THE IMAGE

AN ACTION RESEARCH JOURNAL ON
PERSONAL AND ORGANISATIONAL TRANSFORMATION

ISSUE # 31
OCTOBER 1997

"THE QUALITY LEADERSHIP LAB"

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Welcome to the new edition of **The Image**. After 30 issues as a publication of ICA: India, we are starting our new series of issues as ICA CentrePointeS. ICA CentrePointeS is a new research division of ICA that was formed after the completion of our archives work on cataloging the 25 years of ICA work. This journal will be more in line with bringing our work to the public. Although we will still be focusing our work on organisational change process, we will be giving more emphasis to individual growth and development and spirit work. We continue to encourage our readers to contribute original writing for these issues and we will still be printing articles from leading edge books and journals. As the new format evolves, we would like your comments on how to make this journal better serve your needs.

The Quality Leadership Lab (QLL) is an outgrowth of the Transformational Leadership Lab (TLL) that we have conducted for over 200 executives during the last 6 years. The programme was facilitated by both ICA and ORIENTATIONS, a Mumbai consulting team with whom we formed a partnership. I described the evolution of this programme in two previous issues of the Image Journal. Image Journal #10 in 1991 described the first design and issue #18 further described the programme after considerable alteration and improvement. The programme was changed to have more of a focus on the role of transformation in quality through the urging and sponsorship of the Confederation of Indian Industries (CII), an apex business association here in India. This Quality Division has enthusiastically supported the participation of CII staff in previous TLL's.

A bit of background will be helpful here. We first conceived of the TLL as part of the Asian Organisational Transformation Network, a gathering of ICA Asian offices engaged in OT work. Initially, the programme was a response to the need to have some type of in-depth programme for change agents within a company, a programme of longer duration that would cover individual change as well as organisational change. Our experience had been that for the emergence of lasting change within an organisation an intensive programme would be necessary.

After designing and conducting several modules, the basic format was settled. It consisted of three, four day modules, held approximately one month apart. Each covered both individual and organisational change processes. Each participant was assigned the task of conducting a Change Project within their own area of responsibility that would be initiated during the TLL, but would continue for 3-6 months. This Change Project would provide the opportunity to use and test the learnings gathered in the TLL.

As a guide to this project work, we used a format created by Roger Harrison, a United States based consultant on organisational change. Roger had designed a 10 step process for change that included, among other things, several assessment tools including an Organisational Change Readiness Questionnaire and an instrument he called the "Organisational Stressionnaire", a survey on the amount of stress the organisation was experiencing. The understanding behind this latter instrument was that only organisations experiencing some stress, but not too much, will be in a position to change. As good as these ten steps were, over the years we found them not to be giving the kind of guidance that a project requires. They were often geared for top US corporate executives and did not fit the authority levels of the Indian executives who attended the TLL. Even though we modified them and added components based on our own wisdom, we rarely got the results that we had hoped for.

Another shortcoming of the programme was the fact that we didn't have time to do any intensive facilitation methods work. The ICA has developed a series of participatory methods that are critical to change agent effectiveness. Although we offered these methods as a supplementary programme, it became clear that they are an essential part of the change process and needed to be included in any intensive change agent development programme. To this end, we saw we would have to add a day to each module devoted to facilitation methods, making the programme a 15 day experience.

Another issue was the persistent desire for more case study work. Most Indian managers are trained to learn from case studies. Although we had included speakers in the TLL as case studies of transformation, more and more examples of change were being requested.

So with these major changes in mind, we went about the task of redesigning the TLL into the QLL and conducted the first new design in 1996. The second programme is in the process of being held and the third module will conclude in late October, 1997. It is being conducted only by Judith and Jack Gilles along with guest speakers. Seventeen participants from eight companies are participating.

This Issue

We begin this issue with a description of the components of the three modules of the QLL, **The Quality Leadership Design**. The general themes are the same as the TLL, but the focus on quality has shifted the emphasis.

The QLL needs to be understood in the context of the Indian management scene. Unlike the West, Indian managers are usually not familiar with most modern management thought. Most of those attending have an engineering or scientific background and have had little opportunity to familiarize themselves with current edge thinking. They may have heard of Peter Senge's Learning Organisation disciplines, or Stephen Covey's 7 Habits, but they have not had opportunities to dialogue in-depth with any of these ideas. In addition, although we usually had senior managers in attendance, even some Managing Directors, on the whole they are less able to see themselves taking independent action. Often their subordinates are weak in management skills. There is still an over-concentration of authority and power at the very top of almost all Indian companies.

Therefore, it is important to the success of the programme to create an environment where the participants will learn how to think effectively and work with others. Besides the ICA methods, one of the most helpful methods is the use of Robert Fritz's model of "creative tension", the energy resulting when you have a clear vision combined with a realistic picture of the current reality.

The next article is an outline of the opening contextual talk we give in the QLL. It is called **Quality Leadership** and it is a description of a model we have developed here in India. It is based on the insight that in Peter Senge's model of five disciplines for a learning organisation, the power of learning comes from an energy field created by the operation of these disciplines. The key to the field is produced by the creative tension between a Shared Vision and a Current Reality, one of the five disciplines. We feel that the heart of the vision is the purpose of the organisation and the key to the current reality are the grounding values of the organisation. Together they create the learning field.

The next two articles are part of the case study dimension of the QLL. First, Mr. N. Ramanathan of SRF Ltd. describes how they are obtaining **Organisational Transformation Through 5-S**. This basic good housekeeping set of methods from the Japanese has done wonders in their plants in establishing a new consciousness of care within everyone. We have Mr. Ramanathan as a guest speaker present these results not only to show how the programme has worked, but as an example of an effective Change Project.

The second case study is from Harvard Business School and is about **Sun Hydraulics**, a great story of the founder, Bob Koski's, vision for his company. Space does not permit the printing of the entire case study so we have just printed the basic concepts he instituted in his company. We have the group study this paper and then discuss why such principles are necessary for an empowered organisation.

It's not easy to transpose an American company's experience into an Indian context. The business climate and the worker's relations to the management are entirely different. But the principles that Bob Koski based his organisation upon are universal desires. Everyone would like to be treated as an "adult" with their judgments and decisions honored. His commitment to open communications is just one of the areas that can be implemented by the QLL participants.

One of the best resources we have found for communicating the images and actions has been the book Real Change Leaders, by Jon R Katzenbach, Times Business, New York, 1995. In his chapters on the qualities of these RCL's he gives lots of grounded illustrations of how they brought about significant change in their organisations. What is great is that Jon is describing basically middle-level managers who are the key to the changes. This is crucial to understand for people who are used to imagining change only happening at the direction of those at the top. We have printed only a part of the Introduction section to the book and called it **Real Change Leaders**.

One of the most powerful components of the QLL is the morning body work. Judith Gilles has become a qualified yoga instructor and has really made a personal commitment to this discipline. Her daily instruction in this work has been received very well, even though it involves gathering at 6:30 every morning. Since we often go until 9:00 at night it makes for a long day!

What Judith brings to the session and communicates to the participants is a deep appreciation for the Indian insight into the role of the body in consciousness development. It takes the discipline of doing daily yoga exercises and connects them with the growth in awareness and consciousness. One of the resources that she draws from is the writing of Deepak Chopra. His book, Ageless Body, Timeless Mind, Rider, London, 1993, is a great source of powerful stories and images on the effect of consciousness on the body. We have printed a couple of this book's sections and called them **The Body and Perception**.

Finally, we are printing a chapter from the exceptional book Synchronicity: The Inner Path of Leadership, by Joseph Jaworski, Berrett Koehler, San Francisco, 1996. This book is the story of one man's journey in quest of his dream. Joe chronicles his journey of commitment as his life unfolds with amazing happenings and coincidences. It is the very act of commitment that brings the power of this universe to play and results in the "partnership with creation".

The future of the Quality Leadership Lab is not clear. But perhaps the QLL can be a foundational part of bringing Joe's vision of his Leadership Forum to India. Who knows?

Jack Gilles
Editor

THE QUALITY LEADERSHIP LAB DESIGN

The Quality Leadership Lab (QLL) is a programme designed to develop and equip "change agents" for a company. It is three months long with the participants gathering once a month for a five day module. The time between modules is for practicing the skills and knowledge obtained in each module.

The programme is based on several premises:

1. Quality leadership is first and foremost a requirement for any organisation today that is facing the competitive challenge of creating the future.

2. Quality leadership begins first with one's self. Personal change precedes any lasting organisational change.

3. Organisations are "energy fields" that need to be understood, and can be changed by altering the energy forming components of the organisation.

4. Change requires a deep belief in the power of individual creativity and the effectiveness of corporate (team) action.

5. Change is best accomplished through the careful selection, design, and execution of projects. These projects can be small or company-wide.

These guiding principles are built into each of the three modules of the QLL. By Quality Leadership we mean both the leading of change directed towards improving quality performance in the organisation, as well as describing the style of leadership required today for all organisations. Participants come from the ranks of senior management, but some companies have sent middle-level managers from one key operational location.

Expanded consciousness and the appreciation of the role of meaning and purpose in one's life is crucial to effective leadership. It is adopting the style of "servant leader" or stewardship in one's designated capacity.

Each module has an extensive component of Personal Mastery work. Approximately 50% of the time is devoted to developing the "expanded consciousness" of the participants. The programme is built around the model of Quality Leadership, described in the next article of this journal. The focus being that creating a "learning organisation" (based on Peter Senge's work) is actually creating a "learning field", an energy rich culture. Each participant forms a team around a project that they select and uses this project to learn how change can be catalyzed in their organisation.

Quality Leadership Projects

Most quality change efforts in companies follow a broad three step process. It usually begins with the selection of some quality programme, often designed by an outside consultant. The company creates a quality "tsar" or quality council to implement the programme on a company-wide basis. This is followed by an extensive training programme, beginning with quality awareness, for the entire organisation. Then this knowledge is expected to be applied on selected areas where quality needs improvement. According to Richard Greene, author of the book Global Quality, ASQC Quality Press,

Milwaukee, 1995, this is exactly opposite what the Japanese have learned about improving quality. Richard has studied and consulted extensively in Japan and found that Japanese companies start first with the identification of a critical quality issue within the company. Then they mobilize the people around that issue, educating everyone on its role in the future of the company and what change is needed. Only then is a quality approach developed. He points out that the popular approach described above does not get people actually committed to quality. It is in mobilizing people to solve specific issues that the right quality design can be created, and is the reason so many quality programmes are not very effective.

This is why we have the participants select a critical change area within their responsibility and get them to form a team around the issue, and then apply the learnings from the programme to that issue.

The programme starts with a questionnaire to each participant asking them to evaluate the quality effort in their respective companies. The change project is begun with the clear establishment of the particular change required in the form of a quantifiable goal. The time span is usually 3-6 months. A "working vision" is written in the first module, based on the insights of the book Real Change Leaders, Jon R. Katzenbach, Time Business, 1995, in which he describes how real change requires the creation of working visions to mobilize the energy of people to focused change. This vision is re-created with a team back in the workplace.

In each of the two following modules the project is revisited and discussed as to how it is working and how the tools of the QLL are being applied. Only in the third module is the subject of strategy and implementation covered. One exercise is to develop a Project Phasing Design. This allows the participants to see how a project changes energy over time and how to create "eventfullness", the focusing of energy on key tactics.

One of the key instruments in building the team is the use of "Learning Styles", an analysis of one's preferred approach to learning and problem solving. This instrument not only allows a person to see their own learning biases, but how each of four different learning processes are necessary for the learning cycle to be complete. They begin to appreciate the different approaches, and it helps them in developing a team approach to the project and to value the differences of each style.

