



Inspired Success  
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Laura A. Davis & Associates, Inc.  
Laura@lauraadavis.com  
www.lauraadavis.com  
Work: (404) 327-6330  
Mobile: (678) 637-8977  
Blog: www.coachlad.wordpress.com

## Principles For Inspired Success Ezine

*"Tips, Tools, & Resources for People-Whispering"*

### Hey Brother, Can You Spare a Paradigm?

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**May/June 2011**

**People-Whispering Tip:** Hey Brother, Can You Spare a Paradigm?

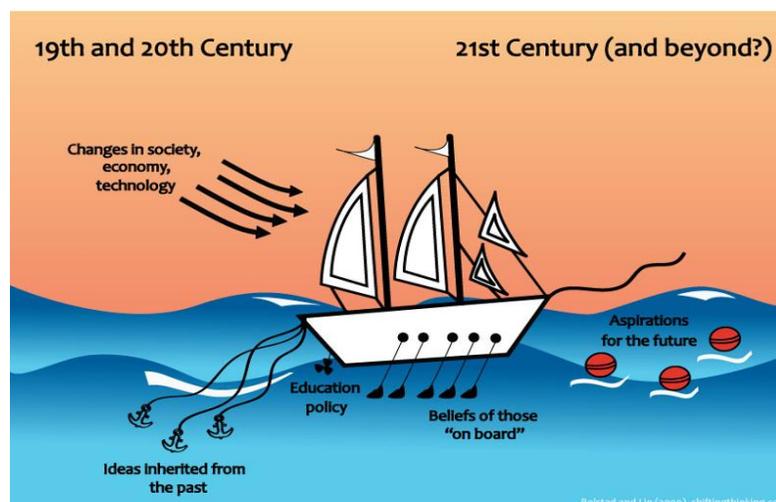
**DiSC Assessment Application:** More about the new book ***The 8 Dimensions of Leadership***, Virtual Showcase July 12, Complimentary DiSC Strategy Session

**Transformational Coaching Tip:**  
Identifying Your Prevailing Beliefs and Paradigms

#### People-Whispering Tip:

**"The real act of discovery consists not in finding new lands but in seeing with new eyes."  
Marcel Proust**

If you sense that a profound change is happening in the business world, you would be correct. You may have noticed that some of the old visions and strategies don't seem to work anymore. If you feel that you need to learn new ways to lead, to express and maintain values, be creative, and foster community - you are not alone. There is a new paradigm in business that is still emerging and business will be dramatically transformed in the coming decades.



The word paradigm was originally one of those obscure academic terms that has undergone many changes in meaning over the years. If you look up the Greek root, you will find that it comes from the word "paradeigma" which means a model or pattern. The term came into modern language in the early 1960's when Thomas Kuhn (1922-1996) wrote a ground-breaking book called *The Structure of Scientific Revolutions*.

Kuhn's work showed that science does not progress in an orderly fashion from a lesser to a greater truth, but rather remains fixed on a particular dogma or explanation - a paradigm - which is only overturned with great difficulty so that we can chart a new course towards our aspirations for the future in our ship metaphor above.

More generally, paradigms can be thought of as frameworks we hold in our belief systems which contain unwritten rules for appropriate behavior. In the business world, Joel Barker made the notion of paradigms famous in *Discovering the Future: the Business of Paradigms*. Barker has spent his career helping companies deal with change, and most importantly from a market standpoint, to recognize when shifts and changes occur so that they can remain relevant and competitive in the face of emerging trends.

Two of the classic examples of the perils of not shifting paradigms or mental models are the Swiss watch industry which rejected digital technology and lost most of its market share to Japanese watchmakers as a result. Likewise, the American auto industry lost much of its market share to the Japanese in the late 20<sup>th</sup> century because of a failure to read changes in the marketplace and consumer needs.

Barker outlined 6 main concepts about the business of paradigms which are as follows:

- Paradigms are common.
- Paradigms are useful.
- Don't let your paradigm become **the** paradigm.
- Outsiders create new paradigms.
- Shifting to new paradigms takes courage.
- You can choose to change your paradigms.

