**Bill Murphy** ([00:01](https://www.rev.com/transcript-editor/Edit?token=O7-L_DdsgFoDTJrgQd-rCnw2q4DeMdRnXWA024Ia72Q4_mKHba7HEuZjb2D8AzsrVowHKHlDG27o8I1KsZCvNNTuItg&loadFrom=DocumentDeeplink&ts=1.25)):

Hello, and you are listening to Bill Murphy's RedZone Podcast. I interview leaders who inspire me in the areas of exponential technologies, business innovation, entrepreneurship, thought leadership, enterprise IT security, neuroscience, philosophy, personal development, and more. Welcome to the show.

**Bill Murphy** ([00:38](https://www.rev.com/transcript-editor/Edit?token=MIlr3t4E92hxD5K5UNef1ZNANyhxkwwGyJVCS96J3VI-P3b3PeEItVCnxRCjUTPdMxtbV-aaknTWWyL4tY4HElsQ6mg&loadFrom=DocumentDeeplink&ts=38.33)):

Welcome back to the show everyone. This is Bill Murphy, your host of the RedZone Podcast. Today, my guest is Deborah Rowland. Deborah is the author of the book, [Still Moving: How to Lead Mindful Change](https://www.amazon.com/Still-Moving-Lead-Mindful-Change/dp/1119164923/ref%3Dpd_bxgy_14_img_2/138-7345731-6001301?_encoding=UTF8&pd_rd_i=1119164923&pd_rd_r=83e8ce2f-f9b7-4d90-9af3-51193c18f70c&pd_rd_w=3UABO&pd_rd_wg=5CpSb&pf_rd_p=09627863-9889-4290-b90a-5e9f86682449&pf_rd_r=F51RQ1206HAJ17FS8H5X&psc=1&refRID=F51RQ1206HAJ17FS8H5X). I found Deborah in a wonderful book called [The Chief Strategy Officer Playbook](https://www.brightline.org/resources/thinkers50-cso-playbook/), that I think I've mentioned before in a previous episode. It's basically a compilation of the very best thinking and insights in the field of strategy and beyond. I'm going to put a link to it, because there's a PDF online, believe it or not.

Deborah is a leading thinker, speaker, writer, coach, and practitioner in the leadership of large, complex change. She's devoted her three-decade career to the study, practice and dissemination of effective ways to lead true transformation that takes individuals, teams, organizations, and, indeed, whole societal systems, to a genuinely new place.

**Bill Murphy** ([01:32](https://www.rev.com/transcript-editor/Edit?token=NC54Oig_AYpPTTJ5A_rE96VwWlvK1tDIO_PXHGny287eFAUcFD0Hdd4bRK7r4agb1gRUMco3MICYuzBVqhv81HIelRs&loadFrom=DocumentDeeplink&ts=92.08)):

Deborah brings a unique combination of experience, insight and research to the leadership of change. Working alongside CEOs and their executive teams to help them navigate large-scale transformation efforts, and, importantly, attend to their own leadership practice as a part of that. She has personally led change in major global organizations including Shell, Gucci Group, BBC Worldwide, and PepsiCo.

In 2017, Deborah was named to the Thinkers50 Radar list as one of this generation of management thinkers changing the world of business. Her consulting firm, Still Moving, pioneered original research in the field. The latest efforts were accepted as a paper in the 2016 Academy of Management, and the 2019, European Academy of Management. So, her research is groundbreaking because she has taken mindfulness from being an individual practice, which is tons of research on the benefits of that, and mindfulness has already been marketed enough to the individual; but, it hasn't been on the business side and the impact for business, and this is what Deborah has delved into.

**Bill Murphy** ([02:39](https://www.rev.com/transcript-editor/Edit?token=azpDgzwGJ3rlYevrQyTO-Ege96GNgbGopY0W9NKyyYpnEGxn1XOQCfXoOWkGdRA4mY4Y1QYFdXhBY5LPP-Y2fsEmMt8&loadFrom=DocumentDeeplink&ts=159.11)):

To understand mindfulness, you have to look at mindfulness like a muscle. It's a muscle that you grow, that you get stronger with. It's a way of reacting and being a part of the world around you, because you're able to take correct action and momentum. Meditation is not equal to mindfulness. You can practice mindfulness without being a meditation practitioner, without being a yoga practitioner. A mindful leader observes, and in this process of observation, brings change. A mindful leader has difficult conversations, and can make hard decisions. A mindful leader is aware and awake and is integrated. One of my favorites is, a mindful leader is better able to work with complexity, because they understand the whole better. They're less reactive to the world around them. They're able to deal with discomfort better, they're able to deal with those hard conversations, they're able to navigate organizational boundaries, and they're able to discern mindless busy action into productive, powerful action.

**Bill Murphy** ([03:35](https://www.rev.com/transcript-editor/Edit?token=5gSMTEuzQos2SAkKyE6sNQgtiFaPmDuokHUYZEiu8wZTs08vkbS0AbcYIHdYB_AQ4pdPGbHNTFHpAEmGIqOElIya51Q&loadFrom=DocumentDeeplink&ts=215.76)):

A mindful leader understands the imperative of wisdom with decision making and complexity. So, with that, I'm very excited, as you can tell, from this conversation, and you're going to benefit tremendously. So with that, I want to welcome you to my discussion with Deborah Rowland.

**Bill Murphy** ([03:52](https://www.rev.com/transcript-editor/Edit?token=VIzVTXRYfv2KXD3Gh0CI60XwrGiuWIDxyDcQZzhFqgb-viyQRs7KcVXRVec9u4lTyQs7E3UPUYwDx8FLoBeFCq-Yg3o&loadFrom=DocumentDeeplink&ts=232.71)):

I want to welcome you to the show today.

**Deborah Rowland** ([03:59](https://www.rev.com/transcript-editor/Edit?token=1T10EdNWXvS-6s-eOK3RQhWntzXzOEYVBR5rJ7sEhibF7ODnuu2w4nuUUGenxQ_EFvMxLbXogWzqAX6hKt3A1VyYb2M&loadFrom=DocumentDeeplink&ts=239.21)):

Thank you. Looking forward to this.

**Bill Murphy** ([04:01](https://www.rev.com/transcript-editor/Edit?token=riUCvIgduE0obv1RSLyylfGG34ifh4vO4ArxJjkEum8sCkwDJH4Gt1Izr0MVkIxLkN8xJQMahCB7C2U4LecX-C1Us2s&loadFrom=DocumentDeeplink&ts=241.65)):

Okay. So, I love the title of the book, and we're going to have to get into this more deeply, but the title of your book is called, [Still Moving: How to Lead Mindful Change](https://www.amazon.com/Still-Moving-Lead-Mindful-Change/dp/1119164923/ref%3Dpd_bxgy_14_img_2/138-7345731-6001301?_encoding=UTF8&pd_rd_i=1119164923&pd_rd_r=83e8ce2f-f9b7-4d90-9af3-51193c18f70c&pd_rd_w=3UABO&pd_rd_wg=5CpSb&pf_rd_p=09627863-9889-4290-b90a-5e9f86682449&pf_rd_r=F51RQ1206HAJ17FS8H5X&psc=1&refRID=F51RQ1206HAJ17FS8H5X). I stumbled into you through reading the [Chief Strategy Officer Playbook](https://www.brightline.org/resources/thinkers50-cso-playbook/), which I was really intrigued, because I've been a mindfulness meditation practitioner for many, many, many years, and so I was really interested in diving into this book. What gave you the impetus? What was the moment you thought, I just have to put all of my thoughts and experiences in writing?

**Deborah Rowland** ([04:39](https://www.rev.com/transcript-editor/Edit?token=7NojLMoODeeEJF6BHrOKYSVO1ekHYy4EJnUmHmo7zOGoSc1ntCXaVbJmx9xobN8CpIrXYoPrO3iaTfuIRwNYRbzxH1Y&loadFrom=DocumentDeeplink&ts=279.67)):

Yes. Well, usually there are many tributaries on there that all lead to the river that leads to writing a book. I think that it was several things. One was, I was working with a very large energy company, and their CEO, maybe a bit like yourself, had gotten into mindfulness. He'd been a practicing meditator for, I think for 20 years. So, he was the group CEO of a massively publicly-listed company, and going through big stressful restructuring. He felt that, for him, his mindfulness practice, he called it like being in the eye of the storm, he says, "I can be very still, when everything around me seems to be swirling." Having done that work with this organization, I started to see him, in fact, work with the top 360 leaders in his company, bringing in the practices and not just the practices, but the philosophy of mindfulness. It led to quite extraordinary system level outcomes in terms of accomplishing the fastest ever IPO in their country’s history.

**Deborah Rowland** ([05:51](https://www.rev.com/transcript-editor/Edit?token=unysspPWd552mm08vfu4U3SNoBo2XQ4OIx-NspvCdcdKono_jS-C1U54yw-85ywibp0iqmiBdedamNduM3RXFTdW5fg&loadFrom=DocumentDeeplink&ts=351.84)):

So, I started to get very interested, because I got a research brain as well. If I can see it being practically so useful, does it really make a difference at all kinds of contexts? So, I've been known for doing several rounds of research into leading change over the last two decades. But this time, I specifically wanted to research the relationship between mindfulness and organizational outcomes. The extraordinary thing I found was that, the greater the capacity the leader had to stabilize the quality of their attentions, what I call the stillness, the more rapid they could get movement in the organization around them. So, I thought, I love putting words together. So, we found that, “*the quality of your inner stillness is highly correlated with your capacity to bring peace into the world outside you*”.

