



At Harlem Children's Zone

OPPORTUNITY FOR ALL
EDREDESIGN
THE EDREDESIGN LAB



Summer Institute

Transforming Place through
Neighborhood Leadership

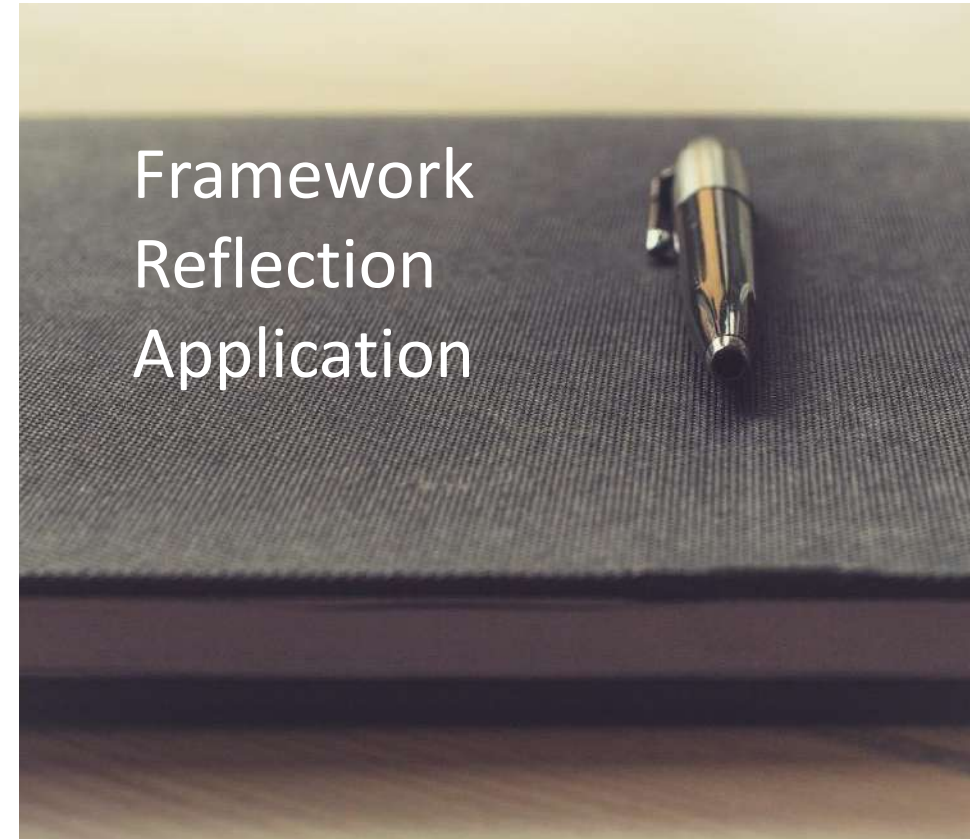
August 1-5, 2022

Leadership for Adaptive Work



Agenda and Objectives

- Technical vs. Adaptive Challenges
- Leadership With and Beyond Your Authority
- 5 Leadership Strategies
- Closing & Next Steps



Individual Reflection

1. What's the most **energizing** or **meaningful** aspect of your current partnership work?
2. Where are you feeling **stuck**, **frustrated**, or **challenged** in your partnership work?



How Can I Help My Group Thrive?



team

project



organization

community



Technical vs. Adaptive Challenges



We thrive by **addressing problems** that arise in our groups.

But we need to think carefully about the **nature of the challenge.**

Different **types** of challenges need different approaches.



Heart Attack

TECHNICAL
FIX



Heart Surgery

Heart Disease

ADAPTIVE
CHALLENGE




Heart Health


Technical vs. Adaptive Challenges

TYPE OF
CHALLENGE

Technical
challenges

Adaptive
challenge

| Problem | Solution | Responsibility | Obstacles |
|---|---|---|---|
|  |  |  |  |
| Clear | Available | Experts & Authorities | Resources |



 Most challenges have aspects of both!

Technical vs. Adaptive Challenges

TYPE OF
CHALLENGE

Technical
challenges

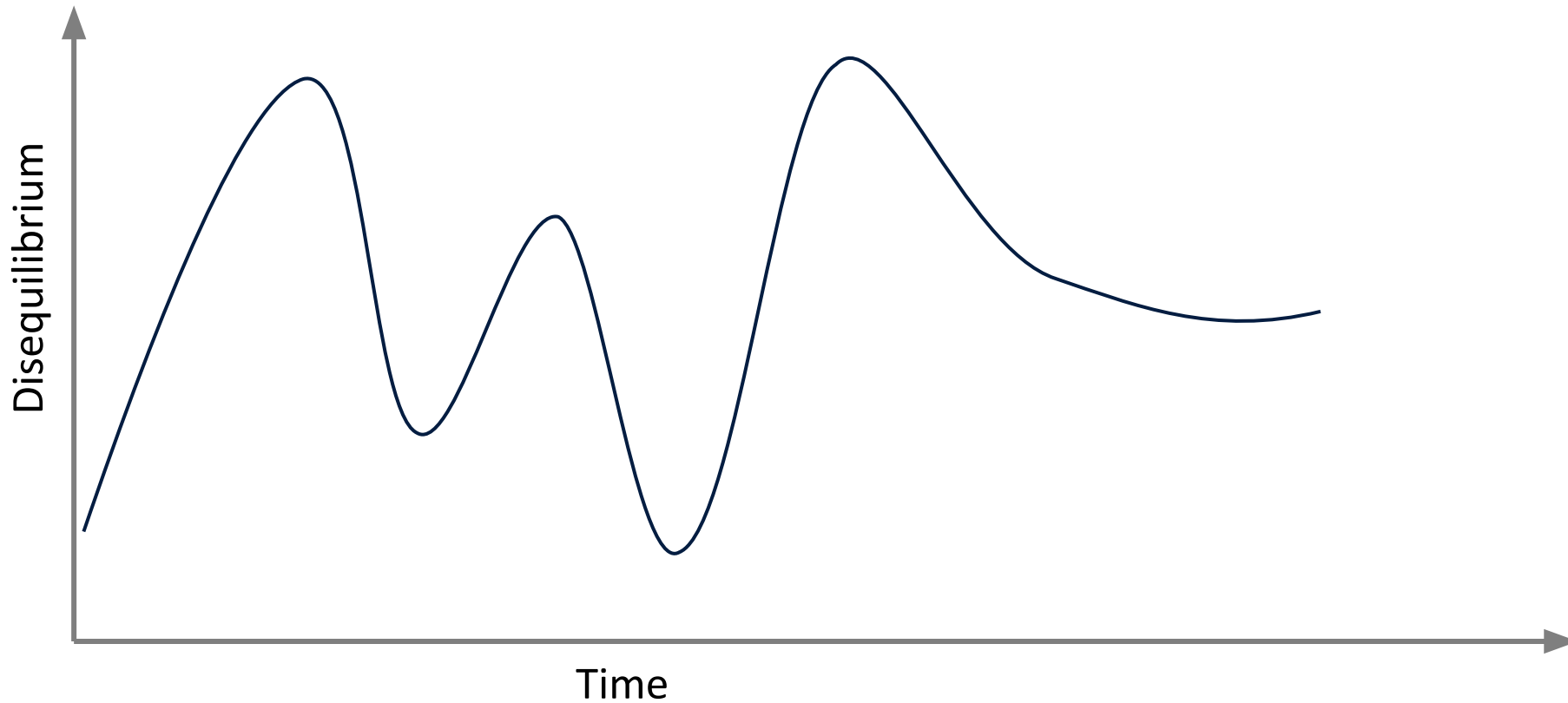
Adaptive
challenge

| Problem | Solution | Responsibility | Obstacles |
|---|---|---|---|
|  |  |  |  |
| Clear | Available | Experts & Authorities | Resources |
| Unclear | Unknown | Everyone Affected | Hearts & Minds |



