



Leadership from the Inside Out

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Author's bio: Kevin Cashman is founder and CEO of LeaderSource, an international leadership and executive coaching consultancy. He is known as an expert in the design and implementation of comprehensive leadership and career coaching programs to meaningfully engage the talent of organizations. He has written three books on leadership and career development as well as numerous articles for national business and human development publications. A believer in dynamic life balance, he has participated in over 50 triathlons and has practiced and taught meditation over the past three decades.

Author's Big Thought: Cashman's book provides a new and essential definition of leadership that originates in the essence of the person and radiates outward to enrich others, going beyond competencies and skill-building to character and personal development.

Chapter notes:

The Beginning of the Journey

- Leadership is not just something we do. It comes from somewhere inside us.
- Leadership is a process, an intimate expression of who we are. It is our being in action.
- As we grow so shall we lead.
- Our definitions of leadership tend to be externalized. Most descriptions of leadership (i.e. vision, judgment, creativity, charisma, drive, etc.), do not get to the essence of leadership itself.
- According to the author **Leadership is authentic self-expression that creates value**. Anyone who is authentically self-expressing and adding value in an organization is leading. Some may self-express and create value through ideas, others through systems, others through people, but the essence is the same.
- The purpose of this book is to guide the reader down seven pathways to the mastery of leadership from within.
- There are a few essential themes presented:
 - As the person grows, the leader grows. The missing element in most leadership development programs is growing the person to grow the leader.

- Most definitions of leadership need to be turned inside out, moving from viewing leadership only in terms of its external manifestations to seeing it from its internal source.
- Helping leaders to connect with their *essence*, their character, is central to effective executive development. Leaders who learn to bring their purpose to conscious awareness experience dramatic, quantum increases in energy, effectiveness, and fulfillment.
- Leaders who integrate *personal* power and *results* power with *synergy* power accelerate their leadership effectiveness.
- Leaders who work on achieving center-life balance are not only healthier, but more effective.
- Transforming leadership development programs from a series of fragmented, content-driven events to an integrated, inside-out growth process greatly enhances personal, professional, and organizational excellence.
- Leadership from the Inside Out involves awakening our inner identity, purpose, and vision so that our lives thereafter are dedicated to a conscious intentional manner of living. This inner mastery focuses our diverse intentions and aspirations into a purposeful flow where increased effectiveness is a natural result.
- Many of us are in slumber. Rarely questioning where we are going and why, we go about our business and relationships day after day. Unfortunately, it often takes a divorce, a disease or a crisis, to bring us out of the depths of our slumber. But why wait for a shocking awakening? Why not choose to wake up gently now?

Pathway One: Personal Mastery

Leading through Authentic Self-Expression

- Personal mastery is the ongoing commitment to unfolding and authentically expressing who we are.
- Learning to listen to the voice of Personal Mastery is a lifelong development challenge.
- Each of us is challenged to master our own unique circumstances. Each of us is being called to lead authentically connecting our own life experiences to the special circumstances we face. Our ability to rise to the challenge depends on our understanding of our own life experiences and how that have prepared us for our journey,
- Personal Mastery is about growth toward wholeness. It is about appreciating our gifts while unfolding underdeveloped or hidden sides of ourselves. Personal Mastery involves appreciating the rich mixture of our life experiences and how they dynamically form our unique existence.
- One of the most effective ways to take this journey to a more integrated, complete understanding of ourselves is to explore deeply our personal belief system. Beliefs literally create our reality; they are the lenses through which we interpret the world. Every belief we have transforms our life in either a life-enriching or life-limiting way. Two distinct types of belief systems operate in people. *Conscious Beliefs and Shadow Beliefs*.
- *Conscious Beliefs* are the explicit, known beliefs we have. Although we can access these beliefs on a conscious level, this does not mean we are always aware of them.

