Adaptive Change
CP3 Toolkit: Leadership & Culture

Resource 1:

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

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

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<tr>
<th>Example</th>
<th>Technical</th>
<th>Adaptive</th>
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<tr>
<td><em>Example: Broken Arm</em></td>
<td>Doctor sets arm in cast</td>
<td>Temporary loss of identity related to activities</td>
</tr>
<tr>
<td><em>Example: High Blood Pressure</em></td>
<td>Prescribe medication</td>
<td>Change lifestyle: eat healthy, get more exercise, avoid stress</td>
</tr>
<tr>
<td><em>Example: Becoming Elderly</em></td>
<td>Take away drivers license, move into assisted living</td>
<td>Loss of independence, self-identity, new routines</td>
</tr>
</tbody>
</table>
Resource 2:

This resource, created by Ronald Heifitz, 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

• Create the heat
• Sequence & pace the work
• Regulate the distress

Maintain Disciplined Attention

• Work avoidance
• Use conflict positively
• Keep people focused

Give Back the Work

• 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