BEYOND
CHANGE
MANAGEMENT

HOW TO ACHIEVE BREAKTHROUGH RESULTS THROUGH CONSCIOUS CHANGE LEADERSHIP

SECOND EDITION

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PREMIUM CONTENT FOR *BEYOND CHANGE MANAGEMENT*

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- Ten Most Common Mistakes in Leading Transformation
- Leadership Breakthrough: Topic Options and Methods
- Building Change Capability: Leading Change as a Strategic Discipline
- Upgrade Your Organization Development and Project Management Staff to Strategic Change Consultants
- How Developing Breath Control Can Make You a Better Leader
- How Command and Control as a Change Leadership Style Causes Transformational Change Efforts to Fail
- Identifying Project Briefing Questions
- Selecting the Best Change Process Leader to Oversee Your Transformation
- Ten Critical Actions for Leading Successful Transformation
- A Candid Message to Senior Leaders: Ten Ways to Dramatically Increase the Success of Your Change Efforts
- How to Use Decision-Making as a Tool for Successful Transformation
- Six Faulty Assumptions about Change Communications
- Elements of a Whole System Integration and Mastery Strategy

PREFACE

Our life's work has always been about change. Dean started his career in the field of personal change, and Linda in organizational change. In 1986, when we met, it became clear that our two professional specialties were meant to be merged into one unified approach to transforming organizations.

Dean was one of the first people doing deep personal mastery work in organizations, having created the Optimal Performance Institute to offer his approach to breakthrough performance (originally developed for world-class athletes) to people in business. Linda was one of the founding leaders of the Organization Transformation movement, focusing on teaching the process of organization change and transformational leadership to executives and consultants world wide. At the time of our meeting, Dean had realized that his personal and team performance models and interest in culture had to align with the complexities of larger organizational systems, while Linda had recognized that her work required more overt emphasis on personal and cultural change to fortify her large systems work. Both our interests and the requirements of successful large systems transformation were moving each of us toward the other's expertise.

In 1988, we brought our specialties, insights, and theories together to create an integrated approach to leading transformation and to form Being First, Inc. In our early years, we mentored and coached one another in our individual specialties; now, we each stand in both arenas—personal and organizational transformation—and consult to senior executives across industries, government, the military, and large nonprofits.

Individually, and then collectively at Being First, we have always considered ourselves thought leaders in the area of transformation, not so much

because of what we know, but because of the cutting edges we are willing to explore and the continual learning and development we pursue. We are committed to pushing the envelope of thinking and practice for accomplishing tangible, breakthrough-level results. We created Being First—appropriately named for our bias toward the personal work required to transform individuals and organizations—to offer our thinking and advice to people and organizations around the world.

Being First, Inc. is a full-service change education, consulting, and change leadership development firm assisting organizations to maximize their business results from change, transform their people and culture, and build internal change capability. We provide organizational change capability and change strategy consulting, enterprise-wide breakthrough training for culture and mindset change, change leadership skill development for leaders and consultants, licensing of our change process methodology, coaching, personal transformation training, and transformational team development. We support clients to create strategic disciplines for change so that their organizations can embody masterful change leadership and increase their success from change. We are developing a curriculum for women leaders and managers and are planning a worldwide Change Leadership Institute.

Our style, based on our commitment to walk our own talk, is to co-create a personalized strategy for each client with the appropriate balance of consulting, training, and methodology, integrating personal change and organizational change. We are devoted to our own continuous learning and development through applying our own personal practices and true partnerships with our clients. Our personal and organizational work provides us the opportunity to develop, field test, and write about what we see is required to transform human systems successfully and consciously.

We released the first edition of this book and its companion volume, *The Change Leader's Roadmap*, in 2001. Much has happened since then—in the world, in organizations, and in us. The messages of the first edition are as relevant today as they were then, and in many ways, more so. The challenges of change leadership continue to increase. Transformations in organizations are ever more complex, the stakes are higher, and the impact these changes are having on people and culture are more profound now than ever. These challenges are requiring leaders and those that consult to them to advance their thinking and methods. As we develop and

evolve ourselves, we see with ever greater clarity and distinction what is required to succeed at transformation—personally, organizationally, and globally.

