Leadership from the Inside Out

Becoming a Leader for Life

Second Edition

Kevin Cashman

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Summarized by Lydia Morris Brown

INTRODUCTION

Ten years ago, Kevin Cashman published Leadership from the Inside Out, a breakthrough bestseller, connecting personal growth and leadership effectiveness. Since its publication, the book has been integrated into the curricula of more than 100 universities, and its concepts have influenced numerous leadership programs. Moreover, mounting research from authoritative sources continues to validate many of Cashman’s principles concerning human development and life effectiveness.

This revised and expanded second edition of Leadership from the Inside Out, which is still framed in Cashman’s seven simple “mastery areas,” shares this corroborative research and offers impressive new case studies, tools, and practices. In addition, Cashman’s expanded coaching model highlights Building Awareness, Building Commitment, and Building Practice—an emphasis that provides a more comprehensive set of tools to apply to personal, team, and organizational leadership.

PART I: INSIDE-OUT LEADERSHIP

Cashman notes that society, viewing leadership as an external event that people do, tries to separate the leader from the person. However, it is this author’s premise that the two are totally inseparable. Leadership is not something people simply do but comes from a deeper reality within—an individual’s values, principles, life experiences, and essence. It is a process, an intimate expression of who the individual
is—the whole person in action.

Because people lead by virtue of who they are, “the essence of leadership and executive development,” says Corey Seitz of Johnson & Johnson, “is growing the whole person to grow the whole leader.” As people learn to master their growth as people, they will be on the path of mastering Leadership from the Inside Out.

Instead of being seen as an ongoing, internal growth process, mastery of leadership is usually seen as mastery of something outside the self. This is because Western society’s training, development, and educational systems focus on learning about what to think, rather than how to think; what to do, rather than how to be; and what to achieve, rather than how to achieve. People learn about things, not the nature of things, filling up on knowledge but rarely understanding the importance of comprehending knowledge, expanding it, or using it more effectively.

Definitions of leadership also tend to be externalized. Most of them focus on outer manifestations (e.g., vision, innovation, results, drive, etc.), instead of getting to the fundamental essence of leadership itself. Thus, companies create perfection myths about what they want or expect of leaders. And, though aspiring to these competencies may be noble, it is also unrealistic to expect to find all of them embodied in a real person.

It is not that Cashman does not support competency models, he simply thinks that when they are perfectionist, mythical, and unconnected to business needs, they are counterproductive. He maintains that three patterns are fundamental to the support of the various competencies or styles of the most effective, results-producing leaders:

1. authenticity—well-developed self-awareness that openly faces strengths, vulnerabilities, and development challenges
2. influence—meaningful communication that connects with people, reminding self and others what is genuinely important
3. value creation—the passion and aspiration to serve multiple constituencies (self, team, organization, world, family, community) so as to sustain

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**KEY CONCEPTS**

As individuals learn to master their growth as people, they will be on the path of mastering Leadership from the Inside Out.

Authenticity, influence, and value creation are essential for supporting the various competencies or styles of the most effective, results-producing leaders.

Thus, “Leadership is authentic influence that creates value.”

Leadership from the inside out is about the ongoing journey to discover and develop one’s purposeful inner capabilities in order to make a more positive contribution to the world. There are seven practices required to master this journey:

- Personal Mastery
- Purpose Mastery
- Interpersonal Mastery
- Change Mastery
- Resilience
- Being Mastery
- Action Mastery

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From these principles, an essential definition of personal leadership emerges: **Leadership is authentic influence that creates value.** This perspective says that leadership is not hierarchical but exists everywhere in the organization. The roles of leadership change, but the core process is the same.

Anyone who uses authentic influence to create value is leading. Some may influence and create value through ideas, some through systems, and others through people, but the essence is the same. Leaders reach deep into their core and bring their talents forward, connect with others, and serve multiple constituencies. This definition acknowledges that there are as many styles of leadership as there are leaders.

