

THE MOBIUS STRIP

A NEWSLETTER FOR LEADERSHIP PROFESSIONALS

The Body in Leadership and Transformation

A NOTE FROM AMY

Dear friends:

Happy Spring everyone. Its been, as it seems to always be, a constantly moving period in Mobius.

We have founded some new alliance partnerships, conducted some powerful offerings for clients and continued to expand our practitioner and senior expert team. Its been a rich and promising foundational period for a next wave of expansion.

In this issue you will see new thought leadership from some of our colleagues at Harvard Business School including Amy Edmondson, Robert Kegan and Teresa Ambile as well as Mobius Senior Experts David Kantor and Diana McLain Smith.

Both Amy and David have generously agreed to offer webex evenings covering the content for their new books. We are excited to share this best practice advice with our community of practice. Their guidance on Leading Teams is one of the pillars of our content in our field and forum leadership programs as well as a cornerstone of our intervention and coaching technology.

In addition in this issue you will find a special section on somatics and leadership. Our coaching model focuses holistically on increasing self-awareness, changing mindsets and frameworks for action and fostering sustainable behavioral shifts. Our highly applied action learning model uses real-time client challenges to place the individual client in the specific systemic context in which they operate. Much of our coaching work teaches clients to become "reflective practitioners," stepping outside the pressures of everyday business and looking at their work lives with fresh eyes. Our transformational coaching model has five elements: cognitive, physical, emotional, meaning, and interpersonal. We thought it would be useful, therefore, to take a deeper dive on each of these elements in the upcoming issues of the *Mobius Strip*.

To begin this series, we have asked some of our somatic faculty to contribute articles on the connection between embodiment and leadership. Herein please find offerings from master somatic coach

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Chief Executive Officer

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Spring 2012

Webex Programs with Mobius Senior Experts

July 25, 2012 | 6 pm EST



Dr. David Kantor
Team Dynamics Expert
Author of *Reading the Room: Group Dynamics for Coaches and Leaders*
(May 2012)

September 21, 2012 | 3 pm EST



Dr. Amy Edmondson
High Performing Team Expert
Organizational Learning and Leadership Faculty, Harvard Business School
Author of *Teaming*
(April 2012)

To register please send a note of interest to Vanessa.Cirella@Mobiusleadership.com.



The Soul Adores Unity

When you decide to practice inner hospitality, the self-torment ceases. The abandoned, neglected and negative selves come into a seamless unity. The soul is wise and subtle; it recognizes that unity fosters belonging. The soul adores unity. What you separate, the soul joins. As your experience extends and deepens, your memory becomes richer and more complex. Your soul is the priestess of memory, selecting, sifting and ultimately gathering your vanishing days toward presence. This liturgy of remembrance, literally re-mem-bering, is always at work within you. Human solitude is rich and endlessly creative.

There is a mirror within the human mind. This mirror collects every reflection. Human solitude is so unsolitary. Deep human solitude is a place of great affinity and of tension. When you come into your solitude, you come into companionship with everything and everyone. When you extend yourself frenetically outward, seeking refuge in your external image or role, you are going into exile. When you come patiently and silently home to yourself, you come into unity and into belonging.

*John O'Donohue in
Anam Cara: A Book of Celtic Wisdom*

and Mobius leadership faculty Jennifer Cohen and Mobius Consultant Jason Gore; Master bodyworker Fred Mitouer, Pantomime Artist Samuel Bartussek, and Somatic leadership expert Wendy Palmer, and Mobius senior consultant Robin Athey, all Mobius transformational leadership faculty.

As always, the issue also includes some upcoming professional development opportunities. Let me call particular attention to the forthcoming publication of a series of leadership videos with our friend Daniel Goleman interviewing senior practitioners in the leadership field including Erica Ariel Fox, Theresa Ambile, Howard Gardner, Warren Bennis, Bill George, Claudio Fernandez Arnoz, and Dan Seigel. We are honored to

be producing these videos with our media partner More Than Sound. We expect to be making these available as a box set but also to be integrating clips into our leadership programs as pre-work, field work or embedding.

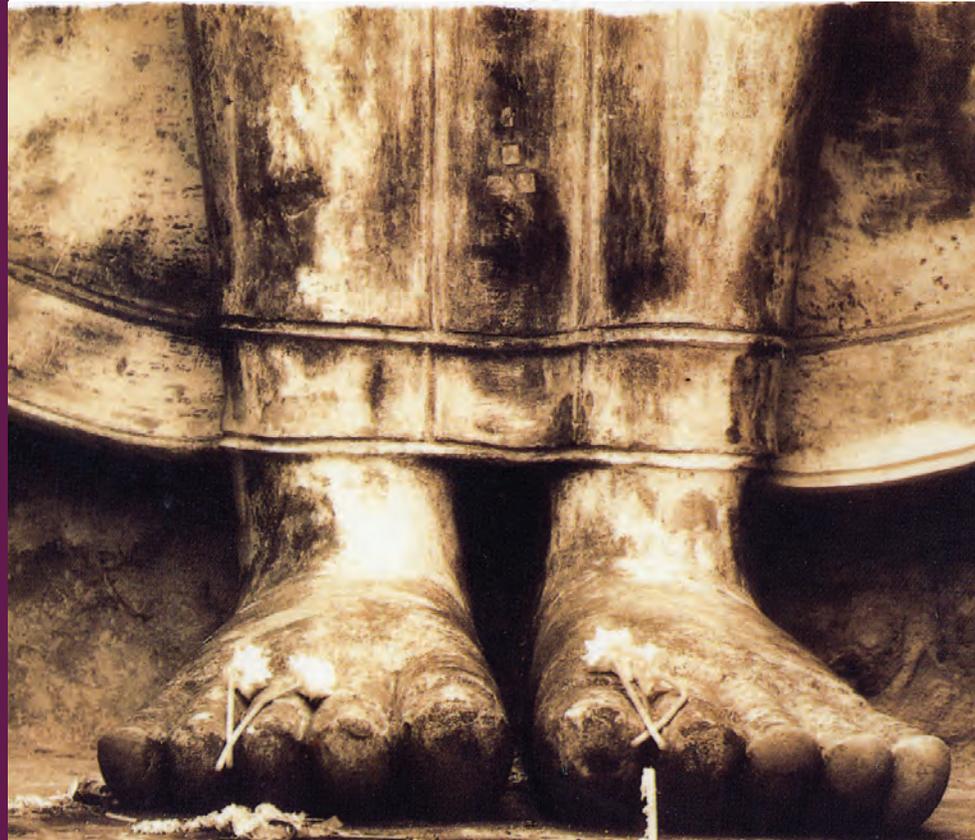
Many people have asked for a chance to get a business update on Mobius and reconnect as a community.

On July 19th, 6pm EST, I will be offering a one hour webex community update and hope you will join us.

We hope you will join us. Please RSVP to Vanessa as she can send you the link for the call: Vanessa.Cirella@Mobiusleadership.com.

We look forward to hearing from all of you in the months to come.

Army Elizabeth Fox



Metrics and the making of the modern team: Accelerating team performance

by Dr. David Kantor, Mobius Senior Expert

Politics. Business. Religion. The military. Despite numerous claims about what makes a good or great leader, in the worlds where it matters, dark doubts and unanswerable questions remain. Are leaders born or made? What qualities mark the true leader? Is there one kind of great leader or are there several types? How do we help potential leaders mature? How do we ensure that leaders remain on a straight moral path once they achieve power

and position? Accelerating Team Performance (ATP), an intensive program developed at The Kantor Institute for top-level business executives and their teams, attempts to quell these doubts and answer these questions, not by faith or persuasive argument, but by demonstration and compelling evidence.

Focus on Teams

Most executive teams have their own organizationally defined tasks, pur-

poses or goals—the “work” to be done: strategy and planning, operational decision-making, marketing and sales, research and development, succession planning, and so on. Today’s burgeoning concern about the quality of leaders has led modern organizations to look more microscopically at their leadership needs, gaps and problems. The search is on to find good leaders, enhance the skills of ones already on board, and improve the performance



Reading the Room: Group Dynamics for Coaches and Leaders by David Kantor

April 2012, Jossey-Bass, an imprint of John Wiley & Sons, New York NY

In the past decade, significant progress has been made in describing and finding good-to-great leaders and coaching them toward greater success, but both experts and high-placed leaders

themselves still overlook this fundamental principle: *A leader falls short of greatness without great skill in face-to-face talk.* This is as true in the corporate world as it is in government, communities, and families. On some level, we “know” that effective talk in face-to-face relations and small group conversations lies at the heart of leading, but by and large, when we lead, we do not examine closely what dynamics are at work in a conversation, nor find ways to improve them.

The title of this book refers to a priceless leadership skill: the ability to read the room to understand what’s going on as people communicate in small groups, including how the leader himself or herself is participating, when the conversation is moving forward, when it may be just about to leave the rails, and possibly even how to guide it back on course.

Reading the Room is a guide for coaches and executives, designed to help untangle problems in communication in the office, at home, and in high-stakes situations. The text uses as a case study the story of ClearFacts, a fictional fast-growing green energy company, and the interactions of a credible cast of characters to illustrate Structural Dynamics—a theory of communication that defines leadership behavior both in easy and hard times. As the book unfolds, the “stories” of the leadership team of ClearFacts, how they live and love, the quality of their marriages, the

nature of their alliances and antagonisms at work, how they relate to their children, what their dreams for the good life are, and the kinds of worlds they want to live in, are told. These kinds of stories, which all of us possess, close the gap between leaders as abstractions and the human beings who dwell within, the real people who are our decision-makers. Without the human context of story, how-to guides and theory books remain incomplete and untrue.

Reading the Room introduces both a theory of face-to-face communication and a leadership development model, not as cold abstract theories, but as first steps in an evolutionary pathway towards creating a full life worth living. Early in the journey, each person is invited to self reflect and to begin to embrace their own model. Along the way, individuals learn how to expand what they see and how they think about what is going on around them, and then to experiment with new behavioral strategies for talking more effectively with each other.

Art Kleiner, author and Editor-in-Chief of *strategy+business*, the award-winning quarterly management magazine, writes of *Reading the Room*: “Great leaders must learn to see the hidden dynamics of the groups they lead, and the personal and social factors that shape their relationships with those groups. This combined story and practice guide — written by David Kantor, one of the very few master innovators and theorists in organizational leadership — can bring you to a high level of proficiency. I have worked with these concepts for years; they make all the difference with groups, and here they are explained crisply and clearly.”

of those falling short of their potential. This enhancement focus is leading to another kind of group or team: Leadership for Enhanced Execution of Policy or Strategy; Leadership for Creativity; Leadership for Innovation; Remedial Leadership Training; Leadership for High Potentials. These all rest on a common goal—Enhancing Leadership Skills—and on a single premise: that it can be done. The team, then, serves a double purpose. It is a powerful, efficacious, and economic means for enhancing individual leadership skills; and, through increased “collective intelligence,” the team itself can become a robust leadership resource.

Accelerating Team Performance is based on three core assumptions about leadership. First, at the core of all possible leadership capacities, there is one, communicative competency, that stands out as indispensable. Second, it is possible to demonstrate a direct connection between communicative competency (specifically in team contexts) and the team’s productivity. And third, the ATP program can reliably measure increases in communicative competency in individuals and in the team itself. This tool shows that *communicative competency* directly influences productivity. Increasing communicative competency can therefore only strengthen an organization.

Research as Action Technique: Data-Driven Results

Many executives know that the bulk of an organization’s “work” gets done in teams. They also know that high performing teams are more rare than they care to admit. They know that a preponderance of their teams are underperforming when they are not problematic, and problematic when they are not outright dysfunctional.

Interventions that set out to accelerate or improve team performance are common. Any organization with money to invest can turn to a plethora of approaches. But do they work? How do we know—that is, by what measures are the results tested? More specifically, what dimensions of performance are singled out for change? And when results can be initially demonstrated, do they hold over time? In particular, what results remain when the interventionists withdraw?

What is perhaps not well-enough understood in today’s discourse about leaders and the role they play in inspiring their ranks toward productive work, is that speech, the social act itself, is probably the key medium through which the work of any organization gets done. Moreover, the “work” we are referring to is what occurs in “speech communities,” groups of two or more individuals who regularly communicate toward the realization of shared goals. Different speech communities evolve distinct language systems for reaching their goals, and there are direct links between language use and productivity.

ATP utilizes this principle in its unique research approach. “Research,” as the term is used here, is not about random sampling, control groups, and statistical or process analysis, although such controlled, comparative study may come later in the ATP process. In the beginning, however, the ATP program sets out to accomplish the following goals:

1. To design an intervention to effect a shift from less productive to more productive discourse patterns in real-world settings, specifically in working teams in the large corporate workplace.
2. To help teams with different goals and purposes identify those spe-

cific, hypothetically ideal discourse patterns which will make it possible for them to most effectively realize their goals and purposes.

3. To design an intervention that is robust and flexible enough to meet the goal-related success criteria it specifies for a range of teams, each with different goals, and to demonstrate such results metrically.
4. To translate for the participants the program’s methods and their underlying theory, and to transfer the capacity to intervene from the interveners to the participants.
5. To make available to team members, following completion of the ATP program, the option to move into a program in which they develop *their own* leadership models.

A Measurement Tool

The empirical study of language and language use in key speech communities within an organization is the surest way to collect the information necessary to achieve the above-cited purposes. Occupying the core of the ATP intervention’s methodology is an ATP tool, Observation Deck™, that can make instantly accessible empirical data generated in the room, as a technique for speeding up the processes of change. O-Deck allows this data to be transparently tested, coherently translated from theory to practice, and systematically transferred from interveners to participants. In addition, the program has the power to instantly, as well as continuously, provide data-based metrics.

O-Deck™ Un-Biased Observer, Provider of Feedback on Demand, Arbiter of Change

The investigation and comparison of styles of discourse is made possible

by Observation Deck™ (O-Deck), a computerized application of the *Structural Dynamics of Face-to-Face Discourse*. O-Deck has the capacity to code, gather and, on command, provide feedback on, all utterances and utterance sequences that take place between people in any face-to-face encounter. O-Deck stores data for the evaluation of change in a group's communication patterns over time. It can therefore help to assess whether a consultant's interventions effect change and whether change holds or regresses over time. And, because it is not culture bound, it can compare discourse patterns across cultures.

During an O-Deck session, a trained, non-participating, observer continuously codes all vocal activity by individual team members. If needed during a meeting, or following its completion, the program can play back a range of information. For example: who speaks, in what sequence, for how long, in which of four "action modes" (Mover, Opposer, Follower, and Bystander), in what "language system" (Affect, Power or Meaning), and/or in which "Communication Domain" (Open, Closed, or Random). Later, the feedback data is capable of suggesting why, for example, a team is "stuck" in a particular ineffective or dysfunctional communication pattern. The program can reveal any number of communications structures that are impacting what is taking place in the room, such as how often team members oppose one another, or how discourse changes after people of power have spoken.

The above terminology comes from the language of the theory of Structural Dynamics. Learning this language and the concepts it represents, recognizing forces that are operating in the room, and dis-

covering what to do when current structures are inhibiting productive discourse builds the foundation for change. Members of teams tend to grasp the overall concepts quickly. As they work with the program, they become fluent in this language and the deeper understanding required to recognize and correct faulty communication structures in real time. With practice, a phenomenon ATP calls *collective intelligence* clicks in, and the community itself takes this function over, relieving its most advanced members of this responsibility.

The ATP Model: Structural Dynamics

Structural dynamics is the broad term for a body of research that I and colleagues began in the 1970s in an effort to understand the nature of face-to-face human communication.

Structural dynamics is a basic theory and model or tool, if you will, for *reading the room*. *Structural* connotes the idea that there is an underlying, largely invisible structure to all human verbal exchange: when people converse, they construct and follow certain implicit understandings and patterns in which their conversation takes place. In turn, this structure—recognized or not—affects the outcome of the conversation. Those who want to be aware of this structure can become so, through the lens of structural dynamics. *Dynamics* connotes the idea that ongoing patterns, functional and dysfunctional, are inherent in all continuing talk, and that dysfunctional ones result from clashes between people, their behavioral profiles, and the structures these bring into conversation.

Structural dynamics is not a lens that most of us consciously use, but its principles are in place nevertheless, guiding our perceptions and

When we are causing or solving problems, most of our typical behaviors are fueled by structure-forming stories themselves springing from the nuclear childhood stories of love. Structural dynamics strongly suggests that leaders make connection between their work and personal relationships. This allows (people) to choose to opt out of linking work and personal relationships.

—David Kantor

how we act on those perceptions. Mostly our attention is elsewhere: actively listening for and analyzing not the structure but the content and style of the communications in which we take part. We learn to frame our differences and conflicts in those latter terms. But structural dynamics asserts that beneath style and content there exist deeper universal structures of how conversations proceed, and as the foundation on which all communications are built, these structures are the most significant predictors of the outcome of any verbal interaction.

The ATP process makes this invisible structure visible. Problems in face-to-face communication are often due to the unseen influence of this deeper, invisible structure. So long as it remains unnoticed, the structure can violate and undermine people's communicative intentions. Without understanding why, people try to communicate and end up passing each other by, clashing and repeating old battles when they meant to connect and conciliate. Once the structure is made visible,

individuals can learn to observe and even change it.

Speech as an Act

Structural dynamics regards speech as an act, so its basic unit of consideration (or measurement) is a personal utterance—for example, “Let’s start the meeting, shall we?” Structural dynamics focuses heavily on the actual words that people use. That may sound limiting, considering that context, body language, eye contact, and other evidence can enter into what a person’s comment really means. Structural dynamics uses a concept it calls voice to capture these other forms of communication. But a record of words and word phrases is a powerful handle, allowing us to encode a speech act in measurable terms. After a contentious meeting, we can look back on the record and surmise what was going on below the surface. Being able to encode what goes on at the level of words also enables us to see when people’s conversational practices actually change and improve.

Speech acts often follow one another in recognizable patterns. For

example, one states an opinion, a listener disputes it, then another supports it, and eventually the original opinion carries. We call such combinations of speech acts sequences; and when they keep occurring, we call them patterns.

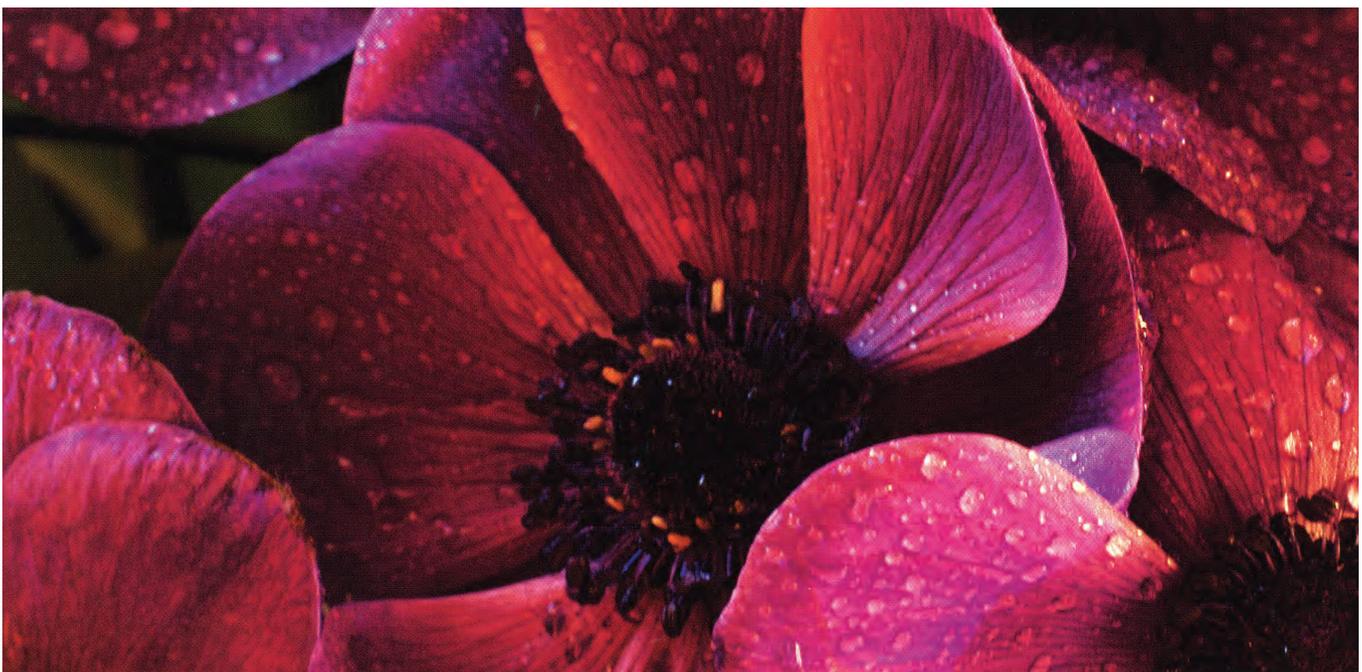
Learning to Read the Room

The structural dynamics model identifies three interacting levels of structure that describe a speech act and can be “coded”: Action Modes, Communication Domains, and Operating Systems.

When the content of speech is set aside, there are four, and only four, action modes which people use in all face-to-face discourse—*Mover*, *Opposer*, *Follower*, and *Bystander*. All four are necessary for productive communication to take place in groups of two or more individuals. Each action mode contributes something unique to effective discourse. The Mover initiates and provides direction. The Follower supports and provides completion. The Opposer challenges and provides correction. The Bystander bridges and provides perspective. Most individuals have incomplete repertoires; they

do not move facily between the four action modes. Instead, they have developed “Strong,” “Weak,” and “Stuck” action propensities.

These four action stances do not take place in a vacuum. They are embedded in one of the three language domains. In other words, a move in power is different from a *move in affect*, and likewise in *meaning*. Thus, the model identifies three language domains, domains of discourse which add content to the four action structures. These are *Power* (a focus on getting things done, dominant in business organizations; for example, “Get that report to me by 5 o’clock today!”); *Meaning* (a focus on accumulating and analyzing data in business organizations, and, let’s say, in a Philosophy Department of an educational organization, arriving at higher truths; for example, “Your calculations are off,” or “Your theory interests me.”); and *Affect* (a focus on people’s feelings and experiences, dominant in Human Service organizations; for example, “Our new hire is out of place in an organization that cares as much as we do.”) While organizational culture has a tremendous influence on how people are expected to behave publicly, indi-



viduals in every organization exhibit their preferences, or propensities, for one or more of these communication domains.

Finally, there are three operating systems—*Open*, *Closed* and *Random*. Closed systems operate under the assumption that the best way to proceed is through clear rules and roles in a hierarchical order. Open systems thrive on collective input and many solutions to a problem. Random systems are unpredictable and creative, often with unexpected starting and finishing points. All three are good and valid but each deals differently with hierarchy, rules of order, and boundaries. Again, people develop and maintain preferences for one of these systems, even as organizational culture may assign another system.

ATP holds that people in relationships, groups, and teams often communicate poorly because they speak different “languages” without being aware of it. When they learn to “code” what is going on in the room (for example: “Do what I say!” is a Closed-System Move in the Power domain; “Every voice must be heard” is an Open-System Move in Power; and “Schedules be damned—let’s find a more creative solution!” is a Random-System Move in Power) they can begin to *read the room*, to decipher what may be going wrong between communicants who speak different languages, and to help create bridges between them.

Once the model is mastered, its language will allow team members to better understand how they as leaders differently succeed and fail in discourse with key figures in up, across, and down relationships. The end goal is knowing what one’s own speech preferences are, knowing how and why those preferences shift in contexts of raised stakes, knowing how to expand

one’s limited repertoire, and learning to have the flexibility to correct ineffective language patterns when necessary. In short, the goal is to develop communicative competency.

