

Index

A

Achievement-based organization culture: culture development cycle (CDC) role of, 183fig–184; description of, 5; engagement and, 88; organizational CQ and, 214, 215–216t, 220–222. *See also* Independent-Achiever logic

Action development practice: description of, 131; of new beliefs and practices, 137–138; scenario of, 129–131

Action Inquiry (Torbert and Associates), 136

Adam (Professional Services Inc.), 95, 96, 112

Adaptor role, 104–106

Aesthetic competencies, 135

Alignment practices, 226t, 227–229

“Are we there yet?” belief, 20

Argyris, C., 74

Art (Professional Services Inc.), 241

Atlanta Constitution, 131–132

Authoritarian role, 104–106

Avon, 109

Awareness. *See* Conscious awareness

B

Bart (Technology Inc.), 67–68, 84–85, 98, 99, 113–114, 150, 192, 195, 238–239

Beatty, K. C., 158

Beer, M., 19, 122

Behavior: chair story on belief as driving, 35–36, 43, 165; decisions translating beliefs into, 46–48; zone of intentional change and conscious, 46–48

Belief systems: action development of new, 137–138; balancing Outside-In systems with Inside-Out, 283–284; Bill of Rights summarizing organization, 226–227; decisions translating beliefs into action, 46–48; as driving behavior (chair story), 35–36, 43, 165; exercise for assessing organization, 234; exercises on learning mindset/thinking styles and, 233–234; facilitating leadership transformation, 224–230; GE and IBM transformations rooting in changing, 41–42; hidden and sensory dimensions of, 44–45fig; hidden power of cultural, 42–44; leadership culture feasibility exercise on, 264e; problem of unexamined, 43. *See also* Leadership beliefs/practices; Organizations

Bennis, W., 181

Big Mind: collective learning through, 284; created through Headroom, 139fig; description of, 47fig, 48; Inside-Out and

- Outside-In of, 56–57; as lifelong development, 54–56; personal readiness and, 104–106; required for leadership logics, 53–54*fig*. *See also* Conscious awareness
- Bill of Rights, 226–227
- Bohannon, P., 211
- Boyatzis, R., 208
- Brand, S., 120, 120–121
- Business strategy: Credlow case study, 247; developing leadership talent while executing, 283, 284; Global Electronics case study, 244; leadership culture feasibility exercise on, 263*e*; Memorial Hospital case study, 242–243; NuSystems Inc. case study, 249–250; Professional Services Inc., 240; senior leadership team feasibility exercise on, 261; Technology Inc., 237–238
- C**
- Case studies: Credlow, 247–249; examining strategies, culture, and readiness in, 235–237; exercises for reflecting on, 252–253; Global Electronics, 244–247; Memorial Hospital, 242–244; NuSystems Inc., 249–252; patterns revealed in, 252; Professional Services Inc. (PSI), 240–242; Technology Inc., 237–240
- Center for Creative Leadership (CCL), 64, 68, 89, 224
- CEO Great Person myth of, 18–19
- Chair story (National Bank), 35–36, 43, 165
- Change guides (change leadership): culture development cycle (CDC) roles of, 184–203; engaging your senior management as, 153–177; individual feasibility map on, 259*fig*; individual feasibility map scale/exercise on, 257*t*, 259*e*; leadership culture/organization transformation role of, 25*fig*–27; personal readiness for, 103–128; qualities required for, 27
- “Change how?” question, 205–207
- Change leadership team (CLT): as driver of leadership transformation, 285; Memorial Hospital case study on, 243–244; minimizing transformation problems by using, 164–166; reviewing case studies to guide your own, 264–265
- Change management: creating senior teams for, 159*t*, 164–175; leadership culture/organization transformation role of, 25*fig*–27; Outside-In vs. Inside-Out changes made by, 25*fig*–26; qualities required for, 26–27; strategies used by senior, 156–164. *See also* Management
- “Change what?” question, 204–205
- Chrysler Group, 131–132
- Coach educational role, 104–106
- Collaborative inquiry, 135
- Collaborator culture: culture development cycle (CDC) role of, 183*fig*–184; leader logics moving toward, 58*t*, 89, 98–99, 104–106, 159*t*, 169; organizational CQ in, 215–216*t*, 222–224; role-shifting required for move toward, 189–190. *See also* Interdependent-Collaborator logic
- Collaborator leaders: description of, 58*t*, 89; engagement and, 98–99; language to describe, 159*t*; personal readiness and, 104–106; senior change team challenges for,