**Deborah Rowland** ([06:43](https://www.rev.com/transcript-editor/Edit?token=-iNNySbG9JHLEF1jthJ5SLXlUGvHZnOxpXUx8S-2WmJoRGUbpRmVUrko7N73c_NSUBo7o99eR6sOZQqbUElDBVIQFac&loadFrom=DocumentDeeplink&ts=403.51)):

So, I thought, "If movement starts in stillness, I'm going to call this book Still Moving."

**Bill Murphy** ([06:50](https://www.rev.com/transcript-editor/Edit?token=Rkuf7YmQ3QDmjKH-MMoTqyQN5FkZv8rMFHNhDvJr8ANQbIn2hBV_FptFIS6NtFdHFfzYgxWRHS05THqHJCX_uMG5VoU&loadFrom=DocumentDeeplink&ts=410.58)):

Okay. So, now till that, that the title ... Okay, the title, now ... So, I was going to ask you, how did you come up with the title? So, this is already getting very fascinating for me. So, you have found through your research, which we'll get into this in a moment, because you flipped this from just being an individual pursuit to something where you can examine it at the large scale organizations, but, fundamentally, what you're saying is that, inner stillness brings the capacity to bring peace into an organization. Can you unpack that a little bit for me and the listeners?

**Deborah Rowland** ([07:27](https://www.rev.com/transcript-editor/Edit?token=Ok50lvxWO8FTgdTcG6KT28h19XqZvuEOJ-tZm_DVP4MQZjE80eruBu8fhY2GmHeS5u8v-l9zeHJO14lzvPMqctG44Es&loadFrom=DocumentDeeplink&ts=447)):

Sure. Let's start with defining change, perhaps. I'm often asked the question, "Well, how do you define change, Deborah?" I define change as the disturbance of repeating patterns. Change is the disturbance of repeating patterns, which is extraordinarily hard to do if you think about it, because, repeating patterns are very stable structures. So, whether it's an individual, a team, a nation, or a company, we're hardwired for stability to import the patterns and the coping mechanisms from the past. So, how do you bring what I call movement, when you go to the source of the system's routines. There's a lot of what I call action in change; people get extraordinarily busy launching change programs, initiatives, whatever, but they're still using old routines to get to new places. So, to unpack it, I want you look at, if so much change is just getting busy and launching stuff, but the culture of never really changes, how do you really get to movement, moving to a genuinely different place?

**Deborah Rowland** ([08:41](https://www.rev.com/transcript-editor/Edit?token=_mPr3VSq2HEuIclA9DcRkda1ixx_gkedSCCOwK03i9vhjIXIgcyEXJzf-LP0UCyyDv-XLU71j7bCYNAAw5wT3p-cIng&loadFrom=DocumentDeeplink&ts=521.66)):

Now, to get to movement, you have to raise the level of consciousness of a system; increase its level of self awareness. You can't change what you don't notice. If you can't see something, you're not going to change it. Right?

**Bill Murphy** ([08:57](https://www.rev.com/transcript-editor/Edit?token=gYL8oVmihsrpUpX6BUXt2LI8VWVGcKmdi-GBkjHH_6dT7bE8uYikGU9ViS4oQNkk1uYS-9yDApq4RFdjTMWbqNdsdEs&loadFrom=DocumentDeeplink&ts=537.59)):

Right. Right.

**Deborah Rowland** ([08:59](https://www.rev.com/transcript-editor/Edit?token=8JDyiyY6xr_26Fg4iiBYyWLbkvY4ExU6Jz0V1H2sUP-Xop8hPnHfuuWgch6kTNC27bNd1dmpf9YRMnOnH5cTwzJRlPY&loadFrom=DocumentDeeplink&ts=539.07)):

So, how do you raise a system's level of awareness of itself, and its patterns, and its routines? There is no institutional blindness. Now, the only way to notice your routines is to stop and pause. Somebody came up to me at a conference recently, and she said, "I've got my three P's." I said, "What are your three P's?" She says, "Pause, permits, perspective." So, unless you hit the pause button, stop and notice what's going on, particularly what's going on inside you, the assumptions you're making, the beliefs you're carrying, through the projections you're making onto the organization, you can't make any changes, because you're living in a world of not being fully conscious and aware. So, I want to get movement in my change work that I do, not just busy action. Busy action is very wasteful and time consuming and expensive. So, getting true source level movement, you have to stop to notice your routines, and what's really going on; come off autopilot, I think is the famous expression.

**Deborah Rowland** ([10:06](https://www.rev.com/transcript-editor/Edit?token=hdAulFKwvztHq3X79ZIeDug3zWHhzTdyJ3tEKkkA7RMjfSo7dJiU4zT7TGaKeJ1sxtVRrvnrBrjiBAimcyvA77RsIAk&loadFrom=DocumentDeeplink&ts=606.72)):

So, leaders in our research ... this can be a nanosecond. This does not mean going off to meditate for two weeks, but the leaders who have the capacity to, in the moment, what I call to observe your experience, not just be your experience, in the moment, you think, "Oh, my goodness, here I go again. What's going on?" You get on the balcony, notice what's going on, you can change something. So, give an example, Bill, maybe that will help illustrate this as well. I was working with an organization once, and their CEO was trying to change to move towards more empowered decision making, and to quicken the pace. It was a very bureaucratic organization, decisions kept coming up the hierarchy, and going back down again. So, he organized this big change gathering with his top leaders to ostensibly talk about how can we actually become much more empowered and able to make independent decisions?

**Deborah Rowland** ([11:05](https://www.rev.com/transcript-editor/Edit?token=9U6bJxbMKL3KFr1oRbXJExovSkV4sjsRYXwUsVzBdY_vrXURjNuiuNwecIsLdIvidyCOglat9PN5tnAgCAsdzvOUK9s&loadFrom=DocumentDeeplink&ts=665.06)):

Now, in the process of the meeting itself, what I was noticing for sure, I was his change coach, was that the decision making process in the room to get quicker decisions, in itself was really cumbersome. So, the parallel process of our old routines to get to a new place, our old routines are still here. So, we had a bit of an aside in the meeting, and I was saying, "Ben, Ben, the very system you're using to make decisions about decision making are slow." The fascinating thing was, nobody could see that. So, we called the timeout, and we had what's called a fishbowl dialogue, where we had 10 seats in the middle of the room, and everybody else gathered around them, to have a conversation about, "Before we go on to the next item of the agenda, what's going on here?" That's 30 minutes. As I said, these things need to be very long. This 30 minutes timeout conversation to notice the routines of what are we doing here in the room. Suddenly, everybody thought, "Oh my goodness, we're doing the very thing we're trying not to do. So if we can't change what we're doing here, how can we change the organization around us?"

**Deborah Rowland** ([12:16](https://www.rev.com/transcript-editor/Edit?token=nH7Ra-ATmA2xW-0lRww3Red-ld0A6tK_ZJ99Fqqe1opecguHI_C6oBDyjXUUU0BBgXWyLZzmQdAHg3CJ8yibT9k2C1k&loadFrom=DocumentDeeplink&ts=736.86)):

So, building in this time for reflective inquiry, reflective dialogue, in a meeting. So, as I said, it needn't be very, very long, extended sabbaticals for leaders to be able to do this. The moment they did that, the pace of the meeting picked up instantly afterwards. So, sometimes it's worth going a little slow or coming off Broadway, coming off the stage, notice what's going on, and it can lead to real self-awareness, and a bit of an "oh my goodness" moments.

**Bill Murphy** ([12:47](https://www.rev.com/transcript-editor/Edit?token=D2NyXxXS5DGLs4jd0XR3xDUP1h5IJWCs39EHwweU9YrE4yr7iASUVv2txkvvfy-S3lBn2W6smK6E_gu1jtUd-EhkwCM&loadFrom=DocumentDeeplink&ts=767.81)):

Clearly, some of the people from your book have been, the CEO, they've been the major sponsors at the top. So, I think, in a general research, mindfulness has been studied ... this is somewhat of a question as well, but for you, so the ... But mindfulness' been studied individually, and individually, people having their own practice and what that does for stress reduction, and et cetera, and you can measure all the empirical evidence around that, I guess, with blood and hormone levels and all this stuff, but how did you shift it? How does that measure? How does it play out? Can one person be the change agent within an organization with this type of an approach, or do you need to have someone at the top that buys in full boat?

