# Vertical Leadership Culture Transformation

This innovation in the field of change,

essentially reforms traditional change management methods,

to be **consciously** driven through the senior team's

Leadership Culture,

Its beliefs and practices.

~

The Art of Change Leadership in Organizational Complex Challenges

John B. McGuire & Charles J. Palus

Principals – Vertical Leadership Culture Transformation Practice
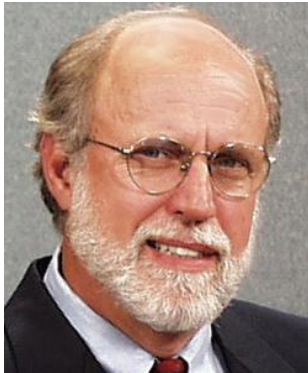
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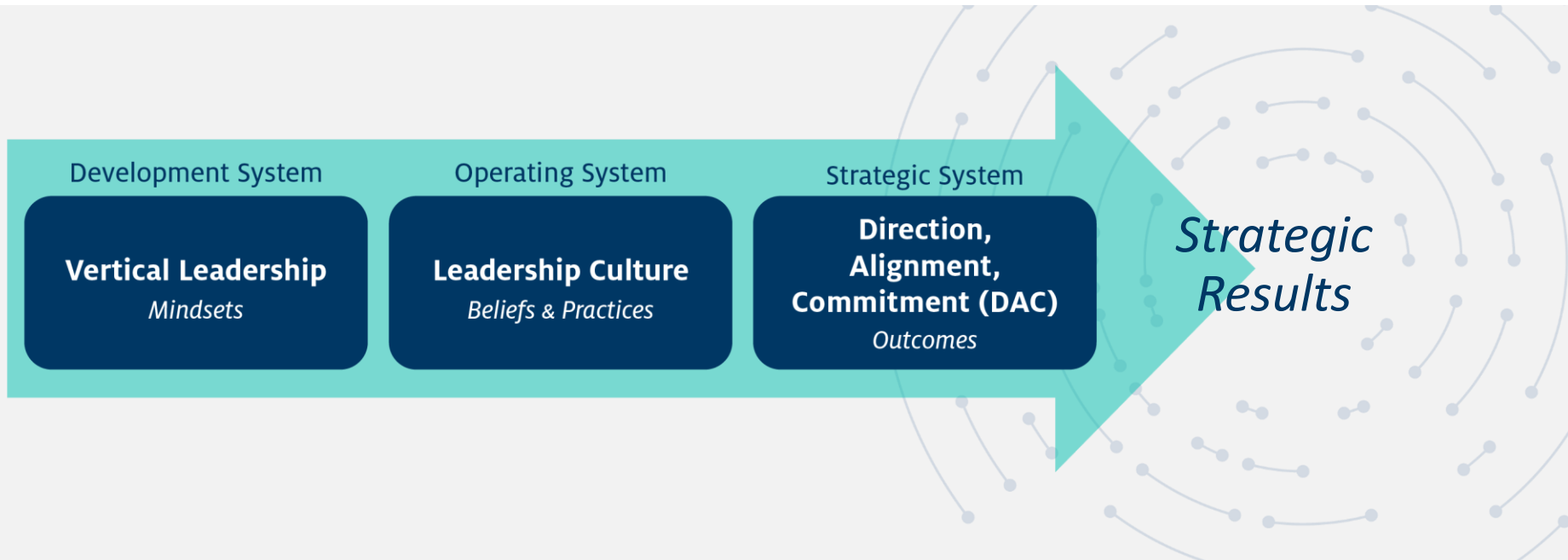Researcher - Center for Creative
Leadership.

Vertical Leadership Culture

Executive Summary

A Systems View of Transformation

MCG

Center for Creative Leadership®

Vertical Leadership Culture
is the Operating System of transformation

Development System

Vertical Leadership
Mindsets

Operating System

Leadership Culture
Beliefs & Practices

Strategic System

Direction, Alignment, Commitment (DAC)
Outcomes

Strategic Results

Vertical Development Is About *How* You Think

→ *Horizontal* Development

- *Adding* knowledge and skills.

- Transmitted from experts.

- **It's about *what* you think.**

↑ *Vertical* Development

- *Growing* abilities to think and act in more complex, systemic, and interdependent ways.

- Earned through life experience.

- **It's about *how* you think.**

Strategy is the *what*.

Culture is the *how*.

Our maxim is: *If you want best practices, you need best beliefs.*
Beliefs drive practices. Beliefs are embedded in cultures. And culture always wins.

- **Beliefs drive decisions.**

- **Repeated decisions create practices (behaviors).**

- **If you want best practices, you need best beliefs.**

Beliefs are about what is **true**

Values are about what is **right**

Beliefs are more changeable than Values

What behaviors do *beliefs-in-action* drive in your organization?

5 Outcomes of Vertical Leadership Culture work

Silo-Busting
Supply chain integration

Agile Decisions
Shared, smarter public learning

Enterprise Ownership
100% Responsibility

Dilemma Ready
Both/And Maturity

Complexity Capable
Interdependence

Case in Point: Industrial Company

The Challenge

Challenge: The organization had become too comfortable and were in danger of becoming irrelevant. Innovation had stalled, profitable growth slowed, poor time to market, market share at risk.

The Approach

- Engaged the executive team first.
- Used dialogue to put executives "themselves in the middle" for discovery learning. Key discovery: Organization too stove-piped, operational beliefs that everything was "good enough" and *could get no better*.
- Established separate operations and strategy sessions and established key performance metrics, including improvements in industry safety.
- Shaped leadership strategy in action development team prototypes
- Cascaded down to next 100 leaders, who subsequently cascaded to their teams. Leaders developed leaders.
- Whole organization transformation occurred, becoming client-driven across every function.

Impact

Profitable Growth

Customer and Employee Satisfaction

Coveted #1 Rank in the Industry for Safety

Tools

- CCL Leadership Culture Gap
- Dialogue & Fishbowl tools
- Beliefs in Action Workshops
- Action Development Implementation teams

Case in Point: Used Car Company

The Challenge

Challenge: The organization wanted to use a blue ocean strategy to transform from a used card company to a financial services company. Needed to change emphasis on selling cars to serving loans where customers have low income.

The Approach

- Engaged the executive team first. Stuck in technical mindsets.
- Identified that sales and finance were completely stovepiped. Customer interacted with each completely separately.
- Needed to fundamentally change belief that "we are a used car company." Began taking a series of steps to change to a financial services company. Commissions were eliminated and sales staff put on salary.
- Through action inquiry, became tolerant of risk as tried new things.
- Whole organization transformation occurred, becoming data-driven with industry's most accurate model for predicting loan failure and selling loan bundles on Wall Street.

Impact

- Digitally transformed, moved to internet commerce and integrated their operations end to end
- Improved profitable growth
- Became a financial services company selling loan bundles on wall street.
- Created industry's most accurate model for predicting loan failure.
- Second largest used vehicle retailer in the United States with *a primary focus on the sale and financing of used vehicles and related products*.

Tools

- Global Leadership Profile
- Leadership Culture Map
- www.ccl.org/Transformations

Case in Point: Financial Services Company

The Challenge

Challenge: Traditional, long standing financial services organization currently restructuring the business strategy and business operations to break down silos and accelerate collaboration. Identified the need to shift the culture to one that is more interdependent in order to navigate the complexities of the organization and disruptions in the industry.

The Approach

- Engaged executive team to align the business strategy and the desired/required culture.
- Executive Team then involved the Top 80 leaders to refine the description of the behaviors required in the new culture.
- Change Champions Team formed to learn and apply new leadership practices in support of the new culture.
- Diffusion of new practices into everyday work (leader led approach).
- In parallel the Executive Team was introduced to Vertical Development to grow individually and as a collective team in service of culture change.
- 'Practices' developed included Dialogue, Reflection Practices, Polarity Thinking, Boundary Spanning.

Impact ("Work in Progress")

- New practices being applied across the organization to support the culture shift
- Growing market share
- Progress in 'targeted areas' such as breaking down silos, risk taking, and creating psychological safety
- Improved indicators of collaboration and agility
- Increased engagement in business operations and innovation

Tools

- CCL DAC Framework and Assessment
- Leadership Culture Indicator
- Polarity Mapping
- Dialogue, Fishbowl, Thinking Rounds
- Team Reflection Practices
- Unpacking Beliefs and Assumptions
- Boundary Spanning Strategies and Practices
- Feedback
- Global Leadership Profile

Vertical Leadership Culture
# Our Complex Challenges

Leadership for an Interdependent World

What we've heard (from 1500 CEO's) is that events, threats and opportunities aren't just coming at us faster and with less predictability;
they are converging and influencing each other to create entirely unique situations. These first-of-their-kind developments require unprecedented degrees of creativity – which has become a more important leadership quality than attributes like management discipline, rigor or operational acumen.

There is a fundamental shift in the way the world works … with challenges and opportunities … (we are experiencing) a "Smarter Planet"

~ Samuel J Palmisano, Chairman, President, CEO IBM Corporation *Capitalizing on Complexity* – Insights from the global CEO study. (2010)
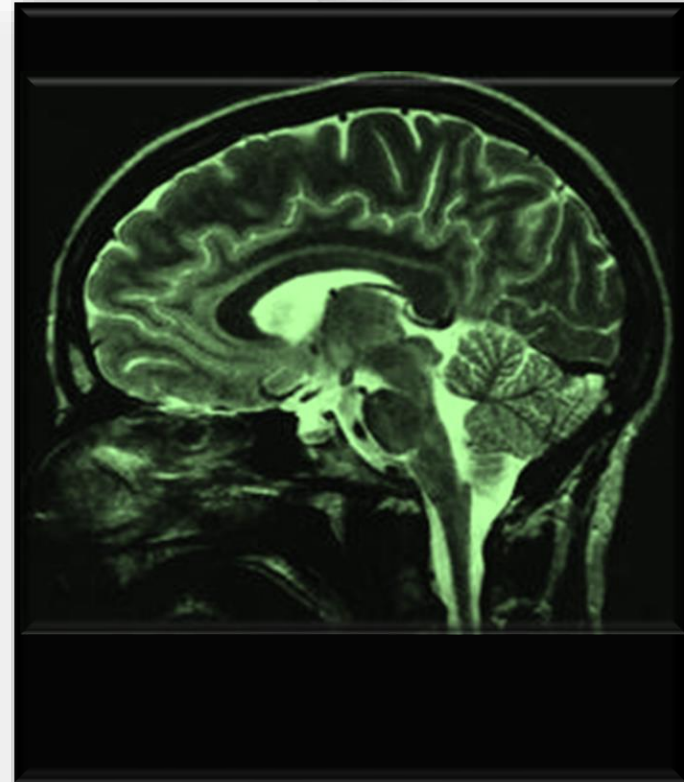
When technical systems are not enough …..
adaptive, generative human systems are required