- 169; senior team feasibility exercise assessing, 261e
- Collective-consciousness culture, 216t
- Collective learning. *See* Learning
- Collins, J. C., 118
- Command and control culture, 5
- Commitment practice, 226t, 229–230
- Conformist culture: culture development cycle (CDC) role of, 183fig–184; Dependent-Conformer logic and, 38–39; Dependent-Conformer logic and engagement in, 86–87; organization CQ and, 214, 216t, 218, 219–220. *See also* Dependent-Conformer logic
- Connectedness, 84–85
- Conscious awareness: leadership culture feasibility exercise on, 262e–263e; operating space increased through, 47fig, 48; zone of intentional change expanding, 46–48. *See also* Big Mind
- Continental Congress (1776), 140
- Controller educational role, 104–106
- Control source: as balance wheel of personal readiness component, 107fig, 115–117; examples of, 117–120; individual feasibility map on, 259fig; individual feasibility map scale/exercise on, 257t; as personal readiness key, 284
- CQ. *See* Organizational CQ (coordinate, cooperate, collaborate)
- Credlow: alignment practice at, 227–228; control source at, 119–120; emotional decision making at, 192; time sense at, 124–125; Transformer leader and engagement at, 99–100
- Credlow case study: business strategy, 247; feasibility analysis on, 275–278; leadership readiness, 248–249; leadership strategy and culture, 247–248
- Culture and Systems Readiness Audit (exercise), 50–51
- Culture development cycle (CDC): assessing feasibility of successful, 193; collective learning represented by, 285; description of, 182–184; exercises on, 208–209; four learning questions and leadership logics of, 183fig–184, 203–207; as learning cycle for leadership culture, 183fig–184; ongoing cycles and shifts in, 207–208; *see* phases of, 184–203. *See also* Leadership culture transformation
- Culture development cycle (CDC) phases: 1: Inside-Out, role-shifting experience phase, 185–190; 2: readiness for risk and vulnerability phase, 190–192; 3: Headroom and widening engagement phase, 193–195; 4: innovation phase, 195–197; 5: structure, systems, and business processes phase, 197–199; 6: leadership transformation phase, 200–203
- “Culture eats strategy for breakfast” (cartoon), 39, 40fig
- Culture. *See* Leadership culture; Organizational culture
- Culture work: as beginning with the individual, 20–21; intimate and revealing nature of, 21
- D**
- DAC (direction, alignment, commitment): adaptive culture development through, 211;

- Dependent-Conformer logic, CQ, and implications for, 219–220;
Independent-Achiever logic, CQ, and implications for, 221;
Interdependent-Collaborator logic, CQ, and implications for, 223; leadership beliefs/practices generating, 224–230; leadership defined in terms of, 16, 25*fig*, 26, 181–182; “Middles” role in creating, 230–231; participative leadership for developing, 212; as qualities of human systems, 17
- Daimler, 132
- Damasio, A., 1
- Dawson (Global Electronics), 90–92, 118–119, 236, 245–246, 273–274
- Decision making: core of beliefs driving, 42–44; Inside-Out dimensions driving, 44–45*fig*; internal and external realm of, 44–45*fig*; reason and emotions driving, 43, 191–192; as translating beliefs into action, 46–48; zone of intentional change and, 46–48
- Declaration of Independence (1776), 140
- DeMartino, B., 48
- Deming, W. E., 5
- Dependent-Conformer logic: “Change how?” question for, 206; “Change what?” question for, 204–205; connections between leader logics and, 58*t*, 60–61; description of, 21, 22; engagement and, 86*t*–87; “getting a bigger mind” and, 53–54*fig*; language to describe, 159*t*; organization CQ and, 214, 216*t*, 218, 219–220; personal readiness and, 104–106; role-shifting required for moving away from, 189–190; senior change team challenges related to, 166–168; “Why change?” questions to ask, 203–204. *See also* Conformist culture; Leadership logics
- Despotic culture, 216*t*
- Development law of 3 x 3, 285
- Dialectical thinking, 223
- Dialogue: as collaborative inquiry, 135; Headroom created through, 135; as senior leadership change strategy, 160–161
- Digital Equipment Corporation (DEC): Achiever culture of, 172; leadership logics at, 172; senior change team failure at, 169–172, 221
- Direction setting practice, 225–227
- Dominator leaders: control agenda of, 81–82; description of, 58*t*, 89; engagement and, 90; language to describe, 159*t*; personal readiness and, 104–106; senior change team challenges for, 167–168
- Drath, W. H., 89
- Dylan, B., 129
- E**
- Educational roles: CDC context of identity consciousness of, 187–188; personal readiness and, 104–106
- “Either-or” belief, 19–20
- Either-or thinking, 219
- Emotionally driven decisions, 43, 191–192
- Engagement: connectedness component of, 84–85; cookbook approaches to develop, 80–82; culture development cycle (CDC) role of, 183*fig*–184, 193–195; description of, 81, 100–101; example of successful, 82–85;

