

Lisa Lahey

Cyfarwyddwr Cyswllt Grŵp Arwain Newid a Darlithydd ym
Mhrifysgol Harvard

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Leading with Perseverance



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Minds at Work

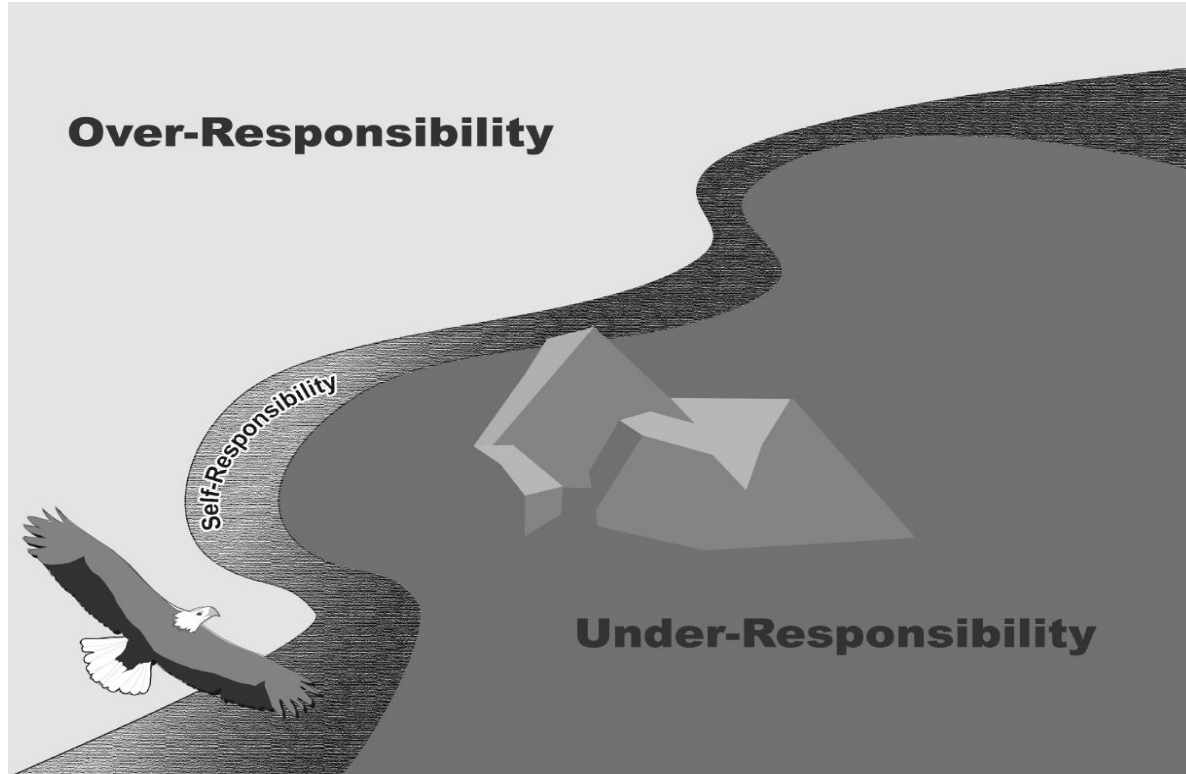


Definition of PERSEVERE

- **intransitive verb:** to [persist](#) in a state, enterprise, or undertaking in spite of counterinfluences, opposition, or discouragement

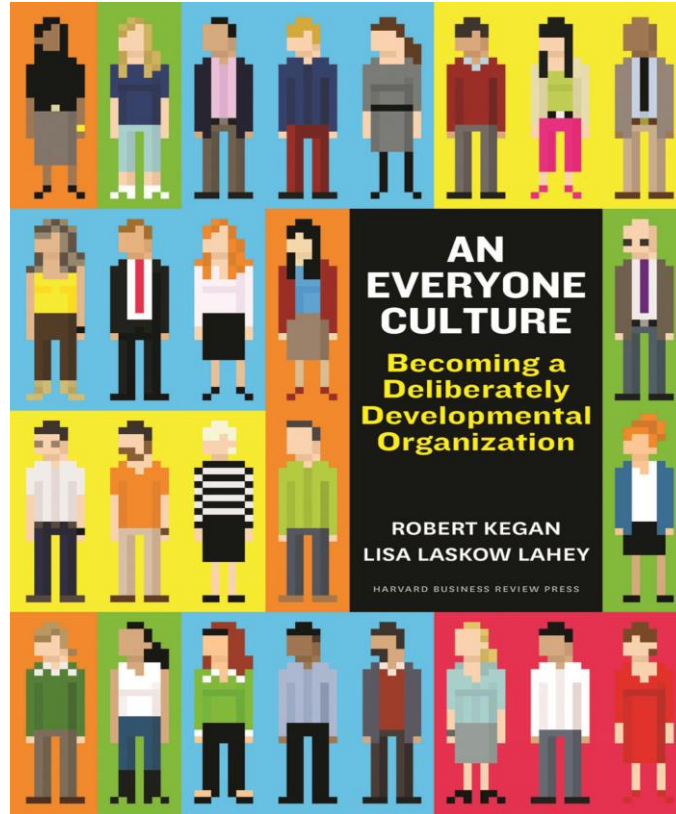
Synonyms: persist, continue, carry on, go on, keep on, keep going, struggle on, hammer away, be persistent, be determined, see/follow something through, keep at it, press on/ahead, not take no for an answer, be tenacious, stand one's ground, stand fast/firm, hold on, go the distance, stay the course, plod on, stop at nothing, leave no stone unturned

