



Adaptive Leadership

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Welcome



Welcome



WORK OF LEADERSHIP

OBSERVE



INTERPRET



INTERVENE



What is adaptive leadership?



Adaptive work is as much about deciding what is essential and what needs to be brought forward as it is about what needs to be left behind

We Will

- Be inspired and challenged to exert leadership in the Greater Hartford Community
- Gain an understanding of the core concepts of Adaptive Leadership theory
- Explore our own “change edge” – and discuss the role we are playing and could be playing in advancing change in the community

diagnosis I

adaptive concepts



What is adaptive leadership?

יגמר "עקיבא כיון דלא מצי קם אליביה אתא לקמיה דר' מעיקרא אתא לקמיה דר' ע סבר סברא"גמרא הדר אתא לקמיה דר'

סוטה, כ עמ"א

Originally, Rabbi Meir came before Rabbi Akiva.

Since he was not able to find, he got up from him, and came before Rabbi Yishmael and studied the studies. Then he went back and came before Rabbi Akiva and learned the learnings.

Babylonian Talmud, Sota 20a

Beginning

Middle

End

sharing out

adaptive interpretations

What is adaptive leadership?



Not able to find: regarding the essence of the reasons and the underlying principles, for he would say “permitted” on that which was prohibited and show for it many different faces, and say “prohibited” on that which was permitted, and show for it many different faces.

Rashi's Commentary

Studied the studies: the plain and simple teachings, as they had been taught to him by his teacher and his teacher by his teacher.

Learned the learnings: to grasp the essence of the reasons for the teachings; why this thing clean and this unclean, why this thing permitted and this thing prohibited; and on what each thing relies, and on which verse; this is what was known as learning in the early days - to understand a thing from within a thing; when there would be a new thing asked in the house of learning, from where would we learn it and to what could it be analogized.

AUTHORITY vs LEADERSHIP

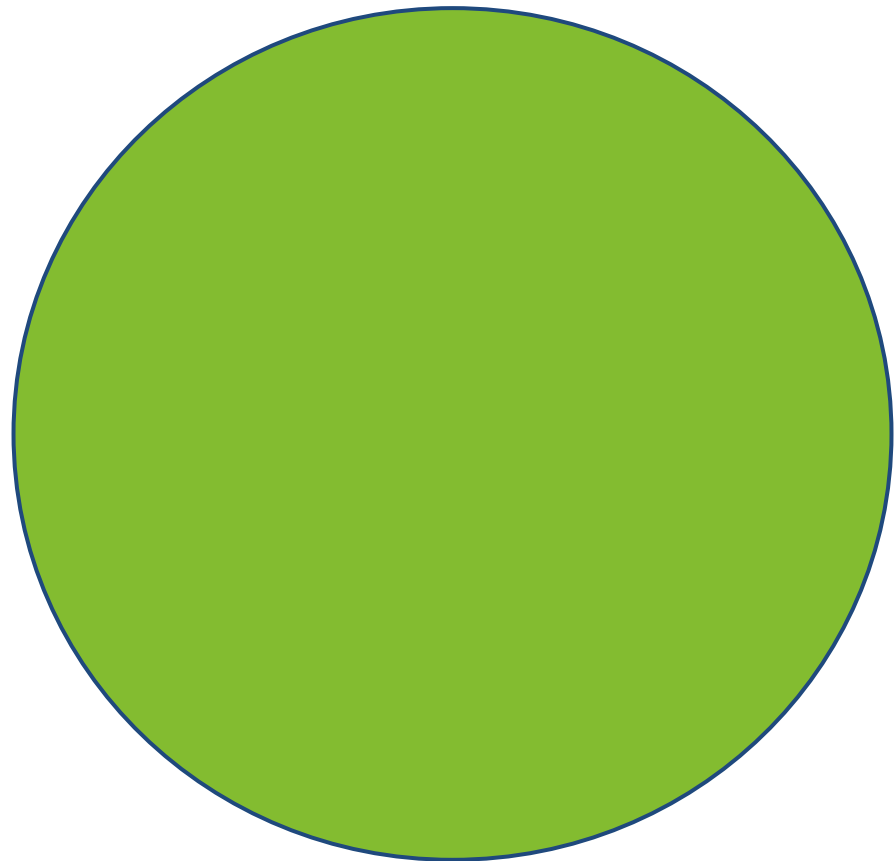


AUTHORITY PROVIDES:

