

Contents

Acknowledgments	xi
The Authors	xv
Introduction	1

Part One: You, Your Team, and Transformation

1	Transformation: Can It Be Done?	11
2	Organizational Culture: Beliefs That Drive Behavior	33
3	Bigger Minds: Developing from the Inside Out	53
4	Engagement and Leader Logics	79
5	Personal Readiness and Leading Transformation	103
6	Headroom: Standing Up for Change	129
7	Engaging Your Senior Team	153

Part Two: Leadership Culture and Organizational Transformation

8	The Culture Development Cycle	181
9	Reaching into the Culture	211
10	Strategies, Culture, and Readiness: The Pattern in Six Case Studies	235
11	Feasibility Maps and Changeability	255

Appendix A: A Very Brief History of Developmental Theory and Leadership Research	287
Appendix B: Roots of the Headroom Concept and Related Methods and Tools	290
Appendix C: Helpful Sources of Studies on Intelligence and Brain Research	294
Glossary	296
References	299
Index	303
About the Center for Creative Leadership	317