**Deborah Rowland** ([13:37](https://www.rev.com/transcript-editor/Edit?token=PZHfy5FzNWrqLYUuqCKsAif1UxGVX-dHrJs2oczE0ofm8f3NpwBs9MstJ4k01LRnTheJ8sBiAI7eU3XsJpYefrYiGtA&loadFrom=DocumentDeeplink&ts=817.2)):

I think, for me, it would be a both/and. It's certainly helps if you have somebody senior in the organization who doesn't consider this to be totally weird, but can actually see the benefit of it. It was hilarious in this organization, and I was talking about when we're introducing mindfulness. A lot of the top leaders said to me, "Deb, my wife does yoga, are you going to get us to do ..." By the way, they were all men in the executive team. So, there's all these kinds of projections around, well, this kind of stuff isn't really the sort of macho business leaders, is it? But there were one or two people on the top team who had their own practice, so I think that helped. But we took a whole cross section of the organization, and to be honest with you, at the very beginning, I didn't even call it mindfulness, because at that time, it was a bit of a buzz word.

**Deborah Rowland** ([14:29](https://www.rev.com/transcript-editor/Edit?token=ivY1BSoWE-uq4K1XE7_HuQcmHWerIT6GE7WyF0tlpBK_tM0cJU7LC0TRjdgv8bo3NaDrM9zf8jodM3CXZX_f5V82MUQ&loadFrom=DocumentDeeplink&ts=869.47)):

For me, I always go back to action versus movement. If you wanted to get real movement, not just busy action, you got to stop, notice your routines. To stop and notice your routines, you have to raise the level of consciousness; what is your mind up to right now? So, I think, the way into this, certainly in a business setting, is all about raising the awareness to move differently into the marketplace. I think that helped. But we did all kinds of things to raise what I call collective level of awareness. So, for example, I always think that how meetings are run, has a huge impact on the organization's culture gets played out in the meetings; be they're the quarterly business review meetings, performance reviews, whatever. They started to institutionalize observers in the meetings. So, not just having a three hour meeting, and then everybody running out afterwards to the next meeting, we trained up people to be a participant in the meeting, but at the same time, to observe, not the content of the conversation, but the process of the conversation; what's going on here?

**Deborah Rowland** ([15:32](https://www.rev.com/transcript-editor/Edit?token=-EcpBm-mnfY9hUOBu0NRvfnSWLXVxNJtANdOglxtC3K877BYcFzwnFc6QM8AnDDqScj0mwSMln0gx_FQ2hUGbIdtvUA&loadFrom=DocumentDeeplink&ts=932.04)):

At that big leadership events, we always ask for five volunteers who wants to be the observers, the anthropologists in this meeting, this morning. If this was a really strange ethnographic culture that you've just landed in from Mars, what would you notice that's surprising or odd about the behaviors in the room? Then, at lunchtime, these five volunteers would feedback what they were noticing. New five volunteers after lunch. So it was a way of collectively holding up the mirror to what's going on here. We say we want to be better listeners with our customers, are we listening here in the room together, for example? They also went out of their own organization to visit other companies. We called it going out to forage, and I've done this with other organizations as well. One of the best ways to become more self-aware, is to come out of your culture and visit novel contexts, a bit like when you're a tourist. I've just come back from being abroad, and the best way to learn about your own culture is to go to a very different culture, and you can look from ...

**Deborah Rowland** ([16:34](https://www.rev.com/transcript-editor/Edit?token=jHFQLJl4eaBXwfDpPb1VsXewn3XBsU9RQIRdT2iO8Zw-YbtYzZIfqP93Hcn-9ySYkQo5n5nktyp_AIFrRVacIn09wZg&loadFrom=DocumentDeeplink&ts=994.7)):

There's this great film called The Overview Effect, which you might have heard of, if you just Google The Overview Effect. I can't remember which Apollo mission it was about, but it was about when the astronauts went up to the moon, they thought this was all about going to discover the moon. The biggest thing that they got when they were up there, was looking back down on earth, and they suddenly saw the planet in such a different way to when they were on the planet itself. So, another way to get what I call collective mindfulness, collective consciousness, is step out of your context, go to areas outside of your organization where the future might already be emerging, come out of yourself in order to look back and maybe see your routines in, in different ways. I did anthropology at university, and I've written an article recently about Lead Like an Anthropologist, and Lead Change Wealth, but I've heard it said that the task of an anthropologist is to make the familiar, strange, and to make the strange, familiar, which I think is a great expression, really, for leading change, because making the familiar strange is, is that how we do things around here?

**Deborah Rowland** ([17:47](https://www.rev.com/transcript-editor/Edit?token=FwFEmMaemNWEJdnw8yMVQ5VzDgTa9HqsEBZsRyls1DoPoPZGtnaZHlZX-KST3cdoMX_zvgWgzdOCXORyZXc1P8YqYro&loadFrom=DocumentDeeplink&ts=1067.6)):

Goodness me, is that really helping where we're wanting to get to? Of course, how do you make this strange when you're bringing in something new? How can you bring in novelty in a way that people will not go "Daaah", I don't like that."? I've encountered that before. So, anyway, but the bottom line of this all is becoming more aware, more conscious in the moment, but it can be certainly done, back to your question, at the collective, systemic level. I've heard it said in change theory that when you get 15%, one, five, 15% of your organization or your system wanting to dare to be different, that is enough that causes the so called tipping point.

**Bill Murphy** ([18:29](https://www.rev.com/transcript-editor/Edit?token=9MAwADeGkURW_0JfQUa_VlUVYe94AkERrpK4aX5CFMFclvoXi_j2CHhqxORhFTmFE-EWsEcv2Puo9ovqEzYPxLpskHI&loadFrom=DocumentDeeplink&ts=1109.63)):

It's really interesting this power of observation I announced to my ... As I get older, I just turned 50 last year, I deeply want to make sure that my next 10 years don't look like the last 10 years. Not to be as the last 10 years were bad, but you have this Groundhog Day effect where you wake up ... and someone teased me about it, it was a business consultant I hired, and I didn't hired him to pander to me, but I said just be really honest. He goes, "Bill, it looks like you've had one year 18 times." So I've been in business 18 years, and clearly, we've grown to the 18 years, but you have this effect like, "Am I truly, truly growing such that my jaw is dropping?" It's almost shocking the growth, or if you've just had this effect of one year after the other, and you're going one or two, three, four, five to 10%, but are you really getting a change? Then this observation effect, I don't know what it is about mindfulness, and maybe you can comment to this a little bit, what is it about sitting back and observing yourself, almost have it by a part of your mind which sits and watches your thinking, which is a big part of mindfulness? What is the power of that, that you've noticed?

**Deborah Rowland** ([19:45](https://www.rev.com/transcript-editor/Edit?token=75hrOup4h-ty0qBU_Ky4dIOh0qqx6nyg_aeLBuk_zeE8h3LjwyuwV4p39-8eFxH42zq7CN2el5Rl_pi8L9j-Pyv5VSI&loadFrom=DocumentDeeplink&ts=1185)):

That's a great question, Bill. I would say two things to that, and we know, neurologically, that when you can notice your feelings or your thoughts or whatever, that just the power of noticing, changes it, which I find fascinating. I can't remember if there's any physicists who'll be listening into this or whatever, but this whole notion that when you direct your attention on to something, that in itself is an intervention, because you will change what you're observing. It's amazing, isn't it? Just to be able to be still, and the moment you're noticing something, that something will change. Fascinating. So just the power of being able to stop and to see, in itself is an intervention. So, I've heard it says that being still is not the same as inaction. Stillness can move things, hence the book title. So, there's this something about when you notice something, the brain neurologically then transforms what you're noticing; the power of spatial. But the second thing why it's so important, systemically, and for business leaders, is that what's going on inside you, what you're tuning into, your impulses, whether that's boredom, irritation, sleeping, there's joy, shame, guilt, whatever it is that's coming up for you physiologically, or your feelings, could be a systemic signal, i.e, it does not belong to you, it's being projected onto you.

**Deborah Rowland** ([21:15](https://www.rev.com/transcript-editor/Edit?token=r1h2eOu33N-CcWOJ3Vg3ko5d3I7PUuN2-r7c9s1ydMOZK_QVWzqdQ9wStkvzTwVAyXL00D7L5HI69XPtQYltMOn1_TM&loadFrom=DocumentDeeplink&ts=1275.29)):

It's like you are, senior leaders are, your role or your position holds a systemic charge. So, it might not be about you and your backstory, or whether you had a good sleep the night before, or whatever, it's systemic data. So, I find that, when I've led change myself, or when we're doing the research with my clients, if you're feeling a bit odd in a meeting, for example, in an organization, as of recently, the top two, they were just yawning and bored, and it wasn't the usual mid-afternoon sort of slump. And as well, if that's what we're noticing, is that like an echo of something that's happening in your system, and it's being projected onto you. They suddenly started talking about, "Oh, yes, oh, my goodness, we've got real blockage in the supply chain right now, and this is leading to us dragging our feet." One person talks about, "Do you know what? Often you get tired or sleepy, when there's not enough at stake, or that maybe there's not enough truth out on the table; there's complacency."

