

Technical & Adaptive Challenges

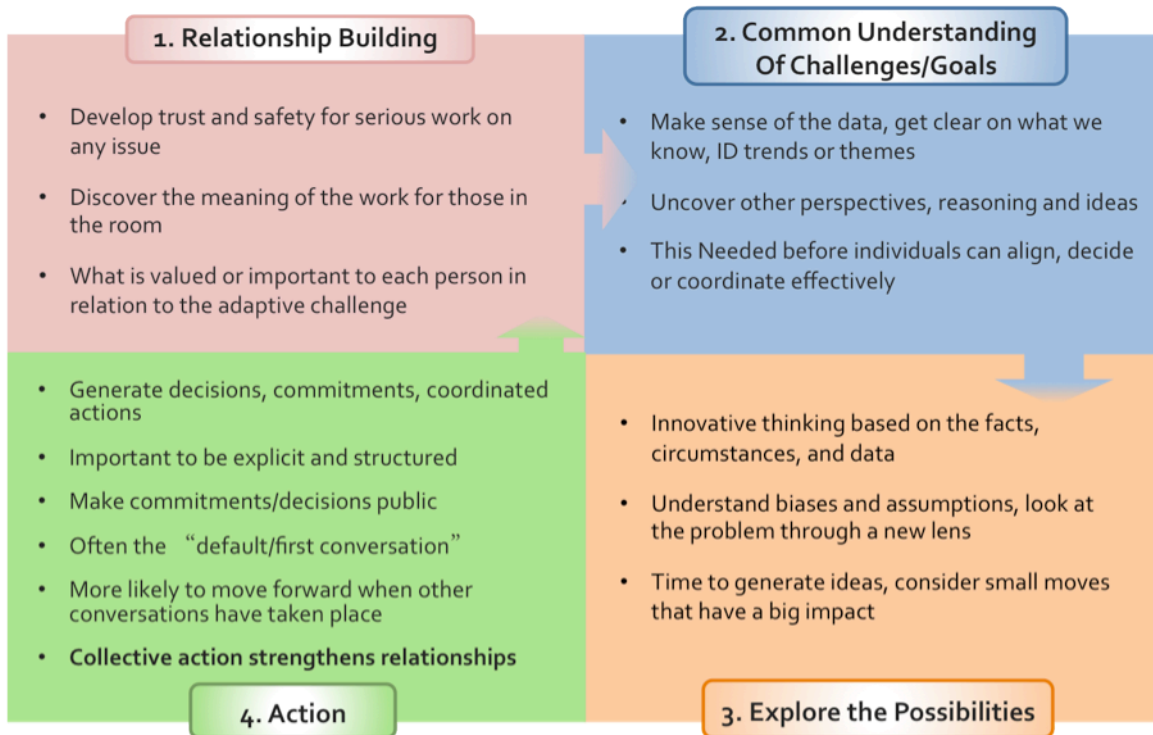
Adapted from the work of R. Heifetz and M. Linsky

	Technical Challenges i.e. Payroll issues	Adaptive Challenges i.e. Culture Change
Distinctions	<ul style="list-style-type: none"> • Solved by experts • Logic & Intellect • Often quick & easy solutions • Easy to identify 	<ul style="list-style-type: none"> • Cannot be solved by experts • Changes in values, beliefs, behavior, roles, relationships, & approaches to work • Difficult to identify & easy to deny
Nature of Solutions	<ul style="list-style-type: none"> • Requires change in one or few places, often within organizational boundaries • Solutions can be implemented quickly — often by edict • People generally receptive to technical solutions • Locus of Work: AUTHORITY 	<ul style="list-style-type: none"> • Changes in many places, often across organizational boundaries • “Solutions” often required experiments & new discoveries • Implementation often takes time & cannot be done by edict • People often resist adaptive solutions • Locus of Work: STAKEHOLDERS
Role of Leader/ Authority	<ul style="list-style-type: none"> • PROBLEM SOLVER: solve or delegate to experts to solve • Implement solutions by edict, resource assignments, etc. • Focus on SOLUTION 	<ul style="list-style-type: none"> • CONVENER: bring the people together with the problem to do the work of solving it • Allow for long-term outcomes • Communicator: transparency • Focus on PROCESS
Strategy	FIX IT!	<ul style="list-style-type: none"> • Convene conversations necessary for group thinking (i.e. Relationship-building, Mutual Understanding, Possibilities, Action – see below) • Allow for experiments that explore opportunities or test assumptions • Prototype & scale up what works; share learning from what doesn’t
Learning Required	<ul style="list-style-type: none"> • INFORMATIVE Learning • Bringing into mind new ideas, skills & content • Basic Perception of self & world remains the same 	<ul style="list-style-type: none"> • TRANSFORMATIVE Learning • Changing whole mind – perspective, perception, orientation • Feels unfamiliar, outside of comfort zone, risky • Requires courage & growth

Working Adaptively

Model adapted from the work of Nancy Dixon & Trish Silber

Conversations for Working Adaptively



Questions for Working Adaptively

