Introduction

Cultural as Strategy

In most organizations, everyone is doing a second job no one is paying them for. Imagine recapturing this energy— for the good of the organization and its employees.

1 Meet the DDOs

If a particular kind of workplace were the best means of unleashing both human potential and organizational potential, what would such a workplace look and feel like?

2 What Do We Mean by Development?

Every business says it wants to grow its people, but almost no business has a hard theory or scientific foundation for supporting adult development.

3 A Conceptual Tour of the DDO

Edge, Home, and Groove

What are the critical features that set the DDO apart from business as usual?

4 In the Groove

Practices and Practicing to Create an Everyone Culture

“So what actually goes on in these places?”
Come see the other side of the moon.
5 But Is This Any Way to Run a Business? 163
The Strictly Business Value of Being a DDO

“Okay, I see what it can do for its people, but what is the ‘strictly business’ value of being a DDO?”

6 Uncovering Your Biggest Blind Spot 201
What You’d Be Working On in a DDO

Want to know about your own “growing edge”? Do this exercise!

7 Creating Home 233
Getting Started toward Becoming a DDO

Have a look at the way five different companies have begun their own journey in this direction.

Epilogue
A New Way of Being—at Work 283

In the internet age, how much longer will we settle for an IBM Selectric culture at work?

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