**Deborah Rowland** ([22:24](https://www.rev.com/transcript-editor/Edit?token=ZXBBVMAnYuyoe4x1wScl-5npVyGiDZWlNHge0FdFDL8EDDxCYMiPxJ559YsKLl0psDYTXHGT9kiYgFUlkgHBo-ezedk&loadFrom=DocumentDeeplink&ts=1344.11)):

That led to a hugely rich conversation about what we're experiencing here and us as a leadership team, is nothing to do with us personally, is to do with the system that we're carrying. I find that mind blowing, and for me, and in my book, I write about how that's why mindfulness is not just about tuning in to yourself. When you're tuning in to yourself, you're tuning into the universe. Right? And that-

**Bill Murphy** ([22:49](https://www.rev.com/transcript-editor/Edit?token=AYNlp0Kii75RTvsRSuhhYyLli_TtFOx5lh84NzkJ2tRmSSIeJCmRcCVSWmTvduZLAVTObj8XyVLSpA4-UCcxtd-mLyE&loadFrom=DocumentDeeplink&ts=1369.23)):

That's really powerful. I've been talking about this quite a bit in the technology space with innovation, my innovation leadership group that I run. I talk about the complexity of our connected world, and, certainly, with the internet launching just basically in the mid '90s, the real internet that real human beings could use with a web browser with the launch of Windows 95, we're really dealing with a connected world, right now, that is growing in complexity, and truly, it ... There's a lot of research on this that it's becoming its own brain, its own global brain, and there's literally billions of connection points.

**Bill Murphy** ([23:26](https://www.rev.com/transcript-editor/Edit?token=tFzpuRpBl1dbMwjP7KqIppUjtxitCzs9sGJIEXKqV_z52zuatgE-GsvOI2-VFewt0M4oH17qdWTkfmDKJGEAZZjOY5U&loadFrom=DocumentDeeplink&ts=1406.16)):

With that complexity, mirrors, essentially, what we've created, is impacting our systems within our businesses. I've often talked to leaders about, and I didn't really link this to mindfulness, but I think probably I was, is, are they making decisions from inside the fray of that speed and complexity, or are they coming out? I would love your thoughts on - A, handling complexity with your approach, and what your thoughts are?

**Deborah Rowland** ([23:56](https://www.rev.com/transcript-editor/Edit?token=Z1R4OlBeNLu4MruBF6U2WE1fx0T2xSZSbn7-vcravYmAA45BHGpikwHhZH7bOQJbTkhrofn4BDh8kyiJe3_OpZkFeuE&loadFrom=DocumentDeeplink&ts=1436.81)):

One of the things that has inspired me, is the sad notion of complex adaptive systems. The Santa Fe Institute, of course, is well known for the study of that. I think they have software programmers there, biologists, physicists, anthropologists. I mean, the study of complexity. So, complexity is all about multiple agents, many, many, many, many, many, many parts. Adaptive, because it's having to continually innovate, as you say, and it's a system, because it's bounded by a shared purpose. So, that's what we mean by a complex, adaptive system. In 1999, I read a book called **Emergence** written by a guy called **Steven Johnson**. I think [crosstalk 00:24:38] subtitle, The Interconnected Lives of, what is it? Ants, Cities, Software Programmers, and something else. This was 21 years ago. So, you're talking about the last 10 years, this was even pre the explosion, but the technology and the internet, et cetera, that we've had.

**Deborah Rowland** ([24:57](https://www.rev.com/transcript-editor/Edit?token=-pPSrcL_z79k22UosNjEW4E8574FnDTNxG4nhw9nnQldWvi33xi82xYhucpn0eq6DqUHW8mWMyJYXs_VUzMGKue7x7w&loadFrom=DocumentDeeplink&ts=1497.13)):

I got really fascinated there, and I studied all the papers coming out of the Santa Fe Institute, about complex adaptive systems. It's very humbling when you study complex adaptive systems to learn how you're the agency, the personal agency we have in life, is not as much as we thought. We'd like to think that we have it and we're the big decision makers, but a lot of ... Maybe it's my age and I'm getting older, and the great Serenity Prayer is, you have to accept what you can't actually change or influence. But there's so much that we, the eager, believes we can have an impact on, but actually we're following our fate in a certain way, be that are the fates of our own life that we've inherited from our ancestors, if you're working in a company, sometimes a company has its own fate. Of course, we can be agents and take decisions and influence the future, but wise leaders know that they are just like a bead in a necklace of time; lots came before me, lots will come after me.

**Deborah Rowland** ([25:57](https://www.rev.com/transcript-editor/Edit?token=Eyd0A4jvffpUAyWk_yTs7u2NXs8kZwb3XmVnZhvh8lvrptTr9qVzLHtrV8ce_5rexkqYjOPi7Mk8a_WEIZK-eppNBHA&loadFrom=DocumentDeeplink&ts=1557.57)):

So, I think the more humble you can be as a leader, the more interconnectivity. I find this premise, as we all know, right now, in today's age, terribly conflicting with, I think, what's becoming quite a return to the more thorough set, heroic leader; the unilateral, not the multilateral. Then you're the polarizing now, what's happening in the world that we can look after ourselves and forget about the rest, we'll just slap tariffs on everybody. I'm not [inaudible 00:26:28] about one person here, but there's a general trend now, I thinks, that lean political leadership towards lack of interdependency, and I find that quite sad.

**Bill Murphy** ([26:39](https://www.rev.com/transcript-editor/Edit?token=1Q6Wr0Ulx9-AEDpzvFM-3jydZIBkp-aeYxXVpqrC9ez0oNIXBGY2U4fMwj6MoVCSA_dUvllbkS_yv2kKEKPwu2FlUL0&loadFrom=DocumentDeeplink&ts=1599.71)):

But what you're saying, Deborah, is that, with complex thinking, because I do ... What you, in the book, you talk about some pretty big, big projects, transformation projects, and that's the buzzword in business and certainly in technology, is, these transformation initiatives, and the need to innovate or a lot of companies are going to be disrupted, et cetera, and, how does a leader within your general thesis, how does a leader approach this type of change within themselves first, and then, what is the general philosophy that they would had approached this disruption from a leadership perspective within their company?

**Deborah Rowland** ([27:19](https://www.rev.com/transcript-editor/Edit?token=zmjpZyGSDotwNqrPQpUxA1IfQXt-SXzlHSMj-yLYUOOw4bgB-MkJRnj8RcB9HunoUTD2UKS7sbgJ7T40y_FItQ7M0D0&loadFrom=DocumentDeeplink&ts=1639.53)):

Yes. Here's where I talk and write a lot about emergent change, but going back to the Steve Johnson's book, Emergence, because in complexity, no one individual can know the answers or the solution. You got to create whole level system intelligence, because you can't have the wise people at the center now, anymore, telling everybody else what to do, because the world is too complex. In fact, in complex, highly moving context, it's usually the periphery of the edge of the organization that has most intelligence, or it's most in touch with what has to shift, and the people in the so called comfortable center can be the most out of touch sometimes. But in an emergent change, all you can do in complexity, is set a loose intention, so you can't have a predictable destination anymore, because it's too complex; we don't know the answer yet. But you have just a general sense of purpose or line of travel.

**Deborah Rowland** ([28:16](https://www.rev.com/transcript-editor/Edit?token=S5UeKXXSoeBR64H7AEdyhRhAQJ2YohUefNqI7ex_kLr-8a1MVxJUyUlAeYmm9L4P7e9pJokcKEkRwsHF6TTPP7HwKy8&loadFrom=DocumentDeeplink&ts=1696.2)):

Then you set what universities call these lovely, these few hard rules that govern the complexity of the system. So, Santa Fe shows that whether it's a flock of birds flying in formation, or how software programmers, and you know a lot about this much more than I do, they follow a code. You program a code, and the seeming randomness of whether it's figures on a spreadsheet, or ants in a colony, or an organization of 60,000 people, very often there are a few hard rules that are governing the seeming chaos of the whole system. So, the trick here is to, you can't control complexity, but you can command the system, but it's not about top down programs and directives. So, I was working with an organization once, it's a big pharmaceutical company, and they were trying to really grow their market share in a certain part of the world. All the efforts up until then had been very, "Well, we know best. We'll get the market researchers knowing which segments to go to, which products to stop."

**Deborah Rowland** ([29:27](https://www.rev.com/transcript-editor/Edit?token=SU2TQZx8Zx2m8sf5_VvQOlKpuGeOqcrnFZZQCKcfIuPw_VzWxXYwFSKRkA1OaCe1-_yDdJfMva0Hek_cRxkxBx5VXRI&loadFrom=DocumentDeeplink&ts=1767.29)):

They had said, "No. This is too slow, too cumbersome, and everybody's waiting for the decisions." That kind of approach. Everybody just gets on with business as usual. Nobody wants to innovate, because they're just waiting for the decision makers to make the decisions. But I came up the loose intention, which was to grow faster than the market. That's all it was. It wasn't, "In five years’ time, we will have launched 10 products." It's just, "We will grow faster than the market.", was a big wonderful loose intention. Then they put in some hard rules around how decisions were going to be taken; X percent of the growth has to come from new products or whatever, no plan can be signed off unless every unit in this organization had manufacturing sales supply chain, every unit has had a chance to look at it. So, all they did was they put in a few cultural hard rules with this loose intention. Then, the leader said to me, he said, "Deborah, I just sat back, I," and he said, "it's not ... I could quite go on holiday, but because I had the intention and the hard rules, either knew I could go away and do other things as a leader."

