



Adaptive Leadership 2

Led by: Maya Bernstein

May 17, 2017

UpStart



Adaptive Leadership

CURRENT REALITY



GAP



ASPIRATIONS



WORK OF LEADERSHIP

OBSERVE



INTERPRET



INTERVENE



We Will

- Deepen our understanding of the core concepts of Adaptive Leadership theory
- Apply adaptive leadership theory to challenges facing the Greater Hartford Community and begin the process of addressing those challenges
- Be inspired and challenged to exert leadership in the Greater Hartford Community

Agenda

6:15: Welcome & Review of Core Concepts

7:00: Political Mapping

7:30: Break

7:45: Courageous Conversations

8:45: Reflections

9:00: Adjourn

Visual Explorer



Sharing Your Vision



What is adaptive leadership?



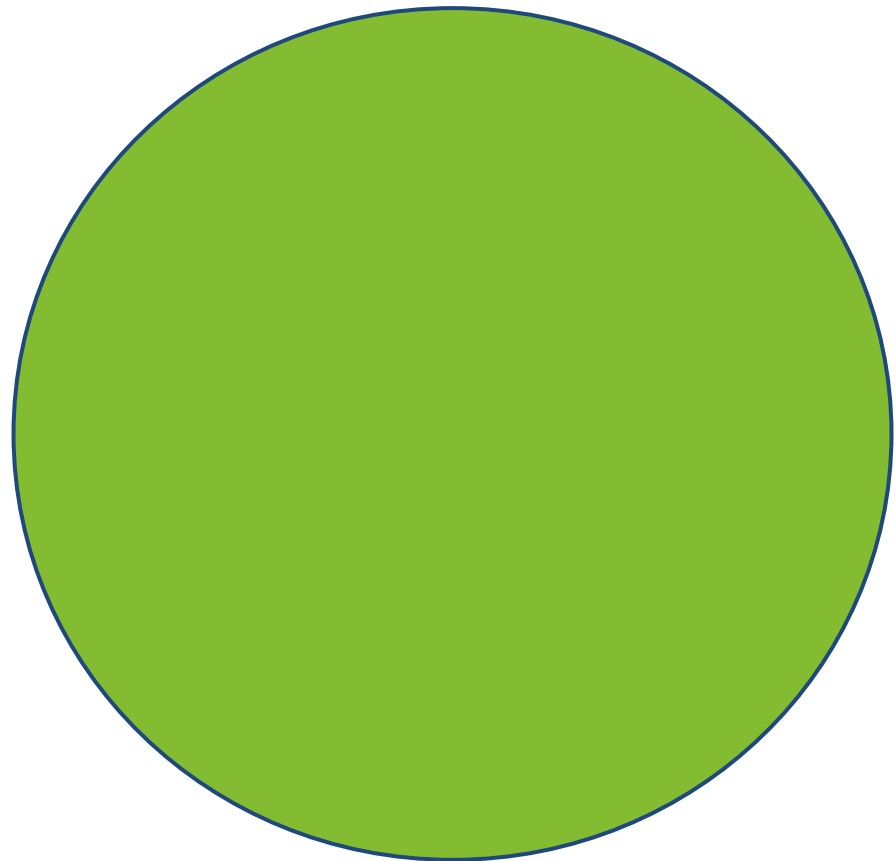
Adaptive work is as much about deciding what is essential and what needs to be brought forward as it is about what needs to be left behind

AUTHORITY PROVIDES:

