



## Adaptive Leadership: Tools and Tactics

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# Adaptive Leadership: Tools and Tactics

## Introduction

This pragmatic course revolves around the concept of Adaptability as the new competitive advantage. It gives you the toolkit necessary to mobilize and lead people and tackle complex problems while, at the same time, reaching high. You will walk away from this course capable of applying effective tactics that will allow you to identify the emotional elements needed to lead and drive an adaptive change in an increasingly complex world of conflicting demands and constantly changing priorities. This course will help you to overcome challenges, continuously learn, adapt new capacities and leverage your power for change to thrive in complex, competitive, and challenging environments where there are no easy answers.

## Course Methodology

This course features the use of interactive exercises in order to allow participants to develop strategies that will help them improve their competencies in adaptive leadership. The course also relies on the analysis of case studies and real-life examples from the business world.

## Course Objectives

**By the end of the course, participants will be able to:**

- Distinguish technical problems from adaptive challenges and learn how to observe, interpret and intervene
- Discover the implications of the status quo on their organizations and diagnose the system
- Create an adaptive culture by mobilizing the system
- Devise a plan to identify their roles, prioritize and articulate their purposes in an adaptive challenge
- Apply tactics that will allow them to identify the emotional elements needed to lead an adaptive change

## Target Audience

Managers, business professionals, and individuals who have decided to master the tools and tactics of adaptive leadership in a world where change has become the only constant.

## Target Competencies

- Adaptive leadership
- Envisioning and initiating
- Influencing and motivating
- Decision-making
- Strategic thinking
- Leveraging diversity
- Capacity-building
- Emotional understanding

## Course Outline

- **Purpose and possibility**
  - The illusion of the broken system
  - Distinguishing technical problems from adaptive challenges
  - Distinguishing leadership from authority
  - Living the disequilibrium, observing, interpreting, and intervening
  - Experimenting and taking smart risks smartly
  - Engaging above and below the neck and connecting to purpose
  - Living life as a leadership laboratory
  - Resisting the leap to action and discovering the joy of making hard choices
- **Diagnosing the system**
  - The elegance and tenacity of the status quo
  - Diagnosing the system and discovering structural implications
  - Determining the technical and adaptive elements
  - Identifying the four adaptive challenge archetypes
  - Recognizing the political landscape and uncovering values that drive behavior
  - Sharing responsibility for the organization's future
  - Valuing independent judgment and building leadership capacity
  - Institutionalizing reflection and continuous learning
- **Mobilizing the system**
  - Reframing the group's default interpretations
  - Generating a diversity of interpretations
  - Designing effective interventions
  - Keeping work at the center of people's attention
  - Managing authority figures
  - Protecting and engaging the voices of dissent

- Creating a holding environment
- Nurturing shared responsibility for the organization
- Developing leadership capacity
- Institutionalizing reflection and continuous learning
- **Seeing yourself as a system**
  - Identifying your loyalties
  - Knowing your tuning
  - Broadening your bandwidth
  - Understanding your roles
  - Identifying your scope of authority
  - Articulating and prioritizing your purposes
  - The story you tell yourself
- **Deploying yourself**
  - Staying connected to your purposes
  - Integrating your ambitions and purposes
  - Engaging courageously
  - Inspiring people
  - Being with your audience
  - Speaking from the heart
  - Running experiments
  - Growing your personal support network
  - Creating a personal holding environment
  - Renewing yourself