A few paths to perserverance



Deliberately Developmental Organizations

AN EVERYONE CULTURE





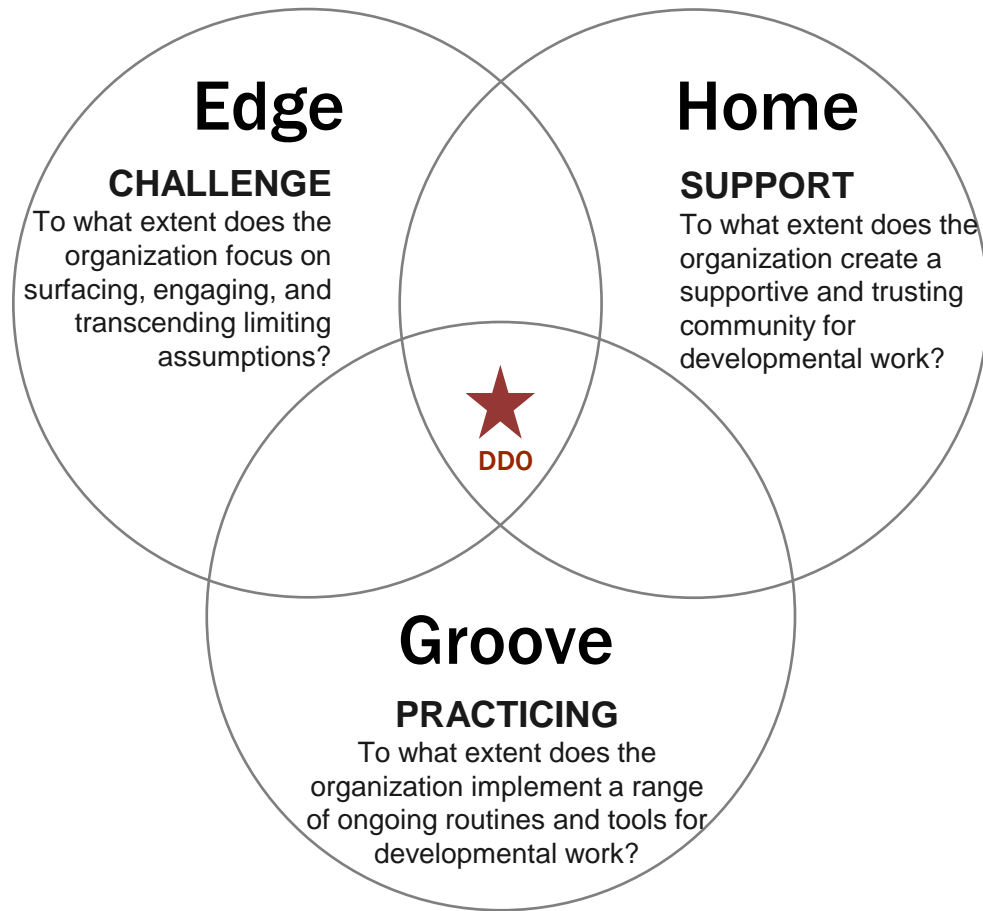
**Organizational
Growth**

**Individual
Growth**

THE DECURION CORPORATION



**Essential Qualities
of a Deliberately
Developmental
Culture**



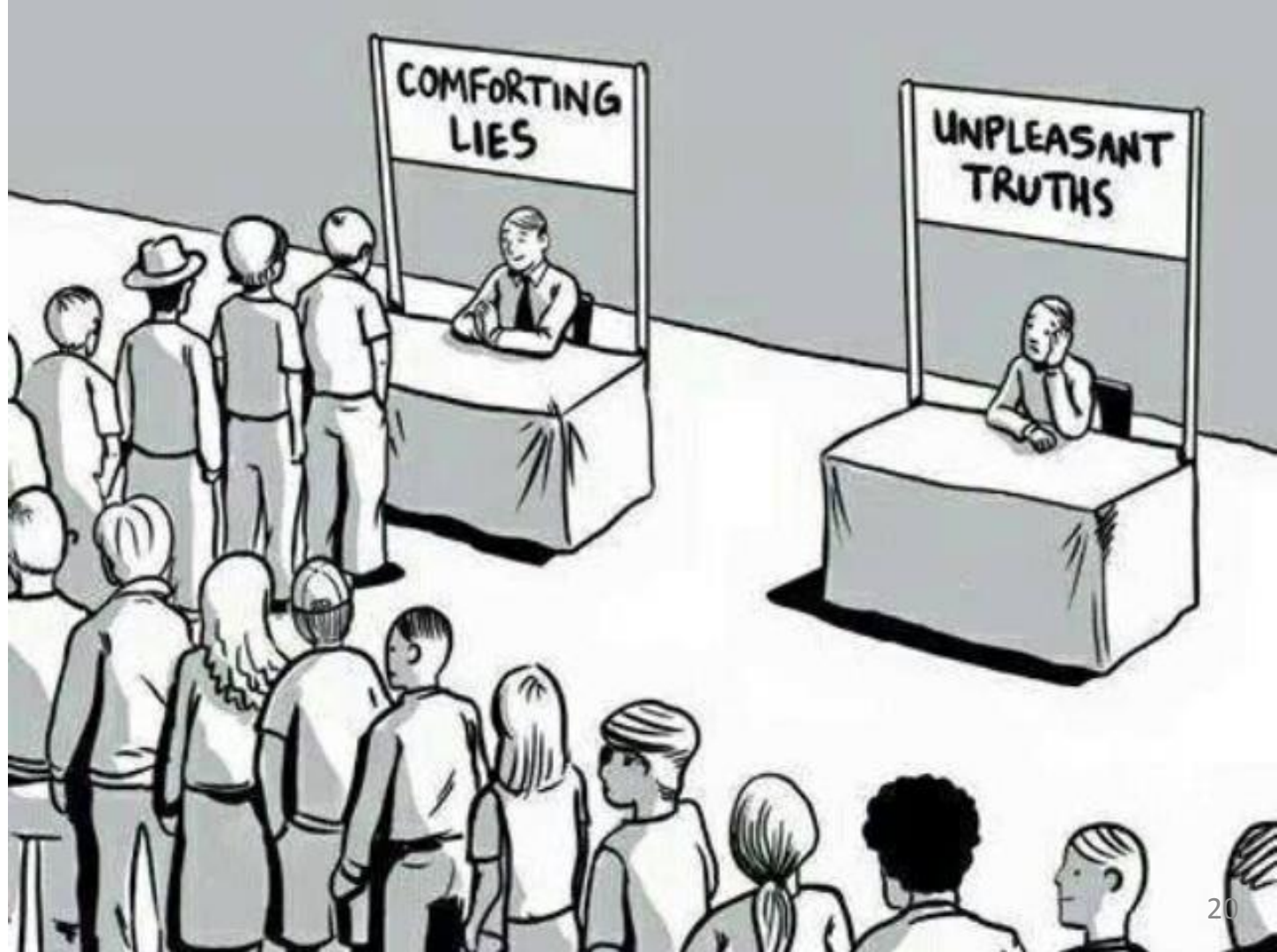
The Deliberately Developmental Organization

Edge

ORIENTATION TO GROWTH

To what extent does the organization focus on surfacing, engaging, and transcending limiting assumptions?