- exercise on, 101; importance of, 81; Inside-Out perspective of, 79–80, 81; intentionality and, 108; leadership logic and, 85–89; leader's logic and, 89–100; Outside-In perspective of, 80, 81; of your senior team, 153–177
- Evocateur role, 104–106
- Exercises: case study reflections, 252–253; Culture and Systems Readiness Audit, 50–51; culture development cycle (CDC), 208–209; engagement, 101; engaging senior management, 175–177; Headroom space, 151–152; individual leader feasibility, 257e–259fig; leadership culture feasibility, 262e–264e; Leadership Logic Pathway, 77–78; Learning Journal, 31–32; personal readiness, 126–128; senior leadership team feasibility, 260e–261e; trust, 260
- External realm: of Inside-Out decision making, 44–45fig; zone of intentional change and role of, 46–48
- F**
- Facilitator role, 104–106
- Feasibility analysis: feasibility map scales, 257t; individual feasibility map, 259fig; individual leader feasibility exercise, 257e–259fig; leadership culture feasibility exercise, 262e–264e; mapping feasibility of leadership transformation success, 256–264fig; reviewing case studies illustrating application of, 264–282; senior leadership team feasibility exercise, 260e–261e; senior team feasibility map, 262fig; suggestions on how to apply, 282–286. *See also* Leadership culture transformation
- FIB organizational culture, 57
- Followership, 15
- Frank (Technology Inc.), 85
- Freethinker leaders: description of, 58t, 89; engagement and, 96–98; Independent-Achiever connections to, 61–62; language to describe, 159t; personal readiness and, 104–106; senior change team challenges for, 169
- G**
- Gardner, H., 192
- GE (General Electric): Jack Welch's intentionality at, 109; transformation experienced at, 41–42
- George, B., 21
- Gerstner, L., 18, 41, 173–174
- “Getting a bigger mind.” *See* Big Mind role
- Gladwell, M., 232
- Glen (Memorial Hospital), 34, 71–72, 73, 96–98, 114, 192, 270–271
- Global Electronics: leadership culture transformation failure at, 200–203, 213–214; Moderator leader and engagement at, 90–91; Technology Inc., 118–119
- Global Electronics case study: business strategy, 244; feasibility analysis on, 272–275; leadership strategy, culture, and readiness, 245–246; reflections on, 246–247
- Goldsmith, M., 188
- Google, 222
- Gratton, L., 196
- Great Person myth, 18–19
- Grenny, J., 160
- Guide educational role, 104–106
- Gunning, T., 46

H

- Haas, R., 108
- Headroom process: description of, 136, 140–141; new social discourse and contracts of, 144–145, 146–148; observations on, 145–146; Show Up, Stand Up, Own Up, and Grow Up, 141–143; starting the, 143
- Headroom space: action development practice and, 129–131; advancement of leadership logics and culture through, 138–139, 284–285; the basic problem that Headroom tries to solve, 133*p*; commitment to practice, 135; courage and commitment to create, 139–140; culture development cycle (CDC) role of, 183*fig*–184, 189–191, 193–195; enabling action development of new beliefs and practices, 137–138; example of creating, 149–150; exercises on, 151–152; growing bigger minds through, 139*fig*; as Inside-Out discovery, 137; leadership transformation critical space through, 232; learning organization and creation of, 148–149; methods and tools used to create, 134–136; principles of, 132–134; as process, 136, 140–148; risk and resolve in creating, 150–151; as transformation framework, 24
- Hidden dimension: of Inside-Out operating space, 44–45*fig*; zone of intentional change and role of, 46–48
- Holmes, O. W., Jr., 211
- Honeywell, 21
- Horth, D. M., 135
- “Hot groups,” 197