To help meet these challenges and clarify the terrain of positive change, we have added five new chapters to this edition, further developed another one, and removed three that no longer seemed as pertinent. We have made these changes to integrate our insights and learning over the past decade. We have attempted to capture what is true for us in this moment in time in the evolution of change and leadership. This has been a challenging effort—a bit like trying to capture a river that keeps on flowing. The insights we explore here will continue to evolve—and have done so even as we have rewritten them. We explore ideas and theory at the conceptual level; offer strategies, actions, and tools at the pragmatic level; and attempt to bridge the two in the clearest and most useful way possible for you, our reader.

For three decades, we have thoroughly engaged in the debate of personal change versus organization change, change the people or change the structures, carefully plan change versus let it unfold, manage change versus consciously lead it, and focus on process versus outcomes. The debates continue, drive our investigation, and fuel the wisdom we seek to share.

In our writing, we have attempted to be forthright about what we see as true, while keeping our mindset and eyes open to what we do not yet understand. We have attempted to denote what we think is factual, what we believe due to our own experiences, and what we are still learning or questioning.

We invite you, our reader, into this exploration with us—into the inquiry—into our attempt to give language, guidance, and incentive to growing the field of *conscious* change leadership. We hope you will participate in the conversation about the issues and propositions in these books, and then put them to the test in your own conscious leadership of change.

Please read on with the spirit of inquiry. Read with your concern for the state of today's organizations. Read to contribute to our collective ability to transform organizations into places in which people love to work and feel regenerated, as well as add value to their customers and stakeholders. Read on with a concern for people and the world, and how to make our lives ever more healthy and meaningful as we collectively co-create a future of greater social justice and environmental sustainability. Read on while honoring how far the fields of organization transformation, change management, and change leadership have come from the first attempts to infuse the values of planned change and human development into

organizations. And please read with yourself in mind as a leader or consultant of change. Our message is written for you, and we hope it benefits you personally and professionally.

Dean Anderson
Linda Ackerman Anderson
Durango, Colorado
Spring 2010

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We deeply appreciate the wonderful people who supported us while writing these new editions of *Beyond Change Management* and *The Change Leader's Roadmap*.

We received abundant help from our trusty readers—friends, and colleagues all—including insightful input from Anne Polino, Carol Tisson, Jan Christian Rasmussen, and Steen Ruby. Their insight, feedback, and encouragement were invaluable to us.

Our staff was untiring in their assistance and encouragement. We sincerely appreciate Erin Patla and Lindsay Patterson for their dedication and patience.

We appreciate our clients whose investment and commitment to partner with us produced the many insights and outcomes you read about in these books. Their willingness to work in conscious ways helped to formulate and demonstrate what we are most passionate about—leading transformation consciously. Many are true pioneers, and we feel honored to share in their journey.

We also appreciate one another for partnering in this co-creative process, modeling to the other what we deeply know is true, even when we individually may have forgotten. Our voices are stronger, our work is deeper, our lives are richer, and our spirits brighter from the experience.

TABLE OF CONTENTS

FIGURES, EXHIBITS, AND TABLES

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INTRODUCTION

There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.

—Niccolo Machiavelli, *The Prince* (1532)

We can remember when change consultants were few and far between. About the only people thinking about and promoting planned change back then were a handful of organization development practitioners, and they seldom captured the attention of senior leaders.

Now in the twenty-first century, change and how to lead it successfully has become a critical topic on the minds of organizational leaders. And for good reasons: Change is happening everywhere; its speed and complexity are increasing; and the future success of our organizations depends on how successful leaders are at leading that change. In today's marketplace, change is a *requirement* for continued success, and competent change leadership is a most coveted executive skill.

