

AWAKE AT THE WHEEL

Moving Beyond Change Management
to Conscious Change Leadership

by

Dr. Linda Ackerman Anderson
and Dr. Dean Anderson

Introduction

Imagine driving the Los Angeles freeways at rush hour with blinders on, or shutting your eyes to the traffic altogether, determined to plow through to your destination. You couldn't possibly expect to get there safely and would likely create havoc along the way. Not being able to see all the signals and forces at play in your chaotic environment would make the journey impossible. How would you navigate? Maybe, if you were on a straight highway with no cars or obstacles, you might drive some distance with only minor mishaps. But driving freeways is a constantly changing experience — fastpaced, unpredictable and uncontrollable, much like leading transformational change.

In fact, leading transformation using today's project or change management approaches presents the same challenge. Before the birth of change management, organizational leaders defined their role as determining the destination of their change and then delegating the "driving" to someone else, typically a project management and content expert team. That was all well and good

when their destinations were clear and the roads were open and well-marked. Eventually, when executives began to feel the sting of poor stakeholder adoption and not being able to achieve their predetermined desired outcomes, they began to recognize that success required attention to things they previously had not seen, understood, or valued as important, especially the people dynamics in change. This new insight broadened their view of what was necessary to lead change, and, in the 1990s, gave rise to the field of change management.

Change management originally reflected two breakthroughs in leaders' understanding of change. First, it became the answer to dealing with some newly recognized human issues, which surfaced when leaders' pronouncements were met with insurmountable resistance in the organization, and they didn't know how to overcome such formidable obstacles. In addition to helping overcome resistance through stakeholder management practices, change management improved leaders'





communication plans and specified training programs for employees, further assisting leaders to reduce their people problems.

Simultaneously, change management responded to leadership's need to improve implementation, which increased their attention to the need to proactively plan the process of change, or at least the people process of adoption. By providing planning tools for implementation and applying familiar project management approaches, change management increased the likelihood of leaders actually reaching their destinations. In short, change management came into being because executives became more cognizant of the human and process challenges of change, and requested help with them.

Change management's popularity is tangible evidence that executives have recognized more of what was missing from their traditional management of change. Research has borne

out the fact that 60% to 70% of changes still struggle or fail. Leaders' new awareness is progress in the right direction. However, leaders and the fields of project and change management have not gone far enough, especially for today's "Los Angeles freeway" reality of change. This includes Six Sigma, organization development and continuous improvement. There are still too many "change accidents" occurring, and too much unnecessary back-tracking and "road rage." There are still too many blinders impairing leaders' views of how to navigate change. It is time for leaders and consultants alike to take the blinders off, to become fully awake at the wheel, and move beyond project and change management. Leaders and consultants both need to understand and embrace the next evolution in the field — Conscious Change Leadership. It is skillful Conscious Change Leaders who can set up their organizations to truly manifest breakthrough results from their transformational changes.

Understanding the Requirements of Transformation

The first task of Conscious Change Leadership is to understand the terrain of change and how it has evolved. There are three types of change occurring in organizations, each requiring different leadership strategies. One size does not fit all! Project and change management support two of these types — developmental and transitional change. However, they do not suffice for today's breed of complex change — transformation.

Transformation is rampant in today's organizations. Given the number of failures, it is forcing executives and consultants to “take more blinders off” and further expand their recognition of what is required and their skills for handling those requirements. How

can executives or consultants expect to succeed in the transformational journey if their guidance systems don't allow them to see or understand the variables they face along the way? Will executives be satisfied achieving only adequate or sub-par results when breakthrough results are possible from transformation?

Transformation is unique in two critical ways. First, the future is unknown at the start of the change process and can only be created by forging ahead with the intent to discover it. Without having a clear goal to manage to, leaders are forced to proceed into the unknown, dependent on broader sources of information and support to formulate a new future and put it into place. Because the future state is not clear at the beginning, the process for getting there cannot be clear either. A time-bound predetermined plan is not possible. This is where traditional project management falls short. Since the change



process cannot be “managed,” a new way of leading it is needed.

