

McGuire Consultant Group – Annotated Bibliography

Key Words – Leadership Culture, Interdependence, Transformation, Beliefs & Practices, Direction-Alignment-Commitment,

Articles, Chapters, White Papers

KEY: *Practical – written for practitioner’s adaptation and ease of use in application

*Professional – academic paper for extending body of knowledge, peer-reviewed

- 1) McGuire, J.B., Palus, C.J. (2019). *Vertical Leadership for Executive Teams: Culture Still Wins Over Strategy*. CCL Future Fluency White Paper. Greensboro, NC: Center for Creative Leadership.

*Practical. This easy-to-read, short paper is written for executives, and also coincided with a webinar for leadership development professionals. It provides an easily accessible introduction to Vertical Leadership Culture Transformation. This overview lays out the links and relationships between a) a development system for a common mindset, b) an operating system for the beliefs and practices required by challenges faced, and c) a strategic system that produces the specific type of leadership required in the culture’s cohesive outcomes of direction, alignment and commitment.

- 2) Palus, C.J., McGuire, J.B., Rhodes, G.B., (2010). **Evolving Your Leadership Culture**. The 2010 Pfeiffer Annual Leadership Development

*Practical. This chapter introduces and defines Leadership Culture, and is an accessible entree into the purpose and function of three stages of culture development (aka the ‘snowman’). It brings specific focus to the increasingly common requirement for Interdependent Leadership Culture as the only culture complex enough to promote intentional, sustained and inter-systemic ways of engaging the organization for strategic change and transformation.

- 3) McGuire, J.B., Palus, C.P., (2018). **The Vertical Transformation of Leadership Culture**. (Integral Review)

*Professional & Practical. This three-in-one paper presents the 1) complex academic theory of VLC Transformation within context of its fields of development, 2) the practical applications of action-research practices and findings of two decades of client work and 3) example tools and the process that make them effective. This ambitious *Magnum Opus* is a thorough-going review of the depth and breadth of VLC transformation work from both theory and practice, and seeks to capture and share the essence of VLC history, context and knowledge for the field in one place.

- 4) McGuire, J.B., Palus, C.P., is (January 2015), *Toward Interdependent Leadership Culture : a Transformation Case Study Of KONE Americas*. In D. D. Warrick, J. Mueller (eds.) Learning from Real World Cases : Lessons in Changing Culture, pgs. 45-63. Warwickshire: RossiSmith.

*Practical & Professional. This third in a series leadership book focuses on organizational change; and this peer-reviewed chapter features a multi-year enterprise case study. The case introduces five principles of change leadership and an early iteration of the transformation methodology. The paper defines VLC terms while telling the story of an executive team's development while also developing the organization. It concludes with a summary, discussion questions and key lessons learned. Organizational success measures in this case includes achieving Industry Leadership in five key practices including profitable growth, customer and employee satisfaction; and the coveted number one position in *Safety*.

- 5) Palus, C.P., McGuire, J.B., Ernst, C., (2011), ***Developing Interdependent Leadership***, In Harvard Business School's, *The Handbook for Teaching Leadership*, Thousand Oaks, California: SAGE.

*Professional & Practical. This peer reviewed chapter followed participation in Harvard Business School's state of the art Leadership workshop hosted for institutional practitioners. The paper is an in-depth review of *Interdependent* leadership and exploration of its components, context, the three stages of culture logics and the four arts of teaching practices. Keen insights are gleaned from in-depth descriptions of the use of Quick Tools, and further acumen is gained through the study of the (Dragonfly framework) components in Figures 28.1, 28.3 and 28.8. This teaching guide is a hands-on description of the practice of action-inquiry and action-research in pursuit of enterprise-wide Vertical Leadership Culture Transformation at the highest strategic level and developing Bigger Minds.

- 6) Drath, W.H., McCauley, C., Palus, C.J., Van Velsor, E., O'Connor, P.M.G., McGuire, J.B. (2008). ***Direction, Alignment, Commitment : Toward a More Integrative Ontology of Leadership***. *Leadership Quarterly*. 19:635-653.