**Deborah Rowland** ([30:32](https://www.rev.com/transcript-editor/Edit?token=6095N2-Qsg5dQaWSaoHBjret5NEUBBR980X0FZpxy5NjWdyCXDIdJCqVOAPoJYGPnWHfUmIRoZdQWHdYwtvHFxjMNoI&loadFrom=DocumentDeeplink&ts=1832.91)):

So, it's an example of, how do you in complex, fast moving context? You can't put your arms around everything, but you can create the conditions. A huge condition for innovation in complex scenarios is manage the boundaries, the connectivity across the boundaries in your organization really well. So, your task as a leader is to knit the system together, it's not to directly system, but it is to make sure that you can actually encourage socialization across boundaries. So, imagine what that might look like in the team or organization that you're running.

**Bill Murphy** ([31:12](https://www.rev.com/transcript-editor/Edit?token=l8-10O_BtzgCyFVcQb__6bKd6fYJMTX-xAuQ2VK1CnEJd-XrI1zMJcfWfNqupZKGtnjtML-o4mcqfR1VCxSg8ifPzS8&loadFrom=DocumentDeeplink&ts=1872.54)):

So, that's interesting. Can I go into that a little more deeply on the boundaries? Are you saying the boundaries would be these perceived stovepipe arrangements between different departments in between different business lines? Is that what you're talking about as a potential boundary from a leadership perspective?

**Deborah Rowland** ([31:28](https://www.rev.com/transcript-editor/Edit?token=5gx_x4ZOr79k6c2u1NLzABOU1eUrIkwCh0SIP2KQsmZz7VBwkoi95Ra6ivWjZ4urqdPbWzm1p1ZWVvojhPjcgcyIK-Y&loadFrom=DocumentDeeplink&ts=1888.99)):

It could be organizational boundaries, what are called functional boundaries, but it might be what I call different loyalty groups as well. It might even be the old timers versus the newcomers. That's a boundary. It might be age, it might be something to do with the outside and the inside, but so much research shows that innovation happens at the edge of the habitats, not in the center of the habitat. So, when I say boundaries, it's about going to the edge of your discomfort, where you start to encounter new things. Now, that could be your organizational unit, but it might well be that within the leadership team or from, I don't know, marketing, the boundary might well be, "Well, let's all," I don't know, "go and read a book or let's get into a situation where we feel really on the edge of our comfort zone." That's also a boundary, when you're starting to push your thinking out.

**Bill Murphy** ([32:24](https://www.rev.com/transcript-editor/Edit?token=Ntji3oMmSzlE-d8YSpNK-5ctJrn7Jiw8KTktMk-HX-GEG3LtFRb6528pB9XITJ7o3cVUD10d86Beh3YGewn8uHZH9qU&loadFrom=DocumentDeeplink&ts=1944)):

What I loved about your book, which was really interesting to me, and I was so glad you went, is that, I think people sometimes lose it with mindfulness, because they think it's a super soft approach, and that you lose the macho. It's where, I think, potentially losing some of the guys in that. What I really appreciate, it ... I know this because I've to run a business and I'm an operator, it's, you're constantly pushing the edge of comfort, and that you have countless examples in your book about having tough conversations about the edge. You talk about the edge and the tension quite a bit, and having hard ... There's never a good time to make a hard decision, and I think that's super practical that people don't really understand.

**Bill Murphy** ([33:10](https://www.rev.com/transcript-editor/Edit?token=TLttVmTSBiPUrgXgVYad0btwdhhPlU6ACSaifSX8MFgQ2deaCS_JoRvgZXb0K1c2XXkg6_gJwNIWC8FokgkPI0YdhjA&loadFrom=DocumentDeeplink&ts=1990.41)):

I know that's quite a bit, but maybe you could just talk about discomfort and the role of discomfort, and how that's such a not necessarily what human beings want just to feel discomfort, and how it's super necessary with leaders. Maybe you can talk a little bit about that.

**Deborah Rowland** ([33:24](https://www.rev.com/transcript-editor/Edit?token=aoxrP9LTAssd-8cZ6dQowdltFJjtZ9VO46A7LN2DkarROu7rZHgC9eLyOSrl8GS3ImJLIgk35EnwrKJawnjVL6DUKH0&loadFrom=DocumentDeeplink&ts=2004.26)):

Sure. I was just with an organization the other day, and I've now started calling it build the eek factor. So, you got to go, "Eek." So, if you don't have a high eek factor, then you're probably not doing change; you're not at the edge. It was hilarious, because they went, "On a scale of one to 10, how eeky would this decision be, or this new process be?" So, they were trying to acetate, and of course, for different individuals, have different tolerance levels of what is eeky to one person might not be eeky to somebody else. Anyway, but this notion of the edge intention, most change happens in the areas of discomfort, because where there is discomfort or disharmony, it's where there's heat and noise, is where new solutions are being thought in some way. Unless you can be comfortable with being uncomfortable, you're really not going to be great as a change leader; so going back to change is the disturbance of repeating patterns.

**Deborah Rowland** ([34:29](https://www.rev.com/transcript-editor/Edit?token=gp_guXyFB2E6lCZ3vy9Ds6rrtWe1QD6bohRCWzgb74OoCnIOWGkbOn7DwSfgWN83ZDrcxngaCpGujhsuwoULCJO9s3w&loadFrom=DocumentDeeplink&ts=2069.09)):

I've seen more change fail, not because of lack of vision; often people say, "Why you got to have this great new vision, and that will take people to a new place?" Most change fails because of lack of honest truth telling about what's here, what's here right now. I don't know about you, but I find, for me, personally, this is the most difficult thing often for human beings to do, is to confront the truth; that lovely phrase in the Bible, the truth will set you free. So I always say that, disturbance is like a target market. If there's something in the team, somebody is not looking great, or somebody is wanting to disagree, or there's a part of the organization that feels the most awkward or resisting, how do you honor that, and you work with that, as opposed to, "Well, we just need to sell the case harder to them, or, we need to get rid of these people," whatever it might actually be?

**Deborah Rowland** ([35:27](https://www.rev.com/transcript-editor/Edit?token=Y7gMRZ5YX_FtKhMPJMDMH4oGedaz0Jwlx23y9Bo47G3FKV1lXxuimtdkZYTFp5rCUNokVUk6TRnk7-49CniVQ22VXKY&loadFrom=DocumentDeeplink&ts=2127.53)):

So, yes, most change happens; it's the power of acknowledgement of difficulty. All kinds of things flow when difficulty is truthfully seen. As we said, there's lots of examples in the book about that. I was working with a faith based organization the other day, and you just thought, in that setting, how the power of going inward to look at difficult stuff, it would be very, very natural, but even in that setting, people can get hugely embarrassed, or feel awkward, because, usually, they're frightened about the emotions that will get released if we have a real big conversation about what's problematic.

**Bill Murphy** ([36:11](https://www.rev.com/transcript-editor/Edit?token=b7a3_Js1YA3iAioBhpE9qbNeRbbMkIPchSUIGO5y_QAUcq4WsIaSnbHUaSdNVL-_FF5n7JBeZ1rJv4U7-KVX5zGwW98&loadFrom=DocumentDeeplink&ts=2171.81)):

This really stuck out in your book, and I like it, because I think we talk about a lot of the technology of change, but this is where the rubber meets the road as page 105, it's, what is edge intention leadership? Describing reality with respect, yet without compromise. Then, edge intention leadership; "Truth is a turn on, tell it as it is, describe the reality ..." I'm reading literally from the book. "Tell it as it is, describe the reality with respect, yet without compromise, stays constant when the going gets tough, does not withdraw from difficulty, holds people's hands in the fire, and spots the challenges assumptions, creates discomfort by challenging existing paradigms." To me, I wasn't expecting to read this in the book, but quite a bit of the book is about this, and maybe this is the boundaries you're referring to earlier, but maybe you can go into this a little bit more.

**Deborah Rowland** ([37:04](https://www.rev.com/transcript-editor/Edit?token=01AspencJqTtPueM9EXIh-2VzLybbUJjMmFVHRiLK5lO3Yf8IElkYkzMScsuntATSekff-ElH4hFmhdJ36WtYSht_ys&loadFrom=DocumentDeeplink&ts=2224.11)):

Yes, so, the practice is most correlated with successful change leadership, and at the same time, the most difficult to do, usually for two reasons: one is ... I really differentiate what edge intention also is not. It's not about being a bully, or being intimidating, or that swagger that comes with anger, and not these people together, whatever. It is really about working with difficulty as a systemic clue again. So, when there's poor performance, or the underachievement ... I think I talk a lot in the book as well. I'm not a big fan of the circle burning platform theory of change, that it can create lot fear and panic and whatever, but the essential question is, what is this difficulty good for? What is it serving? So, rather than say, "Well, that was a really bad meeting.", or, "We didn't prepare well enough? Who organized it? Let's really beat them up and give them the poor performance review."