"The world is shifting in such magnitude that there is not enough physical resource for us to view our market places in the traditional ways… in a fundamentally interconnected world our leaders face new and greater challenges that require new and greater leadership strategies…. Our future performance will increasingly require our top leaders to think and act inter-dependently and above all to influence the men and women throughout our company to think and act inter-dependently to move towards a higher organizational aim."
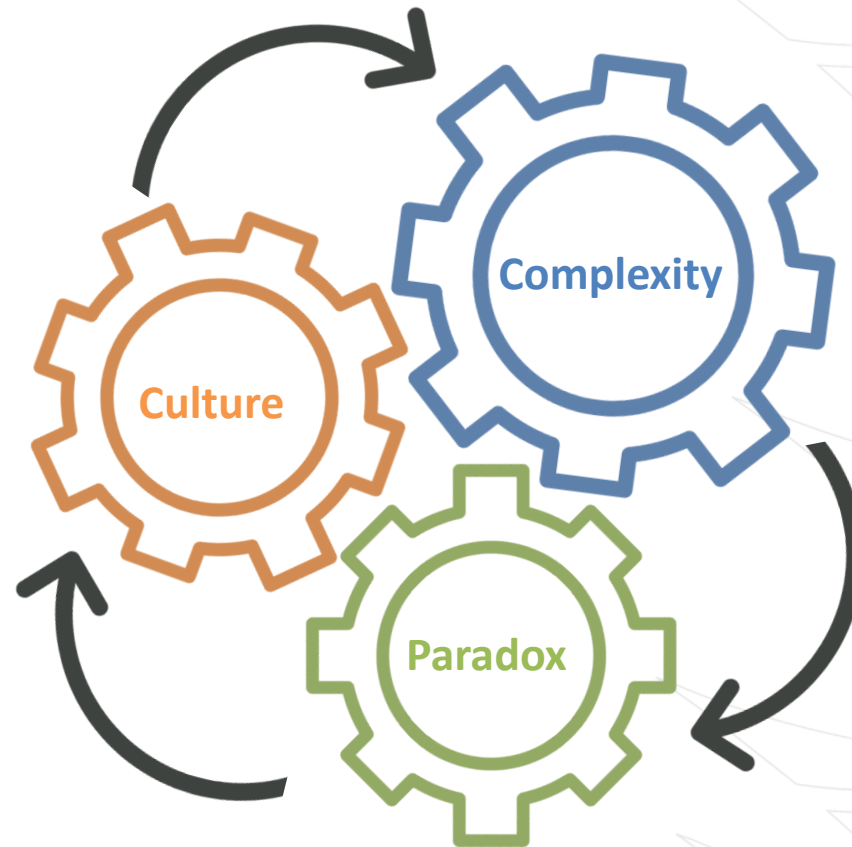
Bob McDonald (2015)

Chairman of the Board, President and CEO, The Procter & Gamble Company; U.S. Secretary, Veterans Affairs.
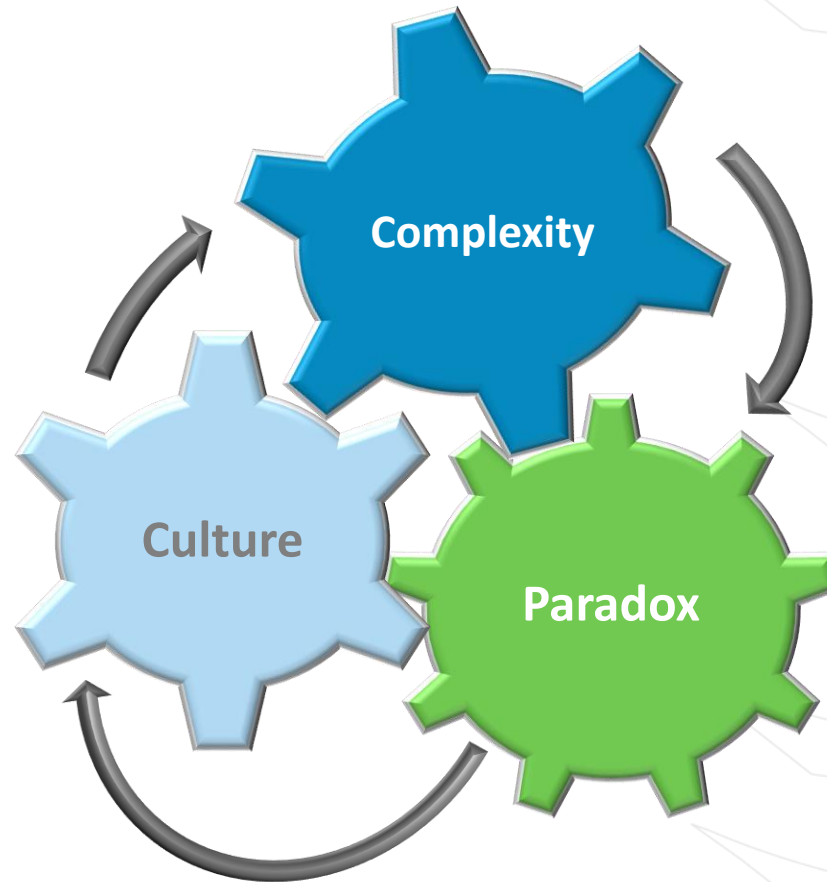
Complexity

Culture

Paradox

The most important challenges we face today are interdependent:
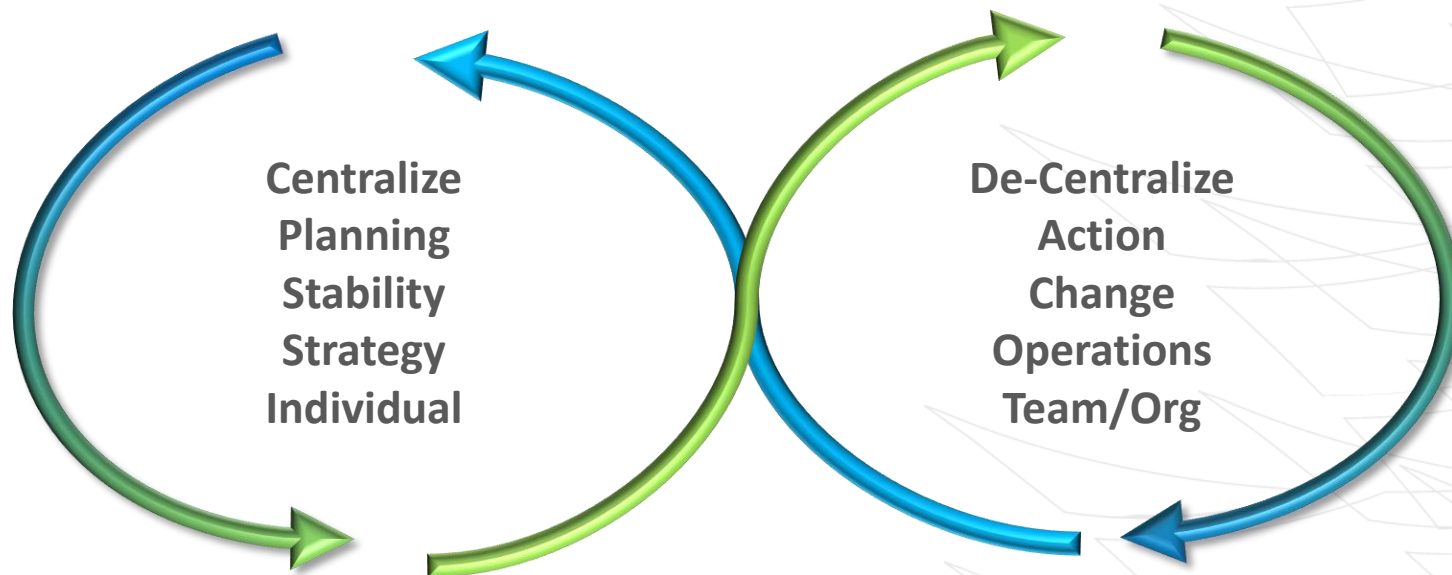
they can only be solved by groups of people working collaboratively across boundaries

The most important challenges we face today are interdependent:

they can only be solved by groups of people working collaboratively across boundaries

Expert Leaders that focus primarily on one problem area at a time,
want to sell their ideas, practice problem solving, do either-or thinking, and practice advocacy and compromise,
will eventually return to the "problem" in the other part of the system.

Centralize
Planning
Stability
Strategy
Individual

De-Centralize
Action
Change
Operations
Team/Org

Leaders that focus primarily on enterprise-wide systems solutions,
generate multiple right answers, manage dilemmas, do both-and thinking, and collaborate in public inquiry,
will improve the probability of success for the whole enterprise.

Managing Polarities & Dilemmas

The Collaboration Challenge

Toward Interdependent Leadership

Include   AND   Transcend

Independent   ## Interdependent

Division competent   →   **Enterprise** competent

My Technical mastery   →   **Our** Adaptive **learning**

Solve **Problems**   →   Face **Dilemmas, Polarities**

Analytic, debate   →   **Both-And**, dialogue

Advocacy selling   →   **Inquiry** learning

Being **Right**   →   **Multiple** right answers

Agile **Achievers**   →   **I**nter-systemic **Strategists**

Compromise, cooperate →   **Creative** collaborator

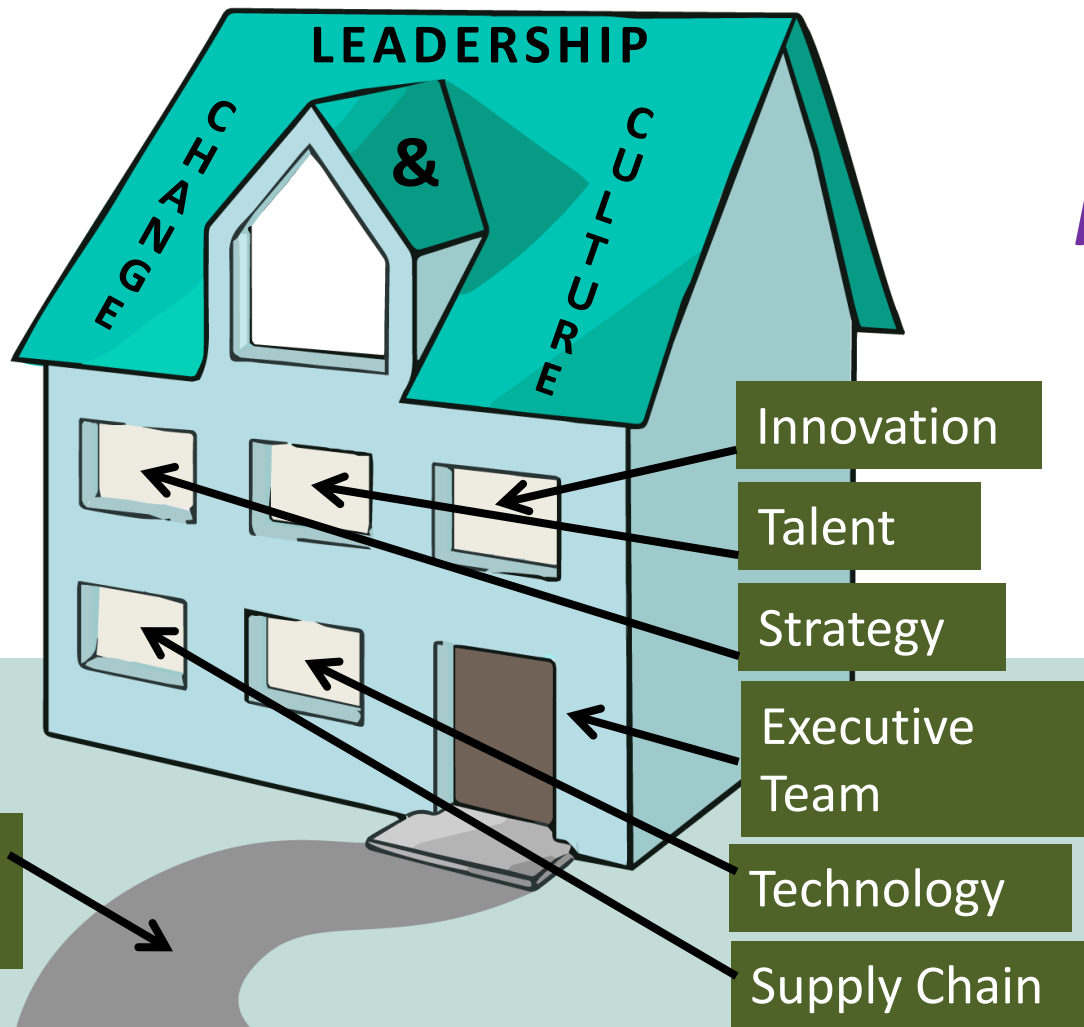Reliable **Performer**   →   Integrating **Transformer**

*Achieving independent competence AND collective capabilities

Levels of Culture

All significant organizational change leads to the house of Leadership Culture & Change

