

CHANGE OR BE CHANGED — DISRUPT OR BE DISRUPTED

TRANSFORMING ORGANIZATIONAL CHANGE



MARK A. ROGERS - Insights Without Borders

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“ Introduction

We value storytelling because leaders and their stakeholders really do have the answers within themselves. They have the way forward, and we help them find it.

Adaptability and resiliency require a willingness to *abandon routines, reboot the mind, see and lead in the dark, and craft new realities.*

— Mark A. Rogers, Psy.D.
Founder / CEO
Insights Without Borders

Truth Tellers and Mind Shifters

bringing together people, cultures and ideas

Is Mindshare More Critical Than Market Share?

I say yes.

Challenging the way mindshare, ideas and performance management are being *co-created* and *socialized* in organizations is our *passport* to attracting, engaging and retaining outstanding leadership and workforce who champion *human possibilities*, *transformative cultures* and *authentic places* to work.

Organizations *see* what they want to *believe*, *hear* what they want to *think*, and then *act on it*. What is left are views *presumed* to be real, and not necessarily of *what is* real:

- *Blind spots* that break trust. *Rearranging deck chairs* on the Titanic. *Enduring economic decline* during your watch or bestowing it on those to follow (shareholders including all your stakeholders) in your organization and business activity.

Are you *flatlining* instead of *humanizing* your ROI or Expertise MVPs who can passionately share their talent and industry experience with different communities related directly or indirectly to your organization and business?

How are you going to appreciate or know that you can *crush* Market Share if you've *flatlined* Mindshare?

Like innovators and early adopters on the diffusion of innovation bell curve popularized by Everett Rogers, Change Agents and Practitioners work shoulder-to-shoulder co-creating *mindshare* and *performance* (changes in mindset, structuring and managing organizations) — *breaking free of normalizing the abnormal (it's still abnormal!)* as an *art form*.

Change agents and practitioners collaborate with leadership, ROI or Expertise MVPs and employees, on expanding their organization's *constricted bandwidth of insights* — on how to develop *authentic* initiatives, programs and development roadmaps to expand leadership and workforce capabilities beyond expected functional skills to *transformational action skills that drive business growth*.

- Leadership and workforce who instinctively consider the business impact of *their work* on their organization and colleagues.
- Leadership and workforce who transform their *thinking styles and performance* — co-creating initiatives, programs and development roadmaps enabling them to engage in creative problem solving with colleagues they might not usually connect within your organization and work activity driving business growth.
- Leadership and workforce who co-create *self-organizing teams* operating under full autonomy, transparent purpose instead of fuzzy goals and managerial instructions emanating from dominant and rigid designed groups with assigned participants.

Innovator and early adopter change agents and practitioners collaborate on developing *authentic* cultures, leaders, teams and stakeholders.

They are collaborating on or co-creating or managing with leaders and their workforce the development of high-performance teams

and ecosystems.

They are leading change with methods that enhance the impact of each stage and steps therein that enhance *authenticity* creating experiences. That shape beliefs and behaviors motivating *transformative action* at each stage of change initiatives. That accelerate durable *agile change* throughout organizations.

Innovator and early adopter change agents and practitioners are co-creating and managing *agile* performance (process) and human performance improvement initiatives and programs.

They are co-creating and managing development roadmaps and plans for top-tier talent, and learning development for leadership and their workforce who are *turning disruption into opportunity* in mature and emerging markets.

Are you *hell-bent* on giving up assumptions, expectations and comfort zones that hold you back from *authentic change*?

There is more than *one way* to tell your *story* — discovering and working-through your *story patterns* not just your *content*.



Everyone has a story *to tell*, and everyone deserves *a chance* to tell *their own story*.

Our brand won't come off in the wash.

Does yours?

Leadership in companies is like a team of high-grade mariners in central command of their commercial vessels.

The power of storytelling traditions and techniques that leadership uses can navigate ships and employees directly into harm's way, circumnavigate them around obstacles, or skillfully avoid an ill-fated voyage of monumental proportion altogether.

Toxic narratives often involve planned routes dominated by the perils of human hubris. And leaders who are unaware of the toxic narratives they perpetuate often navigate their companies into a haze ahead, with grazing icebergs and jagged underwater blind spots that can slash into the hull at the heart of a company.

THE PROSPECTS

noun / 'prä-, spekt

1. [[mass noun](#)] the possibility or likelihood of some future event occurring.
 - [[in singular](#)] a mental picture of a future or anticipated event.
 - (**prospects**) chances or opportunities for success or wealth.
2. A person regarded as likely to succeed or as a potential customer, client, etc.
3. An extensive view of landscape.



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CHAPTER 1

New Beginnings

“You can analyze the past, but you need to design the future. That is the difference between suffering the future and enjoying it.”

— Edward de Bono



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Transforming Disruption Into Opportunity

- Disruption and change are *situational*.
- Disruption occurs and changes happen.
- Disruption and change are external events like
 1. Dynamically distributed workforces.
 2. Emerging disruptive technologies.
 3. Unexpected competitors rising in or taking over the market.

In Today's Business Worlds



Technology and Competition



Shifts Across Markets



Are Constant



Transforming disruption into opportunity is one of the fastest growing challenges facing not only big organizations but ones from any size, industry and country.

Organizations focus on *outcomes* that their own *change* will produce in response *to external events*.



Transitions Start With An Ending

New beginnings — new waves of innovation involve new understanding, new attitudes, and new values.

- They emerge through a release of energy in a new direction and renewed identity.
- They begin when leaders and employees identify what is over and being left behind.

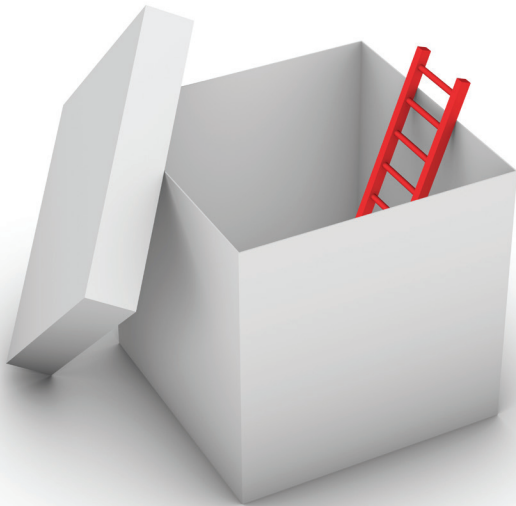


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Opportunity and transitions are about learning how to manage these losses.

They are more about the inner psychological processes leaders and employees are going through to adapt to change.



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The Tipping Point

Disruption and opportunity, change and transitions, are about *metanoia*.

Rupert Sheldrake says *metanoia* is the recognition that we need to change the way we are living and working.

It is like waking up from a dream.

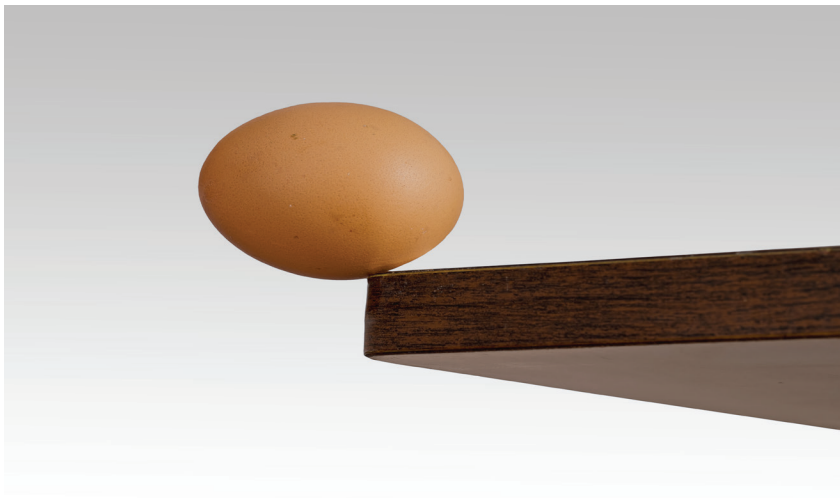


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This recognition brings with it, he adds, a spirit of repentance.

Seeing in a new way.

A change of heart.

This conversion, he adds, is intensified by the sense that the end of an age is at hand.



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CHAPTER 2

Inhibitors

“Real isn’t how you are made,” said the Skin Horse. “It’s a thing that happens to you. When a child loves you for a long, long time, not just to play with, but REALLY loves you, then you become Real.”

“Does it hurt?” asked the Rabbit.

“Sometimes,” said the Skin Horse, for he was always truthful.

“When you are Real you don’t mind being hurt.”

“Does it happen all at once, like being wound up,” he asked, “or bit by bit?”

“It doesn’t happen all at once,” said the Skin Horse. “You become. It takes a long time. That’s why it doesn’t happen often to people who break easily, or have sharp edges, or who have to be carefully kept. Generally, by the time you are Real, most of your hair has been loved off, and your eyes drop out and you get loose in the joints and very shabby. But these things don’t matter at all, because once you are Real you can’t be ugly, except to people who don’t understand.”

— Margery Williams Bianco, *The Velveteen Rabbit*

The VELVETEEN RABBIT

Original text by Margery Williams



Original art by William Nicholson

Seeing In A New Way

In transforming disruption into opportunity, we first have to discover inside ourselves what must be seen.

In this optics organizational life is a mirror.

It is like waking up from a dream.

Senior leaders and line managers do recognize that change puts their people in crisis.



photo credit: © Daniel Serva-vgagaleria.com

But the challenge is to see differently Situational (organizational) versus Human-Centric determinants of behavior.

Management mental models and mindsets continue to have a strong bias in favor of *extrinsic incentives* in performance management and likewise pay less attention to *intrinsic motivation*.



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Management Blind Spots

Leaders and line managers are partial to focusing on consequences — *organizational behavioral management* and *failures of organizational actions*.

Doing so keeps these decision makers and influencer's from developing a mosaic of underlying human-centric, intrinsic motivational influences that lead to success or failures of organizational actions.



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In the face of change — this optics on outcomes brands C-suites and others like them with driving an enduring economic decline during their watch or gifting it to leadership and stakeholders yet to come.

This focus inhibits insights — deeper perception on how to *authentically* inspire and manage employees who contribute to success of organizational actions.



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Authenticity and Authentic Change

It is the willingness to be *who you are*. *Tell the truth in caring ways*. Supporting the *integrity of other's concerns*.

The more we *self-disclose*, become *authentic*, accept *vulnerability* and are *truth tellers*, the safer others will feel *doing the same*.

Authentic change emphasizes commitment to [shared experience and breaking down barriers](#) as the key to organizational health and success.

Whether it is work-life balance, organizational alignment, high-performance teams or quality management.

The secret is *authenticity across all boundaries*.

When people work across functions with authenticity as their core value, they produce *change that works for everyone*.

Done this way, *it looks, feels, breathes and sounds different every single time*.

Brilliance lies within each of us. We do not get the benefit of this *brilliance* unless *trust* is high and the barriers are down, so all freely contribute *authentically* to the work.

This work does not occur in unsafe settings.

Innovator and early adopter change agents and practitioners work closely with leaders and their employees to create that safety.



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A Mosaic of Success

Leaders and managers fear messy but real-world, real-life complexities, sense of connection necessary for working-through converting *disruption into opportunity* and *organizational renewal*.



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Success and failure in business is interrelated to *human behavior*.

What people do, how they do it, and especially *why they do it*.

The missing insights — *blind spots* impeding or halting leaders and managers abilities to influence or predict the results of their strategic, tactical or operational plans or actions.



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CHAPTER 3

Culture

UTAH:

Okay, so this is where you tell me all about how locals' rule and yuppie insects like me shouldn't be surfing your break and all that, right?

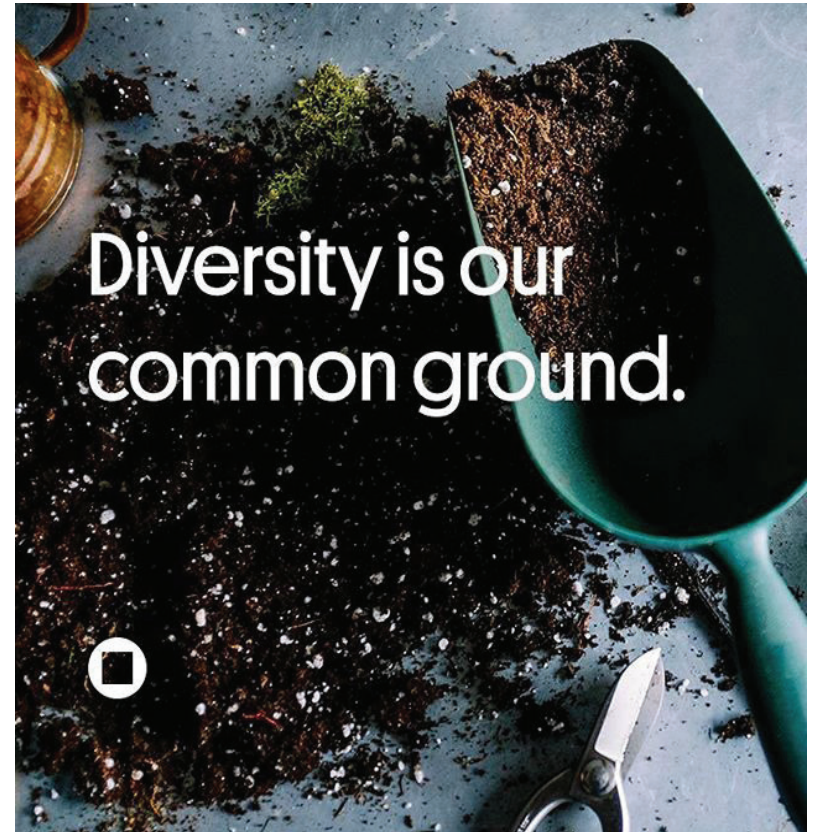
— James Cameron and Kathryn Bigelow / *Point Break*



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You Can't Stop The Waves, But You Can Learn To Surf

— John Kabat-Zin



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Change or Be Changed

Transitions are the catalyst for authentic growth, unleashing creativity and potential in [organizational life cycles](#), [organizational cultures](#) and [leadership styles](#).

All these elements drive creating the *resilience* organizations require for converting disruption into opportunity, transformative change and organizational renewal.



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Managing *transitions* is the solution to exploiting *opportunities for innovation*.

[“The right question can become a disruptive agent, cutting through years of complacency, redirecting an organization or team’s focus.”](#)



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The Right Questions

- Are blind spots obstructing our view in the organizational life of our organizations?
- Are behavioral, psychological or social factors either *above or below the surface* in organizational life causing complexities, problems or troubles?

The right questions get answers where we lack impartiality or likewise understanding.

- Questions about the causes and effects of abnormality or malfunction in organizations.
- Questions seeking clues in diagnosing symptoms of abnormal behavior in climate and cultures.
- Questions on how to identify early signs of decline or failure in organizational life cycles and leadership styles.



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What Lies Inside

Come out, come out, wherever your are...

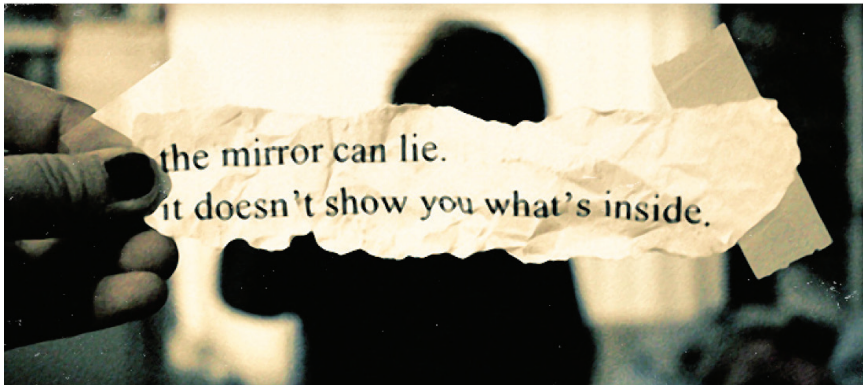


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The Right Answers

Mirrors like observation are powerful tools for exploring organizational life cycles, organizational cultures and leadership styles.

“Physical reflection,” [Natalie Angier](#) says, “encourages philosophical self-reflection, a crash course in the Socratic notion that you cannot know or appreciate others until you know yourself.”

Simple questions about what mirrors make visible to an observer, Marco Bertamini contends, are unexpectedly hard to answer correctly.

Even harder, he points out, is to think about or judge what is happening on the glass surface.

Mirrors reveal truths, Natalie Angier says, that you may not want to see.

However, she adds, give them a little smoke and a house to call their own, and mirrors will tell you nothing but lies.

Work in organizational change management (OCM) for this reason comes with provisos or cautionary advice emphasizing the importance of establishing *authentic readiness for change*.



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CHAPTER 4

Readiness

“If opportunity doesn’t knock, build a door.”

— Milton Berle

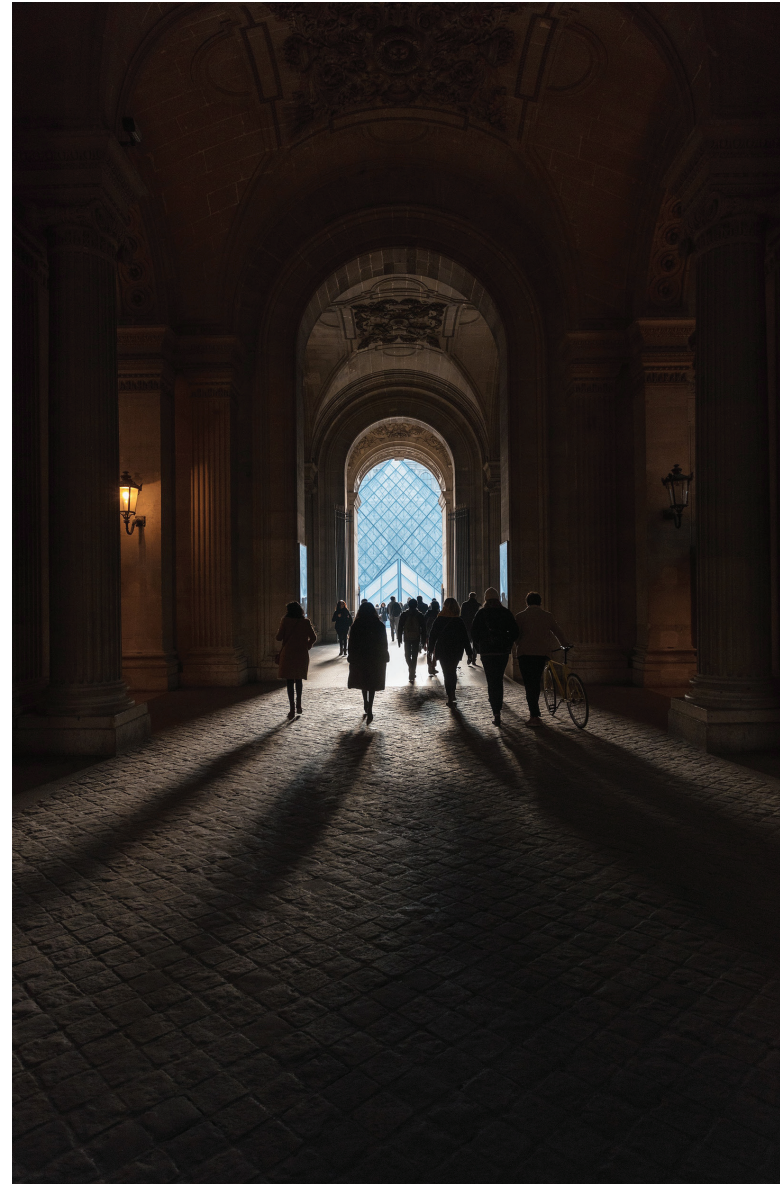


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Readiness for Change

“After living with their dysfunctional behavior for so many years (a sunk cost if ever there was one), people become invested in defending their dysfunctions rather than changing them.”

