



EVOLUTIONARIES

TRANSFORMATIONAL LEADERSHIP:
The Missing Link in Your Organizational Chart

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CHAPTER 1: EVOLUTIONARIES

It is extremely difficult to manifest and sustain strategic clarity in a world where thousands of tasks bog down the days and the rules seem to change the moment we gain momentum. The sad truth is that most organizations are simply trying to reduce the frustration of a beleaguered staff who see winning as surviving, biding time until some external force defines their options and direction for good or ill.

Often it is in times such as these that organizational leaders call us. They know things need to change, and they know they need help, but what they often don't know is what kind of help they are looking for. So, they ask us to come in and "do some training" or "facilitate some planning sessions." But what they are really looking for is a kind of positive organizational transformation. More training is not the solution. And they know it isn't the solution, but there isn't another way to talk about transformative change. We lack a common language to define this sort of transformational organizational need. In this book, we will provide a new way to talk about organizational transformation and through these conversations we believe you can achieve the evolution you are seeking for your team, company, or community.

We offer the term ***Evolutionaries*** to describe the kind of people that lead organizations through transformative change. We believe these leaders **MUST** be present within the organization itself – they cannot be outside consultants, advisors or coaches. (Of course, as we are actually consultants ourselves, we still believe that outside facilitators provide a crucial role in organizational transformation – just not as *Evolutionaries*.)

An **Evolutionary** is:

- **A Planner:** Evolutionaries need a cause and a good, flexible plan – they need to be attached to a strategic outcome that they are invested in and believe in.

- **A Leader:** Evolutionaries must know the business at hand and possess the kind of "street credibility" with your organization's people that garners trust, respect and followers.
- **A Communicator:** Evolutionaries are experts at delivering clear and inspiring messages. They can adapt to the language culture of those they lead, and they are willing to learn new "languages" as necessary to facilitate positive transformation for an organization.
- **A Teammate:** Evolutionaries aren't just great leaders, they are great teammates and great followers. In fact, if you don't have a strong desire to be a part of a team, or follow great leadership when you see it, you are probably not an Evolutionary.
- **An Innovator:** Evolutionaries are skilled in the business of predicting the future. They know how to identify trends, seek out thought leadership, and be awake and aware of new opportunities; they are open to change, comfortable with ambiguity and highly adaptable.
- **A Guide:** Evolutionaries are masters in the art and science of Guidance. They are confident in the "trail"; they know how to facilitate, inspire, foster trust, stay the course and bring people successfully toward a desired end state.

You need Evolutionaries to help you lead your organization in times of transition. They are the secret weapons of organizations that transform quickly, that are able to adapt and innovate, and rise to any challenge, no matter how unexpected. But make no mistake – Evolutionaries are not superheroes; they are not invincible. Nor are they the only type of leader your organization needs. Evolutionaries are not the best people to lead in times of stability and maintenance. Evolutionaries have weaknesses: patience, consistency, and long-term commitment to name a few. But if it is time for a change in your organization, a transformation, or just a new idea, then you are in need of a good Evolutionary.

Evolutionaries are often given titles like "Turnaround Specialist," "Chief Strategy Officer," "Inventor," or even "Visionary." But Evolutionaries are more than just specialists in change – they are committed to a

certain type of change. We believe that Evolutionaries are at heart somewhat idealistic. They have made a commitment to making the future a better place through the change or transformation that they lead. They seek to master the change experience so that they can better guide others toward a higher, altruistic and motivational goal. This sensibility transfers into how Evolutionaries approach their own careers, and how they think about organizational strategy, planning and execution.

We also want to be clear about what Evolutionaries are not. They are not just experts, or smart people, or charismatic leaders. They possess the skills and competencies required to lead transformational change, from the idea to building the right team, to participating in that team to achieve results. Not everyone should want to be an Evolutionary, any more than everyone should want to be a star surgeon. In fact, we might not want an Evolutionary surgeon to operate on us!

Over the last 15 years in our work as consultants in the areas of strategy, change management and organizational development, we have had the opportunity to meet a few memorable Evolutionaries. This book is really about telling their stories. In the following chapters you will meet some of the best modern Evolutionary leaders we know and you will have the opportunity to learn from their wisdom, experience and advice. For each key area of the Evolutionary personality, our experts will chime in, and we offer our analysis from over a decade of experience working with these remarkable people to change the world!

