

# MASTERFUL LEADERSHIP

BY

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THE DYNAMICS OF  
LEADERSHIP AND MANAGEMENT

“THE UNFAIR ADVANTAGE”

# MASTERFUL LEADERSHIP

## ❖ Leadership and Management

- The changing landscape in today's business environment
- Understanding the differences of Management and Leadership
- Developing people – Our most valuable asset
- An investment in the future with durable excellence

## ❖ Organizational Dynamics

- Combining Management and Leadership
- Transformation from Good to Great
- Getting the most from your team
- Creating an organizational culture of excellence
- Trust and Fear – Calibrating risk and growth

## MASTERFUL LEADERSHIP

### Dynamic

### Management Realm

+

### Leadership Process

#### Learning

Implemented as Needed  
Training, Information, Tasks

Continuous Development  
Expand Capacity &  
Competencies

#### Content

Generic  
Program/Course

Not Generic  
Unique to Individual

#### Level of Achievement

Doable, Knowable  
Relative to current reality

Excellence, Possibilities  
Setting bar higher

#### Change

Transactional  
Cause and Effect

Transformational  
Paradigm Shift  
Insight - "A-Ha" effect

#### Process

Plan, Organize, CONTROL

Surrender

# MASTERFUL LEADERSHIP

## Dynamic

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+

## Leadership Process

### Timeframe

Past to Present

Present to Future

### Urgency Factor

Urgent and Important  
Urgency Drives

Important but not Urgent  
Enlightened Choice Drives

### Results

Metrics / Numbers

Improved: Energy,  
Excitement, Relationships,  
Executive Intelligence,  
Perspective, Awareness,  
Communication and  
Discernment

### Proof

Metrics / Numbers

"Stories" of Improved  
Experience

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### Leadership Process

<b>Fear</b>	No capacity for dealing with Fear Survival is Prime Motivator May use fear to Motivate	Understand & Transcend Creates Trust, Courage, Collaboration
<b>Direction of Energy</b>	Manages Down	Draws Up
<b>Confidence</b>	Conditional - Based on what we know	Unconditional – We can learn our way through this
<b>Communication</b>	Directives, Tells, Agendas, Problem Solving	Dialogue / 1+1=3 Asks, Possibilities, Paradox/Trust/Insight
<b>Space</b>	Closed	Open

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### Leadership Process

Mood

Realism / Pragmatism

Optimism

Condition

Normal, Unexceptional  
Conforming

Unusual – Exceptional,  
Performing

Feedback

Objective, Metric,  
Unemotional,  
Fear of Emotion Prevents

Subjective,  
Real not Metric,  
Potential Emotional  
Impact

Relationships

Imposed but not Understood

Focuses on High-Quality  
Productive Relationships

Competency

IQ+Job Knowledge

EQ+IQ+Job Knowledge

# MASTERFUL LEADERSHIP

## Dynamic

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## Leadership Process

External Resources  
(Facilitation)

Consultants

Coaches

Organizational Size

Driven to Get Bigger  
More Size = More Management  
More Size = More Fear

Driven to Get Better

Time Allocation

"Spends" Time  
Events Dictate Time  
Overwhelmed by Urgency

"Invests" Time  
Choices Dictate Time  
"Makes" Time

Motivating Factors

Urgency / Importance  
Fear & Survival

Makes the Important  
Urgent; Priority & Growth

Action

Proactive / Reactive

Generative / Responsive

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### Leadership Process

Compelling Question

“What Do I Want?”

“What Do We Want  
To Create?”

Collective Focus

Metrics  
Organizational Chart  
People are Interchangeable Parts

Team  
System  
Everything is Related to  
Everything Else  
Culture

Durability

Short Term Results  
No Investment in Future

Durable Excellence

Risk

Manages Risk Out

Encourages Reasonable  
Risk

Mistakes

Mistakes are Failures  
Failures are Penalized

Mistakes are Learning Opps  
and Teaching Moments



# MASTERFUL LEADERSHIP

## THE DYNAMICS OF LEADERSHIP AND MANAGEMENT

OPEN DISCUSSION