INDEX

102-103; success level sought worksheet, 27. A Work, 107-108 Acceptance, 152, 155, 159 See also Capacity ascersments Accountability of conscious change leaders, Assumptions: about reality, 162, 165; mindset 12,79 and, 35, 256, victim mentality, 178-179 Ackerman Anderson, Linda, 44, 51 Athletes, mental training for, 172 Adams, John, 150, 152, 160n Audience for book, 8-9 Aurelius, Marcus, 161 Agenda for enterprise change, 20, 28, 108-114, 119-124, 127-128 Au opilot approach to awareness: conscious Aggressive/defensive culture, 192-193, 237 awareness compared, 82-85, 91-92; "Aha moments" to shift mindset, 63 function of, 85; problems with, 85-86, 97; All Quadrants, All Levels (AQAL), 5, 40, 204 as unconsciously incompetent, 86 Anderson, Dean, 170, Autopilot leaders: conscious change leaders Apple Computer, 62-64, 185 compared, 99-101, 144, 148-150, 214; control Approaches to transformation. See Conscious issues and, 142; egos reactions on, 138, 140, awareness 143; employee morale, 98-99; perception AQAL (All Quadrants, All Levels), 5, 40 of reality by, 161; process view of, 214, 217; Aquarian Conspiracy, The (Ferguson), 35 project thinking by, 218; reactive actions by, Asimov, Isaac, 212 238; resistance and, 92-94, 147; wake-up calls Assessing Your Change Strategy and Plan and, 97 (for core needs) worksheet, 147 Awareness, 2-4, 7, 42, 62-63, 82-96, 99, Assessing Your Ways of Being worksheet, 181 101-104, 138-140, 143, 151, 153, 154, 155, Assessment: assessing your ways of being, 181; 159, 163, 173-174, 176-177, 180, 182, 189, Change Leadership Development worksheet, 201, 204, 217, 223, 233, 248-249, 256, 102-103core needs worksheet, 147; of culture, 258-260, 262 187, 192, 201; of drivers of change, 41, 238; enterprise change agenda needs assessment B Work, 107 worksheet, 113-114; self-assessment, Balthazard, P. A., 205n

Bank case-in-point, 47-49 Barker, Joel, 162 Beatles, 167 Beck, Don, 142, 160n Beckhard, R., 56-57 Behaviors: defined, 6, 158; importance of change in, 45; of leaders and employees, 32, 35, 39, 42; quadrant of conscious change leaders, 6; in types of cultures, 192-193, 196-197, 201, 204 Being (soul), 87, 92, 101, 135, 138-140, 148, 150-151, 155-156, 159, 171, 173-174, 178, 191-192, 256 Being First approach: change capability and, 23–24; executive retreats for transformation, 72; for Level Five results, 23–24, 201–202;

72; for Level Five results, 23–24, 201–202; purpose, 197; self-mastery training, 178; to transforming culture, 195, 200, 205 Big Win, 260 Bohm, David, 208

Boone, Daniel, 228

Breakthrough results: Being as source of, 133; defined, 16–17; and transformation, 72–73, 79, 221; upstream stage as critical for, 235–236. *See also* Change capability; Transformational change

Bridges, William, 57, 150, 160n

Buddha, The, 81

Business case for change, 41

Business imperatives, 32-35, 38, 42-43, 47, 76

Business outcomes, planning to achieve, 22–23, 27, 32

Business processes, 6–7, 24–25, 32, 35, 78, 107, 186, 189, 209

C Work, 107–108 Cady, S., 50*n*

California bank case-in-point, 47–49

Capacity assessments: agenda for enterprise change and, 109–110; autopilot approach to, 99; case-in point about, 112; The Change

Leader's Roadmap and, 251; Strategic Change Office for, 121–125, 127; worksheets, 28, 113

Case-in-point: California bank leadership style, 47–49; Detroit Edison, 71, 95–96, 149; electric utility customer service department, 199; Electronic Health Records, 36–40; enterprise change agenda, 112; integrated hospital system, 198; listening sessions, 154; manufacturing organization breakthrough with union, 215–217; Optimal Performance Institute, 172; self-mastery, 175–176