Briefly, the learning cycle is plotted on two axis; one (vertical) on how we take in experience, either preferring concrete experiences or, at the other end, abstract concepts. The other axis (horizontal) is how we process the information; either actively or reflectively. This gives four quadrants in which the preferred learning style is manifest. For instance, those that take in experience concretely and process it actively are more likely to learn from case studies, looking for results from specific examples. The opposite style, those that take in experience concretely and process it reflectively learn more by getting many perspectives and in creating new responses.

Both are needed, both are valuable styles, but they normally don't find it easy to solve problems together. One prefers "the right answer", the other prefers many different views.

Where the model is most helpful is in seeing the PDCA (Plan Do Check Act) cycle manifest in the learning styles. If one has a bias towards processing experiencing actively, then one tends to give more importance to P and D and less emphasis (or one is less skilled at) C and A. We also spend time showing how one can become more conscious of the four parts of the learning process, how to gain more from experience, how to reflect and ask questions that get to depth insights, how to create new mental models and how risk and commitment are key to learning.

Personal Mastery

Personal mastery is covered through a variety of components. We deal with body, mind and spirit. Every morning at 6:30 we gather for an hour to do body exercise. We teach mostly yoga exercises that can be easily mastered. The most important part of the body work is connecting the awareness of the body to the larger question of consciousness. We draw from Deepak Chopra for insights and share some of his writings with the participants. The feedback has been that this daily discipline not only gives them more energy throughout the long days, but it something they are committed to doing after the programme.

In the first two modules we cover all of Stephen Covey's 7 Habits of Highly Effective People. These presentations are the most appreciated part of the personal mastery part of the QLL. We take the time to discuss in small groups each section of the Habits and have developed exercises for many of the components including a Values identification exercise and a Personal Mission creation.

One of the most appreciated exercises is having people create their Life Timeline. This involves drawing a line length-wise on a piece of paper and placing your birth year at the left end and your death year (you decide how long you're going to live) at the other, with 5 year interval lines in-between. Four sections are designated (going down the side of the paper); life events, significant people, accomplishments and skills, and values. Events in one's life (including expected or desired ones in the future) are listed as they occur to us, near the year they happened. People or groups who have influenced or have meant a lot to us are put in the second section. Finally we list the accomplishments and skills we have, or hope to have, and when they happened. Then the timeline is divided around turning points. Usually there are a cluster of events, people and/or accomplishments that signify a shift in one's life. The participants then examine that period for what values they held and list those in the final lower section.

The exercise is completed by the naming of each section of the life timeline and giving an overall title to one's life journey. It takes about an hour to share and discuss what was discovered. It is always amazing what this exercise reveals to a person. Many have never reflected on their past nor understood that one can create their life. Very poignant stories are told of key people in their lives, many of whom they had not thought of or had forgotten. It is an awe-filling time. Another powerful exercise is Angeles Arrien's Signs of Life. This exercise is described in Image Journal #18.

The development of the mind is done through books and articles shared with the group, some of them in study syndicates. It is surprising how little reading highly educated executives do. We are out to establish the habit and skill of reading, both business and personal development material.

Several books are given to the participants as part of the programme. One of these is Joseph Jaworski's Synchronicity, Berrett Koehler, San Francisco, 1996.

Another major reading assignment comes from the Real Change Leaders book. The nine chapters are given out such that a group of 5 or 6 have the same chapter. They gather during the module and prepare a report on the key contents to the others who haven't read that section. This is to instill the capacity for any group to quickly cover a book that no individual would take the time to read on his/her own.

Daily reflection writing is done at the end of each day. Each module involves a different reflection exercise, but the habit of gleaning the meaning and learnings of each day are what we are out to cultivate.

The spirit dimension is woven throughout the programme. One of the highlights is the fourth evening celebration in each module. These are self-organised and are unique in their creativity. Each participant is given a book of depth reflection in each module and readings are done during the sessions. One of the books is The Tao of Leadership, by John Heider, Bantam, 1985.

The closing programme exercise is perhaps the most spirit-filling event. We have each participant spend time alone writing their personal commitments; to themselves, their families, their work and their community. These are read during the closing event, a circle around a floral design of an Indian symbol. Each participant draws the name of another participant and addresses them on what they have learned from that person and what challenge or area of growth they would offer them. We give them as a symbol of their participation, a geode that signifies the hidden gem broken open and discovered during this programme.

Case Studies

The entire programme has many case study elements. The Real Change Leaders articles are filled with case studies of people who have enabled change within their organisations. Each module has a specific case study. Each is selected to show how Quality Leadership happens and how results are achieved. Guest speakers in each module spend the better part of the day describing change processes within their organisation and how the

QUALITY LEADERSHIP - Jack Gilles

The creation of leadership within organisations is dependent upon the ability to foster a climate of commitment and stewardship amongst all the employees. Leadership means building a community of commitment, a commitment to changes in the larger world and seeing our organisations as vehicles for bringing about such changes. It is not a matter of instituting TQM or Reengineering. There is not a set "formula" for change. Each organisation has to tailor its own context for such leadership and operate as continuous learning organisations. It involves having a deep reflective capacity that engages not only the intellect, but body, emotions and spirit as well.

Creating a Learning Field

The learning field must be grounded in three foundations. A culture based on transcendent human values of love, wonder, humility and compassion, a set of practices for generative conversation and coordinated action and a capacity to see and work with the flow of life as a system. Such leadership to produce this culture is by definition collective. It is leadership from the group - and from the least among us - which is the hope for our organisations. It is stewardship in the deepest sense of that word. This type of environment, learning fields, will only occur in "managerial practice fields". It will happen in places within work where there is a consensed upon focus of change, power to take action, safety in experimentation and a willingness to challenge our assumptions and beliefs about things. It therefore needs to grow with those who understand these ground rules and not as a general policy or newly instituted "culture" of empowerment and openness. This takes time and reflection, project by project, team by team.

The Quality Leadership Model
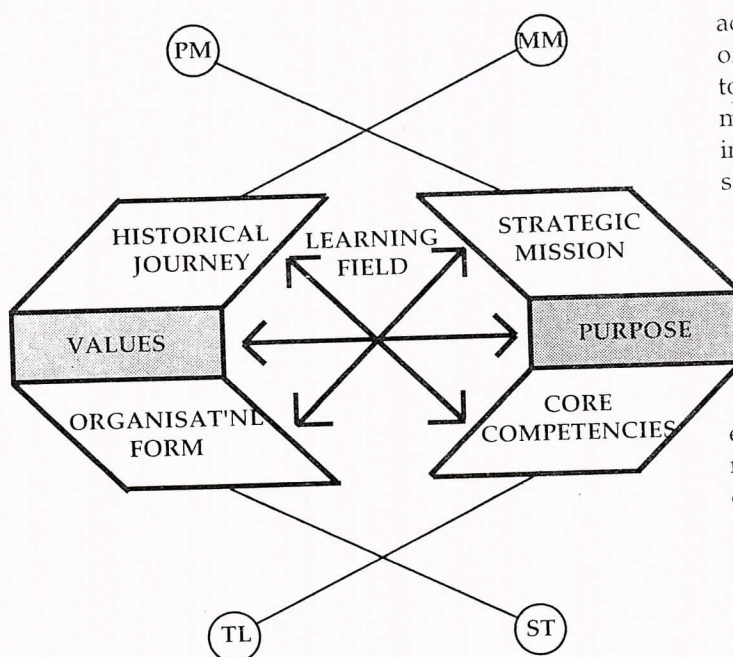
The following model is an attempt to describe the components and dynamics of such a learning field. It combines the insights of Peter Senge's learning organisation disciplines with our own insights on change process. We have called it Quality Leadership, to point both to the focus of the results and the nature of the character required. It involves four centres of leadership, each holding a creative tension between the future (shared vision) and the present (current reality). It is important to understand that both parts of the polarity are "here and now", one future oriented and the other evolved from past experience. Empowering these leadership tensions are four disciplines that, when functioning, allow for a continuous evolution in the learning field.

Principle Centered Leadership
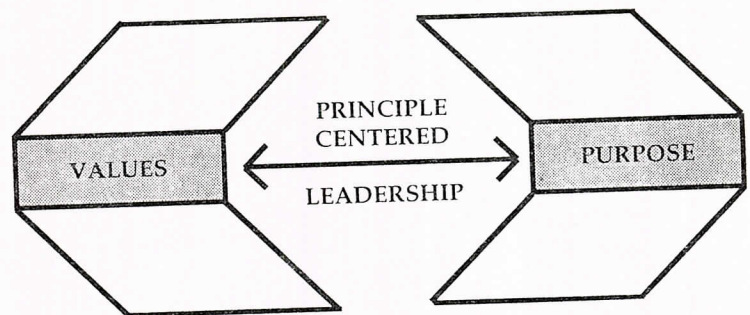
At the foundational level, and completely necessary, is Principle Centered Leadership (PCL-1). It operates in the creative tension of **Values** and **Purpose**. At one end of the tension is the purpose we are committed to. It is about articulating and inculcating the reason for our existence. All living things are concerned with staying alive. But conscious beings ask the question of "why". Our purpose inspires us to the degree we see it is "making a difference" in society. It is beyond any specific accomplishment. It is part of the "changeless core" of the organisation. It needs to resonate and offer opportunities to the members to fulfill their own purposes. It acts like a magnet or compass in our collective lives, constantly informing us about our actions and guiding our decisions.

At the other end of the tension are the values that sustain the organisation. These are basically threefold in nature. One - are the **deep human values** that remind us of our commitments to operate as an institution living to give people an opportunity to act out their lives in dignity and freedom. Two - are the **unique values** that evolve from the nature of the endeavor we are engaged in. They are more strategic in nature. They may inculcate behavior towards innovation, quality or service, depending on our need to fulfill our purpose. Finally there are **cultural values** that honor and manifest the deeply held understanding of a people. Within India there are values that are not held in the same way as other cultures. These need to be understood

and embedded in our structure and operations.

This PCL-1 is key to creating a learning field. When both purpose and values are strong within an organisation an energy field is generated which aligns an organisation to its self-referent system. People know what they are about and how to behave. Rules are not required, the "field" provides the alignment. When weak or absent, as is the case for many organisations, rules and policies are used to "keep people in line" and coercion such as rewards and promotions are used to "motivate" people.

