

Cohort 17
adaptive
leadership
discussion



Kristin Kirkpatrick

Executive Director, Colorado State
University System, Together We Grow



Dean Kopsell

Professor and Chair, Environmental
Horticulture Department, The
University of Florida



Janine P. Woods

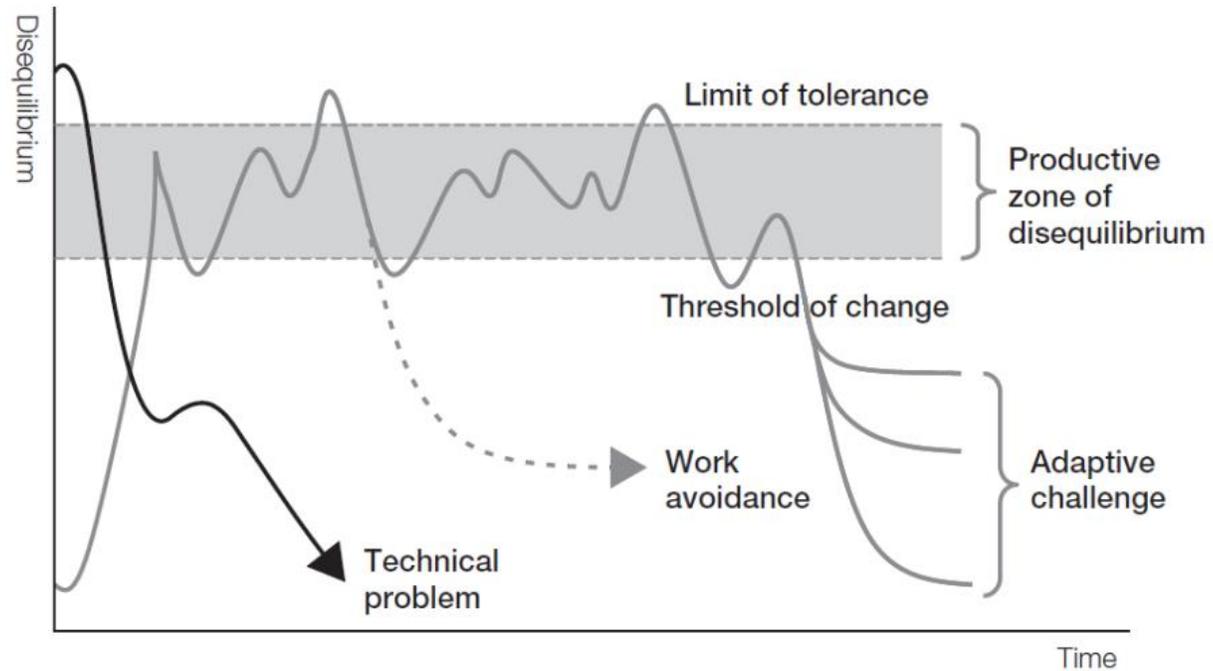
Associate Administrator, Cooper
Extension, College of Agriculture,
Virginia State University

***One of our
adaptive challenges***

Technical vs Adaptive Challenges

Challenge	Problem definition	Solution	Locus of work
Technical	Clear	Clear	Authority
Technical and adaptive	Clear	Requires learning	Authority and stakeholders
Adaptive	Requires learning	Requires learning	Stakeholders

The productive zone of disequilibrium



Source: Adapted from Ronald A. Heifetz and Donald L. Laurie, "Mobilizing Adaptive Work: Beyond Visionary Leadership," in *The Leader's Change Handbook*, eds. Jay A. Conger, Gretchen M. Spreitzer, and Edward E. Lawler III (San Francisco: Jossey-Bass, 1998).

Adaptive Leadership

	Self	System
Getting on the Balcony	<ul style="list-style-type: none">- Know your Band Width- Know your Role in the System- Know Your Purpose	<ul style="list-style-type: none">- Think Systemically- Distinguish Technical from Adaptive Challenges- Think Politically
Exercising Adaptive Leadership	<ul style="list-style-type: none">- Willing to Exceed Your Authority- Own Your Piece of the Mess- Stay in the Game – Stay Alive	<ul style="list-style-type: none">- Use Interpretations- Act Politically- Orchestrate Conflict

Diagnose the System

- ▶ “Organizational system take on a life of their own...
- ▶ ...selecting, rewarding, and absorbing members into it who perpetuate the system.”
- ▶ “Over time, structures/cultures/defaults become deeply ingrained, self-reinforcing, and difficult to reshape.”

