



# Personal & Organizational Transformation: On Leading from Within

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Thursday, 13 June 2019

# Objectives

- Reflect on your journey of growth in how you think, act and engage in the world
- Introduce seven transformations that leaders can experience
- Describe three powerful levers of change

What transformations are you navigating?

What is your growing edge?

What do you think is the growing edge in your organization?

What is the greatest source of inefficiency and wasted energy in your organization?

# Working two jobs is the norm

Harvard professors Kegan & Lahey believe that most people are actually engaged in two jobs at work: (1) The contribution they are hired to make; and (2) Protecting themselves.

“In businesses large and small; in government agencies, schools, and hospitals; in for-profits and nonprofits, and in any country in the world, most people are spending time and energy covering up their weaknesses, managing other people’s impressions of them, showing themselves to their best advantage, playing politics, hiding their inadequacies, hiding their uncertainties, hiding their limitations. Hiding.

We regard this as the single biggest loss of resources that organizations suffer every day.”



# Why personal and organizational transformation?

Your leadership ability—for better or for worse—always determines your effectiveness and the potential impact of your organization.

– John Maxwell's Law of the Lid

The beliefs and decisions of the Executive Team create a vertical ceiling in the organization that is hard for others to advance beyond.

– Nick Petrie, Center for Creative

Leadership

... the single biggest cause of work burnout is not work overload, but working too long without experiencing your own personal development.

- Kegan and Lahey

How do you respond when  
you are criticized?

# How do people – and leaders – perceive feedback?

(rank these responses from least to most mature)

Welcome feedback (especially if it helps them to achieve their goals and to improve), committed to change behavior and belief in ability to control it	A	
Hold feedback as a natural part of living systems; necessary for learning and change; see it as not fundamentally different from praise, radical acceptance and compassion for one's own and others' humanity	B	
Experience feedback as an attack, provocation; can quickly shift blame or be singularly dismissive, inclination to counter-attack or retaliate	C	
Invite feedback for self-actualization; conflict seen as an inevitable part of viable/multiple relationships, can own one's own contribution to others' experience	D	
View feedback as disapproval or as a reminder of norms, discomfort at being 'shown up', inclined to save face, internal dialogue about intent	E	
Welcome feedback as necessary to uncover hidden aspects of their own behavior, acknowledge own conditioning, interested in diverse perspectives	F	
Take it personally, defend own position; dismiss feedback from those who are not seen as experts in the same field	G	

# We perceive feedback differently based on our maturity

Welcome feedback (especially if it helps them to achieve their goals and to improve), committed to change behavior and belief in ability to control it	A	4
Hold feedback as a natural part of living systems; necessary for learning and change; see it as not fundamentally different from praise, radical acceptance and compassion for one's own and others' humanity	B	7
Experience feedback as an attack, provocation; can quickly shift blame or be singularly dismissive, inclination to counter-attack or retaliate	C	1
Invite feedback for self-actualization; conflict seen as an inevitable part of viable/multiple relationships, can own one's own contribution to others' experience	D	6
View feedback as disapproval or as a reminder of norms, discomfort at being 'shown up', inclined to save face, internal dialogue about intent	E	2
Welcome feedback as necessary to uncover hidden aspects of their own behavior, acknowledge own conditioning, interested in diverse perspectives	F	5
Take it personally, defend own position; dismiss feedback from those who are not seen as experts in the same field	G	3

# We perceive feedback differently based on our maturity

Hold feedback as a natural part of living systems; necessary for learning and change; see it as not fundamentally different from praise, radical acceptance and compassion for one's own and others' humanity	7
Invite feedback for self-actualization; conflict seen as an inevitable part of viable/multiple relationships, can own one's own contribution to others' experience	6
Welcome feedback as necessary to uncover hidden aspects of their own behavior, acknowledge own conditioning, interested in diverse perspectives	5
Welcome feedback (especially if it helps them to achieve their goals and to improve), committed to change behavior and belief in ability to control it	4
Take it personally, defend own position, look for evidence to support own view; dismiss feedback from those who are not experts in the same field	3
View feedback as disapproval or as a reminder of norms, discomfort at being 'shown up', inclined to save face, internal dialogue about intent	2
Experience feedback as an attack, provocation; can quickly shift blame or be singularly dismissive, inclination to counter-attack or retaliate	1

We cannot solve our problems with the same  
thinking we used when we created them.

