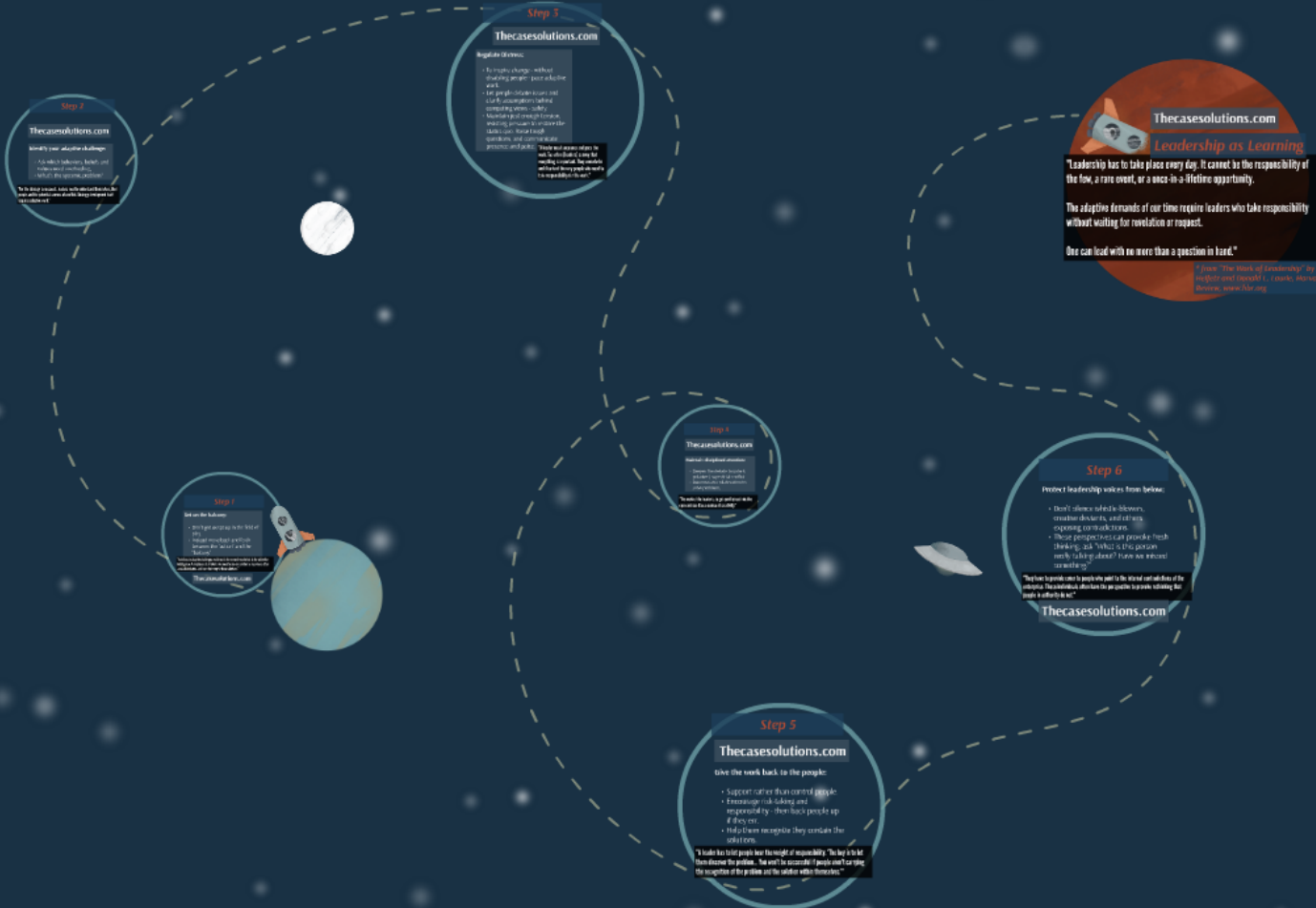


To Step Up as a Leader, You Need to Step Out: Redefining Your Job

Thecasesolutions.com



Thecasesolutions.com
Leadership as Learning

"Leadership has to take place every day. It cannot be the responsibility of the few, a rare event, or a once-in-a-lifetime opportunity.

The adaptive demands of our time require leaders who take responsibility without waiting for revelation or request.

One can lead with no more than a question in hand."

Quote: "The Book of Leadership" by Ronald A. Heifetz and Lippitt, J. Book, Harvard Business Review, www.hbr.org

To Step Up as a Leader, You Need to Step Out: Redefining Your Job

Thecasesolutions.com

Step 1

Get on the balcony:

- Don't get swept up in the field of play.
- Instead move back and forth between the "action" and the "balcony"

"Solutions to adaptive challenges reside not in the executive suite but in the collective intelligence of employees at all levels, who need to use one another as resources, often across boundaries, and learn their way to those solutions."

Thecasesolutions.com



Step 2

Thecasesolutions.com

Identify your adaptive challenge:

- Ask which behaviors, beliefs and values need overhauling.
- What's the systemic problem?

"For the strategy to succeed... leaders need to understand themselves, their people, and the potential sources of conflict. Strategy development itself requires adaptive work."

Step 3

Thecasesolutions.com

Regulate Distress:

- To inspire change - without disabling people - pace adaptive work.
- Let people debate issues and clarify assumptions behind competing views - safely.
- Maintain just enough tension, resisting pressure to restore the status quo. Raise tough questions, and communicate presence and poise.

"A leader must sequence and pace the work. Too often [leaders] convey that everything is important. They overwhelm and disorient the very people who need to take responsibility for the work."

Step 4

Thecasesolutions.com

Maintain disciplined attention:

- Deepen the debate to unlock polarized, superficial conflict.
- Demonstrate collaboration to solve problems.

"The work of the leader is to get conflict out into the open and use it as a source of creativity."

Step 5

Thecasesolutions.com

Give the work back to the people:

- Support rather than control people.
- Encourage risk-taking and responsibility - then back people up if they err.
- Help them recognize they contain the solutions.

"A leader has to let people bear the weight of responsibility. The key is to let them discover the problem... You won't be successful if people aren't carrying the recognition of the problem and the solution within themselves."

Step 6

Protect leadership voices from below:

- Don't silence whistle-blowers, creative deviants, and others exposing contradictions.
- These perspectives can provoke fresh thinking; ask "What is this person *really* talking about? Have we missed something?"

"They have to provide cover to people who point to the internal contradictions of the enterprise. Those individuals often have the perspective to provoke rethinking that people in authority do not."

Thecasesolutions.com



Thecasesolutions.com

Leadership as Learning

"Leadership has to take place every day. It cannot be the responsibility of the few, a rare event, or a once-in-a-lifetime opportunity.

The adaptive demands of our time require leaders who take responsibility without waiting for revelation or request.

One can lead with no more than a question in hand."

** from "The Work of Leadership" by Ronald A. Heifetz and Donald L. Laurie, Harvard Business Review, www.hbr.org*