WHAT IS AN ORG "UNDISCUSSABLE?"

Organizational Contradictions

- Be innovative and take risks vs. don't make mistakes
(failure will be punished, vulnerability will be too embarrassing & too risky)

- Be collaborative & share knowledge/learning vs. we measure & incent based on productivity, speed,   efficiency by silo (system vs subsystem)

- We're about people and relationships…work as a team vs. results are really what counts (we evaluate individual performance)

- Be customer-centric vs. make sure your boss is happy first

Double Binds

- Budgets & time are scarce so make sure the training is practical/reasonable… prove near term business ROI for this "soft skills" mindset stuff or your budgets will be cut further.

Organizational Defensive Routines (and their cost)

- Strategies that protect leaders from embarrassment

- Patterns that allow people to avoid responsibility for inconsistencies in their walk/talk

- Self-protecting strategies of C&C model; they obstruct learning and attempt to reaffirm personal safety (creates victim culture, focus on negativity, attack anyone who questions the feasibility of the party line let alone anyone who challenges the status quo)

INNOVATION/CHANGE IS HARD?
RELATIVE TO: THE CHOICE/COMMITMENT TO MAKE THE NEXT LEVEL SHIFT...

Shifting From	Moving To
Ineffective strategic and operational dilemmas	Balanced innovation portfolio management approach
Reliability focused (known or fixed mindset)	Eventuality or adaptability focused (future/growth mindset)
Clear hierarchical and/or patriarchal expression of power	Mutual learning model – becoming self-led

INNOVATION/CHANGE IS HARD?
RELATIVE TO: WILLINGNESS TO ADDRESS ORGANIZATIONAL CONTRADICTIONS...

Example:
Dare to think innovatively

If I try something new and fail, I will be blamed and punished, and this will be bad for my job and future with the company. I'm committed to not failing, being exposed and being blamed.

Example:
Challenge with humility

If I speak up and challenge, I might be seen as disruptive and making trouble. This might put me at risk. I'm committed to staying safe.
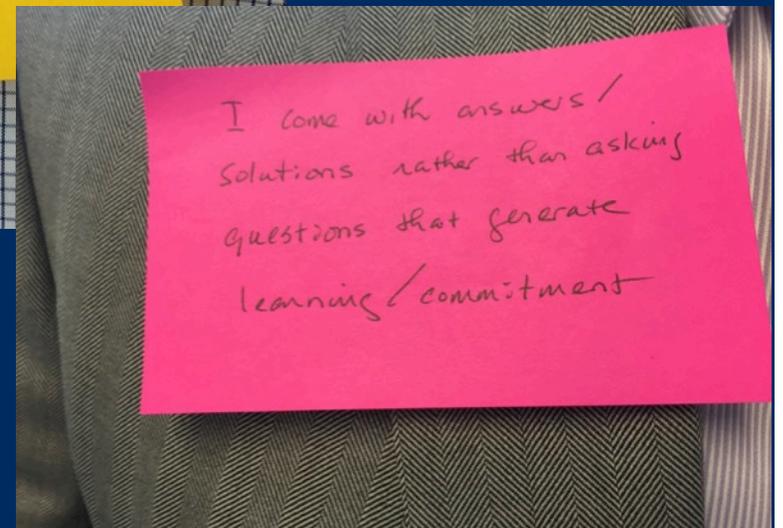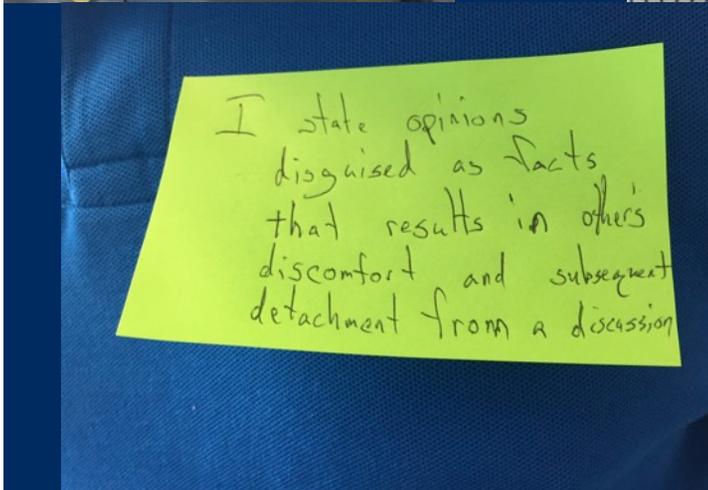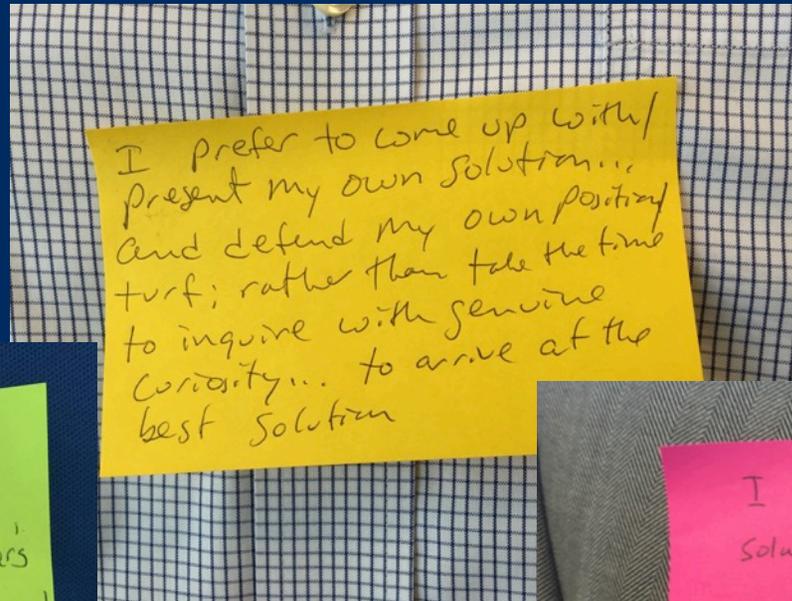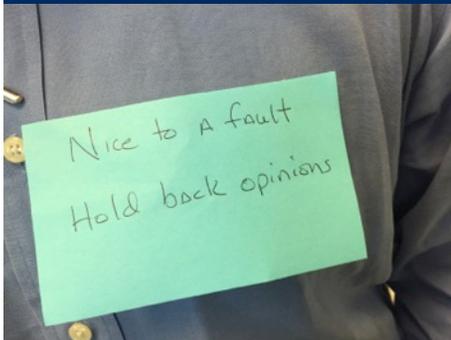
Example:
Act collaboratively