- *Shadow beliefs* are subtler and more challenging to uncover. Doing so is crucial to high performance. Shadow Beliefs are those beliefs which are manifestations of hidden, unexplored, or unresolved psychological dynamics. A Shadow Belief is cast when we don't want to deal with something. These beliefs have some value – for example if you have high standards for yourself. "I'm never quite good enough" will allow you to be driven to achieve. Shedding light on these beliefs minimize their limiting effect.
- Transforming Shadow Beliefs to Conscious Beliefs is crucial to Personal Mastery. If we don't deal with these beliefs we pay a high price. Addictive behaviors, difficulty in relationships, imbalanced lifestyles, and health problems can be the costs associated with not dealing with them.
- Leaders either shed light or cast shadows on everything they do. The more conscious the self-awareness, the more light leaders bring. The more limited the self-understanding, the more shadows leaders cast.
- The authors have developed seven clues to indicate if a shadow may be operating:
 1. If other people often give us feedback inconsistent with how we see ourselves, a shadow is present.
 2. When we feel stuck or blocked with a real loss as to what to do next, a shadow is holding us back.
 3. As strengths become counterproductive, some hidden dynamics need to surface.
 4. When we are not open to new information, new learning, or other people's views, a shadow is limiting us.
 5. If we react to circumstances with emotional responses disproportionate to the situation, we are right over the target of a Shadow Belief.
 6. When we find ourselves forcefully reacting to the limitations of others in a critical, judgmental way, we are often projecting our unresolved shadow issues onto others.
 7. If we often experience pain, trauma or discomfort in our body, a shadow is attempting to rise to the surface to seek reconciliation.
- Authenticity requires a lifelong commitment to self discovery and self-observation.
- Character is the essence, the being of the leaders, which is deeper and broader than any action or achievement. It is the essential nature of the person. The purpose of character is to transform and to open up possibilities and potentialities. Qualities of character include authenticity, purpose, openness, trust, congruence, compassion, and creating value. When we are In-Character, we transform circumstances and open up possibilities and potentialities.
- Persona is the personality or "mask" we wear to cope with our life experiences. The purpose of persona is to "protect us" and help us cope. Qualities of the persona include image, safety, security, comfort, control, fear, and winning at all costs. When we are In-persona we seek to cope with circumstances.
- As leaders it is essential to learn how to build our awareness of when we are being guided by character and when we are being guided by persona. For example, if we are guided by image rather than authenticity we are In-Persona. If our actions are principally guided by safety, security and comfort rather than purpose, we are In- persona. If our life energies are absorbed in control rather than openness, we are In-Persona. These are only three examples. In life, any

number or combination of persona qualities could be impacting one or any combination of character qualities. When we are In-Persona we tend to see the problems of life as existing outside of ourselves. Lasting solutions involve dealing with our internal situation in order to transform the external circumstance.

- It's important to note that personal mastery is not about eliminating persona. It is about increasing character to such a degree that character is primary and persona is secondary. Persona exists for a reason, to protect and cope, so we really don't want to eliminate it completely. It serves a purpose. But we do want to unfold character so that this essence of life flows through us as our principal guiding force. To have character supporting persona, the inner supporting the outer, is the goal of Personal Mastery.

PERSONAL MASTERY SUMMARY

- *Take Total Responsibility:* No one else can validate your value. It is for you to give yourself. Leaders can effectively validate and support others only if they have validated themselves first.
- *Practice Personal Mastery with Others:* Risk sharing your genuine thoughts and feelings with others. Avoid "creating others" in your image or being "created by others" in their image. Lead with your own original voice.
- *Bring Beliefs to Conscious Awareness:* Clarify Conscious Beliefs and uncover Shadow Beliefs. Practice reinforcing the ones that open up possibilities and setting aside the ones that limit you. As you believe, so shall you lead.
- *Develop Awareness of Character and Persona:* Commit to being guided by the qualities of character. Character transforms, persona copes. Transform how you lead and how you live by making character primary and persona secondary.
- *Listen to Feedback:* Sometimes other people hold keys to unlocking self-knowledge. Rather than spending energy resisting feedback, look for the seeds of learning contained in people's perceptions. Leaders grow proportionally to their openness to input.
- *Consider Finding a Coaching Process:* Seek objective coaching support to accelerate your growth as a leader. Willingly partner with an expert in personal growth much as you partner with experts regarding business issues.
- *Be Flexible:* Overdeveloped strengths may work against you as things change. Be prepared to take a fresh approach. Be open to drawing out new personal potentialities to prepare for future leadership challenges.

