Sometimes books are themselves spaces of learning and development for their authors, and this was clearly true for me. This book started as a series of key ideas in my office in Washington, D.C., expanded over a glass of red wine in the Blue Mountains of Australia, and was finished in my writing shed in the garden of my house in Paekakariki, New Zealand. This book has lived on three laptops in three houses in two countries; it has seen my son Aidan learn to read and my daughter Naomi head to high school. It took so long to write that my original editor fell in love, had a baby, left the press, and then—most horrifying—that press actually went out of business before the book was done. This book and I have lived and grown together.

Like any other growth, the development of these ideas unfolded in the good company of teachers, friends, colleagues, and clients (many of whom share multiple designations). I am indebted to those giants on whose shoulders I gently stand. Robert Kegan has been my professor, my doctoral advisor, and my mentor; the better I know him, the more I admire his deep compassion, profound intellect, and contagious sense of humor. Susanne Cook-Greuter has impressed me with both the spaciousness of her theory and the depth of her humility—a rare combination. David Rooke and Bill Torbert are my guides in how to bring adult developmental ideas into real practice. Marcia Baxter-Magolda is a model of longitudinal developmental research I can’t hope to match but from which I can happily learn. Joan Wofford and Barry Jentz have shown me in practice what psychologically spacious thinking and teaching really looks like. Bill Joiner and Steve Josephs, whom I’ve never met, have inspired me to think beyond the conventional, and to see the ways that I have not reached far enough in my belief about what is possible. If my work helps anyone as much as these writers and thinkers have helped me, it will be a great achievement, indeed.

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CHANGING ON THE JOB