*Professional. This seminal LQ paper seeks to reinvent and replace the primary leader-follower-goal, or Tripod model, the core theory of twentieth century leadership. It introduces a twenty first century ready ontology that explains relational leadership in groups producing outcomes based on common beliefs and practices. Within the Tripod model, leadership theory basically seeks to explain what characterizes individual leaders and how they influence followers. With the DAC ontology, leadership theory seeks to explain how people who share work together in collectives produce leadership outcomes of direction, alignment, and commitment. Because the type or form of VLC you have determines the kind of DAC you are going to get, the DAC framework is critical to anticipating a complex change challenge. The concepts and categories in this subject area defines their properties and the relations between them.

- 7) McGuire, J.B., Palus, C.J., and Torbert, W. (2007) ***Toward Interdependent Organizing and Researching***. In A. B. Rami Shani, S. A. Mohrman, W. H. Pasmore, B. Stymne, N. Adler (eds.) *The Handbook of Collaborative Management Research*, London: Sage, 2007.

*Professional. This seminal book chapter, written in the context of collaborative work with Bill Torbert, releases Developmental Action Inquiry (with focus on first, second and third person inquiry) into the realm of Leadership Culture. It is an interweaving of collaborative research and collaborative practice that helps move individuals, leadership cultures, and whole organizations in transformation toward greater interdependence. It introduces the three stages of Leadership Culture as a vertical entity, and introduces and positions the Vertical Leadership Culture

framework (cum Snowman) of Dependent-Conformer, Independent-Achiever, Interdependent-Collaborator in the context of the seven stages of individual vertical development. A case study is used as a practical application and illustration of action inquiry.

- 8) Palus, C.J., McGuire, J.B., (2015), *Mediated Dialogue in Action Research*. In the SAGE Handbook of Action Research, Third Edition. Thousand Oaks, California : SAGE.

*Professional & Practical. From Plato to Bohm to Argyris and Schon to Torbert and associates, dialogue is basic, and a core process of individual and organizational learning and development. The art of dialogue has been the backbone of action research and an essential component in our VLC practice. Public Learning is so essential to transformation that those who fail to engage also fail to transform. This paper is dedicated to an in-depth illustration of our Visual Explorer tools in the facilitation of dialogue, core to the public learning process.

- 9) McGuire, J.B., Hirshberg, J., Palus, C.P., (2019). *The TAO of Transformation: A Process Model for Executive Learning Journeys in Vertical Development*.

*Practical. This paper illustrates a model for executive's discovery, readiness and transformation.

TAO of T ABSTRACT: Organizational transformation is increasingly required to navigate disruptive forces in markets and societies. A key requirement is that senior executive teams master and model human transformation in the form of more effective beliefs and practices within a more advanced leadership culture. Leadership culture develops through three vertical stages: from dependent, to independent to interdependent. The leadership outcomes of direction, alignment and commitment (DAC) are driven through leadership culture. More vertically advanced stages of leadership are required to create DAC and enact more agile business strategies in the face of complex challenges. Most contemporary strategic challenges require forms of interdependent leadership beliefs and practices. Development of a more interdependent leadership culture is possible through the TAO of Transformation: trust (T), acceptance of tensions (A), and collective ownership (O) of the enterprise. A culture of learning is required for strategic capability to face challenges and take action. The TAO process uses dialogue to expand perspectives, public learning to elevate strategic teams, and both/and thinking to grow bigger, paradox-ready minds. This development process functions simultaneously at the individual, team and organizational levels.

- 10) Palus, C.J., McGuire, J.B., Stawiski, S., Torbert, W., (2020), *The Art and Science of Vertical Leadership Development*. In *Maturing Leadership : How Adult Development Impacts Leadership*, J. Reams, IR.