EVOLUTIONARIES



Captain Steve Ahlberg: Captain Ahlberg entered active duty upon receiving a commission in 1972 and in June 1976 was assigned to SEAL Team ONE. Captain Ahlberg's personal decorations include the Legion of Merit (2), Bronze Star, Meritorious Service Medal (2), Navy Commendation Medal (2), as well as numerous other awards and decorations. In addition to his leadership of Navy SEALs teams on three continents during his career, Captain Ahlberg also earned an MBA and a Master of Science Degree in Strategic Intelligence.



Chandra Brown: Ms. Brown has worked for Oregon Iron Works, Inc. (OIW) for over 15 years and has held a variety of positions during her tenure with the company. She is currently President of a newly created subsidiary of OIW called United Streetcar, dedicated to offering American-built streetcars throughout the United States. In 2005, she was selected as one of *Oregon Business Magazine's* Top 50 Business Leaders in the State. She also serves on many non-profit boards. Ms. Brown has an MBA with an emphasis in international business and marketing from Miami University.



Todd Davidson: Todd Davidson is the CEO of the Oregon Tourism Commission. During his tenure with Travel Oregon, tourism in Oregon has become a \$7.7 billion industry in Oregon, employing nearly 88,000 Oregonians. Davidson is a member of numerous boards and commissions including the Travel Industry Association of America, the National Council of State Tourism Directors (NCSTD) and the Western States Tourism Policy Council (WSTPC). He is currently a member of TIA's Executive Committee and was recently elected Chair of the National Council of State Tourism Directors. In August 2006 he was named the State Tourism Director of the Year by the Travel Industry Association (TIA), a non-profit organization representing the U.S. travel industry. Todd received the 1992 Governor's Tourism award from Governor Barbara Roberts for his leadership in Oregon's tourism industry.



Mike Foley: Michael Foley, PhD, is the executive director of the Bluetooth Special Interest Group (SIG). Dr. Foley joined the Bluetooth SIG in mid 2004, with just under one million *Bluetooth*-enabled products shipping per week and around 2,500 member companies. Today, under Dr. Foley's direction, *Bluetooth*-enabled products are shipping at a rate of five million per *day* and membership has swelled to

over 15,000 companies. Dr. Foley has pushed through an ambitious roadmap, demanding substantial improvements in interoperability, security, and power consumption. Most recently, Dr. Foley has led the adoption of *Bluetooth* v4.0 – a new version of the Bluetooth specification that will allow for billions of button cell battery powered devices to connect via *Bluetooth* wireless technology. Dr. Foley has been recognized by numerous industry publications for his leadership role at the Bluetooth SIG, including *WirelessWeek*, *EE Times* and *RCR Wireless* and is often called on to speak at key industry events, such as CES, Wireless and Mobile Expo and CTIA. Dr. Foley holds a PhD in Electrical Engineering from Arizona State University.



Geoff Gilmore: Geoff Gilmore, PhD, is the CEO & President of Climax Portable Machine Tools. Dr. Gilmore works with leadership teams to facilitate new learning and its rapid application in order to create record-breaking year-after-year improvements. His goal is to help companies and people set extraordinary visions tied to their passion so that all employees are engaging their hearts and minds to deliver extraordinary year-after-year breakthrough results. He also works as a corporate champion in building new community systems that dramatically improve the lives of people around the world. Geoff holds B.S. degrees in Chemical Engineering and Metallurgical Engineering from the University of Idaho and a Masters in Business Administration from the University of Portland. He earned his Doctoral degree in Quality and Productivity Management from Portland State University, where he studied while being

advised by Dr. W. Edwards Deming. Geoff is also a Registered Professional Engineer and a past American Society for Quality (A.S.Q.) Certified Quality Engineer.



Cindy Tortorici: Cindy Tortorici is the CEO and founder of The Link for Women based in Portland, Oregon. Before founding The Link, LLC, she spent 25 years as a business strategist and executive for Nike Inc, Saks Fifth Avenue and May Company. She is the creator of *A Seat at the Table*, a program that coaches women leaders to engage with courage by using their core strengths. Cindy's most recent civic contributions include serving as a trustee of Girls Inc. of NW Oregon from 2004 to 2008. She is a member of the World Affairs Council of Oregon and was named "One of the 100 Most Powerful Women in Town" by the *NW Women's Journal* in 2007. Cindy received a BS from the University of Wisconsin, Madison, and studied business strategy at Stanford University and through the Wharton School of Business. Cindy is a published author and speaker.

