Ross School of Business at the University of Michigan

<u>Independent Study Project Report</u>

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TITLE   **: The Deep Change Workbook**
                   (Part 2: Leading Organizational Change)

PART TWO

LEADING ORGANIZATIONAL CHANGE

Until now, the focus of the workbook has been on personal change. We now shift to organizational change. Specifically, how does the individual leader affect a shift of paradigms within the organization? Deep Change describes how organizational change occurs because of the leader's relationship with people in the organization. By expressing, through language and behavior, the leader's values, integrity and vision, this relationship becomes a catalyst for paradigm shifts within the organization.

> "In internalizing the transformational paradigm, the leader becomes independent of the organization. The leaders behavior is self-determined and self-authorizing and the leader is attached to the organization by choice not fear. By taking a moral position and pursuing what is right for the collective, other organizational members are motivated by the leaders actions and power. They too are willing to take deep personal risks and follow their leader's direction because the leader believes in the vision, to the point that personal failure, firing or assassination is acceptable. Thus when organizational members see their leader "walking the walk and talking the talk," they themselves are inspired to take significant risks for the good of the collective. The transformation of the organization progresses as the leader draws energy and vitality from this ultimate source of power." Robert Quinn, <u>Deep Change</u> page 128

Transformational leaders establish rapport with people. They make them feel appreciated and understood. They create a bridge between themselves and others. This is done through language, symbols and especially action. Transformational leaders achieve rapport by involving themselves in the details of people's lives. They go to the trenches, they walk the production lines. They visit the villages and their involvement is genuine and earnest.

Stephen Covey notes that transformational leaders create something new in their relationships with people., Neither person is controlling it .It is unplanned and unexpected. The reward is the creation of something unexpected and totally new. This creation is the result of the exchange of understanding, new insights, and learnings in the relationship. It is a consequence of mutual interdependency.

Transformational Change: An Alternative Approach to Changing Organizations

Traditional approaches to organizational change include:
1. Persuasion (Empirical, rational model).
2. Coercion (Power-coercive strategy).
3. Collaboration (Normative re-educative strategy).

However, most efforts at organizational change fail.

> "Cameron finds that as many as three quarters of all reengineering, TQM, strategic planning and downsizing efforts have failed or have created problems which are serious enough to threaten the survival of the organization. Why? Because the change agents neglect the organizational culture, thus fail to successfully alter the human system."
>
> Robert Quinn, <u>Advanced Change Theory (ACT)</u>

Transformational change is different from traditional approaches to change. Traditional approaches to change are embedded in a hierarchical system which respects structure, rules, position, hierarchical control and authority and exclusive boundaries, all of which are embedded in past differentiations. On the other hand, transformational change is value driven. It nurtures structures without boundaries; such structures enhance interdependency, connection, openness and equality. It emphasizes role rather than position. Most critically, the foundation of transformational change is vision.

> The first assumption of the transformational paradigm is the most radical and the hardest to understand. This paradigm does not assume personal survival but instead vision realization at any cost. If the vision lives and thrives, it does not matter if the leader is fired, assassinated, or humiliated. The vision itself is far more important than personal survival.   <u>Deep Change</u> page124

While at early levels of development, formal authority or control might have been necessary, values now become the central priority for a growing organization. This shift to values reveals two inherent weaknesses in hierarchical controlling systems:

1. **Manipulation.**
   Access to information, resources and opportunity is allocated according to ascending positions in the hierarchy. Past history and the benefits to the organization justify the price paid by most of the individuals.

2. **Hypocrisy and self-deception**
   Progression and reward in a hierarchy is contingent upon success, or in some cases, simply avoiding the appearance of failure. Therefore, "When people begin to encounter even the suggestion of failure they become defensive and shut down. Their capacity to learn closes at that moment when it is needed most." Avoiding, denying and concealing replace sharing, learning, growing and contributing. Hypocrisy and self-deception become easily rooted in such environment.

From the above discussion, one can clearly see a difference in purpose between the traditional and transformational approaches to change. While the traditional approach promotes change in a context of authority, control and stability, the purpose of transformational change is interdependent community, contribution and growth. These are markedly different purposes.

The consequence is that the transformational leader "recognizes a merging reality and strives for inclusion, openness and the development of an emergent community. An emergent community involves the enactment of a new social order and emphasizes equality in relationships."

Also, "Instead of acting out of self interest, these change agents sort to achieve a higher purpose, thereby overcoming hypocrisy and self deception. They were not necessarily protected in all aspects of their life, but they were willing to recognize and strive to reduce their integrity gaps, particularly in their attempts to change others.

Your Organization

Evaluate the policies and procedures of your organization. Is their purpose maintaining stability or contributing to the individual stakeholders in the organization?

Value Driven, Action Oriented Change

In this next section we discuss specific qualities of transformational leadership:

Transformational leadership

1. Change others by changing yourself

2. Change self through alignment with values

3. Free oneself from the system of external sanctions

4. A vision for the common good

5. Take action to edge of chaos or acting on faith.

6. Reverence

7. Inspire high standards

8. Cognitive Complexity

Change Others by Changing Yourself

We influence others by changing ourselves in relationship to other people's needs. Instead of saying " Here's what I need and what can you do about it", transformational leaders ask of others "What do you really need?" and examine how they can change in response to that need. This is the essence of contribution. . Because of their intense focus on values, they can often see beyond people's superficial desires to their real needs as human beings.

Discover Other Peoples Values

Approach two people at work, one you supervise and another who supervises you. Ask them the question "What is most important to you in this organization?" As we did in the exercise on values on page 16, focus on the feelings which these people most highly value. In the space below, record their answers then for each value have them describe what must happen in the organization to feel that value. Finally, ask them "In what way can I assist you in achieving those values?"

What is most important to you in this organization?
1.
2.
3.
4.
5.

In what way can I assist you in achieving those values?

Different people have different rules about fulfillment and the experience of their values. You cannot use your rules to make another person happy, productive or successful. Furthermore, you cannot effectively communicate your needs and beliefs until you understand the rules and beliefs of the other person.

