

Glossary

- Action development:** The process of helping clients to implement key organizational strategies while simultaneously transforming their leadership culture.
- Bigger minds:** New, advancing, more complex mind-sets that can anticipate and prepare organizations that secure new capabilities to address successive future challenges.
- Change:** Incremental adaptation.
- Change Guide:** Senior leaders who model new ways of being and doing, find pathways through unexplored territory, have the trust and respect of others, and take people at varying levels of capability and work with them to accomplish success.
- Change leadership:** Leading change primarily through adaptive and generative human systems in the leadership culture and its beliefs and practices.
- Change leadership team:** A special representative team assembled to be responsible for stewardship of transformation. The team comprises key executive team members, influential leaders across and down a few layers into the organization, a company folk-hero maven or two, select members of the board, and representatives from the supply chain or client and constituent groups.
- Change management:** Managing change primarily through technical solutions and operational systems, structures, and processes.
- Collaborator:** An excellent strategist with extraordinary strategic influencing skills; a powerful change agent.
- Collective learning:** Learning done by groups throughout the Headroom process. Collective learning becomes organizational learning in that the knowledge is helped by the collective.
- Control source:** A personal belief system about choices available in taking actions for change.
- Core capability:** The few key qualities and things an organization needs to have and be able to do in order to implement the business strategy and be successful in navigating the new organizational direction.
- Culture:** The tools and beliefs of collectives that expand behavior, extend learning, and channel choice.
- Culture development cycle (CDC):** An organizational learning and development framework that interrelates six dimensions of leadership work as phases, or steps, in an organizational transformation process. An organization that evolves through all six phases of this collective, organizational learning cycle can advance in its culture stage. Within the cycle framework, there are continuous, simultaneous interactions among the six dimensions. The CDC represents the dynamic phenomenon of collective learning and culture advancement to bigger minds.

- Dependent-Conformer leadership culture:** Authority and control are held at the top; success depends on obedience to authority and honoring the code; mistakes are treated as weakness; and feedback is not valued.
- Dominator:** An authoritarian opportunist who requires control over others.
- Double-loop learning:** Going beyond detecting and correcting a system error (single-loop learning) to also question the values, variables, and root sources of the system error. A term coined by Chris Argyris (1995).
- Engagement:** The authentic, multilateral Inside-Out process that generates connectedness in the leadership culture. Levels of engagement vary with levels of leaders logics and determine the depth of engagements and how people interact with each other.
- Feasibility mapping:** The analysis of data and the synthesis of information that plots a realistic, feasible plan for change or transformation in an organization.
- Freethinker:** An individualist who has mastered the idea that reality is constructed and is what he or she makes it from his or her own perspective.
- Guide:** People who are at the Freethinker leader logic or beyond who simultaneously are aware of their own development, take responsibility for the development of others, find pathways through unexplored territory, and have the trust and respect of others.
- Headroom:** Supporting growing, bigger minds in yourself and others in order to face and unravel big organizational challenges, puzzles, and the leadership culture systematically and to intentionally develop toward an interdependent collective leadership logic. The space and time created to allow systemic development of the leadership culture.
- Independent-Achiever leadership culture:** Authority and control are distributed through the ranks; success means mastery of systems that produce results; mistakes are opportunities to learn; and feedback is valued as a means to enhance advancement.
- Inside-Out:** The subjective, internal perspective that uses emotion, intuition, imagination, beliefs, and spirit for deep experience and expression and is the realm of an essential self. Inside-Out is interpretive and includes a sense-making process in culture that involves dialogue with others.
- Intentionality:** 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.
- Interdependent-Collaborator leadership culture:** Authority and control are shared based on strategic competence for the whole organization; success means collaboration across all systems for shared results; mistakes are embraced as opportunities for organizational learning; and feedback is valued as essential for collective success.
- Leadership:** What is done through leadership collectives to realize the outcomes of setting direction, achieving alignment, and getting commitment in increasingly peerlike, collaborative relationships.
- Leadership culture:** The web of beliefs and practices that realize collective organizational outcomes of direction, alignment, and commitment.
- Leadership logics:** Distinctive, consistent mind-sets that tend to pervade the culture of leadership in every organization. Each stage of logic contains a set of beliefs and interpretations that underlie choices.
- Leadership strategy:** An organization's implicit and explicit choices about the leadership culture, its beliefs and practices, and the people systems needed to ensure success—a strategic intent that includes the whole organization.

- Middle:** Where the core of operations is: where production of products and services is and where middle management sits, absorbing direction from the top and operational realities from below.
- Moderator:** A diplomatic, conflict-avoidant pleaser who requires control over self.
- Operating space:** Where and how people in organizations do their work every day.
- Outside-In:** The objective, external perspective that uses reason, logic, senses, and empirical tools for mastery of the perceived material world and is the realm of the functional self. Outside-In is an analytical, measurable, scientific process that involves self-directed action.
- Performer:** An independent, self-possessed person who has created his or her own internally generated values and standards.
- Specialist:** A technical expert who requires mastery and control over things and his or her craft.
- Stage:** An ongoing situation—durable, consistent state of experience; follows a sustained new state of an advanced leader logic.
- State:** A fleeting situational experience of a later leader logic or stage; precedes a stage.
- Time sense:** A personal belief and orientation about time experienced as a constraint to be managed versus time experienced as a resource to be leveraged.
- Transformation:** Movement from one leadership logic to the next.
- Transformation principle:** Sustain and practice a new state, and you will make it to the next stage; maintain the new bigger idea long enough, and you will advance to the next leadership logic.
- Transformer:** Someone who can transform organizations through an unusual capability to simultaneously deal with multiple situations at many different levels.
- Zone of intentional change:** The zone where expanding, conscious attention to Inside-Out and Outside-In forces simultaneously creates greater awareness of the span of potential decisions.