Adaptive Change
CP3 Toolkit: Leadership & Culture

Resource 1:

This resource, adapted from Catalyz, differentiates technical and adaptive change.

Technical	Adaptive
Clearly defined problem	Not clearly defined problem; requires learning
Clear and known solution; have all information required, goal is to optimize execution	Solution unknown -- requires learning, experimentation and gathering more information
Evokes a rational and logical response	Evokes an emotional response -- people may avoid or struggle to deal with this
Uses existing processes, practices, behaviors	Challenges existing processes, practices and behaviors
Led with authority -- leaders can tell people what to do and are responsible for solution	Requires engaging stakeholders and bringing them along -- solution resides within them.

Example	Technical	Adaptive
Example: Broken Arm	Doctor sets arm in cast	Temporary loss of identity related to activities
Example: High Blood Pressure	Prescribe medication	Change lifestyle: eat healthy, get more exercise, avoid stress
Example: Becoming Elderly	Take away drivers license, move into assisted living	Loss of independence, self-identity, new routines

Resource 2:

This resource, created by Ronald Heiftiz, is a framework for adaptive leadership. The framework offers a guide to identify and address challenges.

A common leadership framework – adaptive leadership (Heifitz)

Get on the Balcony

- A place from which to observe the patterns in the wilder environment as well as what is over the horizon (prerequisite for the following six principles)

Identify the Adaptive Challenge

- A challenge for which there is no ready made technical answer
- A challenge requiring the gap between values, beliefs, attitudes and behaviours to be addressed

Creating the Holding Environment

- May there be physical space in which adaptive work can be done
- The relationship or wider social space in which adaptive work can be accomplished

Cook the Conflict	Maintain Disciplined Attention	Give Back the Work
• Create the heat • Sequence & pace the work • Regulate the distress	• Work avoidance • Use conflict positively • Keep people focused	• Resume responsibility • Use their knowledge • Support their efforts

Protect the Voices of Leadership from Below

- Ensuring everyone's voice is heard is essential for willingness to experiment and learn
- Leaders have to provide cover to staff who point to the internal contradictions of the organization