— Marshall Goldsmith

Organizations like people resist change. ‘No’ is the easiest way for us to do this.

Normalizing the abnormal (it’s still abnormal!) is not authentic change nor is not acting which is a form of action and change in and of itself.

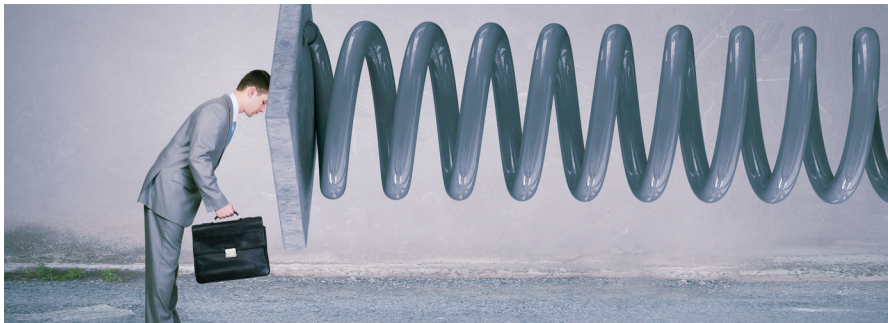


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Building and sustaining innovative organizations inspires leadership and employees to step outside their comfort zones to respond to *what their eyes cannot see* — the awareness and insights on the costs to themselves of not changing or not navigating successfully the currents of change, disruption and innovation.



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People See What They Want To See And Hear What They Want To Hear



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- We simplify the world to fit the structure of our prior notions — disregard evidence that disconfirm to this structure.
- Choices we make in *normalizing the abnormal* as an *art form* are often hidden.
- Change agents and practitioners help organizations, their leadership and employees break free of *normalizing the abnormal*.
- *Mindshare* is often more important than *Market Share* — not just a *Big Footprint*.

Mokita Must Be Challenged



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*the truths we all know about
but agree not to talk about in organizations*

It is a word taken from a language called Kivila and spoken in Papua New Guinea.

Several concepts in the English language related to *mokita* are the “*elephant in the room*” and “*polite fiction*” where everyone is aware of the truth but pretends to believe some alternative version to avoid shame, embarrassment or conflict.

Mokita does a great deal of damage to organizations and their climate and culture, ecosystems, streams of innovations and to all their stakeholders.

When we do not address *authentic problems* and work on solutions, we end up working on things that make no difference, wasting time and resources.

Going down rabbit holes — *working harder not smarter*.



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“The world of all appearances, then, is the fabric woven on the loom of perception.”

— Lawrence E. Sullivan

Control of Perception

- Gives us the ability to convince ourselves; others to believe almost anything.
- Through a mix of charm, charisma, bravado, hyperbole, marketing prowess, appeasement or persistence.



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- Our hidden choices give us the authority we need or seek.
- Create our worlds through mental or behavioral force.
- Allows us not to be discovered by chance or unexpectedly.

Normalizing the Abnormal
(it's still abnormal!)

Group Think



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encourage group think
in cultural life
throughout
environments and
ecosystems

process by which one or
more dominant member(s)
convince the rest of the
group to withhold their
views in favor of the
dominant member(s)

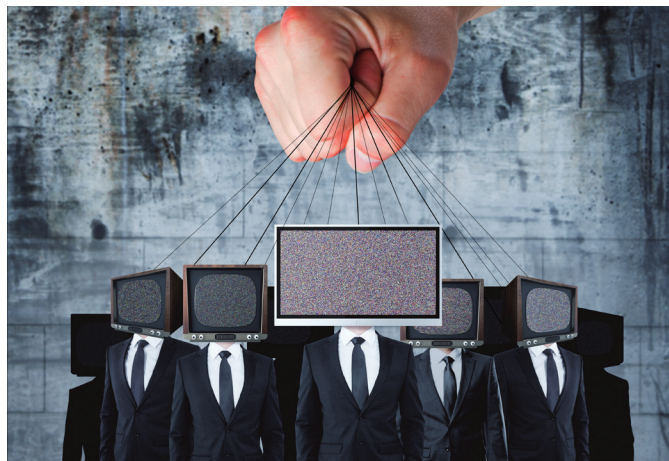


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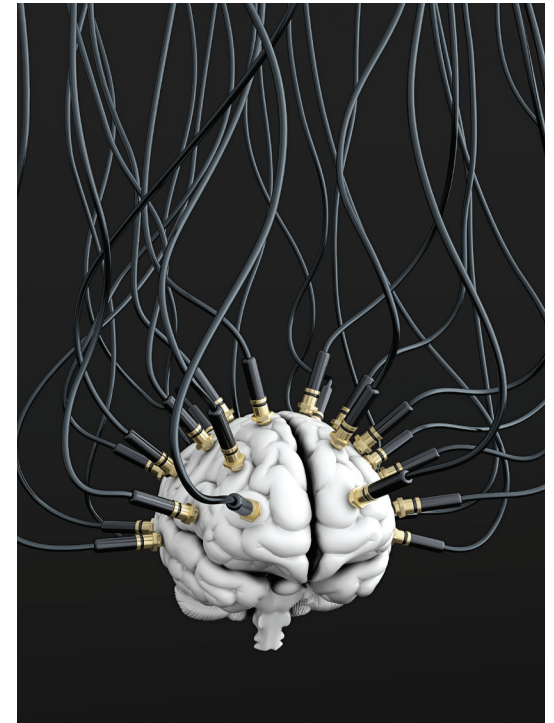


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these atmospherics and optics
can be very dangerous to the
health of organizations and
their organizational life

Planning Change



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Translating disruption into opportunity, transformative change and organizational renewal no longer occur exclusively within functional and structural contexts in organizations.

Nor any longer where *planned behavior change* is the *change* that is simply effective, efficient or not disruptive to the organization or market environment within which this behavior occurs.



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It is no longer enough to habitually use the *taser approach* to organizational change management (OCM) — customarily respond with managing (scaling) *cognitive psychology, instrumental conditioning or learning theory*.

Neither is it enough to merely keep doing so with *behaviorism and behavioral systems* in *organizational behavior management*.

Climate and Culture



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Successful change agents and practitioners now must anticipate the impact of marketplace adjustments, new regulatory requirements, a change in business strategy or the implementation of new technologies in organizations.



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Or expect to discover why employees may be packing their *go-bag* for greener pastures, *mentally vacationing in better cultures* — instead of using their latent abilities or intrinsic motivation or passion to support new emerging organizational capabilities and cultures.

Culture and Change

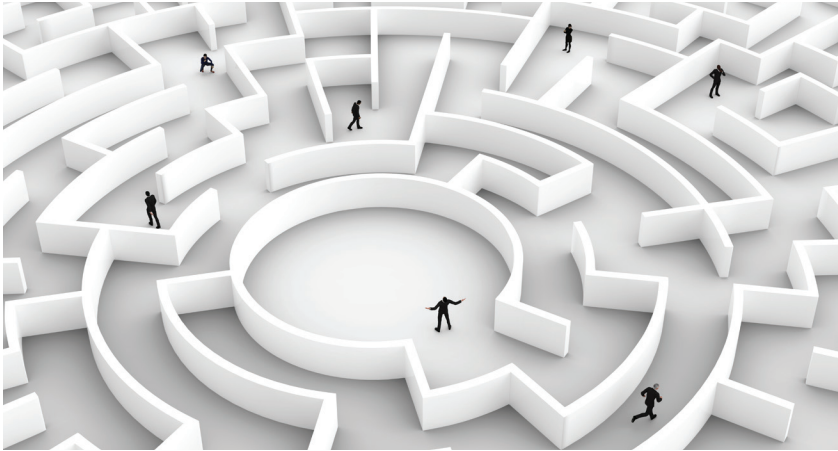


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Readiness for change is multi-faceted and likewise requires multi-level optics on the way in which stakeholders perceive or think about a change event or course of action(s).

Stakeholders' collective resolve to implement a change (*commitment*) is intimately interconnected with their shared beliefs in their capability to do so (*change efficacy*).

Organizations must confront the key questions to discover and reflect on these beliefs and connections.

- *How much honesty are they looking for?*
- *How much are they capable of or willing to hear?*
- *How much are they willing to do with it?*

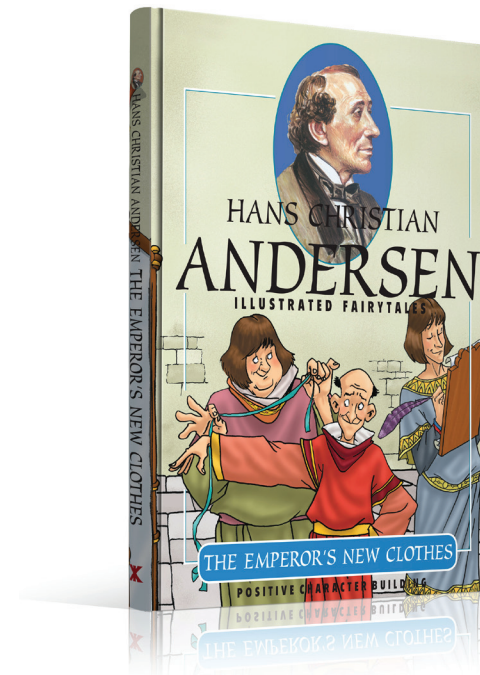


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The Transformers

Reflection is critical to transforming disruption into opportunity.

The training of change agents and practitioners is habitually focused on procedural knowledge of “*how to*” and “*when to*” using behaviorism and behavioral systems in organizational behavior management.



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Cognitive psychology, instrumental conditioning and behavioral learning theories are *conventional* OCM's stock — training focused on *rules, plans and procedures* that lead to direct application of these skill sets in change projects.

There is remarkably *little focus* on the importance of *reflection* and how it helps change agents and practitioners' transition from an *average to expert one*.

Reflection

“A therapist and a counselor can have 20 years of experience or one year of experience 20 times.”

— Thomas Skevholt

Change is about getting something done *differently*.

How do we do this without understanding what got us there and how it happened?

How do we do change without understanding our own part in the process?

Without *authentic approaches* to “Why and How,” “What and When,” we gain nothing other than tick marks next to *to-do lists* in business worlds that value repetitive systems.

Creating systems that work requires empowering people who understand how they worked *to make it happen*.

Reflection is a metacognitive skill that embraces observation, interpretation and evaluation of one’s own thoughts, emotions, actions and outcomes.

Wisdom that emerges from understanding our part in the process, relational connections and decision’s about our real capabilities and desires for future assignments and roles.

Rebooting the mind — **Change** or **Be Changed**; **Disrupt** or **Be Disrupted** — *turning disruption into opportunity*.

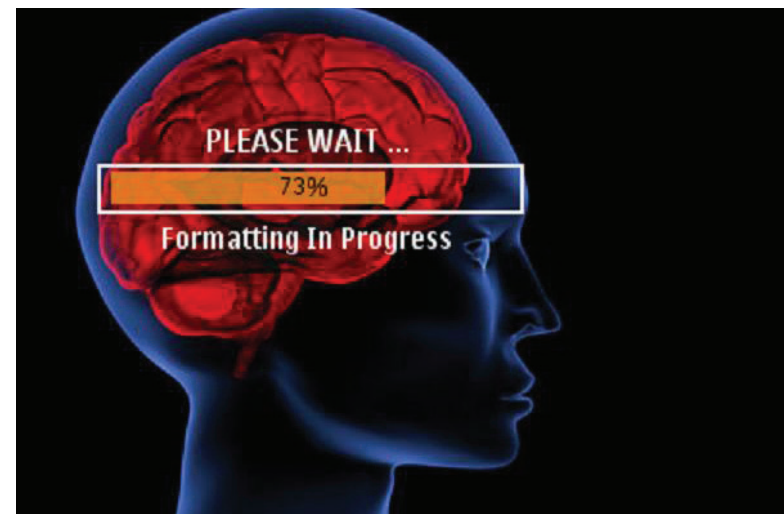


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Change Knowhow



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Experienced change agents and practitioners already know about the mechanics of scaling or managing cognitive psychology, instrumental conditioning or learning theory in organizations.

Behaviorism and behavioral systems in organizational behavior are part of their habitual toolset.

These change agents and practitioners continue to learn (re-curate) or perfect over-and-over again *“when-then”* **rules, plans, procedures and skills** governing the application of particular techniques in particular contexts.



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Strategic Change



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Innovator or early adopter experienced change agents and practitioners draw on questions they pose to help them form concepts, ideas and strategies about difficulties and solutions they are facing in interventions or projects.

The role of reflective systems is a comparative one.

Change agents and practitioners using reflection apply existing knowledge from other contexts for guidance on new situations or ecosystems.

Reflective systems, says [James Bennet-Levy](#), empower practitioners to analyze past, current or future experience.

Change agents and practitioners compare current or future systems with past stored information using these systems to identify a plan for *agile action*.

They maintain or use change information in storage in light of analysis for guidance on *agile change*.



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CHAPTER 5

The Change Agent

*"We are our own dragons as well as our own heroes,
and we have to rescue ourselves from ourselves."*

— Tom Robbins

Change Agents and Practitioners



Looking To Understand Their
Organization's Identity And
Internal Capabilities

Can Shift Change = Pain Mindset

To Capitalize On Opportunity
That Lies Within Disruption



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In Order To Thrive



Organizations Must Take On Change and Manage It



At Rapid Speeds



Change Agent and Practitioner Teams Can Leverage Internal Change Processes



**Drive Level of Performance
Needed to Manage and
Sustain Successful Change
Across Teams**

photo credit: stock.adobe.com

Perceptual Skills Are Critical to Transforming Disruption into Opportunity

“The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honors the servant and has forgotten the gift.”

— Albert Einstein



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Perceptual Skill Sets

Read between the Lines!



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Innovator and early adopter change agents and change management practitioners use perceptual discriminations.

Perceptual skills are practitioners ability and expertise to *authentically* hear, see and understand the subtleties of the experience of senior leaders, their line managers and employees working to adopt to change — organizational life causing complexities, problems or troubles.

These skill sets and expertise guide when to implement which interventions and under what circumstances or conditions with senior leaders, their line managers and employees.

These skill sets and expertise for managing adaptations are indispensable for *transforming disruption into opportunity* — transformative change and organizational renewal.

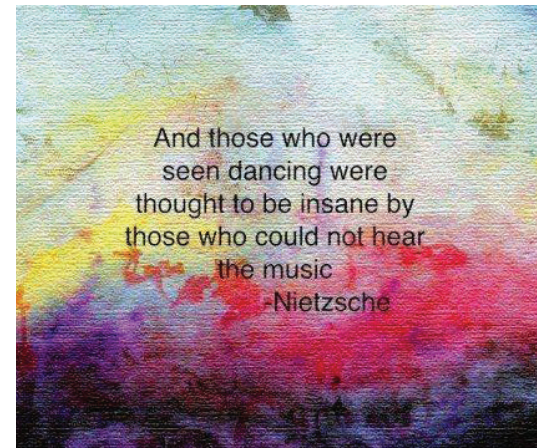


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The Eye of the Beholder

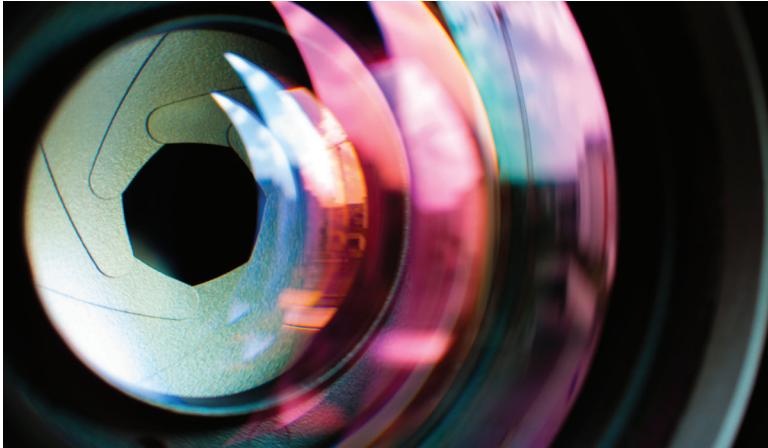


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There has been remarkably little focus, says Jeremy Safran and Christopher Muran, in the therapist literature on *perceptual skills*.

This *blind spot* appears to be the case in the OCM literature. Especially in the importance of perception in and need for training change agents and change management practitioners in this skill development and expertise to navigate *turning disruption into opportunity*.

Perceptual skills and practical expertise, Safran and Muran highlight, include elements of at least three partially overlapping attributes.

These elements are highly relevant to guiding senior leaders, their line managers and employees in transitions, transformation or break-through.



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Insight's Overlapping Attributes

“Roman imperial sorrows mounted up over hundreds of years. Ours are likely to arrive with the speed of FedEx.”

— Chalmers Johnson



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Empathy

It is the ability to understand and share more than the feelings of another. It's *hearing* someone, *hearing deeply*, says Carl Rogers.

Their thoughts, the feeling tones, personal meaning and especially the meaning below the conscious intent.

The sounds and sense of shape of their inner world. The meanings they are afraid of yet want to communicate including those they know.

Many things happen when we truly hear one another, our meanings important to us at that moment.

We feel released. We want to tell our listeners more about our world.

We experience a new sense of freedom.

We become more open to the process of change.



photo credit: © insightswb.com

“Thank God, somebody heard me. Someone knows what it’s like to be me.” In such moments I have this fantasy of a prisoner in a dungeon, tapping out day after day a Morse code message, “Does anybody hear me? Is anybody there?” And finally one day [she] he hears some faint tappings which spell out, “Yes.” By that one simple response [she] he is released from [her] his loneliness; [she] he has become a human being again. There are many, many people living in private dungeons today, people who give no evidence of it whatsoever on the outside, where you have to listen very sharply to hear the faint messages from the dungeon.

