



# Adaptive Leadership Masterclass

 TAMARACK INSTITUTE

 Collaboration for Impact

#Adaptiveleadership



# Adaptive Leadership Masterclass

May 2018, BC, Alberta and Ontario

 TAMARACK INSTITUTE

 Collaboration for Impact

#Adaptiveleadership  
[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

**Your Facilitation Team**



**Liz Skelton**  
**Collaboration for Impact**



**Liz Weaver**  
**Tamarack Institute**



#Adaptiveleadership  
[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

**SESSION 1**



Who is in the room?



#Adaptiveleadership  
[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)



## Purpose

The purpose of the Adaptive Leadership masterclass is to:

- Understand the nature of adaptive change;
- Build awareness of key concepts and skills needed to work effectively with adaptive leadership and how to use it beneficially in personal, organisational and community settings;
- Understand the need and challenges of collaborating with diverse stakeholders and partners;
- Build awareness and skills to work across and with different (diverse stakeholders) to enrich innovative outcomes rather than become barriers to progress;
- Understand and work with power and differences in power (real and perceived); and
- Build awareness on orchestrating and working with conflict.
- Provide tools on how to build a holding environment to engage others in the work of change

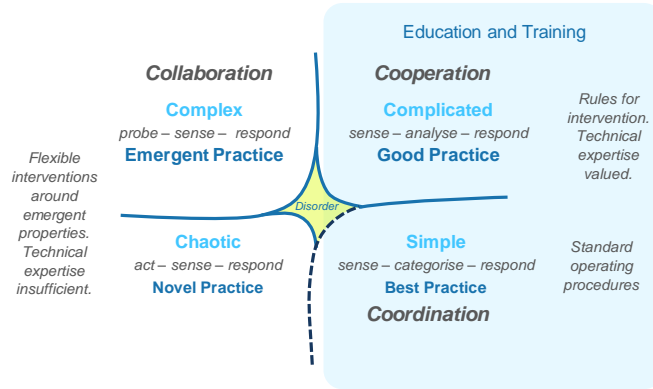


**Introduction to Adaptive Leadership – Frameworks**

  #Adaptiveleadership  
[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)



## Cynefin framework



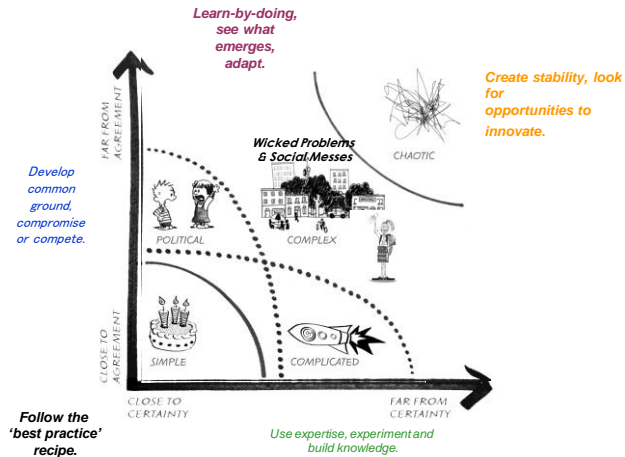
<http://www.youtube.com/watch?v=N7oz366XC-8>

