Leadership:

The Adaptive Framework

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Where are We:

In the Development of "Leadership"

as an Area of Study?

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Re-defining Old Terms for Analytical Purposes

Example -- Physics Definitions:

Force = Mass x Acceleration (Newtons)

- An interaction that changes the motion of an object: from still to moving or one speed to another – both are accelerations.

Work = Force x Distance (Joules)

- An interaction that changes the motion of an object over a distance. That is: You are doing work when you accelerate an object over a distance. Work: How far did you accelerate an object?

Power = Work / Time (Watts)

- An interaction that will change the motion of an object for a distance over time. Power: How far and fast did you accelerate an object?

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Three Common Confusions of Leadership

1. **Leadership = *personal characteristics***

2. **Leadership = *authority and influence***

3. **Leadership = *value-free***

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How Should We Define Leadership?

Leadership is often defined by its Inputs or Instruments:

- **Abilities** or
- **Tools** of authoritative power and influence

Leadership is better viewed as a practice, defined by:

- **The work** to be done

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The Work of Leadership

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Distinguish

Technical and Adaptive Work

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Technical and Adaptive Work

| KIND OF WORK	PROBLEM DEFINITION	SOLUTIONS & IMPLEMENTATION	PRIMARY LOCUS OF RESPONSIBILITY FOR THE WORK
TECHNICAL	CLEAR	CLEAR	AUTHORITY
TECHNICAL & ADAPTIVE	CLEAR	REQUIRES LEARNING	AUTHORITY & STAKEHOLDER
ADAPTIVE	REQUIRES LEARNING	REQUIRES LEARNING	STAKEHOLDER > AUTHORITY

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Common Mistake

- **We treat adaptive challenges as technical problems**

- **We do this for both political and personal reasons**

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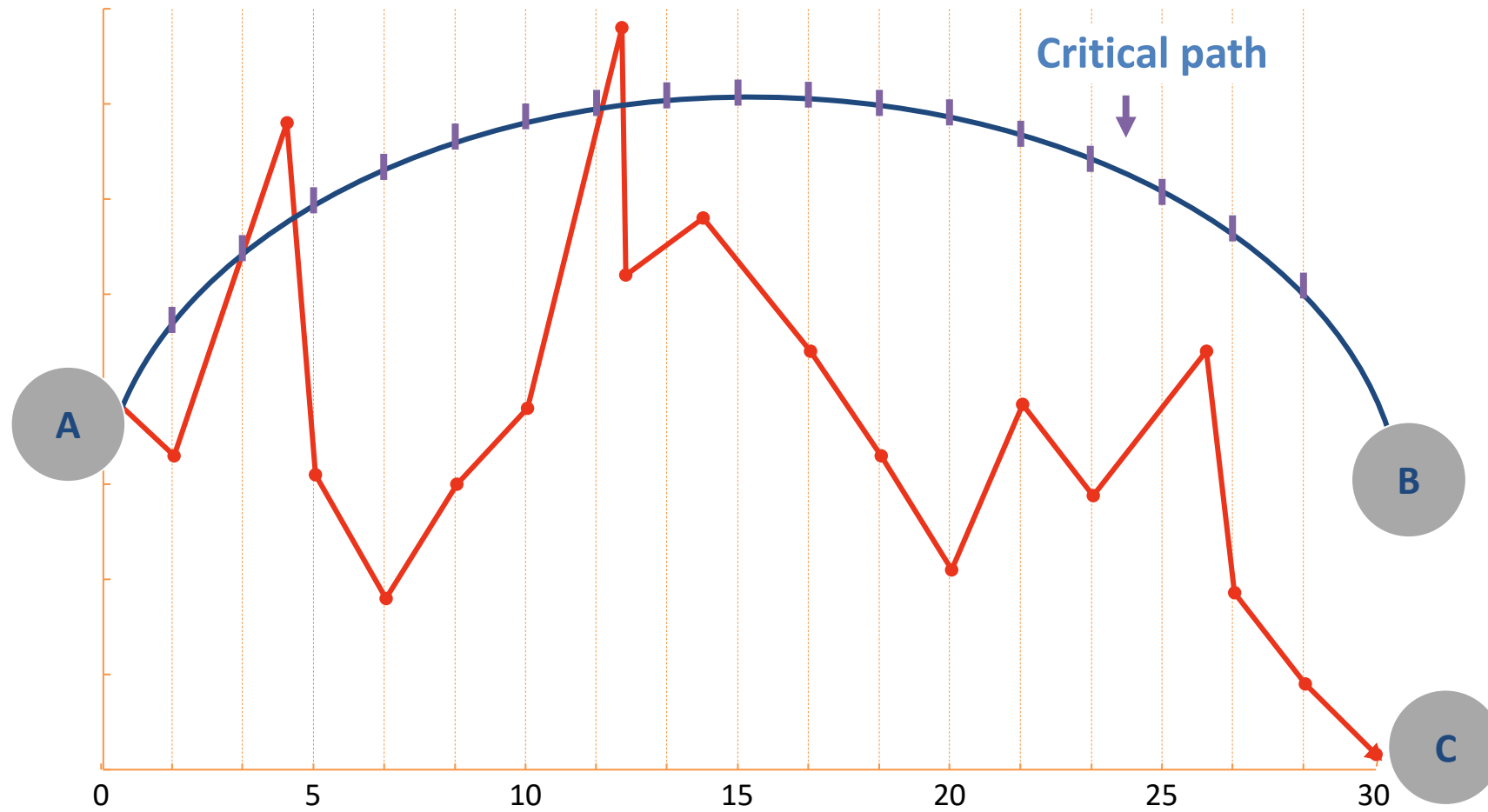
Essential Questions of Adaptive Change