- Run on growth-oriented principles, and assume that adults can grow.
- Create and seek opportunities for working intentionally at one's "growing edge."
- Growing people and improving organizational results are all one thing, not a tradeoff.
- **Everyone giving and receiving developmental feedback.**



Weakness is Strength



Error is Opportunity

The Deliberately Developmental Organization

Home

ORIENTATION TO COMMUNITY

To what extent does the organization create a supportive relational environment for developmental work?

- Leaders participate, too. (And rank does not have its usual privileges.)
- Everyone needs a crew, and everyone builds the culture.
- People development is everyone's job.
- ***There is well-held vulnerability.***



Well-Held Vulnerability

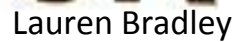
The Deliberately Developmental Organization

Groove

ORIENTATION TO PRACTICING

To what extent does the organization implement a range of ongoing routines, protocols, and conceptual tools for developmental work?

- Deliberate practice replaces a high-stakes performance orientation.
- Regularly seek “developmental pulls” and constructive destabilization.
- Interior life is in bounds rather than out of bounds.
- People work to close self-protective gaps that emerge—e.g., between “the me you see” and “the real me.”
- **Daily, weekly, monthly.**



THE DECURION CORPORATION



NORA DASHWOOD, Chief Brand Officer
and member of Decurion's senior leadership team

https://www.youtube.com/watch?v=2ybD_2oIRu4

(53:19 – 55:52)



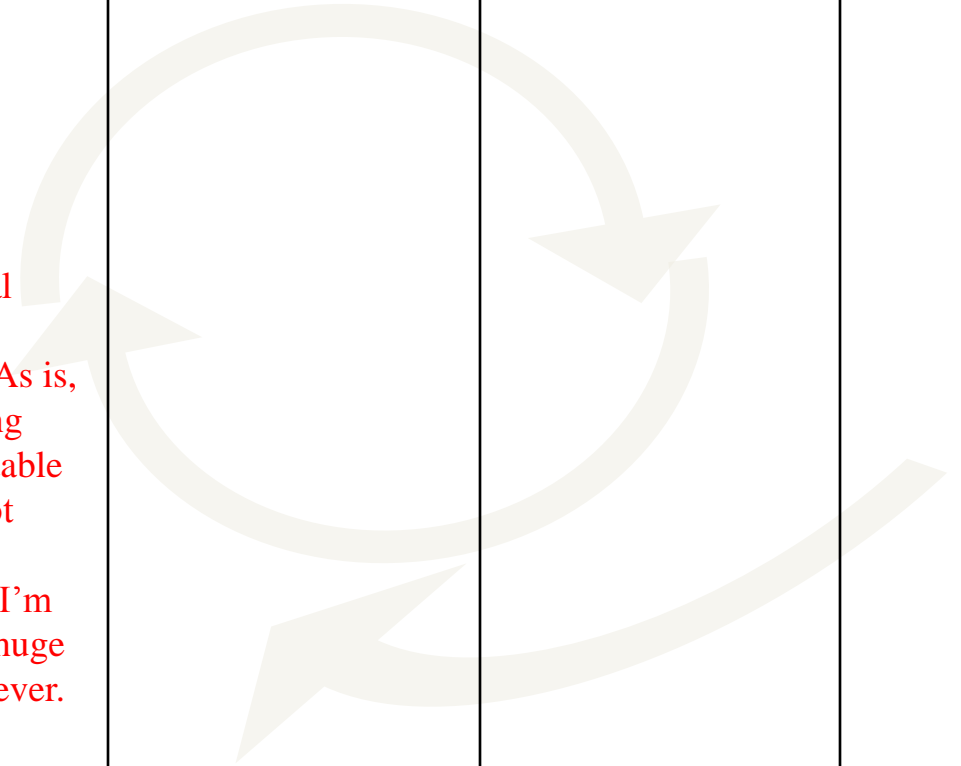
JACKIE EDWARDS
VP, Merchant
Services

Write in Column 1 (under “Improvement Goal”) your answer to the prep question:

What one thing about yourself, if you could get better at, would help you to be better able to persevere? **How important? And why?**

Use these guidelines:

1. It's something **you want/ need to improve**
2. It's **stated affirmatively**, if possible
3. It's **important to you**
(on a 1-5 scale, it's a 4 or 5)

1. Commitment / Improvement Goal			
<p data-bbox="253 150 483 317">To get better at giving critical performance feedback</p> <p data-bbox="253 467 560 955">5+ This is a crucial leadership responsibility. As is, I am not holding people accountable because I'm not having these conversations. I'm squandering a huge improvement lever.</p> <p data-bbox="289 1029 475 1051">© Minds at Work</p>			

1. Commitment / Improvement Goal			
<p data-bbox="253 124 550 521">Avoid dominating meetings and suffocating good ideation from team members. => Encourage good ideation from the team in our team meetings.</p> <p data-bbox="253 576 568 1019">5 I'm not as effective as I could be, and neither is my team. I need to free up my time to do the more strategic work, and I need my team to have more ownership of the work!</p> <p data-bbox="253 1030 475 1057">© Minds at Work</p>			

Write in Column 2 (under “Doing/ Not Doing”) your answer to this question:

What are *you* doing, or not doing, that works against your Column 1 goal?