If I give up resources for the perceived greater good of this project, I will put my own objectives at risk and my performance will look bad. I'm committed to safeguarding my resources.

INNOVATION/CHANGE IS HARD?
RELATIVE TO: A CONSCIOUS PREFERENCE TO HANG ON TO OLD "SUCCESS" FORMULAS...

Nice to A fault
Hold back opinions

I prefer to come up with/ present my own solution... and defend my own position/ turf; rather than take the time to inquire with genuine curiosity... to arrive at the best solution

I state opinions disguised as facts that results in other's discomfort and subsequent detachment from a discussion

I come with answers/ solutions rather than asking questions that generate learning/commitment

WHEN L&D SUFFERS FROM "LEARNED HELPLESSNESS"

Transformation "watch-outs" in the face of corporate inertia:

- Failing to tackle the counterproductive dynamics of the dominant power system
  - ✓ Avoidance of leadership's "immunity responses"
  - ✓ Tolerance of leadership's misdiagnosis of inter-personal and cultural dysfunction as an operational-structural-procedural "problem to solve"
  - ✓ Leadership's scarcity mindset (e.g., time constraints)
    - Overly sensitive to what's reasonable, practical, convenient
    - Focusing on fixing behavior styles vs. the deep work of transformation (check-the-box productivity programs to justify success)
    - Treating development like an exercise event vs. lifestyle training

THREE UNDISCUSSABLES: CLOs VS. BUSINESS UNIT LEADERS

#1 *"Most L&D strategies, programs and corporate academies don't give us (business leaders), the training support or outcomes we need to help deliver on the increased complexity and pressure of our new, innovative, differentiating, transformational, winning business strategy. L&D doesn't get it."*

#2 *"Even if we had robust and generously funded transformation programs, the business leaders' outdated leadership assumptions around what it takes to literally BE (become) transformed…are not aligned with the realities of intensely-focused, deliberate practice which is what it takes to actually develop the desired new competencies and 'next level' culture attributes required to deliver on the strategy in market. I'm not sure the business leaders see themselves as needing to be transformed first; they want us to fix the others without exposing any shortcomings of their own."*

#3 *Or maybe neither group of leaders truly believes in the winning business strategy enough to give the transformation effort their BEST effort.*