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| An Everyone Culture: Creating a Deliberately Developmental Organization | | | | | | | | | | | | | | | | | |
| Introduction:  Culture as Strategy | | 1  Meet the DDOs | | 2  What Do We Mean by Development | | 3  A Conceptual Tour of the DDO: Edge, Home, & Groove | | 4  In the Groove: Practices & Practicing to Create an Everyone Culture | | 5  But is This Any Way to Run a Business? The Strictly Business Value of Being a DDO | | 6  Uncovering Your Biggest Blind Spot: What You'd Be Working On in a DDO | | 7  Creating Home: Getting started toward Becoming a DDO | | Epilogue: A New Way of Being--at Work | |
| Grounding Assumptions | | | | | | Aspects & Challenges | | | | First Steps & Motivations | | | | | | | |
| Adults can grow and develop, and are increasingly in need of intrinsic motivation and integration of home and work life.  Work communities can have the same, life-giving impacts as those outside work. We don’t have to “sacrifice” the 9-5. | | | | | | DDOs encourage anyone to show up as their best selves, be in their own power, and contribute to one another’s growth.  Not only is this good for humanity; it’s also good for the bottom line and for humanizing the idea economy. | | | | With regard to human change, we no longer need live in our unconscious biases or flee to unrealistic, Pollyanna positivity. We can use our new discoveries about brain science to improve our understanding of ourselves and one another—and thereby improve outcomes. | | | | | | | |
| We all carry out a 2nd job at work:  - covering weaknesses  - managing others’ impressions of us  - etc.  Loss of time, money & potential  People development = new way to enhance business  A DDO focuses on both the business & the people – by enhancing employees you enhance the business  20th century answers to people development: executive coaching, high potential programs, mentoring, etc. not sufficient anymore  Employees looking for new incomes: personal satisfaction, meaningfulness & happiness.  Happiness is a process of human flourishing | “save your own interests” vs “everyone” cultures  -the first represents a second job no one pays you for  Intrinsic motivation drives us now that our basic needs are largely met | Experiencing vulnerability is key  Working on your backhad  Investment in loss  Overcoming limitations  New thought: growth & development continue in adulthood  Can structure growth into workplace  Giving and receiving feedback & coaching  People development & business development are the same thing  Better Me + Better You = Better Us  Move into roles not quite prepared for – lots of feedback  Setting the ground  Fishbowl  Community  The deeper whys – don’t just fix mistakes – undersand them  Pain + Reflection = Progress | “ground level” of DDO experience  Brene Brown vulnerability quote  Fight or flight response around vulnerability  FLOs  Backhand  Profit and human growth are “one thing”  Transparency is key  Pain + reflection = progress | Development typically means growth in size of org. or of position  Adults continue to develop: neural plasticity, mental complexity – not defined by age or related to IQ  Three plateaus:  Socialized mind – what do you want to hear? Must maintain alignment with others. I want to be IN the car with others.  Self-authorizing mind: what do I think you need to hear?  Advancing my agenda. I want to DRIVE the car.  Self-transforming mind: How would you modify this? I have a filter but I’m not fused with it. I value and am wary of any one stance, analysis or agenda. Should we re-make the road map or re-set the direction?  Radical open-mindedness  Culture reacts to upend our current level & development is induced.  DDO Slips its hand under its people – wherever they are now - & supports forward movement  Workplaces need us to transform to progress. | “aerial view” of DDO experience  Three adult plateaus of “development”  Mental complexity x time  \*\*\*Figure 2-4  X=socialized mind  Y=self-authoring mind  Z=self-transforming mind  “information flow”  X=invited into the car  Y=driving the car  Z=remaking the roadmap or directions  \*the role of shame | Home: Depth of developmental communities – developmental communities to provoke & hold vulnerability  Groove: breadth of developmental practices – developmental practices & tools  Edge: height of developmental aspirations – developmental aspiration oriented to the growing edge  Animating qualities that are always interacting, each strengthening & reinforcing the others.  