

# THE MOBIUS STRIP

A NEWSLETTER FOR LEADERSHIP PROFESSIONALS

## The Growing Circle of the Practice Deepening the Focus on Serving the World

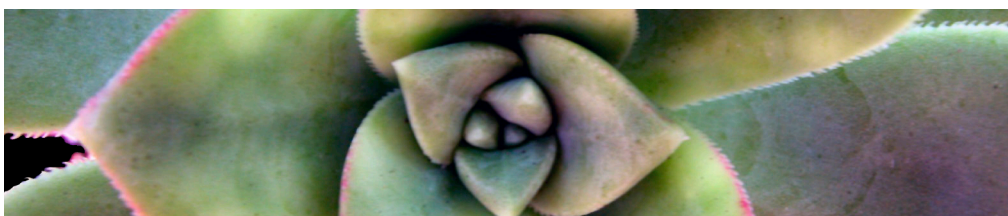
As we welcome Spring there are several developments at Mobius we are pleased to share with you. It has been a very fertile time in client work and in planting seeds for an expanding set of client offerings as well as preparing a new headquarters and launch the company more fully in Europe and the Middle East.

**Our New Office.** Beginning in June 2011 we are moving spaces and will be occupying a third floor space in the Wellesley Professional Building. It has been a joy to think about the architecture and visual design of the space in ways that are consistent with the ethos of Mobius and the idea of leading from the inside out. The office will include a meditation space, a space designated for incubating new ideas and several nooks for spontaneous collaboration and community building. The new Mobius office, less than twenty minutes from downtown Boston, also has hoteling space for out of town colleagues; and coaching sessions and meeting rooms can be rented for daily lease. We would love to have you drop by for a visit or to work in our space for a day, a week or a month. We can soon be found at 372 Washington Street Wellesley Hills MA 02481. Our phone number will remain the same: 781-237-1362.

**Mobius Community Gatherings:** Beginning in September 2011, we will be hosting a once a month Sunday brunch and community gathering. Each month someone from Mobius will present on their theoretical contributions to the field of transformational leadership or share a client case for group discussion. These gatherings, the first Sunday of each month, will take place in the conference room of the Mobius office between 11 am and 1 pm and include informal time to meet and get to know each other. Attendance is on a drop in basis and presentations will be recorded and made available on the practitioner portion of the Mobius website the following week.

**Immunity to Change.** In this issue you will find an interview with Lisa Lahey, Lecturer at the Graduate School of Education at Harvard University and co-author with Bob Kegan of the wonderful new book, *Immunity to Change*. Lisa and Bob, and their organization Minds At Work, is the newest alliance partner to join the Mobius consortium of practice and we are proud to share their work with you in this issue of the Mobius Strip.

**Social Sector Office.** This issue of the Mobius Strip includes profiles of a few of the leaders of our social sector ►►



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**MOBIUS**  
EXECUTIVE LEADERSHIP

work including transformational leadership expert Robert Gass, long time social sector consultants Kenneth Cloke, Joan Goldsmith, Rob Ricigliano and Jeffrey Kerr. In conjunction with Robert, Simon Greer, Jodie Tonita and other interested colleagues we held a summit meeting of social sector practitioners in December in Boulder. Mobius attendees included Jason Gore, Andrea Borman, Charles Jones and Tom Curren. Together we began to strategize how to bring best practices in leadership coaching, strategy work and culture change interventions to social sector clients. Since that time we have begun to deploy members of the Mobius practitioner community into meaningful client contexts providing facilitation, mediation, coaching, training and consulting services.

**Blended Learning.** Another wonderful development is our burgeoning partnership with More Than Sound, an audio production and publishing company that offers content that sparks and supports personal growth and leadership development. To begin with we are offering two of their products on our website, a 3 CD master-class with renowned Emotional Intelligence theoretician and H.R. Horvitz Professor of Family Business and Professor of Organizational Behavior at the Weatherhead School of Management at Case Western Reserve University, Richard Boyatzis. This program includes exercises and reflections to bring out the absolute highest performance from you and your team. We are also proud to offer *Wired To Connect: Dialogues on Social Intelligence*. This 7 CD

series is comprised of interviews with our friend Daniel Goleman, former psychology editor of the *New York Times* and author of the seminal book *Emotional Intelligence* and the subsequent book *Social Intelligence: The New Science of Human Relationships*. The interviews include Richard Davidson's *Training the Brain: Cultivating Emotional Skills*; Paul Eckman's *Knowing Your Emotions, Improving Our World*; Naomi

*As long as a person's inner nature remains stronger and richer than anything offered by external fortune, as long as she remains inwardly superior to fate, fortune will not desert her.*  
— I Ching

Wolf's *Inner Compass for Emotions and Excellence*; Howard Gardner's *Good Work: Aligning Skills* among others. Throughout 2011, and in collaboration with our colleagues at More Than Sound we will be co-producing a whole new series of videos, moderated by Daniel Goleman, with luminaries in the fields of organizational learning, adult development and leadership.

**Widening the Circle of Mobius.** Summer 2011 brings the launch of Mobius Europe. Led by Erica Ariel Fox, Alex Kuilman and new Mobius senior consultant Bernardus Holtrop we will be headquartered both in London and Amsterdam. Our network of facilitators and coaches will be meeting in early Fall to get to know one another further. Practitioners will have a chance to

familiarize themselves more deeply with aspects of the Mobius canon in transformational leadership offerings including: negotiation, and masterful conversations, Adaptive Leadership, systems thinking, organizational learning and personal mastery. We look forward to having talent on the ground regionally to support increasing client interest throughout EMEA and to working both on the continent and in the Middle East. We have already had the privilege several times of working with the partners of a professional services firm in the Middle East and of serving with them in some key inter-governmental meetings.

Finally, we are pleased to announce a new collaboration with the GCC Board Directors Institute in Dubai. The GCC Board Directors Institute (BDI) is a not-for-profit organization dedicated to making a positive impact on the economies and societies of the Gulf region by promoting professional directorship and raising the level of board effectiveness. BDI was set up through close collaboration between leading regional corporations: Emirates NBD, Investcorp, SABIC, Saudi Aramco and Zain; professional advisory firms: Allen & Overy, Heidrick & Struggles, McKinsey & Company and Pricewaterhouse Coopers; and has the support of several regulators: the Capital Market Authorities of Saudi Arabia and Oman, the Central Bank of Bahrain and the Securities and Commodities Authority of United Arab Emirates and Qatar Financial Center Regulatory Authority. We are pleased to be one of their leadership training collaborators. ■

# Flying Without a Net

by Thomas DeLong, Stromberg Professor of Management Practice, Harvard Business School

We are privileged to share below an excerpt from the newest book by Harvard Leadership faculty and Mobius Senior Expert Tom DeLong, *Flying Without a Net*. Tom's understanding of the inner landscape of leadership and his placement of vulnerability as a central tenet of effective leadership are helping carve the way for a more transformational approach to executive development. *Flying Without A Net* is likely to become a seminal book in the literature on leading from the inside out and we are proud to be offering this early glimpse to our readers.

Late one evening I sat on a bench in Grand Central Station in the early '90s trying to figure out whether I had the energy or desire to jump on a Metro North Train for the ride home. I reflected on whether I should have ever moved our family from the Rocky Mountains to New York to take on a job that felt bigger than any capabilities I imagined I had. I fretted about whether it was possible to make the changes that my boss wanted and the organization needed. I wondered whether I could facilitate the senior management team in a way that they would work together in more effective ways.

I also agonized over whether it was possible to open up the myriad offices we planned to open in the coming months. I wrestled with whether it would ever be possible to get the traders and investment bankers to support one another while they were in the same room or in the same building. And I had serious doubts about whether I could give the necessary feedback to the CEO so that I could help him improve on his already high level of performance.

When I looked at my watch and realized that it was 10:00 p.m. and that I had been sitting on the bench for two hours, I knew something had to give. After I managed to lift myself off the bench, board the train and head home, I began thinking about anxieties and traps that plague high-need-for-achievement professionals (HNAPs), a group in which I'm a card-carrying member. Ever since I finished my doctoral studies in the winter of 1979, I have been contemplating this subject and how ambitious, driven people often are their own worst enemies. As a Harvard Business School professor and previously as an executive with Morgan Stanley, I have

had many opportunities to interact with and study high-need-for-achievement professionals.

High-need-for-achievement may be an unfamiliar term, but you know the type: driven, ambitious, goal-oriented, myopically focused on succeeding, and so on. Throughout this book, I'm going to be using these and other terms interchangeably to refer to the high-need-for-achievement type; I'll also rely on the HNAP acronym. Though this variety is necessary stylistically, it describes a singular type of professional who is obsessed with achievement.

My interest in these professionals dovetailed with my consulting and writing related to the transformation process. As I listened and learned and tried to apply principles of change theory to situations involving achievement-craving professionals, I began to develop a change process for this group—a process that helps them learn and grow rather than stagnate.

For thirty years I've wrestled with how to help those who are either stuck on the bench at Grand Central Station or who perhaps should stop to consider life. This book is written with these people in mind. As you'll see, it's not a traditional "academic" book; it's not heavily footnoted or jammed with case histories and references to other scholarly works. Instead, it's usable, provocative, and (I hope) highly readable. As you might guess from the opening of this preface and in the personal stories I relate in coming chapters, it's the book I wish I had possessed when I began my journey. Given the times in which we live, I suspect it's a book that will be relevant to your concerns.

Today both individuals and organizations face threats from all sides. The volatile economy, the impact of new technologies, the changing shape and cultures of corporations, the increasing challenges facing families, the increased demands on our time and energy—all of these ratchet up everyone's anxieties. High-need-for-achievement professionals, though, react especially strongly to these threats. We become convinced that we've fallen out of favor with the boss, that our business will fail, that we'll be passed over for a promotion, that we'll be downsized out of a job, that we'll become B players when we always thought of ourselves as A players.

Given our uncertain and unpredictable environment, even the brightest among us are anxious. In response, we



*You can either fit in or stand out.  
Not both.*

*You are either defending the status quo  
or challenging it.*

*Either you are embracing the drama of  
your everyday life or you are seeing the  
world as it is. These are the choices; you  
can't have it both ways.*

*Someone will hire you because you fit  
the description, look right, have the right  
background, and don't ruffle feathers or  
because you are a dream come true, an  
agent of change sure to make a difference.*

*From Linchpin: Are You  
Indispensable?  
by Seth Godin*

hunker down, blocking ourselves from new challenges. We become locked into our routines, focusing on tasks that we know we do well and ignoring challenges and opportunities that might stretch our capabilities. We know this response hurts us and our organizations. But we fear making ourselves even more vulnerable by committing mistakes while learning something new or testing a new approach.

Organizations are filled with smart, ambitious people who are less productive and satisfied than they should be. Doctors, lawyers, teachers, engineers, bankers, and business leaders and their managers find that they can't reach the goals they set or find the meaning they seek. Yet some of these high-drive professionals overcome their fears, adopt new behaviors, and lead enormously successful, fulfilled lives. Unfortunately, they are a minority.

What is going on? Why are the best and the brightest in all age groups and in all professions struggling like never before? Perhaps more significantly, what can you do about it if you're a high-need-for-achievement professional? How do you escape this malaise and become enormously effective, successful and fulfilled?

You learn to fly without a net. In other words, you discover how to move through the anxieties that keep you from taking action; you begin to gradually trust your ability to learn, grow, and change and that this ability will help you in your chosen profession. Flying without a net doesn't happen overnight. It's a process that begins with awareness of the forces that escalate your anxieties, act as traps, and cause you to turn to unproductive behaviors for relief. The process also involves adopting counterintuitive practices that give you the courage to *do the right things poorly* before doing the right things well. And it's a process that requires you to be vulnerable, something that driven professionals don't like to be. To achieve more and gain greater satisfaction from your work, though, you must be willing to open yourself up to new learning and experiences that may make you feel uncertain at best and incompetent at worst. These feelings are temporary and a prelude to a greater depth and breadth of professional ability.