Organizations' track records at change are not very good. The vast majority of today's change efforts are failing to produce their intended business results. These struggling efforts are producing huge cost to budgets, time, people, customers, and faith in leadership. Organizations are spending tens of millions of dollars on change efforts such as information technology installations, supply chain and reengineering, yet not obtaining their intended return on investment. Furthermore, the very methods used in these failed efforts are causing tremendous resistance and burnout in people, loss of employee morale, and turmoil in the cultures of

organizations. Put simply, organizational leaders are falling short in their efforts to lead change successfully.

Over the past twenty years, technology and other marketplace drivers have radically altered the very nature of change. Whereas change was once a contained transactional event (and easier to manage), it is now more open-ended, radical, complex, personal, and continuous. "Transformation" is the new type of change that has emerged, and it is by far the most prevalent and complex type occurring in organizations today. In general, leaders do not understand transformational change or how to lead it, which is causing virtually all of the change-related problems they are now facing.

These struggles have given rise to the field of change management. For the most part, change management practitioners have attempted to provide solutions to two major problems—how to plan better for implementation and how to overcome employee resistance. However, these two necessary components of change have not produced adequate positive results, especially for transformational change. Why? Because attention to implementation and resistance is only the tip of the iceberg of what is required in transformation. It is now time to move beyond change management into conscious change leadership; time to develop the advanced change strategies that support this new type of change; time to move from managing resistance and implementation to co-creating a positive future through successful, well-run transformational change efforts.

Leaders in need of change assistance have always been a window of professional opportunity for organization development (OD) and change management consultants. However, for the most part, these practitioners have not been as effective at providing the necessary support and guidance to organizational leaders as is necessary for transformational change. Put bluntly, most change consultants need to expand their awareness, skills, and approaches to leading transformational change as well.

What is the source of the problem? Is the issue about the changing nature of change? Is it about leadership? Or is it about organization development and change management consulting practices? *Our premise is that it is about all three: change, leadership, and today's consulting approaches.*

Transformational change involves a number of very essential and unique dynamics that demand a new leadership perspective, skill, and style. Most leaders, however, are viewing transformation through old mindsets with limited critical awareness and are applying traditional management approaches that

just do not work. Because leading transformational change is so radically different from managing or leading a stable organization, leaders cannot simply lay their old way of thinking, behaving, and operating on this new world and expect success.

Leading transformation calls for a deeper understanding of change and a new set of leadership skills and strategies. Leaders must broaden their understanding and insight about what transformational change requires, let go of or build off of their old approaches, and guide the process of transformation differently. In particular, they must transform their beliefs about people, organizations, and change itself; they must view transformation through a new set of mental lenses to see the actual dynamics of transformation; and they must alter their leadership style and behavior to accommodate the unique requirements of transformation.

This means that leaders themselves must transform to lead transformation successfully in their organizations. Only then will the new skills of conscious change leadership become available to them. Only then will they be able to see, understand, and apply the strategies and approaches that make transformation work. And only then will they want to.

This is not to say that leaders are bad, wrong, unskilled, or somehow flawed. In fact, quite the contrary. Over the past two decades, leaders have done a phenomenal job of increasing the productivity of their organizations. However, because today's change is so often transformational (making it much more complex), the requirements for today's leaders, out of necessity, are expanding. The challenge is that today's marketplace is not asking for just leadership. It is demanding *change leadership*—even more, *conscious change leadership*—a new breed of leader for a new breed of change.

The term *conscious* signifies a required shift in both leaders' and consultants' *consciousness* regarding how they view change, themselves, and their roles as change leaders. Let's explore the terms.

Webster's dictionary defines *conscious* as "to know, awareness of an inward state or outward fact; perceiving, noticing with a degree of controlled thought or observation; capable of thought, will, design and perception; acting with critical awareness."

Webster defines *consciousness* as "awareness, especially of something within oneself, and also the state of being conscious of an external object, state, or fact; the state of being characterized by sensation, emotion, volition, and thought; the upper level of mental life as contrasted with unconscious processes; mindfulness."