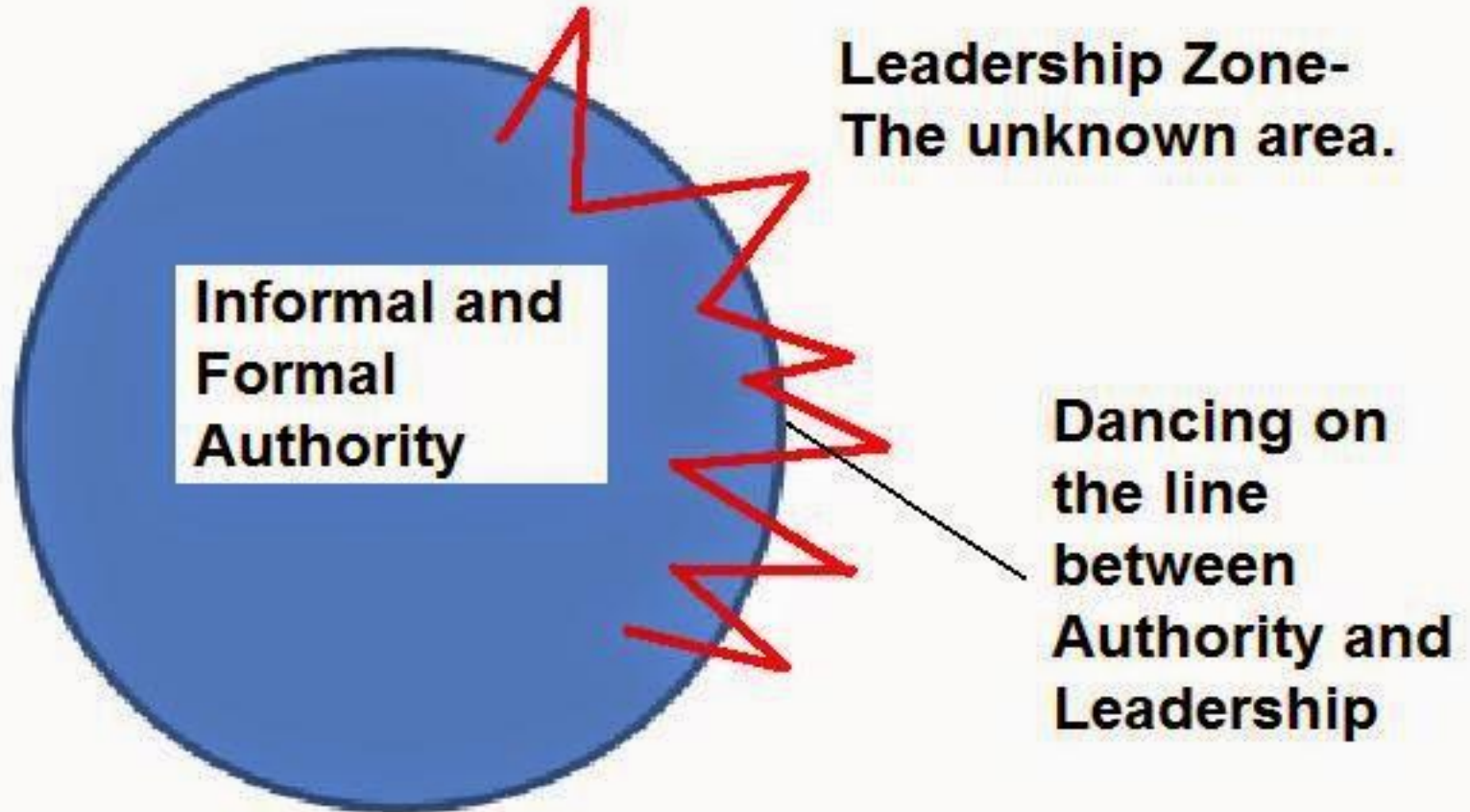
direction

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**



Observe & Interpret **political mapping**

Identify an Adaptive Challenge



WHAT KEEPS YOU UP AT NIGHT?

Political Mapping

Political Mapping – Identifying & Interpreting the Gap

Identify an adaptive challenge or opportunity your organization or community is facing.



Who are the Stakeholders connected to the issue?

What do they value? Why?

What might you lose if you make progress on this issue?

break

Intervene

courageous

conversations

Courageous conversations



Courageous conversations

- *With Whom should you speak to begin to address this adaptive challenge?*
- *Start with Inquiry and Empathy*
- *Move towards an adaptive ask*

Courageous conversations

Exercise:

5 minutes FRAME the issue

5 minutes Role Play

5 minute debrief

Repeat each 15-min unit 3 times

Debrief & Share

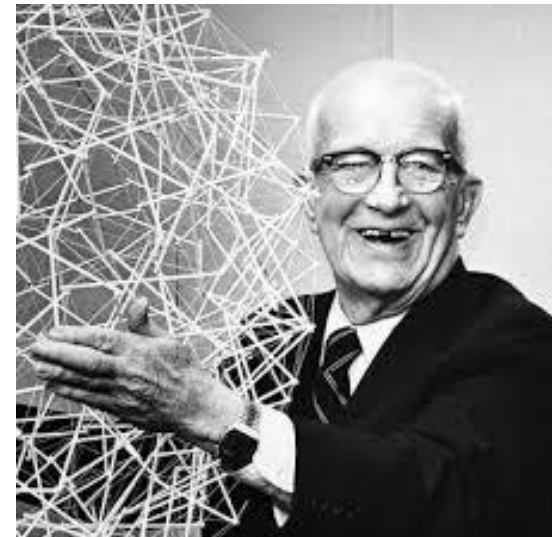
Intervene

We are called to be architects of the future, not its
victims

I am not a thing – a noun.

I seem to be a verb, an evolutionary process...

R. Buckminster Fuller



Reflections



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