1. **What cultural DNA do we keep?**

2. **What cultural DNA do we discard?**

3. **What innovative DNA will enable us to thrive in the new and challenging environment?**

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Sustainable Transformative Change
is Adaptive

Cultural DNA

Conserved   Lost   New

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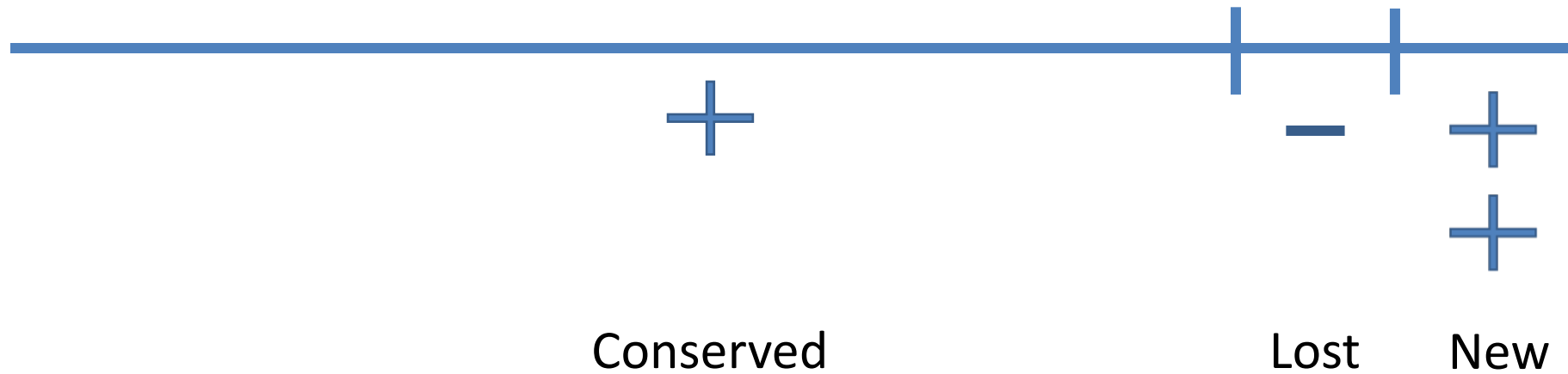
Technical vs. Adaptive Processes

Critical path

A

B

C

0   5   10   15   20   25   30

Time -- Where are we now?

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Key Properties of Adaptive Work

1. Adaptive work demands responses outside the current repertoire.

2. Innovation toward adaptive change is experimental.

3. Adaptive organizations are interdependent with their environment.

4. Sustainable success requires local adaptations to local environments.

5. Adaptive solutions are conservative as well as innovative.

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Key Properties of Adaptive Work