— Carl Rogers, *A Way of Being*

Mindfulness

“That suit’s thinking. Something happens to a man when he puts on a necktie. Cuts off all the oxygen to his brain.”

— Fred Melrose / *The Secret of My Success*

Mindfulness directs our attention to become aware of our thoughts, feelings, fantasies or actions as they take place in the present moment.

Mindfulness helps us by preparing our states of awareness or developing *“conscious preparedness.”*

It empowers us to stay centered and access our inner guidance systems — develop skills to increase and trust our intuition or sixth sense.

All of us were born with guidance systems that communicate with us in many ways — sensations in our bodies, nagging feelings, through dreams, inspirations and hunches, synchronicities.

Mindfulness prepares us for and then helps us move into *trust*.

Everything we experience has purpose.

Mindfulness helps us find the inner growth purpose within our current experience. Adopting this mindset — no matter how things are going.

“How can I grow or change something within my life as a result of this experience?”

As we change, the world around us, our organizations and our managers and employees change.

A goal in developing mindfulness is to become aware of our *habitual* ways we structure our experience through automatic *psychological activities and actions*, and then *de-automate*.

Reflection-in-Action

“The waves have some mercy, at least, but the rocks have no mercy at all.

— Irish proverb

The beauty of your mind, says Edward de Bono, shows in your conversation. If you want to make your mind more beautiful you can. It is not, he says, a matter of innate intelligence or great knowledge. It is how you *use* your mind that matters. Thinking is the ultimate human resource.

Interaction with a “*live*” problem is *reflection-in-action*. This capacity, Donald Schön says, assumes that as problem-solvers we have the capacity to surface our “*knowing in action*” — hidden or tacit knowledge we use to deal with particular tasks.

Reflecting on work enhances its meaning. Reflecting

on experiences encourages insight and complex learning. Reflecting means applying what we have learned to contexts beyond original situations in which we learned something. Remaining open to continuous learning.

Innovator and early adopter change agents and practitioners approach their role as a *facilitator of meaning making* — guiding leaders and employees in the habits of reflection.

Learning becomes a continual process of *engaging* the mind that *transforms* the mind.



photo credit: © Jeremy Bishop-unsplash.com

THE IMPERATIVE



photo credit: © Braveheart (1995)

imperative / im-ˈper-ə-tiv **adjective**

1. when something absolutely has to be done and cannot be put off
 - absolutely necessary or required; unavoidable
 - requiring attention or action
 - lead with purpose

imperative / im-ˈper-ə-tiv **noun**

1. something that demands attention or action; an unavoidable obligation or requirement; necessity
2. some duty that is essential and urgent
 - duty, obligation, responsibility
 - the social forces that binds you to the courses of action

CHAPTER 6

The New World

“It does not do to leave a live dragon out of your calculations, if you live near him.”

— J.R.R. Tolkien, *The Hobbit or There and Back Again*



photo credit: © Algol-stock.adobe.com

The New Normal

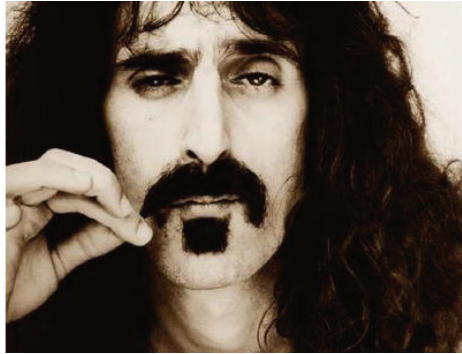


photo credit: s3.evcdn.com

“A mind is like a parachute. It doesn’t work if it’s not open.”

— Frank Zappa

Innovations are disrupting organizations and their business models.

Not to mention leadership roles and employee jobs in organizational life including talent development and talent management.

These *optics* are the *new normal* and no longer the exception in organizational life cycles, cultures and leadership environments.

The conventional wisdom of **Change** or **Be Changed** is now acquiescing to the emerging **Disrupt** or **Be Disrupted** scaling worldwide throughout organizations.



photo credit: dreamstime.com

The Inside Game

“Practice is 90% physical and 10% mental, and competition is 10% physical and 90% mental.”

— Mark Spitz

Disruption is compelling organizations to *counterbalance* — counteract or lessen disadvantages in one element with strengths in another.

Key to competing in a world of disruption is changing the game *internally*.



photo credit: © TSUNG-LIN WU-stock.adobe.com

The truth is, says [John Kotter](#), at this very moment your organization is most likely either disrupting other organizations or being disrupted.

Changing the game internally, he says, requires *accelerating* your speed-of-execution including your *agility* to seize new opportunities.

When an organization can do both, he highlights, it goes from just surviving to thriving. The capability to out execute and disrupt, he adds, is quickly becoming a critical competitive advantage for the 21st century organization.

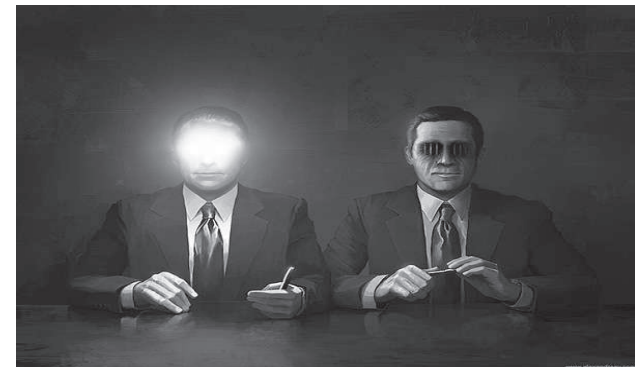


photo credit: © Ivanov Petrov-livejournal.com

The Creative Economy

“Remain agile, accept failures, empower employees and create a culture of collaboration. Be focused and show perseverance.”

— [CEO, Travel, Portugal](#)

[Which companies, says Peter Coy, will thrive in the coming years?](#)

Those that value *ideas* above all else.

Creativity and innovation, report [voices of the OCEM Forum held in 2014](#), are now driving the economy, reshaping entire industries and stimulating inclusive growth.

Businesses, organizations and economic regions that are embracing creativity, generating higher revenue and providing greater stability into the future.

In the Creativity Economy, Peter Coy says, the most

important intellectual property is not software or music or movies.

It's the stuff, he highlights, inside employees' heads. *“When assets were physical things like coal mines, shareholders truly owned them. But when the vital assets are people, there can be no true ownership. The best that corporations can do is to create an environment that makes the best people want to stay.”*

Creative economic systems, says [John Howkins](#) in his book, *The Creative Economy: How People Make Money from Ideas*, emerge where value is based on novel imaginative qualities instead of land, labor and capital.

Creative industries are limited to specific sectors, whereas creative economy is the term used to describe creativity throughout a whole economy.

[Imagination.org](#) underlines that the ability to dream, take chances, and create things we

imagine... these are the skills of entrepreneurs, innovators and change makers.

The evidence reports creativity is recognized as one of the most critical skills for the next generation. Its value, imagination.org says, reaches well beyond the arts to affect every discipline and numerous industries.

[Po Bronson and Ashley Merryman](#), wrote in their Newsweek article, *The Creativity Crisis*, a recent IBM poll of 1,500 CEOs identified creativity as the No. 1 “*leadership competency*” of the future.

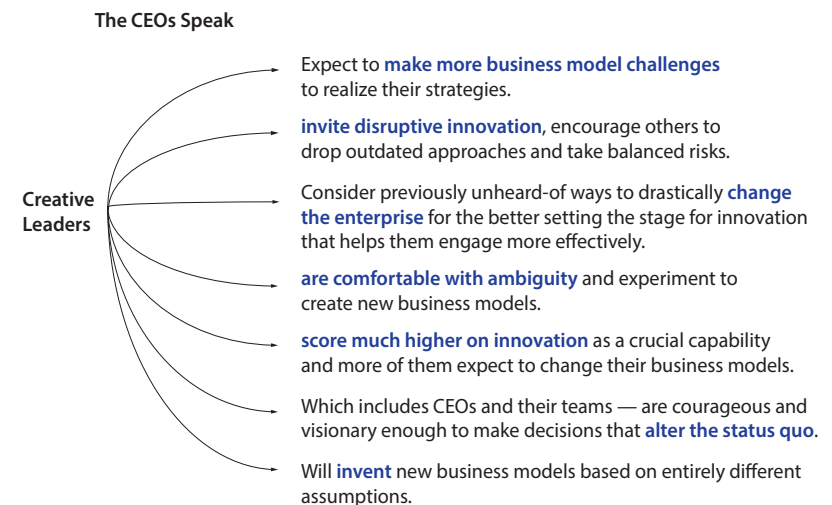
Creative economies increasingly are focusing on economic activity that depends on a person’s individual creativity as the *main source of value* and the *main cause of a transaction*.

In the [IBM survey](#) polling CEOs from 60 countries and 33 industries worldwide, executives believed — more than rigor, management discipline, integrity or even vision — successfully navigating an increasing

complex world requires *creativity*.

CEOs who are confronted with massive shifts, according to the study, can overcome them by “*instilling*” creativity throughout an organization.

Eight in ten CEOs expected their environment to grow significantly more complex. Moreover, only 49 percent believed their organizations are equipped to deal with it successfully — the largest leadership challenge identified in eight years of research.



In surveying more than 1,500 Chief Executive Officers from around the world, the IBM 2010 Global CEO Study found that chief executives believe successfully navigating an increasing complex world will require creativity.

Difference Between Creativity and Innovation

The terms “*creativity*” and “*innovation*,” says [Daniel Goleman](#), are often used interchangeably.

How similar are they?

Businesses cannot succeed, he says, without innovation. It depends on creativity. Moreover, creativity is the front end of the process, he adds, that ideally will result in innovation.

Creativity is coming up with new and useful ideas while innovation is the successful implementation of them.

A connection between creativity and innovation, he underlines — you can have quite a bit of creativity in business organizations without having much innovation on the other end.

What happens when leaders or their employees are not very motivated or [proper systems](#) are not

in place?

You encounter workplaces, Daniel Goleman says, having difficulty hearing creative ideas, developing them, letting them grow, and figuring out how to implement them successfully.

You cannot have innovation, he adds, without a healthy mix of creativity on the front end, and solid systems in place to foster that ingenuity.

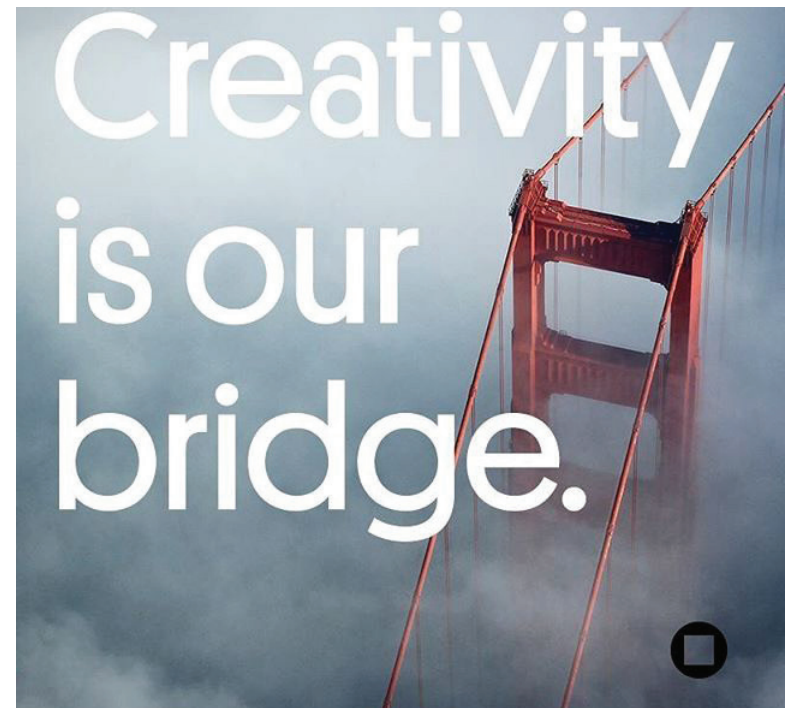


photo credit: © insightswb.com

CHAPTER 7

Progress

“Learn the rules like a pro, so you can break them like an artist.”

— Pablo Picasso

Three-Musicians-By-Pablo-Picasso



photo credit: dreamstime.com

**Build your
own dreams,
or someone
else
will hire you
to build
theirs**

foundr

photo credit: 40.media.tumblr.com

The Disruptive Organization

Here is what [transforming disruption into opportunity is bringing to the organizational life of business organizations](#).

- Disrupting or in essence deposing *business models*.
- *Changing underlying economics* — not only in big organizations but also ones from any size, industry and any country.
- *Accelerating* the speed of disruption for overcoming *resistance*.
- Creating or enabling *new value propositions*.
- Creating *sustainable* [innovation streams](#) (*innovation portfolios*).



photo credit: © Sean Alabaster-unsplash.com

Balance and Counterbalances

Managing innovations, says [Michael L. Tushman and Charles O'Reilly](#), is the name of the game and a challenging task for everyone.

But a business does not need to *escape* its past, they add, to *renew* itself for the future.

Senior leadership, general managers and product owners must constantly look backwards attending to products and processes of the past while also gazing forward preparing for innovations defining the future.

This mental balancing act, says Michael L. Tushman and Charles O'Reilly, can be one of the toughest of all managerial challenges.

It requires executives to *explore* new opportunities even as they work to *exploit* existing capabilities. Few companies do it well.



photo credit: 2.bp.blogspot.com

Activity versus Achievement

Today, in the crowded elite consulting space, the herd of change agents and practitioners, and others further down the food chain, are adept at using OCM to help leaders, general managers, product owners and teams exploit *existing* capabilities and refine *current* offerings.

Innovation weavers in the herd mentality are *innovatively* deluding clients or sponsors, their organizations and all their stakeholders into *innovatively* doing the same thing over and over again (*normalizing the abnormal, it's still abnormal*) while assuring them different *innovative* results or end states.

Authentic innovator and early adopter (on the bell curve) change agents and practitioners are not *brain-boxes* or *brilliant fact collectors* who fit neatly and comfortably within **political correctness, tick-the-**

right-box or plug-and-play.

Neither are they *vanies who come to lecture, brainies who spout academic theory or Bainies who throw bodies at delivering quick-bottom line results.*

Innovator and early adopter change agents and practitioners are *pissed-off, hell bent* on challenging the *status quo*, not just shattering *stereotypes and dichotomous thinking* — but *reinventing* them *entirely*.

They are *truth tellers* and *mind shifters*. They challenge *mokita* — “*elephant in the room*” or “*polite fiction.*” They uncover creative and innovative ways to expose and put an end to the *truths* we all know about but *agree not to talk about*.

They do not do *learned helplessness well*, **and neither should you.**

CHAPTER 8

Motives

“Never allow someone to be your priority, while allowing yourself to be their option.”

— Mark Twain



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Trading Labor for Money

[Arne Alsin says incentives for CEOs are out of date.](#)

They are not designed for a rapidly-changing economy marked by technological disruption.

We have an environment, he adds, marked by disruption, rapid change, and with it, we need new incentives.

Technological disruption changes everything, he says, including valuation models. If valuation models are being disrupted, he contends, then we need to redefine and re-structure CEO pay models.

In their 2015 Special Report: [Stock buybacks enrich the bosses even when business sags.](#) Reuters found that *“executives are using stock repurchases to enrich themselves at the expense of long-term corporate health, capital investment and employment.”*

The problem with these structures, Arne Alsin says,

is that they do not truly incentivize *long-term strategy, thinking, and innovation.*

According to research from the [Economic Policy Center, looking at 2016 trends in CEO compensation.](#) CEOs in America’s largest firms made an average \$15.6 million in compensation, or 271 times the annual average pay of the typical worker.

The problem with high CEO pay, says Arne Alsin, isn’t simply that it’s *“unfair”* or *“unjust”* to middle class workers — it’s that the incentives themselves cause CEOs to focus on the wrong *goals.*



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In their May 9, 2018 Special Features, [*Excessive CEO Pay*](#), nader.org highlight

- CEOs are not paid for performance. In fact, CEO pay and performance are negatively correlated.
- Being industry and company specific, CEO skills are seldom portable. Companies rarely bid for another company's CEO. Three quarters of Fortune 500 CEOs were internal promotions. Less than two percent of Fortune 500 CEOs were previously CEOs of another public company.
- Hundred-million-dollar paydays are not needed to motivate CEOs. The poorly motivated don't get promoted to CEO.

Excessive executive pay, nader.org said, is a small part of the money corporations waste.

More costly, they underscored, is the effect on morale. *"When the CEO makes 300 times what the average employee makes, the sincerity of the boss's*

proclamation that "there is no I in team" is problematic."

From 2005 to 2016, nader.org reported, stock buybacks by the S&P 500 totaled \$500 trillion, equal to half of net income and twice as much paid to shareholders in dividends. This is \$5 trillion, they said, that could have been invested in American industry, R&D, raising worker wages, shoring up pension plans, and lowering prices to consumers.

Instead, they reported, CEOs cut R&D by 50% and reduced the ratio of capital investment to revenue to a 20-year low.

It is time, [*Adam Grant and Jitendra Singh*](#) claim, to cut back on money as a leading motivational force in business.

Employers, they add, need to pay greater attention to *intrinsic motivation*.

Zero-Sum, Win-or-Lose

These pay for play games require winners and losers. We all have played. Most of the time *unintentionally*.

They are a *mindset* that controls our *behavior* and limits us from developing or reaching our full potential.

Ladder-climbers who play or help maintain zero-sum, win-or-lose games, end up losing in the end.



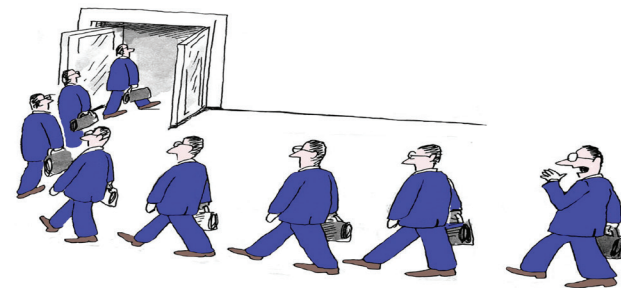
photo credit: © flashpop-stock.gettyimages.com

It is easy to become emotionally tied to these mindsets in the worlds of organizations.

- They have limited money for all crucial change requirement projects.
- Leaders see another executive getting all the money — “*They won it all and I got nothing.*”

This culture forces us to choose or reward “*if I lose they win*” or “*if they win I lose*” — not “*if my organization wins, I win.*”

This culture does not develop a mindset looking for ways to engage others, break down silos or look for the best solutions.