Let me tell you a bit about what you can expect from this book. First, you'll find many stories of high-need-for-achievement professionals like yourself. Some describe people who are trapped by their anxieties, and some are about individuals who avoid and escape these traps and change in highly productive ways. Second, you'll encounter a great deal of advice about what

to do if you want to achieve more but are floundering—checklists, questions, and exercises. As a driven professional, one of your strengths is your task orientation, so these prescriptive elements should play to your strength. Third, you'll find a framework that places all the book's advice and concepts in a compelling context. A few key graphics illustrate this framework and will provide guidance as you discover how to transcend your anxieties and find the courage to try new things and change.

The book is divided into the following conceptual sections. In the first two chapters, I will establish the basic concepts for the book: chapter 1 defines high-need-for-professionals and their particular traits and helps you determine where you fit within this category. Chapter 2 gives you the framework mentioned above and provides examples and information that will help you use it to your advantage. This chapter also makes the point that the desire to achieve at all costs may help people rise to a certain level in organizations, but will eventually place a ceiling on their achievement as well as their satisfaction.

Chapters 3 through 5 will make you aware of the basic anxieties that confront you and control your behaviors in negative ways. They will demonstrate that when you don't confront your anxieties, it is counterproductive on many levels. Each chapter deals with a particular cause of anxiety—lack of purpose, isolation, and feelings of insignificance—and how you can counteract their effects.

Chapters 6 through 9 outline the traps you may fall into as you respond to these different types of anxieties. Being busy, comparing, blaming others, and worrying are the ways we try and resolve and reduce our anxieties yet in reality these responses only cause us more distress. That is the irony of change. The more we attempt to resolve our internal anxieties the more we reinforce and feed them through counterproductive efforts.

Finally, chapters 10 through 14 introduce a group of tools that assist you in dealing effectively with your anxieties and their related traps so that you can allow yourself to be vulnerable, grow, and change. From self-reflection to agenda setting to creating a support system, these tools help break the vicious cycles that hinder our change efforts. You will learn the ways to drop your defenses and reach out in courageous and productive ways.

Let me give you a sense of what I hope this book will accomplish by sharing the comments of one high-need-for-achievement professional after a speech I gave. I



## Thomas DeLong

Thomas DeLong is the Philip J. Stomberg Professor of Management Practice in the Organizational Behavior area at the Harvard Business School. He has lived in and studied organizations for the past 30 years.

While he serves as a professor of management practice at the Harvard Business School, he sees himself as teacher of all sizes of groups and ages. The author of two books on professional service firms he cares deeply about individual and organizational viability.

At Harvard, Professor DeLong teaches MBA and executive courses focused on managing human capital, organizational behavior, leadership and career management. DeLong serves as course head for the required course on Leadership and Organizational Behavior. He has designed MBA courses focusing on managing human capital in high performance organizations and strategic issues in professional service firms.

For more information, please visit: <http://drfd.hbs.edu/fit/public/facultyInfo.do?facInfo=bio&facEmId=tdeLong>

was addressing a group of high school principals, and after the talk, one of them approached and thanked me. Then he said, "Professor DeLong, I'm forty-three years old, find my job frustrating and not enjoyable at all. There's little that makes me want to get to work in the morning. But the good news is that I only have twelve years until retirement." I didn't know what to say then. But now I do, and this book is it. I want him to understand that if he is going to be an effective leader who inspires and guides his students during a critical time of life, he needs to get past his fears and frustrations, his routines and rituals. Rather than get bogged down in his worries about the school board and media criticism, he needs to be more bold rather than more conservative, more willing to experiment rather than preserve the status quo, more open to fresh ideas and new educational technologies rather than adhering to fear and failure as motivations.

If he were able to do these things, not only would he be a better principal for his students but he would no longer hate getting up in the morning before school; he would relish the challenges and his courage in tackling them.

I had a number of people in mind besides this principal when I decided to write this book. Here is a partial list of these individuals; see if you're among them:

- For those who are paralyzed by their fears to the extent that they refuse to learn or try anything new.
- For those who appear successful by all external measures but feel flat, unmotivated, and forced to endure each day.
- For those who have given up and are waiting for something to happen to them rather than creating an action that moves them closer to their dreams.
- For those who are verbally abused by others for trying to change.
- For those who get in their own way when they need to change, creating barriers that are totally in their own minds rather than in their environments.
- For myself, since I wanted a concrete reminder that fear can get the best of me at times when I least expect it.

The old model for high-need-for-achievement personalities was invulnerability—being opaque, emotionally detached, risk averse, and coldly analytical. This book will make the case for the new, vulnerable

model and offer direction for professionals who no longer know which way to turn.

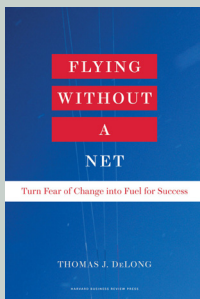
And this book is for those who are stuck. If you feel as though you're falling behind and need a hand, this book will provide that hand. If you feel like you are not using your talents in significant ways, this book will give you options for doing meaningful work. If you find yourself disconnected from your field, your organization, your team, your significant other, or yourself, this book will suggest paths toward reconnecting.

If you're like many high-need-for-achievement professionals I know, you feel like it's been too long since you've had control over and freedom in your work life. You doubt whether your addictions to work and achievement could be managed.

I'm here to tell you that they can be managed, and that this book provides the information, inspiration, and process for doing so. I realize that at this point you have to take this statement on faith. But as one of the people interviewed for this book told me, "There are simply times when you have to have faith in yourself and others."

I'm asking you to have faith not just in your need to achieve but your ability to change.

With that thought in mind, let me introduce the next chapter . . . and you to yourself: the high-need-for-achievement professional. ■



Confronted by omnipresent threats of job loss and change, even the brightest among us are anxious. In response, we're hunkering down, blocking ourselves from new challenges. This response hurts us and our organizations, but we fear making ourselves even more vulnerable by committing mistakes while learning something new.

In *Flying Without a Net*, Thomas DeLong explains how to draw strength from vulnerability. First, understand the forces that escalate anxiety in high achievers and the unproductive behaviors you turn to for relief. Then adopt practices that give you the courage to "do the right things poorly" before "doing the right things well."

Drawing on his extensive research and consulting work, DeLong lays out:

- **Roots of high achievers' anxiety:** fear of being wrong and lack of a sense of purpose, and a craving for human connection
- **Destructive behaviors we adopt to relieve our anxiety:** busyness, comparing ourselves to others, and blaming others for our frustrations
- **Behaviors we must adopt to gain strength from vulnerability:** putting the past behind us and seeking honest feedback

Packed with practical advice and inspiring stories, *Flying Without a Net* is an invaluable resource for all leaders seeking to thrive in this Age of Anxiety.

# When good intentions aren't enough: Overturning "Immunity to Change"

An Interview with Harvard Organizational Change Expert Lisa Lahey

*Why is positive change so difficult to attain and sustain? As Mobius consultant Allison Conte reports, people and organizations have "immune systems" that act as powerful barriers to change. When we can uncover this hidden dynamic, we can unleash the energy we need for transformation.*

As consultants and coaches, we've had the experience more than we'd care to admit: A client leader or team commits to an important change or strategy, yet it never seems to get off the ground. After facilitating a difficult conversation, we feel good about our ability to confront thorny issues, and the client recommits to action. But then as time goes by, there's still no traction.

And, let's be honest, even though we teach and coach others to create positive change, there have been times in our own lives when we wanted to make an important shift for ourselves – and struggled to pull it off.

Perhaps this is why we dream of running without actually going anywhere. Spinning our wheels in "neutral" while trying to move forward is a universal human experience.

But we have goals to accomplish! The world needs us to move forward! It's not enough to simply think about change. We must actually get on with it. So the burning question in organizational life is: How can we close the gap between good intentions and good outcomes?

## A developmental challenge

Harvard researchers Robert Kegan and Lisa Lahey have spent years answering that question. They've concluded that, when we get stuck in this way, we're most likely facing

an adaptive challenge rather than a technical challenge. Adaptive challenges demand a response outside of our current toolkit or repertoire: We simply don't have the capacity to address them.

"The challenge to change and improve is often misunderstood as a need to better 'deal with' or 'cope with' the greater complexity of the world," Kegan and Lahey write in their 2009 book, *Immunity to Change*. "Coping and dealing are valuable skills, but they are actually insufficient for meeting today's change challenges. When we experience the world as 'too complex,' we are not just experiencing the complexity of the world. We are experiencing a mismatch between the world's complexity and our own at this moment."

The nature of adaptive challenges requires us to expand our own mental complexity, or meaning-making structures.

How? The first step, Lahey suggests, is to reframe our improvement goals as developmental challenges that require us to grow as people. The next step is to create a map of our own meaning-making system – and investigate how it both serves and limits us.

According to *Immunity to Change* theory, the gap between a worthy goal and worthwhile results comes from a conflict between our *explicit commitments* and our *competing commitments*, which are usually out

of awareness. When we unwittingly apply energy to a competing commitment, we create what Kegan and Lahey refer to as a "personal immune system" -- a way of being that has protected us or helped us to succeed, but can also stand in the way of what we need to be healthier or more effective.

For example, one CEO with whom I worked was known for aggressively defending against negative feedback. He was frustrated with the damage this was doing to his relationships both at work and at home. "My wife asked me to help my daughter move into a new apartment, and it felt to me like she was saying, 'You're a bad father for not offering to help,' so I argued with her about it instead of helping," he explained. He also knew that he really needed feedback from colleagues in order to learn and grow as a CEO. So he declared a commitment to welcoming feedback – positive or negative – and was determined to create an environment in which people felt comfortable sharing their perceptions of him.

But he just couldn't pull it off. When faced with negative feedback, he would react in the same old pattern: He would shift the focus of the conversation to how the other person was acting poorly and build a case for his own worthiness, insisting that he deserved to be treated better. For days, he would continue to stew over the issue while he launched a counter-attack on the person behind their back, to build support for himself. "I attack them because I'm feeling attacked," he said.

When we explored his personal immune system, he realized that he was committed to feeling "safe and

## Discovering the personal immune system

Here's a brief description of the process that Kegan and Lahey developed to help people identify their hidden immune system. It's basically a series of questions, typically listed side-by-side in four columns:

### 1. What is the one big thing that am I committed to improving, so that my work can be more effective or more satisfying?

Since adults never change unless we really, really want to, it's almost never enough to have a goal that simply makes sense or is mandated by someone else. The improvement goal must carry a strong enough emotional charge to fuel the motivation for change. It should be *absolutely necessary* – in other words, *not changing is not an option* because it would put someone we love or something we care about at risk.

### 2. What am I doing or not doing instead, that prevents me from realizing that goal?

This is straightforward if we're willing to be honest with ourselves: What behaviors are getting in the way? Hint: Other people can be helpful in answering answer this question!

### 3. What am I committed to that make the column-2 behaviors perfectly sensible?

Many people find that this is the most difficult question – but that it ultimately it leads to the biggest learning opportunity. The first step to identifying a competing commitment is to ask, "What am I afraid or worried would happen if I did the opposite of the behaviors in column-2?" The worries bring us to the doorway of the competing commitment. If I'm worried it might happen, then I might also be actively committed to making sure that it doesn't happen.

### 4. What would have to be true for me to be committed to column-3?

Identifying the hidden assumptions beneath the competing commitment is the key to loosening the grip of the immune system. Taking these assumptions as uncritically accepted truths is the surest way to stay stuck. Testing them leads to the possibility of change.

OK" and to avoiding being seen as a failure — an incompetent CEO or a bad father — or, worse, to "having to face that I am a failure."

The shift came when he realized that these competing commitments rested on some big assumptions: "Other people's assessments of me count more than my own." "Negative feedback is an intentional attack on my worth." "I am not safe or OK if others criticize me." And to make matters worse, his assumption that "Negative feedback is more true than positive feedback" led him to discount the positive feedback he was receiving, so he could only hear the negative feedback. It was a downward spiral.