6. The people with the problem are the problem, and they are the solution.

7. Adaptive solutions often lie within the society or organization.

8. Solutions involve real and potential losses – material, competency, and identity.

9. Adaptive work generates disequilibrium, and losses generate resistance.

10. Adaptive work takes more time than technical work.

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Technical and Adaptive Work

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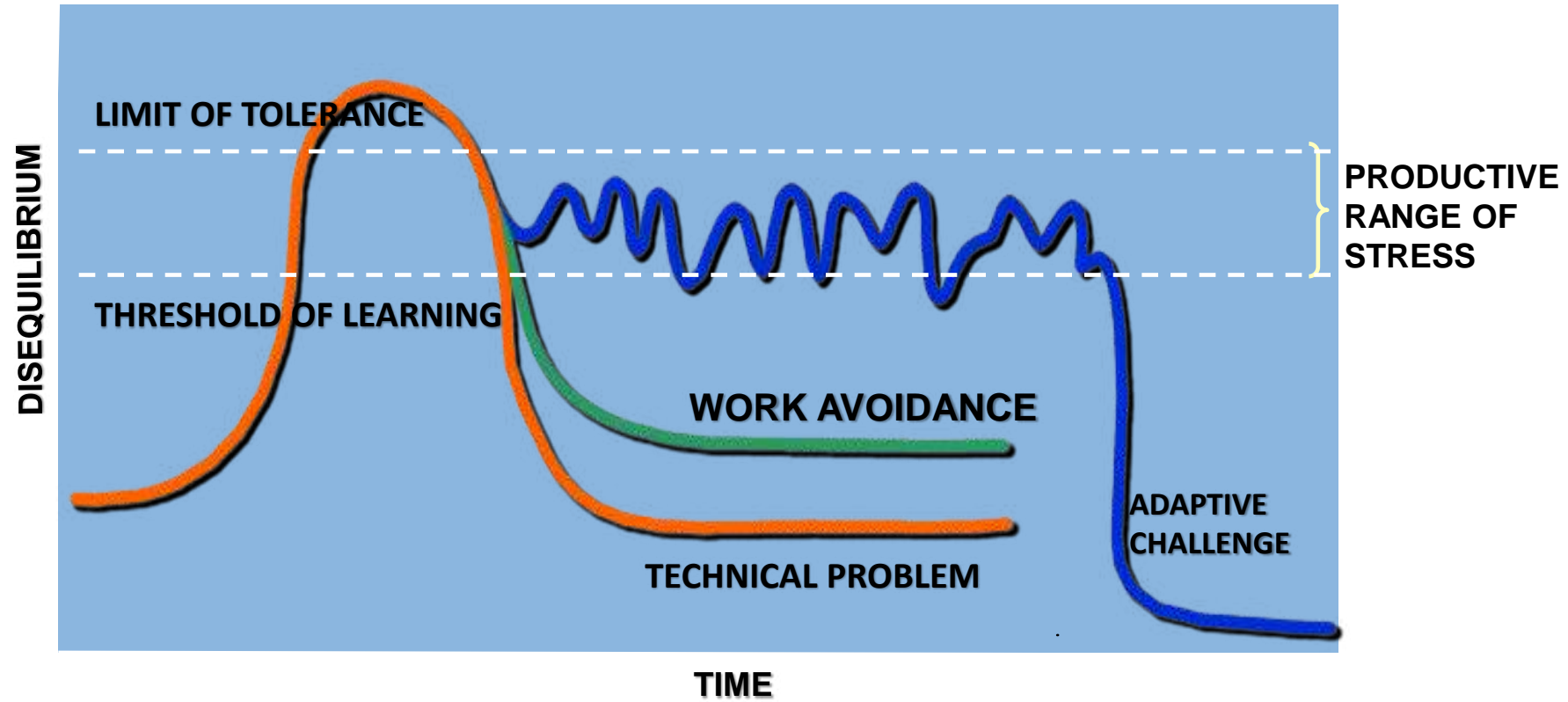
Avoiding Adaptive Work

- **To avoid real and potential losses**

- **By diverting responsibility or attention**

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Displace Responsibility

1. **Look for a Big Man to fix the problem**

2. **Externalize the enemy**

3. **Attack authority**

4. **Divide the top team**

5. **Kill the messenger**

6. **Scapegoat**

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Divert Attention

1. **Partial or Fake Remedies**
   - **Define the problem to fit our competence**
   - **Define the problem to make it somebody else's**
   - **Misuse structural adjustments**
   - **Misuse consultants, committees, task forces**

2. **Deflect attention to side issues, irrelevant issues**

3. **Deny**

4. **Lie**

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The Tools of
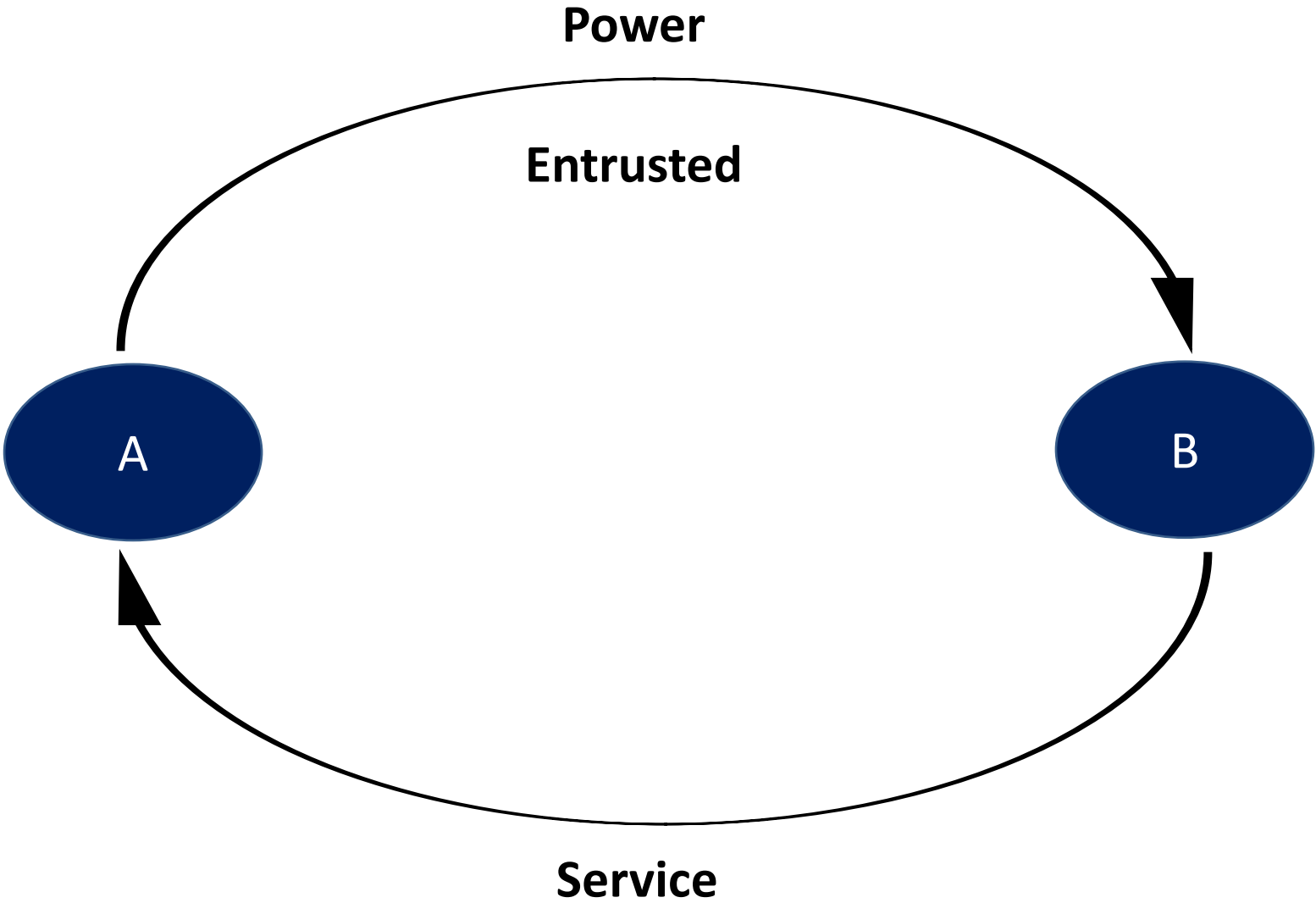
Authority, Power, and Influence