Exercise:
Approach four colleagues at work, one you supervise, one who supervises you and two with whom you collaborate. Ask them the following question: What must I do or be for you to believe that I am a good colleague?

Assisting Others to Make a Change

Choose a change in attitude, which you wish to establish in your organization. Decide how you would behave if everyone else in your organization had already adapted that new attitude. Now for the next 10 days, behave in that specific way. After 10 days outline a plan of action that would be helpful in assisting others to make this change.

feedback group whose purpose is continued improvement through observation of both achievement and failings.

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Values Exercise:

The purpose of this exercise is to reevaluate your personal values and the goals of your organization.

1.   Review your personal values list by asking the question "What's important to me in life?"

Below is a list of questions that may be useful to you in reassessing your personal values:

1.   What are the twenty things in life that you most love to do? How do these things make you feel?

2.   Who are five people you most admire in life? What about them do you admire?

3.   What have you never done or been that you dream of doing? How would you feel to do that thing?

4.   What are you afraid that you'll never be or do? What feelings would you be giving up if you never did that thing?

5.   What makes you jealous? What do you regret? What are you afraid of? For what are you grateful?

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Transformational leaders are guided by values not rules. Because values are inherently constant and because conditions of external reality are continually changing, transformational leaders must continually evaluate and reform their rules . If one considers values as the compass and reality as the territory, you might say that while along our journey the territory changes, true north remains the same. Transformational leaders must rely on values rather than rules.

Change Self through Alignment with Values

Free Ones Self From the System of External Sanctions

The examination and alignment of ones own gaps in integrity become for other people the inspiration, motivation and model for changing themselves and the organization. Here again, the central role of values, emotions which we most value, becomes apparent. We must clarify and align the gaps between those values and our behavior.

In recognizing the need to reduce integrity gaps, the practitioner of Advanced Change Theory turns inward and begins by clarifying personal values and then addressing gaps between those values and the behavior exhibited. Each of these change agents focused on changing themselves to insure that their behaviors were consistent with their beliefs. In summary, the meaning of this principle is that we can't ask others to change their behavior unless we are willing to change ourselves first.

By behaving in accord with their personal values, the practitioner of Advanced Change Theory feels less constrained by external sanctions. The change agent acts according to the principles of the common good rather than the influence of external constraints.

Each of these leaders was not dominated by external powers but by what he truly believed in.

Visionary purpose eclipses weaknesses of personality, skill and character. It sets a path of action, which causes maturation and growth. The process involves an awareness of our inner most values and purpose, fashioning that into a mission which guides and organizes our daily, weekly, monthly actions and long term planning. This mission or vision instills purpose, meaning and value into our daily actions and allows us to anticipate what our actions will be under stressful circumstances that might otherwise cause us to reflexively loose touch with our higher purpose. We develop reflexes to be consistent with our values, just as an athlete might train physical responses.

My son once asked me why I was so careful to return money when I was given too much change in the grocery store. He had seen me do this several times and thought it was silly because, after all, it was so little money that I was returning. After some consideration I later realized that I had not always been consistently honest in my life. I explained to him that by always returning incorrect change I could make sure that I did the right thing in the future if it ever was one hundred dollars. What we do and how we think today influences how we will be and how we will react in the future.

In a small way, I had a vision of myself in the future, which became a reference for my behavior in the present. I was able to utilize this vision to inspire standards and condition my own behavior. Ongoing reassessment of our values, goals and behaviors completes a

> **Organizational Goals and Personal Values**
>
> 1. Now, evaluate the goals of your organization. Is there a gap between your personal values and the goals of the organization?
> 2. If so, consider how you can pursue these goals in a way that strengthens and enhances your values.

The values of an organization are not created in a vacuum. Organizational values result from a dynamic equilibrium of all stakeholder values. Through their own personal transformation, leaders are a source of alignment within the organization.

> **Exercise:**
> Change self through alignment between personal and organizational values
>
> Approach two colleagues at work, one you supervise and another who supervises you and ask the following questions:
> 1. What is most important to you in this organization?
>   1.
>   2.
>   3.
>   4.
>   5.
> 2. Examine whether what this person needs conflict with your own values.
>
> 3. Discuss and resolve any beliefs and rules, which might be the source of conflict between your values.

> **Exercise: Value Based Decisions:**
> For the next ten days examine whether each decision you make is aligned with your values. Do this by asking the following questions:
> 1. Is this decision good for me, others, and the community?
> 2. What are the long-term consequences of this decision for me and others?
> 3. How does this decision make me feel about myself?
> 4. How will other people, whose opinion I value, see me?
> 5. Does this decision help me grow?
> 6. In what way does this decision contribute to other people?

Inspire High Standards of Personal Growth and Social Contribution.

Transformational leaders lift people out of petty preoccupations and inspire them to stretch to higher levels of growth and contribution.

Inspire High Standards of Personal Growth and Social Contribution
The change agent may engage the change target in unusually demanding tasks or challenges for the good of the collectivity. Each change agent encouraged followers to stretch themselves to higher levels of morality.

Exercise: Value Driven Decision Making: Maintaining High Standards
1. For the next t ten days, review your values, total behavior and credo at the beginning and end of each day.
2. Evaluate all decisions that you intend to make that day to determine whether they are consistent with your values, credo and code of behavior.
3. If a decision is inconsistent with your code of behavior or credo, ask yourself specifically which values does this decision violate.
4. For each of these values then specify why is that value important.
5. Determine the positive intention of that decision, in other words, what is it that you want to accomplish through this decision?
6. Then meet with three other colleagues in your organization whom you respect. Brainstorm with these three colleagues what alternative decisions would solve the problem, in this situation, and remain consistent with those values.

Excellence is a result of competence and enthusiasm. Ken Blanchard outlined steps for assisting others to maintain a commitment to excellence:
1. Goal setting
2. Praise
3. Direction
4. Re-direction
5. Confrontation

Here the leader encourages competence and enthusiasm through the combination of technical instruction and praise. Praise is directed at all efforts of improvement, what Blanchard calls "approximately right" in order to encourage continual improvement. During periods of disillusionment emotional support is necessary rather than technical instruction. Criticism or "reprimand" is reserved for those times where people lose their commitment to excellence, where their actions become misaligned with their values.

