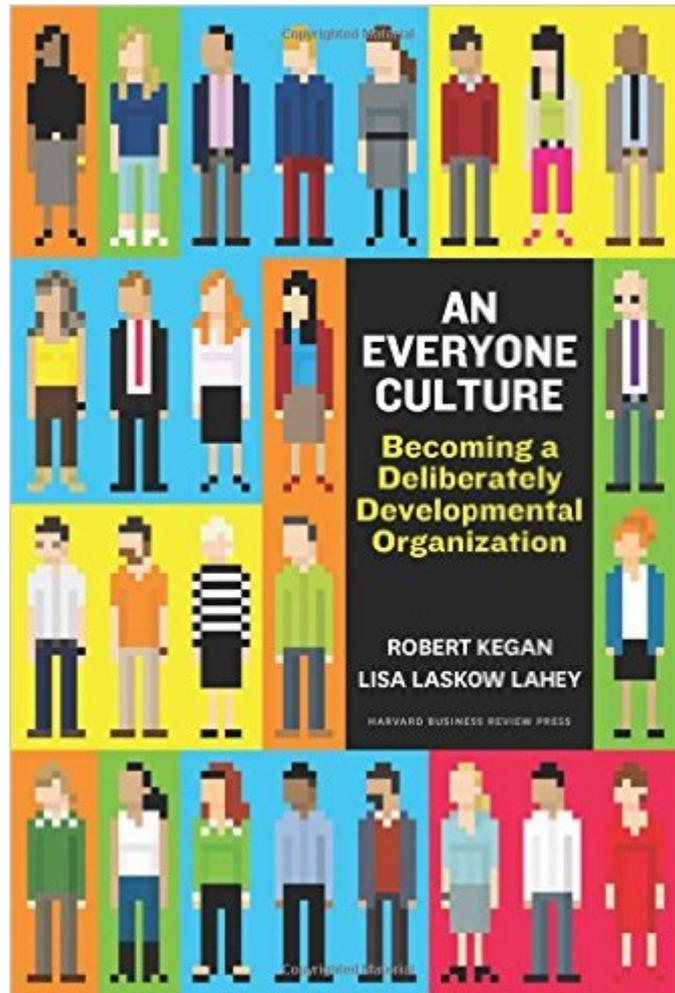


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# An Everyone Culture: Becoming A Deliberately Developmental Organization



## Synopsis

A Radical New Model for Unleashing Your Company's Potential

In most organizations nearly everyone is doing a second job no one is paying them for—namely, covering their weaknesses, trying to look their best, and managing other people's impressions of them. There may be no greater waste of a company's resources. The ultimate cost: neither the organization nor its people are able to realize their full potential. What if a company did everything in its power to create a culture in which everyone—not just select "high potentials"—could overcome their own internal barriers to change and use errors and vulnerabilities as prime opportunities for personal and company growth?

Robert Kegan and Lisa Lahey (and their collaborators) have found and studied such companies—Deliberately Developmental Organizations. A DDO is organized around the simple but radical conviction that organizations will best prosper when they are more deeply aligned with people's strongest motive, which is to grow. This means going beyond consigning "people development" to high-potential programs, executive coaching, or once-a-year off-sites. It means fashioning an organizational culture in which support of people's development is woven into the daily fabric of working life and the company's regular operations, daily routines, and conversations.

An Everyone Culture dives deep into the worlds of three leading companies that embody this breakthrough approach. It reveals the design principles, concrete practices, and underlying science at the heart of DDOs—from their disciplined approach to giving feedback, to how they use meetings, to the distinctive way that managers and leaders define their roles. The authors then show readers how to build this developmental culture in their own organizations. This book demonstrates a whole new way of being at work. It suggests that the culture you create is your strategy—and that the key to success is developing everyone.

## Book Information

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## Customer Reviews

Get set. Fasten your seat belt. Robert Kegan and Lisa Laskow Lahey have done it again. The future of business is already here, right in these pages. With innovative concepts, lively examples, and invaluable tools, these two Harvard psychologists unveil before your very eyes a radically new way of being at work. Their basic premise is startling. In the ordinary business organization, most people have two jobs: the public one they're actually paid to do as well as a very private one they do in secret—hiding their individual limitations and weaknesses, trying to look good. What if, these authors ask, your organization were to find a way to welcome the personal into the usually public realm of work and thereby recapture the tremendous energy nearly everyone wastes on hiding? With probing and penetrating research, they played devil's advocate to three very different but spectacularly successful business organizations that have actually found how to operate this way. What did they discover? Here's the winning formula: For performance and profits to flourish, create a culture in which everyone in your organization flourishes by developing to their full potential. Make yours a Deliberately Developmental Organization (DDO). Your culture thus becomes your strategy, the key to maximizing the success of your business. If culture is the key, what does it unlock? The secret to changing mind-sets—individual and collective. Create a safe HOME for supporting and challenging mindsets, formulate the growing EDGE that individuals and your organization aspire to, and create a stimulating GROOVE of practices and principles fashioned right out of the everyday routines and procedures of your business itself. That's the Home-Edge-Groove incubation system that constitutes a DDO.

This is one of the most important business / personal development books you might read. If you are interested in organizational change and have been around the block once or twice, you may have found yourself a bit disenfranchised or frustrated by flavor of the month attempts at "change." Or, you may be mystified why most leadership development doesn't seem to stick. Or you may have read about concepts like "learning organizations," "integral theory," "employee engagement" and the like but have no idea how to implement such things. If any of this sounds familiar to you, then this is the book you've long awaited. Here, you will hear a breathtakingly refreshing refrain—if you want your

organization to be a learning organization, or get employees engaged, or "grow" employees, you don't need a program, a workshop, a training, a change initiative or any of the other things you've likely heard of, or tried, and don't stick. According to the authors, you need three things: 1. Home -- You must create an environment where people feel safe enough to grow and change. 2. Edge -- Each person in your organization needs to identify what, exactly, their growing edge actually is (everyone, no exceptions). 3. Groove -- You must embed practices in "way we do things around here" that actively support and challenge people to grow--on a daily basis. A lot of books about change are based on beliefs and pet theories. Here's another refreshing change... this book is based on 25 years of adult development research by two Harvard professors. Further, it isn't solely academic research they are basing it on.

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