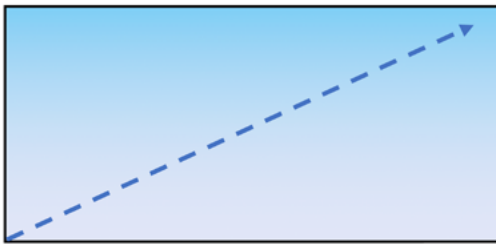
Secondly, the future state is so radically different from the current state that a shift of mindset and culture is required to invent it, let alone implement and sustain it. This fact triggers enormous human and cultural impacts. Leaders and employees alike must transform their mindsets, behavior, and ways of working together. Subsequently, cultural norms must change to free up these new ways of being. People must certainly change what they do in transformation, but more

importantly, they must change the way they think and how they relate to other departments and how they contribute to what is best for the overall organization. The strategy for the change must address how to accomplish this level of personal change across the organization, leaders included, from the beginning of the process. This work is the foundation of creating breakthrough results.

These two attributes of transformation make both the process and the human dynamics much more complex, unpredictable, and uncontrollable than in either developmental

Three Types of Change

Developmental Change



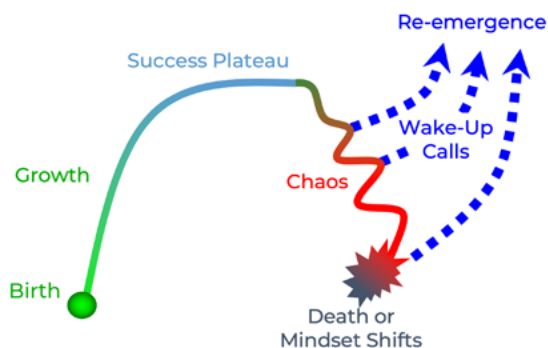
Improvement of what is; new state is a prescribed enhancement of the old state.

Transitional Change



Design and implementation of a desired new state that solves an old state problem; requires management of the transition process to dismantle the old state while putting in place the new state; managed timetable.

Transformational Change



Market requirements force fundamental changes in strategy, operations, and worldview: 1) New state is unknown – it emerges from visioning trail and error discovery, and learnings; 2) New state requires fundamental shift in mindset, organizing principles, behavior, and/or culture, as well as organizational changes, all designed to support new business directions. Critical mass of organization must operate from new mindset and behavior for transformation to succeed and new business model or direction to be sustained.



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or transitional change. Project and change management strategies, while helpful, are insufficient for handling these issues. Conscious Change Leadership strategies that accommodate the realities of transformation are required.

Conscious Change Leadership of enterprise-level transformation demands new executive and consulting competence in four key areas:

1. Creating an enterprise-wide, integrated transformational change strategy that attends to all the people and process dynamics of transformational change
2. Transforming the mindsets of leaders and employees as required by marketplace demands and your transformational outcomes
3. Identifying and addressing the specific shifts in cultural norms and practices required by your new state
4. Consciously designing, implementing, and course correcting the transformational change process from launch to the successful achievement of sustained business benefits. We will discuss each of these Conscious Change Leadership arenas.

Building an Integrated Change Strategy

Building an integrated change strategy fit for transformation is the first cornerstone of Conscious Change Leadership. Executives clearly understand their central role in creating new business strategy. However, announcing a new business strategy alone is not enough to accomplish it. It must be executed in a way that delivers its intended business results. This requires the creation of a fitting change strategy that is scoped to drive the organizational and cultural changes the business strategy requires, especially if breakthrough is the goal. When leaders don't understand the type and scope of change their business strategy requires, they cannot create an appropriate change strategy, and will consistently fail to get their business results. Knowing which type of change is required is the first step in creating the right change strategy.

In developmental and transitional change, executives typically engage in very little strategic thinking about how to handle the change. They may declare the outcome they want and then delegate the work to a project team of content experts that immediately guesses at the “scope, schedule and budget,” and then begins solution design and implementation planning using traditional project management or change management approaches. In transformation, however, leaders cannot hand off the creation of their transformational change strategy. Executive-level strategic thinking is a requirement. Because of the huge impacts on the business, the complex people issues and the multitude of interdependent change initiatives, the executives themselves must be involved in putting it all together. It is their responsibility to build a change strategy that:

- Clearly articulates the vision of the future and the importance of the breakthrough-level change it requires
- Correctly positions the effort within all the organization's priorities



