



Beyond Diagnosis: Understanding and Implementing Adaptive Leadership

North Carolina Synod Webinar
October 15, 2020

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Beyond Diagnosis: Understanding and Implementing Adaptive Leadership

Session One: How We Begin

- Overview
- Review of Adaptive/Crisis Leadership
- Adaptive Leadership in Crisis
- Diagnose, Apply and Test, Evaluate

Session Two: Tools for the Journey

- Quick Review
- Coaching Intro
- Apply and Test: Creating Leadership Experiments
- Case Studies and Conversation
- Homework

Session Three: Takeaways and Action Plans

- Quick Review
- Evaluation
- Creation of Personal Action Plan

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Purpose of Our Time Together and Hope

The crisis of leadership in our congregations cannot be denied. Systemic symptoms of this crisis have been identified and thoroughly discussed. So what are leaders to do?

We hope to...

- Learn and apply leadership theories
- Utilize case studies and coaching to contextualize
- Move beyond diagnosis to action and have a plan

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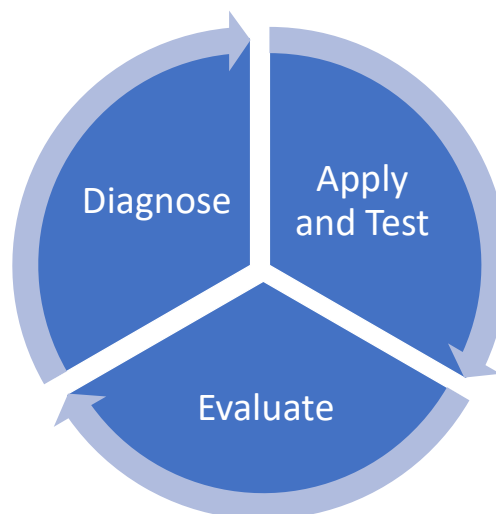


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Assumptions

- Familiarity with Family Systems theory
- Context matters
- Experimentation is ok
- That we can constantly learn
- We desire to change

We trust that the future is God's.



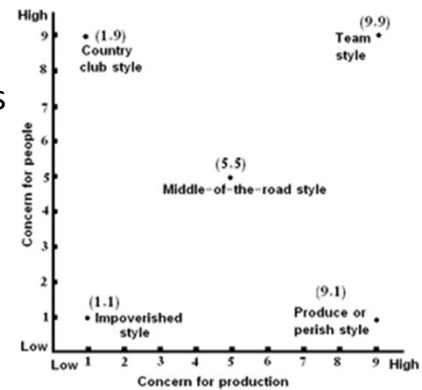
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Leadership Studies

- Relatively New Academic Field (70"ish" years)
- Multidisciplinary (Qual/Quan)
- 1940s Ohio State Studies/1950s Michigan Studies
- Various Emphasis: Trait/Behavioral, Situational/Contingency, Functional, Information-Processing, Transactional/Transformational
- Growing and Diversifying
- Focus Today Largely on Learning Leadership



1964 Blake-Mouton Managerial Grid

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Adaptive Leadership

Assumes...

- There is a solution, a way forward
- This solution is not yet known
- Solution is systemic and contextual

Leaders and Followers must learn together
how to solve the problem



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Adaptive Leadership

Identify the Adaptive Challenge

Situation	Problem Definition	Solution and Implementation	Primary Locus of Responsibility for Work	Kind of Work
Type I	Clear	Clear	Physician	Technical
Type II	Clear	Requires Learning	Physician and Patient	Technical and Adaptive
Type III	Requires Learning	Requires Learning	Patient>Physician	Adaptive

Source: Heifetz, *Leadership Without Easy Answers*, 76

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Adaptive Leadership

Key Traits of Adaptive Leaders

- Identify the Adaptive Challenge
- Keep Level of Distress in Tolerable Range
- Focus on Ripening Issues, not Stress
- Reducing Distractions
- Give Work Back to People
- Protect Voices Without Authority
- Communicate the Message

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Adaptive Leadership in Crisis

In a crisis situation the leader must...