Shift Beliefs

New Practices

LEADERSHIP

CHANGE

&

CULTURE

Innovation

Talent

Strategy

Executive Team

Technology

Supply Chain

Business Model Shift

VLC Transformation
the Dragonfly Framework
3 – in – 1

1) Vertical Leadership Culture: *the Snowman*

2) Direction, Alignment, Commitment: *DAC*

3) Change Leadership & Change Management: Transformation

Over decades three core action-researched based frameworks
were integrated into one → the VLC Dragonfly framework

Vertical Leadership Culture
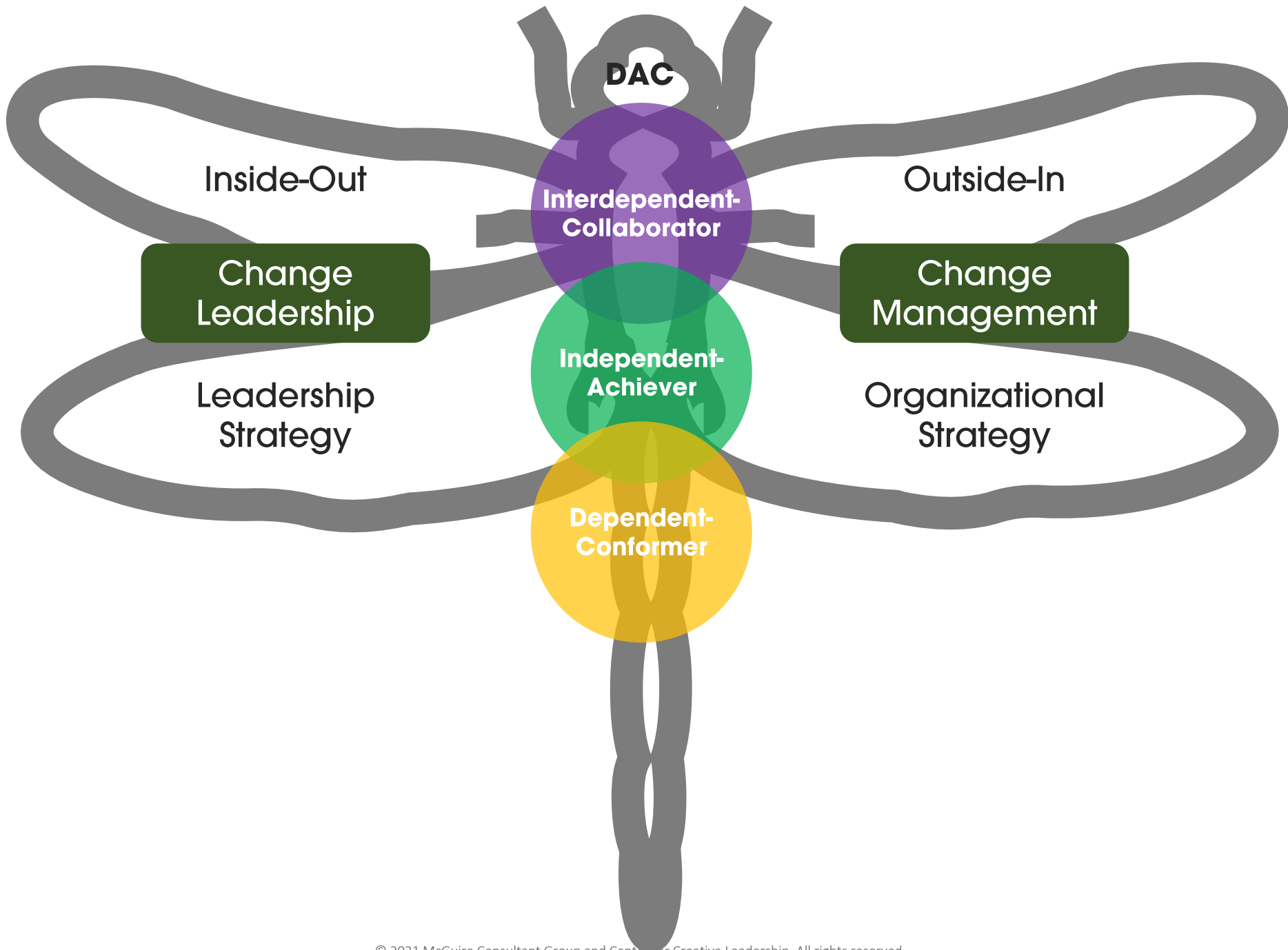
the Dragonfly Framework 3-in-1

THE DRAGONFLY

The swift and alert Dragonfly has evolved over three hundred million years, on every continent and in every color of the rainbow. Dragonflies are extraordinarily nimble and responsive to threats and opportunities, have the dexterity to fly in all six directions and has vision in 360 degrees. Flexible in the environment, they can live in water in the nymph stage for years until the right time to transform into a fully mature versatile dragonfly.

They have four independent wings, each capable of achieving autonomous motion; and combine synchronously in interdependent-collaboration to create an agility and mobility in direction and alignment that humans can only dream of achieving.

Across the globe the dragonfly symbolizes change, broad perspective and self-realization; and the kind of transformation sourced in mental and emotional maturity, depth of character, and personal power and poise.

DAC

Inside-Out

Interdependent-Collaborator

Outside-In

Change Leadership

Change Management

Leadership Strategy

Independent-Achiever

Organizational Strategy

Dependent-Conformer

Vertical Leadership Culture

the Snowman Framework

Vertical in collective leadership

MCG | Center for Creative Leadership®
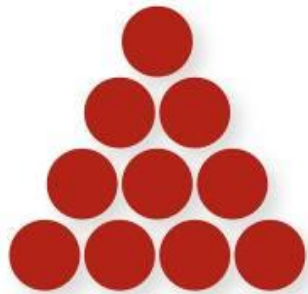
Complexity,
Collaborative

Interconnected

2000 -

Distributed,
Faster

Hub & Spoke

1970 -

Predictable,
Efficient

Hierarchy

1900 -

Interdependent Collaborator

Independent Achiever

Dependent Conformer
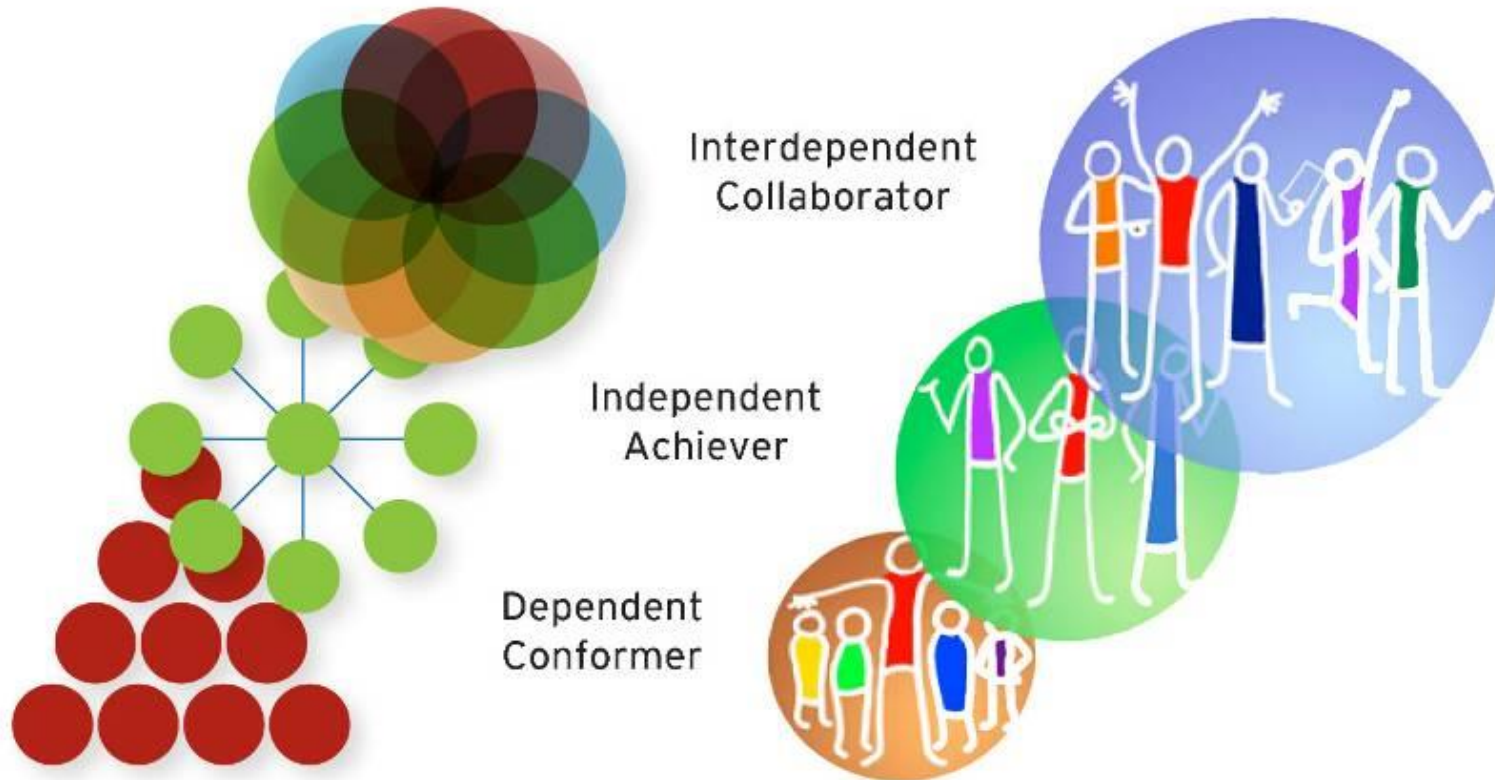
Designated the Snowman Model
by clients 2003

The Leadership Culture Gap Analysis

MCG | Center for Creative Leadership®

Interdependent Indicators:
- Strategic Learning mindset
- Self, team & organization awareness
- Shared Knowledge is competitive – *right to know*
- Success requires organization-level competence
- Staffing for teams & learning
- Both/And evolutionary thinking.

Independent Indicators:
- Make it Happen mindset
- Analytic, entrepreneurial awareness
- My Knowledge is Power – *internal competitive edge*
- Success is my achievement
- Staffing for Performance
- Analytic problem - solving

Dependent Indicators:
- Command & Control Hierarchy mindset
- Risk & Conflict averse
- Knowledge is Secret – *need to know*
- Success requires loyalty
- Staffing for technical mastery
- Either/Or thinking.

