The work of Adaptive Leadership: Important concepts

1. **Leadership vs Authority:** Probing and diagnosing whether the problem is technical or adaptive; uncovering articulation for the underlying problems and finding solutions be it technical or adaptive- What can leadership change and what does the congregation have to change to make progress. Define purpose and vision clearly and how the 2 unite. Simply put, purpose is what drives you and vision is your end goal.

2. **Technical vs Adaptive:** <u>Examples of adaptive:</u> Recurring crises, persistent conflict, uncertainties that keep resurfacing etc**.** <u>Technical:</u> Problems that already have pre-determined fixes, prescribed solutions, set frameworks.

3. **Getting on the balcony:** Stepping up, taking responsibility and making observations that are objective, without bias.

4. **Giving work back to the people:** Communicating to the people that there is no easy solution and that change has to come from within, there is only so much the leadership can do, people have to take responsibility for the solution and break away from being part of the problem. Making people leaders and helping them overcome their insecurities through work. Establish trust and lay the foundations for a high performing team. (Check Appendix 1, for the fundamentals of high performing teams)

5. **The holding environment (pressure cooker):** People should use you as a sounding board for their thoughts and ideas. You should absolve them of their insecurities and inhibitions. Soak in the pressure and create an environment that is apt for progress and productivity.

6. **Raising the temperature:** Confront the problem, don't paint a rosy picture. Increasing discomfort and soaking it in, alleviating it and cooling it down, increasing and decreasing the intensity and repeating the cycle at will, on an adhoc basis. Confront and embrace conflicting issues, progress is the ultimate goal, mitigate risks, and don't avoid sharing information that may cause difference of opinions. (This is step 1-2 of the pyramid to let people express themselves freely, to establish foundational trust and a shared goal).

   Once the trust and goal are established, fashion commitment to results- bring the team together to commit to results. Eliminate work avoidance, by extending accountability using RACI. (Who is responsible for the job, who is accountable if something goes wrong, who has to be consulted and informed during the course of planning and implementation).

7. **Balanced communication in bit size chunks:** Clear, slow articulation and communication. Talk down to people, where they are, to help them understand. Audience is king.

Appendix 1

How Do You MAKE A DIVERSE
Team High Performing.

Overcoming Team Dysfunctions

Team Dysfunction	Leadership Approaches to Reduce Dysfunction
1. Absence of Trust Team members are reluctant to be vulnerable and are unwilling to admit mistakes, weaknesses or need for help.	◆ Apply a culturally appropriate approaches to ensure team members understand one another's strengths and weaknesses.
2. Fear of Conflict Without trust, team members are reluctant to express opinions and debate key issues.	◆ First attend to dysfunction 1. ◆ Identify the form of conflict: goal, path, or relationship. ◆ Create opportunities for divergent thinking to anchorage constructive conflict.
3. Lack of Commitment Without constructive conflict, it is difficult for team members to commit to decisions, creating an environment where ambiguity prevails.	◆ First attend to dysfunctions 1-2. ◆ Stop trying to seek consensus on everything. ◆ Agree that the group will commit to the decision taken by the leader after team members have expressed their opinions.
4. Avoidance of Accountability Without commitment, team members are unlikely to hold themselves or others accountable for behaviors and actions.	◆ First attend to dysfunctions 1-3. ◆ Publish accountabilities and responsibilities in a RACI (Responsible, Accountable, Consulted, and Informed) chart. ◆ Seek opportunities to publicly declare commitment to group results.
5. Inattention to Results Absent accountability, team members naturally tend to put their own needs (ego, career development, recognition, etc.) ahead of the collective goals of the team.	◆ First attend to dysfunctions 1-4. ◆ Find ways to focus the team intensely on a limited number of activities at any given time. ◆ Take care of your personal health and find time to recharge.

Inattention — Results — Shared Focus
Avoiding — Accountability — Committing
Lacking — Commitment — Honoring
Fearing — Conflict — Uncovering
Absence — Trust — Mutual

Adapted from *The Five Dysfunctions of Teams* by Patrick Lencioni, 2001.

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