ATP: A Model in Three Stages

Structural dynamics alleges that a good model can be described in three stages, each with its own goals and steps that a consultant or leader can follow to achieve them. I briefly describe ATP here. Please note that the ATP process is not as linear as the following simplification might suggest. There are always loops and overlaps.

Stage 1 of ATP is *laying foundations*. It can be broken down into about ten steps for the team (the most important steps are marked with asterisks, and will be further elaborated):

1. Take the Behavioral Propensities Profile (BPP) and review individual and team results.
- *2. Establish a new culture of learning. Briefly, this involves substituting being rewarded for being right with being rewarded for actively acknowledging one’s own gaps and flaws in order to grow and change.
3. Teach the structural dynamics structural language system.
- *4. Identify and explain ATP goals: communicative competency and collective intelligence.
5. Receive and discuss the first feedback from off-site structural dynamics analysis of the team’s behavioral patterns in meetings. Here the team is looking at its structures and dysfunctional patterns, individual stuck behaviors and gaps, and ways to reinforce a culture of learning.
- *6. Identify team goals (the “work”

the team does) and ideal structural discourse for reaching them.

- *7. Teach basic intervention skills.
8. Identify current high-stakes issues and begin applying intervention skills.
9. Receive and discuss the second set of feedback from off-site structural dynamics analysis. Here the team is looking at how high-stakes issues change behaviors.
10. Set goals for individual and team behavior change.

Stage 2 of ATP is *deepening skills in high stakes*. This stage is accomplished by cycling through the following three steps, three times on average, more if necessary:

1. Review feedback results from off-site analysis, including trends and evidence of change or lack thereof, and collectively diagnose reasons in structural terms.
2. Introduce new structural dynamics concepts that deepen understanding of high-stakes behavior.
3. Identify the most pressing current issues; diagnose how they are contributing to team dysfunction; establish how gaps in each individual’s repertoire, including his or her shadow (the dark sides of a leader’s behavior, a subject addressed in each of the off-sites, where participants come to acknowledge their existence and explore their origins), are implicated; and, using structural dynamics principles of intervention, deal with these in the room.

When consultant and team conclude that the program is approaching completion (that is, when the team is demonstrating communicative competency and collective intelligence that is backed by structural dynam-

ics metrics data, and also is reaching desired results as specified in Stage 1), more and more responsibility for managing the change process starts to shift to the team. This occurs in two ways. The team is reminded at the start of each session that all members must take responsibility for reading the room and entering it; and members begin rotating as *primary mover*: the person responsible for stepping in with the “right” speech act when others fail to do so.

Stage 3 is *transferring capacities from “us” to “them” and ending the process*. Its three “steps” are all of a piece:

1. Summing up and anticipating future vulnerabilities
2. Transferring capacity for continuing growth
3. Celebrating a new beginning

At this point, the team should know its strengths and limitations and be able to estimate its vulnerability to future perilous, high-stakes events. In session they will anticipate what scenarios could happen in the future and design strategies for responding. A credible final test of the program’s ability to transfer capacity from “us” to “them” is *Do team members have the confidence to run the program on their own, with their own teams?* If the answer is yes, the team is ready to celebrate a new beginning.

Creating a Culture of Learning

To achieve a fruitful culture of learning, participants must be encouraged to engage in a self-critical exercise—the active search for their own linguistic deficits. It is natural for people to want to hide such gaps and deficits. Covering up or, worse, denying that they have such deficits, may

make them feel temporarily safe, but it is not the best way to learn. Instead, participants are encouraged to openly admit their deficits, in a sense being rewarded for “failure.” The more we actively search out our shortfalls, and the more responsibility we take for them, the more we retain within ourselves the power and freedom to know seek out what we do not know, and thus to learn.

Of the several instructional practices built into ATP’s culture of learning, the *stop-and-reflect* technique stands out as essential. Here is how it works: at any juncture during a meeting, or at its conclusion, the team has the option to review or replay from the O-deck data bank critical moments, thus opening up a wide range of learning opportunities. What is getting us so “stuck?” Is it a theme? Is it an invisible structure? Are we caught up in a disabling pattern? In situations like this, who is best equipped to step in? Why did no one step forward? *Where are our Bystanders?* Stop-action and other instructional practices are built into the culture early on so that participants not only come to expect it, but they look forward to its deployment.

Identifying Team Goals and the Ideal Structural Discourse for Reaching Them

Each group is asked: What is your charter, purpose, or goal? What problems are you trying to solve? What is the ideal result of your effort? By what language patterns do you hope to achieve these results? The last question is itself meant as a “stopper.” It is the first in a long line of inputs intended to raise individual and team consciousness—here, it introduces the idea that it is possible to establish prefigured links

between a team’s work goals and the most effective language patterns for reaching those goals. For example: Random-type Movers and Opposers are appropriate for teams responsible for innovation; Closed types are appropriate for teams responsible for maintaining the bottom line; and Open Affect types are appropriate for human resource groups.

This key step is part of a process in which participants share responsibility with the interventionist for the program’s metric results and outcomes. The ATP model emphasizes that the team, working together with the program coach, is responsible for positive change through its own ability to consciously control the structure of communication.

Teaching Basic Intervention Skills

Implicit in the previous section is a skill taught to participants—the ability to *read the room*. Individuals learn to “read the room”—identifying prevailing structures, particularly those that are blocking the group’s progress—by consciously “stepping back” metaphorically to the margin of communicative space and asking, “What’s going on in there?” This learned skill is known as *Bystanding*. Usually when a meeting deteriorates seriously, it is because the Bystander function is inoperative or has been actively silenced. The ability to read the room begins with developing and practicing Bystanding. Once this is more or less mastered, group members can take on the more nuanced and therefore more difficult specific interventions: knowing when to make a Move; seeing the importance of Following when no one is stepping up to give a Mover the support he’s asking for, and then offering that support; knowing

how to diffuse the energy of a stuck Opposer while recognizing what makes sense about the position he is defending.

Identifying and explaining ATP Goals: Communicative Competency and Collective Intelligence

ATP holds that *communicative competency*—what this paper has been leading up to—is the modern leader’s essential attainment. ATP teaches each individual to ultimately become culturally sensitive, linguistically competent and systemically informed, all with the aid of Structural Dynamics theory and its ability to provide baselines from which to establish ideals and measure change.

Discourse, at its best, is the co-production of meaning. ATP takes co-production and co-creation of meaning to a next level—the creation of collective intelligence. As each group member begins to develop a certain reflective awareness of his or her own conduct, and that of others, a threshold is passed, upon which the collective itself becomes more fully endowed than the sum of its “individual intelligences.” Instead of continuing to singularly stress the importance of individual development, our model shifts the source of meaning, intelligence, and the goal of productive discourse to the collective.

Conclusion

Having taught group members the complete language system, the theory of change and techniques for effecting change, ATP leaves the team with a strategy and set of tools for self-diagnosis of future communication difficulties and what to do about them. The team also has the

option of permanently incorporating O-Deck into their operations. O-Deck can be used as a master Bystander to offer perspective and direction when inevitable glitches occur in individual and team communicative competency.

Leaders in top-level teams often lead teams of their own. A credible

test of the program’s ability to transfer capacity from “us” to “them” is: Do team members have the confidence to run the program on their own, O-Deck included, with their own teams? It is our belief that, following the ATP program, the answer to this question will be a resounding yes. ■



David Kantor, Ph.D.

Over the past fifty years, David Kantor, Ph.D., has been instrumental in bringing his unique model and counseling expertise to families, couples, organizations, leaders, and interventionists as they work to achieve success through generative relationships with others.

David began his career as a clinical psychologist and lecturer in Harvard University’s Department of Social Relations. From 1965 to 1975, he was an assistant professor of clinical psychiatry at Tufts University School of Medicine and served as the director of psychological research and later as chief psychologist at Boston State Hospital. He also founded and became director of the Boston Family Institute, the first systems training program in Massachusetts; the Kantor Family Institute; and the Center for Training in Family Therapy at Boston State Hospital.

David has also served as a charter member of the American Family Therapy Association; an approved supervisor, clinical member, and fellow of the American Association of Marriage and Family Therapy; a diplomate of the American Board of Family Psychology; and an editor and referee for the *Journal of Family Process*. In the 1980s and 1990s, David began introducing his models to businesses, top-level executives, and organizational consultants, among them Arthur D. Little, Innovation Associates, MIT’s Dialogue Project, Origins, and Dialogos. From 2000 to 2009, David served as a thought leader and partner at Monitor Group, where he developed innovative products, such as Leadership Model Building, a leadership development program; Observation Deck, speech-coding software; and the Kantor Profiles, a suite of assessment instruments.

During his career, David has trained over a thousand systems interventionists and has written dozens of articles and several books, including research-based *Inside the Family* (coauthored with William Lehr; Jossey-Bass, 1975, and Meredith Winter Press, 2003) and *My Lover, Myself* (Riverhead Books, 1999), producing a rich breadth of work that grounds his communication theories and practices today. David feels that his most important contributions to organizational theory and practice spring from two sources: his meta-model (model of models) and his trainees themselves.

Excerpt from *Teaming: Teaming Across Boundaries*

by Amy Edmondson, Mobius Senior Expert and Novartis Professor of Leadership and Management at Harvard Business School

On August 5, 2010, more than half a million tons of rock suddenly caved in, completely blocking the entrance to the San Jose copper mine in Chile. Mining accidents are unfortunately common. But this one was unprecedented for several reasons: the distance of the miners from the Earth's surface, the sheer number of miners trapped, and the hardness of the rock, to name a few. Thirty-three men were buried alive 2,000 feet under rock harder than granite. By way of comparison, an earlier rescue at the Quecreek Mine in Pennsylvania, with nine miners trapped 240 feet below ground, had been considered a remarkable feat. In Chile, initial estimates of the possibility of finding anyone alive were put at 10 percent — odds that diminished sharply two days later when rescue workers narrowly escaped a secondary collapse and forever shut down the option of extracting miners through the ventilation shaft.

Most readers will already know that within 70 days all 33 miners would be rescued. What happened during those 70 days was an extraordinary teaming effort involving hundreds of individuals spanning physical (those 2,000 feet of rock), organizational, cultural, geographic, and professional boundaries.

Teaming took place in three main arenas. First, and most painful to consider, were the miners facing the challenge of physical and psychological survival. In the second arena, engineers and geologists came to-

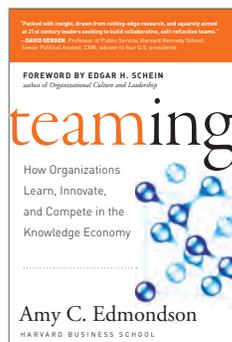
gether from multiple organizations and nations to work on the technical problem of locating, reaching, and extracting the trapped miners. The political and managerial sphere comprised the third arena, where senior leaders in the Chilean government and elsewhere made decisions and provided resources to support the actions of those above

and below ground at the San Jose site. At the outset, these three arenas contained independent teaming activities; by the end, their successes brought them together in a dramatic, magnificently choreographed rescue.

Below ground, amid shock and fear, leadership and teaming took shape after a tumultuous beginning. Immediately after the collapse, the miners scrambled to safety in the mine's small "refuge." Luis Urzúa, who had formal leadership over the group as the shift supervisor, started by checking provisions in the refuge. Calmly and quickly, he began to focus on crucial survival needs, especially in terms of the limited food available (roughly the amount of food two miners would eat over two days). Calm did not prevail, however. Mario Sepulveda, a charismatic 39-year-old, outraged at the state of the mine and the company's long-standing lack of attention to safety, reacted angrily to the collapse. His energy attracted followers; factions and conflict soon emerged. Some wanted to take action of any kind to reach the outside rather than sitting helplessly to await rescue. Others

wanted to follow Urzúa's guidance. By the end of their first twenty-four hours, the miners were exhausted by failed attempts to communicate with the outside world and disoriented by the lack of natural light. With scant attention to sanitation or order and subdued by hunger and fatigue, they attempted to sleep.

On the second day, miner Jose Henriquez stepped in to urge the group to start each day with a collective prayer. Soon this became a sustaining routine and helped unite the group around a shared goal of survival. With no blueprint for how to survive in these conditions, conversation and experimentation were essential to discovering a way forward. In the days that followed, facing darkness, hunger, depression, filth, and illness, the miners cooperated intensely to maintain order, health, sanitation, and sanity. They used the lighting system to simulate day and night, each lasting twelve hours. Sepulveda, determined now to pull people together, assigned specific tasks to people based on skills, experience, and mental stability. No responsibilities were imposed on miners who were hallucinating or were otherwise incapable of focused action. When some miners began to develop skin mold and canker sores from the heat and humidity, miner Yonni Barrios, well read on various illnesses, volunteered as a medic. A grim but functional routine took hold, dampening the cycles of despair and hope. Seventeen days later, when rescuers finally bored a narrow hole into the chamber, the miners received additional food and supplies



and the lifeline of communication by special telephone.

Above ground, the Chilean Carabineros Special Operations Group — an elite police unit for rescue operations — arrived a few hours after the first collapse. Their initial attempt at rescue led to the ventilation shaft collapse that was the rescue effort's dismal first failure. As news of a mine cave-in spread, family members, emergency response teams, rescue workers, and reporters also flooded to the site. Meanwhile, others in the Chilean mining community dispatched experts, drilling machines, and bulldozers. Codelco, the state-owned company overseeing the San Jose mine, sent Andre Sougarret, an engineer and manager with over twenty years of experience in mining who was known for his calm, composure, and ease with people, to lead the operation.

Working with numerous other technical experts, Sougarret formed three teams to oversee different aspects of the operation. One searched for the men, poking drill holes deep into the earth in the hopes of hearing sounds to indicate that the men were alive. Another worked on how to keep them alive if found, and a third worked on how to extract them safely from the refuge. The teams originally came up with four possible rescue strategies: the first, through the ventilation shaft, was quickly rendered impossible, as noted earlier. The second, drilling a new mine ramp, also proved impossible once the rock's instability was discovered. The third, tunneling from an adjacent mine a mile away, would have taken eight months and was also excluded. The only hope was to drill a series of holes at various angles in an attempt to locate the men.

But the extreme depth and small

size of the refuge made the problem of location staggeringly difficult. With the drills' limited precision, the odds of hitting the refuge with each painstaking drill attempt were about one in eighty. Even that was optimistic, because the location of the refuge was not precisely known. Available maps of the tunnels were inaccurate, having not been updated in years. Worse, the drillers couldn't take the most direct route, mounting equipment in such a way as to drill straight down on top of the mine because it would increase the danger of collapse. Instead, they would have to set up off to the side and drill at an angle, further complicating the accuracy problem.

To maximize the chances of success, teams worked separately at first to come up with different strategies for drilling the holes. Several early attempts failed to reach the miners, but at least revealed crucial features of the mine and the rock. Unfortunately, much of this learning brought bad news. For instance, the drillers and geologists discovered that fallen rock trapped water and sedimentary rocks, increasing drill deviations and further reducing the chances of reaching the refuge in time. They also learned that drilling at an inclined angle shifted the drill to the right, while the weight of the drill bars pushed the drill upright, giving rise to an overall drift downward and to the right. This was the kind of technical detail that engineers had to quickly incorporate into their plans, which were changing rapidly and radically with each passing day.

One dramatic change to procedure was the discovery and use of frequent, short action-assessment cycles. In normal drilling operations, precision was measured after a hole was completely drilled. Here,

in contrast, drillers realized that to hit the refuge, they would have to make measurements every few hours and promptly discard holes that deviated too much, starting again —discouraging as that might be. As they learned more about the search challenge, the odds of success diminished further, with one driller putting it at less than 1 percent.

Fortunately, the different teams came up with remarkably complementary pieces of an ultimately viable solution. For example, in one piece of good luck, a Chilean geologist named Felipe Matthews, who had developed a unique technology for measuring drilling trajectories with high precision, showed up at the site with his innovation. He discovered quickly that his measurements were inconsistent with those of other on-site groups. Based on a rapidly improvised series of tests, Matthews's equipment was found to be most accurate, and he was put in charge of measuring the accuracy of all drilling in progress.

The various subgroup leaders met for a half hour every morning and also called for quick meetings on an as-needed basis. They developed a protocol for transitioning between day and night drill shifts and for routine maintenance of machinery. "We structured, structured, structured all aspects of execution." As drill attempts continued to fail, one after another, Sougarret communicated gracefully with the families. Despite these failures, Sougarret and his new colleagues persevered.

Meanwhile, in Santiago, the newly elected Chilean president, Sebastian Piñera, had met with Mining Minister Laurence Golborne on the morning of August 6, 2010. The president sent

Golborne to the mine with clear in-

structions: Get the miners back alive and spare no expense. Further, this intention was to be made entirely public. This was a critical decision by a man with prior experience in business rather than government; someone with political savvy might have avoided staking his reputation on a promise so unlikely to be realized. Golborne and Piñera quickly reached out to their network, which comprised colleagues around the world. As the president put it, “We were humble enough to ask for help.” Michael Duncan, a deputy chief medical officer with the U.S. National Aeronautics and Space Administration (NASA) who was contacted by the government, concurred, reporting that the Chilean officials basically said, “Let’s try to identify who the experts are in the field — let’s get some consultants in here that can give us the best information possible.” Duncan, for example, brought experience with long space flights to bear on the question of the miners’ physical and psychological survival in small quarters. NASA engineers played a crucial role in the design of the escape capsule, leading us to the final teaming endeavor in the technical realm, thousands of miles from the site.

Clint Cragg, a top NASA engineer, went to Chile in late August with a few NASA health care experts to volunteer to help. Cragg later teamed with engineers in the Chilean navy to design the rescue capsule, after first going back to the United States to pull together a

group of 20 NASA engineers. For inspiration, the NASA team looked to a precedent dubbed the “Dahlbusch Bomb,” built in 1955 to rescue three men trapped in the Dahlbusch coal mine in western Germany. The engineers developed a twelve - page list of requirements, used by the Chilean navy in the final design for the capsule, which was called the Fenix. The Fenix interior, just barely large enough to hold a person, was equipped with a microphone, oxygen, and spring-loaded retractable wheels to roll smoothly against the rock walls. The engineers designed three nearly identical capsules. The first was used during tests — experiments and dry runs — and the second was used during the rescue operation. The third, presumably, was a backup. On October 13, the Fenix started its life-saving runs to bring miners one by one through the fifteen-minute journey to the surface of the Earth. Over the next two days, miners were hauled up one by one in the twenty-eight-inch-wide escape capsule painted with the red, white, and blue of the Chilean flag. After a few minutes to hug relatives, each was taken for medical evaluation.

Teaming Despite Boundaries

Reflecting on the Chilean rescue, it is clear that a top-down, command-and-control approach would have failed utterly. No one person, or even one leadership team, could have figured out how to solve this problem.

It’s also clear that simply encouraging everyone to try anything they wanted would have produced only chaos and harm. Family members, miners, and others with good intentions had to be held back numerous times from rushing headlong at the rock with pickaxes. Instead, what was required, facing the unprecedented scale of the disaster, was coordinated teaming—multiple temporary groups of people working separately on different types of problems, and coordinating across groups, as needed. It also required progressive experimentation. This section considers key factors to the operation’s success, and what we can learn from the case about teaming across boundaries more generally.

First, the most senior leadership committed publicly to a successful outcome, risking both resources and reputation on an unlikely outcome. In his decision to do this, President Piñera resembles other leaders facing nearly impossible challenges who have been willing to declare an early and total commitment to success. Take, for example, the explosion that occurred in an oxygen tank during the *Apollo 13* mission on its journey to the moon. Despite limited resources, unclear options and a high probability of failure, NASA flight director Gene Krantz insisted, “Failure is not an option.” He authorized problem-solving efforts in previously trained teams that tirelessly worked out scenarios for recovery using only materials available to the astronauts. Ultimately, Kranz and his teams safely returned the crew to Earth. Piñera and Golborne were also willing to ask for help and to seek out expertise in any organization or nation willing to provide it.

Second, the teaming utilized rapid-cycle learning. Technical experts worked collaboratively to design, test, modify, and abandon options,

Frames are interpretations that individuals rely on to sense and understand their environment. Most of the time framing occurs automatically. Reframing is a powerful leadership tool for shifting behaviors and enrolling people to change.

In framing their role, leaders must explicitly communicate their interdependence and express both their own fallibility and the need for collaboration.

—Amy Edmondson

over and over again, until they got it right. They organized quickly to design and try out various solutions, and just as quickly admitted when these had failed. They willingly changed course based on feedback — some obvious (the collapse of the ventilation shaft), some subtle (being told that their measurements were inaccurate by an engineer intruding mid-process with a new technology). Perhaps most important, the engineers did not take repeated failure as evidence that a successful rescue was impossible. Similarly, the miners successfully teamed to solve the most pressing problems of survival, despite the desperate odds.

Third, the structure of the teaming is interesting to consider. The separate efforts — managerial, technical, and survival — were intensely focused. In each arena, problem solving was intelligent and persistent, and the combined efforts equaled more than the sum of the parts. The intermittent coordination between the arenas was as important as the intense improvisation and learning within them.

As this example demonstrates, when teaming across boundaries works, the results can be awe-inspiring. Managing a complex rescue operation, launching a space shuttle, producing a big-budget movie, or delivering a large engineering and construction project are all examples of complex uncertain work that requires multiple areas of expertise, and even multiple organizations, for its completion. The problem is that all too often teaming is thwarted by communication failures that take place at the boundaries between professions, organizations, and other groups. People think they're communicating, they participate in endless meetings, and they work hard, only

to have their projects fail. Why? As individuals bring diverse expertise, skills, perspectives, and goals together in unique team configurations to accomplish challenging goals, they must overcome the hidden challenge of communicating across multiple types of boundaries. Some boundaries are obvious — 2,000 feet of rock, or being in different countries with different time zones. Others are subtle, such as when two engineers working for the same company in different facilities unknowingly bring different taken-for-granted assumptions about how to carry out a particular technical procedure to a collaboration.

This chapter describes the boundaries that team members frequently must cross while working together on complex problems. After examining why boundaries matter, I describe three types of boundaries that confront teaming in today's global organizations. I then provide guidelines for successfully teaming across boundaries to create possibilities for organizational learning.

Visible and Invisible Boundaries

Boundaries refer to the divisions between identity groups. An identity group exists around any meaningful category in which a person belongs, such as gender, occupation, or nationality. Some identity groups, and their corresponding boundaries, are more visible than others. Gender, for example, is visible. Occupation is less visible — except where clothing gives it away. What is invisible, however, are the taken-for-granted assumptions and mindsets that people hold in different groups. For teaming to be successful, managers and team members must be aware that they come together with different perspectives, often taking

for granted the “rightness” of their own beliefs and values. This means it's not enough to simply say, let's band together, and it will all work out. No matter how much goodwill may be involved, boundaries limit collaboration in ways that are often invisible but nonetheless powerful.

Taken-for-Granted Assumptions

Processes of education, licensing, hiring, and socializing contribute to beliefs that lead people to favor their own group or location, and to unconsciously view the knowledge of their own group as especially important. It's as if there's a wall that separates engineers from marketers; nurses from doctors; and designers in Beijing from designers in Boston. Most people take knowledge that lies on their side of a boundary for granted, making it hard to communicate with those on the other side. Paraphrasing an observation once made by communications theorist Marshall McLuhan, we don't know who discovered water, but it wasn't the fish. In other words, the context in which we work, day in and day out, is often invisible to us. Presumably, fish don't think much about water; they take it for granted. Research on cross-functional new product development teams conducted by Professor Deborah Dougherty of Rutgers found that team members from different areas of expertise occupied different “thought worlds” — taken-for-granted assumptions that each expert was unaware of holding. Similarly, each of us takes for granted many of the values and norms of identity groups (profession, organization, country, and so on) of which we're members. At its core, teaming is about reaching across or spanning these kinds of boundaries. To do this, we must first be keenly aware of what

they are. Many boundaries were created and strengthened by the very people — experts, department heads, authorities — who now must play a role in helping to break them down.