When we began to examine and question his assumptions, he discovered that they didn't hold water. He realized that, when he gave negative feedback to others, his intention was not to attack – it was to help them improve their performance. So he experimented with listening to

both positive and negative feedback through the assumption that "This person is trying to help me, not hurt me." He also began to ask himself what he could learn from every piece of feedback he received. Things didn't change overnight, but in the course of the 18 months that we worked together, he learned to receive feedback with curiosity rather than with disdain.

## Overcoming personal immunity to change

The good news is that it's possible to overcome a personal immune system. Lahey, co-founder with Kegan of Minds at Work, a Boston-area consulting firm, has dedicated her career to helping people do just that. "My interest is in teaching practices that will actually help people to grow, especially when they're feeling stuck around accomplishing important goals," she says. "I've spent my life creating materials that people can use to scaffold their own learning."

Building on a strong base in developmental theory, Lahey and Kegan's coach certification program, now in its third year, offers coaches concrete practices to help clients overturn their immune systems. The practices move from awareness-building exercises that uncover the immune system to experiments designed to test the assumptions that keep the immune system in place, and finally to practices that build the "muscles" required for new behaviors.

In the year-long program, coaches are required to go through their own personal Immunity to Change process. "That's the backbone of the program," says Lahey. "They need to have the experience from the inside out, and all the emotions that go with it, and see what kinds of changes are possible."

Aha. This is a fundamental truth in coaching for adaptive change: *The degree to which we do our own developmental work is the degree to which we are able to help others do theirs.*



With that in mind, I asked Lahey to tell me about her own personal immune system, which, it turns out, is a powerful story of the courage it took for her to “walk her talk” as a renowned teacher of personal and leadership development.

“I began working on my own four-column map about five years ago, as Bob and I were preparing to conduct a workshop at the World Economic Forum. But instead of feeling excited, I was feeling small,” she says. “My energy was low, and I didn’t want to be there. Given the state I was in, I became anxious about my ability to stay centered and present for the clients.”

That’s what pushed her to look at her own immune system. With staying present and centered for clients as her first-column noble commitment, she began to look at her second column. She discovered that her negative self-talk about not being good enough – a common driver for many successful people -- was getting in the way of her ability to stay tuned in with clients. Her inner voice was saying, “I’m out of my league.” Then she realized in the third column that she was committed to avoiding being seen as incompetent, or as someone who didn’t make a difference.

“You can see how unproductive that system is. I was protecting myself from feeling incompetent, yet feeling incompetent anyway!”

This insight was a good start... But at that point, Lahey was still not in touch with what was going on at a deeper level.

The deeper learning came when she saw how she had been protecting herself by putting herself in situations where she can feel highly competent – and not allowing herself to be in a learning mode.

“I held the belief that, *‘If I can’t do it right, right now, I will never be*

*able to do it,’* she explains. “The underlying assumption was that this is a moment of judgment about my competence, instead of an opportunity for learning.”

Although her work focuses on supporting people to feel anxiety, she wasn’t allowing herself to feel the anxiety of learning and growing. “I felt like a fraud, like I wasn’t living in a deep way the things that I teach. The result was that I could be very valuable to others, but not to myself.”

Over the years, Lahey has worked to shift her mindset to see challenging situations as opportunities for growth. “When I start to feel small and lose energy, I pause and ask myself what’s at stake. Usually there’s nothing useful about my self-judgment. So I tell myself, ‘It’s OK to feel uncomfortable,’ and I ask, ‘If I can’t do this right now, how might I step into being able to do it?’

“I learned that I don’t have to be hard on myself to keep learning. I can be more generous and kind with myself. This has been such a powerful experience for me. I’m not fully on the other side of it, but I am deeply grateful for the gift of feeling free to be imperfect.”

Whew. Together, Lahey and I exhale, awash in the strong emotions her story has stirred in both of us. We sit in silence for a moment. I tell her how honored I am to bear witness to such a personal revelation -- and how easily I can relate to it. She nods knowingly, having held space for such revelations many times herself.

Then she whispers, “I feel so much relief. I was unavailable to the people I most wanted to be with, because I was listening to my own chatter about having to be competent and perfect. Now, I can laugh at myself. I feel so much more alive and whole. My head and heart and gut are con-

nected. Everyone has some burden to bear, and this is mine.”

Lahey adds that her willingness to do the hard work of development – and to share it with others – has led to noticeable improvements in her effectiveness at work.

“My colleagues tell me that I’m stepping up more as a genuine partner, and that they can count on me to take more risks. I’ve always gotten feedback that one of my gifts is being able to listen deeply and without judgment of others. Now, I can also put myself ‘out there’ in such discussions. When I share what’s going on for me and make myself vulnerable, this gives others room to do the same.”

### Creating development-oriented organizations

As part of her commitment to keep growing and stay on her learning edge, Lahey has recently expanded from working with individual immune systems to working with collective immune systems.

“In organizations, it’s important to develop a culture of learning,” she says, immediately pointing out that this is easier said than done.

In working with a large school district, for example, 120 school leaders did their own personal immunity work for a year. Then the district recognized that, no matter how much the individuals improved, there was a collective immune system at play that was impeding progress on the district’s most important goal: for all district children to develop 21st-century skills. So they tackled Immunity to Change at the team level, school level and district level.

When Lahey facilitated the four-column exercise with the district group – including all 120 school leaders -- the group realized that what keeps them from achieving their goal

is the big assumption that, if they do the work they believe needs to be done, they'd get fired or in trouble. As it turned out, also in the room were the people from the district of-

fice whom the school leaders feared would do the firing – and, ironically, they held the same big assumption. Perhaps the board, too, may have held had some version of this assumption

(i.e., “I won’t get re-elected.”).

They were stuck between a rock and a hard place: Everyone knew that the current situation is not working, yet everyone was afraid to take a risk to improve things. Or, as Lahey puts it, “People everywhere were covering their asses.”

Like the school system, many organizations have the noble goal to be “learning organizations,” but they also have powerful immune systems that prevent that goal from being realized.

“People recognize the term ‘learning organization’ but it’s too easy to have only an intellectual understanding of the concept. To build the capacity for leading powerful adaptive change in organizations, leaders need to have some gut in the game: They need to experience themselves as learners, and to feel the vulnerability that comes with taking risks in a complex environment, when you don’t actually know where your actions will take you.”

So what, then, will it take to do adaptive change work at the organizational level? Lahey’s answer, of course, is this: Organizational leaders must do their own adaptive change work first.

“Doing this work at the organizational level requires leaders to be committed to their own deep learning -- and that means being willing to experience vulnerability. They have to step out of the mode of trying to prove themselves, protect themselves or demonstrate that they already know how to solve the problem.”

In other words, the key to creating a true learning culture is for leaders to create an environment in which people feel comfortable taking thoughtful risks and experimenting with new behaviors. And the only way to do that is to set the example: To lead by going first. ■



## Lisa Lahey

Lisa Lahey, Ed.D., specializes in leadership and the intersection between individual and organizational development. She is Associate Director of the Change Leadership Group at Harvard University, on the Faculty at the Graduate School of Education at Harvard University and Co-Director at Minds At Work, a consulting firm serving

businesses and institutions around the world.

An expert in adult development and an experienced practicing psychologist, educator and leadership curriculum developer, she works with senior executives and leadership teams in a wide range of organizations. Dr. Lahey’s special interests are in developing systems and cultures that promote transformative learning opportunities for leaders and teams that engender organizational growth and sustainability. She coaches individuals, groups, and teams on improving communication, collaboration, work performance, conflict resolution, and decision-making.

Lahey and her colleague Robert Kegan are credited with a breakthrough discovery of a hidden dynamic, the “immunity to change,” which impedes personal and organizational transformation. Her work helps people to close the gap between their good intentions and behaviors. This work is now being used by executives, senior teams and individuals in business, governmental, and educational organizations in the United States, Europe, and Asia. Lahey and Kegan recently received from Boston University the Gislason Award for exceptional contributions to organizational leadership, joining past recipients Warren Bennis, Peter Senge, and Edgar Schein.

Lahey’s publications include *Immunity to Change: How to Overcome it and Unlock the Potential in Yourself and Your Organization* with Robert Kegan (Harvard Business School Press), and *How The Way We Talk Can Change the Way We Work* with Kegan (Jossey-Bass). She is also co-author of *Change Leadership: A Practical Guide to Transforming Our Schools* (Jossey-Bass). A passionate pianist and hiker, she lives in Cambridge, Massachusetts, with her husband and two sons.



## Allison Conte

Allison Conte, Mobius consultant: As a leadership advisor and organization development consultant, Allison Conte specializes in generating transformative, sustainable change in complex systems. Her whole-systems approach integrates strategy, leadership, execution and culture. Her expertise includes applications of Integral Theory, Gestalt

Theory, Appreciative Inquiry, systems thinking, complexity science, emotional intelligence, developmental psychology, adult learning and Holacracy. You can follow Allison’s blog at [www.integralthinkers.com](http://www.integralthinkers.com).

# Furthering the Language of Ongoing Regard

An Excerpt from *Seven Languages for Transformation: How the Way We Talk Can Change the Way We Work*

by Robert Kegan and Lisa Lahey

Consider what might happen, just as an example, if at every meeting that we have occasion to lead--meetings of staff, committee, project group, team, department, faculty or division--we regularly began by opening the floor for any expressions (direct, specific, nonattributive) of admiration or appreciation that anyone might like to deliver.

The worried responses we usually get to this suggestion are along these lines: "What if I do this and no one has anything to say and I'm greeted with a long, awkward silence?" "But what if one person never gets thanked?" "Do we have to do this publicly, in a group? Too touchy-feely."

## The Role of Leaders

What if nobody has anything to say? In our experience this has actually never happened, but even if it did, we believe it would still be a net gain for a language-shaping leader. Even if no one has anything to say today, you still exercise your leadership on behalf of conveying that this is something that can go on here at work. This is something that has a place to go on if it wants to, if not today then perhaps tomorrow.

When you create a place for something, it is remarkable how much more likely the thing is to occur. This is what we mean by leading a language community. The idea is not only that leaders should pay attention to how they speak and

what they say but also that leaders have the opportunity to create places or channels for unusual forms of communication between and among all the members of the community....

...Whatever the communication advances of the last hundred years, they do not include our mastery of the human arts of hospitality. On the contrary, these arts are in increasingly short supply and it's hard to see how any wizardry in communications technology that will characterize the twenty-first century workplace can make up for leaders' limited hosting capacities that were prevalent in the nineteenth. The essence of hospitality is located not in a warm smile and a hearty handshake but in the ability to create a meaningful shared space in which our attentions and intentions are aligned.

When a leader makes space at the beginning of a meeting for any expressions of appreciation or admiration that anyone may wish to deliver, she uses the special occasion of all being together to communicate that this is a place where we can give such support to each other. This is a place where, in addition to getting on each other's nerves and disappointing one another (as inevitably people do at work), we can also appreciate and admire each other---and say so. This is place where we can not only efficiently dispose of the functional administrative task before us, or keep the train running on time,

but be viscerally reminded why we want to be on this train in the first place.

By creating a preexisting channel for such communication, the language-shaping leader invites people, whether they know it or not and whether they make use of the channel or not, to bend their minds toward awareness of their experiences of admiration or appreciation. Like practicing a spiritual discipline, one finds---even in the midst of all the ways work continues to be troubling or difficult, that one sharpens one's capacity to feel genuinely appreciative or admiring---a vitalizing way to feel.

By creating a channel for expressing this experience, the language-shaping leader increases dramatically the chance that others besides oneself benefit from having such an experience. After all, if there are no regular opportunities for assisted delivery of such communication, what is likely to happen to our experience of appreciation and admiration? What is the likelihood that you will actually let anyone know about it? Even though you are aware of this experience, our best guess is that you are still not likely to tell the person about it if a public channel does not exist in your workplace....Most likely we will not deliver the communication. What a shame. It is a loss for the community, a social event that never occurred. Leaders, acting as language shapers, can work against such losses. ■

# Three counter-intuitive truths about coaching

by Michael Bungay Stanier, Senior Partner, Box of Crayons, Mobius Alliance Partner

## The dark secret of coaching

Coaching has taken root in your organization. It might range from the ad hoc hiring of coaches for an executive or two to a full-on “building a coaching culture” program, but in one form or another, coaching has arrived.

