



The Leadership Mastery Map™

In our leadership coaching practice, we see that most successful leaders look at their world holistically. They are able to see all aspects of a situation and bring wisdom and sophistication to their decision making processes. They see the big picture; they know themselves; they understand the culture; they can take effective personal action, and they know their business. We call this multi-faceted perspective The Leadership Mastery Map™. This model is based on the work of Ken Wilber, a well-know contemporary philosophical thinker. It encompasses all of the territory which a leader must navigate.

Exceptional Leaders See the Big Picture

Exceptional Leaders see the world holistically. They see the big picture. This allows them to avoid blindsiding themselves when drawing conclusions and making decisions. Most of the mistakes leaders make in evaluating and deciding are caused by failing to take into account all aspects of a situation. Look at the Leadership Mastery Map™ and see to what degree you consider all aspects of the territory.

Leadership Mastery Map™

	INTERIOR SUBJECTIVE	EXTERIOR OBJECTIVE
INDIVIDUAL	VALUES BELIEFS TRAITS EMOTIONS	PHYSIOLOGY BEHAVIOR ACTIONS EXECUTION
COLLECTIVE	CULTURE VALUES BELIEFS STORIES	PHYSICAL WORLD BUSINESS SCIENCE SYSTEMS

We can look at two dichotomies; individual versus collective, and subjective versus objective. By using a 2X2 matrix we can include all perspectives on a particular situation.

When evaluating a situation, one needs to take the perspective from all four quadrants into account: not just the business situation (lower right quadrant) and the action needed (upper right quadrant), but also your individual values and beliefs (upper left quadrant) and the social values and beliefs of affected groups (lower left quadrant).

Aspects of all four quadrants are at play all the time.

THOUGHT PROVOKER

- As you look at this map, can you see that by considering all quadrants that you will get the big picture?
- Is there anything that does not fall within one of these quadrants?
- Is there a quadrant which historically you fail to consider, or perhaps one on which you over-focus?
- What quadrants did you not consider when you made your last decision?

Observe how you evaluate situations and make decisions. You may find yourself taking into account new considerations that will strengthen your ability to make sound decisions.

Exceptional Leaders Pay Attention to Their Inner World

The big picture includes your inner values, beliefs and internal dynamics. In the Leadership Mastery Map™, the upper left quadrant, the individual interior subjective, is taken into consideration in all decisions and evaluations.

We can see examples in the news where individuals have ignored their real values. Only when they find themselves negotiating a plea bargain agreement do they realize that something went very wrong.

This blindness can happen in less dramatic ways as well, such as when we don't take into account our internal beliefs and values as well as our personality, before we decide.

We can take a job or join an organization for which we are not suited. We can compromise our values and beliefs, succumbing to the pressure to achieve or in our attempt to meet the demands of others. This can lead to considerable stress.

THOUGHT PROVOKER

- Do you have a deep and clear understanding of your values?
- Do you have clarity around your beliefs and how they are manifested in the way you act and communicate?
- Are you aware of how your moods affect your behavior?
- Do you understand a sufficient amount about your personality and your subsurface drivers to be able to modify your behavior in light of the situation?"
- Do you understand your "world view" and how it may differ from others?

Many of our coaching conversations with clients include considerations in the subjective internal part of The Leadership Mastery Map™ and how they impact aspects of the other quadrants.

Exceptional Leaders Understand Cultures

In seeing the big picture, leaders need to understand the cultures of the groups with whom they are dealing. In The Leadership Mastery Map™ the lower left, the collective subjective interior, should be taken into consideration in all decisions and evaluations.

Leaders who just focus on the transactional commercial aspects of the business (lower right quadrant) can be blindsided by the important dynamics of culture. You see many examples of this when large change initiatives such as mergers are not successful. If one only looks at the commercial aspects and ignores the cultural dynamics such as shared beliefs among employees or customers, ("this is what our customers want") and values ("this is what is really important to us") significant resistance can emerge which could prove fatal to a successful outcome.

THOUGHT PROVOKER

- What are the core beliefs and values of the organizational culture in which you find yourself?
- Do you really know how groups will react in given situations, whether they are employees, customers, or consumers? If not, how do you know that you will make the right decision?
- Are your core values compatible with the group values with which you are aligned? What are specific examples that make you confident of this?

Exceptional Leaders know that having a firm understanding of the cultural dynamics of the groups with which they are dealing is essential in making effective business decisions and evaluations.

Exceptional Leaders Plan and Take Action

In The Leadership Mastery Map™, the upper right quadrant, the exterior individual objective, consists of one's physical body and one's behavior.

Exceptional leaders take appropriate action in light of all the other quadrants; i.e. their individual internal dynamics such as personality and values (upper left quadrant); the collective internal dynamics such as the culture (lower left quadrant); and the external objective such as the commercial business logic and objectives in a particular situation (lower right quadrant).

They set goals for themselves and achieve measurable outcomes. They are able to execute and lead others to execute.

The upper right quadrant also represents your physical body. Health issues can arise from stress when all quadrants are not congruent. For instance when one's actions (upper right quadrant) are not compatible with one's values (upper left quadrant); or when one's personality or physical capabilities (upper left quadrant) are not suited to the requirements of the job (lower right quadrant).

THOUGHT PROVOKER

- Do you have clearly defined goals?
- Do you clearly or consistently take the necessary action to achieve your goals?
- Are you physically capable of taking the action needed in a particular situation?
- Do you pay attention to your body and your well-being?
- Do you pay attention to your staff's physical well-being?

Exceptional leaders are able to personally execute consistently with high quality.

Exceptional Leaders Know Their Business

In The Leadership Mastery Map™, the lower right quadrant, the exterior objective world, is where leaders focus most of the time. This is the factual side of the business or scientific realities. This perspective is where economics and all aspects of commercial and business reside, as well as systems. This is where the greatest majority of conversations in business take place: and rightly so. It is where most of us focus in order to get payoffs such as material success, money, environmental well-being, etc.

However, focusing exclusively in this quadrant without taking into consideration the other three quadrants can limit one's view. Exceptional Leaders see the big picture by taking in all four quadrants of The Leadership Mastery Map™ when making decisions and evaluations.

THOUGHT PROVOKER

- Do you have a full grasp of the objective realities of the business situation you are in?
- Can you achieve the business results that are needed for success?
- Do you have an understanding as to how your worldview (upper left quadrant) might impact how you see a particularly situation?
- Can you make the distinction between facts and subjective assessments?

Exceptional Leaders achieve outstanding business and organizational results by attending to all four quadrants of The Leadership Mastery Map™

Thinking Partners, Inc. a leadership coaching company. We provide coaching services to leaders in both public and privately held businesses throughout the United States. Our services include:

- **Leadership Coaching**
- **Team Development**
- **Strategic Planning**

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