Use these guidelines:

- Behaviors (not emotions)
- These behaviors get in the way or work against col. 1
- **Don't worry about** why or write what you do to accomplish your goal

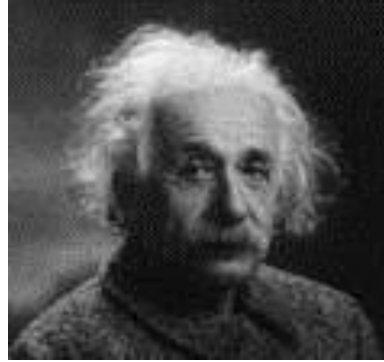
1. Commitment / Improvement Goal	2. Doing/ Not Doing		
<p>To get better at giving critical performance feedback</p> <p>5+ This is a crucial leadership responsibility. As is, I am not holding people accountable because I'm not having these conversations. I'm squandering a huge improvement lever.</p> <p>© Minds at Work</p>	<p>I don't make appointments to talk</p> <p>When in conversation, I don't state my view firmly (I sugar-coat my words, dance around the message, make indirect comments)</p>		

“New Year’s Resolution” Model of Change

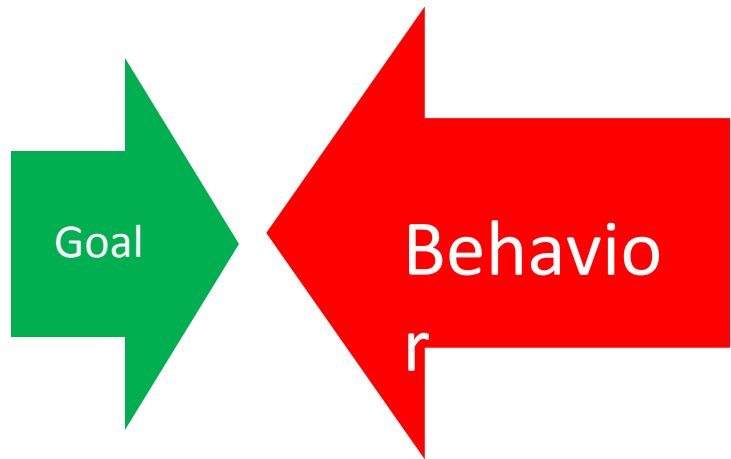


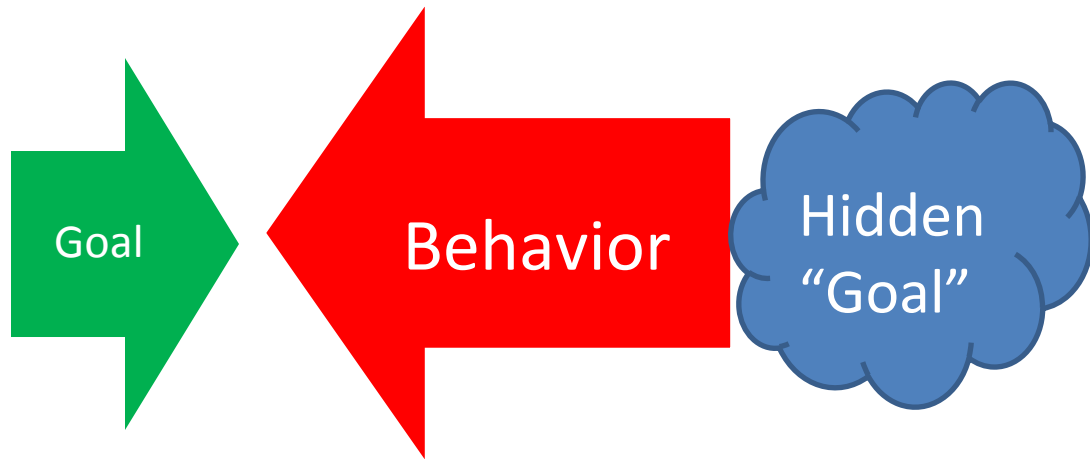
What's the Problem We're Trying to Solve?

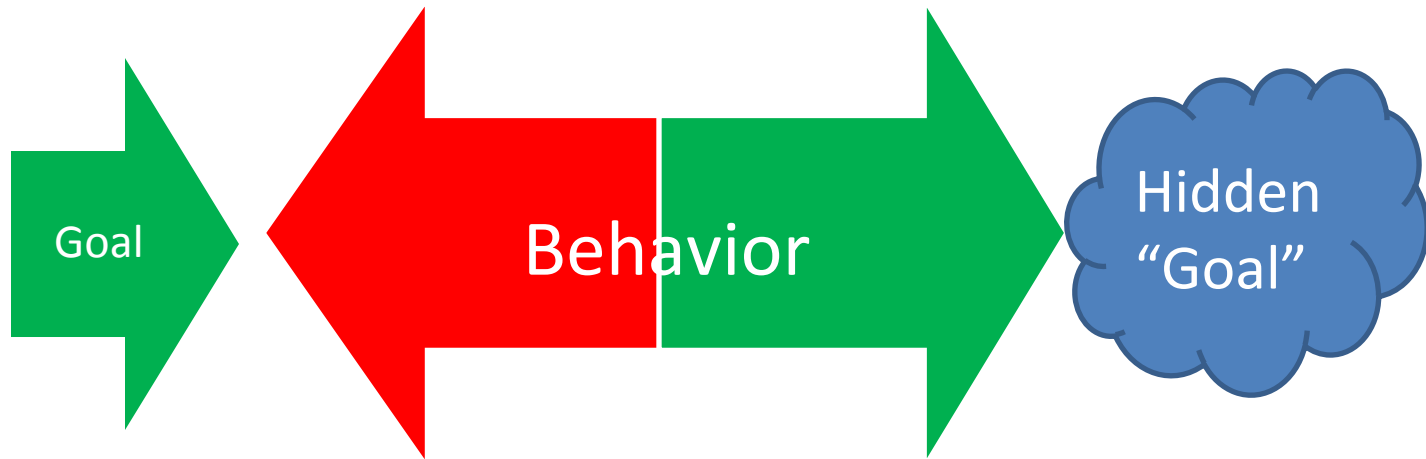
“Get a better grasp of the problem before moving to the solution”

