



Adaptive Leadership

CSA Conference 2022



Overview

- **Review Adaptive Leadership**
- **Explore tools to support your systems related to Adaptive Leadership**
- **Get on the balcony. Contemplate life. Become a renewed, invigorated human**





Adaptive Leadership Overview

Nuts and Bolts



Activity Time

- Get into groups of 8 or 9
- Send one person to get supplies
- Wait for further instructions

Debrief



What helped your team improve?

Looking back, anything you would have done differently?

How was this game similar to your work life the last two years?

Democratizing Leadership



You have 5 leadership moments. Every day.

Big change happens through small leadership moments.



Adaptive change is natural.

People and organizations perpetually adapt and change to survive and thrive.



Democratized leadership is for, of and by the people.

No longer just the realm of the elite, leadership development and resources belong in the hands of all people.



You matter most.

People learn from people. Your own leadership encourages others to lead consequential change.

Overview

- Introduced by Marty Linsky and Ronald Heifetz
- **Adaptive Leadership is the practice of mobilizing people to tackle tough challenges and thrive.** “Thriving” draws from evolutionary biology.
- Successful adaptation has three components:
 - **Preserve** DNA essential for survival
 - **Discard/Rearrange/Reregulate** DNA that no longer serves the species current needs
 - **Create** DNA arrangements that give the species ability to flourish in new ways and in more challenging environments

Types of Problems

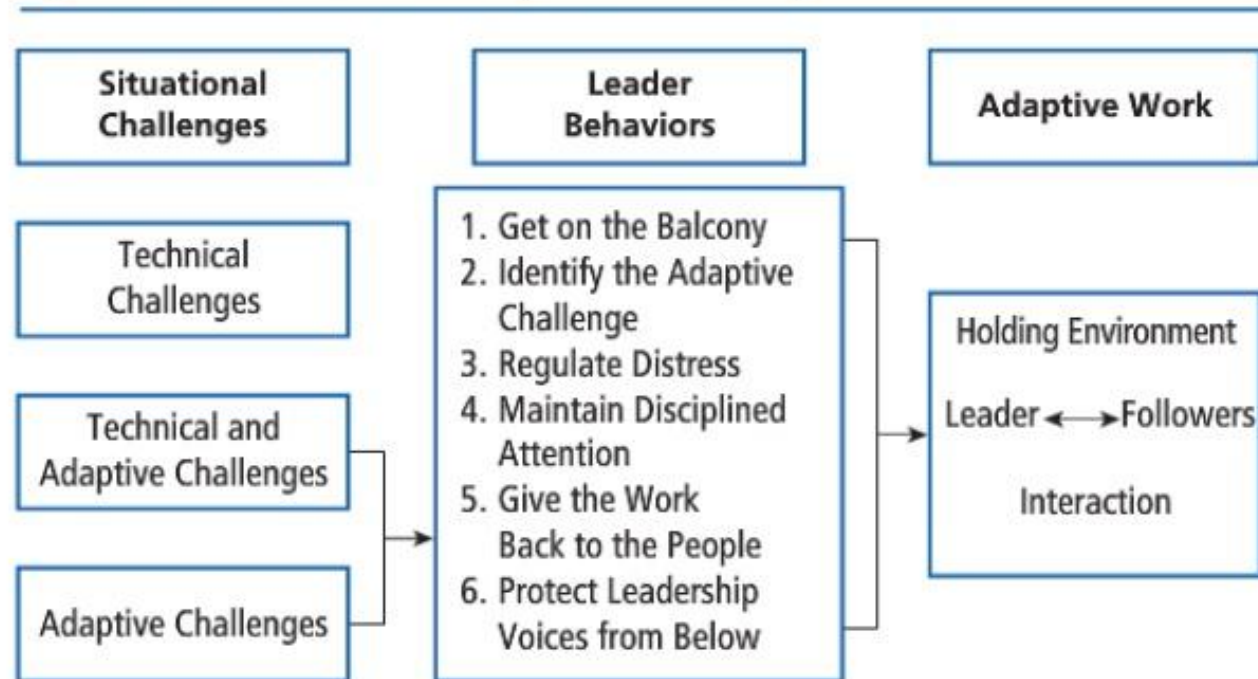
Technical Problems	Adaptive Challenges
Easy to identify	Difficult to identify (easy to deny)
Often lend themselves to quick and easy solutions	Require changes in values, beliefs, roles, relationships, & approaches to work
Often can be solved by an authority or expert	People with the problem do the work of solving it
Require change in just one or a few places; often contained within organizational boundaries	Require change in numerous places; usually cross organizational boundaries
People are generally receptive to technical solutions	People often resist acknowledging adaptive challenges.
Solutions can typically be implemented quickly	Solutions require experiments and new discoveries; they can take a long time to implement

Adaptive Leadership

LEADERSHIP Adaptive Leadership

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Figure 11.1 Model of Adaptive Leadership



Northouse - Leadership Theory and Practice, Seventh Edition © 2016 SAGE Publications, Inc.

