
Preface to the Second Edition: A Refined Framework

To strip any idea down to its core, we must be masters of exclusion.

—Heath and Heath (2007, p. 16)

With the benefit of feedback from many audiences, this second edition presents an updated framework for connecting leadership to the headwaters of human capacity. Like the first edition, this edition bridges emerging knowledge about brain-enabled intelligence to more effective leadership practice. To that end, the reader engages a framework that supports the *mindful leader*, a leader who is attentive to the nature and nurture of intelligence in the process of influencing others toward the achievement of goals. Notably, it is a framework that informs organizational leadership across a broad audience, including leaders at all levels of education, business, not-for-profit organizations, health care, protective services, and government.

This revised volume retains core features of the original edition, including

- A practical framework for tightening leadership connections to human capacity for achieving goals
- Description of current scientific understanding of six dimensions of brain-enabled intelligence (i.e., physiological, social, emotional, constructive, and dispositional)
- Specific examples of *mindful leadership* practices that nurture the nature of intelligence
- Structured reflection exercises that connect *mindful leadership* purpose and principles to the reader's experience and context
- Graphic illustrations that visually support narrative content

Major changes between the first edition and this second effort include significant revisions in the organization and illustration of updated content. That editing includes the judicious exclusion of content deemed less essential to core concepts. This second edition also incorporates an expanded chapter format to facilitate reader engagement of more focused and concise segments of information. Specifically, second-edition content is reorganized from 7 to 12 chapters within three major parts.

- Part I examines the implications of breakthroughs in knowledge about brain-enabled intelligence for forming deeper understanding of human nature and leadership. It also introduces a practical framework for the *mindful* processing of knowledge about the nature of intelligence toward leadership advantage.
- Part II engages mindful *attention* to current knowledge about prominent dimensions of intelligence (i.e., physiological, social, emotional, constructive, and dispositional). It also models mindful *articulation* (i.e., connection) of essential knowledge about the nature of intelligence to compatible leadership behavior.
- Part III examines defining attributes of *mindful leaders* and models the mindful *application* and *adjustment* of knowledge about the nature of intelligence to standard and prescribed leadership practice. This concluding segment also engages summary reflection about proactive mind shifts and personal next steps.

Ultimately, this revised edition remains true to the intent of the first edition: to help readers further “grasp the essence of leadership that is relevant to the modern age” and to elevate leadership from being “one of the most observed and least understood phenomena on earth” (Burns, 1978, pp. 1–2). The related goal for this updating and further sculpting of content is the expectation one would reasonably hold for a second edition: a better book.