- HR (human resources)
decentralization story, 1–2
- Hughes, R. L., 158

I

- IBM: Dependent-Conformer culture of, 173; senior change team success at, 169, 173–174; transformation experienced at, 41–42
- Identity consciousness, 186–188
- Independent-Achiever logic:
“Change how?” question for, 206;
“Change what?” question for, 205;
connections between leader logics and, 58*t*, 61–62; description of, 21, 22; engagement and, 86*t*, 87–88; “getting a bigger mind” and, 53–54*fig*; language to describe, 159*t*; organizational CQ and, 214, 215–216*t*, 220–222; personal readiness and, 104–106; senior change team challenges related to, 168–169; “Why change?” question for, 203–204. *See also* Achievement-based organization culture; Leadership logics
- Individual leaders: Credlow feasibility analysis on, 276–277; feasibility exercises on, 257*e*–258*e*; feasibility map scales on, 257*t*; Global Electronics feasibility analysis on, 273; individual feasibility map, 259*fig*; Memorial Hospital feasibility analysis on, 270–271; NuSystems feasibility analysis on, 279–280; Professional Services Inc. feasibility analysis on, 268–269; Technology Inc. feasibility analysis on, 266. *See also* Leader logics
- Information sharing, 261*e*
- Inherit the Wind* (Lawrence and Lee), 150–151

- Inner voice, 185
- Innovation: culture development cycle (CDC) role of, 183*fig*–184, 195–197; Memorial Hospital experience with, 196–197; paradox of, 196
- Inside-Out perspective: balancing Outside-In structures with beliefs of, 283–284; change leadership/management roles in transforming, 25*fig*–26; “Change what?” question involving, 205; culture as element of, 37; culture development cycle (CDC) role of, 183*fig*–184, 185–190; engagement as process of, 79–80, 81; framework for transformation of, 23; of “getting a bigger mind,” 56–57; Headroom and, 137; leadership beliefs/practices of, 225–228, 229–230; personal readiness and qualities of, 108–109; understanding operating space/decision making within, 44–45*fig*; “What if?” question and, 207; zone of intentional change and expanding decisions in, 46–48
- Intentionality: as balance wheel of personal readiness component, 107*fig*, 108; engagement and, 108; examples of, 111–115; individual feasibility map on, 259*fig*; individual feasibility map scale/exercise on, 258*t*; leadership change context of, 108–111; as personal readiness key, 284; three essential human qualities of, 111
- Interdependent-Collaborator logic: “Change how?” question for, 207; “Change what?” question for, 205; connections between leader logics and, 58*t*, 62–63; description of, 22; engagement and, 86*t*, 88–89; “getting a bigger mind” and, 53–54*fig*; language to describe, 159*t*; leadership beliefs facilitating change into, 224–230; organizational CQ in, 215–216*t*, 222–224; personal readiness and, 104–106; “Why change?” question for, 204. *See also* Collaborator culture; Leadership logics
- Internal realm: of Inside-Out decision making, 44–45*fig*; zone of intentional change and role of, 46–48
- ## J
- Jim (Technology Inc.), 84–85
- Joe Sixpack (Technology Inc.), 83–84, 113
- Joubert, J., 181, 185
- Joy (Memorial Hospital), 225
- Jung, A., 109
- Jung, C., 103
- ## K
- Kafka, F., 255
- Kegan, B., 53, 192
- Kennedy, J. F., 111
- Kim (Technology Inc.), 85, 113
- King-and-I syndrome, 158
- King, M. L., Jr., 111
- Knowledge: Collaborative culture practice of sharing, 223; exercise assessing organization, 234; Independent-Achiever culture use of, 221. *See also* Learning
- Kotter, J. P., 27, 122
- ## L
- Lahey, L. L., 192
- LaSorda, T., 132
- Leader logics: Collaborators, 58*t*, 89, 98–99, 104–106; Dominators, 58*t*, 80–81, 89, 90, 104–106,

