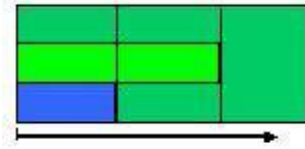


Otto Laske Interdevelopmental Institute (IDM)

An International Think Tank for Re-Engineering "Human Capital" and Stimulating Leadership Development

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A Change of Perspective

There is presently much talk about DDO, *deliberately developmental organizations*. This is a good start. The problem with what I have read is that it gets stuck in a focus on "competences" and "excellence", by which one thoroughly endorses the status quo.

But that is not the only blemish of present understandings of DDO. Almost 40 years ago,

Elliott Jaques, in *Human Capability* (1994), introduced a cognitive notion of work and showed the importance of cognitive maturity for delivering work on different "work levels". In a purely social-emotional approach (such as Kegan's and Lahey's) the broader view on the entirety of human consciousness engaged in work gets lost, as is the case in all "developmental" theories solely focusing on meaning making. Bhaskar would speak of the de-totalization of the understanding of human being. He would add that these kinds of theory represent a theory/practice inconsistency (protected by a TINA – "there is no alternative" -- formation) since work is unthinkable without higher and higher levels of complex thinking, such as dialectical thinking.

By contrast, DDO comes quite naturally to you when thinking in terms of CDF which comprises Kegan-Lahey's social-emotional, Basseches' and Jaques' cognitive, and Aderman's psychological perspective. In this framework, attention naturally shifts from stale "competences" and "excellence" notions to the unity of consciousness engaged in work as a medium of adult development. Any attempt to redesign work depends on this broader understanding of work that CDF is based on.

Below I add some clarifications to this.

Essential clarifications of BENEFITS OF CDF

CDF is an evidence-based developmental methodology that takes a holistic and systemic approach to how people deliver work in small, medium, and global organizations, regardless of the commercial domain they operate in, with close attention paid to the

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culture of discourse which defines an enterprise. CDF expands the *expertise model* of consultation to a *process consultation model* (E. Schein), deepening the latter by recourse to findings in research on adult development since 1975 (Basseches, Kegan, Laske). CDF proceeds from addressing universal human characteristics of work delivery in the Western as well as Asian world.

Concrete benefits of using CDF are:

1. CDF exemplifies a humanistic, adult-developmental – *la fine dell' uomo* – approach to issues of enterprise culture and work organization, aiming for a high degree of shared leadership.
2. CDF directly counters “irrealist” approaches to viewing the real world based on the predominance of formal logical thinking and its epistemic fallacies, by using assets of *dialectical critical realism* pragmatically (Bhaskar, 1993).
3. CDF is used by adult-developmentally schooled consultants who have absorbed the rigor of DTF, Laske’s *Dialectical Thinking Framework* (Laske 2008, 2015) and are schooled in discerning what adult-development stage of interpreting the world an individual is speaking from.
4. Since CDF practitioners are highly schooled interpreters of the underlying structure of what is said and what remains unsaid, they are able to focus on the thought structure of discourse defining individuals.
5. CDF users intervene in the behavior of human resources (individuals and teams) at the meta-level of the *internal workplace* where level of adult development shows up in a person’s or team members’ emotional and cognitive intelligence manifest in how work is delivered in real time, day to day.
6. CDF combines attention to the behavioral (psychometrically assessable) and the determining epistemological culture of individuals, teams, and network of teams.
7. CDF is a set of tools for mind-opening and aware-raising in semi-structured discourse modeled on “developmental interviews”; such discourse probes the present structure of individuals’ or team members’ thinking, both in their task-focused and personal process.
8. CDF directly aims to make aware and open minds by way of deep-thinking dialog between consultant and client that aims at understanding in structural terms what the client is bringing forward in terms of content, thus unaware of the structure of his/her thinking.

9. In its cognitive module, called DTF, CDF is focused on creating levels of highly complex thinking. It does so by instigating consultative *thought games* (Gedankenexperimente) played by individuals and teams, in order to transcend purely logical thinking toward ways of thinking based on the four moments of dialectic (Bhaskar 1993).
10. CDF is ideal for creating collaborative intelligence in teams composed of members acting from different and divergent levels of adult development (which is true of most teams).

Potential Applications of CDF, with a focus on applying evidence based research to realizing human potential:

1. Breaking down organizational complexity into *work levels* in order to re-define “size of role” (levels of accountability) relative to role bearer’s “size of person” (present developmental profile).
2. Unifying business and talent development based on clarifying and streamlining “size-of-person/size-of-role” relationships throughout the organization (Jaques; DeVisch; Laske).
3. *Counseling integrale* for executive and middle-level management teams, focused on systemic, “dialectical” thinking.
4. *Counseling integrale* for individuals based on adult-developmental tools, both “social-emotional” (Kegan) and “cognitive” (Laske).
5. *Discorso dialectico* for high-level strategy design and “breakthrough” teams, based on Bhaskar-Laske’s four moments of dialectic.
6. Re-shaping the culture of discourse of large organizations stifled by matrix cultures interfering with a company’s adaptability and “acting from the big picture”.
7. Shifting company conversations into dialogs on possibilities and clear commitments.
8. Transforming the thinking of executive teams and boards on a Whole Systems Scale (business beyond growth).
9. Re-thinking commercial activity in the anthropocene to strengthen consciously planetary rather than national policy making.

Important links for understand CDF practice:

- <http://interdevelopmentals.org/publications/books/>
- <http://www.integralpatterns.com/dialectical-thoughtforms.html>
- <http://www.connecttransform.be>
- <http://www.ilume.co.nz/>
- http://www.amazon.com/Dialectic-Freedom-Classical-Critical-Routledge/dp/0415454913/ref=sr_1_10?ie=UTF8&qid=1464704484&sr=8-10&keywords=roy+Bhaskar