Make sure to share your LeaderShift experiences with your peers

@LEADSleaders
@leadershifton

#leadershift   #leadershipmatters

#StartALeaderShift   #ONHealth

Don't forget to share and discuss on your LEADS Community for Practice

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How to be an ADAPTIVE LEADER

Why Bother?

Based on the ground breaking research
of **Ron Heifetz** and Marty Linsky at Harvard University

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Peaceful
Joyful
Purposeful
Mindful
Prosperous
Reflective
Energized
Grateful

Intentions

Aware
Balanced
Generous
Compassionate
Curious   Healthy

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What do you want to take away today?

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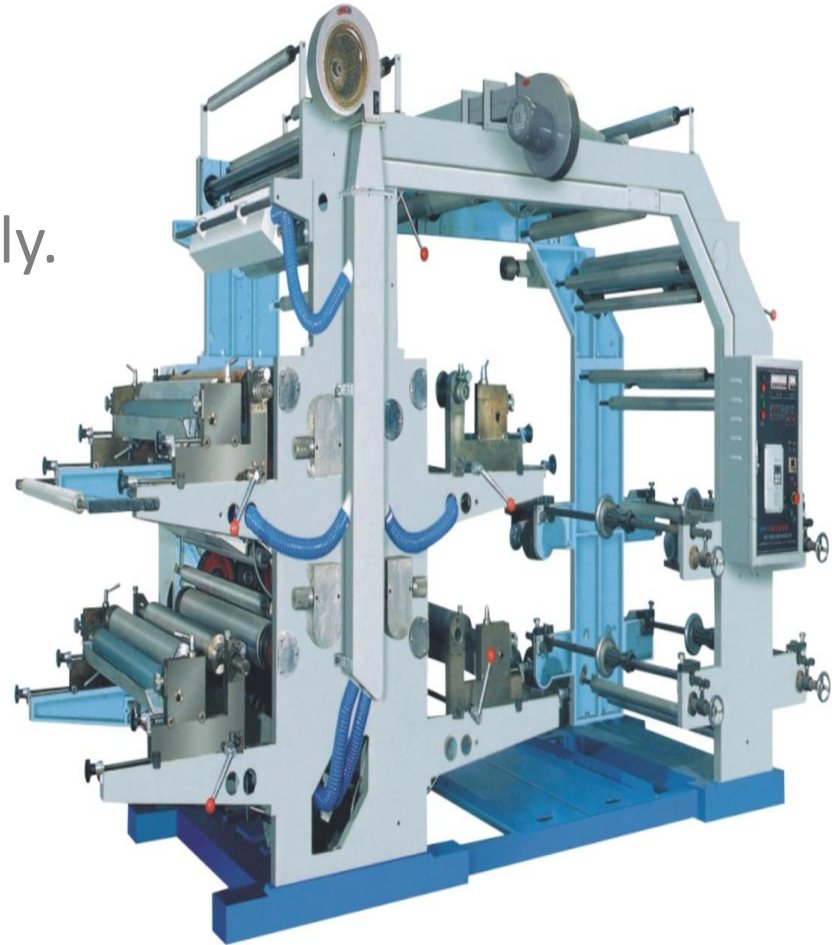# The World We Live In

(V.U.C.A.)
Volatile
Uncertain
Complex
Ambiguous

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A 20ᵗʰ Century metaphor for organizations

- they're not natural.
- you design them.
- the parts act independently.
- they follow the plan.
- you judge success by how well the results conform to the plan.

- They are interacting, interrelated, and interdependent elements forming a complex whole

- They are connected and joined together by a web of relationships

- The whole is different from, and greater than, the sum of its parts

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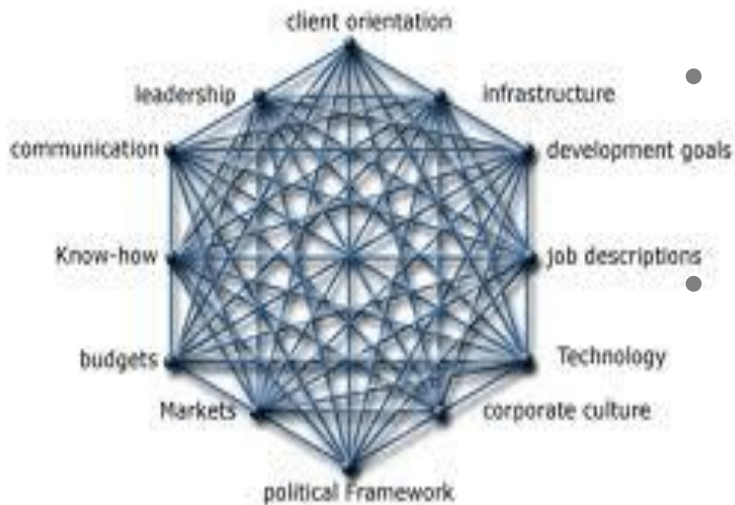
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Try to define a strategy to deal with every conceivable scenario in advance?

