership performance. The horizontal (top-bottom) axis shows a leader's capacity around individual strengths and how the creative capacity to apply them has developed.

The authors deepened the implications of the Universal Model in a series of studies with the University of Notre Dame's Stayer Center for Executive Education. The findings show that leaders who were further developed as adults were those who showed the greatest capacity for leadership. Additional researchers, such as Zenger, provide confirming research regarding personal development and leadership.

The authors emphasize that the whole of this research "validates the primacy of the inner game on leadership effectiveness." And, they emphasize "...the process of developing extraordinary leadership is the same process as becoming an extraordinary person".

Build common understanding of the chapter terms

- In reviewing the validation of The Leadership Circle Profile, how comfortable are you with the ideas of positive and negative correlation, polarity relationships, etc.?
- Can you walk through any examples of human experience that illustrate what the studies and the statistics have found?
- Review Table 6.1 on Page 98. Discuss the correlations to Business Performance. Why is it that some correlations are stronger than others?

Explore the implications of the chapter concepts for leaders and organizations

- If leadership can be taught/learned, how much of that is skills and how much of that is character? How do you teach character?
- Comment on the following: "Why is the Personal Development Agenda not the Development Imperative?"
- Comment on the following: "Why then (if leadership and personal development are so tied to performance), do so few organizations have leadership cultures that reflect what we know works?"

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

- What idea in this chapter is new for you? What do you think the implications may be for you? or your organization/clients?
- What are your polarities, and what strategies can you suggest for addressing reducing the 'pull' to the opposite?



Mastering **LEADERSHIP**

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- (from the Tacking Stock section of the book) How is “the system” shaping you, and how are you shaping it?

How do you apply this? What is your professional experience on this topic?

- How do you propose a leadership imperative to a Board member or CEO?
- How do you propose a leadership imperative to a CFO vs a CHRO?
- How do you propose a leadership imperative to a technical/engineering leader?
- Should an investor take this seriously? Should leadership assessment be a requirement for SEC filings or for Venture/Investment Banker Risk due diligence?

Take-away Round Robin

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