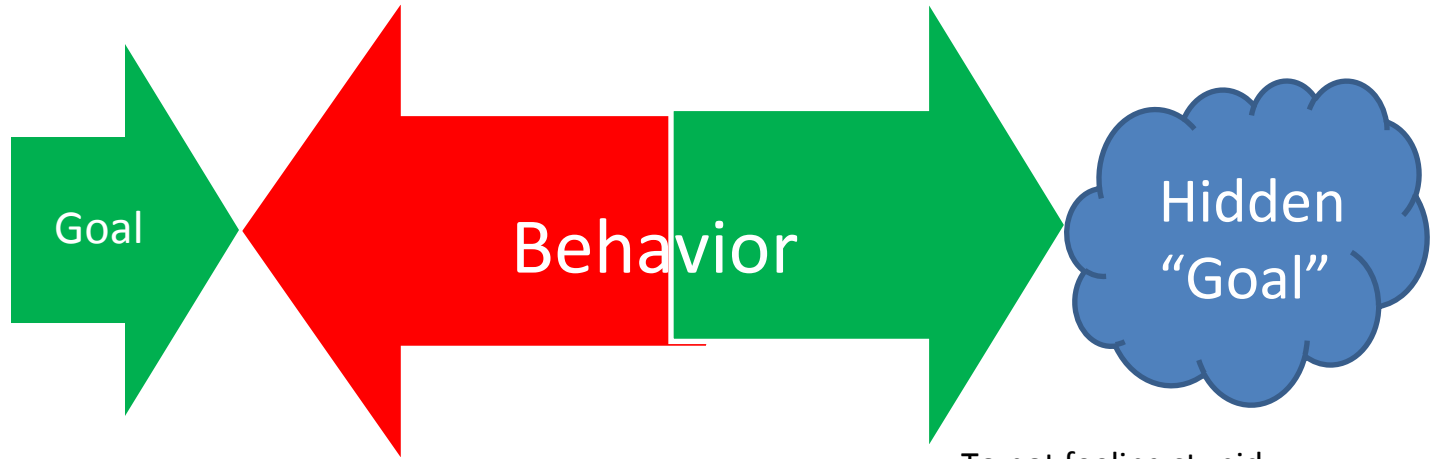


Einstein, as quoted in *The Evolution of Physics*, 1967.









- To not feeling stupid
- To not being rejected
- To not feeling weak & ineffective
- To not being seen as controlling or a micro-manager
- To not being a loser
- To not disappointing others
- To not being vulnerable
- To not being alone
- To hiding my powers
- To never being unloveable
- To hiding my feelings of being superior

*“The single biggest failure of leadership is to treat **adaptive** challenges like **technical** problems”*

Heifetz and Linsky, Cambridge Leadership Associates

Write in the top portion of Column 3: “Hidden / Competing Goal”:

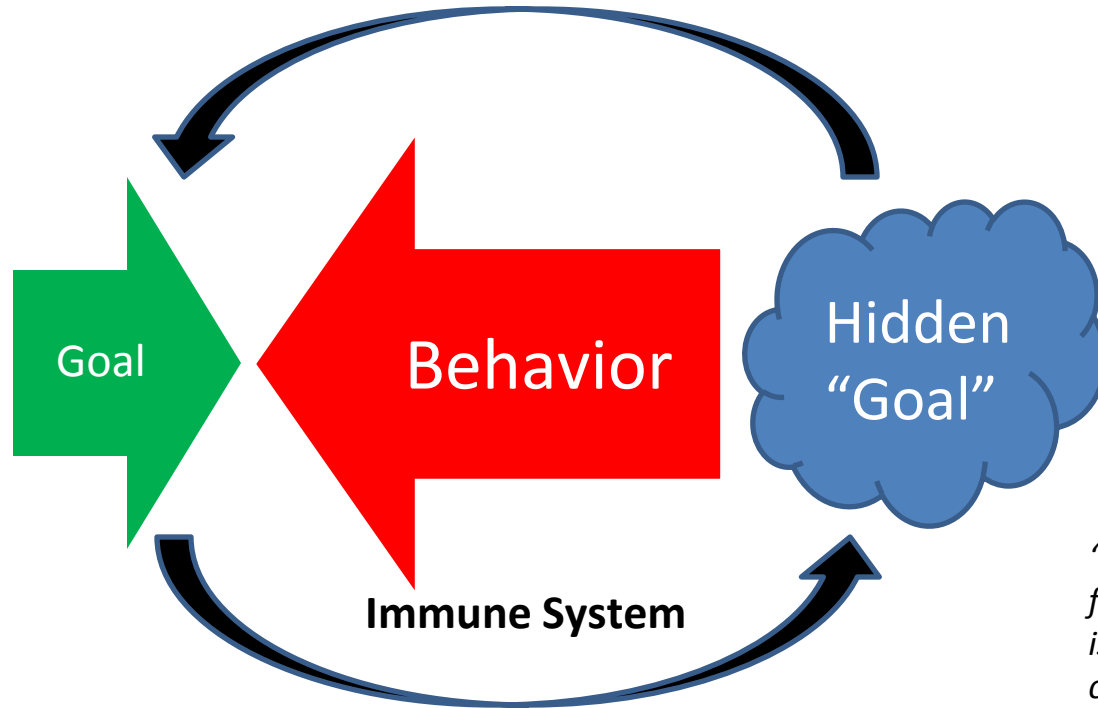
Imagine doing the opposite of the behaviors in Column 2:

- Really picture yourself in that situation.....what do you feel/think?
- What concerns, doubts, anxieties – even fears – do you experience?
- Write these down in the worry box

Examples:

- *I'll look like a slacker*
- *I'll look stupid*
- *I'll be replaceable*
- *I'll be controlled, dominated by others*

