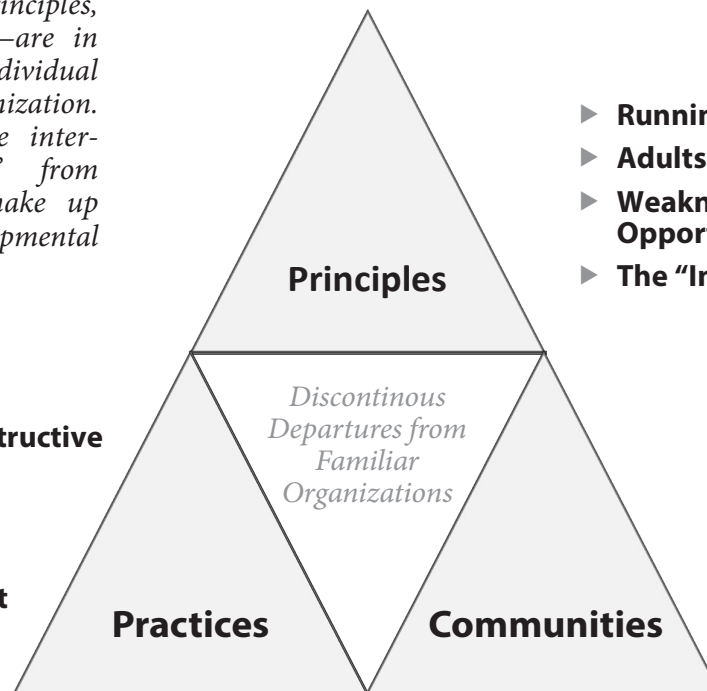


In a Deliberately Developmental Organization (DDO), the major design features of organizational life—the company’s principles, practices, and form of community—are in deep alignment to promote individual development throughout the organization. This alignment is visible in twelve inter-related “discontinuous departures” from standard practices that together make up the deep structure of the developmental organization.

- ▶ **Destabilization Can Be Constructive**
- ▶ **Closing the Gaps**
- ▶ **Timescale for Growth, Not Closure**
- ▶ **“Interior Life” Is Part of What Is Managed**



- ▶ **Running on Principles**
- ▶ **Adults Can Grow**
- ▶ **Weakness Is a Strength; Error Is an Opportunity**
- ▶ **The “Interdependent Bottom-Line”**

- ▶ **Rank Does Not Have Its Usual Privileges**
- ▶ **Everyone is HR**
- ▶ **Everyone Needs a Crew**
- ▶ **Everyone Builds the Culture**