5

PERSONAL READINESS AND LEADING TRANSFORMATION

> Your vision will become clear only when you can look into your own heart. Who looks outside dreams; who looks inside awakens.
>
> —*Carl Jung*

"Fire . . . ready . . . aim!" is the wrong sequence for strategic action. *Ready* needs to come first. When it comes to leading transformation, it is critical that you consider your own personal readiness first. Throughout the first four chapters, we have called attention to the personal dilemmas of change and transformation. Our intent has been to prepare you for your own degree of challenge in stepping up to issues of strategy, leadership culture, and leader logics. In so doing, we have sought to demonstrate that change is more than an outside-in intellectual exercise, that it is intensely personal and inside-out, and that it involves cognitive intelligence, emotional intelligence, and a deep awareness of values and beliefs. In this chapter, we invite you to explore your personal readiness to guide transformation.

Personal Readiness

The senior leaders we have worked with embody Jung's insight to varying degrees—some more successfully than others. From our research and learning with organizations, it is clear to us that senior executives who have been able to move the needle toward sustainable organizational transformation have also experienced a significant personal transformation. That commitment

to personal change is a fundamental part of their readiness to take on the leadership and management challenges of change.

Intentional, strategic change requires developing the human system in concert with operational systems. For successful, sustainable cultural transformation, members of the change leadership team must be collectively and personally ready. The readiness starts with you as the leader of that collective. The collective must also be deeply aware of the connections between personal development and team and leadership culture development. Without that awareness, any approach to organizational change will likely devolve into a random series of trial-and-error events, that is, disconnected attempts.

Readiness depends ultimately on a balance of several broad factors that we call the balance wheel of readiness, which is the focus of this chapter. Understanding those factors will equip you to judge your own and your leadership's collective readiness to transform.

The awareness and understanding of what it takes to develop and connect business strategy with leadership strategy, and to move the leadership culture toward a development stage consistent with those strategies, evolves from a process of personal readiness that leads from ideas to action. In our experience, even the less successful senior change leaders come to understand the imperative for committing themselves to their individual development and to collective development—even those who finally decide not to do it.

Readiness for the Role of Guide

The rightmost column in Table 5.1 shows a progression of educational roles that climb the logics ladder from controller to coach to guide. Over the past twenty years, much progress has been made on the role of coach in organizations, and most organizations we work with use coaching to develop senior leaders. In this chapter we introduce the educational role of guide for

Table 5.1 Leadership Logics (Cultures), Leader Logics, and Educational Roles

Leadership Logics	Leader Logics	Educational Roles
Interdependent-Collaborator	Transformer Collaborator	Guide
Transitional	*Freethinker Rising*	
Independent-Achiever	Freethinker Performer	Coach
Transitional	*Specialist Rising*	
Dependent-Conformer	Specialist Moderator Dominator	Controller

post-Achiever leaders. By *guide*, we mean people who are at the Freethinker leader logic or beyond and who simultaneously are aware of their own development and take responsibility for the development of others. From our experience, it is clear that a leader's personal readiness to pursue an advanced independent or interdependent leadership culture must include a capacity to both guide and be guided in the journey toward organizational change.

We've observed leaders who have become comfortable with the role of guide. In each case, the organization affords a clear base of power and influence from which a guide can lead or drive change. But differences exist in what roles and practices the guide leaders choose to exercise from one organization to another. To judge your own readiness in this regard, spend some time with this question:

Do I tend to reflect, act, and reflect again? Or do I tend to act, react, and act?

A tendency to reflect, act, and reflect will serve you better than a tendency to act, react, and act.
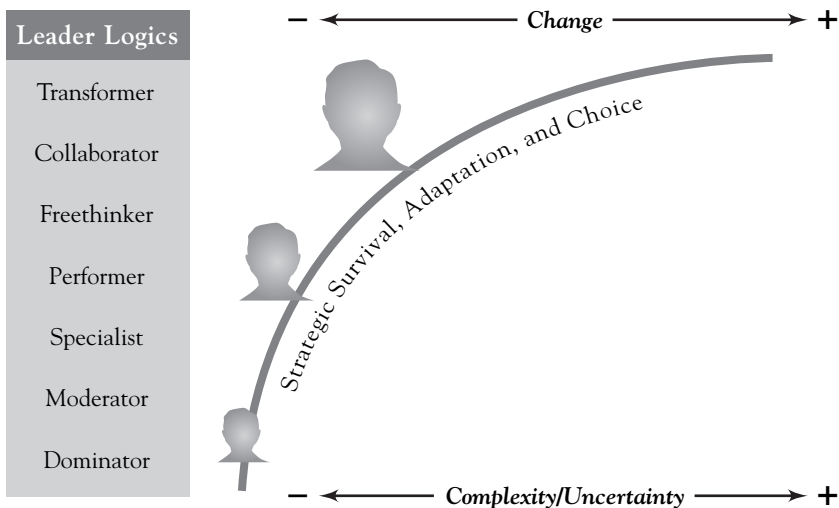
Those who guide a learning process must be open to giving feedback and receiving it from others. Think of yourself as the guide on a trek. Trek guides and participants set out on a journey together, often through unknown or unmapped territory, in uncertain weather, and without much collective knowledge of the strengths and weaknesses of each member in the party. So guides are leaders but not directors in full control. The group depends on everyone's efforts, talents, and contributions; risks and rewards are shared. The same is true in your journey of change.