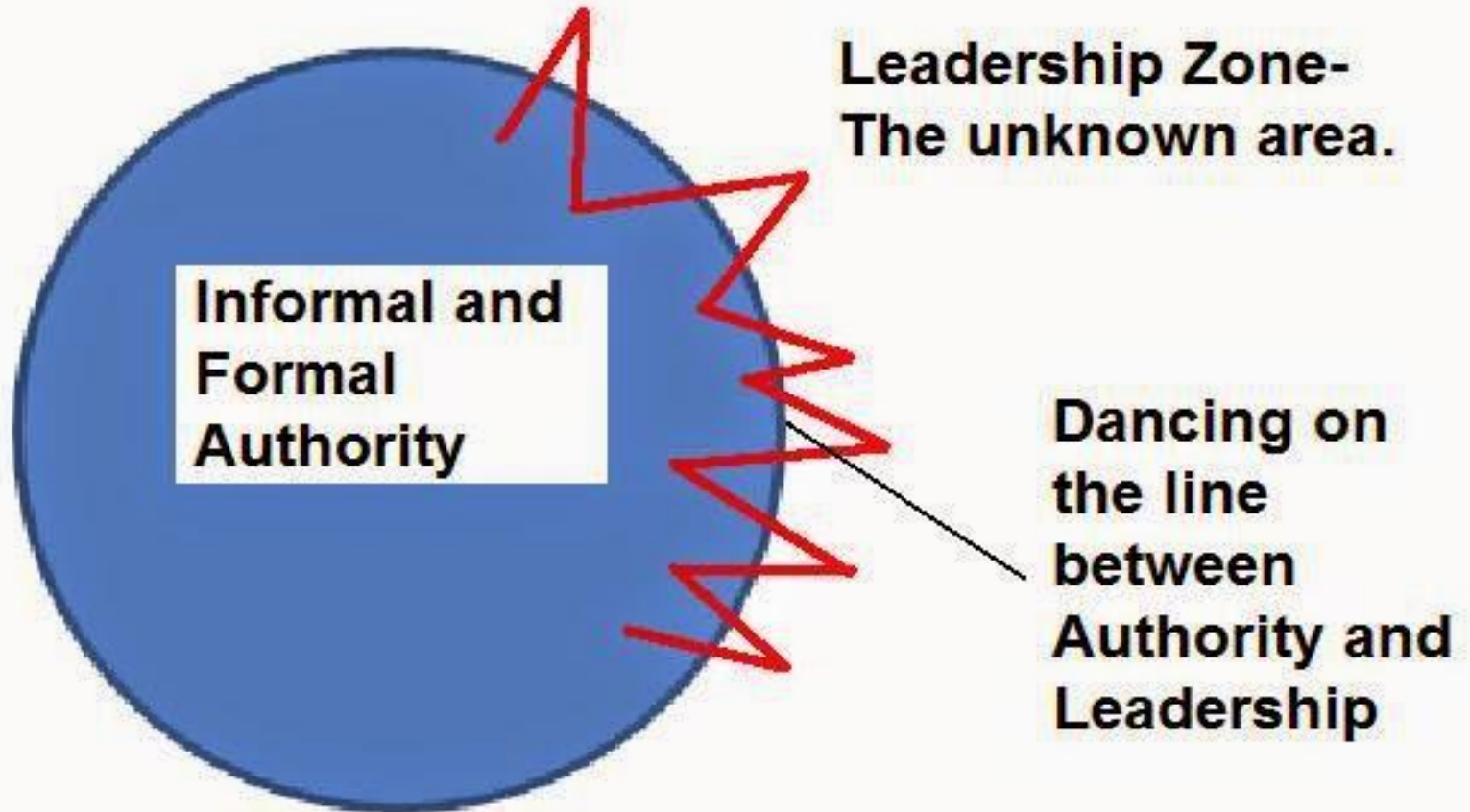
direction

protection

order



AUTHORITY VS LEADERSHIP



ADAPTIVE vs TECHNICAL WORK

Technical (Type I)



Mixed (Type II)



Adaptive (Type III)



