

# TRANSFORMING YOUR LEADERSHIP CULTURE

JOHN B. MCGUIRE AND GARY B. RHODES



**CENTER FOR CREATIVE LEADERSHIP**

Ranked in the Top 10 Worldwide for Executive Education by *Financial Times*



## Praise for *Transforming Your Leadership Culture*

“Leaders expecting to guide their organizations through a cultural transformation by creating an environment for team success while satisfying the customer would greatly enhance their likelihood of success by reading *Transforming Your Leadership Culture*.”

—**Gary E. Black**, president and CEO, Lenoir Memorial Hospital

“At last, a book that addresses a whole new leadership competence: creating a leadership community that through its collective intelligence transforms the organization. A compelling integration of leadership and organizational development.”

—**Tex Gunning**, former CEO, Unilever, and managing director, Decorative Paints, Akzo Nobel N.V.

“‘Inside-out’ change is one of the most profound and powerful concepts for guiding cultural transformation that I’ve ever come across. Fundamental and sustainable transformation requires transformation within people—in their values, beliefs, and professional identities—not just in their conforming to a new set of organizational structures, systems, or policies. This ground-breaking book makes it clear why that’s so, and shows how to use that knowledge to create twenty-first-century capabilities for your organization.”

—**Rich Hughes**, senior author, *Leadership: Enhancing the Lessons of Experience*, and coauthor, *Becoming a Strategic Leader*

“Building on years of hands-on experience with real organizational leaders, the authors have written a breakthrough book that blends individual leadership transformation, organization development, and the power of community into a potent formula that truly has the power to transform organizations and empower employees.”

—**David Noer**, Frank S. Holt Jr. Professor of Business Leadership, Elon University

“In today’s world of unprecedented market dislocation and volatility, with multidimensional change in competition driven by quantum changes in technology, computing power, and product innovation, the need for human talent, alignment, and leadership has never been more important. McGuire and Rhodes provide the knowledge, insight, and roadmap for creating sustainable success in today’s uncertain world.”

—**Kelly Martin**, chief executive officer, Elan Corporation, plc

“Finally someone gets it! Leadership and culture—you can’t transform one without the other, and just as with any worthwhile endeavor, the first rule is to ‘show up!’”

—**Scott A. Snook**, Harvard Business School

“Twenty-first-century leadership requires a clear understanding of leadership culture in all organizations. *Transforming Your Leadership Culture* is an excellent resource for redefining and reframing the essence of leadership, and it provides a fresh approach to developing a more effective organization.”

—**Michael A. Cafasso**, Colorado president, director,  
American Bank of Commerce

“John McGuire and Gary Rhodes make crystal clear the reason organizational change efforts rarely work—the lack of leadership culture change. Practical and inspirational, their Culture Development Cycle is a first-rate contribution to fostering transformation through collective learning and expanded ways of thinking and being.”

—**Pamela Shockley-Zalabak**, chancellor,  
University of Colorado at Colorado Springs

“This book from McGuire and Rhodes is required reading for all executive leaders within your organization. Crisp, concise, and practical, it provides a framework that will enhance organizational change and transformation beyond best intentions.”

—**Jon C. Abeles**, senior vice president, talent management and diversity, Catholic Healthcare Partners

“Times of stress exaggerate the tensions between managing and leading that exist within an organization. This book offers great insight into how to enhance an organization’s ability to balance these tensions, resulting in more effective leadership.”

—**Elmer L. Doty**, president and CEO, Vought Aircraft Industries

“This book fills a critical void regarding change leadership and why most large-scale change processes are unsuccessful. It showcases substantive research that illuminates the blind spot in transforming cultures and demonstrates how to practically apply developmental theory in support of major organizational shifts.”

—**John D. Schmidt**, CEO, Avastone Consulting

“My expectation was one of great anticipation on what I could learn to help build a leadership culture. However, my revelation was that the learning goes far beyond an individual or an organization, to how people can connect, build community, evolve, and achieve. But it starts with me!”

—**Chuck Moore**, senior vice president, human resources, KONE Inc.

“I highly recommend this book for its innovative approach and distillation of years of research and experience. *Transforming Your Leadership Culture* is the kind of read that appeals not only to the expert but also to anyone interested in what makes for an adaptive and inspired change environment. Though they aim at whole culture change, McGuire and Rhodes model the collaborative inquiry mode their book advocates throughout by engaging the reader personally in exploring the issues and challenges presented. Overall, a highly accessible and well-written book that invites readers to consider novel distinctions in creating a new social discourse that applies to collective change efforts.”

—**Susanne R. Cook-Greuter**, principal of Cook-Greuter and Associates

“At last a leadership book that recognizes that organizational culture reflects executive leadership. For teachers, coaches, and executives, this discussion of theory and practice demonstrates practical methods for transforming institutional culture that fully engage leadership at all levels.”

—**Martha Romero**, leadership consultant, Collaborative Ventures

“Through the work my management team and I have done with Gary Rhodes, I have personally experienced the power of the strategies presented in *Transforming Your Leadership Culture*. This book is an indispensable tool for any manager wanting to run a highly functioning company.”

—**Jason DeSalvo**, CEO, Strategic Outpatient Services, Inc.

“A must-read for executive teams and consultants facing organizational change or transformation.”

—**Brent Manssen**, T.A.B. Associates, Inc.

“In the context of today’s crises and uncertainties, *Transforming Your Leadership Culture* is a must-read for all leaders in all types of organizations wishing to successfully lead efforts of meaningful and lasting change.”

—**Melanie-Anne Taylor**, Center for Executive Development, Inc.

“*Transforming Your Leadership Culture* provides unique insights into organizational change from a cultural frame.”

—**David C. Bangert**, Shidler College of Business,  
University of Hawaii

“The financial system’s near-collapse is but one example of the complex and uncertain world we face. *Transforming Your Leadership Culture* demonstrates that a new breed of leaders—able to sincerely transform themselves together with their organizations—will be the ones best suited to thrive in these times.”

—**Cynthia A. McEwen**, Avastone Consulting

“A watershed book for ‘serious people’ looking for ‘serious change’ in their organizations.”

—**Daniel C. Buchner**, vice president, organizational innovation,  
Continuum

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