As a guide, you also commit to handling polarities of confidence versus anxiety, uncertainty versus stability, cognitive versus emotional processes, and short-term versus long-term views. You must also find balance between Inside-Out and Outside-In and uncover the deep roots of intention and impact.

Two Ways to Discern Readiness

One way to discern readiness is to examine the leader logics among the members of your senior leadership (see Figure 5.1).

Figure 5.1 Discerning Readiness for Change

Leader Logics
Transformer
Collaborator
Freethinker
Performer
Specialist
Moderator
Dominator

Change − → +

Strategic Survival, Adaptation, and Choice

Complexity/Uncertainty − → +

Leadership mind-sets change and shift and require different levels of logics based on the amount of change and the amount of uncertainty. Stay aware that how big a mind you need, how big a mind your team needs, and how big a mind an organization must develop to change do vary across functions, divisions, and subcultures.

The Balance Wheel of Personal Readiness

Another way to visualize readiness is to think of a wheel on which are balanced three qualities or forces of readiness: intentionality, control source, and time sense. (See Illustration 5.1.)

Illustration 5.1 The Balance Wheel of Personal Readiness
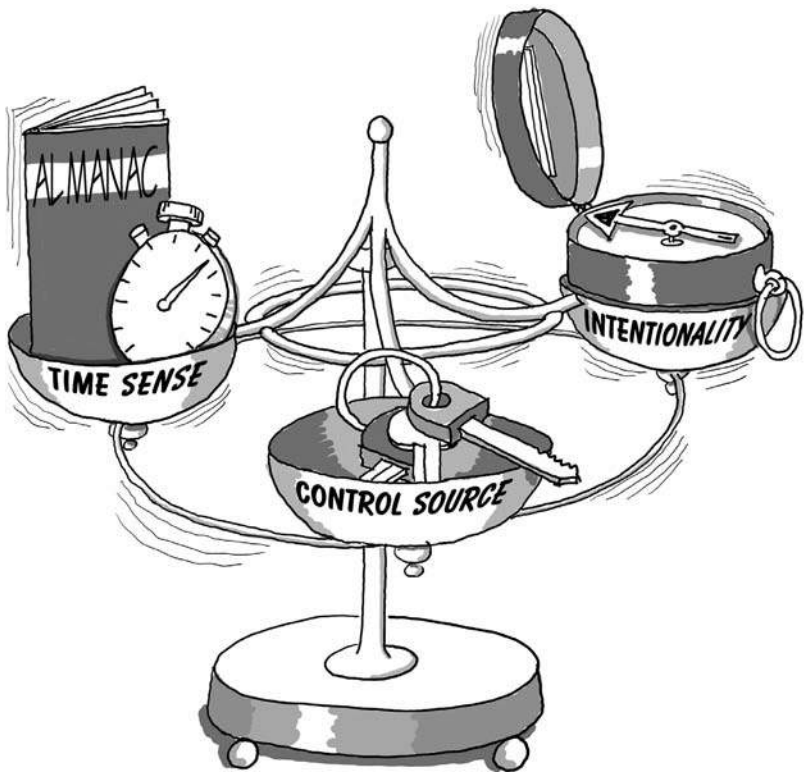
Source: Bruce Flye. Used with permission.

Grasping each of these practical factors will help you lead and manage change. For example, it will help you create the space required for culture transformation.

Intentionality

Intentionality is a measure of three things: your perceivable clarity about the rightness of a cause that is of a higher order than self-interest, the perceivable connection of your own human spirit and passion to that cause, and the perceivable strength of your courage and commitment to stick with that cause.

