

Type of Challenge	Problem Definition	Solution	Locus of Work
Technical	Clear	Clear; tried and tested precedents	Authority (expert) will implement existing structures and roles
Technical and adaptive	Less Clear: some learning needed to diagnose	Requires some learning	Authority will have to consult stakeholders
Adaptive	Requires learning	Requires systemic adaptive learning; involving beliefs, norms, values	Stakeholders (shared leadership)

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Mismatch Warning!

- Technical solutions WILL NOT solve adaptive challenges
- They will:
 - Lower anxiety temporarily
 - Create the illusion of progress
 - Cast the leader in the role of hero
 - Reduce the motivation for systemic learning
 - Stifle the capacity for creativity and growth

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Adaptive Leadership

- Focuses on the adaptations required of people in response to changing environments
- Stresses the **activities of the leader** in relation to the **work of followers** in the **contexts** in which they find themselves
- Encourages effective change across multiple levels: self, organizational, community, and societal
- Framework developed largely by Ron Heifetz and associates

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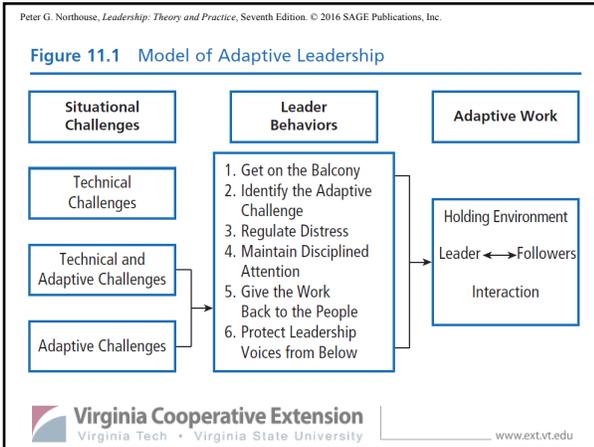
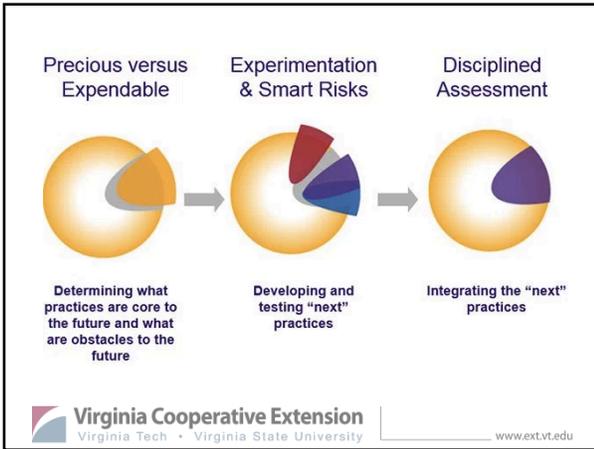


What is Adaptive Leadership?

“Adaptive Leadership is a practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments. It is being able, both individually and collectively, to take on the gradual but meaningful process of change. It is about diagnosing the essential from the expendable and bringing about a real challenge to the status quo.”

– Cambridge Leadership Associates

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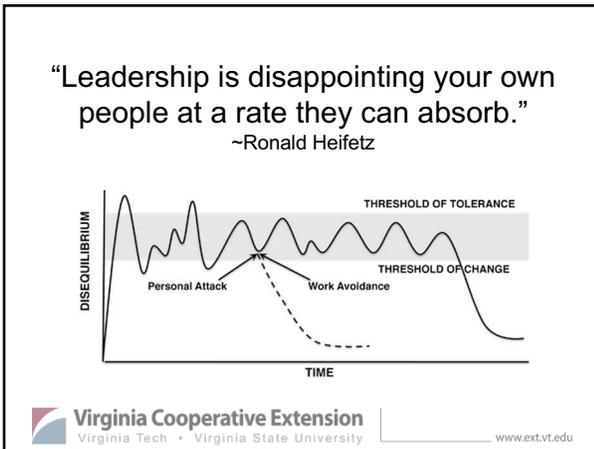
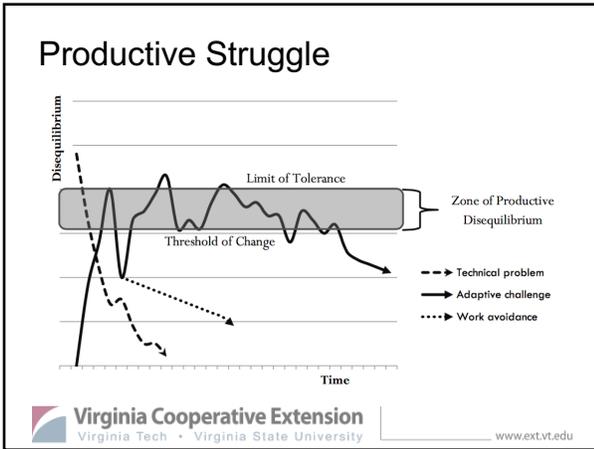
LEADERSHIP

Is it a balcony or dance floor view?

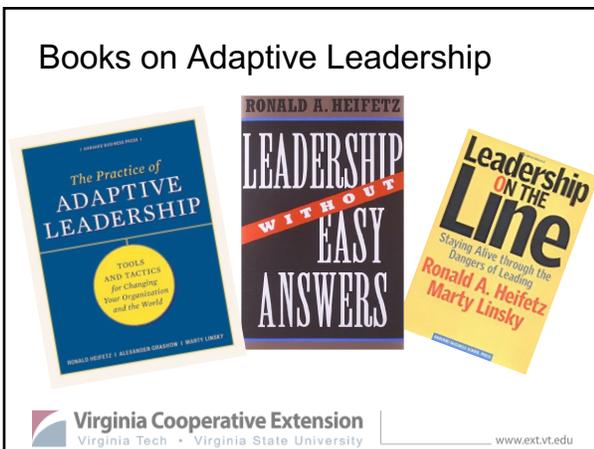
- VCE Situation Analysis?
- Local community service involvement?
- Extension Leadership Council meeting?
- Visiting with a VCE program participant?
- Action planning for Extension program team?

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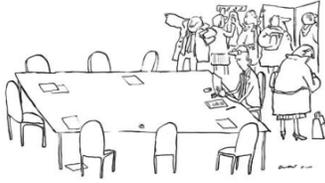
- ### How to control the heat
- | | |
|---|---|
| <p>Raise the temperature</p> <ul style="list-style-type: none"> Draw attention to tough questions Give people more responsibility than they are comfortable with Bring conflict to the surface Protect dissenting voices | <p>Lower the temperature</p> <ul style="list-style-type: none"> Address the technical aspects of the problem Establish a structure for the problem-solving process Temporarily reclaim responsibility for tough issues Slow down the process of challenging norms and expectations |
|---|---|
- Virginia Cooperative Extension (Heifetz and Linsky, 2002)
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Thank you!

I look forward to your feedback.

- Eric Kaufman
– EKK@VT.Edu



"I'm feeling a sense of conclusion here, so let's draw things to a close."