CCO (Chief Change Officers), 120, 126–127

Center of Excellence, 108, 117–118, 120–121, 123–124, 127–128, 256

Centering the mind, 1760

Change: breakthrough results from, 11–12, 16–30, 132, 254, failure of, 46, 68, 71, 108, 112, 127; as process not event, 214; realization of, 93–94; as requirement for success, 1; resistance to, 1–2, 12, 16, 18–19, 29, 31, 41, 45, 21, 100, 122, 132–133; as transformational, 2–4. *See also* Strategic discipline for change

Change capability: Being First approach to culture change and, 23–24; defined, 21; human dynamics and, 132–133; increasing, 22. *See also* Breakthrough results; Capacity assessments; Organizational change capability

Change frameworks, change process models compared, 228–230

"Change is manageable" bubble, 44

Change leaders: benefits of skill of, 8, 19; characteristics of, 79; conscious approach to being, 82–83, 89, 91, 93, 94, 99, 101, 103–104; importance of, 3–5; influence over change process by, 82; infrastructure for change buy-in, 116–118; introspection by, 71–73; mistakes made by, 18–20; modeling of culture change by, 196; people expertise of, 29; professional support for, 78; supporting people in uncertainty, 70–72. *See also*

Conscious awareness; Conscious Change Leader Accountability Model; Conscious change leaders

Change Leader's Roadmap (CLR): activity levels, 244; as fullstream process, 241–243; overview, 239–240; structure of, 241–244; as thinking discipline, 233–233, 241, 245; use by conscious change leaders, 247; worksheet comparing with other models, 250–252

Change Leader's Roadmap: How to Navigate Your Organization's Transformation, The (Ackerman Anderson and Anderson), 24

Change leadership: change management compared, 45, 49–50; focus areas in, 4, 11, 24–25; people strategies of, 69; resistance to change and, 12, 18, 45; role of, 249, 258; transforming to conscious change leadership, 3, 93–94, 99–101

Change management: change leadership compared, 45, 49–50; history of, 42–43; implementation stage role, 234–238; transitional change and, 56–59. *See also* Conscious Change Leader Accountability Model

Change management leaders. See Change leaders

Change process, 52, 57–61, 65, 67, 69, 72, 75, 78–79, 86, 94, 99, 108

Change process models: change framework compared, 228–230; as conscious thinking discipline not prescriptions, 12, 228; The Deming Cycle, 226, 231; elements needed, 239; Kotter's Eight Stage Process of Creating Major Change, 231; overview, 228–229; as tools of conscious process thinking, 223. See also Change Leader's Roadmap (CLR); Fullstream Transformation Model Chaos leading to order, 61–62

Chaos leading to order, 61–62 Chief Change Officers (CCO), 120, 126–127 Churchill, Winston, 254 CLR. See Change Leader's Roadmap (CLR) Co-creative ways of being, 180, 191–192, 257 Cohen, C., 160*n* Collins, Jim 16

Command-and-control leadership style, 43, 46, 48, 63, 99, 199, 205, 248–249

Commitment. See Resistance changing to commitment

Common change process methodology, 20, 28, 114, 115, 117, 124–126, 128, 256

Competence core need, 141, 145–149, 257

Competency Model for learning, 88, 90 Connection and inclusion core need, 141, 144, 146–149, 257

Conner, Daryl, 44, 99, 231

Conscious awareness: cycling in and out of, 103; defined, 84; development of, 86–87, 89; flow or zone and, 86–87, 165; four sights, 87–88; importance of, 84; levels of, 93; overview, 84–85

Conscious Change Leader Accountability
Mc cel, 5–7, 11, 24, 74, 78, 162, 197, 212, 221,
227, 229–230