Pathway two: Purpose Mastery

Leading by expressing our Gifts to Create Value

- Purpose Mastery is the ongoing discovery of how we express our gifts to add life-enriching value to the world.
- "Why" is one of the most powerful words in our language. It is the question that directs us onto the path of purpose.
- The "How" question can reveal purpose. How is the internal process of purpose.
- If leadership is authentic self-expression that creates value, then purpose is how we express ourselves to add value.

- The real question is, “How do you express your gifts to make a difference in all parts of your life?”
- Purpose is present in how we show up in whatever activity we engage in.
- To define the thread of purpose, ask “Why do I pursue the work-life I do?” and “How do I show up during the most fulfilling, energetic times in my life/”
- Purpose gives meaning and direction to all life. It is the context that frames all of our life experiences into a meaningful whole. If we have it, all the challenging experiences of life serve to forge our identity and character.
- Purpose may be the most practical, useful connection to an effective life. It is bigger and deeper than our goals. It is life flowing through us. Purpose releases energy. The higher the purpose, the greater the energy. Purpose also frees us. The more profound the purpose, the greater the sense of freedom. Purpose opens up possibilities.
- Often the most crucial variable in personal and leadership effectiveness is purpose. Because purpose is transformational, it converts average-performing organizations, families, or relationships into highly effective ones. It transforms employees, spouses, and friends into co-partners. With purpose, managers become leaders.
- Purpose is not a goal to be set. It is not something you create. It is something you discover. It calls you.
- The implications of discovering purpose go far beyond our profession or our career. It is the broad context that integrates all of our life experiences. It is the defining thread that runs through and connects life’s divergent experiences.
- When we are certain of our meaning and purpose, it is very difficult to keep us from achieving our objectives. Achievements come as natural by-products of our connection to our purpose.

PURPOSE MASTERY SUMMARY

There are eight points of awareness for leading by expressing our gifts.

- *Focus on How to Make a Difference:* Connect with purpose by understanding how your gifts can be of service to the world. Leadership is expressing your talents in the service of others.
- *Get in Touch with Your Values:* Values will guide you to your purpose. Pay attention to what interests, energizes, and excites you. The language of leadership is expressed through our values; leaders remind people which values are important.
- *Act "On-Purpose":* Dream it and then do it! Doubt your doubts and remember your dreams. Courageous leaders are centered in purpose.
- *Be Purposeful in All Domains:* Understand your purpose gaps - those parts of your life lacking expression of purpose. Expand your purpose into all areas of your life.
- *Encourage Others to Find Purpose:* Be a true leader by helping others connect with what is meaningful to them
- *Seek the Goal:* be careful not to mistake the path for the goal. Seek your own unique purpose. The philosophies, techniques, or views of others are your tools, not your goal. Express your own leadership voice.
- *Learn from "Failure":* Be open to the purposeful learning contained in unexpected or unintended life experiences. The truest test of your character as a leader is the manner in

which you deal with failure.

- *Be Flexible:* Even though your essential purpose will be a constant throughout your life, how you express it will change as you evolve through various stages.

