

11

FEASIBILITY MAPS AND CHANGEABILITY

So, if you find nothing in the corridors open the doors, if you find nothing behind these doors there are more floors, and if you find nothing up there, don't worry, just leap another flight of stairs. As long as you don't stop climbing, the stairs won't end, under your climbing feet they will go on growing upwards.

—Franz Kafka

Whew! Oh my! All right! Can it be? From our experience, these are likely to be words and questions that are circling in your mind and the emotions palpitating your heart. We are with you. As authors, we have shared similar reactions within ourselves and observed them in our clients. In the case of the six organizations and their leadership profiled in this book, the feelings observed and reported have ranged from confusion, to anxiety, to elation, and finally to validation.

Deep change may well be feasible in you and your organization. It was for Bart at Technology Inc., for Glen at Memorial Hospital, and for Roger at Credlow. If things had been a little different, it might also have turned out more feasible at NuSystems, Global Electronics, and Professional Services Inc. What matters now is figuring out what change you want to bring about and how feasible that is in terms of your leadership logic, leader logics, and culture.

Both of us are avid fly-fishing anglers. As part of our journey, we have learned the importance of being prepared before

we set out. We need to have some forecast of the weather, the water conditions, the current insect hatch, as well as the lessons of prior experience (when we lost flies and did not have replacements, for example, or did not have the right flies and lost out on the potential for a big catch). These experiences are analogous to gauging readiness and feasibility to handle the emergent and the changeable as part of our responsibility in guiding leadership culture transformation. From our engagements with Technology Inc., Memorial Hospital, and Credlow, we look for the lessons of experience as well as project forward from those experiences to assessing readiness and feasibility. Moreover, through our own reflections on our work with NuSystems, Global Electronics, and Professional Services Inc., we have come to understand better what could have been a more insightful preparation for readiness and feasibility.

Mapping Feasibility of Success: A Tool

It took us a while ourselves to see that leaders and organizations need to take steps early on to map the feasibility of culture change or transformation. Once we saw that need, we began to apply our research and practice to creating a helpful tool.

Figures 11.1, 11.2, and 11.3 present numerical scales and graphic frameworks (we call them maps) on which to chart feasibility results for an organization. As you can see, Figure 11.1 concerns individual senior leaders, 11.2 concerns the senior team, and 11.3 looks at the broader leadership culture. Notice also that the scales differ from map to map, as summarized in Table 11.1. Each exercise (Exercises 11.1, 11.2, and 11.3) derives from the concepts and research contained in previous chapters. Completing all three exercises should deepen your appreciation of the interconnectedness of all the concepts we have discussed.

We recommend you first complete the exercises yourself; then ask other individuals on your team to do so, both individually and as a group. By completing the scales and graphs, you can

Table 11.1 Feasibility Map Scales

<i>Individual</i>	<i>Senior Team</i>	<i>Leadership Culture</i>
Control source	Team work style	Scope of awareness
Time sense	Trust	Learning orientation
Intentionality	Learning environment	Strategic scope
Leader logic	Strategic action logic	Senior team change orientation
Values	Information	Development
Change guide	Partnership	Belief system

compile data that will help you judge your and your organization’s level of feasibility for transforming its leadership culture. The results will be useful for your own thinking and for discussion among your senior team.

Following the exercises, we discuss how each of the six case organizations would likely have scored on each of the three feasibility maps had we been mapping them when we began our work with each.

Exercise 11.1 Individual Leader Feasibility Exercise

Circle the number that best represents your position on each continuum.

Control source. When making decisions I am guided primarily by:

1	2	3	4	5	6	7	8	9
goals and objectives for my role						my internal compass oriented to linking present with future		

Time sense. In carrying out my responsibilities, I:

1	2	3	4	5	6	7	8	9
carefully plan each day with lists of specific tasks to be done						leave open space each day to engage with people or the unexpected		

Intentionality. In setting direction for developing the organization, I focus on and emphasize:

1	2	3	4	5	6	7	8	9
objectives for the year and targets for each quarter						objectives that will stretch my leadership logic and those of the people in the organization		

Leader logic. In leading the organization, I actively:

1	2	3	4	5	6	7	8	9
take control while exploiting opportunities						reach out to others to partner with me in going beyond the expected		

Values. It is important to me that managers and employees:

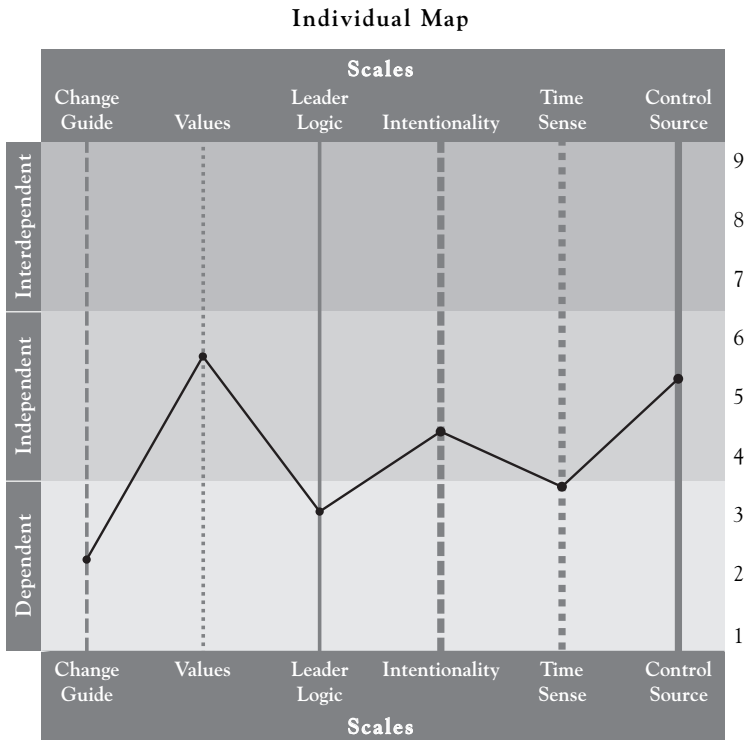
1	2	3	4	5	6	7	8	9
are loyal and consistently do what top leadership expects						actively pursue creativity in work and relationships and constantly look for ways to serve the greater good		