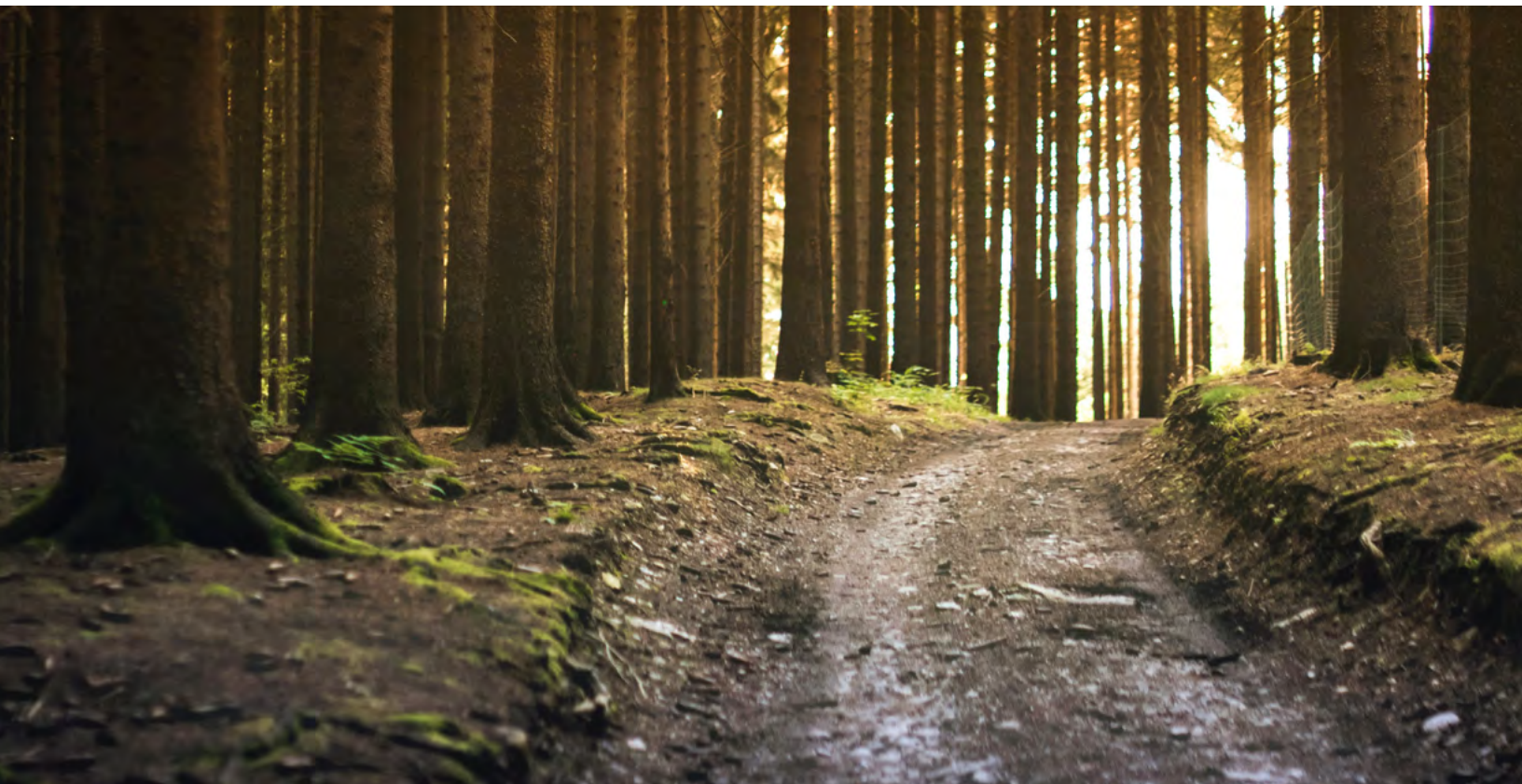
- Identifies the most catalytic levers for mobilizing action toward the future state
- Sets up appropriate engagement of all affected stakeholders in the design of the best future state and its implementation
- Clarifies effective change governance, including change leadership roles, decision-making and change infrastructures for information management, communications, and course corrections
- Creates effective acceleration strategies and conditions for success
- Sets a realistic pace for the change

A comprehensive transformational change strategy has three equally important components: **content**, **people**, and **process**.

Most leaders attend only to content, as reflected in their primary attention to business

strategy. The **content** of change includes the new business direction and its subsequent structural, systems, product, and technological changes. Until change management, executives focused solely on the content of change, which is still by far the most familiar and comfortable component of change strategy.

