A key element of Adaptive Leadership
Adaptive vs technical challenges

Benjamin Taylor
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Adaptive *over* technical challenges

Technical problem
programmatic/linear

- Problem and outcome understood and agreed
- Authority, command, and experience work
- **World view and power structures not threatened**
- Existing 'worlds' do not need to change or mix

Leadership
- Expertise, answers
- Structural authority
- Power games likely
- Charisma helpful
- Extrinsic motivation

Adapted from Adaptive Leadership, Heifetz and Lipsky

public service transformation academy

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Adaptive problem
complex/wicked/messy/social

- Goal is not clear or disputed
- Leader(ship) likely to be contributing and benefiting
- Adaptive and systemic approach needed (failure)
- 'Innovation' required
- Habits and assumptions must change

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Leadership
- True leadership needed
- Real progress the only thing that counts
- *Presence* and vulnerability required

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Other indicators you're dealing with complexity

- People would rather avoid/deny the issue
- Recurring problem
- It's uncomfortable work
- Failure to resolve competing priorities
- Moving forward feels risky
- There may be casualties
- **People must work across boundaries**
- Progress cannot be linear
- Work must be done by those with the problem

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Free events coming up!

Benjamin Taylor   @antlerboy on social media

07931317230

benjamin.taylor@redquadrant.com

Connect to me and many groups: www.bentaylor.com

RedQuadrant
- Free sampler sessions for the RedQuadrant tool shed 10 and 23 June

The Public Service Transformation Academy
- 'The Days After: are we building back better?' – free learning community session 23 June
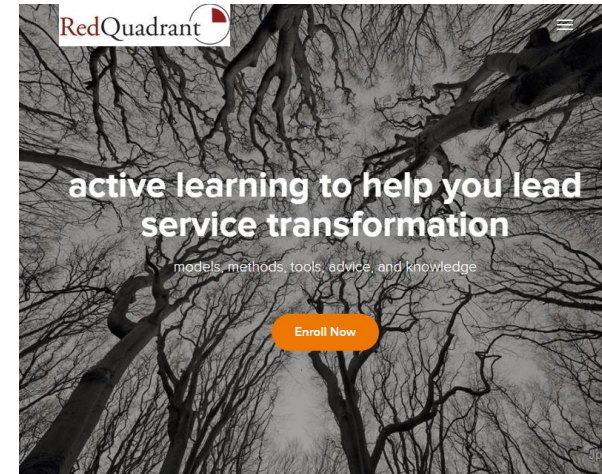
Systems and Complexity in Organisation
- Competency framework and professional qualifications
- International events!

The RedQuadrant tool shed

Integrated set of methods, approaches, practices, tools and frames:

- Organisation (Viable Systems Model, outside-in demand management, operational, strategic, and adaptation capability);

- Human relationships in organisation (Barry Oshry's Organic Systems Framework, systems leadership theory (along the lines of Jacques and Macdonald et al), perspectives, capabilities, OD); and

- Intervention theory and method.

Cohort-based mentoring, action learning, online/blended learning, meta-contextual approach.

RedQuadrant

active learning to help you lead service transformation

models, methods, tools, advice, and knowledge

Enroll Now

Featured Courses

Free show-and-tell sessions 10, 23 June http://bit.ly/RQtoolshedshownandtell

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