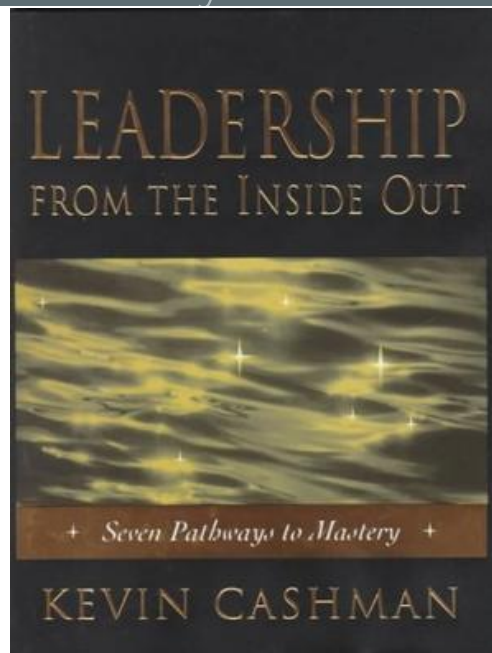


Leadership From The Inside Out

Seven Pathways to Mastery
Written by Kevin Cashman



Cashman, K. (1998). *Leadership From The Inside Out: Seven Pathways to Mastery*. Provo, UT: Executive Excellence Publishing.

Overview:

Leadership From the Inside Out helps readers to realize that leadership is an expression of who we are as people. We will be able to differentiate what to think and what to achieve from how to think or how to

achieve, and what to do instead of how to be. This book gives leaders practical tools to help reflect on the journey of becoming a

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▪ How To Use this Book	Pathway 1: Personal Mastery P. 3-4	▪ The Journey Continues
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▪ 7 Pathways to Mastery	Pathway 3: Change Mastery P. 6-7	▪ Leadership Growth Commitments
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great leader. *Leadership From the Inside Out* will help readers grow as a person and as a leader. As you read about the seven pathways to mastery, you will be able to look at leadership from a different perspective, from the inside out.

How To Use This Book... from the Inside Out

“Our ability to grow as a leader is based on our ability to grow as a person.”

REFLECTIVE JOURNEY

Throughout reading this book, you will not become a great leader, but reflect on personal experiences that have lead you to be in a position to become a great leader.

LEADERSHIP EFFECTIVENESS

Upon completion of this book, you will have come to realization that it does not lay out easy steps of how to become a great leader, but give you the tools to reflect, explore and pursue your leadership role in life.

The Beginning of the Journey

Ever felt like you have pieces of a puzzle, but never the whole picture? This is exactly what the book is about, using the tools to become an effective leader who knows what they stand for and the actions to take to come reach desired results.

Some may argue that leaders are born, leaders are developed, and that not all people can be leaders. However, leadership is part of who we are. The significance of each individual’s leadership role may differ, but essentially we are all leaders in some way or another whether we realize it or not. There are

just as many styles of leadership as they are leaders. “Leadership is authentic self-expression that creates value”. As the journey continues, readers unfold and express their purpose to make a more positive impact on the world around us.

The journey of the seven pathways to mastery begins with mastery of oneself, determining significant growth and development of self-leadership.

Leadership From the Inside Out is about lighting the pathways to our growth and development.



Seven Pathways to Mastery

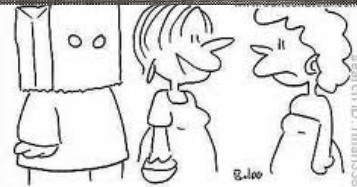
As displayed in the above diagram, the seven pathways to mastery will become the main focus for the remaining portion. These are not stages of development, but ongoing, interrelated growth processes. When arranged together, they can be seen as an integrated whole, with each path supporting progress towards a more fulfilling destination, leading more effectively from within.

Pathway 1: Personal Mastery

Leading Through Authentic Self-Expression

“Personal Mastery is the ongoing commitment to unfolding and authentically expressing who we are.”