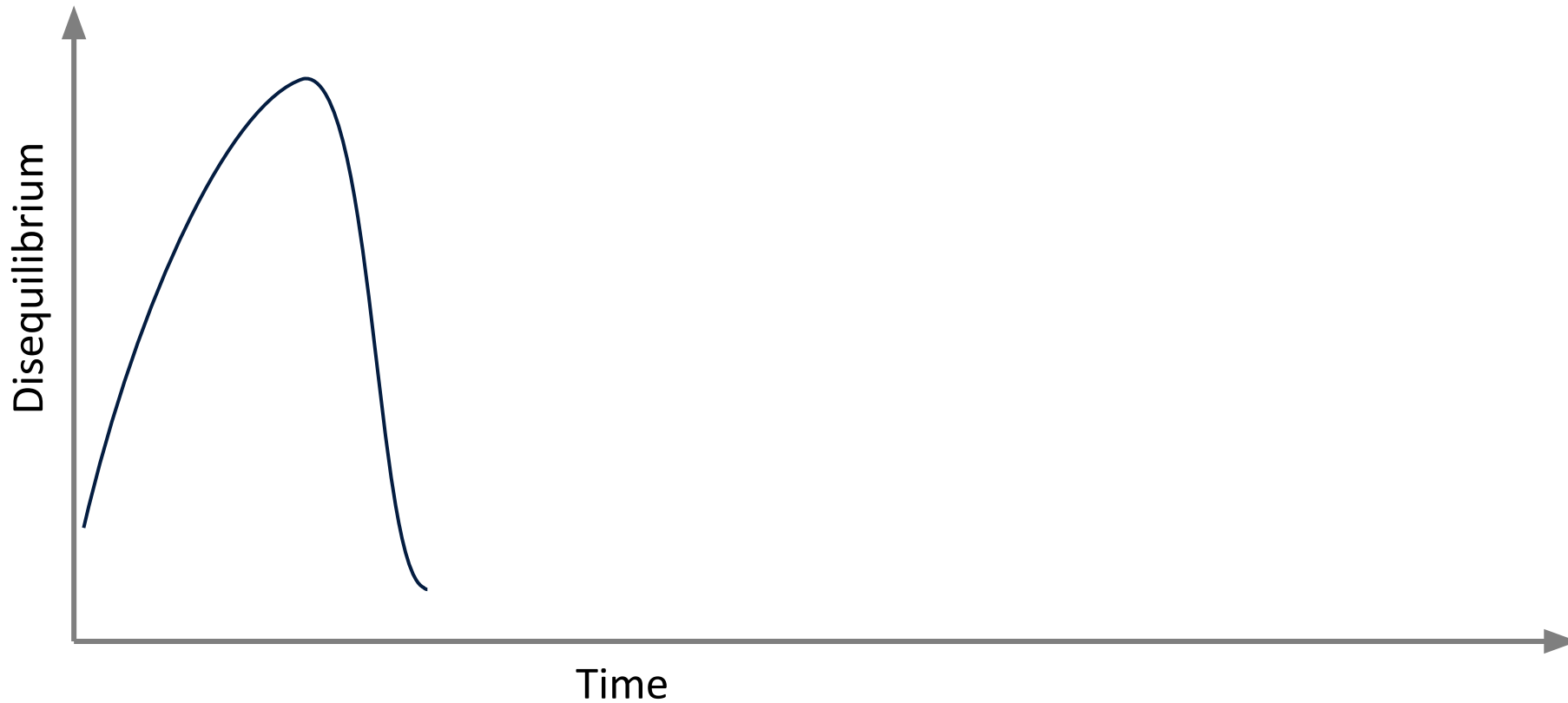
Most challenges have aspects of both!

Challenges Produce Heat



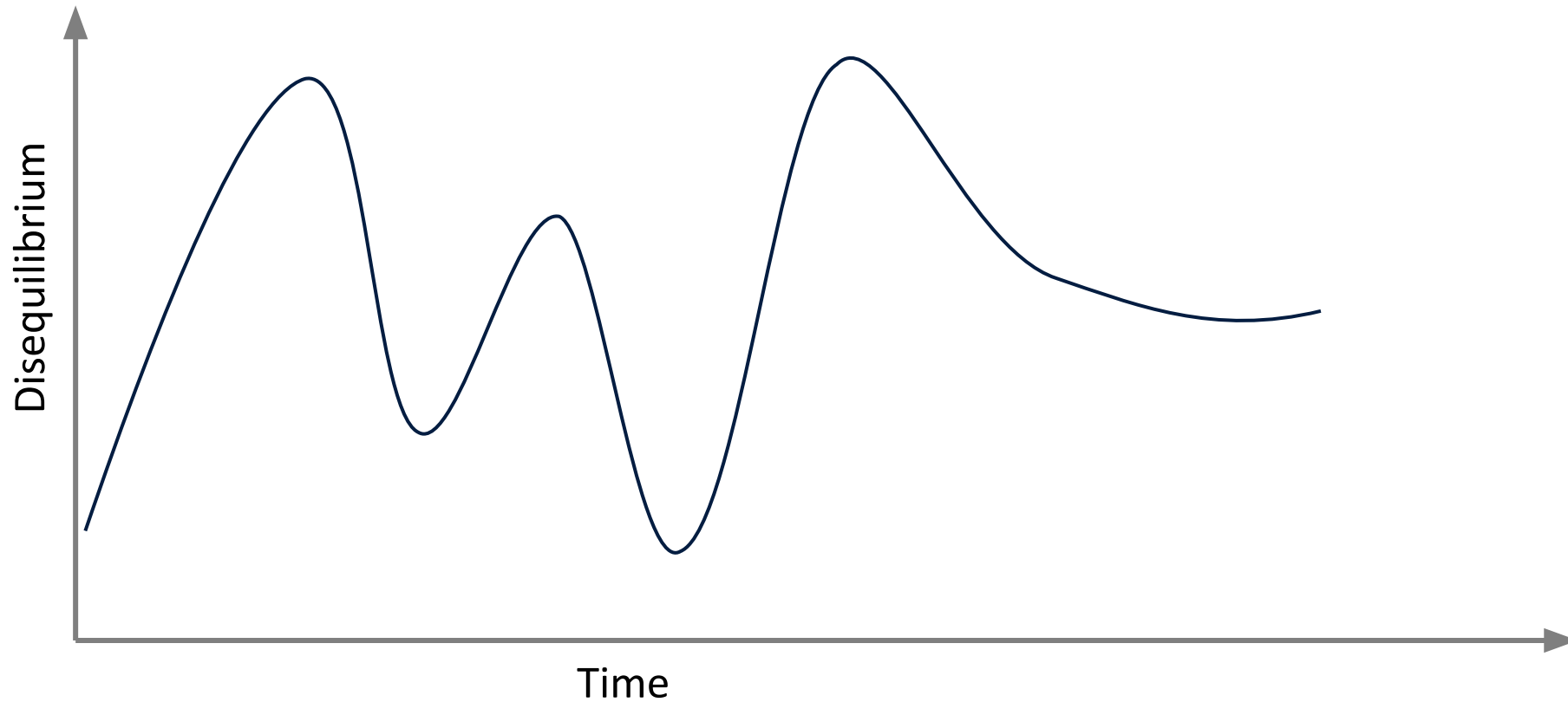
Disequilibrium = Tension created by the gap between aspiration and perceived reality