For our purposes as People-Whispering Leaders, I would like to focus on the last point that YOU can CHOOSE to change your paradigm. In order to do that, you have to first become aware of what your prevailing beliefs are. From an organizational standpoint, many of us were "raised" in traditional "command and control" environments where decisions had to be made by following the "chain of command" where the manager was the ultimate authority.

Clearly, that paradigm has shifted significantly with the advent of global, technological, and communication advances. Companies need to be flatter and more agile with collaborative conversations with both their internal and external customers in order to thrive in today's new world of work. Yet, most companies and individual leaders are still not exhibiting the leadership behaviors and mindsets to fully engage the talents, never mind the hearts and minds of their employees so that they are fully engaged.

Having coached and trained thousands of bright, capable leaders over the years, I know this is not because they don't have the knowledge or information to make changes. I also believe

many leaders are bought-in to this new way of operating in the business world. However, I'm not sure that the majority of leaders realize that real change or organizational transformation must be preceded by personal transformation. Learning new skills and gaining new knowledge or tools is not enough.

In addition, we also need to address our beliefs about ourselves, our company, our employees, and about the business world. **People can and do change all the time** but they must come up against their **comfort zones** and **limiting beliefs** in order to do so. It can be challenging because comfort zones or ceilings on individual or group performance can threaten our sense of safety not to mention identity. These zones can often be invisible to us except when we look at the results of our efforts both personally and professionally.

In fact, Joel Barker and Kuhn before him said that paradigms act as physiological filters such that we see the world quite literally through our paradigms. In other words, **what may be perfectly obvious to people with one paradigm may be quite literally invisible to people with a different paradigm. This is called the "Paradigm Effect."**

Think about it. Have you ever had a friend that everyone knows something about that that friend is not aware of about themselves? Have you ever been caught off guard by a revealing comment that someone makes to you that cuts to the core of your character and behavior and yet is an "aha" moment for you?

The existence of the "Paradigm Effect" is just one of the reasons why it makes sense to get feedback from others, to dialogue collaboratively, and to promote diversity of thought and opinion. Is it easy? No. Is it worth it? Yes. Be sure to scroll down to the Transformational Coaching Tip to see **what you personally can do to examine your paradigms so that you are learning and growing towards your greatest potential.**

For support and guidance on your leadership journey, please let us know how we can support you with training, coaching, and assessment tools and support materials.

Feel free to email me at [Laura@lauraadavis.com](mailto:Laura@lauraadavis.com) or call 404-327-6330. Please visit our website to read back issues on The People Whispering Blog at [www.lauraadavis.com](http://www.lauraadavis.com).

## **DiSC® Assessment Application (s):**

### **1) *The 8 Dimensions of Leadership***

It is not your grandfather's DiSC anymore! If you are one of those people who have dismissed DiSC because it seemed too simple, is just another personality assessment, or you have "been there and done that" then I urge you to take another, fresh look.

DiSC has been updated and is explained in layman's terms in the new book by three of Inscape Publishing's leaders. The book ***The 8 Dimensions of Leadership: DiSC Strategies for Becoming a Better Leader***, by Jeffrey Sugarman, Mark Scullard, and Emma Wilhelm, 2011, Berrett-Koehler, has tied Marston's timeless DiSC model to the current interpersonal competencies considered vital to today's leaders by the most respected organizations in the world.

As my gift to my loyal clients and interested readers, I am sending a complimentary assessment so that you can learn more about your Leadership Style. You will take a very short assessment and receive a one-page printout explaining your primary leadership style and the "leadership lessons" most relevant for you personally.

For those of us overwhelmed with information, this profile will "cut to the chase" directing you to where you need to focus to chart your course to an effective leadership journey.

Simply email me at [Laura@lauraadavis.com](mailto:Laura@lauraadavis.com) and I will send you the link.