Change guide. When confronted with the need for change, I:

1	2	3	4	5	6	7	8	9
focus on methods that have proven to work in the past in this or other organizations						engage with diverse people to generate as many possibilities for successfully guiding change as possible and explore the choices that are on the leading edge		

Figure 11.1 illustrates how responses to the prompts in Exercise 11.1 can be mapped.

Figure 11.1 Individual Feasibility Map



Exercise 11.2 Senior Leadership Team Feasibility Exercise

Circle the number that best represents your position on each continuum.

Team work style. The work of the senior team is characterized by:

1	2	3	4	5	6	7	8	9
a strong leader who makes most operational decisions and expects compliance from team members						regular team and frequent subgroup meetings with the main focus on big issues		

Trust. The team is:

1	2	3	4	5	6	7	8	9
closed and secretive and operates with many hidden agendas						open, transparent, and trusting of team members and others in the organization		

Learning environment. The team supports and reinforces a work environment where:

1	2	3	4	5	6	7	8	9
being right is highly valued and mistakes are frowned on						learning happens together in public, and mistakes are treated as learning opportunities		

Strategic action logic. This is a senior team that is:

1	2	3	4	5	6	7	8	9
insular, reactive, and simplistic in its perspective about business strategy and the external world						proactive, dynamic, and global in its perspective about business strategy and the external world		

Information. The senior team:

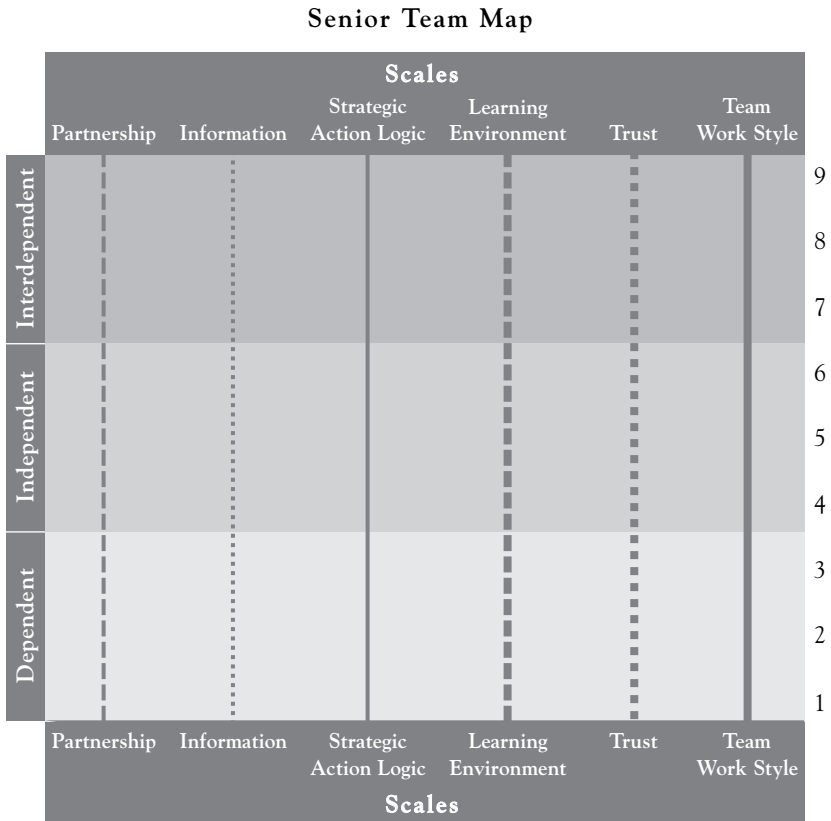
1	2	3	4	5	6	7	8	9
keeps most information to itself and shares only what it must						is very open and transparent in sharing information		

Partnership. Members of the senior team are:

1	2	3	4	5	6	7	8	9
self-centered and emphasize the importance of their authority to the success of the organization						partners in addressing current and future success for the organization, not for their individual benefit		

Figure 11.2 illustrates how responses to the exercise prompts in Exercise 11.2 can be mapped.

Figure 11.2 Senior Team Feasibility Map



Exercise 11.3 Leadership Culture Feasibility Exercise

Circle the number that best represents your position on each continuum.

