

The background features a gradient from light green at the top to dark blue at the bottom. On the left side, there is a large, semi-circular scale with numerical markings from 140 to 260 in increments of 10. Several circular and semi-circular lines, some solid and some dashed, are scattered across the image, some with arrows indicating direction. The overall aesthetic is technical and modern.

ADAPTIVE LEADERSHIP

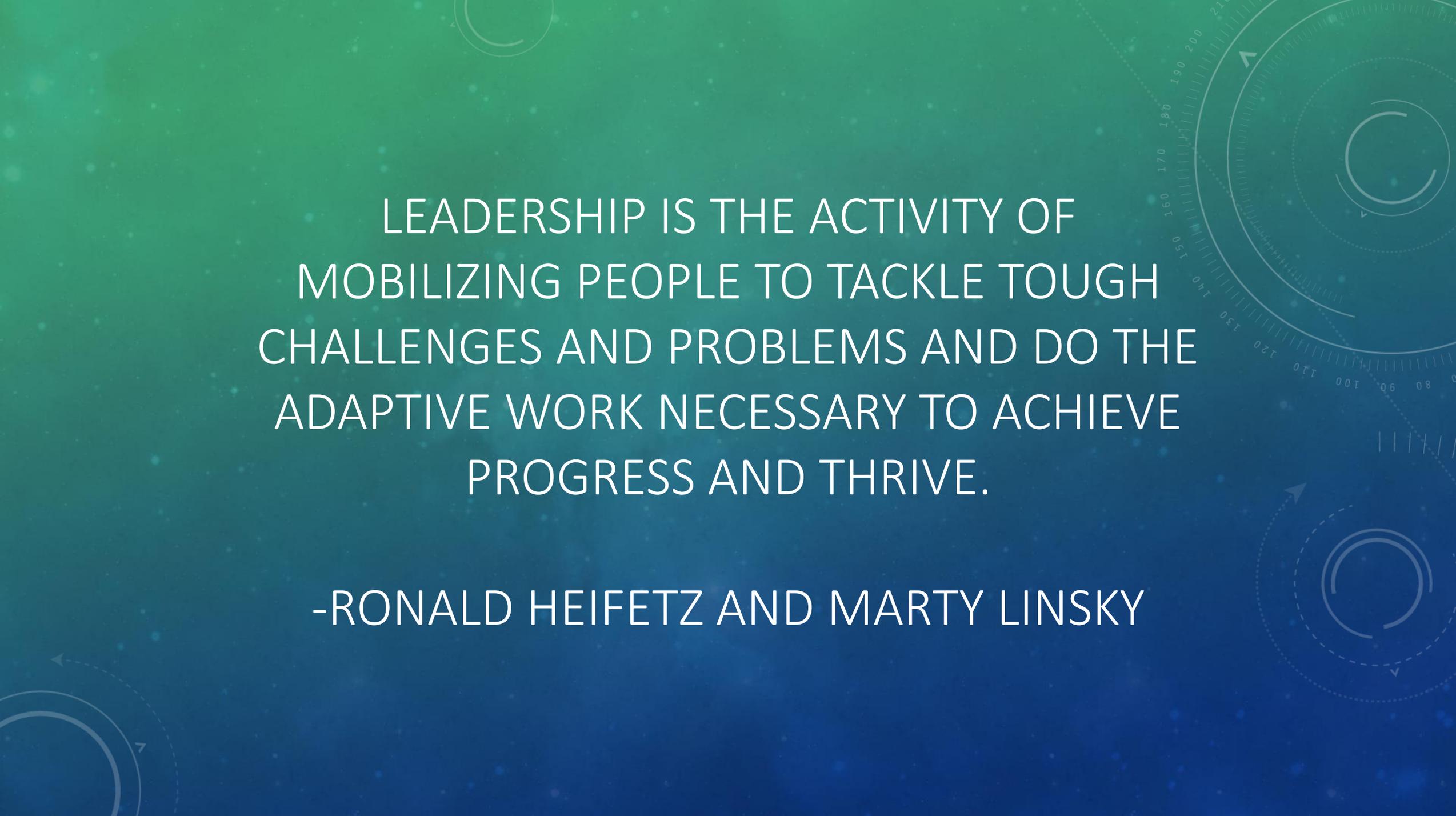
HOW NEW DIRECTIONS IN LEADERSHIP THEORY CONNECT TO LISTENING,
EMPATHY AND EMOTIONS

