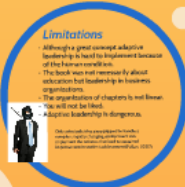
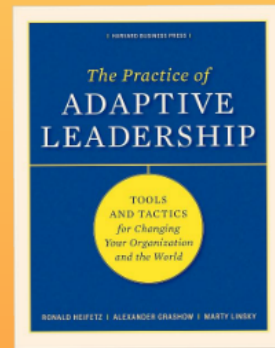


Ronald Heifetz and Marty Linsky are cofounders and Alexander Grashow is Managing Director of Cambridge Leadership Associates, an international leadership development firm with clients from corporate, nonprofit and public sectors the world over. Heifetz and Linsky were colleagues and collaborators at Harvard Kennedy School for over 25 years. Grashow has taught leadership in executive education programs at Harvard, New York University and Duke Corporate Education.

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**Tools and Tactics for changing
your organization and the world.**

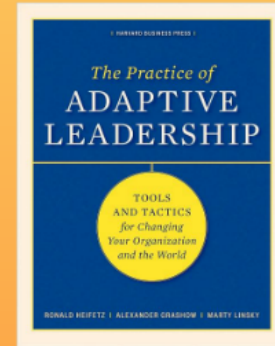


Values Based Leadership: A Platform for the Challenge-Opportunity Driving Tough Organizational Changes

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Limitations

Although a great concept, adaptive leadership is hard to implement because of the human condition.

- The book was not necessarily about education but leadership in business organizations.
- The organizations of leaders is not linear.
- You will find the book.
- Adaptive leadership is dangerous.

Adapt

Two main capabilities: sense-making and strategic engagement.

Adaptability: It helps make sense of the world and align resources in order to help it evolve and thrive.

Part 5: Deploy Yourself

1. Identify your own leadership style.

2. Identify your own leadership style.

3. Identify your own leadership style.

Tools and Tactics for changing your organization and the world.

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Introduction

Fundamental Premise

The practice of leadership involves two key processes: diagnosis and action

The book is organized into an introduction and four parts or essential practices:

- diagnosis of the system
- action within the system
- diagnosis of self
- action within the self

The book addresses both specific adaptive challenges and the challenge of building adaptive capacity in organizations and larger systems.

Chapter 2: Theory Behind the Practice

"Adaptive leadership is the practice of mobilizing people to tackle tough challenges and thrive" (p. 14).

The Illusion of the Broken System

It is a fallacy to think that we need to change organizations because they are "dysfunctional." In reality, human systems are the way they are because the people in the system want them to operate that way.

Living in the Disruptive System
Adaptive leaders self-manage and help others deal with their disorientation by maintaining a team of productive disorientation.
Disruption occurs when people face difficult questions and are responsible for issues beyond the scope of their jobs.
Adaptive Leaders are on the lookout for behaviors that take people out of the zone of productive disorientation.
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Disruptive Leadership: The Illusion of Authority

Leadership is not a title to be conferred with reverence and deference. Adaptive leadership is about challenging the status quo, making people uncomfortable to mobilize them to be done.

Given by others based on a shared purpose and a common goal. Challenged by others to do what is necessary to achieve the goal. Adaptive leaders are on the lookout for behaviors that take people out of the zone of productive disorientation.

Authority

Adaptive leadership is not a title to be conferred with reverence and deference. Adaptive leadership is about challenging the status quo, making people uncomfortable to mobilize them to be done.

Given by others based on a shared purpose and a common goal. Challenged by others to do what is necessary to achieve the goal. Adaptive leaders are on the lookout for behaviors that take people out of the zone of productive disorientation.

Observe, Interpret, Intervene

Adaptive leadership requires three skills:

- Observation
- Interpretation
- Intervention

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Activity:

Too much disequilibrium overwhelms, not enough stagnates.

Identify 1-3 things with a partner that you can do to increase or decrease the disequilibrium in order to keep it within a productive range.

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Living in the Disequilibrium

Adaptive leaders self-manage and help others deal with their discomfort by maintaining a zone of productive disequilibrium.

Disequilibrium occurs when people face difficult questions and are responsible for issues beyond the scope of their jobs.

Adaptive Leaders are on the lookout for behaviors that take people out of the zone of productive disequilibrium.

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Chapter 3:

Practicing Adaptive Leadership

- **Dont do it alone**
- **Live life as a leadership laboratory**
- **Resist the Leap to Action**
- **Discover the Joy of Making Hard Choices**

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Part Two: Diagnose the System

The Elegance and Tenacity of the Status Quo

The status quo are a set of solutions that were put in place to solve yesterday's problems. These mindsets and behaviors can become quite tenacious, eventually comprising the organizational terms for success. The behaviors that conform to these norms are praised and rewarded; other behaviors are not valued. These become the self-reinforcing default behaviors for the system.

Discover Structural Implications

Examples of structures include organization charts, norms around communications and reporting processes, bylaws, hiring practices, and compensation plans.

Get on the balcony to observe your organization's structures and consider their impact.

Consider how your structures support or hinder your organizational mission.

DIAGNOSE THE ADAPTIVE CHALLENGE

Determine the Technical and Adaptive Elements

Adaptive challenges require people to change. This involves three difficult tasks: figuring out which practices to discard, which practices to keep, and creating new ways of thinking and acting that build on the foundation of the past

Adaptive challenges are complex human challenges. Treating a human challenge like an analytical issue that can be solved by experts will most often fail.

Four Adaptive Challenge Archetypes

- 1 - Gap between Values and Behavior
- 2 - Competing commitments
- 3 - Speaking the Unspeakable
- 4 - Work Avoidance

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Part Three: Mobilize the System

Make Interpretations

- Adaptive leaders must teach people the difference between technical and adaptive issues, helping them move away from technical interpretations and towards interpretations that reveal the systemic and conflicting aspects of adaptive issues (Heifetz et al., 2009).
- Make known your views inside an organization and generate multiple perspectives and interpretations be sure to voice your ideas while generating a platform which gives opportunities for diverse interpretations.

Chapter 10: Act Politically

As chapter 6 speaks about to learn and think politically this chapter designates and promotes “acting politically” which is to;

1. Expand Your Informal Authority
2. Find Allies
3. Stay Connected to the Opposition
4. Manage Authority Figures
5. Take Responsibility for Casualties
6. Protect And Engage the Voices of Dissent

DESIGN EFFECTIVE INTERVENTIONS

Get on the balcony

- Determine the Ripeness of the Issue in the System
- Ask, Who Am I in This Picture?
- Think hard about your Framing
- Hold steady
- Analyze the factions that begin to emerge
- Keep the Work at the center of peoples' attention

Chapter 11: Orchestrate the Conflict

Create a Holding Environment
Control the Temperature
Pace the work
Show them the future

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