Scope of awareness. Leadership in this organization focuses on:

1	2	3	4	5	6	7	8	9
the task—getting the job done now						business strategy, leadership, and execution		

Learning orientation. The organization emphasizes learning that is:

1	2	3	4	5	6	7	8	9
focused on technical knowledge and skills to increase performance and productivity today						for the collective, transcending the here-and-now, with potential for moving people and the organization toward the next leadership logic		

Strategic scope. Strategic work in this organization is:

1	2	3	4	5	6	7	8	9
incremental and driven by reflections on past successes and image in the marketplace						generative and driven by an expansive view of the future and its creation		

Senior team change orientation. The top leadership team is:

1	2	3	4	5	6	7	8	9
opportunistic, directive, and controlling						strategic, imaginative, and collaborative		

Development. This organization is characterized by:

1	2	3	4	5	6	7	8	9
a short-term focus on improving talent, systems, and processes						a comprehensive approach to developing human systems and operational systems to sustain outputs and changeability		

Belief system. The prevailing assumptions and attitudes are:

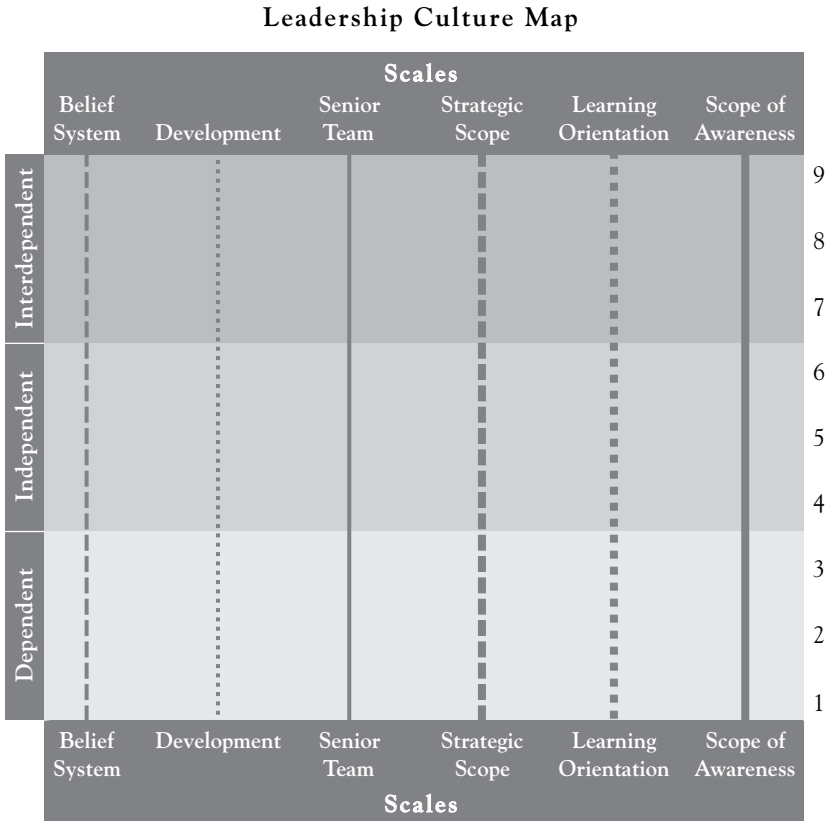
1	2	3	4	5	6	7	8	9
conservative, “either-or” in solving problems and making decisions—a black-and-white mind-set						creative and transformative in terms of “both-and” problem solving; people use paradox to generate action and invite open expression of intuition and emotions		

Figure 11.3 illustrates how responses to the exercise prompts in Exercise 11.3 can be mapped.

Feasibility in the Cases

To illustrate the application of the feasibility mapping exercises to leadership culture transformation, we have gone back to our six cases and done a retrospective mapping. These stories and illustrations can help you guide a similar discovery and dialogue process for your executive team, for a CLT (if one exists in your

Figure 11.3 Leadership Culture Feasibility Map



organization), and for a leadership culture discovery process. Following this or a similar process, you will be able to navigate from your leadership collective’s current stage to a desired future stage.

Technology Inc.

When we first connected with Bart at Technology Inc., it quickly became apparent that Bart was a smart entrepreneur

with a genuine desire to develop the company toward a more Interdependent-Collaborative leadership culture. As we reported in Chapter Ten, the business strategy and the leadership strategy were in sync. Still, was it feasible to move this well-established, Conformer leadership culture to an Achiever culture with some pockets of Collaborative leadership? Could Bart's intentionality and engagement have an impact on the feasibility and readiness to lead change among the rest of the senior leaders?

Individual Level. Let us look retrospectively at Bart. If we had mapped him on individual leader feasibility on the control source scale, he would have scored at a Conformer level; his time sense would have placed him on the transitional cusp between Achiever and Collaborator; his intentionality would have been transitional between Conformer and Achiever. He operated with Freethinker leader logic, but his values were still defined by a Conformer culture. On the change guide scale, he was down the middle and pragmatic. Of these, the four measures that were most favorable for success were his time sense, his evolving intentionality, his Freethinker leader logic, and his change guide pragmatism. These four enabled him to engage fully with his senior team and the workforce and to relinquish enough control to support the Headroom necessary to develop the leadership culture in line with the leadership strategy.

Senior Team Level. Mapping senior team feasibility at Technology Inc. would have revealed three qualities that crucially supported Bart at his individual level of feasibility. The three also reinforced forward development in the leadership culture.

First, the senior group's team work style lined up with Bart's control source at the Conformer level, with the exception of one key member who had been with Bart since the company began. She was higher—more oriented to broader engagements and discussion of the bigger picture. She was an important internal supporter of Bart's individual development to more

awareness of and comfort with his control source. She also drew out his intentionality, helping him toward deeper introspection and toward shifting it toward a more transformative perspective.