Feedback is the
Source of
Organizational Learning

Learning as Desire

Feedback is Knowledge for
My Success

Learning as Utility

Feedback is a threat &
received with Ambivalence

Learning as Survival

Feedback is not wanted

HOW TO USE THIS TOOL:
**Draw a horizontal solid line through the colored circle to indicate the current culture,
and a dotted line to indicate the future, required culture of your organization.
The delta between the solid and dotted line is your leadership culture GAP.**
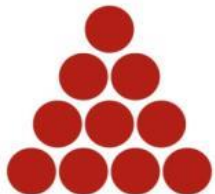
Leadership is a
collective activity

Leadership emerges out of
individual expertise and heroic action

People in authority
are responsible for leadership

Palus, C.J. McGuire, J.B., & Ernst, C. (2012). **Developing Interdependent Leadership**. In *The Handbook for Teaching Leadership: Knowing, Doing, and Being.* Snook, S., Nohria, N. & Khurana, R. (Eds.). Sage Publications with the Harvard Business School. Chapter 28, 467-492.
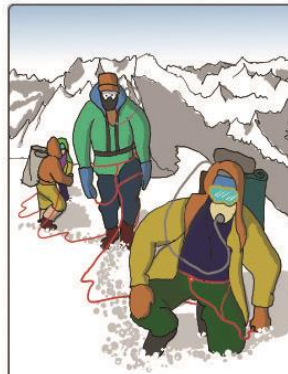
Interdependent

Independent

Dependent

Connected Leadership
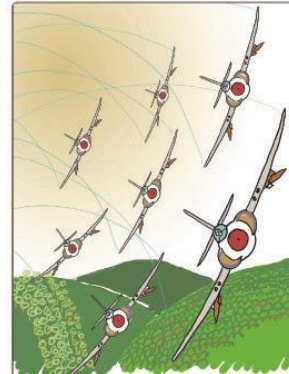
Squadron of Jet Fighters
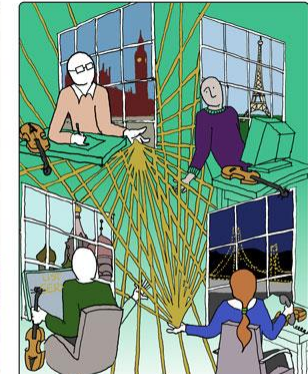
Network of Peers

Visionary Landscapers
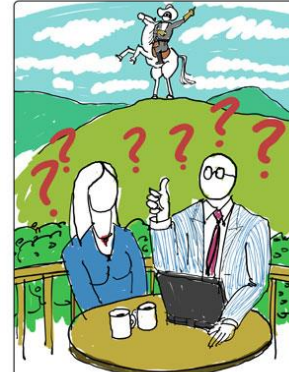
Lone Rangers

World Class Athletes

By-the-Book Commanders

Micromanagers

Conflict Smoother

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Leadership Culture Beliefs & Practices

+

Individual Leader Logics

Interdependent

Leadership is a **collective activity**

Alchemist
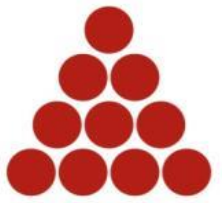
Transformer

Independent

Leadership emerges out of **individual expertise and heroic action**

Redefining

Achiever

Dependent

People in authority are responsible for leadership

Expert

Diplomat

Opportunist

Leadership Culture ~ Leadership Logics

Leadership Cultures						
Dependent		*transition*	**Independent**	*transition*	**Interdependent**	
People in authority are responsible for leadership			Leadership emerges from individual ability and the drive for achievement		Leadership is a collective activity	
Leadership Logics						
Opportunist	**Diplomat**	*Expert*	**Achiever**	*Redefining*	**Transforming**	**Alchemist**
Wins for self in any way possible	Wants to belong and fit it	Focuses on logic and expertise	Driven by personal and team achievement	Reframes complex problems in unique ways	Generates organizational and personal transformations	Integrates material, spiritual, and societal transformations

Evolution of an increasing capacity to create and maintain shared direction, alignment, and commitment In the face of complexity and change →

**Vertical Leadership Culture
Behind the Snowman Framework**

A deeper look into

Vertical <u>individual</u> leader development

Leader Logics revisited …
Vertical Stage Development of Fishing

1. **Opportunist** is a <u>dominator</u>: I catch as many fish as possible, sometimes more than I need to eat and live. It's about dominating to survive.

2. **Diplomat** is a <u>moderator</u>: I am a fisher. You are a fisher. We will follow the rules and respect the standards.

3. **Expert** is a <u>specialist</u>: I study fly fishing, my specialty. There are many kinds of fishing and specialties.
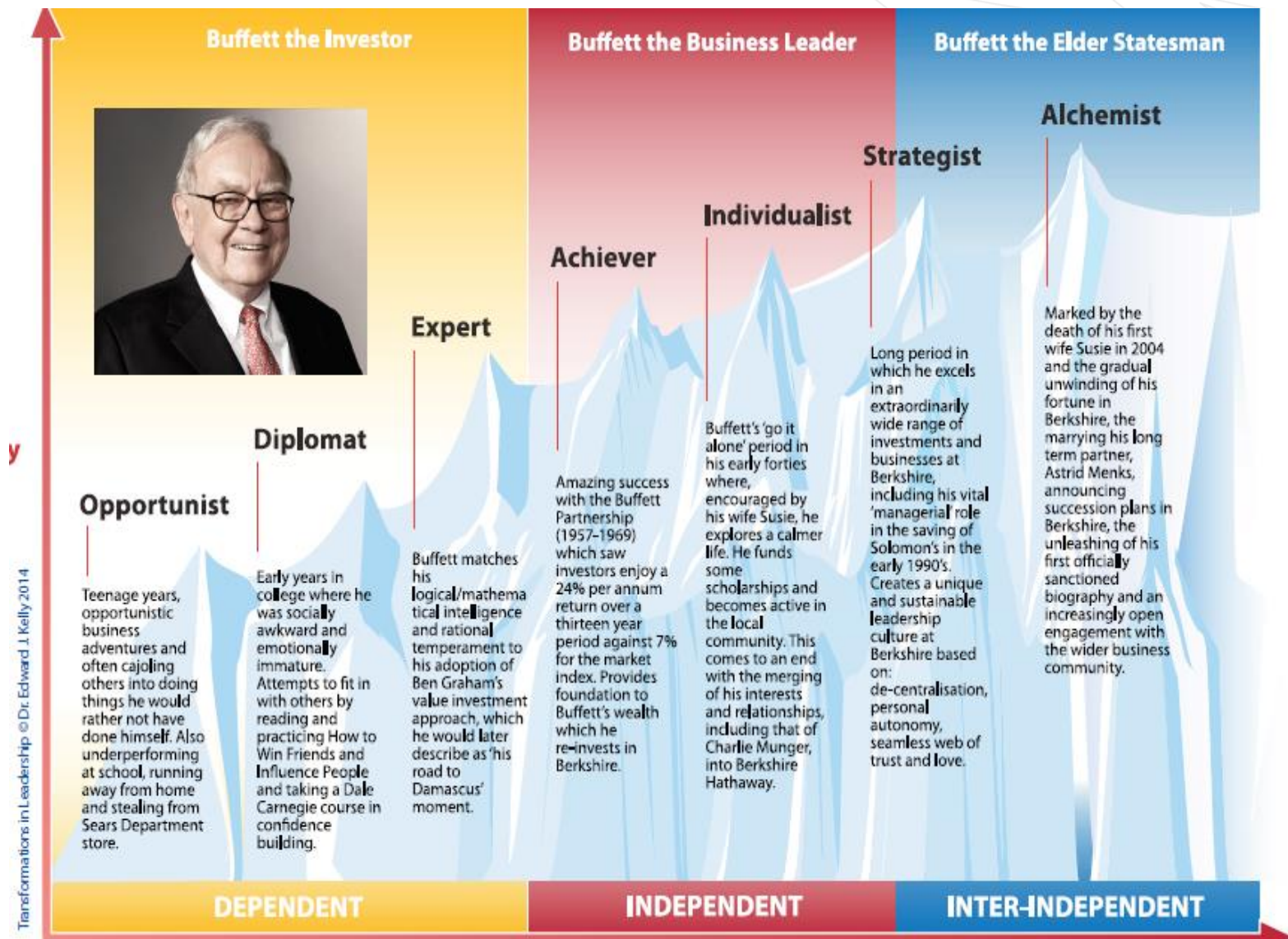
4. **Achiever** is a <u>performer</u>: I am the best fisher, I catch big fish and special fish. Follow me.

5. **Re-definer** is a <u>freethinker</u>: Fish can be farmed, new industries can be built. Fishing is a metaphor for action.

6. **Transformer** is a <u>strategist</u>: We transform and integrate systems, from fishing waters to ecosystems, from gear to industries, from catalogues to mindsets.

7. **Alchemist** is a <u>spiritualist</u>: It is not about fishing at all. The Zen of fishing is all-inclusive.

ACTION-LOGIC	AGE	YEARS	LIFE STAGE
Opportunist	11-15	4	Teenager
Diplomat	15-20	5	Undergrad
Expert	20-29	9	Ben Graham Investing
Achiever	29-40	11	Buffett Partnership
Individualist	40-45	5	Go it alone
Strategist	45-72	27	Berkshire Years
Alchemist	72-84	12	Elder Statesman
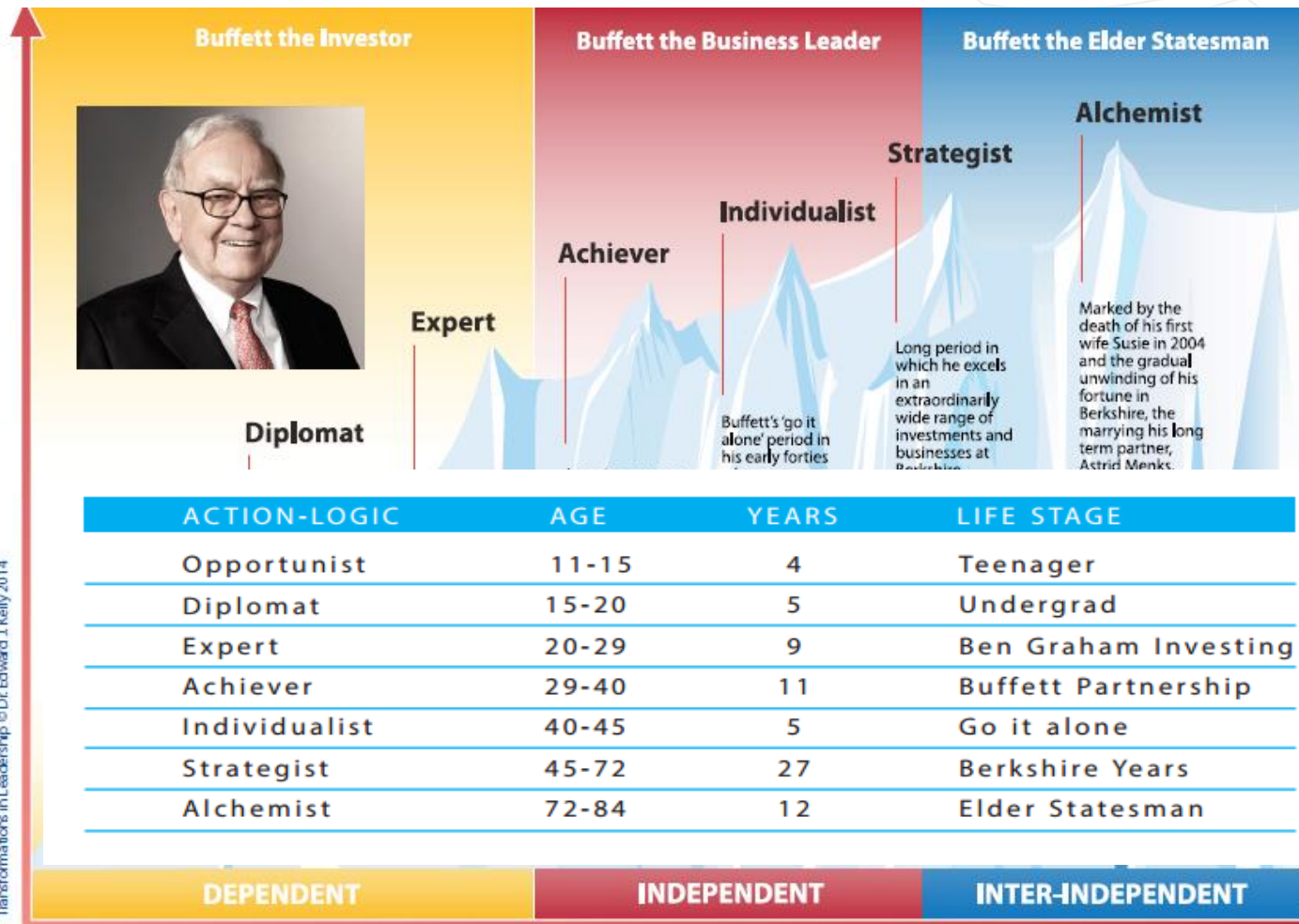
Vertical Leadership Culture

the DAC Framework

DAC Framework

Leadership Culture

Individual Leadership Beliefs

Leadership Practices

Collective Leadership Beliefs

Leadership Outcomes

Direction, Alignment, Commitment (DAC)