Some Challenges Get Resolved Easily



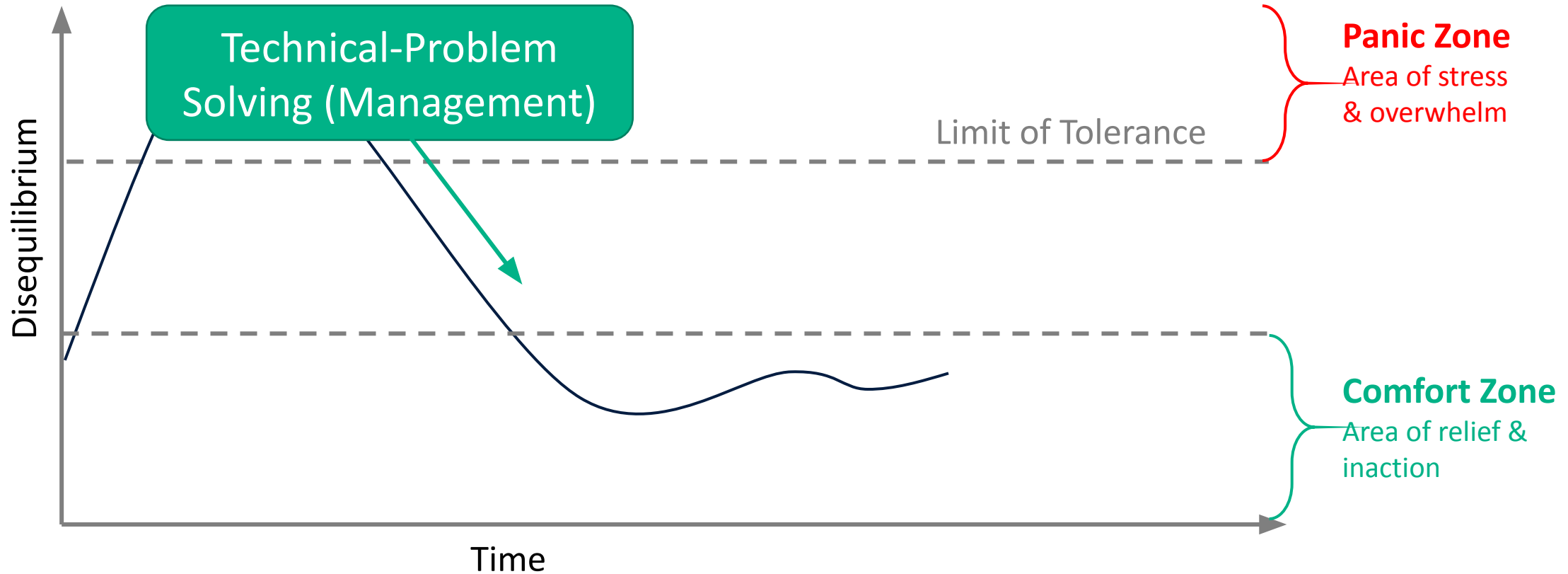
Disequilibrium = Tension created by the gap between aspiration and perceived reality

Others are More Tricky



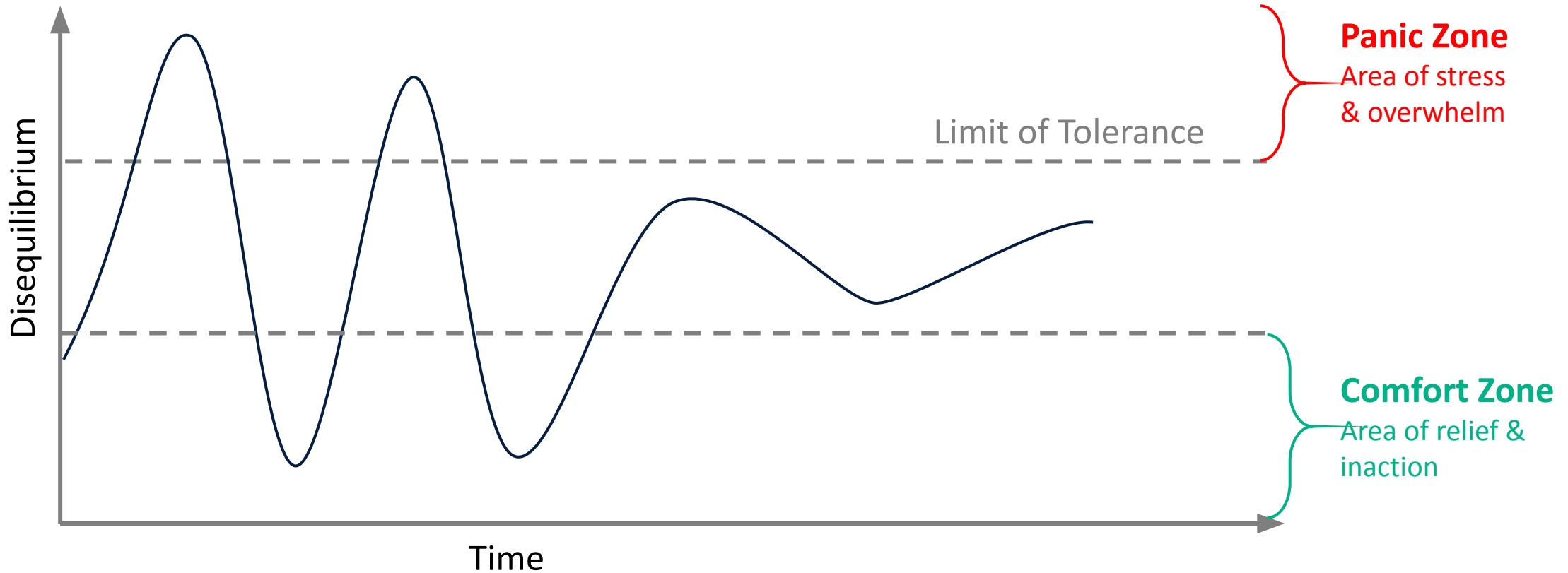
Disequilibrium = Tension created by the gap between aspiration and perceived reality

With Technical Problems, the Disequilibrium can be Reduced with Available Solutions