When viewing leadership from this vantage point, it is necessary to explore three essential questions if one is to improve leadership effectiveness:

1. How can we enhance our authenticity as leaders?
2. How can we extend the influence we have?
3. How can we create more value?

**The essence of leadership is not giving things or even providing visions. It is offering oneself and one’s spirit.**

--Lee Bolman and Terrance Deal, Leading with Soul

Leadership from the Inside Out is about the ongoing journey to discover and develop one’s purposeful inner capabilities in order to make a more positive contribution to the world. Mastery is not merely a function of achieving things. It is principally about achieving one thing—consciously making a difference by fully applying more of one’s potential.

Cashman believes that when people define their identities and purpose only in terms of external truths, the circumstances of their lives define them. In this externally driven state of identity, life is fragile, vulnerable, and at risk, and core identities and passionate purposes are overshadowed by life’s events.

For individuals in this state, success may even be present, but mastery escapes them. Without knowing it, they choose to “major” in the “minor” things of life. Thus, they are unable to lead because they fail to see beyond the external circumstances surrounding them.

The author identifies seven practices for mastery of Leadership from the Inside Out: (1) Personal Mastery, (2) Purpose Mastery, (3) Interpersonal Mastery, (4) Change Mastery, (5) Resilience, (6) Being Mastery, and (7) Action Mastery. These practices constitute an ongoing, interrelated growth process in which the practices illuminate each other. When arranged together, they can be thought of as an integrated whole, with each supporting progress toward a more fulfilling destination: making an enduring difference from within.

**Part II: Mastering Leadership from the Inside Out**

**Personal Mastery—leading with awareness and authenticity**

Cashman maintains that all people are challenged...
to authentically connect their own life experiences, values, and talents to the special circumstances they face. Thus, Personal Mastery involves appreciating the rich mixture of one’s life experiences, appreciating how they dynamically form one’s unique existence, and then integrating them into a meaningful context.

When individuals acknowledge their own vulnerabilities and appreciate their whole selves, they can be truly compassionate to others and can focus on the team, organization, and marketplace instead of on themselves. Personal Mastery allows people to transcend ego, and to move into authentic service and contribution, via eight key principles.

1. **Take total responsibility.** Individuals must commit themselves to the path of Personal Mastery. Only they can commit to it, and only they can walk their own path to it. No one else can do this, including one’s mentor, organization, or clients.

2. **Bring beliefs to conscious awareness.** Commit to the process of clarifying Conscious Beliefs (explicit, known beliefs that are accessible on a conscious level) and Shadow Beliefs (beliefs that are manifestations of hidden, unexplored, or unresolved psychological dynamics).

3. **Develop awareness of Character and Coping.** Individuals leading from Character exude authenticity, purpose, openness, trust, courage, congruence, and compassion—all of which serve to open up possibilities and potential. However, those who lead by Coping exhibit concern for image, safety, security, comfort, or control. Both approaches can get results, but Character is a much better master.

4. **Practice Personal Mastery with others.** This is about individuals placing themselves in situations where they may not be accepted or validated by others. If they do not take this risk, they will often be led by the expectations of others.

5. **Listen to feedback.** Although Personal Mastery is self-validating, sometimes others hold the key to one’s self-knowledge.

6. **Consider finding a coach.** Coaching can free self-awareness and facilitate some helpful directions for growth.

7. **Avoid confusing self-delusion with self-awareness.** Because self-assessment can be a most inaccurate leadership assessment, it is more effective to audit this kind of appraisal against such research-based evaluations as Decision Styles, Voices®, Choices®, Hogan®, Myers Briggs Type Indicator®, among others.

8. **Be agile.** People must understand and appreciate their strengths but also be flexible and adaptable. Sometimes the strengths that helped them lead in their present state of development may hamper their future chances of success.

**Purpose Mastery—leading on purpose**

According to Cashman, Core Purpose is the high performance interaction where talents and values come together—the value-creating, catalytic moment when gifts make a difference. When people split off their values from talents, or vice versa, they compromise purpose and enduring performance.