Here, engagement reenters the picture. Recall that in Chapter Four, we defined engagement as a deep Inside-Out process for collective learning and achieving direction, alignment, and commitment. Intentionality we define as actively using the zone of intentional change by bringing the unconscious into conscious expression of values, beliefs, assumptions, and aspirations, which are then translated into strategic actions for change. In this way the Inside-Out of the leader becomes an element of the Outside-In, ever-present reality for the senior leadership team and leadership community. Engagement and intentionality are inevitably coupled because appealing reasons to engage create strong engagement. Deep and compelling engagement starts with asking, "Why?" Intentionality embodies the answer and the reality that the leader is fully committed. In this sense, intentionality is more than the Outside-In intention of creating value for shareholders in that it encompasses the Inside-Out qualities of heart and soul.

Being a change guide involves deeply knowing why you want to be one. Robert Haas, CEO of Levi Strauss, remarked, "You can't energize people or earn their support unless the organization they are committing to has soul" (O'Reilly and Pfeffer, 2000, p. 251). Personal readiness for change leadership calls for the Inside-Out powers of vision, hope, and belief. It calls on soul and spirit. If you are really just in it for position, money, and power, then you're not ready for this work. If you think

you're the expert and you are going to show everyone else how to change, then you are not ready. If you think you can delegate this, then you are dreaming. It is never just others who need to change. Think about that for a moment.

> To what extent are you clear about your own vision, aspirations, and motivations to be an intentional guide of change in your own leadership culture?

The question of intentionality is that of your own level of clarity and conviction about why others should pay attention to your guidance as a senior leader. The authentic change leader is a masterful designer of the future, out to change the world in some significant way that far exceeds his or her ego. Jack Welch's black belt, martial arts metaphor, popularly known as Six Sigma, made quality a dominant differentiator for GE by raising the Six Sigma process to the same level of focus, dedication, and continuous learning that is required to become a certified black belt. The Six Sigma process arose from Welch's intentionality at GE and has become the standard for quality around the globe.

Other examples are Jimmy Carter's intentionality, which helped change the relationship between Egypt and Israel and altered the future of the Middle East. In practical terms, his faith, dedication, and strength of conviction enabled him to stay the course until a peace treaty was agreed on. One of Steven Jobs's intended successes was changing the relationship between computer technology and the home and family environment. Andrea Jung transformed Avon from a door-to-door cosmetics company into "The Company for Women," with a culture that enables its sales representatives to achieve economic self-sufficiency.

You don't have to be a famous "great person" to lead change and transformation, but you do need to have and convey intentionality. That comes from your inner wellspring of hopes,

desires, and visionary beliefs. As a change guide, you have to tap into spirit, lend it to others, and put heart and soul into your organization.

Changing a leadership culture is risky. Intentionality dwells in your beliefs and values. Courageous acts flow from beliefs. What you believe to be true either is true or is becoming truer as conscious awareness increases. Therefore, it's a personal imperative for you to be clear about your deep intent regarding the breadth and depth of change you seek. This is a no-kidding matter.

The leadership culture that you form either creates transformation or fails to make change. You have the ultimate responsibility for the design of that leadership culture—its rules, moral code, supporting organizational structures, rituals, information flows, and decision processes. Together with leadership, you will determine what is legitimate and desirable in the leadership beliefs and practices on which the organizational culture will depend.

Beyond your operations mode, in articulating intention, you need to stretch your comfort zone into the emotional and the relational. You must find your voice that speaks to the heart and spirit of your colleagues. Intentionality is a matter of deep conviction that surpasses mere necessity. You must examine the degree to which you are ready to go deep inside to understand and then to go public well beyond some general notion that change is good.

You must speak to the spirit of making a unifying difference that is good for all. That difference may unfold in the workplace, the market, or the world, but it has to be deeply compelling. Intentionality can be a deeply personal, resonant driver for us as role models for an alternative future that brings our personal lives, our work lives, and our community (in whatever scope or sphere we conceive it) together in an integral holistic living system.

Finally, you need to know the trajectory of your intentionality and how you balance competing commitments between

your internal organizational forces and the external competitive forces, all with their own commitments and intentions. It's not about right or wrong, but it may be about finding win-win zones. It's about being cognizant of how you can positively influence others who do not yet share your degree of intentionality.

Your intentions, clearly and passionately expressed, are or can become a call to create and make use of Headroom, joining others in social discourse. Your intentionality needs to speak to everyone's inner self. In his inaugural speech, John F. Kennedy brilliantly declared, "The torch is passed to a new generation." This simple phrase of intentionality became the rallying cry for expanded participation in the political process. Martin Luther King Jr. expressed his intentionality regarding civil rights by saying, "I have been to the mountain top and have seen the other side." His was another spirit-driven clarion call to set off together toward a more inclusive culture. In both instances, subsequent actions were consistent with the concept of leader as guide.

