

# How Deliberate are You in Developing Yourself and Others?

Diana Wilson Goldberg, Adam Malaty-Uhr, Scott Tang, and Maggie Shreve

# Presenters

## **Diana Wilson Goldberg**

- ▶ OD Consultant, DWG Consulting
- ▶ Program Chair, ODN/C Board

## **Maggie Shreve**

- ▶ Interim President, ODN/C
- ▶ OD Manager, Kineo Group - US

## **Adam Malaty-Uhr**

- ▶ Growing at Work, Coaching & Consulting
- ▶ Free Agent

## **Scott Tang**

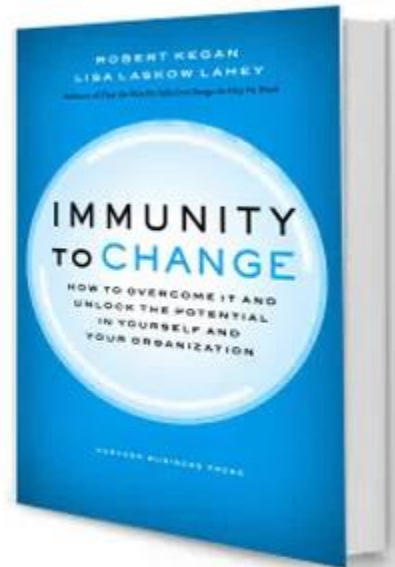
- ▶ Senior Director, Publicis Sapient
- ▶ Organizational Researcher

# The Context: Shifting Paradigms

From Way to Grow, Inc.

Dimension	20 <sup>th</sup> Century	21 <sup>st</sup> Century
Who?	“High Potentials”	Everyone
How?	Individual coaching/classes workshops	Together at work
When?	At special times	Every day

# Research & Writing by Kegan and Lahey



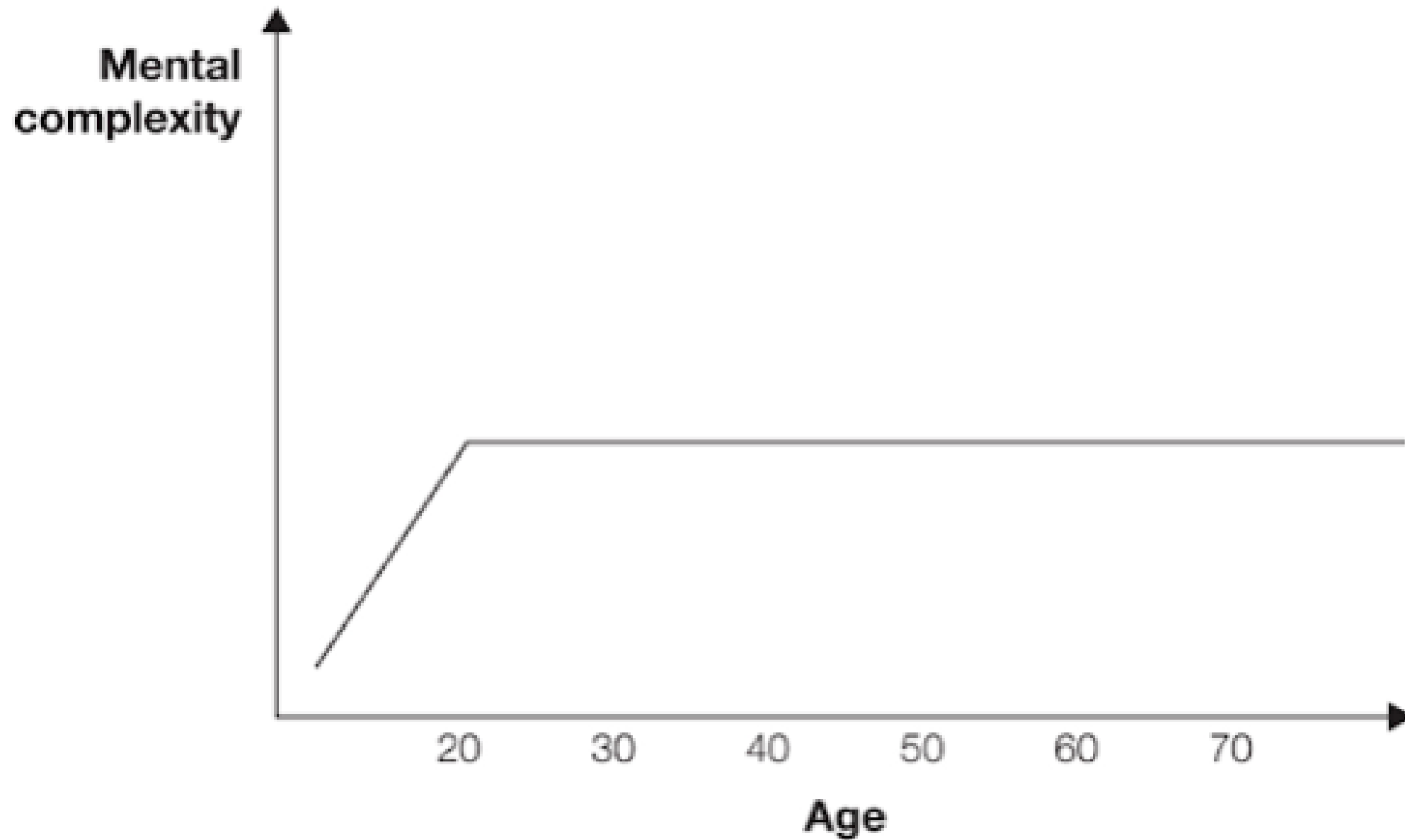
# What is a Deliberately Developmental Organization?