That can be a very good thing. At its best, coaching is a powerful way to shift behavior, increase engagement, enhance capacity and generally make a difference to the way people do business and the way businesses can succeed.

But coaching may be better in theory than it is in practice.

A UK survey (Blessing White, Coaching Conundrum, 2006) suggested that coaching in organizations was most definitely not working as well as it could or should. Even though the survey found that 73% of managers self-identified that they'd had some form of coaching training, it also found that of those being coached, fewer than one in

four (23%) thought coaching had significantly affected their job performance, and only 20% felt it had significantly contributed to their job satisfaction. More than half of the respondents said coaching had slight, little or no impact on their job performance (60%) and satisfaction (54%). Ten percent even said coaching had made them less satisfied with their jobs.

So what's getting in the way of coaching having the impact it might within organizations?

## The challenge of scale

The first seeds of coaching in an organization most typically happen when some external coaches work with leaders who need support in one way or another. When these coaches have some success, eventually someone suggests the organization should get more of this as it seems to be a good thing. And here is where we run into the difficulties of scaling up coaching.

There's no doubt external coaching can be very powerful. But it is expensive and costly, both in time and money. And even if your organization could afford lots of external coaches, it is often hard to find enough of these top quality professionals. And then once more, even if you could find them it's near impossible to get them all coaching in a way that is consistent, efficient and strategically aligned.

The obvious solution? Use external coaches strategically and sparingly - an approach that can pay great dividends - and get the organization's leaders and managers to do the coaching themselves.

## Managers as coaches

Coaching is certainly a good managerial skill upon which to focus. A Harvard Business Review article by Daniel Goleman of Emotional Intelligence fame posited that of the six different leadership styles, coaching was the least used of all - while pointing out that "although the coaching style may not scream 'bottom-line results', it delivers them."

However, the leap from theory to practice is proving tricky. While organizations have been sending managers out on coach training courses to get them able to work some coaching magic, many managers and companies alike are finding it difficult to translate the skills learned in the classroom to the day-to-day working environment.

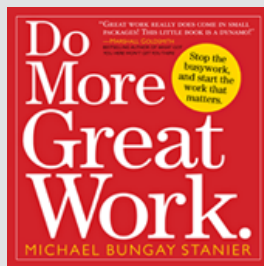
There is always a range of reasons why such a thing might be so, but in part what's stopping a more successful translation is the adherence to some common assumptions about



## About the author

Michael Bungay Stanier is the Senior Partner of Box of Crayons ([www.BoxOfCrayons.biz](http://www.BoxOfCrayons.biz)), a company that helps organizations to do less Good Work and more Great Work. Box of Crayons' flagship product is 'Coaching for Great Work' ([www.CoachingForGreatWork.com](http://www.CoachingForGreatWork.com)), a program that gives practical “next day ready” coaching skills to managers and leaders.

Michael was a Rhodes Scholar and the 2006 Canadian Coach of the Year. His most recent book is *Do More Great Work: Stop the Busywork and Start the Work that Matters* ([www.DoMoreGreatWork.com](http://www.DoMoreGreatWork.com)). Box of Crayons has been a Mobius alliance partner since 2006.



coaching - assumptions that in fact hinder rather than help.

Here then are three counterintuitive truths about how to make coaching stick in your organization.

## 1 Don't create a coaching culture

'We're going to create a coaching culture' is a commonly proclaimed goal, with some leader filled with visions of coaching reinventing life and work in that organization.

But coaching alone is not able to miraculously drive change, improve performance, increase happiness, make money and lift the level of engagement in an organization. Coaching is a powerful tactic that is best used to support and achieve a specific business objective.

The focus on a 'coaching culture' runs the danger of confusing the means for the end, and it is a lack of context – why exactly do I need to use coaching? – that can undermine any attempts to get managers coaching. Commitment and engagement with coaching works best when there are two levels of context.

The first is the business context, and we've found that enhancing coaching skills works best when it's serving a specific business purpose – for instance, building team resilience before a corporate re-branding and reorganization, increasing key customer retention or reducing the churn of front-line sales staff.

The second is a personal context, or more bluntly: how will this help me and my work? Getting managers to see how coaching can be not just another thing to add to the to-do list, but rather a way of actually reducing their own workload while increasing the focus on their own 'great work' builds the likelihood of

it being a tool that's used. Context allows managers to see coaching as a support and a solution – and not just the latest HR trend.

## 2 Keep it short, keep it simple

Numerous surveys have pointed out that the biggest barrier to managers coaching others was not a lack of skill or lack of desire or lack of explicit systemic support. It was a lack of time. A recent McKinsey article suggested that the typical manager had a grand total of five to ten minutes per day in which to coach.

Managers – and these days nearly everyone is a manager – see themselves as just too busy to coach. In this matter, external coaches provide lousy role models for managers who coach. With external coaches spending between 30 minutes and two hours per coaching session, it's no wonder most managers say: 'I just don't have time for that.'

For coaching to have any chance of sticking, it must fit to the reality of the managers' working life. And that means that, unless the process is straightforward, flexible and 'next-day usable' ... and unless they can do that all in 10 minutes or less, managers don't have capacity for coaching.

Knowing that they can (and should) coach in bursts of 10 minutes or less is very freeing for managers. They can imagine how coaching can be part of their regular working life, rather than have it become yet another burdensome add-on to their already long list of responsibilities.

A metaphor that seems to resonate is looking at coaching as “drip irrigation” rather than the occasional “flash flood”. Certainly, an

occasional, formal coaching session can be a fine thing, but to achieve “positive behavior change” (how Marshall Goldsmith defines the impact of good coaching), regular, short and informal coaching moments are most powerful.

## 3 Strive for adequate

The first two truths lead to the final counterintuitive truth, which is to abandon the quest to create excellent coaches. The truth is, for most people's challenges most of the time, being an adequate coach is more than enough.

Adequate means both appropriate to the moment and efficient. Overcoaching wastes time and money, and setting a standard of 'adequate' helps normalize coaching.

The power of this insight is that it removes the paralyzing fear many managers feel about not being able to do coaching properly. Believing that they have to master subtle skills of human dynamics, have a PhD in psychology and (ideally) have also reached a state of Zen enlightenment means that for many managers, it's easier and safe to continue doing what they've always done ... which isn't coaching.

### Practical coaching that sticks

Coaching is a tactic that organizations should seriously consider in their goal to produce outstanding business results through engaging people on the stuff that really matters.

Challenging some commonly held assumptions about what coaching looks like and feels like in a company can help open the way to create a practical, adaptable way for managers to build coaching into their leadership repertoire - and to have it stick. ■

The shift is to believe that the task of leadership is to provide context and produce engagement, to tend to our social fabric. It is to see the leader as one whose function is to engage groups of people in a way that creates accountability and commitment.

In this way of thinking we hold leadership to three tasks:

- Create a context that nurtures the alternative future, one based on gifts, generosity, accountability and commitment;
- Initiate and convene conversations that shift people's experience, which occurs through the way people are brought together and the nature of the questions used to engage them;
- Listen and pay attention.

Convening leaders create and manage the social space within which {participants} get deeply engaged. Through this engagement {participants} discover that it is their power to resolve something or at least move the action forward. Engagement, and the accountability that grows out of it, occurs when we ask people to be in charge of their own experience and act on the well-being of the whole. Leaders do this by naming a new context and convening people into new conversations through questions that demand personal investment.

Excerpted from *Community: The Structure of Belonging* by Peter Block



# Leading through Credit and Blame: *How the Hidden Rules of Credit and Blame Determine Our Success or Failure*

by Ben Dattner

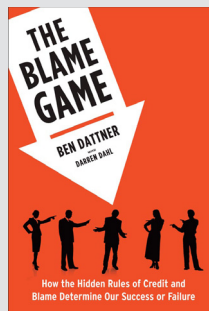
The following is an article prepared by Mobius affiliate Ben Dattner to share at the launch of his new book *The Blame Game: How the Hidden Rules of Credit and Blame Determine Our Success and Failure*.

CEOs don't just manage organizations, they also manage credit and blame. Patterns of credit and blame in an organization are a kind of social and interpersonal economy that can either foster organizational growth, evolution and learning or cause organizations to stagnate and devolve into dysfunctional politics and finger pointing. Corporate leaders set the tone for how credit and blame get assigned within an organization, and they do so knowingly or unknowingly, and for better or for worse. Great CEOs create and sustain organizations in which "credit" expands, meaning that people are willing to exert discretionary effort on behalf of others, with the good faith expectation that these positive and proactive moves will be acknowledged and reciprocated. Just like the economic credit cycle, "credit" cycles within organizations can either lead to growth or contraction in the level of "trade" and collaboration between individuals, teams, departments, and divisions. CEOs and other business leaders struggle when the dynamics of blame take over, and contagious negative influences cause people to become more focused on casting or denying blame for problems than on fixing them. In other words, there is a direct correlation between how people give one another credit (or blame) and whether the pie expands or contracts as everyone tries to claim his or her own slice.

One CEO to whom I consulted was concerned that there was an emerging conflict between members of his senior management team, which as a result of a recent merger was now geographically dispersed between the United States and Europe. After some disappointing results, he observed that members of the management team were beginning to point fingers at one another and to become defensive when their past decisions or future strategic plans were questioned. The CEO's first hypothesis was that cultural differ-

ences were the reasons why mistrust and discord were building. Although he was tempted to blame the members of his team for the deteriorating atmosphere, he was a seasoned and self aware leader who had developed the good practice during his career of first considering his own role in whatever was going on below him. He asked me to interview the members of his team, and to prepare a confidential report of their feedback.

What I learned during the course of the interviews was that the emerging conflict was not based on geography at all. In fact, the conflict on the senior management team was functional in nature, with unclear lines of authority creating confusion about who



## *The Blame Game: How the hidden rules of credit and blame determine our success and failure*

By Ben Dattner with Darren Dahl

[www.creditandblame.com](http://www.creditandblame.com)

For better or for worse, the dynamics of credit and blame are at the heart of every team and organization and make or break every career. Unfortunately, credit and blame are rarely assigned in an objective or fair manner, and individual psychology, team dynamics, and corporate culture all influence, and are influenced by, how credit and blame are given and received. Too often, people and organizations get caught up in "the blame game" and the wrong people get blamed for the wrong reasons at the wrong time. The result can be that people are demotivated and demoralized, focus more on organizational politics than on getting the job done, and are too afraid to speak up or experiment with new approaches.

This book considers academic research and theory, as well as real world examples, that illuminate how human evolution, our own life histories, and our personalities impact how we assign credit and blame to ourselves and others, as well as how we react to the credit and blame we receive from others. Credit and blame are also at the heart of workplace relationships, and are critical in determining how teams will develop and interact with each other. The book explores the situations in which we can all be susceptible to "the blame game" and presents recommendations for how we can win in our careers by refusing to play. By taking a more mindful approach to credit and blame, individuals, teams and organizations can overcome the "blame game" and successfully adapt to new challenges instead of remaining stuck in the past.

was responsible and accountable for what. I also learned that the members of the management team had not yet heard from the CEO what their mandate was as a team post-merger, or how their own performance would be evaluated in the newly combined organization. The feedback helped explain why each individual member of

the team was more focused on getting personal credit, and avoiding being blamed, than on collaborating with their teammates.

After he received the feedback, the CEO tasked his management team with clarifying roles and responsibilities, and with writing a “team charter” for itself, which specified team goals,

what its members would be collectively accountable for, and how its performance would be evaluated. In this case, the social psychology of credit and blame was an early indicator to a mindful CEO that there were deeper structural issues that needed to be addressed and incentives that needed to be realigned.

## A Conversation With Ben Dattner

### Why does credit and blame matter?

Credit and blame are at the very heart of organizational psychology, and help determine whether individuals learn and grow in their careers or derail, whether teams take an open minded approach to the challenges they face or succumb to the temptation to scapegoat and blame, and whether entire organizations have cultures of trust and problem solving or instead waste time and effort on dysfunctional finger pointing. As an organizational psychologist, every time I work with a client or client organization, the dynamics of credit and blame are what everyone is focused on. My role as a consultant and coach is to help individuals, teams, and entire organizations to reconsider their understanding of credit and blame, in order to stop negative cycles of blame and to create positive cycles of trust and collaboration.