OR

Focus on sensing signals from your environment, extracting meaning,
and adaptively reacting to those signals?

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Technical problems (even though they may be complex) can be solved with knowledge and procedures already in hand. In contrast, *adaptive challenges* require new learning, innovation, and new patterns of behavior. In this view, leadership is the activity of mobilizing people to address adaptive challenges—those challenges that cannot be resolved by expert knowledge

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Technical challenges can be resolved through the application of <u>authoritative expertise</u> and through the organization's <u>current structures, procedures and ways of doing things</u>. *Adaptive challenges* can **ONLY** be addressed through <u>changes in people's priorities, beliefs, habits and loyalties</u>. *Making progress requires going beyond any authoritative expertise to mobilize discovery, shedding certain entrenched ways, tolerating losses and generating the new capacity to thrive anew.*

Ask for more than changes in routine or mere performance. They call for changes of heart and mind—the transformation of long-standing habits and deeply held assumptions and values.

It is Cultural

Culture by Design Vs Culture by Default

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Examples

	Problem Solution	Whose Work	Type of Work
Technical	Clear and known	Expert/Authority	Expedited fix
Adaptive	Requires learning	Stakeholder	Experiment and make progress
Both	?	?	?

Technical OR Adaptive Challenge?

Most managers are functionally very competent, skillful and good at problem-solving. They would have attained a certain level of functional experiences, had been very effectively in their functional roles, before getting promoted to the management level.

This is the classic example is people who are technically competent getting promoted because functional expertise

BUT

Management is often bringing a <u>technical</u> approach to an <u>adaptive</u> challenge (people)

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Technical vs Adaptive

Technical and Adaptive Challenge Overview	
Technical Challenge	**Adaptive Challenge**
Easy to identify	Difficult to identify (easy to deny)
Quick and easy solutions	Requires changes in values, beliefs and approaches to work
Requires small changes within known boundaries	Require a lot of changes across many, sometimes unknown, boundaries.
Can be solved by expert or 'authority'	Solved by people with the problem
Solutions can be implemented quickly	No quick fixes, requires constant experimentation

CORE LEADERSHIP

STRATEGY	ACTION	RESULTS
Vision	Decision Making	Risk Taking
Acumen	Communication	Results Focus
Planning	Mobilizing Others	Agility
Courage to Lead		

ADAPTIVE LEADERSHIP

EMOTIONAL INTELLIGENCE	ORGANIZATIONAL JUSTICE	CHARACTER	DEVELOPMENT
Self-Awareness	Decision Fairness	Integrity	Lifelong Learning
Self-Management	Information Sharing	Credibility	Developing Others
Social Awareness	Outcome Concern	Values Differences	
Relationship Management			

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1. Emotional Intelligence

Emotional intelligence is the ability to recognize your own feelings and those of other people. With this awareness, an adaptive leader is able to build trust with other participants and foster quality relationships.

Source: Corporate Finance Institute Website

2. Organizational justice

Another fundamental principle of adaptive leadership is fostering a culture of honesty. Adaptive leaders know the best policies to introduce for the good of the organization. They also know the best ways to introduce these changes so that people embrace them. Adaptive leaders are willing to accommodate other peoples' views, hence, assuring them that they are valued and respected.

Source: Corporate Finance Institute Website

3. Development

Adaptive leadership entails learning new things. If one technique is not yielding desired results, an adaptive leader goes out of his or her way to discover new strategies that can work. With new techniques, both the employees and the company at large will experience growth and development.