Conscious change leaders: approach to being, 82-83, 91, 93, 94, 99, 101, 103-104; autopilot leaders compared, 82-85; building change capability by, 124-125; commitment and accountability by, 254-255; core needs and, 133,140-148; defined, 2-4; downstream stage role, 233, 237-238; feeling your feelings, 153; midstream stage role, 233-234, 236-237; mindset awareness by, 164-165; moving from resistance to commitment, 152-156; multidimensional nature and process, 211-212, 214; personal responsibility of, 178–179, 182, 185; process facilitation by, 210, 223, 246–247; process orientation of, 214, 217; self-actualization issues and, 148-149, 160; self-assessment for, 102; self-awareness, 92; self-mastery by, 173-175; Strategic Change Office and, 121; styles of, 247–249; transformation to, 3-5, 99-101; upstream

Conscious change leaders (continued) stage role, 234–236; wake-up calls for, 93–96; walking the talk, 181–182; witness state of, 84–85, 96, 100. See also Conscious process thinking; Thinking orientations

Conscious change process design, 246–248 Conscious change process facilitation, 210, 223, 247

Conscious process thinking, 12, 205, 208, 218–219, 221–223–227. *See also* Process; Thinking orientations

Consciously competent, 90

Consciously incompetent, 90

Consciousness, defined, 3

Constructive culture, 192, 194-195

Consultants for change: as audience, 8–9; content versus process, 9; shift of skills required by, 3; Strategic Change Center of Excellence, 108, 117–118; Strategic Change Office and, 108–109, 111, 120–121. See also Change leaders; Conscious change leaders; Leaders

Content experts, limits of, 29, 78 Content focus areas, 9, 24–26, 29–30, 32,

39-40, 44-45, 47, 50, 52, 57, 59-61, 65, 67, 67-70, 78, 92-94, 98, 122, 125, 129, 143, 145-146, 151, 153, 155, 157, 159, 163, 167, 170, 190, 200, 222, 225, 231, 233, 237, 239, 250, 258

Controlling leadership style, 169, 210, 236, 248

Cooke, R. A., 188, 205n

Cooke, R. S., 205n

Core needs: assessing change strategy worksheet for, 147; employee retention and, 149; higher, 148–150; interaction with ego, 257; primary, 133, 140–145

Core processes, 202, 209

Core purpose, 70–71

Course-correcting in transformational change: downstream stage role, 237; feedback and learning for, 66–67; need for, 57, 60, 66; stakeholders involvement, 151; Strategic Change Office role, 125

Cowen, Christopher, 142

Creativity, stifling of, 61

Critical mass, 49, 53, 61, 196-197, 217-218

Cultural assessments, 201

Culture: core needs and, 146; defined, 184–185; Fundamental Law of Organizational Success, 170–171; imperatives of, 32, 35, 38, 42; indicators of, 185–188; mindset compared, 182; overview, 184–185; quadrant of conscious change leaders, 78; subcultures within, 176; types of, 190–194. *See also* Culture change

Culture change: agenda for enterprise change, 109; conditions for success, 185, 189, 195; Hammer on, 44–45; as Level Four Success, 202; mindser and, 190, 192; Strategic Change Office and, 126; success and, 24, 45. See also Being pirst approach to culture change; Conscious Change Leader Accountability Model

Customer service department case-in-point, 199 Csikszentmihalyi, M., 105*n*, 183*n*

Decca Recording Company, 167

Deming, W. Edward, 226, 231

Design stage. *See* Midstream stage of fullstream transformation

Determining the Types of Change worksheet, 75 Detroit Edison (DTE Energy) case-in-point, 71, 95–96, 149

