

The Art and Skill of Leading Adaptively

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hot topics in practice
www.nwcenterforpublichealth.com

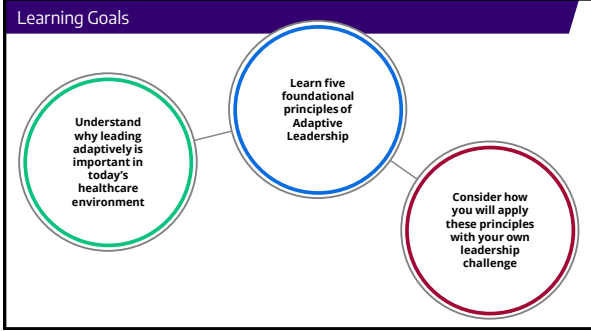
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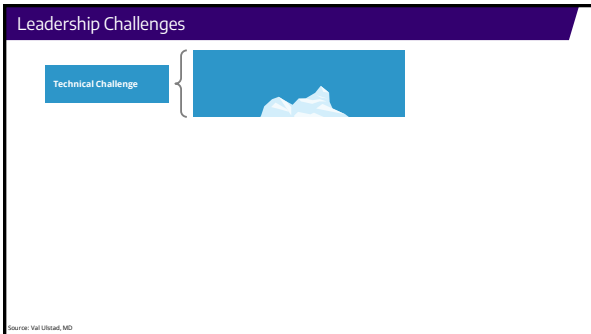
Question for the Viewers

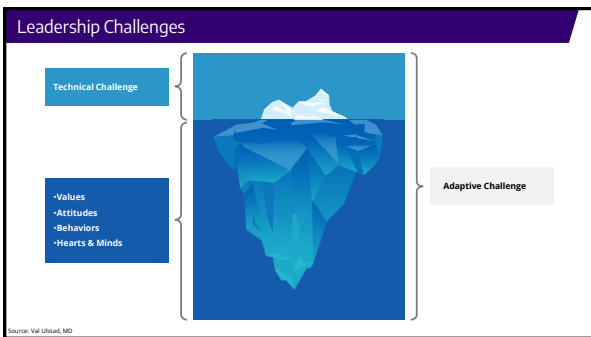
How familiar are you with the concept of adaptive leadership?

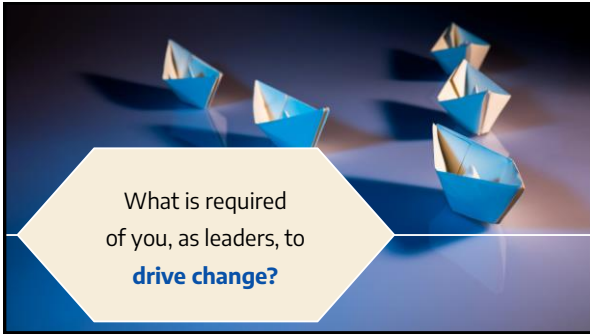
- A. Very familiar
- B. Somewhat familiar
- C. Not at all familiar

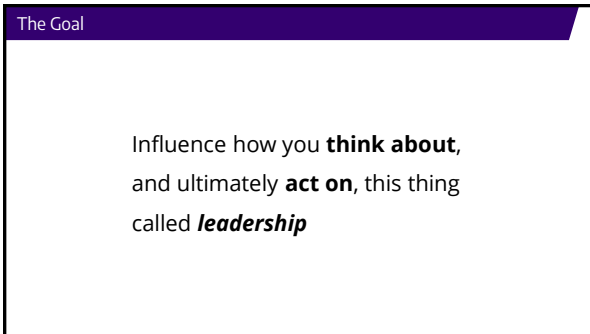
What is a leadership challenge you are currently facing?













5 Principles of Adaptive Leadership

- 1 Recognizing the difference between **technical and adaptive challenges**
- 2 **Choosing** to lead
- 3 **Go to the Balcony** (to gain perspective)
- 4 Recognizing and sensing a **productive range of tension**
- 5 **Mobilize** people to act



Recognize the difference between technical and adaptive challenges

Technical vs. Adaptive Challenges



Indicators of an Adaptive Challenge

- ✓ No known solution
- ✓ People would rather avoid the issue
- ✓ Varied points of view
- ✓ Recurring problems
- ✓ Involves facing loss; emotional responses
- ✓ Moving forward feels risky
- ✓ People must work across boundaries (standardize vs. Customize)

Technical vs. Adaptive Challenges

Technical work

- Clear answers, minimal uncertainty
- Straightforward, few big choices
- Execute using standard process, instructions
- Requires hands, feet, mouths
- Focus on tasks
- Linear, demands precision

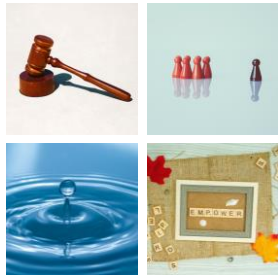
Adaptive work

- No clear answers, often high uncertainty
- Time consuming, difficult choices (losses)
- Demands many conversations
- Requires hearts, eyes and ears
- Focus on people
- Non-linear, demands creativity



Choosing to lead

Images of Authority or Leadership?