Communication with anyone from a different group, whether the difference is demographic or organizational, is fraught with small hurdles. Teams within organizations often must coordinate objectives, schedules, or resources with other teams, departments, or locations. This requires discovering and revealing taken-for-granted assumptions to avoid misunderstanding and error. But by their very nature, taken-for-granted assumptions are notoriously hard to recognize, so it helps to be aware that they exist and to be on the lookout for them. Consider the real-life example of two aeronautical organizations that joined forces to collaborate on a new aircraft. At the first planning meeting, everyone agreed on ambitious goals and a rigorous schedule. However, the conversation kept getting mired in misunderstanding and miscommunication. Finally, it was discovered that the two groups meant something different when they used the simple phrase “the plane has been delivered.” One organization understood it to mean the plane has been physically delivered to a control station. But the other organization understood the exact same phrase to mean the plane has been delivered to the physical site and the machinery has passed all technical inspection. In addition to the head-scratching in the room, this semantic difference was crucial to the project because it affected how data was to be collected and categorized. This subtle difference in semantic use between two aeronautical groups is just a single example of the kind of misunderstanding that can be multi-

plied many times over when teaming spans boundaries.

To further add to the challenge, research by Miami University professor Gerald Stasser and his colleagues shows that unique information held by any one team member, as opposed to information shared by most team members, is often ignored in team decisions, much to the detriment of team performance. It is natural for people from different groups to come together and spend precious time discussing the subset of knowledge with which everyone is already familiar. Unique information rarely surfaces, even when that information is critical to making the decision. Groups don't mean to do this. In fact, people in groups often believe they are leveraging group member expertise to make an informed decision. These well-documented findings describe groups that are left to their own devices, without leadership or tools to guide their process. Fortunately, as we will see later in this chapter, it is possible to avoid these traps.

Specialization and Globalization

Two related trends have increased the need for teaming across boundaries. First, knowledge and expertise evolve ever more rapidly. In most fields, the rate of new knowledge development requires people to invest considerable time just to stay current in their own area of expertise. Especially in technical fields, the explosion of new knowledge leads inexorably to greater specialization. Fields spawn new subfields, and new subfields spawn even more specialized subfields. For example, electrical engineering, once a subfield of physics, became its own discipline by 1900, and today splits into the several distinct subfields of power systems,

signal processing, and computer architecture. More generally, technical knowledge and specialized jargon proliferate, making it difficult to keep up with other, even closely related, fields of inquiry. Highly specialized professionals thus find themselves needing to collaborate to carry out the important work of the organization, whether developing a new cell phone or caring for a cancer patient.

Second, global competition has led to ever more compressed time frames: product life cycles are shrinking; lead times for getting new products to market are shorter; and scientific researchers face more threats of being scooped in their work by a lab halfway around the world. Time pressures mean that a structured approach, in which managers plan each aspect of a large development project with specialized tasks to be accomplished separately in carefully structured phases, are unrealistic. This planning becomes even less realistic when completed tasks are “thrown over the wall” to other functions or disciplines. Instead, the walls between disciplines have come down, and simultaneous work on related tasks must be coordinated and negotiated in a dynamic teaming journey.

Individuals or departments cannot accomplish meaningful results in isolation. The chances of individual components, developed separately, coming together into meaningful, functional wholes — new product, feature film, or rescue operation — without intense communication across the boundaries are exceedingly low. Considering these two factors — increasing specialization and global competition — there are numerous benefits to learning how to transcend boundaries that exist between people, departments, or specialties. Understanding how to break

down these walls includes developing a deeper understanding of the varieties of diversity and how they relate to the boundaries that exist both within and between work groups.

Three Types of Boundaries

Diversity is an important topic in research on teams and teaming, yet researchers lack consensus on a single clear definition of diversity. Katherine Klein and Dave Harrison, professors at Wharton and Penn State, respectively, defined diversity as “the distribution of differences among the members of a unit with respect to a common attribute X.” Common attributes include gender, ethnicity, professional status, and educational degree. A team is considered diverse if its members differ in respect to at least one attribute. Conceptually, Klein and Harrison grouped diversity into three basic groups, *separation*, *disparity*, and *variety*, which provides a helpful starting point. Exhibit 6.1 uses these distinctions to suggest three common boundaries that often confront teaming in complex organizations.

The following sections look at examples of each of these types of boundaries and consider their impact on collaboration. Of course, sometimes people must cross multiple boundaries at once, such as when two team members have differences in terms of nationality, profession, gender, and time zone. Fortunately, leadership that helps establish process discipline and good communication can help overcome the challenges described in this section.

Physical Distance

An increasingly common teaming challenge is created by the need to span geographic distance. In many global companies, work teams in

geographically dispersed locations all over the world, so-called *virtual teams*, are relied on to integrate expertise. A virtual team is a group of individuals who work across physical and organizational boundaries through the use of technology. (Later in this chapter, I describe one such project in a global company.) Geographic regions in some organizations present nearly impermeable boundaries, even within the same country. At the Internal Revenue Service, for example, before Commissioner Charles Rossotti led the agency in an ambitious organizational transformation during his five-year tenure under President Bill Clinton, regional centers had acted like fiefdoms for decades, sharing neither information nor resources, despite the need to do both. Service representatives were unable to respond to the volume and variety of complex tax questions that would come into the regional center. The result was poor service and frustrated customers. Rossotti took down the regional barriers by combining all service representatives into one centralized national call center. Employees did not physically move. They still lived and worked in the old geographic locations, but they became part of one large virtual service team that was able to spread the workload in sensible and equitable ways. This organizational change allowed taxpayers’ technical queries to be routed to those individuals with expertise in a particular aspect of the tax code — no matter where they were located.

Status Boundaries

Disparity diversity may be the most challenging boundary to cross in teaming. When those at the top have the most power and those at the bottom have the least, lower - power individuals usually find it hard to

speak up. Perhaps the most common power differences within work teams are professional status and ethnicity. Professional status can significantly affect beliefs about taking interpersonal risks and speaking up. In health care, for example, physicians have more status and power than nurses, who in turn have more status than technicians. Yet members of these professions often must team to take care of patients. Even people from the same profession can have status differences. Consider resident-level and senior (“attending”) physicians working together to care for patients. Fears about taking interpersonal risk can prohibit candid discussion and hinder collaboration. Yale professor Ingrid Nembhard and I conducted a study of intensive care units (ICUs) in which we found that the status differences that exist between physicians, nurses, and respiratory therapists led to significant differences in psychological safety across these groups, which affected their willingness to speak up, ask questions, and participate in improvement efforts. When we looked at the data more closely, we discovered that some unusual ICUs didn’t show any status-based difference in psychological safety. Instead, these units were workplaces where everyone, no matter what role, felt equally engaged and able to participate in the collaborative work of caring for patients. These units also showed significantly more clinical improvement in outcomes over the two years of the study.

My recent research with Professor James Detert of Cornell (described in Chapter Two) uncovered taken-for-granted beliefs about speaking up in hierarchies that pose a real challenge to cross-status teaming. Each of us, without consciously realizing it, has well-learned taken-for-granted rules for when to openly share our ideas,

concerns, or questions with people above us in an organizational hierarchy. For example, many tacitly assume that ideas for change will be seen by senior managers as a criticism (whether or not that's accurate). And most people are naturally reluctant to avoid criticizing people in positions of power.

Note that demographic differences (differences based on gender, race, religion, and other social categories), which may readily be seen as variety diversity, sometimes also enforce a power hierarchy due to the nature of social power in various cultures and countries. For example, power and status differences in organizations have been documented for both gender and race. In addition, individuals aware of negative stereotypes associated with cultural identity may become hindered by self-fulfilling prophecies or a perceived need to overcome negative stereotypes. Similarly, unconscious negative stereotypes significantly hinder group performance because individuals tend to skirt or avoid the issue, allowing negative stereotypes to arise in other, more subtle ways.

Knowledge Boundaries

Work teams often confront differences in expertise. In product and process development teams, for example, it is increasingly common to bring together people from different organizational functions for a limited period of intense teaming. The value of teaming is that different experts bring different knowledge and skills to the collaborative task. In product development, engineering offers insight into design and technology; manufacturing into feasible production processes, accurate cost estimates, pilot and full - scale production; and marketing into customer receptivity, customer segments, product position-

ing, and product plans. Teaming is the process of integrating these diverse skill sets and perspectives, as well as coordinating timelines and transferring resources across groups, when appropriate. However, diverse groups often have difficulty accessing and managing disparate knowledge, for two reasons. Misunderstandings arise due to different meanings embedded in different disciplines, and mistrust arises between groups.

Teaming Across Common Boundaries

Sharing knowledge across boundaries may not be natural in large organizations, but it's certainly worth the effort. Successfully overcoming the obstacles of teaming across boundaries offers valuable learning for individuals and provides a vital competitive advantage for organizations. Working across the three types of boundaries described in the previous section requires attention to their unique challenges and to techniques for overcoming them. For reference, Table 6.1 summarizes these common boundaries and their accompanying tactics. As shown in Table 6.1, physical and status differences arise from distance and hierarchy, respectively, whereas knowledge boundaries arise from two distinct origins — membership in different organizations and membership in different occupations. The following sections explore the implications of teaming across each boundary and present strategies for successful teaming and learning within diverse groups.

Teaming Across Distance Boundaries

“Sharing is not a natural thing,” said Benedikt Benenati, the organizational development director at the multinational food company, Groupe Danone. With subsidiaries in 120 countries,

Groupe Danone is a multinational corporation that sought to promote teaming across the geographical boundaries of its many divisions. In addition to sharing common problems, such as getting retailers to stock the right amounts of Danone products at the right time, managers in different countries were focused on their own regions, and rarely considered the opportunity to seek ideas from their counterparts in other regions. As Benenati pointed out, the company's senior managers may be part of the problem: “Managers may be reluctant to let their teams discuss among themselves. If members of their team find solutions, then perhaps managers are of no further use.” Such reactions and fears are very human, of course, but they also leave opportunities for small process improvements around the globe to go untapped.

Benenati put the need for knowledge sharing in blunt, practical terms: “In a company with 90,000 employees, solutions to the problems of one team are likely to exist elsewhere.” To facilitate knowledge sharing and immediate collaborations among people in different locations, but with similar responsibilities, Benenati and his colleague, Franck Mougin, executive vice president of human resources, created what they called Knowledge Marketplaces. These marketplaces were like small improvisational performances punctuating the usual business routine. Nested within regular company conferences, Knowledge Marketplaces took place when managers from across the globe were gathered in one location. Participants in the marketplace wore costumes to mask hierarchical levels and encourage sharing of business and operations ideas. Interacting with a senior vice president in a Yoda mask was less intimidating than approaching that

same executive dressed in a suit and tie. Likewise, a new associate dressed as Darth Vader might feel empowered to speak up in ways she might not feel in regular office attire. The atmosphere was clearly playful, and many remarked that the costumes made it easy to trade ideas and practices.

Although spontaneous exchanges of ideas and practical suggestions abounded in the Danone Knowledge Marketplaces, some knowledge exchanges were orchestrated in advance. For these, selected managers were instructed to prepare books with stories of best practices that facilitated successful knowledge sharing. One such book described how the marketing team at Danone Brazil helped the marketing team in Danone France launch a new fat-free dessert. By adapting an existing product from Brazil, Danone France was able to bring a new product to the French market in less than three months. Not only was time saved, but a €20-million business was created with sales superior to the closest competitor. This occurred, however, as a result of Danone's leadership designing a kind of social engineering to overcome the natural tendencies for practical knowledge not to flow across geographic boundaries. When teams or groups do not have the ability to physically meet and exchange ideas, they must rely on technology to span distances, and communicating through information technology brings its own problems.

The information technology that allows us to shrink global distances by sending e-mails hurtling through cyberspace and to fax documents to machines across continents gives us a false sense of security, lulling us into believing that teamwork among geographically dispersed employees requires nothing more than a fast Internet connection or new videoconferencing equipment. In fact, there

are substantial barriers to sharing and integrating knowledge that virtual teams must overcome. In some organizations, however, it's the different mindsets across geographic regions, rather than the actual physical distance between them, that present nearly impermeable boundaries. In addition to the obvious challenges brought on by language and time zone differences, some types of knowledge just do not travel well. This is because certain, often very valuable, information is taken for granted by those who are closest to it. This tacit knowledge can be situated in ways that make it invisible to distant team members.

Collaboration across distance boundaries is greatly enabled by coming together physically, if possible, for a rare but valuable face-to-face meeting. This helps build trust and awareness of differences that might have to be taken into consideration during collaborative work. The Knowledge Marketplaces at Danone were an example of this technique. It's also helpful to emphasize a shared goal, to motivate the effort of communicating across distances. A shared goal clearly helped motivate teaming across distance boundaries in the Chilean rescue, for example. And, despite the various challenges of using IT systems effectively, computer-based knowledge management (KM) systems in large companies remain a crucial tool for helping people team across distance boundaries. Recent research shows that globally dispersed software project teams that used knowledge repositories more frequently than their counterparts performed better in both quality and efficiency. The use of stored knowledge, developed by engineers around the world, provided these complex temporary teams with valuable information and techniques that accelerated and improved their collaborative work.

Teaming Across Status Boundaries

Most organizations contain vestiges of hierarchical boundaries. Although a command-and-control model of authority may have been productive in the past, the knowledge economy increasingly requires interactive communication and collaboration. The many problems that hierarchy creates for collaboration have been mentioned in previous chapters. I have also offered practical solutions to the corrosive and stifling effect of hierarchy. (See especially Chapter Four, Making It Safe to Team.) The principal strategy for developing the necessary level of collaboration, however, is leadership inclusiveness, in which higher-status individuals in a group actively invite and express appreciation for the views of others. ■



Amy C. Edmondson is the Novartis Professor of Leadership and Management at Harvard Business School. The Novartis Chair was established to enable the study of human interactions

that lead to the creation of successful business enterprises for the betterment of society. Amy joined the Harvard faculty in 1996 as an assistant professor. Her research examines leadership influences on learning, collaboration and innovation in organizations. Her field-based approach includes research in contexts including health care delivery, manufacturing and executive decision-making. One stream of her work has shown effects of leadership behavior on a safe psychological climate, with implications for the quality and safety of patient care in hospitals. Another stream investigates management team practices that promote effective decision-making. Amy has published over 60 articles in academic journals, management periodicals, and books. In 2003, the Academy of Management's Organizational Behavior Division selected her for the Cummings Award for outstanding achievement and her recent article, "Why Hospitals Don't Learn from Failures: Organizational and Psychological Dynamics That Inhibit System Change," received the 2004 Accenture Award for a significant contribution to management practice.

Excerpt from *What to Ask the Person in the Mirror*

by Robert Steven Kaplan, Professor of Management Practice at Harvard Business School

How Do You Develop a Learning/Coaching Environment?

If you're convinced that coaching is a critically important function—at least as important as sales skills, financial skills, communication skills, strategy skills, and the like—then the next question is, how can your company train its senior leaders to become more effective coaches? I can point to four key elements.

Preparation and Incentives

Coaching takes time. Your managers need to know that you believe it is important that they take the time during the year to be up to speed on the strengths and weaknesses of their direct reports, discuss with their subordinates what they can do better and actions to address those issues, and follow up on a regular basis to monitor progress and give additional advice.

Excellent companies view being a great coach as a criterion for promotion to higher managerial levels, as well as an important determinant of compensation. Think about the feedback you're giving your key managers regarding the importance of their being a good coach in your overall assessment of their job performance.

Specific, Actionable Feedback and Proposed Remedies

Effective feedback should be very specific and focused on skills. It should be actionable. It should avoid veering off into the ad hominem (that is, a personal attack), and it should steer away from being amorphous and vague. Similarly, the follow-up re-mediation

advice needs to be specific and actionable.

To illustrate with a bad example: one piece of advice that professionals often hear is that they need to “raise their pro- file” in the company. Honestly, I have no idea what this means. This type of vague advice often comes from a coach who has “impressions” of the recipient but hasn't done the homework necessary to give the subordinate actionable feedback. This kind of amorphous advice is confusing. Worse, it may actually distract the recipient from confronting the two or three skill- based weaknesses he or she really does need to address.

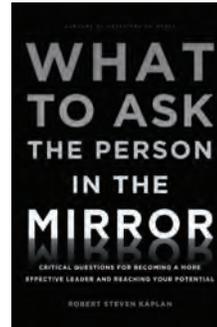
Similarly, telling someone that they acted “stupidly” is not very helpful feedback if they're trying to dissect what they should have done, and determine what they might need to do differently in the future. It risks insulting and upsetting them, without giving them enough specifics to chart a clear path forward.

Again—specific, clear, and actionable!

Updating and Follow-up

No company would adopt an organizational strategy and then fail to update it over the years. The same holds true for coaching. In a very real sense, coaching is an effort to help drive the specifics of an individual strategy—it demands updating and follow-up.

The needs of the organization change. The dreams of employees also change. Subordinates not only want to be coached on how to succeed in their



current job, but also want to develop skills that will help them step up to their next assignment. In order for you to coach effectively, therefore, it helps to have a view on what that next assignment might be so you can help the subordinate develop

accordingly.

For example, a great salesperson may want to become a sales manager. To reach this aspiration, he or she will want to be challenged enough today to develop the skills necessary to be ready when the sales manager opportunity arises. What's the vision for the subordinate's future, and how will we get there and on what schedule? What coaching and job assignments might make sense to help that person get there? How and when can we check in to gauge progress against that plan?

Creating a Culture of Ownership

As a leader, you want it to be everyone's job to give feedback and seek out feedback.

Who is responsible in an organization for feedback? I used to tell every new class of Goldman Sachs associates that it was 100 percent the subordinates' job to seek out feedback—to know their key strengths and weaknesses, and determine action steps to address those weaknesses. At the same time, I regularly told every group of managers that it was 100 percent their job to give feedback to subordinates.

Was I trying to be funny? Was I trying to have it both ways? No. My point was, and is, that junior people

have to “own” the challenge of seeking feedback, and senior people have to own the challenge of giving it. Only if both sides have this attitude are you going to create a true learning environment in which effective coaching will occur. In this type of environment, every employee is invested in development, there are no victims, and people can be confident that they will have the opportunity to grow, learn, and develop.

The ultimate goal can't be that everyone gets promoted or reaches the top level of compensation. Instead, the goal should be that each professional is afforded the opportunity to reach his or her potential. It is worth striving to create the kind of culture in which this can happen. This might include, for example, celebrating great coaches, telling “war stories” about how people got developed in the company, and applauding someone who has made significant progress toward a self-improvement goal as a result of seeking out and receiving effective coaching. Because these types of leadership “shout-outs” and anecdotes tend to get circulated all over the company and take on a life of their own, they can help you make the desired point in a powerful and far-reaching way.

When a company is failing to achieve its goals, that failure can often be traced to having inadequate people in one or more key positions. That deficiency, in turn, can often be traced back to the inability of the enterprise to attract, retain, and develop key people. Dig deeper, and you may find a lack of emphasis on coaching and creating a learning atmosphere in the company. It is no accident that great coaching cultures tend to be a magnet for outstanding people. Give yourself that great competitive advantage.

Proactively Taking Steps to Receive Upward Feedback

As described earlier, it's difficult to get top-down feedback at senior levels, mainly because your superiors get so little exposure to you. On the other hand, unless you are truly isolated, a number of your key subordinates get the opportunity to see you in action on a regular basis. If they are a diverse group, they are likely to have a wide range of opinions regarding your weaknesses. Most likely, they also have ideas about the kinds of remedial actions that you should take to address those weaknesses.

Some people find this notion threatening—the idea that there is a group of subordinates out there with a bead on their shortcomings as leaders—but I encourage you to think of this group as one of your greatest resources.

The problem, of course, is that while these folks represent an enormous reservoir of potentially valuable feedback, you have to take proactive steps to get that feedback early and often. Otherwise, the first time you hear it may be in your year-end review, which is based on their 360-degree feedback. (Too late!) Unless your subordinates have a professional death wish, they are quite unlikely to want to confront you with constructive criticism. As a result, one of your challenges is to find ways to get that feedback—probably through soliciting it (or prying it out of them) in an appropriate manner. Outstanding executives learn how to have these conversations and get this valuable feedback.

In my experience, this is not an easy task, at least initially. First of all, it needs to be done one-on-one, versus in a group. Junior people are not going to be open in their criticisms of you in front of others. In a one-on-one meeting, you have the

best chance to convince the person to level with you. Even in a one-on-one, it will take some practice to learn how to elicit helpful comments.

When I first ask a subordinate for constructive feedback, they tend to begin by telling me that I'm doing “very well” on all fronts. When I follow up and ask, “Well, what should I be doing differently?” they respond, “Nothing that I can think of.” If I challenge them by saying, “Hey—there must be something!” still they tend to say, “No, really; nothing comes to mind.”

I then ask them to sit back and think a little more. “We have plenty of time,” I say. An awkward silence tends to ensue. Beads of sweat start appearing on their forehead. They are probably thinking, “Oh, my lord, this guy is really serious—what the heck am I supposed to say now?”

At that point, in some cases, they look like they're about to speak, and then stop themselves. I then usually have to ask, “What were you about to say? Please go on and say it!”

At this moment, they typically throw out something that they've been thinking but have been afraid to say. That “something” is often devastating—because it is a fundamental criticism, because I know it's accurate, and because I realize that many people in the organization probably have the same observation.

Ouch! If you have ever gone through this process yourself, you know that you need to maintain your composure, sincerely thank that person for their feedback, and then call a close friend or loved one to ask whether this criticism sounds accurate. Most likely, they will pause and say, “Well, yes, that does sound like you.”

OK, so you now have an agenda item to work on. You need to take steps to address this weakness—

which you almost certainly can do if you are open to improving yourself. The good news is that in my experience, I find that 90 percent of the battle is getting the feedback. Once you realize that you have a specific weakness, you can almost certainly find ways to address it and improve.

Sometime after this interaction, make a point of seeking out that brave truth-telling subordinate, thank them, and communicate that you are working on steps to address the weakness that they identified. Furthermore, tell the subordinate that you might like to follow up with them in the future to get their feedback regarding whether they believe that you've made progress. This will be highly motivating to the subordinate, who will realize that they have had a real influence on the company. Most likely, that story and its aftermath will circulate around the company through word of mouth. In the future, that junior person (and others like them) may be willing to come to your office and give you advice, if they see something that you might be able to do better. This, too, gets around the company.

You're not doing this to be popular or to be "seen" to be asking for advice. You're doing it because it gives you an early warning system for improving your performance. Having seen this experience repeated numerous times—and having been through it myself—I offer the following advice: cultivate a group of individual subordinate coaches with whom you meet one-on-one on some regular schedule to solicit honest feedback. Almost certainly, you will need to convince them that you truly want this feedback, and that they are more likely to advance their careers by flagging issues and problems to you than by only giving you "happy talk."

If you act on their advice, assuming it's on target and appropriate, this will reinforce their behavior and send a strong message to others that you are a leader who wants to hear the truth in order to improve yourself and the business. If you are sincere about receiving constructive criticism, and highly motivated to continue learning and improving, subordinates and colleagues will gravitate toward wanting to help you.