Position Centered Leadership
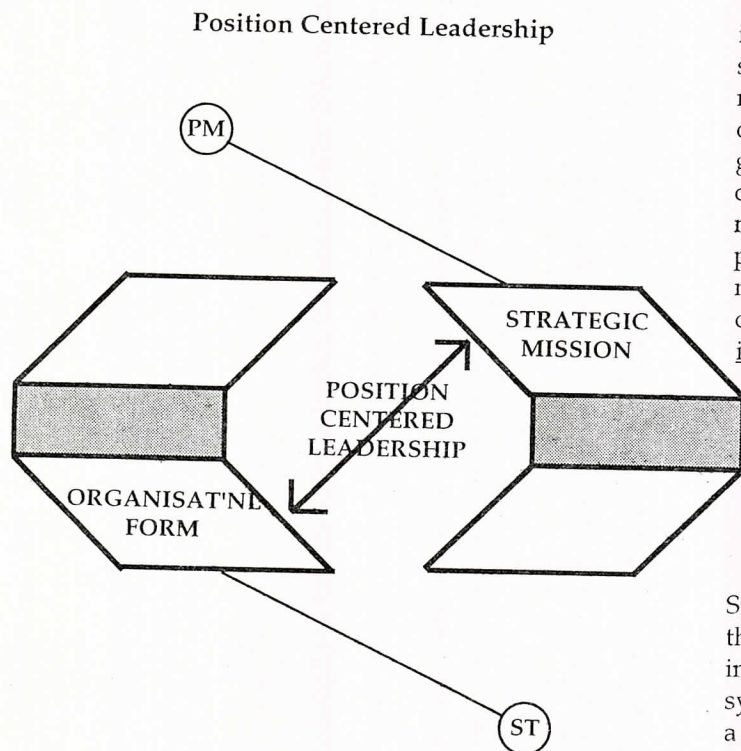
The second tension is between the **Strategic Mission** and **Organisational Form** and is called Position Centered Leadership (PCL-2). The purpose does not change, but our activity to accomplish it does. Every organisation is constantly re-evolving a mission that is related to the particular situation and customer context. Our strategic mission answers the question "what" in the context of the "why". Like purpose, **Strategic Mission** requires an outward focus. It means discovering the needs of customers before they know it, delighting and amazing them. This strategic intent is connected with core competencies through what C.K. Prahalad calls strategic architecture, "what we must be doing now to intercept the future". This is not the job of a separate strategic planning cell. It is an ongoing process that lays out the direction for the future. One idea being done at EDS is to create "corporate change teams", a group set aside for a brief time to completely explore new strategic areas that represent the convergence of technologies, threats to existing business and industry trends. These "white space" explorations gave all those involved a keen sense of the future and prevented reactive thinking or internal

target dominance. The test is to ask your managers "How will the future of your industry be different?" and compare the answers. See how far they look into the future and what the degree of consensus there is.

The key to energizing this is found in the discipline of **Personal Mastery**. Strategic missions are empowered by the emotional and intellectual energy of every employee. It is their resourcefulness, not the company resources that is the answer to a company's future. It is an animating dream that calls forth aspiration, inspiration and perspiration. A stretch for the organization.

The other end of the polarity of PLC-2 is **Organisational Form**. The organisation is structured around the strategic mission. It guides the configurations, the communications and authorities. It creates the template of objectives so that you don't get competing objectives and goals. Without a clear strategic mission, bureaucracy will control things around its own orthodoxies. This is why so many companies spend their time trying to motivate people through "carrots and sticks". They externalize motivation when only intrinsic motivation works. This is clearly demonstrated through Alfie Kohn's book, Punished By Rewards, and V.S. Mahesh's book, Thresholds of Motivation. In every person beats the heart of an explorer. Tap that and give a sense of destiny and let it happen. Everyone's objectives are tied to the strategic mission through the structure. This is done through the Learning Project which we will cover later.

Systems Thinking empowers Organisational Form. Systems Thinking allows the organisation to understand things holistically, in light of the strategic mission. Most important is the seeing of the organisation as a living system, rather than a mechanical collection of parts. It has a heart, mind, body and spirit. This systemic thinking will allow the proper coordination and relationships to be created. Most people image their companies as a "comb" when drawing the structure. But they mistake reporting structure for functioning dynamics.

A company can be seen as three sets of relationships that produce the creative process. These three provide the headlights for the Managing Director. (The same three also operate within parts of the organisation, but may not be all delegated, depending on the size of the organisation.) One set is Sales -Marketing. Sales says where we are while marketing says where the customer is. They are independent and need separate responsibility. They, like all three pairs, are a center-periphery creative dynamic. Together they tell a company what its **performance** is. The second set is the Treasury-Product Development polarity. These tell the **potential** of the unit. A company's ability to move in new areas is dependent upon its resource base. The third polarity is Product Processing (manufacturing) -Organisation and Manning. This polarity reveals the **commitment** of the organisation, and how its structure produces the results. These three correspond to the limbic system, right brain and left brain respect-ively. So, a company, well structured, will have a resonance with the way each person functions.

Market
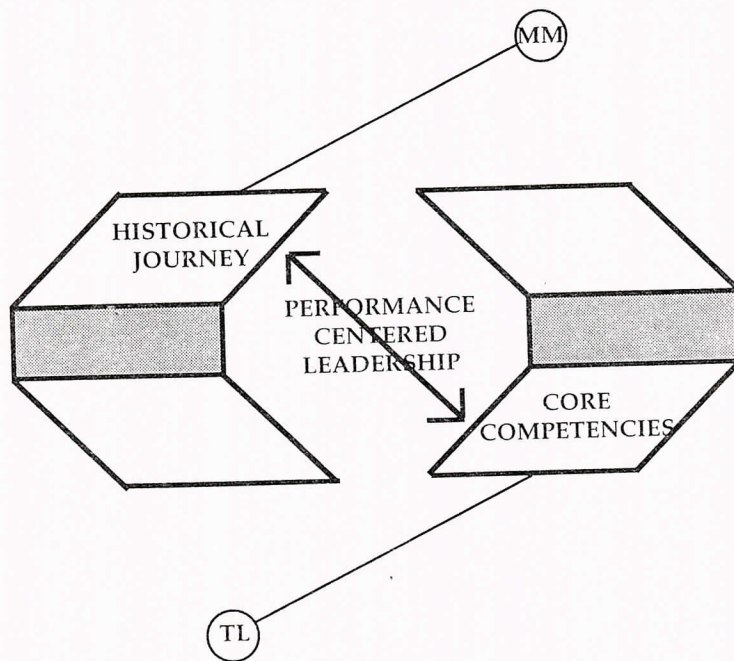
This polarity is about the capacity to do what the mission requires and how the organisation's experience helps to produce results. The polarity is a tension between **Core Competencies** and **Historical Journey.**

Core competencies are the gateways to future opportunities. It is both what you have as well as what you can imagine. It is a bundle of skills and technologies that enable a company to provide a particular benefit to customers. They are longer lasting than any individual product or service. They must meet the tests of customer value. It must make a disproportionate contribution to customer-perceived value. Questions to ask are:

- What are the "value elements in this product or service?
- What is the customer actually paying for?
- Why is the customer willing to pay more for less for one product or service than another?
- Which value elements are most important to customers and thus make the biggest contribution to price realisation?

Process and manufacturing-related competencies that yield sizable cost benefits to the producer are also core competencies. A core competency must be competitively unique. Benchmarking a company's competencies against those of competitors helps guard against a natural tendency to overstate one's own capabilities. You need to work very hard to see the extendibility of the competencies into new product arenas.

To identify core competencies it is helpful to create a matrix of Core Competencies with Markets. Ask these four questions to fill in the boxes.

1. (Existing-Existing) What is the opportunity to improve our position in existing markets by better leveraging our existing core competencies?
2. (Existing-New Markets) What new products or services could we create by creatively redeploying or recombining our core competencies?
3. (Existing-New CC's) What new core competencies will we need to build to protect and extend our franchise in current markets?
4. (New-New) What new core competencies would we need to build to participate in the most exciting markets of the future? (White Space)

A portfolio of discrete skills does not a competence make. It is a tapestry woven from the threads of distinct skills and technologies. This is why the power to increase and change core competencies is found in **Team Learning**. Although we think about Team Learning as limited to a small group activity, it is much more when viewed as related to CC. It is the leverage synergy when we combine different skills to a new opportunity. It is the core competencies that reside in other parts of the company that can be shared to exploit new ideas, or the alliances and partnership one can form with suppliers, customers and other industries. The essence is, as Stephen Covey says, "valuing the differences". As companies fragment into SBU's and other autonomous units, there is a danger of the left hand not knowing what the right hand can do. Team Learning is the discipline of keeping open lines of dialogue, frequently meeting to exchange ideas and experience. Divisional managers should be assigned cross-corporate stewardship roles for particular competencies, and should be held responsible for the health of those competencies.

The other end of the PCL-3 is in caring for the **Historical Journey**. This term is more than the recorded history of the company. It is the living repository of experiences and skills. It is the events that shaped who it

is. One can look at one's own life and see how the ability to perform, the approach one takes to situations and the memories one has to draw on are built from our day-to-day life experience. To care for this means that the stories need to be shared. The opportunities to experience a variety of situations need to be promoted. Most of all, it requires an ability to reflect, reflect, reflect. Most companies never know how to reflect, or take the time to enrich the thousands of man-hours of experience into their repository. We live our lives in a routine and therefore never learn very much.

But "forgetting" may be as important, or more so, than remembering. We develop unquestioned assumptions from our experiences. This is why the discipline of **Mental Models** is so important. Mental Models is the skill of asking about and questioning our maps, or paradigms of life. Successful companies or divisions can easily fall into the trap of thinking what it does doesn't need to be questioned. It must be able to challenge its own orthodoxies. These unquestioned conventions, the myopic view of opportunities and threats, are what block companies.
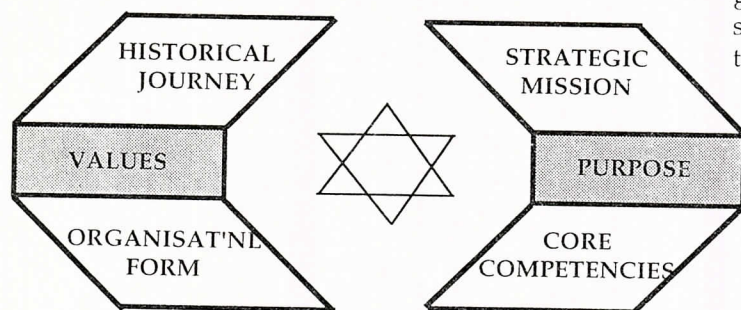
Activating Mental Models is crucial to establishing the "forgetting curve". It is exposing oneself to new thoughts, reading and discussing new ideas, even in areas not directly related to our particular assignment. Many edge companies are experimenting with activities such as Vipassana, meditation, exercises and even poets, such as David Whyte, to open people to new thinking.

Project Centered Leadership

The last of the four quality leaderships is Project Centered Leadership (PCL-4). This is the capacity to focus on a critical area of change and engage people in the creation and execution of the desired results. In one sense, we are always engaged in project centered leadership. We move from event to event, from activity to activity to get our work done. What is unique here is the understanding of how project working is the key leadership to transformation and learning. How it brings the other three into coherence and congruence around a particular area of work.

PCL-4 is also the understanding that a project is best understood as two parts of a creative tension, the energy consuming part and the energy generating part. We build plans and targets all the time. It usually consists of essentially three dimensions; a goal, strategy (action plan) and a team of people to carry it out. All of this is the visible, outgoing and energy consuming part of a project. What is often ignored, and is the additional job of PCL-4, is to build and execute the second part of a project, namely the creation of the motivating story, the creation of compelling energy giving events, or maneuvers, of the action plan and the nurture and care for the team, both body and spirit. This second half of PCL-4 is the energy giving dimension, without which the project uses up its critical resources of human energy. This is really care for the "spirit" dimension of work and it is often ignored in our focus on "visible" results.

We have called this type of whole systems project development *vahana*. This is a term literally meaning "vehicle", but has a deeper spiritual significance in India as does the six pointed star we are using as the symbol. The *vahana* is the vehicle for the spirit and change process of an organisation. It is the bringing of energy to bear on the key area that the organisation (or part of the organisation) needs to move into the future. It is the resolution of the creative tension of the shared vision - current reality polarity in all three other leaderships.

The project, through its story, brings Principle Centered Leadership into action through the understanding of how this project is part of the significant purpose and values of the whole organisation (or the purpose and values of a part of the organisation). The Position Centred Leadership is needed to bring the project strategy in line with the overall strategic mission and the engagement of the parts of the organisation needed for execution. Performance Centred Leadership is used to gather the right members of the team and the required skills and memory that will engage the key core competencies in the project. So in reality, the three other leaderships only really take form and are incarnated through the design and execution of projects. These are the keys to acting in the learning field. A learning organisation is simply the constant development and execution of learning projects. They become the operating way of life for the organisation and the place of constant refinement of Quality Leadership.