## **2) Virtual Showcase: 363 for Leaders, July 12, 2011, 4 PM to 5:30 PM Eastern**

This virtual showcase gives you first-hand experience with the new **Everything DiSC 363 for Leaders Profile**. From the comfort of your office, you can participate in a webinar featuring Inscape's newest product, the **Everything DiSC 363 for Leaders**. This isn't just any 360. It combines the best of 360's with the simplicity and power of DiSC, plus 3 strategies for improving leadership effectiveness. Check it out at [www.363forLeaders.com](http://www.363forLeaders.com).

You will see the benefits of the 363 for Leaders assessment during the 90 minute webinar hosted by Inscape Publishing's training experts. You'll learn how this unique product provides leaders with 360 feedback, a clear map of their strengths, and specific strategies for greater effectiveness that are ideal for coaching conversations.

One of the biggest benefits of having you and your team take any of these profiles is the ability to run Comparison Reports on any two individuals for free. This is excellent information for coaching for performance or for conflict resolution, etc.

If you or your internal training staff are interested in learning more, join me for the upcoming webinar led by the experts at Inscape Publishing.

**SPACE IS VERY LIMITED SO CALL OR EMAIL ME ASAP IF YOU ARE INTERESTED IN ATTENDING.**

**TO REQUEST A SAMPLE REPORT AND/OR PARTICIPATE IN THIS FREE OFFER**, send your name, company name, approximate number of supervisors/managers, your title, phone number, city/state to [Laura@lauraadavis.com](mailto:Laura@lauraadavis.com). The relevant information will be sent to you electronically.

## **INTERESTED IN A TEST RUN CONVERSATION WITH ME PERSONALLY?**

Schedule a DiSC Strategy Session with me. During this 45 minute complimentary discussion, we'll discuss your business objectives and challenges, talk about your organization's leadership capabilities, and see what assessment and coaching/training tools would best benefit you and your team/organization's needs. You are under no obligation to make a purchase and there is no pressure, just a process of education about your options.

Call us at 404-327-6330 and/or email me to have a conversation about how these tools can help your organization start on the path towards more effective talent development today!

## **Transformational Coaching Tip:**

As stated earlier, during turbulent times, it is important to revisit what works and what doesn't personally and professionally. **Where might you not be open to change, growth, and personal transformation? What are your developmental opportunities and what can you do about them?**

The first step would be to take an inventory of your present paradigms and belief systems in order to fully examine how they may limit you and your relationships on a team, in an organization, and/or in your family life. Even if you are clear and conscious about them, it can be tempting to stay within the comfort of those boundaries out of a sense of safety and familiarity.

In my experience, however, many leaders are not aware of their boundaries due to the aforementioned "Paradigm Effect." Here is what you can do about it.

- **What do you believe about managing people and what you need to do to motivate others?** The new 8 Dimensions model and the book can help you to identify what might be invisible to you that is apparent to everyone else.
- **What is your view of the company and what it takes to be successful in it?**
- **What is your view of diverse cultures within your organization and within the world in general?**
- **Are your values and in alignment with those of your organization or not?** This can be a barometer of your level of commitment and is highly correlated with your level of engagement and job satisfaction.

Once you create these lists, look for the rules that focus your attention and determine how you measure others. The Personalized Style Index in [Everything DiSC Workplace](#) as well as the Classical Patterns in [DiSC Classic 2.0](#) can provide you with additional helpful insight.

Another exercise you can do is to ask yourself under what circumstances would you be willing to change your paradigms? For example, you may believe honesty is the best policy but would you be willing to tell a white lie to avoid hurting someone's feelings? Under what conditions and for what underlying motives?

As always, self-awareness is the precursor to inspired success. Begin by determining your beliefs and then strengthen the ones that serve you while considering being open to new ways of knowing and being about the ones that don't serve you.

Call us at 404-327-6330 and/or email me to have a conversation about how these tools can help your organization start on the path towards more effective talent development today! For assistance for your team and organization, please feel free to call us at 404-327-6330 and/or email me at [Laura@lauraadavis.com](mailto:Laura@lauraadavis.com).

To your inspired success!