### Why is this topic timely?

Unfortunately, as the economy has tanked there has been a “bull market” in blame. Whether it’s financial bailouts or oil spills, it seems every time one turns on the television there is some executive testifying before Congress on some topic or other, blaming other organizations rather than taking any accountability. This culture of blame permeates far too many organizations these days, and

the result is that organizations fail to motivate their people, to innovate, or to acknowledge and fix deficiencies. Successful leaders, teams, and organizations are able to fight this trend, and to create environments where people are more focused on admitting mistakes and fixing things rather than on deflecting blame or trying to hoard credit.

### What kinds of perspectives do you take on credit and blame in the book?

The book considers credit and blame from the point of view of individual psychology, relationships between individuals, dynamics within and between teams, and from the point of view of entire organizations. It also looks at leadership, and gives examples of how great leaders set a personal example for managing the dynamics of credit and blame in an open and positive manner. The book approaches credit and blame from both a theoretical and practical perspective, and I endeavored to balance descriptions with prescriptions.

### Is there anything that a) readers and b) organizations can do to make things better?

Yes, there is an entire chapter that outlines specific things that individuals, organizations, and organizational leaders can do to make things better.

These suggestions include tools to diagnose and evaluate one’s own credit and blame challenges and opportunities, as well as those of others. In addition to specific evaluative tools, this chapter also provides general advice about how to manage credit and blame for oneself and others in a more mindful and strategic way. This chapter should help individuals at every stage of their careers think in a new way about how they react to credit and blame, and how they assign it to others, and should help organizations and organizational leaders think in a new way about how the social psychology of the workplace can be understood and improved.

### And what’s new about this book?

I must give credit to many other people for the ideas in this book, ranging from academics to business leaders, as well as many colleagues and clients. What I hope is new about this book is that it ties together theories, practices and examples into a single integrated picture of credit and blame, and considers credit and blame as causes of organizational behavior, rather than just as effects. Hopefully readers will gain a new way of looking at credit and blame, one that will help them more successfully navigate the dynamics of credit and blame in their workplaces and careers. ■



## Launching the Mobius Social Sector Office

Both of the founders of Mobius have a long history of social entrepreneurship and social sector work. Erica was the founder of the Harvard Negotiation Insight Initiative which later became the Global Network for Negotiation Insight Exchange. Amy, from 1989 to 1997, worked at the Cathedral Church of St. John the Divine and has been consistently involved in efforts related to environmental health and social justice since that time.

### National Religious Partnership for the Environment

In addition to serving on their public affairs team Amy had the honor of serving as the Associate Director of the National Religious Partnership for the Environment. Along with then Dean James Parks Morton, Carl Sagan, Paul Gorman and then-Senator Al Gore she helped encourage a collective response from America's faith communities to the issues of sustainability and environmental justice. Helping ensure a moral, theological and liturgical effort would be made to threats against Creation, NRPE became a long term coalition to help protect endangered species, save wetlands, address global warming and broader climate change issues, and discuss issues of global population.

### Rockwood Art of Leadership

In 2000 Amy joined forces with senior practitioner and leadership expert Robert Gass and the head of the Rockwood Fund, Andre Carothers, to create a four day training called the Art of Leadership. The Rockwood Leadership Institute was founded in 2000 to provide individuals, organizations and networks in the social benefit sector with

powerful and effective training in leadership and collaboration.

Each year Rockwood delivers its programs to more than 250 leaders working in important grassroots and policy reform sectors that help improve the well-being of our communities and world. Rockwood teaches skills and tools that help these leaders overcome organizational challenges; inspire and align individuals and organizations toward producing quality outcomes; develop collaborative skills; decrease "burn-out"; and create organizations that celebrate sustainability and diversity.

Today Rockwood has nearly 3,000 alumni, making it the nation's largest provider of multi-day, transformative leadership trainings for social change nonprofit and philanthropic organizations.

Within a few years of establishing the four day AOL as a premier provider of social sector training Robert collaborated with the Rockwood Leadership Institute to create a year long training program for the highest potential leaders in the sector. Graduates of that program lead institutions such as the NAACP, SEIU, MoveOn.Org and the Sierra Club.

### Mobius and the Social Sector

Throughout its history Mobius has been providing pro-bono services to select NGO's such as Health Care Without Harm. However, with this launch of our social sector office we are more broadly entering this sector.

Since our planning meeting in December we have begun to engage in client projects from providing facilitation services for board meetings and off-site strategy sessions to offering culture change consulting services and one on one executive coaching. Our team includes some of those profiled in the following pages, Kenneth Cloke, Joan Goldsmith as well as Rob Ricigliano and Jeffrey Kerr. We are also excited to be collaborating with Robert Gass and his colleagues where possible.

From hereon, we will be providing organizational consulting services such as executive coaching, strategy alignment work, team intervention and whole systems transformational change consulting to organizations in both the social and public sectors.

For those interested in learning more about this effort should go to the social sector pages of our website at [www.mobiusleadership.com](http://www.mobiusleadership.com) which will be continually updated as we go forward. ■

"We are constantly reminded of the complexity of the human condition. We are light and dark, hopeful and fearful, compassionate and murderous. Within our collective psyche lives the willingness to bear witness to crimes against humanity, and also the ability to commit them. If we are to have any chance at evolving as global citizens, then we must take a stand for the hope that the family of nations can learn from its mistakes. We must believe in new possibilities the world has never seen. Public sector leaders have a unique opportunity, and a special responsibility, to show us the way."

— Erica Ariel Fox



## Robert Gass

Robert Gass has been known for leading edge work in leadership development and organizational change for over 30 years. Holding a doctorate in Clinical Psychology and Organizational Development from Harvard University, his

work synthesizes an unusually diverse background in organizational behavior, social change, humanistic psychology, business, and spiritual studies.

Robert was the former President of ARC International, a global consulting and training company specializing in transformational change with Fortune 500 companies. As an organizational consultant, he has worked at the most senior levels with corporations such as Chase Bank, General Motors, Pillsbury, Textron and Motorola, specializing in whole system change and leadership development. Robert has for many years served as executive coach to leaders ranging from corporate heads and entrepreneurs to NGO leaders and spiritual teachers.

Robert has offered seminars to over 100,000 individuals on leadership and relationships (with his wife, Judith) at universities, educational centers and conferences around the world including the Conference Board, the Institute of Cultural Affairs (China), the Institute of Noetic Sciences, the American Academy of Psychotherapy, Brown University, Auroville (India), the U.S. Environmental Protection Agency, and the U.N. Peace University in Costa Rica.

Robert's current work is dedicated to serving leaders and institutions working for human rights, environmental sustainability and peace & global security. Designer of the Rockwood Art of Leadership trainings, he has helped train thousands of environmental,

Robert Gass, close Mobius collaborator, is a driving force in the effort to bring leadership and organizational development practices into the progressive social movement and social sector organizations. Over the last decade he has trained thousands of activists and NGO/non-profit executives through the Rockwood Leadership Institute's Art of Leadership and personally mentored close to two hundred of the most influential leaders in this sector through his year long Leading from the Inside Out intensive training program. We are pleased that in the next few years we expect to have an increasingly close collaboration, helping train and support Mobius senior team members to offer their intervention, coaching and consulting services to many of these organizations.

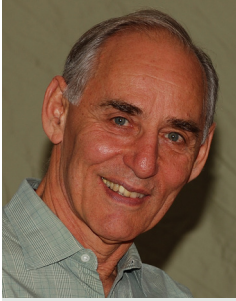
human rights, peace and social justice leaders across North America in the inner and outer arts of leadership.

Robert was the former Board Chair of Greenpeace USA, and currently consults to non-profits and leaders from organizations such as NAACP, the Sierra Club, the MS Foundation, Green for All, Service Employees International Union (SEIU), Reform Immigration for America coalition (RIFA), Tides Center, Rainforest Action Network, Asian-American Justice Center, Center for Community Change (CCC), Gore's Alliance for Climate Protection, MoveOn.org, and the U.S. Senate Chiefs of Staff.

He has a deep commitment to helping leaders to find common purpose and work together across divides of ethnicity, economic interest, culture and political ideology.

Robert lives in Boulder, CO, and has raised three children with his life partner of 39 years, Judith Ansara.





## Kenneth Cloke

Kenneth Cloke is Director of the Center for Dispute Resolution and a mediator, arbitrator, attorney, coach, consultant, and trainer, specializing in communication, negotiation, and resolving complex multi-party conflicts, including

community, grievance and workplace disputes, collective bargaining negotiations, organizational and school conflicts, sexual harassment, international conflicts and public policy disputes, and in designing preventative conflict resolution systems for organizations.

He is a nationally recognized speaker and author of many journal articles and books, including *Mediation: Revenge and the Magic of Forgiveness*; *Mediating Dangerously: The Frontiers of Conflict Resolution*; *The Crossroads of Conflict: A Journey into the Heart of Dispute Resolution*; and *Conflict Revolution: Mediating Evil, War, Injustice, and Terrorism*. He is co-author with Joan Goldsmith of *Thank God It's Monday! 14 Values We Need to Humanize the Way We Work*, *Resolving Conflicts at Work: 8 Strategies for Everyone on the Job (2nd Edition)*; *Resolving Personal and Organizational Conflict: Stories of Transformation and Forgiveness*; *The End of Management and the Rise of Organizational Democracy*, and *The Art of Waking People Up: Cultivating Awareness and Authenticity at Work*.

His coaching, consulting, facilitation, and training practice includes work with leaders of public, private and non-profit organizations on effective communication, collaborative negotiation, relationship building, conflict resolution, leadership development, strategic planning, team building, meditation and organizational change.

He has been an organizer, activist and leader in the student, civil rights, anti-draft, anti-war and environmental movements. He worked in Alabama and Georgia in the 1960's with the Student Non-violent Coordinating Committee (SNCC), Southern Conference Leadership Council (SCLC), Congress on Racial Equality (CORE) and Law Student's Civil Rights Research Council (LSCRRC). He was active in SLATE and the Free Speech Movement at U.C. Berkeley. He was Law Student Organizer and Executive Director of the National Lawyers Guild and worked closely with the National Mobilization Against the War, Students for a Democratic Society (SDS), Winter Soldier Investigation, Vietnam Veterans Against the War and similar organizations. He is currently President and co-founder of Mediators Beyond Borders, and led an international team of mediators to the Copenhagen climate change conference and to meetings at United Nations headquarters.

He has worked on team building, communications, leadership, change and conflict resolution with the top leadership of the American Airlines flight attendants union (APFA), United Teachers of Los Angeles, Communications Workers of America, California Teachers Association, California Federation of Teachers, California Nurses Association, International Longshore and Warehousemen's Union and other union organizations.

He received his B.A. from the University of California, Berkeley; J.D. from U.C. Berkeley's Boalt Law School; Ph.D. from U.C.L.A.; LL.M. from U.C.L.A. Law School; and did post-doctoral work at Yale University School of Law. He is a graduate of the National Judicial College in Reno, Nevada and taken numerous courses in mediation.





## Joan Goldsmith

Joan Goldsmith, M.A., Doctor of Humane Letters, has been a coach and organizational consultant with public and private sector organizations for over thirty years, specializing in leadership development, organizational change, conflict resolution, coaching and team building.

She is the founder and Executive Director of Cambridge College, a undergraduate and graduate school for adult professionals. She was a family therapist in the late 1960's and a member of the Education faculty at Harvard University, where she directed the Masters of Arts in Teaching program. She also taught at UCLA, Cambridge College, and Antioch University, where she has educated individuals and teams in a variety of personal and professional skills. She is currently an adjunct professor teaching leadership and organizational subjects at Southern Methodist University.

She was active in the civil rights, student and anti-war movements of the 1960's and her book, *The Vietnam Curriculum*, written in opposition to the war in Vietnam, was published and distributed by *The New York Review of Books*. She was a high school teacher in Boston, and a member of the Boston Area Teaching Project.