OBJECTIVES

- Define Adaptive Leadership
- Discuss the different types of Situational Challenges
- Identify and Apply leader behaviors to Situational Challenges
- Discuss steps in Adaptive Work

WHAT IS ADAPTIVE LEADERSHIP?

The background features a vertical gradient from light green at the top to dark blue at the bottom. It is decorated with a fine pattern of white dots and several faint, semi-transparent technical diagrams. These include circular gauges with numerical scales (e.g., 80, 90, 100, 110, 120, 130, 140, 150, 160, 170, 180, 190, 200, 210) and arrows, as well as concentric circles and dashed lines, suggesting a theme of technology, data, or engineering.



LEADERSHIP IS THE ACTIVITY OF
MOBILIZING PEOPLE TO TACKLE TOUGH
CHALLENGES AND PROBLEMS AND DO THE
ADAPTIVE WORK NECESSARY TO ACHIEVE
PROGRESS AND THRIVE.

-RONALD HEIFETZ AND MARTY LINSKY

ADAPTIVE LEADERSHIP

- Adaptive Leaders help others by;
 - Mobilizing
 - Motivating
 - Orienting
 - Focusing their attention on what is important
- ENCOURAGES people to face and deal with problems, challenges and change

ADAPTIVE LEADERSHIP

- Stresses the activities **OF THE LEADER** in relation to the **WORK OF THE FOLLOWERS** in the **CONTEXTS** in which they find themselves
- Helping people change and adjust to new situations
 - Encourages others to do the problem solving
 - Studies leaders, but more about the adaption of followers
 - Leader behavior encourages learning, creativity, and understanding in complex situations