Cynefin Framework by Snowden & Kurtz



#Adaptiveleadership  
www.tamarackcommunity.ca

## The Stacey Matrix



#Adaptiveleadership  
www.tamarackcommunity.ca

## Characteristics of Complex Problems

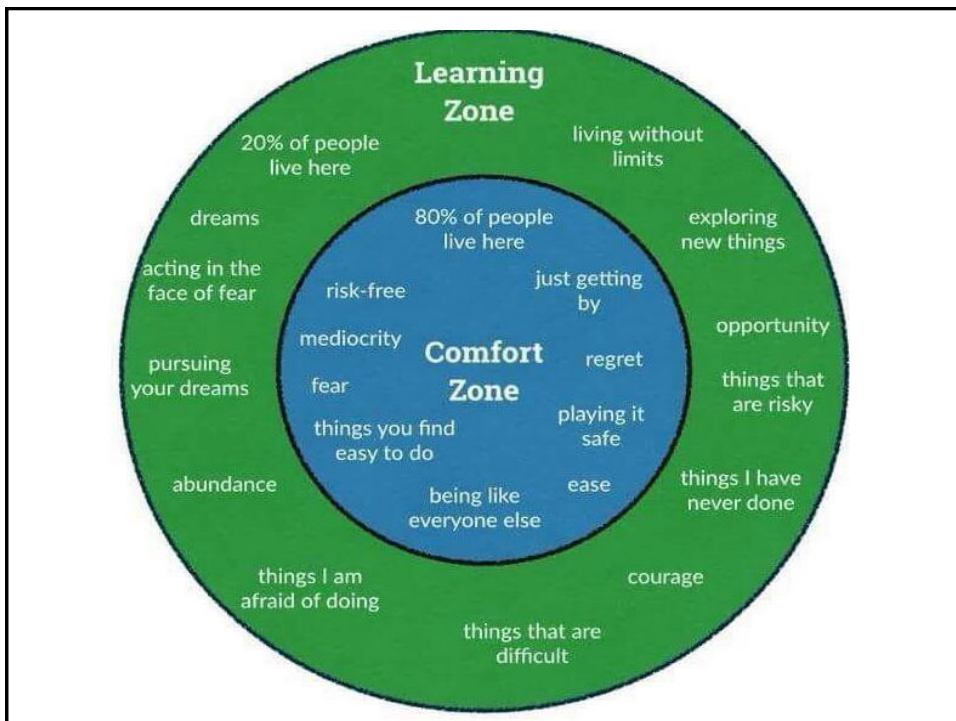
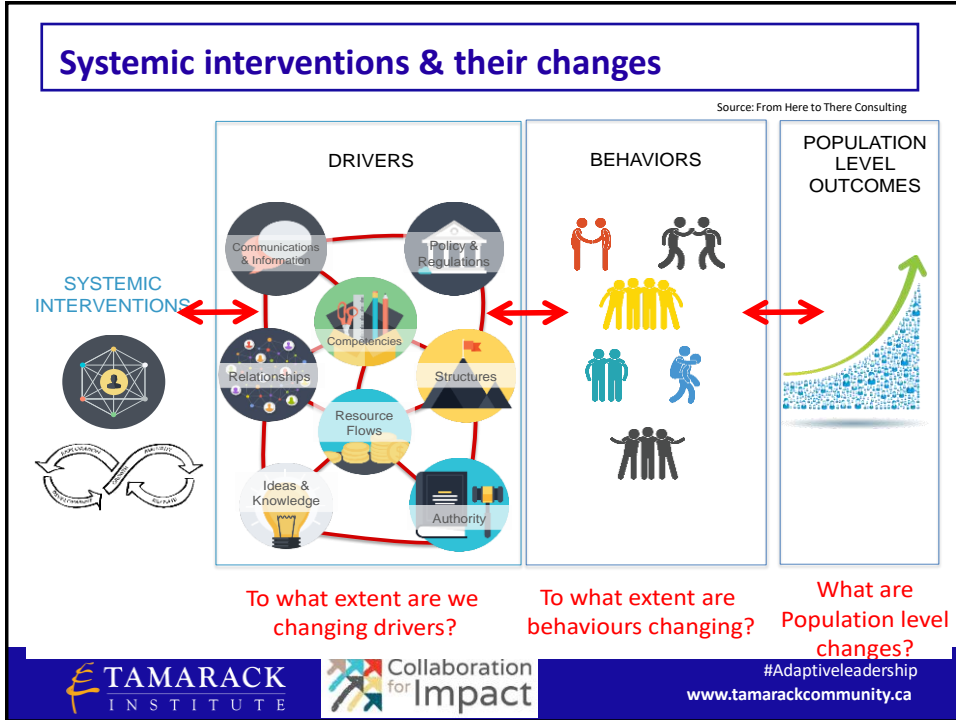
Complex problems are difficult to frame	The cause and effect relationships are unclear
There are diverse stakeholders	Each experience is unique
The characteristics and dynamics of the issue evolve	There is no obvious right or wrong set of solutions
There is no single measure of success	The community is also evolving and changing