In short, intentionality holds and extends three essential human qualities:

- Clarity about the rightness of a mission coupled with a high-level vision that sets the strategic direction for the sustainable long-term future of the organization
- An internal compass that navigates true to the course the organization has struck and the individual courage and commitment to stay the course
- Connection of human spirit to the work through passion, persistence, and the long-term pursuit of visions and connections that are of an order higher than oneself

Where do we see strong intentionality in the cases we've introduced so far? Here are three telling examples.

Intentionality at Professional Services Inc. and NuSystems. Personal transformation is critical to Inside-Out awareness, but

if there is no engagement to expand and share the personal with the leadership collective, then the Outside-In forces that are so familiar to us will likely take over and win out over culture transformation.

In our discussion of leader logics, our example of a Performer was CEO Adam at Professional Services Inc. (PSI), where everything was translated into the terms of divisional operational execution. Adam was desperate to change the old Dependent culture to one of Achiever, but he lacked the Inside-Out intentionality needed to be a successful instrument for change and transformation. For Adam personally, the clear and singular goal was profit, no matter what it took. His Outside-In perspective became dominant within PSI's senior leadership and obfuscated any real intentions for sustainable transformation.

Adam himself believed he had been through a personal transformative experience. But his view that his inner transformation was unique and mattered only to himself meant that he did not think a similar breakthrough experience needed to be spread wider or shared with others. He did invest in seminars for the company's top and midlevel leaders, exposing them to gurus in market mind share, execution, and change management. However, members of the senior team reported that although they gained new knowledge, their leadership practices didn't really change much; overall, change and transformation never came about at PSI.

Why not? Adam had no intention that went beyond the market-driven culture of action and achievement. His intentionality had little power because it reflected no clear, sustainable, long-term vision beyond execution and creating shareholder value. The excitement was all his—it did not inspire anyone else—because the extent of his vision was meeting divisional goals as defined by Wall Street.

Our earlier example of a Moderator-Specialist was Liam, the CEO of NuSystems. He is also an example of a leader who lacked intentionality. His Moderator-Specialist logic inclined him to let expert-based Specialist groups within his organization fight things out—but not while he was around. As a Moderator,

he appeared to have intent, but that appearance masked a lack of deep clarity about direction and courage to stay the course. Wherever he went, he quenched the sparks of creative passion by not dealing with conflict.

Intentionality at Technology Inc. Now consider Bart of Technology Inc., where Joe Sixpack's "doing my eight" yielded to people like Kim, who opened up to collaborative processes and goals. Bart's intentions were ambitious for the organization in a broader, collective sense: satisfied customers, economic longevity, healthy and happy workers, and emotional and spiritual wholeness (though he seldom used these words). His aims and logic were expansive and developmental, and they crossed organizational lines and categories. He was able and willing to range across different logics as situations required.

Achievement and collaborative engagement are Bart's modus operandi. Technology Inc. continues to perform in the market and maintain its premier market niche positions. Our experience with the organization reflects what it must be like to be an employee where a creative tension exists between the enjoyment of learning and expectation of achievement.

At the base of Bart's inspiring intentionality are intentions and engagement that could and did inspire and became shared throughout his company's leadership culture. All compasses were set in the same direction and with absolute commitment. Although the way was often foggy, the way-finders were unbendable and steadfast in purpose, and they followed through.

Bart believed there had to be a better, more human way to operate than the one that had characterized his company historically. Recently he told us that people have a natural striving to achieve and succeed: "It's the organization that gets in the way." At Technology Inc., he envisioned and intended an organization that would provide a more civilized, enriching environment. Maintaining a lead in market position was a motivator for change, but not number one. Number one was providing good jobs at good pay (for people with mostly high school educations)

in a learning environment that made great products with an entrepreneurial spirit.

Bart's intentionality brought real change at Technology Inc. because he was willing and able to share it with others. At one point, he stood in front of hundreds of employees and appealed to their hearts and minds by speaking of their value to the company and to him personally. Lots of leaders say this sort of thing. What is exceptional about Bart is that he was credible, so everyone believed him. In front of key leaders, he showed his vulnerability and humanness, admitting what he feared in the change, what made him uncomfortable about it, and what he thought about his own level of readiness. By acknowledging his discomfort, he allowed the acceptance of others' feelings of fear and uncertainty about impending changes. This supportiveness helped to alleviate those feelings so that they had less power to obscure the promise of continued prosperity and vitality for the company. Bart conveyed his deep belief that all members of the company were critical participants in the organization change process. Furthermore, people knew he meant it. They believed in his intentionality.