At these times, the role of the leader is to provide people with the emotional support, encouragement, confrontation and modeling necessary to assist them in acting out their

values. The ability to follow through with value based decisions is an important and reliable source of inner enthusiasm. Commitment is a door to enthusiasm.

Often we know what action is right but we lose our enthusiasm. Commitment allows us to act on our values even when we don't feel like it. Consistent action, driven by commitment, will eventually produce enthusiasm; then the action becomes self-motivated.

Exercise:

Identify a behavior that you have wanted to change but have lacked enthusiasm for. Choose a new behavior, which will set a higher standard for yourself.

Focus on the reason you want to make that change and how you will benefit from this change in the future. Now, commit to enacting this change daily for the next ten days. After ten days, measure your level of enthusiasm for this new behavior. Ask yourself:
1. How does this change make me feel?
2. How do I feel about myself for making this change?
3. How do I imagine others see me?
4. What does making this change mean to me.

Ken Blanchard has referred to "the commitment to commitment." What he means by this is that the ability to commit is like a muscle, it needs to be exercised. In the same way that we build a muscle, we strengthen our ability to commit in a stepwise fashion. Small commitments become the foundation for the ability to commit.

Commitment is the foundation for competence, empowerment (the ability to act) and enthusiasm.

Commitment and values brings fulfillment. We are fulfilled because we know where we want to go (values) and we have the ability to move in that direction(empowerment).

Exercise:

1.   Identify something in your organization or your life that you have been putting off.
2.   Focus on the benefit that you will experience when you complete this task. This might include what you will achieve, what you will learn, or how your relationship with another will improve.
3.   Outline the steps to complete this task and commit to taking action today to begin the series of steps.
4.   As you complete each step of your action plan, notice how that action effects your level of enthusiasm.

Standards

Utilize positive reinforcement to condition high standards and make them a reflex within your organization. Heighten your awareness of goal setting, direction, praise, redirection and confrontation. For each of the people that you manage, establish a "map" listing their values, beliefs, code of behavior and goals.

Exercise:

1.   For the next ten days, on a daily basis, for each of your colleagues monitor whether and how you have given them:
     1.   Praise
     2.   Redirection
     3.   Confrontation.
2.   With each person ask yourself the question "What does this person need from me: information or support?
3.   Is this person acting in alignment with their own values.
4.   Do I need to remind them of the difference between who they are and how they are behaving?

Remember, people are not their behavior. We redirect behavior, confront misalignment with values, and inspire people.

Often the most potent form of inspiration is creating motivation by assisting people to realize why they want to make a change. The exercise you complete at the beginning of the workbook entitled "Shifting Focus" is a helpful way of assisting others to shift their focus from short-term affects to long-term consequences. Utilize the exercise below to assist a colleague in enhancing their motivation to make a change.

Reexamine the behavior or belief you wish to change. In the corresponding numbered box answer the following questions.

1. What are the benefits of maintaining the current behavior? For instance, if over eating is a problem the immediate benefit is the pleasure of food, the sense of satiation or perhaps the emotional distraction which eating provides.

2. What is the immediate discomfort that making a change will cause? In other words, what is the cost or pain associated with making a change? Here the pain might be real or imagined. Painful consequences which are unknown and imagined are usually more significant than the pain of our current situation. The unknown always entails the possibility of more painful consequences. The unknown equals danger.

3. What are the consequences of this behavior or belief one, five and ten years from now? How does this make me feel about myself? How do others see me when I do this?

4. Now, consider the effect that this change will have in your life. Answer the following questions:

How will I benefit from making this change? What are the consequences of this change one, five and ten years from now? When I see myself making this change how do I feel about myself also, how will others see me when I make this change?

Short-term Focus

1	2
<u>Current Behavior</u> Immediate Pleasure Feeling: _____ 1. 2. 3. 4. 5.	<u>Desired Behavior</u> Immediate Pain Feeling: _____ 1. 2. 3. 4. 5.

Long-term Focus

3	4
<u>Current Behavior</u> Long-term Pain Feeling: _____ 1. 2. 3. 4. 5.	<u>Desired Behavior</u> Long-term Pleasure Feeling: _____ 1. 2. 3. 4. 5.

This exercise is particularly useful for enhancing ones skills at motivating others to close the gaps between their values and their actions.

You can also utilize team support to set new standards within your organization.

Setting New Standards for the Experience of Our Values

1. Meet with your team or group of colleagues who share responsibility for function in your organization.
2. Identify the function (production, service, billing) and describe the values that you share about that function.
3. Ask yourself the question "What is important for me to feel about _____ (billing for instance)?"
4. List those feelings below.
5. On a scale of 1-10 with ten being the greatest, to what degree do you experience those feelings now?
6. Now consider what would you need to believe, imagine or do to experience those feelings at a level 3?
7. Next, what would you need to believe, imagine or do to experience those feelings at a level 8?
8. Have each member of the group individually consider what they would need to believe, imagine or do to experience those feelings at different levels, 2,7,4 and even 10.
9. Now, as a group, brainstorm what you must all do together to make it a level 10 experience for everyone. Set these "level 10" "beliefs and actions" as the new standards for your group.
10. For the next thirty days, make this the standard against which collectively you measure yourselves.

Takes Action to the Edge of Chaos (or Acting on Faith)

Vision is the most potent motivator of human action. Vision is the ability to see beyond present reality, to invent what does not yet exist. Vision distinguishes transformational form transactional leaders. Transactional leaders pursue solutions to problems by utilizing existing solutions within the current paradigm. Visionary leaders invent new solutions by seeing beyond the current paradigm towards new paradigms that do not yet exist. Einstein noted that "Solutions to current problems will not come from the same dimensional thinking which created the problem." Vision allows us to live out of our imagination rather than our memory.

This involves acting on faith "building the bridge as you go." Again, the approach is value based. The transformational leader has faith that if they abandon their current known external structure and maintain a commitment to their own internal values then a new structure will arise and align itself with their values. What is enlightenment other than the awareness, sudden or gradual of that which is already known to be true at a deeper level?