## Complex Problems



### Think Pair Share

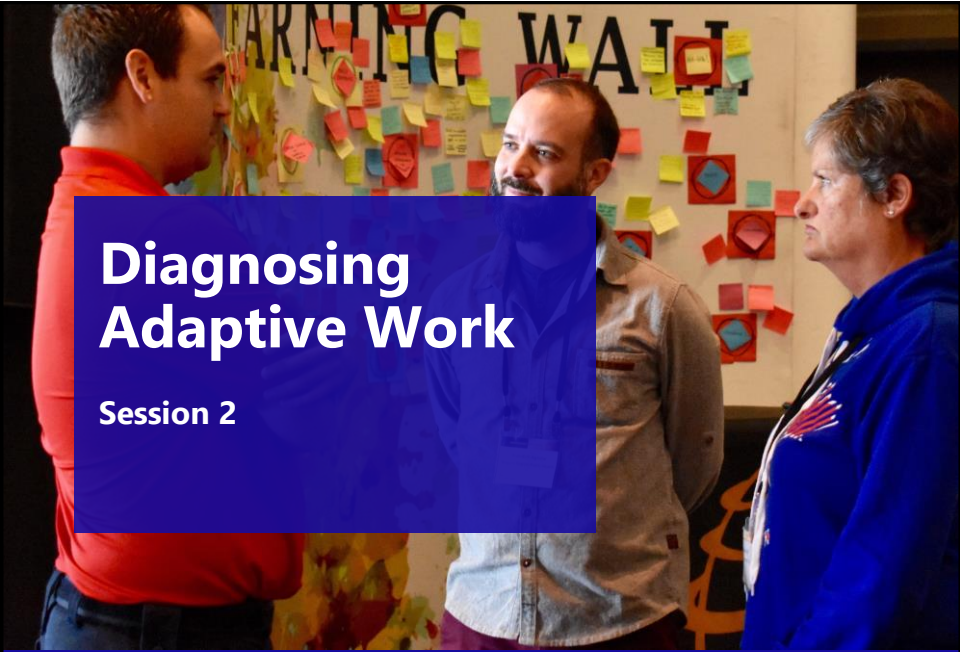
Consider a community or organizational change challenge that you are currently working on. Which characteristics of complexity are embedded in this challenge?



## Adaptation



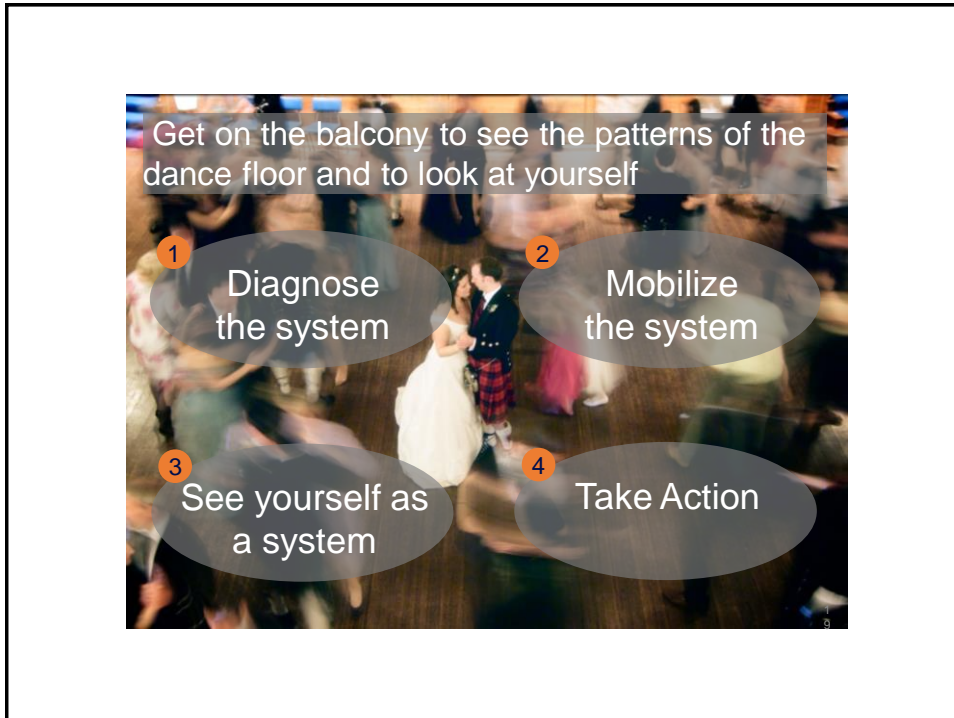
- What do we conserve, keep, nurture or develop?
- What do we discard, stop, tweak ?
- Where do we innovate?