Second, the team score would be very high on trust, at a level strongly associated with a Collaborative leadership culture. This helps explain the deeper level of engagement within the team. It expanded their concept of a *learning environment* (and raised them on that scale) from technical skills to softer skills focusing on communications and interpersonal relationships, both of which are requisite for engagement and Headroom to move a leadership culture toward a bigger stage.

Third, on the strategic action logic scale, the team had a mixture of some individuals more comfortable with Conformer logic and some at a more global level. The team's overall middle-of-the-road pragmatic scores suggest it was feasible for it to guide change in support of the business strategy and the leadership strategy. Reflecting on what would have been revealed by the fifth scale, information, we would be less encouraged: a Conformer view of sharing information. In fact, we observed vigorous disagreement about how much to share and with whom to share outside the senior team. But this negative factor was counterbalanced by a clearly collaborative partnership score.

Leadership Culture Level. In retrospect, Technology Inc.'s leadership culture was the most constraining of the three feasibility assessments. Strategic scope would reveal that the company was on the cusp between Achiever and Collaborator, and the senior team change orientation reached the level of early-state Achiever, but the other four scales would all be Conformer. Among these four, the opening gambit had to take on the belief system. To move the leadership culture to support the business strategy and the leadership strategy, the dominant beliefs had to move beyond the Joe Sixpack perspective of "I do my eight and hit the gate."

Now What for Technology Inc.? If we had done the feasibility map for Technology Inc. prior to our working with the company, the maps would have revealed a better than zero-sum chance for sustainable change. A few key scale results would lead to an overall conclusion of feasibility. At the individual level, Bart's time sense, his leader logic, his change guide pragmatism, and his evolving intentionality were all constructive. For the senior team, the levels of trust, partnership, and evolving learning environment were key. In the leadership culture, the strategic scope level would help significantly in building and sustaining sufficient Headroom draft.

Professional Services Inc.

The transformation opportunity for PSI initially was cast as moving from Conformer over time to Collaborator in order to dispel the image of the legacy company from which PSI was renamed and was to be reinvented. PSI's business strategy was to integrate divisions and systems while emphasizing market-driven approaches for each strategic business unit. Yet the leadership strategy and the surrounding leadership culture were strongly oriented to the short term (a common pattern in Conformer cultures) and maximizing the gain of each business unit (a common pattern in Achiever cultures).

Individual Level. Initially we found the CEO highly committed to his own development and the development of the organization. Had we mapped his individual leader feasibility, it would have revealed both challenges and opportunities. Adam's control source profile would be in the Achiever range. As an Achiever, he was struggling to integrate his own internal compass with the Outside-In demands of the shareholders. His time sense, intentionality, and change guide scores would all be typical of a conformer. At the same time, his leader logic and values would scale out as those of an Achiever-Specialist-Performer.

Adam was clearly action oriented, exploring the possibility of bridging from a historically Conformer culture to a high-performer culture with collaborative characteristics.

Senior Team Level. PSI's senior team members held diverse perspectives on leadership culture, from Conformer to Achiever to Freethinker/Collaborator. The team's most striking result on the map would have been strategic action logic. Individually and collectively, the team emphasized being proactive, dynamic, and global in perspective around the business strategy. Clearly, from a development perspective, this was something that should be constructively leveraged. The dilemmas for this team in terms of feasibility involved trust and partnership. Although resources were constrained within the organization as a whole, each business unit head was expected to maximize that unit's contribution to the bottom line. Meanwhile, units were free to compete with each other for resources. This produced competition, withholding of information, and a culture made of people with the leader logic of dominating Achievers who emphasized the needs of their group over the needs of the company as a whole. The team work style and the learning environment were characteristic of an Achiever development stage. Members of the team took their lead from Adam and rarely pushed back unless his decision challenged the goals of their own individual business unit. The learning environment at our point of entry was clearly focused on knowledge and skills to perform better and produce more in response to Outside-In demands of the market.

Leadership Culture Level. Five of the leadership culture scales were in the Achiever zone; the sixth, scope of awareness, was borderline Conformer. Awareness was high about past, present, and future image, as defined almost solely by whether someone was delivering results with flawless execution. The leadership culture's learning orientation and development perspective emphasized a Conformer approach for the workforce

but a more Freethinker/Collaborator approach for senior leaders and directors. From a feasibility perspective, this split emphasis reduced the feasibility of change in that it obstructed the development of Headroom draft; and without that draft, the leadership culture was unlikely to collaborate more.

While the senior team was strategic and imaginative, this was counterbalanced by the culture's Conformer scope of awareness.

Now What for Professional Services Inc.? In retrospect, feasibility mapping for PSI suggests that an assertive senior team with bigger leadership logic on several dimensions than the CEO could have become a force for transformation. To make this happen, work could have been done to address issues of trust and partnership. By developing more trust in each other and becoming partners, not competitors, the team might have leveraged its strategic action logic to generate the engagement and Headroom across the organization to support developing to a more fully formed Achiever leadership culture and the beginning steps toward a more collaborative leadership. Unfortunately PSI didn't go this route.

Feasibility at Memorial Hospital

The business strategy presented to us at Memorial Hospital emphasized achievement, and the leadership strategy was worded in the language of collaboration. At the same time, the culture at Memorial Hospital was clearly Conformer. In such a context, feasibility mapping would have been an important antecedent to determining the best direction for change.

Individual Level. Glen, the hospital's chief executive, had an individual feasibility map that registers Freethinker/Collaborator on the dimensions of time sense, intentionality, and values.