TENDENCIES

To confuse

**TECHNICAL AND
ADAPTIVE ISSUES**



**LEADERSHIP AND
AUTHORITY**



**THE ISSUE
WITH THE HUMAN
DYNAMICS**



bio break

diagnosis II

immunity to change

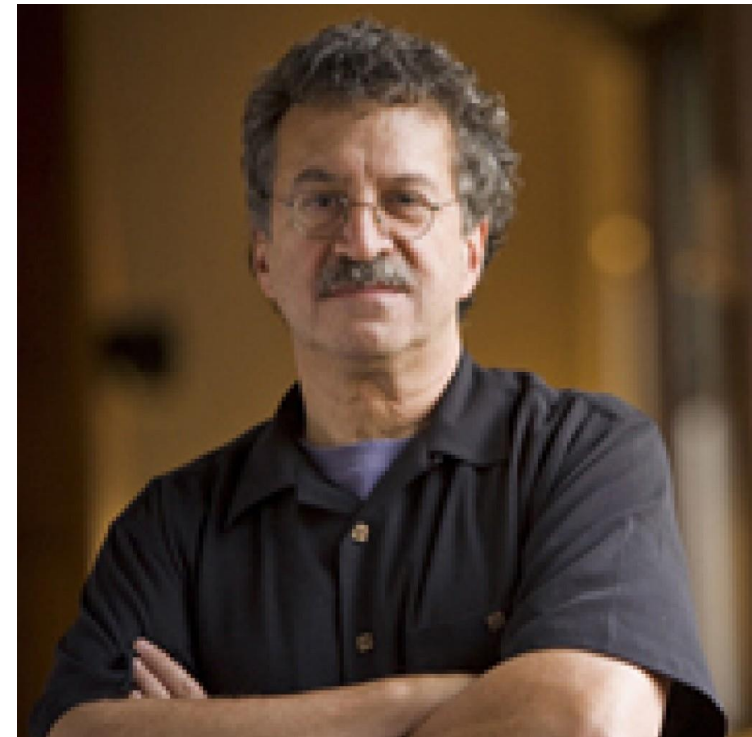
Immunity to Change

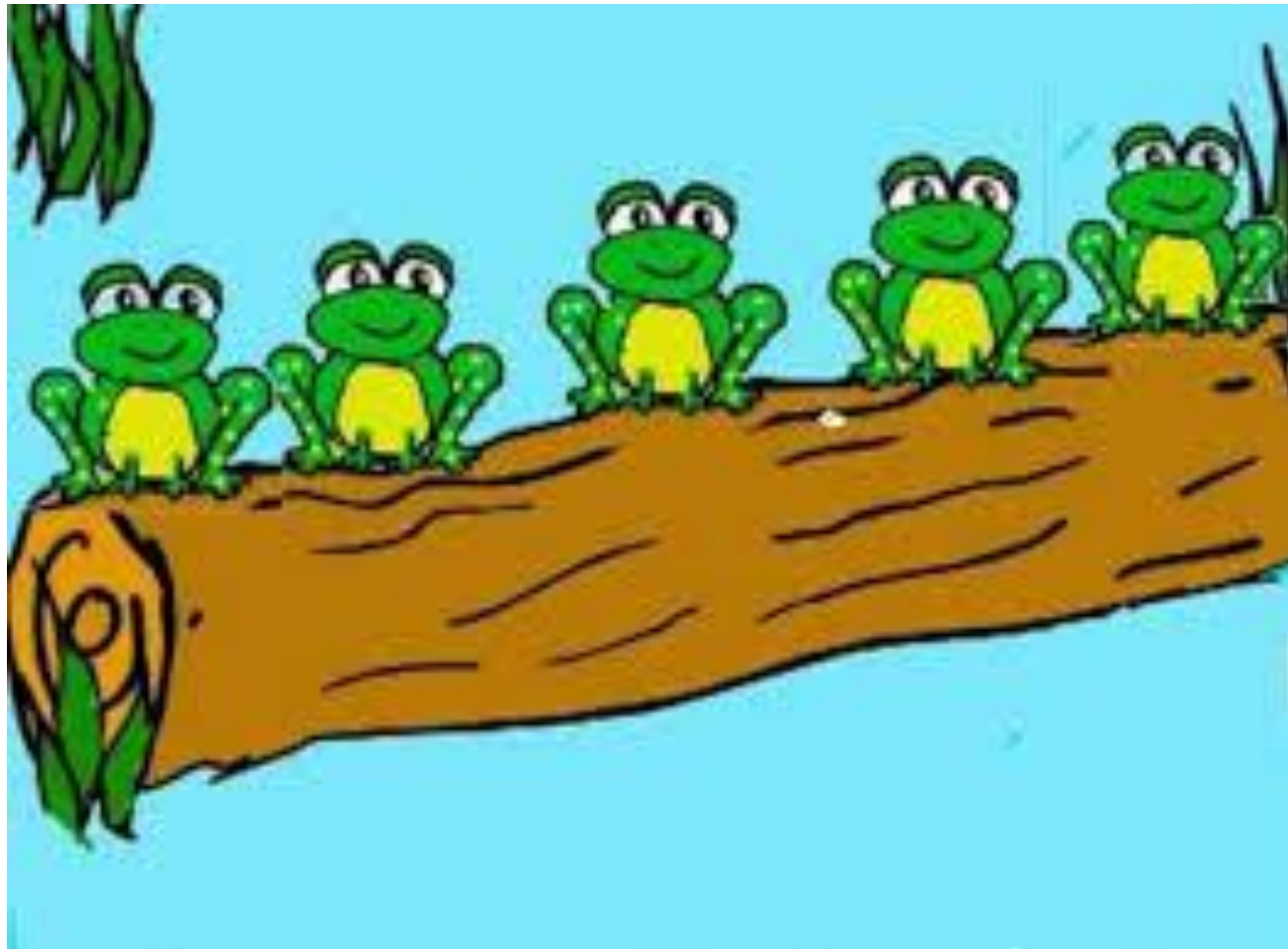
Closing the gap between people's good intentions and their actual behaviors