Scott West: Scott West is currently Chief Strategy Officer at Travel Oregon, the office of the Oregon Tourism Commission. After he earned a finance degree from the University of Oregon, Scott's career followed a path rooted in the tourism and hospitality industry. His executive management experience at Oregon's largest myrtlewood factory and gift shop operation, and at a Native American-owned cultural tourism-based company in Alaska, led Scott into public affairs at the Oregon Lodging Association, where he rose to president and CEO. Instrumental in achieving passage of the landmark Oregon Tourism

Investment Proposal, Scott’s efforts with both legislators and industry members gained a reliable revenue stream for Travel Oregon, the state’s official destination marketing agency.

Special Note:

The chapters in this book are independent. While we think they all offer unique lessons, we don't expect you to read them in order. We encourage you to read those most relevant to your needs first, and then explore the others. To help you identify which chapters might benefit you the most, we offer the following assessments designed to diagnose your Evolutionary needs and potential.

QUIZ 1: DO YOU NEED AN EVOLUTIONARY?

Check the boxes YES or NO

QUESTION	YES	NO
1. Do you struggle to see a clear path for growth in your business over the next 5–10 years?		
2. Are you struggling with silos in your organization?		
3. Do you feel there should be more cross-functional collaboration in your organization?		
4. Do you feel like there is too much waste in your organization (funds, resources, time)?		
5. Do people in your organization lack focus or find it hard to define a common vision?		
6. Do you feel like you are reacting to changes in technology instead of being proactive?		
7. Do you wonder what you should be thinking about for future planning?		
8. Are there areas of expertise that you need in your organization, but struggle to synthesize all of the necessary information?		
9. Is it a chore to go to work each day? Do you feel like you are losing steam in your work?		
10. Do you struggle with finding enough professional challenge in your work? Are you bored?		

If you answered "yes" to five or more of the questions above, it is likely that your organization would benefit from a stronger internal Evolutionary presence. In the chapters that follow, we describe how different types of Evolutionaries can serve an organization in times that require significant transformational change. Read on to find out which sort of Evolutionaries your organization needs, how to identify and recruit them, and how to optimize their potential to meet your strategic goals.

QUIZ 2: ARE YOU AN EVOLUTIONARY?

For the following statements, assign a numerical value (1–5) based on your level of agreement with the statement. Use the scoring structure provided below.

5 – STRONGLY AGREE 4 – AGREE 3 – NEUTRAL 2 – DISAGREE 1 – STRONGLY DISAGREE

CHANGE

QUESTION	SCORE
1. Change is a necessity for organizational growth.	
2. I often feel like the pace of change in my organization is way too slow.	
3. I often feel like the pace of change in my organization is way too fast.	
4. Everything can be improved.	
5. I like the idea of working on entirely new systems, projects and ideas – things that are unproven.	
6. I can't help myself from solving problems – even if they are not directly related to my world.	
7. I frequently work without regard to the clock or "normal" workday rhythms.	

Score: _____/35

PLANNING

QUESTION	SCORE
8. I have a reasonably clear sense of what I intend to accomplish in my professional work over the next five years.	
9. I approach work from a project perspective; planning,	

executing, completing, and evaluating all along the way.	
10. I believe planning is critical for success.	
11. I think it is reasonable to make 20-year strategic plans.	
12. I believe too much time is spent on planning.	
13. With so much uncertainty in the world, long-term planning is basically worthless.	
14. Once I know the strategic outcome, I am easily able to generate plans to meet the goal.	
15. When I have a good plan, I am more invested in the mission ahead.	
16. I don't mind focusing on details, if they lead to a better plan.	

Score: _____/45

LEADERSHIP

QUESTION	SCORE
17. I feel comfortable in leadership positions.	
18. I seek opportunities to lead projects.	
19. When a new project opportunity arises, I volunteer to lead the project.	
20. Leadership begins with a vision of what is necessary to achieve specific goals.	
21. Leadership is a natural trait; some people have it and some don't.	
22. I am very clear about what is important and what is less important in my day-to-day work.	
23. I know my industry; I have deep experience.	
24. I know my industry; I have formal training and/or credentials.	
25. My peers often seek me out for business/professional advice.	
26. I motivate the people I work with to obtain organizational goals.	

SCORE: _____/50

COMMUNICATION

QUESTION	SCORE
27. I like to give speeches and presentations.	
28. I like to lead meetings.	

29. People tell me I am a good writer.	
30. I read more than one book at a time.	
31. I am a student of the world – ready and able to learn from other traditions and cultures.	
32. I can tell a good story.	
33. I can coach other people to improve their communication skills.	
34. People often come to me for advice on communication issues.	
35. I enjoy learning new business "languages" and can adapt quickly to new business environments.	
36. I am able to speak "across the organization" and make connections between departments.	
37. I proofread my work carefully.	
38. I believe in the value of practice, rehearsal, and preparation.	

