

What is Adaptive Leadership?

Adaptive leadership is the practice of mobilizing people to tackle tough challenges and thrive. Exercising adaptive leadership requires distinctive skills and insight to adapt to an environment or situation and help people tolerate the discomfort they may be experiencing. The strategies of a Adaptive Leaders can be categorized into seven key areas: get into the balcony, think politically, orchestrate the process, hold steady, manage your hungers, anchor yourself and encourage the heart.

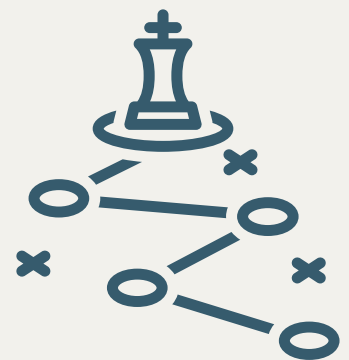


Get into the Balcony

- Gain a holistic perspective
- Utilize systems thinking
- Identify technical vs. adaptive work
- Observe patterns and people

Think Politically

- Dance the relationship dance
- Stay close to opponents
- Court the undecided but leave those behind that cannot make the change
- Acknowledge the loss (uncertainty, disloyalty, and incompetence) that change brings



Orchestrate the Process

- Establish safe, stressful holding environment
- Give the work back to the people
- Make interventions short and simple
- Don't take personal attacks personally



Hold Steady

- Patiently let issues ripen
- Ask lots of real tough questions
- Focus attention on the issues
- Strengthen others by increasing self-determination and developing competence

Manage Your Hungers

- Respect the ready availability of and need for power, control, affirmation and importance
- Address requirements for closeness and joy
- Manage your grandiosity remembering people see you more in your role than as a human person
- Use transitional activities to demarcate your roles



Anchor Yourself

- Identify a truly trustworthy confidant who can really tell you what you need to hear
- Do not use allies as confidants
- Find a sanctuary for retreat, rejuvenation, and personal reflection
- Be credible or believable to enlist the support of others

Encourage the Heart

- Recognize contributions by showing appreciation for individual excellence
- Build a sense of unity and togetherness
- Celebrate the values and victories with effort