- 167–168; engagement and, 89–100; Freethinkers, 58t, 61–62, 89, 96–98, 104–106, 169; individual feasibility map on, 259fig; individual feasibility map scale/exercise on, 258t; Moderators, 58t, 81–82, 89, 90–92, 104–106, 167–168; overview and description of, 58t; Performers, 58t, 89, 94–96, 104–106, 168–169; personal readiness and, 104–106; Specialists, 58t, 60–61, 65, 89, 92–94, 104–106, 166–168; Transformers, 58t, 62–63, 89, 99–100, 104–106, 169. *See also* Individual leaders
- The Leader's Edge* (Palus and Horth), 135
- Leadership: commitment to creating Headroom by, 139–140; comparing change roles of management vs., 24–27; DAC development through participative, 212; defined in terms of DAC outcomes, 16, 25fig, 26, 181–182; Great Person myth of, 18–19; need for clarity about management vs., 27–28; Technology Inc. group on management vs., 83p; tracking the path for successful transformation by, 28–31
- Leadership beliefs/practices: alignment, 226t, 227–229; beliefs and values, 226–227; commitment, 226t, 229–230; direction setting, 225–227; facilitating leadership transformation, 224–230. *See also* Belief systems
- Leadership culture: advantageous beliefs and practices of, 224–230; Credlow case study, 248, 277–278; culture development cycle (CDC) as learning cycle for, 182–209; Dependent-Conformer logic of, 21, 22; examining unique approach to, 6–8; feasibility exercises on, 262e–264e; feasibility map on, 265fig; feasibility map scales on, 257t; Global Electronics case study, 245, 274–275; Headroom for advancement of, 138–139, 284–285; Independent-Achiever logic of, 21, 22; Interdependent-Collaborator logic of, 22; logic to persisting, 15; Memorial Hospital case study on, 243, 272; NuSystems Inc. case study, 250, 281–282; process of transformation, 11–32; Professional Services Inc. case study on, 240, 269–270; shared-services system and failure of, 1–2; source of, 142; sustainable change and role of, 3; Technology Inc. case study on, 238, 267; two basic traditional kinds of, 5. *See also* Organizational culture; Organizations
- Leadership culture feasibility map, 265fig
- Leadership culture transformation: attitudes and assumptions that interfere with, 17–20; beliefs facilitating transformation of, 224–230; case studies examining, 235–253, 264–282; change leadership/management role in, 24–28; changing leadership's beliefs as first step of, 13–14; culture development cycle (CDC) role of, 183–184, 200–203; feasibility illustrated in case studies, 264–282; Headroom space reaching critical mass for, 232; importance and benefits of, 12–13; increasing odds of successful, 28; “Middles” role in, 230–231; Outside-In vs. Inside-Out, 25fig–26; role of

- followership in, 15–16; as starting with you, 20–21; three frameworks for, 23–24; tracking the path for successful, 28–31. *See also* Culture development cycle (CDC); Feasibility analysis; Readiness transformation
- Leadership culture transformation
barriers: “are we there yet?” as, 20; “either-or” belief as, 19–20; Great Person myth as, 18–19; “yes, but” attitude as, 19
- Leadership in Administration* (Selznick), 116
- Leadership logics: connection
between leader logics and, 59–60; CQ framework and, 215–216*t*, 219–224; engagement and, 85–89; Headroom for advancement of, 138–139; King-and-I syndrome and, 158; Leadership Logic Pathway exercise, 77–78; organizational CQ levels and, 215–216*t*, personal readiness and, 104–106. *See also* Dependent-Conformer logic; Independent-Achiever logic; Interdependent-Collaborator logic
- Leadership logics development: ceilings and floors of, 77; description of, 58–59; exercises for, 77–78; Memorial Hospital example of, 71–75; moving to the next step, 64; personal challenge to advancing, 75–76; practicing to perfect, 65; self-reinforcing steps for, 66–67; Technology Inc. example of, 67–71
- Leadership readiness: Credlow case study on, 248–249; Memorial Hospital case study on, 243–244; NuSystems Inc. case study, 250–251; Professional Services Inc. case study on, 240; Technology Inc. case study on, 238–239
- Leadership strategy: Credlow case study on, 247–248; Global Electronics case study on, 245; Memorial Hospital case study on, 242–243; NuSystems Inc. case study on, 250; Professional Services Inc. case study on, 240; Technology Inc. case study on, 238
- Leadership talent: developing leadership culture through, 285; executing strategy while also developing, 283, 284
- Learning: culture development cycle (CDC) as representing collective, 285; exercises on organization mind-set for, 233–234; get a bigger mind for collective, 284; headroom space creation and, 148–149; taking the time for, 44–45. *See also* Knowledge Learning Journal (exercise), 31–32
- Learning organizations, 148–149
- Learning orientation: leadership culture feasibility exercise on, 263*e*; senior leadership team feasibility exercise on, 260*e*
- Learning questions: “Change how?” 205–207; “Change what?” 204–205; “What if?” 207; “Why change?” 203–204
- Leavitt, H. J., 197
- Levi Strauss, 108
- Liam (NuSystems), 92–93, 112–113, 119, 134, 236, 250–251, 279–280, 282
- Lincoln, A., 235
- Lipman-Blumen, J., 197
- Listening to your inner voice, 185

