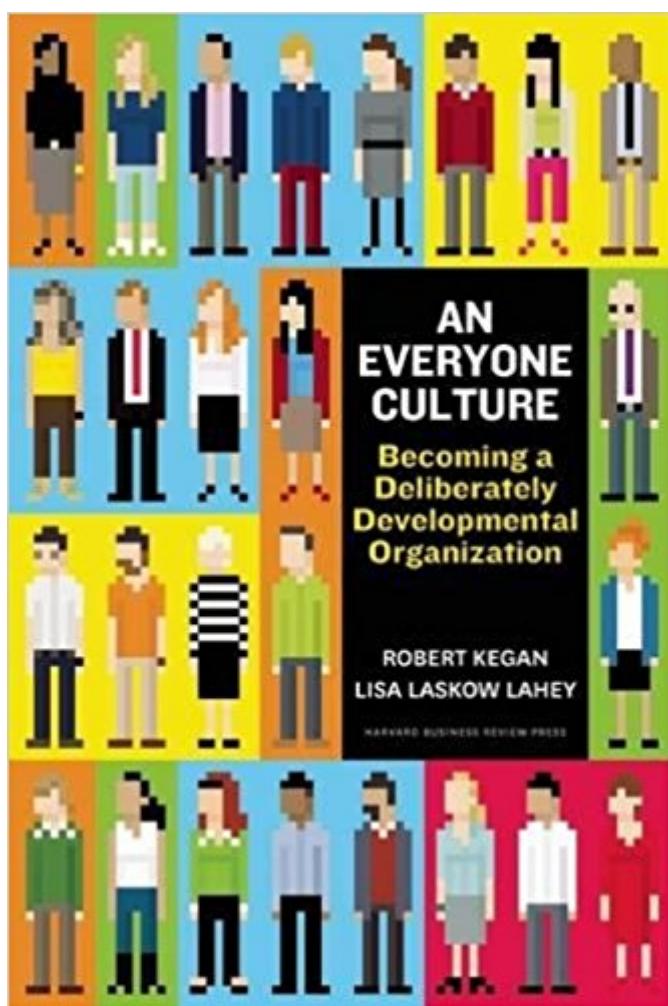


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# An Everyone Culture: Becoming A Deliberately Developmental Organization



## Synopsis

A Radical New Model for Unleashing Your Company's PotentialIn most organizations nearly everyone is doing a second job no one is paying them for&#151;namely, covering their weaknesses, trying to look their best, and managing other people's impressions of them. There may be no greater waste of a company's resources. The ultimate cost: neither the organization nor its people are able to realize their full potential. What if a company did everything in its power to create a culture in which everyone&#151;not just select &#147;high potentials&#151;could overcome their own internal barriers to change and use errors and vulnerabilities as prime opportunities for personal and company growth? Robert Kegan and Lisa Lahey (and their collaborators) have found and studied such companies&#151;Deliberately Developmental Organizations. A DDO is organized around the simple but radical conviction that organizations will best prosper when they are more deeply aligned with people's strongest motive, which is to grow. This means going beyond consigning &#147;people development&#151;to high-potential programs, executive coaching, or once-a-year off-sites. It means fashioning an organizational culture in which support of people's development is woven into the daily fabric of working life and the company's regular operations, daily routines, and conversations. An Everyone Culture dives deep into the worlds of three leading companies that embody this breakthrough approach. It reveals the design principles, concrete practices, and underlying science at the heart of DDOs&#151;from their disciplined approach to giving feedback, to how they use meetings, to the distinctive way that managers and leaders define their roles. The authors then show readers how to build this developmental culture in their own organizations. This book demonstrates a whole new way of being at work. It suggests that the culture you create is your strategy&#151;and that the key to success is developing everyone.