The onset of change management opened the door to the second required component of transformational change strategy — **people**. Change management's focus on overcoming resistance, stakeholder management, and increasing communications and training are three important features of the people component. However, these three strategies keep executive attention at the surface, exterior level — on people's behaviors, skills, and actions. Furthermore, these strategies attempt to influence people to change from the outside in. They don't go far enough to do what is required in transformational change, which demands that people change their deep interiors — their mindsets and ways of





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being and relating. Such change must occur from the inside out. This does not occur solely from in-depth communications. When people choose to change themselves from the inside out, their changes are real and lasting, and resistance is minimal. We will discuss the changing of mindset in greater depth shortly.

The third component of change strategy is **process** — how the change will be launched and carried out in a way that the organization understands it, wants it, discovers and accomplishes its business results while achieving its people and cultural requirements. Project management's and change management's attention to process focuses largely on analysis and implementation.

Unfortunately, when implementation is designed from a mindset of "installation," it is invariably fraught with serious people problems created by neglecting engagement in the earlier phases of the change process. We will delve into leading the process of transformation later. At this point, however, let us summarize with the key point that executives must create a change strategy that generates a change process that enables the design and execution of the best content solution, and the organization's stakeholders not only are now capable of being effective in it, but truly want it to be successful. When all conditions are strategically lined up for success, breakthrough results are possible.

Transforming Mindset

The second cornerstone of Conscious Change Leadership — transforming leader and employee mindset — requires executives and consultants to attend more thoroughly to the human dynamics at play. Since most leaders need to shift their mindsets to even perceive the complex human and process dynamics of transformation, we believe that transformational efforts should begin with the leaders and directly address their mindsets about change and how they lead in the course of change.

The topic of mindset in organizations has been around for several years now, first popularized by Joel Barker’s “paradigm” videos and furthered by Peter Senge’s exploration of “mental models” (1990). Thankfully, both efforts brought the concept of mindset to leadership’s awareness. Now, methods for actually shifting leaders’ mindsets are required, and are the essential ingredient of producing breakthrough results from change.

Our basic premise is that mindset is causative. Mindset is the primary causal factor of behavior, decisions, and most importantly, results. Leaders’ mindsets about people, organizations, and change determine: (1) what human, cultural, and process dynamics they see and don’t see in their transformations; (2) their internal reaction to those seen and unseen dynamics; and (3) their change leadership style, strategies, and results. We call the traditional leadership mindset most prevalent today the Command-and Control Mindset. This worldview contains the very blinders that prevent leaders from seeing the dynamics of transformation and eliciting the personal changes it requires. In contrast, we propose the embodiment of a new leadership mindset, the Co-creative Mindset, which is necessary for transformational change to succeed. A comparison of the Command-and-Control Mindset and the Co-creative Mindset follows.

Comparison of the Command-and-Control Mindset with the Co-Creative Mindset

Command-and-Control Mindset	Co-Creative Mindset
Power over others	In relationship with others
Initial and ongoing control of process, scope, schedule, budget	Design process to match realistic scope, schedule, budget, adapt as change unfolds
Pre-determined project plan frequently driven by schedule	Plan is designed as a continuous process of 90day increments to respond to what is emerging
Attend to only what is provable, knowable, controllable; maintain predictability	Allow for information to emerge, pursue key questions to discover what’s needed; allow for uncertainty and probability
The organization is compiled of many “parts,” each to be optimized	See the whole organization as a complex system where all parts interact and impact overall success of the larger system
Project Plans are a series of pre-determined events	Project plans are a dynamic, emergent process engaging leadership and stakeholders as needed

Minimize variance to the plan	Seek indicators for course correction and explore what value they have for achieving outcomes
Externally-driven communications, mandates and requirements	Both external and internally-driven communications, requests and requirements so stakeholders find relevance and meaning, and therefore want to engage and succeed
Tell-oriented communications; do it "to" stakeholders	Two-way communications that compel and engage stakeholders' best thinking, in partnership with leaders
Belief that resources are finite and scarce	Belief that resources can be found, managed and generated as needed for successful outcome
Leader knows best	Stakeholders with diverse opinions have valuable insights
No personal change required	Personal change of leaders and stakeholders essential to sustained success
Do what is best for the project or subset of the organization driving the change	Do what is best for the overall organization, longterm

Briefly, the Command-and-Control Mindset wants all change to be predictable and controllable, a set of discreet events that can be managed through external pressure. It is a mechanistic view and neglects the power of human consciousness as a force in organizations. The worldview of the Co-creative Mindset, however, understands the different types of change, and recognizes transformation as an emergent, continuous process that can best be facilitated through positive interaction with the people and organizational dynamics at play. The Co-creative Mindset understands transformation as being primarily driven by shifts in human consciousness. Shifts of consciousness in today's businesses are reflected in the moves to e-business, globalization, customer-focused product design, and enterprise-wide software that dismantles hierarchical communications and decision-making.