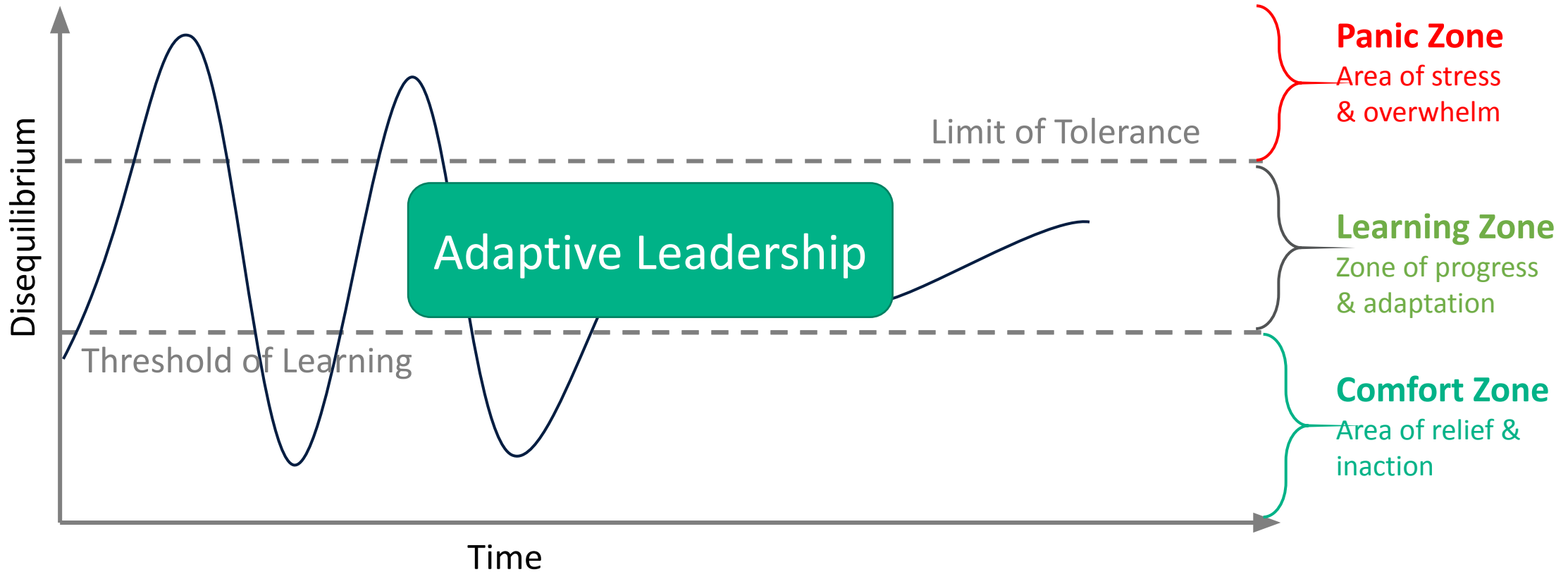
Disequilibrium = Tension created by the gap between aspiration and perceived reality

Addressing Adaptive Challenges Requires All Stakeholders to Face the Disequilibrium and Learn



Disequilibrium = Tension created by the gap between aspiration and perceived reality

Making Progress on Adaptive Challenges Involves Helping People Learn from the Heat, not Avoid it



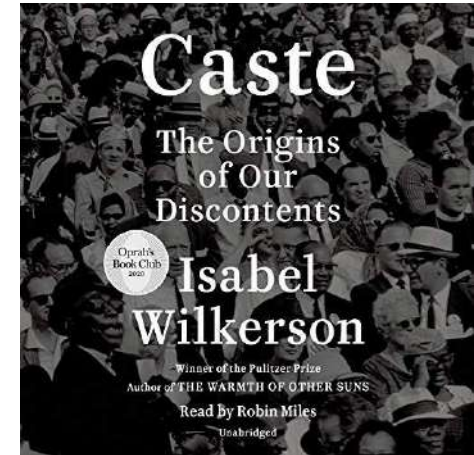
Disequilibrium = Tension created by the gap between aspiration and perceived reality

Treating an Adaptive Challenge as a Technical One is One of the Most Common Leadership Mistakes

The New York Times | <https://nyti.ms/2llfWge>

Their Bosses Asked Them to Lead Diversity Reviews. Guess Why.

“...they’re looking at me as a Black woman, which means I’m automatically equipped to deliver diversity, equity, and inclusion.”



“The caste system in America is four hundred years old and will not be dismantled by a single law, or any one person, no matter how powerful. A caste system persists in part because we, each and everyone one of us, allow it to exist...”

Leadership depends on identifying when it is time for you to solve, and when it is time for us to **learn**.

Technical vs. Adaptive Challenges

TYPE OF CHALLENGE

Technical
challenges

Adaptive
challenge

I can fix this!

The solution lies in knowledge, tools, structure, and expertise

Why can't I fix this??

The solution lies in learning, pacing, experimentation, and innovation

People resist change



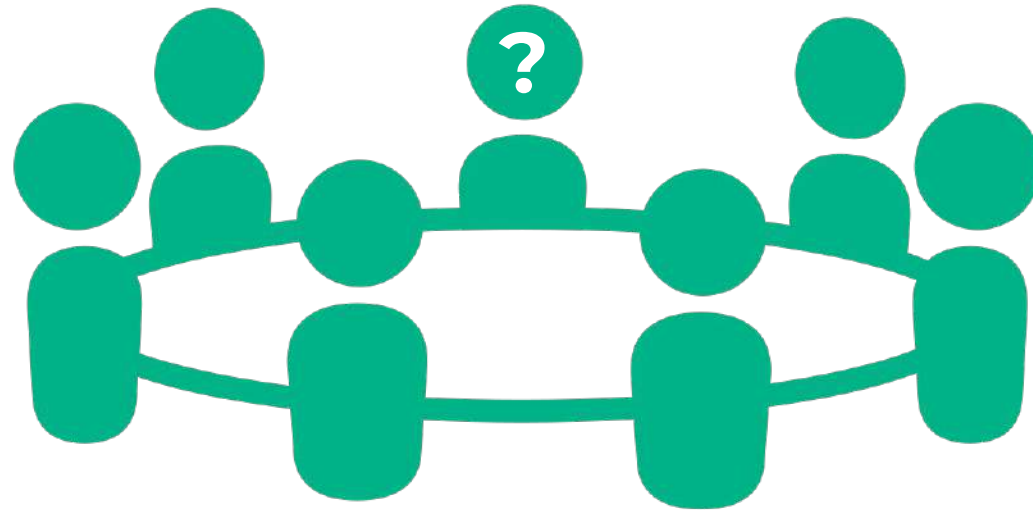
People resist ~~change~~



People resist
~~change~~ loss...



Collective Impact Case Study



Who holds the container for partnership work when the backbone leader transitions?

Reflection

Type of challenge

Technical challenges

Familiar problems, with known solutions.

Technical challenges can be addressed by finding the right experts, managers, or tangible resources to implement the solution.

Which components of your challenge might be technical?

Adaptive challenge

Challenges that require stakeholders to *change their behavior or innovate* new ways of achieving their goals or meeting their needs.

Which components of your challenge might be adaptive?

Which losses are involved?

Authority vs. Leadership

Authority is a
Relationship

Leadership is an
Activity



Authority is a Role

Being **trusted with power** to provide...