“Emphasize our unique differences,
pass it down.”

photo credit: © cartoonresource-stock.adobe.com

Earn Less, To Do More — Meaningful Work

[Tammy Erickson](#) says *meaning* is the *new money* people are looking for at work. “*Clear company values, translated into the day-to-day work experience, are one of the strongest drivers of an engaged workforce, one primed for successful collaboration.*”

Likewise, [Shawn Achor and his colleagues](#) surveyed nationwide the experience of workplace meaning among 2,285 American professionals, across 26 industries and a range of pay levels, company sizes, and demographics.

A goal was to learn how widely the belief was that meaningful work is of monetary value. *How much is meaning worth to the individual employee?*

More than 9 out of 10 respondents said they were willing to trade a percentage of their lifetime earnings for greater meaning at work. Across age and salary,

respondents said they wanted meaningful work badly enough that they were willing to pay for it.

Only 1 in 20 respondents rated their current jobs as providing the most meaningful work they could imagine having.

Another question focused on *how much is meaning worth to the organization.*

One element, **organizational value**, they found, comes in the form of retained talent.

- Employees finding their work highly meaningful were 69% less likely to plan on quitting their jobs within 6 months. They also had job tenures that were 7.4 months longer on average than employees who found work lacking in meaning.
- Companies saved an average of \$6.43 million in annual turnover-related costs for every 10,000 workers when all employees felt their work was highly meaningful.

Defining True Sustainability

How much is needed to be sustainable?

The decision by an organization's leadership to seriously ask this question, says [Martin Thomas and Mark W. McElroy](#), starts a profound learning process that lays the foundation for a new way of thinking about and measuring performance — one with sustainability at its core.

The question of *how much is enough*, they add, is framed in terms of impact on “*vital capitals*.”

Natural capital for the environment, and human, social, and other capitals for social and economic impacts.

This effort is not a rejection of capitalism, they highlight, but instead points to an expansion of it.

Accounting for multiple capitals, they say, requires interpreting performance in terms of impacts on all

vital capitals and not just one of them (*economic*).

[Corey Searcy](#) argues, *corporate sustainability* is often framed using the triple bottom line (TBL) of economic, environmental, and social performance.

It is based, he says, on an *integrated view* of sustainability. These three dimensions are viewed as interrelated and equally important.

However, he explains, the TBL does not connect company performance to economic, environmental, and social resources on which they rely.

This view makes it impossible to assess true sustainability because performance, he contends, is assessed relative to a company itself or its peers and not against [thresholds](#) linked to these resources.

Another view, an *embedded one*, he offers, makes explicit connections between a organization's

performance and its place in the wider world.

It does so because, as [Joel Marcus, Elizabeth C. Kurucz, and Barry A. Colbert](#) argue, it infers a holarchical (or holistically hierarchical) perspective of the business, society-nature interface.

It is performance viewed as *nested systems*, and not just the belief that the business, societal, and biospheric systems are interrelated.

This perspective, adds Corey Searcy, provides a basis for defining true sustainability: operating within *economic, environmental, and social thresholds*.

When companies want to adopt the embedded view, they should consider these four points. The first, says Corey Searcy, addresses *establishing thresholds* while the other three focus on *achieving them*.

- Thresholds are best set through multistakeholder initiatives (MSIs).

- Sustainable companies employ both incremental and radical innovation.
- The pathway to true sustainability is nonlinear.
- Companies widely influence sustainability (using paper bags over plastic, Energy Star certified products, “green design” construction, waste management, renewable energy).



photo credit: 20minutes.fr

PART 3

CHANGE MAKERS

“Here’s to the crazy ones. The misfits, The rebels, The troublemakers, The round pegs in the square holes. The ones who see things differently. They’re not fond of rules. And they have no respect for the status quo. You can quote them, disagree with them, glorify or vilify them. And the only thing you can’t do is ignore them. Because they change things. They push the human race forward. And while some may see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world, are the ones who do.”

— Apple, Inc. “Think Different” Advertising Campaign 1997



photo credit: Slater, Pipeline, Photographer - Brent Bielman

CHAPTER 9

Tactics

“Chaos isn’t a pit. Chaos is a ladder. Many who try and climb it fail and never get to try it again. The fall breaks them. And some are given a chance to climb, but they refuse. They cling to the realm or the gods or love. Illusions. Only the ladder is real. The climb is all there is...”

— Lord Petyr Baelish, *Game of Thrones*

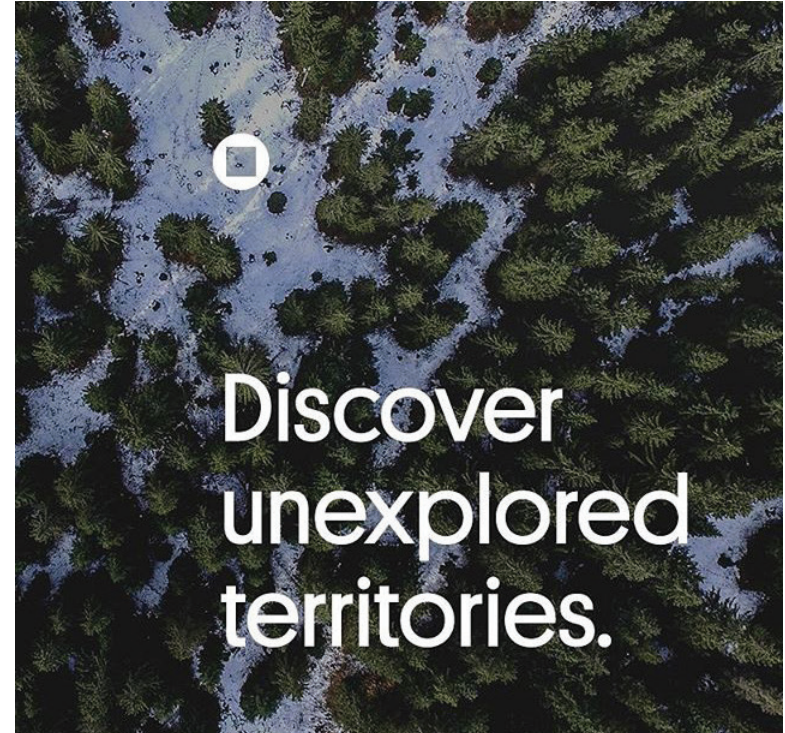


photo credit: [insightswb.com](https://www.insightswb.com)

The UFC of New Markets

Inside the Octagon



photo credit: Kari Hubert/Zuffa LLC-gettyimages.com

Like contestants in the Ultimate Fighting Championship (UFC), organizations competing to be top-ranked in their weight class find it takes more than just brute force, and way more than blood and teeth spilling on the Octagon floor.

Those promoting or managing these events both

inside organizations and those outside worldwide, are growing this UFC into a global multi-billion-dollar enterprise.

The competition for New Markets, **Change** or **Be Changed**, **Disrupt** or **Be Disrupted** requires creative and innovative combinations of *natural ability*, a cultivated arsenal of *skills* and the *heart* to persevere against *uber-talented competition*.

Combatant leadership and all their stakeholders in their organizations must be able to adapt and execute on fight night. It is an ongoing process to gain and hold position. The critical business issues surrounding the competition are between short-term gain and long-term sustainability.

Are you fighting for your piece of market share or new markets?

Are you edging your way into increasingly high caliber roles?

There are many ways the games inside can be won. However, you must grow comfortable operating at higher levels, becoming conditioned to bring you're A-game daily so that your organization and you can avoid having to tap out. To lead or stay in your business, [Allan Vayman](#) says, you have to embrace surrounding yourself with people that are better than you in different areas so you can diversify and sharpen your skill set. These colleagues or competitors take us out of *our comfort zones* and *test our limitations* — they push us to improve — physical and mental limits and teach us how to perform once we have *hit the wall*.

We transform, tougher, stronger, *more agile*, and more determined than ever to win.

We all play to our strengths, drawing from within, surrounding ourselves with people like change agents and practitioners who help us *stay evolving*.

Perseverance to see things through, says Vayman, “*is largely mental exercise, and we must build up the necessary grit to grind it out. We can visualize ourselves as UFC warriors going through the rigors to help take our minds to that pole position.*”

Short-term gain and long-term sustainability, competition for New Markets, **Change** or **Be Changed**, **Disrupt** or **Be Disrupted**, does not just wake up one day and walk into the Octagon after shadow boxing.

Today's New Markets, inside the Octagon, and the mixed martial artists within these ecosystems, must have a smoothly integrated arsenal of skills — un-telegraphed striking, a solid wrestling base, head and foot movement, take-down defense, a ground game and superior cardio.

Rules of the Game

How much honesty are you looking for?

Mokita may be a social nicety but it surely will not win gold for you inside the Octagon. Using this *polite fiction* will only get you *knocked out*.

Today's competitors are showcasing inside the Octagon their mastery in mixed martial arts techniques from more than one discipline in their quest for winning championship gold.

Using *conventional business speak* or *corporate doublespeak*, do not expect to stay in the hunt very long with competitors or believe you will not have to tap out. It is not part of the *business spin* inside the Octagon.

- *“Forecasts, aren’t reduced, they’re adjusted.”*

- *“Workers aren’t laid off, they’re right-sized.”*
- *“The CEO and CFOs compensation, are more highly weighted toward incentive compensation than base compensation.”*

Translation: Management is ignoring long-term sustainability in favor of short-term gain.

Neither will yank-and-rank performance systems — where you rank employees and their performance in all kinds of contexts against each other and yank those at the lowest end of the ranking.



photo credit: sbnation.com

Keeping Score

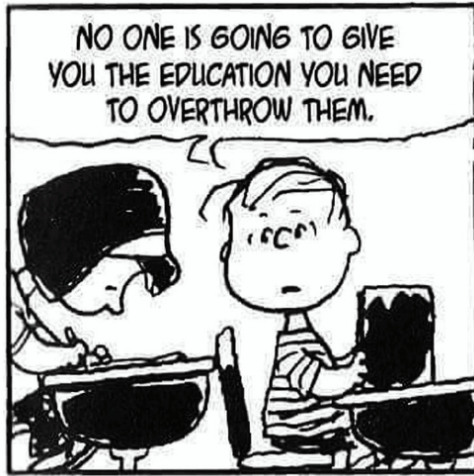


photo credit: imgur.com

How organizations are keeping score inside the Octagon is at the heart of the problem with their orientation towards the competition between short-term gain and long-term sustainability. The competition for New Markets, **Change** or **Be Changed**, **Disrupt** or **Be Disrupted**.

In his book, *A Failure of Nerve: Leadership in the Age of the Quick Fix*, Edwin H. Friedman stressed,

from the perspective of the emotional process view of reality, highlighted Edward W. Beal and Margaret M. Treadwell, the way most leadership programs understand the human phenomenon is tantamount to still assuming that the world is flat.

At the heart of the problem is an orientation toward leadership, thinking and functioning that perpetuates *learned helplessness* in organizations, and “*managers who build concentric circles of excuses that absolve them of accountability for change or improvement.*”

Instead of finding creative ways to deal with regulations or budget cuts, says [Ron Ashkenas](#), managers accept the status quo and blame external conditions for the problems that exist.

Spreading like an infection, he adds, this learned helplessness has the power to permeate the culture of an organization. Managers pass it on from group to group and level to level.

Contemporary leadership dilemmas, Edwin H. Friedman said, have less to do with the specificity of given problems, the nature of a particular technique, or the makeup of a given group. These leadership dilemmas have to do with the way everyone is framing the issues.

There is a regressive, counter-evolutionary trend, Edwin H. Friedman underscored, in which the most dependent members of any organization set the agendas, where adaptation is constantly toward weakness rather than strength. This behavior leverages power to the “*recalcitrant, the passive-aggressive, and the most anxious members,*” rather than, he adds, toward the “*energetic, the visionary, the imaginative, and the motivated.*”

A devaluation of the process of individuation in thinking and functioning emerges, he contends, so that leaders tend to rely more on expertise than on their own capacity to be decisive. Consultants, he

adds, contribute further to this denial of individuation — offering solutions instead of promoting their clients’ capacity to define themselves more clearly.

An obsession with data and technique, he says, becomes a form of addiction turning professionals into *data-junkies* and their information into *data junkyards*. Decision-makers avoid or deny, as a result, the very *emotional processes* within their families, their institutions, and within society itself that might contribute to their institution’s “*persistence of form.*”

“Those who wish to disrupt leadership will always frame the problem in terms of liberty and order, while those in positions of leadership will always see the problem as one of order and chaos.”

Staying in the Ring

Don't sell a product or a service, *sell a whole new way of thinking*.

The problem is that data, information and value, says [Mark Bonchek](#), are not enough to sell *innovative products*.

To sell your idea to executives, buyers and users, he adds, you have to change not only *what they think*, but *how they think*. They will not see the problem, understand the benefits or make the change without the right *mental model*.

Our mental models are how our brain makes sense of vast amounts of information that is being processed every moment of every day. They are the lens through which we see the world.

Innovators, Mark Bonchek contends, change the lens through which we see the world. Organizations that

are shifting *how* people think not only about their product or service but about *themselves, the market and the world* are successfully marketing and selling *innovation*.

Shifts in mental models, Mark Bonchek says, go deeper than traditional thought leadership.

“Most thought leadership tries to establish a company as an expert within the existing mental model. Shifts in thinking challenge the prevailing model.”

These shifts in thinking do not just wake up one day and walk into the Octagon after shadow boxing.

Think of these shifts in thinking, Mark Bonchek highlights, like learning a second language or building a new habit. In this case, he adds, a mental habit. People need to see how this new way of thinking plays out in different contexts and situations.

General managers and corporate executives, [Charles A. O'Reilly and Michael L. Tushman](#) emphasize, must constantly look backward focusing on products and processes of the past including gazing forward preparing for innovations that define the future.

This *mental balancing act* is one of the toughest of all managerial challenges. Most successful enterprises, they add, are adept at refining their current offerings but falter when it comes to pioneering new products and services.

In their research, Charles A. O'Reilly and Michael L. Tushman learned that some companies have been quite successful exploiting the present while also exploring the future. Many of these companies share important characteristics.

- They separate their new, exploratory units from their traditional exploitative ones.
- Allow for different processes, structures, and

cultures including maintaining tight links across units at the senior executive level.

- They manage organizational separation through a tightly integrated senior team.

Charles A. O'Reilly and Michael L. Tushman call these companies “*ambidextrous organizations*” because they provide practical and proven models for forward-looking executives who seek to pioneer radical or disruptive innovations while pursuing incremental gains.

How are they staying in the ring?

A business does not have to *escape* its past, Charles A. O'Reilly and Michael L. Tushman contend, to *renew* itself for the future.

“*How brightly would your light shine*, asks [Robin Sharma](#), “*if you stepped out of your limitations that are keeping you small and*

stretched yourself well past your comfort zone into the place that you know, deep within, you are meant to be?”

In his book, *The Saint, The Surfer, and The CEO*, he highlights, *authentic leadership* does not come from your *title* or from the *size* of your paycheck.

At the end of the day, [Lewis Black](#) told graduates at his commencement speech at UCSD, *“If there is a God, he really doesn’t care about what’s written on your paycheck.”*

[Authentic leaders, Robin Sharma discovered, do 10 things on a regular basis.](#)

- *They speak their truth.*

How often do you “*swallow your truth*,” say things to please others or look good in front of *The Crowd*? Speaking truth is simply, he says, about being clear, honest and being authentic.

- *They lead from the heart.*

The best leaders, he highlights, wear their hearts on their sleeves and are not afraid to show their vulnerability. They genuinely care about other people while spending their days developing those around them.

- *They have rich moral fiber.*

They work on their character, they walk the talk, and are aligned, he says, with their core values. Doing so, makes people trust, respect and listen to these leaders.

- *They are courageous.*

It takes a lot of courage, Robin Sharma argues, to go against the crowd. It takes a lot of courage to be a visionary. Authentic leadership, he adds, is all about taking the road less traveled and doing not what is easy, but what is right.

- *They build teams and create communities.*

Authentic leaders, he says, create workplaces that foster human linkages and lasting friendships.

- *They deepen themselves.*

They know themselves intimately. They nurture a strong self-relations, he adds, and always spend a lot of time transcending their fears.

- *They are dreamers.*

Authentic leaders dare to dream impossible dreams, see what everyone else sees and dream up new possibilities.

- *They care for themselves.*

They eat well, exercise and care for the temples that are their bodies.

- *They commit to excellence rather than perfection.*

They are constantly pushing, Robin Sharma says,

the envelop and raising their standards. They do not seek perfection and have the wisdom to know the difference.

- *They leave a legacy.*

Authentic leaders do so by adding value to everyone that they deal with and leaving the world a better place in the process.

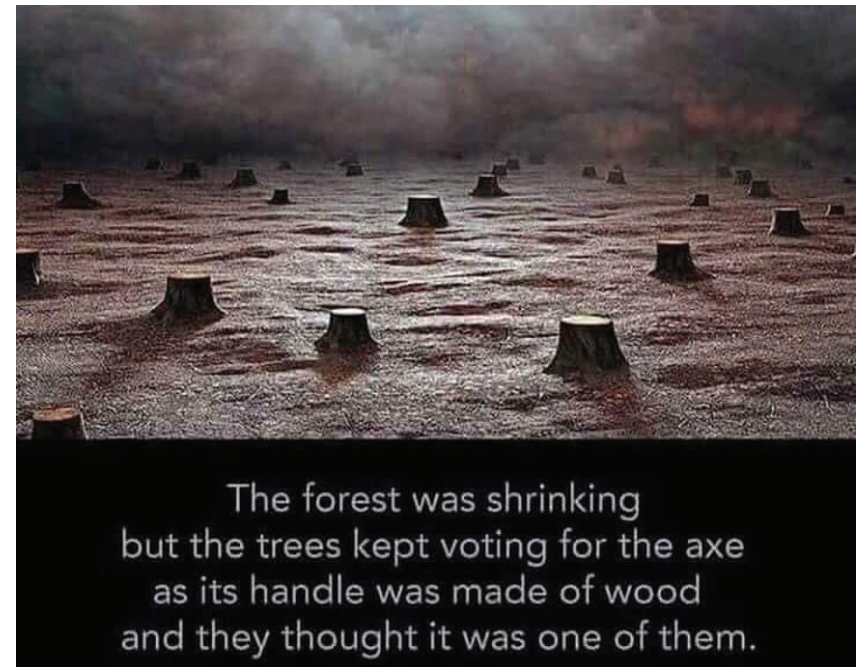


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Tag Teams

“My barn having burned down, I now can see the moon.”

— Mizuta Masahide (17th century Japanese poet and samurai)

Change agents and organizational change management professionals are being drawn into the Octagon to compete, tagged (tasked) with *transforming disruption into opportunity*.

They expect to stay in the fight continuing to use classic texts, resources, techniques, tools and revenue grab certifications guiding OCM.

This shadow boxing, and *mokita*, is not winning gold for them inside as entrants inside the Octagon. It is coming up short in keeping this expertise from having to tap out.