- Albert Einstein

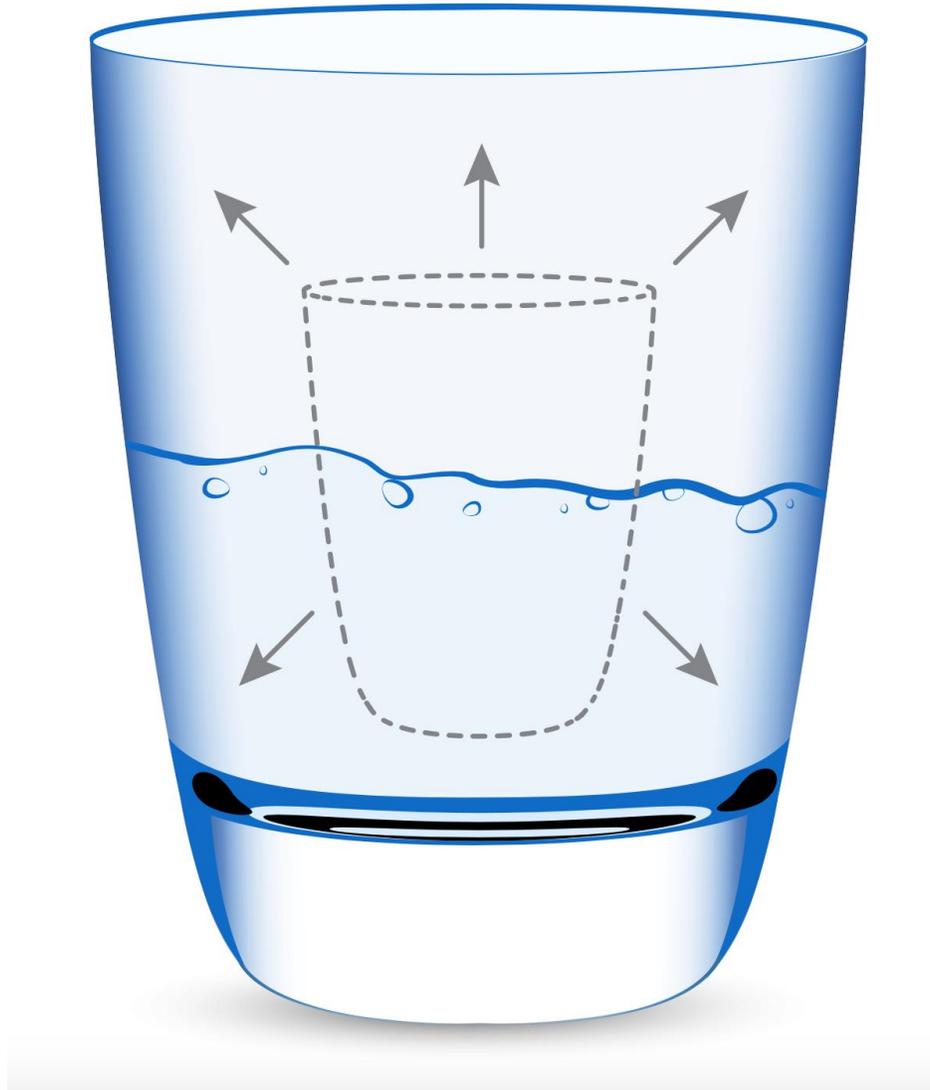
# Horizontal leadership development

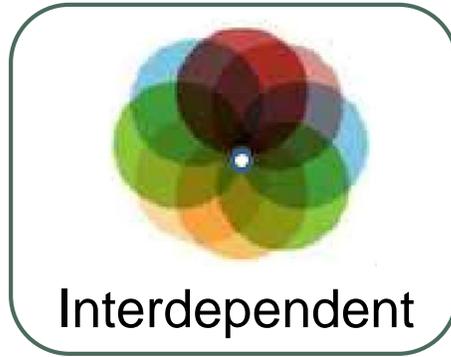
Focuses on increasing competence



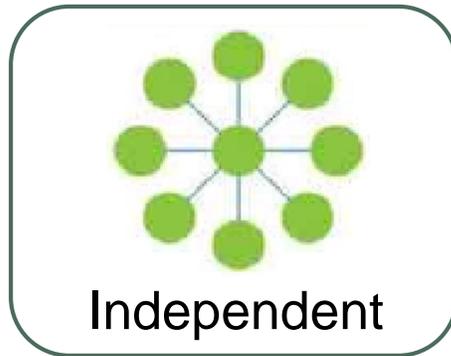
# Vertical leadership development

Focuses on increasing capacity

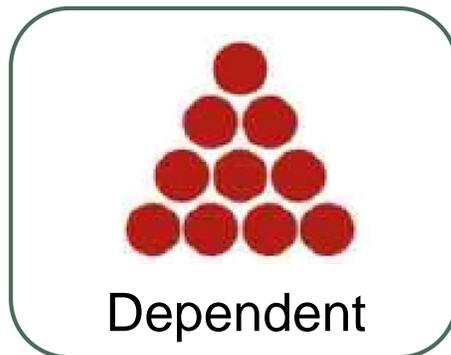




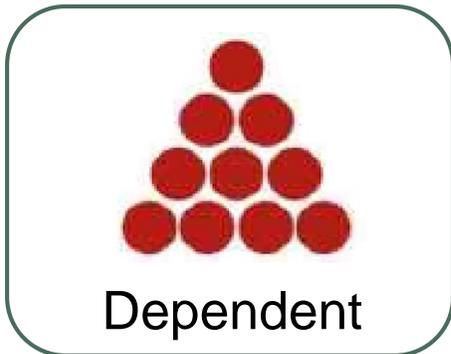
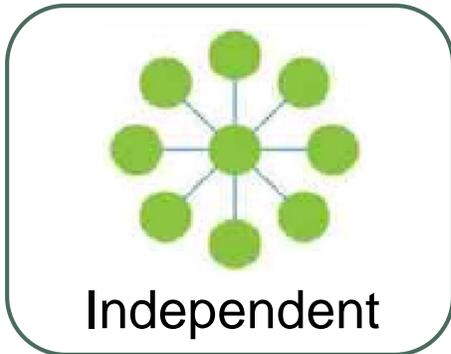
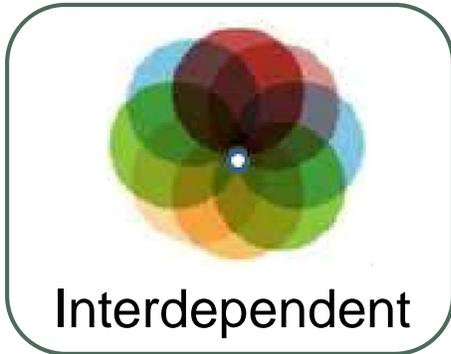
Leadership is a **collective activity**



Leadership emerges out of individual expertise & heroic action



**People in authority** are responsible for leadership



Alchemical  
Transforming

Redefining  
Achiever

Expert  
Diplomat  
Opportunist

Integrates material, spiritual & societal transformations  
Generates personal & organizational transformations

Reframes complex problems in unique ways  
Driven by personal & team achievement

Focuses on logic & expertise  
Wants to belong & fit in  
Win in any way possible

Action-Logic	Impulse Control	Interpersonal	Preoccupation
Opportunist	Reactive, Aggressive	Manipulative, Wary	“Damage Control” Winning
Diplomat	Respect Rules & Authority	Cooperate, Follow	Appearances, Behaviours
Expert	Exceptions, Appropriate	Appropriate, Control	Mastery, Problems
Achiever	Self Evaluated Standards, Self Critical	Responsible, Conscientious	Outcomes, Reasons, Motives
Redefining	Tolerant, Reflective	Mutual, Collaborative	Individuality, Social Welfare, Stereotypes
Transforming	Embracing Conflict	Interdependent, Development	Self-fulfilment, Transformation
Alchemical	Construct Aware	Cherishing of Individuality & Patterns	Disturbance, Identities, Meanings

# Levers of personal and organizational transformation

As individuals and organizations develop through these stages of adult development, we **perceive** and **use** three levers of transformation in new ways:

- Feedback
- Time
- Power

By paying attention to how we think about and use these levers, and exploring how wise leaders use them, we build our awareness of opportunities for transformation.

- Practice noticing something new each day with curiosity and compassion.