- “Who are you? Where are you going? Why are you going there?” – life’s tough questions. Challenges us to know who we are and our goals in life.
- The Voice of Personal Mastery- be who you are, don’t try to be someone your not... “see and hear what we see and hear, rather than what they are supposed to see and hear, think what they think rather than what they are supposed to think.”



"Walter has trouble expressing his emotions."

- This section is about self-discovery and determining who you are as an individual. Once you have established your personal self, then how do you express who you are as a person? Look beyond people’s appearance, deep down, who are they really? The person we become is influenced by the circumstances we face. Leadership is then comprised of characteristics that enable opportunities and possibilities. No one else can help you find out who you are, they may make suggestions and help you along the way, but in the end, it is each individual’s responsibility to understand who they are and what they stand for.

Personal Mastery is about understanding who we are as individuals.

Continued...

Consider the Seven Points of Awareness for Leading through Authentic Self-Expression:

1. Take Total Responsibility – no one is responsible for your happiness, fulfillment, satisfactions, competence, health, or life situation but you.
2. Bring Beliefs to Conscious Awareness – “As you believe, so shall you lead”.
3. Develop Awareness of Character and Persona
4. Practice Personal Mastery with Others
5. Listen to Feedback – even though this is a personal process, recommendations from others should be considered
6. Consider Finding a Coach- have someone to support you.
7. Be Flexible- understand your strengths, but be prepared to make changes.



Pathway 2: 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.”

- The Power of Why- what is the purpose behind what you are doing. WHY are you working towards those achievements?
- The Power of How – how we express ourselves and our values
- Beyond Making a Difference- what is your purpose and how to others know?
- Unfolding The Defining Thread of Purpose= endless journey
- Purpose gives meaning and direction to all of life.

- This Section covers the importance of actions having a purpose. For what reason are you taking initiative and being a leader? Without a purpose, there is no mission, vision or reason for being/doing.

Side Note

Recently a professor made me realize that there are many things in life that we “have to do” such as assignments, making meals, cleaning, meeting deadlines, etc. However, she explained how we should look at it from a more positive perspective in that we “get to do” all of these things. Instead of it being a burden, we should be thankful for the opportunities we have and be more optimistic



towards life and our purpose. The same idea goes for when someone asks you how your doing or how's life. Your response should not be along the lines of tired and busy. We are all tired and busy as there are always things to be doing. However, we should appreciate that we are presented with these opportunities and have experienced what it is like to be busy and tired as we are involved in so many activities. Majority of people see this as negative, however, take a minute to think about third world countries and people of low SES who are not able to experience such things in life.



**Is your life comprised of
“Have to do’s”
or
“Want to do’s”?**

**WHAT IS THE
MEANING
OF LIFE?
WHATEVER YOU
WANT IT TO BE.**

(JAMES FREY)

8 Points of Awareness of Leading by Expressing Our Gifts:

1. Get in Touch with What is Important to You. – Values, what gives meaning to your life, what gives you energy, inspires you?
2. Act “On-Purpose”- follow your dreams- don’t just dream but take actions to achieve those dreams.
3. Encourage Others to Find Purpose- support those around you.
4. Do Not Mistake the Path for the Goal- don’t adopt others views as your own. Come to you own sense.
5. Focus on Service- express your gifts to improve the lives of others
6. Be Purposeful in All Domains- Not just for others but also yourself.
7. Learn from “Failure”- learning from mistakes and overcoming obstacles.
8. Be Flexible- **recurring theme**— open minded of how we express our sense of self in various roles throughout life.



Pathway 3: Change Mastery

Leading in the Flow

“Change Mastery involves embracing the purposeful learning contained in the unending, creative flow of life.”

- Our lives are unpredictable, we never know what’s going to happen next. We come to believe that life is constant, however, it’s always changing. We have no choice but to accept change and adapt to it.
- Often we take life for granted and do not appreciate the little things. In this fast paced day and age, we are always on the go. Take time to step back and observe the hustle and bustle of those around you.