Moreover, so is re-curating ad nauseam conventional and still influential (*waterfall*) OCM approaches and processes in organizations — *innovation weavers* in the herd mentality of the crowded consulting space.

Innovatively deluding clients or sponsors, their organizations and all their stakeholders into *innovatively* doing the same thing over and over again (*normalizing the abnormal, it's still abnormal*) assuring them different *innovative* results or end states.



“It goes back to being pulled out of the hat.”

photo credit: © cartoonresource-stock.adobe.com

CHAPTER 10

Technique

“Don’t play games that you don’t understand, even if you see lots of other people making money from them.”

— Tony Hsieh, Founder and CEO of Zappos



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Transforming Change

The Business of Certification

The overabundance of Change Management certification programs or packages (granting status or achievement levels) in the Octagon fighting for (or maintaining) their piece of the market but less for new markets than they may think they are. They are not edging their way or those others in the hunt into increasingly high caliber roles or developing uber-talented competition.

Agents marketing these “*most complete*” change management “*certification packages*” have their challenges waiting for them inside the Octagon.

Their re-curated smoothly marketed integrated arsenal of skills — telegraphed striking, wrestling bases, take-down defenses and ground games (*plug-and-play*), are not genuinely affecting the inside games in

organizations, the key to competing or winning in our world of disruption.

They are finding it increasingly tough to develop the cardio to withstand the *mokita* (**the truths we all know about, but as polite fiction, agree not to talk about**) landing punches and kicks on organizational behavior management or respective change management.

The “*elephant in the room*”?

The revenue grab of these *cash cows* (products and services) hauling in the money.

The *mokita*?

Teaching change agents and practitioners *how* to perform once they have *hit the wall* — transform, tougher, stronger, *more agile*, and more determined than ever to *turn disruption into opportunity*.

Changing Without Change

What it is not about, any longer, in **Change** or **Be Changed**, **Disrupt** or **Be Disrupted**, is habitually curating ad nauseam calls to action and ways forward (change management roadmaps) for recurrent (be all, end all) *behavioral change* or *behavioral systems*.

Neither is it about developing, managing or reinforcing OCM enablers or force multipliers, the initiatives, programs and products customarily tagged with habitually scaling behavioral mental models and conventional *extrinsic behavior* (employee-by-employee) as the *benchmark* or *gold standard* for competitive edge or discipline in *operations management*.

Performance improvement (PI) or others like [Human-Centric Business Process Management](#) (HCBPM) rigorously dissect systems and processes to identify root causes of defects and breakdowns.

Discover, model, analyze, measure, improve, optimize and automate business processes.

Standardized tasks and activities (*packages*) and human skills (*work units*) easily allocated and integrated into various processes by senior management to create automated functions — *trading labor for money*.



photo credit: © Coloures-Pic-stock.adobe.com

Human-Centered Change and Human-Centric Design focus on *human needs* and help identify which parts of processes matter most to people and how these processes fit into their *lives*.

Creativity in marketing is encouraged as a way to stand out. Setting a business apart from the competition in the Octagon takes a unique spin

So why not make up a trend or inspire one that gets people to notice?

Selecting something that is relevant and important to the target audience to grab their attention — promote it Online, in print and through personal networking channels. Web content, promotions, social media, giveaways and events.

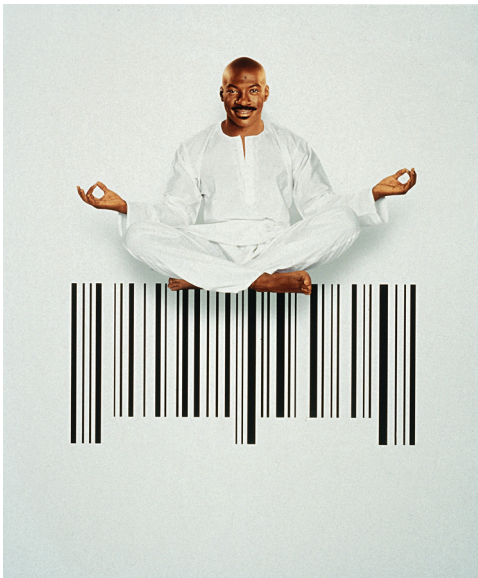


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Whether these tag lines (*techniques*), messages (*tips, leap of faith*) and brand creativity (*tricks*) should be shaken or stirred to mix the best cocktails is one of the burning questions of the bar.

In trying to get noticed, self-promotion for the herd of similar businesses selling their cocktail is easily turning into “*market fatigue*” for key target audiences.

At stake are leaders and their employees overwhelmed by advertising in all forms of media, and by content that is already been written where others are curating or re-curating it and putting their unique *spin on it* — then sharing that with their audience and business channels or personal networking channels.

- Pop clairvoyance racket (“*not all oracles are equally Delphic*”) with over-simplified *feel-good*

platitudes, jockeying for *real estate* and *cashing in* on [the whole new mind craze](#).

- Elite college professors in the MBA factories, management theorists, and the top-tier consulting herd *retooling en vogue* — *When Work Has Meaning* or New Age real estate *How to Turn Purpose into Performance*.

Who is winning or losing in the Octagon?

The authenticity game and playing it like a rock star is now a fundamental requirement of marketing and sales.

Psychobabble, says R.D. Rosen, represents the rejection of narration in favor of *psychological ad copy*. **Fast talk** (cultivated arsenal of skills) and **quick cures** (solid wrestling base, head and foot movement, take-down defense, superior cardio) in this *new era of feeling*.

“It is an idiom,” Rosen adds, “that reduces psychological insight to a collection of standardized observations, that provides a frozen lexicon to deal with an infinite variety of problems.”

The adherents to these current business therapies, including their words, argues R.D. Rosen, *“don’t belong to them so much as to the current guru of choice or best-selling self-help book. It’s as if they rented their insights for the occasion.”*



photo credit: © Paramount Pictures (1992)-alamy.com

This Octagon has become a crowded industry with *over-the-counter meds*, personalizing *fashionista marketing*, and *quick cures* for the *mind-blowing demands and complexity* of leading or working (surviving) in an organization.

Enough of the curated or re-curated evangelizing and [Leap of Faith](#).

The devil's in the details.

Tent revival meetings to hear preachers telling us we are at inflection points — outdated management and workplace practices that must change. Or club events (*conducting purported miracles*) claiming to ignite and accelerate a shift in business culture to *value humans first* or *people first* are one thing.

It is another to stay behind “*to make it rain.*”



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CHAPTER 11

The Fine Print in More of the Same

“The big print giveth and the small print taketh away.”

— Tom Waits, *The Early Years: The Lyrics, 1971 - 1983*



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Instrumental Conditioning and Behavioral Systems

Somewhere between the 20th and 21st centuries, [Nick Morgan](#) argues, we became tired of *hype* and decided we wanted *authenticity*. With it, he adds, we can move people to action.

For decades, business scholars, purported change agents and practitioners have been offering advice and guidance on using instrumental conditioning (learning) and behavioral systems where objective knowledge, results-based and systematic approaches (rather than focusing on wants or needs) to improving performance *is the map*.

Leaders are expected and respectively compensated to “*represent knowledge*” and make solutions *clear or evident to the eye or the mind*.

Followers implement or make use of these *prescribed solutions*.

Think twice before you speak, says Napoleon Hill, because your words and influence, he adds, will plant the seed of success or failure in the mind of another.

“*Is the map,*” asks Napoleon Hill, “*really the territory?*”

We often construct scenarios, using methods or enabling conditions and customs, that make us *act* in a way that is not necessarily reflective of the *actual situation*.

Many conventional models of organizational change management (OCM) being used are leaving leadership and their employees in their organizations dissatisfied — *the fine print in more of the same*.

All along the leader continuum, employees have struggled with a range of unmet needs. Burnout,

anxiety and even depression are high in the organizational life of employees.

Business process management, organizational design or change management is no longer just for flat-earths or its inhabitants.

Without *authenticity*, Nick Morgan says, you cannot even get a hearing — you are in *Dilbertland*.

Dilbert, first published on April 16, 1989, is an American comic strip written and illustrated by Scott Adams. It is best known for its satirical office humor about a white-collar, micromanaged office featuring the engineer Dilbert.

Corporate culture is portrayed as a *Kafkaesque* world where bureaucracies often overpower employees in a surreal, nightmarish milieu — evoking feelings of senselessness, disorientation and helplessness. Office politics stand in the way of productivity, employees' skill sets and their contributions are not rewarded.

Instead, *busy work* is praised.

Projects are doomed to failure or cancellation, self-serving and self-aggrandizing HR policies and rationalizing, and susceptibility to business *trends* and popular *buzzwords* are very real in these working conditions.

In *Dilbertland*, these negative aspects of organizational existence are perceived or communicated as *unchangeable elements of human nature*.

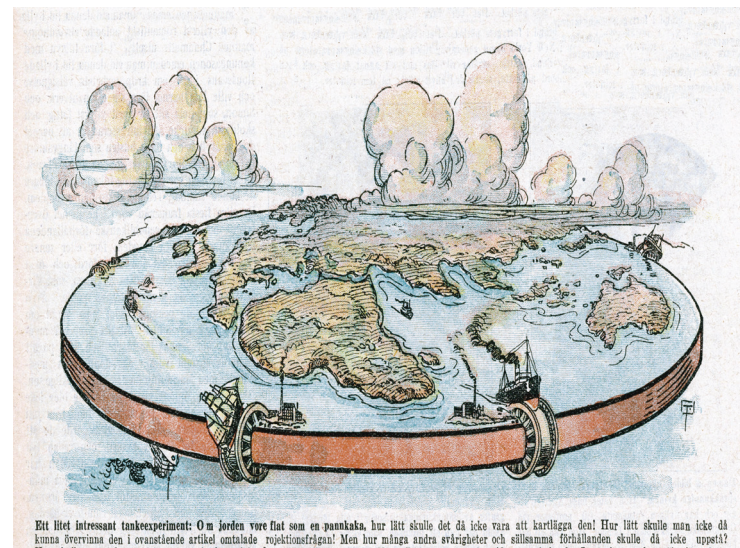


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OCM, as Usual, Won't Cut It

Does organizational change management need a fresh coat of paint?

It needs way more than just another paint job.

Cynics, like economists, David C. Korten highlights in *When Corporations Rule the World*, know the *price of everything* and the *value of nothing*.

The dreams of the corporate empire builders, he adds, are being realized. Their systems are harmonizing standards across country after country down to the lowest common denominator. Who or what *is* this lowest common denominator?

The dispensability of human beings — *trading labor for money, buying talent over developing it* for managing or dodging the *ebb and flow of economic decline* in organizations.

What's the *mokita* in this *optics*?

Human beings demand for a living wage becoming a major source of economic inefficiency. Leaders and their senior staffers fantasizing quietly amongst themselves on how to *purge* themselves of this *unwanted burden*. A love-hate relationship involving simultaneous or alternating emotions of love and hate when employment issues (emotions) are intense. Launching initiatives, programs or projects to drive short term gains (zero-sum, win-or-lose) while using these resources to keep the *natives from getting or growing restless*.

Employers *handle the money*. However, *it is employees who pay the wages*.

It is time to cut back on money, Adam Grant and Jitendra Singh argue, as a leading motivational force in business. Employers, must pay greater attention (not just lip service) to *intrinsic*

motivation.

Designing and managing jobs that provide employees opportunities to *make choices*, develop skills, and do work that *matters*. Promoting and building cultures that maintain the conditions for *meaningful, authentic interpersonal connections*. Walking the talk of contributing to *sustainable development* by delivering economic, social and environmental benefits for *all stakeholders*.

OCM can no longer curate or re-curate creatively or innovatively the *bias* of setting-up top-level teams of experts (conventionally with elite consulting houses) reporting directly to CEOs who are tasked with developing focused visions and strategies for change that are communicated in no more than *five-minute sound bites* and simple enough for all employees to understand.

A surplus of studies is learning that change programs

fail to achieve their goals in a large part because of *employee resistance*. When a handful of people resist something is likely to be wrong because of *these employees*.

When broad resistance is occurring and continuously toppling change programs?

It is often not the employees who need *fixing*. It is the change models *being used*.

It is the disconnects, the *blind spots*, with these traditional change management models themselves — *symptoms of a larger problem*.

Organizations everywhere are not set up for *agile change*. Leadership, their senior staffers, general managers or product owners are often busy relentlessly communicating about change imperatives. The design of these organizations ensures the playing field favors command-and-control landscapes and optics — controllability,

stability, routinization, risk-avoidance, zero-tolerance for error or failure, and even more ugly, *deference to authority*.

Says [Carsten Tams](#), it is like *pushing the accelerator and the brakes at the same time*. The result is friction, fatigue and cynicism.

Most middle managers, [Harold L. Sirkin, Perry Keenan and Alan Jackson](#) highlight, are prepared to support change efforts even if doing so involves additional work and uncertainty and puts their jobs at risk.

“They resist change because they don’t have sufficient input in shaping these initiatives.”

Too often, Harold L. Sirkin, Perry Keenan and Alan Jackson add, these middle managers lack the tools, the language, and the forums in which to express their legitimate concerns about the design and implementation of change projects.

Employees are tired of experiencing a sense of emptiness while working because of their managers operating on auto-pilot or marginalizing the *authentic human* they should be in charge of in their work space.

If systems, [Katherine Train](#) says, were designed that reshape the hierarchical chain of command methodology, that turn it on its side — *Would employees be inspired to achieve greater creativity?*

Would they be able, she adds, to bring their *authentic selves* to work?

OCM can be, and should be, much more than just preparing, equipping or supporting impacted employees (retooled *fashionista* — now known as *stakeholders* in business jargon and corporate speak).

The role of OCM is becoming less about *punching through* discrete change projects.

Less about business as usual. Human activity occurring within processes translated as tasks in packages integrated and standardized ad nauseam or rank-and-yank performance systems. [The creation of work units merely as the amount of effort, measured in time units \(like hours or days\)](#) — where labor is a resource that needs to complete these tasks. And, likewise, the total work for a task is the sum of these time units, no matter how many resources (labor) are assigned to the job.

OCM can no longer promote, curate (over-and-over again) certificate methodologies and tool sets, market or sell the perception or thinking:

- *Biased* (tipped) toward categorical or dichotomous perception and thinking where leaders lead while other efforts are employee-led (**better known as managing from the middle**).
- Initiatives, programs or projects — some will

make sense at *face value* while others *will not*.

- Some employees are part of the *digital revolution*, as others claim, *while others are not*.
- *Projects* are *habitual* enablers or force multipliers for traditional waterfall release (*normalizing the abnormal* — **it's still abnormal!**).
- *Projects* are things that some employees *are excited about* while others *they are not*.
- Some employees are part of the *digital revolution*, as others claim, *while others are not*.
- Employees *may or may not* participate in *solution design*.

Creative and innovative OCM is about *Human-Centered Design* and *Human-Centric Change*.

Helping leaders and their employees design, govern and operate organizations that empower continuous adaptation (*agile change*) — transforming disruption into opportunity — **Change** or **Be Changed**, **Disrupt** or **Be Disrupted**.

Mindshare **is** often more important than *Market Share* — not just a *Big Footprint*.



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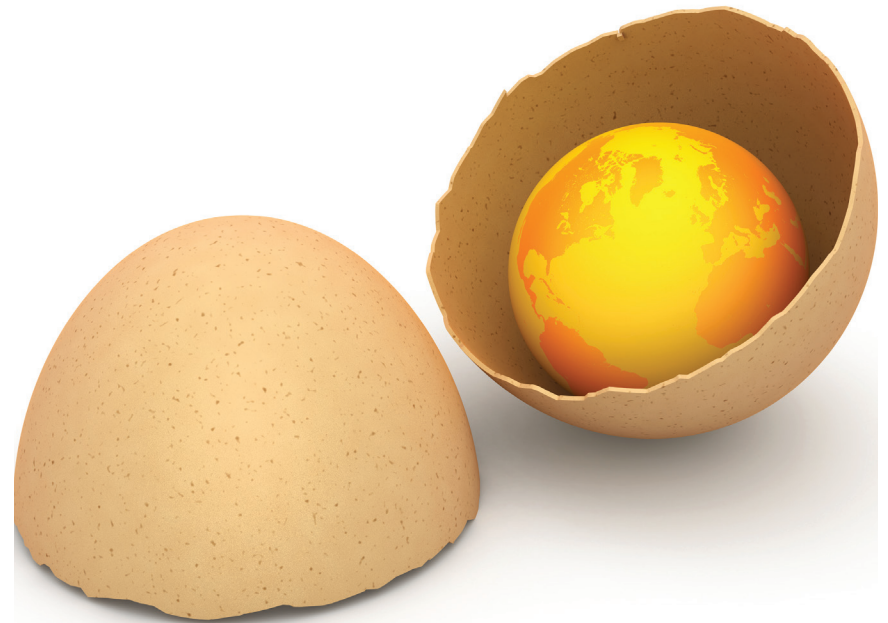


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CONSCIOUSNESS

“As I get older, I get smaller. I see other parts of the world I didn’t see before. Other points of view. I see outside myself more.”

— Neil Young

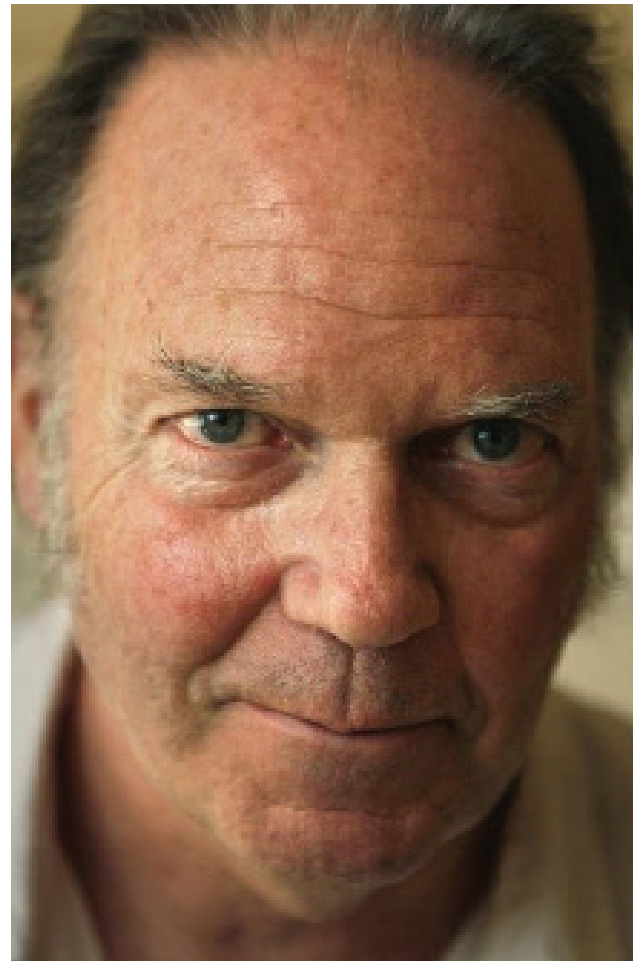


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CHAPTER 12

Mindshare

Andrew: My God, are we gonna be like our parents?