Sharing Faith and Becoming an Instrument. We could also expand on CEO Glen at Memorial Hospital as an example of a leader with powerful intentionality based on a purpose of benefiting all, his deepest, most abiding purpose being customer-focused care—and on his organization's cultural change as an example of success. But what would we say that he and Bart, and many others like them, have in common?

The main thing is that they all exhibit faith in a better future. It is more than vision. Their intentionality allows them to find and foster engagement in themselves and in others. These stories of engaged leaders reveal experiences of commitment to personal and collective learning; development as an individual, team member, and part of an organization; and advancement of the team and organization through difficult changes.

As a leader with faith in the possibility of transformation, your intentionality becomes a conscious instrument for change and transformation. When you become that instrument, you amplify and resonate with the work others are doing. It's much more than activity and much more than just what you do. It's about who and what you are. Intentionality helps to make you an influencer in implementing the company's strategic direction as you learn to assert your personal power in the operations of your organization and your leadership culture.

When intentionality becomes your strength, you'll no longer use words or phrases like *can't, won't,* or *don't want to.* Nor will you need words of the opposite extreme, like *gung-ho* or *can-do.* This is because you'll be able to present a deeply held sense of sureness in direction, even without the clarity of knowing exactly how to get to the destination amid complex situations. It is this sureness of direction, combined with modesty about the best way for your organization to proceed in specific circumstances, that fuels ongoing demand for collective cultural learning and continuous potential for alignment and realignment in your operations.

Control Source

By control source, we mean your personal belief system about choices available to you in taking actions for change. The choices are an extension of your awareness and understanding of the dynamic interplay between Inside-Out and Outside-In forces. Different leader logics reflect needs for differing levels of control and different notions of what needs to be controlled. For example, within the Dependent-Conformer leadership logic, the Specialist feels he must control things (such as the production environment) and exerts control through expertise and being right; the Moderator feels she must control herself and exerts control by appeasement and diplomacy; and the Dominator feels he must control others' behaviors and norms and exerts authoritarian control through the organization's governing institutions.

Problems of control reflect competing interests. And as Philip Selznick pointed out in his 1957 book, *Leadership in Administration*:

> The struggle among competing interests always has a high claim on the attention of leadership. . . . In exercising control, leadership has a dual task. It must win the consent of constituent units, in order to maximize voluntary cooperation, and, therefore, must permit emergent interest blocs a wide degree of representation. At the same time, in order to hold the helm, it must [maintain] a balance of power appropriate to the fulfillment of key commitments [p. 75].

Leading change means advancing into unknown territory. You and each of your senior leaders will need to assess and measure your comfort with the change process against your need to control the uncertain, unexpected, and unpredictable. Individually and as a group, you will need to find an internal compass whose needle points the way between your own needs for control and control that is shared by others in the interests of cultural transformation. In the process, you may recognize a tension between what your organization expects of you for the sake of stability and what you expect from yourself for the sake of a different future. Of course, you didn't get where you are without satisfying both external and internal demands. To succeed at guiding organizational change, you will certainly need to be able to balance adequate management control with the demands of evolving, leadership-based, change-guidance processes.

The organizations we have worked with are no different from yours; all deal with conditions and needs that are in some ways relatively certain and stable, and others that are ambiguous and require flexibility. Successful change guides accept the responsibility to recognize the difference between what can be controlled and what will need to be openly addressed in an emerging, dynamic change process. They understand that leading change often involves loosening up on their personal needs for control; it means they will need to share control, along with

sharing their anxieties and worries about that loosening with others on the change leadership team. To a greater or lesser extent, depending on the breadth and depth of the organization's change initiative, assisting the whole leadership culture in sharing control *is* the work of change. It is also the concept we aim at more squarely in Chapter Six.

Leading change means assisting others to accept and use the control that you lend them in order to make change happen. At the Specialist or Performer logic where you are now, or through which you may have passed, you settled into a certain comfort zone about control. That's a boundary you need to cross as you expand into Freethinker logic. As you move from your old zone of comfort, you begin to regard yourself as the progenitor of new beliefs: you loosen your own need for and practice of control, extending powers of control to others who are not accustomed to having it. You extend engagement and help them learn to use it for the greater good.

Control Source at Technology Inc. Bart's success didn't arrive without control struggles. Bart has an entrepreneurial bent and a practical need for profit. Lending control to others cost a lot of money on several occasions. How did Bart deal with the challenge? He started by sending a message to himself: it was absolutely up to him to model a future way of living and working the no-man's-land between certainty and ambiguity. He took on the need to evaluate and guide people along the tightrope between driving for results and experimenting with new degrees of freedom as the organization changed. In the course of that change, he reframed his philosophy from a somewhat individualistic "results-oriented work" to a more collaborative "results-oriented work environment."