# Transformation through ongoing action inquiry

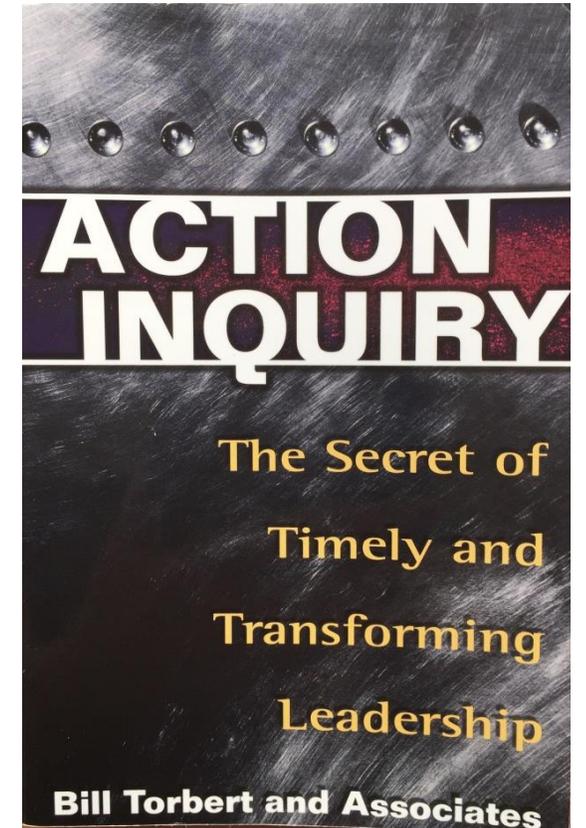
Action inquiry is a lifelong process of transformational learning that individuals, teams and whole organizations can undertake to become:

- increasingly capable of listening into the present moment
- increasingly alert to the dangers and opportunities of the present moment
- increasingly capable of performing in effective, transformational & sustainable ways

... until it gradually becomes a moment-to-moment way of living.

# Additional Resources

- “The Seven Transformations of Leadership,” Harvard Business Review, David Rooke & William R. Torbert, April 2005
- Action Inquiry: The Secret of Timely & Transforming Leadership, Bill Torbert & Associates, Berrett-Koehler Publishers, 2004.
- “Vertical Leadership Development—Part 1: Developing Leaders for a Complex World”, Nick Petrie, Center for Creative Leadership





\*This model combines the thinking of Harvard’s Kegan and Lahey<sup>1</sup> with CCL’s McGuire and Rhodes.<sup>2</sup>

From “Vertical Leadership Development–Part 1: Developing Leaders for a Complex World”  
by Nick Petrie, Center for Creative Leadership

Competencies	Dependent - Conformer	Independent - Achiever	Interdependent - Collaborator
<b>Strategic Thinking</b>	<ul style="list-style-type: none"> <li>• Short-term view</li> <li>• Tactical tasks</li> <li>• Black and white</li> <li>• Either/or</li> <li>• High need for certainty</li> </ul>	<ul style="list-style-type: none"> <li>• Medium-term view</li> <li>• Sees parts of the system</li> <li>• Sees some patterns and connections</li> </ul>	<ul style="list-style-type: none"> <li>• Long-term view</li> <li>• Sees many shades of gray</li> <li>• Sees many patterns and connections</li> <li>• Accepts uncertainty as the norm</li> </ul>
<b>Leading Change</b>	<ul style="list-style-type: none"> <li>• Expects change to come from above</li> <li>• Needs and trusts authority to give direction</li> <li>• High need for certainty</li> </ul>	<ul style="list-style-type: none"> <li>• Has own views about best change</li> <li>• Sees the mechanics of change needed</li> <li>• Success is achievement of individuals and teams</li> </ul>	<ul style="list-style-type: none"> <li>• Change is a collaborative process</li> <li>• Comfortable with ambiguity</li> <li>• Success means realization of a shared vision</li> </ul>
<b>Conflict</b>	<ul style="list-style-type: none"> <li>• To be avoided</li> <li>• Authority is in charge</li> <li>• Feels torn by conflict</li> </ul>	<ul style="list-style-type: none"> <li>• Worked out behind closed doors</li> <li>• Produces winners and losers</li> </ul>	<ul style="list-style-type: none"> <li>• Healthy way to gather more views</li> <li>• Something to be encouraged</li> <li>• Increases learning and performance</li> </ul>
<b>Leading across Boundaries</b>	<ul style="list-style-type: none"> <li>• Trust allies and people you know</li> <li>• Them versus us</li> <li>• Distrust of outsider</li> </ul>	<ul style="list-style-type: none"> <li>• Able to think from others' perspectives</li> <li>• Horse trades for favors</li> <li>• Focused on success of own silo</li> </ul>	<ul style="list-style-type: none"> <li>• Sees the world through others' perspectives to understand more</li> <li>• Share knowledge across boundaries</li> <li>• Works in partnership with other functions</li> </ul>

# Thank you.

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