5 Change Mastery Shifts:

- #1: From Problem Focus to Opportunity Focus- effective leaders tend to perceive and to focus on the opportunities inherent in change.
- #2: From Short-term Focus to Long-term Focus- Effective leaders don’t lost sight of their long-term vision in the midst of change.
- #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 and others to flow with change.
- #5: From Doubt Focus to Trust Focus- Effective leaders are more secure in themselves; they possess a sense that they can handle whatever may come their way.



- This section discusses the importance of being able to adapt to change to make a difference. Every individual reactions differently and will cope in various ways. It is important as leaders that we are able to move with change and adapt as needed.

7 Points of Awareness for Leading in the Flow of Change

- 1) Be Open to the Learning: don’t spend energy resisting change, look for growth and learning contained within the flow of change.
- 2) Practice Present- Moment Awareness: success can be created only in the present. Opportunity and learning available in the present.
- 3) Integrate Immediate Focus and Broad Awareness: localized focus painted onto a broader, meaningful canvas.

- 4) Trust Yourself- “One does not discover new lands without consenting to lose sight of the shore for a very long time.” – André Gide
- 5) Develop Resiliency Through Mental-Emotional Stretching: personal flexibility- how you handle life’s challenges.
- 6) Practice the Change Mastery Shifts: persona driven to character driven leader.
- 7) Take the Leap- connect your values to the purpose.



Pathway 4: Interpersonal Mastery

Leading Through Synergy

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

- Learning, developing and growing from each other.
- Recognizing that there are contributing factors that make leaders successful. What we know comes from others, people we interact with everyday. We acquire our skills through relationships.
- Acknowledge feedback from those amongst us and using them to help leaders become more efficient and effective.

6 Points of Awareness for Leading Through Synergy

- 1) Build Relationship Bridges
- 2) Balance Personal Power with Synergy Power and Contribution Power
- 3) Build Awareness of Intention- Perception Gap
- 4) Personal Mastery and Interpersonal Mastery are Intimately Connected
- 5) Become Aware of Your Structure of Interpretation
- 6) Practice the Five Touchstones to Authentic Leadership

5 Touchstones of Authentic Leadership

- 1) Touchstone 1: Know Yourself Authentically- Practice being what you wish others to become.
- 2) Touchstone 2: Listen Authentically- To understand first and be understood second.
- 3) Touchstone 3: Express Authentically- Integrity—who we are and what we do.
- 4) Touchstone 4: Appreciate Authentically- show others how much you appreciate them, as no one can be over appreciated. Be thankful for those in your lives. Don’t take things for granted. Appreciation is a self- expression that creates value. Energizes people and makes them want to exceed their goals and perceive their limits. Learn to give, receive, and encourage appreciation.

- 5) Touchstone 5: Serve Authentically—mutual benefits—give back. The joy one can have when they are already happy but can share that happiness with others and become even happier themselves.



Pathway 5: 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.”

- Find out who you are as a person. Self clarity and comprehension
- Learning to transform our state of awareness to greater happiness and satisfaction by ourselves.
- If we want to do more, we first need to be more.
- This section reviews how one can connect with their inner self and become a better person.

- Take time to realize who you are as a person. Reflect on life’s experience, where you have been and where you will go. Realize what has helped to come to where you are in life.

How do you connect with your Inner-Self?

- Reverence for Nature
- Music
- Present-Moment Awareness
- Children at Play
- Love
- Traumatic Events
- Inspirational Readings

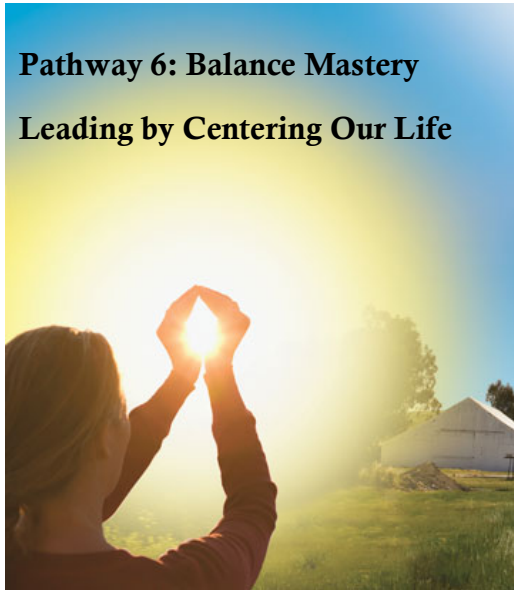
4 Points of Awareness for Leading Through Being