Are these images of authority or leadership?

Can they be both?

Can leadership exist without authority?

Can an authority figure fail to lead?

Authority ≠ Leadership



Leadership is an **activity**.

Authority, power and influence are **tools** but *do not guarantee* leadership
(necessary but insufficient)

Source: Yeh Ullrich, MD

Leading by Choice



Resist the seduction of your own authority.


Ask:

To whom does the work really belong?

Principle
3
Go to the balcony
(to gain perspective)







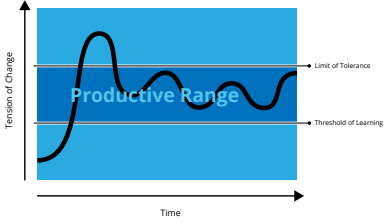
The Balcony

- Changes our view
- Allows us to remove ourselves and see with fresh eyes

Principle
4

Recognizing and sensing a productive range of tension

Recognizing and Sensing a Productive Range of Tension



Based on E. Heifetz, and M. Linsky, Leadership on the Line, Harvard Business School Press, Boston, MA, 2002, pg. 105.

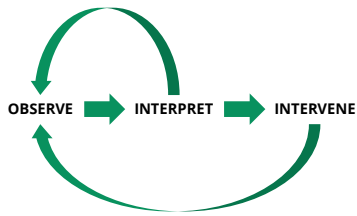
Question for the Viewers



How do you see the strain of change impacting your place of work?

- A. Burnout
- B. Compassion fatigue
- C. Lack of engagement
- D. Workforce turnover
- E. Dispersed workforce
- F. Other (please type in chat)

Sensing the Productive Range



Principle

5

Mobilize others to act

Mobilize Others

“Give the work back to the people”

- When faced with an adaptive challenge it is only the people in the challenge who can identify a solution
- Giving the work back to the people highlights the need to place the work where it belongs in order to direct a solution

Be Mindful of the Heat

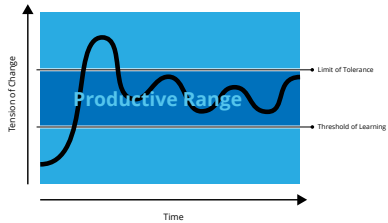


...regulate it to a **point where people are challenged**, but won't run out of the room



Recognizing and Sensing a Productive Range of Tension

Principle
Recognizing and Sensing a Productive Range of Tension



Fiol and R. Linstead, and M. Linstead, Leadership in Practice, Second Edition, Sage Press, Beverly, WA, 2009, p. 100.

Question for the Viewers

Which of the five adaptive leadership principles do you think would be applicable to the leadership challenge you identified at the beginning of the webinar?

- A. Recognize the difference between technical and adaptive challenges
- B. Choose to lead
- C. Go to the balcony to gain perspective
- D. Recognize and sense a productive range of tension
- E. Mobilize people to act
- F. None of these apply to my leadership challenge

Exercising leadership to do adaptive work means disappointing people's expectations...

...at a rate they can tolerate.

Source: Wai Ubaid, MD


Key Takeaways

Adaptive Leadership is an **activity**.

These 5 principles require active engagement and practice to become an adaptive leader:


1. Recognize the difference between technical and adaptive challenges
2. Choosing to lead
3. Go to the Balcony (to gain perspective)
4. Recognizing and sensing a productive range of tension
5. Mobilize people to act

Implications for Your Work




What do you see differently?
What will be different in your approach to your work?

A Chat with James Fausto

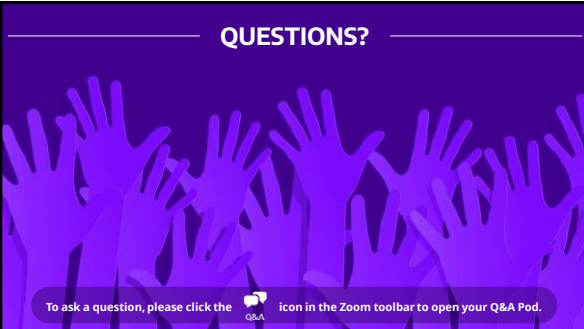



Allene Mares



James Fausto

QUESTIONS?



To ask a question, please click the  icon in the Zoom toolbar to open your Q&A Pod.

Resources

Liberating Structures - Innovation through participation
www.liberatingstructures.com

Switch: How to Change Things When Changes is Hard
Chip and Dan Heath (2010)

Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy
Amy Edmondson (2012)

Leadership Can Be Taught
Sharon Daloz Parks (2005)

Leadership Without Easy Answers
Ronald Heifetz (1998)

The Practice of Adaptive Leadership
Heifetz, Grashow, and Linsky (2009)



Thank you.