SRF is a diversified group in the business of nylon fibres and fabrics (such as tyre cord), engineering plastics, flurochemicals, plastic ophthalmic lenses, polyester film, bearings, merchant trading and financial services. This case study refers mainly to the promotion of 5-S activities in its integrated plant at Madras, which makes nylon tyre cord, fish net twine and engineering plastics.

5-S, or good housekeeping, was introduced in 1993 in selected sections (such as the engineering stores). This was a period of difficult industrial relations, so an extensive launch of 5-S was ruled out. After a more harmonious climate had been created, 5-S was launched on a plant-wide scale in March, 1995.

What is 5-S?

For years managers have struggled to improve the housekeeping in their plants. The housekeeping would show some improvement when there were special drives, or when important visitors arrived, only to degrade soon after. Such housekeeping had more to do with appearances, and so it sufficed to sweep things under the carpet. From the knowledge we now have of total quality management, we know that these early attempts to improve housekeeping were too superficial to succeed. Managers did not have enough understanding of what was involved in housekeeping, no real conviction of its importance and most importantly, no method for carrying it out.

The Japanese changed all that. In their customary way, they developed an easily understood method of housekeeping. They standardised it. The company which did it was Toyota. They devised four steps, and gave them Japanese names which begin with 'S' and so they called it 4-S. Later, many companies added a fifth S, and the housekeeping system is known now as 5-S.

The Significance of Each S

1. Seiri
First and foremost we throw away what we do not need. In a factory, this is easier said than done. Factories tend to hoard unusable machines, tools, jigs, material-handling equipment, non-moving stocks, expired material, rejected goods, scrap and so on. A factory will soon be cluttered up, if more comes in than goes out. *Seri* eliminates clutter which takes up space, forces people to search for things, creates petty accidents, causes mix-ups and misidentifications and prevents visual control. Clutter also denotes a disorderly mind. It is difficult for managers and workers to think clearly in a messy environment.

In practicing *Seri*, every shop must establish clear rules for what must be thrown away, and for frequency of reviews.

2. Seiton
The 5-S steps are not sequential, but we can work on what is needed only when what is not needed is thrown out. Effective *Seiton* cuts the activity of searching for things, eliminates 'misplaced' or 'lost' items, prevents mix-ups of defectives with good materials or of similar looking materials and cuts accidents. More than all this, it makes visual management possible. A Nippondenso plant manager told me in 1987 that "the job of a plant manager is to so arrange things in the factory that the slightest abnormality becomes visible." A factory practicing *Seiton* has an uncluttered layout, clear aisles and bays with yellow lines, labeled stores, easy separa-tion of defectives, signs designating different areas, cables or utility pipes laid out with signs and colour codes. It uses visual control devices which show the status at a glance. Nothing is ever placed on the floor, for otherwise abnormalities would be hard to detect. Measuring instruments and gauges, tools, dies, fixtures etc. are replaced in good condition with clear identification.

3. Seiso
Cleaning, sweeping and washing are an essential part of housekeeping. *Seiso* is the battle against dirt. House-keeping is often relegated to an agency on contract, on the mistaken belief that it can be done entirely by outsiders. The key cleaning job is inside the yellow lines-where the equipment and materials are. And this is the job of operators. The most important cleaning is that of the equipment. Practitioners of Total Productive Maintenance (TPM) have shown us that troubles begin when equipment is not cleaned. Cleaning is like inspection. An operator who cleans is apt to notice potential equipment failures, such as low oil level, a cracked pipe, a jammed bolt, a loose part or a clogged filter, before a breakdown occurs. Cleaning outside the production lines should include not just the floors, but the walls, the windows, lighting covers, roofs and trusses, the drain and the roads. In most of our factories, oil leaks from machines and a thick coat of grime settles on the floor. There can be no 5-S until oil is first collected so that it doesn't fall on the floor, and then all oil leaks are eliminated altogether. So with other leaks-water, steam, or chemicals. Floors must be polished, not just to raise appearance, but so that their surfaces do not house dust and so that joints are free of dirt. A high level of *Seiso* is realised when dirt is prevented from entering. All open surfaces must be grassed, paved or graveled.

4. Seiketsu
An overtone of disinfection is necessary in some area. Hygiene in cooking/eating place, freedom from pests, handling of hazardous chemicals and fumes such that they are safe-are all part of *Seiketsu*.

5. Shitsuke
The success of housekeeping depends on the participation of all people, habitually. We say we are disciplined when we have formed regular habits - such as doing a collective morning 5-S, wearing appropriate safety gear, following the standards and learning continuously.

THROUGH 5-S - N. Ramanathan

Why 5-S?

Why did SRF choose to lay so much emphasis on 5-S? We did so because of the belief that a dirty factory cannot produce quality products. Clutter hides problems. Disorderly environments promote disorderly thinking. T. Osada, a TPM specialist, holds 5-S to be the first indicator. Poor 5-S means interpersonal relations are bad and that there are delivery and quality problems too.

No further quality diagnosis is needed when housekeeping is observed to be poor. On the other hand, good 5-S not only eliminates problems but also reveals hidden problems.

Before we attempt anything as big as TQM, we have to set our working environment straight. We need a systematic approach to developing pride in our workplace, by being organized and disciplined.

5-S is also considered the basic first step in the introduction of Total Productive Maintenance. The Japan Institute of Plant Maintenance recommends a seven-step approach to equipment 4-S which is a key element in making equipment productive.

How SRF Implemented 5-S

SRF implemented 5-S in the Madras plant from March 1995 onwards. We decided that 5-S must be evaluated and measured if we were to make a breakthrough.. The programme includes the following steps:

1. Training

Everyone, from the president to worker, was trained on 5-S for three to four hour, through lectures and exercises.

2. Top Management Drive

The president and his management committee kicked off the programme, by going into the shops at regular intervals and physically clearing up areas. Within a short period, there was an unmistakable demonstration of the importance management laid on 5-S. This was especially crucial as the organisation was finding its feet after a difficult period of industrial relations.

3. Zoning

The plant was divided into 37 zones of roughly equal complexity. Each zone homogeneous, usually a department. Zones included production departments, stores, offices, canteen, laboratories and the estate. The 5-S programme was not limited to production areas.

4. 5-S Coordinators

The TQM manager of the unit was appointed the Chief 5-S coordinator. Besides, a co-ordinator (an officer or supervisor) was appointed in every zone. The co-ordinator was not the departmental head.

While the chief-coordinator took the responsibility of designing and promoting the programme and then training people and auditing the zones, the local co-ordinators had the following roles:

i) Be a champion of 5-S in the zone.
ii) Assess 5-S status regularly and create action lists for improvement.
iii) Follow up on actions and countermeasures.
iv) Be a part of the audit team for the zone.
v) Prepare and maintain 5-S score card.
vi) Help departmental head review 5-S progress.
vii) Prepare draft standards for 5-S.

The most important role is to prepare a list of actions for improving 5-S in the zone and to follow it through with the responsible persons.

5. Preparing Checklists

How is anyone to know whether 5-S is improving or not? In order to evaluate 5-S, checklists were prepared. Different checklists were prepared for each type of zone (for example, stores, estates, textile shop, polymerisation shop, offices etc.). Five questions were prepared under each S.

6. Scoring

Each question in the checklist is scored on a five point scale from 0 to 4. Each of these points is defined. Zero denotes that there is hardly any evidence of practice (of the points in the question) in any part of the zone while a score of four implies that there is evidence of exceptionally good practice in all parts of the section, supported by written standards which are improved and that preventive actions are in evidence. The scoring system and its graphical display is adapted from the idea proposed by H. Hirano. As there are five questions for each S, the maximum score for each S is 20 and the maximum score for 5-S is 100.

7. Auditing

Every zone is audited every month by a team comprising the Chief 5-S co-ordinator, the zone co-ordinator and one more person selected by the chief co-ordinator. The purpose of the audit is to:

i) evaluate status against the checklist, and to score.
ii) verify actions compared to the action list scorecard by the zone.
iii) verify whether the causes for actions not taken or any deterioration in score compared to the previous month have been identified, understood and acted upon.

A visible outcome of the audit is the scoring for each S. The zone co-ordinator plots these on a radar chart. The monthly totals are plotted on a line graph. The score, together with the action list is prepared for the next month, and displayed in the zone, for everyone to see. The display chart has been a vital part of the 5-S programme.

The average of the 37 zones (all weighted equally) is the division's overall score. That is displayed in the President's room.

The average scores form March 95 to August 96 has moved from 35-to 81. The target is to maintain 90+ consistently, through standardisation and prevention.

8. Employee Involvement

There can be no 5-S unless all people participate. In

the beginning, worker involvement in 5-S was negligible. But the commitment of managers (directly carrying out 5-S activities on the shop floor), extensive communication (directly and through newsletters)), training of everyone and the visible improvements which quickly became apparent, all contributed to increasing worker involvement in 5-S, which is now 100 percent.

9. Standards

We cannot maintain 5-S for ever through such a high level of effort. 5-S must get carried out automatically. Backslides can be prevented only by the presence of well understood standards which are followed. Written standards are being developed for each 'S' in every zone so that they become part of the work instructions in the area.

10. Actions

Hundreds of actions in each zone have eventually contributed to the rise in score from 35 to 81. Looking back, what is amazing is that so many actions were required. Looking ahead, we can see so many more actions which remain to be taken.

The Benefits Of 5-S

1. Quality

5-S has helped eliminate complaints such as misdespatch, missing tags in rolls sent to customers, dirty cords, or wet wooden disc used in packing. It has made traceability simple, and has helped eliminate mix-ups between yarns of different denier or between defectives and good materials (in incoming stores, or in the plant). It has also helped improve the cosmetic quality of the fabrics made.

More importantly, 5-S has deepened the commitment of management to work on fundamentals rather than quick fixes. And it has impressed upon everyone the need to work according to standards. Our experience tallies with Canon's in changing the workers' consciousness to "a readiness to follow the rules and do what's been decided."

2. Space Saving

One of the sub-units in the plant, which had been planning an investment of Rs. 5 crores (about 1.5 million dollars) to handle additional demand, has been able to shelve the investment. They have saved so much space that they could triple the output in their present space. That such a simple concept as 5-S could result in such a large saving has meant that everyone sees that the new TQM initiatives work!

3. Equipment Maintenance

5-S has brought about elimination of many causes of steam, water or oil leaks. The machines are cleaner. Abnormalities are caught earlier. It has created conditions which have helped in bringing down breakdowns significantly. Cleaner machines have meant that operators handle them better. An environment has been created where everyone takes pride in preventing breakdowns altogether.

4. Visual Control

The plant has an orderly appearance, and hence, anything out-of-place becomes visible immediately. Supervisors can spot abnormalities such as an excess of stock or of trolleys, at a glance. So can managers or workers. Everyone takes pride about his or her workplace.

5. Safety

5-S has helped eliminate often overlooked hazards such as frayed wires, chemicals leaking on to cable trays etc. It has removed clutter and averted accidents such as tripping.

6. Productivity

Multiple handling of material, sorting of mix-ups, searching for things, not having things needed close at hand, misfiling of papers have all been greatly reduced. As people spend less time doing wasteful work, they have a greater sense of achievement and have more time to attend to areas of real concern. Computer users too are beginning to eliminate unnecessary files, this heralding the era of Cyber-5S!

7. Morale

Today every operator is involved in 5-S. There is no greater testimony needed. There is pride about the workplace. Visitors make positive comments which make our people happier. A staff member said, "Now I feel like coming to work." Many others say that they have taken 5-S to their homes. Unlike many other initiatives, 5-S produces quick, visible results while always focusing on fundamentals, and this makes everyone involved feel good and confident.