Core Values provide an understanding of what one is motivated to pursue and what one wants to influence. Spoken values are often a reflection of what one’s family believes, what the organization says is important, and/or the explications of the latest business book. However, authentic values (i.e., core values) are deeper than this, for they are forged in the traumas and privileges of the individual’s unique life story.

Core Talents (what Dr. Martin Seligman calls signature strengths) tell individuals what gifts they have and how they can have an impact. In fulfilling career, life, and leadership situations, Core Talents and Core Values will tend to complement each other.

Purpose is strengthened when people “align the WHO behind the WHAT.” When individuals identify

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To be authentic, you have to be everything that you are, omitting nothing. Within everyone there is light and shadow, good and evil, love and hate. … As we discover and accept these opposites within ourselves, we are being more authentic.

--Deepak Chopra
their Core Talents and their Core Values, they begin to articulate their Core Purpose—the spot where they align their talents with their values and, in doing so, optimize both their gifts and their contributions.

Core Purpose is the “true north” that keeps career and life decisions in harmony with authentic talents, values, and meaningful contribution. However, when people consider living their lives with purpose, they often confuse the “what” with the “how,” asking themselves, “What am I going to be when I grow up?” instead of, “How am I going to make a difference now... when I ‘grow up’... and when I retire?”

Purpose is present in how people show up in the activities in which they engage. It is not a goal they set, something they create, or some great idea. Purpose is there all the time—it is duty, the individual’s role in life, and what one is prepared to express.

The implications of discovering purpose go far beyond profession or career; they impact one’s entire life. Thus, mastering purpose requires keeping the following principles in mind:

- Get in touch with what is important. Understanding what gives meaning to one’s life is the compass for finding one’s purpose.

- Act “On-Purpose.” Commitment connects inner purpose to outer action. When individuals commit to pursuing their purpose, they marshal energies and potentialities within them they did not know they had.

- Find the core purpose of the team. When people connect their individual purpose to the broader mission, tremendous energy and engagement are released.

- Do not mistake the path for the goal. Too often people externalize the latest personal development trend, spiritual teaching, or management guru theory into a dogmatic, inflexible, restrictive practice. This amounts to mistaking the path for the goal.

- Focus on service. Purpose is not purpose without adding value to others. It is not self-expression for its own sake; it is self-expression that creates value for others. Purpose always serves—it is the manner in which people use their gifts to make a difference in the world.

- Be purposeful in all domains. Congruence of purpose in all domains of one’s life is the aspiration of Purpose Mastery.

- Learn from “failure.” When one is living life on-purpose, every life experience helps in solving the “hieroglyphic of meaning.”

- Be flexible. People need to be open to the process of expressing their internal sense of purpose in many different roles and life circumstances.

In Synchronicity … Joseph Jaworski writes, “It is the call to service, giving our life over to something larger than ourselves, the call to become what we were meant to become ...” If we ignore this calling no amount of external success can make us feel complete.

Interpersonal Mastery—leading through synergy and service

According to Cashman, results competencies, plus interpersonal competencies, equal top leadership performance.

There are two principal streams of leadership development. One is extremely hard driving and forceful, with a strong sense of personal power. This characterizes an “I” leader who gets results. However, to bring results to the next level, this heroic type needs to become more collaborative and relational.

The other leadership approach is more interpersonally connected and is about collaboration, synergy, and a sense of “We.” However, this power-of-connection (POC) can be so strong that the individual is not able to put forth enough power-of-voice (“I”) when required. These kinds of leaders need to become more forceful and courageous in expressing their authentic influence.

World-class leadership operates at the dynamic junction of personal authenticity and interpersonal connection. Leadership is not influence for its own sake; it is influence that makes a difference and enriches the lives of others. Leadership does not exist
in a vacuum but always operates in context—in relationships.

While leaders may lead by virtue of who they are, nothing is accomplished without engaging in relationships and appreciating the unique contribution of many people. An important development challenge, then, is learning how to authentically influence in a manner that creates value. Rather than getting results at the expense of relationships or constituencies, this is about getting results that add value and contribution.