Change leadership implies seeing the future and being able to lead people to co-create it. *Conscious change leadership* infers that leaders and consultants become more "conscious" and aware of the deeper and more subtle dynamics of transformation, especially regarding people and process dynamics. Conscious change leaders see what others miss because they operate with expanded awareness and understanding. They perceive human dynamics more fully and the nuances of designing and implementing change processes that build commitment in stakeholders, transform culture, and achieve results beyond what others would deem possible. Conscious change leaders apply this increased awareness to expertly lead people through the process of change to co-create a future that will enable their organizations to win in the ever increasingly competitive marketplace.

## A MULTI-DIMENSIONAL, PROCESS APPROACH

Mastery of any skill requires that you develop all aspects of the task. You cannot specialize in one area and neglect the others. There is always at least one set of two "polarities" that you must master to excel at anything. For example, to be a masterful communicator, you must develop both speaking and listening skills. Masterful golfers must be able to hit both the long ball and the short ball well. Masterful parents must know how to discipline as well as how to nurture their children. Being exceptionally good at one or the other polarity is not enough. You need both the "yin" and the "yang."

Mastery, then, requires a focus on all areas of an endeavor and the pursuit of excellence in each. The more you improve your skill in one area, the more it calls forth your developmental needs in the others. Whatever you neglect becomes your weak link.

Mastery suggests that leaders and consultants must become conscious of and competent in *all* of the different dimensions of transformation, even those that they are not yet aware of or are comfortable addressing—areas that are outside their box of understanding.

For thirty years, we have been promoting the idea that leading transformation *masterfully* requires leaders and consultants to design and implement change processes that attend to both internal and external dynamics at the individual, relationship, team, and organizational levels. We have called this a "multi-dimensional, process approach" to transformation to denote all these different but interdependent areas of required attention. Now, with the rapidly growing global movement

Figure I.1. The Conscious Change Leader Accountability Model
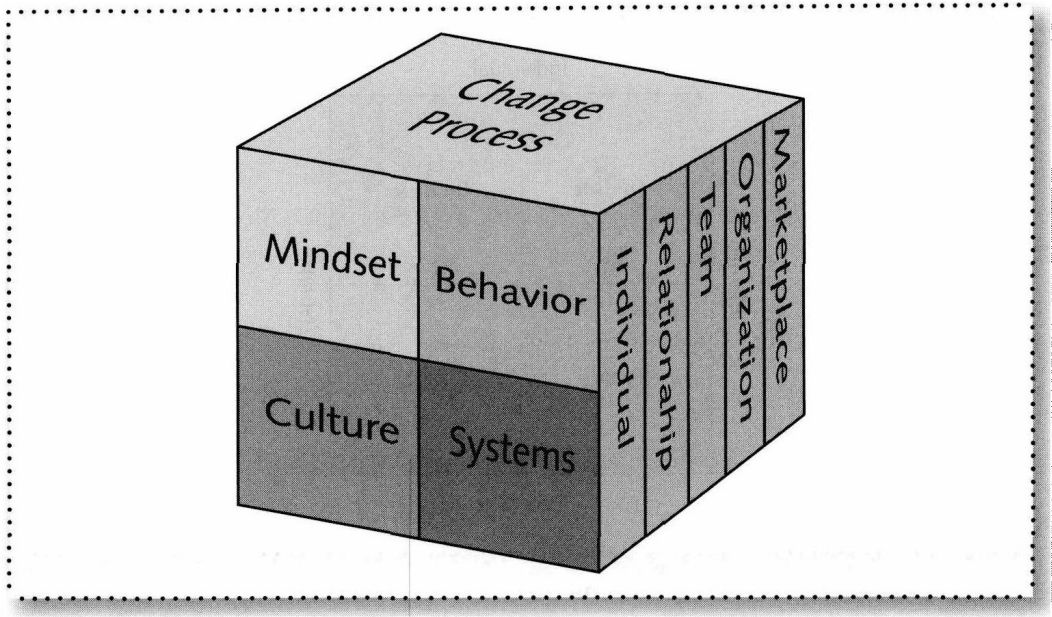
catalyzed around Ken Wilber's groundbreaking work at the Integral Institute, we can also describe our approach as "integral" as defined by Wilber. Regardless of what we call it, the principle of mastery lies at the heart of it; you must attend to all the dynamics at play to succeed. Most change efforts fail because the leaders neglect critical dimensions.