1. Commitment / Improvement Goal	2. Doing/ Not Doing	3. Hidden/Competing Commitment	
<p>To get better at giving critical performance feedback</p> <p>5+ This is a crucial leadership responsibility. As is, I am not holding people accountable because I'm not having these conversations. I'm squandering a huge improvement lever.</p> <p>© Minds at Work</p>	<p>I don't make appointments to talk</p> <p>When in conversation, I don't state my view firmly (I sugar-coat my words, dance around the message, make indirect comments)</p>	<p>Worries: I'll offend people; won't be liked; will be seen as a pain-in-the-butt; could anger the person</p>	



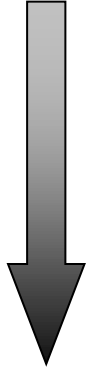
"The single biggest failure of leadership is to treat adaptive challenges like technical problems"
Heifetz & Linsky

1. Commitment / Improvement Goal	2. Doing/ Not Doing	3. Hidden Competing-Commitment	
<p>To get better at giving critical performance feedback</p> <p>5+ This is a crucial leadership responsibility. As is, I am not holding people accountable because I'm not having these conversations. I'm squandering a huge improvement lever.</p> <p>© Minds at Work</p>	<p>I don't make appointments to talk</p> <p>When in conversation, I don't state my view firmly (I sugar-coat my words, dance around the message, make indirect comments)</p>	<div data-bbox="981 167 1300 540" style="border: 1px solid black; padding: 10px;"> <p>Worries: I'll offend people; won't be liked; will be seen as a pain-in-the-butt; could anger the person</p> </div> <ul style="list-style-type: none"> - To not offending people - To not being disliked, disagreeable or seen as anything but a good guy - To no one getting upset and/or angry -To not come off as holier-than-thou 	

UNCONSCIOUSLY “IMMUNE”



CONSCIOUSLY “IMMUNE”



THE

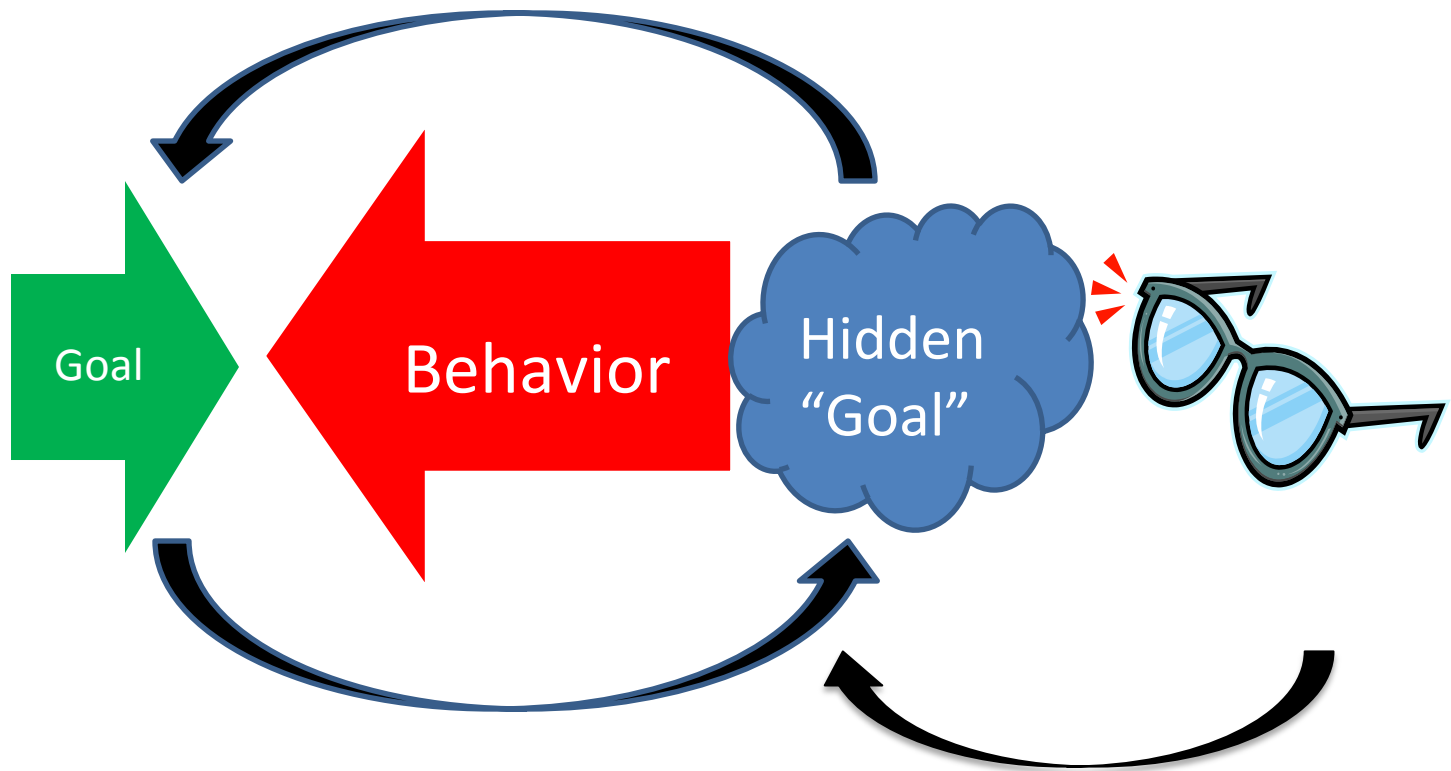
FOLLOW UP WORK TO OVERTURNING YOUR “IMMUNE SYSTEM”

- STEP 1: OBSERVE THE BIG ASSUMPTION IN ACTION
- STEP 2: STAY ALERT TO NATURAL CHALLENGES & COUNTERS TO BIG ASSUMPTION
- STEP 3: WRITE THE BIOGRAPHY OF YOUR BIG ASSUMPTION
- STEP 4: DESIGN A FIRST TEST OF YOUR BIG ASSUMPTION
- STEP 5: EXAMINE THE RESULTS OF YOUR FIRST TEST
- STEP 6: DEVELOP / RUN / EVALUATE FURTHER TESTS
- STEP 7: CONSOLIDATE YOUR LEARNING