Source: Corporate Finance Institute Website

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4. Character

Adaptive leadership is about having a deep sense of character, being transparent and creative. Adaptive leaders may not always be right but they earn the respect of those they work with and practice what they recommend. They let go of "Hierarchy"
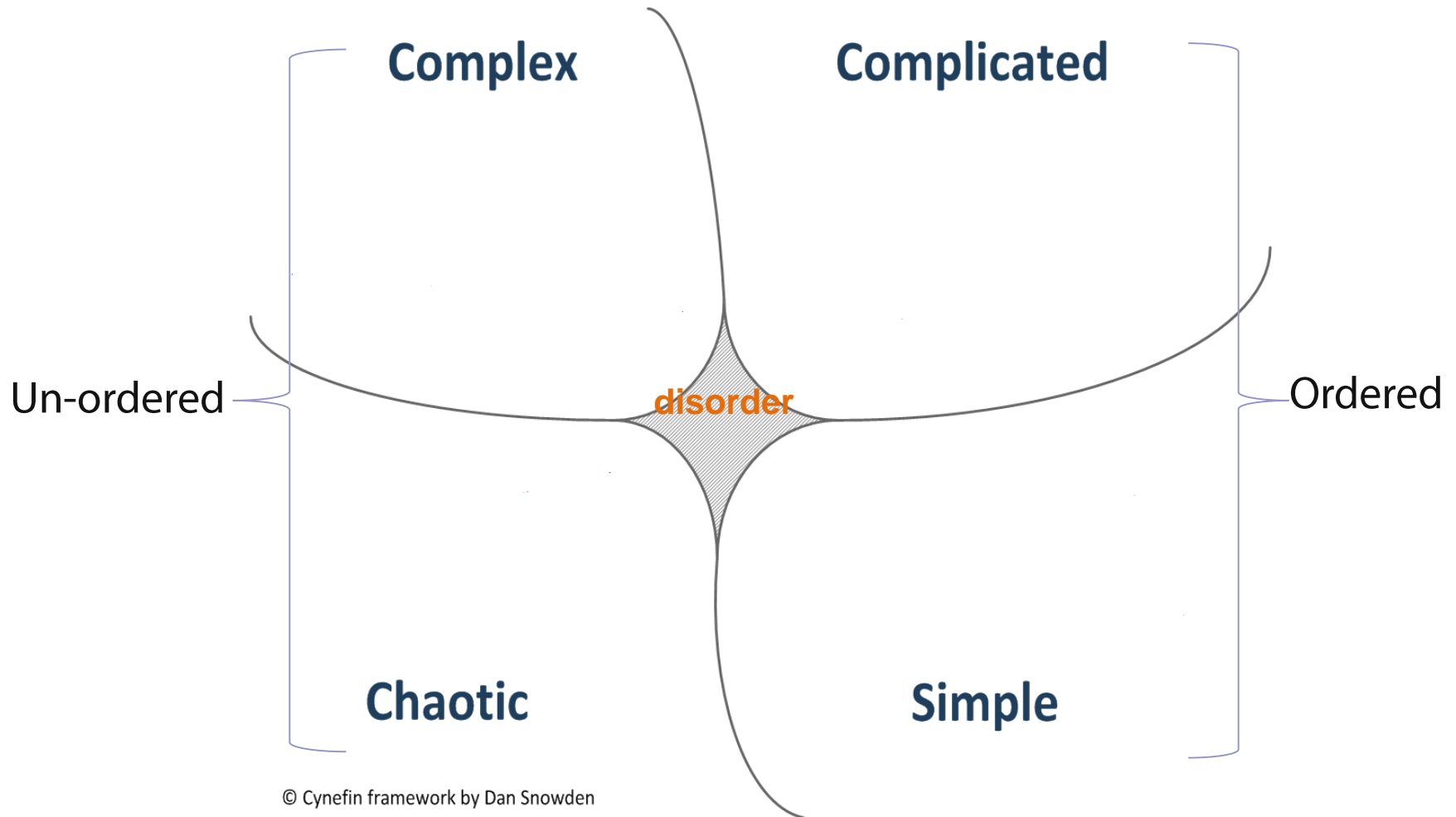
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Adaptive Leadership focuses on four dimensions:

- Navigating business environments,

- Leading with empathy,

- Learning through self-correction and reflection,

- Creating win-win solutions.

Source: Corporate Finance Institute Website

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Leadership Contexts

© Cynefin framework by Dan Snowden

Snowden & Boone (2007)

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Match Approach To Context

Complex

- Flux and unpredictability
- No right answers; emergent
- instructive patterns
- Unknown unknowns
- Many competing ideas
- A need for creative and innovative
- approaches
- Pattern-based leadership

Complicated

- Expert diagnosis required
- Cause-and-effect relationships
- discoverable but not immediately
- apparent to everyone; more than one right answer possible
- Known unknowns
- Fact-based management

Chaotic

- High turbulence
- No clear cause-and-effect relationships, so no point in looking for right answers
- Unknowables
- Many decisions to make and no time to think
- High tension
- Pattern-based leadership

© Cynefin framework by Dan Snowden

Simple

- Repeating patterns and
- consistent events
- Clear cause-and-effect
- relationships evident to everyone; right answer exists
- Known knowns
- Fact-based management

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VIDEO

A healthcare example…

Simple

- Context – everyone should be protected through vaccination

- Program design – universal flu shot clinics

- Evaluation design - How many clinics were conducted, how many people were vaccinated, how many people contracted the flu virus

Complicated

- Context – people are at different risk levels for contracting the flu

- Program design – allocate, administer flu shots by risk level, triage patients by level of risk

- Evaluation design - What proportion of people with high/medium/low risk receive the vaccine? What proportion of people at each risk level contract the flu? How many deaths and hospitalizations are avoided as result of shots?