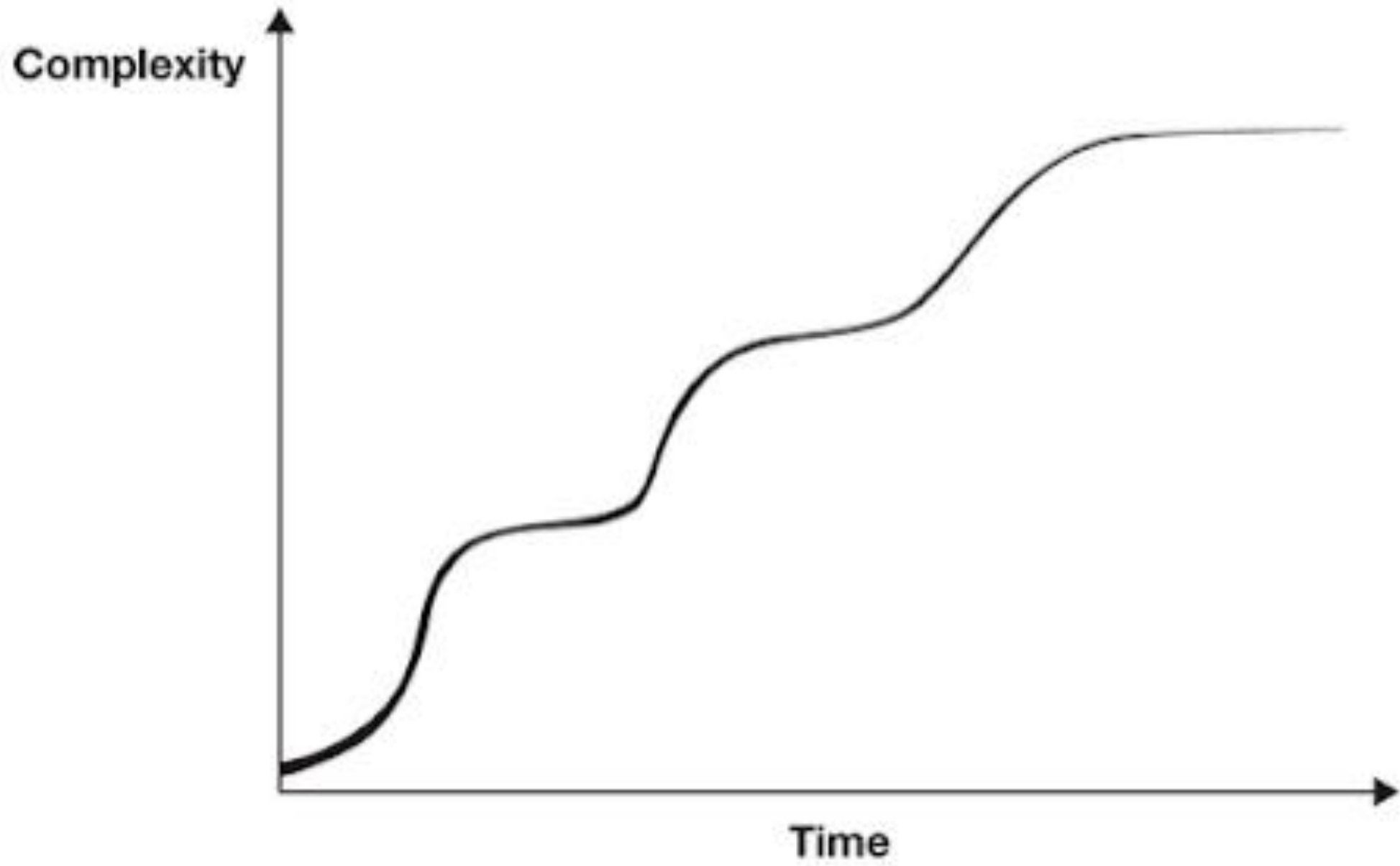
“[creates] the conditions to drive human flourishing and business flourishing as part of one interdependent and mutually reinforcing set of goals.”

-An Everyone Culture

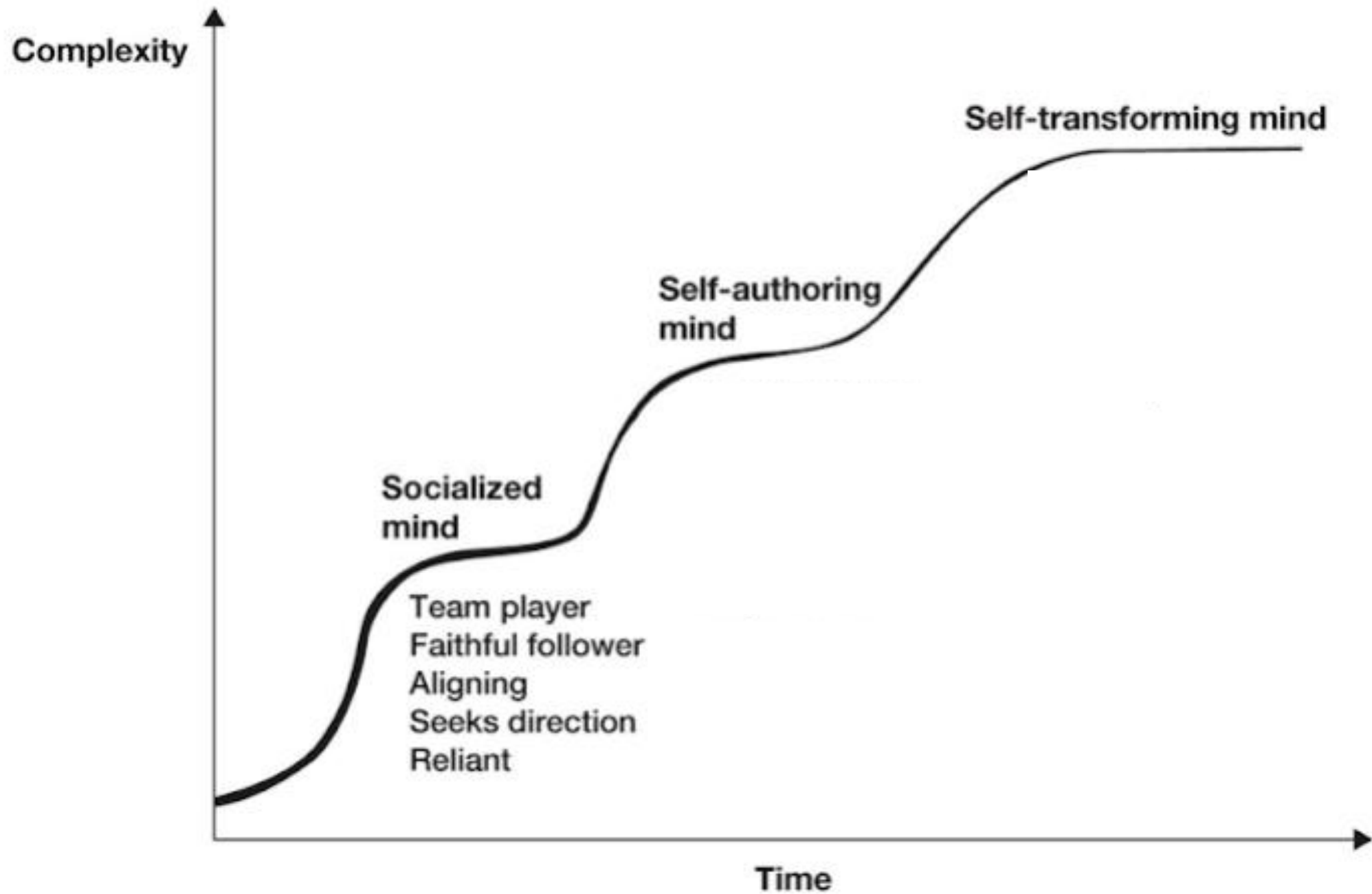
# Stages of Adult Development

The Theoretical Basis for DDO's









# Key Concepts of DDO's

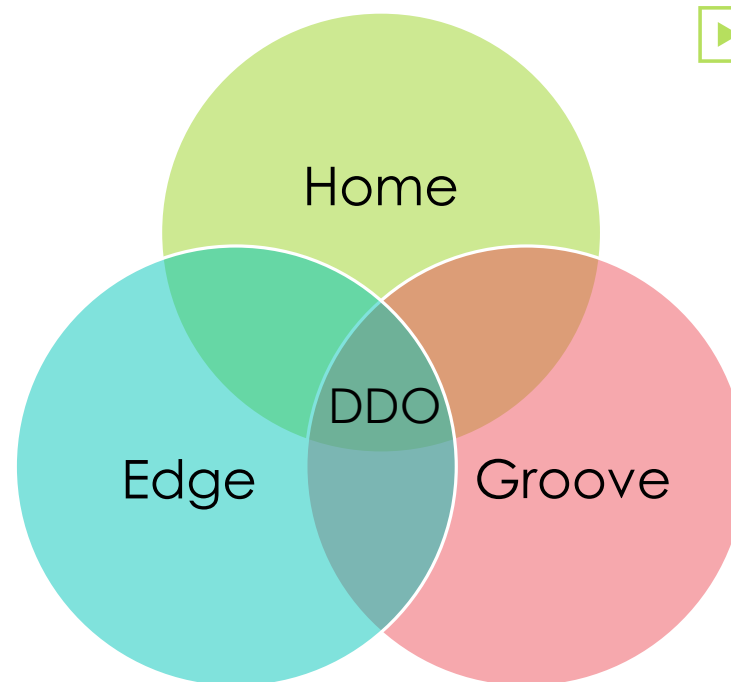
# The Deliberately Developmental Organization