Pathway Three: Change Mastery

Leading in the flow

- Change mastery involves embracing the purposeful learning contained in the unending, creative flow of life.
- Change is part of the price of admission to life. Every moment our atoms are changing; our thoughts are changing; our emotions are changing; our relationships, our finances – change is endless and constant. We have no choice in the matter except for one aspect of change – mastering our ability to adapt to change.
- Learning to be open to the purposeful learning contained in all change is no small task. Change is dramatic and lasting when it is a purposeful growth toward who we really are.
- Positive change requires letting go of old patterns and taking a fresh approach. It demands going beyond our preconceived ideas.
- Change is always our teacher, pointing new directions, suggesting new options, testing our potentialities. Change challenges our current reality by allowing a new reality to rush in.
- We fear change because it always involves both creation and destruction. Usually it is only after change is thrust upon us that we accept it because we often realize our lives actually will be better.
- Even though the only “place” we can handle change is in the present, most of us live our lives in the past or the future. Until we learn to live our lives in the flow of the present, we can never really deal with change effectively. As we build our focus in the present, we begin to gain confidence that we can handle the endless chain of present moments throughout our lives. Change Mastery is about developing an unshakable inner confidence that we can handle change and can learn from whatever comes our way.
- Being able to maintain a sharp focus and broad comprehension simultaneously is one of the most important qualities for both leadership effectiveness and dealing with change. Our purpose and values are the rudders which help us to navigate through the raging whitewater of change. Sometimes all we can do is learn to trust ourselves amid dynamic change.
- Leadership development is measured by our ability to adapt. Our personal and professional effectiveness is in direct proportion to our ability to adapt to change.
- The Tao Te Ching captured the essence of Change mastery: “Whatever is flexible and flowing will tend to grow; whatever is rigid and blocked will wither and die.” Getting the flow going in an organizational level is a very challenging proposition. Individuals can wake up to their potential rapidly; organizations awaken more slowly. While some organizations simply are rearranging the deck chairs on the titanic, others are genuinely re-thinking the concept of “the ship” together.
- Organizations that are looking at process improvement, reengineering, and quality as a total organizational and human development system will thrive in change. The courage to reengineer the total organization (human and systemic) comes from the belief that people really are the capital that drives performance.

- All significant change comes with self-change. Moving our concept of change from an outside-in paradigm to an inside-out paradigm has profound implications. From this perspective, change is an internal dynamic – an internal process of learning and development.
- The authors have observed Five Change Mastery shifts to enhance performance:
 1. From problem focus to opportunity focus
 2. From short-term focus to long-term focus.
 3. From circumstance focus to purpose focus. Effective leaders maintain a clear purpose regardless of immediate circumstances.
 4. From control focus to adaptability focus. Effective leaders understand constant control is not possible, but adaptability allows them to flow with change.
 5. From doubt to trust focus. Effective leaders are more secure in themselves; they possess a sense that they can handle whatever may come their way.

CHANGE MASTERY SUMMARY

Seven points of awareness for leading in the flow of change:

1. *Be Open to Learning:* Instead of spending your energy resisting change, look for the growth and learning contained within the flow of change. The learning leader outperforms the learned leader every time.
2. *Practice Present-Moment Awareness:* Success can be created only in the present. Learn to focus deeply in the present moment to weave a series of present-moment successes into a lifetime of achievement. Leaders balance their vision with an acute awareness of the opportunities and learning available in the present.
3. *Integrate Immediate Focus and Broad Awareness:* Bridge the paradox of being fully present without losing your broader purpose and vision. Leadership requires a localized focus painted onto a broader, meaningful canvas.
4. *Trust Yourself:* As the pace of change intensifies, your inner sense of trust may be the only bridge you have to straddle the leadership gulf between the known and unknown. Trust bridges the leader to his or her vision.
5. *Develop Resiliency Through Mental-Emotional Stretching:* Your life expands or contracts in relation to your personal flexibility. Stretching yourself in mundane circumstances builds up your elasticity to handle major life and leadership challenges.
6. *Practice the Change Mastery Shifts:* Build awareness of the Change Mastery Shifts to move from being a persona-driven leader to being a character-driven leader.
7. *Take the Leap:* In those fortunate moments of being able to choose change, step back; if the choice connects to your values and purpose, take the leap. Leadership is the purposeful leap into the future.

Pathway Four: Interpersonal Mastery

Leading through Synergy

- Interpersonal Mastery is the dynamic blending of personal power with synergy power to create value and contribution.