Score: ____/60

TEAMWORK

QUESTION	SCORE
39. I value working with others in a team environment.	
40. Team bonds go beyond the work at hand; teams should be special.	
41. Real teams can accomplish more than simple groups of people.	
42. I enjoy competition...and I am competitive.	
43. Team concepts are overused in the modern corporate environment – they can bog things down.	
44. Being on a team means checking your ego and being a good follower as well as a good leader.	

Score: ____/30

INNOVATION

QUESTION	SCORE
45. I read about all kinds of things that are not directly related to my job.	
46. I am a natural networker; when I meet people I almost always make connections.	
47. I read more than five professional magazines or journals every month.	
48. I spend hours each week working to identify future trends that will affect my organization.	
49. I intentionally network with people outside my professional circle to better understand best practices from other	

industries and other points of view.	
50. I am proud of my accomplishments so far, but I know have much more I can do.	

Score: ____/30

GUIDANCE

QUESTION	SCORE
51. I like to help people learn.	
52. People say I am a good coach/mentor.	
53. The people I have taught or coached are often promoted and/or recognized for their work.	
54. I am able to explain complicated ideas in relatively simple and clear language.	
55. I believe that teaching is one of the most important forms of influence.	
56. I am a talented facilitator.	
57. I am able to listen carefully and facilitate group decision-making.	
58. I am comfortable working with large groups of professionals representing a diversity of professional points of view.	

Score: ____/40

MORAL CODE

QUESTION	SCORE
59. I adhere to a clear set of moral and ethical standards.	
60. I believe I have a responsibility to make the world a better place.	
61. I am happy to work on efforts that may not come to fruition for several generations.	
62. I spend active time supporting efforts to help the next generation learn, grow, and be healthy.	
63. I believe there are fundamental values that are universal.	
64. I don't think about "retiring"; at some level I always see myself contributing.	
65. I am driven by inspiration more than a paycheck.	
66. Business is not just about profit and loss; it is also the place to work on issues like social justice.	
67. I actively remove myself from people or situations that don't support my core values.	

Score: ____/45

Change Total: ____/35

Planning Total: ____/45

Leadership Total: ____/50

Communication Total: ____/60

Teamwork Total: ____/30

Innovation Total: ____/30

Guidance Total: ____/40

Moral Code Total: ____/45

Evolutionary Degrees Total (Grand Total): ____/335

It may be that you are one of the Evolutionaries that can help to lead your organization forward. Or, it may be that you are interested in increasing your skills by developing your Evolutionary potential. The good news is that Evolutionaries are rarely, if ever, born. These skills can be learned, and are honed over time through conscious attention and application. The quiz you just took will tell you where you fall on what we call the "Evolutionary Development Scale." It will also tell you which areas you are strong and which areas you are weak in your Evolutionary skill set (for example, you may be very strong in Evolutionary Communication skills, but need work in Evolutionary Planning skills). Once you have calculated your score, read the descriptions below to learn where you fall on the Evolutionary Development Scale, and areas you can focus on for improvement.

Evolutionary Degrees:

- Beginner (scores from 65 to 200)
- Apprentice (scores from 201 to 270)

- Guided (scores from 271 to 325)
- Master (scores from 325 to 335)

It takes time to become an Evolutionary. There are degrees of development. Your quiz score shows you what degree you have already achieved, and now we encourage you to read on for coaching tips you can use as you continue on your Evolutionary path to the next degree of development.

DEGREES OF AN EVOLUTIONARY

Beginner: Because most people are not aware that the Evolutionary path exists, to be a beginner as an Evolutionary is to be a part of a rare group of people. To acknowledge the Evolutionary as a "way to be" is an enormous step all on its own. You see the potential of growth and development in the actions that you take every day. It's not a new course you have to take or seminar you need to attend (though these things can help inform your observations), it is part of your daily life – which is rich with potential for learning and excelling. You are awake to the potential of 24/7 learning and you do not feel daunted by it. You look forward to the changes ahead in your life (especially the challenges), and are eager to learn from them.

Coaching tips:

- Learn how to learn from fiction and popular entertainment. If you watch a movie, think about it from the possibility of transformational change. How might it be used as a conversation starter for your next pitch or conflict at work? Or, consider cutting out a cartoon that made

you laugh because it was about the failure to learn or the difficulties of change and post it in your office as a reminder.