She is a mediator and trainer in conflict resolution specializing in workplace conflicts. She co-authored with Kenneth Cloke, *Thank God It's Monday! 14 Values We Need to Humanize the Way We Work*, *Resolving Conflicts at Work: 8 Strategies for Everyone on the Job (2nd Edition)*; *Resolving Personal and Organizational Conflict: Stories of Transformation and Forgiveness*; *The End of Management and the Rise of Organizational Democracy*, and *The Art of Waking People Up: Cultivating Awareness and Authenticity at Work*.

She has also co-authored the best-selling book *Learning to Lead: A Workbook On Becoming a*

*Leader* (4th Edition) with Warren Bennis, published by Basic Books. As an expert on leadership she has coached executives of corporate and non-profit organizations in skill development and advised them on programs, strategies and initiatives in their organizations. Her clients have included Union Carbide, MTV Networks, AT&T, Continental Bank, Aerospace Corporation, Raytheon Corporation, Deutsche Bank and Showtime Television Networks Inc., as well as numerous government agencies, educational institutions, schools and school districts.

She has been a consultant on organizational change to government agencies, Fortune 100 companies and non-profit organizations in the United States and internationally. In partnership with Sidney and Yulin Rittenberg, she was a founding Director of Index China, a consulting company dedicated to providing advice to U.S. corporations and non-profits seeking to work in China.

In the non-profit sector, she is an Associate of the Synergos Institute, which builds international, collaborative partnerships to end poverty in the Southern Hemisphere. She has had numerous international professional engagements, including in Mexico, Brazil, Canada, Cuba, the Bahamas, Japan, China, India, Zimbabwe, the Netherlands, and Great Britain.

She has served on numerous boards of directors, including: Cambridge College, The Teachers Network, Deaf Self-help, Mar Vista Family Center and the Coro Foundation. She has been a coach, advisor and trainer for United Teachers of Los Angeles, the Women International League for Peace and Freedom, Woman's International Health Coalition, Women's Lens on Global Issues, Disney Institute for Women Entrepreneurs, The Teachers Network, and Women International League for Peace and Freedom, among others. She has been a trainer and speaker at international, national and local conferences supporting women's leadership initiatives, organizational development and conflict resolution.

*When you know who you want to be at your death,  
you'll know who you want to be in life.*

*Feed the moment well,  
for it is pregnant with your future.*

*—Paul Dunion*



## Robert Ricigliano, JD

Robert Ricigliano is the Director of the Institute of World Affairs and the Peace Studies Program at the University of Wisconsin, Milwaukee, where he teaches International Mediation and Negotiation through the Department of Communication. He was a

founding Board member of the Alliance for International Conflict Prevention and Resolution (AICPR), a consortium of leading U.S.-based conflict resolution NGOs and academic centers. He currently serves as Co-Chair of the Theory and Practice Committee of AICPR.

Mr. Ricigliano has worked most recently on the peace process in the Democratic Republic of Congo and has been involved in peacebuilding interventions in Russia, Georgia, Colombia, South Africa, and elsewhere. He served on the first U.S. team ever to teach negotiation at the Soviet Foreign Ministry's Diplomatic Academy in Moscow, and has trained diplomats and other government officials from Africa, Europe, Asia, and North America. He was also selected by the Secretary of the Interior to lead a first of its kind mediation of a land dispute. Mr. Ricigliano was Executive Director of the Conflict Management Group and Associate Director of the Harvard Nego-

tiation Project. He has developed core programs in diplomatic and governmental negotiation, preventive diplomacy, and inter-group conflict management.

In a wide variety of corporate settings, Mr. Ricigliano has done consulting, mediation, and training in negotiation, creating a value-based client relationship, and managing difficult conversations. A partial list of clients includes KPMG, Deloitte, PwC, BMC Software, IBM, Axiom, Pillsbury, Credit Suisse, Bank of Montreal, and several major law firms. He has worked with managers, executives, and sales and marketing teams. He has also mediated disputes with Canada's largest private television network and a major healthcare system.

Recently, Mr. Ricigliano edited a volume of Accord entitled *Choosing to Engage: Armed groups and peace processes* and co-authored a piece for the volume entitled "Understanding Armed Groups." His writings on negotiation and peace processes include *Networks of Effective Action: Implementing a Holistic Approach to Peacebuilding*; *Cold War, Redux: A Critique of and Alternative to the War on Terrorism*; *The Chordic Peace Process*; and *Supporting the Peace Process in the DRC: A Track 1.5 Facilitation Effort*. He holds a J.D. from Harvard Law School and a B.A. from Hamilton College.



## Jeffrey Kerr, M.S.W.

Jeffrey Kerr, M.S.W., LICSW holds several current posts in the fields of negotiation, communication, executive coaching and leadership development, contributing an array of skills and experiences to the Mobius enterprise. Jeffrey is a member

of Triad Consulting, a specialty firm offering corporate courses in dialogue and negotiation skills. He is the Director of HumanMatters, a consulting and training company that specializes in communication enhancement, strategic relationship management and executive coaching. Additionally, Jeffrey is a Senior Project Consultant at The Monitor Consulting Group's Leadership Development Program, a Senior Consultant for CM Partners in their Aramco Project located in Saudi Arabia, and consults within the Harvard Business School's Executive Education Program facilitating the learning and development of Difficult Conversations. Jeffrey travels nationally and internationally, assisting corporations to develop the communication skills necessary to support business

success. Clients he has worked with directly include Merck, Conoco, Merrill Lynch, Amerada Hess, BP, Xilinx, Citrix, Genentech, and Sepracor.

In addition to consulting in the private sector, Jeffrey continues his career-long commitments in the public sector. He consults to Boston area health and mental health centers, where he helps individuals and groups to design, improve and repair attitudes, relationships and strategic alliances. Public sector clients include the Latino Health Institute and Southern Jamaica Plain Community Health Center.

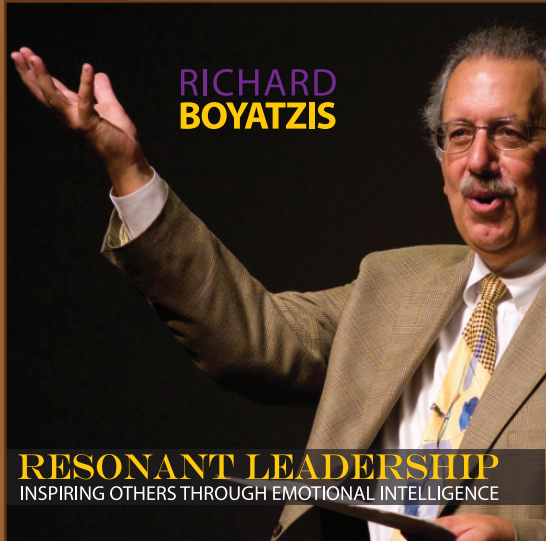
Jeffrey served as the Executive Director of the Family Institute of Cambridge (FIC), a nationally renowned training center for family therapy and mental health systems training, and is now a core faculty member of FIC. He has consulted to couples and families for 25 years. He also works as a consultant for Harvard's Program on Negotiation and is a guest lecturer at the Harvard Business School.

Jeffrey earned his B.A. in Psychology from The Evergreen State College and a masters degree in social work from Smith College.

# Resonant Leadership

Inspiring Others Through Emotional Intelligence

## Master Class by Richard Boyatzis



Want to be the type of leader that truly inspires, and motivates to change and action?

This 3CD set is by Richard Boyatzis, co-author of Primal Leadership and Chair of Organizational Development at the Weatherhead School of Management.

It offers you the tools to become the leader you want to be -

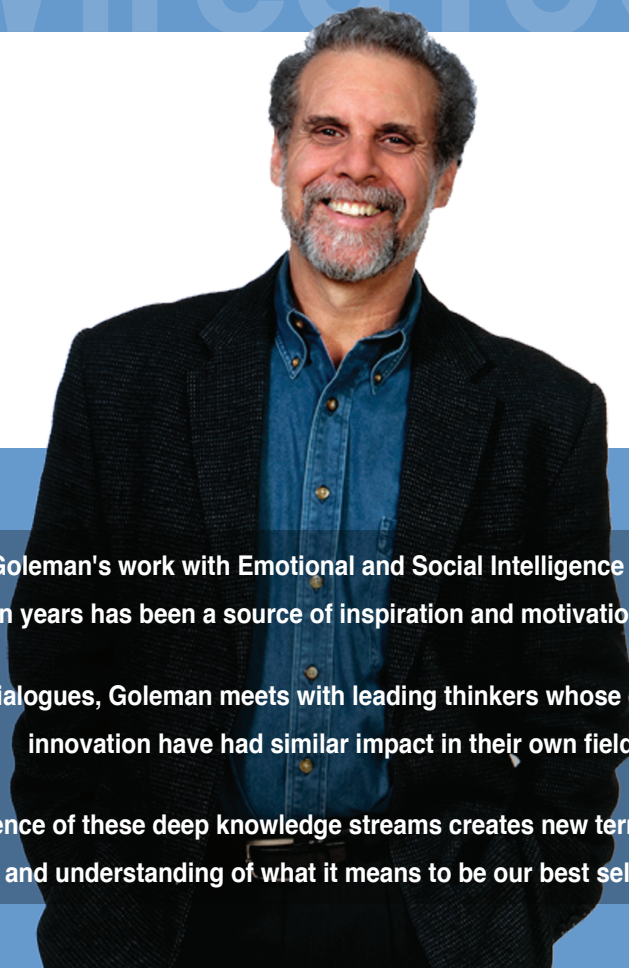
including exercises to reassess valuable and effective techniques.

Introducing the Intentional Change Model, Richard covers such topics as:

- Chronic stress and how to free yourself from it and cycles of renewal for leaders
- The neural connections that make great leaders
- The optimal balance of positive to negative feedback
- The role of hope in leading organizations

# Wired To Connect

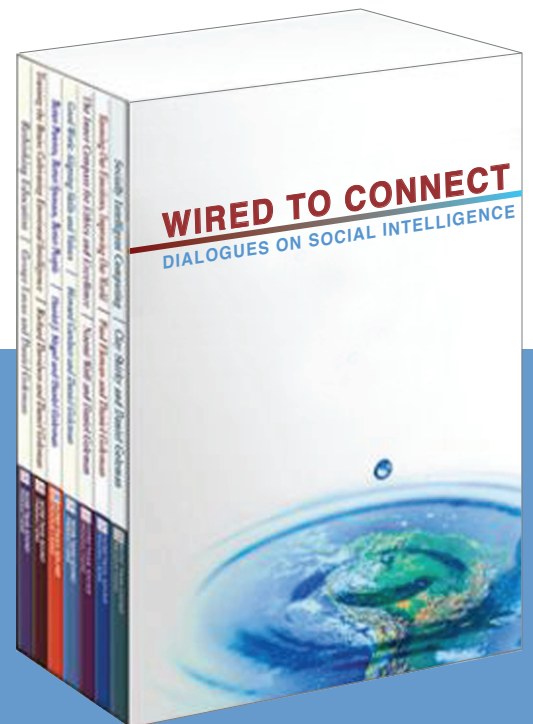
Change your emotional habits. Understand interpersonal dynamics in your company. Expand your vision of leadership.



Daniel Goleman's work with Emotional and Social Intelligence over the last thirteen years has been a source of inspiration and motivation for many.

In these dialogues, Goleman meets with leading thinkers whose dedication and innovation have had similar impact in their own fields.

The confluence of these deep knowledge streams creates new territory for inquiry and understanding of what it means to be our best selves.



# wired to connect: dialogues on social intelligence

## Neuroscience and Emotional Freedom

Daniel J. Siegel



In this insightful exploration, Siegel and Goleman explain how our relationships shape our emotional habits – and the brain itself. The neural patterns formed in childhood have immense importance in our lives as colleagues, managers, parents, partners, and people. Siegel and Goleman explain how we can free ourselves from the hold of our past to create richer, more balanced relationships. In professional terms this allows us to be more effective at managing others, negotiating, influencing and leading.