## Diagnosing Adaptive Work

### Session 2





### Technical Problems versus Adaptive Challenges

Technical Problems	Adaptive Challenges
Easy to Identify	Difficult to identify – easy to deny
Often lend them to quick and easy (often cut and dried) solutions	Requires changes in values, beliefs, roles, relationships & approaches to work
Often can be solved by an authority or expert	People with the problem do the work of solving it
Require change in just one or a few places; often contained within organizational boundaries	Require change in numerous places, usually cross-organizational boundaries
People are generally receptive to technical solutions	People often resist even diagnosing the adaptive challenge
Solutions can often be implemented quickly – even by edict	Solutions require experiments and new discoveries; they can take a long time to implement and not by edict

## Technical Problems and Adaptive Challenges

Kind of Work	Problem and Solution Definition	Locus of Work	Type of Work
<b>TECHNICAL</b> Eg. Broken Arm	<b>CLEAR</b> Set and cast arm	<b>AUTHORITY</b> Doctor	<b>OPTIMIZE EXECUTION</b> Set and cast the arm as efficiently and comfortably as possible
Technical and Adaptive	↕	↕	↕
<b>ADAPTIVE</b> Eg. Elderly parents	<b>REQUIRES LEARNING</b> Loss of independence and learning new ways of living	<b>STAKEHOLDERS</b> Multiple stakeholders – family members, doctors, friends	<b>EXPERIMENTS AND SMART RISKS</b> Experiment with small changes – start with not driving at night

## Signals of (Adaptive) Work Avoidance

### Displace responsibility

- Scapegoat: They are incompetent (the problem); They're not doing their part
- This is a passing fad, people don't really want this change
- Blame/attack those in authority
- Redefine as a technical

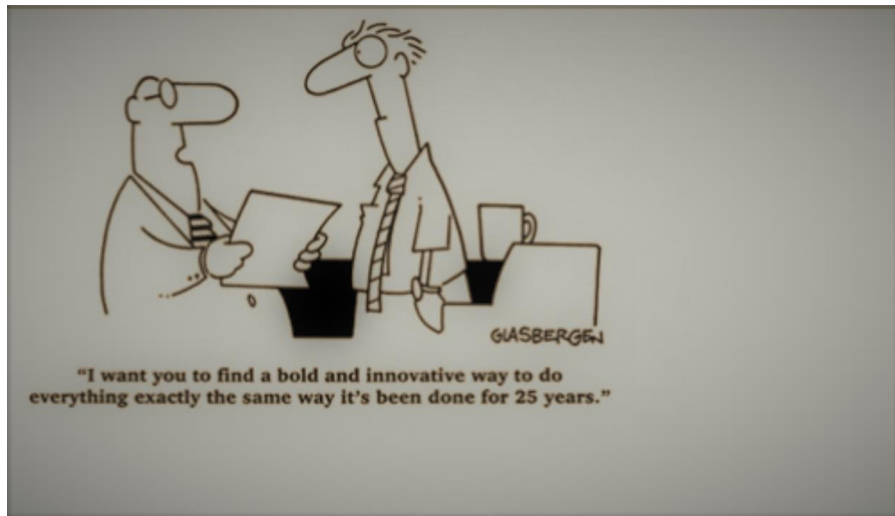
### Denial

- This work won't change anything
- Not showing up

## Signals of (Adaptive) Work Avoidance

### Diverting Attention

- Define the problem within your own competency set
- Restructure/reorganise
- Excuses for missing meetings
- Meetings with only information exchange when engagement is needed
- Proxy fight
- Externalise the challenge - Outsource



## The trolls of collaboration



**TAMARACK**  
INSTITUTE

Collaboration  
for  
Impact

#Adaptiveleadership  
[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Three trolls of collaboration

**Competition** – stakeholders in any collaboration are often in unspoken competition for resources, authority, recognition or power.

**Control** – stakeholders try and maintain control through access, knowledge, participation. It requires us to acknowledge and speak to what's at stake.

**Commitment** – there are different levels of investment and things at stake for those involved.

- We want to work differently together but (we continue to) use the same approaches that are designed to maintain the status quo, rather than designing our approach to enable experimentation and learning as we go.

