

ADAPTIVE LEADERSHIP

ICAGILE, PMI (14 PDUS)

DURATION

2 days

INTENDED FOR

Anyone in, or aspiring to be in, leadership roles with a willingness to challenge the status quo and embrace change.

PREREQUISITES

A willingness to challenge traditional thinking and a desire to deliver outcomes for the organisation.

Are you an adaptive leader? This experiential workshop is designed to help to resolve the most pressing and perplexing challenges leaders face.

It will help you to break through obstacles, continuously learn, adapt and develop new capabilities to thrive in complex, competitive, and challenging environments where there are no easy answers. You will engage in a learn-by-doing methodology to explore scenarios and apply techniques to envision and design the future, while experiencing new ways of thinking and working in teams. This unique program is designed to help leaders drive organisational change and create learning organisations of the future.

LEARNING OUTCOMES

By the end of this, you will be able to:

- Understand adaptive leadership and the attributes of an adaptive leader
- Understand the growth mindset and culture required for adaptive leadership
- Understand the adaptive framework and systems thinking
- Understand how (and why) to orchestrate creative conflict
- Develop skills for impacting change and managing uncertainty
- Increase awareness and perspective to lead, innovate and mobilise change
- Recognise adaptive vs technical problems and how to solve each
- Understand how to create an environment where everyone can achieve their full potential
- Learn how an adaptive leadership approach can reframe
- Adapt with confidence in the face of disequilibrium, ambiguity, and uncertainty

CONTENT

- The business case for change and importance of developing adaptive leaders
- The genesis of adaptive leadership - where these approaches came from and why they work
- Understanding the DNA of an adaptive leader and organisation
- Understanding and diagnosing the organisation as an adaptive, living and dynamic system
- Understanding and diagnosing yourself as a system; and the importance of connecting to purpose
- Creating a growth and systems mindset and addressing blind spots, paradigms and mental models
- Learning how to diagnose adaptive challenges and assess political and leadership landscapes
- Learning to lead adaptively, focus on the future and increase awareness, engagement and confidence
- Understanding the perils and practices of leading change
- Understanding the laws of performance and practice diagnosing and mobilising an adaptive performance management challenge

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CONTENT

- Practice adaptive leadership tools like reframing work in terms of value, designing effective interventions, diagnosing adaptive challenges, storytelling, orchestrating healthy tension, taming complexity, balancing polarities, amplifying learning through reflection and journaling and creating an environment conducive to building an adaptive culture
- Mapping and mobilising customers and stakeholders and effectively navigating political landscapes

THE ADAPTIVE LEADERSHIP FRAMEWORK

Awareness

- Understand yourself (develop empathy for yourself, team, partners, customers, organisation)
 - Find your 'why'
 - Know your tuning
 - Expand your bandwidth
 - Focus on the future
- Understanding pre-conditions for adaptive leadership
 - Recognising and addressing illusions: internal and external
 - Transforming fixed to a growth mindset
 - Learning to live in disequilibrium
 - Seeing yourself as a system and engaging your whole system
 - Understanding and connecting to your purpose
- Understand your adaptive leadership landscape.
 - Diagnose the system, adaptive challenge and political landscape
 - Observe and Interpret before intervening
 - Changing perspectives to observe events and patterns

Discovery

- Make interpretations of your observations (with thought experiments and multiple hypotheses)
- Learn to recognise adaptive versus technical challenges; polarities versus problems; complex versus complicated versus simple versus chaotic problems and notice default interpretations
- Generate multiple and diverse interpretations (using design thinking and innovation catalysts)
- Audit, assess and prioritise based on estimated benefits, value and risk/ readiness
- Create a backlog

Take action via thin slice experiments

- Design effective interventions via situational awareness, context and multiple perspectives
- Determine readiness and risks
- Frame and reframe
- Adapt as factions emerge
- Practice positive politics (strengthen allies, expand informal authority)
- Orchestrate the conflict

Learn continuously

- Build an adaptive culture and create a learning organisation
- Responsibility redefined
- Name the elephants in the room
- We all win together
- Practice appreciative leadership

Evolve

- Keep purpose and values alive and connected
- Institutionalise language and culture of value and learning
- Engage courageously
- Get past the past
- Create safety and permission to fail
- Take more risks and stretch continuously
- Turn up the heat
- Grow innovation and personal support network

METHOD USED

Lecturing is kept to the minimum necessary, most of the learning is achieved through applying the practices and techniques in group exercises.