M

Maclean, N., 153
 Management: comparing leaders and, 24–27; need for clarity about leadership vs., 27–28; Technology Inc. group on leadership vs., 83p; tracking the path for successful transformation by, 28–31. *See also* Change management; Senior management
 McCarthy, B., 161, 203
 McCauley, C. D., 224, 226, 227, 228, 229, 230
 McGuire, J. B., 56, 58, 160, 228, 229
 McKee, A., 208
 McMillan, R., 160
 Medtronic, 21
 “Me first and us second” ethic, 220–221
 Memorial Hospital: alignment practice at, 228; CDC risk taking by, 192; CEO’s comments on organizational culture change, 34; commitment practice at, 229; freethinker leader and engagement at, 96–98; innovation experience at, 196–197; intentionality at, 114–115; leadership culture transformation at, 202–203, 225; leadership logics development at, 71–75; time sense at, 122–123; unanimously held beliefs by employees of, 14
 Memorial Hospital case study: business strategy, 242–243; feasibility analysis on, 270–272; leadership strategy, culture, and readiness, 243–244; reflections on, 244
 Microsoft, 222
 “Middles,” 230–231
 Mike (National Bank), 35, 43
 Moderator leaders: control agenda of, 81–82; description of, 58t, 89;

engagement and, 90–92; language to describe, 159t; personal readiness and, 104–106; senior change team challenges for, 167–168

N

Nancy (Memorial Hospital), 74–75
 National Bank chair story, 35–36, 43, 165
 New social discourses/contracts: origins and expansion of, 144–145; process of reaching critical mass through, 146–148
New York Times, 132
 Nohria, N., 122
 North America Free Trade Agreement, 72
 NuSystems: intentionality at, 111–115; scripted approach taken by leadership at, 134; Specialist leader and engagement at, 92–94
 NuSystems Inc. case study: business strategy, 249–250; feasibility analysis on, 279–282; leadership strategy, culture, and readiness, 250–251; reflections on, 251–252

O

Operating space: conscious awareness increasing, 47fig, 48; definition of, 44; Inside-Out dimensions driving, 44–45fig; zone of intentional change and role of, 46–48
 O’Reilly, C. A., III, 108
 Organizational change: assessing feasibility of, 193; examining unique approach to, 6–8; examples of conformist, 38–39; examples of shared-services system failure of, 1–2; high failure rates of, 2–3; as one of three top CEO challenges, 201; personal readiness for, 103–128; role of leadership

