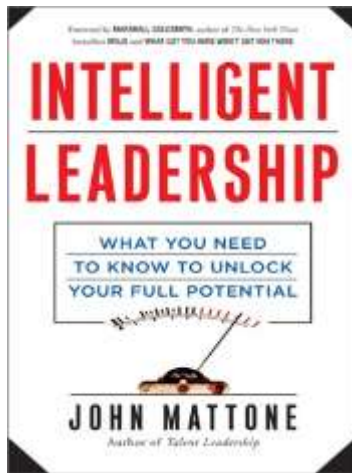


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## PM WORLD BOOK REVIEW



Book Title: ***Intelligent Leadership***

Author: **John Mattone**

Publisher: **AMACOM**

List Price: US\$27.95

Format: 237 pages, hard cover

Publication Date: 2013

ISBN: 978-0-8144-3237-2

Reviewer: ***Sheila Jackson***

Review Date: May 2013

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### Introduction to the Book

Intelligent Leadership challenges the reader towards a more strategic approach to leadership development. As part of the introduction the author proposes multiple trends that are impacting today's leaders, among these are unrelenting change, innovation imperative, virtual environments (collaborative technologies), and generating loyal followers with a long-term commitment to one's vision. Mattone's "Wheel of Intelligent Leadership" is a structural and visual dissection of various leadership traits and qualities. The author explores this diagram in detail.

As a diagnostic tool, Mattone shares the assessment he uses as an executive coach, the Strategic-Tactical Leadership Index (STLI), to determine a leader's current performance. The STLI examines "outer core" competencies and "inner core" elements and explains how to establish a road map towards maturity in these specific areas. The outer core consists of nine strategic and tactical leadership competencies and skills: (1) critical thinking, (2) decision making, (3) strategic thinking, (4) emotional leadership, (5) communication skills, (6) talent leadership, (7) team leadership, (8) change leadership, and (9) drive for results. The inner core consists of intrapersonal and interpersonal elements (character, values, beliefs...) that impact how one acquires and cultivates the outer core competencies. The appendix includes this assessment and specific developmental strategies towards maturity.

Interconnected with the above is the Map of Leadership Maturity (Enneagram), which groups predominant leadership traits into (1) heart leadership, (2) head leadership or (3) gut leadership. These three groupings are then subdivided into three distinct personality

subtypes. Heart leaders tend to be Helpers, Entertainers, or Artists. Head Leaders tend to be Activists, Disciples, or Thinkers. Gut Leaders tend to be Drivers, Arbitrators, or Perfectionists.

Mattone has consulted for more than 250 organizations and addressed over 500,000 people in more than 2,000 speeches and seminars throughout the USA, Canada and worldwide ([www.premierespeakers.com/John\\_Mattone/bio](http://www.premierespeakers.com/John_Mattone/bio)).

### **Overview of Book's Structure**

Mattone is precise and straightforward in laying out his approach. Each chapter builds on former chapters. As a forecast of things to come, in chapter one the author summarizes what to expect in future chapters. Chapter one provides a general overview of business leadership successes and failures and why there is a need for intentional development tools such as the one the author proposes. Chapters two and three focus on the Wheel of Intelligent Leadership and the inner and outer cores. Chapter four describes the Map of Leadership Maturity (Enneagram) and breaks this down into the subgroups. Chapters five through thirteen focus on one specific trait each from the Enneagram, including tips for strengthening that trait and working with a leader with that predominant trait. The appendix includes the STLI, the Enneagram Index, and development plans.

### **Highlights: What's New in this Book**

The author presents this material and approach as being proprietary. Mattone explains that the book represents what he has learned in more than 30 years as a human capital consultant, executive coach, and industrial psychologist. He presents his insights from within this expertise context, as a culmination of own unique work. In the introduction the author outlines his four sources as his extensive global travels for more than 30 years, research in trends in talent management and executive development, consulting with more than 250 organizations, and coaching more than 200 executives. While breaking down leadership traits into various categories and then subcategories may not be unique, Mattone's maturity map is very applicable. Using the Enneagram one can identify one's predominant leadership trait and then use the book to create a development plan towards adopting desirable traits from the other styles. The approach focuses on application and transferability.

### **Highlights: What I liked!**

Mattone focuses on application (not esoteric) and the construction of the book is set up so the chapters build on one another. The system seems very absolute, do this and then this for this specific result. The diagrams and graphs help in understanding the interrelationships of the multiple concepts in one book.

As Mattone breaks down the nine dominant leadership styles in the Enneagram, he goes further and describes three sub-categories, the mature, the middle-of-the-road and the derailing. Chapters five through thirteen focus on the nine individual leadership traits and then, within these, what maturity, middle-of-the-road, and derailing characteristics look like. The author explains that while a leader may be a dominant Activist (as an example), that leader must recognize the potential for derailing behaviors and attitudes that Activists are prone to as part of his/her dominant profile. The reader can better understand coworkers, bosses, and direct reports through these assessments. The appendix includes assessments that may be distributed to one's peers for specific feedback.

### **Shortfalls: What was Missing!**

Intelligent Leadership includes an abundance of complex information and concepts but does not include anecdotal passages that could help the reader to ponder their usage. Because the volume of information is so immense the book needed these anecdotal passages as further support for the concepts. Since Mattone has thirty years of executive coaching experience one would like to hear stories of how his clients applied or misapplied various concepts. So, once he outlines the Artist Leadership Trait, for example, he could have shared anecdotes from his clients with this trait and what they learned. The book reads like a textbook, with its focus on academic terminology and precision delivery of concepts and perspectives. This book is heavy reading and requires a commitment from the reader.

For future editions the graphs and diagrams in chapter 2 need to be larger because some of them are too small to read. Chapter 2 is critical to understanding the remainder of the book so these visuals should be legible and larger.

### **Who might benefit from the Book**

Intelligent Leadership is an indispensable resource for any business professional who desires to know his/her dominant leadership traits and who desires a concise road map towards change. This book provides diagnosis, definition, and direction in a clearly constructed manner.

### **Conclusion**

As the culmination of more than 30 years of executive coaching, Intelligent Leadership is a highly concentrated and application oriented instruction manual. It is apparent that the author has winnowed down his vast experience to "what works" and the reader benefits through hands-on diagnostics and strategic directives towards maturity. This book requires a high degree of intentionality due to the sheer volume and complexity of the information. For those willing to do the work, there is little doubt of success.

*Intelligent Leadership*, by John Mattone, published by AMACOM; 2013, ISBN 978-0-8144-3237-2; \$27.95 USD; 237 pages, hard cover. More at <http://www.amacombooks.org/book.cfm?isbn=9780814432372>

*Editor's note: This book review was the result of cooperation between the publisher, PM World and the Dallas Chapter of the Project Management Institute (PMI Dallas Chapter – [www.pmidallas.org](http://www.pmidallas.org)). Publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members are generally mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact [editor@pmworldjournal.net](mailto:editor@pmworldjournal.net).*

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## About the Reviewer



**Sheila Jackson**



Sheila Jackson, PMP, transitioned to the live events industry in 2012. Prior to this she worked for twelve years in production and project management for a global marketing agency. She is currently working on her MBA with an emphasis in strategic management.