\* Aigner, Skelton, The Australian Leadership Paradox

**TAMARACK**  
INSTITUTE

Collaboration  
for  
Impact

#Adaptiveleadership  
[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Adaptive Leadership

- |   |   |
|---|---|
| <p><b>I Diagnose the system</b></p> <ul style="list-style-type: none"> <li>• Be ready to observe &amp; interpret before intervening</li> <li>• Diagnose the system itself</li> <li>• Diagnose the adaptive challenge</li> <li>• Diagnose the political landscape</li> <li>• Understand the qualities that makes an organization adaptive</li> </ul> | <p><b>II Mobilize the system</b></p> <ul style="list-style-type: none"> <li>• Make interpretations</li> <li>• Design effective interventions</li> <li>• Act politically</li> <li>• Orchestrate the conflict</li> <li>• Build an adaptive culture</li> </ul> |
| <p><b>III See yourself as a system</b></p> <ul style="list-style-type: none"> <li>• Identify who you are</li> <li>• Know your tuning</li> <li>• "Broaden your bandwidth"</li> <li>• Understand your roles</li> <li>• Articulate your purposes</li> </ul>  | <p><b>IV Take Action</b></p> <ul style="list-style-type: none"> <li>• Stay connected to your purposes</li> <li>• "Engage courageously"</li> <li>• Inspire people</li> <li>• Run experiments</li> <li>• "Thrive"</li> </ul>                                  |

Source: "Leadership without easy answers", by Ronald Heifetz, adapted by Ledoux



#Adaptiveleadership  
www.tamarackcommunity.ca

## Key Challenges


**List your key challenges in your organisation or community**

Separate into which ones are technical (known solutions) and which are adaptive (requiring change in behaviour, values & beliefs)

TECHNICAL CHALLENGES	ADAPTIVE CHALLENGES



#Adaptiveleadership  
www.tamarackcommunity.ca



**Building a Safe (enough) Space for Adaptive Work**

Session 3

**TAMARACK INSTITUTE** Collaboration for Impact #Adaptiveleadership [www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

**Motivation**



Maybe we will be more motivated out here...

By Frits Ahlefeldt

**TAMARACK INSTITUTE** Collaboration for Impact #Adaptiveleadership [www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

Ross Carnsew



#Adaptiveleadership  
www.tamarackcommunity.ca

## Creating a container for adaptive change

**Hamilton Roundtable  
for Poverty Reduction**

**MAKING  
HAMILTON**  
the best place  
to raise a child.



#Adaptiveleadership  
www.tamarackcommunity.ca

## What makes up a container for change?

- Level of trust
- Commitment to purpose
- Clear function of authority with rules and sufficient structure
- Knowledge of your own capability to hold tension of the system
- Expectations
- Reputation
- Common values
- Relationships
  
- Time boundaries
- Structure, policy, ritual
- Consequences
- Rules of system - contract
- Physical environment



## What's the difference between authority and leadership?

Session 4



## Exercising Authority & Exercising Leadership

[https://youtu.be/pRFXu\\_jBJec](https://youtu.be/pRFXu_jBJec)



 TAMARACK  
INSTITUTE

 Collaboration  
for Impact

#Adaptiveleadership  
[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Exercising authority

**All systems need authority to function.**

**Direction: Where are we going?**

**Protection: Will we be safe?**

**Order: Things we need to do to get there.**



 TAMARACK  
INSTITUTE

 Collaboration  
for Impact

#Adaptiveleadership  
[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Exercising Leadership

- Leadership is an activity for everyone, not one person
- Purpose is getting people to face reality.
- The task is to mobilise people to tackle tough problems and challenge status quo.
- Requires taking responsibility to working across difference for common goals
- Requires us to expand our authority and power to act on behalf of our purpose
- Usually involves loss
- Requires a holding environment to enable learning



## Leadership Functions

Social function	Challenge	
	Technical	Adaptive
Direction	Authority provides problem definition and solution	Authority defines adaptive challenge, provides diagnosis & questions about problem definitions & solutions
Protection	Authority protects from external threat	Authority discloses external threats
Role Orientation	Authority orients	Authority disorients current roles, and resists pressure to orient people in new roles too quickly
Controlling conflict	Authority restores order	Authority exposes conflict, or lets it emerge
Norm maintenance	Authority maintains norms	Authority challenges norms, or allows them to be challenged

Source: "The practice of adaptive leadership", by Alexander Grashow, Ronald Heifetz & Marty Linsky

## Table Huddle



### Thinking about your community change issue:

- Where do you need to exercise authority?
- Where do you need to exercise leadership?