- ▶ Development is a 'team sport' with mutual interdependencies
- ▶ Organizational members are active participants
- ▶ The organization develops through its people and its people through the organization

# The Three Dimensions of a DDO

From *An Everyone Culture: Becoming a Deliberately Developmental Organization* (HBR Press, 2016)

▶ Edge:  
Developmental  
Aspirations



▶ Home:  
Developmental  
Communities

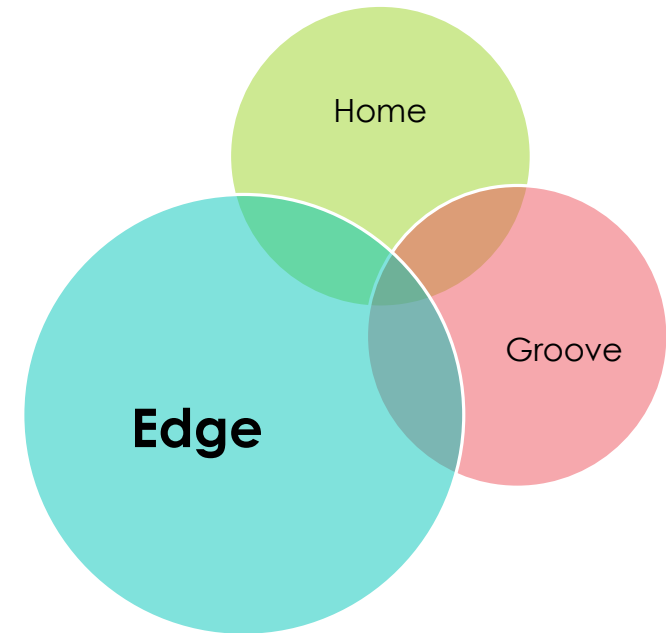
▶ Groove:  
Developmental  
Practices

# The Three Dimensions of a DDO

## Edge

### Developmental Aspirations

- ▶ Mistake-making
- ▶ Problem-finding
- ▶ My growing edge
- ▶ Your growing edge
- ▶ Our growing edge
- ▶ Organizational purpose



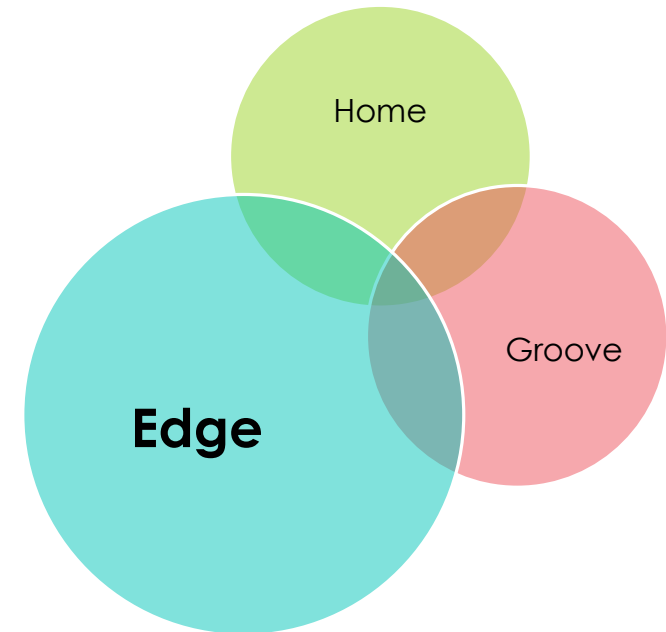
# The Three Dimensions of a DDO

## Edge

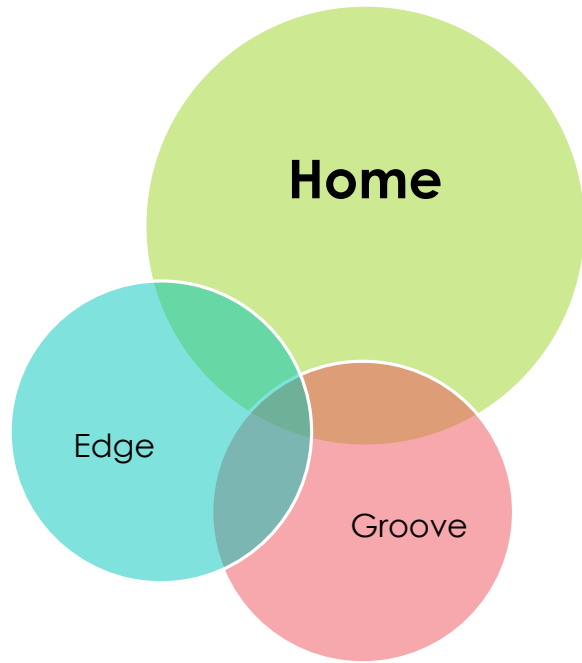
### Developmental Aspirations

Discuss in pairs:

- ▶ Are mistakes seen as opportunities?
- ▶ Do people challenge each others' thinking & assumptions?



# The Three Dimensions of a DDO

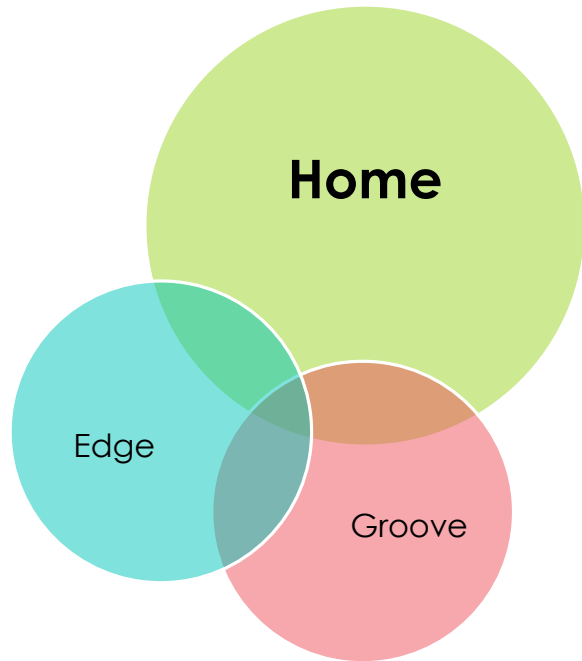


## Home

### Developmental Communities

- ▶ Psychological safety & trust
- ▶ Openness about the self
- ▶ Leadership commitment & participation
- ▶ Collectively shared norms & agreements