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Why Distinguish

Leadership from Authority?

1. Explain why many people in positions of authority fail to lead

2. Analyze the powers and constraints of authority on leadership

3. Learn from those who lead without or beyond their authority

4. Encourage people to lead from any position

5. Analyze authority systems and renew authority relationships

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Properties of Authority

- **A service contract**
    - **Party <u>A</u> entrusts power to Party <u>B</u> for services**
    - **Formal or informal**

- **Key components of the contract**
    - **Power**
    - **Trust**
    - **Service**

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Authority Relationships

Power

Entrusted

A

B

Service

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Key Services of Authority

- **Direction**

- **Protection**

- **Order**
  - **Orientation to roles**
  - **Control of conflict**
  - **Norm maintenance**

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Trust

- **Predictability**

    - **Values**

    - **Competence**

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The Paradox of Trust

People will trust you when you fulfill their expectations for service

So what happens when you:

- Deliver information that conflicts with those expectations?

- Tell people what they may need to hear, not what they want and expect to hear?

Renegotiating expectations to reset trust becomes critical to leadership

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Defining Leadership

**The practice of mobilizing people to accomplish adaptive change**

- **Leadership is a practice**

- **with and without authority**

- **that builds new capacity in people and organizations**

- **to meet adaptive challenges**

- **and thrive in a changing and challenging world**

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Distinguish

Management and Leadership

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Management and Leadership

Management is the set of practices that mobilizes the efficient coordination of complex technical problem-solving

Leadership mobilizes adaptive change: honoring the essential, discarding the expendable, and innovating to build new capacity

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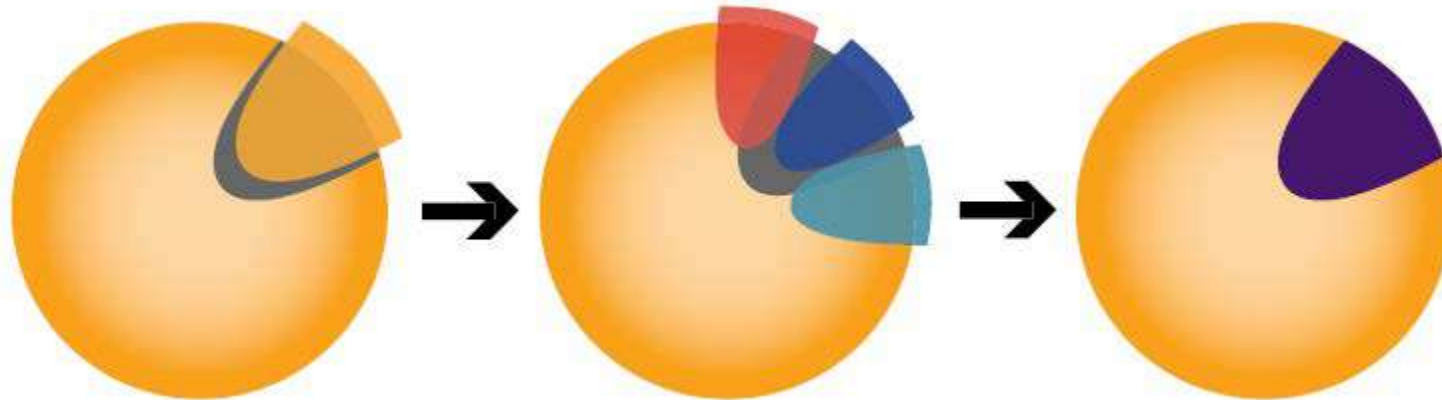
Operating from Authority Positions

