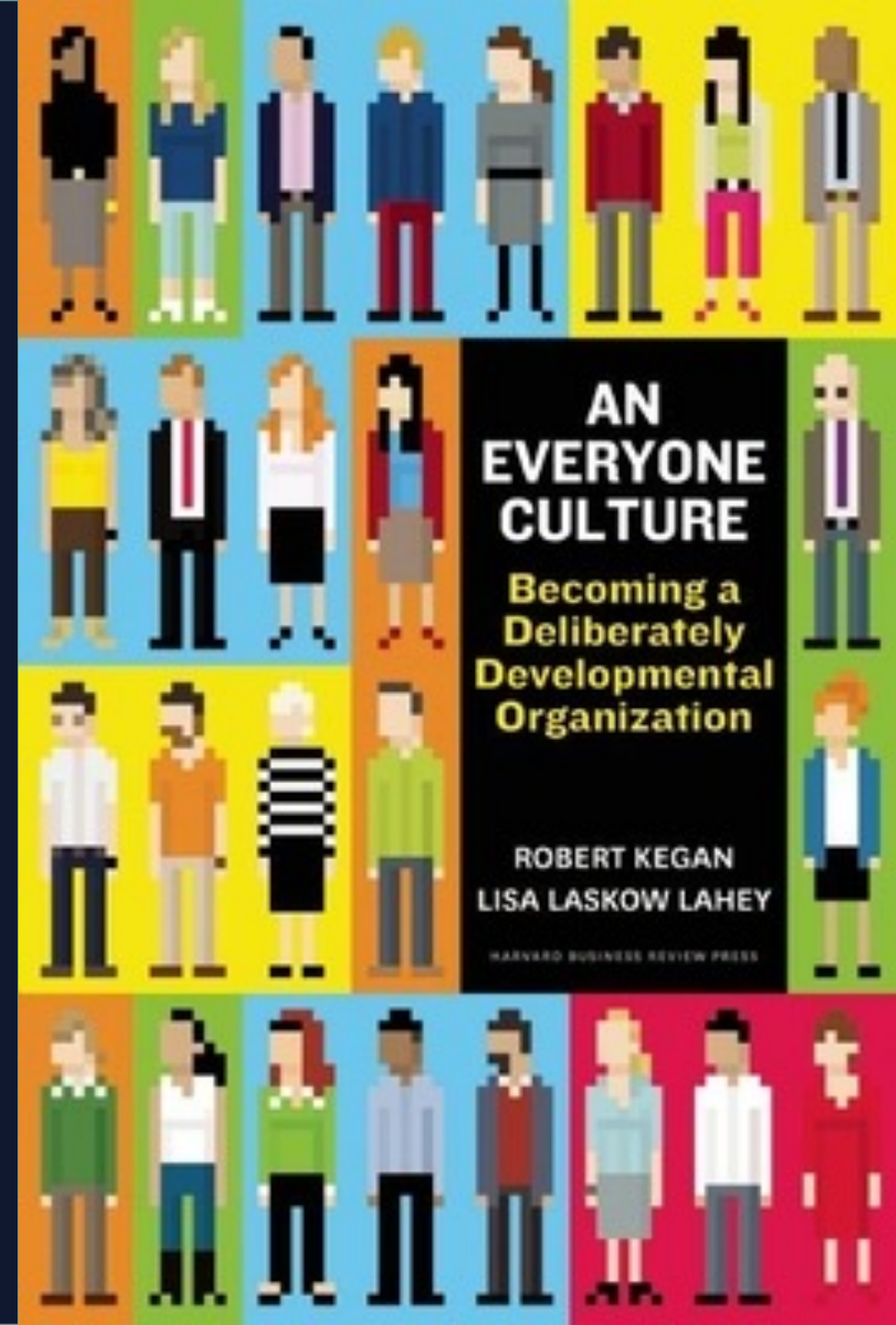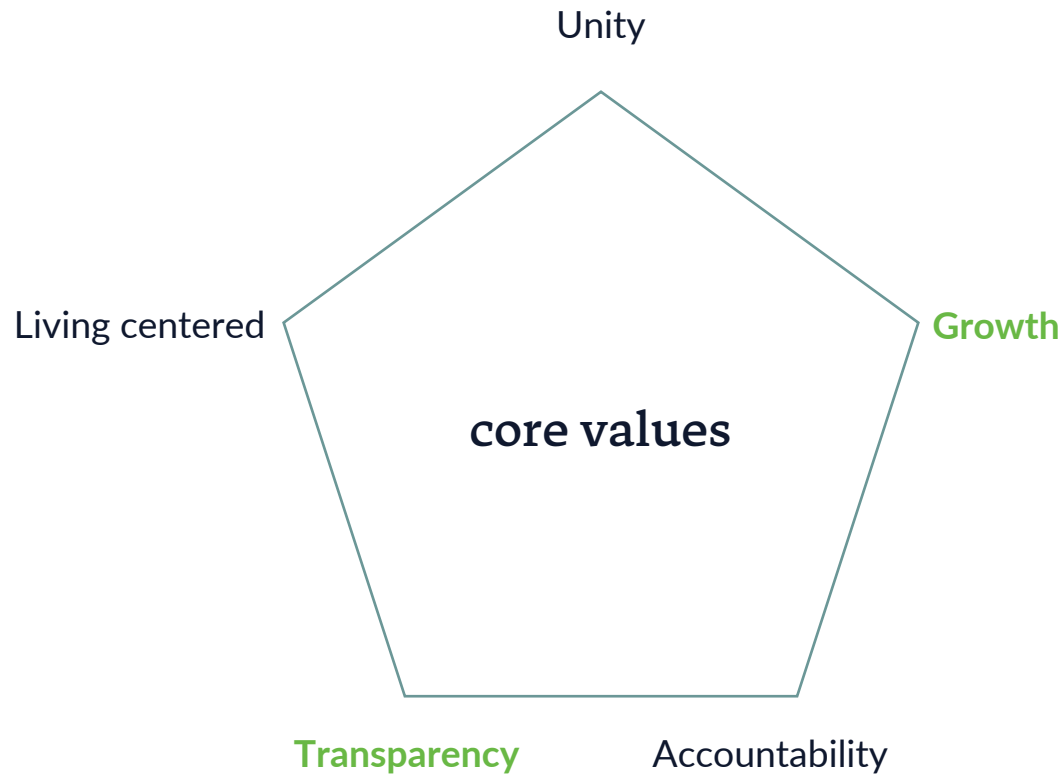# Deliberately Developmental Organization