Direction



Order



Protection



Expertise



Representation



Formal Authority

- Your official job description, title, or role
- Granted by contract, vote, or appointment

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Informal Authority

- Granted implicitly by collaborators or stakeholders
- Influence, respect, credibility, trust, reputation, expertise, competence

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Formal Authority



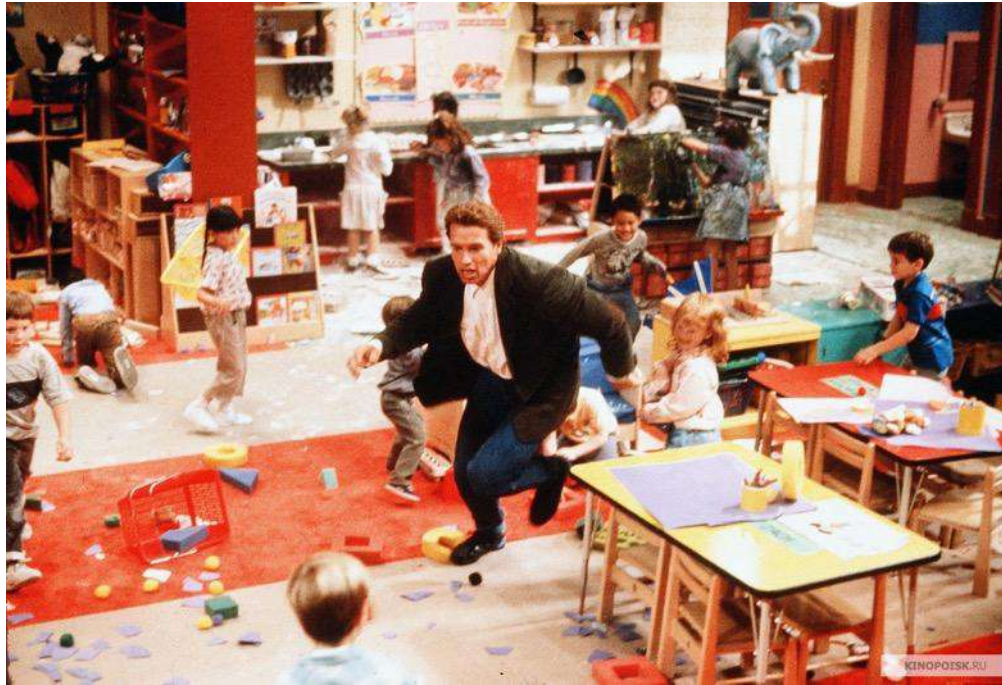
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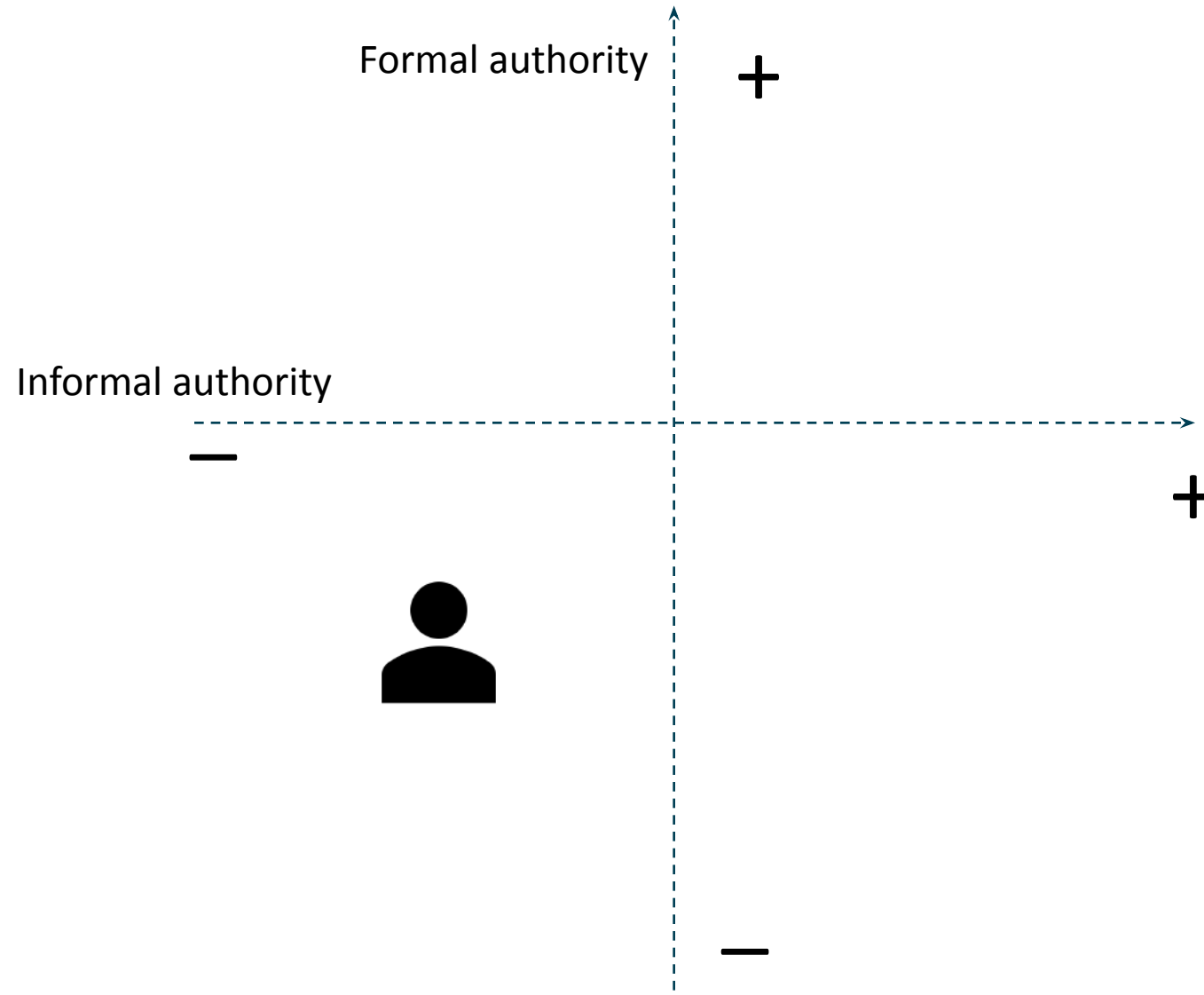
Limited guarantee that people will follow, especially if you fail to deliver!