## Good Work, Aligning Skills and Values

Howard Gardner



In this spirited dialogue, Daniel Goleman and Howard Gardner give us the tools to build a meaningful and rewarding career. Dr. Gardner's research, insight, and expertise into Good Work help us turn our ideals into reality, and coact who we are with what we do. Dr Gardner is the John H. and Elisabeth A. Hobbs Professor of Cognition and Education at the Harvard University Graduate School of Education.

## Inner Compass for Ethics and Excellence

Naomi Wolf



Women's natural voices, and true leadership, are often stifled under misconceptions and over-learned responses. Yet these obstacles can be removed, and the brain can be changed to unlock women's authentic voices. This powerful unlocking allows women to speak from the heart, build trust, and own their power as leaders. A wonderful reinforcement to executive programs on women's leadership this CD, by social theorist Naomi Wolf, offers a window into more adaptive and powerful strategies for women's leadership.

## Knowing Our Emotions, Improving Our World

Paul Ekman



Learning the connection between the face and the emotions can better our lives by giving us the ability to recognize our own emotions before they overwhelm our better judgment and read other people's movements and gestures for their true feelings and underlying intent. Goleman and renowned Psychologist Ekman discuss the fascinating science of the Facial Action Coding System, and how we can use it to harness our emotions constructively.

## Leading the Necessary Revolution: Building Alignment in Your Business for Sustainability

Peter Senge



Sustainability is arguably the biggest business opportunity in 50 years – it's starting now, and the landscape will never be the same. In this CD Organizational Learning thought leader Peter Senge helps advise your organization on how it can drive the shift to sustainability – if you have the right approach, tools, and vision. This CD, Leading the Necessary Revolution, will help you seize this unprecedented opportunity.

## Socially Intelligent Computing

Clay Shirky



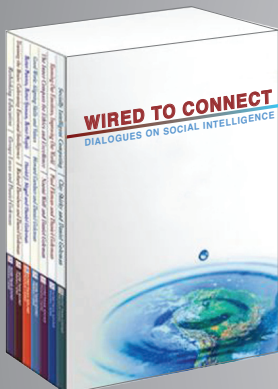
The internet was built for data transfer, yet online business and social networks have been plagued by flaming (unregulated emotional outbursts) and major misunderstandings. This is because emotional connection is vital for effective communication. In this dialogue, renowned internet theorist Clay Shirky describes how online groups function best, how the internet can be utilized to improve our society, and how social intelligence is improving the face of group interaction online.

## Training the Brain, Cultivating Emotional Intelligence

Richard Davidson



Contemplative neuroscience proves that we have the power to guide our brain's ongoing development – to cultivate happiness and compassion. In this accessible dialogue, Goleman and Davidson detail the neurological effects of contemplation, showing how we can activate our brains to recover from stress and anxiety, and conquer fear. Goleman and Davidson's dialogue offers tips for helping employees manage business contexts with fast paced change, high levels of uncertainty and crisis.



To order these leadership products  
please go to [www.morethansound.com](http://www.morethansound.com)



## The Faces of Mobius and Friends

These photos were taken at a global gathering that brought together a range of Mobius consultants and coaches as well as friends from the Cambridge Leadership Associates, Corporate Evolution, Society for Organizational Learning, Action Design and Integral Leadership and Coaching.



Jennifer Cohen, Mark Thornton, Erica Fox, Robert Hanig, Amy Fox and Alex Kulman



Louise Hansell and Lyse Merineau



Beth Scheel and Leejay Berman



Erica Fox and Robert Hanig



David Eaves and Alex Trisoglio





Karyn Saganic, Cindy Grossi and Charlotte of Geijerstam



Andrew Lewis and Gwen Krause



Erica Fox and Marilyn Paul



Wendy Capland, Andrea Borman Winter and Lisa Doig



Amy Fox and Alexander Grashow



Anne Gottlieb and Stevenson Carlebach

# Professional Development Opportunities

## Authentic Leadership in Action (ALIA) Summer Institute

Columbus Ohio • June 24 – July 1 (first time on U.S. soil!)  
[www.aliainstitute.org/summer-institute-2011](http://www.aliainstitute.org/summer-institute-2011)

**A**LIA has long been one of the richest and most progressive leadership programs I've encountered. Executives, entrepreneurs and social innovators, from across sectors, travel in from 30-40 countries.

Will you help spread the word—and post on Facebook, LinkedIn, etc? Over the years, I've watched the conversations that happen at ALIA spark meaningful change.

This year there will be 13 very rich tracks, including Mobius practitioners:

### **Building and Leading Network-Centric Organizations for the Digital Age with Robin Athey, Eugene Eric Kim & Grady McGonagill**

As the challenges facing organizations become more complex, network-centric leadership is increasingly important. New forms of social media offer powerful new opportunities to lead this shift, whether you work to bring about change from within an organization or as an independent activist or citizen.

This track will help you to:

- use Internet-enabled tools to foster more effective shared or distributed leadership within organizations and networks

- learn the best practices of networked organizations that use Web 2.0 tools to promote clear and wise action
- leverage the power of the Web without drowning in an information deluge
- understand the linkage between “social media” such as World Café, Open Space, and the Art of Hosting and the social media of Web 2.0
- create strategies for authentic connection when communication is increasingly remote and impersonal
- understand the risks of using the new social media, including privacy violation and personal time erosion
- increase your awareness of the impact of the Web's social media on your own patterns of attention and consciousness

We will use various approaches, including presentation, group discussions, personal reflection, live demonstration, practice of Web 2.0 social media tools, and practices of embodiment for effective change.

This track will draw from a faculty research project for the Bertelsmann Foundation that profiles web trends impacting all sectors and explores the implications for leadership in organizations and networks, and by individuals.

## Trainer Certification for The Organization Workshop



Boston, MA • May 10-13

[www.powerandsystems.com/workshops-with-impact/organization-workshop.html](http://www.powerandsystems.com/workshops-with-impact/organization-workshop.html)

**Mobius Executive Leadership is proud to share with you news of the upcoming *Trainer Certification for The Organization Workshop* sponsored by Power+Systems, Inc., May 10-13 in Boston.**

**T**he Organization Workshop is the now-classic leadership program based on the seminal systems work of Barry Oshry. Using unique experiential activities, participants are dropped into roles as top executives, middle managers, workers, and customers, all struggling to survive in a turbulent environment. The workshop examines what gets in the way of building partnership up, down and across the organization, and what it takes from people at all levels to make it happen.

The Organization Workshop is a component in multi-day leadership development programs, as well as part of

strategic change initiatives. It's included in the Center for Creative Leadership's core Leader Development Program and as well as in a wide-range of US and international organizations such as Roche Pharmaceuticals, TomTom, Travelers Insurance, and MedImmune, government agencies such as Defense Intelligence Agency, NASA, and the National Cancer Institute as well as health care, educational institutions, and nonprofits.

The Trainer Certification program enables qualified trainers and consultants to conduct this program for their own clients. A prerequisite is having participated in or observed a session of The Organization Workshop. (If you haven't fulfilled this prerequisite, contact Karen Oshry at [Karen@powerandsystems.com](mailto:Karen@powerandsystems.com) and she may be able to arrange for you to do that.)

The next Trainer Certification is May 10-13 in Boston. The cost is \$5575, which includes continental breakfasts and lunches daily. For further information or to apply, contact Karen Oshry at [Karen@powerandsystems.com](mailto:Karen@powerandsystems.com).



## details

July 31- August 5, 2011  
Rhinebeck, New York

## to register

Call Omega  
Registration at  
877.944.2002

or go to  
[www.eomega.org](http://www.eomega.org)  
Course: SM11-3405-690  
Tuition: \$850

Join the Global Network for Negotiation  
Insight Exchange (GNNIE). Visit us at  
[www.beyondyes.com](http://www.beyondyes.com) for more  
information. *Go to About Us and join  
the Global Network today.*



Stay in touch become  
a BY facebook fan



## Beyond Yes™

### Negotiation Skills for Leadership and Life

Originated at the Harvard Negotiation Insight Initiative, The Beyond Yes Method™ is a seven-step process that cultivates personal mastery for high performance. In this program, we learn how to work with timeless wisdom principles and our own life story to deepen our effectiveness at resolving our toughest conflicts and at realizing our dreams. This professional training is for those who want to get out of their own way to get the results and relationships they really want. The Beyond Yes process is for professionals seeking more success and higher satisfaction, both at work and in life.

**Erica Ariel Fox, JD**, has taught negotiation at Harvard Law School for fifteen years, and created the Beyond Yes Method. Internationally recognized as a pioneer in the integration of wisdom traditions and spiritual practice into the negotiation and leadership fields, she regularly teaches Beyond Yes to leaders of Fortune 500 companies. As a partner of Mobius Executive Leadership, Erica specializes in transformational leadership training for businesspeople.



**Mark Thornton** is a senior consultant with Mobius Executive Leadership and a long-standing faculty member teaching the Beyond Yes Method. An experienced meditation teacher, workshop leader, and author, Mark draws on years in the corporate world as well as decades of contemplative practice in his teaching.



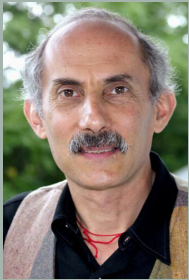
**Emily Gould, JD**, is an experienced workshop leader and coach, and head of the Beyond Yes Coaching Program. Emily guides participants during the Beyond Yes trainings, and provides follow-up coaching after the workshops to help participants integrate their learning back into their lives.



## The Wise Heart & the Mindful Brain: Buddha Meets Neurobiology

With Jack Kornfield, PhD and Dan Siegel, MD  
NYU Skirball Center, New York City  
April 29-30, 2011

Join world renowned expert in Buddhist Psychology, Jack Kornfield, and internationally recognized authority in interpersonal neurobiology, Dan Siegel, for an exciting 2-day event where they share their collective wisdom in the fields of neuroscience, meditation, therapy, and healing.



### Jack Kornfield, PhD

Jack Kornfield, PhD, was trained as a Buddhist monk in Thailand, Burma, and India. He is a clinical psychologist, cofounder of the Insight Meditation Society in Massachusetts, and founder of Spirit Rock Center in California. He is the author of *The Wise Heart; A Path With Heart; The Art of Forgiveness, Lovingkindness, and Peace*; and *After the Ecstasy, the Laundry*. [jackkornfield.org](http://jackkornfield.org)



### Dan Siegel, MD

Dan Siegel, MD codirector of the Mindful Awareness Research Center at UCLA, is clinical professor of psychiatry at the UCLA School of Medicine, where he is also on the faculty of the Center for Culture, Brain, and Development. Siegel is author of *Mindsight, The Mindful Brain, The Mindful Therapist*, and *Parenting from the Inside Out* (with Mary Hartzell). [drdansiegel.com](http://drdansiegel.com)

Based on Jack Kornfield's leadership in bringing mindfulness and Buddhist psychology practices to the West, and the groundbreaking work of Dan Siegel in developing the field of interpersonal neurobiology, this workshop offers theoretical and experiential learning, insights, tools, and practices. It is designed for mental health and science professionals, meditators, and anyone interested in the power of inner transformation, healing, and the development of our full capacities for connection, wisdom, and well-being.