Organisational Transformation

All the changes which have been described as consequences of the 5-S programme would qualify as being transformational by themselves. But the effects on SRF have been more far-reaching than that.

1. Company Wide Effort

Transformational efforts have to be company wide. 5-S is an ideal start to any company-wide programme. It is simple and practical, but it works only when everyone participates.

2. Confidence

Until a visible change is achieved in reality, management and the workers lack the confidence whether their actions would produce results. 5-S has provided that confidence. It has enabled the management to know that change is possible. Many efforts to change organisations are not oriented to action. "It is important to start by doing," says Osada. "....doing has the power to change the way people look at things."

3. Involvement

Companies go to great length to improve the "involvement" of their people, often with little results. Companies also talk loosely of terms such as "empowerment." But how can people ever feel empowered in the kinds of factories we run normally? In doing 5-S, employees have experienced a far greater degree of control over their workplace and seen that they can create improvements which are visible and dramatic. This is empowerment. The plant has all its operators involved in 5-S.

4. Ability

The ability to make improvements by rotating the PDCA cycle is what organisations struggle to generate. Here, in simple terms, the people themselves can see what the problems are, come up with solutions, verify results and standardise the new method. 5-S has enabled hundreds of such improved methods to be put into practice. It is this very ability that the organisation needs to create through its TQM activities. As Brian Joiner points out, even simple improvements like storing pulling rods for easy availability requires a method. Otherwise we tend to have goals without methods, and achieve little.

5. Credibility

Managements promote many flavors of the month, and people tend to dismiss them. On the other hand, 5-S produced rapid and visible results and has improved the credibility of management. Yes, management is serious about what it says!

6. Discipline

Discipline is a part of 5-S. The creation of a disciplined work environment which raises "the management level" is one of the key benefits of carrying out 5-S.

7. Foundation for TQM

5-S is founded on some of the key principles of TQM: Quality first, not short term profits, participation by all, education for all, the PDCA cycle and working teams. When the management is willing to spend money to improve the flooring in order to improve 5-S, for example, the message of 'quality first' is not difficult to convey.

Also, as 5-S has improved, the other initiatives - process analysis and improvement or problem-solving - have become easier to apply. 5-S is thus the foundation for transformational change through TQM.

8. Becoming World Class

The vision of SRF is to be world class. To many of us, this had seemed a fairly distant goal. But now, by doing 5-S, we are already close to being world class in one aspect of our operations-our 5-S. Many visitors say that we are already world class in our 5-S. In SRF we have always emphasised that the way to becoming world class is not through fancy steps, but by working on fundamentals and becoming strong. Improving 5-S as the first step is consistent with this stand and has enabled our people to achieve one world class notch in a short time.

When we launched 5-S, we did so because we felt that it was fundamental to whatever else we wanted to do. Our stand has been confirmed and our convictions deepened by the experience.

Some Cautions

We have approached our 5-S improvement effort through scoring ourselves on our progress. The scores have challenged us. It would be true to say that without our scoring system, we would not have made so much progress. Nevertheless, scoring is a method which should be applied with caution.

1. Many ask us if our audits are "surprise audits." The question reveals the mindset. The purpose of the audit is not to "catch" the departments on the wrong foot. The purpose is to evaluate the status so that improvements cam be planned and so that reasons for lack of improvement can be understood and prevented from recurring. It is also an opportunity to think and suggest ways for improvement. Our audits are therefore not "surprises." Also, the local co-ordinator is always involved.

2. While we have laid great stress on 5-S, we have not linked 5-S scores to performance appraisal. If we had done that, we might have expected a lot of window-dressing and undue pressure on the auditors for a good score. We do not even have an award trophy. We only have the score, and a pat on the back for doing well. As recognition, these have served us well.

Difficulties Faced by SRF

Some five months into the programme, our scores had leveled off. Prof. H. Kume of Tokyo University, who visited us at that time remarked that our effort had "become stereotyped." Another level of energy was required to move it up. Later, we got stuck at 75, and another round of intervention was required to raise it.

The monthly audits are a lot of work. It is not our intention to continue them forever. As we reach 90+, we will reduce audits and move to a self-assessment mode, in longer intervals.

Often we challenge ourselves with this thought: "If we fail to improve 5-S, what makes us think we can do anything else?" On the other hand, we know that if we can do 5-S, we can do anything. 5-S is fundamental, so it gives us the power to build our capabilities to meet the big challenges. That is why 5-S is transformational!

CASE STUDY: SUN HYDRAULICS

Bob Koski said that he thought like an engineer, although he had started out wanting to be an architect and bridge builder. He enjoyed developing innovative solutions for complicated problems. In ten years with Dynamic Controls, Inc. he had risen through the ranks from product engineering to industrial sales, marketing, new product development and into top management. By 1969, as V.P.-Director of Corporate Development, he held the second highest position in the company, behind the company founder.

Bob Koski had also been called a maverick and an idealist. In 1970 at age 40, he left Dynamic Controls. His goal was to create a new company that would avoid the human relations problems and pitfalls he had observed virtually everywhere in the world of organisations. He gave himself three years to get his new business on its feet. He assumed it would take at least five years of operations to gain a reputation with distributors and at least three years to begin showing a positive cash flow. He intended to spend a full year planning and preparing the new operation. The new firm would be called Sun Hydraulics Corporation and would develop and manufacture hydraulic valves and cartridges to precise and exacting specifications.

While he expected to stay in the design, manufacture and sales of fluid power products, initially, Bob was not exactly sure how Sun Hydraulics' product line would evolve. Industry growth and his own product development capabilities seemed to indicate that there was room for Sun Hydraulics in the specialized component marketplace. Bob believed the new company, if successful, could eventually grow at least as fast as the company he was leaving.

Bob also wanted to exercise some control over the pace of growth. He did not want the organisation itself to grow beyond 200 to 250 employees in any one location. Of immediate concern to him was the barrier problem of human displacement due to growth, while maintaining his primary goal of designing a dignified working environment for technical, manufacturing and clerical personnel alike.

The Problem and its Manifestations

According to Bob Koski, the single most obvious culprit in "standard" organisations was the organisation chart and what it signified. The mere existence of a formally defined hierarchy tended to force individuals into defensive, unproductive and damaging behavior patterns which prevented the organisation from responding to changing business requirements. He believed that rigid organisational structures all too frequently caused key employees to leave the company or, at a minimum, "took the fire out of people's eyes."

For example: "Every key individual in the company I helped to build (with one exception, and he was physically located elsewhere) left the organisation. I think they were driven out by pride caused by organisation charts. Organisational restructuring, for them, represented above all a series of demotions."

These people were quite competent. Unfortunately they were given titles like Vice President of something, or Manager of something. As the company outgrew their capabilities and needed to hire or promote more talented people who would appear on the organisation chart as their superiors, there was no place the old-timers could go that would satisfy their egos. They had to leave. They could not stay and save face with all the other employees. They had to leave.

So, if that was the effect of having an organisation chart, then it really was a tragedy because they lost all the talent, all the know-how, all the accumulated experience those people represented."

Another problem Bob associated with typical organisations was the process he called "ossification"—an exaggerated focus on prescribed procedures as they "congealed" over time in the minds of employees:

"I think ossification takes place when, for promotion, it becomes more important that a person know how the business works internally than anything about the external activities of the company. At that point in time, it's as if a cancer has taken over that is very difficult to stop. By not having an organisation chart that people only look sideways to see who is above whom, and by not having job description and titles, it might be possible to defer that process of ossification.

Now, all of the management thinking I've read in the past says that the way to get things done efficiently is to start with a process of describing jobs clearly. But if you do that, it almost always seems that you go through a life cycle. In a month-to-month basis, you can follow a sequence of predictable events which have tragic consequences down the road.

"Articulate" people rise in power and assume control. "Knowledgeable" people, if not also articulate, become discouraged and either leave the organisation or settle into middle management positions as passive obstructionists. The process takes about eighteen months."

Elements of a New Design

Koski felt that the first measure of Sun Hydraulics' success would be the company's record in attracting and keeping talented engineers. Their design contribution would be critical to Sun Hydraulics' performance in the fluid power industry. In addition, how they related to shop and other employees would determine Sun Hydraulics' ability to develop, manufacture and market quality products. This in turn would shape Sun Hydraulics' reputation with distributors, customers, bankers, suppliers, and others on whom the fledgling company would depend as it carved its place in the market.

Bob expected Sun Hydraulics to develop a personality of its own based on its employees' contributions over time. From the outset, however, he intended to emphasize several specific ways in which Sun Hydraulics would differ from more typical organisations. These included:

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1. Horizontal Management

There would be no hierarchy, no titles, no formal job descriptions, no special benefits, no reporting relationships and no close supervision in Sun Hydraulics. People would be expected to decide for themselves, based on widely shared information on operations, how best to contribute to the company's objectives. Both the manufacturing and office personnel would be expected to work with others in the organisation as they deemed necessary to accomplish their tasks. "Horizontal management" would encourage the formation of "natural clusters" or groups to achieve what ever work had to be done. "Thinking would be a shared responsibility, so would decision making.

Bob characterized the essential differences between "horizontal" and "hierarchical" management in term of a then popular approach to understanding human relationships. This framework classified typical working relationships as "parent-child" interactions. Bob hoped that horizontal management would create an "adult-adult" environment at Sun Hydraulics.

Some functions, such as salary setting and performance reviews, would be difficult to perform in an entirely horizontal organisation but Bob expected the organisation to develop new ways of approaching these functions within the framework of horizontal management. In every case the driving value was to be one of mutual respect.

2. Eliminating Intimidation

Critical to mutual respect was the elimination of what Bob called ""intimidation functions" in the organisation. For example Sun Hydraulics would have no purchasing agent, a job Bob describes as "intimidating suppliers." Instead the company would strive to build solid working relationships with suppliers who would be trained to understand Sun Hydraulics' needs and be motivated to respect them out of shared long-term interests.

Likewise, there would be no quality inspectors in the plant. Each shop employee would be responsible for the quality of his or her own work. The high standards for Sun Hydraulics' precision product would be understood and emphasized by all. Whenever quality problems arose, the person discovering them would be expected to initiate corrective action rather than merely point out the error to someone else. This might entail reworking, scrapping, or joint problem-solving with other individuals or departments as required to eliminate the flaw. Each and every product would be subjected to extensive functional tests before shipment to assure consistent product quality and to catch any errors.

3. Operational Communications

The foundation for Sun Hydraulics' unorthodox climate would be a wide-open system of operational communications. By that term, Bob Koski meant that all information pertinent to the company's operational activities would be made available to all employees.

"If we want to encourage self-management, we have to figure out a way to give people the information they need to decide what they want to do. This is predicated on the notion that people have a hard time doing nothing. If they're going to do something, most people would rather do something useful that something non-useful, and given an opportunity to figure out what's most useful, they might just do that.

So the first task of horizontal management, to me, is to dismantle the power structure that controls operational communications, making sure that everybody has equal access to whatever information they need to do their jobs."

Ideally these open communications would allow shop employees to schedule their own work. Scheduling was a particularly important problem in manufacturing the kinds of products Sun Hydraulics would make. For one thing, the production processes were complicated and lengthy. Typically it took several weeks longer to manufacture a set of hydraulic valve parts than the lead time the customers were willing to give.

Since it was very difficult to forecast sales within acceptable ranges of accuracy, most companies experienced problems with inventory control and/or with chronic stress in meeting short delivery deadlines.

