

Building the bridge as you walk on it essay

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Robert E. Quinn's first book, *Deep Change: Discovering the Leader Within*, expounded on the idea that changes in leadership styles and effectiveness required changes first and foremost within the leader's self. In the years that followed, reader feedback provided Quinn with a new model of leadership, one that reflected leadership as a state of being rather than just a pattern of behavioral modifications. Quinn, R.

(2004). *Building the bridge as you walk on it: A guide for leading change*, San Francisco, CA, Jossey Bass (ISBN 0-7879-7112-X) Thus emerged *Building the Bridge as You Walk on It: A Guide for Leading Change*. Ensclosed in these pages of literature are valuable insights that detail the fundamental state of leadership, how you can achieve it and how to lead others towards it. Enriched with anecdotes from personal experiences of people who have experienced deep change, this book illustrates how deep change and entering the fundamental state of leadership improves relationships not only at the workplace but also at home and with one's self. How to transform your organization by transforming yourself When it was first published, Robert Quinn's best-selling book *Deep Change* revealed that anyone can become a leader of change, but to do so requires the transformation of self.

The book struck a chord with thousands, and inspired readers wrote Quinn to share their stories of how his book guided them on their journeys to deep change. *Building the Bridge As You Walk On It* tells the personal stories of people who have embraced deep change and inspired author Robert Quinn to take his concept one step further and develop a new model of leadership—"the fundamental state of leadership. The exploration of this transformative state is at the very heart of the book.

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Quinn shows how anyone can enter the fundamental state of leadership by engaging in the eight practices that center on the theme of ever-increasing integrity-reflective action, authentic engagement, appreciative inquiry, grounded vision, adaptive confidence, detached interdependence, responsible freedom, and tough love. After each chapter, Quinn challenges you to assess yourself with respect to each practice and to formulate a strategy for personal growth. Building the Bridge As You Walk On It emphasizes that developing leaders is not a simple matter of imparting a set of concepts or reaching into a toolkit of strategies and behaviors. To become a leader requires engagement in the process of deep change in oneself, thereby inviting others to do the same. Once this process is in motion, we truly begin to transform one another to become the type of leaders we strive to be.

The Eight Practices for Entering the Fundamental State of Leadership Robert Quinn, in Building The Bridge As You Walk On It, identifies eight separate steps that can help us achieve the Fundamental State of Leadership whenever we need to have a heightened level of empowerment in our lives. By reviewing these eight practices and incorporating them into your life, you will see dramatic results and enjoy a level of comfort knowing that you are in control of your personal state of being. 1. Reflective Action - " The unexamined life is not worth living. - Socrates Reflective Action is the discipline of reflecting before we take action. In our normal state we put out fires without thinking about what is causing them. We are so busy being firemen that we don't figure out what is causing the fire in the first place.

With reflective action, we look beyond the symptom and find the true cause and take action when we understand the bigger picture.

2. Authentic Engagement - "The authentic self is the soul made visible" - Sarah Ban Breathnach Authentic Engagement is the discipline of making sure that you are fully involved in any activity you engage in. In our normal state we may say one thing to someone's face, but another thing behind their back. This gives mixed signals, not only to the person we spoke with, but others that can hear the conversation. With Authentic Engagement, we ensure that mean what we say and do. We are taking definite action and fully agree with what we are doing. 3. Appreciative Inquiry - "Wisdom and deep intelligence require an honest appreciation of mystery" - Thomas Moore Appreciative Inquiry is the discipline of asking thoughtful questions; respectfully delving further into an area of concern that needs attention.

In our normal state we may fire twenty questions at a teenager that has come in after curfew, causing them to become defensive and silent. With Appreciative Inquiry, we would calmly explain our concern for their wellbeing and ask thoughtful questions that can help us understand what caused their tardiness. 4. Grounded Vision - "Real vision demands that we make tough choices.

" - Michael F. Easley Grounded Vision is the discipline of getting to the heart of something; cutting past the obstacles and really focusing in on the matter at hand. In our normal state we are all faced with distractions from all directions. We need to clean the garage, we have been thinking about it and psyching our self up for it for weeks and finally the weekend comes that we

were going to do it and we realize it is time for dinner and we still haven't gotten to the task at hand. We wonder what happened to the day. The answer is that we got distracted. With Grounded Vision, we are able to meet the distractions and, one-by-one, place them aside so that we can tackle our original goal for the day. We remain focused on our task and realize that those other things can be delegated to another part of our day or week.

5. Adaptive Confidence - " You have to be fast on your feet and adaptive or else a strategy is useless. " - Charles de Gaulle Adaptive Confidence is the discipline of tackling difficult or uncertain situation because we are confident that we can learn and grow from the situation.

In our normal state we might decline an invitation to say a few words at a large gathering of our peers because we were not prepared for the request. With Adaptive Confidence, we would gladly accept the request because we know that this is a positive experience that would allow us to grow as a person and as a speaker. 6. Detached Interdependence - " In the progress of personality, first comes a declaration of independence, then a recognition of interdependence. " - Henry Van Dyke Detached Interdependence is the discipline of understanding that we are uniquely part of a whole.

We are separate individuals, but part of many groups and we must recognize and utilize that unique position in all our thoughts and actions. In our normal state we might think that it's my way or the highway with those around us; forcing our thoughts and opinions on others. But with Detached Interdependence, we realize that although we have definite opinions, there are many other very valid opinions as well, and we can truly listen and

evaluate others opinions even if in the end we have to agree to disagree. 7.

Responsible Freedom - " We are at liberty to responsibly exercise our freedoms. " - Roger W Hancock Responsible Freedom is the discipline of understanding that although we have freedom, we are not free to act irresponsibly; we must always be the one against the other. In our normal state, we may start a great book and find that we stayed up all night reading when we have work in the morning.

With Responsible Freedom, we recognize that we are reading a great book and as adults we have the freedom to read as late as we want, but also as adults we realize that if we don't get a few hours sleep we will be very tired at work and that could cause us to be very unproductive in the morning. 8.

Tough Love - " If they see you love them, you can say anything to them. - Richard Baxter Tough Love is the discipline of being supportive and encouraging or hard-nosed and unbending when needed. In our normal state, we may make a big deal out of a toddler falling to the ground causing them to cry when they realize that it was a big deal. With Tough Love, we recognize that the situation calls for a firmer action in which we do not immediately show any emotion until we assess the degree of harm that was done by the fall. References Quinn, Robert E.

(2004) Building the Bridge As You Walk On I: A Guide for Leading Change. San Francisco, CA: Jossey-Bass.