Responsibilities	Mode of Operating	
	Managing	**Leading**
	Situation	
	Technical	**Adaptive**
Direction	Define problems and solutions	Identify adaptive challenges … frame the key issues
Protection	Shield the organization from external threat	Let the organization feel external threats within a productive range of distress
Order:	Restore order	Regulate disequilibrium -- within a productive range
• Orientation	Clarify roles and responsibilities	Disorient current roles and resist pressure to orient people to new roles too quickly
• Managing Conflict	Reduce conflict	Surface and use conflict productively
• Shaping Norms	Maintain current norms	Challenge unproductive norms or let them be challenged

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The Practice of Leadership

Near-Term

- **Mobilizing people to accomplish adaptive change**

Long-Term

- **Building a culture of adaptability**

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View I

Power

Authority

Formal Authority   Informal Authority

-Neustadt's Powers   -Neustadt's Power
-Nye's Hard Power   -Nye's Soft Power

Management and Leadership

Coercion   **Influence**

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View 2

Work

Authority

Formal and Informal Authority

-Neustadt's Powers and Influence
-Nye's Hard and Soft Power

Management

Leadership

Technical

Adaptive

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Management and Leadership

	Technical	Adaptive
With Authority	**Management**	**Leadership with Authority**
Beyond Authority	**Managing Up and Across**	**Leadership Beyond One's Authority**

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A Strategy of Leadership:

Mobilizing Adaptive Change

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A Strategic Framework with Four Quadrants

	System	Self/Role
Diagnosis	1	2
Action	4	3

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Quadrant 1:

Analyzing the Systemic Work

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	System	Self/Role
Diagnosis	1	2
Action	4	3

Quadrant 2:

Placing Yourself in the System

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	System	Self/Role
Diagnosis	1	2
Action	4	3

Quadrant 3:

Managing Yourself

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	System	Self/Role
Diagnosis	1	2
Action	4	3

Quadrant 4:

Taking Action

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	System	Self/Role
Diagnosis	1	2
Action	4	3

Quadrant 1:

Analyzing the Systemic Work

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Seven Strategic Tasks

Diagnosis

1. **Get on the Balcony**

2. **Diagnose the Adaptive Challenges**

Action

1. **Infuse the Work with Meaning**

2. **Give the Work Back to People**

3. **Build Trust**

4. **Regulate Stress**

5. **Generate More Leadership**

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1. Get on the Balcony

- **Take an interpretive stance**
- **Think politically**
- **Zoom in and out iteratively, macro and micro**
- **Consider the larger arc of change**
- **Take time for reflection**
- **Use partners**
- **Reflect on your own pre-dispositions and loyalties**
  - **Whose water are you carrying?**

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2. Diagnose the Adaptive Challenges

- Identify the ecosystem of the challenging situation
- Identify the key stakeholders and their perspectives
- Unbundle the Technical from the Adaptive challenges
- Distinguish ripe from unripe issues
- Listen across and outside the organization
- Look through authority figures to their constituents
- Listen to the "song beneath the words"
- Use conflict as a clue
- Use your team dynamics as a case-in-point for clues

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The Politics of Leadership

ADAPTIVE CHALLENGE

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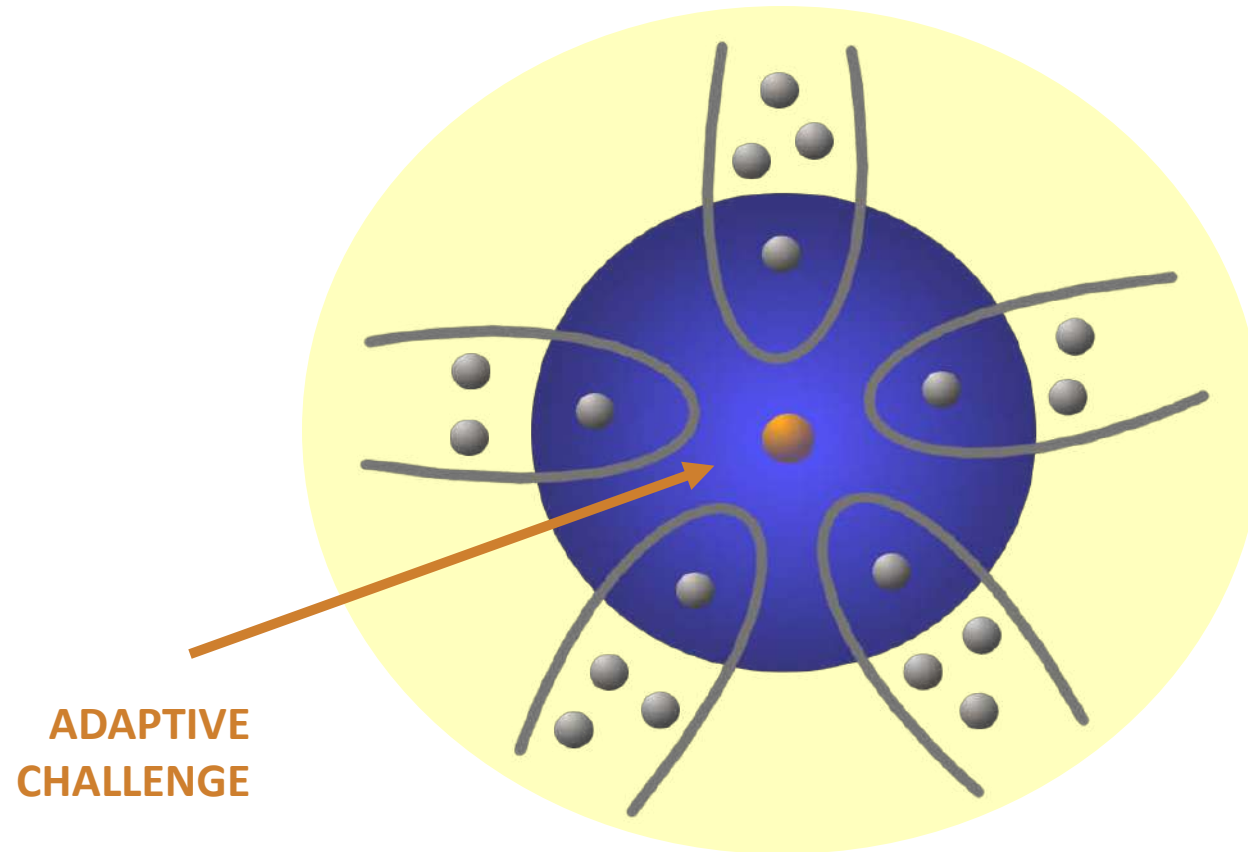
	System	Self/Role
Diagnosis	1	2
Action	4	3