Claire: [teary eye] Not me... ever.

Allison: It's unavoidable; it just happens.

Clare: What happens?

Allison: When you grow up, your heart dies.

John: So, who cares?

Allison: I care.

— *The Breakfast Club* (1985), Universal Pictures



photo credit: © Breakfast Club (1995) Universal Pictures

Identifying Barriers To Mindshare = Authentic Change

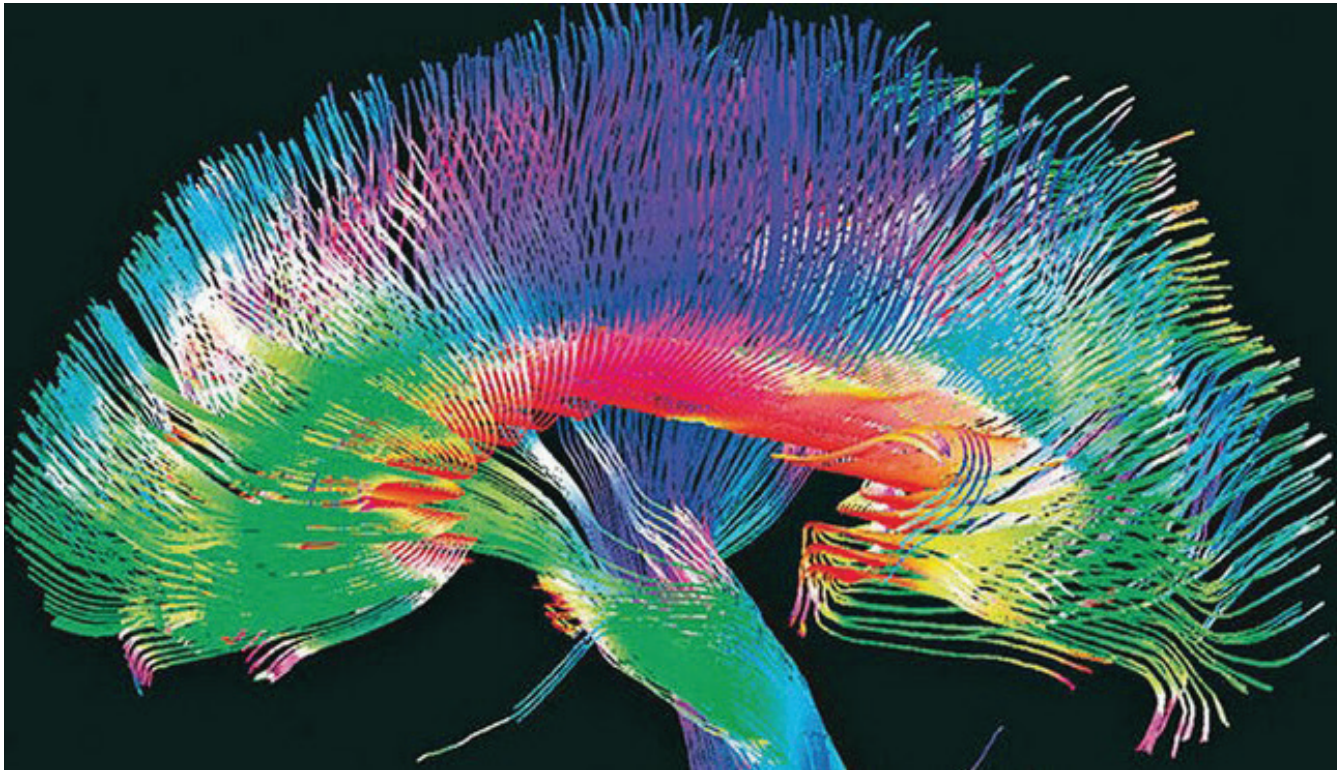


photo credit: Human Brain Project-extremetech.com

Mindshare

A share of mind, or Mindshare, as I promote throughout our culture in Insights Without Borders, is our mindfulness about creating ideas: beliefs, dreams, impressions, thoughts.

They are *living organisms*. There is power in combining them — authentic *shared* experiences, *collaborative* innovation, *communal* intelligence, and even the creation of *collective consciousness*.

Exciting opportunities emerge for opening new ecosystems of intellectual and emotional capital, thought equity, along with a place for the commerce of both the heart and the mind. For fostering economic activity that depends on employee's individual creativity as the main source of *value* and the main cause of a *transaction*.

In this way, mindshare often reveals creativity, optimal designs, innovations, transitions, transformations, and breakthroughs in organizations.

“Before you can have a share of market, you must have a share of mind.”

— Linda Wolf, former Chairman and CEO
Leo Burnett Worldwide



photo credit: © Sharon Pittway-unsplash.com

Unknown Territories

innovation thrives in dense and highly collaborative environments and ecosystems



photo credit: © vegefox-stock.adobe.com

**Organizational
Change Management**

*mindshare through
creative and transformative
shared experience*



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*pioneering unknown territories — new ideologies
shaping the future*

Mindshare, [Nikos Acuña](#) says, is more than how much space our brand takes up in our audience's collective mind or what it takes to make ourselves more marketable. It's about fulfilling demand beyond our brand's promise.

It is about igniting movements, inside and outside, organizations, through authentic leadership, and creating products that are alive. It is about seeing what binds leadership and employees, and what they can do to thrive.

Transformation, Acuña argues, occurs through ideas. The act of ideating, he contends, is trans-formative.

“Groundbreaking ideas are the result of one or more ideas converging into something more meaningful than merely the sum of those ideas put together.”

New ideas form new network clusters in our mind.

“As a Chief Content Officer,” David Lang said, “this is going to sound funny but there’s too much content out

there because a lot of the content doesn’t have a reason for being,” he argued, in his interview with Beet TV. “It’s not based on a strategy, it’s just noise and clutter.”

The bigger issue, Lang contends, is that content needs “*a reason to live and a purpose*” for both brands and their target audiences.

Forget yell and sell, says [Bill Threlkeld](#), which became highly ingrained in business.

Companies, highlights [Al Ries and Jack Trout](#), *don’t position products, people do*. Marketers battle for the mind. So do change agents, change brokers and change practitioners in organizational change management (OCM).

OCM, like marketing, “*is really nothing more than a battle for a customer’s share of mind.*” You have to influence my perception of you, Threlkeld says, and over time, that consistent influence can result in change.

What Happens Without Mindshare?

- Infighting, backstabbing, and all manner of dysfunction
- Failure of nerve
- Generative inheritance of learned helplessness
- Organizational culture not coming from a genuine, thoughtful process
- Excessive specialization in the creed — *Trust your Neighbor, but Brand your Stock*



photo credit: peakpx.com

Designing a thoughtful office culture, says [Barry S. Saltzman](#), is one of the most important frameworks to devise when building up or revamping a company.

The right tone and environment, he adds, can improve employee productivity and happiness tenfold. The wrong one, he highlights, can sabotage your goals.

Your company, Saltzman argues to executives, is a reflection of your mission and your passion for it. *“Let that be a starting point that unifies your team, and extend the perks and shared goals from there.”*

A cohesive office culture starts at the top and is built with intention.

“Design creates culture. Culture shapes values. Values determine the future.”

— Robert L. Peters, Graphic Designer

CHAPTER 13

Awareness

*“The only thing worse than being blind is having sight
and no vision.”*

— Helen Keller



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Mental Models

Seed Power

Australian Aborigines speak of *guruwari* — “seed power,” an idea that appears in the Warlpiri language of the culture of indigenous Australian peoples.

In their world view, argued Robert Lawlor, every energetic “*pattern*” — meaningful activity, event or life process occurring at a particular place, leaves behind a vibrational “*energetic residue*” in the earth, as do plants, leaving an image of themselves, as *seeds*.

“Seeds contain forms and worlds yet to germinate,” said Robert Lawlor — “the roots, leaves, and flowers of the entire plant are invisibly enclosed in the seed.”

Assumptions, generalizations, myths, ideas, images, and even mental models, are dispersed throughout *“the world on the winds of thought, the waters, of emotion, and the fires of passion,”* where once landing they

become deeply ingrained.

“Mental models, are how we simplify complexity,” says Farnham Street Media. *“Why we consider some things more relevant than others, and how we reason.”*

Mental models are how we understand the world.

“Not only do they shape what we think and how we understand but they shape the connections and opportunities that we see.”

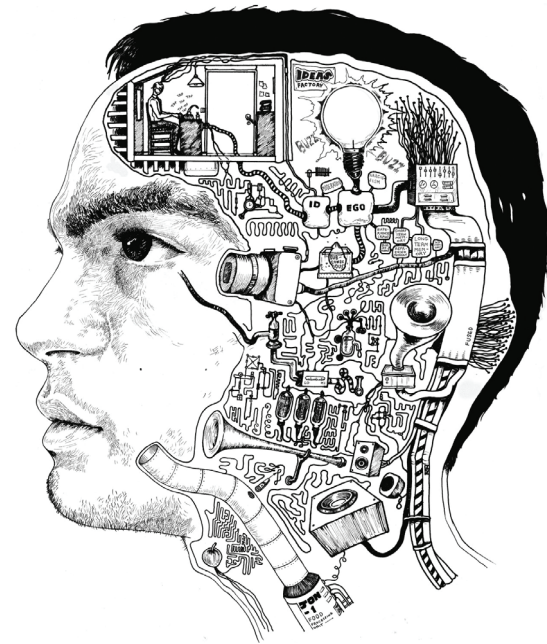


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The quality of our thinking, Farnham Street Media highlights, is proportional to the models in our head and their usefulness in the situation at hand.

“The more models you have — the bigger your toolbox — the more likely you are to have the right models to see reality. It turns out that when it comes to improving your ability to make decisions variety matters.”

In his novel, *Love in the Time of Cholera*, Gabriel Garcia Marquez shares an account of the time Florentino Ariza became *“swayed by his conviction that human beings are not born once and for all on the day their mothers give birth to them, but that life obliges them over and over again to give birth to themselves.”*

One of ways we do this is through the creative development and authenticity of our mental models, *guruwari* — “seed power,” energetic “pattern” giving us a vibrational “energetic residue” as seeds, shaping what we think, how we understand, the connections

and opportunities that we see.

Our roles as change agents, change brokers, and change practitioners in organizational change management (OCM), is to help leaders, managers and employees in organizations to re-evaluate how they are simplifying complexity, what mental models they are using to do so.

Why they are considering *some things more relevant than others*. What the quality of their *thinking* is proportional to the *models* in their head and *usefulness* in situations at hand in their organizational cultures, ecosystems and environments.

People do not behave consistently with what they say, highlights [Arthur Diniz](#), they behave consistently with what they believe in.

Neither do job titles make people. *People make job titles*, and they bestow them with *authentic* or

inauthentic power. Organizations do not make people.
People make organizations.

Innovator and early adopter change agents, change brokers, and change practitioners are partnering with leaders, sponsors, managers and employees in organizations to discover their *blind spots* and helping them to develop *the courage to work through them* — **so they can chart different courses through open imagined vistas.**

Today's competing business models and frameworks continue to *normalize the abnormal* (**it's still abnormal!**), as an *art form*.

These conscious-unconscious *blind spots* leave half-seen, flickering images of *presumed reality* projected on the cave walls of the organization, posing further *unforeseen problems*.

Keeping C-suites, managers and employees, their culture, ecosystems and environments from

discovering that not only the math they are using for the problem sets are wrong, but so too, is their mental models they are using for defining and framing these problem sets.

In his book, *Una Vida: A Fable of Music and the Mind*, Nicolas Baza takes readers on a tantalizing journey to the innermost landscape of the brain.

“The human brain is a creative organ — it interprets events, not just records them. It functions more like an abstract painter than a realist. Its view of what happens is more important than what actually happened. Pain, smell, taste, touch, and fear are the visionaries of what we see. There is no pure, unmediated seer; no objective reporter. Our images are shaped by the context in which we choose to live. We see what we want to see, hear what we want to hear — or what we need to in order to preserve the image of ourselves and others that provide us with a sense of purpose.”

CHAPTER 14

Mindscales

Catalysts, Inspirations, and Sensibility

“I got vision and the rest of the world wears bi-focals.”

— *Butch Cassidy and the Sundance Kid* (1969),

20th Century Fox

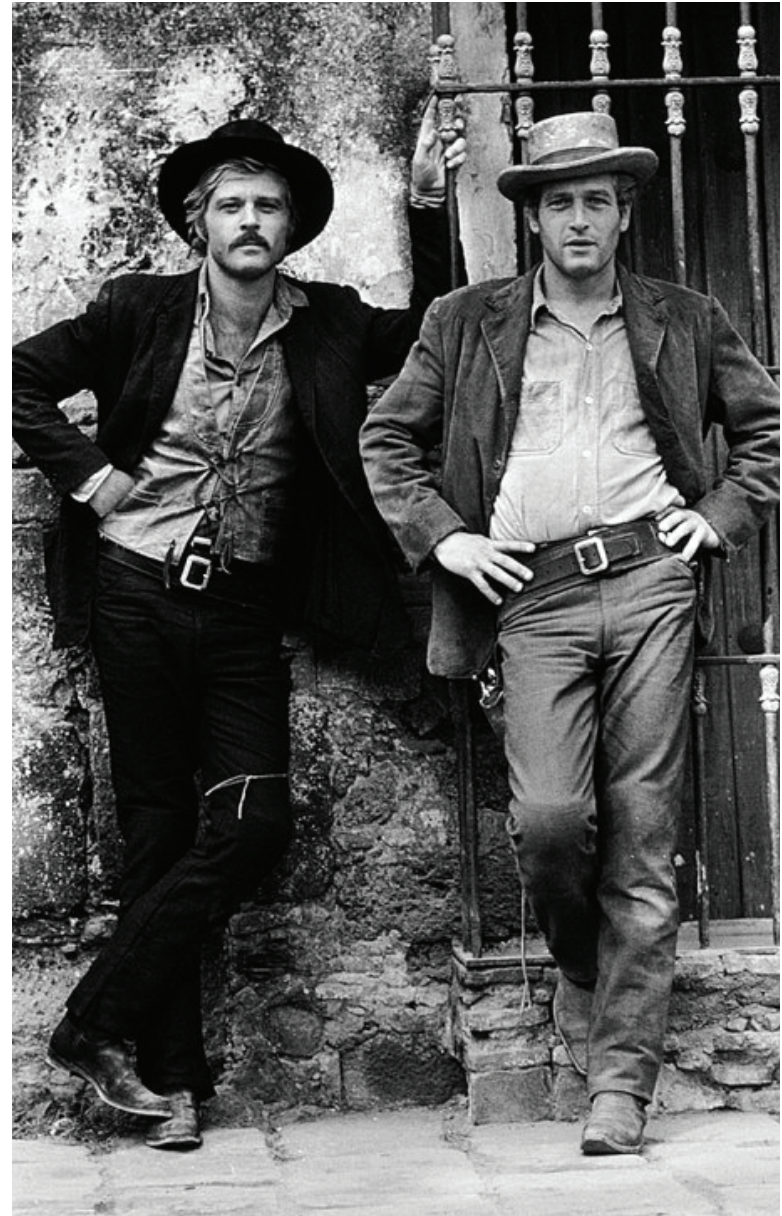


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Perspectives as Mindscapes

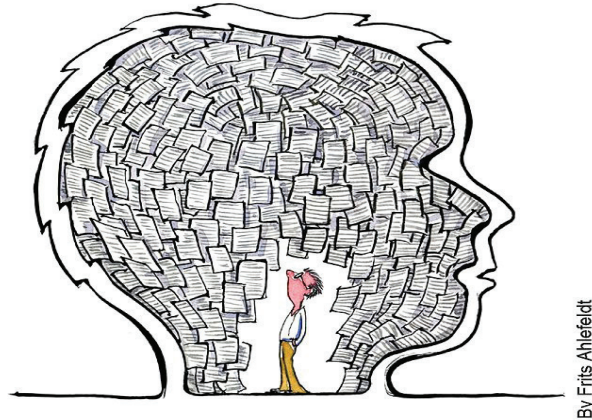


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“Our knowledge is the amassed thought and experience of innumerable minds”

— Ralph Waldo Emerson

Who, is doing the *thinking*, on what *we think*, and how we think, inside organizations, on Transforming Organizational Change — **Change** or **Be Changed**, **Disrupt** or **Be Disrupted**?

On how we *see*, complexity, and disruption, and how *we reason*?

The connections and opportunities that *we see* — *considering* some things more relevant, than others?



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A Collective Process

Thought is a collective process, argued, Karl Mannheim, in his book *Ideology and Utopia*, focusing on “*the problem of how men actually think.*” Thought is not an individual undertaking. We can only participate in thinking further what others have thought before us.

This insight (without borders), implants people in their social context — thought is not independent, as research shows, of the socio-historical position of the thinker.



photo credit: © Mark Rogers-insightswb.com

We construct our view of reality by participating in a collective process — our individual experiences of a shared social basis are bound together through social interactions that become a *mode of thought*.

Moreover, one individual does not embody an entire mode of thought. Each of us do not hold thought attributed to a group in its entirety. However, each of us contributes to and is influenced by the wider mode of thought of the *group(s) we connect with in and out of work.*



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A Collective Action

Likewise, argued Karl Mannheim, thought is a collective action, where a mode of thought will either attempt to change the *social reality* of the thinkers or to maintain it.



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photo credit: Gary Waters-Getty Images-Ikon Images

These *inner experiences*, or lack thereof, are defining our relationships with ourselves and our co-workers. Are shaping *what* we are using to understand our world — our assumptions, beliefs, generalizations, ideas, images, myths, and even mental models, and shaping *how we* simplify complexity, and disruption.

Yell and Sell

*A kaleidoscope of actors — **the traveling preachers, executive masters in their echo chambers, and the employees themselves** — create a social reality of the organization mapped to a path of failing change.*

How do we stay clear of the traveling recipe sellers of toxic change cocktails — and worse yet, drinking them — in organizational change management (OCM), *shaken or stirred for targeted congregations?*

- **Look at Me, Listen to Me** (yell and sell), [pop clairvoyance racket](#) (“*not all oracles are equally Delphic*”), with over-simplified feel-good platitudes, cashing in on the [whole new mind craze](#).
- Elite professors in the MBA factories, management theorists, top-tier consulting herd retooling *en vogue* — *How to Turn Purpose into Performance, Making Empathy Central to Your Company, The Secret to*

Leading Organizational Change is Empathy.

- Club events that purport to ignite and accelerate a shift in business culture to value humans first.

