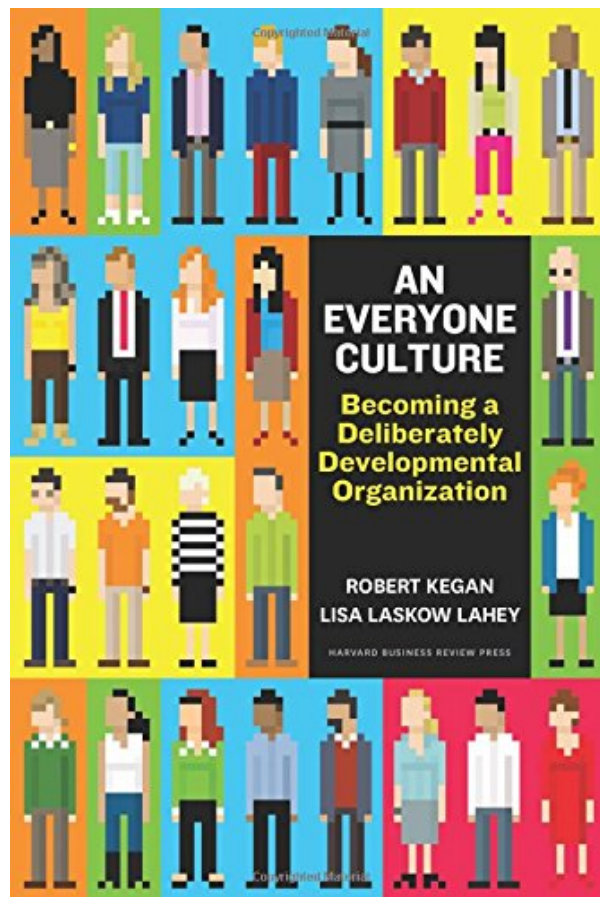
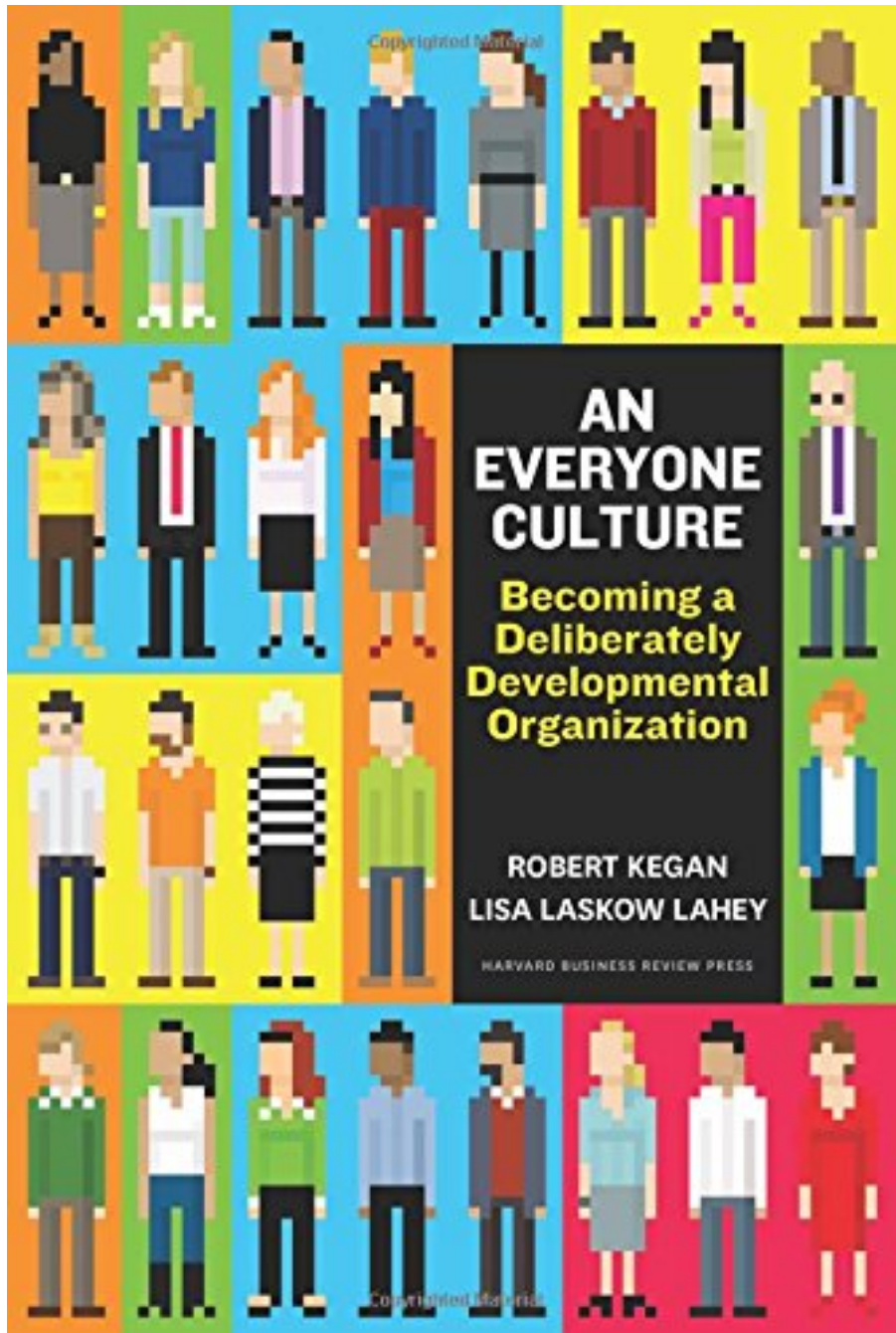