#Adaptiveleadership  
[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)



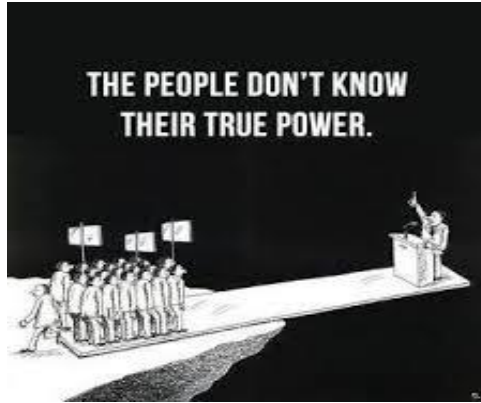
### Understanding and working with power

Session 5



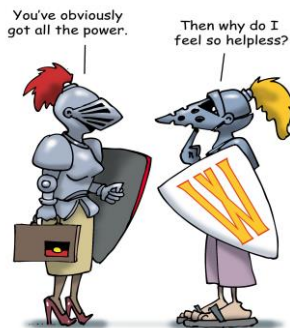
#Adaptiveleadership  
[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Working with Power



- **POSITIONAL POWER - Formal**
- **PERSONAL POWER - Informal**

## We've got the power.... ?



### Positional Power - Formal

Power that comes from a position within a specific system

### Social (or unearned)

Power that we are born with or into.

### Personal Power - Informal

Power that comes from life experience.

### Spiritual



Power that comes from being connected to something greater.

Julie Diamond on power - <http://juliediamond.net/>

## The Power Play

The diagram consists of two rows. The top row features a blue rounded rectangle on the left containing the text "Positional power". To its right is a light blue arrow pointing to the right, containing the text "License to act". The bottom row features a blue rounded rectangle on the left containing the text "Personal power". To its right is a light blue arrow pointing to the right, containing the text "Capacity to act".



Julie Diamond on power - <http://juliediamond.net/>

  #Adaptiveleadership  
www.tamarackcommunity.ca

Copyright Powerplay LLC. Do not copy or distribute without author's permission.

## The Power Play

The diagram shows three blue rounded rectangles. At the top is a box containing "How others experience / perceive your power". Below it are two boxes: "Your use of power" on the left and "Your sense of power" on the right. A double-headed blue arrow connects the top box to the left box, and another double-headed blue arrow connects the top box to the right box. A double-headed blue arrow also connects the left and right boxes.

  #Adaptiveleadership  
www.tamarackcommunity.ca

## Power Audit Exercise

In pairs discuss:

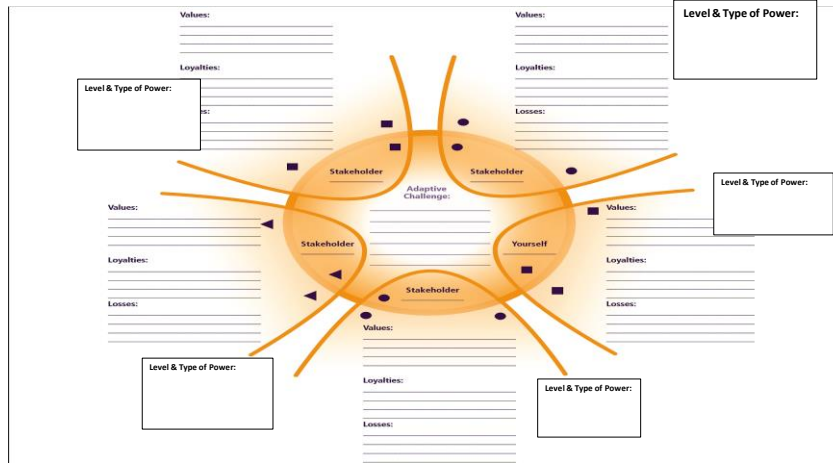
Where, and what kind of power do you have?

What resources or privileges does it bring?

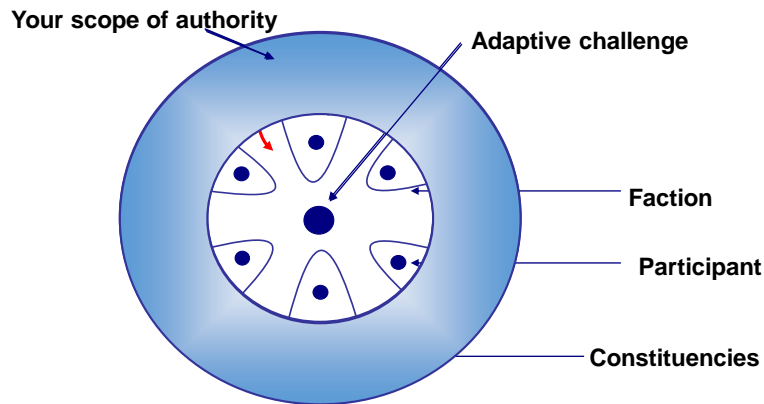
How could you use it differently to progress the goals of your organisation or community?