**All too often, successful, achievement-oriented people mistakenly believe they are the prime movers, the origin of accomplishments in their groups or organizations. ... [But] leadership is not about sitting in your office and dreaming up strategy; it is about touching the organization through personal presence and relationship.**

Ultimately, what people want is an inside-out/outside-in balance. Practicing leadership at the highest level means being equally vigilant about both the “I” and the “We.” It means:

1. Knowing yourself authentically.
2. Listening authentically.
3. Influencing authentically—maintaining integrity (maintaining total congruence between who you are and what you do).
4. Appreciating authentically—avoiding the trap of doing too much and appreciating too little.
5. Sharing stories authentically—crafting authentic stories to bring your values to life and to build deeper emotional connections with others.

**Change Mastery—leading with agility**

Although people operate under the illusion that life remains constant, in reality their lives are an endless flow of change. Thus, they have no choice but to master the ability to adapt and to learn. Learning Agility, which is Change Mastery—the ability to learn, adapt, and apply oneself in constantly changing conditions—is key.

Cashman maintains, however, that until people learn to live their lives in the flow of the present, they can never really deal with change effectively. At the most fundamental level of life, there is only the present moment. Thus, when individuals worry about keeping things as they were in the past, and avoiding the new, unknown future, they limit their ability to influence success in the present. The most effective leaders are able to straddle an important paradox: They can sustain a sharp, localized focus in the present and, at the same time, can maintain a broad, visionary context.

Although change is usually seen as something happening “out there,” all significant change begins with self-change. This inside-out perspective allows people to see change as an internal dynamic—an internal process of learning and development. Based on this inside-out approach, Cashman has codified seven Change Mastery Shifts that can increase the chances of success:

1. from problem focus to opportunity focus—effective leaders tend to perceive the opportunities inherent in change and to innovate accordingly
2. from short-term to long-term focus
3. from circumstance focus to purpose focus—effective leaders maintain a clear sense of purpose, value, and meaning, which allows them to rise above immediate circumstances
4. from control focus to agility focus—effective leaders understand that control yields a certain degree of short-term results, while agility, flexibility, and innovation sustain results over the long term
5. from self-focus to service focus
6. from expertise focus to listening focus—effective leaders stay open and practice authentic listening in order to stay connected with others and to consider multiple, innovative solutions
7. from doubt focus to trust focus—effective leaders are secure in themselves; their self-awareness and self-trust are bigger than the circumstances of change
As one develops these Change Mastery Shifts, it is helpful to keep the following leading-with-agility principles in mind: Remain open to the learning hidden in changing circumstances. Practice present-moment awareness. Integrate immediate focus and broad awareness. Trust yourself. Develop resiliency through mental-emotional stretching. Remember that all significant change begins with self-change. Practice the Change Mastery Shifts. Take the leap.

**Resilience Mastery—leading with energy.**

Cashman notes that, for most leaders he meets, balancing work and home life is a lofty, never-achieved goal.

Everyone gets the same 24 hours a day, no matter how those hours are carved up. However, when individuals shift their focus from time management to energy leadership (the real fuel that helps people get things done, take on difficult challenges, and be present in their relationships), they can discover their own unique formulas for sustained energy and resilience throughout each day.

When people are calm and focused, they are more on top of the demands of leadership. When their energy is low or manic, everything seems to be on top of them.

If individuals are going to shift from managing their time to supporting and managing their energy, they must do it in every domain of their lives—the physical, mental, emotional, and spiritual. Of course, they also need the physical energy necessary to perform, which requires the basics of good health, good nutrition, exercise, sleep, and the relaxation that supports productivity.

Beyond these basics is the natural energy one derives from engaging in life-affirming meaningful activities. This energy is the key—the instrument of joy, purpose, resilience, and sustained success.

Resilience Mastery is a type of centered fluidity that lets people go in any direction with ease and agility. Being resilient means having the ability to recover one’s balance, even in the midst of action.