## Book Information

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## Customer Reviews

800-CEO-READ &#147;Best Business Book for 2016,Ã¢ ¬Â• Longlist&#147;This book speaks to the heart of what I believe: Our work environments are the perfect learning laboratories. Our focus needs to not just be on individual learning, but also on building the processes, tools, and organizational system for learning to take place&#151;and stick.Ã¢ ¬Â• &#151; Melissa Daimler, Senior Vice President, Talent Acquisition and Development, WeWork&#147;If you want to stay on the cutting edge of how our culture thinks about work, you might browse Rob Kegan and Lisa Lahey's latest book, *An Everyone Culture: Becoming a Deliberately Developmental Organization*, which will urge you to measure the meaning of your work not by how much you like or value it, but by how much it makes you grow up, and past the edge of your current limits.Ã¢ ¬Â• &#151; *The Advertiser (Australia)*&#147;Could it be that workplaces can become the ultimate forum to help people become greater than they think possible? Read this book to find out.Ã¢ ¬Â• &#151; *Conscious Company Magazine*&#147;This book is as much about realizing organisational potential, as it is about realizing human potential. No business leader, at any level, should miss this one.Ã¢ ¬Â• &#151; *Fin24 (South Africa)*&#147;Kegan and Laskow thoroughly analyze what they perceive to be the benefits of radical transparency through case studies on hedge fund giant Bridgewater, ecommerce company Next Jump, and real estate company Decurion.Ã¢ ¬Â• &#151; *Business Insider (businessinsider.com)*, *Summer Reading List*&#147;Kegan and Lahey (Harvard Univ.) incorporate adult-developmental theory to enhance organizational profitability, improve honesty in communications, reduce political maneuvering, and increase solutions to intractable problems.Ã¢ ¬Â• &#151; *Choice magazine*&#147;Rather than seeking competitive advantage in a companyÃ¢ ¬â„¢s products or strategy&#133;Kegan, Lahey, and their colleagues believe an edge can be found in the ability of corporations to develop adults as humans.&#133;they develop the argument by parachuting us into three existing DDOs, all of which serve as highly effective, day-in-the-life case studies.Ã¢ ¬Â• &#151; *strategy+business magazine*&#147;Some fascinating ideas about how to create an organizational culture that fits the 21st century.Ã¢ ¬Â• &#151; *Inc.*&#147;Their jottings and anecdotes draw you in, to join them in peering over the edge of what might just be a management revolution.Ã¢ ¬Â• &#151; *Forbes*&#147;A bold approach, one that

requires a longer view of success and the patience to accept stumbles; any person and any company can learn from the thinking behind the DDO concept. Chicago Tribune; The lessons from those companies combined with the theory of Kegan and Lahey provide an exciting portrait of what's possible, and hopefully what's coming, in the workplace. 800 CEO READ; Kegan and Lahey provide a fundamental look into a different type of organization that is both challenging and rewarding; an approachable and easy read that's perfect for anyone interested in learning about an alternative take on people development and organizational culture. TD magazine (Association for Talent Development) ADVANCE PRAISE for An Everyone Culture: Dominic Barton, Global Managing Director, McKinsey & Company; An Everyone Culture is founded upon a simple yet powerful insight: that the best way to unleash an organization's power is to realize the full potential of its individual employees. Kegan and Lahey highlight companies that focus on the continuous development of all employees and explain the steps needed to build this kind of deliberately developmental culture. In a world that's changing faster than ever, and where Millennials are demanding jobs with development opportunities, leaders cannot afford to miss this book. Gary Hamel, professor, London Business School; An Everyone Culture is the most provocative recasting of human and organizational potential since the advent of the learning organization. It will transform how you think about work and workplace culture in the twenty-first century. Peter M. Senge, senior lecturer, MIT; founding chair, Society for Organizational Learning; Everyone talks about growing our people, but what if this were the true strategic core of an enterprise? By connecting the emerging science of human development to the art of building a successful business, Kegan and Lahey have created the book that developmentally oriented managers have long been waiting for. Rajeev Vasudeva, CEO, Egon Zehnder; Unleashing people's potential is the biggest leadership opportunity and challenge of the twenty-first century. Kegan and Lahey convincingly argue that winning companies need to have a holistic approach to development that spans individuals, teams, and the organization; working relentlessly to realize the potential of each and every employee. This book is a must-read for all leaders trying to find practical ways to unlock the potential of an entire organization. Howard Gardner, professor, Harvard Graduate School of Education; Our language and our experience suggest two distinct aspirations: how adults should develop, and what makes organizations successful over the years. This highly original book reveals deep connections between human development and organizational strength. Geoffrey Canada, President, Harlem Children's Zone; This

book should be as welcome as it is eye opening to organizational leaders. Kegan and Lahey demonstrate how workers' search for personal development can be fused with an organization's pursuit of better performance. This terrific book promises to usher in a new generation of workplaces of continuous personal and organizational growth.

Dr. Robert Kegan is the Meehan Professor of Adult Learning and Professional Development at the Harvard University Graduate School of Education. The recipient of numerous honorary degrees and awards, his thirty years of research and writing on adult development have contributed to the recognition that ongoing psychological development after adolescence is at once possible and necessary to meet the demands of modern life. His seminal books, *The Evolving Self* and *In Over Our Heads*, have been published in several languages throughout the world. Dr. Lisa Lahey leads the Personal Mastery component of a path-breaking new doctoral program at the Harvard University Graduate School of Education, designed to produce the public-sector equivalent of the turnaround specialist. A developmental psychologist and educator, and coauthor of *Change Leadership*, she led the research team that created the developmental diagnostic, now used around the world, for assessing adult meaning-systems.

