

**Deborah Helsing, EdD**

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The Deliberately Developmental Organization: A Coaching Culture

In most organizations nearly everyone is doing a second job no one is paying them for - namely, covering their weaknesses, trying to look their best, and managing other people's impressions of them. There may be no greater waste of an organization's resources. The ultimate cost: neither the organization nor its people are able to realize their full potential. Deliberately Developmental Organizations (DDOs), by contrast, are organized around the simple but radical conviction that organizations will best prosper when they are more deeply aligned with people's strongest motive, which is to grow. In this talk, Deborah Helsing, co-author of *An Everyone Culture: Becoming a Deliberately Developmental Organization* describes the underpinning design principles and concrete practices of three leading companies that focus relentlessly on the simultaneous improvement of the organization and the growth of all of its people - from their disciplined approach to giving feedback, to how they use meetings, to the distinctive way that managers and leaders define their roles.

Bio

Deborah Helsing has coached individuals from many walks of life and consulted with organizations across several sectors to use the Immunity-to-Change approach to reach their most-cherished improvement goals. More recently, her role at Minds at Work has focused on developing coaches' and consultants' abilities to integrate the ITC method into their own practices. Deborah Helsing holds a faculty position at *Harvard University's Graduate School of Education*, teaching courses in Adult Development, Immunity to Change, and co-teaching a course in personal mastery for leaders. She provides executive coaching to high potential educational leaders as part of the Doctor of Educational Leadership program. In her former role as Senior Program Associate at Harvard's Change Leadership Group, Deb worked with her colleagues to better understand school transformation and to design high-quality professional development programs for educational leaders.

Literature

Deborah Helsing has co-authored several articles and books, including: *An Everyone Culture: Becoming a Deliberately Developmental Organization* (2016, with Robert Kegan, Lisa Lahey, Andy Fleming, and Matt Miller); *Right Weight, Right Mind: The ITC Approach to Permanent Weight Loss* (2014, with Robert Kegan and Lisa Lahey); *The Immunity to Change Coach's Guide* (2011, with Lisa Lahey and Robert Kegan) and «Unlocking Leadership Potential: Overcoming Immunities to Change» (2010, with Lisa Lahey) in *Extraordinary Leadership: Addressing the Gaps in Senior Executive Development*.