## Diagnosing the adaptive work



## Understand and get beyond your scope of authority



48

## IDENTIFY:

- Allies
- Dissenters
- Undecided
- Potential Casualties

Test Assumptions  
Put skin in the game

## Adaptive Leadership

### I Diagnose the system

- Be ready to observe & interpret before intervening
- Diagnose the system itself
- Diagnose the adaptive challenge
- Diagnose the political landscape
- Understand the qualities that makes an organization adaptive

### II Mobilize the system

- Make interpretations
- Design effective interventions
- Act politically
- Orchestrate the conflict
- Build an adaptive culture

### III See yourself as a system

- Identify who you are
- Know your tuning
- "Broaden your bandwidth"
- Understand your roles
- Articulate your purposes

### IV Take Action

- Stay connected to your purposes
- "Engage courageously"
- Inspire people
- Run experiments
- "Thrive"

Source: "Leadership without easy answers", by Ronald Heifetz, adapted by Ledoux



## Adaptive Leadership Challenge Reflection

**Version 1:** Describe the challenge as you normally talk about it with a colleague/friend/community member.

**Version 2:** Describe the challenge as it looks from the perspective of another person involved. If you have a hard time thinking of someone, choose the person who is most resistant to your idea of progress

**Version 3:** Describe the challenge in a way that shows how you yourself may be contributing to the problem. If you're like most people, you may not show up in versions 1 or 2.



#Adaptiveleadership  
www.tamarackcommunity.ca

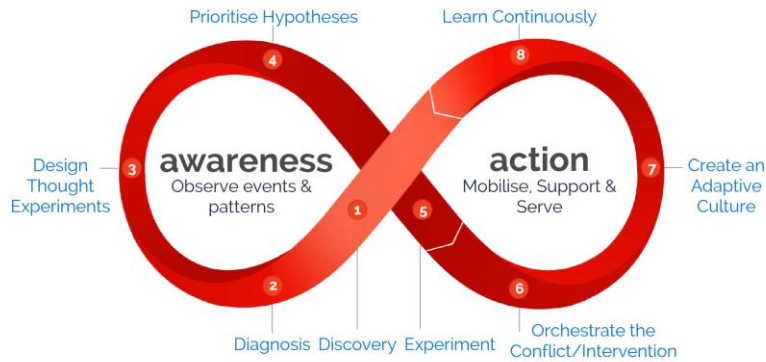
**Building Readiness  
– pacing the work**

**Session 6**

#Adaptiveleadership  
www.tamarackcommunity.ca

## Adaptive Cycle

### Adaptive Leadership iteration



## Hold Steady



- Let others do the work
- Silence is an intervention
- Awareness of signals of impatience and frustration
- Keep people focussed on the work
- Listen
- Don't take it personally
- Sustainability
- Test Assumptions
- Take a break - recharge