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

and challenging mindsets, formulate the growing EDGE that individuals and your organization aspire to, and create a stimulating GROOVE of practices and principles fashioned right out of the everyday routines and procedures of your business itself. That's the Home-Edge-Groove incubation system that constitutes a DDO. Another unanticipated discovery: To their surprise, Kegan and Lahey's research revealed that DDOs are so profitable not despite but precisely because of the fact that their cultures are so developmental. People feel compelled to work there because they flourish—earning not just traditional incomes but the new ones they increasingly value such as personal satisfaction, meaningfulness, and happiness. Finally, their painstaking research led the authors to conclude that, if your business challenges call for merely technical changes (metaphorically like adding an app or file to your computer), no need to go the DDO route. But if your business environment is increasingly volatile, uncertain, complex, and ambiguous (VUCA), the challenges you face may well be adaptive (like needing to change your computer's operating system itself). Then a DDO, they maintain, is the way to go. Adaptive process meets adaptive challenge. The unimaginable gradually becomes achievable. They've made a rich and rigorous case for DDOs. As a leadership development professional, I found it to be thoroughly convincing and tremendously stimulating. My only question is whether organizations in the public and not-for-profit sectors make just as promising candidates for DDOs as for-profit organizations do. Is profit the key, or concerted collective purpose?

This is one of the most important business / personal development books you might read. If you are interested in organizational change and have been around the block once or twice, you may have found yourself a bit disenfranchised or frustrated by flavor of the month attempts at "change." Or, you may be mystified why most leadership development doesn't seem to stick. Or you may have read about concepts like "learning organizations," "integral theory," "employee engagement" and the like but have no idea how to implement such things. If any of this sounds familiar to you, then this is the book you've long awaited. Here, you will hear a breathtakingly refreshing refrain--if you want your organization to be a learning organization, or get employees engaged, or "grow" employees, you don't need a program, a workshop, a training, a change initiative or any of the other things you've likely heard of, or tried, and don't stick. According to the authors, you need three things: 1. Home -- You must create an environment where people feel safe enough to grow and change. 2. Edge -- Each person in your organization needs to identify what, exactly, their growing edge actually is (everyone, no exceptions). 3. Groove -- You must embed practices in "way we do things around

here" that actively support and challenge people to grow--on a daily basis. A lot of books about change are based on beliefs and pet theories. Here's another refreshing change... this book is based on 25 years of adult development research by two Harvard professors. Further, it isn't solely academic research they are basing it on. They've studied three extremely successful companies who are already "there" as "deliberately developmental organizations." Further, they've helped other companies prepare for and begin that journey. And for you, personally, the chapter on how to identify your own growing edge (Chapter 6 -- Uncovering Your Biggest Blind Spot) takes you through a powerful, four step process that will help you see in stark relief why you probably haven't been able to change the one thing that most holds you back. Do that exercise (as I did), and then imagine everyone in your organization knowing the same thing, and supporting one another in making their one big change. In that one step alone, you are going to realize what most organizations can't change, try as they might, no matter the good intentions they have. And then there is Chapter 2 on adult development, the science behind it. It is fantastic. Clear. Accessible. There, the authors cover three stages of adult development--based on science and research--and the differences between the stages. And, guess what. Less than 2% of the population has reached the highest stage. You should know what that stage is, and you might want to consider--as I have--what achieving that stage of development might mean to you, your leadership, your life, your company. And, yes, the authors do tell you how to move yourself and others along those stages. The personal development aspects of this book, alone, are worth the price of admission. Maybe you aren't that interested in organizational change, or don't feel you are in a position to effect organizational change, but are greatly interested in personal development and believe that by changing yourself, you can affect the people, company and world around you. If that sounds like you, Chapter 2 (adult development) and Chapter 6 (uncovering your blind spot) are immediately accessible, practical and potentially life-altering. Any person interested in their own personal development, and/or who supports others in their development needs to read, understand and apply those two chapters. No, the book and the approach isn't prescriptive and doesn't contain a checklist. Your organization has its own culture, own needs and is at its own developmental stage. The authors understand that. One size does not fit all. So they give you a solid framework. They tell you how others have done it. And then you make it your own, working from where you are. That is the only way it truly can work, anyway, based on my experience. In short, read this book. Perhaps, like me, after reading scores of business books, leadership books, coaching books, organizational change books, personal development books over the years... you may conclude this is one of the five most important books you've ever read. And, perhaps, even THE most important one.

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