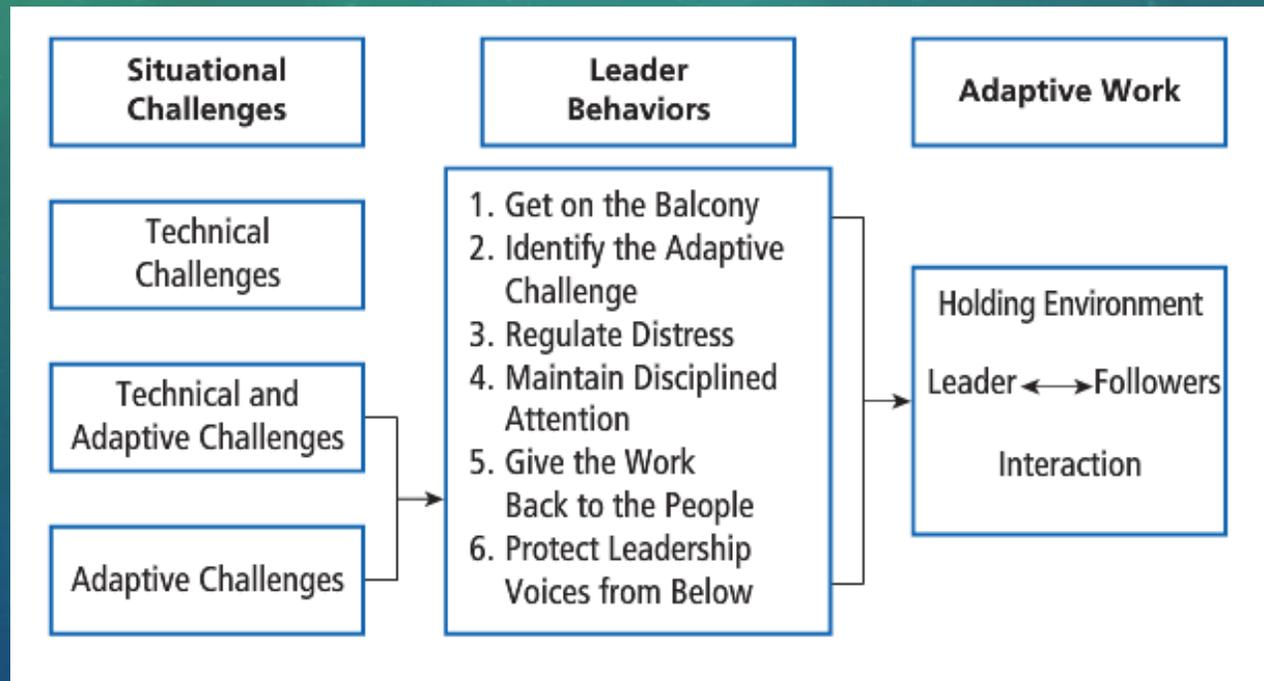
ADAPTIVE LEADERSHIP

- Traces back to evolutionary biology
 - It preserves the DNA essential for the species continued survival
 - It discards (reregulates and rearranges) the DNA that no longer serves the species current needs
 - It creates DNA arrangements that give the species the ability to flourish in new ways and in more challenge environments
- Successful adaptations enable a living system to take the best from its history into the future.

INCORPORATES DIFFERENT VIEWPOINTS

- Systems Perspective- Problems are complex with interconnected parts
- Biological Perspective- People develop and evolve by having to adapt to internal cues and the external environment
- Psychotherapy Perspective- People adapt successfully when they face problems directly, distinguish between fantasy and reality, resolve internal conflicts, and learn new attitudes and behaviors