Longer-Term Outcomes
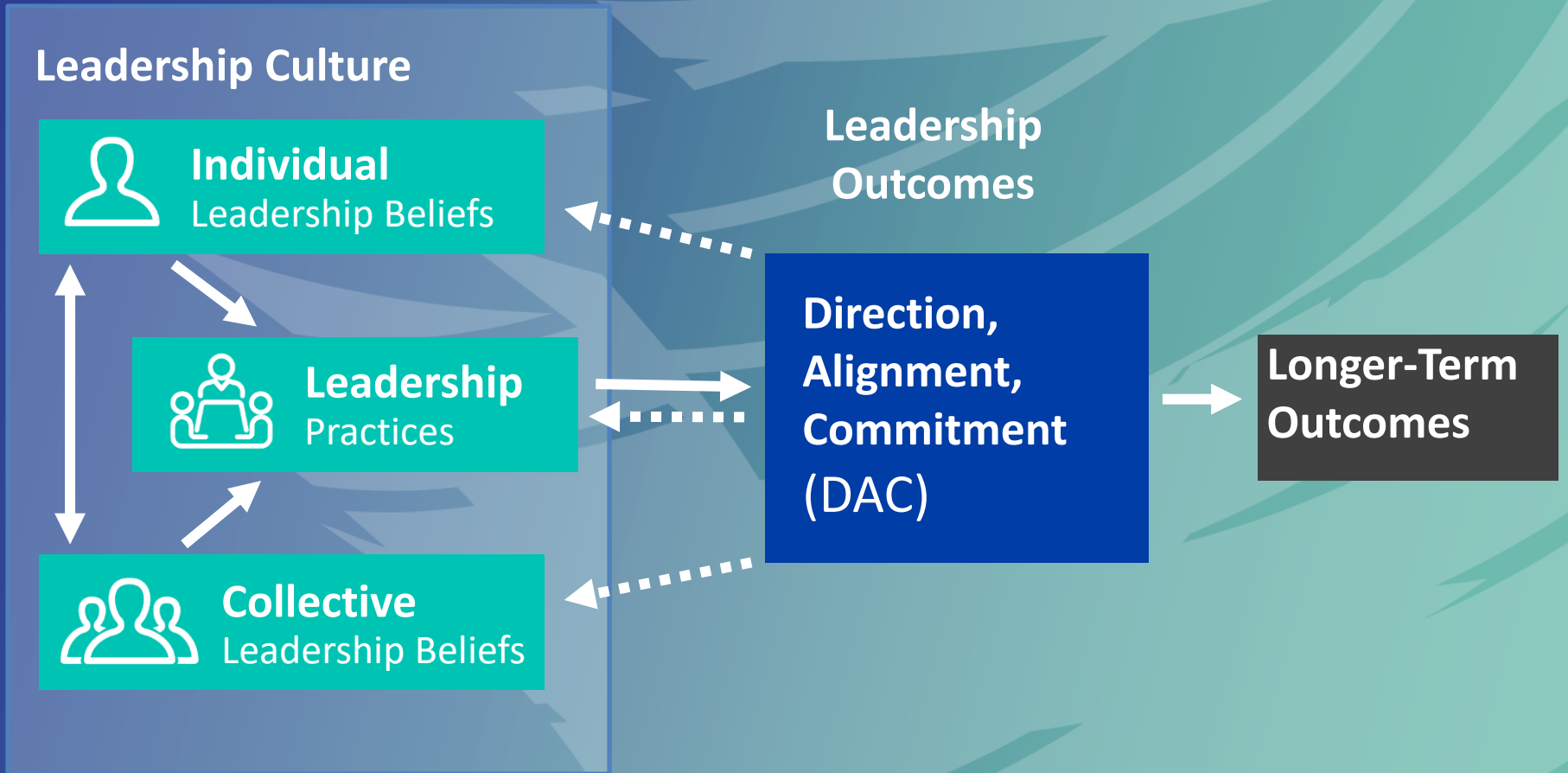
Almost everyone focuses change on behaviors, but ignore the source, the drivers and the real practice of behavior change …

➢ Beliefs drive Decisions

➢ Repeated Decisions create Practices (behaviors)

➢ If you want Best Practices you need Best Beliefs

What behaviors do the current collective beliefs drive in your organization?

Issues of Leadership in Collective Work

|	**Direction**	**Alignment**	**Commitment**
	How will we decide on a shared direction?	How will we coordinate our work so that it fits together?	How will we maintain commitment to the collective?
Interdependent	Agreement on direction is the result of **shared exploration** and the **emergence** of new perspectives.	Alignment results from **ongoing mutual adjustment** among **system-responsible** people.	Commitment results from **engagement in a developing community**.
Independent	Agreement on direction is the result of **discussion, mutual influence,** and **compromise**.	Alignment results from **negotiation** among **self-responsible** people.	Commitment results from **evaluation of the benefits for self** while benefiting the larger community.
Dependent	Agreement on direction is the result of willing **compliance** with an **authority**.	Alignment results from **fitting into** the expectations of the **larger system**.	Commitment results from **loyalty** to the source of authority or to the community itself.
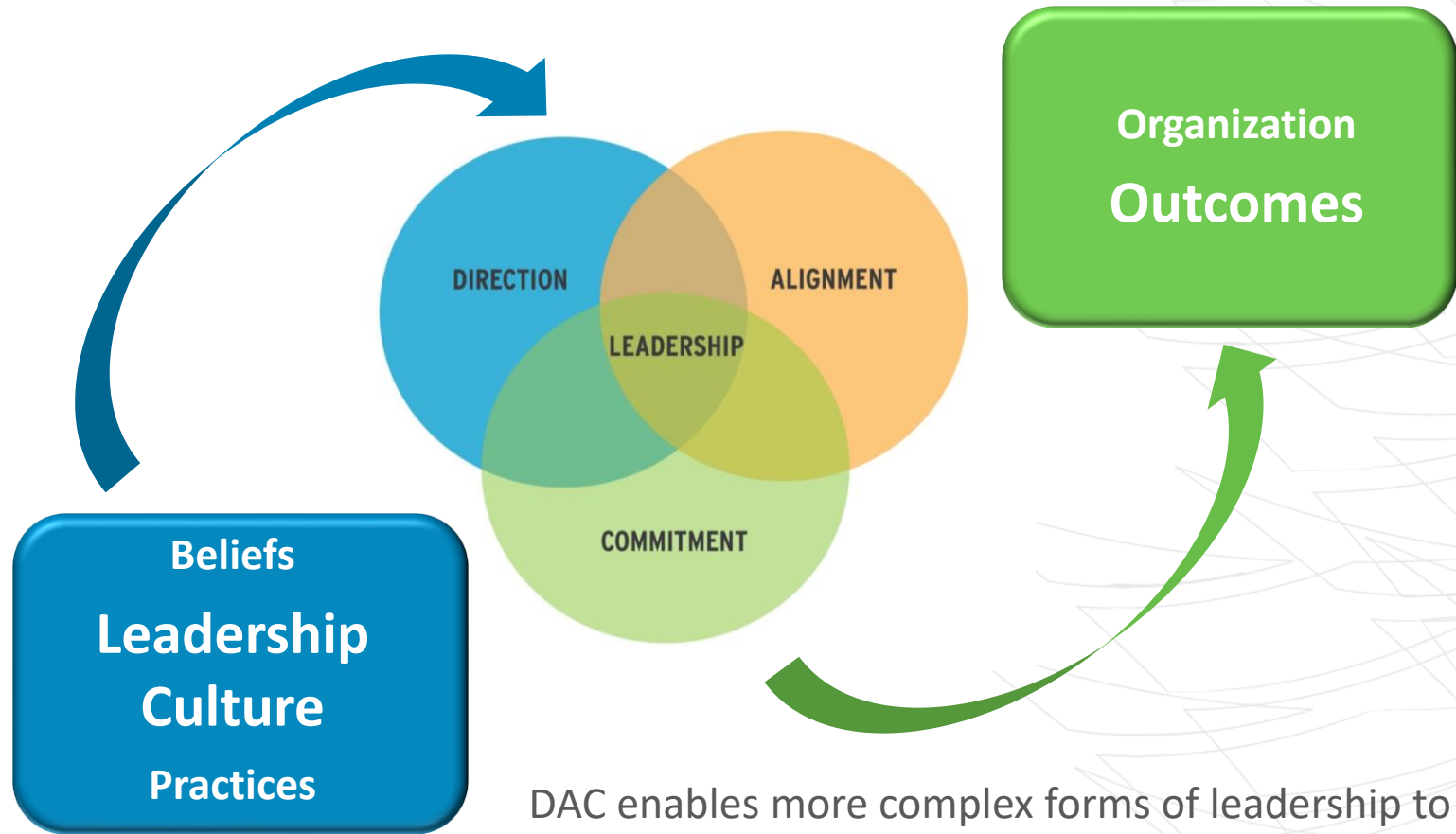
Vertical Leadership Culture

the Transformation Framework
Change Leadership & Change Management

Change & Transformation Framework
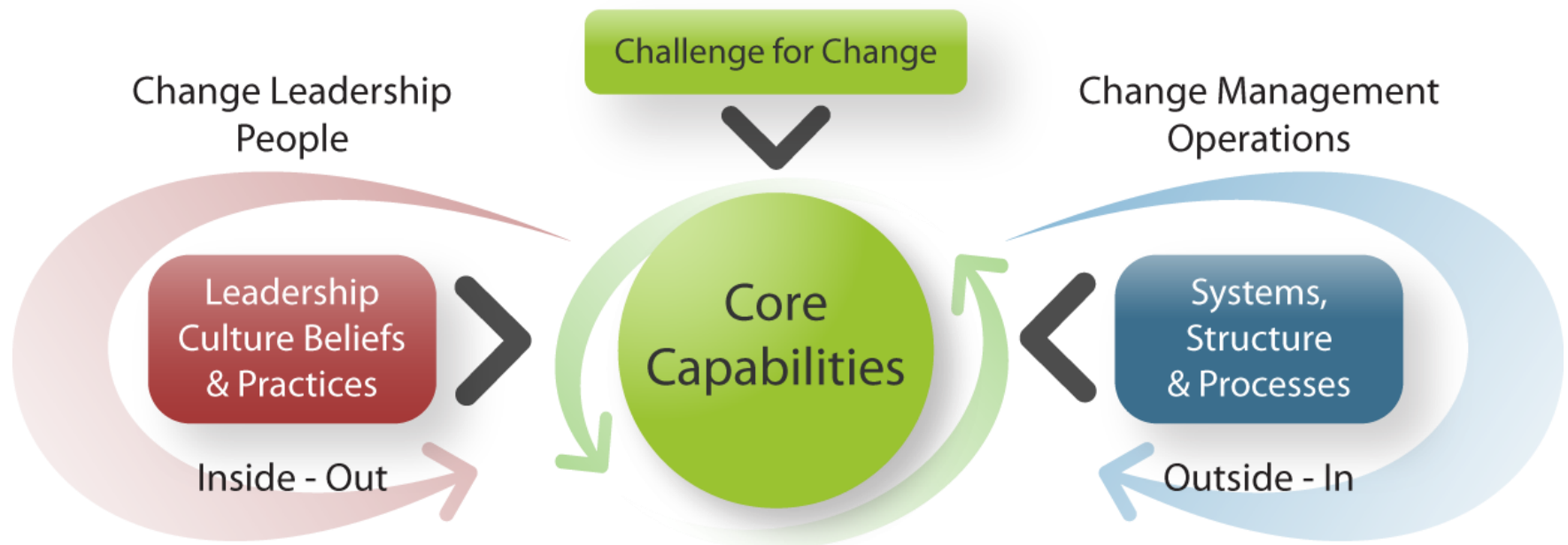
Change Leadership &
Change Management

The change and transformation framework suggests that successful change requires the understanding, development, alignment and execution of both Change Leadership and Change Management.

- **Change Management** includes all the external, operational systems, structures and processes that must be put into place in order to execute the business strategy.

- **Change Leadership** includes all the leadership mindsets, behaviors and capabilities that are required to enact the business strategy; and these include beliefs and assumption, imagination and creativity, emotions and mindset and the human spirit.

Our research on Change Leadership reveals that the kind of direction, alignment, and commitment (DAC) that leadership gets is driven by the kind of Leadership Culture beliefs held in common that drive those results.