Devane, T., 50n

Developmental change, 51–57, 61, 73–75, 79, 219, 241

Digital Equipment Corporation, 167

Downstream stage of fullstream transformation,

234, 237, 243 Drake, Edwin L., 161

Drivers of Change Model: California bank case-in-point, 47–49; Electronic Health

27-28; overview, 32-34; stakeholder Failure of change, 5, 8, 19 Fairness and justice core need, 141, 145-149, 257 participation in, 37; use of, 40-42 False self. See Ego (mind) Earley, Tony, 66, 143 Fear, 39, 58, 62, 69, 70, 117, 133, 135–136, 138, Education. See Learning 143-144, 146, 150, 153, 162, 163, 171, 173, Ego (mind): competency need and, 85; 192, 257, conscious change leaders and, 140-144; Feedback loops, 225 core needs of, 134-140; fight or flight ego Feeling your feelings, 153 reactions, 132, 186; interaction with core Ferguson, Marilyn, 35 needs, 255; overview, 129-132; resistance Fifth Discipline, The (Senge), 163, 183n, 220, 225 and, 146-147 Fight or flight ego reactions, 138, 155, 179, 191 Eight Stage Process of Creating Major Change First Tier, 141 (Kotter), 231 Five Stages of Loss model, 150 Einstein, Albert, 101, 177 Flow (state of consciousness), 91 Electric utility case-in-point, 71, 95, 199, 200 Focus, performance and, 171–173 Forrester, Jay, 219-220 Electronic Health Records case-in-point, 36–40 Emotional intelligence, 49, 100 Four quadrants See Conscious Change Leader Emotional transitions, 12, 68, 133, 150-151, Accountability Model 159, 257 Four sights, 87-88 Emotions, mindset compared, 157 Frameworks for change, change process models Employees: behavior of, 35, 48; fullstream dompared, 12, 250, 252 transformation involvement, 233, 235, 238; Fullstream Transformation Model, 233–234: mindset of, 35, 46, 49, 63, 78; morale under downstream stage of, 233, 237-239; autopilot leaders, 98-99; resistance, 18: midstream stage of, 233, 236-237; upstream retention research on, 149; wake-up calls and, stage of, 234-236. See also Change Leader's 80n. See also Stakeholders Roadmap (CLR) Empowerment, personal, 178-181 Fundamental Law of Individual Success, 170-171 Enterprise change agenda, 20, 28, 108-112, Fundamental Law of Organizational Success, 189 119-123, 127-128 Enterprise Change Agenda Needs Assessment Gerstner, Lou, 51 worksheet, 113-114 "Go slow to go fast" stage. See Upstream stage Environment, 31-35, 40 of fullstream transformation Executive Change Lab, 112 Graves, Clare, 142 Expanded awareness. See Conscious awareness Grof, S., 183n External drivers of change, 32-34, 40-41, 79 Group processes, 210 External reality, 5-7, 92, 96, 166-167, 210, 212, 220-221, 231 Hammer, Michael, 44–45

Records case-in-point, 36-40; need for,

Facilitation versus management of change, 65

Facilitative leadership style, 248-249

Failure, fear of, 135-137

Harley-Davidson, 76

Haughorn, John, 36

Harris, R., 56-57

Health care industry, 36–38, 64, 145195
Heraclitus, 211
Higher core needs, 148, 150
Holding the space, 153, 155, 170
Hospital system case-in-point, 198
Holman, P., 50*n*Hot buttons, 140
Human dynamics: being and, 138–140; ego and, 136–137; emotional transitions, 150–152;

136–137; emotional transitions, 150–152; higher core needs, 148–150; importance of competency in leading, 132–133; moving from resistance to commitment, 152–155; multi-dimensionality as basis of people, 134–135; personal change during transitions, 57–58; primary core needs, 140–146; process for, 205; Rule #1 of, 122; transformational change, 65, 67–69. *See also* Mindset Human processes, 209–210

Human resources departments, 9, 126 Human Synergistics, 192, 194201, 205*n*

IBM change study, 19, 30n

Identity, 135-139, 162

Impact analysis, 59, 236–238, 251

Implementation stage. See Downstream stage of fullstream transformation

Inclusion and connection core need, 141, 144, 146–149, 192, 257

Indicators of culture, 185-187; worksheet, 188 Infrastructure for change, 106, 108-109, 112, 116-117

Innovation, change leaders as better at, 101 Intel, 63 Internal drivers of change, 34, 41