He sought to leverage these dimensions by playing the role of coach/facilitator in supporting the evolving leadership logic of various members of his senior team. His control source and leader logic scores illustrate his internal tensions around dealing with conflict and the oppositional voice of one of the senior vice presidents. So while Glen was very much guided by his internal compass, he often defaulted to goals and objectives for his role when confronted by this particular adversary. This tension manifested itself in a leader logic of controlling conflict while seeking to move the hospital culture initially to an Achiever stage (Glen's ultimate goal was to reach the collaboration stage). We believe these strains in his individual feasibility contributed directly to his pragmatic achiever/adaptor change guide orientation.

Among all Glen's dimensions, what stood out most was values: he strongly believed and said that all employees could make a difference and everyone should try.

Senior Team Level. Assessing feasibility for the senior team is complicated by the presence of an outspoken, negative senior vice president who opposed any idea of change. His dominating personality and skill at leveraging Outside-In forces to support his position detracted from the overall feasibility profile for this team. Consequently the feasibility of the team's fully engaging in the early stages of the change process was limited by lack of trust, which in turn generated obstacles to truly meaningful partnerships within the team and between the team and the broader hospital community. The most promising signs of team feasibility were the team's profiles in learning environment, information, and strategic action logic. Its positive qualities in these areas were visible in the hospital environment and in dealings between the team and the broader hospital community. The team drew inner strength from these dimensions in the face of the constant conflict and tension generated by the opposing senior vice president.

Leadership Culture Level. Mapping the leadership culture would have shown an overall pattern of Achiever leadership. The leadership was using collaborative processes to engage the workforce and to move the Dependent-Conformer organization culture toward more independent achievement.

Scope of awareness, senior team change orientation, and development scales are all strongly Achiever. Learning orientation and strategic scope are on the cusp between Conformer and Achiever, which is not surprising given the nature of health care and the history of Memorial Hospital in particular. From a feasibility perspective, critical leverage could be found in the leadership culture's belief system. Despite the one outspoken naysayer, the belief system was early-state Collaborator, and it could generate creative, collaborative mechanisms for solving problems and serving the greater good. Although Conformer work environments don't generally foster open expression and constructive use of intuition and emotions, the most senior executives were fostering it at Memorial by their actions as role models.

Now What for Memorial? The overall feasibility map shows many indicators that Memorial can raise its odds for successful transformation, create draft for and reinforce Headroom, and generate deeper exploration and commitment to engagement. In turn we could reasonably expect an intentional, values-based evolution of both individual and collective leadership logics. At Memorial we could foresee a late-stage Achiever culture developing toward a transitional Achiever/Collaborator state.

Feasibility at Global Electronics

That Global Electronics had no serviceable business strategy limits the meaningfulness of mapping transformation feasibility. The leadership strategy was defaulting to whatever was designed and delivered by its corporate university. Moreover, the organization culture was strongly Conformer and struggling with

defining an identity for a company that was both Asian and American.

Individual Level. Dawson, the CEO, was a Moderator, a conflict-averse pleaser aided and abetted by a co-CEO who was oriented toward results rather than change. In creating Dawson's individual feasibility map, we discovered that his intentionality and espoused values contrasted sharply with his profiles for control source, time sense, leader logic, and change guide. In terms of intentionality, he was an articulate voice for the importance of developing himself, the team, and the organization toward a bigger mind and an Achiever leadership culture with purposeful pockets of collaboration. Moreover, his value position was what we would associate with a Freethinker: it focused on creativity and intuition in work that served a broader purpose than technical quality alone.

However, Dawson's control source, time sense, leader logic, and change guide would have been more telling indicators of what was likely to happen. Related to control source, he often talked about being guided by his internal compass in discussions with us, but when he was with the team, he talked instead about the goals and objectives for his role. In turn, his team focused on goals and objectives for their respective roles, not on the bigger picture of the organization and its future. With regard to time sense, Dawson rarely left his office, expecting those who needed his involvement to come to him. He expressed pride in having lots of time to read the latest academic and trade books on strategy, leadership, and change. His leader logic mirrored his penchant for avoiding conflict while looking good to his team, his co-CEO, and the parent company and appearing to be willing to exploit emergent opportunities for the business. From a change guide perspective, he focused totally on exploring and then implementing what had proven to work in other organizations, regardless of whether it matched Global Electronic's strategy and culture.

Senior Team Level. Dawson's senior leadership team operated most comfortably with a Conformer style, although two outliers on the team sought to lead it toward Achiever practices using a collaborative process. In keeping with Conformer team work style norms, the team supported regular team meetings and frequent subgroup meetings to explore direction, alignment, and commitment. By all other measures on the map, the senior team was clearly Conformer. Trust level was low, and many hidden agendas operated among certain team members. Other team members chose to go it alone. For Global Electronics to develop in the direction espoused by Dawson, feasibility hinged critically on the team's learning to engage intentionally and meaningfully with each other and the broader workforce on change issues. But the learning environment supported by the team focused on formal programs, especially those being created by the corporate university. At meetings of the senior team, we could see that its strategic action logic was insular, reactive, and simplistic when it handled business strategy.

Remember that the company's revenue goal had been the same for six consecutive years, and during that time, no one had ever openly explored changes that might produce a different outcome. This avoidance was reflected as well in the team's approach to information. Discussions at the business unit and the senior team levels were tightly controlled, and information was shared only on a need-to-know basis. It was not surprising that in terms of partnership, the members of the team were largely self-centered, self-aggrandizing, and accustomed to playing blame games about performance, productivity, and strategic business outcomes.