Complex

- Context – Timing of two interacting epidemics (H1N1 and seasonal flu) is ahead of current vaccine production

- Program design – Multi-level intervention: national media messages, provider triage by risk, populations self-organize multiple responses

- Evaluation design – What are the changing patterns of twin epidemics? How are governments, providers, populations reacting and interacting in response to situation? Population health impacts?

The Leaders' Job

Complex

- Probe, sense, respond
- Create environments and experiments that allow patterns to emerge
- Increase levels of interaction and communication
- Help generate ideas: set barriers; stimulate attractors; encourage dissent and diversity; manage starting conditions and monitor for emergence

Complicated

- Sense, analyze, respond
- Create panels of experts
- Listen to conflicting advice

Chaotic

- Act, sense, respond
- Look for what works instead of seeking right answers
- Take immediate action to reestablish order (command and control)
- Provide clear, direct communication

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Simple

- Sense, categorize, respond
- Ensure that proper processes are in place
- Delegate
- Use best practices
- Communicate in clear, direct ways
- Understand that extensive interactive communication may not be necessary

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Get on the balcony

- Leaders need to have distance to see the "big picture"

Identify the adaptive change

- Leader needs the ability to identify adaptive change when it is called for

- Must address it in order to turn it around

- Confront the brutal facts (Jim Collins, 2001)

Regulate distress

- Do not overwhelm but provide enough tension to maintain urgency

- Challenge unproductive norms

- Ask questions rather than give answers

Maintain disciplined attention

- Must be able to identify distractions and refocus the work

- Attention on tough issues

- People tend to slide back into old behaviors unless focus is maintained

Give work back to people

- Getting others to assume responsibility

- Instill confidence in others through encouragement and support

- Be part of the change

Protect voices of leadership from below

- Protect rather than squelch those who risk speaking up
- Need to hear all voices including dissenters

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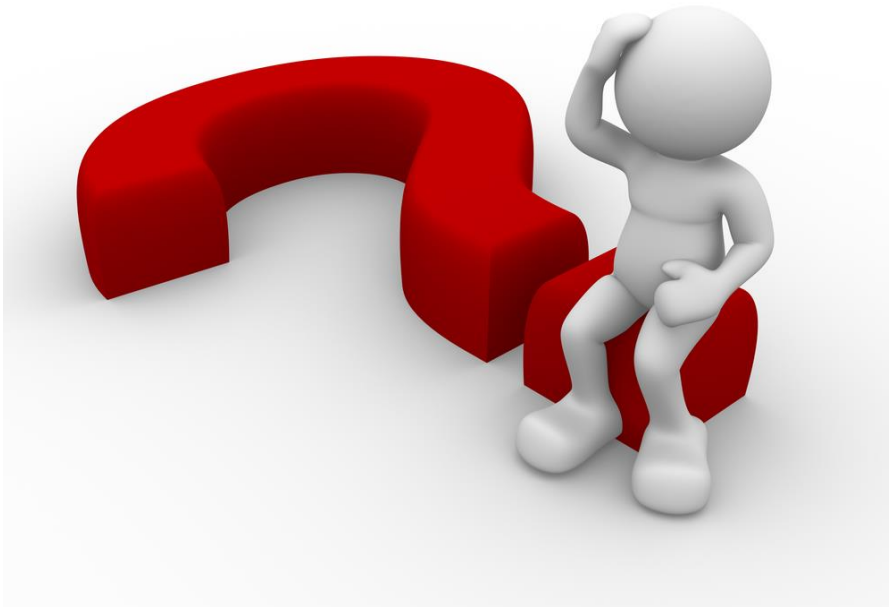"The key to successful adaptive leadership is disappointing people's expectations at a rate they will tolerate."

~ Ron Heifetz

- Resilience – The ability to "Bounce Back" after a difficult experience or setback

- Innovation - The application of ideas that are novel and useful. Creativity, the ability to generate novel and useful ideas, is the seed of innovation but unless it's applied and scaled it's still just an idea.

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Final Thoughts

⭐ Personal relationships are key to successful leadership

⭐ Adaptive leadership is based on political thinking

⭐ Develop alliances

⭐ Keep the opposition close

⭐ Acknowledge the loss and difficulty

⭐ Accept casualties in order to make progress

⭐ Take responsibility for your piece of the mess