- Assess the situation
 - Adaptive trait: This is the "diagnosis" stage
- Determine support within the institution
 - Will determine survival of leader
- Allow supporters to make decisions
 - Provide opportunity to "own" decisions
- Prepare to move swiftly and decisively



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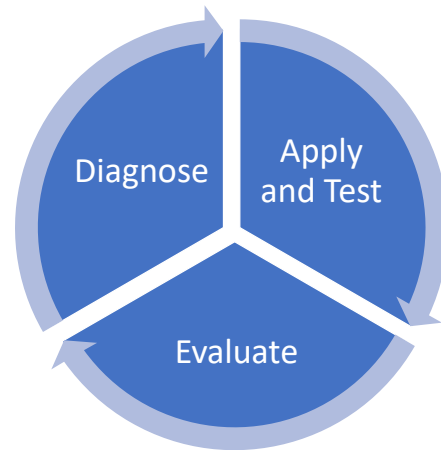
Diagnose

Assess the Situation

- System Work
- Identify Adaptive Challenge

Determine Support in Institution

- Who is/needs to be "on the bus"?
- Who needs to be "off the bus"?
- Requires Courage and Honesty



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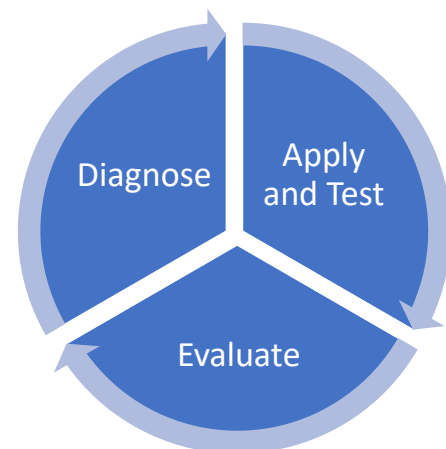
Apply and Test

Allow Supporters to Make Decisions

- What is system willing to do?
- Doing work together

Prepare to Move Swiftly and Decisively

- Create "low cost" Experiments
- Need to be able to modify and end



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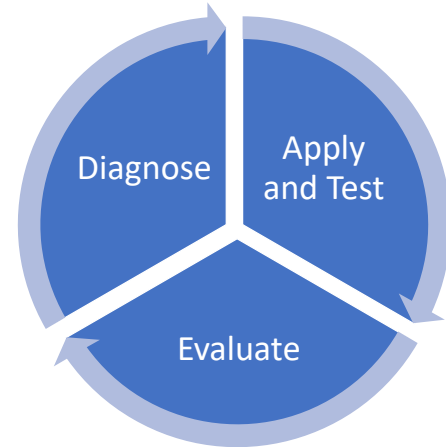
Evaluate

Continual Process

- Learning aided by constant evaluation
- New things tend to create new things

Helps to have outside eyes

- Create "low cost" Experiments
- Need to be able to modify and end



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Practice

Case Study

A first call pastor has been at a congregation for two years. The congregation is seeing new members join and many programs grow. But the choir continues to decline in quality and membership. Even new members musically inclined refuse to join because of its quality. A new director was hired but change has not happened. There is a core group that are faithful and recognize the challenges but also don't allow for change and are perceived as unwelcoming to newcomers. They also harbor feelings of ill-will to the new director who is seen as having "usurped" the previous person. The new director is getting frustrated, the council does not want to address the issue, and committees are relatively non-functional

What is going on here? How might tests/experiments be formulated?

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Practice Case Study

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Issue	Who is the Leader?	Who are the Followers?	What is ideal outcome?	What must be learned?	What is an experiment you could try?	How will you Evaluate?

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Homework

What is going on in your world?

Pick a small issue in your community, family, etc... that needs to be addressed by change but you haven't been able to discern the right plan. Create this grid and fill it in, a coaching conversation might be useful.

Issue	Who is the Leader?	Who are the Followers?	What is ideal outcome?	What must be learned?	What is an experiment you could try?	How will you Evaluate?

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Leadership Studies

Suggested Texts for Todays Work

- Heifetz, Ron "Leadership without Easy Answers"
- Heifetz, Ron and Linsky, Marty "Leadership on the Line: Staying Alive Through the Dangers of Change"
- Daloz Parks, Sharon "Leadership Can Be Taught: A Bold Approach for a Complex World"
- Eichholz, Juan Carlos "Adaptive Capacity: How Organizations Can Thrive In A Changing World"
- Wheatley, Margaret J. "Leadership and the New Science: Discovering Order in a Chaotic World"
- Kellerman, Barbara. "Bad Leadership: What It Is, How It Happens, Why It Matters (Leadership for the Common Good)"