Informal Authority

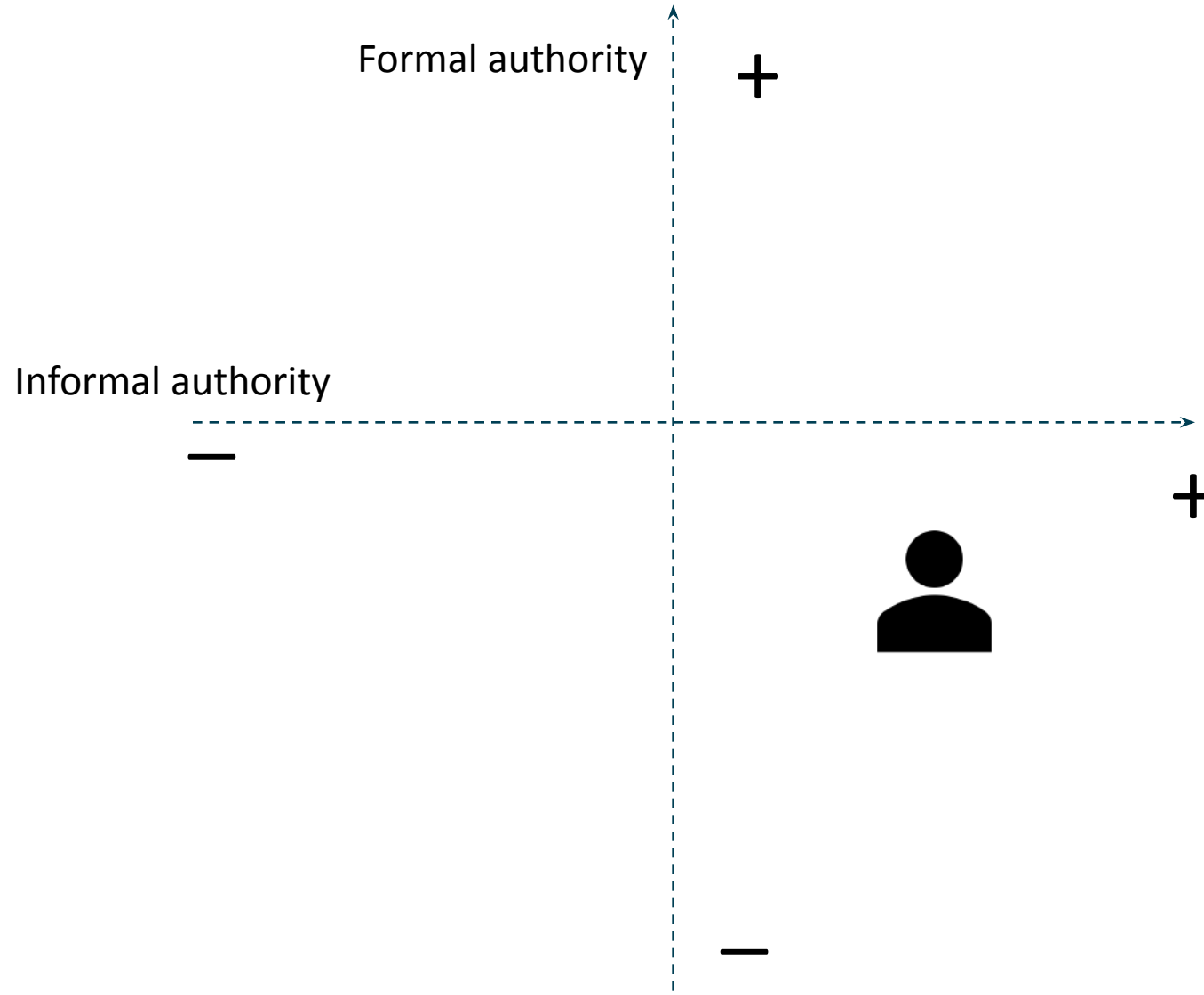


- Granted implicitly by collaborators or stakeholders
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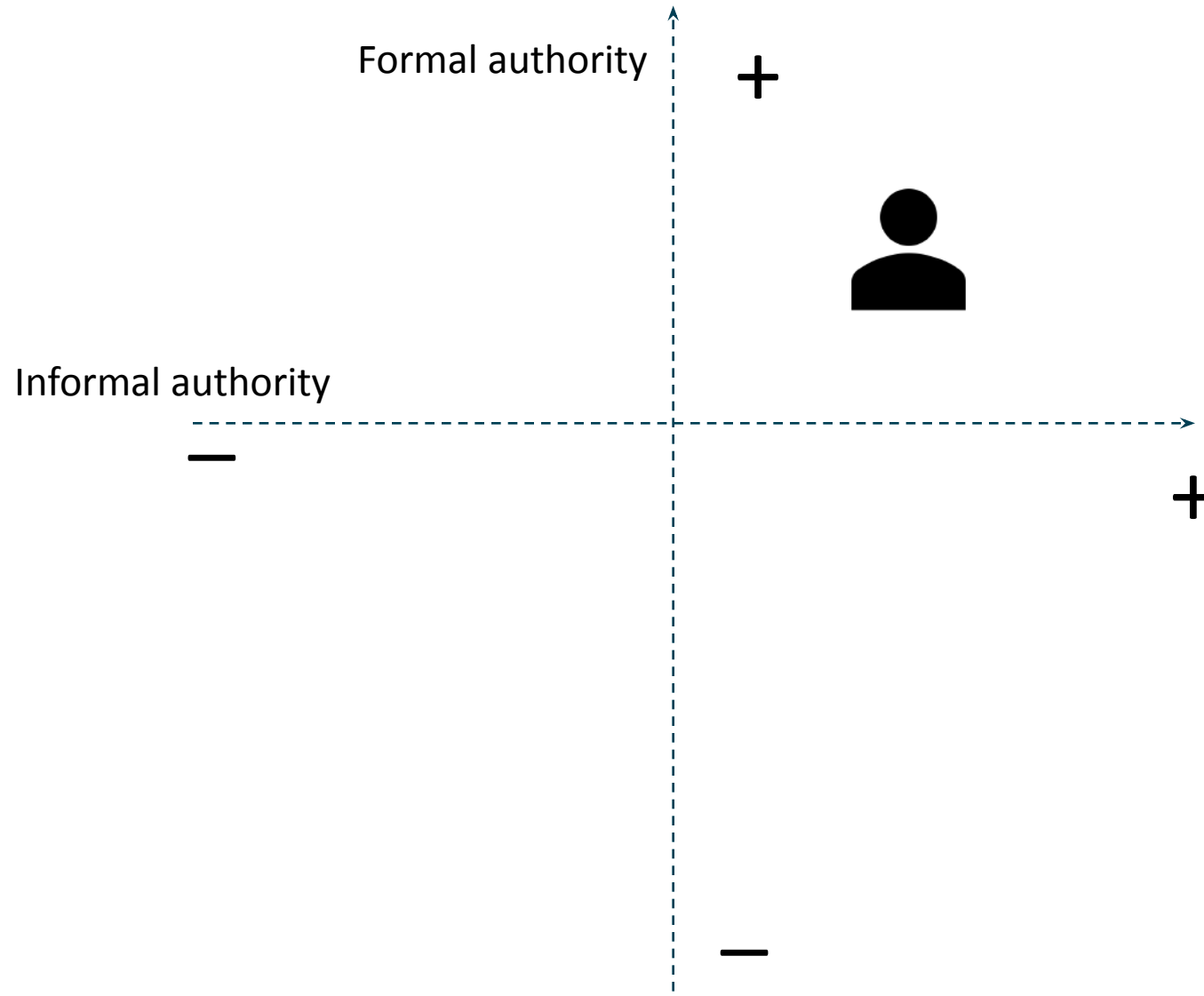
Formal and Informal Authority