MODEL OF ADAPTIVE LEADERSHIP



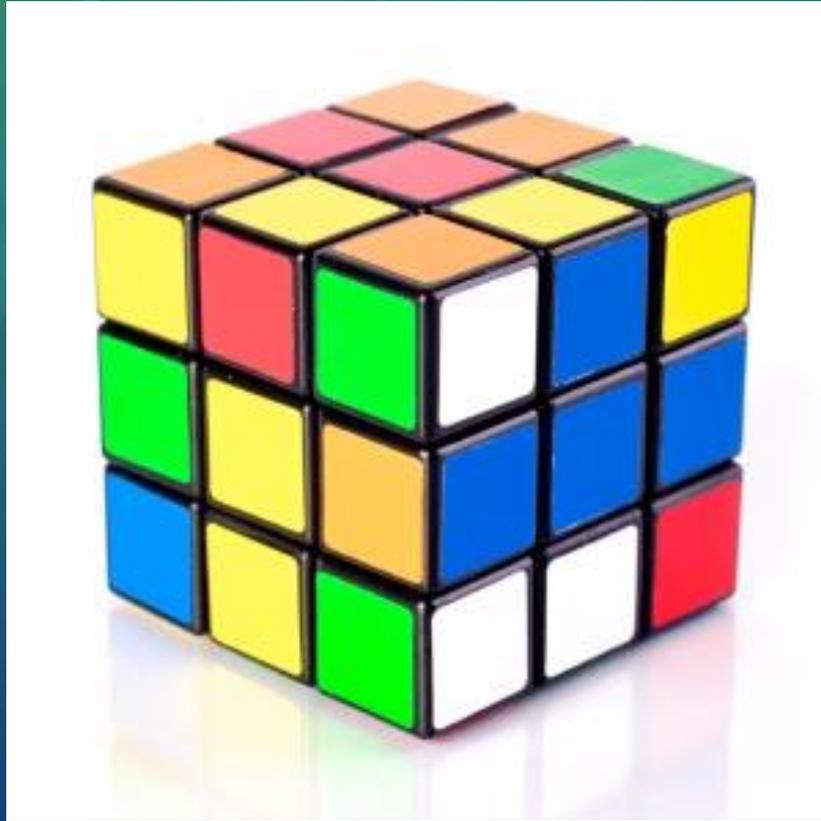
SITUATIONAL CHALLENGES

- Technical Problem- necessary knowhow and procedures are in existence to solve the problem
- Adaptive Challenge- problems that are not able to be solved by standard operating procedures
 - Requires experiments, new discoveries, and adjustments
 - Change in attitudes, values and behaviors

SITUATIONAL CHALLENGES

| Type of Challenge | Problem Definition | Solution | Locus of Work |
|------------------------|--------------------|-------------------|----------------------------|
| Technical | Clear | Clear | Authority |
| Adaptive | Requires Learning | Requires Learning | Stakeholders |
| Technical and Adaptive | Clear | Requires Learning | Authority and Stakeholders |

TECHNICAL PROBLEM



ADAPTIVE CHALLENGE



TECHNICAL VS. ADAPTIVE CHALLENGES

- Technical Challenge
 - Some new software at an accounting firm isn't working. If the accountant has authority to address the problem (e.g. contact the software company and have the program modified to meet the company's needs), this is a technical problem.
- No need for adaptive leadership

TECHNICAL VS. ADAPTIVE CHALLENGES

- Adaptive Challenge
 - In an established company, a small group of young, high-achieving engineers, wants to change the way merit pay is given by removing seniority and years of service as part of the criteria. Longtime employees are resisting the change. Company leaders must find a way to address this issue without alienating either group.
- The challenges facing the organization are not clearly defined nor are the solutions.