When this culture develops, subordinates help you identify and address issues before they become damaging to your company or your career. They help you, personally, adapt to changes in the environment, and they help you identify areas in which the company may be out of alignment and therefore vulnerable. You become a lot less lonely at the top.

Of course, this approach requires you to be open to learning, adapting, and hearing constructive feedback. It requires you to keep your ego in check, and to suppress the very human impulse to conclude—now that you're in that corner office—that you no longer need to learn anything.

Trust me: you do. We all do.

A Culture of Learning

As an executive and an adviser, I have always been interested why certain companies in an industry succeed and others fail—or at least, perform at a lower level of success. Often, they have the same strategies, hire the same caliber of people, and exhibit other similarities. I believe that one key difference is what they do with their talented people once they join the firm.

In the most successful enterprises, there is a culture of learning, in which all professionals, regardless of level, are doing their best to improve and ultimately reach their true poten-

tial. The leaders of these enterprises help make this happen by setting expectations, providing training, and challenging each professional to take ownership of getting coaching—and at the same time, challenging those same professionals to take ownership of giving coaching. Executives in these organizations seem to be better than their peers at producing leaders, minimizing unwanted turnover, and getting the most from their scarce people resources.

How you answer and act on the questions posed at the outset of this chapter will go a long way in determining whether your organization has the skills necessary to achieve its vision and accomplish key priorities. That's also why, in terms of your time management, this is one area that you must make space for. While some coaching processes can be delegated to others, responsibility for coaching your direct reports falls on you—you own it!

In the next chapter, we will take this a step further. A critical precondition to effective succession planning, and its resulting benefits, is the development of strong talent development processes and a culture of coaching. Success in this area will help ensure that you are developing a pipeline of outstanding talent to fill key leadership jobs, which in turn will be essential to your own success as a leader of your organization.

How to Develop a Succession-Planning Culture

Let's get more concrete about how you and your company can develop a culture based on effective succession planning. I'll point to four specific actions you can take; most likely, you and your colleagues will discover other steps that are relevant to your particular circumstances.

Create a Depth Chart

As discussed earlier, this can be very simple and straight-forward. The relevant business unit leaders (including you) should list the key job positions that report directly to them. For each of these positions, the business leader should create a corresponding list of those people who, within a reasonable period of time, could credibly do the job. For each candidate, it is helpful to have up-to-date biographical information; an assessment of strengths, weaknesses, and developmental needs; and a summary of expressed career aspirations. This analysis should be updated and then reviewed by company leadership on an annual or semiannual basis. A typical outcome of these reviews is the creation of a developmental action plan for each candidate as well as other steps, which might include a decision to recruit additional talent from outside the company.

There's no one format that a depth chart needs to follow. Much depends on the size and complexity of your organization. I've seen a depth chart that was two sides of a single sheet. I've also been in a large windowless room at the corporate headquarters of a mid-western consumer goods giant that had a map of the world covering three of its four walls, with little tags representing hundreds of managers at all ranks, color-coded to indicate function, education, skill sets, expressed career path interests, and so on. The executives referred to this room as the "war room." Whenever a job above a certain level looked as if it might soon be opening up, a senior team unlocked the door to the war room, went inside, and began examining tags, with a view to moving them on this board.

This might be overkill for all but the biggest companies, but you see the point: the depth chart is something to take very seriously. You should ask each

of your business unit leaders to own this process of analysis for their specific areas of responsibility. This topic should be an established part of your regular business review sessions with direct reports. Effective execution of this effort will help ensure effective development and deployment of your people, and should be a vital contributor to your sustained success.

Devise a Career Development Plan

You should come up with a career development plan for each potential successor to a key job in the organization. This plan should detail who will "own" this person's career by serving as his or her coach (and potentially asking for the help of others to also help coach the person), as well as a list of potential job assignments that would help develop this individual. This could be some combination of a new business unit, functional, and/or geographic assignment.

These plans need to be discussed and updated on a regular basis. This should not be a pro forma exercise, and plans should not be allowed to get stale. It should be the responsibility of each business unit leader to update this plan for each of his or her direct reports.

Review and Follow Up

Hold succession planning meetings with your key business unit leaders on a semi-annual or annual basis. Follow up to be sure coaching responsibilities are being fulfilled well in advance of the year-end review—see chapter 3—so that the recipient has plenty of time and an action plan to work on his or her weaknesses and development needs. A well-thought-out series of job assignments should be updated, with a view toward developing the person for greater responsibility.

Make sure that developing key talent is an evaluation element in the year-end reviews, compensa-

SUGGESTED FOLLOW-UP STEPS: SUCCESSION PLANNING

1. Create a succession-planning depth chart for your business unit or organization (as described earlier in this chapter).

This document should include at least two or three potential successors for your own position.
2. For each potential successor, write down their key development needs and specific actions you might take in order to develop their capabilities in relation to potential future positions. Work to develop and shape these specific development plans.
3. For those key tasks that you have committed to finding a way to delegate (see chapter 2), begin matching those tasks with specific candidates on the depth chart. Make assignments.
4. Categorize delegated tasks in terms of their levels of importance to your enterprise. Based on this analysis, note which tasks need to be done at extremely high levels of quality, and which can be done at "sufficient" levels of quality. Ask whether you have calibrated your level of involvement to this categorization, and remember that "involvement" should often take the form of coaching the subordinate, rather than a direct intervention. Make a commitment to "picking your spots," to ensure that your direct interventions (beyond coaching) are justified by an appropriately high level of task importance.
5. Ask your business unit leaders to perform this same exercise with regard to their direct reports.

tion, and promotion processes at your organization.

Be a Role Model for Talent Development

Make sure you are serving as a role model for this activity. Some significant portion of your time should be spent on identifying talent, coaching key people, and crafting thoughtful job assignments for your direct reports.

Think about how you can make your commitment visible. Make sure you are participating in important succession-planning and talent review meetings. Yes, this is important work in and of itself. In addition, your good work in succession planning is critical as a teaching tool. It sends an important message across the organization about the importance of talent development.

The leadership group of a very successful global industrial company did an excellent job executing the various elements of succession planning. Among his other roles, the CEO viewed himself as the “chief talent officer” for the company. He believed that talent was a vital competitive advantage they had to develop in order

to achieve their objective of being a leader in each of their major businesses units and making a positive impact on the world. He consciously allocated a full 20 percent of his time to attracting, retaining, and developing key talent. He believed that the company could never have enough talent, and he felt it was healthy to “run scared” when it came to finding, developing, and retaining great people.

The company’s succession-planning processes were quite sophisticated and dovetailed with the organization’s coaching, review, and training processes. The CEO openly described himself as being an “enemy of cliques.” He declared that he wanted the company to embody “diversity,” in the broadest sense. In other words, he wanted not only racial and gender diversity, but also a diversity of thought and perspectives.

While he had close professional relationships with his direct reports, he didn’t allow himself to become their “buddy” outside of work. As he explained to me, he questioned the wisdom of leaders socializing and becoming too friendly with key sub-

ordinates. He feared that this type of socializing might send a signal that an executive had to be a personal friend of the CEO in order to get promoted. In one memorable conversation, he told me that he didn’t want his key reports laughing at his jokes if they weren’t funny. “And the fact is,” he deadpanned, “I’m not that funny.”

When I talked to other executives in the company, it became clear that they deeply respected the CEO and felt a strong loyalty to him. When pressed about why, one senior executive expressed views that I heard from several others: “I believe it is fair here. I know I will be judged on the merits of what I do. The CEO judges me on the basis of the work I do, and not on my personal relationship with him. We have well-developed processes that give me great confidence that I will be challenged, coached, and given assignments that will give me the chance to show what I can do.

“I’m loyal to this company. I know the CEO will do what’s best for the company. I have confidence that what’s best for this company will ultimately be best for me—and that I will reach my potential here.”

Wow! And as noted above, this was not unique; in fact, these views cascaded through the company. There was widespread acknowledgment of the need for alternative points of view, disagreements, different backgrounds, and overall fairness, including assessments based on professional performance rather than personal relationships. All in all, it was an impressive example of a group of self-confident leaders running an impressive company. ■

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Robert Steven Kaplan is a professor of management practice at Harvard Business School and co-chairman of the Draper Richards Kaplan Foundation, a global venture philanthropy firm.

Prior to joining Harvard in 2005, he served as vice-chairman of the Goldman Sachs Group, Inc., with global oversight responsibility for the Investment Banking and Investment Management divisions. He was a member of the firm’s Management Committee and co-chairman of its Partnership Committee, and chaired the firm’s Pine Street leadership program for developing emerging leaders.

He previously served as global co-head of the Investment Banking division, head of the Corporate Finance department, and head of Asia-Pacific Investment Banking (headquartered in Tokyo, Japan). He became a partner of the firm in 1990.

As a professor of management practice at Harvard Business School, Kaplan has taught a variety of leadership courses in the school’s MBA program and has also taught a substantial number of experienced leaders in the Harvard Business School executive education programs. He is the author of a number of Harvard Business School cases regarding leadership and has written two highly regarded *Harvard Business Review* articles: “What to Ask the Person in the Mirror” and “Reaching Your Potential.”

Excerpt from *The Progress Principle*

by Teresa Amabile, Edsel Bryant Ford Professor of Business Administration in the Entrepreneurial Management Unit at Harvard Business School, and Steven Kramer, Researcher and Consultant

The Inner Work Life System

Inner work life is not a fixed state. It is the dynamic interplay among a person's perceptions, emotions, and motivation at any point during the workday. Because the three elements influence each other to create an overall subjective experience, this means that inner work life is a system, a set of interdependent components that interact over time.

The Dynamics of Inner Work Life

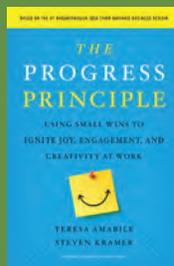
As an example of a much simpler system, consider a car's air conditioning. Fundamentally, the system consists of four main elements: the thermostat; the compressor that converts hot, humid air into cool, dry air; the fan that blows air from the compressor into the car; and the air in the car. A key aspect of any system is that you can't explain what is going on by looking at just one or two elements. The thermostat continuously reacts to changes in temperature caused by the fan and compressor; the compressor needs a signal from the thermostat; the fan can't deliver cool, dry air unless the compressor functions well; and proper car temperature requires all of these elements working harmoniously.

You can understand the air-conditioning system as a whole once you identify its elements and their dynamic interactions. Similarly, inner work life is a system that can be understood by looking at every element within the context of the whole. If the CEO pops his head inside your office door for the second time today to ask how you're coming along on the marketing strategy for next Monday's board meet-

ing, you can't compartmentalize your frustration or your deflated intrinsic motivation any more easily than you can separate either from your perceptions of the CEO as overcontrolling and

this task as make-or-break. It's impossible to understand your inner work life at that moment without considering the interplay of all three elements.

Figure 2-2 depicts the inner



What is the single most important factor in employee engagement? Incentives, recognition for good work, support for making progress in the work, interpersonal support, or clear goals? Harvard Business School Professor Teresa Amabile and developmental psychologist Steven Kramer asked this question of hundreds of managers from dozens of companies around the world. Shockingly, 95% of managers got it wrong.

In *THE PROGRESS PRINCIPLE: Using Small Wins To Ignite Joy, Engagement, And Creativity At Work* (August 2011 / Harvard Business Review Press),

Amabile and Kramer draw on three decades of research and nearly 12,000 diary entries from more than 200 employees to reveal the truth. Employees' biggest motivator is making consistent, meaningful progress, and the best managers support them in making that progress.

Amabile and Kramer explain how great inner work life – positive emotions, strong internal motivation, and favorable perceptions about colleagues and the work itself – is key to an innovative, productive, engaged, and committed workforce. Creating favorable circumstances so that employee's inner work lives are mostly positive is crucial to successful management. Herein lies the beauty of the Progress Principle for today's leaders. "As long as the work is meaningful, managers do not have to spend time coming up with ways to motivate people to do that work. They are much better served by removing barriers to progress and helping people experience the intrinsic satisfaction that derives from accomplishment," say the authors.

In *THE PROGRESS PRINCIPLE*, readers will discover:

- Small wins often have a surprisingly strong effect on people and performance
- Small setbacks can have a disproportionately negative effect
- Key leverage points for managers to use as catalysts for team success
- The importance of the "nourishment factor" that provides interpersonal support
- How to sustain virtuous cycles and halt vicious ones
- How to create an environment for optimal innovative performance
- A Daily Progress Checklist providing a practical framework for implementation

Amabile and Kramer's research is extensive, and the unique methodology includes detailed analysis of all 63,000 events mentioned in the 12,000 diary entries. "We had one overarching goal in conducting this research," the authors explain. "We wanted to understand inner work life, the events influencing it, and its impact on people and their performance." The research provides an unparalleled view into what really happens at work – including the positive actions of the best managers and the unwitting mistakes of the worst.

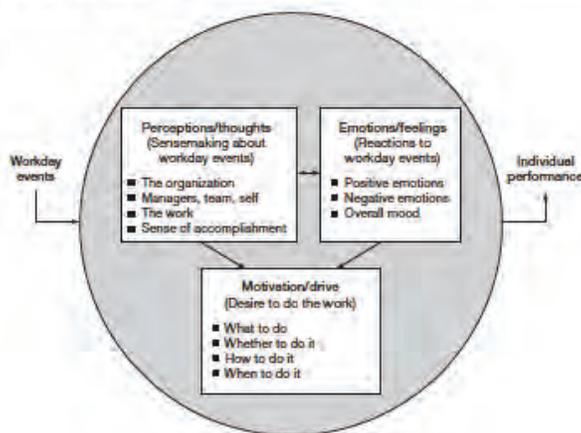
Every manager is faced with a dizzying array of choices each day on the job. *THE PROGRESS PRINCIPLE* offers a unique lens on ordering priorities so that managers can get the best out of their teams. Companies can supply great perks like chair massages, free meals, ping pong tables, and state-of-the-art gyms, but in the end great inner work life is about the work itself, not the accoutrements. The managers who understand the nuances of supporting progress will be the ones who enjoy the best inner work lives, along with their employees, and contribute most successfully to the long-term performance of their organizations.

work life system. When something happens at work—some workday event—it immediately triggers the system: the cognitive, emotional, and motivational processes. Recall what happened during the Domain team’s cost-reduction meeting. Upper management had demanded that the team develop new ideas for greater cost savings in its product lines. But Christopher, the team leader, shut down a brainstorming session that the team tried to have for generating those ideas. He insisted that, to satisfy the demands of upper management, they instead figure out a way to better present the numbers on what they had already done. His aim was to convince the management team that the team wasn’t really in trouble, that it didn’t really need further cost reductions.

This event triggered plenty of sensemaking in Domain team members. Against the backstory of other recent incidents in which managers at one level had tried to wriggle out from under the demands of their own managers—putting subordinates in untenable positions—Christopher’s behavior was particularly distasteful. Neil wrote that Christopher was “cheating the system,” and viewed him as a self-interested coward who lacked courage in the face of management pressure. Those are perceptions that Christopher surely would never want to hear—and likely never did. He probably had no idea that his actions in that meeting led to such low opinions of him.

At the same time that people are forming perceptions (or thoughts), they are reacting emotionally to the event. If the trigger is something specific and time-bound, they will probably experience a distinct emotion like happiness or frustration.

FIGURE 2-2

The inner work life system

If it is more drawn out, like a good day on which everything seems to be going well, or a bad day on which one failure follows another, they may experience a generally good or bad mood. Neil’s diary entry on the day of the cost-reduction meeting was full of exclamation points—and not positive ones, either. “Tense!!” was the term he used to describe the meeting’s atmosphere, attributing it to “Christopher’s relational style.”

The perceptions feed the emotions evoked by the event, and the emotions feed the perceptions. The more tense Neil felt in that meeting, the worse his view of Christopher. And the more cowardly or self-serving Christopher seemed to be, the more agitated Neil became. Negative impressions intensify frustration, for example, and vice versa. Happiness biases people toward more positive interpretations of an event, and vice versa. Depending on what happens with these cognitive and emotional processes, motivation for the work can skyrocket or nosedive (or hardly shift at all). In Neil’s case, motivation shifted a lot. Of working for Christopher, he said, “I wasn’t motivated to follow his leadership at all. Instead, I wanted to do just the opposite!”

The entire inner work life system influences performance, because the components are so closely inter-

linked. But the primary source of influence is motivation. Motivation not only determines what people will do and when and how they will do it, but whether they will do their work at all. Without some degree of motivation, the work simply will not happen. People on the Domain team had extrinsic motivation—the demands of management—to reduce costs; but they had little intrinsic motivation. Not surprisingly, Christopher’s dressing up the numbers didn’t work with management. So team members continued to halfheartedly grope their way toward dramatic cost reductions, to no avail. Management continued to find their performance unsatisfactory.

The Neuroscience of Inner Work Life

Any event that triggers a change in one component of the inner work life system is likely to influence the others as well, because perceptions, emotions, and motivation are so tightly interwoven. Brain science helps explain how the three components interact to shape performance. The inner work life system operates as it does because this is how the human brain operates. Areas of the brain that are responsible for emotions are connected in complicated ways to areas responsible for perception and cognition. For instance, brain imaging research reveals that when people are shown emotionally charged pictures, more of their visual cortex is activated than when they are shown emotionally neutral images. This means that the way people think about what they see is affected by how emotional it makes them feel. Even the amount of attention the

brain gives to an event is affected by the emotional content of that event.

Rational thought and decision making cannot function properly unless emotions are also working properly. Despite the Star Trek premise that Mr. Spock's purely rational, emotionless thought processes led to better decision making, in fact the opposite is true—at least for humans. Research on patients suffering damage to emotion centers in the brain reveals decision-making impairment even though they are quite normal cognitively. They can make complex calculations, understand language, and read and write, but they can have great difficulty deciding between even simple alternatives like taking a taxi or a bus. They cannot decide which option is better, because all choices seem equally good. Without the emotion of fear, for example, they find it impossible to weigh the risks of one choice over another. Similarly, if they cannot feel joy in their accomplishments, they have little intrinsic drive to work. In either case, their motivation for taking action stalls.

Feelings inform values which, in turn, inform decisions. An emotionless pilot who, in an emergency, calmly weighs the cost of the aircraft against the lives of the passengers is not what we want. We want a pilot who cares passionately about life and never considers the cost of the plane. As a result of these neural interconnections, individuals' performance—the work they choose to do, how hard they work at it, how creative they are, how they behave toward coworkers—depends on a complex interaction of their thoughts, feelings, and drives. This is the reality of inner work life: because it is intimately bound up with the brain's architecture, it is an inescapable part of being human.

Inner Work Life and Human Dignity

As we read the diaries pouring into our computer system day after day, we came to realize the dynamism, urgency, and centrality of inner work life. As we noted above, we had only asked each of these people to describe one memorable work event from the day, yet most also told us how the event affected their feelings, their thoughts, or their drive—and sometimes two or three of these interconnected. Something compelled them to tell us about their inner work lives, as if the newscast would be incomplete without this crucial bulletin.

We know from our analyses that inner work life affects how people perform. But we also know that it affects the people themselves. The former Karpenter employees who showed up in the parking lot on the day of the final asset auction weren't there for a voyeuristic thrill. Their grimaces, their tears, and their curses revealed that a piece of themselves was on the auction block. For years, many Karpenters had taken pride in doing good work at an impressive company where their inner work lives thrived. Then, in the dismal final years, it all went to pieces. Stymied in their work and treated as half-wit commodities by management, they came to think badly of the organization, their managers, their coworkers, their projects, and eventually themselves. Finally, they lost the inner spark of motivation for the work they had once loved. Their inner work lives had soured and their performance had flattened. A piece of their identity had been bound to their work at Karpenter, but that piece had been hollowed out. Their human dignity had taken a blow.

Inner work life is an important part of human life, affecting the quality of daily existence in significant ways. Beyond their value to contribute to or-

ganizational performance, people have value as human beings. Because they spend so much of their lives working, people deserve the dignity of having positive lives at work. In reading the diaries, we saw how personal work can be to the people putting their time and effort into it, daily risking failure to achieve their goals. Having meaningful work that is supported by management can enhance life immeasurably. Work that is devoid of meaning, interest, and joy can lead to lives that feel very empty indeed.

Managers who realize this have a valuable opportunity. By taking actions that support inner work life, they can simultaneously become heroes to their employees, build the long-term success of their organizations, and add meaning to their work as managers—which in turn will nurture their own inner work lives. ■

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Teresa Amabile is the Edsel Bryant Ford Professor of Business Administration and a Director of Research at Harvard Business School. Her studies have focused on creativity, motivation, and performance in the workplace. She has a Ph.D. in social psychology from Stanford University. **Steven Kramer** is an independent researcher, writer, and consultant. He has a Ph.D. in developmental psychology from the University of Virginia. The authors, a married couple live in Wayland, Massachusetts.

Somatic Practice: A Path to Mastery for 21st Century Leaders

By Jen Cohen, Mobius Executive Coach and Jason Gore, Mobius Consultant and Executive Coach, both Transformational Leadership Faculty

In order to succeed and stay competitive in today's fast-paced business environment, organizations launch big initiatives, create high-profile goals, and reach for new outcomes on all levels. These initiatives stretch us, pushing us to innovate and use limited resources very effectively. They require everyone in the organization to reach beyond their usual comfort level, embrace change, and navigate ambiguity.

To successfully meet these demands requires optimism, curiosity, a willingness to make mistakes, flexibility, and a long list of characteristics and skills that enable a leader to embrace change as an opportunity – to be able to move through the discomfort of uncertainty towards the future as an exciting possibility.

Sufficiency and Scarcity Mind/Body

When leaders develop and adopt a particular mind/body alignment – one that we define as “being centered and in sufficiency” – we see

a marked increase in the success of organizational efforts. With this mind/body alignment, a leader is oriented around what is already available as resources. It is founded on realistic optimism and a curiosity that prompts leaders to look at how to use what is presently available to them rather than focus on what is missing or the lack of what they need, such as time, money, talent, or by-in. Because it's hard to consistently come from this mindset, leaders must also practice “coming back to center”: the ongoing alignment of head, heart, and gut, as well as an alignment of values, mind state and behavior. From center, the leader is acting with his or her whole self, from a centered place, and can act coherently from a mind/body alignment of being centered and in sufficiency.

“Center is a basic bodily presence, and it is on this presence that the other bodily states are built.”

Richard Strozzi Heckler,
Anatomy of Change

The sufficiency mind/body generally leads towards having the success of all stakeholders' in mind and finding ways to move forward together rather than fighting over limited resources. It also generates an environment of collaboration, creativity, innovation and productivity because leaders have an expanded viewpoint that allows them to see possibilities and options that are often overlooked when

A mind/body alignment:

This particular mindset is a perspective based on being aware of and oriented around what is already available as a resource. It is founded on realistic optimism and curiosity that has leaders look at how to use what is presently available to them rather than focus on what is missing.

overly focused on lack or caught between seemingly polarized choices.

However, this mind/body alignment is not widespread. In fact, there is a fundamental tension between the organization's desire for growth and more typical human tendencies that tend to be based in scarcity—a risk-adverse mind/body state. Human beings are biological and neurological creatures. In today's world we often are in roles that require action contrary to some of our hard-wiring.

Case in point: David is a VP of Operations at a small, U.S.-based manufacturing company. He is in a meeting with the senior management team and the CEO is announcing his intention to pursue international expansion, starting with Mexico and Canada. Even while listening to the CEO explain the strategy, David becomes tense. His breath becomes shallow and his body contracts, although he doesn't notice. David's mind races as he anticipates the risks



involved and all the possible ways the expansion could fail: the company has insufficient cash flow, people, talent, and expertise. He looks at the downsides: a failed market entry would be a disaster for the company and his individual career. He quickly arrives at the conclusion that the CEO's intention is simply a bad idea, and he decides to set up a meeting to persuade the CEO to move more slowly and stick to expanding domestically this year.