Becoming a perpetual learning machine that promotes human flourishing and growth

agenda

- Values + philosophy (as always)
- Values spotlight: growth
- Values spotlight: transparency
- What is a DDO
- Why it matters
- Adult development
- Aspects of a DDO
- Our tools
- Your role as a team member/supervisee
- Your role as a leader/supervisor
- Resources

values + philosophy

Unity

Living centered

Growth

core values

Transparency Accountability

advaita: non-dual, integrated, wholeness

eudaimonia: human flourishing

whole-person care: physical + mental = health

team-centric: our people first

deliberately developmental: individual growth is the product

Transforming the healthcare landscape by first understanding the true cost of care and then delivering population-specific, whole-person care that integrates technology and addresses the social determinants of health.
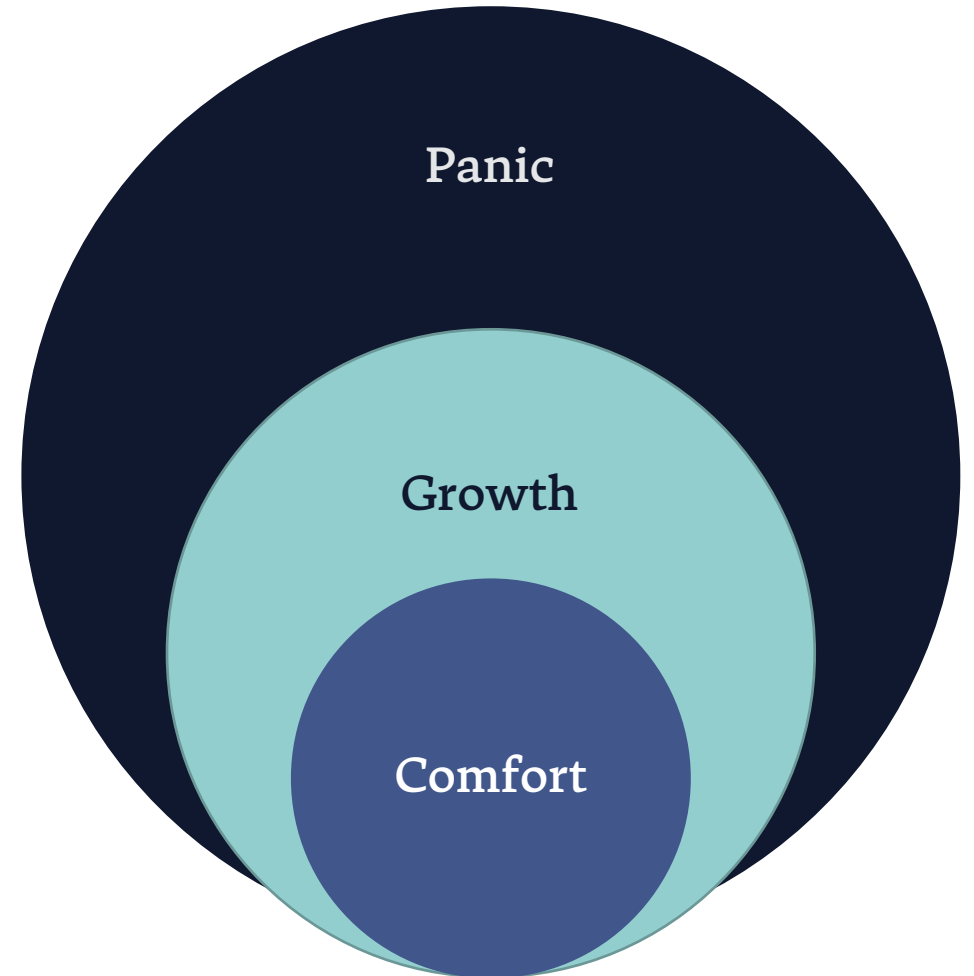
values spotlight: growth

Core Value: Growth

Change is the only constant.

We improve daily.

"Do you worry about how good you are or about how fast you are learning?" - Ray Dalio

Panic

Growth

Comfort

We want everyone in the "growth zone", not comfort or not panic.
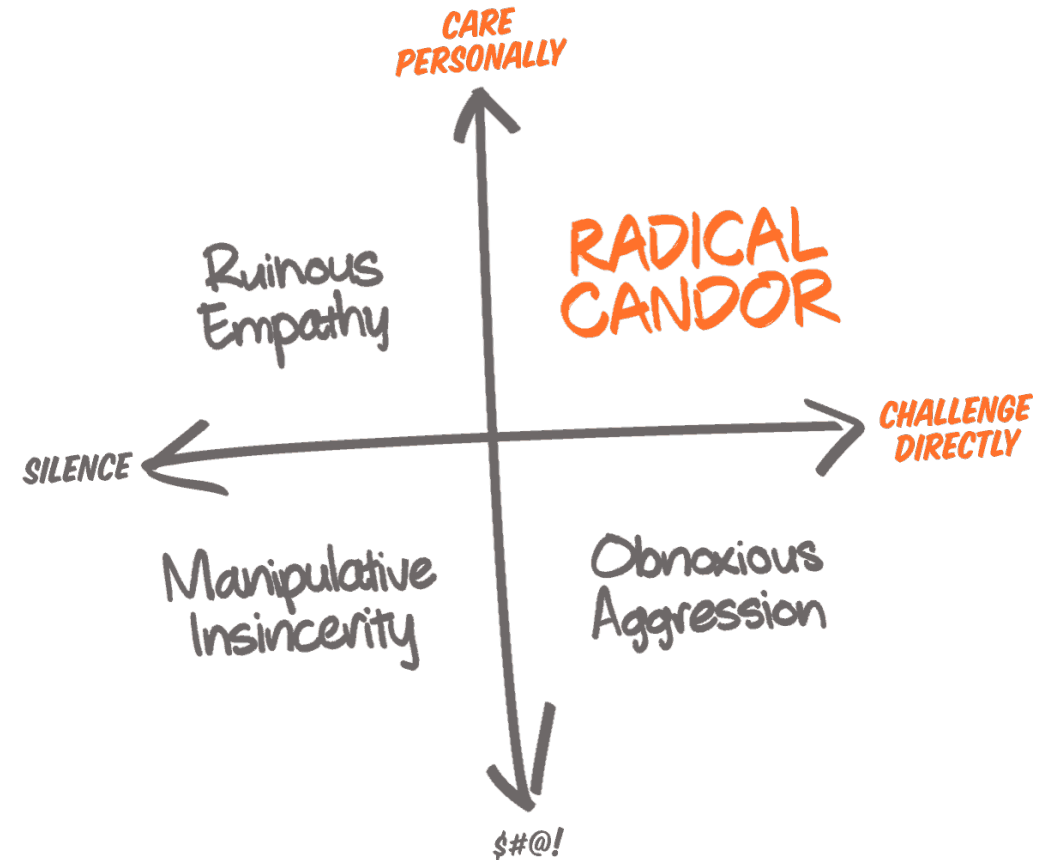
Communication: feedback & candor