**Deborah Rowland** ([38:06](https://www.rev.com/transcript-editor/Edit?token=Kx1D4QVkaW-MoPGxQhD_Evj69QudXN9T9iUeHxvpLWEkcmm4SxzuvOt9y3uMj1hvMHXDhAK0pI-FO-yQy0WycAkfiYE&loadFrom=DocumentDeeplink&ts=2286.02)):

It's, "Well, that was really useful, isn't it? That meeting didn't go as well as it could have done. What was going on there? What is that saying about our culture? How can this be helpful? Gosh, it's keeping us alert." You see, difficulty keeps you alert, going back to, mindfulness is all about being conscious, being awake all the time. My therapist says, "Deb, you always have a pebble in your shoe." You know when you're trying to get a stone out of your shoe, take off your shoe, put it upside down, and out comes a little pebble, and you put your shoe back on. [crosstalk 00:38:35] five minutes later, "Oh, no, I thought it had gone, it's still there." I remembered she said to me once, she said, "Deborah, the purpose of the pebble is to keep you away. If you don't have a rub in your life, if you don't have something that's causing difficulty, you're going to get complacent." So, I quite like that. Great change leaders really honor the thing that could be the most irritating thing that's happening there, because it makes you notice, how can you positively connote difficulty?

**Deborah Rowland** ([39:05](https://www.rev.com/transcript-editor/Edit?token=tO9Y9pPxBxQ5hsykbNJDvAUBb6E8LK0PTq2FSU5XIeW5jkADHvxInLREn-BaXbC3bBN2w93skivI_JAFDeXlDO76LEM&loadFrom=DocumentDeeplink&ts=2345.35)):

I don't know if you've seen The Two Popes. You've seen the film, The Two Popes, Bill...

**Bill Murphy** ([39:08](https://www.rev.com/transcript-editor/Edit?token=YPLsnjUpEQlnCx6MexqEhoYtcCR1WS_E5v1ObDM0QaVSCSa3H5uLr7kZ7HAZPslpz9fMuwLYb5hBXUFXAUIik7DTTAM&loadFrom=DocumentDeeplink&ts=2348.67)):

No, I haven't. I haven't seen it.

**Deborah Rowland** ([39:09](https://www.rev.com/transcript-editor/Edit?token=lonKP_Scq1aTFeal8V3W7CHFa-j_e13esJXh1yMU1amx-vSVIuoy4QyvDj-QFbN48lLn6-OFOwiUIBEvIKGkrHSb8rg&loadFrom=DocumentDeeplink&ts=2349.33)):

....recently? I don't know if you've heard about it, but it's about the moment the Catholic Church has two popes, because Benedict stepped down, which was almost unprecedented, and we have Pope Francis from Argentina. Now, that is the very touching part, and Benedict is seen to be a very traditionalist Catholic, Catholic, Catholic, whereas the guy from Argentina, Pope Francis is now thinking about, maybe we'd had even female priests in the Amazon for the Catholic Church, which is unheard of, or they can marry, unheard of. This is in a very, very powerful point in the movie, and Anthony Hopkins plays Pope Benedict and Jonathan Pryce plays Pope Francis, where they sit down and they overcome, "You're the reformer, you're the stuck-in, the traditionalist." They talk both about the difficulties they have in their life, and where they have both fallen short. They did truth telling about where they've come from, and what they didn't do well as a leader, is an amazing part of the film.

**Deborah Rowland** ([40:11](https://www.rev.com/transcript-editor/Edit?token=N32wBXKnFTPv6sMV6ae8MVtPojMXGOoWJQ8NK5DR83fVZ2PYgu5UZQsfOSSJaRGzrjaAuxF7pMBqgixiUifCvLK5I1U&loadFrom=DocumentDeeplink&ts=2411.58)):

As soon as they started talking truth to each other, rather than trying to be macho with each other, everything started to flow around them. Anyway, that's probably irrelevant to what we're talking about, but it goes back to the truth is a turn on; having intimate conversations about difficulty seems to transform a lot.

**Bill Murphy** ([40:35](https://www.rev.com/transcript-editor/Edit?token=efJZB79imlkicI6TRzylmG2EOaVpxxYEOJXoUJyiJWQtmW_UJJTFINqhIuFUStdfiYUGQ9llk-lROJzOfcnJeuHCFRo&loadFrom=DocumentDeeplink&ts=2435.41)):

What's interesting is that the Jesuits, which is what Pope Francis comes from, a Jesuit tradition, is actually ... I went to high school, I was trained by the Jesuits in an all-boys Catholic school up in Boston, and I was trying like heck to get my son into a Jesuit school down here as well, because they're known as the radical right of Catholic Church, and that tradition is always on the border of being tossed out.

**Deborah Rowland** ([41:06](https://www.rev.com/transcript-editor/Edit?token=j4m49aX-BPKMgAmDOQm0Df4lPuYWtGphBjITwuhJAsaYGqco9vhahrZIN59O73OingrOFMLr4QRtotti44GvW1GZ4io&loadFrom=DocumentDeeplink&ts=2466.09)):

The pebble in the shoes, yes.

**Bill Murphy** ([41:07](https://www.rev.com/transcript-editor/Edit?token=B5s_z3BJHTYgGtXgxAe-S6Ejj7p_a0fi6K35jKWN1VO6Phywajh4njVn_bEsILnvRcFWlcv9pOhOKJFU4Xt185LwlbU&loadFrom=DocumentDeeplink&ts=2467.57)):

Exactly. They're the most highly educated. They have to go through eight years of training of education. You can't just sign up to be a priest for a Jesuit, and they go away for service, I think, a minimum of six years, where they have to serve in some part of the world as a part of the ministry. So, they're really radical with their thinking patterns. It's really quite interesting. So, it was funny when he became the Pope, I thought, "Well, here we go." Because they've never had a Jesuit Pope before, and I knew the basis of that tradition. It's interesting. When you talk about that movie, and I'll bring it to a bigger context in some of the harder conversations, it makes me think of Joseph Campbell in the Hero's Journey, and the role of, through the tough times we actually bring those gems back, and so, the hero suffers and then comes back with gems of wisdom. I was wondering if at all, during the writing of the book, you at all explored this Hero's Journey concept at all.

**Deborah Rowland** ([42:10](https://www.rev.com/transcript-editor/Edit?token=QBxvdmAQY_QspBjzfMFodDxc-FsCzDGJR1uvka13FOW8skYbB6r0D9zKaGXS-0mF0QI_I9kvcjkt7e5-qelVwjtw8UU&loadFrom=DocumentDeeplink&ts=2530.88)):

Yes. I remember, actually, when I worked for PepsiCo, when I was based in the US, we did a big study [inaudible 00:42:17] reminds me here of how the great general managers rise to the top in PepsiCo. We had FritoLay at the time, and the restaurants, Taco Bell Pizza, Kentucky Fried Chicken. I remember they had a FritoLay at the time, and I was interviewing him about how he got to where he got to. He said, "Debbie," he said, "everybody's going to have a dark alley experience." I said, "Really?" You wouldn't wish that, to have a dark alley experience, but we found interesting that there's a high correlation between individuals before the age of 30 in their career, if they had suffered, I don't know, a business breakdown, the sort of profit and loss collapse, product recall, there's a high correlation between early career people that had some kind of really challenging thing to deal with, and they were far above average now as the top general managers within PepsiCo.

**Deborah Rowland** ([43:09](https://www.rev.com/transcript-editor/Edit?token=yX8yV8hLjPEQrTJ7B7op21Ud1dqJBGEbx-cGD7KwAB4g1FVz0DasPcmVbteLI2eZ1De2IQdxWIoEjk4_tSYEzboiAcE&loadFrom=DocumentDeeplink&ts=2589.37)):

So, this notion around how, unless you'd gone to a difficult place ... You talk about spiritual growth, but the growth for leadership capability can be stunted. It's not that you want to program it into somebody's career, "Now, when are you going to have your dark alley experience? I think you haven't had one recently. So, let's put one in for you." That's not the point. But, I don't know, for me, it's all about some ... I certainly know in my life, in my leadership, that, when I've gone through difficulty, I've always come out a changed person.

**Bill Murphy** ([43:42](https://www.rev.com/transcript-editor/Edit?token=q6ooQJ5ZxVUg2GrXFK-ZWcEEYQf54L_BvC26p3FAC-NtTs_jtSfoE67OneBPmhdjFr80SV3FgeYmA0AZW7r2I4b4U9c&loadFrom=DocumentDeeplink&ts=2622.67)):

Well, that goes back to some of the mindfulness, too, that you're referring to, is asking some of those questions. You talk about it as a muscle, and I loved how you talked about being aware of, "We just came out of a meeting. That was not a good meeting at all, but what was it good for, and where are the gems that come out of it. We want to ..." Because the general humans, they want to lean towards the negative. So, the awareness, the self awareness would be, "I am a certain type of leader, or, I'm going to bring the opposite to the table." Maybe that's part of that micro hero journey, that little micro incident.

**Deborah Rowland** ([44:18](https://www.rev.com/transcript-editor/Edit?token=BJmSl1VhsUYuMgDKKk2zlZFL_uJV7quhjSs_DDKtpQmhFEBfxNjmu2dGAAq-UQi7U2mSCokOSh6Q0eFhjYm-LGHLTiM&loadFrom=DocumentDeeplink&ts=2658.91)):

Definitely. The interesting thing about mindfulness is, we talk about judgments. You oftenly, you're judging yourself aren't you? Rather than judging others, "Oh, my goodness, I'm going to beat myself up." But, judgments work against change, because the moment we are in a judgmental place, be it on others or ourselves, we stop exploring. The moment we've judged something, we've given it a category. So judgments are a real enemy of change. They keep things as they are. So, I know it's really, really difficult, isn't it? But, we certainly found one of the inner capacities in our research that differentiates great change leaders as something we call acknowledge the whole. You might recall the chapter about that, Bill, but acknowledge the whole is that capacity to, in a way, try to work in a world that's beyond good and bad, or right and wrong. Really hard to do.