Lisa Lahey



Robert Kegan





IMMUNITY TO CHANGE CYCLE

Column I: **Desired Change**

*What **change** do you want to make in your /community?*



IMMUNITY TO CHANGE CYCLE

Column II: Values

*What are the **values** behind this desired change?*



IMMUNITY TO CHANGE CYCLE

Column III: **Obstacles & Barriers**

*What are you **doing** or **not doing** to bring about your desired change?*



IMMUNITY TO CHANGE CYCLE

Column IV: **Competing Commitment**

What else might you be committed to?

What else might you value?



IMMUNITY TO CHANGE CYCLE

Column V: **Big Assumption**

If I really push to bring about this change... this [scary/bad] thing will happen



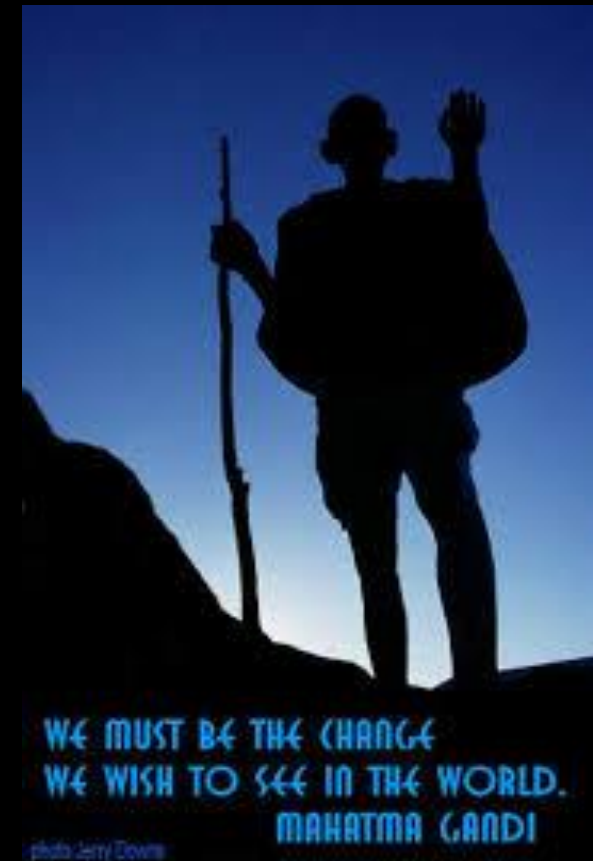
IMMUNITY TO CHANGE CYCLE

Column VI: **Small Steps**

*What **small steps**/little experiments can you try to test your assumptions?*



Debrief



Adaptive Leadership Resources

Leadership Without Easy Answers, by Ronald Heifetz

The Practice of Adaptive Leadership, by Ronald Heifetz, Alexander Grashow, and Marty Linsky

Leadership on the Line, by Ronald Heifetz and Marty Linsky

Leveling the Playing Field: Advancing Women in Jewish Professional Life, by Shifra Bronznick, Didi Goldenhar, and Marty Linsky

Leadership Can Be Taught, by Sharon Daloz Parks

Immunity to Change, by Bob Kegan and Lisa Lahey