Core Value: Transparency

Vulnerable, honest interactions build trust. *We communicate with radical candor.*

"Be assertive and open-minded at the same time...Spend lavishly on the time and energy you devote to getting in sync because it's the best investment you can make."

Feedback is used to close the gap between how a person sees themself and how their colleagues see them.

CARE PERSONALLY

Ruinous Empathy

RADICAL CANDOR

SILENCE

CHALLENGE DIRECTLY

Manipulative Insincerity

Obnoxious Aggression

$#@!

What is a DDO?

Deliberately Developmental Organization (DDO):

- Systematically works to drive individual human flourishing and organizational growth as part of one interdependent and mutually reinforcing set of goals.

- Views work as a *practice* (where everyone is expected to learn and grow), not a performance.

- Challenges all members of the team *and* provides support for growth.

- Develops skills (external) and mindsets (internal).

Why it matters

- To best serve our patients, we must continually improve our skillsets, processes, procedures, and technology.
  - And to best improve our tangible skills, we must upgrade our mindsets, mental models, heuristics, and understanding of the world.
- The world is changing at an increasing rate. If we don't prioritize learning, our skills will become antiquated.
- Our individual growth and development will lead to better outcomes for our patients, our families, and our communities.
- We're in the field of "internal work", so we're going to engage with "internal work" throughout our course of work.

Not business as usual

A few ways that working in a DDO may be different from other environments:

- Being pushed to understand the mental models, assumptions, and constraints in your current understanding of the world and how that informs your decisions
- Being moved into a position before you have *all* the experience necessary / being moved out of a position you've demonstrated mastery over
- An "idea meritocracy" where rank and title do not hold their normal weight.
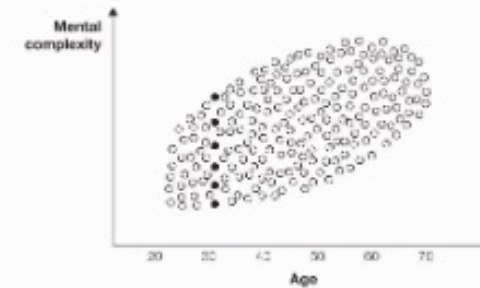
Adult development

Age and mental complexity: the view thirty years ago
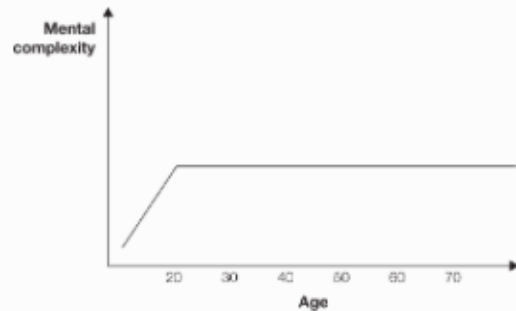
Age and mental complexity: The revised view today

Neuroplascity is a beautiful thing.