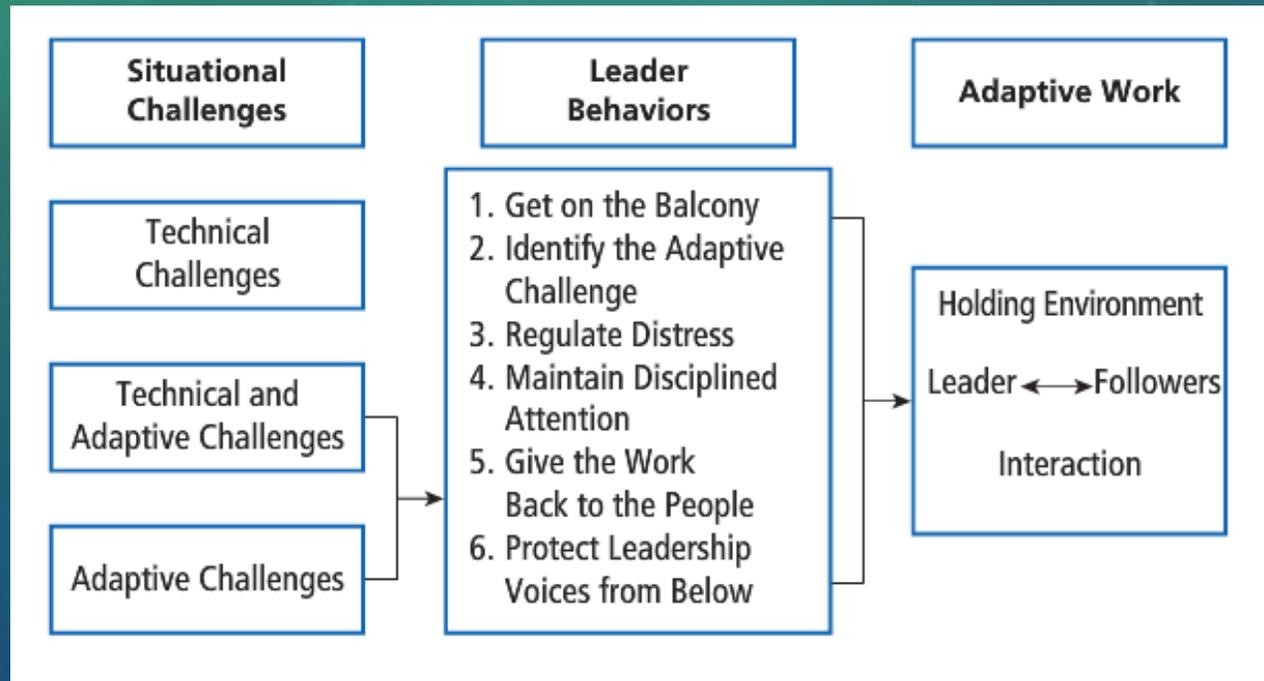
TECHNICAL VS. ADAPTIVE CHALLENGES

- Technical and Adaptive Challenges- Challenges are clearly defined but do not have straight forward solutions. Leader and followers both tackle the problem.
- Example
 - A school wants to change from a traditional approach to a magnet school-centered culture. Administration can offer training on how to involve teachers in the transition. Staff, teachers, administrators, parents, students can the community need to accept the change and how to implement it.
- Need for adaption by many different people.

DISCUSSION

- In your groups, identify one ADAPTIVE challenge we are facing at Fresno State

MODEL OF ADAPTIVE LEADERSHIP



GET ON THE BALCONY

- Understand the big picture and all that is involved in the situation.
- Do not get swept in the field of play
- Move back and forth between the action and the balcony
 - Get a wholesome view
- Develop more than one interpretation

DISTINGUISH AND IDENTIFY ISSUES

- Determine the Ripeness of the Issue- how resilient and ready are people to tackle this issue?
- Types of Adaptive Challenges
 - Competing commitments/goals (quality vs. cost)
 - Elephants in the room- sacred cows, risky issues
 - People avoid work

FRAMING- REGULATE DISTRESS

- Help others recognize the need for change but not be overwhelmed by it. The leader must...
 - Create a holding environment- safe atmosphere to discuss everything
 - Provide direction, protection, orientation, conflict management, productive norms.
 - Regulate his or her own personal distress



PEOPLE DON'T RESIST
CHANGE. PEOPLE RESIST LOSS.

MAINTAIN DISCIPLINE

- Encourage people to focus on the tough work they need to do.
- Managing conflict, dealing with politics and making people accountable requires the leader to hold steady.
- Containing conflict but allow people to keep addressing hard questions without technical fix or authority.

GIVE THE WORK BACK

- Avoid micro-managing; support people; encourage risk-taking. People should know that they can work out their own solutions.
- To meet significant challenges, people need to change hearts, minds and behaviors. Followers must do it themselves.
- Holding people accountable for this is not easy, especially because they are looking for authority to project certainty.