Change & Transformation Framework

Vision

Challenge for Change

Strategic Drivers

Inside - Out

Change Leadership

Leadership Strategy

Leadership Culture Beliefs & Practices

Adaptive and Generative Human Systems

Core Capabilities & DAC

Change Management

Systems, Structure & Processes

Business Strategy

Technical Solutions and Operations Systems

Outside - In

Implement Strategy
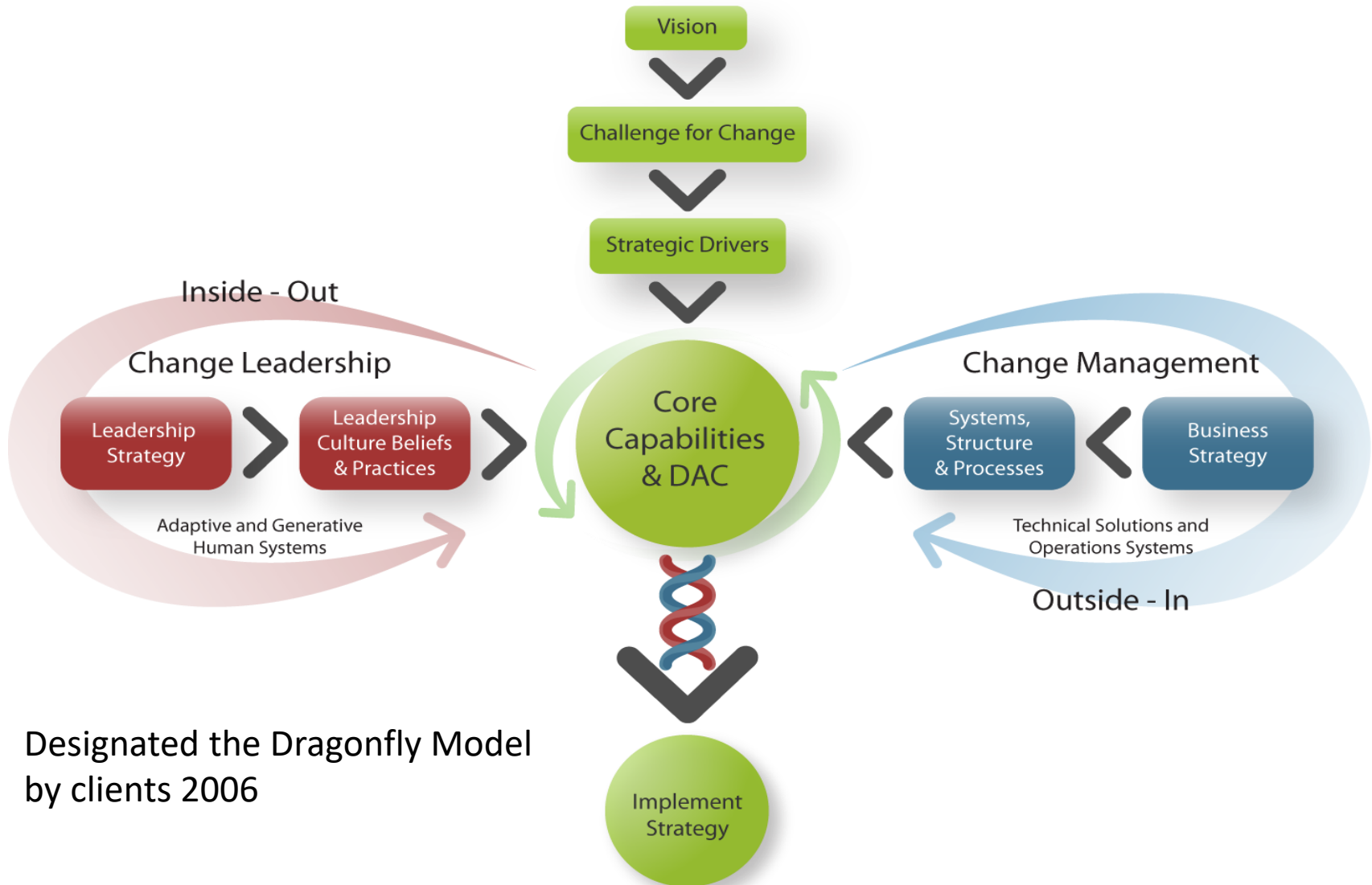
Designated the Dragonfly Model by clients 2006

Leadership Strategy — ART | SCIENCE — Business Strategy

CULTURE

Vision

Motivation

PROJECT MANAGEMENT
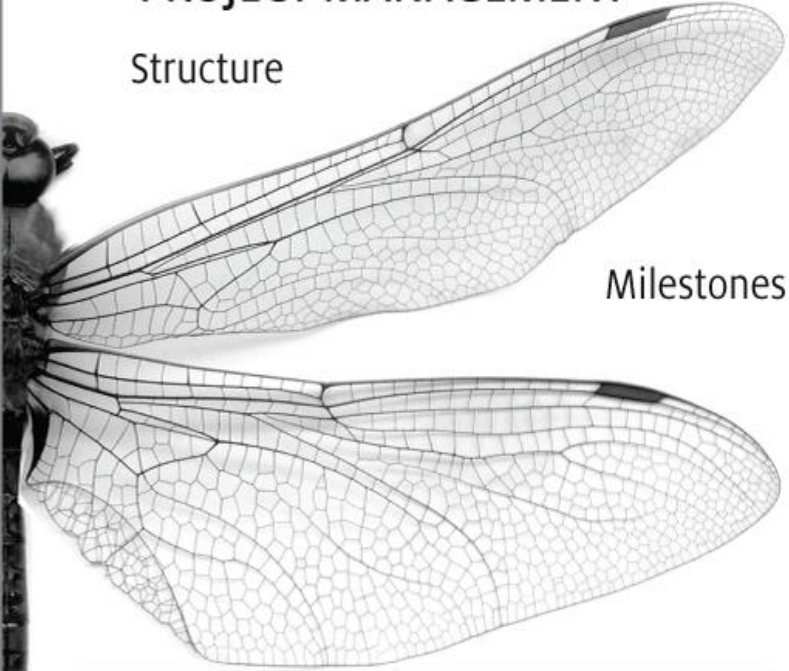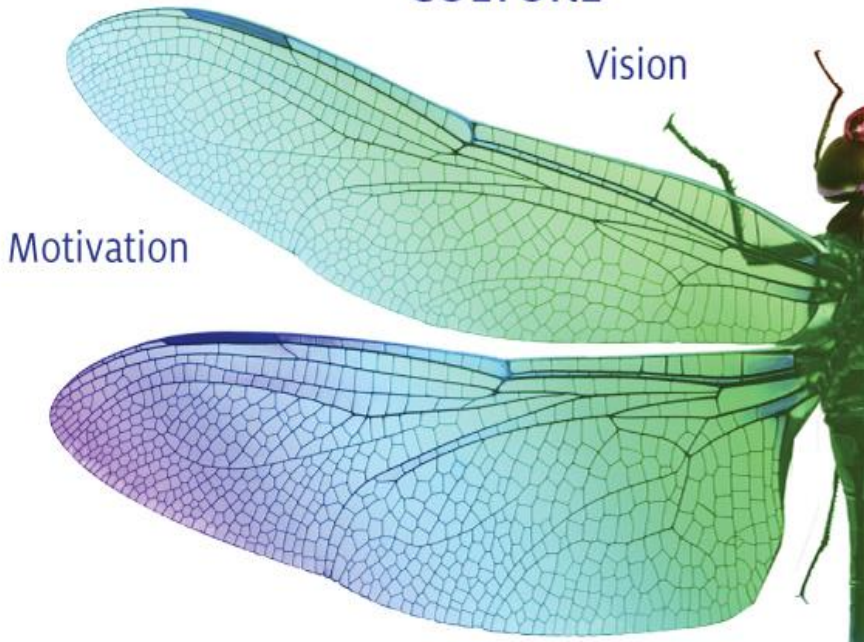
Structure

Milestones

CHANGE LEADERSHIP

Imagination
Conscious Mind
Collaborative Inquiry
Passion Inspiration
Human Spirit
Curious Learning

CHANGE MANAGEMENT

Processes Improvement
Communications Plan
Deliverables
Work Teams
Technical Mastery
Integrated Systems

{2014 prototype}

BELIEFS | PRACTICES

Vertical Leadership Culture Transformation

What we have been Learning about Organizational Change and Transformation

Increasing the Probability of Success

Our Leadership
Culture Development Cycle
Action Research
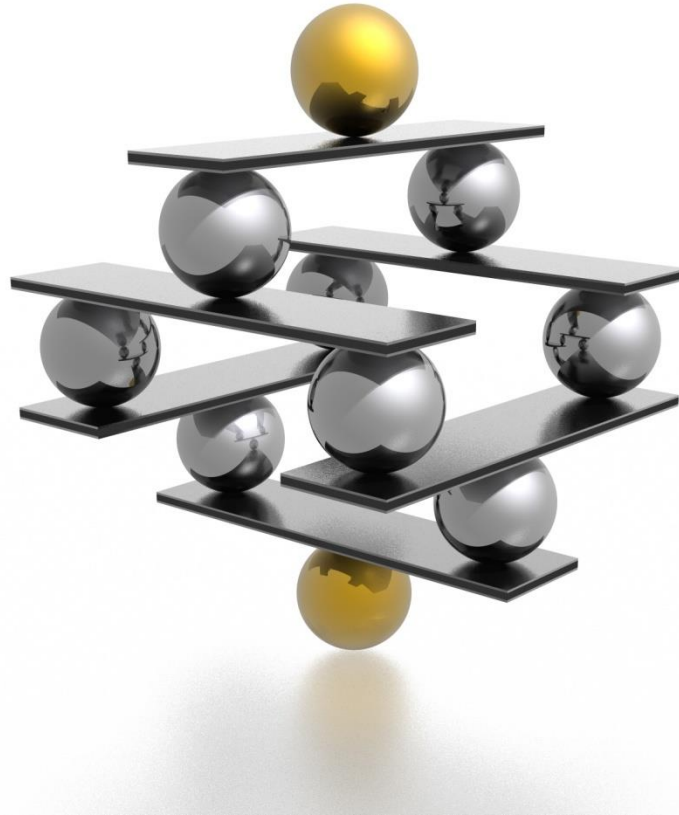
Improving innovation, interdependence and organizational performance

Culture Development Cycle

LEADERSHIP ASPIRATION & WORLD VIEW

ROLE SHIFT

INNOVATION

STRUCTURE SYSTEMS BUSINESS PROCESSES

ENGAGEMENT

What If?

Why Change?

Change How?

Change What?