Separating career, personal, family, emotional, and spiritual life into distinct pieces and, then trying to balance the parts on a scale, does not work. Managing the entire dynamic is the only effective approach. Finding ways to build that resilient foundation from the inside-out is the key to Resilience Mastery, and it is characterized by:

- smooth, abundant energy
- the ability to focus deeply
- internally driven motivation
- optimism
- fulfilling, intimate relationships
- creativity and innovation
- vitality and enthusiasm
- little or no usage of caffeine, nicotine, or alcohol
- achievement with ease
- optimal productivity
- feeling “on top of” situations

Cashman notes that the best model for resilience exists in nature’s alternate cycles of rest and activity. The rotations of day, night, and the seasons constantly balance a rest phase with an active phase. And, each phase interacts in just the right combination to achieve dynamic equilibrium.

The essence of our challenge as leaders: finding enough energy, resilience, and connection to serve all our important life priorities without any one of them, or us, “running out” in panic.

The lives of people are similar, with one major difference: People get to choose the quantity and quality of their activity, as well as the quantity and quality of their rest. When people choose inappropriately, their lives get out of whack; when they choose well, they experience vitality.

Thus, the formula for fostering more resilience usually involves two things: (1) improving the quality of one’s activity and reducing the quantity, and (2) improving the quality and quantity of one’s rest.

The author identifies 11 Points of Resilience Mastery for satisfying both of these requirements and helping people to center their lives in an integrated, holistic way:
1. Be on purpose but be aware. It is essential to be purposeful, but you cannot allow the passion to be a source of burnout.

2. Foster energy instead of managing time.

3. Learn to exercise with ease—the “no pain, no gain” mentality usually creates more fatigue, stress, and risk of injury than any real type of fitness.

4. Deal with life damaging habits—poor lifestyle choices account for more misery, suffering, death, and imbalance in society than any other single or multiple cause.

5. Avoid taking yourself too seriously—humor and lightheartedness energize mind, body, and spirit.

6. Develop mind-body awareness.

7. Manage stress more effectively.

8. Nurture close relationships.

9. Simplify your life.

10. Take real vacations.

11. Integrate more reflection and introspection into your lifestyle.

Activities you enjoy bring energy and resilience. Activities you dislike create energy drain and imbalance. The joy of the activity itself is as health-giving as the aerobic effect. … Find ways that you love to move your physical being.

Being Mastery—leading with presence

Being is essence—the source of character, the core of who the individual is. Being supports and drives all energy, achievement, effectiveness and contribution.

Accessing and expressing Being—the innermost Self—is fundamental to leading with presence, authenticity, and dynamism. Thus, the exploration of Being is an ongoing journey that is particularly helpful to Leadership from the Inside Out.

Awareness of Being (i.e., peace or spirit) comes in a quiet moment, appearing in the silence between a person’s thoughts—the space between the problems and analysis. As activity decreases, and the mind settles down, it becomes more orderly, more able to comprehend and handle difficult challenges. As a result, the person is able to go beyond individual issues, combine seemingly unrelated variables, and come up with new solutions or perspectives.

Cashman calls the inward journey to the silent experience of Being Purpose with a capital P and has come with a progressive formula that connects silence to leadership: “With no silence, there is no reflection. With no reflection, there is no vision. With no vision, there is no leadership. … silence and reflection are actually performance pathways to more expanded vision and more effective, innovative leadership.”

Many of the executives Cashman has coached have what could be called unconscious competence (i.e., they are unaware), when it comes to the presence of Being. Nonetheless, they often have a degree of competence in the area of “executive presence”—a solid, confident, calm demeanor not easily shaken by external circumstances. Even though they are not fully aware of it, it is their Being—their inner presence—that fosters confidence in others and convinces these others to follow them.