Fast talk and quick cures; real miracles sensibly priced. *And the reality is*, as Louise tells Thelma in the film, *Thelma and Louise*, [“You get what you settle for.”](#)



photo credit: © Paramount Pictures (1992)-alamy.com

Bubbles — Stratos and Their Cloud Minders

Executives — always assume they are changing the world for the better. But outside their bubble, *things are different*.



photo credit: © Mediaparts-stock.adobe.com

When the CEO, as Ralph Nader highlights, makes 300 times, what the average employee makes, where is the sincerity in the boss's proclamation, "*there is no I in team*"?

- *Trading labor for money.*
- *Buying talent over developing it.*
- *Workers aren't laid off, they're right-sized.*

The reality — Employers handle the money,
but employees pay the wages.



photo credit: [TOS] Season 3, Episode 21: The Cloud Minders-letswatchstartrek.com

Unwritten Code of Behavior

Employees — are not plug-and-play brainboxes, brilliant fact collectors, or tick-the-right-boxers, who fit neatly and comfortably within political correctness.

They approach dissent because of the unwritten code of behavior in the workplace.

- *Agree verbally with others they work with but do not follow through, feigning ignorance or withhold information.*
- *“Resist change to protect the interests of a group, or “prove” that the decision was wrong.”*



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- *“Us versus them” mindset.*
- *Trust your Neighbor, but Brand your Stock.*

The reality — this mindset and bias results from command-and-control leadership and legacy business models; prevents diversity and inclusion; holds everyone back from achieving peak productivity and profitability.



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Seeing in the Dark



photo credit: lsao.org.uk

This action, *seeing in the dark*, calls into question, “dominant models of intellectual development,” what [Sherry Turkle and Seymour Papert](#) call “the rarely challenged assumption that rules and logic are the highest form of reason.”

Moreover, argues Eviatar Zerubavel, what takes place inside our heads, is deeply affected by our social environments, which he adds, are typically groups larger than the individual, and considerably smaller than the human race.

Seeing in the dark, calls into question, social realities in organizations by examining the “unmistakably non-universal mental “software” we are using in thinking and mental actions.”

In Richard Nelson’s study of the Koyukon of Alaska in his book, [Make Prayers to the Raven](#), he learned — “Reality is not the world as it is perceived directly by the senses; reality is the world as it is perceived by the mind through the medium of the senses. Thus reality in nature is not what we see but what we have learned to see.”

How many of your colleagues are truly engaged in their work inside your organization?

This culture does not develop on its own. It's created by *seeing in the dark*, using *mindscapes* — catalysts, inspirations, and sensibilities — *conscious engagement* (observing, modifying, and regulating **mental and emotional processes**). So, everyone feels empowered to help create, a purpose-driven organization, that *authentically* align with who they are, setting the stage for sustainable success.

Seeing in the dark, using *mindscapes* — “the landscapes of the mind” — helps **not only** executives, but employees as well, acknowledge and respect the *inner content* of their *mind*. Express an *authentic self* — in their roles and work *inside* their organizations.



photo credit: lsao.org.uk

Seeing in the dark, is about awareness of *how*, both **mentally and emotionally**, your motivations and behaviors *inspire* and *engage* others — **or not**. *How* you are using these *insights* to more effectively sustain the growth and generative development of your organization and the people who comprise it.

How We See Ourselves

The *dialogue of conscious engagement* shapes how we see ourselves. How we respond and behave when faced with **Change** or **Be Changed**, **Disrupt** or **Be Disrupted**.

Mindscales — “*the landscape of the mind*” — are a useful metaphor for helping us to discover, understand, *travel across and work with* connections and opportunities, inside and outside organizations.

Mindscales provide change agents, change brokers, and change management professionals with a ready vocabulary for transformation, and for identifying and conceptualizing elements impacting on organizational behavior and performance.



photo credit: © Rafal Olbinski-tuttartpitturasculturapoesiamusica.com

Rich and Varied

Magoroh Maruyama, used the term, mindscapes, in [*Mindscapes and Science Theories*](#), and [*Mindscapes: How to understand specific situations in Multicultural Management*](#), to suggest something rich and varied.

There are many types of mindscapes, he highlights, possibly as many as there are individuals.

He defined “*mindscape*,” to mean a “*structure of reasoning, cognition, perception, conceptualization, design, planning, and decision making that may vary from one individual, profession, culture, or social group.*”



photo credit: © pathdoc-stock.adobe.com

Lawrence E. Sullivan argued in the Forward of Ioan P. Couliano’s book, *Out of this World: Otherworldly Journeys from Gilgamesh to Albert Einstein*, that Couliano:

“might find affinities with Berkeley: their esse is percepti, their being is to be perceived. The world of all appearances, then, is the fabric woven on the loom of perception.”



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The Village

In changing how we change, our organizational cultures, including the ones emerging and yet to come, now require more than digital transformation or technological progress.

“Steve Jobs once proclaimed that “technology alone is not enough.” Creating a better world, he repeatedly stressed, requires focus on people as well as technology, on the humanities as well as the sciences.” — Eric Schatzberg



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Our organizational cultures, now, require new constructions, not just digital or technical progress, that use new sets of intellectual and emotional values to examine technology itself as a human endeavor. *“Just as there is no art without artists,”* argues Eric Schatzberg, *“there is no technology without people who create it.”*

Winning the Hearts and Minds



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“Joining a new company is akin to an organ transplant — and you’re the new organ. If you’re not thoughtful in adapting to the new situation, you could end up being attacked by the organizational immune system and rejected.” — Michael Watkins

This action of *winning the hearts and minds*, begins the moment employees show up to work and

continues throughout their lifespan in organizations.

We undergo massive **cognitive socialization** that is often contrary to *winning the hearts and minds*, and more aligned with undergoing powerful *affiliation patterns* and shaping *the way we think* in organizations. Eviatar Zerubavel refers to this as *socio-mental control*, and adds, “*is one of the most insidious forms of social control.*”

This *socio-mental control* calls into question, the considerable amount of control organizations has over *what employees attend to*, *how they reason*, *what they remember*, and *how they interpret* their experiences in culture and workplaces.

This *socio-mental control*, argues Zerubavel, is often taken for granted, except as he highlights, *when we actively try to resist it*.

Onboarding, [Arlene S. Hirsch](#) says, is a prime

example of employers trying to “*win the hearts and minds*” of new employees. It is a “*magic moment when new employees decide to stay engaged or become disengaged.*” And, likewise, “*It offers an imprinting window when you can make an impression that stays with new employees for the duration of their careers.*”

Onboarding is not an **event**; it is supposed to be a **process** of welcoming and integrating new employees into your **organization**, and their **new role**.

How they are being *socialized* and *learning to see* inside your organization, one or more, *social worlds*, through the *mental lens* of particular *thought communities*.

Coming to assign *social objects* the *same meaning* that these objects *have* for their co-workers.

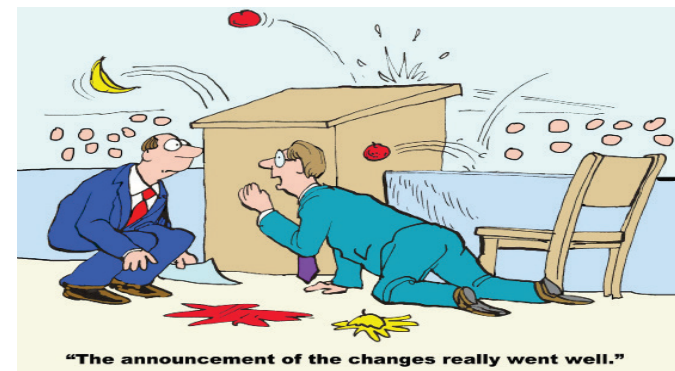
Ignoring and remembering *the same things* that their co-workers, *do*.

And, *laughing, or not*, at the same things that their co-workers, find funny.

Over time, social realities challenge the view of culture offered by onboarding.

Cognitive sociology, helps change agents, change brokers, and change practitioners in organizational change management (OCM) — discover how leadership and employees “*think not only as individuals and as human beings, but also as social beings, products of particular social environments that affect as well as constrain the way they cognitively interact with the world, marketshare, consumers, and customers*” — **inside and outside of the organization**.

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Social Communities, Thought Communities

We inevitably experience [organizational cultures](#), [leadership styles](#), and [organizational life cycles](#), *personally* through our own sense, and also, *impersonally*, through our mental membership in **various** social communities, inside and outside of organizations.

Moreover, what is going on in our head, argues Eviator Zerubavel, is being affected by the particular *thought communities*, to which we belong.

The existence of numerous, culturally specific, *cognitive traditions*?

How do we, asks Zerubavel, figure out which of the things that are being said in a meeting should be *included* in the minutes, and which ones, should be considered “*off the record*,” and officially *ignored*?

Why do we eat sardines but never goldfish, or ducks but never parrots?

Or come to “*remember*” things that happened long before we were *born*?

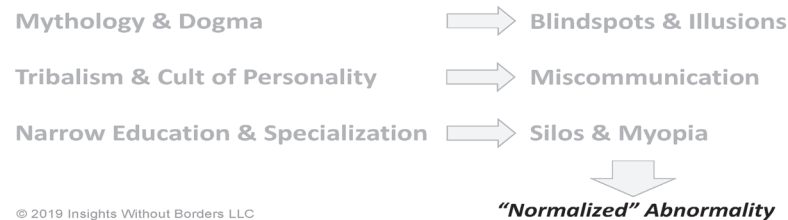
How do we, as members of different thought communities or social communities in cultures, leadership styles, and organizational life cycles — recognize *cognitive diversity*, **or not**, inside organizations?



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Rebooting The Mind

Typical Issues:
accepted unnecessary distortions,
breeding confusion, mistrust and defensiveness



In the discipline of operational management — organizational life cycles, cultures, and leadership styles — these explicit, but more importantly, *tacit* (*Mokita*) *cognitive norms* affect or **constrain** the way we think, both *mentally and emotionally*.

- What are the *social rules of focusing*, that are affecting your leadership and employees in your organization to disregard certain aspects of their surroundings, as mere “background” ([discrepant stimuli](#))?

- What are the *social rules of remembrance*, telling leadership and employees, what they should remember, and what they may (or even must — *Mokita*) *forget*?
- Various conventional rules of *mental association*, Zerubavel argues, affect the meaning we come to attribute to *things*.

Insights Without Borders is working with leaders and employees inside their organizations to become thoughtful in adapting to the real urgency to **Change** or **Be Changed**, **Disrupt** or **Be Disrupted**.

Helping leaders and employees *turn disruption into opportunity*.

And positioning change agents, change brokers, and change management practitioners so they do not end up *being attacked* by the *organizational immune system*, and **rejected**.

THE THRESHOLD

“The teacher who is indeed wise does not bid you to enter the house of his wisdom but rather leads you to the threshold of your mind.”

— Khalil Gibran

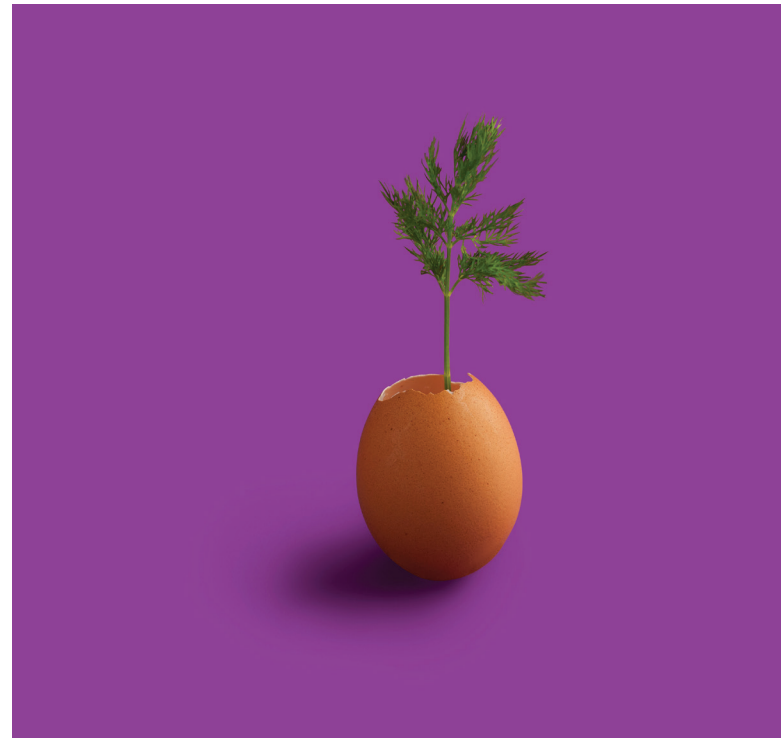


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CHAPTER 15

The Cave

*“Luke: What’s in there? Yoda: Only what you take
with you.”*

— Star Wars: Episode V The Empire Strikes Back (1980)

Lucasfilm Ltd.

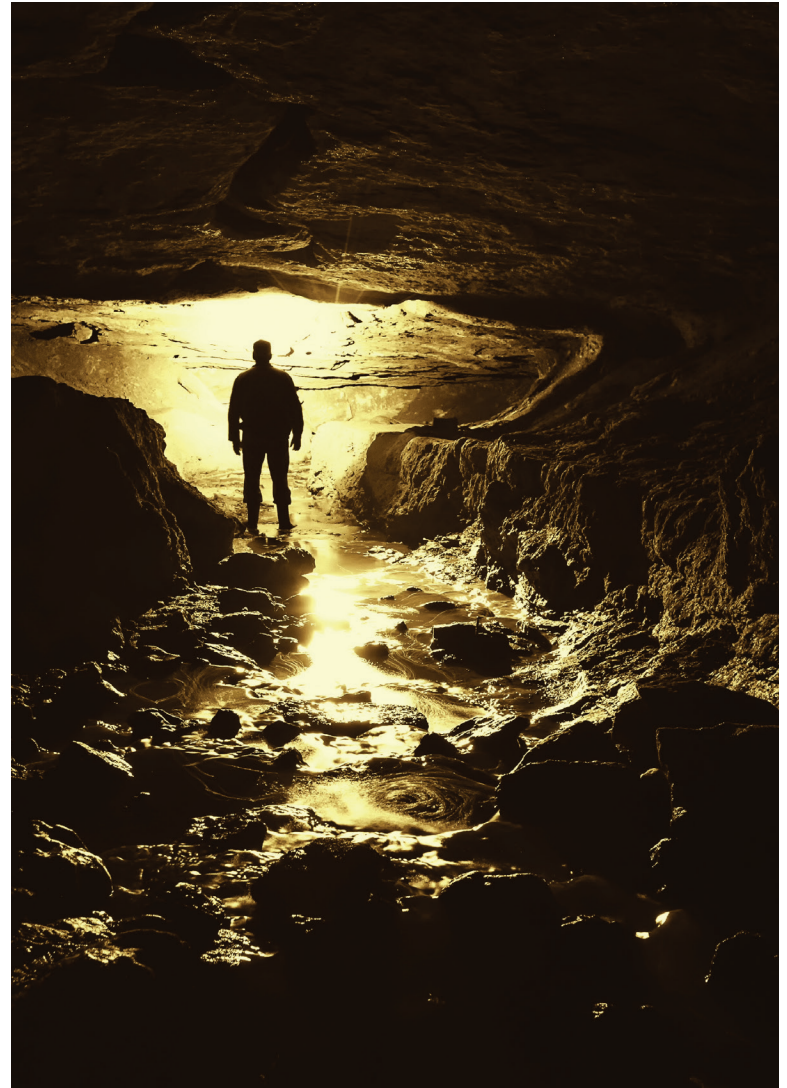


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Trapped Organizations

Cave thinking is the *thinking of trapped organizations*.

Trapped — in climates and cultures, ecosystems and environments, where leaders, line management and employees work within the *secluded walls* of *selective perception*.

Shadows of *half-seen images* of organizational life are taken as **real** — critical business issues (CBIs), key performance indicators (KPIs), and organizational capabilities and functioning.

As a result, initially stated problems, are often not the *real problems*, challenging organizational change management (OCM), process management, and performance improvement, leadership and talent management.



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Here Be Dragons, The Unknown



photo credit: © Andrew Neel-unsplash.com

Unexplored regions on maps in organizational life, are annoying, overwhelming, and stressful.

But above all, facing these unknowns, is frightening — *Here Be Dragons* that lie in wait, hiding, ready to challenge leadership and employees.

These unknowns encourage the fidelity of *self*, to instead **become** leaders' *selfishness*, doing as dragons **do** — destroying or *torching* communities, as

to, *inspiring* leaders' *self*, to become essential, as an **agent** for the integrity of a community.

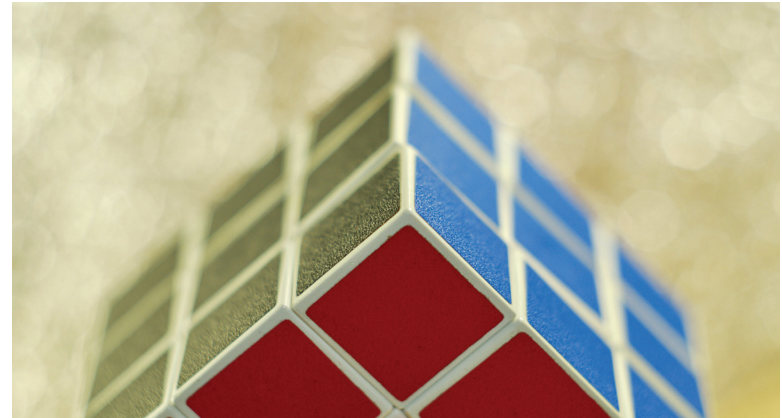


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The mapping of these leadership journeys remain linear models, where the nature of *reality* is projected by *categorical* or *dichotomous thinking* — of lines of business, productivity, business process improvement, and cross-functional alignment or IT-driven technology deployment.

In this leadership journey mapping, to *differentiate self*, leaders work strictly to *motivate and incentivize short-term*, instead of **systemically** where *reality*

is **relational** and **passionate**.

This leadership journey mapping promotes change and disruption as *essential dangers*, to be avoided at all cost instead of met with the vitality of *each of us* bringing our passion and brilliance to work, all day, every day.

The optics of this mapping *polarizes the opposition* — as a result, *Here Be Dragons* — instead of encouraging how to **transform disruption into opportunity** in organizational life. Wherein we can preserve *self*, and stay *authentically connected*, within cultures, ecosystems, and environments inside organizations.

Continuing to enable these optics emboldens *failure of nerve* — instead of **roadmaps** than can open *imagined vistas* for leaders who **are bold enough to set out in new directions**.



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Pathology

We simplify in *organizational life* or world of work, our *life and activities* that affect our *journey mapping*.

Our thoughts and emotions that create and direct our *narrative*.

The vitality, vigor, or energy, we direct, toward the process we go through in order to accomplish our *goals*, and our *lines of business*.

The series of actions or steps taken in order to achieve a particular end, can become a *normalized abnormal* — it is **still abnormal!**

Our narratives are condensed and polished, ultimately leading to a *visualization*.