- Talk to people and listen to people who have gone through significant change. Ask them what was most helpful? What was least helpful? What was surprising? What would they change about the experience? Begin to see yourself as an anthropologist of the change experience in all sorts of different situations.
- Develop a huge appetite for inquiry. Triple the number of questions you are asking on a regular basis. Learn from the everyday.

Apprentice: To be an apprentice is to formalize your learning through seeking out mentorship and intentionally beginning the quest to develop your Evolutionary skill set. You are identifying and forming formal and informal relationships with teachers of all kinds, both within and outside of your industry. You are reaching beyond your current job duties and seeking knowledge in different areas and how to apply that knowledge in different contexts. You are engaging in a course for "learning how you learn," working to achieve not just depth of experience, but breadth of experience. This can look like volunteering on a project led by someone you admire, learning to play a musical instrument, taking a martial arts class, or even doing community work. The point is that you are taking on these new learning endeavors as an effort to better observe your own development style – what makes you better, and how it works to do so. Knowing this about yourself is a powerful driver in your continued development over the course of your lifetime.

And the same breadth of exposure you apply to seeking out these more formal learning experiences should also apply to the books that you read, your media exposure, the places you travel and the events you attend. Increasing the diversity of people, places, academic literature, media, etc., to which you are exposed allows you not only to discover how you learn, but how you fail, how you persevere, and when

necessary, how you redirect your efforts. The more you practice these skills, the more "change-ready," adaptable, confident and self-aware you become. You are increasing your ability to adapt to any situation and any experience and you are learning how to take the change experience in stride, even to anticipate it and look forward to the change.

You also realize that you want to make the world a better place and have thoroughly internalized the importance this mission will have in everything you choose to do from this point forward in your life. You have made a commitment to learning and action that is positive and future-oriented. You are making choices now with a strong *intent*.

Coaching tips:

- Broaden your experience and seek learning opportunities using a three-pronged approach (interpersonal, technical, and experiential). Don't just focus on your technical skills or specific job experience. Look for areas that expand your relationship-building opportunities and self-awareness. Seek out new experiences that challenge you to learn and to fail – that stretch you beyond what is comfortable. It is only in situations of the "unexpected" that we can truly adapt, and Evolutionaries know they must "surprise" themselves in order to develop.
- Test your assumptions about your ability to influence others. For example, consciously take the time to dress more nicely when you go to work or to a social event and carefully observe what sort of reaction you get. How is it different? Or, take time to prepare with more detail for a work presentation and see what kind of feedback you get. Make observations about intentional small changes you make to see if they increase or decrease your ability to influence stakeholders and achieve your goals. Make note of what you learn about your ability to foster change – no matter how small it may seem.

- Set up mini-goals for increasing your breadth of knowledge and experience. Visit a museum you have never been to in your community. Take a pottery class or learn how to dance. Finally read that *War and Peace* novel you have had on your shelf. Listen to the four-hour version of the opera your friend told you about. Take a digital media course or vow to listen to NPR at least 30 minutes each day. You get the idea...

Guided: You are Guided when many of the people who meet you, unprovoked, begin to turn to you, count on you, and assign to you the privileges of thought leadership that come with being an Evolutionary. You are able to legitimately claim the face of a person who is positively future-focused and able to yield results where others would have struggled or failed. You have a history, a track record, of time in your life that demonstrates you have "been there, done that, and succeeded against the odds." You have a legacy of experience, good and bad, that you have the ability to draw on both for professional credibility and for problem solving strategy and technique. **Note: This does not mean that you have gray hair!** Some of the Guided Evolutionaries we know are quite young. This does not mean that they are smarter than those of us that developed later in life, but it does mean they probably had a head start. Some people began their Evolutionary development as children. Perhaps they were raised in a way that offered highly diverse exposure opportunities and lots of change. Maybe you know a young Evolutionary that was lucky enough to experience several different cultures, classes, countries, languages, and educational programs in their youth. Maybe you worked in a field hospital in Darfur for two years in your early twenties. The point is, many people have taken the accelerated course in "change-readiness" through their unique early life experience.

Whether early in life, or later, the key to becoming an Evolutionary is that you have taken higher risks than most, you have failed more often or more deeply than most, and you know how to overcome failure. You have also achieved formal levels of certification in your field and recognition within the

various disciplines that you are pursuing or have pursued in the past. You have racked up achievements in life in general, doing things that most other people have not attempted unless they are exceptionally driven. Finally, you have come to the realization that to really do important things in the world you cannot do it alone. You have come to respect the power of the collectivity and know how to harness that power to achieve future-ready goals. And you are compensated, promoted, and professionally rewarded for this special talent.