David is reacting to the situation, operating from a scarcity mind/body, which is primarily based in fear and survival. This mind/body creates a lack of willingness to fail or take risk, a discomfort around ambiguity, and a desire to “know” prior to taking action. From this contracted mindset, David is likely to make less than optimal business choices and to potentially damage his professional relationships. So how does David get from his scarcity and fear to sufficiency and center?

Most often the leaders with whom we work already have some awareness of the habits and patterns that get them in trouble. They may even have had moderate success in modifying some of their less than optimal behaviors. That said, many leaders are still struggling to shift into a new way of thinking, being and acting that will serve them and their organizations more fully. We suggest that including the body in all of its wisdom will greatly enhance any leader's ability to shift to optimal performance.

Creating Change & Embodying New Practices

We are what we practice, and we are always practicing something. Often referred to as habits or behaviors,

we repeat these actions over and over again. We practice breathing in certain patterns; we practice talking about ourselves in certain patterns; we engage with others in patterns; we move physically in certain patterns; we think in certain patterns; and so on. These patterns form the matrix we experience as our “reality”.

Top performing athletes understand this intimately – the practice of self-doubt versus self-confidence can radically alter their performance in the game. Athletes learn to re-pattern themselves and their thoughts. In addition to being coached to shift their weights, do warm ups, and change their moves, they are also coached to shift their self-talk. They practice these moves over and over again until the new patterns become the norm.

That said, our bodies are optimized for physical survival. When the stakes are high and change is on the table, there is a tendency to let our biology lead the way. We tend to operate from our past rather than embracing change from a place of creative, reflective thinking.

David, our hero, is engaging with expansion as a threat. His body tightens and his breathing shallows—reactions that were embedded during his childhood and are part of his legacy as a biologically-based organism. He immediately starts focusing on the risks and why the proposal is a bad idea. This is all automatic. He doesn't actively make this choice—it's just what arises because it's already embodied through past actions and experiences.

David's mind/body limits his ability to think creatively about the opportunity. The human organism is optimized for homeostasis and stability. As biological creatures



we attempt to stay stable and resist change.

“This condition of equilibrium, this resistance to change, is called homeostasis. It characterizes all self regulating systems, from a bacterium to a frog to a human individual to a family to an organization to an entire culture—and it applies to psychological states and behavior as well as to physical functioning.”

George Leonard,
Mastery

If something is not a threat to survival, it's better to keep everything as it is rather than take the risk of making a change.

Our somatic training becomes deeply embedded in our bodies, our breathing, and our patterns. Every interaction tends to reinforce the patterns so that they become unconscious habits. The word “somatic” comes from the Greek word *soma*, which means the unity of mind, body, and spirit. Embedded

so deeply, this patterning shows up without thinking and most often when we are under pressure or threat. And we've been "practicing" these reactions so long that often we don't even know how to choose anything different, especially in the heat of the moment.

"Under pressure we do not rise to our expectations; we fall to the level of our training."

Bruce Lee

This poses a dilemma for leaders and organizations that want to create change. How does an organism that is designed to seek stability thrive in the face of constant pressure and growth-inspired change?

If David was in a mind/body of sufficiency and center, he would engage the CEO's request quite differently. Instead of trying to persuade the CEO to lower the goal, David would be more likely to use his time and energy to figure out a way to manage the risk while pursuing the upside.

The result is that new possibilities could emerge quickly. David might talk to his team members who know something about Mexico and Canada. He might begin looking for expertise, for possible expansion partners, or explore possibilities of a merger. When he sees it as an opportunity, he can use his energy first to explore possibilities, gather information, and take a moment before responding to his boss at all. He will have time later to fine tune all the details, and perhaps ultimately negotiate with the CEO an optimal solution.

This may not be natural for David, so to switch into this mind/body alignment, David would first need to recognize his automatic re-

actions and the context in which he is acting.

We are contextual beings. As human beings, context is always operating as the background of thinking, feeling, and doing. If the context is one of scarcity, change will be avoided. If the context is one of sufficiency, change is more likely to be embraced.

Our body is our primary context. All of our experience in this life is experienced through the body.

All external events are interpreted within one's context. These interpretations, in turn, drive our conversation and actions—and essentially cause us to shape our reality. It is indeed a self-fulfilling prophecy. We shape our world and are shaped by it simultaneously. The context we bring shapes both interpretation (how we see the world) and behavior (how we change and shape the world around us through our actions). For example, if we think someone doesn't like us, we start acting as if they don't like us. We may avoid eye contact, speak curtly, make assumptions, etc. Soon enough the person who we thought doesn't like us will indeed start not liking us. A feedback loop forms that creates a world fully consistent with our own context.

Science has proven over and over again that our mindset influences our body. The placebo effect, for example, is the most documented correlation in all of medicine. If you give someone an inert, inactive pill that the person believes will improve his condition, his or her condition has a high tendency to improve. We

shape our reality in incredible ways that science can show, but not fully explain.

So, if we can learn to shift our context, we shift how we see and shape our world.

Most of us see our body as something we have. Our perspective is different: *we do not have a body, we are a body.* Even though the business environment and the daily actions required in business may seem intellectual or strictly mental exercises, our context and mindset arises in and through the body, shaping all of our decisions, actions, and interpersonal communications.

This idea might seem quite radical in a modern mechanistic worldview where we abide by Rene Descartes' words, "We think, therefore we are." Descartes' words were symbolic of the birth of rationalism and the subsequent divorce of mind and body. Ironically, modern science, a direct offspring of rationalistic thinking, is now definitively showing that all of our experience happens from within the framework of the body.

For example, in one research study, people were sitting in a waiting room and were asked to take a pill in preparation for the experiment. For some, the pill was inert (a placebo), but for others, the pill slightly increased their heart rate. People that were given the heart-rate increasing pill had a much higher tendency to be anxious and report being nervous about the experiment. The sensations they felt in their body impacted how they were seeing and experiencing the world. The placebo group did not report anxiety.

In another study, when participants hold a pencil in their teeth engaging the muscles of a smile, it increased their reported happiness.

They comprehend pleasant sentences faster than unpleasant ones. And, it works in reverse: holding a pencil in their teeth to engage the muscles of a frown has them comprehend unpleasant sentences faster than pleasant ones.

We are “structurally determined” creatures. The shape of the body itself—posture, breathing, facial expressions, neuronal pathways, etc.—gives rise to our experience of life.

“The body is the living shape of the self.”

Jeffrey Maitlin,
The Spacious Body

Renowned leaders often talk about leading “from their gut” and following their instincts. We now know that there is a reason that this is so effective: our bodies have information that we can access if we slow down and learn how to listen.

Research suggests we have cells throughout the body that resemble human brain cells in shape, size and function. Biologist and researcher Dr. Candace Pert reveals that most of these cells are clustered in the gut and the heart and operate much like a second and third brain.

When we assume the body is simply a complex and perhaps even cumbersome transportation system, we are missing huge amounts of information – data, intuition, deeper knowledge, etc. – that is constantly being offered by the body.

When we take the time to get acquainted with our bodies, we get access to huge amounts of subtle but relevant and important data. This can translate to intuition, knowledge, and even wisdom that can be of great service to the wholeness of our self and of course our leadership.

Even though cognitive biologists like Humberto Maturana and Francisco Varela will tell us we are structurally determined and limited, we are also tremendously elastic and malleable. We can and do change and this changeability is as much a part of our biological imperative as is stability. Knowing how to work skillfully with the dynamic tension between stability and change is a key ingredient to the art of embodied leadership and stepping into a mind/body of sufficiency and center.

It is important to become an observer of how we are participating in creating our world. That world—an amalgam of our structurally-determined bodies, our contexts, our thinking, and our feelings—impacts how we relate to our employees, and how we relate with managers, spouses and children. Once we can see and feel all the parts of the whole, we can learn to shift ourselves and leverage our elasticity. This gives us tremendous power in the face of being an embodied human. There are specific steps you can take to shifting your own mindset.

Six Steps to Shifting to a sufficiency Mind/Body State

1 Observe your patterns under pressure, in both your behaviors and in your body:

Although you may be eager to create change, first you have to learn what you do when under pressure. Only by becoming aware of these patterns, can you change them. We distinguish this from learning about *why* you do what you do. That is the work of psychotherapy. In our investigation, we ask you to turn

your attention to *how* you do what you do. And you can begin by being curious about your own reactions within the pressure of daily life, the modern day equivalent of the tiger chasing us in the tundra.

After something happens, ask yourself how you responded. How did you respond when asked to innovate, do more with less, were given bad news, or felt threatened? Did you:

- Move faster and make quick decisions? Or hold off on important decisions?
- Get bossy and bark orders? Or pull back with a wait & see attitude?
- Delegate more? Delegate less?

Although everyone’s expression is unique, there are a finite number of patterned responses to the pressures we face. When the sympathetic nervous system is aroused, heart rate increases, respiration rate increases, and cortisol, a stress hormone, is released into the bloodstream. Essentially, the body prepares to react. What happens next varies by person, but almost always, people react in one of four ways:

1. **Fight:** Push for what you want, often through attacks, getting bossy, etc.
2. **Flee:** Although it might be “running away,” flee almost always looks like someone trying to end the conversation quickly. They may make an excuse to end the meeting or may appease the other person so that they can leave.
3. **Freeze:** This is when the brain responds by simply taking your thoughts away so that you don’t act or do anything to worsen the situation. You may find yourself

speechless, unsure how to react, or caught like a “deer in headlights.”

4. Flock: You scramble to find other people that are in your “in group” and associate with them. In our experience, flocking is more often done by women than men.

Which of these do you most relate to? Where awareness goes, attention flows.

2 Catch yourself in the act. Be aware, in the moment, of how you are responding

Once you are aware of your pattern, you can see it in action – how it functions and how it hijacks your best intentions. In the beginning, you may notice the pattern long afterwards, then you’ll get better catching yourself just a few minutes into the reaction, and then finally, you’ll catch yourself just as the reaction is arising. Once you can catch your pattern in the act, rather than just react from within your pattern, you can use that awareness to shift your attention. Choice and power start by catching yourself in the act.

3 Center yourself

When you catch yourself in the act, you have the opportunity to choose a new behavior from a centered and powerful place. Instead of reacting from being off balance, center yourself first, so that you can move from a place of clarity, openness, strength, and determination.

We center ourselves by dropping our attention into our anatomical center of gravity, usually around the belly area. From center, we can generate momentum with ease, power, and economy of movement. In Ai-

kido and in other Asian martial arts and traditions, the anatomical center—the *ki*, pronounced “key” – is where we have our greatest life force. Coming from the center or the *ki* opens up new possibilities that require less force because we can access our natural power. With practice, centering takes only a short moment, often with breath and attention. Over time we can become agile at shifting from a survival/scarcity/fear biology and mind state to a place of center and a mind state of sufficiency.

With training this becomes not just a good idea or concept but an actionable set of practices a leader can use to create the mood, direction and trajectory of a top performing team.

Human beings are an “open loop” system, which means our nervous systems are greatly influenced and impacted by other people, and vice versa. We tend to mirror each other.

David reacted to the CEO’s response with a mild fight response – as a result, he was going to try to get the CEO to change his opinion. If he catches himself in the act, he will notice that he wants to push back. He will pause, center himself, and then decide what course of action is really best in the situation.

4 Open with width & a relaxed stance

Where our attention goes, our energy follows. Instead of focusing on the boundaries and constraints of a situation, start by focusing on the possibility

and opportunity. Somatically, this is placing attention on your breadth and widening your physical frame and field of vision – literally relaxing your eyes so that instead of being narrowly focused, they are soft and you are able to take in a lot of peripheral information. Hunters use this technique so that they don’t spook their prey.

As you soften and release—opening instead of contracting – you are cultivating the leadership mindset critical for leading yourself and others through change. Relaxing under pressure opens up new actions and possibilities, and creates a wider perspective so that you can see the forest through trees, choose the best course of action, and then change direction whenever appropriate.

If David softens, he will start to see that there are many choices available to him. He could push back, but there are many other actions he could take instead, including doing more research, engaging others, etc. With a relaxed, centered stance, David realizes that there is no need to resist the initiative immediately. Instead, he’ll collect more information and re-evaluate the situation when he knows more.

5 Connect

We are all connected already, but in times of crises, we often disconnect. Articulated so beautifully by Martin Luther King, Jr., even when we think we are not connected, we are deeply affecting one another.

“Whatever affects one directly, affects all indirectly. I can never be what I ought to be until you are what you ought to be. This is the interrelated structure of reality.”

Martin Luther King, Jr.

In our leadership case, David’s

mind/body will impact everyone on his team and the people around him.

Human beings are an “open loop” system, which means our nervous systems are greatly influenced and impacted by other people, and vice versa. We tend to mirror each other. Spouses’ heart rhythms start to match. And if two people are sitting in a room, the electromagnetic energy (as measured on an EKG) of one person’s heart impacts the other persons. Changes in one person’s EKG are seen and can be measured in the other person’s EKG.

Likewise, when a baby comes in contact with a primary caregiver, the baby’s heart rate changes, relaxation hormones are released, and blood pressure changes. This reciprocity in our regulatory systems does not change when we reach adulthood. While we do learn to self-regulate, we remain an open loop, influenced by the nervous systems around us.

“Adults remain social animals; they continue to require a source of stabilization outside themselves. That open-loop design means that in some important ways, people cannot be stable on their own - not should or shouldn’t be - but can’t be. The prospect is disconcerting to many, especially in a society that prizes individuality as our does. Total self sufficiency turns out to be a day dream whose bubble is burst by the sharp edge of the limbic brain. Stability means finding people who regulate you well and staying near them.”

Amini, MD, Lannon, MD,
and Lewis, MD,
A General Theory of Love

This has huge implications for leadership. If your body as a leader

is contracted, shaped by scarcity, fear or cynicism, how capable will you be of inspiring others to change? And if the leaders in your organization have the mind/body of scarcity, the whole organization will mirror that mind/body.

To shift yourself most quickly from one mind/body alignment to another, we assert that the most effective and efficient way is through the body – by practicing something new and learning how to use the plasticity of our body/mind to access new mind states, new behaviors, and therefore new worlds.

Leadership at its best is with full awareness of this connection. By skillfully cultivating their open loop nervous system, leaders can inspire others, build trust, and move people into action in the face of ambiguity and challenge.

Even through difficult conversations, it is possible to maintain a connection with the other person while also being tough on the problem itself. David can push back on his CEO while maintaining his connection with him. This will generate an engaged conversation where both the CEO and David can learn together.

6 Investigate what is enough and where is enough already present:

The art of leadership starts with relaxing under pressure and inviting leaders to investigate for themselves when there is enough: enough change, enough pressure on the team, enough direction, enough empowerment, enough delegation, enough tough

love, enough stretching and reaching forward. With too much of any of these, we flood ourselves and our team members, causing them to resist.

Too little attention or care or pressure and the system remains so stable that nothing moves forward. Just enough and we can maintain connection to ourselves and others, and invite them to shift with us.

As Buckminster Fuller suggested 50 years ago, if you stand in the reality that there is already enough – food, water, clean air, goods, etc., and *you* are already enough as an individual – many subtle and not so subtle shifts in body, mind, and behavior ensue.

If we could get inside David’s body/mind, we would see that the reason he thinks the company’s international expansion is a bad idea is partly generated from self-doubt. He wonders if he’s a good enough leader to pull this off. If David allows doubt and scarcity to prevail as his fundamental state, this will have tremendous impact on his approach. It will influence the questions he asks, and ultimately the mood of his whole team. He may go to one of his teammates and ask, “Do you think we can pull this off?” This very question is projecting his doubt. Instead, if David is standing in sufficiency and coming from a clear, connected, and open space, he would ask a forward-looking question, such as “What ideas do you have to successfully make this happen?” A question like that will generate a different mood – one of possibility, and a different response – one of new information, in the conversation.

If your body as a leader is contracted, shaped by scarcity, fear or cynicism, how capable will you be of inspiring others to change? And if the leaders in your organization have the mind/body of scarcity, the whole organization will mirror that mind/body.

As the Zen master tells the student: “Not too much suffering so that the student is flooded and unable to learn and not too little so there is no incentive to practice. Just enough suffering so that the student may fully awaken.”

Summary

These six steps are practical ways to find your center in the face of a difficult situation and have more choice. By practicing a sufficiency mind/body alignment in low stakes conversations, it is more likely you can generate that mind/body when the going gets tough. Identify your core pattern of relating under pressure, and design a regimen that cultivates a more desired pattern:

1. Observe your patterns under pressure – in your behaviors, thoughts, and in your body
2. Catch yourself in the act.
3. Center yourself

4. Open with width and a relaxed stance
5. Connect
6. Investigate what is enough and where is enough already present?

We all lose balance. There is a story of a student standing in front of Satomi Sensai, the founder of Aikido, who asked, “Sensai, why is it that you never go off center.” He looked at the student and replied, “It’s not that I don’t lose center. We all do. It’s just that I come back to center faster.” This is the result of lots of practice. Fears, contraction and moments of scarcity will inevitably arise no mat-

ter how skilled you are. The goal is to regain your balance quickly.

Working through the body is a potent gateway to reshape your context and capability to embrace change, inspire others, and reach goals greater than you previously thought were possible. When physical patterns, mental clarity, emotional acumen, and spiritual connection are all lined up, you can increase your ability to produce results and inspire others to do the same. By practicing these steps, you will be able to stay centered, open, and connected in a much wider range of situations and engage with choice from a sufficiency mindset.

As with all arts, those who practice wholeheartedly and with rigor rise to the top of their game. Being masterful at leading others from a centered place is a task well worth the effort. ■



Jennifer Cohen, a Somatic Coach and Transformational Leadership Faculty member with Mobius is a leadership and organizational coach and consultant with over 20 years in the field coaching individuals and groups. Jennifer’s fresh approach is informed by

communication theories ranging from quantum physics and philosophy to neuroscience and Somatics. She loves working with entrepreneurs, visionary thinkers, and leaders who know they must develop the capacity to shift with this quickly changing landscape.

Jennifer is certified as a Master Coach by the Strozzi Institute for Learning and Mastery, where she studied for more than a decade. She is the author of the chapter “From Surviving to Thriving” in the book *Being Human at Work*, edited by Richard Strozzi Heckler. She has a master’s degree in Applied Psychology with an emphasis on systems theory from the Antioch New England Graduate School, and she did her undergraduate work in philosophy at Oberlin and Barnard.



Jason Gore, a Mobius Consultant and Coach, specializes in helping organizations achieve business results by improving communication, collaboration and negotiation skills. He has been leading training programs, managing change initiatives, and facilitating executive retreats since 1993.

Jason teaches negotiation, conflict resolution, and collaboration programs globally for corporations and non-profits. Academically, he has taught Negotiations as a Graduate Student Instructor at the Haas School of Business and at Harvard Law School as a TA. He also taught Organizational Psychology at the Institute of Transpersonal Psychology. When not teaching, Jason spends much of his time facilitating executive and board retreats.

Prior to teaching and facilitating, Jason was a consultant specializing in restructuring Fortune 500 companies. Jason earned a B.A. in Psychology from the University of Pennsylvania focused on interpersonal dynamics and holds an MBA from the Haas School of Business, U.C. Berkeley, focused on business strategy and organizational development.

Do It Anyway

*People are often unreasonable, illogical and self-centered;
Forgive anyway.*

*If you are kind, people may accuse you of selfish, ulterior motives;
Be kind anyway.*

*If you are successful, you will win some false friends and some true enemies;
Succeed anyway.*

*If you are honest and frank, people may cheat you;
Be honest and frank anyway.*

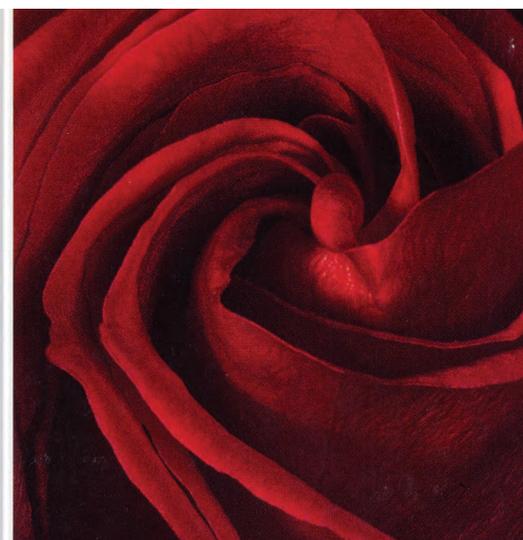
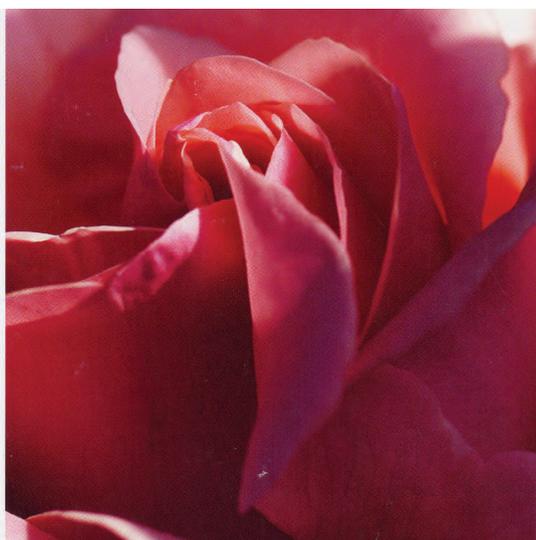
*What you spend years building, someone could destroy overnight;
Build anyway.*

*If you find serenity and happiness they may be jealous;
Be happy anyway.*

*Give the world the best you have, and it may never be enough;
Give the world the best you've got anyway.*

*You see, in the final analysis, it is between you and God;
It was never between you and them anyway.*

– Mother Teresa



Leadership Embodiment: An Interview with Wendy Palmer

by Robin Athey, Senior Consultant, Mobius Executive Leadership

Eight years ago, while I was leading Deloitte's global research on organizational performance, I came across the work of Wendy Palmer, a sixth degree black belt in Aikido. I was struck by Wendy, who in her 60s could still toss 250 pound men. But what really caught my attention were the power, elegance and practicality of her work.

We know how important it is for leaders to see the big picture, to include others, to make wise decisions, and to take clear action—especially under pressure, when there are no easy answers. Here was a practice that taught leaders how to build these leadership capacities by embodying them – not just thinking about them. In essence, leaders could 'reprogram' unskillful patterns to consistently take wise and effective action, no matter the circumstance.

I was delighted by what I learned, and so were hundreds of other leaders I witnessed that day. The results are immediate. And the practice is easy to integrate into daily life, whether you're in a board room or with your spouse. It has profoundly shifted my own capacity for leading during crises.

For over a decade now I have been scouring the globe, seeking the most powerful approaches to cultivate leadership and innovation for a sustainable future. I've directly experienced and certified in dozens of these methods, including Leadership Embodiment, which I now teach. It remains at the top of my list.

Robin Athey,
Transformational Leadership Faculty for Mobius

The below article is a Q&A with Wendy Palmer, excerpted from her forthcoming book *Wisdom to Go: How the Way we Sit and Stand Changes the Way We Think and Speak*

Q Wendy, What is Leadership Embodiment?

Formally speaking, Leadership Embodiment draws on the traditions of Aikido, a non-aggressive martial art, and mindfulness practice to offer simple yet deep techniques that help you recognize how your mind and body habitually react to pressure, and to access more skillful and unified responses.

