



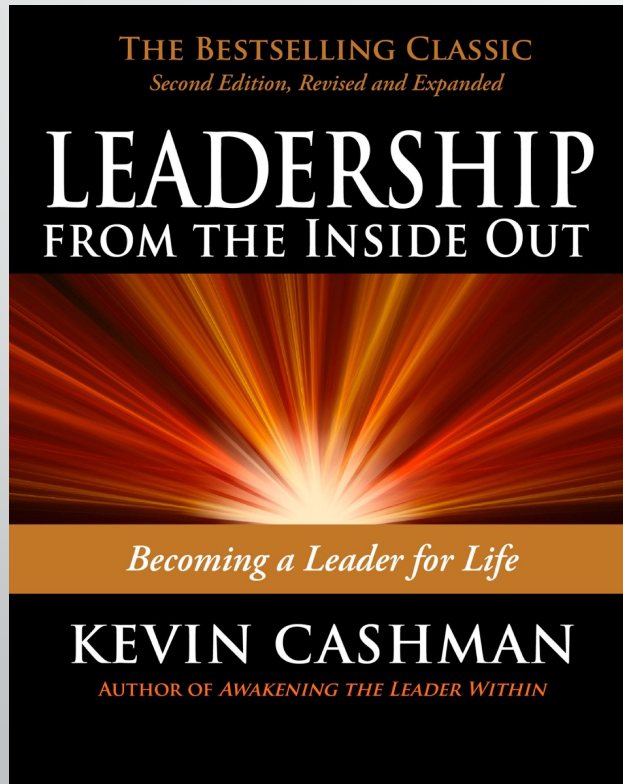
LEADERSHIP FROM THE INSIDE OUT

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Leadership from the Inside Out (2017)

Kevin Cashman



- Active reflection prompts for individuals at all stages of leadership experience
- Essential areas of leadership growth including:
 - Courage, self-awareness, and authenticity
 - Influencing in a purpose-driven manner
 - Enduring value creation for sustaining performance long-term
- Mastery areas to encourage growth across different aspects of leadership

Cashman's Views On Leadership

“[M]aking an enduring difference by bringing forth our gifts to serve others” (Cashman, 2017, p. 12).

- *Internal* Development > *External* Development
- Effective leadership depends on ongoing, purposeful internal development. We should always learn new strategies and try to develop into stronger, more impactful leaders.
- Emphasis is placed on developing leadership for *each individual* – there are infinite ways to be an effective leader and you need to find what works for you.



Great By Choice (2011)

Jim Collins


“Level 5 leaders display a powerful mixture of personal humility and indomitable will. They're incredibly ambitious, but their ambition is first and foremost for the cause, for the organization and its purpose, not themselves” (Collins, 2011).

Collins identifies dynamic practices and traits that combine to create what he considers the strongest and most beneficial leadership style - 10x Leadership. This is similar to Cashman's breakdown and analysis of foundational leadership traits.



Three Ideas from Cashman for Leadership Growth






“Authentic people – people on the path to Personal Mastery – have dual awareness of their strengths and vulnerabilities. This more complete self-awareness allows them to focus on the team, organization, and marketplaces – not on themselves” (Cashman, 2017, p. 18).



“The Big **What** Question (Vision): *What is possible for us to become?*
The Big **How** Question (Strategy): *How will we get there?*
The Big **Why** Question (Purpose): *Why is it so important that we exist in the world?”* (Cashman, 2017, p. 79).



“Most imbalances in our society come from two major sources: We tend to overdo our activity, and we tend to underdo our recovery. The formula for fostering more resilience in our lives usually involves two things:

1. Improve the quality of activity and reduce the quantity somewhat.
2. Improve the quality and quantity of our rest and recovery” (Cashman, 2017, p. 158).



Connection To Doctoral Standards

Standard 1

An organizational leader facilitates the development, articulation, implementation and stewardship of a vision that is shared and supported by stakeholders in the organization.

Standard 8

An organizational leader develops and maintains humane and inclusive organizations that address the root causes of social and structural inequalities.

Sources

References

Collins, J., & Hansen, M. T. (2011). *Great by choice: Uncertainty, chaos, and luck - why some thrive despite them all*. Harper Business.

Cashman, K. (2017). *Leadership from the inside out: Becoming a leader for life*. Berrett-Koehler Publishers.

Images

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