Quadrant 2:

Place Yourself in the System

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Place Yourself in the System

1. **Placement**

2. **Mindsets of leadership**

3. **Distinguish Role from Self**

4. **What Mistakes am I likely to Make?**

5. **Renegotiate Loyalties that Cause Mistakes**

6. **Stay Mindful of the Context**

7. **Maintain Heart**

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1. Placement

You've been entrusted with power for services.

In analyzing your placement in the authorizing environment,

1.   What are you authorized to do, i.e., what is your job?

2.   Who gives you these authorizations?

3.   What are the expectations of each of these sources of authorization?

4.   Do they conflict? If so, how?

5.   What are the cultural norms -- the unwritten rules of behavior – for maintaining the trust that come with your authority?

6.   What are the limits of your authority: What does your authority enable you to do? What does it not enable you to do?

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2. Key Mindsets of Leadership

- **Conserve**   **– essential values and capacity**

- **Experiment**   **– pervasively**

- **Improvise**   **– responsively**

- **Scan**   **– 360 degrees for new challenges**

- **Model**   **– consistent orienting values**

- **Take losses**   **– thoughtfully**

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3. Distinguish Role from Self

- **A Systems View of Yourself**

- **Multiple Role Identities**

- **Kegan's Stages 3-5 of Adult Development**

- **Levels of Loyalty:**

    - **Professional**
    - **Social**
    - **Ancestral**

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4. Identify Likely Mistakes

1.   **In the diagnostic search process**

2.   **In thinking strategically**

3.   **In taking action**

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5. Re-Negotiate Relevant Loyalties

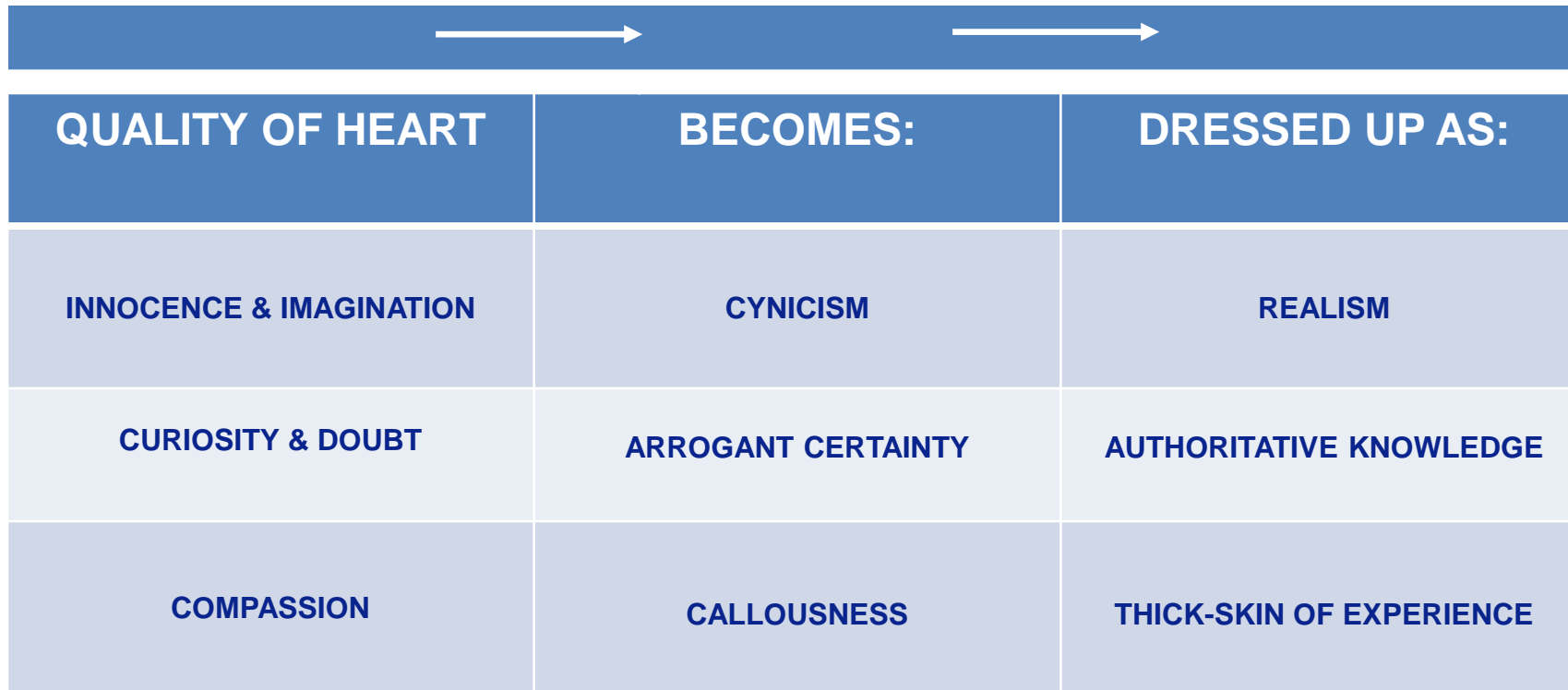- **to free you from making these mistakes**