These "hassle factors" led shop employees in typical hierarchies to lose respect for the decision makers in management. It was also an area in which Bob expected Sun Hydraulics to outperform the competition with its emphasis on open communications and self-direction. If each employee were encouraged to work at reducing the production scheduling problem from his or her own perspective, the collective solutions would be more comprehensive and easier to implement:

"My understanding is that hierarchies were originally developed because workers were unwilling, uneducated and uninformed. There were very limited capabilities for passing information. Informed people were the thinkers; uninformed people were forced to be doers. It was a very efficient system for that time.

"Today people aren't threatened any more by anything and you have great potential for communications. I think horizontal management is first made possible by universally available information. The more we develop it, the more it will enhance self-management."

4. Group Self-Management

As an outgrowth of horizontal management and open communications, Bob expected that natural clusters would include both office and plant people working together, for example, to develop new products or processes.

Where necessary, these groups would perform the control functions that were usually built into the hierarchy in other companies. In matters such as job-related behavior, Sun Hydraulics' employees would feel responsible to their peers rather than to a superior imposing external rules. For example, shop safety rules would be written by the workers involved who afterwards would be responsible for their implementa-tion.

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Most training would occur within these work groups with minimal formal structure. New employees would be brought into the group and given basic orientation by their peers. They would be encouraged to ask any group member for help when needed.

Contrary to industry wide practices, there would be no standard production times or procedures and no piece rate pay incentives at Sun Hydraulics. The focus would be on the group's contribution rather than on any individual's performance record.

5. The Decision-Making Process

Decision making was another area in which Bob Koski wanted Sun Hydraulics to be different from other companies. Many "people problems" he'd seen arose from the power struggles embedded in typical decision processes. In analyzing the problem, Bob identified four recurrent roles in decision making:

- The "author" - the discoverer of the need for a decision (who usually assumed proprietary rights to the decision).
- The "executive" on the formal or informal organisation chart, who most people believe should make the decision (who would regard other decision makers as encroaching on his prerogative).
- The "expert" - the party most knowledgeable about the subject of the decision (who could be expected to defend this position).
- The "soldiers" - the person(s) most affected by the decision on a day-to-day basis.

In Sun Hydraulics Bob hoped to instill the understanding that all four parties should work together to arrive at joint decisions. "Authors," "experts," and "executives" should be encouraged to subordinate themselves and to serve as consultants to the "soldier(s)" who would either make the decision or, at a minimum, be comfortable with a consensus decision. He expected the decision discovery process to enhance both the quality and implementation rate of decisions that resulted.

6. The Ideal Employee

One quality in particular seemed important when it came to the kind of people Bob sought in creating Sun Hydraulics. That was the person's ability to be an accurate judge of his or her own competencies. Even beyond skills and intellectual capacity, Bob planned to focus on accurate self-assessment as a critical asset for prospective employees and colleagues.

It seemed to him that much of most managers' day-to-day activities was spent resolving problems created by people who were not good judges of their own competencies. Without these problems there would be little need for managers as a separate class of employees.

Bob knew that some people would consider this assumption highly idealistic. However, using self-knowledge as a key hiring filter, he expected to assemble enough skilled and talented people, from Sarasota, Florida and elsewhere to make Sun Hydraulics a reality.

principles of Quality Leadership operate.

Each module has a Hollywood movie shown that illustrates change processes. One of the films we use is called Gung Ho, a comedy about the attempts of the Japanese to run a closed American auto plant. In its unique way, it shows how culture change should and shouldn't take place and the difficulty of teamwork. It is also a great example of a misguided Change Project!

Change Agents Methods

One of the most important sections of the QLL is that devoted to equipping participants with the skills of participation. Over the years the ICA has developed a series of methods that are highly effective in getting participation and creativity from a group. These methods, called The Technology of Participation (ToP), are used to develop facilitators all over the world. It involves learning three basic skills; the art of effective discussion (Basic Discussion Method), the skill of leading group problem solving (Workshop Method) and group planning (Strategic Planning Method). Each of these are demon-strated and then group practice sessions held during the modules. Participants are assigned the task of practicing and developing these skills in the times between modules.

These methods are the keys to change within

organisations. They get involvement, and without involvement there is no commitment. They are based on a profound understanding of how consciousness and authentic decisions happen. Although they can be learned rather quickly, that is, the methods are well described, mastering them takes both a lot of practice and a great deal of self-awareness. The style of facilitation is foundational to the concept of servant-leader or stewardship. All of these methods are demonstrated and practiced around the real issues faced by the participants.

Conclusion

The Quality Leadership Lab has been a journey of discovery, both by we who designed and conducted it, and the participants who make each group experience unique. We have been deeply moved by the growth that takes place by the participants. It many ways, it is an awakenment process. People awaken to themselves and their vast interiors. Many have commented that they have never had such a moving experience. They awaken to the possibility that life offers them in the very place they find themselves; at their work. They see that they can be not only shapers of their organisation's future, but they can, and must, help shape the lives of those they work with every day.

REAL CHANGE LEADERS - Jon R. Katzenbach

What is Meant by Major Change

Simply stated, we define major change as those situations in which corporate performance requires people throughout the organisation to learn new behaviors and skills. These new skills must add up to a competitive advantage for the enterprise, allowing it to produce better and better performance in shorter and shorter time frames.

Change, of course, can refer to the efforts of large and small organisations to do a wide variety of different things, not all of which are heavily dependent on people. Major change can encompass an entire workforce or simply most of the people in a particular function or a single line of business. It can also refer to dramatic shifts in asset configurations or market concentrations that are not particularly people intensive. Finally, it can be focused on downsizing, layoffs and replacement of people-or on growth, innovation and skill development of people. And it can be a combination of some or all of the above.

Real change leaders do not care if the change effort is fast or slow, empowered or controlled, one-time or re-curring, cultural or engineered-or all of the above. They only care that it is people intensive, and performance oriented. Today's business environment is forcing company after company to focus on these kinds of change efforts.

"Reinvent government," says Vice President Gore; "reengineer the corporation," says Michael Hammer; and "rediscover leadership," says Peter Drucker. Fully two thirds of the Fortune 100—and probably an equally significant proportion of small and mid-size companies as well- claim to be in the midst of some kind of revamping or major change that is aimed at the behaviors and skills of hundreds to thousands of people at all levels. The same can be said for institutions in the public and non-profit sectors of the economy. And all are struggling with the challenge of recurring, if not continuous, change. Even those who are winning among large corporations-General Electric, Motorola, Procter & Gamble, British Airways, ABB—all say they have more change ahead of them than behind them. Few top leaders are claiming victory yet.

Even more troubling, however, the results that most are claiming have the potential to slowly and system-atically undercut their enterprises' future ability to adapt, in two very important ways.

• First, top managers are laying off thousands of workers, at least some of whom have the skills and potential to be superior workers-in a competitive envi-ronment in which superior skill is the name of the game.

• Second, the past decade has seen a remarkable thinning of the middle ranks of managers and business professionals, many of whom have the leadership poten-tial and capacity that will be invaluable in generating change and future growth.

As a result, the ranks of the unemployed are growing, and the sources of temporary, or rental, skills are virtu-ally exploding. In short, top management risks losing its ability to sustain a competitive advantage based on a superior workforce, because it is inadvertently weeding out both the better workers and the mid-level leadership capacity necessary to build superior performance.

A New Breed Emerging

The business press fuels the flames of corporate layoffs and firings, as top management appears deter-mined to destroy the middle bureaucracy. And why not? Everybody knows that is where the waste, duplication, layering, overhead cost and hidden resistance to change are embedded. Too many middle managers have become information transmitters, compilers, syndicators and administrators; they do little real work that translates into value for the customer, the shareholder or the employee. Yet our recent work and research clearly indicates that the key to changing performance capability in dozens of dynamic companies is a new breed of manager and professional in the middle: the real change leader.

These mid-level change leaders are every bit as essential to creating high-performing organisations as are the more visible and dynamic leaders at the top. In industries as varied a banking, telecommunications, oil exploration and production, personal computers, public transportation, hospitals and many other, RCLs are breaking the mold and establishing new patterns of what is considered good management practice. Their distinc-tive combination of tough, balanced performance stand-ard and a fresh sense of how to motivate and mobilize the better workers make them uniquely in tune with today's changing business culture and marketplace forces.

Real change leaders are the linchpins connecting three critical forces for organisational change and per-formance: top leadership aspirations (what are we trying to become?); workforce energy and productivity (how will we climb the mountain); and the marketplace reality (what do our target customers truly seek, and what can and will our potential competitors really do?). Simple as it may sound, making this linkage work is what separates the high-performing companies from the also-rans in industry after industry.

What are Real Change Leaders Like?

The best way to appreciate who change leaders are is to get to know a few. We have been fortunate to meet and learn from dozens of change leaders in scores of different change situations in all kinds of different indus-tries. These leaders do not fit into a neat set of job cate-gories or organisation levels-some are line manager, some are staff department heads, some are special—assignment team leaders and some are mavericks and champions. They come in an endless variety of shapes and sizes, but their most common attribute is that they know how to achieve high standards of performance by changing the behavior and skills of lots of people.

While in very short supply in most large organ-isations, they are surprisingly easy to identify. You

simply ask executives for the names of people with a reputation for improving performance through people—and for exceeding expectations along the way. They are the ones who always get the tough jobs done quickly and well. Everybody knows who they are. Somewhat surprisingly, however, theirs are not always the names you get if you ask which people have the highest potential for promotion. First, top management still makes advancement decisions and judges leadership potential against traditional general management criteria, which too often do not include change leader capability or aptitude. Second, a number of RCLs do not fit the acceptable advancement patterns in many organisations because they are outspoken nonconformists and do not always play by the rules for getting ahead.

Mom's Best Communicator

Tom Timmins of Mobil Oil in no longer on Mobil's short list of high-potential future leaders (simply because he is nearing the end of his career); he is however, at the top of their short list of real change leaders. He was recently asked to take on the difficult task of spearheading the corporate-wide implementation of a set of reengineering recommendations, the first part of which was to downsize the corporate staff. This effort is part of the new CEO's (Lou Noto) well-publicized efforts to reshape the management approach for the organisation, and change both profitability and people productivity across the company. The part that Timmins is leading is aimed at revitalizing and energizing thousands of Mobil's people around the world.

Since he was a small boy, the toughest tasks have attracted Timmins like a bee to honey. Much of his love for tackling the impossible comes from is ninety-year-old mother, Lucille, who still manages to reinforce Tom's determination to do what is right and to do it the right way. Mom is also largely responsible for his reputation as one of the "best formal and informal communicators" in the company because she urged him into speech training when that was the last thing he wanted to do. Even though his natural interests were sports and science, "she figured I'd better learn how to communicate, so I did."

He joined Mobil after graduating from MIT with a degree in nuclear engineering, even though he never intended to practice as such. When he joined Mobil, he went into the technical side of exploration and production, but his questioning mind and bias for action quickly led people to seek him out for difficult management problems. Charlie Spruell, who also played a critical change leader role in the turnaround in Mobil's exploration and production operations, describe Timmins as:

...objective, open and honest. He can take criticism a lot better than most because he looks at the facts like a scientist. Yet he is a real people person, and probably the best communicator I have ever known—both informally and with large groups. He always makes the messages

clear to people in terms and ways they can understand and relate to—no matter what their level or background.

In 1989, when executive leaders of Mobil's worldwide exploration and production activity needed someone to lead the demanding change in the exploration and production organisation approach in the United States, they turned to Timmins. Walt Piontek, the head of North American E&P who picked Tom for the job, loves to talk about his "maverick" change leaders. His eyes light up and his voice takes on a combination of enthusiasm, pride and mild surprise in retrospect:

"Now you take Tom Timmins, for example. Here's a guy who never expected to be a manager of operations, much less some kind of change leader. We plucked him out of Dallas research, where he was well along in a technical career path. He has really grown in the last few years—almost to the point where I don't think he even recognizes himself anymore."