PUBLIC LEARNING

- Trust - Risk & Vulnerability
- Willingness to risk & learn
- Tolerance for inquiry
- Multiple right answers
- Best ideas win
- Mistakes vs. Failures
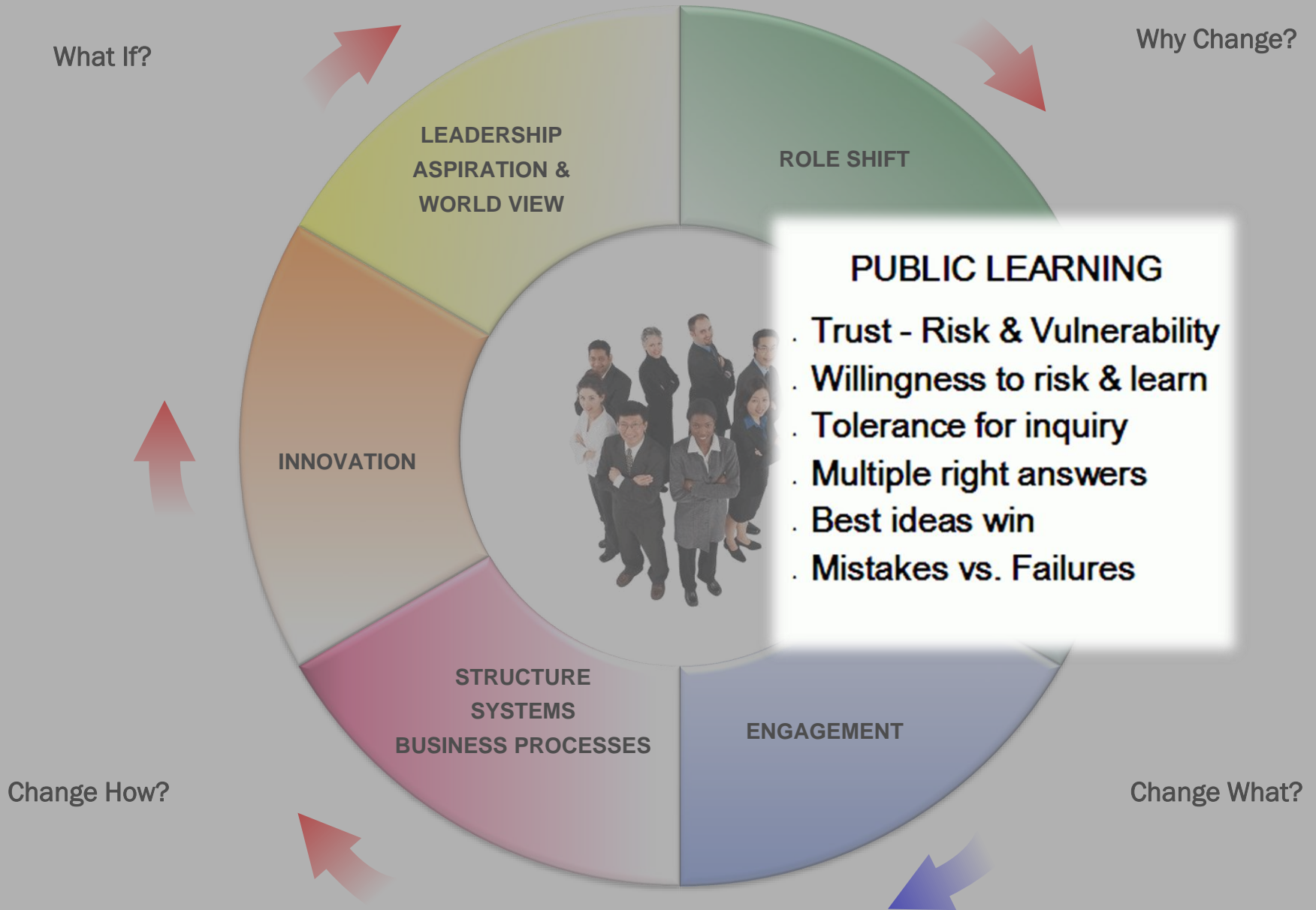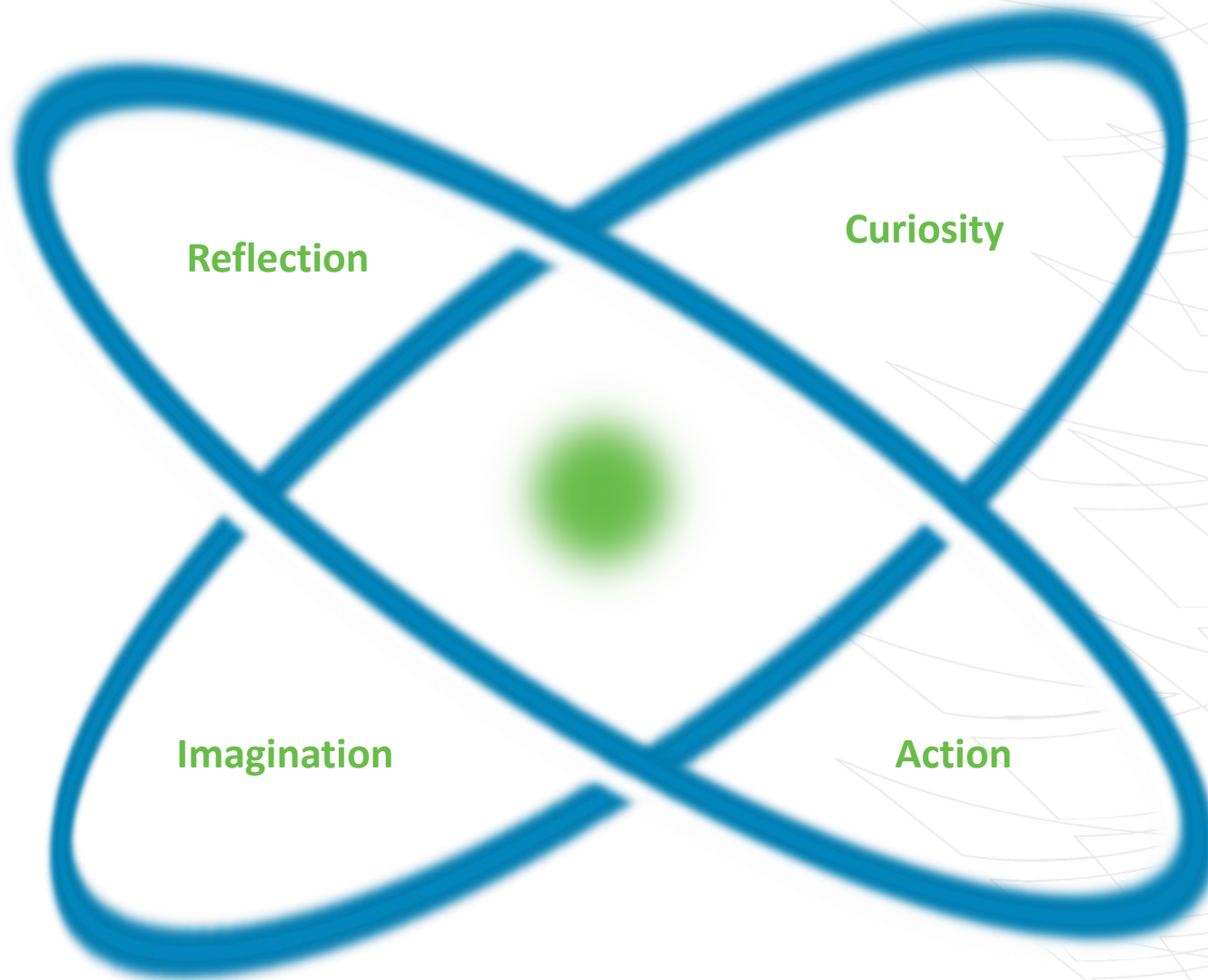
Double Loop Learning
as BOTH ~ AND thinking

Single – Loop Learning
The most common style of learning is just problem solving – improving the system as it exists.

Assumptions
Why We Do What We Do

Strategies and Techniques
What We Do

Results
What We Get

Double – Loop Learning
More than just fixing the problem, this style of learning questions the underlying assumptions, values and beliefs behind what we do.

REF – Chris Argyris

Culture Development Cycle

What If?

Why Change?

LEADERSHIP ASPIRATION & WORLD VIEW

ROLE SHIFT

INNOVATION

STRUCTURE SYSTEMS BUSINESS PROCESSES

ENGAGEMENT

PUBLIC LEARNING

. Trust – Risk & Vulnerability
. Willingness to risk & learn
. Tolerance for inquiry
. Multiple right answers
. Best ideas win
. Mistakes vs. Failures

Change How?

Change What?

What we've Learned about VLC Transformation ...

- The key for sustainable transformation is alignment of collective beliefs and practices with new strategy/new business model .
- The sooner and more meaningfully involved people can be, the greater the chances of successful transformation.
- Honest dialogue must precede and follow action in order to create the full engagement needed to succeed in facing the complex challenges of transformation.
- Leaders can edict/command compliance but not commitment and collaboration.
- Leaders underestimate the need for information and collaboration in undertaking change efforts .
- How direction, alignment and commitment are created in framing the change will set irreversible dynamics in motion that affect how the transformation plays out.
- Senior Leaders need to model the new changes in beliefs & practices – and share their learning in making these changes (public learning) .
- Transformation happens through advancing beliefs, practices and behaviors simultaneously in the leadership culture and the organization's operational systems.
- Successful transformation efforts cannot be 'something separate' from the work – Leadership Culture improvement should be embedded in the organization's work.
- Full learning and engagement creates *Bigger Minds* in individual and the collective

VLC CHANGE LEARNING CYCLE

Change Yourself
Attend

CHANGE LEADERSHIP CULTURE

Change Systems
Extend

Change Beliefs
Intend

1. **Change Yourself**: *attend* ~ **truth matters**
2. **Change Beliefs**: *intend* ~ **culture matters**
3. **Change Systems**: *extend* ~ **results matter**
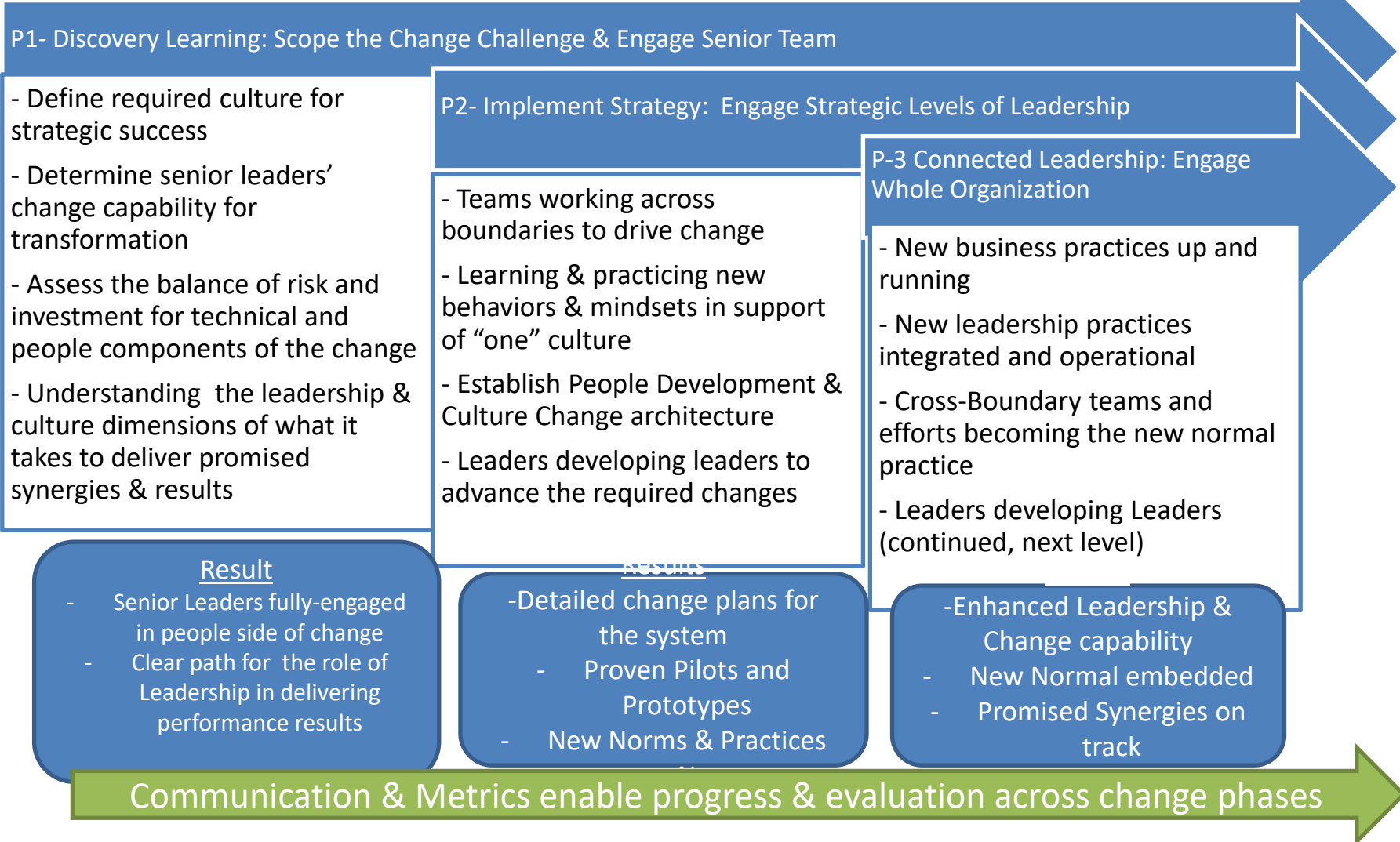
Vertical Leadership Culture