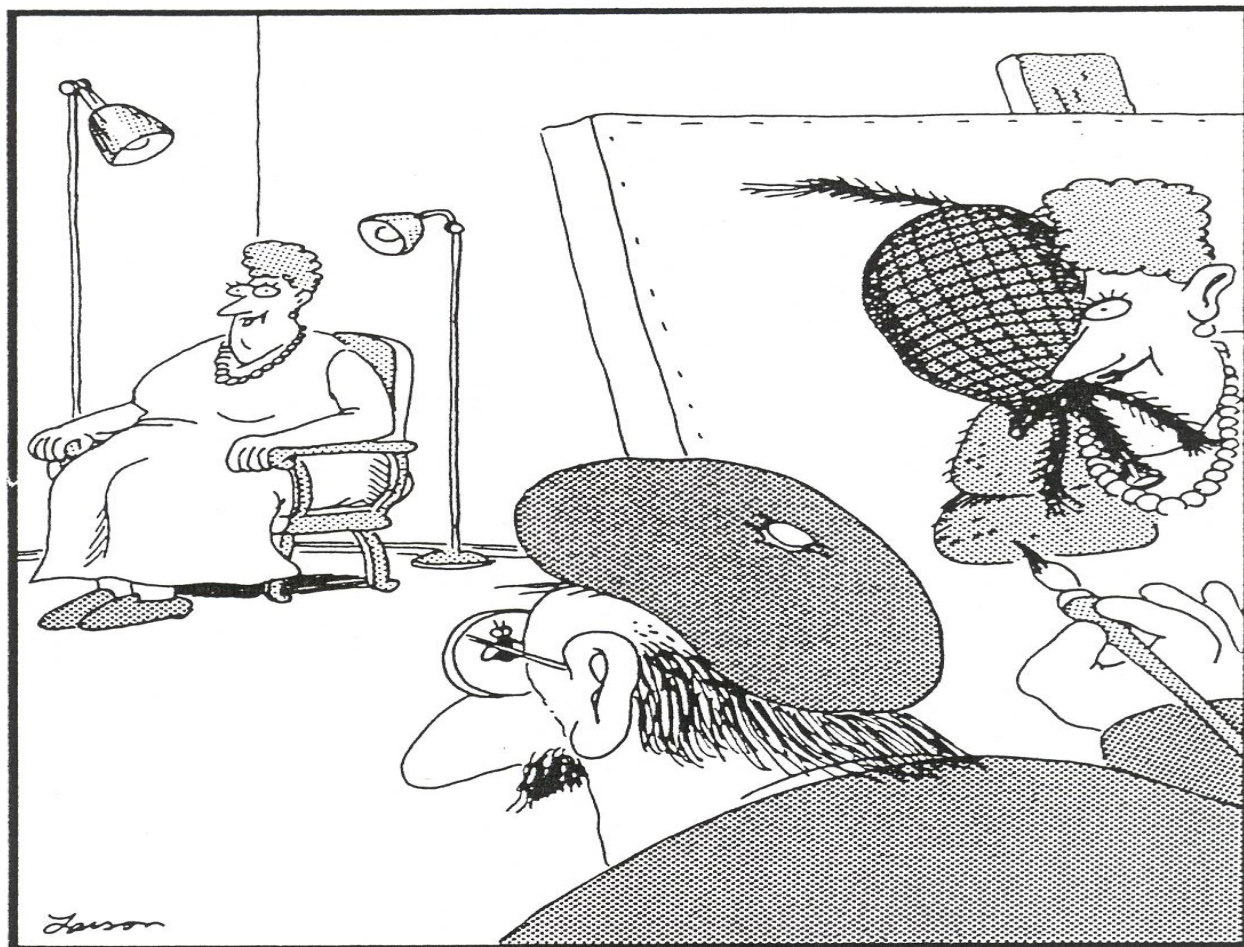
CONSCIOUSLY “RELEASED”



UNCONSCIOUSLY “RELEASED”



Immune System

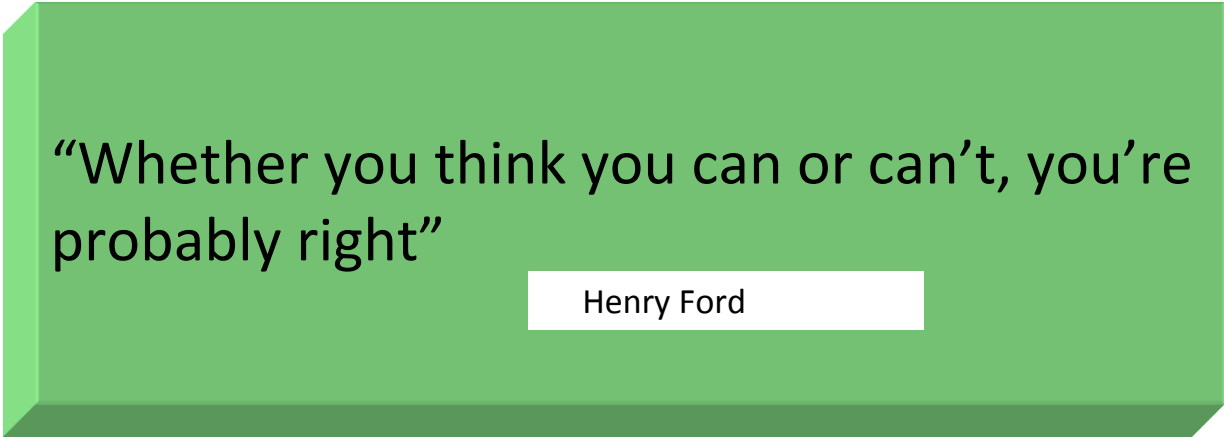


Write in the top portion of Column 4: “Big Assumption”