Leadership Culture Level. Mapping the leadership culture's feasibility turned out much the same in tenor and impact as the mapping for Dawson and the senior team. Scope of awareness and learning orientation leaned modestly toward an Achiever culture. Feasibility in this regard would accrue more from a general desire to remain competitive in the industry than it would from

any intentional belief system or strategic scope. Shifts in business strategy had been largely incremental, aimed at appearing proactive. Consistent with a Conformer culture, the belief system was conservative, with a cut-and-dried, black-and-white mind-set about defining and solving problems. Leadership cannot intentionally engage in climbing the stairs toward a bigger mind unless that process is supported by leadership's development philosophy. But Global Electronic's development view was all short term and based on the idea that talent was best developed by its own training programs in its corporate university. Changes to systems and processes related to productivity and effectiveness were seen largely as matters of fine-tuning what was already in operation. Our suggestions to explore a long-term strategic approach to the development of individuals, teams, work groups, and the leadership culture were treated as if we were speaking a foreign language.

Now What for Global Electronics? The Global Electronics feasibility maps demonstrate the importance and value of mapping feasibility before embarking on efforts to change, and the adage that hindsight is 20–20 certainly holds true for our engagement with the company. Granted, these feasibility mappings (like the other mappings in this chapter that focus on the six organizations whose stories we have told) are all post hoc, retrospective. But had we been ready with our feasibility mapping process at the time we were working with Global Electronics, we might have been able to see different opportunities there and to open some different doors. We might have been able to co-create a different path toward the Headroom that the company clearly needed.

Feasibility at Credlow

Credlow's business strategy was to break the old stereotypes about used car dealers and so become the company of choice

for car buyers with bad credit. The leadership strategy was continuing to evolve, but at the time of our initial engagement, it was primarily an Achiever strategy with variation in the leader logics of senior team members, including Moderator, Specialist, Performer, Freethinker, and Collaborator. The CEO, Roger, was a Freethinker/Transformer in his leader logic. His strategic intent was to leverage the best qualities of Specialists, Performers, and Freethinkers among the management ranks to climb the staircase he was putting in place. In that way, Credlow could develop toward a leadership culture with sustainable change practices to ultimately become a transformative leadership culture and a model of serving not just its customer base but also the broader community.

Individual Level. Because of our previous remarks about our work with Credlow, you won't be surprised that our retrospective feasibility map verifies our initial view of Roger as a transformer, sage, guide, and creator. His scores are between 7 and 9 on all six scales. His leader logic and change guide scores match exactly. In modeling a consistent reaching out to partner with others, he surpasses typical behavior in used car companies. Moreover, he continuously engages with all comers—Moderator, Specialist, Performer, or Freethinker—to generate ideas and increase changeability, always intent on developing his team and Credlow's leadership culture to the bigger minds of a high-performing Collaborator culture.

Notwithstanding the significant business challenges in our early involvement with Roger and Credlow, he was still able to maintain his intentionality to stretch himself and others at Credlow while at the same time meeting aggressive financial and operational targets. For Roger, control source and time sense are about Inside-Out practices. They reinforce his own values and the value base among the senior leaders that can advance the leadership culture toward transformational practices and outcomes. For Roger, feasibility derives from and depends on his

applying methods consistent with his own profile to move the feasibility and leadership logic of the entire enterprise.

Senior Team Level. As a whole, the senior team at Credlow showed Achiever level on its feasibility map. Although some on the team would defer to Roger and expect him to make decisions for them to execute, Roger's own style had created a team work style that is more typical of Performers than of Conformers. The team maintains a balance between doing what is best for "me and my function" and doing what is best for Credlow. This balance gives them the means to intentionally engage the large workforce in sustaining Headroom. In turn, Headroom allows them to climb collectively toward a next-stage leadership culture.

Trust, information, and partnership all score midway between Conformer and Collaborator. These are also encouraging results. The team's current practices along these three dimensions are constructive and instructive for a larger workforce that had displayed residual elements of a Conformer culture at the beginning of the journey. The learning environment is still more typical of an early-stage Achiever culture than of a late-stage Achiever culture. It can develop further within the team and the evolving leadership culture. The senior team's strategic action logic rests on Achiever mind-set soil but is openly pursuing a larger, more expansive understanding of the place of Credlow in the used car industry and as a good steward for the communities in which it operates.

Leadership Culture Level. Consonant with our earlier comments about Credlow's leadership culture, its feasibility map scores range from early-stage Achiever to early-stage Collaborator. Its high scope of awareness shows a leadership culture in an early Collaborator stage of development. From Roger to the senior team to functional and local dealer meetings, the conversations embrace strategy implementation, business development, and

developing leadership logics and the leadership culture. This scope of conversation can help the climb continue by reiterating the benefits of organizational change. Strategic scope lags awareness because some leaders and some parts of the organization are still recovering from their experience fighting for survival after a downturn in the image and the profitability of the business. But some Performers and Freethinkers among the leadership are increasingly open to exploring what can be accomplished if they take an expansive view of the future they can achieve by leveraging values and belief systems. The belief system is largely consistent with what one would expect in a leadership culture that includes a substantial number of Freethinkers.

Credlow's senior team is not homogeneous in its mind-set and practices. The Specialists and Performers on the team still behave from time to time in directive, controlling, and self-centered ways. Meanwhile, the Performers and Freethinkers are more attuned to collaborating strategically and asking "What if?" to imagine and visualize a future developmental stage.