Through the latest research, a variety of trainings in mindful awareness, the complementary training of loving kindness, and experiential exercises that illustrate the conceptual teachings, we:

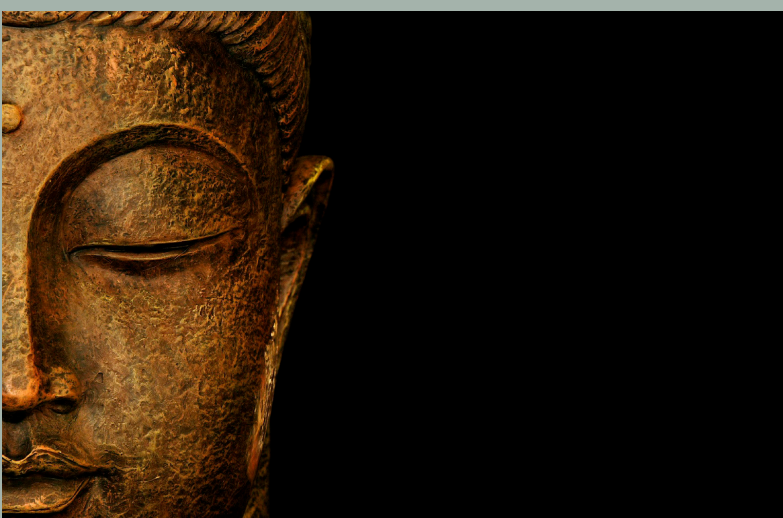
- Learn how deliberately attending to our experience creates scientifically recognized enhancements in our psychology, mental function, and relationships.
- Explore the art and science of healing, the release of trauma, and the transformative potential of mindful awareness to bring extraordinary well-being and inner freedom.
- See how the latest research and deep Buddhist understanding can foster the mindful awareness of interpersonal and intrapersonal attunement, promoting optimal well-being in relationships to others as well as to one's self.
- Discover how wise education and optimal mental health can enhance resilience, understanding, forgiveness, and compassion.

After completion of this workshop, participants will be able to:

- Describe the role of a "resonance circuit" in mindfulness practice that enables an individual to attune to oneself and others.
- Utilize mindfulness practice to help reduce suffering and promote resilience.
- Incorporate "intrapersonal attunement" to catalyze clients' mental, interpersonal, and psychological well-being.
- Explain the overlap among the secure parent-child attachment, mindfulness, and the integrative function of the brain, especially in the prefrontal cortex.
- Demonstrate the practices and principles of transforming difficult emotions are their root.

There is ample time for questions and answers. Please join this exciting and visionary dialogue.

Tickets are only available at [skirballcenter.nyu.edu](http://skirballcenter.nyu.edu) or call 212.352.3101 or 866.811.4111.



*"When we have not completed the basic developmental tasks of our emotional lives or are still quite unconscious in relation to our parents and families we will find that we are unable to deepen in our spiritual practice. Without dealing with these issues, we will not be able to concentrate during meditation, or we will find ourselves unable to bring what we have learned in meditation into our interaction with others. Whether our patterns of contraction and unhealthy sense of identity have their roots in our childhood or even in the more ancient patterns of karma, they will continue to repeat themselves in our loves and the lives of our children if we do not face them. It is simply not true that time alone will heal them. In fact, over time they may well become more entrenched if we continue to ignore them."*

– Jack Kornfield, *A Path With a Heart*

## Power, Compassion and Embodiment: Finding Our Authentic Power Through the Heart and Integrated Body-Mind

With Paul Dunion and Gary Blaser  
April 2, 2011 • Northampton, MA

*"When the power of love overcomes the love of power the world will know peace."* – Jimi Hendrix

At the time Hendrix wrote this statement his generation was railing against the rampant abuse of power. The danger in adopting this sentiment is that we may reject power that in fact supports life and run the risk of depriving the world of our gifts. We all know that power can destroy; it is time to recast love of power from meaning abusive power into a new paradigm of loving authentic power.

How many of us, for fear of doing harm, abdicate our power, our passions, or our needs? To hold personal power in ways that support life, we must engage with our

gifts and our wounds, bringing deep compassion to our own experiences.

In this experiential workshop we will explore the shadows of our power and invite you into expressions of power which support and evoke life.



### Paul Dunion, EdD

Paul Dunion, EdD, is a psychotherapist, the author of *Temptation in the House of the Lord and Shadow Marriage: A Descent Into Intimacy*, and founder of COMEGA (Connecticut Men's Gathering) and Boys to Men (a mentoring community for teenage boys).

[www.pauldunion.com](http://www.pauldunion.com)

## Surviving and Thriving in Changing Contexts— Systems-Centered® Training & SAVI® Workshops

For Leaders, Managers, Consultants, Clinicians, Psychotherapists, Trainers and Curious People: Systems-Centered Training (SCT®) & SAVI offer an innovative, effective and efficient approach to change with individuals, teams and groups in both clinical and organizational contexts.

### Three workshops in London 13 – 16 June 2011

1. Building a Systems-Centered Group June 13-14
2. SAVI Communications: Creating Communication Patterns That Work June 13-14
3. Functional Role-Taking and Emotional Intelligence in Organizations June 15-16

Workshops are located at Commonwealth Hall, University of London, Cartwright Gardens, London WE1H 9EE

### Registration Information:

#### Fees (per workshop):

- Before 7 May: SCTRI members - £250/Non-members - £300
- After 7 May: SCTRI members - £290/Non-members - £340
- 10% discount for two workshops

**Trainers:** Fran Carter and Susan Gantt

**Email:** [sctlondon@yahoo.co.uk](mailto:sctlondon@yahoo.co.uk)

**Contact:** Sally Kleyn: +44 (0) 7702 176736

**Website:** [www.systemscentered.com](http://www.systemscentered.com);  
[www.savicomcommunications.com](http://www.savicomcommunications.com)

#### Additional Information & Registration Form:

(follow this link or open the attachment)

<http://bit.ly/SCTLondon2011>

## From Mobius Alliance Partner AtKisson and Associates: A Global Expert on Sustainability

### ISIS Academy: Master Classes in Change and Sustainability May 16–22, 2011 • Stockholm

Launching ISIS Academy!

Master Classes in Change and Sustainability

Join us in Stockholm, May 16-22!

Everyone working on sustainability needs a break sometimes ... but often, the best kind of “break” comes in the company of other people like ourselves, from other parts of the world, who are also dedicated to making change. I personally take this kind of “break” at least once a year to refresh my knowledge, sharpen my skills, and re-ignite that feeling of inspiration. So I am very happy to announce the opening of the new ISIS Academy! Because our intention is to help you do just that. I and Axel Klimek, the CEO of ISIS Academy, warmly invite you to participate

in one of our Master Classes on change and sustainability. If you are intrigued, you can jump directly to our new website here: <http://isisacademy.com> Below, you’ll find a letter from myself and Axel describing how we came together to create this exciting new enterprise. You’ll also find a list of the courses we are currently offering. Our 3rd Annual Master Class in Change and Sustainability will happen on May 16-22, here in Stockholm Sweden. Please join us! Please spread the word about this and other Master Classes. See the website for details! We are also developing our network of trainers to deliver core classes on the ISIS Method and on our sustainability tools and methods; watch for more information on this in the near future. We would love to see you in Stockholm this May ...

<http://isisacademy.com>

### A Letter from Alan AtKisson and Axel Klimek

We are happy to inform you of the launch of our new company: ISIS Academy GmbH. Offering an array of Master Classes and professional development services in sustainability and change, ISIS Academy has just opened its doors. But it already has a solid history ...

For more than 20 years we -- Alan AtKisson and Axel Klimek -- have had the chance to work on many different aspects of sustainability and change, from large multinational companies to development programs, in many different countries.

And since 1992, ISIS Academy workshops have been helping people responsible for sustainable development projects and programs, all around the world. ISIS training programs help people build the understanding and expertise they need to work successfully on some of the most demanding—and critically important—challenges of our time.

The new ISIS Academy GmbH, based in Germany, serving an international market, will build on that history.

Over the years, we have learned that the success of sustainability and change programs depends on much more than a technical solution, or a logical project design. In almost all cases, there is also the need for a change of attitudes and behaviors, a shift in the existing culture, a transformation of organizational processes. In addition, it is very important to integrate the interests of different stakeholders and develop shared goals. These human skills must be effectively integrated with intellectual and

technical knowledge to achieve lasting success.

So last year we decided to take the ISIS Academy to a new level, and create a world-class professional training institute offering the best in current knowledge about what makes sustainable change processes work. Our sincere hope is that ISIS Academy will help make the transformation towards a sustainable world more possible.

On our website you will find a brochure for ISIS Academy’s first offering, three five-day Master Classes, which we will offer in the coming months:

Master Class in Stockholm in May 16-22, 2011:  
Sustainability Change Agency: how to accelerate transformation Master Class in Frankfurt in June 2011:  
Transformational Coaching in sustainable change processes Master Class in Frankfurt in September 2011:  
Designing, implementing and steering sustainability change projects with success To learn more about the new ISIS Academy, please visit us at our new homepage, <http://www.isisacademy.com>. There you can also find out about ISIS Academy “Core Classes,” short workshops offered by our affiliates around the world on the essential tools for making sustainability happen.

Or please contact us directly at:

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*With our very best regards,*

*Axel and Alan*

## The Center for Understanding in Conflict and The Center for Mediation in Law: Self-Reflection in Action For Conflict Professionals: Bringing the Depth of Who We are to Our Work

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### An Advanced Training at the Garrison Institute June 3-June 5, 2011 • Garrison, NY

This advanced training, offered by The Center for Understanding in Conflict / The Center for Mediation in Law, reflects developments in the Center's understanding of dealing with conflict. It is designed for a small group of conflict professionals who wish to explore how who we are impacts our work with conflict and how that work impacts us. It will bring together people from the larger New York community as well as from elsewhere in the United States and also other countries who have participated in prior Center trainings and have been working with the principles underlying the Understanding-Based approach in their work with people in conflict.

In this program, we will seek to learn together about connecting with the deeper impulses that fuel our commitments, such as compassion and the search for mutual understanding, and also how we can deal with the tendencies that can get in the way, such as being judgmental or seeking to control the outcome. While an appreciation for the deeper motivations and currents that underlie

our work with conflict has always been a part of the Center's approach, we have recently started to shine the light more explicitly on this dimension.

We will be joined at the program by Norman Fischer, a Bay Area based Buddhist Meditation teacher whose work focuses on the connection between our inner lives and what we do in the world (through his Everyday Zen Foundation). The program will include a meditative perspective as we seek to explore the inner dimensions of our work with conflict and how that understanding directly applies to our cases and can help us deal more effectively and whole-heartedly with parties/clients. We have found that this inquiry with Norman brings a deeper appreciation for what is within us when we work with people in conflict, a greater sensitivity to what might underlie what is going on for others, and a framework and language for integrating that understanding into our work.

If you wish further information, please contact [training.ny@understandinginconflict.org](mailto:training.ny@understandinginconflict.org) or see their website [www.garrisoninstitute.org](http://www.garrisoninstitute.org).

## Foundations for Leadership: Initiating and Sustaining Profound Change

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### March 22-24, 2011 • Boston, Massachusetts Facilitated by Peter Senge and Robert Hanig

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" action-learning process featured in *Presence* (by Senge, Scharmer, et al) and in *Theory U* by Otto Scharmer, *Foundations for Leadership* is opportunity for 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 sys-

tems 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. The group size is limited to 36.

The *Foundations for Leadership* workshop places a strong emphasis on the core learning competency of a creative orientation and the discipline of personal mastery.

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.

[www.solonline.org](http://www.solonline.org)

Bearing with the uncultured in gentleness  
Fording the river in resolution,  
Not neglecting what is distant,  
Not regarding one's companions:  
thus one may manage to walk in the middle.

Commentary:

In times of prosperity it is important above all  
to possess enough greatness of soul  
to bear with imperfect people.

For in the hands of a great master  
no material is unproductive;  
he can find use for everything.

But this generosity is by no means  
laxity or weakness. It is during times of prosperity  
especially that we must always be ready to risk  
even dangerous undertakings, such as the crossing of a river,  
if they are necessary. So too we must not neglect what is distant  
but must attend scrupulously to everything. Factionalism  
and the dominance of cliques are especially to be avoided.

Even if people of like mind come forward together they ought not to  
form a faction by holding together for mutual advantage; instead  
each man should do his duty. These are four ways in which can overcome  
the hidden danger of a gradual slackening that always lurks in any time of peace,  
and that is how one finds the middle way for action.

*I Ching Hexagram 11: Second Line  
Hexagram of Peace  
Wilhelm-Baynes translation, page 50*

For more about the offerings of Mobius Executive Leadership  
please go to [www.mobiusleadership.com](http://www.mobiusleadership.com).

To discuss bringing Mobius leadership programs, trainings  
or executive coaching to your organization please write  
[Susan.Brady@Mobiusleadership.com](mailto:Susan.Brady@Mobiusleadership.com).