- In a recent study of 6,403 middle and upper managers conducted by the Foundation for Future leadership, men and women received their *highest* evaluations for their intellectual competencies. Both groups also received their lowest marks for their interpersonal competencies. This study validates that leaders must expand their competencies from simply getting results to adding value through synergy.
- Relationships are the bridges that connect authentic self-expression to creating value. Leadership does not exist in a vacuum; it always operates in contest, in relationships.
- All too often, successful, achievement oriented people mistakenly believe they are the prime movers, the origin of accomplishments in their groups or organizations. Many driven leaders fail to comprehend how nothing is accomplished without engaging people in relationships and appreciating the unique contribution of many people.
- One of the most crucial development challenges for most leaders is learning how to authentically self-express in a manner that creates value. What is missing are results that are adding value and contribution at the same time. Leaders need to make this crucial development shift by balancing their personal power (authentic self-expression) with synergy power and contribution power (creating value).
- An organic approach to business sees people are the source of creativity and dynamism. In this type of organization, personal power supports synergy power, which in turn creates value-added contribution to customers, employees, and the environment. This inside-out model of organizations creates a purposeful culture where people are constantly thinking “How can I make more of a contribution?” It’s a purposeful, dynamic approach to organizational leadership that values and leverages the power of human capital.
- The second step for leaders is to realize that we often lack *full awareness* of our impact on others. We take for granted that others are receiving precisely our intended meaning. We express ourselves, and then we are shocked when our messages are misunderstood. Becoming skilled at receiving feedback from others becomes crucial to ensure that our self-expression is adding value. Effective leadership requires us to constantly reduce the gap between intended and perceived communication.
- The tool most organizations use to help leaders deal with the intention-perception gap is 360degree feedback. With such programs, leaders are given feedback from multiple sources on their behavior skills, and leadership approaches.
- 360 degree feedback in the absence of new-self-knowledge often has two limitations.
- It can create a defensive reaction, and therefore no growth takes place.
- It encourages people to simply deliver the desired behaviors without giving them the personal insight to grow.
- Personal Mastery and Interpersonal Mastery are intimately connected. As we grow as people, we grow in relationship. As we grow in relationship, we grow as people. The intervening dynamic between ourselves and others is our structure of interpretation – our unique set of beliefs, fears, and personal constructs through which we process or filter our world. If we want to become more effective in relationships, we need to become more aware of how we are

interpreting these interactions.

- Assuming the person you are relating to has positive or neutral intentions, if your behavior opens up possibilities then you are probably In-Character and your interaction will lead you to openness, compassion, inclusion, and win-win outcomes. If, on the other hand, your behavior is shutting down possibilities, you are probably In-Persona and your relationships will be guided by image, control, anger, conflict, restriction, and self-interest.
- The most crucial quality of character in a leader is openness – openness to new possibilities in the marketplace, openness to new approaches and strategies, openness to relationships, openness to new ways of doing things, openness to letting people express themselves. Leaders open up or shut down opportunities in direct proportion to how open or shut down they are to themselves.
- The goal of Interpersonal Mastery is to shift our focus from self-fulfillment to one of service-fulfillment. It is centered in purpose – how we can serve others to make a difference in the world.
- Authenticity is the core of relationships around which synergy and trust grow. Authenticity is the true voice of the leader as it touches other people’s hearts. There are Five Touchstones of Authentic Leadership which are crucial to building the interpersonal bridge from authentic self-expression to creating value:
 1. Know yourself authentically – if we want to be more effective with others, we first need to become more effective with ourselves. Commit to getting to know your total self authentically through Personal Mastery.
 2. Listen authentically. Authentic listening is not a technique. It is centered in compassion and in a concern for the other person which goes beyond our self-centered needs. It places the other person’s self-expression as primary at that moment. Authentic listening is about being open to the purpose and learning coming to us through the other person. Authentic listening creates the platform for true synergy and team effectiveness. Being open to valuing and attending to different perspectives from diverse sources results in a more complete understanding of issues and more effective decisions. Authentic listening is the soul of synergy.
 3. Express authentically. Integrity means total congruence between who we are and what we do. Authentic expression is the true voice of the leader. We speak from our character, and it creates trust, synergy, and connection with everyone around us. Expressing authentically is about straight talk that creates value. It is sharing your real thoughts and feelings in a manner which opens up possibilities. Expressing authentically is what Gus Blanchard, CEO of Deluxe Corporation, calls “caring confrontation” – the unique blending of straight talk with a genuine concern for people.
 4. Appreciate authentically. Appreciation is one type of self-expression that creates value. It energizes people and makes people want to exceed their goals and perceived limits. Criticism is one type of self-expression that usually does not add value. What it does is add fear and insecurity. Criticism may get short-term results, but it does not add long-term value.