- development in sustainable, 3;
senior leader strategies for, 156–164; zone of intentional, 46–48
- Organizational CQ (coordinate, cooperate, and collaborate):
description of, 214–217; examples of, 217–218; leadership culture beliefs/practices and, 224–230; leadership logics and levels of, 215–216t, 219–224; “Middles” role in, 230–231
- Organizational culture: belief as driving behavior within (chair story), 35–36, 43, 165; culture development cycle (CDC) as learning cycle for, 182–209; DAC approach to creating adaptive, 211; as determining success/failure factor, 49; “eating strategy for breakfast” truism of, 39–41; as the elephant in the room, 161fig; GE and IBM’s experience with changing, 41–42; hidden power of, 42–44; as mechanism for sustainability and survival, 37–38; myth regarding barriers to changing, 33–34; personal nature of, 37; two basic traditional kinds of, 5, 211. *See also* Leadership culture
- Organizational readiness: assessing your, 212–213; CQ (coordinate, cooperate, and collaborate) and, 214–218; discovery, diagnosis, and design to determine, 213. *See also* Personal readiness
- Organization roles: control source on, 257t; Inside-Out role-shifting experience of, 185–190; personal readiness and, 104–106
- Organizations: change leadership/management role in transforming, 24–27; crises leading to new kind of, 5–6; exercises on learning mind-set/thinking styles in, 233–234; PCO (process-centered organization), 238; what if orientation of, 4. *See also* Belief systems; Leadership culture
- Oshry, B., 230
- Outside-In perspective: balancing Inside-Out beliefs with structures of, 283–284; change leadership/management roles in transforming, 25fig–26; engagement as process of, 80, 81; of “getting a bigger mind,” 56–57; leadership alignment practice as, 226t, 227–229; tasks as element of, 37; understanding operating space/decision making within, 44–45fig; zone of intentional change and expanding decisions with, 46–48
- P**
- Palus, C. J., 56, 58, 89, 135, 160
- Paternalist role, 104–106
- Patterson, K., 160
- Peck, M. S., 43
- Performer leaders: description of, 58t, 89; engagement and, 94–96; language to describe, 159t; personal readiness and, 104–106; senior change team challenges for, 168–169
- Personal readiness: balance wheel of, 107fig–125; description of, 103–104; exercises for, 126–128; Inside-Out qualities needed for, 108–109; for role of guide, 104–106; time sense, control source, and intentionality keys to, 284; two ways of discerning, 106fig–107. *See also* Organizational readiness
- Personal readiness balance wheel: control source component of,

- 107fig, 115–120, 284; description of, 107fig–108; intentionality component of, 107fig, 108–115, 284; striking a balance in the, 125; time sense component of, 107fig, 120–125, 284
- Pfeffer, J., 108
- Phenomenon* (film), 33
- Plato, 11
- Pool hall team strategies, 156
- Porras, J. I., 118
- Process-centered organization (PCO), 238
- Professional Services Inc. (PSI):
intentionality at, 111–113;
Performer leader and engagement at, 95–96
- Professional Services Inc. (PSI)
case study: business strategy, 240;
feasibility analysis on, 268–270;
leadership culture, 241; leadership readiness, 241–242; leadership strategy, 240; reflections on, 242
- Proverbs 11:29, 151
- R**
- Readiness transformation: case studies on leadership, 238–239, 241–242, 243–244, 245–246; culture development cycle (CDC) role of, 183fig–184; framework for, 23–24; in the organization, 212–218; personal level of, 102–125, 284; for risk and vulnerability phase of culture change, 190–192; senior team, 154–156. *See also* Leadership culture transformation
- Rhodes, G. B., 56
- Risk: Memorial Hospital example of taking, 192; readiness for vulnerability and, 190–192
- Roger (Credlow), 99–100, 119–120, 124–125, 192, 276–278
- Role experience. *See* Organization roles
- Rooke, D., 58, 89, 167
- S**
- Savitz, A. W., 208
- Sawyer, K., 197
- Schein, E., 4, 17
- “Scopes Monkey Trial” (1920s), 150–151
- Self-reinforcing steps: 1: awaken, 66; 2: unlearn and discern, 66–67; 3: advance, 67
- Selznick, P., 116
- Senior leadership change strategies:
aim at “good enough,” 163–164; balancing “whys” and “what-ifs,” 160–161; begin privately within the team, 157; being willing to give the time, 157; create safety with numbers, 162–163; don’t hard it off to HR, 156–157; have tough and difficult conversations, 160; identify sails and anchors, 160; lift to level that strategy requires, 162; locate the team’s core leadership logic, 158; making strategy conscious, 161–162; practice strategic leadership, 157–158; separate strategy from operations, 158–160
- Senior leadership teams: challenges at different logics, 166–169; creating change, 164–166; Credlow feasibility analysis on, 277; Digital Equipment Corporation (DEC) experience with, 170–172, 175; feasibility exercises for, 260e–261e; feasibility map scales on, 257t; Global Electronics feasibility analysis, 274; IBM’s experience with, 173–175; logics and language to describe, 159t; Memorial