Leaders operating from the Command-and-Control Mindset have "logically" thought that:

1. Transformation can occur through numerous separate initiatives and that change integration is not essential
2. People will "obey" what leaders say is required with little communication about why change is needed
3. Resistance is a necessary evil and is best delegated to change managers or the HR department
4. Project management and change management techniques will keep the effort under control and on schedule
5. Getting the content solution right is the best path to success and the only requirement of leaders.



Beyond these common misconceptions, the primary limitation of the Command-and-Control Mindset is that it blinds leaders to the multitude of human, cultural, and process dynamics that are actually occurring. Think about the profound impacts in the preceding examples on people, communications, relationships, and culture. If leaders don't fully understand these forces, they can't possibly lead these changes.

Introducing Conscious Change Leadership

There are two different approaches to leading transformation: reactive and conscious. The reactive approach refers to leaders who see the world through the Command-and-Control Mindset lens. Reactive leaders operate on autopilot, simply doing what they have always done as if the transformation playing field is the same as the "running the business" playing field. They primarily pay attention to the external world, never recognizing the need to test if their habitual internal assumptions and change strategies are still effective. They simply see what they have always seen

about change out in the organization, with no self-reflection of what is working or not. It is imperative to them that they be seen as "right." Their Command-and-Control "blindness" and lack of introspection cause them to remain "unconscious" of the real people and process requirements of transformation, or adamant about their lack of importance or validity.

The conscious approach refers to leaders who are "awake at the wheel," aware of the actual dynamics of transformation in all realms. These leaders orient to both the external and the internal worlds. Through reflection on the content and impact of their own mindsets on leading change, they can move beyond their old conditioned habits and lead by the principles of the Co-creative Mindset. They see the people and process dynamics at play in the organization because they look for them, knowing they are key to leading the change well. These leaders intentionally strive to increase their own conscious awareness about how the organization and its people are changing, including themselves. With minds open and eyes sharp, they can effectively navigate the complex freeway of transformation.

Reactive leaders spend their time being frustrated about change-related problems they didn't see coming. Project and change management are valuable to them because they help manage the fallout from these poor process-induced problems. Conscious leaders, however, preemptively lead their organizations through these complexities successfully, thus avoiding the fallout. The key here is not just change leadership, but Conscious Change Leadership.

Developing Conscious Change Leaders

Conscious Change Leadership begins with the full realization of the power of mindset to govern perception and performance. Once leaders wake up to the central role mindset plays in their success, they more readily turn inward to investigate their own mindset.

Leaders must do this personal work either first or very early in the change process.

Given the prevalence of the Command-and-Control Mindset among executives today, this is a tough first challenge. The most common question we hear when speaking or training leaders and consultants about Conscious Change Leadership is, "How do I get the executives to look in the mirror at themselves and see that it is how they are thinking, behaving, and leading that is standing in the way of the organization's future success?" There is no pat answer to this dilemma. However, leaders wake up most readily when they see tangible evidence of how their own mindsets have affected their organizations, their change efforts, and their lives. Consultants can support them to discover the actual impact, both positive and negative, that their own mindsets are having on their organizations' change results.

We worked with the CEO of a utility embracing greater industry deregulation. Through feedback, coaching, and participation in our leadership breakthrough program, he came to see that his mindset, controlling and pa-

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**As mindset is to the individual,
culture is to the organization.**

terrestrial, was impeding his organization from innovating new business strategies for the deregulated environment. He also saw that his “defense” strategy was to “stay alive” as a company, rather than to abundantly thrive. This fear-based thinking was limiting his scenarios for the company’s future. His personal insights were transformational for him, his change strategy, and the company.

This breakthrough work is most effective when done experientially, away from the office setting in a skillfully-facilitated training environment, under well-crafted and safe conditions that enable true self-reflection. The intent of this training is not personal growth for its own sake. It is increasing change results through personal change.