Diagnose the System

- ▶ New jobs, new universities = new ways of doing things.
- ▶ This means navigating a new work culture.
- ▶ The culture is made up of **FOLKLORE, RITUALS, NORMS, and PROTOCOLS.**

Diagnose the System

- ▶ *The culture is made up of FOLKLORE, RITUALS, NORMS, and PROTOCOLS.*
- ▶ **Cooperative Extension** is a good example.
- ▶ As a young faculty member, I learned **protocol** meant contacting county agents when ever I worked with stakeholders in their territory.

Diagnose the System

- ▶ Can you name some **FOLKLORE, RITUALS, NORMS**, and/or **PROTOCOLS** in your organizations?
- ▶ How have you navigated them in your leadership challenges?

Breakout session

Acting Politically

- ▶ Using your awareness of the limits of your own authority, stakeholder interests, and internal networks to forge alliances to enable support and manage opposition.
 - ▶ Find allies
 - ▶ Stay connected to the opposition
 - ▶ Manage authority figures
 - ▶ Take responsibility for casualties
 - ▶ Protect and engage voices of dissent

Breakout session

Worksheet: strategies for acting politically

1. Allies

Who might be your allies?

Why might they be allies?

What's their main objective? (Support you? The initiative itself? The organization?)

How can this ally best help you successfully implement your intervention?

2. Opponents

Who might be your opponents?

Why might they be opponents?

What do they stand to lose if your initiative succeeds?

How might you neutralize their opposition or get them on your side?

Worksheet: strategies for acting politically

1. Allies

Who might be your allies?

Why might they be allies?

What's their main objective? (Support you? The initiative itself? The organization?)

How can this ally best help you successfully implement your intervention?

Can you name some allies you have developed in your current role?

2. Opponents

Who might be your opponents?

Why might they be opponents?

What do they stand to lose if your initiative succeeds?

How might you neutralize their opposition or get them on your side?

Have you encountered any who stand in opposition?

3. Senior authorities

Who are the senior authorities most important to your intervention's success?

Why are they important?

What signals are they giving about how the organization perceives your intervention?

What might you say or do to secure their support as your initiative is being implemented?

3. Senior authorities

Who are the senior authorities most important to your intervention's success?

Why are they important?

What signals are they giving about how the organization perceives your intervention?

What might you say or do to secure their support as your initiative is being implemented?

Have your senior authorities been allies or opponents?

4. Casualties

Who will be casualties of your intervention?	What will they lose?	What new skills would help them survive the change & thrive in the new org.?	How might you help them acquire those skills?	Which casualties will need to leave the organization?	How could you help them succeed elsewhere?

5. Dissenters

Who are the dissenters in your organization – those who typically voice radical ideas or mention the unmentionable?	What ideas are they bringing forth that might be valuable for your intervention?	How might you enable their ideas to have a hearing?	How can you protect them from being marginalized or silenced?

4. Casualties

Who will be casualties of your intervention?	What will they lose?	What new skills would help them survive the change & thrive in the new org.?	How might you help them acquire those skills?	Which casualties will need to leave the organization?	How could you help them succeed elsewhere?
--	----------------------	--	---	---	--

Are there any people or groups that have been casualties?

--	--	--	--	--	--

5. Dissenters

Who are the dissenters in your organization – those who typically voice radical ideas or mention the unmentionable?	What ideas are they bringing forth that might be valuable for your intervention?	How might you enable their ideas to have a hearing?	How can you protect them from being marginalized or silenced?
---	--	---	---

Have you encountered any strong dissenters?

Take aways *(book headliners)*

- ▶ Learn to live with disequilibrium
- ▶ Discover the joy of making hard decisions
- ▶ Engage above and below the neck
- ▶ Stay connected to the opposition
- ▶ Hold yourself and others through the emotion
- ▶ Honor risk taking and experimentation
- ▶ Know your triggers
- ▶ Lean into your incompetence
- ▶ Take more risks