The approach is value driven and action oriented. One aligns themselves with their values and commits to a course of action. The leader does not need the illusion of a safety net. Their values are a secure foundation for ongoing reinvention and regeneration. In order to maintain this kind of faith transformational leaders create beliefs, which drive them into the future.

Creating Beliefs

Beliefs are how we store past experience in order to efficiently determine the meaning of new events in our lives. We create beliefs by focusing on specific events in our lives and interpreting them. These interpreted events or "references" become evidence for our beliefs. Through symbols, language, metaphor and stories, these believes become the paradigms through which we view the world.

Paradigms determine our actions and our direction in life, our destiny so to speak. After all, destiny is simply the destination towards which our current journey is pointed. But in fact, what determines our destiny? Who determines the path and how does one decide on the path to journey? I believe that every step along the journey determines our destination, our destiny. Our destiny is not simply the mathematical summation of all these steps and directions. Our destiny is recreated in every step we take. This implies not only that our destiny is in fact determined by the last step but also at any moment in time we can be empowered to immediately, instantaneously, dramatically alter our destiny. The transformations we witnessed in Gandhi and Malcolm X and the more subtle transformations depicted in Brubacher and Stand and Deliver demonstrate the instantaneous nature of transformation and destiny.

There really is no risk in building the bridge as you go. Predictability and certainty is an illusion. We are always building the bridge as we go, we just don't realize it. We believe we are in control. Yet even the most reliable strategy requires reassessment and improvement. We do not control events, rather we influence them. What we do control is our own emotional reaction to events.

Each step along the journey is the destiny that we create for ourselves in that moment. Every moment, with every decision and action, is the experience of the ultimate destiny that we choose in that moment. Faith is the experience of actively creating your destiny in that uncertain moment.

Most people do not actively form their own beliefs. Their beliefs are unconsciously formed from past experiences.

In contras, transformational leaders do not rely on past references to determine their beliefs. They pre-actively choose beliefs, which serve their purpose, vision and values. They selectively focus on past references, which support their beliefs, and they create references in the future to support their vision. They act in the present on the basis of beliefs founded on the future.

Exercise: Taking Action to the Edge of Chaos.

1. Identify a problem or challenge within your organization for which you currently have no solution.

2. Look back into your past and recall experiences in which you overcame challenges.

3. How did you overcome them? Recall what you felt in those moments and what you believed.

4. What must you now believe about yourself, your organization, and your situation in order to overcome your current challenge?

5. Use your imagination through images, symbols, metaphor, stories or language to envision yourself at some time in the future solving this challenge.

6. Now write down for five minutes every potential solution to your current challenge, which comes to mind. Be expansive. Don't pre-judge. Allow your ideas to flow out of you.

7. Choose three of these ideas and commit to them by initiating one action from each of these potential strategies within the next twenty-four hours. Remember, commitment produces action and action creates enthusiasm.

"Operating at the edge of chaos means leaving the well structured world of known cause and effect and enacting ones way into a new order." This principle suggests faith in the process of action learning, in the notion that synchronicity follows purposeful action under uncertainty.

This notion applies not only to transforming systems but to the very process of learning itself. Without uncertainty there is no learning.

If you're not making mistakes, you're not learning and if you're not learning you're not growing. Finally, life is never static. Everything is either growing or dying so if you're not growing you're dying slowly.

Exercise:
Review three personal mistakes you made this year in your organization. Describe the lessons you learned from each.

Mistake Number 1:

Lesson:

Mistake Number 2:

Lesson:

Mistake Number 3:

Lesson:

Being Right

The price for being "right" is learning from and connecting with other people. Being "right" is an unnecessary price to pay for self-esteem. The true source of self-esteem is self-appreciation. The benefit of giving up "being right" is endless opportunity for learning and relationships.

Blame

Inspiring and blaming are incompatible.

Again, leaders effectively inspire by providing direction, praise and confrontation. Blaming is really a special form of denying gaps in our own integrity. Often, we cover up our own failure at leadership by blaming others.

Exercise:
For the next day, monitor your interactions in managing your colleagues. In situations where you used to blame others, instead, now utilize Ken Blanchard's format:
1.   Set goals.
2.   Provide direction and technical information.
3.   Praise improvement towards goals.
4.   Redirect poor performance with more teaching and information.
5.   Confront failure of commitment and other gaps in integrity.

Our "best self", our inspired self is a learning self. If you're not making mistakes, you're not learning and if you are not learning you're not growing. Teaching, praising, redirecting and encouraging are all vehicles for inspiring others. On the other hand, blaming is a tool for slow death.

Apology and Forgiveness

Apology and forgiveness are an act of acknowledgement, which creates commitment to new action. Anger is an important emotional signal, which allows us to learn from our situation and move forward to a new level of action. So learning can always follow anger. Our task is to either give a new meaning or develop a new strategy in response to our anger. This move from anger to learning, however, requires forgiveness. To forgive is to renounce anger and move forward to a new agreement. The price for remaining stuck in anger is the inability to move forward with the new learning. When you examine people who are stuck in anger they cannot move forward to a new level, commitment towards new action. In this case, the anger must have a purpose other than signal and this misdirected intention must be discerned. Perhaps there exist a fear that learning or new commitment will not occur.

In a similar fashion, remaining in shame blocks learning, the progression towards a new committed action. Through forgiveness and apology we are able to interrupt this pattern and move forward into learning. We can then ask "What else this could mean?" or develop a new strategy for reassurance in the future. What have I learned from this. How can I assure myself that this does not happen again or what better strategy can I discover for the future.

Exercise:
Consider what makes it safe in your organization for learning rather than blame to occur.

How could you increase learning and decrease blaming?

Cognitive Complexity

Transformational leaders interrupt people's patterns of thinking and habits. They utilize "frame breaking" behavior to allow people to substitute an alternative, empowering point of view, to allow people to reframe their experience with a better meaning.