# The Three Dimensions of a DDO



## Home

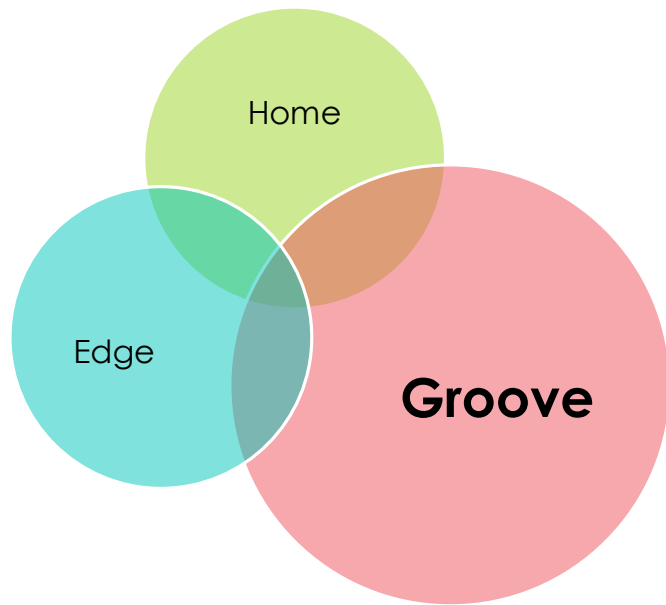
### Developmental Communities

Discuss in pairs:

- ▶ Do people openly reveal their struggles?
- ▶ Do leaders acknowledge their own mistakes?



# The Three Dimensions of a DDO

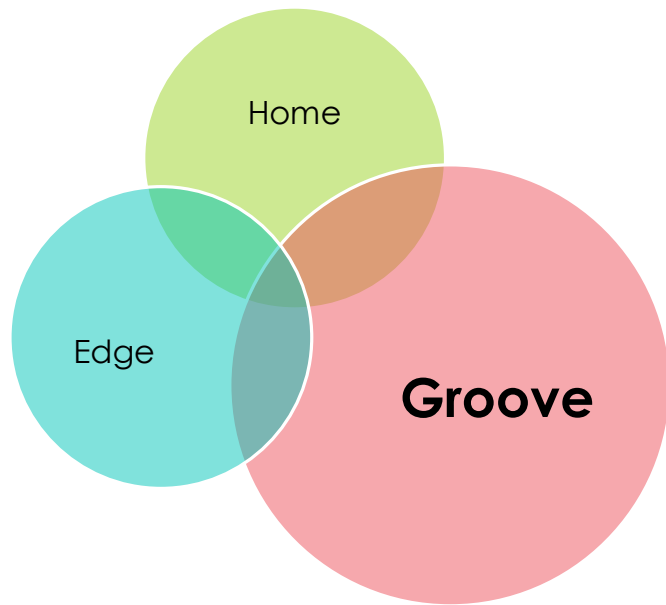


## Groove

Developmental Practices

- ▶ Learning supports
- ▶ Role-to-person matching
- ▶ Feedback
- ▶ Regularity of practice
- ▶ Symbolic tools
- ▶ Process improvement

# The Three Dimensions of a DDO



## Groove

### Developmental Practices

Discuss in pairs:

- ▶ Are there clear processes to ensure improvement?
- ▶ Do people provide meaningful feedback?