"Imagine so valuing the importance of developing people's capabilities that you design a culture that itself immersively sweeps every member of the organization into an ongoing developmental journey in the course of working every day."

A DDO must address all boxes

	Organizational	**Individual**
Exterior	Organizational performance Leadership and governance structure Our service & value proposition Goals and targets Value proposition for our team	My role (scope of responsibility, title, performance) My capabilities (skills, understanding) My known challenges or issues
Interior	Mission (deep purpose) Culture Values Collective developmental maturity	Personal values and motivations Hardwired personality preferences Individual developmental maturity

A multi-frame view of a DDO

Tool 1: Personal-Professional Development Plans

We need to know what you want in your developmental journey. If you can't tell us what you want achieve, how will we be able to help you meet your goals?

Supervisors should know what personally and professionally members of their team are working towards.

Checking in on development should occur at regular intervals.

AIM INTEGRATED MEDICINE RALEIGH

Advaita: Personal-Professional Development Plan

Date:
Team Member:
Supervisor:

Goals (Vision)

List the top 3-5 goals that you most want to achieve.

If the above goals are multi-year goals, what are the smaller steps that can be taken toward achieving those goals?

What steps can you take towards achieving the goals in this business quarter?

Inventory: Strengths & Obstacles

What skills do you have that will help you achieve your goals?

List the most daunting aspects of striving for your goals.

What would make your goals seem less daunting?

Network & Resources

List 1-2 individuals that could help you reach your above goals. Think about others who have achieved what you are hoping to accomplish. If you do not have someone in your immediate network to serve as a mentor, reach out to your supervisor or others in the organization to see who they know and ask to be connected.

Are you currently in regular communication with the above individuals? If not, what can others in the organization do to help you connect and build a relationship?

Tool 2: Clearing model

No matter how refined the system is, no matter how well goals, priorities, and expectations are communicated, there will always be issues; we're all human. Having a method to "clear" issues allows us to receive the feedback we need, in a non-threatening way, which allows us to become a better version of ourselves.

"Feedback in a DDO is considered incomplete or superficial unless it penetrates beneath behavior to the assumptions and mindsets that underlie it."

This technology is meant to be used when you have created a disconnection with another person or group. It is important that you are willing to let go of being right and take responsibility before you attempt to use this model. The goal is to reveal yourself, own your projection and re-establish connection. For effectiveness, stick to the script.

CREATE RESOLUTION TOGETHER

- ☐ I commit to curiosity and letting go of being right
- ☐ I commit to taking 100% responsibility for the issue
- ☐ I commit to creating a win-for-all resolution

SCRIPT FOR PERSON CLEARING THE ISSUE

Ask for a clearing by affirming a meaningful relationship "I have an issue I'd like to clear with you. Is now a good time?" "If not now, when?"

1. Something has come up I'd like to clear with you. I want to have clear open lines of communication as our relationship is important to me. Thank you for being here for this.

2. "The specific **FACTS** are..." (Recordable facts; not judgments)

3. "A **STORY** I make up about you/me/the group is..."

4. "My **FEELING** is..." (Angry, Sad, Scared, Sexual, Joyful)

5. "I specifically **WANT**..." (This is not a demand or entitlement but instead a way to be known)

6. "How I **CREATED** this disconnection with you is..."

7. **PROJECTION:** "The part of me I see in you that I have an aversion/attraction to is...

SCRIPT FOR PERSON LISTENING TO UNDERSTAND

1. "What I hear you saying is..." (Reflect or paraphrase without interpretation)

    "Is that **RIGHT**?"   (If not, reflect again)

    "Is there **MORE**?" (Ask with curiosity)

2. "Are you **CLEAR**? Have you said everything you have to say and felt everything you have to feel?" (If yes, move on. If not, go back to "Is there more?")

3. Is there a **NEXT ACTION** step? (if yes, who will do what by when?)

4. Appreciate the person for choosing to clear the issue.

    If the listener has issue, it is recommended that you take at least an hour to pause and then switch roles.