Internal reality, 5, 7, 72, 96, 166, 212, 219-220

Introspection, 71, 73, 96, 98

Jobs, Steve, 63–64 Jones, Q., 205*n* Jordan-Evans, Sharon, 148, 160*n* Justice and fairness core need, 141, 145–149, 257 Kaye, Bev, 148, 160*n*Kennedy, John Fitzgerald, 212
Kessler, D., 160*n*Kill the messenger, 67
Knowledge, mindset compared, 163
Kotter's Eight Stage Process of Creating Major Change, 231
Kübler-Ross, Elizabeth, 150, 152, 160*n*

Kübler-Ross, Elizabeth, 150, 152, 160*n* Kuhn, T., 183*n*

Lafferty, J. C., 205n

Leaders: as audience, 8; behavior of, 20, 32; change as leadership skill, 18; developmental change and, 52; history of change and, 42–46. *See also* Autopilot leaders; Change leaders; Conscious change leaders

Leadership styles, 247-250

Leading Breakthrough Results: Walking the Talk of Change program, 95, 149, 215

LEAN methodologies, 9, 43, 97–98, 111, 117, 221, 225–226, 245

Learning: change leaders as better at, 100; Competency Model for, 88, 90; as developmental change, 53, 58, 61; processing information as, 210; self-mastery, 173; during transformational change, 65–67

Level Five results, 22–23, 27, 204–202. *See also* Change capability

Level of Existence Theory, 142

Levels of awareness. *See* Conscious awareness Leverage points, 177, 197–198, 200, 202–203, 211, 214, 222, 225–226

Listening sessions, 153–155

Lobbia, John, 71, 95

Love 'Em or Lose 'Em (Kaye and Jordan-Evans), 148, 160n

Machiavelli, N., 1 Marketplace requirements for success, 32, 34–35, 37 Maslow, Abraham, 148, 160*n* Mastery, 4-5, 7, 49, 81, 91, 163, 252 McKinsey's 7-S Framework, 229 Meditation, 87, 89 Memes, 142 Mental training for athletes, 172 Methodology for change process, 67, 108, 114-118, 121, 124-126, 128, 256 Midstream stage of fullstream transformation, 233-234, 236-239, 241, 250 Mind. See Ego (mind) Mindfulness. See Conscious awareness Mindset: accepting average results, 17; "aha moments" to shift, 63; as causative, 164-165, 178, 218, 221, 256; Chief Change Officer, working with, 120-121, 123; co-creative ways of being and, 179–180, 191, 257; culture change and, 190, 192; culture compared, 182; false reality and, 162; importance of change in, 35; of leaders and employees, 39-42; overview, 162-164; perception impacted by, 165–168; performance impacted by, 170–173; quadrant of conscious change leaders, 72; as reflecting culture, 184; responsibility for, 178-179; self-mastery, 173-177; state of being impacted by, 168-169; transformation of, 33; transformational change requiring shift of, 35; walking the talk, 181-182, way of being and, 169-170. See also Self-mastery Morale: under autopilot leacers, 98-99; culture

New state, 22–23, 27, 29, 52, 53, 56–61, 63, 68, 75, 157, 231, 237, 239–242, 252

calls being overlooked and, 62

and, 185, 201; failed change and, 21; wake-up

Old state, 52–53, 56–57, 59, 76
Olson, Ken, 167
"On time, on budget" thinking, 21, 218, 224
Optimal Performance Institute case-inpoint, 172
Order and control core need, 141, 145, 257

Order from chaos, 61

Organization change: determining type of, 73–74; drivers of, 31; history of, 43–46; maintaining purpose and values during, 70; scope required, 46, 50; signals for change, 31; types of, generally, 51–61. *See also* Developmental change; Transformational change; Transitional change

Organization Transformation (OT) movement, 46, 195

Organizational change capability, 67, 106–108. See also Change capability; Strategic discipline for change