When done in the context of increasing change results, this is a powerful and

necessary component of a breakthrough transformational strategy. In our consulting practice, all our clients engage in this breakthrough program at the beginning of their transformation. Once leaders have begun to change themselves, they can then model and sponsor this depth of personal work effectively across their organizations. In the case above, the CEO provided the breakthrough program for his top 1200 leaders, and sponsored a visioning conference for his top 300 leaders, a first in their history. To model his personal changes, he opened the event by authentically inviting everyone’s creative input towards shaping the future of the business, no holds barred.

When leaders design their change strategy to wake up a critical mass of the organization so that it embraces the new mindset and can deal with the ongoing human and process



issues, the navigation of the transformation becomes easier, faster, less costly, and more successful, as was the case with this client.

Addressing the Cultural Imperatives for Change

As mindset is to the individual, culture is to the organization. Culture is a function of people's collective mindsets. Therefore, change strategy must overtly address culture change, as driven by the needs of the new business.

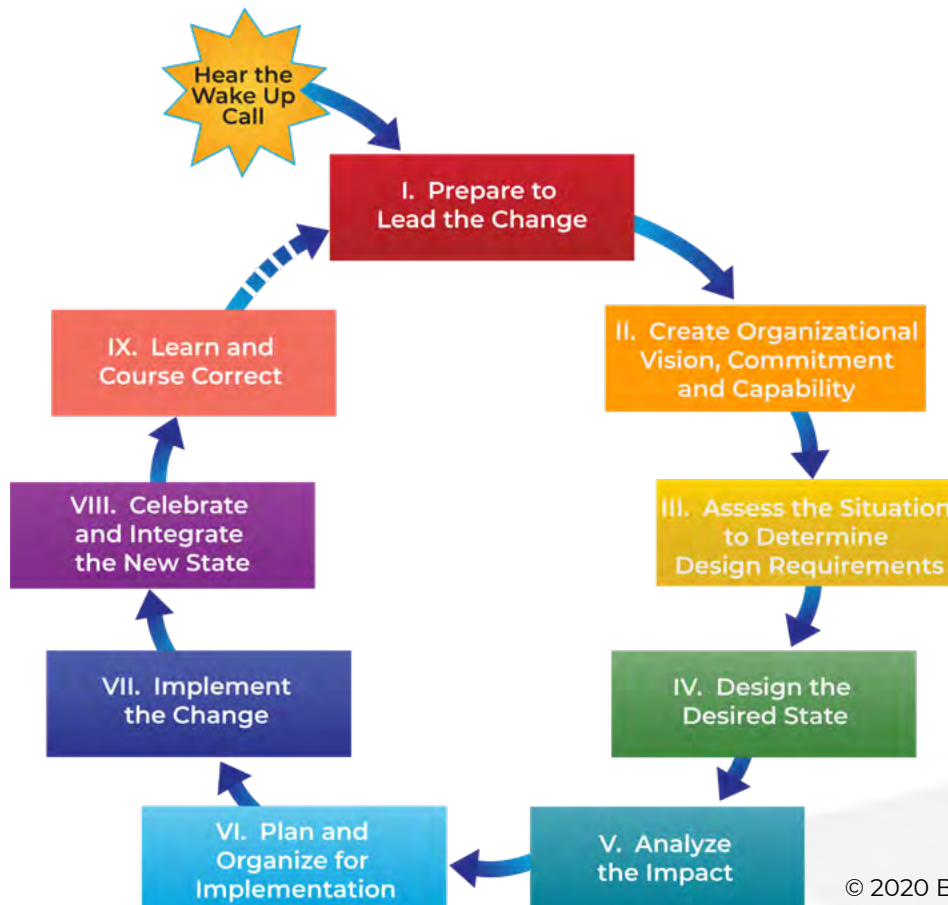
The organization's existing culture must be assessed for its fit with the future state's requirements, as they are discovered. Nine times out of ten, if the organization's culture is not consciously attended to throughout the transformation, the effort will struggle or

fail. A vision for the aspired culture must be created, which can be a very compelling and inspiring process when stakeholders are engaged in it.

Once you know the culture you are seeking, you can then identify the cultural indicators that exist but inhibit the creation of your new state — norms, work practices, leadership impacts, what gets rewarded, and so on. These must be redesigned and then adopted for future benefits to be achieved. This culture work gets embedded into the change plan.