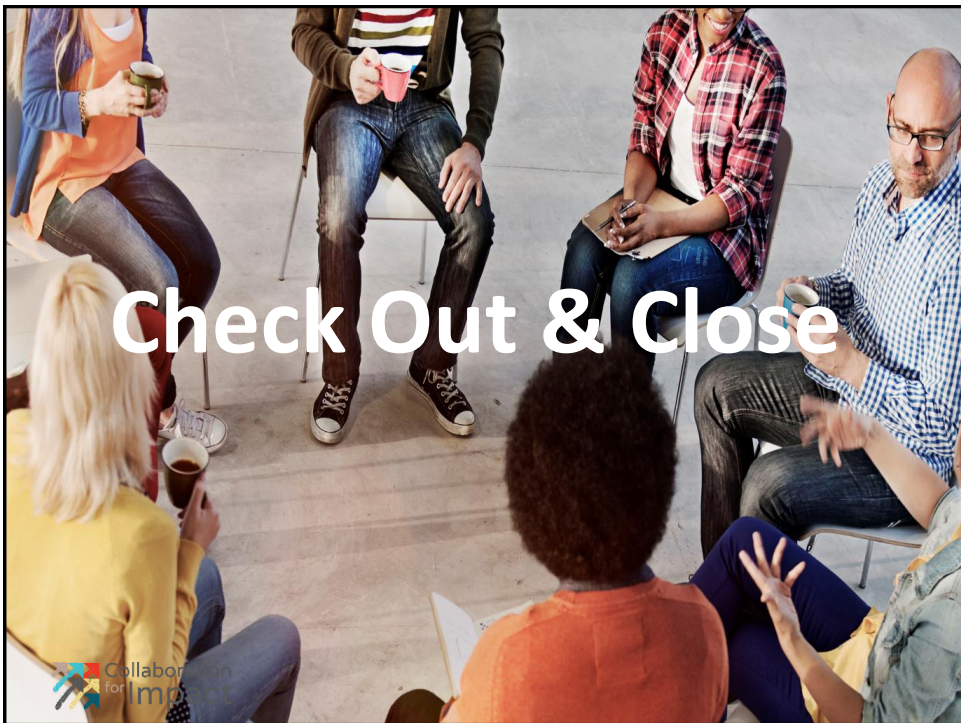
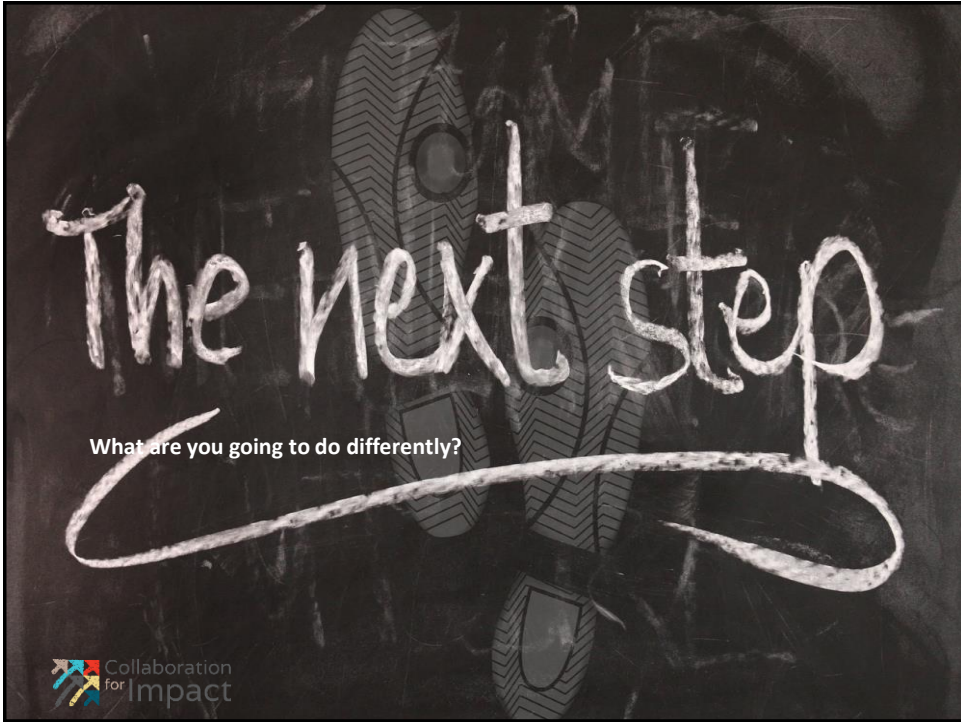
## Building an adaptive culture

- Elephants in the room are named
- Responsibility for organization's future is shared
- Independent judgement is expected
- Leadership capacity is developed
- Reflection and continuous learning are institutionalized

## Consider:

- Purpose: The Soul of the Work
- Strategy: The Brains and Process
- Structure: The Skeleton or Design
- Culture: The Blood or Relationships
- Talent: The Heart or How We are Connected Together

• Source: Adaptive Capacity, Juan Carlos Eichholz





## TURF, TRUST & COLLABORATION: Practical Tools for Building Trust

Ottawa, June 25 | Kingston, June 26

This interactive workshop focuses on the core leadership competency of trust building. Participants in the workshop will walk away with ideas, tools and approaches to effectively engage diverse community partners and intentionally build trusting relationships and collaborative impact. Come prepared to share your experiences and insights in how to build trust.

REGISTER HERE:

<http://events.tamarackcommunity.ca/turf-trust-and-collaboration>



## COMMUNITY CHANGE FESTIVAL

October 1-4, 2018  
Toronto, ON

Over 4 days, explore the 5 competencies every changemaker needs to move from ideas, to practice, to impact. Through workshops, open space dialogue, tools, immersive tours, and peer input processes, go deep into one approach or advance your skills in each.

REGISTER HERE:

<http://events.tamarackcommunity.ca/community-change-festival>