Timmins would agree. The effort changed the leadership approach of several people before it was over, and it resulted in a lot more than just downsizing. It moved Mobil's E&P from near the bottom to the top among it major and large independent competitors, maximized cash flows without reducing the ultimate value of the business—and reestablished the pride and enthusiasm in the workforce. Tom credits the leaders above him for their vision, support and guidance, the leaders below him for their initiative, courage and risk-taking, and those who followed him to inspire ongoing conviction and energy from the workforce. Without him, however, the critical connections among his change teams would not have occurred.

When the Canadian E&P effort seemed like a similar change challenge, it was Timmins again. In both cases, the performance results were worth millions of dollars to Mobil. Now, just when most people in Tom's career situation would be shifting toward a retirement glide path, Timmins is taking on the corporate reorganisation implementation—one of the toughest change tasks Mobil has ever faced. He is leading a corporate-wide change effort that purports to shape a new performance culture across one of the world's largest corporations. He certainly cannot claim success yet, but we would not bet against him because he knows how to motivate and mobilize people for high performance. "Unless you can communicate with all of your people about the urgency of the task, as well as the value to them as individuals, you cannot get these kinds of things done. And that is a day-in, day-out effort that never ends."

Common Characteristics

So what are RCLs like? They are all different—except in their determination and ability to achieve better performance results through people. They share a set a common characteristics that helps explain how they accomplish those results.

1. **Commitment to a better way.** They share a

seemingly inexhaustible and visible commitment to a better way, and believe deeply that the company's future is dependent upon the change—particularly their part of it—being successfully executed. They see the change target as exciting, worthwhile and essential to the future success of the institution, as well as to their own personal satisfaction.

2. Courage to challenge existing power bases and norms. They develop the personal courage needed to sustain their commitment in the face of opposition, failure, uncertainty and personal risk. While they do not welcome failure, they do not fear it. Above all, they demonstrate the ability to rise again, and thereby build courage in those around them.

3. Personal initiative to go beyond defined boundaries. They consistently take the initiative to work with others to solve unexpected problems, break bottlenecks, challenge the status quo and think outside the box. Setbacks do not discourage them from trying again—and again. Certainly, they are responsive to top leadership's inspiration, but they do not wait around for it to move them to action.

4. Motivation of themselves and others. Not only are they highly motivated themselves, but they have the ability to motivate, if not inspire, others around them. They create excitement and momentum in others and provide opportunities for people around them to follow their example and take personal responsibility for changing.

5. Caring about how people are treated and enabled to perform. They really care about other people, but not to the extent of blind self-sacrifice. While certainly not the corporate equivalent of Mother Teresa, they are fair-minded and sensitive to helping other people succeed. They are also intent on enabling the performance of others as well as their own. They do not knowingly manipulate or take advantage of others.

6. Staying undercover. They attribute part of their effectiveness to keeping a low profile; grandstanding, strident crusading and self-promotion are viewed as sure ways to undermine their credibility and acceptance as change leaders. In fact, many RCLs expressed concern about not "blowing their cover" by being interviewed for this book.

7. A sense of humor about themselves and their situations. This is not a trivial trait. A sense of humor is often what gets them through down the line. What works for RCLs is not the same as what works at the top, although the contributions of both dimensions are critical in making a permanent change in any organisation's performance capability.

We also found that RCLs tend to be fundamentalists in disguise—albeit a thin disguise. By fundamentalists, we mean that they instinctively believe and practice what early management thinkers discovered years ago—that a successful business is both a social and an economic institution and must be led as such. More specifically, they believe in the following:

1. Tough standards of performance, but not just financial performance; customer value and workforce rewards are important as well.

2. A set of democratic principles that tap the creative power inherent in every person; but they also enforce consequence management, believing they can truly empower people only by requiring results in return.

3. The essence of self-governance is joint accountability (among leaders and constituent alike) for creating new opportunity; the basic approach is open dialogue and interaction to resolve conflicts by working to obtain the best contributions from multiple points of view.

These ideas originated with people like Peter Drucker, Edwards Deming and Mary Parker Follett many decades ago. Today's change leaders are rediscovering these principles and applying them in new and aggressive ways to today's challenges—because they carry the practical burden for changing people's behaviors across the broad base of any large organisation. This leads to our definition of RCLs as: **Individuals who lead initiatives that influence dozens to hundreds of others to perform differently—and better—by applying multiple leadership and change approaches.**

RCLs Differ From Traditional Managers

Real change leaders are clearly different. They do not look, sound or act like the mid-level managers of the past. They are younger, more diverse in gender and race and more casually dressed. They are more likely to have nonbusiness backgrounds, and they talk without buzzwords. In addition, they delegate less, do more real work and get their hands much dirtier than those of their predecessor professional managers.

They go for the facts, but they do not do a lot of unnecessary analyses. They track and measure their performance against more than financial numbers. They are unafraid to make decisions and judgment calls that go beyond their comfort zones and that place them and their careers at risk. They work with, through and around the hierarchy. They anticipate that their careers will take them through several different enterprises—and this does not concern them. They believe they have the skill sets to survive beyond their current employers.

Many RCLs today do not have an MBA and may not even have strong functional experience of any kind. Most of them have been working in multidisciplinary teams and working groups, their roles have varied greatly depending on the situation at hand. As one developing change leader with a computer technical background told us, referring to his first leadership assignments over sixty personal-computer technologists, "I have never done anything like this before." And not too surprisingly, he approaches the role a bit differently than your standard-model MBA. Anita Ward, an RCL of Texas Commerce Bank (TCB) in Houston, Texas, proudly counts her roots in anthropology as more useful than her MBA.

Many top executives do not yet fully understand

THE BODY AND PERCEPTION - Deepak Chopra

The Biochemistry of the Body
is a Product of Awareness

One of the greatest limitations of the old paradigm was the assumption that a person's awareness doesn't play a role in explaining what is happening in his body. Yet healing cannot be understood unless the person's beliefs, assumptions, expectations, and self-image are also understood. Although the image of the body as a mind-less machine continues to dominate mainstream Western medicine, there is unquestionable evidence to the contrary. Death rates from cancer and heart disease are provably higher among people in psychological distress and lower among people who have a strong sense of purpose and well-being.

One of the most publicized medical studies in recent years was conducted by Stanford psychiatrist David Spiegel, who set out to prove that the mental state of patients did not influence whether they survived cancer. He felt, as many clinicians do, that assigning importance to a patient's beliefs and attitudes would do more harm than good, because the thought "I caused my cancer" would cause feelings of guilt and self-recrimination. Spiegel took eighty-six women with advanced breast cancer (their disease was basically beyond help with conventional treatment) and gave half of them weekly psychotherapy combined with lessons in self-hypnosis. By any measure this represents minimal intervention— what could a woman do in an hour's therapy per week, time she must share with several other patients, to combat a disease that is inevitably fatal in advanced stages? The answer seemed obvious.

However, after following his subjects for ten years, Spiegel was stunned to find that the group receiving therapy survived in average twice as long as the group that received none. It was doubly telling that only three women were alive by this late date, all of them from the therapy group. This study is startling because the researcher expected no effect at all. But a decade of similar findings came in from other researchers. A meticulous 1987 study from Yale reported by M.R. Jensen, found that breast cancer spread fastest in women who had repressed personalities, felt hopeless and were unable to express anger, fear, and other negative emotions. Similar findings have emerged for rheumatoid arthritis, asthma, intractable pain and other disorders.

Dominated by the old paradigm, doctors hold a prejudice against such results. As Larry Dossey points out in his insightful book Medicine and Meaning, "The dominant message, incessantly preached from the editorial pages of medical journals and the podiums of medical schools, is that the 'inherent biology of the disease' is overwhelmingly important and that feelings, emotions and attitudes are simply along for the ride." What the new paradigm teaches us is that emotions are not fleeting events isolated in mental space; they are expressions of awareness, the fundamental stuff of life. In all religious traditions the breath of life is spirit. To raise or lower someone's spirits means something funda-mental that the body must reflect.

Awareness makes a huge difference in aging, for although every species of higher life-form ages, only humans know what is happening to them, and translate this knowledge into aging itself. To despair of growing old makes you grow old faster, while to accept it with grace keeps many miseries, both physical and mental, from your door. The commonsense notion "You're only as old as you think you are" has deep implications. What is a thought? It is an impulse of energy and information, like everything else in Nature. The packages of informa-tion and energy that we label trees, stars, mountains, and oceans could be called Nature's thoughts, too, but in one important respect our thoughts are different. Nature is stuck with her thoughts once their pattern has been fixed in place; things such as stars and trees follow a growth cycle that runs automatically through the stages of birth, development, decay, and dissolution.

We, however, are not stuck in our life cycle; being aware, we participate in every reaction that takes place inside us. The problems arise when we don't take responsibility for what we're doing. In his book The Holographic Universe, Michael Talbot draws a brilliant comparison with King Midas: Because everything he touched turned to gold, Midas could never know the actual texture of anything. Water, wheat, flesh, or feathers all turned into the same hard metal the instant he touched them. In the same fashion, because our aware-ness turns the quantum, field into ordinary material reality, we cannot know the true texture of quantum reality itself, either through our five senses or by thinking about it, for a thought also transforms the field—it takes the infinite possibilities of the void and shapes a specific space-time event.

What you call your body is a specific space-time event too, and by experiencing its materiality, you miss the Midas touch that converts pure abstract potential into a solid thing. Unless you become aware of awareness, you won't be able to catch yourself in the act of transfor-mation.

Perception is a Learned Phenomenon

The power of awareness would make no difference in our lives if Nature had outfitted us all with the same responses to experience. Clearly, this didn't happen; no two people share the same perception of anything. The face of your beloved may be the face of my worst enemy, the food you crave may cause nausea in me. These personal responses have to be learned, which is where differences originate. Learning is a very active use of the mind, leading to very active changes in the body. Percep-tions of love, hate, delight, and nausea stimulate the body in extremely different directions. In short, our bodies are the physical results of all the interpretations we have been learning to make since we were born.

Some transplant patients report an uncanny experi-ence after receiving a donated kidney, liver, or heart. Without knowing who the organ donor was, they begin to participate in his memories. Associations that be-

longed to another person start being released when that person's tissues are placed inside a stranger. In one instance, a woman woke up after a heart transplant craving beer and Chicken McNuggets; she was very surprised, because she had never before wanted either. After she began to have mysterious dreams in which a young man named Timmy came to her, she tracked down the donor of her new heart, which had come from a victim of a fatal traffic accident; when she contacted his family, it turned out that the victim was a young man named Timmy. The woman was stunned to discover that he'd had a particular fondness for drinking beer and had been killed on his way home from McDonald's.

Rather than seeking a supernatural explanation for such incidents, one could see them as confirmation that our bodies are made of experience transformed into physical expression. Because experience is something we incorporate (literally, "make into a body"), our cells have been instilled with our memories; thus, to receive someone else's cells is to receive their memories at the same time.

Your cells are constantly processing experience and metabolizing it according to your personal views. You don't just funnel raw data through your eyes and ears and stamp it with a judgment. You physically turn into the interpretation as you internalize it. Someone who is depressed over losing his job projects sadness everywhere in his body—the brain's output on neurotransmitters becomes depleted, hormone levels drop, the sleep cycle is interrupted, neuropeptide receptors on the outer surface of skin cells become distorted, platelet cells in the blood become stickier and more prone to clump, and even his tears contain different chemical traces than tears of joy.