- Hospital feasibility analysis on, 271; NuSystems feasibility analysis on, 280–281; Professional Services Inc. feasibility analysis on, 269; senior team feasibility map, 262*fig*; Technology Inc. feasibility analysis on, 266–267; two examples of shaking up, 169–174
- Senior management: exercises for engaging, 175–177; factors in engagement readiness of, 154–156; leadership culture as starting with, 283; strategies for change of, 156–164. *See also* Management
- Sensory dimension: of Inside-Out operating space, 44–45*fig*; zone of intentional change and role of, 46–48
- September 11, 2001, 57
- Sharing faith, 114–115
- Six Sigma, 109
- Specialist leaders: Dependent-Conformer connection to, 60–61; description of, 58*t*, 89; engagement and, 92–94; language to describe, 159*t*; personal readiness and, 104–106; practice makes perfect and, 65; senior change team challenges for, 166–168
- States to stages: practice makes perfect, 65; self-reinforcing steps of, 66–67; transformation principle on, 65
- Structure, systems, and business processes: balancing Inside-Out beliefs with Outside-In, 283–284; culture development cycle (CDC) role of, 183*fig*–184, 197–199; Technology Inc. example of, 199
- Supervisor role, 104–106
- Susan (Technology Inc.), 85
- Switzler, A., 160
- T**
- Technology Inc.: alignment practice at, 227, 228–229; commitment practice at, 229–230; Conformer norms followed by, 86–87; control source at, 117–118; direction setting practice at, 225–226; engagement at, 98–99; headroom and widening engagement at, 195; Headroom space created by, 149–150; intentionality at, 113–114; leadership logics development at, 67–71; leadership transformation at, 11–12, 214, 218; “lead” vs. “manage” as defined by, 83*b*; shifting roles and identities in, 188–190; structure, systems, and business processes at, 199; successful engagement at, 82–85; time sense at, 123–124
- Technology Inc. case study: business strategy of, 237–238; feasibility analysis on, 265–268; leadership culture, 238; leadership readiness, 238–239; leadership strategy, 238; reflections on, 240
- Thinking styles: Collaborative culture fostering dialectical, 223; Dependent-Conformer culture fostering either-or, 219; exercise for assessing organization, 233–234; Independent-Achiever culture fostering analytical, 221
- 3 × 3 development law, 285
- Time sense: as balance wheel of personal readiness component, 107*fig*, 120–121; as constraint or resource? 121–122; examples of, 122–125; to execute and transform, 122; individual feasibility map on, 259*fig*; individual feasibility map scales/exercises on, 257*t*, 258*e*; as personal readiness key, 284

The Tipping Point (Gladwell), 232

Tolstoy, L., 79

Torbert, W., 58, 89, 136, 167

Transformation principle, 65

Transformer leaders: connections between Interdependent-Collaborator and, 62–63; description of, 58t; engagement and, 99–100; language to describe, 159t; personal readiness and, 104–106; senior change team challenges for, 169

Travolta, J., 33

Trust exercise, 260e

U

Unilever, 40

U.S. Constitution, 147

V

Values: individual feasibility map on, 259fig; individual feasibility map scale/exercise on, 258t; leadership beliefs and practices, 226–227

Voice of Change: change as one of CEO's three top challenges, 201; CLT (change leadership team), 165; Continental Congress (1776) as example of courage, 140; conventional thinking as barrier to change, 18; creating Headroom, 135; on culture change, 142;

executing strategy while developing leadership talent, 24; feasibility of change, 193; FBI organizational culture, 57; importance of engagement, 81; journey of change as beginning with you, 36; listening to your inner voice, 185; Memorial Hospital leadership transformation, 225; Memorial Hospital's CEO on organizational culture change, 34; pool hall team strategies, 156; state vs. stage of transformation, 64; Technology Inc. transformation, 218; transformation principle, 65; united beliefs in organizational direction, 14

W

Weber, K., 208

Welch, J., 13, 41, 88, 109

What if orientation, 4

“What if?” question, 207

Who Says Elephants Can't Dance? (Gerstner), 173

“Why change?” question, 203–204

Wilber, K., 55

Y

“Yes, but” attitude barrier, 19

Z

Zone of intentional change, 46–48