Leadership for Adaptive Change

Strategies for addressing Root Causes, Building Capacities and Managing Loss

Getting Ready

- Video and Sound on?

- Re-Name yourself (First Name, Last Name, Organization, Pronouns)

- Gallery View = See all, Presenter view = focus on speaker

- Share in the Chat box: What is most interesting or distracting about the space you are in?

Agenda

_____

Welcome and Introduction

Small Group check in

Review Technical from Adaptive Challenges and Managing Loss
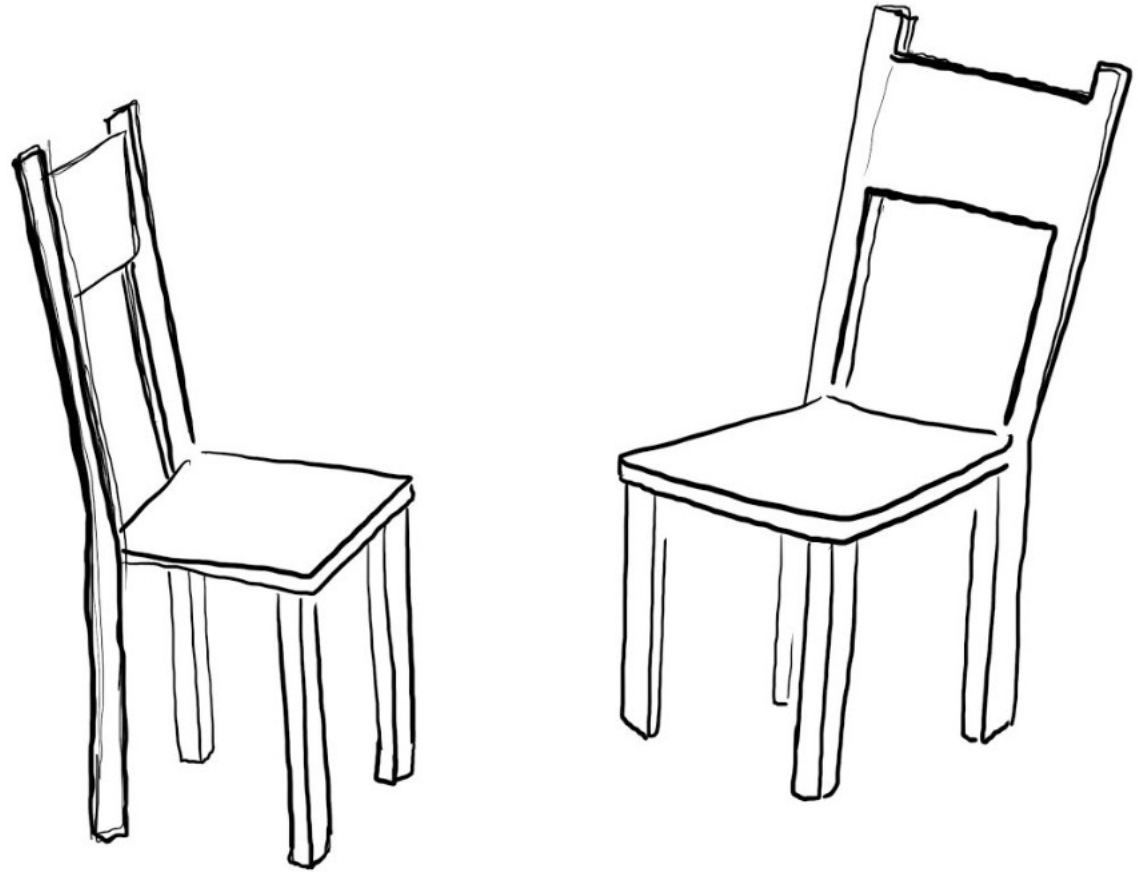
Small Group Work

Leadership Strategies and Application

Check out and Takeaways

Share in trios

- Introduce yourself

- In one sentence: One challenge you are hoping to explore today?

