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| An Everyone Culture: Creating a Deliberately Developmental Organization |
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| 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 & potentialPeople development = new way to enhance business A DDO focuses on both the business & the people – by enhancing employees you enhance the business20th century answers to people development: executive coaching, high potential programs, mentoring, etc. not sufficient anymoreEmployees 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 forIntrinsic motivation drives us now that our basic needs are largely met | Experiencing vulnerability is keyWorking on your backhadInvestment in lossOvercoming limitationsNew thought: growth & development continue in adulthoodCan structure growth into workplaceGiving and receiving feedback & coachingPeople development & business development are the same thingBetter Me + Better You = Better UsMove into roles not quite prepared for – lots of feedbackSetting the groundFishbowlCommunityThe deeper whys – don’t just fix mistakes – undersand themPain + Reflection = Progress | “ground level” of DDO experienceBrene Brown vulnerability quoteFight or flight response around vulnerabilityFLOsBackhandProfit and human growth are “one thing”Transparency is keyPain + reflection = progress | Development typically means growth in size of org. or of positionAdults continue to develop: neural plasticity, mental complexity – not defined by age or related to IQThree 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-mindednessCulture reacts to upend our current level & development is induced. DDO Slips its hand under its people – wherever they are now - & supports forward movementWorkplaces need us to transform to progress. | “aerial view” of DDO experienceThree adult plateaus of “development”Mental complexity x time\*\*\*Figure 2-4X=socialized mindY=self-authoring mindZ=self-transforming mind“information flow”X=invited into the carY=driving the carZ=remaking the roadmap or directions\*the role of shame | Home: Depth of developmental communities – developmental communities to provoke & hold vulnerabilityGroove: breadth of developmental practices – developmental practices & toolsEdge: height of developmental aspirations – developmental aspiration oriented to the growing edgeAnimating qualities that are always interacting, each strengthening & reinforcing the others.Discontinuous departures lead to a new continuity: a single, continuous & immersive focus on people developmentThis is hard – community is vital – leadership is crucial | “aerial view” cont’dEdgeHomeGroove\*\*\*Figure 3-1DevelopmentalE=aspirationsH=communitiesG=practicesWeaknesses as assetsErrors as opportunities“All one thing”“Mind the gaps”Interior life is manageableRank does not equal privilegeEveryone needs a crew in which to hold their optimal vulnerabilityLeader vulnerability is key | Defining “practice” i.e. not a master, just a humanEvokes doing something regularly, routinelyCreate a culture of practice – help people adopt the spirit, intentions & mind-set of practice rather than performanceExamples: 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 meetingPractices 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 paradigmSystemic stretch involves everyone, everyday across the org.Holding on = space for wherever you are on your journey – well-held vulnerabilityLetting go = moving from one plateau to another (?)Sticking around = creating an environment that challenges and supports and is life-giving | “Deep dive” of DDO experienceExamples1. Externalize interior struggles2. Connect works of business and self3. Focus on process over outcomes…”the long game”4. Shared cultural language for new paradigm5. Systemic stretch micro—meso—macroPan-developmentalX⬄Y⬄Z\*\*\*Figure 4-5Hold on—let go—stick around | Are DDO’s successful businesses?Yes.Being a DDO can coexist with being a conventionally successful businessCan contribute to being a successful businessCan be the cause of being a successful businessBecoming a DDO require a change in curriculum (content) and pedagogy (process) | Transferring authority downwardInternal coaching (reminds me of Methodism)Increased productivity and retentionNo more “second job” costs\*Looking good\*Making others look badNo more gossip: radical transparencyPulls toward learning and higher expectations | Immunity To Change (ITC)Improvement goalDoing / Not Doing InsteadHidden / competing commitment (worry box)Big assumptionsOne foot on the gas, the other on the brakeDoing this / sharing this publically in a DDONew 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 6.1ITC Map (reminds me of ToP contradictions)1. Improvement goal2. Doing/not doing3. Worry box and hidden commitments4. Big assumptions and tests | Many concepts, tools and living examples to assist in becoming a DDOList 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 7-1ITC map for groups\*\*\*Figure 7-2Group 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 workDDO 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 workQualitative 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. |