**Deborah Rowland** ([45:15](https://www.rev.com/transcript-editor/Edit?token=gA4HP3F5QGOaqkxShUB1hs562GfSRDsMARjsIiaNLBRSxUOS55M-XDEOfD76DQqkrzOD6ppTPpO82_NQ0AvhHqofObA&loadFrom=DocumentDeeplink&ts=2715.85)):

But the leaders in our study who could hold everything, give everything a place, were the most successful leaders of change.

**Bill Murphy** ([45:24](https://www.rev.com/transcript-editor/Edit?token=OemBLJdFYWWk2L2t8EpGopkV6BxltxCOhacYX334a1c3BwF2ONQy-figae4CEwDfcunIoJsz-ijP8nR8USG_yIEIk28&loadFrom=DocumentDeeplink&ts=2724.8)):

What I find most hard, that's not even a word, but most difficult, and maybe you could talk to this, is, how do you be a leader that is egalitarian in the sense that you're willing to accept the whole, yet you also can make a decision. I think this is where the magic is, and where, I think, I continually am working on this. I'm just not an expert in this area, personally, I'm always striving to get better at it, is how do you have, then, egalitarianism approach, yet you firmly are committed to whatever your ambition is in the moment?

**Deborah Rowland** ([46:03](https://www.rev.com/transcript-editor/Edit?token=5hBjrFsmn-qedUZZ-73AK4pf_korEF3qOm4ClAaEbdeBUVjG0--9CnEUNYOuWT_K2i2Wp6G4TRHgzFgJGqwaGxeKgx4&loadFrom=DocumentDeeplink&ts=2763.36)):

I would challenge the word egalitarian. I would prefer to use the word integrating leader. This lovely line in, is it 1984, or ... No, it's Animal Farm, isn't it? With George Orwell, all things are equal? Is naïve ... Sorry, I'm going to say your naïve, Bill, but it's not about egalitarian, everything is equal, but it's about integrating. That's slightly different, because even in a integrated system, you can have hierarchy, you can have discernment, you can have difference. The question is the acknowledgement of that, and the felt fairness of that. But I use the word discernment, that leaders have to be able to discern, and not to be able to take decisions, whether that's about performance, or do we take strategy A, or didn't take strategy B? So, you have to be able to discern what's needed. I differentiate, sometimes you got to make a judgment versus being judgmental. I think that they're slightly different things.

**Bill Murphy** ([47:04](https://www.rev.com/transcript-editor/Edit?token=KHJw_umBfuHoAuZMivFulSpkM6v2mbOyyaFE7DLEv1AmTR3orcoBKxX0Wt7f89bhIkuBS2o7NYKUB1pNkiUMt34R6eA&loadFrom=DocumentDeeplink&ts=2824.08)):

Words mean everything, and I love that ... I think the integrated is a ... That's great alternative. You mentioned attention is like a muscle, is something that someone can strengthen? Then you work with leaders, is there a way to strengthen that, the muscle of the type of leadership approach that you are encouraging people to develop?

**Deborah Rowland** ([47:22](https://www.rev.com/transcript-editor/Edit?token=nSr_gKZReJdyyXecvzrOTumgrx5U6paVh1KxhtDtxAQft6Xg0zvSYHtw9Y_J5KNeKVtfFM99qYNfxCcLUJVfbeLUGAY&loadFrom=DocumentDeeplink&ts=2842.37)):

Yes, where it's like going to the gym, isn't it? Oh, gosh, it's probably is much better to go to the gym every day for 20 minutes, than it is going once a week, two hours. I tend to skip it during the week, and I'll just go to the gym on Saturday morning, and I'll do two hours, and then I'll be fine. But our body is, that's not the point. This is the thing, isn't it? About a lot on a regular basis, but it doesn't have to be. It's just trying to build in the difference, isn't it? Between a state and a trait. So, we found some leaders who had the state of being aware and conscious and mindful, but states are temporary. They come and they go. "Oh, gosh, I was happy and now I'm not happy." Now, a trait is when it becomes an enduring feature. It is now who you are, who you are. I think, over time, this having a more systemic mindful stance in the world can start to become who you are, and you stop losing it. "Oh, my goodness, I just got lost it there, and I shouted at somebody, whatever."

**Deborah Rowland** ([48:32](https://www.rev.com/transcript-editor/Edit?token=5C-KS50CZFvQNUEXfdjrgLkhj6s3ZHz05l4kcd2hnk4xC3WfhTpAWyuPbt1lkJEQxOZ7V2wdxentfWKRA-6jzmE9Iu8&loadFrom=DocumentDeeplink&ts=2912.97)):

With practice, whatever your practice might be ... We asked some leaders in our research, "Do you have a mindfulness practice? How often do you do it? Is it regular?" One person lifted weights. Said, "I lift weights." He has some weights in his office, and he said, "How come on some days I can lift the weights, same weight, sometimes I can do it and sometimes I can't. The only difference must be my mind." So he said, by lifting weights, it gave him an insight into the quality of his mind. So, on a day when he couldn't lift the weights, he thought, "Right, there's something going on inside me now that's not quite right. What is it, and what's troubling me? What's going on?" So, one executive traveled a lot, and rather than doing his emails when he was traveling, he wrote in his journal, or he just stopped and looked out the window of the plane to notice what was coming up for him right now.

**Deborah Rowland** ([49:22](https://www.rev.com/transcript-editor/Edit?token=2kRicg1MiXozFmqF_8EvLABbplpKWXVXEuvxM2Up82XvVwUedK2FmyPQbJd_eAbO7HUyVjDbwvy8CY6ktM8fuS2O0vk&loadFrom=DocumentDeeplink&ts=2962.75)):

So, I think that the skill here is to build it into your routines, isn't it?

**Bill Murphy** ([49:26](https://www.rev.com/transcript-editor/Edit?token=_l5nOvHKx9H2RJnU4spBOnGO7wLB1mKZSItewsCv4hNgwlqiBdTWYiZ4saPmWYd2I2vMQd5tgRdVTP5CiraECpC-lg8&loadFrom=DocumentDeeplink&ts=2966.76)):

Yes. [crosstalk 00:49:27]-

**Deborah Rowland** ([49:27](https://www.rev.com/transcript-editor/Edit?token=gh_8VST044ZhKcF2qlGdsf0qfobUxaBITGdAxVuFGKnFO7RSaLytv8-TFco0KveCEcaW-8mj4bc_WTg6pPxbmaxkU_U&loadFrom=DocumentDeeplink&ts=2967.02)):

Is to carve out that time, and then if you do that, and try and do it on a regular basis, it's not ... There are different ways to mindfulness, it's not just through the classic meditation approach.

**Bill Murphy** ([49:40](https://www.rev.com/transcript-editor/Edit?token=LWmK1wgt--BzjSFDD3S9ohnBzqL-UKKwqGNjWbwAYv0IzAvYF_1fs2CRjI-bQ-k8PzSYJWTq7MAqTEpNVn_xSeBS7do&loadFrom=DocumentDeeplink&ts=2980.9)):

I love that, I love that. You're making it very, very practical for people, leaders, to be able to access these skills of mind, without necessarily needing to sit cross-legged for an hour.

**Deborah Rowland** ([49:51](https://www.rev.com/transcript-editor/Edit?token=k0EffI1uJPvZTkCICMnqPPb2f5MpqkE1do3vned9YtSKDH8r7IaD_aM0S5m1z27VQJLTn3lAQ_Lr6yzQf1f3GAqR7wo&loadFrom=DocumentDeeplink&ts=2991.24)):

Exactly. One person ... You know the emoji’s you now get on WhatsApp or whatever. Every morning, they were just picking three emoji’s when they woke up in the morning. "What emoji’s are really what's going on for me right now?" Then they would even start to share them with the team, and then the other team, "Well, here's my emoji." So, there are still things you can do to be in contact with yourself and what's going on for you. So, various ways of doing this.

**Bill Murphy** ([50:19](https://www.rev.com/transcript-editor/Edit?token=lfYkRONyAu5pn32O2yNrAI50jtUrdbaGppUfNkDof8OwwkqVX9FELO9zd9kfRqgOzoVHabeeYFkKfdAzcirEvamlH9A&loadFrom=DocumentDeeplink&ts=3019.38)):

Well, Deborah, I really have enjoyed our conversation. I want to make sure we capture, as we wrap up here, some of your parting consolidation of what we're talking about. Is there anything in particular that you were really hoping I'd ask, or anything you want to circle back to, to emphasize a point as we wrap up here?

