Robert Kegan, a Harvard Developmental Psychologist , who offers insight by considering human development models says, "experts on organizational culture, organizational behavior, or organizational change often address this subject with a sophisticated sense of how systems impact individual behavior, but with an astonishingly naïve sense of how powerful a factor is the level of mental complexity with which the individual views the organizational culture or change initiative".

In Kegan's model he posits three qualitatively different plateaus in mental complexity seen among adults. These three adult meaning systems- the socialized mind, the self-authoring mind, and the self-transforming mind- make sense of the world , and operate within it, in profoundly different ways.   In summary fashion, the Socialized Mind is : team player, faithful follower, seeks direction, and reliant. The Self-Authoring mind is: agenda driven, leader learns to lead, own compass and frames, problem solving, and independent. The Self-Transforming Mind is: Leader leads to learn, holds multi-frames and contradictions, problem finding, and interdependent.   Surveys of adult populations in USA reveal roughly 70% Socialized, 25% Self Authoring, and 5% Self Transforming.. This has huge implications for for organizations living the tenets of Learning Organizations, Lean Enterprises, etc.

Even if individuals espouse a desire to live more the qualities of self Transforming, there are real issues in making this change and fear and anxiety need consideration.

Kegan's latest book called Immunities to Change talks of the self protection we engage in to keep from doing our espoused commitments. He has developed a whole new appreciation for human courage. "Courage involves the ability to take action and carry on even when we are afraid. No matter how big or consequential a given step may be, that step cannot be said to involve courage if we are not somehow afraid to take it. It may show how smart we are, how energetic, how frustrated, but not how brave we are. It is action in the face of fear that demonstrates courage. We have come to this new appreciation for human courage because we have learned something that may be very hard for successful, capable people to believe: more than we understand, most people deal constantly with fear…..   You may say I feel fine, And you are right. You do not feel your fear. The reason you do not is because you are dealing with it. Though you are not aware of it, you have created an effective anxiety-management system, and that system is what we call the immunity to change". There seems to be much more than I was aware of going on- than when I first learned of Deming's Point- Drive out fear.

Related to Kegan's model is one by Suzanne Cook Greuter- google her and find her model at her website. It is also a page in the pdf..   Her post convention is parallel Kegan's self transforming. The Diplomat is Socialized mind while Expert/Achiever resembles the self Authoring Mind.

The following charts are my attempt to contrast these 3 minds on many qualities that have a large bearing on being a successful collaborator in any organization.

	1 SEND INFO	**2** RECIEVE INFO	**3** CUES ATTEND TO
SOCIALIZED MIND	-what boss wants to hear	-what picks up way beyond explicit message	-attends to imagined sub -texts that have more impact on receiver than intended message
SELF-AUTHORING MIND	-what others need to hear to further my agenda -a prior context,drive -want to be driver -inquire within frame	-creates filter of what to allow through -receives the information that it seeks -information relevant to my plan -if not relevant/doesn't enter	-it keeps a focus, driven
SELF-TRANSFORMING MIND -can stand back from its own filter, and look at it, not just through it -both/and -wary of any stance, agenda	-inquires requesting information -inquires into design itself -can original design be altered to make more inclusive -not just to drive, but to remake/reset direction -not a prisoner to mind's filter	-place high priority or information that alerts to a limit of frame -people more likely to share as openness reflected -attentive to upstream behaviors that support people sending info -people don't 2nd guess will I be chastised for sending this -conveys all information will be welcome	-know to attend to unasked for,anomaly, and apparently inconsequential

	4 IDENTITY	**5** FEEDBACK	**6** KNOWING	**7** POWER	**8** PROB SOLVE
SOCIALIZED	seek membership, conform to norms, belong for approval	heard as personal disapproval	told by expert	accede to powerlessness	passive
SELF AUTHOR	need to stand out	heard as criticism	rules, hypotheses, often adversarial prove/disprove	power over	reactive, quick to rush to judgment
SELF TRANSFORM	can play different roles in different contexts, mutable	begin to seek out & value; see it as vital for growth	all knowledge construct, evolving, see centrality of context	power with	systemic, double & triple loop

	9	10	11	12	13	14
Type of mind	Responsibility for:	Self concept-Sufficiency	Compassion	Advocate	Listen	I----? (Buber)
Socialized	-can be responsible for routine duties -shy away from risk;challenge -never let old resentments die -feel power in being victim and control others through helplessness and blame -assume others' unproductive behavior about you and not them	-assume others hold low opinion of you -proof of own unworthiness attributed to others based on own unchecked assumptions	-do out of duty -keep score & demand repayment -let grudges fester	-unwilling to communicate desires to others directly -wait to be acted on or want mind read -avoid conflict; absorb it -practice getting even; use power negatively	-personalize view words/acts through lens of insufficiency -scrutinize others' behavior for signs don't like -blame them for how feel about self	i---IT (diminished self) -little sense of healthy relating in mutual sense
Self Authoring	-achievements -be rescuer so look good without any vulnerability -give false sense of self worth	-based on approval get from achievements -if proud, can't learn from mistakes -want approval not mentoring -when highly self critical, can't hear small voice that is reality speaking	Villain-want to win -desire to wield power -transactional; don't expect others to treat well	-strategize to get way(not straight forward) -playing role so won't be reliable in conversations -passion can turn to self righteousness	-not too focused on listening unless fits own agenda	"I"- it-he-she-AllTask& instrumental
Self Transforming	-reactions -roles we play sense of self worth/competence -getting needs met enacting & trusting process	-Holding a view of it's not about me-cubed -giving up illusion of perfection and welcoming mutuality in relationships	-empathy for other -understand impact of own behavior on others -faith others will treat well	-willing to communicate desires to others(count on saying –what's up in a safe way) so self concept goes up -stays vulnerable and courageous -make self visible and give co-worker feedback on how they impact you -start with heart, but know negative impact of unfettered passion -we want our meaning to get fair hearing	-ask for feedback & incorporate but not be ruled by -invite others to rethink in face saving manner -find out what is important to other	I-THOU Subjective awareness of self/other, feelings, relative acceptance in any situation