AS A DELIBERATELY  
DEVELOPMENTAL ORGANISATION

Way to Grow INC

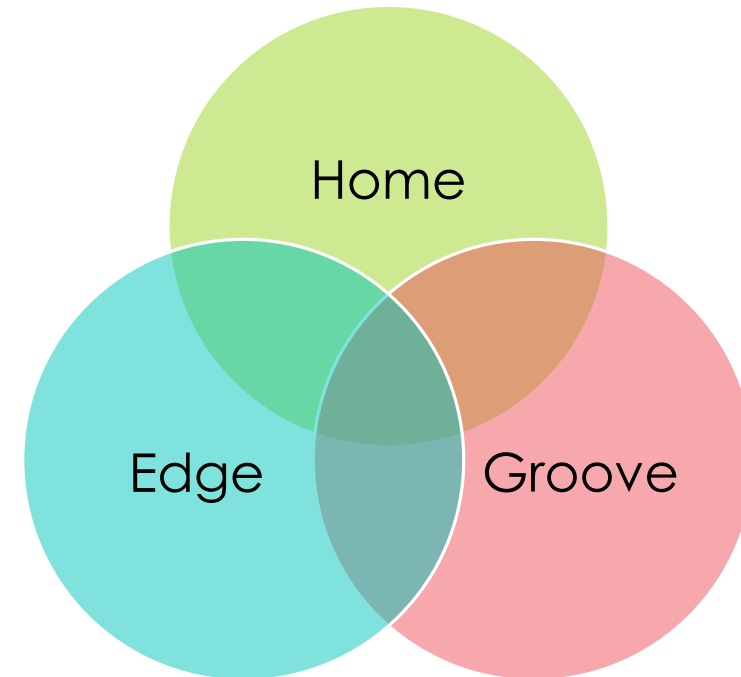


CHARLIE KIM

# NextJump – “I was Selfish”

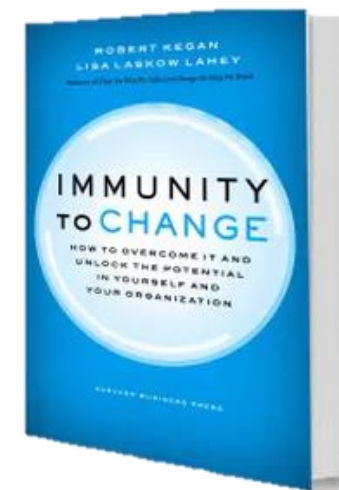
## Discuss in Pairs

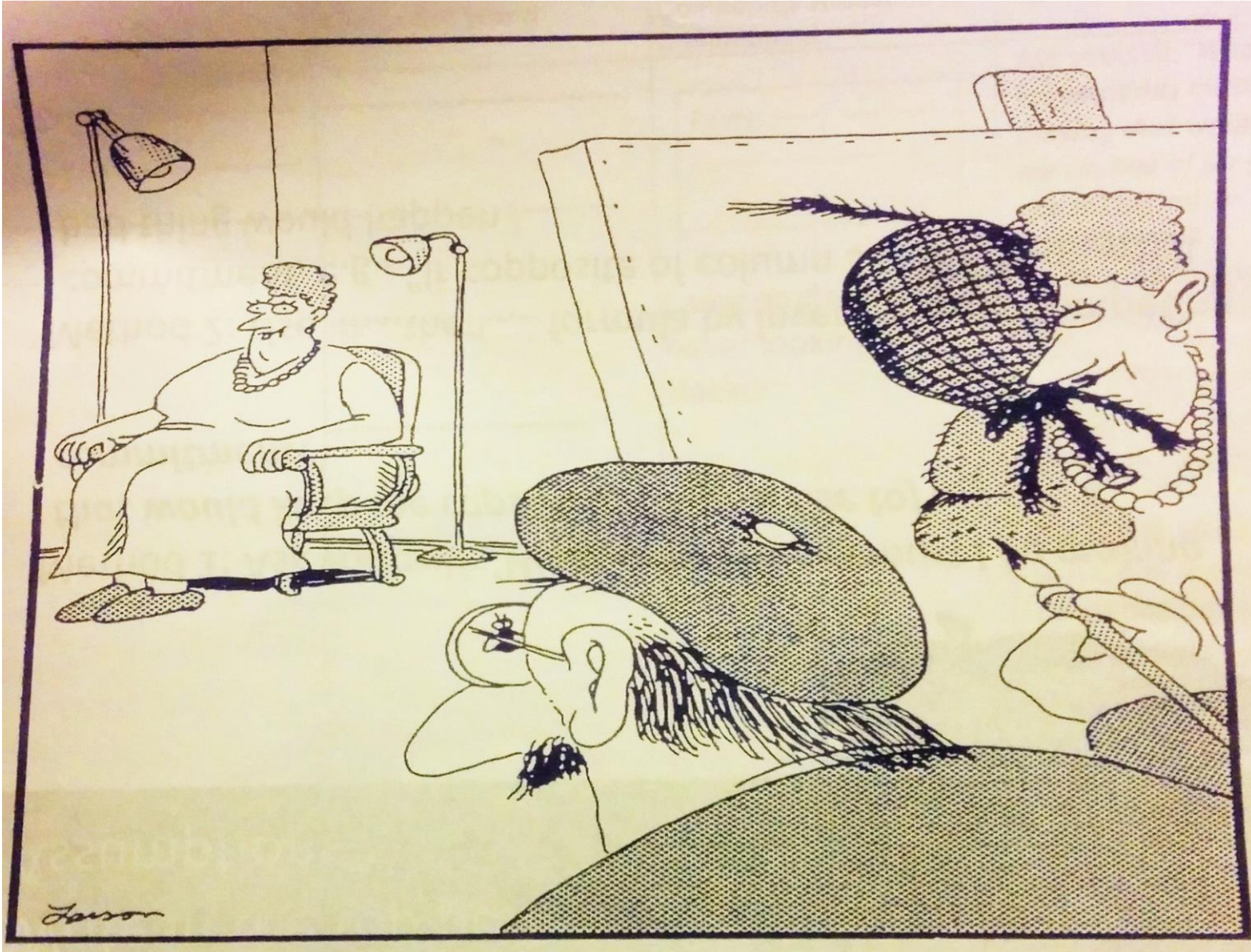
- ▶ What resonated with you?
- ▶ How did you see the three components of a DDO emerge from the video?



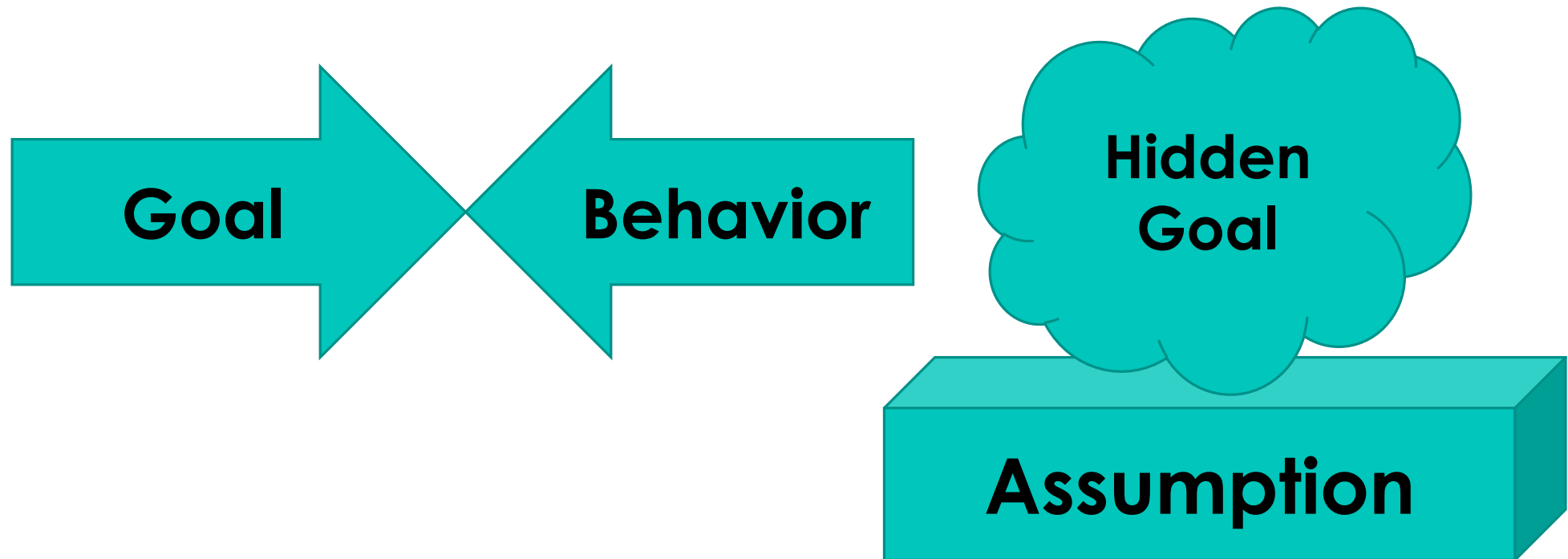
# Immunity to Change – Coaching Model

- ▶ Identify the parts of your psychology that hold you back
- ▶ Work through those distortions (aka assumptions)
- ▶ Individual and team activity





# Immunity to Change



# **Deliberately Developmental Organizations**



## Next Jump

- ▶ Technology Company
- ▶ Under 300 Employees
- ▶ 2002: Near-insolvency, 40% turnover
- ▶ 2015: Revenue in the billions, <10% turnover

## WellMed

- ▶ Elder Healthcare
- ▶ 6,600 Providers; 320,000 Patients; 2,200 Locations
- ▶ 2011: 20% Turnover
- ▶ 2015: 11% Turnover, 300% Growth

## Decurion

- ▶ ArcLight Cinemas, Robertsons Property, Senior Living
- ▶ Employees: 3,000
- ▶ 2009 – 2013: Revenues grew by 72%