Adaptive vs. Technical Challenges

Type of challenge		
	Problem	**Solution**
Technical challenges		

Adaptive vs. Technical Challenges

Type of challenge	Problem	Solution
Technical challenges	▪ **Easy** to identify, often recognizable based on experience	▪ **Clear** solution based on experience and expertise

Adaptive vs. Technical Challenges

Type of challenge	Problem	Solution	Locus of responsibility	Obstacles
Technical challenges	▪ **Easy** to identify, often recognizable based on experience	▪ **Clear** solution based on experience and expertise	▪ **Experts** ▪ **Authorities**	▪ **Resources** (time, money, …)

Adaptive vs. Technical Challenges

Type of challenge	Problem	Solution	Locus of responsibility	Obstacles
Technical challenges	▪ **Easy** to identify, often recognizable based on experience	▪ **Clear** solution based on experience and expertise	▪ **Experts** ▪ **Authorities**	▪ **Resources** (time, money, …)
Adaptive challenge	▪ **Hard** to identify – requires learning!	▪ **Unclear** solution – requires learning!		

Adaptive vs. Technical Challenges

Type of challenge	Problem	Solution	Locus of responsibility	Obstacles
Technical challenges	▪ **Easy** to identify, often recognizable based on experience	▪ **Clear** solution based on experience and expertise	▪ **Experts** ▪ **Authorities**	▪ **Resources** (time, money, …)
Adaptive challenge	▪ **Hard** to identify – requires learning!	▪ **Unclear** solution – requires learning!	▪ **Those affected** by the challenge/ stakeholders, incl. authorities	

Adaptive vs. Technical Challenges

Type of challenge	Problem	Solution	Locus of responsibility	Obstacles
Technical challenges	• **Easy** to identify, often recognizable based on experience	• **Clear** solution based on experience and expertise	• **Experts** • **Authorities**	• **Resources** (time, money, …)
Adaptive challenge	• **Hard** to identify – requires learning!	• **Unclear** solution – requires learning!	• **Those affected** by the challenge/ stakeholders, incl. authorities	• Hearts and minds, values, loyalties, relationships → **losses**

Adaptive vs. Technical Challenges

Type of challenge	Problem	Solution	Locus of responsibility	Obstacles
Technical challenges	▪ **Easy** to identify, often recognizable based on experience	▪ **Clear** solution based on experience and expertise	▪ **Experts** ▪ **Authorities**	▪ **Resources** (time, money, …)
Adaptive challenge	▪ **Hard** to identify – requires learning!	▪ **Unclear** solution – requires learning! → Importance of **making progress** towards a solution!	▪ **Those affected** by the challenge/ stakeholders, incl. authorities	▪ Hearts and minds, values, loyalties, relationships → **losses**