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Adaptive Leadership Overview

Tools and Tactics



Getting on the balcony

Eric Martin, Adaptive Change Advisors



Data Driving Innovation

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Patent Pending

Stakeholder and Faction Mapping

Factions
Perspectives
Losses
Alliances





Activity

- Create a stakeholder map.
- Discuss with a partner.

Change Grid

Stakeholders

Against

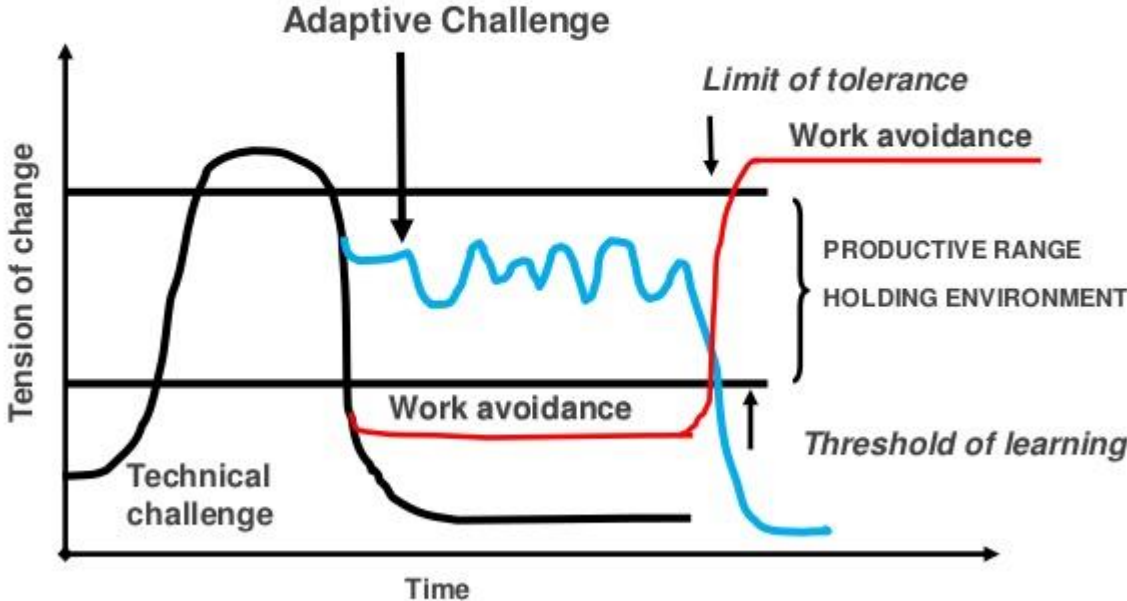
Neutral

Proponent

Stakeholders	Against	Neutral	Proponent

Productive Zones

Are You Reading the Signals People are Sending You?
Work Avoidance Signals Being Out of Productive Zone



Based on R. Heifetz and M. Linsky. *Leadership on the Line*, Harvard Business School Press, Boston, MA, 2002, pg. 108.

Lower the Heat

- Validate feelings and acknowledge loss
- Simplify and clarify
- Restore, add resources, or reallocate resources
- Resistance does not always mean lower the heat!



Face the Resistance

- Resistance is an emotional process
- Stems from 2 needs:
 - Need for control
 - Fear of Vulnerability

Steps to deal with resistance:

1. **Identify the resistance**
2. **Name the resistance** – use neutral language
3. **Be quiet** – let the person respond. Don't keep talking. Live with the silence and tension.

“The basic strategy is to help the resistance blow itself out, like a storm.”

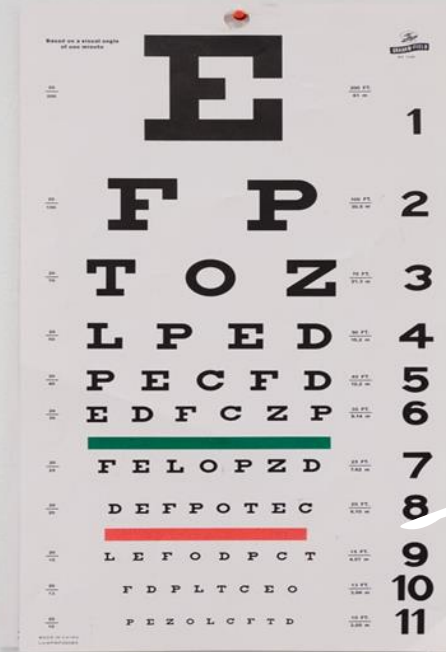
[Flawless Consulting](#), P. 161

Tammy Lenski

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- **What is holding your attention?**
 - **What will working this out mean for you?**
 - **What is the problem we are trying to solve?**
 - **I know you can't...but what if you could?**



Clarity Breakdown



When we make well intended assumptions about what we have agreed to.