Acknowledge effort and intention even if the results are occasionally lacking. Trust that your appreciation will energize people.

5. Serve authentically. Ultimately a leader is not judged so much by how well he or she leads, but by how well he or she serves. Leadership is a continuum of service. We serve our organization. We serve our people. We serve our customers. We serve our marketplace, our community, our family and our relationships.

INTERPERSONAL MASTERY SUMMARY

- *Build Relationship Bridges:* Relationships are the bridges between authentic self-expression and creating value. Leaders lead by virtue of who they are, but create value by virtue of their relationships.
- *Balance Personal Power with Synergy Power and Contribution Power:* Using your personal power to get results is not enough. Balancing your personal power with synergy power to make a life enriching contribution is the key to authentic leadership.
- *Build Awareness of Intention-Perception Gap:* We often are not fully aware of our total impact on others. Commit yourself to 720. Feedback to grow as a leader.
- *Personal Mastery and Interpersonal Mastery are Intimately Connected:* As we grow as a person, our relationships grow. As our relationships grow, we grow as a person. As both grow, we lead more effectively.
- *Become Aware of Your Structure of Interpretation:* Commit yourself to the endless discovery of how you process your world. We lead and relate based on how we interpret our life experiences through the lens of our personal beliefs.
- *Practice the Five Touchstones to Authentic Leadership:* Know yourself authentically, listen authentically, express authentically, appreciate authentically, and serve authentically.

Pathway Five: Being Mastery

Leading Through Being

- Being Mastery is connecting with the silence and peace of the innermost depth of one's character to support more dynamism, effectiveness, and contribution.
- Being is our true nature, our core, our source, our inner Self. Being is the essence at the deepest level of our character supporting all action and achievement.
- Exploring Being is an ongoing journey that is particularly helpful to leading from within.
- Connecting with our inner Being to comprehend all sorts of life situations is so natural a process, we may not even be aware of it.
- Mastery of Being is about learning to transform our state of awareness to greater happiness and satisfaction by ourselves. To be alive, to be effective, to be fulfilled, first requires a state of Being. Being is consciousness in its pure form, the source of thought.
- Being is the transformational journey from here to there. We open our awareness to our true potentiality. Being is the awareness of the eternally present moment at the basis of our experience. Most of us would agree that successful action is based on effective thinking. If our

thoughts are clear and focused, then our actions will be precise and effective. On the days we do not feel well, our thoughts are less effective and our actions less successful. So *feeling* is more fundamental than *thinking*; feeling gives rise to thinking, which gives rise to action.

- To feel, to think, to act, we first must Be. The more we awaken our true nature – Being – the more effective our feeling, thinking, and action. It is the foundation, the platform for a more masterful life. Being is a state of alertness where the mind is fully awake in its own nature and the body is deeply rested, even more profoundly than during deep sleep. As we stretch the mind and the body to experience broader ranges of their potentialities, we eventually acquire the natural experience of Being or pure Consciousness permeating the other three states of consciousness. As a result, we truly begin to live life from the inside out. Every experience we have is from the context of our awakened inner nature.
- To arrive at a pure state of being, we want to learn to go beyond our thoughts – to transcend meditation. Meditation is a technique for helping us arrive at this state naturally. The practical value of meditation can best be understood in terms of its profound rest. We maintain our awareness as we experience inordinately deep rest. We experience a state of restful alertness where the mind is alert but settled, and the body is deeply rested, even more completely rested than during sleep. Although meditation is a great way to connect with our inner potentiality, it is not the only way. Others are through nature, music, present-moment awareness, love, inspirational reading and traumatic events.