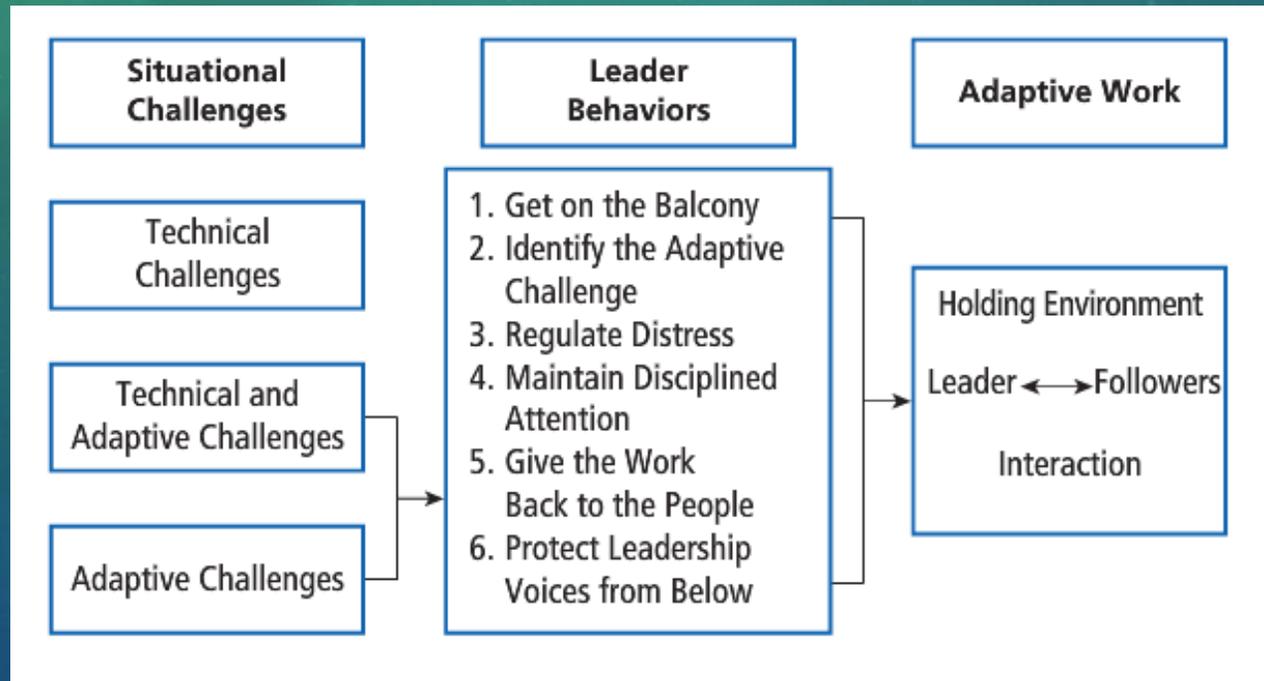
PROTECT LEADERSHIP VOICES

- Consider the ideas of people who may be at the fringe, marginalized, or even deviant in the group or organization.
- Protect the whistle blowers.

DISCUSSION

- In your groups, discuss your assigned leader behavior. How are you applying it to different situations in your workplace?

MODEL OF ADAPTIVE LEADERSHIP



ADAPTIVE WORK

- Grows out of communication between leaders and followers, but primarily the work is done by the followers.

ADAPTIVE WORK

1. Building on the Past
2. Let's Experiment
3. Relying on Diversity
4. Rearranging the DNA
5. Taking some Time

BUILDING ON THE PAST

- Engage people in distinguishing what is essential to preserve the organizations heritage from what is expendable
- Adaptations are conservative and progressive- Make the best possible use of previous wisdom and knowhow- anchors change in values and competencies

LET'S EXPERIMENT

- Take your experience, be willing to experiment and improvise as you go
- Example- companies willing to experience failure in order to bring a successful product to the market

RELYING ON DIVERSITY

- Referred to as collective intelligence
- Builds a culture that values diverse views
- Values a culture where people are not afraid to question because it is centered around wanting to make a positive change

REARRANGING THE DNA

- Requires the ability to recognize losses, create a pattern of response on individual and systematic levels, and knowhow to counteract problems

TAKING SOME TIME

- Adaptation can greatly enhance a species capacity to thrive
 - Significant change is a product of experimentation and time, culture changes slowly
 - Staying in the game, amidst the heat- easy to fall back into tradition
- Give people time to get on the bus

ADAPTIVE LEADERSHIP

- Successful adaptive leadership builds on the past rather than jettison it.
- Organizational adaptations occur through experimentation and rely on diversity.
- New Adaptations displace, reregulate, and rearrange some old DNA
- Adaption Takes Time