One of the most powerful culture change strategies is wide-scale personal change to reinvent the mindset and cultural norms for the organization's success. This strategy, used in the utility case mentioned previously, requires competency in the fourth cornerstone of change leadership.

The Change Leader's Roadmap®



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Understanding the Process Dynamics of Transformation

Transformational change requires leaders to shift from project management thinking to process-oriented thinking. There are several principles that define some of the key requirements of process thinking, each of which is central to Conscious Change Leadership.

Transformational Change Cannot Be Managed

One of the flaws of both project and change management in their application to transformation lies in their titles. Transformation cannot be managed, which is anathema to Command-and-Control leaders. This fact must be accepted and integrated by those in charge of leading transformation. Otherwise, if they are constantly worrying about the unknown,

in fear of not having a guaranteed outcome by a certain date, or always battling the natural chaos of the process, they will never be in a position to consciously lead the transformation. Instead, they will always be in reaction to it.

Leaders must let go of the need to tightly control the change process, yet they still need a navigation system. We use The Change Leader's Roadmap™ (CLR), shown below. This process model provides a roadmap without dictating the road to take. It is a thinking discipline, a guidance system in direct support of seeing all the dynamics that might be at play in any given change effort. The CLR helps leaders get to their destination, but they must determine the actual path they travel based on the terrain they encounter — the type of change, its magnitude, urgency, boundary conditions, political dynamics, its design requirements, cultural impacts, and stakeholder needs.

In this way, the CLR guides the creation of the transformation's strategy and plan through

conscious process design, which is, by far, the most important competency of Conscious Change Leaders. Rather than attempting to force-fit the organization's behavior into a prescribed plan and rigid timetable, the CLR assists leaders to consciously tailor their unique change process and its pace and activities to the ever-changing variables they face. Leaders and consultants can use the model to plan, monitor, and course correct the entire change process, attending to both the organizational/technical aspects and the human and cultural components.

The Process and the Outcome Are Emergent

Even using the CLR, the transformation process will have a life of its own; by necessity, both the process and the outcome will be emergent. According to Webster, emergent is defined as "arising unexpectedly or evolving as a new or improved development; to become apparent or known."

The outcome is emergent because you must begin the change effort before knowing precisely where you are going. You will likely have a vision of what you want to create, but not know the exact way that needs to look and operate before you begin the process of change. You must "let go of the old trapeze" before the next one is in sight. Hopefully, it will become reachable before you fall, but only if you craft a change strategy that enables that possibility. High involvement is key. Since nobody really knows what will turn out to be the best business solution early in the process, leaders must invite the intelligence of their stakeholders to envision, create, test, and innovate until the best future state solution becomes apparent — emerges — and can be put into place and evolved.

The process is emergent in that dynamics in the organization, marketplace, and people are constantly in flux. Production or quality issues may show up; unpredicted resource demands may surface; risk may



prove too high; competitors may beat you to the market with advanced technologies. “Who would ever have guessed?” is a common comment about the transformational roller coaster. Therefore, the mindset of the Conscious Change Leader must be “Plan as best we can, then deal quickly with whatever shows up.”

Learning and Course Correcting

A major theme of transformational change is to learn from what is happening and immediately course correct the process and/or the outcome. In and of itself, this sounds obvious. However, it represents a monumental mindset and culture shift for most organizations. To really embed this principle, the change strategy must include ways to directly unravel such Command-and-Control cultural norms as “Kill the messenger of bad news,” “Make a mistake and you’re dead,” “Don’t rock the boat,” and “Prove the viability of something before taking action on it.”

“Learning and course correction” is both a mindset and an operating practice. Not only must the beliefs and behavioral norms of this way of working be determined and instilled in the culture of the organization, but a system and set of protocols for it must also be developed. For instance, leaders must encourage the safe surfacing of feedback, new information, concerns and trouble spots, as well as make it clear where to send this information and how it will be used to influence either the outcome or the change process. In traditional organizations, leaders keep shifts in their previously communicated plans under wraps. In the consciously led organization, leaders publicly invite them as contributing to the rapid discovery of the best outcome and breakthrough results.

Creating Critical Mass Through High Stakeholder Engagement

Transformation will only occur when a critical mass of the organization has undergone the required mindset change to perform in





ways that produce the desired outcome. The fastest way to achieve critical mass, as well as widespread commitment to the change, is through vigorous stakeholder engagement in the process. All stakeholders must be included in shaping the future and the process of creating it. Consider the power of asking your stakeholders for their best thinking about the vision for the future, design requirements for the optimal solution, detailed impact analysis of the preferred solution on the current organization's operations, and continuous improvement ideas. Stakeholders live with the solution on a daily basis; they will have invaluable ideas for how to advance it.