Conscious
Leadership Group

Tool 3: immunity to change map

Part of growth and evolution is identifying and overcoming limiting beliefs. The immunity to change map helps uncover hidden, competing priorities and assumptions that need to be challenged.

Commitment / Improvement Goal	Doing / not doing instead	Hidden / competing commitment	Big assumptions
I am committed to leading instead of managing. I am committed to setting a vision and strategy for AHV and then empowering other leaders to make decisions and solve problems their way without constant oversight.	• I monopolize conversations and don't listen to others. • I try to collect the most data and use it to support my arguments. • When someone presents a plan or idea that is not aligned with mine, I tend to micromanage and extensively probe for weakness. • I don't delegate projects and tasks to the appropriate level. • I complete "heroic effort" projects and use this as evidence that I can solve any problem. • I do not spend enough time teaching, training, and mentoring leaders.	• I'm committed to proving to others that I am not wrong. • I'm committed to not being seen as unprepared. • I'm committed to not allowing others to do things their way. • I'm committed to thinking that without my input, we would not be successful. • I'm committed to showing that I cannot be outworked, on problems big and small. • I'm committed to being the most knowledgeable in any given domain and not allowing others' skillsets to surpass my own.	• I assume that others do not care as much as I do about the results for our patients, team members, and the community. • I assume that I will be seen as dumb, stupid, or ignorant. • I derive too much pleasure from being seen as right and proving others wrong. • I assume that I'll be demeaning of others if I delegate tasks/projects. • I derive a lot of my value from "being the best" and I assume without success, I won't be liked. • I assume others do not want me to teach and train; I assume others want to do things without my input.

Your responsibility

- Commit to learning and growing; embrace curiosity.
- Remove the ego involved in "being right" in favor of "getting it right".
- Engage in personal-professional development discussions regularly.
    - Think through your goals – you can't catch the right train if you don't know where you want to go.
- Create psychological safety AND challenge others.
- Be vulnerable: acknowledge what you don't know and where you can improve.

Look ahead

We will systematically, over the next year, become a deliberately developmental organization.

The chart to the right shows a great list of questions that will help guide us on our journey.

Becoming a DDO is not optional.

Your input and commitment are necessary to move from aspirations to reality.

Edge: The organization's developmental aspirations

- **Mistake making.** Are errors seen as potentially promoting development?
- **Problem finding.** Are problems identified and generated to promote development?
- **My growing edge.** Are individuals working on their own development?
- **Your growing edge.** Are employees actively supporting colleagues' development?
- **Our growing edge.** Is the organization working on overcoming collective, organization-wide limiting assumptions?
- **Purpose.** Does the purpose of the organization connect to employees' development?

Home: The organization's orientation to a safe-enough, trustworthy community for development

- **Openness about the self.** Is exposing one's limitations welcomed as a resource for development?
- **Appreciating the whole self.** Are individual strengths recognized as a resource for development?
- **Psychological safety.** Are teams and colleague relationships psychologically safe spaces?
- **Leader vulnerability.** Do leaders participate equally and fully in developmental activities?
- **View of conflict.** Is conflict viewed as a potential source of development?
- **View of expertise.** Is deference to expertise by role or background minimized?

Groove: The organization's orientation to developmental practices

- **Learning supports.** Are job-embedded (rather than external) learning supports routinely used for development?
- **Role-to-person matching.** Are assignments and roles created and modified to spur development?
- **Feedback.** Is consistent feedback on developmental goals given and taken by all?
- **Regularity of practice.** Do practices focusing on development recur regularly?
- **Symbolic tools.** Does the organization have developmental language and articulated principles?
- **Process improvement.** Do employees participate systematically in improving processes to promote development?

Resources

- *An Everyone Culture: Becoming a Deliberately Developmental Organization* – Robert Kegan & Lisa Laskow Lahey
  - Book summary on Medium
- *Self-Renewal: The Individual & The Innovative Society* – John Gardner
- "Designing Work that People Love" – Marcus Buckingham, HBR
- AHV Personal-Professional Development Plan
- Clearing Model – Conscious Leadership Group