BEING MASTERY SUMMARY

Four points of awareness for leading from Being:

1. *Take Your Own Journey into Being*: Getting on the path to self-discovery is your own very personal journey. Only you can decide what "vehicles" to take on your travels and how you want to get there. Start walking and enjoy both the process and the goal. If you want to achieve more as a leader, you first need to be more as a person.
2. *Resolve Life Challenges by Going to a Deeper Level*: Problems are just opportunities seen from a limited vantage point. Learn to dive deeply within yourself to view your leadership and life challenges from a more comprehensive perspective. Leaders navigate from the depths of their Being; Managers tend to cope with the waves on the surface
3. *Consider Learning to Meditate*: Learning to revitalize your mind and body is the inner basis for outer effectiveness. If you have a difficult time even considering the idea of learning some form of meditation practice, then remember the equation for personal and leadership development: resistance = need.
4. *Integrate More Reflection into Your Life*: Taking the time to reduce the noise in your life allows you to hear and express the music in your soul. Profound insights and breakthrough ideas usually arise from the stillness of the leader's Being.

Pathway Six: Balance Mastery

Leading by Centering our Life

- Balance Mastery is the dynamic centering of our life to build resilience to enhance effectiveness and fulfillment.
- 92% of the 53 CEOs Cashman interviewed selected Balance Mastery as the most challenging personally.
- Balance Mastery is an ongoing challenge. It's a dynamic process. Once we are certain we have mastered it, the change in our life accelerates, and the process may need to be deepened once again.
- Personal balance is a critical part of long-term effectiveness. Many executives minimize the value of balancing their lifestyle to enhance leadership performance.
- A five year study of productive 100-year olds found that they had mastered four common characteristics:
 1. Optimism –they tended to have a positive view of the past and the future.
 2. Engagement – they were actively involved in life.
 3. Mobility - they were physically active
 4. Adaptability – they had an extraordinary ability to stay balanced by adapting to and accepting change and loss.
- Mastery of Balance is about finding ways to connect with our center so we can deal with all the dynamics outside.
- Most imbalances in our society come from two major sources. We tend to overdo our activity and to underdo our rest.
- Cashman has found ten points of balance Mastery that can help center our lives in an integrated, holistic way:
 1. Be on purpose, but be aware. As our passionate purpose burns strongly, our devotion to it also can cause us to throw ourselves out of balance. Purpose is the balance point that allows us to achieve multiple goals with ease.
 2. Learning to exercise with ease – activities you enjoy bring balance. Activities you dislike create imbalance.
 3. Deal with life-damaging habits.
 4. Avoid taking yourself so seriously. Humor and lightheartedness balance mind, body, and spirit.
 5. Develop mind-body awareness. Our body reflects everything that is going on in our lives. It is the primary feedback mechanism to reveal the positive or negative impact of our thoughts, emotions, or choices.
 6. Manage stress more effectively.
 7. Nurture your close relationships
 8. Simplify your life. The underlying principles for simplifying life are to sort out *needs* versus *wants* and connect with your purpose. Begin to simplify your life by making more choices

that support the vision of the life you really want to live.

9. Take real vacations.

10. Integrate more reflection and introspection into your life.

BALANCE MASTERY SUMMARY

- *Choose Wisely:* Every lifestyle choice adds or depletes energy from you as a leader. Replacing life-damaging habits with life-giving ones provides the resilience needed to help you lead more effectively.
- *Be On-Purpose:* Connecting with your purpose can center and balance you as a leader. However, be careful-single-minded career passion can throw you out of balance in other parts of your life.
- *Rest and Reflect More:* Balance your dynamic leadership demands with more rest and reflection. If you want to do more, then you need to be more.
- *Exercise for Enjoyment:* Find activities you love and learn to appreciate the effortless joy of movement. Adopt a "No Joy, No Gain" exercise mentality. Build your fitness level to support your stamina as a leader.
- *Simplify Your Life:* Evaluate what is essential in the context of your values, purpose, and character. Ask yourself, "Are these choices adding to my purpose? Are these choices character-driven or persona-driven?"
- *Loosen Up:* Play creates balance. Stop taking yourself so seriously. Nothing is more uninspiring than a boring, rigid leader. Leaders who are fun, playful, and joyful tend to attract and retain committed, motivated, energetic people.