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6. Stay Mindful of the Context

- **Leadership is an improvisational practice**

- **Iteration: Assessment-Action-Assessment**

- **Where are we now?**

- **And now, where are we?**

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7. Maintain Heart

- Service

- The Form Doesn't Matter

- The Myth of Measurement

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Sacred Heart

QUALITY OF HEART	BECOMES:	DRESSED UP AS:
INNOCENCE & IMAGINATION	CYNICISM	REALISM
CURIOSITY & DOUBT	ARROGANT CERTAINTY	AUTHORITATIVE KNOWLEDGE
COMPASSION	CALLOUSNESS	THICK-SKIN OF EXPERIENCE

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	System	Self/Role
Diagnosis	1	2
Action	4	3

Quadrant 3:

Managing Yourself

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Daily Practices to Lead and Stay Alive

1. Get on the balcony

2. Seek confidants

3. Distinguish role from self

4. Listen

5. Manage your hungers

6. Anchor yourself

7. Purposes beyond measure

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	System	Self/Role
Diagnosis	1	2
Action	4	3

Quadrant 4:

Taking Action

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Seven Strategic Tasks

Diagnosis

1. **Get on the Balcony**

2. **Diagnose the Adaptive Challenges**

Action

1. **Infuse the Work with Meaning**

2. **Give the Work Back to People**

3. **Build Trust**

4. **Regulate Stress**

5. **Generate More Leadership**

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1. Infuse the Work with Meaning –
The Narrative

Develop and extensively communicate a narrative that:

- **Helps people comprehend the changing context of their work**

- **Locates and orients each party to this changing context**

- **Articulates orienting values**

- **Manages unrealistic expectations for quick and easy solutions**

- **Honors the essential: Builds from and conserves the past**

- **Names the losses and sustains people through transitional pain**

- **Depersonalizes the conflicts**

- **Engages people in their adaptive work**

- **Calls forth people's resourcefulness**

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2. Give the Work Back to People

- **Place the adaptive work where it must be done**
    - **Ask "who needs to learn what"**
    - **Frame the key challenges for each sub-group or faction**
    - **Keep key issues, questions and data at the center of attention**
- **Sequence the issues**
- **Encourage widespread experimentation**
- **Model new norms to move from dependency to distributed initiative and responsibility**
- **Cascade leadership practice to local level**
- **Counteract work avoidance patterns that displace responsibility and attention**
- **Support rather than control**

Leadership Generates Capacity,

not Dependency

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3. Build Trust

- **Provide presence and poise amidst uncertainty and travail**
- **Keep the context ever present in people's minds**
- **Model the changed behavior**
- **Listen, and acknowledge your own contribution to the problem**
- **Disappoint expectations with honesty**
- **Acknowledge losses**
- **Receive anger with grace**
- **Manage personal and organizational boundaries with utmost integrity**
- **Learn publicly**
- **Make good use of allies**
- **Keep the opposition close**
- **Accept casualties**