Methodology

VLC Change & Transformation Process
Change Leadership 3 Phase Methodology

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P1- Discovery Learning: Scope the Change Challenge & Engage Senior Team

- Define required culture for strategic success

- Determine senior leaders' change capability for transformation

- Assess the balance of risk and investment for technical and people components of the change

- Understanding the leadership & culture dimensions of what it takes to deliver promised synergies & results

P2- Implement Strategy: Engage Strategic Levels of Leadership

- Teams working across boundaries to drive change

- Learning & practicing new behaviors & mindsets in support of "one" culture

- Establish People Development & Culture Change architecture

- Leaders developing leaders to advance the required changes

P-3 Connected Leadership: Engage Whole Organization

- New business practices up and running

- New leadership practices integrated and operational

- Cross-Boundary teams and efforts becoming the new normal practice

- Leaders developing Leaders (continued, next level)

Result
- Senior Leaders fully-engaged in people side of change
- Clear path for the role of Leadership in delivering performance results

Results
- Detailed change plans for the system
- Proven Pilots and Prototypes
- New Norms & Practices

- Enhanced Leadership & Change capability
- New Normal embedded
- Promised Synergies on track

Communication & Metrics enable progress & evaluation across change phases

Change Leadership – 3 Phases
Methodology

| Phase & Purpose	P-1: Scope challenge, engage ET Align Strategy & Culture *Slow Down to Power Up*	P-2: Engage levels strategic leaders Design the Culture *Prototype in Organization's Work*	P-3: Engage whole organization Implement the Culture *Applying new Beliefs & Practices*
WHO	Senior Leadership: Must Do Changes	Strategic Leadership: Targeted, Pilot Changes	All Leadership: Required, Systemic Changes
EVENTS	*Transforming Your Organization workshop *Change Leadership Team: quarterly change integration reviews	*Top X00 Leadership: Setting Direction with Key Leadership *Change Leadership Team: quarterly change integration reviews	*Manage large group change workshops *Change Leadership Team: quarterly change integration reviews
WHAT	• Enroll leaders to engage in change • Define & assess culture required for strategic success • Determine willingness and feasibility of transformational change • Coach & Guide senior leadership • Learn how to innovate through creative conversations • Enhance readiness, improve the probability of success	• Establish new Leadership Practices • Map business & leadership strategies to work processes & systems • Prototype strategic change targets • *Leaders Developing Leaders* training & development • Cascading Boundaries (???) • Leadership Teams learning how to learn across boundaries • Create *Take it to the Middle* change plan	• Implement and coach action development teams • Senior leaders host local change leadership learning dialogues • Identify required leadership initiatives • *Leaders Developing Leaders* teams in action • Strategic change initiative reviews • Change management methods reviews
RESULTS	*Current & Required Culture target ~ transformation scenario *Develop Deep Understanding ~ What change "here" really takes	*Framing Change ~ Designing the process across the enterprise *Information & Metrics ~ enable progress & evaluate as you go	*Grow Leadership Capability ~ increase enterprise capacity to change *Develop respect for the whole value chain, and grow local ownership

Senior Team Transformation ~ Individual Coach + Organizational Guide

Development Focus

Coach: individual-to-team
Who We Are

Guide: team-to-organization
What We'll Do

Time
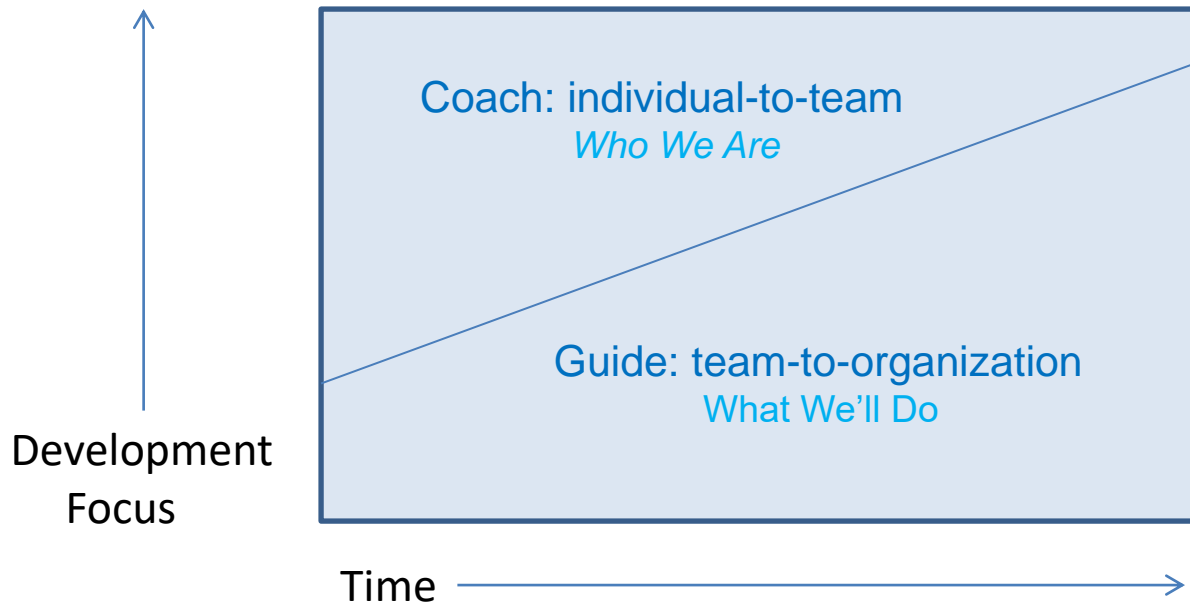
The collaborative craft of
Leader Coach & **Organizational Leadership Guide**

The 3 Phase Methodology in practice is actually both:
- Serial phases, and
- Simultaneous, Overlapping, Concurrent, Recurrent

Phase 1

Phase 2

Phase 3

Organizational Capabilities
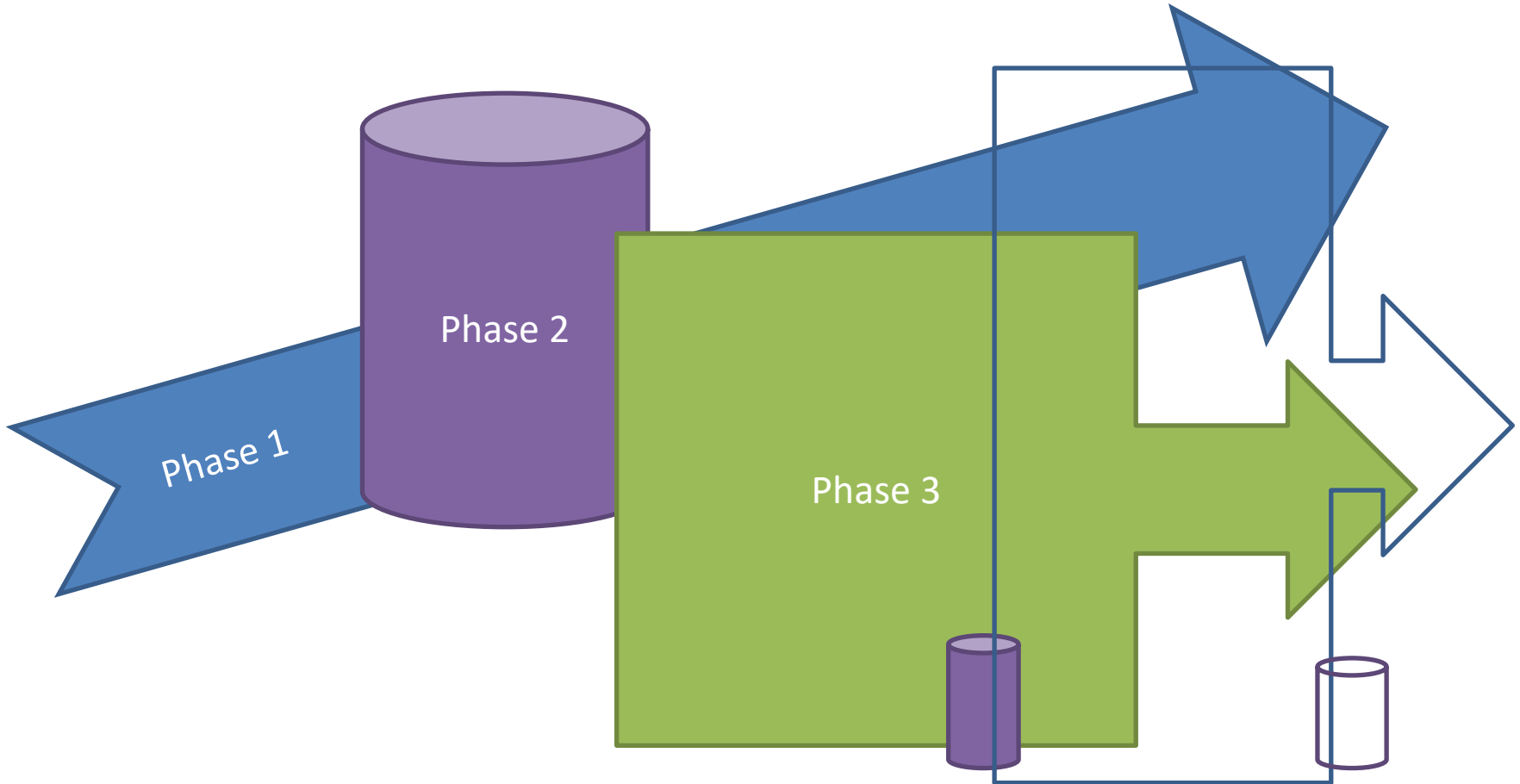
1. <u>Steering</u> **Strategy** – strategic visioning, critical systemic (multi-variant) thinking, disciplined management process of learning/discernment, agile decision-making in emergent markets/conditions, scenario planning
2. <u>Managing</u> **Organization Change** – program/project management, boundary spanning competence, team-based execution, integrated communication systems
3. <u>Leading</u> **Enterprise Change*** -- thinking enterprise (employees, partners, customers, stakeholders), installing innovation sets (simultaneous implementation of systems, structure, processes), balancing push & pull (managing change & change leadership), seeking growth (productivity + progress), distributing leadership (interdependent leadership). {*see George Roth, sdm.mit.edu/news articles}
4. <u>Facilitating</u> **Agility** – best practices in learning organization, creates industry future, coordinated systemic change—change ready, flexible workforce/resource readiness, shared-integrated information systems, fast response time, coordinated decision-making
5. <u>Driving</u> **Productivity** – manage quality/costs/information/work, lean practices, customer value-added driver, reengineering systems/processes, technology leader
6. <u>Determining</u> **Performance** – performance benchmark for individual/team/organization/industry, integrated information systems and operational measures, rewards & benefits, feedback rich environment, distributed empowerment to excel
7. <u>Initiating</u> **New Markets** – entrepreneurial, discovers/creates new markets, time-to-market, competitive spirit/practices, strong supply chain
8. <u>Fostering</u> **Innovation** – intra-preneurial, product/service innovation, fosters imagination, distributed decision-making, learning teams, enterprise time-to-market process
9. <u>Assuring</u> **Talent** – fill the talent bench, right resource-time-place, recruit/reward/retain, manage performance and knowledge, best-in-class succession, develop competence/grow capability, executive ownership, benchmark reputation
10. <u>Driving</u> **Customer Quality** – the organization's centrifugal center revolves around partnerships in the customer-client-constituent requirement: employee satisfaction=customer satisfaction

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