> "The change agent willingness to walk on the edge of chaos facilitates contraintuitive, "out of the box" thinking" (Wanniski, 1978). "Much of this has to do with transcending the system of external sanctions" (Bass, 1990). "The change agent not only sees linear relationships in human systems but also the dynamic, often paradoxical cycles of conflict that are inevitable in the change process" (Burns, 1978).
>
> "Problems are solved or strategies altered by asking a profoundly simple question or engaging in a frame breaking behavior" (Quinn, 1996).
>
> <div align="right">Robert Quinn, <u>Advance Change Theory</u></div>

Cognitive Complexity (Reflection, Perspective, Reflective Feedback)

References

Earlier, we discussed the formation of paradigms in human thinking. The events upon which we focus and our interpretation of those events are the fabric of our beliefs. We all have our own stories based on these beliefs. Our decisions, feelings and behaviors in life, essentially, our very purpose in living, is determined by the events upon which we focus and our interpretation of those events. In this exercise, we will examine the process by which we create beliefs and stories about ourselves and our organizations.

	1	2	3	4	5	6	7	8	9	10
January										
February										
March										
April										
May										
June										
July										
August										
September										
October										
November										
December										

In the boxes above, number the major events over the last ten, which have influenced or impacted you and your organization in a significant manner. List between ten and fifteen events. In the spaces below, label the name of the event and its date and answer the following questions.

1. What was the meaning that this event had for you? Consider questions such as: How did it influence you? What conclusions did you reach about yourself, your organization, other people or the world as the result of this experience? How did it shape your identity? How did this event influence your beliefs about yourself, other people, and the world?
2. What feelings were associated with this experience?
3. What questions did you either begin or continue to ask as a result of this experience?
4. What decisions did you make as a consequence of this experience? How did these decisions effect your behavior and the actions of your organization?
5. What actions resulted as a consequence of this experience? How did this experience affect your future behavior?

Date	
Event	
Meaning	
Feelings	
Questions	
Decisions	
Behavior	
New Meaning	

Date	
Event	
Meaning	
Feelings	
Questions	
Decisions	
Behavior	
New Meaning	

Date	
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Feelings	
Questions	
Decisions	
Behavior	
New Meaning	

Date	
Event	
Meaning	
Feelings	
Questions	
Decisions	
Behavior	
New Meaning	

How References Shape Your Values and Mission

1. Now circle in green all the positive experiences and circle in red all the negative experiences on your chart.

2. Describe in the space below, how your positive experiences shaped your values and mission in life.

3. Then, review your negative experiences, and in the space below consider how these experiences influenced your values and mission in life.

4. Finally, return to the boxes above and for each "negative" experience enter into the blank box a new meaning for that experience which strengthens and empowers your values and mission in life.

Perspective

In order to effectively communicate and alter the emotional experience of another, a leader must be able to perceive reality from that person's point of view. They must be able to perceive the meaning which people attribute to their experience. Gandhi had a unique ability to do this. He understood events from the point of view of the Moslem, the Hindu and the Christian. Even in the mix of conflict, he could perceive better than his adversary what their true needs and intent were. He could see beyond the surface to the deeper self. His understanding of the true inner self and real intent of people allowed him to touch those around him in an intensely powerful manner. This ability was demonstrated dramatically in the movie scene in which he tells the bereaved, rageful father to find an orphaned Moslem child and raise him as a Moslem.

Exercise:

Perspectives on Conflict

1. Recall a time of conflict, either conflict with another person or conflictual feelings within yourself. Go back to that moment and see what you saw then, do what you did then and hear what you heard then. Re-experience it as if it were happening in that moment. Notice what the other person says to you, how that makes you feel and what that makes you think. Notice in particular, what this situation means to you.

2. Now, imagine yourself floating out of your body, high above the scene you just described and see yourself and the other people from a bird's eye vantagepoint.

3. Now, watch the situation backwards as if you were rewinding a movie. Hear the words spoken backwards, see yourself and the other people moving backwards.

4. Now, replay that seen from the birds eye vantage. Notice what you see and hear from this point of view. How does it make you feel? What meaning now do you give to this situation?

5. Now, watch the situation backwards again as if you were rewinding a movie. See the action about to begin again, however, this time as you float high above the scene imagine yourself floating down into the body of the other person. Now, re-experience the scene from this person's point of view, as if it were happening in that moment. Notice what you hear, feel and think. Notice in this way what the situation means to you.

6. Now allow yourself to float from this person's body across and back into your own. Do you now notice a difference in how you feel about what use to be a conflictual situation, but which really is a moment of different points of view?

Earlier we discussed how reference experiences are the building blocks to our beliefs. Specifically, what references we focus on and how we interrupt those references are the constructs, the foundation for our beliefs. The purpose of beliefs is to empower us to take effective action so we can grow, and expand and contribute to ourselves, others and the community. The issue is not whether a belief if accurate or not but whether it will empower you. This should be the basis how you choose and interpret references to support your beliefs. Choose only empowering beliefs.

Fear is a consequence of giving negative meaning to references. It is False Evidence that Appears Real. This is the power behind Franklin Delano Roosevelt statement "We have nothing to fear but fear itself." Again, it is the references we choose and the way we interpret them that forms the basis of our beliefs about ourselves and the world. Finally, just as our interpretation of experience forms our beliefs, so do our actions influence our identity, our belief about who we are. Aristotle said, "We become brave through brave actions."

By taking control of our interpretation of experience and our actions, we become the authors of our own experience; we become the source of our beliefs about our self and our own emotional state.

Exercise: Challenges into Opportunities
1. Identify a problem in your organization.
2. Now describe three ways in which this challenge is an opportunity.
3. Develop an action plan for this new opportunity and then commit to enacting one action for that plan today.

Contrast and Modeling

Most people use contrast in a self-defeating way. They see the demise of other people as a reference for fear and they see the accomplishments of other people as a reference for jealousy. In either case, they develop beliefs, which gives them reasons to avoid change.

They fail to utilize other people's experience (contrast) for knowledge and inspiration.

Faith is the ultimate perspective: the imagined vision of the future. Past references are not real, they are only what you focused on and they are only the meaning that you give them.