Helping effective people to move from unconscious competence to conscious competence when it comes to Being Mastery is crucial. Individuals who can reach this level of personhood are not only leaders of people and causes but leaders of life, who experience many practical benefits:

- Their inner calm attracts others to them.
- They are better equipped to deal with rapid change because they are more calm and centered within.
- Their drive for external success is enhanced by their awareness of deeper, more fundamental values.
- Because their minds can get above, below, and around seemingly difficult situations, they can solve challenging problems more easily.
- The profound rest of Being gives them the ability to refresh themselves and allows them to achieve more with less effort.
- They achieve more life balance because they have...
the energy and calm to cope dynamically with life challenges. People sense their balance and trust their thoughtful calm demeanor.

- They have the distinct sense that they are growing to become more uniquely and authentically themselves. Qualities of character flow through them more often and more naturally.

**Action Mastery—leading through coaching**

Action Mastery is a continuous process, through coaching self and others, to pull together potential in order to go beyond what is, inside and out.

All traditions throughout the ages have had coaches (i.e., advisors, sages, elders, teachers, mentors, shamans, gurus, masters, etc.) to help people look at their lives and behaviors from new, deeper vantage points. Coaching self and others is the key to taking action in leadership. However, to have a lasting transformative impact, the three interrelated pathways of **Awareness**, **Commitment**, and **Practice** need to merge. If all three are present and operating, breakthroughs will occur and growth will be sustained. If any one of the three is absent, the results will dissipate over time.

Building Awareness, the first step on the path of coaching, is the process of bringing new information into one’s field of view. Awareness encompasses the inner discipline of looking within to shed light on personal strengths and growth challenges as well as the outer discipline of observing oneself through one’s own eyes and the eyes of others. **Building Awareness is the path of courage.**

Movement toward enduring leadership effectiveness also requires motivation born of emotional commitment. Thus, Building Commitment begins with comprehending the consequences of one’s actions.

However, it is not enough for people to understand intellectually that, if they continue on the same course, they will fall short of their goals or hurt themselves or others. They must also feel it. When there is a deep emotional connection to the impact of one’s behavior, one’s life can change permanently.

Thus, for individuals to Build Commitment, they must craft a vision of the future, based on an authentic understanding of who they are, where they stand, and where they want to go. It is about creating a vision about what is at stake. **Building Commitment is the path of vision.**

Building Practice is the process of consistently engaging in new behaviors in order to enrich one’s life. While building awareness and commitment is critical, they are insufficient. For transformation to occur, consistent action and new, tangible, pragmatic behaviors are required.

There is one means of procuring solitude which to me, and I apprehend all men, is effectual, and that is to go to a window and look at the stars. If they do not startle you and call you off from vulgar matters, I know not what will.

--Ralph Waldo Emerson

**Building Practice is the path of discipline.** At times, practices are inner disciplines (e.g., meditation), that allow individuals to center themselves amidst all their dynamic pressures. At other times, practices are outer disciplines, such as starting the day half an hour earlier to allow for more effective planning. In this way, discipline connects people to benefits, and the benefits generate self-sustaining, continued practice.

Coaching others to Build Awareness requires the discipline to stay away from expert-fix-it approaches. Otherwise, the only awareness will be the coach’s awareness. To avoid this outcome, coaches must:

- be open and bring clarity so that they can help individuals sort out their current reality for themselves and begin to chart alternative future possibilities
- “be courageous enough to discuss the undiscussable”
- practice speaking directly but with caring
- help individuals explore the differences between their intentions and the perceptions of others
- build awareness by example
- help people uncover, and align with, what is meaningful and important to them

Coaching others to build commitment is about helping...
people envision the positive and negative outcomes—what they will gain and lose—if they continue on their current path. It is about allowing one’s commitment to catalyze the commitment of others. And, it is about ensuring that commitment leads to practice.

Coaches remind people what is at stake and why they are doing something in the first place. They use the “Power of Why” to help individuals uncover their underlying fears, assumptions, beliefs, and motivators. They understand that when a person’s emotions deeply register a compelling reason to change, and identify the damaging behaviors they must leave behind, transformation begins.