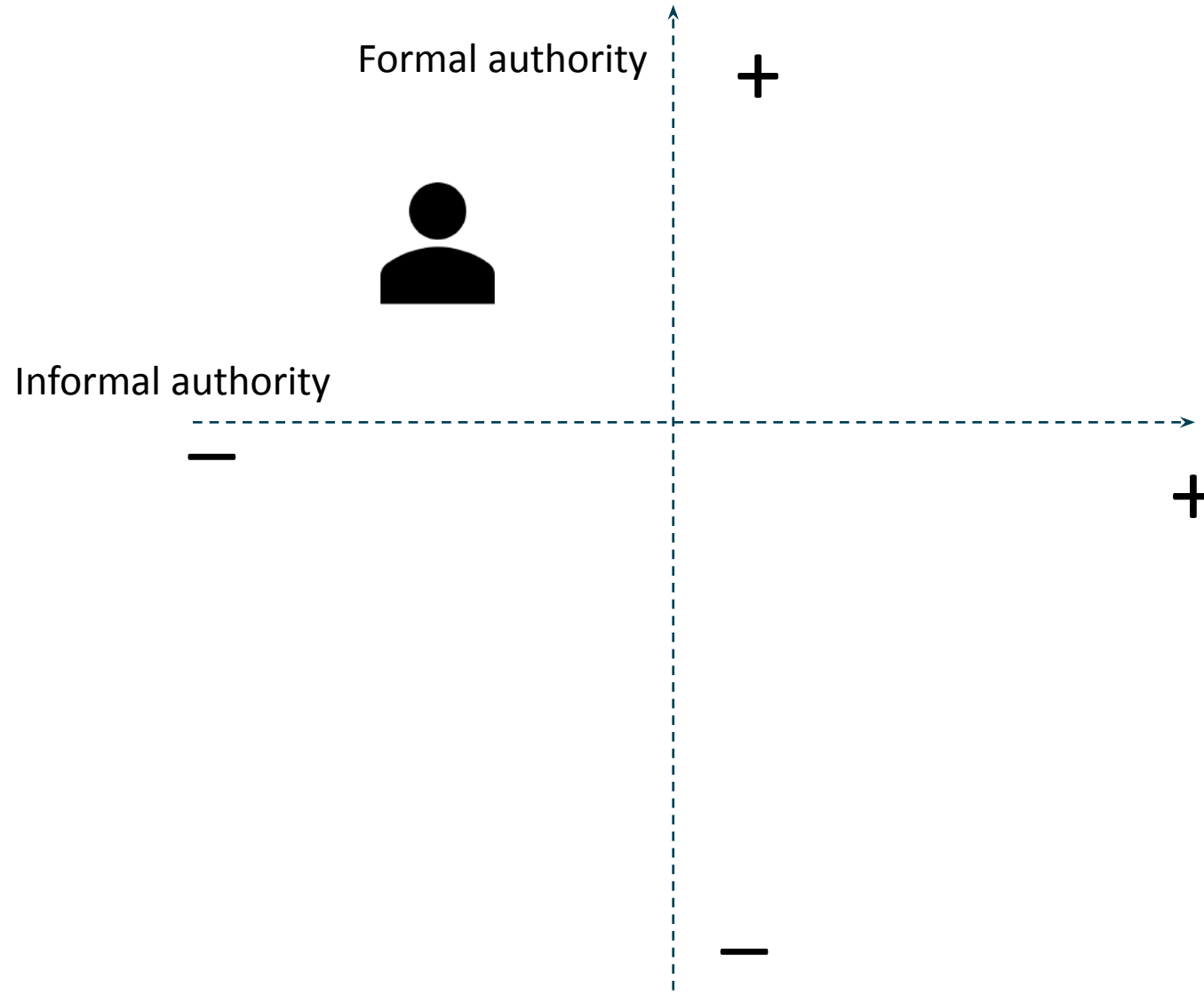
Formal and Informal Authority



Formal and Informal Authority



Formal and Informal Authority



Leadership is Adaptive Work

Mobilizing people to learn and make progress on adaptive challenges



Confront difficult realities and take responsibility for addressing the challenge



Questioning mindsets & the status quo



Acknowledge loss and give it meaning by connecting it to a shared purpose



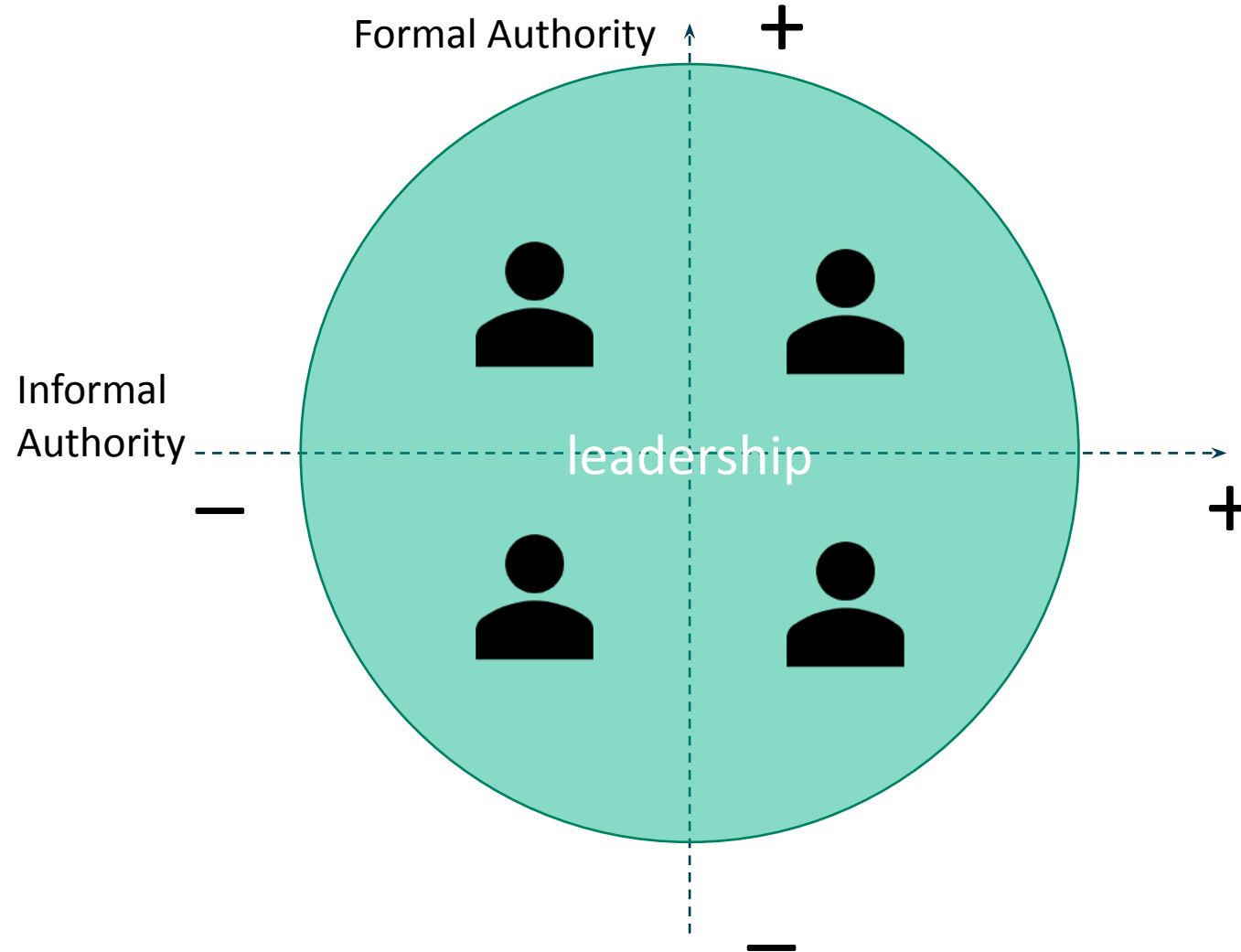
Developing capacities & creative innovations