At the beginning of Credlow's transformation, development was largely about knowledge and skill building. Now, due to other elements at work in the leadership culture, there is movement toward a bigger mind in exploring the importance of self-awareness, spirit, values, and intentionality. That movement suggests the feasibility of developing human capital, operational systems, and an Inside-Out mentality to complement the Outside-In.

Now What for Credlow? Overall, there are many indicators that Credlow could develop a bigger mind regarding change. In the light of Roger's transformation leadership logic, the diversity of leadership logics within the senior team, and the overarching umbrella of intentionality, values, and belief systems, it seems highly probable that Credlow will surpass its current state. It is tempting to call Credlow our poster child case for leadership culture transformation.

Feasibility at NuSystems

In our earlier accounts of prospects for change at NuSystems, we noted disconnects between business strategy, leadership strategy, and leadership logic. You may recall that the “business strategy” simply directed business units to generate revenue in order to increase influence and degrees of freedom, presumed to be a potential pathway from a Conformer to Achiever leadership culture. We noted that that path was made difficult by a mind-set that “great men” were the same thing as “great managers” and a lack of any observable leadership strategy. Furthermore, we said that NuSystems was made up almost entirely of Specialists embedded in a Conformer organizational culture. This backdrop makes feasibility mapping all the more important.

Individual Level. As CEO, Liam’s primary leader logic was that of a Moderator, a conflict-averse adapter with a generous paternalistic attitude toward his senior team and the workforce. His individual map is revealing.

On control source, he is assessed as an executive guided by an internal compass that pointed to the future while building on the present. His language was almost always couched in expressions of values and a better future without compromising the present. At the same time, he made continual references to being governed by the goals and objectives of his role. Such statements place him in the midrange on this scale.

If we had not looked at other scales, it would have been easy to conclude that Liam was poised to lead a successful change process. The other scales, however, paint a different picture of his individual feasibility for change. Liam’s time sense was all about the here and now and the completion of tasks as structured and without debate. He focused constantly on the current year’s financials—and this in a knowledge industry company where the typical scorecard would emphasize knowledge creation and dissemination. This behavior belied his publicly

expressed intentionality to stretch his own leadership logic and that of his team and other key managers throughout the organization. The picture that emerges is of a CEO who espouses a leader logic of Freethinker/Transformer but acts with one of Conformer/Achiever.

Liam's ability to lead in stage development was severely compromised by his demands for loyalty and his conflict avoidance. In terms of feasibility, what frustrated his team and the organization were his frequent and persuasive communications about pursuing one's passion in service of the greater good (values) even while he himself avoided conflict, risk, and vulnerability. These are exactly the barriers that change guides need to overcome in a Conformer culture. Clearly Liam was not prepared to tackle issues of alignment and commit to a bigger mind, Headroom, or an Inside-Out leadership culture.

Senior Team Level. NuSystems' senior team was so diverse that it was difficult to sum up results of the team feasibility scales. Some members were strong Dominators, and some Moderators; others were strong Performers; still others were Performers/Freethinkers but unable to express that logic when confronting others on the team; and one was a noncommittal Freethinker. Still, as a whole on the map, what we see is a senior team much more advanced in its leadership logic than Liam was. And we also see a team paralyzed by its inability to acknowledge the present. It was unable to shape itself into an instrument for developing and sustaining change.

The team work style reflected regular team and small-group meetings, but more focus on operations than on big strategic issues. This reinforced short-term achievement rather than progress on larger strategic issues. Trust within the team was on the cusp between Conformer and Achiever, stuck there largely by hidden agendas maintained by Liam and one of the more dominant members of the team. The learning environment supported by the team was primarily about elevating "my" performance in

helping “my group” meet its financial targets. The team resisted the concept of collective learning and learning in public, both important aspects of feasibility in moving a leadership culture from Conformer/Achiever to Achiever/Collaborator. The strategic action logic and rhetoric were consistent with a proactive, dynamic, global perspective about the business and the world, but observed behaviors were frequently insular, reactive, and narrowly functional.

Often absent was information that could drive higher leadership logic or culture, especially with regard to engagement and Headroom. Partnership within the senior team was assessed as one-off deals between two or three members of the team. Overall scale scores did not suggest partnering for future success of NuSystems as an enterprise; partnering simply advanced more narrow self-interests of functional groups.

Leadership Culture Level. Leadership culture at NuSystems was also an amalgam of Conformer and early- and late-stage Achiever—relatively devoid of early-stage Collaborator thinking or feeling. The company’s scope of awareness and strategic scope were like those of late-stage Achiever cultures. The conversations were often about vision, strategy, and commitment, and less often about alignment for the sake of execution.

There was substantial high-profile activity promoting an expansive view of the future for NuSystems and the shared responsibility to make the future into a reality. But such activity was undercut when leaders defaulted to incremental approaches that honored and protected the past, even when past practice differed from the organization’s espoused future practices.

NuSystems’ learning orientation was typical of an Achiever leadership culture, emphasizing performance and productivity that drives unit-specific revenue generation but largely disregards the collective and the development of a bigger mind to support change. Learning orientation tended to run counter to the values and belief system that leaders were espousing in

their pursuit of a more Collaborative/Transformative leadership culture. As we said, senior team members were largely preoccupied with advancing the well-being of their individual functions and drawing attention to themselves as exemplary managers. To the extent that there was a development frame at NuSystems, it most frequently focused on acculturating new members and helping longer-term members whose leader logics differed from those of Liam and one of his most outspoken and powerful vice presidents. In other words, development amounted to helping people fit in with the leadership cultural view of Liam and his most powerful ally.