Ask yourself: ‘***What assumptions must I be making that would keep me captive of (or give rise to) my col. 3 commitment?***’

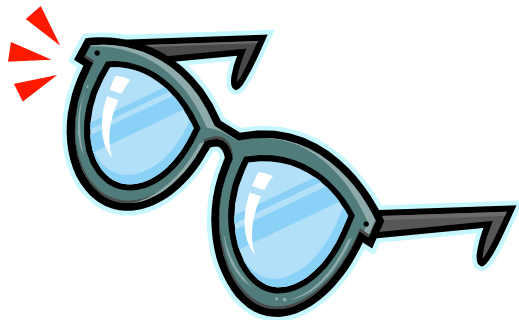
1. Commitment / Improvement Goal	2. Doing/ Not Doing	3. Hidden Competing-Commitment	4. Big Assumption
<p>To get better at giving critical performance feedback</p> <p>5+ This is a crucial leadership responsibility. As is, I am not holding people accountable because I'm not having these conversations. I'm squandering a huge improvement lever.</p> <p>© Minds at Work</p>	<p>I don't make appointments to talk</p> <p>When in conversation, I don't state my view firmly (I sugar-coat my words, dance around the message, make indirect comments)</p>	<div data-bbox="981 167 1300 540" style="border: 1px solid blue; padding: 5px;"> <p>Worries: I'll offend people; won't be liked; will be seen as a pain-in-the-butt; could anger the person</p> </div> <ul style="list-style-type: none"> - To not offending people - To not being disliked, disagreeable or seen as anything but a good guy - To minimizing negative emotions - To not getting myself upset & angry 	<p>Giving critical feedback <i>will</i> offend people</p> <p>If I offend people, am not liked, I will be left alone</p> <p>If I offend someone, they'll strike back, and then I'll get upset and either stew in it all day or react badly in the moment</p> <p>People aren't going to change due to my input</p>



“Whether you think you can or can’t, you’re probably right”

Henry Ford

Overtuning Immunity to Change Model of Change



EXAMINE YOUR LENS
Bias? Distortion? Always true?

Testing the big assumptions

Why?

- To **get information** about your Big Assumption ... specifically, how accurate it is
- The purpose is *not* to try immediately to improve or get better

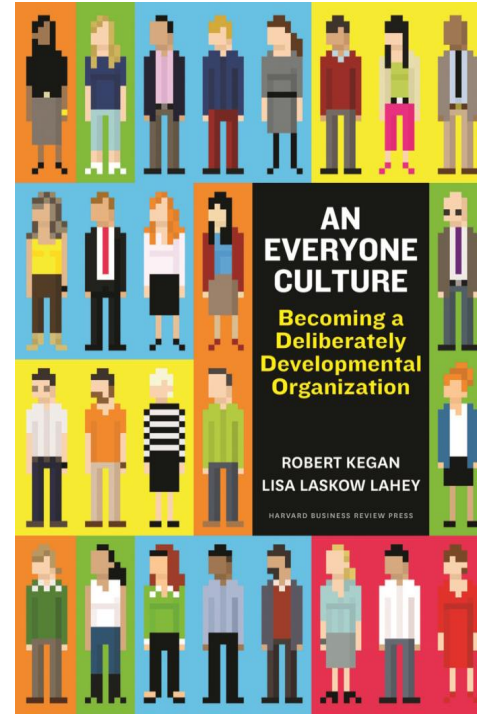
How? *Choose one Big Assumption to explore.* Then imagine a realistic situation that would yield disconfirming data; design it so that it is:

- Safe
- Modest
- Actionable
- Research (data-driven)
- Tests your big assumption

Why is change so hard?

“There is no greater waste of resources in ordinary organizations than the energy expended every day to hide our weaknesses and manage others’ favorable impressions of us.”

Kegan, Lahey, Miller, Helsing & Fleming



The companies have come up with novel and effective means to meet a host of adaptive challenges—

How to dramatically *increase* :

- retention
- profitability
- coaching supports
- readiness to learn
- speed to promotability
- frankness in communication
- effective delegation
- accepting responsibility

The companies have come up with novel and effective means to meet a host of adaptive challenges—

How to dramatically *reduce* :

- political maneuvering
- impression management
- behind-the-back disparagement
- downtime and disengagement

How to anticipate crises no one in the company has experienced previously, and manage successfully through them;

How to invent future possibilities no one has experienced previously, and realize them.

“Do you worry about how
good you are or about how
fast you are learning?”

--Ray Dalio, Bridgewater

Summary: *Why is change so hard?* We often miss the adaptive nature of the challenge.

Implications for your leadership:

- Look for the adaptive dimensions of the work, not just the technical.

Summary: Why is change so hard? **We too often miss the adaptive nature of the challenge.**

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- Recognize and cultivate people's intrinsic motivation to grow & create the conditions to reduce people needing to looking good.

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- Provide the safety necessary for people to take the kinds of risks inherent in changing their minds. Model learning yourself.

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- Create a learning culture.
- Provide the safety necessary for people to take the kinds of risks inherent in changing their minds. Model learning yourself.
- Remember: neither change in mind-set nor change in behavior alone leads to transformation, but that each must be employed *to bring about the other*. And this takes time.

Deliberately Developmental Culture – Selected Items

1 2 3 4 5
Never Always

- In this organization, how often do leaders openly acknowledge their mistakes?

1 2 3 4 5
None All

- On your team, for how many of your teammates are you aware of their self-improvement goals (ways they want to improve that could make them more effective)?

1 2 3 4 5
Not at all Extremely

- In this organization, how comfortable are you revealing to others areas in which you may be struggling?

1 2 3 4 5
Not at all To a great extent

- To what extent would you feel comfortable disagreeing in a meeting with someone more senior than you in this organization?

1 2 3 4 5
Not at all To a great extent

- In this organization, to what extent do managers encourage people to take on assignments or projects that will challenge them to grow?

1 2 3 4 5
Not at all To a great extent

- To what extent are people in this organization trained in a method for giving improvement-related feedback to each other?