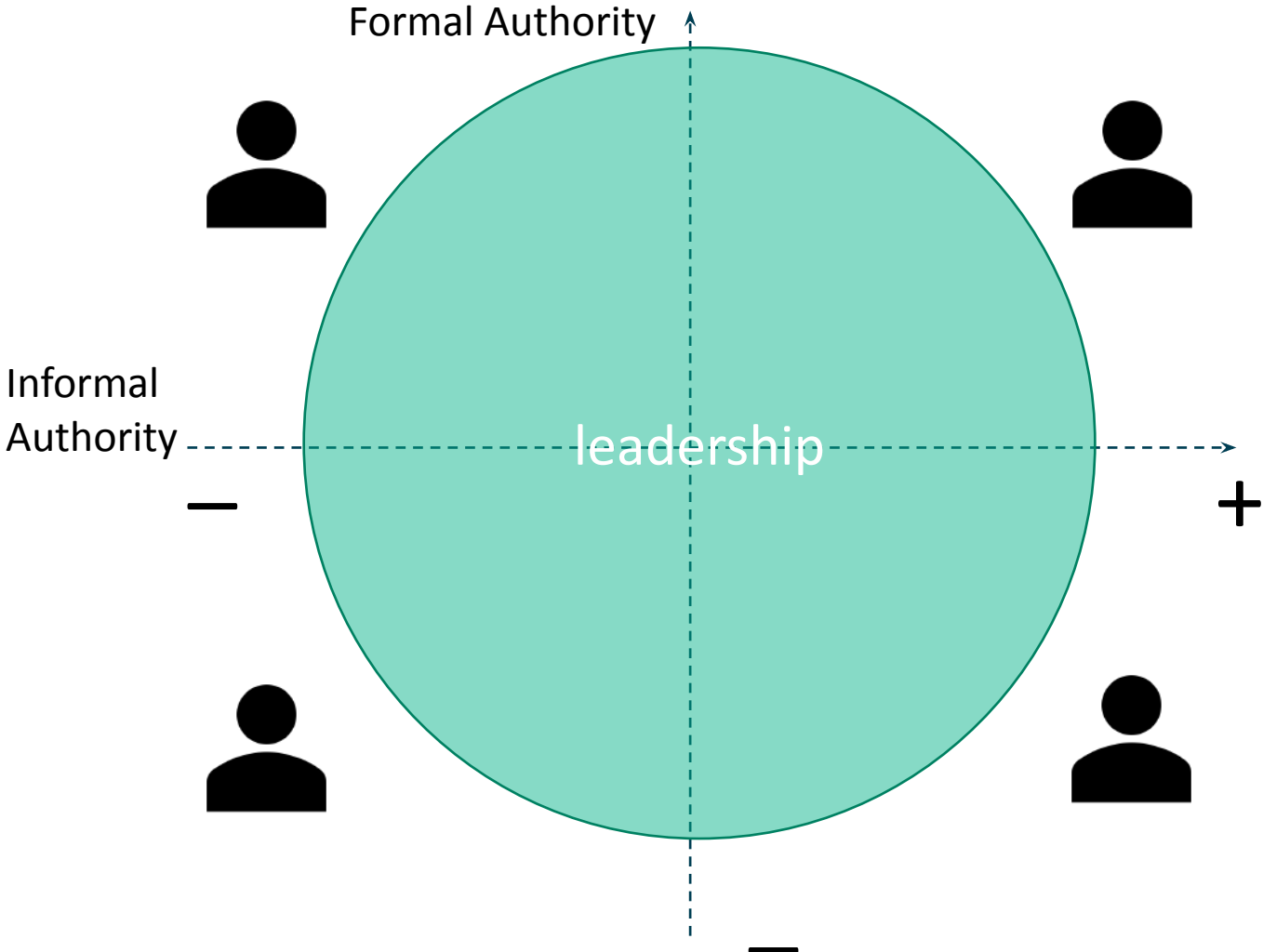
Enabling agency & collaboration



Leadership is Possible from any Position – With or Without Authority



Any of These Positions Can also *not* Practice Leadership



Individual Reflection

- What **authority** (formal/informal) do you have?
- What **resources (and constraints)** come from that authority?
- What **options for leadership** beyond your authority do you see?
- How might you approach **partnerships** differently as a result of these reflections?



Get on the Balcony



- Zoomed in close inside the problem
- Most actions are reactive mode with limited view of the scope of the challenges

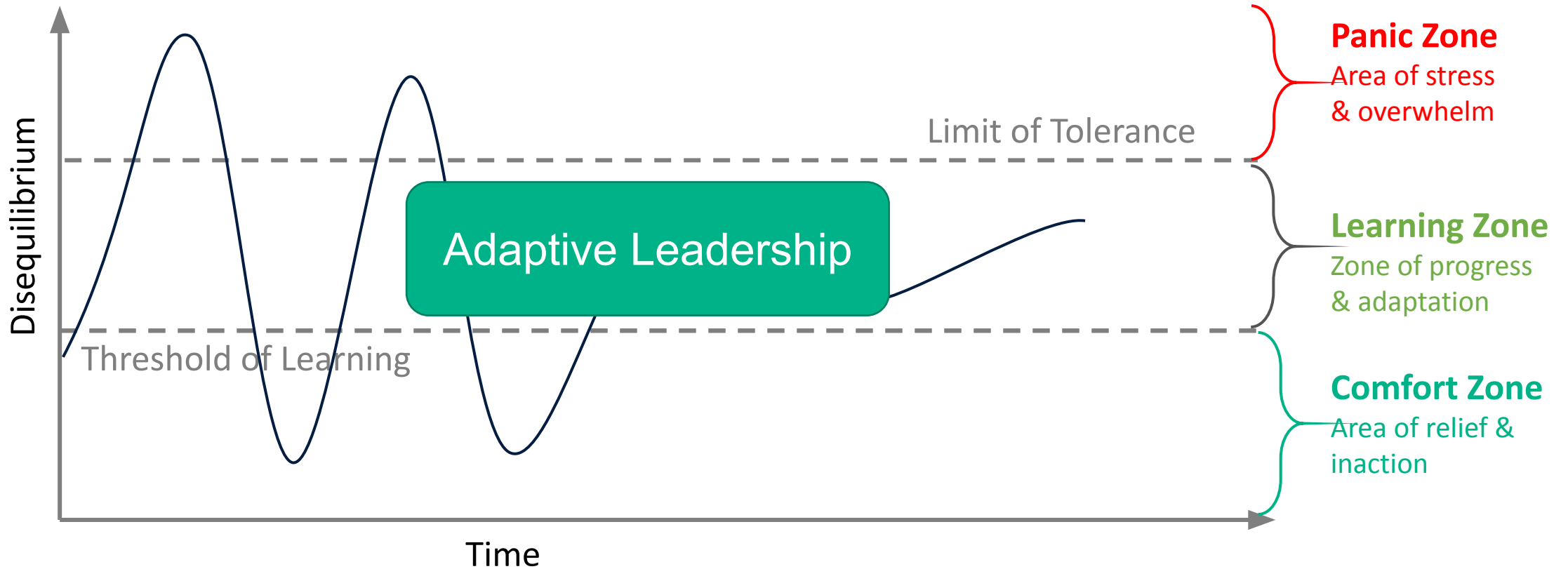
- Zoomed out from the problem
- Temporarily paused from action to gain a wider view of the challenges

Frame the Challenge



Solutions are only as effective as your understanding of the problem

Keep People in the Learning Zone



Surface, Acknowledge, and Validate the Loss... *Even If You Don't Think it's Real!*



Partner Across Boundaries: Horizontal and Vertical



Looking Back

1. How has your thinking about your **adaptive challenge** changed today?
2. What **additional options for leadership** do you see for yourself (with and beyond authority)
3. What's the **next step** you want to commit to take with this understanding?

Additional Resources

- **This Slide Deck**
- **Worksheets on your challenge and leadership**
 - Adaptive / Technical Components
 - Authority Audit
- **On The Balcony Podcast**
- **Further Readings**



or visit
konu.org/summer-institute

Thank You



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