What we do is study the body's response to stress. By doing this, we can shift our patterns, because the stress response shows up in the body before it arrives in our conscious awareness. It may seem unlikely that we can transform ourselves. But we have proven that it can happen. By recognizing our patterns at the very beginning (as they show up in the body), and learning to be friendly toward them, we can make a clear shift to center – which accesses our higher functioning brain.

When we do not explore our bodily responses under stress, we are often relegated to laminating nice

behavior on top of a basic survival reaction. It is never pretty when the laminate breaks and the reactivity rushes out. We want to consistently act with confidence, compassion and wisdom. So we study ourselves and train in a practice we call centering.

To train, we simulate stress in two-person exercises. One person applies mild physical pressure to another. This flushes out a pattern. The person receiving the pressure learns how to become friendly and familiar with it, and practices shifting to center – while under pressure.

Stress shows up in the way our bodies organize, more than in the stories or feelings we have about what is happening. We can never analyze our way out of stress. However, by reshaping the body, we can profoundly shift our response. And by simulating pressure, we are taking a shortcut to re-pattern people's conditioned responses. In this work, rather than ask "What do you feel?" we ask, "What shape is the body taking?"

Q In *Leadership Embodiment* we focus on many qualities that are important for leaders, such as seeing others' perspectives and advocating a point of view. You also place a lot of attention on Inclusiveness and Presence. How do you describe these?

We all recognize how important it is to collaborate and work together in organizations. Inclusiveness is the energetic aspect of collaboration. As a coach and facilitator I am often asked to help leaders increase their Leadership Presence, that is their ability to be expansive and inclusive while keeping attention to details. Presence

is an important non-verbal capacity that can significantly influence any work outcome, whether it's a board meeting, a performance review, a presentation, or writing an email.

Inclusiveness

Inclusiveness is the non-verbal message, 'We are in this together.' Every leader knows that people will work harder if they are inspired and feel included. But just knowing this and thinking about it doesn't make it happen. The question we ask is, 'How do you increase your capacity to inspire and include in stressful situations?'

Leadership Presence

Think of people who are good at leading. What do you notice about their leadership presence, their non-verbal behavior – posture, body language and most important of all, the way they occupy their environment? Relating to our environment as an extension of ourselves is what neuroscientists call 'peripersonal space.' To get a sense of what I am talking about here is an explanation from *The Body Has a Mind of Its Own* by Sandra and Matthew Blakeslee.

"Put your arms straight out in front of your body, as far as they can reach. Keep your hands flat, fingertips extended straight ahead. Now wave your arms up and down and sideways..... This is the personal space around your body—what neuroscientists call peripersonal space—and every inch of it is mapped inside your brain. In other words, your brain contains cells that keep track of everything and anything that happens within the invisible space at arm's length around your body."

–*The Body Has a Mind of Its Own: Highlight Loc. 1988-93.*

Although the following quote per-

tains to athletes, it can also apply to leaders. We all know leaders who fill a huge space with their presence.

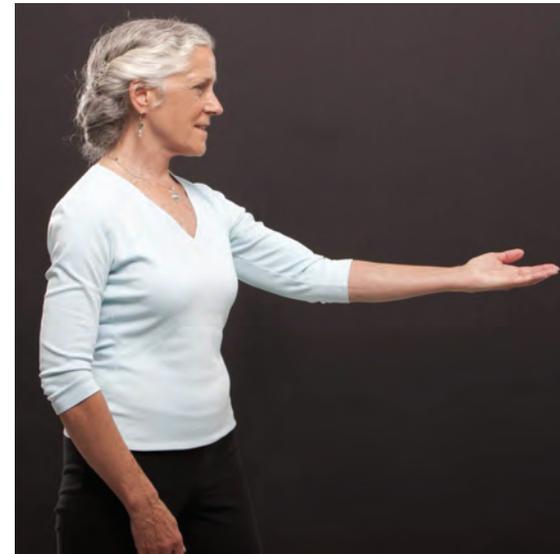
"When athletes are on the court or field, they are mapping the space around them and people in that space in ways that most of us cannot match. Their personal space and body maps, along with a newly discovered mapping system called grid cells, seem to be exquisitely developed, which may be one reason they score so many baskets and goals."

–*Highlight Loc. 2011-13*

For great leaders who have a developed *leadership presence*, their field of awareness is larger than those who seem less expansive. A strong leadership presence can create a feeling of inclusion for others. Whether the interaction is in a meeting room, a big auditorium or a conference call, the group has an experience of being included in that leader's personal space. When this occurs, people have a felt sense that they are part of something bigger than just themselves. They feel a sense of connection that is the antidote to a feeling of isolation and separation.

Have you ever been in a place where you could feel someone's presence? Have you been near someone who was very happy or angry and you could feel their energy radiating out into the room? Their presence affects you and others in the room without saying a word. How can you manage your personal energy so you can effect your environment in a positive way, non-verbally?

This is what we practice in *Leadership Embodiment*. Some people have asked, "How big can my space get?" My answer is, huge. Think of the Dalai Lama or the president of



a large country when they speak in front of tens of thousands of people. I have been in a crowd with about 25 thousand people when the Dalai Lama was giving a talk. His presence was palpable and it affected everyone in the room. His leadership presence is huge and has a positive affect on thousands of people at the same time. He has practiced and continues to practice many hours a day to maintain his strong and vivid presence and the message implied is, 'we are all in this together.' His brain continues to map everyone as being in his personal space. You may not be able to match the expansiveness of the Dalai Lama's leadership presence but you can strengthen and increase a more expansive presence starting with what you have right now.

Here is a great way to grow your presence. Whenever you enter a room look at the corners, assess the size of the space and then extend your personal energy to fill the room expanding out and into the corners. Then anyone who enters that room will be welcomed into your personal space. You will automatically be giving them the non-verbal message – we are in this together.



To develop this capacity for leadership presence it is helpful to study what gets in the way. That is, what keeps you from showing up as a leader living up to your full potential? To learn how skillful and unskillful behaviors manifest in the day-to-day stresses of leading, we distinguish between reactive and pro-active behaviors. In this model they are called *Personality* and *Center*.

Personality

As a leader you affect the people around you. When you are centered, clear and confident, things can go well. But when you become stressed and overwhelmed you revert to baseline survival reactions, some variation or combination of flight, fight, and freeze. This is personality responding to stress. We develop these patterns in early childhood in an attempt to have more security. Children want the maximum acceptance and approval, and minimum criticism and abuse, from their family members.

Personality is the part of you that focuses on managing the stuff of

life – people, things and concepts. It is afraid of loss; it is always looking for security. You each have a particular way of organizing your body energetically to achieve maximum security and minimize perceived threats. When you are under pressure or stress, your muscles constrict and your perception narrows. This somatic constriction triggers a shift from connection to individuation. Suddenly you are isolated and must manage the world around you.

This pattern shows up in your body before it comes to conscious awareness. You know this because small children and animals know before you know when you are mad, sad, glad and afraid. By the time you realize that you are irritated, you have been running that energy for between 10 and 30 seconds. However, if you can tune in to your body's energy patterns, you can recognize your stress response before it gains momentum. It is easier to shift it when it is still in the beginning stages. In other words, when you notice the tendency of a pattern beginning, you can offer your body an alternative energy pattern. We call this alternative pattern *Center*.

Center

If *personality* references on managing things, then *center* focuses on interconnection, and the expansiveness and fluidity of space. Space is the common element that unifies everything in existence. There is more space than particles everywhere in the universe, even in our bodies. Remember learning in grammar school that everything is made up of atoms? An atom contains protons, neutrons and electrons, but is primarily made up of space. When a

person studies an art – music, poetry, painting, sculpture and photography – they are taught about space. The utilization of space enhances objects, words and notes. It also activates a perception that can calm or stimulate the nervous system, which effects how we relate to a word or object. It is simply not true that things are solid and that space is empty.

Our premise is that space contains an intelligent self-organizing principle. You may have experienced this self-organizing intelligence at times when you were working (perhaps even struggling with a task) and suddenly it became easy. This phenomena is called the 'zone' in sports and the 'flow state' when it appears during mental work. It is a shift from exertion to effortlessness and is often described with phrases such as – “suddenly there was plenty of time and space and everything became clear and easy.”

Our experience has shown that the practice of centering restores the capacity for long-term, higher functioning aspects of the brain such as big picture thinking, innovation, morality and intuition. Stress mutes these higher functioning capacities and activates short-term survival aspects of our brain such as narrow focus, hyper vigilance and defensiveness. By essentially shifting the energy in the body from contraction (narrow focus) to expansion (big picture thinking), we access far more resources, allowing us to lead more effectively. We also shift the way our three major centers –head, heart and core – respond to internal or external input. Our head shifts from control to perception, our heart shifts from approval to compassion, and our core shifts from safety to confidence.

Understanding the need to shift with your mind is not enough. If understanding was enough then you could simply read about how you should behave and manifest that behavior any time. Clearly that is not the case. Your *body* needs to understand how to activate expansive confident behavior – and here is the important caveat – while under pressure, in stressful situations. And so we return to the importance of practice and repetition.

Q Will you share more about the importance of practice and repetition?

Just like a muscle, your leadership presence can be strengthened and developed. And like any muscle this occurs through practice – and practice is training sustained over time. In his book, *The Talent Code* Daniel Coyle clearly stated the importance of repetition.

“There is, biologically speaking, no substitute for attentive repetition. Nothing you can do—talking, thinking, reading, imagining—is more effective in building skill than executing the action, firing the impulse down the nerve fiber, fixing errors, honing the circuit.”
– *The Talent Code*, Daniel Coyle

Statistics differ on the amount of repetition it takes to become fluent in a new response when you are in a threatening situation. The US military says it takes about 500 repetitions to be able to repeat an action fluidly—and about 5,000 repetitions to repeat the same action fluidly in a stressful situation. Malcolm Gladwell says that it takes 10,000 hours. And some brain scientists say that it can take 100,000 hours for a response to become a reflex. In any case we are talking about a lot of repetitions.

The good news is that each repetition of the exercises we do in this work can take just five to ten seconds. So depending on how many times you practice each day, you can get to 5,000 in a few weeks.

Because so many repetitions are needed in order to make the centered state a valid option it is important that the centering process be quick, easy and appealing. The last thing you need is another chore and so make sure that centering doesn't become a chore.

To allow the brain to access the creative, innovative and inspired part of its capacity, it helps to have a focusing device.

Here is a quick three-step practice:

- Uplift your posture,
- Extend your personal space to fill the room
- Relax your shoulders

When you do this practice, you change the way you are organizing your energy which can actually change how you access parts of your brain.

We can think of the practice of strengthening center as working with numbers, percentages. For example, I can ask myself, “On a scale of one to 100, what level of intensity is a situation?” Let's say that the situation is a 75 and I can only activate 65 watts of center. I will likely revert back to personality. On the other hand if the situation has 50 watts of intensity, then I will probably be able to maintain my centered state and listen and speak with clarity and presence.

The good news is that the more we practice, the stronger our center becomes. We can raise our numbers. Soon 75 watts of intensity are workable, the bar has been raised and we start practicing for 80's. ■



Wendy Palmer, a member of the Mobius Transformational Leadership Faculty, holds a sixth degree black belt in Aikido and has practiced mindfulness for over 30 years. She has worked with executive teams and individuals for Twitter, The Gap, NASA, Oracle, Genentech/Roche and The Daimler Chrysler Group. She is also an author of two books, *The Intuitive Body* and *The Practice of Freedom*.

This article is from a book she is currently writing – *Wisdom to Go: How the Way we Sit and Stand Changes the Way We Think and Speak*.



Robin Athey, a Mobius Senior Consultant, co-creates cutting-edge leadership development programs, coaches executives, facilitates groups and leads public workshops. Over the past 27 years, she has led global research in organizational performance at Deloitte, been a VP Production at Cole-Haan, a consultant with Kurt Salmon Associates, published dozens of articles, lived and worked

in 28 countries, been a fellow at Harvard University, and become committed to daily meditation, yoga, and Aikido warm-ups.

Somatic Leadership

by Fred Mitouer, Founder, Transformational Bodywork and Member, Mobius Transformational Leadership Faculty

Many years ago while hiking, I was scratched by a stinging nettle. Another hiker passing by noticed my dilemma, took out his knife, cut the stalk of the nettle and scraped out some of the pulp, then deftly applied it to my wound. Immediately the pain vanished and left me not only relieved but also with this insight: A precious gift awaits each of us in

the very center of our emotional wounds. If, for example, our wounds are anger based, then forgiveness lies in the core of our anger; if our pain is fear based, then faith can be found in the heart of that fear. By running from the emotional or psychic pain of our wounds, we miss an incredible opportunity to deepen our life experience. Ironically the running

both intensifies the emotional pain and also depletes the body's energetic resources.

In contrast, by choosing to directly explore the nature of our wounds, we can discover deep insights about our personal realities and about life in general. More significantly, the rewards for taking this journey go far beyond expanded awareness. Our

Somatic Leadership By Fred Mitouer, Ph.D.

At the birth of this millennium, *Yoga Journal* featured my writing about my hands on work of changing lives by transforming bodies in the article that follows this essay. Since then, much has changed in our socio-economic world, especially in technology and in our scientific understanding of the relational dynamic between consciousness, molecular biology and psychological states of awareness.

Today we are witnessing a much wider appreciation of what it means to be somatically intelligent, as we have earlier discovered with *emotional intelligence* and *social intelligence*. And this is good news for all of us who have lost faith in the human adventure.

Although “Somatic Intelligence” is not exactly a buzz word yet — like *transformation* has become, as of late—it will. And with it, a whole new appreciation of what the body has always offered up for our enlightenment—personally and collectively. Simply stated, it is *presence*. To be present is to be right here, right now—not somewhere else or in some memory or fantasy but to be seated in this breath, and this breath, too.

It sounds so simple, doesn't it?

But ask anyone who has sat in meditation for an hour, or a day or a week, how easy it is for them to get distracted by thought forms of past and future that arrive all too quickly. It is because of this top centered consciousness that we have to work so hard to get present. And it explains why everything is so *psychosomatic*—to make the body based experience a very mental confabulation.

But what if...

What if the truer of the consciousness networks was actually the world of *somato-psychic* phenomenon—more of the “bottom-up” way of knowing, not unlike the way a plant grows from the “bottom up” to meet the light—wherein our symptomatic thought forms that we identify with can be seen arising from our body's configuration patterns from genetic propensities to the cellular memories of our physical life experiences.

Imagine that.

For almost four decades now, as a bodyworker I've been mining the somato-psychic consciousness of the human journey through many thousands of people; and I find it heartening to witness the rising placement of body-based insight that is now evolving within the cultural zeitgeist. And I dare say, it gives me hope that we, as a species, might awaken, hopefully soon enough, to not self-destruct. But for this to take place we need to grow our collective body wisdom through our personal cultivation — each individual in his or her own way.

For this to happen we need somatic leadership that can inspire the kind of mutuality and collaboration that leads to enhanced ways of socializing in all areas of human endeavor — especially in the business culture where most of us, out of necessity, are stake holders in our own experience.

Surely an emotionally healthy workplace where personal satisfaction and even fulfillment are present is a most worthy goal. But what inhibits this from manifesting—even when we “know better” intellectually, are the archaic somatic patterns that habituate us from earlier times in our lives but still hold sway. Indeed, many of our habits are just coping patterns while others, which may have once been creative, are no longer appropriate to the circumstances presenting themselves in the present moment.

It is humbling to realize that change and transformation doesn't happen simply because we intellectually “know better”. Understanding this is of small consolation when we watch missed opportunities pass us by as we observe the “stuckness” in ourselves, and our colleagues and, thus, in our situations. We watch an emotional outburst or a streak of shyness in us, (or in a colleague), sabotage an otherwise promising moment; we act impetuously or over promise what we can deliver because we misread our actual resources such that our eventual actions don't match what we had envisioned. The resulting chasm between the “possible” and “what happens” can be narrowed and traversed if we knew more about how to read our body's *Book of Knowledge* with greater literacy.

senses become more acute because our life force is not being consumed by wound maintenance; and our feeling life becomes a rich and spontaneous realm where we can re-create and learn how to co-create with this mystery we call our life.

But first things first. What is a wound?

A wound is an energetic constriction of life force. Wounds can be temporary or long term. When healing energy makes contact with

a wound, a cleansing and rebuilding experience naturally occurs. This happens on biological, psychological, emotional, and spiritual levels which mutually reinforce one another. When healing energy cannot make contact with the wound, for whatever reason, the wound is isolated from cleansing and no rebuilding can take place. The unhealed wound must then be managed.

Managing unhealed wounds becomes, over time, a lifestyle char-

acterized by coping behaviors and unconscious reactions. This state of woundedness is crippling to the spirit, depleting to the physical body, and sadly is the source of humanity's spiritual malaise and social decay. But there is another kind of wound, or perception of our wound, that need not be crippling and that, ironically, is the source of great healing. The "fertile wound" occupies the painful territory between the emotional and psychic dimensions of >>

The body language is rich with sensation and meaning that is accessible to any human being willing to invest the time and energy to learn the language. Sensations are the letters of the somatic alphabet and meaning is derived by the consciousness that reads the "words" made up by these letters. Hence a real and important story is told at an energetic level that bears much insight, promise and empowerment to those with somatic literacy.

Obviously, the various traditions within the hands on healing arts and martial arts have the most to contribute to this end but there are *tuning in modalities* that can also be quite effective such as breathing awareness, bio-feedback and mindfulness meditation. The primary reward that comes from these engagements is the cultivation of the inner witness—and from this we are able to respond, rather than react, to all kinds of external stimuli. This ability to respond makes us *responsible* and we are perceived this way thus creating the psychic environment for natural leadership to emerge within a social dynamic.

To summarize:

- 1) Human perception and behavior takes place on a great many subconscious levels that we often overlook. As a result, our ignorance about how to perceive and act in the present moment—appropriately in the "here and now"—accounts for the many and expensive missed opportunities that abound in our collective lives.
- 2) Core to somatic literacy is the capacity to recognize the energetic semantics of body sensation.
- 3) When an individual or a group becomes somatically literate, presence increases thereby developing leadership qualities in individuals and greater cooperation and cohesion in groups.

In the stories in the *Yoga Journal* article, there are examples of how emotional memory is accessed through the skillful means of Transformational Bodywork. Each of those individuals moved through his

or her unconscious material to become leaders in their respective lives and also more effective and compassionate participants in their families and communities. And they did it rather quickly and dramatically. And the results were permanent because the body reprogrammed itself in holistic ways from the bottom up—or, more accurately from the inside out on a cellular level—in a word, "somato-psychically."

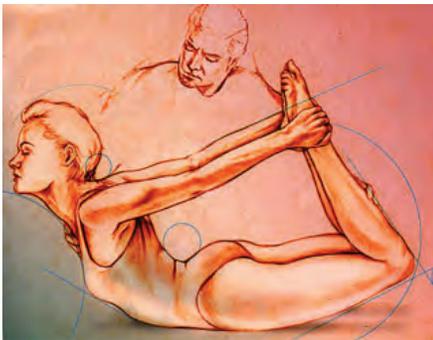
I believe that we humans don't need more information from without but rather real wisdom from within in order to fashion the better world we yearn for but mostly pay lip service to instead.

I believe that by cultivating somatic intelligence we can invoke the best promise for this "better world." And, though it will take some real work from us to achieve, my own experience has given me a measured optimism.

Today, we see healing and therapeutic human touch everywhere from corporate settings to airports—at the same time we have watched insurance companies follow the discretionary spending of millions of people who have sought alternative health care because of their disillusionment with the American medical arena.

The macro-trends for this increased body-based awareness are encouraging; but the challenge I see is that the human ego structure cannot be fully trusted unless it is challenged in new ways by our higher bodymind consciousness. I speak here of the need to understand our shadow impulses that also live within the cellular matrix of our human bodies. Unless we tackle our wounded natures at their core, we run the risk of turning all of our body based questing into yet another self-indulgent fantasy of congratulatory vanity.

If we are honest about our personal and collective shadow worlds—and address the propensities for manipulation and aggrandizement that reside therein—then there is real hope that we might actually learn to tame the dragon within and humbly embrace humanity's great challenge: to heal into oneness so that we can live in alignment with the laws of nature and thrive.



our mortality, most notably our felt sense of separateness in this world and, concurrently, our hunger for the experience of unity to assuage this feeling of separateness.

Unlike the unhealed wound, in which we identify with our pain, become bonded to it, and feel victimized by it even as we numb ourselves to it, the fertile wound opens us to feeling our pain in a way that opens our hearts, tempers us, and reveals to us what exactly needs to heal. This revelation is simultaneously humbling to our notions of self and empowering to the evolution of soul. What catalyzes this revelation is usually a shift in perception, somewhat analogous to seeing the glass half full rather than half empty.

Yoga and massage are transformational practices that can serve as catalysts for shifting perception because they can bring the experience of unity to the physio-emotional sense of separateness. With these practices we have the capacity to bring core vulnerabilities to the surface where they can be successfully channelled into personal strengths. In a quarter century of practicing bodywork, I have found that skilled loving touch can facilitate this shift in perception and help people transform their pain into a deeper understanding of their possibilities for happiness. Most of us who have been on a personal healing journey have realized that when

the body is left out of the therapeutic equation, deep cellular angst remains in our energy field, ready to present itself in yet another configuration.

Physical touch that is aimed at neuromuscular holding patterns can interrupt this cycle of angst and create a shift in a person's life on all levels. By probing muscular armature to find the "resistance wall," a practitioner and subject can uncover an aspect of personal history that became frozen behind that wall. Through breathing into the resistance, an energetic charge can build from inside the subject's musculature. Simultaneously, the practitioner can soften and erode the hardened muscle wall until the held back energy breaks through and reveals a whole series of emotions, thought forms, and dynamic impressions. Underneath all of these is usually a yearning for freedom and a hunger for unity.

Softening Your Body Armor

Many years ago along with my yoga teacher, Tracey Coddington, I developed a form of yoga massage called Transformational Bodywork, which is more an "approach" to healing the body/mind split than a "technique." Essentially it involves massaging



a person's musculature while he is engaged in a yoga asana. However, unlike most yoga orientations, which focus upon performance of a particular asana, yoga massage is aimed at helping an individual work his muscular threshold into a multi-dimensional release, an experience that is rich with emotion, physical change, and psychological insight. By riding the breath while I manipulate the muscle origins, bellies, and tendons, the person begins to play with his therapeutic "edge." The client and I work this edge into a breakthrough consciousness. This shift in awareness evokes personal transformation and invites fresh physical, psychic, and emotional possibilities.

When I do yoga massage, I contact the muscular tension of my client's body by facilitating his achievement of a particular asana. Each person's muscular tension has a unique electromagnetic charge that is his personal signature. To sensitive hands, this charge can be read as an intimate expression of a person's energy moving outward against the organic envelope of his muscular walls, much like the air pressure within a balloon moves against the inner walls of that balloon. When the inner pressure grows to a point of alarm, the individual's muscle walls harden to adequately contain the energy or repress it. Over time these muscular walls become an armature that holds onto dangerous feelings.

My job is to neutralize the danger and accentuate the opportunity for change. I feel for many things that are clues to this person's state of being. Certainly the quality of respiration is one factor, but there are numerous physiological cues that together form the individual's unique holding pat-



tern. I observe where there is an easy flow of energy and breath and where it tends to be blocked. In a phrase, "I go with the flow," and feel where the blockage to flow is most available for manual contact. This meeting ground of my client's blockage and my physical intervention is where the real work of therapeutic transformation happens. The blockage is the psycho-physical manifestation of an unhealed psychological wound. Sometimes the wound is archaic and unconscious and sometimes it is known and relatively recent, but it is always the cause of the feeling of separateness.