- 1) Take Your Own Journey into Being- If you want to achieve more as a leader, you first need to be more of a person.
- 2) Resolve Life Challenges by Going to a Deeper Level
- 3) Consider Learning to Mediate
- 4) Integrate More Reflection into Your Life



Pathway 6: Balance Mastery

Leading by Centering Our Life



“Balance Mastery is the dynamic centering of our life to build resilience and to enhance effectiveness and fulfillment.”

- Imbalanced life- causes strain in relationships, reduced energy levels, diminished passion and physical stress. Balance is essential, first to survive, then to thrive.
- Managing/balancing everything in our lives is key.

10 Signs of Balance Mastery

- 1) smooth, abundant energy
- 2) ability to focus deeply
- 3) internally driven motivation
- 4) optimism
- 5) fulfilling, intimate relationships
- 6) creativity and innovation
- 7) vitality and enthusiasm
- 8) little or no usage of caffeine, nicotine, alcohol, or drugs
- 9) achievement with ease
- 10) optimal productivity

4 Characteristics Suggested by Elders to Help Leaders

- Optimism
- Engagement
- Mobility
- Adaptability to loss



10 Signs of Imbalance

- 1) nervous, manic energy
- 2) wandering, unfocused mind
- 3) externally driven motivation
- 4) negativity
- 5) strain in relationships
- 6) dullness, lack of inspiration
- 7) depression and fatigue
- 8) regular usage of caffeine, nicotine, alcohol, or drugs
- 9) achievement via strain and effort
- 10) less than optimal productivity

10 Balance Points of Leaders

- 1) Be on-purpose, but be aware
- 2) Learn to exercise with ease
- 3) Deal with life-damaging habits
- 4) Avoid taking yourself too seriously
- 5) Develop mind-body awareness
- 6) Manage stress more effectively
- 7) Nurture your close relationships
- 8) Simplify your life
- 9) Take real vacations
- 10) Integrate more reflection and introspection into your lifestyle



6 Points of Awareness for Leading by Centering Our Life

- 1) Choose Wisely-- Be effective
- 2) Be On-Purpose – Connect with your purpose to balance you as a leader
- 3) Rest and Reflect More – “If you want to do more, then you need to be more.”
- 4) Exercise for Enjoyment—Learn to appreciate the effortless joy of movement. Participate in activities you enjoy.
- 5) Simplify Your Life—Are your life choices enhancing your purpose?
- 6) Loosen Up—Don’t take yourself so seriously



Pathway 7: Action Mastery Leading as a Whole Person

“Action Mastery is the ongoing commitment to creating value through enhanced authenticity and self-expression.”

- Action connected to purpose and vision. Value created through action. Process of integrating and applying our diverse inner resources as we create outer value.

3 Core Principles underlying Action Mastery

Action Mastery Principle 1: Authenticity-

Foundation/support platform of mastery. “How can I be more authentic?”

Action Mastery Principle 2: Self- Expression-

How can you be an effective leader if you don’t put yourself out there. “How can I deepen and broaden my self-expression in this aspect of my life?”

Action Mastery Principle 3: Creating Value-

broaden our range of interest “How can I create more value?”

2 Action Mastery Steps:

Outline your Growth Commitments- Go back and look at what you reflected on at the end of each chapter.

Build Your Awareness and Act on Your Growth Commitments: Build awareness first, then change behavior second.