**Deborah Rowland** ([50:41](https://www.rev.com/transcript-editor/Edit?token=iPtQk64OxrmQ0vqS6Sq8s4Qy8wJH90CTpOa_GYAry1OZ2IElQOC5GUSqCCpad00T-oQSIIrcBylP7F3QmNmetciL1Ro&loadFrom=DocumentDeeplink&ts=3041.27)):

I do think we have missed anything. You could have gone, obviously, into more examples in that, but, no, I think, for me, the biggest message I'd like to leave is, the difference between action and movement; busy action versus still movement. For me, there is so much time, effort, money, personal cost of doing change that is in busy action mode, and I find that irresponsible as a leader. So, I guess it's maybe the ethics of this, Bill, that we haven't touched on. I think any leader in a position of bringing in ... Change will always come with a cost, with a price, not a surprise, so, you've got to really make sure that you're doing it in the appropriate way, and in a way that comes with less effort. We can be much more effortless doing change in this way, to be still inside yourself, to pick up the pace around you.

**Deborah Rowland** ([51:39](https://www.rev.com/transcript-editor/Edit?token=1UTIDQsHJYEj1Z29BHgtyYRTdUNA4hoARXF24rgyn-rQpqJ3_6w8PUy7xUwZ-Hx_CUc7E7N3TVvi96caB3ZI-0zVmVA&loadFrom=DocumentDeeplink&ts=3099.9)):

I'm all for having a balanced life full of joy, not just having to do work. So, yes, if you do this well, you can lead a more fulfilled life in my view.

**Bill Murphy** ([51:50](https://www.rev.com/transcript-editor/Edit?token=NeeofzvJTO5FBMAPQZfBwcjFCrSxbvk6JEiuqXAYH2AOIMLypxp6oJtUZutmDPTPyxj-g14XdGB0HHD35cqpYk0-xLM&loadFrom=DocumentDeeplink&ts=3110.85)):

I just think that that point ... That is a really powerful point that I haven't heard. I think language is everything. The way you just said that, and the way you said it earlier, really sticks out from me from our conversation, and the busy action, and the ethics, as a leader, as the top leader, we have a responsibility to usher in change, so that everybody succeeds in all levels. It's not by pushing harder, but we actually need a different quality of decision making. We've talked about this new quality of decision making is needed to quicken the pace, but it's actually not by shoveling the dirt faster.

**Deborah Rowland** ([52:34](https://www.rev.com/transcript-editor/Edit?token=jw_8aE7LzFp3pUenX4P84BjnKyHVOD6TWA5ZgMtTodZm4d6iaEmshvuuQdL3PHVgzqwu2_KZl33ca1c_4dFw-PMgrzo&loadFrom=DocumentDeeplink&ts=3154.11)):

Yes, that's right. Which maybe looks as if you're doing a lot of stuff, but in fact, I think, the lovely poet David Whyte said something about, "Speed can be a symptom of complete inability," which I loved.

**Bill Murphy** ([52:50](https://www.rev.com/transcript-editor/Edit?token=LoM01hjbVa6z4EJ4PWe_IudVGtHlRFJUoV2BDEWSZXAk4hyC_1EX1Rry_qkgL0uDo1AO_oNoFMJ37blNrVg2zx323go&loadFrom=DocumentDeeplink&ts=3170.84)):

David Whyte is an amazing author. I don't-

**Deborah Rowland** ([52:53](https://www.rev.com/transcript-editor/Edit?token=Fx58aXgBUC_0cpeq_qPzKD7wo8zsxkHYDCWnDyGaioZzaFpxTpOr6TN2pFvdU93QZK5obSanJaa-WLud4s-G-VJnz5A&loadFrom=DocumentDeeplink&ts=3173.14)):

I love his writing, love his writing, but I love that speed ... I think it's under of one of my chapters; "Speech can be a symptom of complete inability."

**Bill Murphy** ([53:05](https://www.rev.com/transcript-editor/Edit?token=Jr0GHCz3Ui-HigwWk1J0wQS7braRUkqLWsSQOysLAcD66l7Vf2N4ESTGCcM8mWnGQMuh5jaCH9cN97m8jIPPyTH3DZA&loadFrom=DocumentDeeplink&ts=3185.5)):

I thinks it's a ... I love that ethic piece you talked about. When someone else, I just read recently that's really made a powerful difference for myself, is that, I have linked hard work to going as fast as humanly possible, in the past. You reach a certain point where hard work doesn't get you the lever, the Archimedes lever, it doesn't give you the leverage point to actually be effective, and to actually get to the next level of whatever that is. I've had to really take a step back and say, "My hard work is actually going to be being very mindful and discerning about my next action." I've mentally linked hard work to these qualities of mindfulness, so that I don't get confused that hard work is actually going fast.

**Deborah Rowland** ([53:52](https://www.rev.com/transcript-editor/Edit?token=CTZzJM8pJY9rPM_ru0YIf7QdnwsSpPEMFOVdFqNptnjsqMzxoJ33zshq72LoE3v52CLtlM9HRydwpip8daKoxn_NC4M&loadFrom=DocumentDeeplink&ts=3232.9)):

I love that, Bill. The other thing you've said there as well is, it's about really valuing the now as opposed to striving for different future. Again, this is very paradoxical, isn't it?

**Bill Murphy** ([54:05](https://www.rev.com/transcript-editor/Edit?token=z1aA-zpakWBze1qPEjKboOZjSJUt_V2GVH4bRauWQ0BEDlvS4Y3URT_P0OSmJS-DBvqJPWkrrv3pHJoNcKoa7-J5S60&loadFrom=DocumentDeeplink&ts=3245.16)):

It is.

**Deborah Rowland** ([54:05](https://www.rev.com/transcript-editor/Edit?token=EYrmANVeW7d0_ZVrOaplCCk3jPAltVmwLsxzpoQSLMNK6SUFt35rFztMqQlLZbqNVV1mpn2Upa-9uyiK68TW0WqMIqg&loadFrom=DocumentDeeplink&ts=3245.41)):

That we overlook, we overlook what's here, right now. We're always striving to get something else, something new, something bigger, something different, "if only", and it's always going to be in the future. The current moment is just a stepping stone to a new future, whereas everything is here already. The more we can appreciate what's here, "that this", rather than trying to go for the, "the that", then "the that" will change, because by paying more attention to what's here, and living, and being really in the moment, the future will change anyway, because you've taken a risk now, rather than going full steam for something that's not yet here.

**Bill Murphy** ([54:51](https://www.rev.com/transcript-editor/Edit?token=EK1qRHLwqEMpodCSkX_9Z4ZHnSlbnLGKEB2om4wMEOqeemYwgx6GVrtbY8FKb_8XO7uFvvAVg_bc297Ox66-LGcRH0w&loadFrom=DocumentDeeplink&ts=3291.76)):

Oh, wow, I love that. So, how can people reach out to you, how can they find your work, Deborah? Where would you like me to direct them on the show notes page, and as people are listening in?

**Deborah Rowland** ([55:03](https://www.rev.com/transcript-editor/Edit?token=9pvHVmvs04h38Wz4SOvRlTTJ31S_hCKLo1rA-Zzb75DWOl-ie7rgTUkwBJb7t8ebro_85UiElyeL9L-EbfQQi7Wj2Gc&loadFrom=DocumentDeeplink&ts=3303.42)):

Yes, well, I think it sounds like you've enjoyed my book, Bill, so, I'd thought that my book is a good, Still Moving: How to Lead Mindful Change. That's a good entry point. I'm getting some wonderful feedback on the book, so I think that's a ... If you like the book, then, maybe, the step beyond that then is to ... There's a website, still-moving.com. The book title, Still Moving, was so successful that I've renamed my company Still Moving now. My company did have a different name. So, there's that, and we run various public programs around the world, mainly in Europe for change folk, for executives, line leaders as well. We do a one day, a two day, three day program, but I think, for me, the portal is the book. As you know from the book, Bill, it's also a book about me. So, it's much more than what I would call a business book, and I think, if you're turned on by the book, you probably already start to look at your own life, how you've performed as a leader.

**Bill Murphy** ([56:07](https://www.rev.com/transcript-editor/Edit?token=bxu3iMEfxIllM9BotxKmfz1rr-5_DEEqmO4ljqq7GRv5X6GWM3Y_1B_GX34zyKHZt_gB7uOX_QgT1dUhgaisnUTXCR8&loadFrom=DocumentDeeplink&ts=3367.74)):

What's great about the book is that you can actually open to any section of the book and read it and learn. I always find that a hallmark of a great book, where you can actually turn to any chapter and start diving in, and really getting a tremendous amount from it. So, I will put that on the show notes. My team will make sure that we have links to all of your resources, and really have enjoyed our conversation today, Deborah.

**Deborah Rowland** ([56:33](https://www.rev.com/transcript-editor/Edit?token=cTcYt5DUB-TjqEzSXFokBRhRIBkthUX8jAU7r7b3tnHpDa-XtONJ_TIwh0rOa92hZfdUXFQT1v_pIdd13R_W1-cxU-A&loadFrom=DocumentDeeplink&ts=3393.38)):

Me too, Bill. Thank you very much for inviting me onto your podcast.

**Bill Murphy** ([56:36](https://www.rev.com/transcript-editor/Edit?token=zdztQTYXpJ7b_DP1Tjw7MAzT0ZiQo_Zw_pKTThFZF7_Ny9oRY8i1Kmt8klV9ejTFjAjmdu-DgSJcFFDP4i4iYD4IjP0&loadFrom=DocumentDeeplink&ts=3396.25)):

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