Need to Control	Open to Experience	Fear/Anger	Risk	Trust others and process
S-expressed in victimhood	-believe if engage in conversation bad things will happen	-can let anger erupt going to violence	-avoid; play it safe	-fearful of the other -little sense of any underlying process
SA-a drive for predictability and control	-being right at expense of others OK	-numbed to fears- strong immunities to change grounded in protecting ego -a false swagger	-Instrumentally calculate, if it blows up, blame others	-only trust if deck stack in one's own favor
ST -appreciates paradox and ambiguity	-why would reasonable person say? -capacity to remain open to experience -every time have courage to speak up self esteem goes up -we don't have to start off with logical solution but believe resolution will emerge	-beginning to name and test fears & reduce their power over self -channel emotions responsibly into direct communication and problem solving	-might be wrong 50% of time, responsibly learn and courageously go ahead	-trust results from relationships of integrity -greater your sense of self sufficiency, more able to trust self

Stories One Tells Self	Acting Against Values	Time Frames/ Reactiveness	Assumptions	Skills in Giving Feedback	Freedom
S- fearful place, keep head down	-stuff feelings so not aware	-trapped in reactiveness -short time horizon	-capacity to make up information in vacuum -easily jump to negative conclusions	-afraid to hurt others; use rule 2 positives then a negative	-go where & do what I want – don't try to stop that
SA-competitive so stay sharp, don't let guard down	-stuff feelings so not aware	-fast paced- just do it, get it done	-unchecked assumptions play role in creating problems	-set somebody straight;wake them up	-freedom for those who work hard
ST- Bring forth my best in this abundant universe	-sense a dissonant uncomfortable feeling & consider possiblities	-can project consequences & imagine scenarios -can step out & not react;self monitor and ask for time	-disrespectful to act on assumptions about others without checking -know baggage we carry around powerful others	-honestly but sensitively given feedback is important part of process	-inner freedom from egoic selfish cravings

3 MINDS	1. Learn from mistakes	2. Qts & Root Cause	3.Scientific Method	4. Tame Need to be Right	5. Non Threatening Qts	6. Healthy Conflict	7. All Own making better
Self-Transforming	Learn from experience -mistakes create opportunity	Root cause by extensive questions Curious and a sense of wonder Appreciate there could be many ways in resolving messy problem	Scientific method – with honed capacity to control variables, operationalize Let facts speak for themselves Know limits of method	Control on our capacity to want to be right –can step beyond ego & stay tentative beginner's mind	Gather understanding through unbiased and open questions	Conflict seen as engine of creativity There are always many perspectives	Take initiative & responsibility for making things better Appreciate the need for collective approach based on front line wisdom
Self-Authoring	Take feedback if supports theory	Generally sees solution in the box of own working theory	Rigid use of scientific method- prove own point	Attracted by the hero's solution -my way or highway	Questions asked when answer know to maintain control of situation	Conflict seen – want to be on the winning side	As expert, I know the way –will work on perfecting things in own bailiwick
Socialized	Sees learning as being told by expert	Depends on others and rarely initiates questions	Use in step by step process with little sense of how it helps us understand environment Jump through hoops	-What does the expert say- not very confident (how could I know?)	Seldom ask questions only the most basic how to ones	Conflict causes an uneasiness -want to avoid it	Will do as told- certainly experts know more than I do

Gleaned from Shook's Managing to Learn

1. Staff need to learn how to learn(P 17). This learning isn't classic textbook learning but rather a deep form of iterative, experiential learning that is grounded in a capacity to learn from mistakes(p 61&95).

2. Related to learning is a form of problem solving effective on messy problems that can't be solved by deductive investigative approach but rather by key principles that inform the investigative process when clues aren't so clear(P 43) such as using 5 whys and the more complex, connected view of reality implied in that ability to ask those questions(p.82). Also there is a realization that even apparent solutions create new problems(p. 65).

3. A philosophy of empiricism that makes sense of the situation that is often shrouded in opinions and reams of data (P 44). There is a natural tendency to let facts speak for themselves(P 71) without agendas or silos limiting the process of understanding.

4. A capacity to suspend the natural urge to offer a "hero's solution" from a strong need to be right but rather a personal detachment-beginner's mind(P. 20) that allows the consideration of an array of countermeasures in the construction of a "tentative way" forward which parallels the scientists' ways of pursuing multiple alternatives simultaneously (p 76) and the making of decisions from the fullest set of facts (p75).

5. A capacity to ask questions of colleagues in a manner that doesn't irritate(p 46) or imply a solution(P 82) and it becomes normative to explain how one knows without becoming defensive.

6.. There is a comfort in respect through conflict(p 73). Conflict is seen as the engine for improvement, and blame(P. 52&54) and negative reactivity (P 71) are less frequent in the work setting. This healthy conflict produces a fact based dialogue(P. 65) where individuals don't try to retrofit solutions.

7. Responsibility and its corresponding authority are commonly sought and grounded closely to the place the work is being done (81). The responsible person takes initiative to use the process of gathering facts and involving individuals to establish the authority needed to get the work done and the decision made.