Exercise: Taking Control of Your Reasons
Break up your negative patterns about your goals through the following exercise.
1. Gather five members of your organization. As a group, select a goal, which is important to you but about which you currently have doubts about your ability to achieve it
2. On a bulletin board write down all the reasons that you believe you won't be able to achieve your goal or why your plan of action won't work. Have each member commit to the group that over the next seven days, if a negative thought occurs they will break up that pattern by attaching a positive affect to it and substituting a positive thought.
3. Divide up the reasons and then have each member of the group with great gusto and a huge smile on their face orate a portion of the list. The rest of the group must cheer them on through clapping, yelling and encouraging. By being "negativity" in this way, the group creates new affective associations to these formally disempowering ideas.
4. Repeat each negative idea five times with great gusto and then immediately choose an empowering belief, which counteracts the former idea. Orate it with great enthusiasm.
5. After each member has had their turn, review your list of negative reasons and next to each substitute two positive reasons that you will achieve your goals.
6. Have each member commit to the group that over the next seven days if a negative thought occurs they will break up that pattern by immediately attaching positive affect to it and substituting a positive thought.

Language and Metaphors

Metaphor and language induce cognitive change by provoking emotional change. Metaphor is powerful because it takes new information and aligns it with old information, which we have already accepted and which is part of our current paradigm. The metaphor is a seed of change. In the process of incorporating the information from the metaphor into our current accepted paradigm, we begin to change the old paradigm. When we say we are all part of a team the image is accepted because we all understand what a team is. At the same time, the acceptance of this metaphor into our thinking begins to change our ideas of work, cooperation, achievement and participation. However, the extent of influence of that metaphor depends on the transformational leaders' commitment to genuinely behave in a manner that is congruent with the meaning of the metaphor. Otherwise, the influence of the metaphor is lost and with it the opportunity for real change. In the absence of this kind of genuine integrity, the leader's teams simply remain work groups.

Metaphor, stories, symbols and questions are powerfully attractive to our minds. Unlike information, which is useful, stories, metaphors and questions are somewhat irresistible. Sixty minutes of lectured facts will put an audience to sleep while a good story or a powerful question will put people on the edge of their chairs.

Exercise: Transformational Language

1. Describe what is not working in your organization.
2. List the negative feelings, which you experience around those issues.
3. For each negative feeling, write down three words that you use that intensify this negative feeling. Then, write down three alternative words that you could use to lower the intensity of those negative feelings. For instance, in situations, which anger you, you might tend to use the word furious. Instead of saying "I'm furious", you could substitute "I'm annoyed or disturbed."
4. For the next seven days, enlist the support of your group and determine to consciously and carefully select the words that you use to describe your negative feelings. Utilize words, which minimize the intensity of the negativity rather than intensify it.

What is working well?
1. Now, answer the question "What is working well in your organization?"
2. List the positive feelings you experience around these issues.
3. Now, write down three words you use to describe each positive feeling.
4. Now, consider other possible words, which would intensify those positive feelings. Again, for the next seven days agree that your group will support each other and each persons using the empowering words which intensify the positive feeling. In particular, use these words when you and your group are solving problems for your organization or even when someone asks you how you are.

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*You might try this exercise out in your personal relationships. The language and metaphors we use to describe problems in relationships determine the paradigm through which we see relationship and seek solutions to problems.

Reverence

The leaders relationship with people is based on appreciation, a desire to contribute and an understanding of the inner self of people. There is awareness that people are not their behaviors. Transformational leaders do not chase people into the future but rather they use their values, integrity and vision to inspire and draw people forward. People enroll in the change and choose to liberate themselves.

Transformational leaders listen with a profound interest to people in their organization. They know when to protect, when to challenge and when to confront. This approach is always value based.

Carl Rogers's technique of reflective listening is powerful in its simplicity and provides a useful conditioning technique to expand our ability to listen and really appreciate other people. Essentially the technique involves asking open-ended questions and then acknowledging your understanding of what has been said by reflecting back the information and feeling tone of the communication. In general, our tendency is to respond too quickly with our own point of view. People feel connected and appreciated when they are simply understood.

> **Exercise:**
> For the next week spend three times a day in a conversation in which you practice reflective listening.

Investment

Transformational leaders are invested in the well being of all members of their organization. In addition to motivating and inspiring, one of their primary roles is to protect other people within the organization. They protect from:
1. unnecessary work.
2. blame.
3. negativity or discouragement.
4. inattention.
   They make sure people get credit for their accomplishments.

They actively pursue reflective feedback with an evaluative question.

Evaluative Questions:
The following is a list of questions to ask people in your organization on a regular basis:
1. What to took too long?
2. What was the cause of any complaints today?
3. What was misunderstood today?
4. What cost too much?
5. What was wasted?
6. What was too complicated?
7. What's just plain silly?
8. What job took too many people?
9. What job involved too many actions?

Bennis, <u>Reinventing Leadership</u> page 75

Vision for the Common Good

In the initial section of this workbook, we discussed two aspects of values, which were necessary for people to experience their lives in a fulfilling manner. Fist we discussed **congruency** between values and our beliefs. We analyzed how often our own beliefs interfered with our ability to experience our most valued states. Secondly, we examined the issue of **integrity** between our actions and our values.

In this section we will discuss three other aspects of values: **balance, synergy** and **ecology**. We will then go on to discuss **communication**. Empowering communication enables transformational leaders to fashion deep personal values into a vision for the common good.

Vision for the common good arises out of a meaningful, fulfilling, passionate integration of personal values. There is a seeming paradox here. In order to clarify their own internal personal values, transformational leaders must separate from their organizations. They must separate from the organization in order to discover their own personal vision. However, in order to lead they must rejoin the organization with a balanced ecological understanding of their own values, in order to have a vision for the common good. They are then able to integrate their understanding of their own values with an understating of the needs of other people in order to establish a vision for the common good and rejoin their organization as transformational leaders.