Case Study #1: Susie Arms Aching to Hold

Little Susie's arms are full of tension because her desire to reach out for Daddy's hug is held in check by her memory of Daddy hitting her and Mommy when he was out of control last night. Susie, a senior leader in operations at a global chemical company, still has difficulty reaching out and experiences anxiety when she is embraced tenderly by someone she loves. In my work with her, this story pours out of her pectoralis major muscles as they are stretched and manipulated.

Most of her life, Susie has felt cut-off at the arms, separated from heartfelt intimacies because of her childhood history of domestic violence. When she first came to me for

help, Susie mentioned her feeling of separateness as her primary reason for receiving bodywork. She had been in psychotherapy for years and knew her shoulders held the "cellular memory" of her unhealed wound. Deep in her muscles was a story of distrusting men, of wanting to strike back and see justice prevail, and of desiring to cave in to her chest to find solace. The instinct to collapse into her "heart cave" was checked, however, by Susie's pride which would not permit it. Therefore, her upper back muscles worked to retract her shoulders into a forced posture of unnatural confidence.

This profile of an unhealed wound is, at a deeper level, a story of alienation and soul yearning. As a bodyworker my job is to talk to this person's held wound and help it to transform from being unhealed to being fertile. The first thing I do is create a safe feeling of unity by massaging my client's area of tension with quiet, nurturing touch. This nondirective and simple touch engenders a feeling of ease and integration which contrasts with the muscular sense of separation.

The feeling of unity is essential to healing a wound because it reminds us that there is a natural state of physical ease and psycho-emotional comfort that can be remembered or achieved and that by going through this process a state of ease and flow will be the reward. This juxtaposition of this feeling of expansion and support with the sense of contraction, separateness and loneliness catalyzes a profound awakening. A light goes on in the person's head and reveals what needs to happen in our session, and the incentive to experience unity in a sustainable way is born.

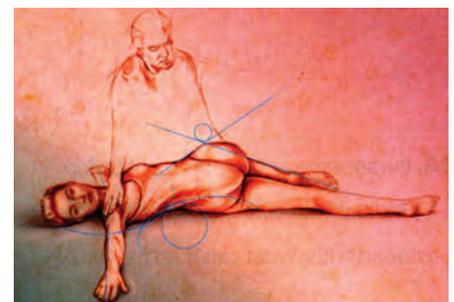
If the individual has no cellular memory of his or her sense of

unity because of severe trauma in early life, for example, this physical experience of flow becomes a new foundation upon which to build a healthy, fresh identity. If they are reminded of what they once knew, but forgot, then we have more potential to work with.

Initiating this flow state involves a specific series of bodywork techniques that unblock the jaw, diaphragm, and pelvis by employing energetic repatterning protocols akin to acupuncture, massage, craniosacral work, and polarity. Once this flow state is established, a healing journey begins and ultimately becomes an odyssey of the soul.

On this journey, I remind my clients, we don't want to get lost in mental obsessions about our destinations or the rate at which we traverse our real or imagined paths. Nor do we want to identify with the significance of each rest stop on these journeys. What really matters is that we are taking this journey.

It is understood that the major factor in this transformational journey is the expanded consciousness that grows within the person's direct experience. Complimentary to this basic understanding is the principle that transformation involves learning about the factors that have contributed to the circumstances that are present. Through this awareness, it is possible to develop more positive



approaches to life challenges, create more and better choices about what goals are more worthy of our attention, and cultivate support to realize these goals in their fullest expression—a healed life being foremost. Greater connection will, in turn, allow Susie to be a greater leader and heighten her leadership presence and magnetism.

Case Study #2: Jim Running from Intimacy

Jim volunteered to be the model for a demonstration on the pelvic and leg segment of the body. After demonstrating the movement sequences on Jim, I noticed that his body had stiffened and he was breathing rapidly. I moved him into a version of Paschimotasana (Seated Forward Bend) on the massage table. I knelt in back of him and reached forward to push and extend the quadriceps and pull and lengthen the hamstrings. Within a short time Jim's mouth puckered up and his hands became rigid with his thumbs stiff but tucked into his palm. These physical symptoms are referred to as "tetany" in transformational bodywork, and they indicate that a major release of energy is underway. Unresolved intensity in the body/mind can be

experienced can be experienced as sensations of inner heaviness, heat, electric itch, and others.

Jim began to get very anxious. I asked him if he was with us in the room. He replied, "Not really, I'm somewhere else. I'm scared. I feel small. I'm really pissed but I'm much more scared." I reminded Jim that he was safe and that he was experiencing some unconscious cellular memory of a frightening time. I explained that something that was being held in his leg was leaving him and that when it left he would feel much better than he has for a long time.

Suddenly, Jim's legs stiffened as if to run away but couldn't and he began to shake all over, squirming as if to get away from something. It took all of my strength to restrain him. "Oh my God! Oh no!" Jim shouted, "It smells so bad! What is that smell?"

During the next half-hour, Jim recalled the forgotten scene of a childhood incident. At about age eight, Jim's mother and he were in a taxi on their way to visit an uncle. On the way they stopped at a hospital presumably to visit a friend of Jim's mother. Once inside the hospital Jim was taken away to have his appendix removed. He was totally

shocked. He tried to run away. His legs were energized to flee, like in a dream where he couldn't move his body but tried nonetheless to get away. His legs held this frozen history of terror, outrage, and betrayal. The memory complex of these negative emotions was muted by what turned out to be ether.

Jim was anesthetized with ether. After coming out of the operation he was met by a smiling mother and ice cream. Like so many of us, little Jim went on from the experience to live out the remainder of his childhood, while his legs "froze" the impulse to run away; froze it, that is until, this massage table thaw.

The unfolding of this story was exhilarating, but somehow the energetics didn't feel quite complete. After a while Jim relaxed and opened his eyes and with sincerity said, "Boy, this really explains a lot. I'm thirty-two years old, I've been in at least half a dozen long term relationships and about two dozen short ones. Every time I feel close to a real commitment, I freeze up and run away. I've been running away from women all my life because I feel, down deep, they just can't be trusted. Oh wow, all these years I've been carrying this wound, this feeling that every woman is going to set



Transformation involves learning about the factors that have contributed to the circumstances that are present; and that, through this awareness, it is possible to develop more positive approaches to life challenges, create more and better choices about what goals are more worthy of our attention, and cultivate support to realize these goals in their fullest expression.

— Fred Mitouer

me up, betray and abandon me, and pretend with me."

Jim healed something deep inside from his work during this session. His body's wisdom sensed that he could handle the presentation of this charged cellular memory and it went into release mode. Riding atop the energetic wave of release was a package of specific psychological content: betrayal, rage, and fear.

In my work I seek out, with my hands, an energetic field of charge and then invite the mystery to express itself. My intent is to understand and effectively transform the client's energetic field. After expression there is a relaxation cycle that is ripe for awareness and reflection. Much healing occurs during this time of heightened awareness and physical discharge.

You're Not Alone

Over the many years of practicing bodywork, I have been amazed at how much fragmentation, abuse, and pain exists in the lives of ordinary people. The unhealed wounds that people carry get passed on through negative relationships which become a stage to act out further abuses ad infinitum. So to stop this cycle of reactivity, we must return to our original wounds, do the work of ripening them into fertile wounds, and then do the necessary healing work.

Anxiety and depression, two of the most pervasive therapeutic presentations usually arise out of life conditions where a person feels unbonded, lonely, and scared. Most adults who suffer from anxiety and depression, for example, are in some way reacting to issues of intimacy—the fear of it and the desire for it that began in their early life. As in-

quiring adults they usually come to see that their preoccupations with safety in relationships is equated with how well they feel protected against intimacy. Because intimacy is both feared and desired, the experience of vulnerability becomes suspect. In yoga massage sessions, the experience of vulnerability is transformed from a liability into an asset. At the physical boundary of muscle tissue is often an issue that is an amalgam of sensation, story, yearning, and choice. Because the stretching of boundary is occurring within the context of another human being's loving and skilled intent, the person feels safe with in his or her vulnerability. As a result, a metaphysical alchemy takes place that allows real feeling to become a force for change. And it is the befriending of feeling in general that is the pivotal therapeutic reward.

Really feeling one's wound within the company of a compassionate witness reminds us, as Buddha taught, that pain is inevitable. In realizing through our vulnerability, our humble connection to everyone and everything else, we are brought face to face with the hurtful, but sweet secret: None of us escapes unscathed. Too bad, but there it is. Or maybe not too bad, for it confirms to us that we're not alone. We don't need pain and suffering to be reminded that we exist, but neither do we need to fear it. Without fear dominating us we can have all of our feelings; we can take life as it is with all its paradoxes, contradictions, and tensions.

No longer at the mercy of our emotional systems, we can fully invite our feelings with all their richness and diversity into our daily lives. That's a lot different

Rubbing up against thousands of embodied lives from my box seat perspective, I have been fortunate to watch this dance of light upon darkness. Under my hands and before my eyes, I have witnessed many men and women who have met themselves at their edges and have moved their rocks with courage and dignity.

– Fred Mitouer

from trying to stay in control. It's true acceptance, and our bodies love it; limberness in the muscles and joints develops, and we feel relaxed and alert with energy to spare. But the moment we begin to fake it again by holding our pain at a distance while pretending we're relaxed, our bodies respond by showing symptoms of illness.

Case Study #3: Tom Choosing Life over Death

Tom came to see me for low back problems, a calcified neck, and a mental attitude which included suicidal predispositions. His anger would explode when he forgot to take his lithium, a mood-elevating drug. He could not access any of his depressive feelings that ordinarily governed his life when the drug was operative. Tom had been in all kinds of talk therapy but had never really explored healing bodywork, done breathing exercises, or hung out in feeling states in silence for extended periods of time; nor had he ever been manipulated into yoga postures.

Tom had served in Laos and Cambodia as a counter-insurgency paratrooper before the Vietnam War heated up and was full of the horror stories of war. A big man

with a 6-foot, 2-inch frame, Tom had a desire to heal, but so much habit to overcome and a body that moved like a rusted Sherman Tank. When Tom first came to see me, he was driving his fifth wife crazy, and it was November, the month of his birth and the fading light of the sun. His emotions had begun to dip dangerously low.

Through Tom's lithium-induced haze, I would rub and probe his body with my elbows and knees until it showed signs of life, always staying within his tolerance level. Sometimes I was gentle and just "vibed" him and coaxed his body to present itself organically, moment to moment. Tom began to trust his experience after a few sessions, but he couldn't access his anger although that was his reason for working with me. I told him that I couldn't do transformational work with him if his feelings were numb and that he needed to check with his psychiatrist before dropping his prescription medicine.

Tom wrote in his journal: "I took to this stuff like a Cape Buffalo that wants to be tamed but I had eons of genetics and beliefs saying 'the cyclical suffering is safer.' I am intuitive more than analytical. I knew this work was positively changing me. Knowing the shrinks say you must take lithium for the rest of your life to avoid a life ending depression, I dropped it in the hope of being able to learn to be with the sensations

in my body and the feelings it had stored."

By our fourth session, Tom had quit his lithium announcing that he had not felt so limber since he was ten years of age. He also wanted to talk about his sexuality. Over the next three sessions, I worked on his low back, legs, groin, and belly. A great deal of early life history became unveiled, especially his shame and fear of being vulnerable with women. Tom, I learned, was slapped across the face as a small boy very hard and often by his mother. In progressive sessions, his face grew sadder and sadder. I thought about how silly his lithium

grin looked compared to the real life sad face that had begun showing itself. I worked with Tom in variations of Marichyasana on a yoga mat to lengthen his spine evenly and draw his concentration inward. As the layers of armature began to peel away, both of us got to meet, unexpectedly, an overwhelmed little boy. Like a deer caught in the headlights, little Tommy was stuck in frozen flight. Working with Tom's breath and massaging his belly elicited deep moans and feelings of profound magnitude. Tom shut down to these powerful forces, but he did not want to stop our work. In one session he stopped the

breathing exercises just as he was accessing some powerful memory. I felt certain that his mother beat him quite severely the last time he had experienced this much intensity.

Tom's "tension space" had ripened into a potential creative breakthrough but his beaten little boy could only see an imminent destructive breakdown. Tom could not go on further until he had integrated what he had learned. He was accessing his power in our work, but as a boy that had gotten him into trouble with his mother. He was also accessing his vulnerability, and that made him feel he might lose control and be taken advantage of by his wife. He did not want to put on more armature because he knew

*It feels as though I make my way
through massive rock
like a vein of ore
alone, encased.
I am so deep inside it
I can't see the path or any distance:
everything is close
and everything closing in on me
has turned to stone.
Since I still don't know enough about pain,
this terrible darkness makes me small.
If it's you, though--
press down hard on me, break in
that I may know the weight of your hand,
and you, the fullness of my cry.*

Book of Hours 3,1

--Rainer Maria Rilke

that would not provide him with any more security. He also did not want to take off any more armature because that would make him too vulnerable to the old feelings of suicide and depression.

Tom could not move forward or backward. Nor did he want to go up above his experience through transcendent meditation or with drugs. Tom was experiencing his "dynamic tension" for the first time while being supported, and he stood at the precipice of a new life feeling both terrified and in awe of the fact that he could actually choose the kind of life he wanted.

Tom's fearful personality wanted to remain in a reactive state though his soul yearned for his newfound flow state experience. I told him that sometimes flow state experience is not necessarily pleasant, but at least it's real. It is the only place where real healing and loving can happen; and this is what Tom wanted most.

For many of us the childhood bonding patterns with our parents and our observations of how our parents treated each other have so distorted our perceptions of relationship that we go into automatic pilot in intimate relationships. My work with Tom was about supporting him unconditionally in exploring a new vision of his life where he could show up and be vulnerable and feel loved. Old childhood memories of shaming from his mother surfaced right alongside war memories of jungle parachute drops through clouds of bullets. Tom finally went with the deeper breathing with less and less resistance, and his body loosened up as a result.

By relaxing his armature, Tom gained energy to use for his fam-



Fred Mitouer, Ph.D., is internationally known for his groundbreaking somatic therapy: Transformational Bodywork and as the founder of Dragons' Breath Theatre—a forum for cultural experiments in consciousness and irreverent play. He and his wife Cheryl created Pacific School of Massage and has been a featured presenter at The International Somatics Congresses; The State of The World Forum; and The International Conference on Conflict

Resolution. His writings have appeared in *Perspective*, *Massage Magazine*, *Common Ground* and *Yoga Journal*. He is a co-author of the book, *Healing the Heart of the World*, Elite Press, 2005

For nearly forty years, his work has transformed the consciousness of countless individuals in diverse arenas spanning the creative arts through the shamanic depths to the corporate world. The New York Times has called him, "The Hollywood A list's favorite guru...a master." He and Cheryl live on California's Mendocino Coast where he sculpts in metal and stone and rides his dragons. He can be found at:

<http://www.bodyworkmassage.com>

ily life; and Little Tommy was given a second chance to have a happy childhood. Tom now exercises occasionally, does his yoga, and is learning to pace himself more moderately. In his journal, Tom summarizes his transformational journey with this: "I have had a couple of long bouts with depression in the last several months. There is a more 'let it be, this too shall pass' quality to all my mood swings. They don't have me; I observe them. The flip side to the constant threat of self-destruction was always the apparent fight for survival when I was not depressed. Now I live with the certainty that the major threats to my life are inner and that living with my own natural rhythms makes the world a safer place to be in. Living more in the present, I respond to my three-year old son's antics with joy in my heart. My wife is relaxed, knowing I am here for the long haul;

we are planning and working together for our family. As I write this, gratitude is swirling through me, for in a sense I am being born anew each time I disengage from past reactivity, forgive myself, and go on with my day."

As a bodyworker I have found the body's deep capacity for healing and regeneration to be an amazing mystery. Countless people speak of healing experiences in spiritual terms because a real turning point occurs in which traditional language fails to contain or describe what transpired. I am convinced that what we call our wounds and our suffering are in most cases passports to a more conscious and whole hearted way of living. May we all come to appreciate that, with a little help, our wounds can turn into blessings. ■

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Developing Your Sensitivity: Understanding Energetics

by Samuel Bartussek, Pantomime Artist and Mobius Transformational Leadership Faculty

The “Szysh - Phenomenon” in Body Language

Do you recognise the following situation? You meet someone you’ve never met before and decide from the first instant that this person is unpleasant.

How is this possible?

Clearly, within fractions of a second, an exchange of information has occurred.

How does this information reach me?

This happens through body language, appearance as I observe it, but also through the aura of this person which I feel! It appears to be so that not only the physical body, but also the energy shell surrounding them shares information.

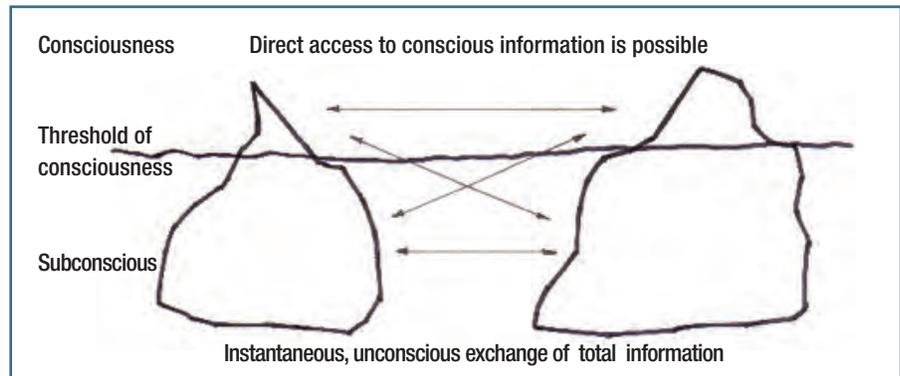
Where does this ‘felt’ antipathy come from?

Often we do not know exactly, and can hardly say anything about it. This is just the way it is, we can feel it! We experience clearly that something is happening and is having an effect that we can not, or can only partly be conscious of.

This is due to the “Szysh Phenomenon”, which occurs between two persons at first sight, when their eyes meet.

The “Szysh - Phenomenon” and the Iceberg Model

Let us compare the entirety of each person’s available information to a floating iceberg. (See above.)



The “**Szysh Phenomenon**”: The blink of an eye is enough to perceive and judge this entirety of information (including the unconscious part), i.e. to “accept as true” and to pass a “judgment” on it: “I don’t like you”. It is fascinating, how that is done with a single glance.

Important: You notice above all, those characteristics that you yourself are especially sensitive to or capable of resonating with. It is very rewarding to see yourself mirrored in the people of your environment. For this you need an important readiness and practice, as the mirror image has to be recognised at first.

How to Become Aware of Your Own Iceberg

1. Exercise “She is...”

The next time you walk the streets of your town or sit in a café and observe all the passers-by, please note all the people who you notice and your judgements! Allow these phrases to form in your thoughts, but really!- those phrases that you really

don’t allow yourself to think, as this is “not done”. However, these phrases are despite this, very present! They tend to start like this: “Her over there is...”(Minimum categories: Interesting - not interesting, sympathetic - unsympathetic).

Yes, this happens at the first look!

2. Exercise “You are...”

When you work in groups, observe the members of the group even when you already know them well. What standards of judgement do you have? Write down your criteria below and take enough time to do so! The phrases could begin with...”NAME, you are simply too...for me.”

Yes, these thoughts occur over and over again.

3. Exercise “Am I...?”

Observe all the people in your group or let your friends pass through your thoughts. Write down the characteristics of the person you find the most uncomfortable and the one you find most admirable. Take this assumption:



You yourself possess your own resonance-capacity for the characteristics you have written down, otherwise you would never have been able to detect such “vibrations”. Let this further assumption take hold in you: In some way, these people whom you have chosen and judged are there as your mirror: You have (hidden somewhere maybe, but nonetheless) exactly the same or similar characteristics in you, that you uncover in others.

Take enough time to play around with these assumptions.

The Body and Subconscious Sensations

Do you know the following situation? You are sitting, slumped into your work, hearing and seeing nothing else – and then suddenly you have the feeling that someone is standing behind you.

Yes, someone has approached you.

How is that possible?

Clearly the knowledge, or information over the presence of another person has reached you, perhaps first after a certain distance. It seems to be the case, that the aforementioned ‘aura’ is able to be felt here, even when you are not looking! This aura obviously influences, amongst other things, our sense of distance. It is fascinating how this all operates without looking!

How actually does this aura work?

Quite often we don’t exactly know why we seek to be close to another person or otherwise choose a greater distance, in order to feel comfortable. Our mostly

unconscious attitude to this behaviour pattern is for example clearly recognisable in people, who repeatedly move closer to us during a conversation, even though we move away from them. Therefore the aura has an effect also on our sense of wellbeing.



How close is too close?

This is self-regulating on a quite unconscious level. We feel this quite precisely when we find ourselves in a concrete situation. Expressions like ‘don’t breathe down my neck’, ‘keep your distance’ or ‘stay away from me’ are testimony to the importance of our sense of distance.

Again, it is our senses, on which we rely, that regulate many things in the environment with other people automatically (unconsciously). It is important to practice observing these events and your own sensations over and over again.

Developing Your Sensitivity

1. Exercise: Bamboo helps

In case you count yourself amongst those people who “feel nothing” (I know this thought – thoughts come from the head!), you can try the following practice:

Get hold of a stick of bamboo, ideally about 30 cm long and 5 cm in diameter. Hold this between flat hands, so that the ends of the stick are in the middle of each palm.

Now concentrate on the ‘centres’ of your hands and register all sensations that come to your senses in this region

of your hands, even if your thoughts interrupt (“this is simply imagination”). Imagine you are sending energy from one hand to another through the stick.

In case you now don’t feel anything, don’t judge yourself or the book, that you are now reading. As long as you have patience and discipline enough to read the book through to the end and exercise as many of the recommended exercises as possible (that’s why they are called exercises), you can come back to pick up the bamboo stick again at another time.

2. Exercise: The space in between

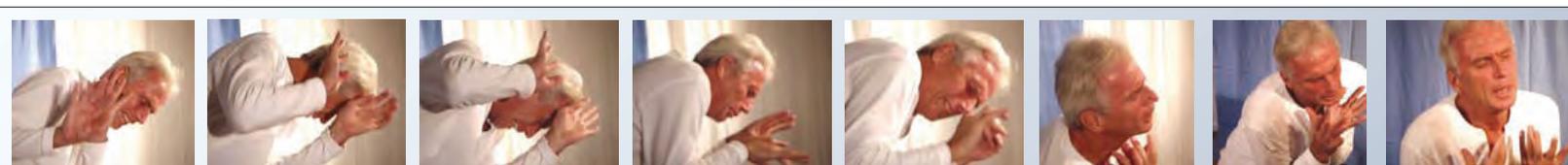
If the bamboo has helped you to any kind of “sensation” (sense also connotes to feel; sensible also connotes to receive; and ‘sensation’ could also stand for perception or experience), now try the same without the stick. Hold your hands as if you were holding

a large ball, and sense the space in between as well as the centres of your hands. Experiment with expanding and contracting this energy ball and

– importantly! – keep breathing throughout (don’t hold your breath).

3. Exercise: Sensations for two

Research your “sensations” further as you allow your hands to come near the open hands of your partner. Give yourself enough time for this and repeat the process of approaching several times. In between, shake out your hands and keep them loose and relaxed. Share your experiences and note with which words you can most accurately and honestly describe your perceptions. ■



Newly Joined Mobius Practitioners



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Jane Corbett



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Catherine Tweedie Ball



Stephanie Soler



Kristen Jacobsen



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Kate Edmonds



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Professional Development Opportunities

Somatics Practice Group with Jen Cohen, Mobius Executive Coach



If you are coach or consultant and:

- You have an interest in the relevance of the body in your work, and
- You want to deepen your understanding of somatics and how to include the use of the body in your practice right now then,

This is the class for you!