Transformation cannot occur without practice—the element that breathes life into a person’s awareness and commitment. Coaches should take time to brainstorm with their clients in order to help them create a meaningful practice that is simple and defined. They should hold the client accountable, setting new goals, and creating new practices as needed. And, they should ensure that new practices are behaviors that engage the person in a different way versus having the person only think about behaving differently.

Finally, Cashman notes that an initial practice may not be the one that revolutionizes a person’s life, but it is the beginning of a process that leads to something that does have an impact. Thus, at times, the most important contribution a coach can make is to keep people trying a new practice and then helping them struggle through the challenges that arise until improvement occurs.

Features of the Book

Reading Time: N/A, 215 pp.

It has been 10 years since the publication of the first edition of Leadership from the Inside Out. Since that time, Cashman and LeaderSource (Cashman’s leadership development firm), have coached hundreds of CEO and senior-level executives, worldwide, using the principles first espoused in the original work.

As a consequence, the author has found that such principles as authenticity, purpose, awareness, synergy, and service, to name just a few, are not simply nice abstract concepts—good to contemplate but of no practical use. They are also enduring values that produce tangible and measurable cause-and-effect relationships. They are fundamental to who we are as human beings, essential to our effectiveness as leaders (and not just corporate leaders, but leaders of life). And they tend to sustain their life-enriching impact for the long term.

Moreover, the fact they are “essential to substantial leadership, team, and organizational success” has, over the years, been confirmed by independent research—some of which Cashman presents in this second edition. Thus, we are able to see, for example, that:

- Jim Collins (Good to Great) has validated the principles of authenticity and enduring value creation
- John Zenger and Joseph Folkman (The Extraordinary Leader) have confirmed that balancing people effectiveness with results orientation produces great strides forward in leadership effectiveness
- Daniel Goleman (Emotional Intelligence) has articulated how deepening personal awareness and interpersonal connection produces more sustainable leadership results

In the original book, Cashman emphasized personal awareness and personal leadership development. And, while his subsequent work has validated that they are essential to leadership effectiveness, he has since discovered that, alone, they are insufficient for making a lasting impact.

Given this realization, the author expands his coaching model, highlighting Building Awareness, Commitment, and Practice. Thus, in addition to inspiring profound moments of personal insight, he also guides readers through an integrated coaching and leadership development experiment, whose objective is to provide readers with an enduring, transformative practice.

In the intervening years, since the publication of the first edition, Cashman has, in his consulting work, emphasized a notable distinction between managers and leaders: “Managers improve what is; managers enhance what is; managers move forward what is.
Leaders go beyond what is.” Thus, this current edition answers the questions: “What is the bridge from the known area of management to the unknown area of leadership?” and “How do we build that bridge?”

Leadership from the Inside Out offers the tools that will help readers transcend what is and grow their day-to-day leadership practices to the next level of personal, team, and organizational success. Those of you who have read the original will find that the meaning and accessibility of Cashman’s dynamic leadership principles have been greatly enhanced by these new tools.

The book is offered as “a reflective journey [for you] to grow as a whole person in order to grow as a whole leader.” Thus, it ought not be viewed as a simplistic formula of easy to follow tips, nor should its reading be hurried. Cashman suggests savoring the insights—experiencing them, digesting them, and integrating them into your life. He recommends jotting down any breakthroughs you may have in the space provided (several exercises are presented in each chapter). And, on the days “you feel like taking a short walk, just skim the quotes”—they are rich and plentiful treasure trove of serendipitous wisdom.

Because we fully concur that this is the most effective approach for gaining the most value from the book, we have not ventured to affix a reading-time estimate.

Contents
Chapter 1: Personal Mastery
Chapter 2: Purpose Mastery
Chapter 3: Interpersonal Mastery
Chapter 4: Change Mastery
Chapter 5: Resilience Mastery
Chapter 6: Being Mastery
Chapter 7: Action Mastery
Conclusion
Notes
Bibliography
Subject Index
A Note to Our Readers

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