> "Feeling less pressured by external constraints, the change agent is less likely see new possibilities. A vision of the common good can immerge."
>
> The leadership literature is filled with examples with the importance of a vision for the common good of the organization. Bennis and Manise 1985 refer to a vision as a "dream articulating a realistic, credible, attractive future for the organization." "Leaders experience an idealized state or a vision for the future that is discrepant from the status quo. The cognitive realization of an idealized vision is a profoundly transforming, spiritual experience."
>
> Robert Quinn, <u>Advance Change Theory</u>

From whence does this vision arise? Transformational leaders reach into themselves, into their own values to discern a transforming vision for the common good.

Balance

Balance involves three dimensions of living:
1. Achievement verses Connection
2. Stability verses Adventure (certain vs. unknown)
3. Growth verses Contribution.

Neglecting the balance in any of these areas will diminish the sense of fulfillment or meaning in life.

Achieving is how we manifest our unique, special identity and it is how we impact and influence the world through accomplishment. Connecting is that dimension in which relationship fulfills us.

However, simply maintaining a balance between achieving and connecting is insufficient to feel totally fulfilled. As human beings, we must also grow and contribute to others. When we express our values by unifying achieving, connecting, growing and contributing in our actions, we expand our personal vision into a vision for our relationships.

Synergy: Resolving the Conflict between Competing Values

The beliefs or rules which govern how we experience our values can at times put us at conflict between our own values. Connection verses uniqueness, vulnerability verses strength, or competition verses cooperation all have potential for conflict between competing values. It is our beliefs about how to experience these values that determines whether we are in a state of conflict or synergy between our values.

Take competing verses cooperating. For one individual they might be in conflict in dichotomous. But consider a person for whom competition means giving it 100% and who asks the question "How can I use the other persons performance to stimulate my own excellence?" Furthermore, consider, for this person, a core belief about cooperation for whom the questions is "How can I use my excellence to contribute to the standards of other people?" For such a person, competition and cooperation are not competing values but rather synergistic values. In this sense, it is important that our values are not only aligned with our actions and our beliefs but that our values are aligned with each other.

Ecology

Steven Covey has written extensively about the need for awareness of higher principles or conscience regarding our values. Issue here is that people might maintain and experience values such as excellence, strength, security and loyalty but might express these values in quite destructive and hostile ways. He notes that the Nazis in Germany had very strong values but terrible principles. The question here is what must I do or believe to experience this value. Are these beliefs and actions:
1.   good for the self?
2.   good for the others?
3.   good for the greater community?

By mastering their beliefs, by acting with integrity, and by developing values with balance, synergy and ecology, the transformational leader is able to bring a new vision to their community.

Communication

Relationship is the driving force behind leading organizational change and communication is the vehicle for relationship. From a technical perspective we communicate to exchange information. From a transactional perspective we communicate to negotiate change. The transformational leader communicates in order to contribute, to make others better off.

The leader's ultimate source of power, in fact, the organization's ultimate source of power, is the inspiration of its members. Transformational communication is the foundation for a relationship in which we inspire each other.
What are the characteristics of transformational communication?

1. Appreciation
    Transformational leaders communicate an awareness of the value, which each individual member contributes to the organization. They see and express what is unique and special about each person. They understand that people are not their behaviors. They appreciate the potential within people.

2. Shared Identity and Alignment
    Transformational leaders use stories, metaphors, symbols and actions to tell people who they are. They demonstrate the values and beliefs which organizational members have in common. They also help members to discover deeper heretofore-unconscious values and beliefs which all the members within the organization share.

    These leaders are able to perceive reality from their members' points of view. They're able to perceive the meaning which people attribute to their experience. They establish a shared identity through their understanding of the other people's points of view. In this process, they align the values of the organization and its members.

3. Trust
    Trust is a sense of certainty that people experience with each other. This experience of certainty in the relationship relies on integrity and credibility. **Integrity** is communicated when the leader demonstrates that their actions are consistent with their values. Similarly, the transformational leader expresses **credibility** when they demonstrate that their actions are consistent with their communication.

4. Positive Intention
    Transformational leaders place a high priority on the growth of each individual. Their behavior demonstrates a desire to contribute to the growth of other people. They have in their hearts the best interest of their members. They want to make things better.

5. Empowerment

Empowering communication begins with a foundation of appreciation, shared identity, alignment, trust, and positive intention. Upon this foundation, the transformational leader takes the final step: empowering others. They assist other people to discover greater resources within themselves. The "charisma" of transformational leaders comes from their ability to focus people on their internal resources. Often, the most empowering communication is the result of the questions which transformational leaders stimulate us to ask about ourselves. Through questions these leaders alter the paradigms through which their members experience reality.

What Disrupts Communication?

Under stress it's easy to forget that the purpose of communication is relationship. Communicating should feel good. The challenge is that most of us, most of the time, don't communicate in a way that either makes us or anyone else feel good. Effective communication requires an understanding of what things mean and what people really want. Stress often causes a breakdown in communication. This break down results from people having a different reality about a common situation.

As long as we are able to recall that our intention is to maintain empowering relationships, we can step out of stress and repair disruptions and communication. We can decide not to question intent and to recognize connection. The following section offers exercises for building and maintaining empowering relationships.

Strategies for Transformational Communication

Learn How Other People See You

1. Honestly describe your pattern of communication when you're under stress. Include what you say and do to influence other people.

2. Choose three colleagues at work and discuss with them how you communicate at work under stress. Describe to them how you think you communicate under stress. Specifically state what you think works for them and what you think hinders them when you communicate under stress.

3. Ask each colleague how they see you communicating when you're stressed. Have them describe what helps and what hinders.

4. Now, record and express to them how you intend to communicate in the future.

5. Now, make an arrangement with each colleague for the future that if you fail to communicate in this way, they have your permission to let you know and furthermore, you have their permission to ask for help when stressed.

Know When You're Stressed

In general, negative feelings are the best sign of being in a stressed state; however, sometimes we ignore or deny our feelings, we shut down emotionally and stop listening to our inner voice. Here is a "checklist" to understand when you are caught in a negative, stressed state. Ask yourself "Does my current attitude, in this situation:
- give me new understanding and new ideas?
- focus on solutions?
- move people to action?
- create feelings of responsibility?
- stimulate change?
- create deeper meaning for my experience?.
- help me align my values with my actions?
- facilitate learning?
- leave me feeling able to respond to the changing situation of my reality?
- produce momentum?