7 Points of Awareness for Leading as a Whole Person

- 1) Seek the Most Essential First
- 2) Approach Growth and Development as an Integrated, Lifelong Process
- 3) Take Total Responsibility
- 4) Value Consistency Over Intensity
- 5) Set Aside Worry, Doubts, and Negativity
- 6) Don't Just Walk the Talk, Become the Talk
- 7) Build Awareness Through Inside Out Journaling



BE THE CHANGE

The Journey Continues Purpose of this book “to give people tools for personal growth and transformation leading to leadership growth and transformation.”

LeaderSource is a leadership and executive coaching consultancy serving as a facilitator in the transformation of leaders and organizations. The purpose is to help offer development of leaders and leadership within organizations.



At the end of each pathway, there was an opportunity to reflect on the readings and what was learnt. The following is taken from *Leadership From the Inside Out*:

Leadership Growth Commitments:

Reflect on the learnings that have surfaced as you read this chapter. Identify 3 leadership growth commitments to enhance your _____ (relevant to each chapter specifically.) Then identify potential obstacles, resources needed, and signs or measures of success.

1. Key Learnings:

A.

B.

C.

2. Leadership Growth Commitments:

A.

B.

C.

3. Resources Needed:

A.

B.

C.

4. Potential Obstacles:

A.

B.

C.

5. Timeline and Measures of Success:

A.

B.

C.

Question & Thoughts to Ponder...

- How can individuals become aware of whom they are as a leader and express their values and beliefs in an effective manner?
- How can we, as educators, help leaders develop the skills needed to be successful?
- Determine what stage of mastery you are at, how do you know? What process(es) will you go through to move onto the next developmental stage?

Critical Reflection

Leadership From the Inside Out is not a typical book to help you become a great leader. It is a book that makes you think about who you are, what your purpose is, and how you can be a better person. It is a resource to help leaders grow as people and grow to become better leaders. This book has been very eye opening to say the least. I am not going to reveal much more information as everyone has their own personal journey to becoming the leader they will be in this world. Every reader will get something different out of this book upon completion. Each and every individual has a purpose, to find that purpose is their journey in becoming a leader and reflecting upon their leadership from the inside out.

As I continued to read, I felt that I was answering the questions asked and it had more meaning than just reading the pages. The thought-provoking questions and chapter summaries made me think about everything on a more meaningful level. This is not to say I have become a 'master'; however, I will now consider specific aspects presented in this book on a deeper level.

Overall, Cashman outlines the process of development to become a great leader, from the inside out. There are no step-by-step guidelines to follow in becoming a great leader. However, one has to be aware of the pathways of mastery and keep in mind becoming a leader is a process, as leaders evolve over time.

Leadership From the Inside Out is inspiring as it encourages readers to reflect on their own experiences and what has brought them to be the leader they are. Readers are then presented with opportunities to consider why they have become a leader and what has led them to their individual leadership style. Throughout each of the mastery sections, Cashman introduces various approaches to examine how each of us have become the leader we are today and how we can continue our leadership journey.

About the Author:

Kevin Cashman is a founder and CEO of LeaderSource, an international leadership and executive coaching firm. For nearly 20 years he has been helping executives and organizations enhance their growth and effectiveness. He is known as an expert in the design and implementation of comprehensive leadership and career coaching programs. Some of his clients include 3M, Pillsbury, Warner-Lambert, Allianz, Ceridian, Deluxe Corporation, Arbitron, Ecolab, Medtronic, RTW, and Rollerblade.



Cashman had written extensively on leadership and career development, and he and his firm have been featured in the *Wall Street Journal*, *Strategy and Leadership*, *Humans Resource Executive*, *Executive Excellence*, *San Francisco Examiner*, and other national media. Kevin was recently a contributing author along with Warren Bennis, Stephen R. Covey, and Peter Senge in *A New Paradigm of Leadership*.

Kevin's educational background includes a degree in psychology from St. John's University. A believer in dynamic life balance, Kevin has participated in more than 50 triathlons and has practiced and taught mediation for the past 3 decades. He lives in the Minneapolis area surrounded by lush woods and an abundance of deer, and a few foxes.