



# Deliberately Developmental Organization: Self-assessment

## Introduction

A *Deliberately Developmental Organization* (DDO) is an adaptive, learning organization that focuses on continuous improvement. It does so by embedding personal growth in daily work. The organization develops because people develop. As it turns out, people and organization development are inextricably intertwined.

This assessment is based on the work and research of Robert Kegan and Lisa Lahey on DDO's.

This assessment is not intended to be a reliable and objective measurement of progress. Instead, it is intended as a structured inquiry to generate actionable insights.

Three dimensions of a DDO are explored:

1. Values and culture for development (*Home* in the research of Kegan and Lahey)
2. Awareness of growth (*Edge*)
3. Developmental Practices (*Groove*)

- Mark Marijnissen

## Part 1. Values and culture for development

### 1.1. View on interior life:

- Are teams and colleague relationships psychologically safe spaces? Do people share what is going on in their life? Does the organization support connecting at the human level?

*How does the organization support connecting at the human level?*

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### 1.2. View on limitations:

- Can everyone safely share their limitations? Are they overcome by encouraging development?

### 1.3. View on errors:

- Is it safe to admit errors? Are they used to improve processes that lead to results?

*How are errors handled in the organization?*

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### 1.4. View on disagreements:

- Are disagreements appreciated instead of avoided? Is disagreement viewed as potential source of learning?

### 1.5 View on authority:

- Are decisions based on facts and arguments, and not on authority?

### 1.6 View on feedback:

- Is feedback encouraged and welcomed by everyone, regardless of (superior) status?

*What opportunities for feedback does the organization provide?*

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## Part 2. Awareness of growth

### 2.1. Discovering the growth edge

- Are problems and opportunities identified that generate and promote development?

*What is done to discover opportunities for growth?*

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### 2.2. My growth edge (First person)

- Are individuals aware and actively working on their own development?

*How are individuals get awareness and actively work on their development?*

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### 2.3. Your growth edge (Second person)

- Are employees doing to actively support their colleagues' development?

*Can you give an example how colleagues support each other?*

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### 2.4. Our growth edge (Third person)

- Is the organization working to continuously improve its processes?

*What tools or activities does the organization use for continuous improvement?*

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### 2.5. Celebrating growth

- Is individual and organizational growth noticed, acknowledged and valued?

*How is this done?*

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## Part 3. Implementation of developmental practices

### 3.1. Regular practice

*Which practices contain elements of reflection, evaluation, learning or development?*

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*For every practice listed above, please check the appropriate scope and frequency:*

Scope\Frequency	Daily	Weekly	Monthly	Yearly
Individual				
Pairs				
Team				
Organization				

- Do these practices cover a sufficient range of scope and frequencies?  
Is there at least one practice in every scope?  
Is there at least one practice in every frequency?

### 3.2. Language and tools

- Is there language and tools to talk about personal and organizational development?

*What language and tools are used for personal and organizational development?*

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### 3.3. Leader participation

- Do leaders participate equally and fully in developmental activities?

### 3.4. Development in daily work

- Does development happen in daily work activities?

*Can you tell an example of how development is embedded in daily work activity?*

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# DDO Self-assessment: Results

## Creating a safe and supportive culture:

How many checkboxes are checked in part 1? \_\_\_\_\_ out of 6 values

### Possible actions:

- Create and adopt a manifest describing company values and principles.
- Design ways to demonstrate values of unchecked checkboxes.

## Increasing awareness of growth

What percentage of checkboxes is checked in part 2? \_\_\_\_\_ % awareness

### Possible actions:

- Introduce or modify practices to increase awareness in lacking areas.
- Plan a workshop or use individual coaching to discover personal growth goals (2.1)
- Extend practice to include asking for support (2.3)
- Implement a Sprint Retro to reflect on organizational processes (2.4)
- Create a company blog celebrating growth and learning (2.5)
- Plan a monthly presentation where employees share what they have learned, how they have grown or what they have done to improve the organization (2.5)

## Implementing developmental practices

What percentage of employees is aware and actively working on personal development? (2.2) \_\_\_\_\_ % of people

Which frequencies and scopes are covered in question 3.1?

Practice frequencies: *daily, weekly, monthly, yearly* \_\_\_\_\_ % time covered

Practice scope: *Individual, pair, team, organization* \_\_\_\_\_ % scope covered

### Possible actions:

- Introduce practices to expand coverage in missing scopes/frequencies (3.1, 3.2)
- Leaders should attend to practices considering development (3.3)
- Practices should generate doable actions for daily work (3.4)

## Overall result:

How many checkboxes are checked? \_\_\_\_\_ / 15

Unchecked checkboxes indicate specific areas of improvement.

## Appendix: Checklist summary

### 1. Values and culture for development (Home)

#### 1.1. Interior life is welcome

Psychological safety and organizational support to connect at the human level.

#### 1.2. Limitations are an opportunity for growth

Limitations are welcomed as opportunities for growth.

#### 1.3. Errors are an opportunity for growth:

Errors are celebrated when they result in learning; errors are not punished.

#### 1.4. Disagreements are welcome

Disagreements are welcomed as a source of learning.

#### 1.5. Authority is not an argument

Are decisions based on facts and arguments, and not on authority?

#### 1.6. Open to feedback

Is feedback welcomed by everyone, regardless of (superior) status?

### 2. Awareness of growth (Edge)

#### 2.1. Discovering the growth edge

Are problems identified that generate development?

#### 2.2. My growth edge (I):

Are individuals aware and actively working on their own development?

#### 2.3. Your growth edge (You):

Are employees actively supporting their colleagues' development?

#### 2.4. Our growth edge (Us):

Is the organization working to continuously improve its processes?

#### 2.5. Celebrating growth:

Is individual and organizational growth noticed, acknowledged and valued?

### 3. Implementation of developmental practices (Groove)

#### 3.1. Regular practice

Regular practice with elements of reflection, evaluation, learning or development.

#### 3.2. Language and tools

Is there language and tools for personal and organizational development?

#### 3.3. Leader participation

Do leaders participate equally and fully in developmental activities?

#### 3.4. Development in daily work

Does development happen in daily work activities?