



CHAPTER 10

Creative Leadership Fulfilling the Promise of Leadership

In the Universal Model, the Creative structure of mind is represented in the top half of the circle. The transition from Reactive to Creative is a major transition for most of us, and only about 20% of us hold that more advanced structure of mind.

Yet, the research also shows the transition is well worth the journey, indicating that Leadership Effectiveness is very positively correlated, and that those with that structure of mind are twice as effective as leaders at the mid-range of personal development.

This transition from Reactive to Creative is referred to as the Hero's Journey.

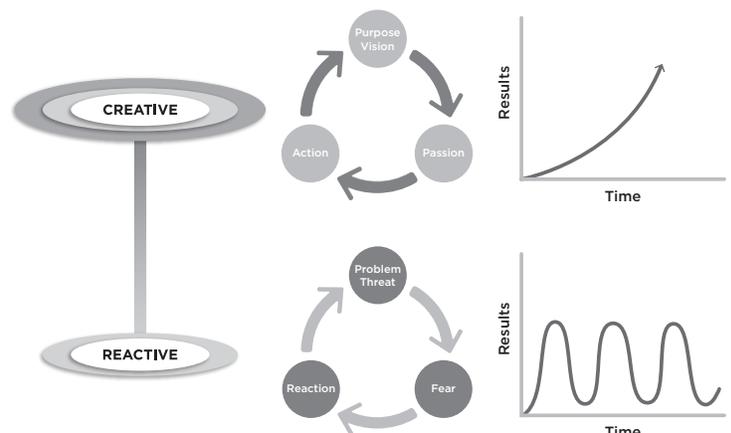
Build common understanding of the chapter terms

- A higher level of mindset is needed to better manage in today's VUCA world. What are some of the complexities that leaders are dealing with today?
- How do you describe the difference between Creative and Reactive? (Note: a lot of different ways to define these. Goal of question is to get people to be thinking about what works for them).
- The authors describe the Creative Structure as "Inside- Out". And with the Reactive, it is "Inside- Out". What does this mean as it relates to leadership effectiveness?
- Let's talk about the "Gifts in the Reactive" and the importance of that. What are some of the gifts in the Complying, Controlling and Protecting, and how do we use these in working with clients?

Explore the implications of the chapter concepts for leaders and organizations

- Why is the transition from Reactive to Creative such a challenge for most of us?
- The authors describe different mind structures between Creative and Reactive, with oscillating patterns of performance over time. See the graphic.

- a) What are the implications?
- b) How is it that the Creative mind is better prepared to lead and manage change?
- c) Can anyone offer an example to illustrate this important point?





Mastering **LEADERSHIP**

— BOOK CLUB —

- How do you describe the term “Near enemy”, and what are the implications for leadership development?

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

- From the Taking Stock Qs: What would you do if you could? If you knew you could not fail and if you knew you would not get fired?
- Would anyone care to share a journey they have taken as it relates to their development?

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

- What are the key insights in this chapter as it relates to the leaders you support?

Take-away Round Robin

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