Discontinuous departures lead to a new continuity: a single, continuous & immersive focus on people development  This is hard – community is vital – leadership is crucial | “aerial view” cont’d  Edge  Home  Groove  \*\*\*Figure 3-1  Developmental  E=aspirations  H=communities  G=practices  Weaknesses as assets  Errors as opportunities  “All one thing”  “Mind the gaps”  Interior life is manageable  Rank does not equal privilege  Everyone needs a crew in which to hold their optimal vulnerability  Leader vulnerability is key | Defining “practice” i.e. not a master, just a human  Evokes doing something regularly, routinely  Create a culture of practice – help people adopt the spirit, intentions & mind-set of practice rather than performance  Examples: Dot collector, issues log, baseball card, daily update, daily case, talking partners, weekly situational workshop, monthly 10X factor, touchpoints, pulse-check huddles, competency-board, business leadership meeting  Practices help: externalize struggles that are interior;  connect the work of the business to working on ourselves;  move us from focusing on outcomes to the processes that generate outcomes.  Language is a practice & it creates new tools for a new paradigm  Systemic stretch involves everyone, everyday across the org.  Holding on = space for wherever you are on your journey – well-held vulnerability  Letting go = moving from one plateau to another (?)  Sticking around = creating an environment that challenges and supports and is life-giving | “Deep dive” of DDO experience  Examples  1. Externalize interior struggles  2. Connect works of business and self  3. Focus on process over outcomes…”the long game”  4. Shared cultural language for new paradigm  5. Systemic stretch micro—meso—macro  Pan-developmental  X⬄Y⬄Z  \*\*\*Figure 4-5  Hold on—let go—stick around | Are DDO’s successful businesses?  Yes.  Being a DDO can coexist with being a conventionally successful business  Can contribute to being a successful business  Can be the cause of being a successful business  Becoming a DDO require a change in curriculum (content) and pedagogy (process) | Transferring authority downward  Internal coaching (reminds me of Methodism)  Increased productivity and retention  No more “second job” costs  \*Looking good  \*Making others look bad  No more gossip: radical transparency  Pulls toward learning and higher expectations | Immunity To Change (ITC)  Improvement goal  Doing / Not Doing Instead  Hidden / competing commitment (worry box)  Big assumptions  One foot on the gas, the other on the brake  Doing this / sharing this publically in a DDO  New paradigm regarding sharing the internal, private stuff publically  (Reminds me of the UC workshop)  (Should we share this in workshop?) | “Direct experience” of DDO Experience  \*\*\*Figure 6.1  ITC Map (reminds me of ToP contradictions)  1. Improvement goal  2. Doing/not doing  3. Worry box and hidden commitments  4. Big assumptions and tests | Many concepts, tools and living examples to assist in becoming a DDO  List of ways to do this at a personal level at least, even if you can’t do in your workplace  (Should we share this in workshop?) | Doing it without a full DDO  (ToP is a great tool for this!)  Multiframe view of the organization  \*\*\*Figure 7-1  ITC map for groups  \*\*\*Figure 7-2  Group agreements as a test for DDO readiness (see 3.1)  \*What agreements will support our and others’ ongoing development?  360  \*\*\*Figure 7-3 | In the last 50 years our society transformed how we DO work.  Next 50 years may be about transforming BEING at work  DDO is a way to support human flourishing which is related to human happiness and is part of the new incomes employees wish to get from work  Qualitative leap forward in unleashing human and organizational potential | DDO as a new paradigm based in neuroscience  \*goes beyond the human potential movements of the 60s (where ToP may have been born)  \*we now know more about adult development and human motivation  ->”new incomes”  ->”happiness as a process,” not a destination with a journey that is hard, but worthwhile |
| The world of work need no longer leave out the internal world of the individual. We can honor the desire for adults to grow within a nurturing system by framing system-change around deliberate, mutually accountable development in community. This can begin at any entry point, from the individual to leadership teams, as long as ongoing development is valued equally alongside traditional measures of productivity. | | | | | | | | | | | | | | | | | |