Pathway Seven: Action Mastery

Leading as a Whole Person

- Action Mastery is the ongoing commitment to creating value through enhanced authenticity and self-expression.
- Leading as a whole person means integrating and focusing the diverse learnings gained in each mastery area, deepening authenticity, brightening self-expression, and increasing the value you can add as a leader.
- The three core principles underlying Action mastery are:
 1. **Authenticity:** Authenticity is the foundation, the platform, for leadership from the inside out. Action without authenticity can actually create more problems for a leader than doing nothing at all. The need for leaders to face honestly all aspects of themselves is crucial. This is the basis for others to trust us as authentic people and leaders. In every moment we are leading, life is attempting to teach us. The principle variable is how open or closed we are. Shifting our awareness from one of knowing to one of learning is the receptiveness required for authenticity.
 2. **Self Expression:** It's possible to be authentic, but if we don't express it, nothing happens. Learning to risk sharing our gifts is central to Action Mastery. As leaders, we create the future through action. Sometimes we self-express through our mere presence, but most often it is

because we take the risk and do something. Most leaders need to work on two crucial elements to express themselves more effectively:

- I. Broadening the range of self-expression we will risk: One leader may risk getting things done but avoid the risk of emotional intimacy. Another may build relationships but not risk tough decisions.
 - II. Deepening our understanding of the inner dynamics supporting our outer actions: many leaders will express themselves but without purpose.
3. Creating Value: Many leaders get results; fewer leaders create value. Creating value involves broadening our range of interest. Creating value seeks to reconcile self-interest with the common interest. To lead from the inside out we need to consider shifting our focus from short-term, self-interested perspectives to longer-term, common interest perspectives. Creating value versus achieving results requires that we ask ourselves in every moment of leadership, “are we enriching life, or are we depleting life?”
- Action Mastery is 75% preparation and 25% performance. Just like an athlete we need to go “into training” to strengthen our inner resources relating to self-knowledge, purpose, relationships, balance, being, and change. If we build inner excellence, success will be experienced in both the process and in the results.
 - To go “into training” to lead from within, start with these Action Mastery steps:
 - Outline your growth commitments – identify five things you want to work on.
 - Build your awareness and act on your growth commitments.
 - Seven points of awareness for leading as a whole person:
 1. Seek the most essential first. Go deeply into your purpose and being.
 2. Approach growth and development as a lifelong process. Dedicate yourself to personal awakening leading to transformation instead of focusing on process leading to change.
 3. Take total responsibility: Inside-Out success is a total paradigm shift. We accept responsibility for our inner satisfaction and our outer circumstances. We are responsible for the life we have created, and we are responsible for how we deal with every situation that crosses our path.
 4. Value consistency over intensity: leadership from the inside out works; but you have to work it consistently, every day.
 5. Set aside worry, doubts, and negativity. When we worry we are rehearsing our failure over and over.
 6. Don’t just walk the talk, become the talk. Leadership from the Inside Out is about consistent, integrated, lifelong growth.
 7. Build awareness through inside out journaling.

Reviewer's recommendation: Cashman’s book is an important wake-up call for those who are ready to embrace authentic leadership. This book is a reflective, interactive journey with real tools for personal and leadership transformation. It is an in-depth and practical guide that has been developed over 20 years of coaching leaders and executives.

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About the reviewer: Frumi Rachel Barr, MBA, PhD

Many CEO's find themselves asking "What now?" to sensitive situations that only an experienced former CEO can understand. Frumi is brought in to solve problems and often remains to work with you, as your confidante and secret weapon. She has an uncanny knack of getting to the heart of your corporate climate and maximizing your team's performance, profitability and sustainability.

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