Organizational core needs, 146
Organizational Culture Inventory (OCI), 194
Organizational imperatives, 35, 38, 40–43, 45, 47, 231

OT movement (Organization Transformation), 46, 195

Paradigm shifts, 162-163

Parallel governance structures, 59 Passive/defensive culture, 192-193, 237 Penfield, W. 183n Peters, T., 252n People dynamics. See Human dynamics People focus area: defined, 24-25; process focus interdependence, 92; in transitional change, 52 Perception, mindset impact on, 166-167 Performance, 167-170. See also Culture Personal drivers of change, 33 Personal empowerment, 178-181 Personal process, 57, 72, 210 Personal responsibility, 178-179, 182, 185 Personal transformation, 12, 173–174, 176–177, 180-181, 183, 196, 261 "Plan, do, study, act" thinking, 226, 231 Potter, R. E., 205n

Power core need, 141-143, 145-148, 257

Prescriptive change process models, 231, 233

Pribram, K., 183*n*Procedures, 209
Process: defined, 208–210; evolving
orientation of change leaders to, 217–220;
multi-dimensional continuous nature of,
211–214, 217; seeing consciously, 84; uses of
term, 208–210. *See also* Conscious Change
Leader Accountability Model; Conscious
change leaders; Fullstream Transformation
Model

Process design, 247
Process facilitation, 210, 246–247
Process focus area, 24–26
Process improvement, 209
Process maps, 226–227
Process orientation, defined, 209–210
Project management methodologies, 224–225
Project portfolio management, 109
Project thinking, 208, 211, 218–219, 220, 222–223

Quadrants. See Conscious Change Leader Accountability Model

Purpose, 70-71

RAS (reticular activating system), 163–163
Reptilian brain, 168
Resistance: autopilot leadership and, 98–99;
causes of, 58; to change, 12, 13–19, 65, 69;
to commitment, 133–134, 144–145, 152;
commitment compared, 148; ego and, 151;
involvement in process and, 31
Resistance changing to commitment: acceptance
as essence of, 152, 154; core needs impact on,
140–142; listening sessions, 153–155; models
of, 150, 152; negative emotions as part of,

Responsibility and mindset, 178–179 Results as temporary and unstable, 212 Reticular activating system (RAS), 168–169

152-153; overview, 152-156; supporting in

Return on investment (ROI): business case to specify, 41; change capability and, 107; mistakes made that minimize, 21; Strategic Change Office role, 123; Strategic Change Office to maximize, 123; success and, 18 Risks, developmental change and, 51 Roadmap. See Change Leader's Roadmap (CLR) ROI. See Return on investment (ROI)

Sanborn, Mark, 106 Sarnoff, David, 167 Schaef, Anne Wilson, 212 Schein, Edgar, 184 SCO. See Strategic Change Office (SCO) Second Tier worldviews 112 Security core need, 140-141144, 146-148, 257 Self (soul), 87, 132, 134, 139 Self-actualization, 155, 160, 192–193, 249 Self-assesment, 102-103. See also Worksheets Self-management, 12, 173-174, 181 Self-mastery, 132, 173-175, 210, 258 Self Mastery Model, 164–165 Senge, Peter, 104n, 163, 183n, 220, 225 Seven Stages of Transition model, 150 7-S Framework (McKinsey), 229 Seven-Phased Approach to transforming culture, 200-204 Shinseki, Eric, 31 Signals for change, 31. See also Drivers of Change Model Soul (being), 132, 134, 139 Spencer, Sabina, 144, 160n Spiral Dynamics model, 142, 148 Stakeholders: culture change buy-in, 23, engagement of, 17; inclusion in change process of, 21, 23-24, 28, 41; morale under autopilot leaders, 98-99; resistance to change

by, 19. See also Employees; Human dynamics

Strategic Change Center of Excellence,

State of being, 168–170

117-118, 120

others, 156-158

Strategic Change Office (SCO): Chief Change Officer role, 120–121, 123; executive interactions with, 119–121; functions and benefits of, 122–125; overview, 120–121; staffing of, 120, 124–125; Strategic Change Center of Excellence and, 119