LET'S REFLECT

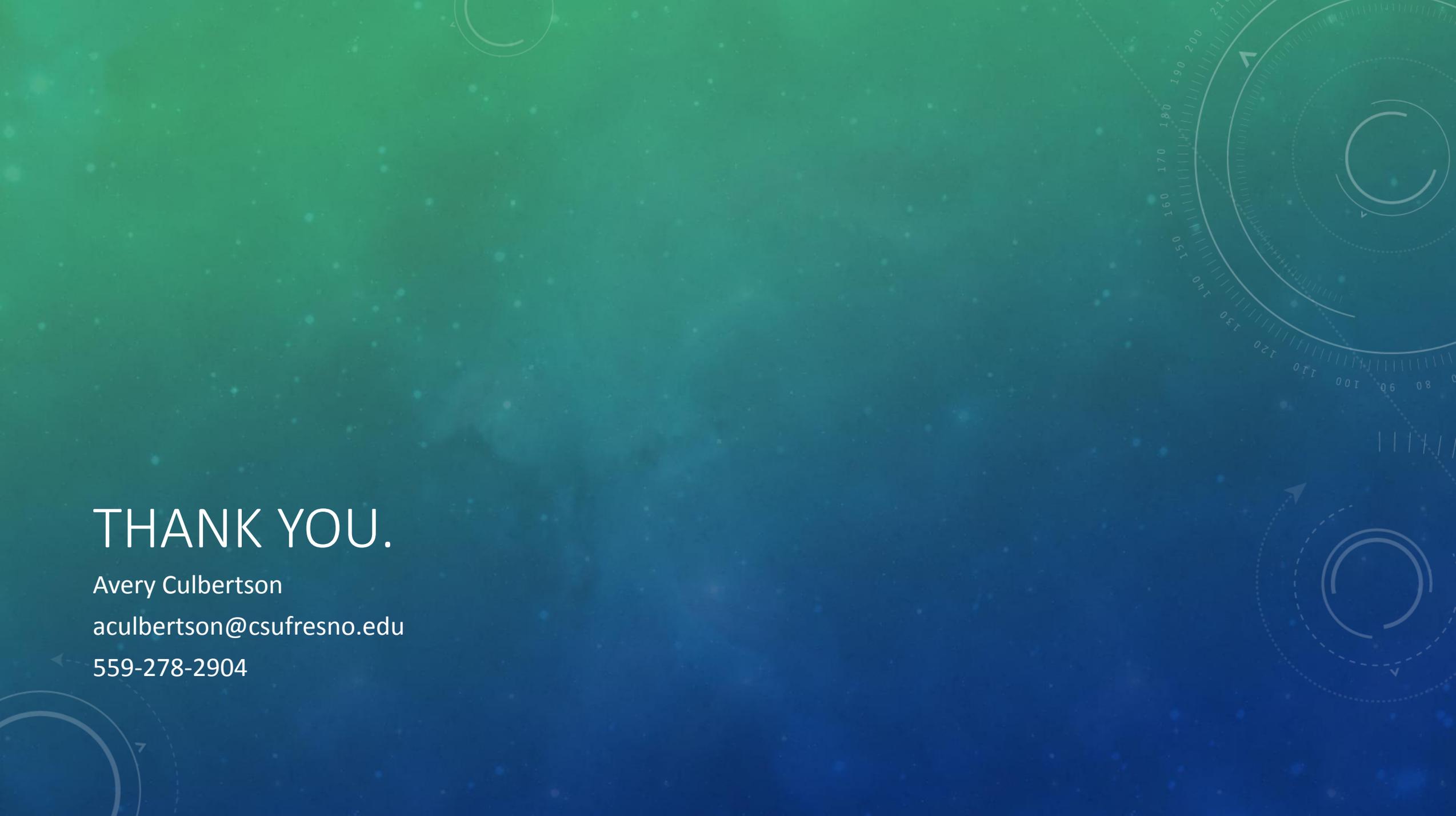
- How do you, personally, define Adaptive Leadership?
- In your personal journey, what issues to do face are technical challenges? Adaptive challenges?
- How do your values play into leadership behaviors?
- What characteristics of Adaptive Work have you seen in your own life/work?

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QUESTIONS?





THANK YOU.

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