Now What for NuSystems? Given this feasibility result for NuSystems, it is apparent that potential existed for developing the leadership strategy and supporting leadership culture to a bigger mind.

But the potential was likely contingent on Liam's engaging himself in his own intentional development. Only then could he and his team start the journey toward practicing and modeling collective learning that could help develop not only the team but the broader leadership culture. Only through these actions could one expect a mobilization of the collective to climb the stairs to a Collaborative/Transforming leadership logic widely shared and widely practiced.

Now What?

As you take on the task of feasibility analysis for change in your leadership culture, we offer what for us are some nuggets of knowledge that we have come to appreciate from this work. In the Introduction to this book, we pointed to three statements about this work that we felt you would not find in other treatments of change.

First, in this new world order, your work as a leader is about developing culture and talent, not about assigning it to someone

else, and all culture development and change starts with you. Second, the key to successful transformation is doing the work in the senior leadership culture first before taking the change to the middle of the organization. Third, transformation is serious work for serious people; it is about getting bigger minds to deal with bigger and more complex issues that will continue to confront you, your leadership, and your organization. It is in this context of these three ideas that we share with you our reflections:

- *Developing a leadership culture starts with you and all of your colleagues in senior leadership.* You can no longer just delegate, defer, or demand development from others. The changing role of senior leaders in the changing new world order absolutely requires your commitment to your own Inside-Out development—a direct engagement within yourself. You must develop your internal self in action development with external challenges so that you can prepare for your critical role as a change guide for others. Don't ask anyone to do what you are not willing to do.
- *Advancing your leadership culture means executing your strategy while developing your leadership talent.* By choosing the right level of leadership culture that your organization absolutely requires for its future, your leadership talent as a collective can advance to new levels of organizational capability that secures success. This is a feasible alternative to advancing talent by developing individual competencies one leader at a time as they come through the pipeline. Instead, imagine if you could amass a flood of talent capable of implementing every new strategy for the next ten years.
- *Inside-Out development of leadership beliefs must come into balance with Outside-In changes in the organization's systems, structure, and processes.* Business strategy drives the challenge; leadership strategy meets and greets it. The organization is the playground where demand meets supply. Why not finally get the human

system in alignment with the operational systems? That is the balance in the equation that really makes everything work.

- *Get a bigger mind.* Serious change demands serious people. Are you up for it? An expanding, learning-capable leadership mind-set can successfully face increasingly bigger challenges. Collective learning is the key to the elusive, popular vision of the learning organization. Collective, bigger leadership minds can address not only this year's business issues and goals but also the shifting strategic challenges that face the leadership culture in the future.

- *The three foundations of personal readiness—time sense, control source, and intentionality—are the keys to advancing your personal readiness for transformation.* When leaders demonstrate through their decisions and actions a willingness to counter traditional assumptions, they create the conditions for others to learn and advance, and they expand the arena of collaborative exploration, learning, and development. These people will together pursue multiple right answers and advance collaborative relationships, thereby addressing more complex emergent issues and build readiness together for leadership in the emerging new world order.

- *Achieving a vibrant leadership culture capable of executing your strategy while developing your leadership talent is the hat trick, the sweet spot, the big enchilada.* This creates the capability for self-perpetuating leadership collectives to continuously re-create the organization into endless new structural creations capable of satisfying the demands of emergent complex challenges.

- *Headroom is the primary development process engine for your leadership culture.* Engaging fully in the Headroom process includes time and space for Inside-Out discovery, action development for new leadership beliefs and practices, and advancement of leadership logics and culture. Headroom can and will generate a new level of organizational capability and talent.

As you progress to an Interdependent-Collaborative stage of culture and talent, no competitor void of that capability will challenge your organization's ability to survive and thrive.

- *The change leadership team (CLT) is the executive practice zone for emergence, generation, and launch of the new leadership beliefs and practices that are the seeds of change that you need.* Over time, it becomes the generator and the carrier of the next-order leadership culture. Ultimately the CLT is driver of and tender to transformation in the business, the organization, and the leadership culture.
- *Focus on the core.* Developing your leadership culture is developing your leadership talent to the next level of capability. Advance the collective beliefs of the culture to the next level of leadership logic, and you advance the practices of leadership to the next level of capability. When the next level of leadership culture is aligned with your strategy, your performance will be stellar. By focusing on the few core capabilities the organization needs, you can move the whole and expanding leadership culture forward as a unified force for change.
- *The development law of 3×3 .* There are three steps of development in each of the three stages of development. This is true for individuals and organizations. The three-step language goes something like this: (1) find awareness, (2) try to apply new stuff, and (3) consolidate learning into the new logic frame. The steps take courage, belief, and a new idea that is better and bigger. You have to ride inspiration and gut it out at the same time. You can't skip steps. Development is earned. If it were easy, everyone would be doing it. How serious are you?
- *The culture development cycle represents the collective learning that results in the next advancement of leadership logic and culture.* Each dimension is an ongoing, self-contained entity. Your organization can and will go through the phases multiple times and yet be contained within the dimensions as they advance in capability and sophistication.

It is up to you and your team now to map and otherwise analyze your feasibility for change. The case examples should help you begin, as will the mapping tools and process we have described. Such a process will enable you to continue your pursuit of a bigger mind and whatever higher leadership logic your organization needs to reach.