Strategic discipline for change: Center of Excellence for, 117–120; common change process methodology, 114–115; enterprise change agenda, 108–110; infrastructure for change, 116–117; overview, 108–111; requirements for success, 108; Strategic Change Office for, 115–122

Stevenson, Adlai, 132 Subconscious mind, 168

Subcultures, 76

Subprocesses, 209, 217, 221, 226

Success: ability and, 96, 164–165, 171; assessing level sought worksheet, 27; culture change and, 190, 195–197; enterprise change requirements for, 108–110; Fundamental Laws for, 170, 171, 189; Levels of, 21–23, 27; marketplace requirements for, 32; return on investment and, 21

Systems: culture change and, 186–187; diagrams, 225–226; dynamics, 219–220; quadrant of the Conscious Change Leader Accountability Model, 5–6, 24, 78; as reflecting culture, 187; seeing consciously, 88; thinking, 209, 218–220, 222–223

Team culture, 76, 191–192
Technological revolution, 44
Theory of everything. *See* All Quadrants,
All Levels (AQAL)
Thinking, mindset compared, 163

Thinking orientations: applications of, 222–223; conscious process thinking, 221, 223; project thinking, 218–219; systems thinking, 219–221; use of multiple, 223

Thomas, Debbie, 172

Three States of Change Model, 56–57 Tipping points, 77, 197, 199, 256 Training. *See* Learning

Transformational change: compared with other types, 51–55; complexity of, 83; core issues triggered by, 142; culture change as critical to, 183; defined, 36, 59; determining types of change worksheet, 75; Drivers of Change Model for, 32; history of, 11; human dynamics of, 67-70; journey of, 65-66, 228-230, 246-247, 255; multi-dimensional nature and process, 4-7; overview, 59-61, 255; personal introspection during, 71-73; process nature of, 214; project management methodology limitations for, 224-225, requirements for, 2–3; uncertainty in, 55, 68, 70; wake-up calls for, 93-94. See also Conscious Change Leader Accountability Model; Course correcting in transformational change; Fullstream Transformation Model

"Transition state" of change, 53, 56–57
Transitional change: compared with other types, 51, 53–54, 49–50, 60, 65; effecting only content, 40; overview, 56–58; strategies for managing, 58–59

Uncertainty in transformational change, 65, 68, 70–72

Unconscious awareness. *See* Autopilot approach to awareness
Unconsciously competent, 91

Unconsciously incompetent, 88
Upstream stage of fullstream transformation, 233–236

Values, maintaining during change, 70 Victim mentality, 178–179

Wake-up calls, 53, 64, 66 Walking the talk, 95, 149, 181–182, 185, 215 Wall Street Journal, 44 Waterman, R. H., 252n

Way of being, 35, 40, 45, 61, 71–72, 76–78, 93, 136, 165, 169–170, 179–180, 182, 184–185, 191–192, 196, 210, 259–260

Western Union, 167

What Common Mistakes is Your Organization Making? worksheet, 28

What is Driving Your Organization's Change? worksheet, 42

What Level of Success are you Seeking? worksheet, 27

Where are you in Your Change Leadership Development? worksheet, 102–103 Wilber, Ken, 5–6, 13*n*, 104*n*, 183

WIN-win-win, 260

Witness state. *See* Conscious change leaders Worksheets: assessing your change strategy and plan, 147; assessing your ways of being, 181; The Change Leader's Roadmap compared with other models, 250–525; core needs assessing change strategy for, 141; determining types of change, 75; enterprise change agenda needs assessment, 113–114; indicators of culture, 188; what common mistakes is your organization making, 28; what is driving your organizations's change, 42; what level of success are you seeking, 27; where are you in your change leadership development, 102–103

Worldviews, 20, 35, 101, 134, 142, 162. See also Mindset

Yamaguchi, Kristi, 172 Young, Arthur, 211

Zone (state of consciousness), 87, 91, 171