One of the most common mistakes:
Treating an adaptive challenges as technical one
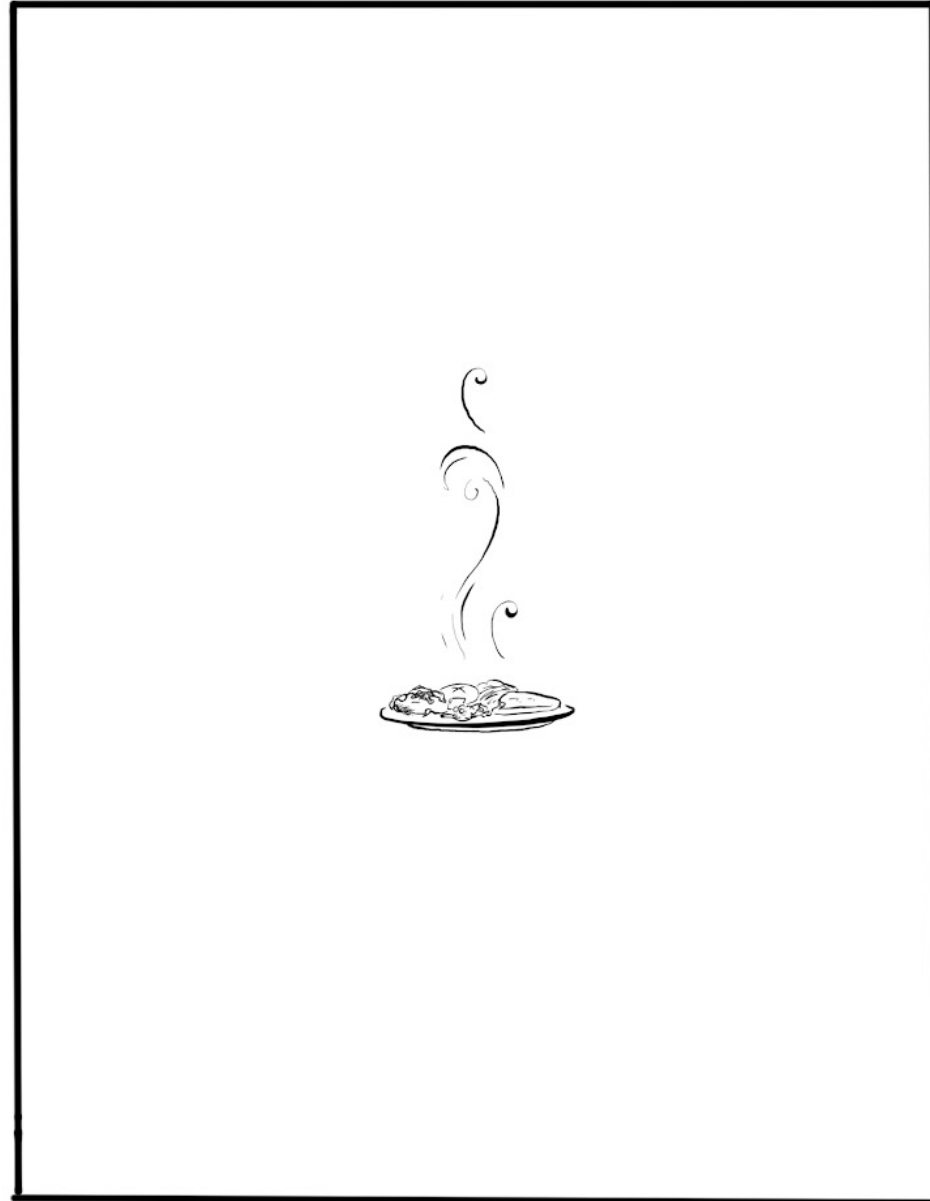
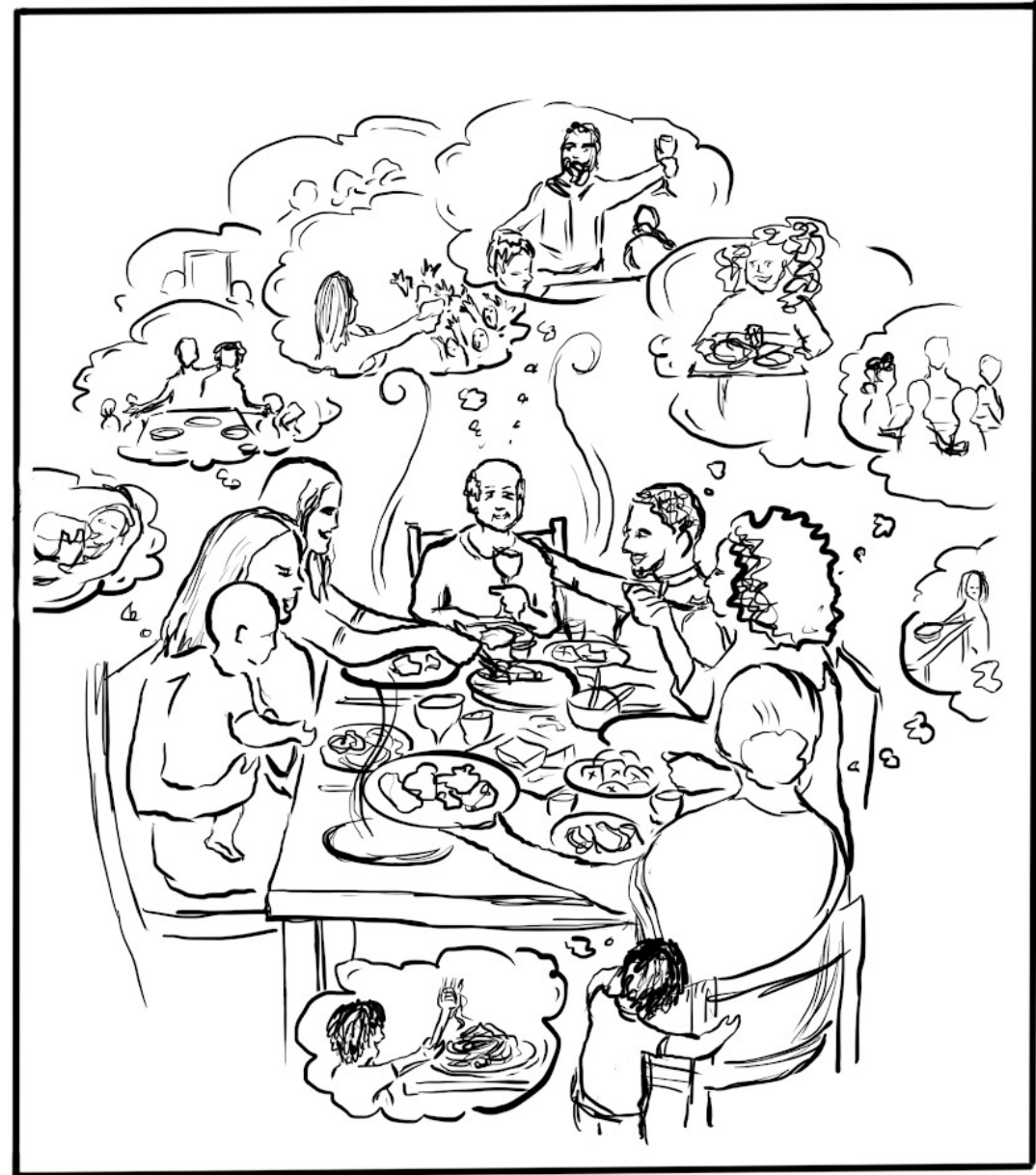# People Resist Change