To change the business's operational approach to a process-centered one, Bart articulated a three-year plan with annual recalibration. Bart also consistently demonstrated one of the key balancing aspects of personal readiness: an internally grounded

self-awareness and openness to others about his own levels of comfort with the unknowns of the shared journey—a dynamic integration of control source and intentionality. This openness fueled his own development of a bigger mind, making him more adept in a Freethinker leader logic. In expanding his own leader logic, he created an environment for other senior leaders and the process for team leaders to do the same. He admits he was challenged by the need to release control, especially in areas where he did not have the knowledge or experience to make control viable, but he made a personal commitment to model an alternative mind-set of control source in order to enact change leadership.

Control Source at Global Electronics. In contrast, issues of control were Dawson's Achilles' heel at Global Electronics. Recall that for half a dozen years, this worldwide enterprise had, at least nominally, aspired to grow its annual revenues.

Dawson had skillfully suggested a general "big hairy audacious goal" for change (Collins and Porras, 1997). Outwardly he also expressed comfort with ambiguity and uncertainty. However, as he and we discussed the change process with his team, his ability to act as a guide was consistently thwarted by his strong need for predictability—for being perceived as in control and having answers. His private claims of self-confidence and comfort with flexibility and ambiguity quickly faded in the presence of his team and other constituents; there, his words and actions showed him unable to let go of the status quo. He conveyed the sense that a need for change did not apply to his own role as a leader, and this attitude was reflected by members of his leadership team in their interactions with the workforce. He couldn't reach the bigger mind that would help move him from his safe zone.

Although Dawson was an avid reader in the field of leadership and change, his internal compass kept him focused solely on externalized, Outside-In, serial operational moves (all of

them failures). He couldn't find the Inside-Out courage for risk and reward. These limits also thoroughly undermined his credibility. In the end, he attributed the lack of change in the organization to factors beyond his control. Those who were a few levels down in his organization viewed him as untrustworthy and incompetent. His need to control the status quo and his tendency to duck accountability locked him into a game of corporate hide and seek, avoiding responsibility for one failure after another. As a Moderator, Dawson could see change as desirable only as long as it wasn't precarious, risky, or unsettling to anyone. Like Liam, the Specialist leader at NuSystems, Dawson avoided conflict, which further weakened his ability to face the issues of control. These problems left him personally unready to lead a cultural change.

Control Source at Credlow. Roger, the Transformer CEO of Credlow who was guiding his senior leaders and company culture up from a Dependent-Conformer level, also has a story illustrative of control source.

Here is an excerpt from one of Roger's speeches to a group of his managers-in-training in 2004, at the end of another year of restructuring, rebranding, and expansion:

- How Are You—working for a company that could give a "rat's ass" about what the industry thinks, says, or stands for?
- How Are You—in the area of self-discipline?
- How Are You—in understanding what a "privilege" it is to manage the lives of others?
- How Are You—in understanding the connection between body, mind, and spirit?
- How Are You—in fighting complacency?
- How Are You—in regard to empathy and understanding what it is like to be in the shoes of others?
- How Are You—at understanding YOU?

- How Are You—at handling change and more change and more change until it's not change, it's a way of life?

Note that Roger inquires about how people are feeling at this point, after all the change the year entailed. From there he went on to acknowledge that culture is a hard thing to grasp and to list all that they had been working on: growth, accountability, business challenges, respect, trust, bonuses, customer service, humor, independence, interdependence, bias for action, bias against complacency, constructive debate, fully engaging people in dialogue, no fear of change, financial bottom-line orientations, and the beginning of some love. Imagine a CEO talking about love.

But other than that, Roger wasn't expecting much.

Can you see how the speech reflects his willingness to keep control away from the center of his concerns?

Can you see how, by pushing the boundaries of engagement and what is open for dialogue and making multiple connections of potential culture issues, Roger has put his own need for certainty and control aside?

This is how Transformers operate in multiple planes and dimensions simultaneously.

Time Sense

"Set not your loaf in until the oven's hot." So the English proverb has it. Internally for each of us, the pressures of time raise constant anxiety: we never believe we have enough time. Stewart Brand (1999) laments that contemporary societies are increasingly shortsighted in time frame and attention span and suggests we need to correct that: "The trend might be coming from the acceleration of technology, the short horizon perspective of market-driven economies, the next political election,

or the distractions of personal multi-tasking" (p. 2). Whatever the root causes, the impact is a lack of responsible, long-term, in-depth thinking on behalf of business and society, and their institutions. This is a particular problem in American corporations, largely because top managers often get paid off with lucrative profit-sharing options for maximizing only their company's short-term value. But what about the company's responsibility and long-term position in the community, the industry, the economy, and society? The turbulence in the housing and financial markets and the banking industry in late 2008 bears witness to the negative impact of this narrowly self-serving time sense on communities, nations, and the global economy.