This whole biochemical profile will alter dramatically when the person finds a new job, and if it is a more satisfying one, his body's output of neurotransmitters, hormones, receptors and all other vital biochemicals, down to DNA itself, will start to reflect this sudden turn for the better. Although we assume that DNA is a locked storehouse of genetic information, its active twin, RNA, responds to day-to-day existence. Medical students at exam time show a decreased output of interleukin 2, a critical chemical in the immune response that fights cancer. The production of interleukin 2 is controlled by messenger RNA, which means that the student's anxiety over passing his exams is speaking directly to his genes.

This point reinforces the great need to use our awareness to create the bodies we actually want. Anxiety over a medical exam eventually passes, as does depression over a lost job, but the aging process has be countered every day. Your interpretation of how you are aging is critical to what happens over the next four, five, or six decades. In neurological terms, a brain signal is just a set of energy fluctuations. If you are in a coma, these signals are meaningless; when you are alert and aware, the same signals are open to infinite creative interpretations. Shakespeare was not being metaphysical when he wrote Prospero's line "We are such stuff as dreams are made of." The body is like a manifest dream, a 3-D projection of brain signals as they transform themselves into the state we call "real".

Aging, is nothing but a set of misguided transformations, processes that should remain stable, balanced and self-renewing but deviate from their proper course. This appears as a physical change, yet what has really happened is that your awareness—whether in your mind or your cells doesn't matter—deviated first. By becoming aware of how that slippage occurred, you can bring your body's biochemistry back into line. There is no biochemistry outside awareness; every cell in your body is totally aware of how you think and feel about yourself. Once you accept that fact, the whole illusion of being victimized by a mindless, randomly degenerating body falls away.

these emerging change leaders. This is not all that surprising since the two groups often come from different backgrounds and experience bases. The typical top executive today graduated from college with a degree in business administration, engineering, marketing or finance. The most successful are typically "left-brain-focused (i.e., logical, analytic and quantitative); many have MBAs and have reached their positions by serving in apprenticeship management roles, then managing larger and larger groups of people, products, markets and assets. They have advanced on the corporate ladder by delivering cost, revenue and earnings results, and by making smart decisions in a variety of general management positions. They are elitists by nature, believing in the age-old maxim of "a few good men." The majority have spent their professional careers in two or three companies at most.

They are impressive, organized and tough decision makers. A few mavericks and scientist like George Fisher (CEO of Eastman Kodak) make the CEO roster, but most have been professional managers throughout their careers. This is not bad, it is just different from RCLs, who come from different experience bases, speak a different language and share a different mind-set. RCLs are populists by nature, believing in the gospel of getting the most out of everyone. With RCLs, their right brain is continually working with their left brain, as they try to focus on emotions and feelings as well as facts and analysis. In light of these differences, it is no wonder that these two essential forces of change—top management change leaders and RCLs—sometimes pass each other by like ships in the night. This often results in top management imploring prospective mid-level change leaders to do things they do not know how to do.

SYNCHRONICITY: THE CUBIC CENTIMETER

All of us, whether or not we are warriors, have a cubic centimeter of chance that pops out in front of our eyes from time to time. The difference between an average man and a warrior is that the warrior is aware of this, and one of his tasks is to be alert, deliberately waiting, so that when his cubic centimeter pops out he has the necessary speed, the prowess, to pick it up.

Carlos Castaneda

A couple of months after meeting David Bohm, I took a trip to the States with my son to visit colleges and universities that he was interested in attending. We were in O'Hare Airport, running down one of the crowded aisleways in an effort to catch a plane that was about to leave. Joey and I were running two abreast, dodging our way through the crowd. Up ahead, I noticed a very beautiful woman walking quickly toward us. As I came with a few feet of her, I looked into her eyes, which were absolutely gorgeous. I stopped dead in my tracks, and as she passed me by, I turned around and said to myself, "I've got to go get her. I know her from somewhere." I was absolutely dumbstruck. It was very mysterious, almost as if (to paraphrase something Joseph Campbell once said) the future life I was going to have with her had already been told to me. It was something talking to me from what was to be. It had to do with the mystery and transcendence of time.

As she walked away, I just stood there looking back in her direction. Joey had run far up ahead and when he noticed I was not there, he came running back to me and pulled my arm. "My God, Dad, what are you doing? We're about to miss the plane. Come on!" I turned around to Joey and remembering an old John Wayne line I said, "Joey, there comes a time where a man's gotta do what a man's gotta do. You go ahead and catch the plane. I'll catch the next one. I'll find you some way." As I think about it now, this was probably the most irresponsible thing a father could have done under such circumstances. But at that moment I was acting on instinct, and there was not a trace of guilt within me.

Without another word, I turned around and started running after the woman. I found her at an American Airlines gate, just about to board a plane for Dallas. I ran up to her as she was giving her ticket to the gate agent and pulled her back. I said, "Pardon me, but I have to talk to you. Please come over here." The woman took a step away from the entrance to the ramp, and before she could say anything, I said "Tell me, are you married?"

She looked at me and said "No, are you?"

Somewhat flustered, I said "Well, of course not, but look, I live in London, and I know we've never met, but I feel that I know you from someplace. I need to get your name and telephone number so I can contact you."

The woman looked at me and without another word pulled out one of her cards and wrote her home number on it and gave it to me and said, "I'd love to learn more about London."

Her flight was closing out, so with that, she boarded the plane. I stood there for a few moments and then turned around and realized that Joey had been standing nearby, watching the whole affair. As we ran to catch our plane, I was trying to explain to him what happened, but I couldn't.

Late that night, we arrived at our motel. It was one o'clock in the morning when I noted in my journal: "I met a woman by the name of Mavis Webster today at O'Hare Airport. She was very beautiful, and I was only with her for two or three minutes before she boarded her plane, but I have the strangest feeling. In her presence I felt this warmth. When my eyes met hers, it was a spiritual thing. When I ran after her, it was if nothing else mattered. I can hardly describe any of this. It is very mysterious. But it feels like love."

For some reason or another I didn't see that passage again until over a year later, when Mavis and I were already married. I don't remember writing it in my journal, but there it is, in black and white.

Mavis was the producer and on-camera talent for an evening television show in a town near Dallas. She had been invited by an ABC affiliate in Chicago to interview for a similar job in that market. The night before she left Chicago, she had a dream and a strong premonition about meeting a man who would become a significant part of her life. After she had concluded her business and while she was in Chicago, she visited a number of friends and went to two parties. Each time she would meet a man, she wondered whether he was the one, but he never seemed to materialize. Her last night in Chicago, just before she left for the airport, she told her girlfriend about this dream, and how disappointed she was that it had not materialized. It was the next morning that I grabbed her arm just as she was about to board the airplane.

When I moved to Houston to begin organizing the Leadership Forum, I called her and made no fewer than five dates with her. She had to break all five of them due to the press of her business. The sixth time I called her I said, "Mavis, this is Joseph, I want to ask you to have lunch with me in Dallas. If you break the date with me, I'll understand that you really don't want to be with me. I'll never call you again." She explained very earnestly that it was the nature of her business that had caused all of this inconvenience, and she assured me that she wanted to be with me again.

We met about two weeks later for lunch in Dallas. It was magical. We spent the rest of that day talking about our hopes and dreams for the world. She spoke of her dream to become a doctor, to care for and heal the sick, and ultimately to be able to do missionary work in various parts of the world. And I spoke of my hope for the American Leadership Forum and how it might make a difference to communities not only in the United States but, ultimately, throughout the world. We spoke of the mystery surrounding the way that we met, and of Mavis's gifts of acute perception and intuition. We went to walk in a beautiful park in central Dallas, and the more we were together, and the more we talked, the more we both had a feeling of ecstasy as the boundaries between

us became blurred and thin. We identified not only with one another but with all the world.

We went out to dinner that night and spent much of the next day together. Mavis helped me to see much more about the fundamental truths I had recently learned, and I committed to help her in every way I could to become a physician and fulfill her dream. Mavis moved to Houston, and we were married a little over a year later.

It was a wonderfully simple, but beautiful ceremony, a family affair held at the Chapel of the Presbyterian Church where our good friend Bob Ball was pastor. Joey was my best man, and my sister Claire was Mavis's matron of honor. This was but the necessary formality; I had felt totally connected with Mavis from that first magical day in Dallas.

In the interim, Mavis had traveled with me as I assembled the Board of Trustees and began building the curriculum for the program. She stuck with me and supported me and helped me every step of the way. Her love for me was genuine love, which implied a lifetime commitment to extend herself for the purpose of nurturing me, my spiritual growth, and my dream. That's what she committed to do and that's what she's done. I felt a deep need to make the same kind of commitment to her, and I pray every day that I will have the strength to fulfill that commitment.

M. Scott Peck compares marriage to a base camp for mountain climbing. If you want to make a peak climb, you've got to have a good base camp, a place where there is shelter and where provisions are kept, where one may receive nurture and rest before one ventures forth again to seek another summit. "Successful mountain climbers know that they must spend at least as much time, if not more in tending to their base camp as they actually do in climbing mountains, for their survival is dependent upon their seeing to it that their base camp is sturdily constructed and well stocked."

I've learned a lot about tending base camp while Mavis has been working her way through medical school, internship, and now residency; and I've learned a lot about the value of both of us tending to one another and both venturing forth. But I've had a hard time learning this, because my tendency is to focus completely on the task at hand, almost to the exclusion of everything else. I made this mistake in my first marriage, and I've now experienced the value of balance in a marital relationship, where both male and female tend the hearth, and both venture forth. I still have a lot to learn, but I feel that this is truly the way.

The Concept of Synchronicity

I've thought a great deal about the way both Bohm and Mavis showed up in my life right after I made the commitment to leave the firm and follow my dream. At the time, I was amazed at the coincidence of it all. But when I thought about it, particularly in light of what Bohm had taught me, I told myself, "Why be surprised?

This is the way things should work in a world that is fundamentally connected." Yet all my old conditioning made me see the world as fragmented, as made up of separate "things," so I continually struggled to find a reason to connect "things" together. It was difficult for me to consistently see the world as one of relatedness rather than thingness.

In this process, I began reading all I could about synchronicity, beginning with C. G. Jung's classic work, "Synchronicity: An Acausal Connecting Principle." Jung defines "synchronicity" as "a meaningful coincidence of two or more events, where something other than the probability of chance is involved." At the very moment when we are struggling to attain a sense of personal autonomy, we are also caught up in vital forces that are larger than ourselves, so that while we may be protagonists of our own lives, we are important participants in a larger drama.

I also found Arthur Koestler's account of synchronicity in *Janus* helpful. Koestler traces the idea of unity-in-diversity all the way back to the Pythagorean harmony of the spheres and the Hippocratics' "sympathy of all things"—"There is one common flow, one common breathing, all things are in sympathy." The doctrine that everything in the universe hangs together also runs as a leitmotif through the teachings of Taoism, Buddhism, the Neo-Platonists, and the philosophers of the early Renaissance. Koestler concluded that "telepathy, clairvoyance, precognition...and synchronicity are merely different manifestations under different conditions of the same universal principle—i.e., the integrative tendency operating through both causal and acausal agencies."

I felt that at this time of my life I was working in the flow of things, in accord with the natural unfolding of the whole system, and so I would just continue to move in that way. I kept always in the forefront of my mind Bohm's injunction:

"Just go with it. You cannot be fixed in how you're going about it any more than you would be fixed if you were setting about to paint a great work of art. Be alert, be self-aware, so that when opportunity presents itself, you can actually rise to it."

I've never received better advice in my life. As I was to discover, acting in the belief that I was part of a greater whole while maintaining flexibility, patience, and acute awareness led to "all manner of unforeseen incidents and meetings and material assistance which no man could have dreamed would have come his way."

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