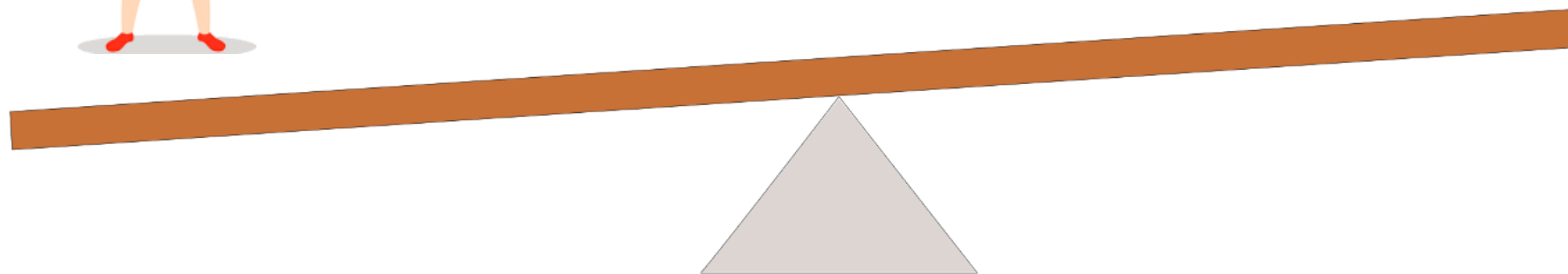
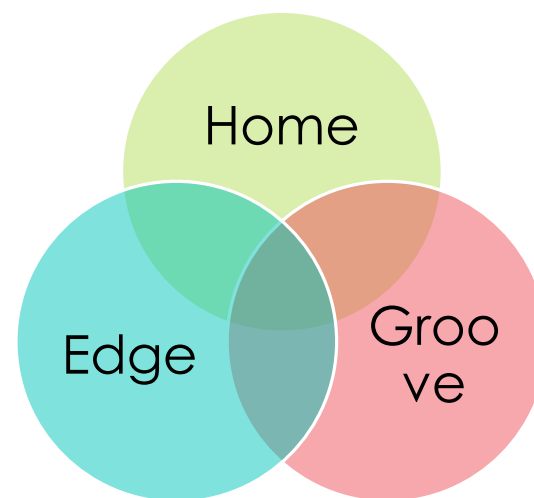


- ▶ Maggie Shreve, OD Manager  
(here tonight: Adria Maston and Brian Beverly)
- ▶ In the beginning stages of introducing DDO concepts
- ▶ External perspective, for a “start-up” company

# What's Not To Like?



# Tension Arises



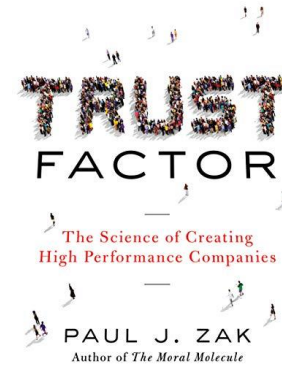
# Home



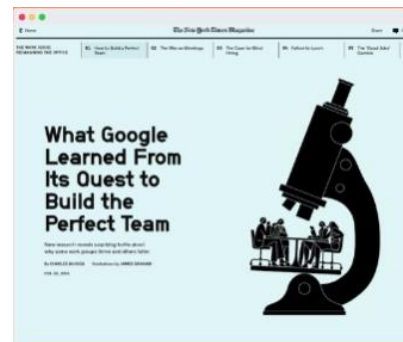
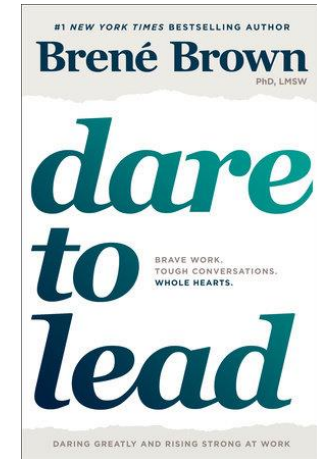
Amy Edmondson



Paul Zak



Brene Brown



Google's Project Aristotle

# Edge

**Edge**

- ▶ Courage over comfort
- ▶ Explicitly calling out
- ▶ Mutual responsibility

# Groove



## Groove

- ▶ Publicly shared goals/growth areas
- ▶ Greater emphasis on honest communication (openness)
- ▶ Elevating feedback
- ▶ *Alignment with values and purpose*
- ▶ *Job crafting and Strengths aiming*