Is Time a Constraint or a Resource? So many prospective clients want to know of us, "How long will this change take?" It's not an unreasonable question, but it reveals a major concern of executives. Senior change leaders acting as guides to others need to be able to convey that time can be reserved for change instead of being a limiting factor. It's all in how you perceive it.

Time sense is a key differentiator of personal readiness for leading organization change. The question is whether you experience time as a constraint to be handled with the usual time management skills, or if you see it as a resource to be leveraged for the greater good of the organization and its constituents. Since organizational change is typically a long-term journey, leaders who see time as a constraint often also believe that sustainable change is impossible because there is not enough time. They are victims of what one of our clients referred to as the "thirteen-week clock"—that is, a focus on this quarter's earnings, the report to the investment community, and the feedback from that community (plus, minus, or neutral). This snap sense of time ("Three-ball in the side pocket!" Whack!) shows little appreciation for how long it took the organization to develop its current systems, structures, processes, and culture in the first place. Impatience with time tends to grow when intentionality is weak and leaders

are reticent to challenge the conventional wisdom that accompanies Moderator, Specialist, and Performer leader logics.

An alternative longer-term framing of time does not rule out quickness. It can embrace the "ten-minute team" and metaphors like, "Now is all there is, so use it well" and "the eternal right now." But to develop a bigger mind and model readiness for change, you will need to explore and practice using and living in different kinds of time. For example, different meetings you attend can be based on differing senses of time, from the no-sitting operations meeting, to a multiday retreat, to engaging in serious play to deliberately forget about time in order for brains to storm. The personal challenge for leaders is to recognize that it's important to use time in ways other than obsessing about the bottom line.

***Time to Execute* and *Transform*.** From the 1980s into the mid-1990s, senior leaders were surrounded by management frameworks focusing on operating plans, managing by objectives, time management tools, and a suggestion that good leaders carefully limited their daily number of interactions with others (Kotter, 1999). The premise was that time was only a constraint to be managed. While all of us work under pressures of deadlines, effective change leaders demonstrate a readiness to both execute and leverage time as a resource in guiding change. In such leaders, we observe openness to staying the course toward change rather than darting away in expedient, speedy short-cuts from thoroughness, ownership, and the need to embed each change in the culture. Research and the experience of others confirm that forcing change too quickly can backfire. Transformation is not a proposition of either execute *or* change. It has to find the time for both (Beer and Nohria, 2000).

Slow Down to Speed Up: Examples from Memorial Hospital, Technology Inc., and Credlow. At Memorial Hospital, CEO Glen endured strong demands on his time from the board,

community groups, medical schools, nursing schools, patient advocacy groups, volunteer organizations, his own team, and his workforce. It would have been easy for him to say that he didn't have time to be an active guide in the organization's change efforts and to expect others to take up the slack. Instead, he spent time every day walking down corridors, conversing spontaneously with staff, volunteers, patients, and families. He turned himself into a model of how to change toward a culture that provided exquisite patient experience and placed himself on that front line. He used time to informally create an environment that recognized the importance of relationships, feedback, active listening, and constant communication in promoting change. Through his willingness to model intentionality and engagement, he also created the space and time for the development of a bigger mind and the accompanying leader logic, moving from Performer toward Freethinker and Collaborator.

"All this change in the leadership culture is so we can respond fast," he told us recently. "Every CEO wants that. But you've got to slow down all the time to keep learning and maintain that edge." He also revealed his orientation when reminding us, "All we have is time—you never run out of time."

Bart acted similarly in the manufacturing plant at Technology Inc. He found time to walk the floor daily, engaging work associates by name, asking for their perspective on becoming a process-centered organization, and getting them to share stories of successes, fears, and uncertainties. He communicated his own sense of the known and the unknowns in the journey and consistently communicated his support for a collective journey from the traditional, hierarchical, dependent organization culture toward one of greater independent decision making. Always he was able to maintain a focus on the ultimate goal of Interdependent-Collaborator processes to drive the work and produce results. At no time did he retreat from the importance of results and customer satisfaction, but neither did he criticize

in a negative manner when a new approach did not produce great immediate results.