Figure I.1 graphically portrays what we call the Conscious Change Leader Accountability Model. Change leaders are accountable for each of these areas because attending to them is required to succeed at transforming their organizations. Again, what you neglect becomes your weak link and cause of failure. Before we address the individual dimensions, let's discuss the way the model is organized. We borrow from Wilber's core work that he calls All Quadrants, All Levels (AQAL).[1] Notice that the face of the model is a matrix built on an x axis (internal and external) and a y axis (individual and collective), making four "quadrants." (Figure I.2, as a segment of the overall model, further clarifies this.) The two quadrants on the left describe aspects of internal reality, while the two quadrants on the right describe external reality. The upper two quadrants address the individual, and the lower two address the collective.

Figure I.2. The Four Quadrants of Conscious Change Leader Accountability
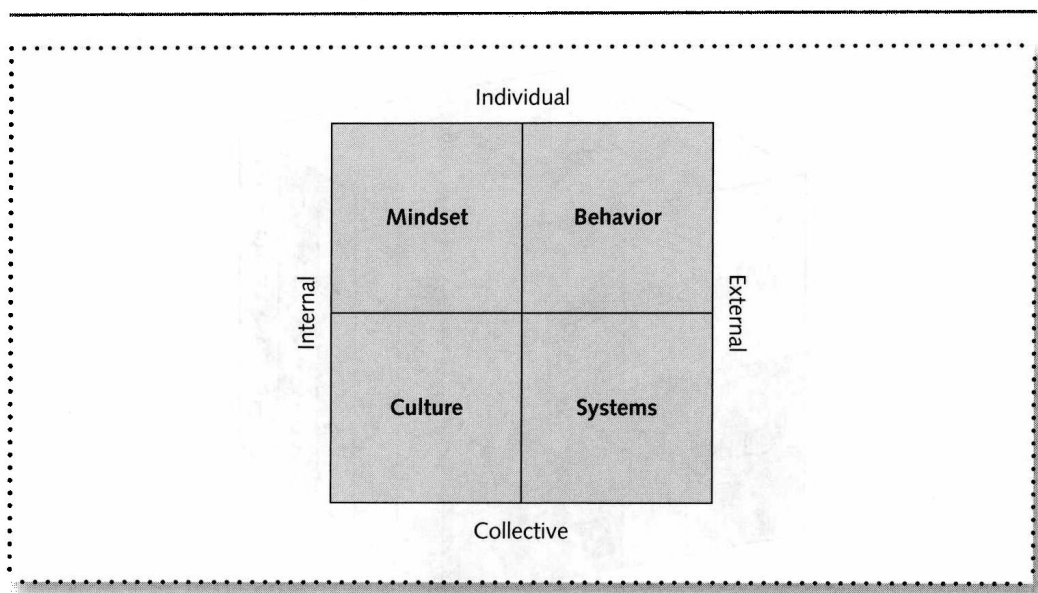
Conscious change leaders must attend to all four quadrants: (1) mindset (internal, individual); (2) culture (internal, collective); (3) behavior (external, individual); and (4) systems (external, collective).

The **mindset** quadrant includes values, beliefs, thoughts, emotions, ways of being, levels of commitment, and so on. **Behavior** includes work styles, skills and actions, and behaviors. **Culture** includes norms, collective ways of being, working and relating, climate, and esprit de corps. **Systems** includes structures, systems, business processes, and technology.

Each of these quadrants must be addressed at all levels. Organization transformation is not simply about organizational systems or culture. It demands attention to individuals, how people relate, how teams function, and the marketplace itself. All will have an influence on your attempt to transform your organization.

We benefit greatly from Wilber's brilliant and clarifying AQAL model to depict this graphically, and we acknowledge his contribution to our improved way of communicating the full scope of required conscious change leader attention. Most importantly, the model makes it clear that conscious change leaders must always attend to internal and external dynamics within both individuals and the collective.