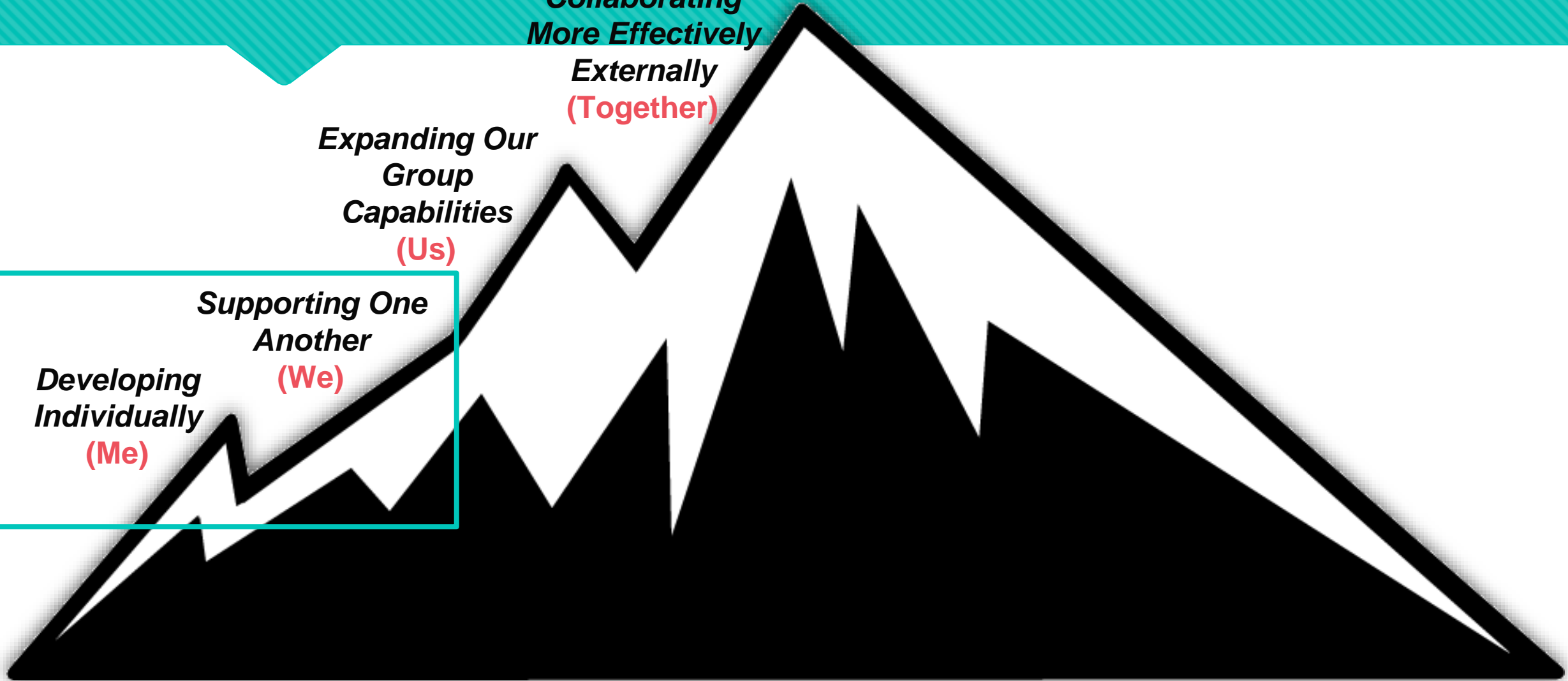
# Our 2019 Summit the Mountain Theme

*Collaborating  
More Effectively  
Externally  
(Together)*

*Expanding Our  
Group  
Capabilities  
(Us)*

*Supporting One  
Another  
(We)*

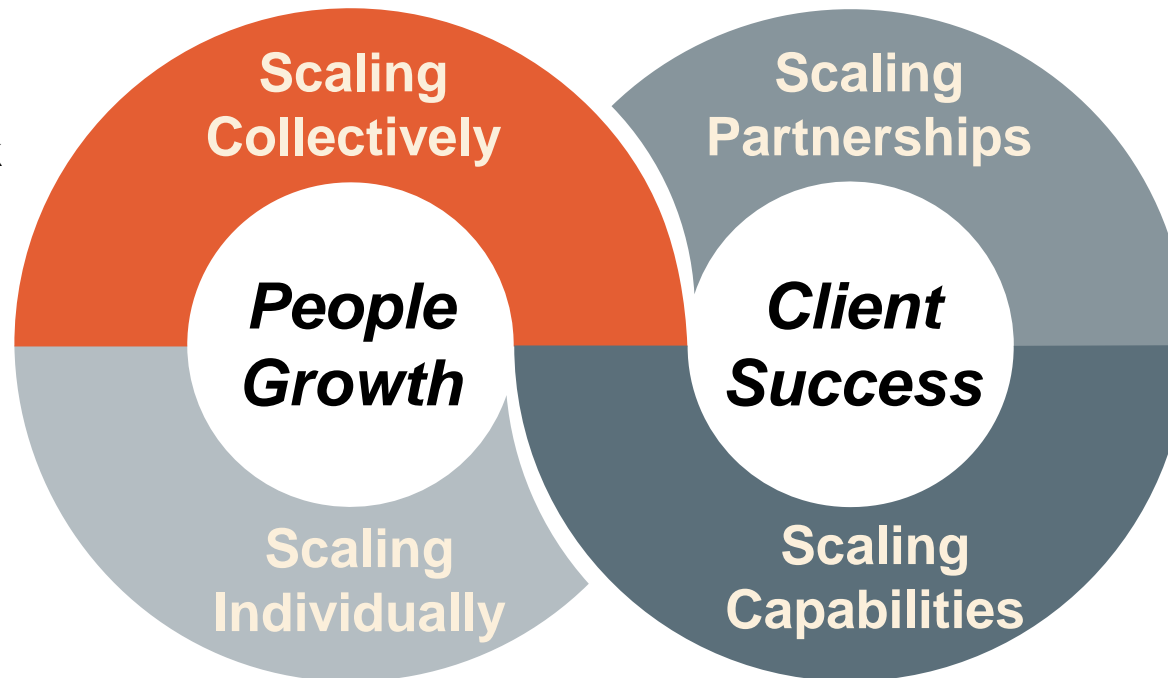
*Developing  
Individually  
(Me)*





# Our Polarity Loop

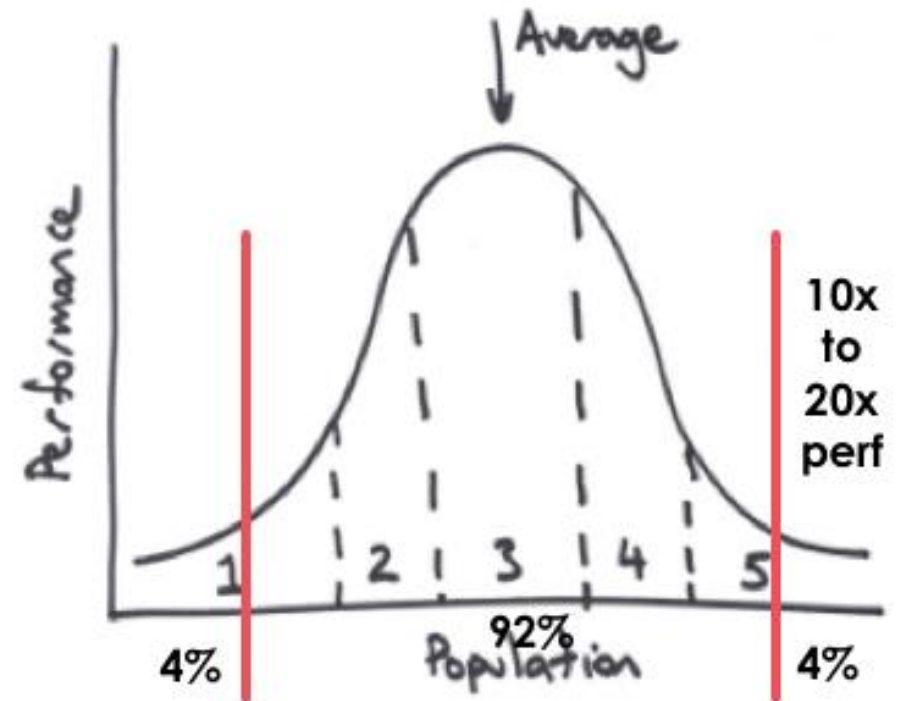
- Supportive environment (**Home**)
  - Empathetic feedback (**Groove**)
  - Shared growth areas (**Edge**)
- ▶
- Job crafting (**Edge/Groove**)
  - Personal purpose alignment (**Edge**)
  - Strengths aiming (**Groove**)



- Vertical industry support
  - MC and S&C support
  - CI integration
- ◀
- KM
  - Presentation skills
  - Client/People management
  - Elevating insights

Our Polarity Infinity Loop

# Start with your High Performing Teams



**Don't Change Too  
Much at Once**

DNA:

98%

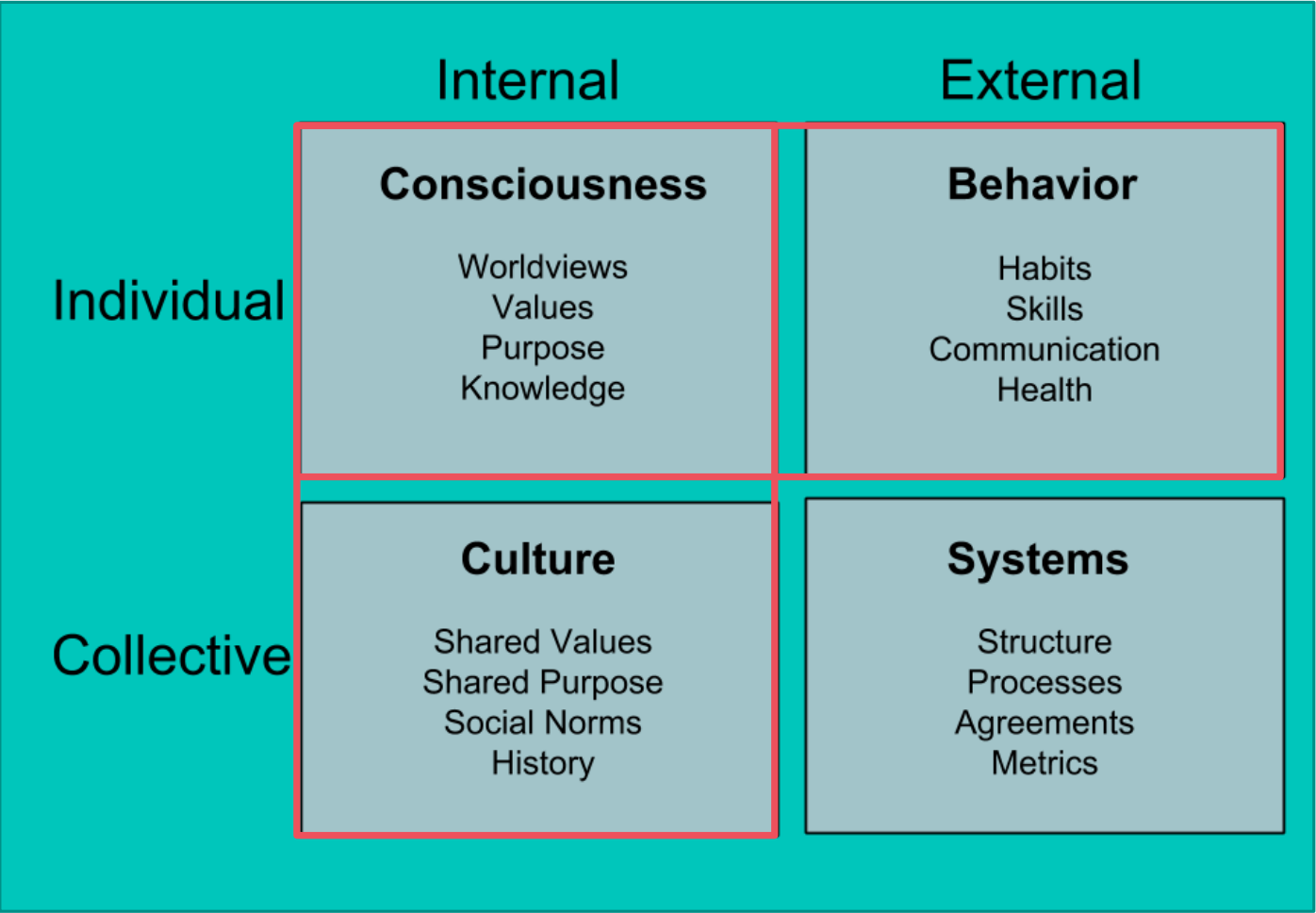
2%

**Black Belt doesn't  
copy well to White  
Belts**

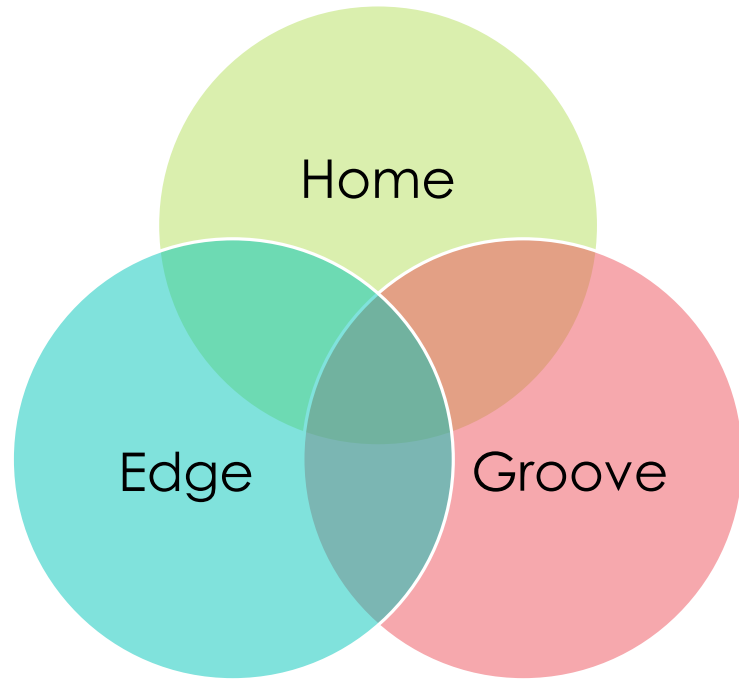




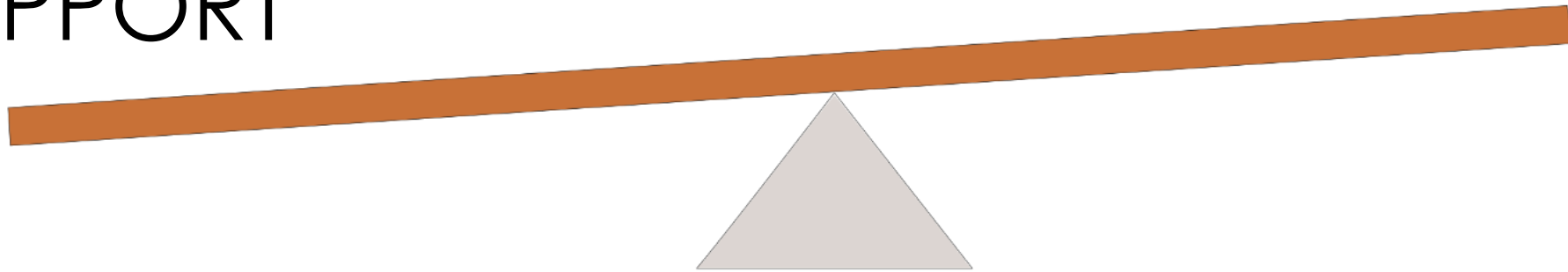
**Nail the Landing**



SUPPORT



CHALLENGE



# Table Discussion

What will you take away from this?

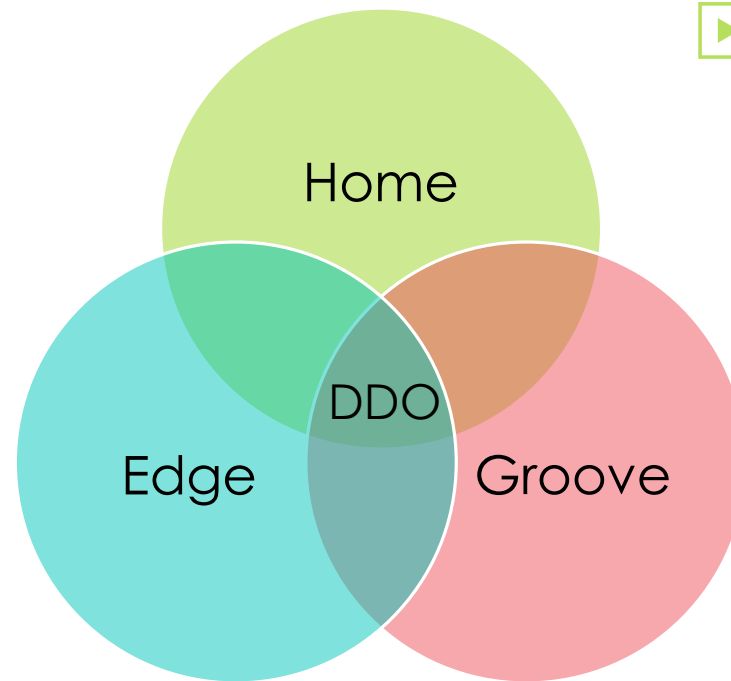


# Table Group Discussion

- ▶ What resonated with you?
- ▶ How can you apply these concepts in your learning and/or work?

# The Three Dimensions of a DDO

▶ Edge:  
Developmental  
Aspirations



▶ Home:  
Developmental  
Communities

▶ Groove:  
Developmental  
Practices



**Thank You!**

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