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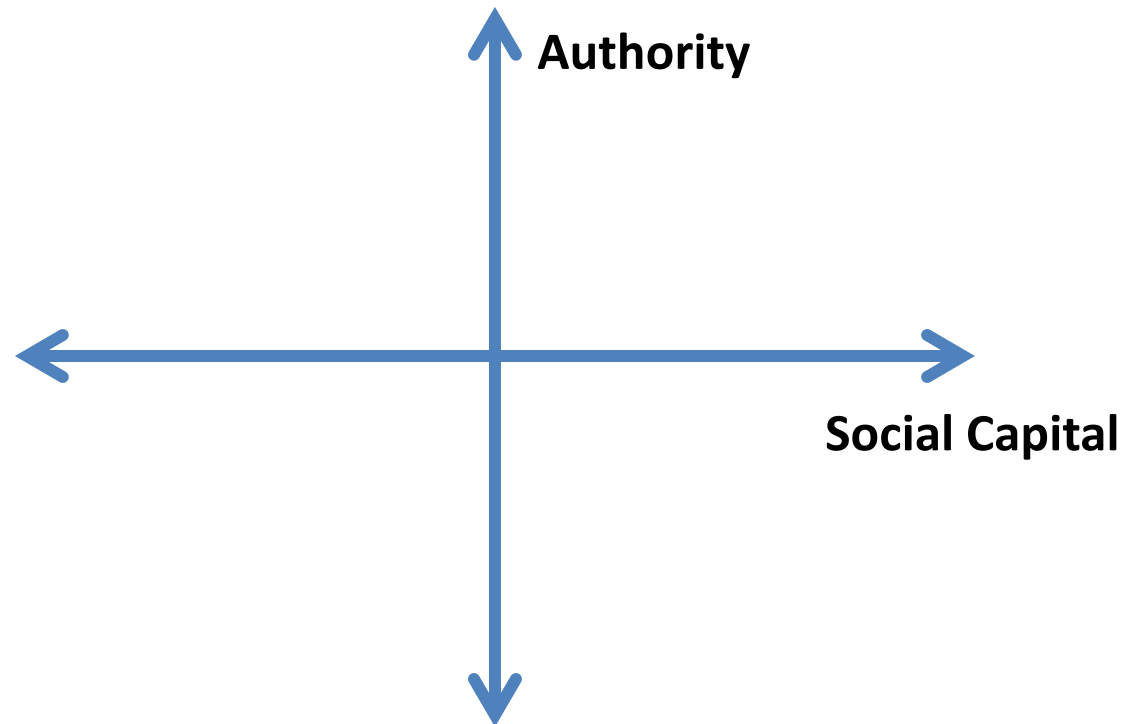
4. Regulate Stress

- **Strengthen the holding environment for cross-boundary work**

- **Maintain a productive level of disequilibrium**

- **Depersonalize the conflicts: distinguish role from self**

- **Pace the work**

- **Take the heat and hold steady**

- **Presence and Poise: tolerate uncertainty, frustration, and pain**

- **Maintain a collective sense of purpose**

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5. Generate More Leadership

Leadership Development is a Line Manager's Job:

- **Use each supervisory encounter as a training opportunity**

- **Protect unauthorized voices of leadership**

- **Control your reflex to squelch variant voices**

- **Coach creative and challenging people for effectiveness**

- **Tease out people's intuitions and provide time for analysis**

- **Protect people who name internal contradictions**

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Leadership

Generates

Leadership

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Two Special Time Frames:

Crisis and Culture Change

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Crisis

Properties:

1. **High Stakes**
2. **High Uncertainty**
3. **Urgency – Time Compression**

Two Phases:

1. **Acute Phase**
2. **Adaptive Phase**

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Acute Phase

Goal:

Stabilize the situation

Purpose:

Survive and buy time for adaptive work

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Acute Phase

Tasks:

1. **Take decisive action – Drive the organizational response**
   - **Improvise to the extent possible**

2. **Regulate Disequilibrium**
   a) **Take decisive action**
   b) **Provide presence, structure, and hope**
   c) **Speak to people's experience**
   d) **Maintain confidence and poise**

3. **Frame the key issues for the Adaptive phase**

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Adaptive Phase

Goal:

Use the urgency generated by the crisis to mobilize collective energy and attention for tackling the adaptive challenges facing people, organizations, and society.

Discussion Question

Crises often represent a bundled set of issues that are partly technical problems and partly adaptive challenges.

- How can you tell them apart?

Adaptive Phase

Goals: Short and Long-Term:

1. Meet the immediate set of adaptive challenges
2. Build a more adaptive culture

Purpose:

To thrive in a changing and challenging world

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Adaptive Organizations

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Adaptive Organizations

1. Sense early and respond quickly to the environment

2. Build a strong holding environment of vertical and horizontal bonds of trust

3. Build an ethos of shared responsibility

4. Reward and learn fast from ongoing experimentation

5. Put the tough issues on the table

6. Encourage people to lead with and beyond their authority

7. Develop people daily

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Leadership Research and Education

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A Work-Oriented Approach to Leadership Research and Education

1. **Begin with cases of organizational, social or political challenges -- success and failure**

2. **Analyze the practices of leadership that met or failed to meet these challenges**

3. **Analyze and develop the knowledge, skills, values and character needed for those leadership practices**

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Teaching Leadership

- **Challenges of Transferability and Readiness**

- **Using Experience**
  - **Case-in-Point method**
  - **Participant Cases / Small and Large Group Work**
  - **Structured Exercises**

- **Longitudinal Structures**

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