At Credlow, CEO Roger considered various issues, including that of time, openly in his speeches. In one he asked, "How are you going to handle it when the only really important bell to ring signals from 'birth to death,' and what you do in between is up to you?" Following is an excerpt from Roger's journal:

> Development (people, the organization, the business) is mixed with some very interesting success and some disappointing setbacks. Of course, it's not all struggle. There is always a silver lining. It's the timing that is key. Without the struggle, there is no silver lining to take advantage of. Timing, timing, timing. Rallying Credlow people is never an issue. They are the most achievement oriented group I've assembled. Focusing the rally and energy when many things are coming at you at once is the challenge and the beauty when done properly.
>
> What's it like for me? It is what the core of leadership is all about. It is the test of the culture and the test of our growth. I find it very challenging but it can be exhausting at times. Anything done well can be exhausting. The key with timing . . . is the endurance of leadership. Many understand timing and adversity but underestimate the endurance aspect.
>
> What's next? We continue to walk on. We continue to connect. We continue to fight gravity and inch away from the norm. We continue to grow a bit and look for silver linings with the development of our people and the economic landscape. We walk on.

These examples point up a time sense that is unusual for someone at Roger's level of leadership, and they show how passionately and powerfully he expresses it.

The examples are also consistent with how Credlow leaders actually use their time. Operations-based discussions in

senior team meetings are constantly interrupted with developmental conversations about the culture and the people. In fact, the concern is so ongoing that taking time out for learning has become a continuous part of business meetings. The values and belief systems about the relativity of time are so consistently integrated that it is sometimes difficult for Credlow leaders to keep track of the hour in a conventional sense. Into his organization's culture Roger inculcates the sense that the work of the organization reaches beyond next calendar quarter.

What might look like a poor use of time to others is actually just what is necessary for organizational transformation. This element of personal readiness is critical because it sends a clear message to fellow trekkers that they can and should use time for learning and for the advancement of the group, beyond the daily execution. By leveraging your personal time resources of informal, face-to-face contact, you draw more people onto the path with less effort than you would have expended arranging, convening, and conducting formal meetings of your various constituent groups.

Striking a Balance

In our observations, the combination of intentionality, keen understanding of control source, and great time sense turns skeptics and nonbelievers into people willing to take more responsibility, make decisions, and work fast and effectively beyond directives from above. We began the three with intentionality because expressing intentionality and inviting engagement early helps leaders to develop the Headroom (the topic of Chapter Six) that is so important in a collaborative organizational culture. But you can probably see how good time sense and making time for informal interactions stimulate engagement and also enlarge Headroom.

Exercises

Questions

What will your clarion call be? How will you convey your intentionality in words and actions to energize engagement, explore control source and time sense, and make a difference in leadership and organization culture that produces the effective leadership outcomes of direction, alignment, and commitment?

Write your response in your journal. Create a visual image of it in your mind or sketch one in your journal.

Write a paragraph that describes your leadership profile, including your current leader logic, intentionality, control source, and time sense. Return to your journal periodically to reflect on your time sense and control center, and write your responses.

Exercises for Self and Others

Choose a member of your senior team, and have a discussion about the main points and implications of this chapter for both of you and for each other.

Questions for Dialogue

At the next team meeting, have each team member individually complete the scaled questions that follow. Then have them explore together the meaning of the results and the requirements for increasing the change readiness of the team and the organization if there is to be a transformation of the leadership culture.

To what extent is the executive team clear about its intentionality to change the leadership culture in order to achieve sustainable direction, alignment, and commitment?

1	2	3	4	5	6	7	8	9
Team is not very intentional about change			Team vacillates about why change is necessary			Team is very clear and explicit about intentions for change		

To what extent is leadership capable of effectively addressing ambiguity and uncertainty associated with complex challenges?

1	2	3	4	5	6	7	8	9
Leadership is very cautious in dealing with ambiguity and uncertainty			Capability exists in some but not all			Leadership uses ambiguity and uncertainty as a driver for change		

To what extent have prior change initiatives been hampered by competing time pressures?

1	2	3	4	5	6	7	8	9
Time pressures have not been a barrier			Time pressures have been used as an excuse not to change			Time pressures are always a major constraint		

To what extent is the executive team willing to engage in the uncertain, ambiguous process of guiding organization change, not suppressing or controlling it?

1	2	3	4	5	6	7	8	9
Team is not currently willing			Team vacillates between exploration and suppression			Team actively engages uncertainty and demonstrates capability to share control		

To what extent does the senior leadership demonstrate behavior consistent with sharing power and influence in creating collective leadership?

1	2	3	4	5	6	7	8	9
Leadership is heavily siloed and turf protective			Support for power and influence sharing ebbs and flows			Sharing power and influence with the leadership collective is expected and rewarded		

To what extent do members of the senior team trust the intentions of others in changing the leadership culture?

1	2	3	4	5	6	7	8	9
Absence of trust			Some trust among some members			A lot of trust among most members		