Join Master Somatic Coach Jennifer Cohen in the Washington DC area in a community learning environment that will:

- Sharpen your ability to design somatic interventions.
- Practice with your peers real time in the room to hone your craft.
- See all of your clients through the lens of the body.
- Engage yourself in somatic practice to hone the instrument you are.
- Explore themes relevant to the field of Somatics.

The class is running from May to October inside of a multi-layered laboratory of experiential learning. Course design allows participants to relax into a supported and rigorous process over the arc of the program.

In-Person Sessions:

Thursday, May 3rd 9:30am-3:30pm ET

Friday, July 20th 9:30am-3:30pm ET

Monday, Sept 10th 9:30am-3:30pm ET

Virtual Meetings:

Friday, June 8th 12-2pm ET

Friday, August 10th 12-2pm ET

Friday, October 12th 12-2pm ET

How: The in-person sessions will alternate with the virtual sessions over the course of 6 months, and the group will meet together without Jen every other week live or virtually. Each person will also have a learning buddy to speak with each week for program continuity, and Jen will be available for conversations about client issues during the training period at no additional charge.

Where: A private residence in Columbia, MD. Exact location provided upon registration.

Price: The tuition will follow the Seven Stones pricing model where you choose to pay for the services at one of three levels: \$2190.00 for investment, \$1790.00 for valuing or \$1390.00 for honoring. To read about our fee structure, please click here or visit our website. www.sevenstonesleadership.com

To register or learn more: Contact Jennifer Cohen at Jennifer.Cohen@Mobiusleadership.com or 978.274.2089. Space for the final course is limited to 12 people and participants must speak live with Jen to determine if this setting is the best fit for your professional aspirations and skills.

Facing Life: Courage in Action - Boston 2012

What matters most to you? what is the relationship between what you are living now and what you long for? What are the obstacles that keep you from moving toward the life you want?

It is often difficult to directly face "what is." Our deep, historical shaping as women includes tending to others and overextending in our commitments to work and relationship. We often do this at the expense of our own expression and truth.

Have you ever felt or said any of the following?

I'm too busy to deal with this now....

If only he or she would change.....

I don't think I have enough.....

If so, join us for a day to challenge your beliefs and focus on your passion, your purpose and your longing.

This workshop will be led by master somatic coaches Beth Davis, Renee Gregorio, and Chris Johnson.

We'll be presenting an engaging experience where you can listen to your deep knowing, and through experiential practices tap into the well of your somatic wisdom.

We look forward to meeting you soon to learn about what's important to you and how we can support you in fully facing your life.

Where: The Walker Center
144 Hancock Street
Auburndale (Newton), MA 02466

Date: Friday June 1, 2012 | 7:00PM - 9:00PM EDT
Saturday June 2, 2012 | 9:00AM - 6:00 PM EDT

Cost: \$375 or register by May 4th for only \$300

For more information: Beth Davis, 617-504-8499
beth@learnignsforleaders.com

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ALIA Europe Leadership Intensive

March 26-31, 2012
Utrecht, The Netherlands

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“A dynamic, living laboratory of personal and collective learning”—Peter Senge, author, *The Fifth Discipline* and *The Necessary Revolution*

“ALIA brings a new, more relevant approach to leadership development”—Diane Willemse, AstraZeneca Canada



ALIA INSTITUTE
Authentic Leadership in Action

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www.ALIAinstitute.org

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REGISTER NOW for a transformative learning experience that will recharge your leadership and empower your work.

2012 faculty include **Erica Ariel Fox** (faculty, Harvard Law School), **Art Kleiner** (editor, *strategy + business journal*), **Adam Kahane** (author, *Solving Tough Problems*), **Martin Kalunga-Banda** (Presencing Institute), **Toke Moeller** (co-founder, *the Art of Hosting Strategic Conversations*) and **Margaret Wheatley** (founder, Berkana Institute).

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Caire Garrett

June 9 - 15, Feathered Pipe Ranch

Waking the Open-Hearted Warrior: Empowerment Camp

Christian de le Heurta & Joe Weston

June 16 - 22, Feathered Pipe Ranch

Yoga and the Search for the Eternal

Kira Ryder & Ravi Ravindra

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Living Truth, Living Love: Happiness without Cause

Richard Miller, PhD

June 30 - July 6, Feathered Pipe Ranch

Life's Sacred Bounty: Being More, Doing Less

Jennifer Cohen & Marc Lesser

July 7 - 13, Feathered Piper Ranch



Freedom Style Yoga & Meditation Retreat

Erich Schiffmann

July 14 - 21, Feathered Pipe Ranch

Deeper Within: Balancing Stability & Mobility

Maria Apt

July 21-27, Feathered Pipe Ranch

Heal Yourself, Heal the World

Lissa Rankin, MD

July 28 - August 3, Feathered Pipe Ranch

Yoga, the Power to Heal: Therapeutics of Breath, Movement and Sound

Chase Bossart & JJ Gormley

July 29 - August 3, Blacktail Ranch

Mindful Yoga Therapy for Working with Trama: A Teacher Training

Suzanne Manafort & Daniel Libby, PhD

August 11 - 17, Feathered Pipe Ranch

Wisdom to Renew...Living in Luminosity

Tao Porchon-Lynch & Connie Reider

August 18 - 24, Feathered Pipe Ranch

Women's Wisdom: Pregnant Darkness

Jean Shinoda Bolen, MD & Monika Wikman, PhD

August 25 - September 1, Feathered Pipe Ranch

We are Limitless: A Gentle Way Yoga Retreat

Lanita Varshell

September 1-7, Feathered Pipe Ranch

**For Further Information & Registration Visit:
www.featherpipe.com or Call (406)442-8196**

Feathered Pipe Foundation

Life's Sacred Bounty: Being More, Doing Less

Jennifer Cohen
& Marc Lesser

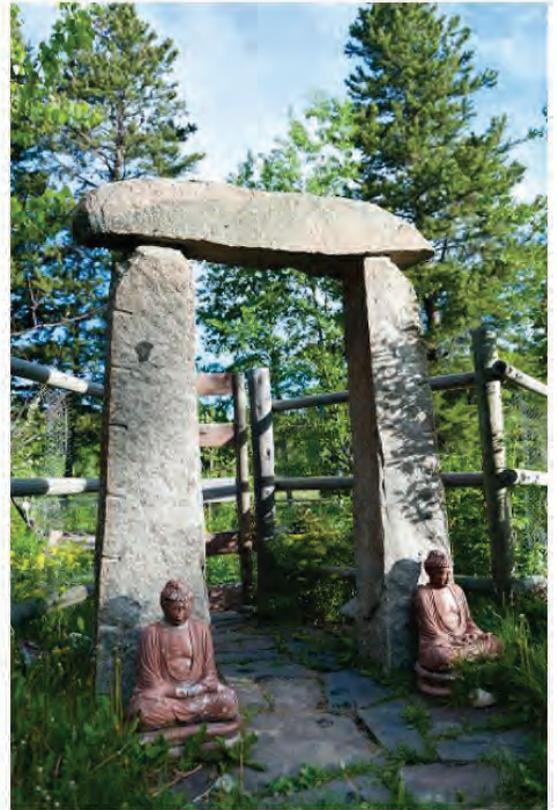
July 7 - 13, 2012

Feathered Pipe Ranch, Montana

"Mention your connection with Mobius Executive Leadership and get \$100 off tuition price!"



This is a unique and powerful moment in the history of human life. How we choose to live and work right now may, say some scientists and visionary thinkers, impact the course of life on earth for the next 1000 years. Join us for five powerful days to reveal and revel in a movement now afoot to restore, renew and rewire how humanity walks this earth, stewards the land, how we care for one another, and all of life itself. We will share practices for transforming our internal and cultural assumptions of fear and scarcity into joy and generosity.



During this retreat we will weave together meditation and mindfulness practice, guided imagery and inquiry, light yoga and movement, small group and large group discussions, writing, and play. We aspire to create a community of openness, curiosity, respect and kindness, and the Feathered Pipe Ranch is the perfect environment in which to manifest our vision of the future.

"To accomplish more by doing less involves a simple yet profound transformation: it's a different way of being in the world." ~Marc Lesser

Jennifer Cohen has studied the art and science of transformational coaching and facilitation since 1992 and is certified as a Master Coach by The Strozzi Institute for Leadership and Mastery. She co-founded Seven Stones Leadership Group, a company devoted to guiding individuals and organizations to face the most pressing questions of our time inside of exquisite sufficiency. A devoted student of Vipassana meditation from the Theravada Buddhist tradition as well as a student of psychic practice, Tantric healing, and a mystery school student, Jen has cultivated her heart and spirit as the primary source of her teaching. Find out more about Jennifer at: www.sevenstonesleadership.com



Marc Lesser is founder and CEO of ZBA Associates LLC, a company providing executive coaching, consulting and keynote speaking services to businesses and non-profits. He is author of "Less: Accomplishing More By Doing Less", and "Z.B.A. Zen of Business Administration; How Zen Practice Can Transform Your Work and Your Life". He is a long-term Zen student and teacher. He was a resident of the San Francisco Zen Center for ten years, where he now teaches and lectures. He is the former director of Tassajara, Zen Mountain Center. More information about Marc as well as his blog can be found at: www.doingless.net.

For More Information & Registration Visit:
www.featheredpipe.com or Call (406) 442-8196

Feathered Pipe Foundation

The Executive Champions' Workshop

August 14–17, 2012 • Stowe, Vermont, USA

with Peter Senge, Otto Scharmer, and Arawana Hayashi



The Executive Champions' Workshop (ECW) is a special setting for nurturing new thinking and relationships among executive and change leaders in today's rapidly changing economic and social landscape. This is the only workshop that SoL offers exclusively to people at the top levels in their organizations and is intended for senior leaders across all sectors and industries.

This year's theme is "**Sustaining Systemic Innovation in a Time of Disruption.**" Through a series of strategic dialogues on issues of most concern to participants, our intent is to tap the wisdom that resides, often below the surface, in our collective experience.

This workshop is by invitation only.

For more information, or to be considered for an invitation, please visit www.solonline.org or contact programs@solonline.org.



The "meeting room" for the Executive Champions' Workshop

Master Class in CHANGE FOR SUSTAINABILITY

4 - 7 July 2012 Wuppertal
Germany

Presented in partnership with



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ACADEMY

Increase your effectiveness in working with the risks and opportunities associated with sustainability

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Alan AtKisson and **Axel Klimek** will guide you through theory, reflection, and practice, working in teams and individually, at the cscp - UNEP/WUPPERTAL Institute Centre on Sustainable Consumption and Production gGmbH.

You'll go home refreshed, renewed ... and equipped with new tools and insights to make change happen.

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 - ⇒ Develop your own sense of Authority, Presence, and Impact (API)
 - ⇒ Practice coaching others to support high-performance change
- **Develop New and More Effective Strategies for Change**
 - ⇒ Discover new leverage points for transformation in complex systems
 - ⇒ Create action pathways to affect those leverage points more powerfully

Pre-requisite for the Master Class

Basic familiarity with the concept goals of sustainability and a sense of clarity that you are ready to take the next step in your sustainability career – and become a more effective agent for change.

The Master Class will be held in English. Graduates will receive a certificate indicating that they have undergone advanced training in sustainability change management.

Why choose us?

We have worked with dozens of leading organizations to advance sustainability, around the world, since 1992. The ISIS Academy Master Class brings **years of sustainability training and experience into laser-like focus** over a 2-1/2 day period. Our unique blend of tools, methods, inter-active exercises, and professional self-exploration will inspire you and lift your capacities.

Start: July 4, 2012 at 2 pm
Duration: 2,5 days
Location: cscp, Hagenauer Str. 30,
42107 Wuppertal
Germany
Trainer: A. AtKisson, A. Klimek

Fee:
Business Organizations: 1,450 € / 1,950 \$
Government / Academic: 950 € / 1,250 \$
NGO / Development Sector: 650 € / 850 \$

+ 19% VAT. Lunch on day 2 and 3 is provided. Other meals & accommodation costs are not included. Some scholarships are available.

www.isisacademy.com



FOUNDATIONS FOR LEADERSHIP: Initiating and Sustaining Profound Change

September 12-14, 2012 -- Doubletree Hotel Bedford Glen, Bedford, MA
Facilitators Peter Senge and Beth Jandernoa

We have no idea of our ability to create the world anew. - Peter Senge

Dates: September 12-14, 2012

Location: Bedford, MA

Facilitators:

Peter Senge and Beth Jandernoa

Tuition Rates

Members	Non-members
\$2,995	\$3,795
Non-Profit	Non-Profit
\$2,295	\$2,795

Tuition rates include extensive printed resources. Please note tuition rates do not include transportation or room and board.

Registration

For more information, or to register for this workshop, please contact SoL's Program Coordinator at +1.617.300.9560 or programs@solonline.org

SoL courses are an ideal entryway into the SoL community, a premier network of skilled practitioners, consultants, and researchers who have made a commitment to lifelong learning, systems change, and a sustainable future.

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Reconnect with your own capacity for generative leadership in this three-day program based on the leadership development process described in *The Fifth Discipline* by Peter Senge, and updated to include an overview of the "U" process as a social technology for change, featured in *Presence* (by Senge, Scharmer, et al) and in *Theory U* by Otto Scharmer. Foundations for Leadership is an opportunity for immersion in these concepts, personal coaching and reflection, and enhancing your peer network.

The purpose of this session is to explore the sources of our leadership. Leadership is both deeply personal and inherently collective. At its essence it concerns the capacity of a human community to shape its destiny and, in particular, to bring forth new realities in line with people's deepest aspirations. Participants will come away with a renewed understanding of how they can facilitate change, both within their organizations and in their personal lives. This program goes deeply into the domains of personal mastery, collaborative inquiry, and the systems perspective applied to sustaining profound change. The session includes a few interactive lectures, many paired and small group exercises, a simulation game, large group dialogue and regular opportunities for personal reflection. It is appropriate both as a development experience for emerging leaders and a renewal opportunity for seasoned veterans. Small teams are welcome to attend to develop their collective leadership.

Participants spend significant time developing their personal vision as well as one they desire for their organization. Much of the learning arises through the interplay of personal and interpersonal work. The special contribution of this leadership course comes as people discover the profound connections between personal mastery and systems thinking, seeing that deep change in our social systems and in oneself are inseparable from each other.

Participants regularly report new insights on current conundrums, as well as leaving more energized than when they arrived, even after working intensely for three days. They speak of being better able to integrate their personal values into their everyday work life. Twenty-five years later, participants still can describe the value of this program in enhancing their effectiveness and well-being.

Facilitators

Peter M. Senge is a senior lecturer at the MIT Sloan School of Management, and the founding chair of SoL, the Society for Organizational Learning, a global network of learning communities addressing profound institutional change. A renowned pioneer in and writer about management innovation, Peter is the author of the widely acclaimed *The Fifth Discipline: The Art and Practice of the Learning Organization*, and most recently *The Necessary Revolution: How Individuals & Organizations are Working Together to Create a Sustainable World*.

Beth Jandernoa is an organizational learning consultant whose work includes leadership development, dialogue, large-scale participative change interventions, and development for women leaders. Beth established and directed a Corporate College for Executive Leadership for a \$3 billion company with 48,000 employees. She has over 20 years of experience with business, healthcare, education, government, and community non-profits. Her clients have included Hewlett-Packard, Intel, BP, Oregon Adult & Family Services, and the U. S. Federal Government Graduate School.

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Systems-Centered® Training

11-12 June 2012 *Choose from:*

BUILDING A SYSTEMS-CENTERED® GROUP

Led by Susan Gantt

This two-day experiential workshop is for those new to systems-centered training as well as those who want to learn more. The workshop will focus on SCT theory and methods to use differences as resources so the group can develop and transform, and achieve its goals more smoothly. Participants will learn and practise:

- Functional subgrouping as a method for exploring and integrating differences and conflicts so that they become resources rather than problems
- Exploring reactions to authority and leadership to work more effectively with the leader we have rather than the one we wish for
- Techniques to lower anxiety about the future and stay more connected with what is happening in the present
- Being systems-centered, instead of taking things just personally. SCT orients us to living in the present and supporting the goals of the systems that matter to us. This increases our personal satisfaction and decreases the anguish that comes from personalising
- Recognising that phases of group development influence the work an individual, team/group or organisation can and cannot do

Container training is available for experienced SCT members after discussion with your trainer.

OR:

FROM FLIGHT TO FIGHT TO WORK: USING SAVI® TO HELP TEAMS AND INDIVIDUALS COMMUNICATE MORE EFFECTIVELY

Led by Fran Carter and Rowena Davis

SAVI – The System for Analyzing Verbal Interaction – is a unique and powerful tool for diagnosing and contributing to more effective conversations in all aspects of work and life.

This workshop is for those who have already had an introduction to SAVI. It will build skills in:

- Coding and tracking communication patterns
- Identifying phases of team/system development
- Developing strategies to shift stuck patterns so more work gets done with greater satisfaction

Participants will use the SAVI tool to role play conversations and meetings, have fun and co-create a collaborative learning environment.

13-14 June 2012

LEADERSHIP & FOLLOWERSHIP IN CHANGING ORGANISATIONS - TAKING UP ROLES FUNCTIONALLY

Led by Susan Gantt

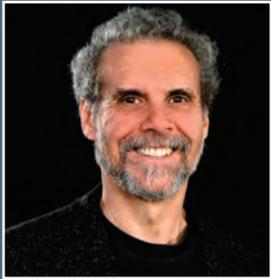
This workshop is for those new to SCT as well as those with previous training who want to build their skills. It introduces a systems-centered perspective to taking up organisational work roles effectively and managing the emotional dynamics of organisational life. The systems-centered approach shifts us away from either blaming ourselves or others for our challenges and frustrations, to seeing that the real challenge is how we work with others to take up our membership and leadership in ways that are functional and supportive of the goals of the context.

Participants will learn to:

- Clarify the difference between work roles and goals and personal roles and goals
- Mindfully step into different roles and adapt our behaviours to the many different contexts we encounter every day
- See the wider context and develop skills to survive and thrive in the ups and downs of organisational life
- Think systems, not just people, to take things less personally and contribute more effectively to personal and organisational goals

Coming this Fall 2012

LEADERSHIP MASTER CLASS



Video Series

hosted by Daniel Goleman

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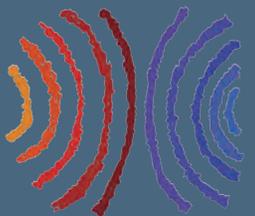
Howard Gardner

Bill George

George Kohlrieser

Peter Senge

Daniel Siegel

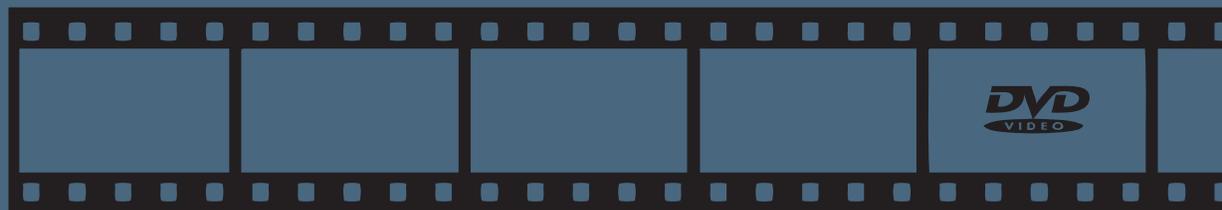


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Corporate Transformation models & tools Part 1 Accreditation Training

July 27-28, 2012 | Chicago

Corporate Evolution

The CTT Models and Tools training is a two-day course for consultants, change agents and human resource managers on how to use the Cultural Transformation Tools. Participants are involved in lecture, discussion and group activities. This is an accreditation course to become an accredited user of the Cultural Transformation Tools.

By the end of this course you will have a clear understanding of the Barrett Seven Levels of Consciousness Model, its heritage and philosophy. You will understand the process for setting up values assessments for your clients or organisation and you will be proficient in reading and interpreting the values assessment data. It is important that we cover these critical elements in order for you to develop a foundation for using CTT.

The price of the training includes workshop materials and a copy of Richard Barrett's book, "Liberating the Corporate Soul".

You will learn:

- The Seven Levels of Organisational Consciousness
- The Seven Levels of Leadership Consciousness
- The Six-Part Business Needs Scorecard Diagnostic
- How to use the Cultural Transformation Tools®
- Individual Values Assessments (IVA)
- Team Values Assessments (TVA)
- Cultural Values Assessments (CVA)
- Merger/Compatibility Assessments
- Leadership Values Assessment (LVA)
- How to interpret and present the results of the Values Assessments
- How to market the Cultural Transformation Tools® to your external or internal clients

How you will benefit:

- The right to use the Cultural Transformation Tools® (CTT Accreditation)
- Detailed understanding of how to use the Cultural Transformation Tools®
- State-of-the-art techniques to apply in your own practice
- Affiliation with Barrett Values Centre LLC
- Opportunity to join the global CTT Members Network

At the end of the course you will be given a free Individual Values Assessment (IVA) so that you can practice using the tools in a live one-to-one client environment.

Further information on Barrett Values Center can be found at www.valuescentre.com.

Feedback from Participants:

"The highlight of the program was the wisdom of the Trainer and the others in the room" (Psychologist)

"Really appreciated being here – felt privileged and full possibility" (CEO)

"Most valuable was the group discussion and facilitator knowledge. Fantastic" (Consultant, KPMG)

"Highlight was the opportunity to share experience with others – great group of people. Thanks for a stimulating, formative 2 days" (Leadership Consultant)

Cost:

Cost for the CCT Part 1 course is \$2,200. This includes workshop, manual, book "Liberating the Corporate Soul" and meals. Group discounts are available. Corporate Evolution reserves the right to cancel the course if insufficient enrolments are confirmed. Cancellation fee: 50% cancellation fee up to 2 weeks before the course. Within one working week, no refund available. Participant names may be changed at any time.



Lisa Doig

Facilitator of Transformation | Strategy & Culture | Executive Coach

Lisa Doig is the Founding Director of Corporate Evolution. Her unique expertise is working with an Executive Team in linking its vision and strategy with the leadership and culture imperative. With Lisa's business background in developing new businesses from market research and strategy through to multi-million dollar sales and operations, she brings the understanding of the business' needs to the design, facilitation and sustainability of transformational programs.

Please register online at:

<http://www.corpevolution.com/course-enrollment-for-corporate-transformation-tools/>

Lisa Doig, Corporate Evolution

Email: lisa.doig@corpevolution.com | www.corpevolution.com



“The fourth power is that of homeostasis. Homeostasis is the way in which great achievements of the universe are maintained. The term comes from the science of physiology and originally referred to the way in which a mammalian body maintains its structures. We are using it here more generally to describe how the universe maintains its great achievements. They don’t just come and go. The universe values its finest moments of magnificence and holds them together. The oyster shell is one such achievement, which has held together for generations and generations. It’s something that has worked beautifully. And the interactions taking place on the planet as a whole have enabled all of this beauty to continue to come forth. The homeostasis of Earth as a dynamic integrated system holds together its communities, including the atmosphere and the biosphere and the geosphere.”

–Brian Swimme, Cosmologist

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To discuss bringing Mobius leadership programs, trainings or executive coaching to your organization please write Karyn.Saganic@MobiusLeadership.com.



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