# AN EVERYONE CULTURE: BECOMING A DELIBERATELY DEVELOPMENTAL ORGANIZATION BY ROBERT KEGAN, LISA LASKOW LAHEY



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## Review

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A Radical New Model for Unleashing Your Company's Potential

In most organizations nearly everyone is doing a second job no one is paying them for—namely, covering their weaknesses, trying to look their best, and managing other people's impressions of them. There may be no greater waste of a company's resources. The ultimate cost: neither the organization nor its people are able to realize their full potential.

What if a company did everything in its power to create a culture in which everyone—not just select “high potentials”—could overcome their own internal barriers to change and use errors and vulnerabilities as prime opportunities for personal and company growth?

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

An Everyone Culture dives deep into the worlds of three leading companies that embody this breakthrough approach. It reveals the design principles, concrete practices, and underlying science at the heart of DDOs—from their disciplined approach to giving feedback, to how they use meetings, to the distinctive way that managers and leaders define their roles. The authors then show readers how to build this developmental culture in their own organizations.

This book demonstrates a whole new way of being at work. It suggests that the culture you create is your strategy—and that the key to success is developing everyone.

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- 336 pages

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#### Most helpful customer reviews

61 of 61 people found the following review helpful.

**If Your Business Leads Everyone in it to Develop Fully, Both Will Flourish**

By Jim Silva

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?

26 of 26 people found the following review helpful.

Probably One of the Five Most Important Business Books You'll Ever Read. Here's Why.

By Otis Woodard

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.

10 of 10 people found the following review helpful.

Transform your organization!

By Elise Foster

You've heard of the learning organization, and might even work in an organization that leans in that direction. In *An Everyone Culture*, Kegan and Lahey push the limits of the learning organization and offer the "deliberately developmental organization" as the new standard to tackle the increasing complexity we face today, as employees and individuals.

They help us to see that in addition to our day jobs, every employee is doing a second job (covering their weaknesses and trying to look good); one that is seriously impacting our ability to get things done! Building on more than 30 years of research and by profiling three successful organizations, they offer concrete practices, backed by the science, that create transformational change and business success.

If you are sick of accepting the current organizational norms – covering up weaknesses, positional posturing, and the like – then this is the book for you. Using the guidance and recommendations here, you can transform your organization. That said, this book isn't for the faint of heart; doing the work of transformation takes time and effort and you're not going to find the 7-step program or silver bullet in this book. But, why would you want to you? You know that even if they work for a little bit, they don't work for long.

If you thought previous work by Kegan and Lahey was useful and applicable, you'll be thrilled to find even greater application and accessibility in an Everyone Culture.

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