Pro Tip:

- *At the end of each meeting ask, “What have we agreed to today?”*

Raise the Heat

- **Raise the standards**
- **Increase accountability**
- **Change the task to something more motivating**
- **Refocus on higher more widely shared (yet compelling) purpose**





Breakout

- What is your adaptive challenge?
- Where do you need to turn up the heat?
- Where do you need to lower the temperature?

Assertiveness Scale

Direct----- Indirect

Honest----- Dishonest

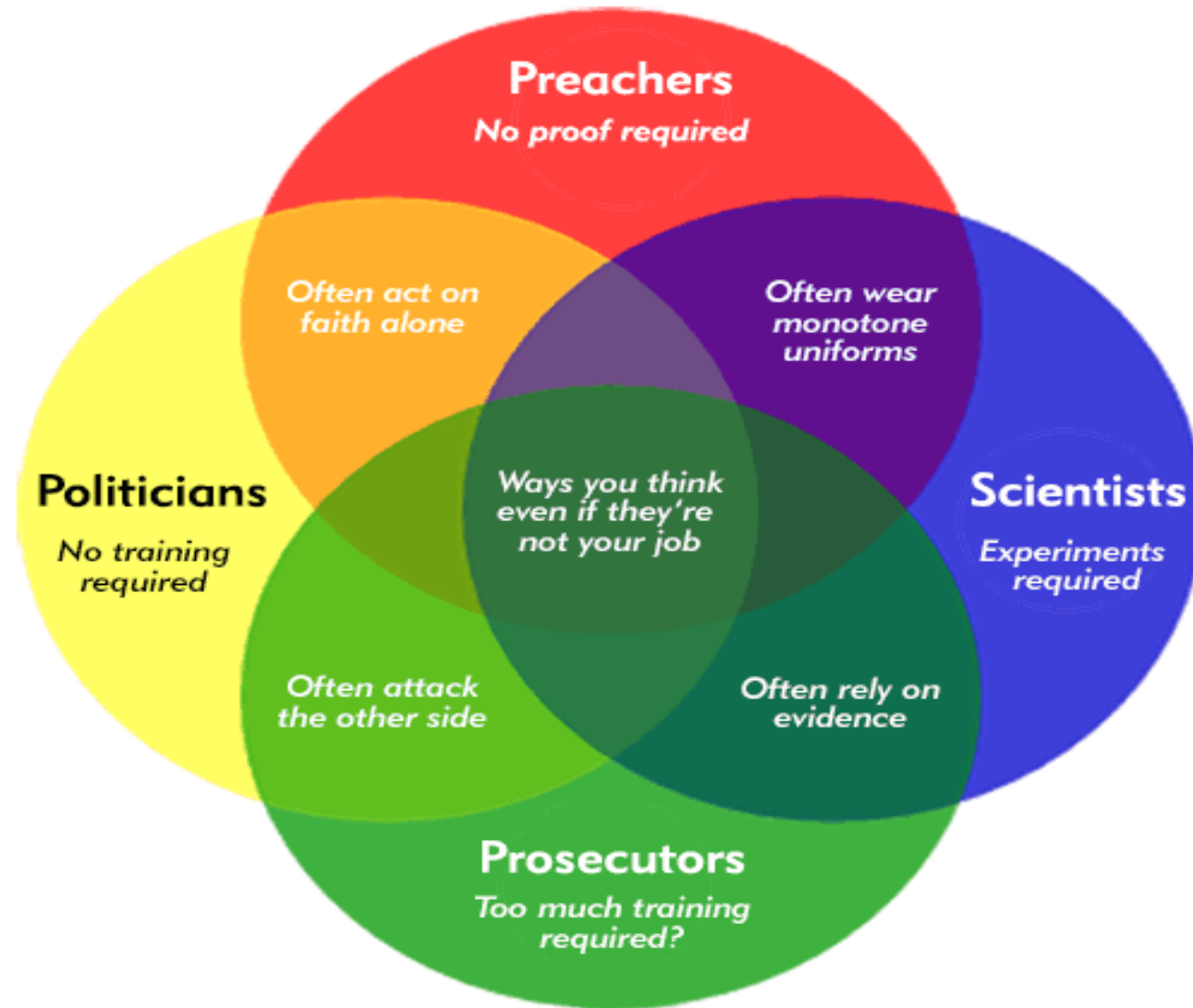
Appropriate----- Inappropriate

Respectful----- Disrespectful

Focus on my feelings/reactions----- Focus on others' feelings/reactions



Culture of Curiosity





Reflection:

In what situations would this type of frequent, specific feedback be helpful in your day to day?



Thank You!

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