Or, on the other hand, does my current attitude:
- focus me on the problem rather than the solution?
- seem to make the problem bigger?
- leave me feeling helpless or stuck?
- may make me feel responsible but unable to act?
- deplete rather than restore my energy?
- leave me blaming others?

Move Out Of Stress and Repair Disruptions and Communications

Our beliefs direct the emotional states, which we value in life, and our rules determine what we think must happen to attain those feelings; but we all have different beliefs and rules about life. When these different points of view unwittingly clash the result is disappointed expectations, emotional upset, and stress manifested by a variety of negative feelings such as anger, frustration, depression or fear.

In addition, different people have different rules and you can't use your rules to make another person happy. Finally, you can't effectively communicate your needs without knowing the rules and values of the other person.

In situations of misperception and misunderstanding, reestablishing communication is the solution for the emotional disturbance. Even when your conclusion is not based on misunderstanding (for example: when the negative meaning you give a situation really is accurate i.e. your colleague had defrauded you!) Communication will clarify what you will require from the situation.

But you must first take charge of your own emotional state. Remember, you can not effectively communicate when you yourself are in a negative emotional state.

Altering Your State Of Mind

1. Are you willing to learn from this situation and take action now to make things better?

2. Consider whether blaming the other person will improve your situation. Feeling righteous or right never altered the situation in a positive direction.

3. Do you have all the necessary information for a clear understanding of the problem?

4. Describe what the current situation means to you.

5. Create two empowering alternative meanings for this situation.
   A.

   B.

6. How do I want to feel in this situation?

7. What must I do or believe to feel that way?
   1. Alter perception
   2. Obtain more information
   3. Clarify and understand the other person's viewpoint.
   4. Find out how this person really cares for me (intention).
   5. Obtain assurances and commitment about future behavior.
   6. Alter the current agreement to assure satisfaction in the future.
   7. Apologize for my assumptions and emotional reaction before having enough information.
   8. Remember that the real purpose of communication is to contribute to others and our common purpose.
   9. What action now can I take to make this relationship better?
   10. Once you have spoken with this person, describe:
       A. In what way has our connection improved?
       B. What have I learned from this situation?

Now that you are emotionally ready to communicate, the following exercise presents a strategy for repairing disruptions in communication.

Repairing Disruptions in Communication

Approach the colleague or friend with whom you are upset and tell them the following:
1. I need your help.
2. I misinterpreted what happened between us.
   These two statements create the condition for safety. They remove blame and empower the other person.
3. I know that your intentions are _____ _____ _____ (Example: For us to work collaboratively.)

But

When this happened here is what it meant to me: _____ _____ _____.

4. Please tell me what it really meant.
5. Now use this opportunity to redefine the conflicting rules, beliefs and expectations, which up to this point were disrupting communication:

6.
What you expected.

What the other person expected.

What we both now expect.

At first glance, the above exercise appears simple. In practice, it requires a high degree of emotional mastery, communication skill, personal esteem, empathy, and vision about one's real purpose in life.

Empowerment

> "The managers in the first camp believed that empowerment was about delegation and accountability."
>
> "The other camp believed that empowerment was about risk taking, growth, and change. Empowerment meant trusting people and tolerating their imperfections. When it came to rules, the managers in this group believed that existing structures often presented a barrier to doing what was right. Empowered people were expected to ask for forgiveness rather than permission and would naturally make some mistakes. Organizational members were to become entrepreneurs and risk takers. As result, they would have a sense of ownership and commitment; they would engage in creative conflict, constantly challenging one another, thus exposing and resolving differences and creating a synergy among themselves. This kind of communication and commitment would result in a n identification and an alignment with the task."
>
> Robert Quinn, <u>Deep Change</u>

Empowerment is the ability to act in order to fulfill personal needs, the needs of others and the needs of the organization. At the center of empowerment is the ability to act. How we act is defined by our values. Our values determine the specific manner by which we fulfill our personal needs, the needs of others and the organization. Our values define the kind of feelings we wish to have as we fulfill those needs. Deep Change notes that empowered people experience meaning through feelings of:

1. Competence
2. Self-determination
3. Impact

Values give people a vision of where they want to go, how they want to feel. Empowerment gives people the ability to act and move in that direction. Together, empowerment and values allow people to make decisions and actions about a future they choose. When this happens work becomes meaningful.

Personal empowerment relies on our ability to understand our needs. It tells us why we are acting. In this sense it provides both purpose and reason for our actions. Understanding our needs tells us where we want to go and why.

> **Exercise:**
> Review the model for the six human needs. Utilize the questions on identity, connection, security, excitement, growth and contribution to define your needs at work. For each of the six categories answer the question "What must I do or believe to feel a sense of **competence, self-determination** and **impact** at work?"

Empowering People within the Organization

What must leaders do to create empowerment within their organizations?
1. There must be a secure and predictable relationship between the organization and its people. It is impossible to fulfill another person or organizations needs if the relationship is not secure.
2. They must communicate to members the needs of the organization.
3. They must insure conditions in which people within the organization can work together.
4. Each individual member, within the team, must know their personal tasks and responsibilities.

In other words, people must:
1. have a sense of secure and predictable relationships (support and a sense of security).
2. know where the organizations going (clear vision and challenge).
3. be able to work together to solve problems (openness and teamwork).
4. know what's expected of them (discipline and control).

Exercise: Creating the Conditions for Fulfillment
1. How does this organization create a feeling of secure, predictable relationships?
2. How does my organization communicate its needs to my colleagues?
3. How does this organization encourage teamwork and cooperation?
4. How do we insure that each individual understands their tasks and responsibilities within the team?

Exercise: Creating Vision and Challenge
Needs flow from the values and mission statement of your organization. Meet with a group of colleagues from your organization about the values of your organization. What is important in your organization? Create an organizational map of values and goals. As a group, create a mission statement for your organization.