Coaching tips:

- Learn how to set expectations with other people so that you are not being unfair to them. It is classic for a Guided Evolutionary to identify a talent in another person and call it out. It is also likely that talented people will present themselves to you because they recognize your Evolutionary quality. But it is perhaps a downfall of the Evolutionary that he or she tends to see the ultimate potential – the peak possibility – in each person that comes along and not tend to the situational realities, personal limitations, and series of events that may impede the realization of that potential. So, it is important that you don't set false expectations for when and how the Evolutionary work, ideas, innovations and transformation you propose in the team, organization or the world at large will really be done. You need to identify and enlist talented people to assist in your efforts, but be careful not to promise them more than you can deliver. (Evolutionaries have been accused of talking "pie in the sky" more than a time or two!)
- Form unlikely, but successful professional partnerships, even if you are not directly involved with them. Introduce great leaders you know to other top performers. Create synergies between volunteer efforts in your community that you know overlap or share goals. Connect vendors with other companies that might benefit from a partnership. Demonstrate your

ability to build connections and bring people and entities together in ways that could never be done without your assistance, even when you and your company are not the beneficiary of the partnerships.

- Seek out long-standing problems that need to be addressed and apply your talent to trying to solve those problems that others find too challenging. Choose these problems carefully – make sure they align with your commitment to building a positive future.
- As an Apprentice Evolutionary your job was to broaden your knowledge and experience. Now, as a Guided Evolutionary you must begin to narrow your focus. Choose some challenges and problems where you can make a difference in your organization, community and world, and muster the vast resources you have accumulated in your life to tackle the monster issues that you most care about. Figure out the value-driven mission or missions that you will spend the next 10 years of your life working on.
- Be engaged in teaching others. You should spend much more time in "teaching" mode than in "doing" mode on a daily basis. Embrace your role as mentor, coach, and guide to others.

Master: The big shift toward mastery is that you are no longer doing just one job. You have risen above any job description or position and what you do is now *your life*. There is no differentiation between who you are and the many things that you do. This is not the same thing as being a "workaholic," though it can look similar to outsiders. What it means is that you are always operating in the *Evolutionary state of being*. They say the Dalai Lama is always in a state of meditation, he just chooses to adjust or intensify his state over the course of the day to address the present (what is in front of him at the time). Similarly, you also may hold a job title, but as far as you are concerned, you are on a much bigger journey in your work and your life and beyond than what can be detailed in a standard job description. You are focused on impacting things that go well beyond your company and even beyond your own life span. You are thinking about how to make a positive difference that will be relevant and

endure for generations. Almost all your time is now devoted to the teaching and guidance of others in all areas of your work and life. But you are also in a perpetual mode of listening and learning. Everything in life is a teaching and learning moment; all experience is adding to the vast and complex tapestry. You no longer have the experience of fear and intimidation around change. You are comfortable and ready for even the most unexpected of circumstances because you live perpetually in an Evolutionary state of being and trust your responses to that change. You are able to accurately judge the ability of an individual or a team to perform at full capacity. (Note: we are rarely able to do any of this well, let alone maintain this level of achievement consistently, which is why it is often identified as "magic" when people see it in action.)

Coaching tips:

- Be careful of your own ego. Repeat over and over the mantra, "It's not about me." You are *facilitating* the development of others, you are not developing them. You are facilitating transformational change in the world, but you are not a "change-maker." Be the master of your ego.
- Be very discerning about the projects that you take on. As a master Evolutionary, you will be offered a flood of opportunities because of your strong problem-solving talent. Just like anyone else, you have a fixed amount of time and resources, and even at maximum capacity you are limited. Just because you *can* do something doesn't mean you *should* do it. Be careful where you choose to devote your time.
- Be constantly reinforcing your own humility. People are going to give you a lot of positive feedback and accolades. But if you start to really need that recognition, it is a problem. Take on learning something totally new each year so you remember what it is like to be "dumb,"

to fail or to just be inept at something. Let those that admire you watch you learn something new – it is humbling for you, and inspirational for them.

- Realize that what you say and do ripples out beyond your sphere of perception; many people will repeat your words, share your wisdom and relay your ideas to others they know. Your reach is much further than that of the average person. So, you have a more heightened responsibility for your words and actions than others might have. You are more in the public eye than most people, and so it is worse when you violate that public trust.