People

Resist

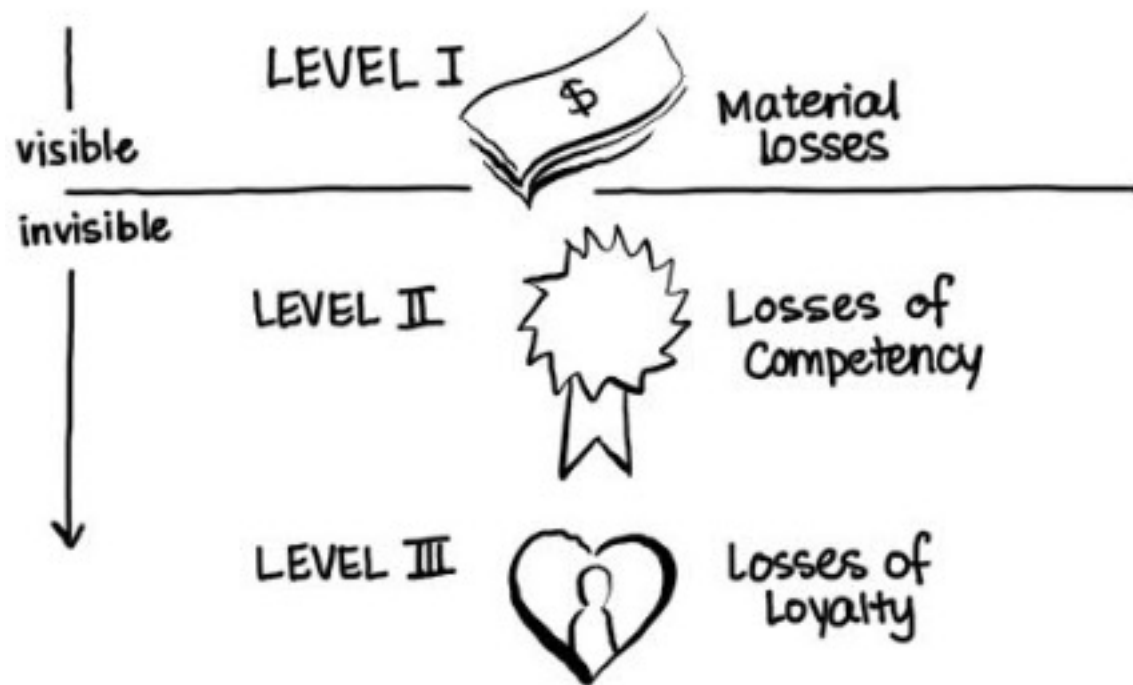# ~~Change~~

People
Resist
~~Change~~ LOSS

IF ALL YOU SEE IS THIS:

YOU ARE LIKELY MISSING THIS:

What is your **technical** diagnosis?	**Challenge** What are the technical components of the challenge?	**Solutions** What solution(s) to these technical challenges?	**Locus of responsibility** Who is responsible for solving the problem?	**Obstacles** What are obstacles to this problem solving?

What is your **adaptive** diagnosis?	**Challenge** What are the technical components of the challenge?	**Progress** What needs to be learned about the challenge? How would you know that progress has been made?	**Locus of responsibility** Who needs to be involved in this learning process? Why?	**Obstacles** In what way are hearts, minds, loyalties and deeply held values proving to be obstacles?
				Losses What losses do people fear if the challenge is addressed?

Individual Work – 5 Minutes

Analyze a Change Challenge from your own Background

▶ **ACTIVITY: DIAGNOSE YOUR CHALLENGE**

	Challenge	Solutions	Locus of responsibility	Obstacles
	What are the technical components of the challenge?	What solution(s) to these technical challenges?	Who is responsible for solving the problem?	What are obstacles to this problem solving?
What is your **technical** diagnosis?				

	Challenge	Progress	Locus of responsibility	Obstacles
	What are the technical components of the challenge?	What needs to be learned about the challenge? How would you know that progress has been made?	Who needs to be involved in this learning process? Why?	In what way are hearts, minds, loyalties and deeply held values proving to be obstacles?
What is your **adaptive** diagnosis?				**Losses** What losses do people fear if the challenge is addressed?

Application in Small Groups
per person: 2 minutes to share, 3 minutes discussion

Discuss and Consult on Your Challenges

▶ **ACTIVITY: DIAGNOSE YOUR CHALLENGE**

	Challenge What are the technical components of the challenge?	**Solutions** What solution(s) to these technical challenges?	**Locus of responsibility** Who is responsible for solving the problem?	**Obstacles** What are obstacles to this problem solving?
What is your **technical** diagnosis?				

	Challenge What are the technical components of the challenge?	**Progress** What needs to be learned about the challenge? How would you know that progress has been made?	**Locus of responsibility** Who needs to be involved in this learning process? Why?	**Obstacles** In what way are hearts, minds, loyalties and deeply held values proving to be obstacles?
What is your **adaptive** diagnosis?				
				Losses What losses do people fear if the challenge is addressed?

The Crisis Challenge

The **work** requires

- Imminent Danger: handle and manage what you can to keep people safe

- Emotional Holding: Honor loss, enable hope, create community, supportive practices, purpose

- Root Causes: Keep people's attention on underlying root challenges and the new capacities that need to be built

- Uncertainty: Manage that you don't know. Be transparent about it. Learn together.

The Crisis Challenge

The **work** requires

- Imminent Danger: handle and manage what you can to keep people safe
- Emotional Holding: Honor loss, enable hope, create community, supportive practices, purpose
- Root Causes: Keep people's attention on underlying root challenges and the new capacities that need to be built
- Uncertainty: Manage that you don't know. Be transparent about it. Learn together.

Traps

- Do something!
- Deal with the technical components only
- Scapegoat
- Play the crisis down

Reflect

- What strategies and practices for managing and moving through do you know from other domains (religious, spiritual)
- How might might you transfer them to your leadership challenge?

Reflect

What is one next step you can take?

Share in the Chat Box

What is one next step you can take?