Our physical and mental activities or tasks, either in work or our personal worlds, are aligned inside organizations, with our pattern of existing or prior

ways we perceive or regard beliefs, impressions, perceptions, and thoughts affecting our journey mapping.

We disregard any evidence that *challenges* or *disproves* these beliefs, impressions, perceptions, and thoughts.

Above all, in our search for *continuity* in our worlds of *discontinuity*, these *biases, opinions*, and likewise, *preconceived behaviors*, become an **art form** *personalized* by us to *normalize the abnormal* (**it's still abnormal!**).

These *are illusions* in climate and cultures, in ecosystems and environments, encouraging *false beliefs* or *ideas*, and *poor quality* or *low standards* or *self-destructive behaviors and practices*.

Unfortunately affecting, or harming, or even **preventing** development or success — of work performance, and ultimately organization's profitability.

Problem Recognition

In problem recognition, *shadows* promote deceptive appearances or impressions, wrong or misinterpreted perceptions, that influence defining project scope in OCM, leadership, agility, performance improvement, and talent management.

These instances of wrong or misinterpreted perceptions, are automatically, or without conscious thought accepted as *authentic symptoms* — driving the need for intervention, development of project plans, managing project schedules, and communicating project status to sponsors, leadership, and employees inside organizations.

As a result, in problem recognition, shadows are deliberately making it difficult, or even *blocking altogether*, discovering and thinking about **other actions, events or facts** presenting with *similar*

features, signs, and symptoms — obscurity affecting the development and delivery of major change programs such as those focused on business process improvement, IT-driven technology deployment, business and digital-driven transformations, leadership and cross-functional goal alignments.

Instead, these shadows, give *authority*, or *means to do*, or *make it possible* for a **cover your ass** (CYA), polarizing climate and culture, ecosystems and environments, inside organizations.



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Problem Solving

Shadows in problem recognition make it difficult, or even block altogether, mapping and understanding business processes that are a critical step in any major change programs focused on business process improvement initiatives inside organizations. These failures, typically perceived as lack of value, result from a mix of causes including insufficient resources, faulty methodology, or inadequate tooling.

Why does discovery present such a challenge, for sponsors and their teams, inside organizations? It is because each participant comes to discovery with a local view of the process. However, no single participant comes with a complete global view of the process from end-to-end.

Discovery and problem solving, then, must focus on *transforming* the organizational understanding of

current business processes from *tacit* or *implicit* to **explicit**. This change communicates the structure and details of business processes, where *everyone* can understand them, and can make *authentically informed decisions*.

The first step discovers the existing processes, step-by-step, to understand *all the functions* being performed by employees and by their legacy systems.

Diagnosing the root cause for known process problems, regardless of what they present, is often treated conventionally as severe or unworthy of consideration by leadership because they perceive this process to be too costly and time consuming.

Systemic diagnostic methods, and visualization work products, identify more than just the presence of root cause failure. They identify the presence of *other conditions* (often *Mokita*) which

are the *shadows* of the **root cause**. These shadows or *half-seen images* present *multiple alternatives competing* with the *root cause*.

Credibility gaps are often the lurking competing problem. They become fearful of describing elements of the processes that are in **reality**, embarrassingly dysfunctional or inept, and that can, or **do**, become *blow-back* to them. They fear their reputations will suffer, and that departmental politics will rear its ugly head.

Root cause failure analysis (RCFA) is the process for identifying the *true cause* of *pathology*, and using this information and insights, to set a course for *authentic* corrective or preventive action.

Differential diagnosis is usually a *multidisciplinary problem*. Too often this analysis stops with the technical aspects that are often understood inside organizations where the *true cause*, may exist in the

human organization. In the organizational inability to successfully manage many competing interests, like time, quality, lines of business, and money.

Human-centered design methodologies, and human-centric change management processes, enable the problem discovery process to produce authentic takeaways — clear, complete, accurate, and actionable foundations for process design and optimization.

One does not become enlightened by imagining figures of light, but by making the darkness conscious.”

— Carl Jung

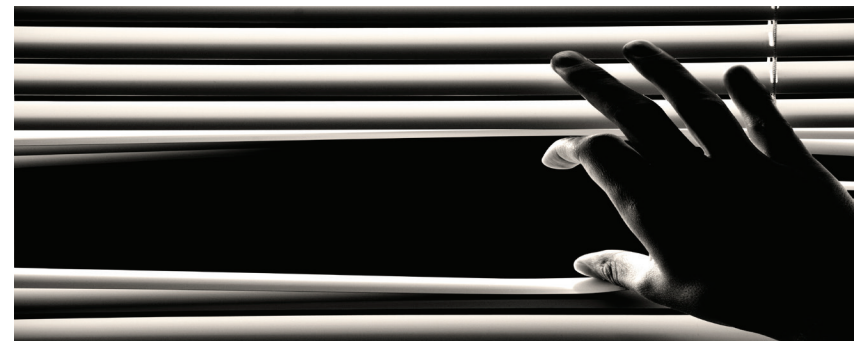


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CHAPTER 16

Chained In The Cave Thinking And How To Break It

*“Hurt me with the truth, but never comfort me
with a lie.”*

— Jim Carrey



Belief

Imagine living **trapped inside a cave**, or worse yet, **chained in the cave**, basing your *perception* of the world, or your organization, on your limited view? This perception is what I call *bias*.

Too many beliefs, impressions, perceptions, thoughts, and behaviors are being shaped within the *secluded caves* inside culture, ecosystems, and environments in organizations. Leadership and their employees are working inside these caves, mistaking *shadows for truth*.

This reality inside organizations is a world of appearances for others to follow — *the shadow experiences* that affect our decisions, rarely *questioning* the group, or *how* it makes sense of it all.

Leaders, and their *followers*, who are not necessarily **believers**, are seeing what they want to *see*, hearing what they want to *hear*, and speaking what others want them *to speak* — creating toxic climates and cultures, ecosystems, and environments affecting lines of business, productivity, business process improvement, and management.



photo credit: dynoptic.ch

Inertia

The stories of leadership, and their employees, no matter what else is happening to them along the way in their journey mapping, is one of *experience as a psychological journey*.

- Both leadership and employees know, *and feel*, that change in the workplace interferes with *their autonomy*. They feel a loss of control, and then become *resistant* to the ensuing change approaching them.
- *Learned helplessness*, argues Eduardo Durán in his book, *Healing the Soul Wound: Counseling with American Indians and Other Native People*, becomes a psychological process denoting a state of entrenched victimization, and a loss of ability to maintain hope and perceive a way out of the pain and suffering.

Change is inevitable. People need to change. However, they do not feel the need to, because they do not know how, or cannot see, *the benefits of change*. Salvador Minuchin argued, an organization is a lot like a family. It is easier to help one having problems around a *recent* transition than one that has been *blocking adaptive negotiations* over a long period.



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Insight

We cannot lead our teams, [Max Heiliger](#) argues, to worship a torch because we think it is the sun.

We cannot lead anyone, if we do not *authentically know*, or *see*, precisely what we are going towards in transitions, transformations, or breakthroughs.

The ability to lead through change is an organization's most valuable asset and a leader's most significant competency. It will determine which organizations *can see and lead in the dark*, and *break free of chained in the cave thinking* — those that will thrive, and those that will become extinct.



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Data Science

“To confront a person with their own shadow,” Carl Jung says, “is to show them their own light.”

Similar to Plato’s imagined prisoners in their cave, we all bring our projections of reality, when we make critical business and life decisions. These prisoners, as leaders and employees do inside their organizations, make sense of *reality* through *interpreting the data they are given in a way that makes sense to the group*. This data consists of **shadows cast by the fire**. Command and control norms affecting market adjustments, regulatory requirements, business strategy, and new technology.

Leaders find ample meaning through *making sense of the shadows*. Their knowledge, behaviors, and vision *are at home among the shadows*.

Edwin H. Freidman, argues, *“an obsession with data and technique,”* that becomes *“a form of addiction,”* turns *“professionals into data-junkies, and their information into data-junkyards.”* As a result, he adds, *“decision-makers avoid or deny the very emotional processes within their families, their institutions, and within society itself that might contribute to their institution’s” — “persistence of form.”*



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Irrespective of whether we want to *change our filters or lens*, we must first **become aware of them**, to recognize, how they are affecting us, as we journey through our world — approach lines of business, productivity, business process improvement, and organizational change management.

THE DIFFERENCE

*“A successful man is one who can lay a firm foundation
with the bricks others have thrown at him”*

— David Brinkley



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CHAPTER 17

Engagement

“It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.”

— Charles Darwin



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Confidence

Part of our fear of change is grappling with the *unknown*. A Japanese proverb, frames it well, “*Fear is only as deep as the mind allows.*” Engaging employees and workforce in **transparency** — facts and prospects for the future — make the unknown **known**, and likewise, less *frightening*.

In my work, organizations are *emotion-phobic* or *feelings-phobic* cultures — that cling to their beliefs — and work is not an appropriate place to talk about feelings. Doing so can be terrifying. There is no telling, what will be released, once opened, in these caves.



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Illusions of inclusion, where sponsors and teams pretend to include everyone and then doing what they were always going to do regardless, puts everyone on the journey of change, aligned with failed change strategies. In the attempts to ease the “*blow-back*” of change, we often perceive that rolling it out inside organizations in small pieces, makes it more palatable to sponsors, leaders, and employees.

This “*death by a thousand paper cuts,*” argues [Wesley Connor](#), results in mistrust, paranoia, change fatigue, disengagement, lost productivity, and loss of psychological safety.

Fear-based change, and all of its varieties, are reactive, and shortsighted, leading to short-term results, without sustainability.

Vision



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Creating a compelling vision, “*seeing and leading in the dark*,” is the first step in launching any change management strategy for leading leadership and employees inside their organization *out of the cave*. This vision begins to *break chained in the cave thinking*.

Seeing and leading in the dark empowers sponsors, leadership, and employees to align change into context, understanding, and decisions that lead toward *vision-based change*, and not retreating from something undesirable, like *fear-based change*.

But when change strategies, inside organizations, are being made exclusively from behind closed doors of the C-suite, or executive boardrooms, the change will not go any further than these guarded doors.



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However, when C-suites, and leadership throughout organizations, allow employees to have an active voice in decision-making? They empower employees to take ownership of the change processes and their results.

What's the critical *takeaway*, here? This **inclusion** behavior, exhibited by leadership, eases the defenses of employees and creates the *psychological safety* required to embrace change — **leaving the cave**.

Changing Change

Transformative change does not continue to enable *blocked adaptive negotiations*, but instead, pushes it sideways, to make *sense of reality*, that breaks *chained in the cave thinking*, and leads leadership and employees **out of the cave**.



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Transformative change discovers *blind spots*, and develops the *courage to work through them*, so

leadership and employees can *chart* different courses through **open imagined vistas**, that *lead them out of the cave*.



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Transformative change does not accept *learned helplessness*, or continue to enable data that consists of *shadows cast by the fire*, where leaders and employees continue to find ample meaning through making *sense of the shadows*, while knowledge, behaviors, and vision are at home *among the shadows*.

Change is a campaign, as many others argue, that can only happen when there are **believers**, not *followers*.

The Wisdom Of The Crowd



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The classical or conventional change management models that we have now are principally focused on behavioral management, intellectual requirements of change, and waterfall progression of development.

But like brands, Change requires *belief systems*. When organizations have a brand that leadership and employees can believe in similarly, to what Patrick Hanlon argues, in his book, *Primal Code*, then organizations have a brand that leadership and employees **feel they can belong to**.



photo credit: © storm-stock.adobe.com

For those of us in the work of servicing culture change inside organizations, we know and feel, the importance, and need for assisting leadership and employees, to actively create it.

Leadership and employees inside their organization, *construct their belief system* — a brand that people can believe in while creating groups of people *who feel they belong* — a *sense of community and of belonging* to something **larger** than themselves, a place in a more Global Village.

Consciousness



photo credit: © freshidea-stock.adobe.com

These desired changes and behavior are brought into existence, or shaped at the very top, from senior leadership. If it is not coming from above, it will not be adopted, below.

From my experience in executive coaching and leadership development — extra time and attention must be spent, supporting executive teams, to confirm buy-in so they know what is *authentically expected* of them.

One of the most *authentic ways* change agents,

change brokers, and practitioners can foster **change**, is to assist leadership, their teams, and employees inside the organization, discover, as Max Heiliger argues, *how they are being kept in chains*, by their lack of awareness about **what they can achieve**.

When we get this right, he adds, we can assist leadership, their teams, and employees to become highly motivated to self-organize, self-direct, and ask, the right questions, themselves.

“The right question can become a disruptive agent,” highlights [David Stuart and Todd Nordstrom](#), *“cutting through years of complacency, redirecting a company or team’s focus.”*

The important *takeaway*, here, is that timelines in change management **are not the same** as those for project management. Change management timelines go well beyond a “*project*” implementation.

CHAPTER 18

The Future

“The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday’s logic.”

— Peter Drucker



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Power And Wealth

In his book, *When Corporations Rule the World*, David C. Korten reasons that social responsibility is inefficient in a global free market. This market will no longer abide, he adds, those who do not avail of the opportunities to shed the “**inefficient**”.

*What **is** inefficiency, in this context?* To the global economy, Korten argues, *people* are not only **increasingly unnecessary**, but they and **their demands** for a living wage are a major source of **economic inefficiency**.

Global corporations, Korten, reasons, are acting to purge themselves of this **unwanted burden**. We are creating a system, he highlights, that has **fewer places for people**.

Leadership inside organizations are becoming so

quarantined from reality, that they know not what they are doing to those outside their bubbles, nor **how** else to live and work.

Leadership lives and works in *illusive worlds*, draining their organizations, consumers or customers of their resources for harmonizing *self-serving* standards across country after country, argues Korten — down toward the lowest denominator.

“This troubled planet,” argues Spock, in “*The Cloud Minders*,” Star Trek, episode 74, “*is a place of the most violent contrasts. Those that receive the rewards are totally separated from those who shoulder the burdens. It is not a wise leadership.*”



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Branded



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The architects of the corporate global vision, argues Korten, are seeking a world in which universal symbols, created and owned by the world's most powerful corporations, replace the distinctive cultural symbols that link people to particular places, values, and human communities.

Yet as so many highlight, our cultural symbols provide us guidance and opportunities important in our journey mapping. They are an important source of identity and meaning. They affirm our worth, adds Korten, including our place in society.

They arouse our loyalty to and sense of responsibility for the health and well-being of our communities, and its distinctive ecosystem.

When the control of our cultural symbols passes to corporations, forewarns Korten, we are yielding to them the power to define **who we are**.

“Instead of being Americans, Norwegians, Egyptians, Filipinos, or Mexicans, we become simply members of the “Pepsi generation,” detached from place and meaning other than those a corporation finds profitable to confer on us. Market tyranny may be more subtle than state tyranny, but it is no less effective in enslaving the many to the interests of the few.”



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Trade Balance

Organizations, have an overwhelming bias, and need for punching the lift for short-term targets.

They trade-off, *long-term investments* in labor, thought communities, and communities of practice groups, for higher profits, and a few fleeting *attaboys* from Wall Street.

Senior executives get richer at the expense of the incomes of thousands of workers, whose job become, or are becoming, eliminated.

Moreover, in this *selected perception*, leadership and rank-and-file management are groomed, to ignore (for a variety of reasons) each time their organizations announce cut-backs of hundreds or thousands of jobs.

Yet ultimately, in the face of constant change and disruption, this becomes a treadmill of FAILURE... of economic decline.

This outcome raises a critical question.

*What would development look like, asks Korten, if instead of being growth-centered with people treated only as a means of achieving growth, development was **people** centered — with people being both the purpose and the primary instrument?*

This atmospherics and optics focuses on *authentic value*, gifted to *all stakeholders*. Where nobody wins at the expense of anyone else. This view comes from the belief in *abundance*.



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The Path

There is another way to do business... discovering and developing *authentic insights* that guide organizational journey mapping, for both leadership and employees, to the passionate realization, “*a business does not need to escape its past, to renew itself for the future.*”

Executives and general managers, argue Charles A. O'Reilly and Michael L. Tushman, must constantly look not only backward, focusing on products and processes – and profits – of the past. They also must be constantly gazing, forward, preparing for innovations that define the future.

This mental balancing act is one of the toughest of all managerial challenges. Why?

Because, it requires “*ambidextrous*” leadership, discovering practical and proven forward-looking

models for senior leadership and employees who seek to pioneer radical or disruptive innovations, while continuing to pursue incremental gains. Those things that increase economic growth and those that result in better lives for people.

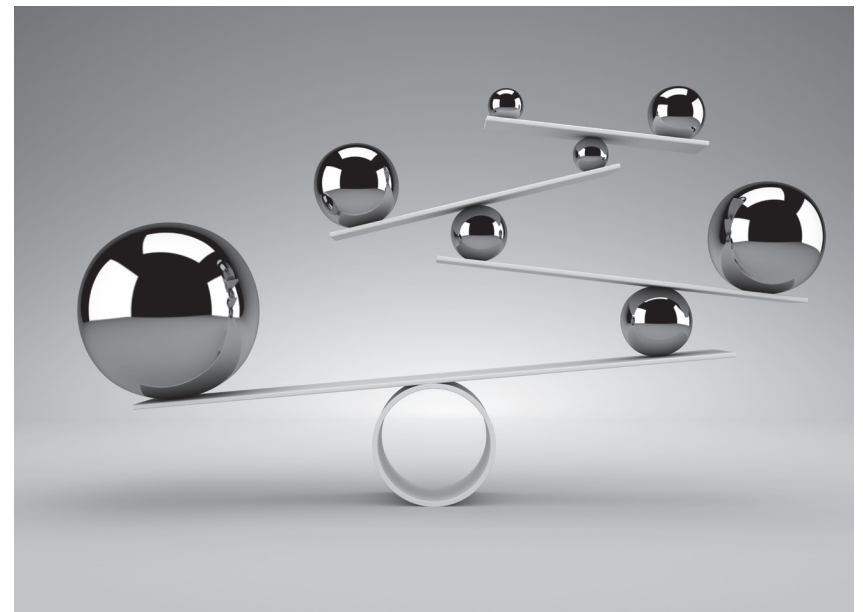


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The Answer

How, then, does one go with the flow and still take the lead?

Organizations always will have more success if they promote their own natural capacity to win, and natural will to survive.

It is through the power inherent in *self-differentiation and presence — the nature of their own being* — **not their physical or economic strength.**

For those of us in the work of transforming organizational change management itself, we soon come to realize that Leaders function, Friedman argues, *“not because they ward off enemies, but because they supply the ingredients for the system’s integrity.”*

Through leadership, the organization taps into its natural capacity — its source of abundance — **the opening of our minds** to one invisible resource... it is people, our workforce, **everywhere** — throughout Our Global Village.



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We are *truth tellers* and *mind shifters*.

▶
mind shift
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