Large group engagement strategies have come a long way. Interventions such as "Future Search" (Weisbord, 1995), "Real Time Strategic Change" (Jacobs, 1994), "Visioning and Design Conferences" (Axelrod, 1992), "Whole-Scale Change" (Dannemiller, et al, 2000), and "Open Space" (Owen, 1997) are excellent (and rapid) ways to generate collective intelligence on various aspects of the change, heighten commitment and excitement, and alter both people's mindsets and the organization's culture. These interventions are key acceleration strategies for every phase of the change process, allowing major pieces of work to be accomplished much faster.

Consciously Creating Conditions for Success

Most leaders have undergone change during the full extent of their careers. We know so much about what works and what doesn't. The key is to formalize our insights about the conditions and factors that we know support the success of change, name them and see that they are put into place at the onset of change. This is a key ingredient in Conscious Change Leadership and achieving breakthrough results, and one that cannot be given only lip-service or delegated down. Sponsors of transformation are the only leaders who can ensure conditions for success are created and monitored throughout the change process. Consider the power of ensuring adequate time and resources, access to senior leaders when issues emerge that are potential show-stoppers, clear decision authorities, triple bottom line monitoring, rapid course correction, accelerated integration among projects, and stakeholders genuinely feeling that their inputs count. These are not just "nice-to-haves"; they provide significant leverage to the best solution, great adoption, and sustained business benefits from change.

In Summary

Conscious Change Leadership is the next generation of leading and consulting beyond project and change management. Becoming a Conscious Change Leader requires you to pursue your own learning and transformation — transforming your mindset, altering your behaviors, and evolving your leadership or consulting style and approaches. It means expanding your thinking about conditions for success, the process of change and your repertoire for designing and facilitating the complexities of transformation. It demands taking a stand for the personal change required of leaders and the workforce. And, as you do your own individual work, you will not only benefit personally, but become a model for everyone you seek to influence. We believe that through this conscious approach to transformation, you can create the conditions for discovering a breakthrough future and ways of being that our organizations and society desperately need to thrive.



About the Authors

Drs. Dean Anderson and Linda Ackerman Anderson are the pioneers of Conscious Change Leadership and are known as the “masters of transformation”. For the last four decades they have continually challenged mainstream thinking about leadership, transformation and human performance to the C-suite of Fortune 500 companies and traditional global organizations like NATO.

Together they founded Being First, Inc., an organization that guides visionary leaders to transform themselves and their organizations to *Achieve Breakthrough* in business results, culture, leadership, and executive team performance, while building world-class change leadership capability.

Dean and Linda co-authored two cutting-edge books that have become classics in the field of organizational change: [*Beyond Change Management: How to Achieve Breakthrough Results through Conscious Change Leadership*](#), and [*The Change Leader's Roadmap: How to Navigate Your Organization's Transformation*](#) and are the co-developers of The Breakthrough Process and The Change Leader's Roadmap Methodology.



About Being First®

Being First is a Breakthrough company. Founded in the 1980's by Drs. Dean Anderson and Linda Ackerman Anderson, we provide advanced expertise in personal and organizational transformation.

We open leaders' minds, develop their self-mastery and equip them with the advanced Conscious Change Leadership skills to transform themselves, their organizations, communities and cultures.

For forty years, we've been pioneering a new field of study – Conscious Change Leadership – that develops “transformational superpowers.”

- **Conscious** – “Vertical” leadership development that produces greater mindfulness and self-mastery
- **Change** – Strategies and methodologies for designing and leading organization and culture transformation
- **Leadership** – Co-creative leadership styles that unleash human and organizational performance

We are Strategic Advisors to the C-Suite, and provide an integrated System of Transformation to your executives, change leaders and internal consultants that includes strategic advising and consulting, training and development, coaching, methodology, tools and assessments.

We partner with our clients, and customize everything to their exact needs to fit the scope and scale of their required transformation to Achieve Breakthrough.

For more information, please visit BeingFirst.com or call us at +1 970.385.5100.

Being First, Inc.

1242 Oak Drive, DW2, Durango, Colorado, 81301 USA