*Professional. This chapter uses the growing success in the field of Vertical Leadership Development (VLD) to bring focus and consideration to the limits and bias that exist in vertical theory and practice. Using a Yin-Yang frame, the balance between poles, or complementarities, are explored. The work in individual AND collective leadership (VLC) is a platform for examining a complementarity. A figure illustrates the relationship between three Leadership Cultures and seven individual Leadership Logics. Several other illustrations of complementary-pairs are explored such as, both stages and states of vertical development, left-mode and right-mode cognition, and spotlight and scaffold in focus of perception. Because societies reinforce certain biases of attention, it is important to realize and promote awareness that Yin-Yang pairs are

interdependent, dynamic and generative. A table of several complimentary-pairs are identified and brings attention for dialogue and exploration.

- 11) Hughes, R., Palus, C.P., Houston, G., Ernst, C., McGuire, J.B., (June, 2011) ***Paper: Boundary Spanning Across Leadership Cultures.*** Presented at the Second International Transformation Conference, Capability Development in Support of Comprehensive Approaches: Transforming International Civil-Military Interactions, NATO Defense College: Rome, Italy. Published: Center for Technology and National Security Policy, Institute for National Strategic Studies, National Defense University. Editors D.J. Neal, Linton Wells II. (December, 2011).

*Professional & Practical. This case study in a U.S. military setting illustrates the effectiveness of VLC focus in leadership challenges requiring a comprehensive approach. The cutover from one phase of intervention in Iraq into the next phase required close collaboration from all Department of Defense entities, including all four branches of service, and working in collaboration with the U.S. State department as one--interdependently. In this VLC client application, a TAO of Transformation type intervention was utilized, including a bridge of mediated dialogue. Through initial focus on identification of the variances across the groups Vertical Leadership Culture types, preparing project plans for boundary-spanning activities made implementation more feasible across the complex hierarchy's network of processes, systems and cultures. Effective VLC practices are illustrated in real time action that led to smoother transitions.

- 12) Stawiski, S., McGuire, J.B., Patterson, T (2018). ***How to Measure the Impact of a Culture Change Initiative: How to Know if Your Culture Change Strategy is Working.*** CCL Global Organization Leadership White Paper Series. Greensboro, NC: Center for Creative Leadership.

*Practical. Many critics claim that social science cannot measure success in large, complex enterprise change efforts. This paper seeks to prove that view short-sighted. Dozens of experiments in developing impact measures of large-scale change initiatives reveals the core requirement of measuring success as an organization learning process. Five key steps in the evaluation process of VLC transformation are defined and illustrated. Core evaluation principles are revealed such as combining and integrating outcome measures of a) strategic shifts in beliefs-in-action, b) individual and interpersonal practices, and c) crucial organizational metrics such as profitable growth and customer and employee satisfaction; and using those data collection processes real time for action in organizational public learning. A comprehensive, integrated, collaborative learning process is defined that frames evaluation and measurement as a core change and learning process, and therefore well beyond an after-the-fact change measurement reporting function.

Essays, Editorials. Reviews

- 1) McGuire, J.B., (January 28, 2010). ***Leaders We Need with Mind's Afire.*** Editorial, The Washington Post
- 2) Palus, C.J., McGuire, J.B., (November, 2010). ***From Lone Heroes to Leadership Cultures.*** Harvard Business Review.
- 3) McGuire, J.B., (May 27, 2009). ***Change Your Mind Before You Change Your Company.*** Forbes.Com.

- 4) McGuire, J.B., (June 22, 2009). *Leaders, Logics and Transformation*. CEO.com.
- 5) McGuire, J.B., Tang, V., (February, 2011). *Fighting the Complexity Conspiracy*. Forbes.Com.

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McGuire, J. B., and Palus, C. J. (2003) “Conversation piece: *Using Dialogue as a Tool for Better Leadership*”. *Leadership in Action*. 2003, 23(1), 8-11.

McGuire, J. B., (2000-03) Bi-Weekly Newspaper Column, *Values @ Work*. *Pueblo Chieftain*.