

# A NEW PARADIGM FOR LEADING

**Adaptive Leadership For High-Value Health Care**



introducing



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# ADAPTIVE LEADERSHIP

This work is about **possibility**.

“...roll up your sleeves, optimistic, realistic, courage-generating, and make significant progress kind of **possibility...**”

# TECHNICAL PROBLEMS & ADAPTIVE CHALLENGES

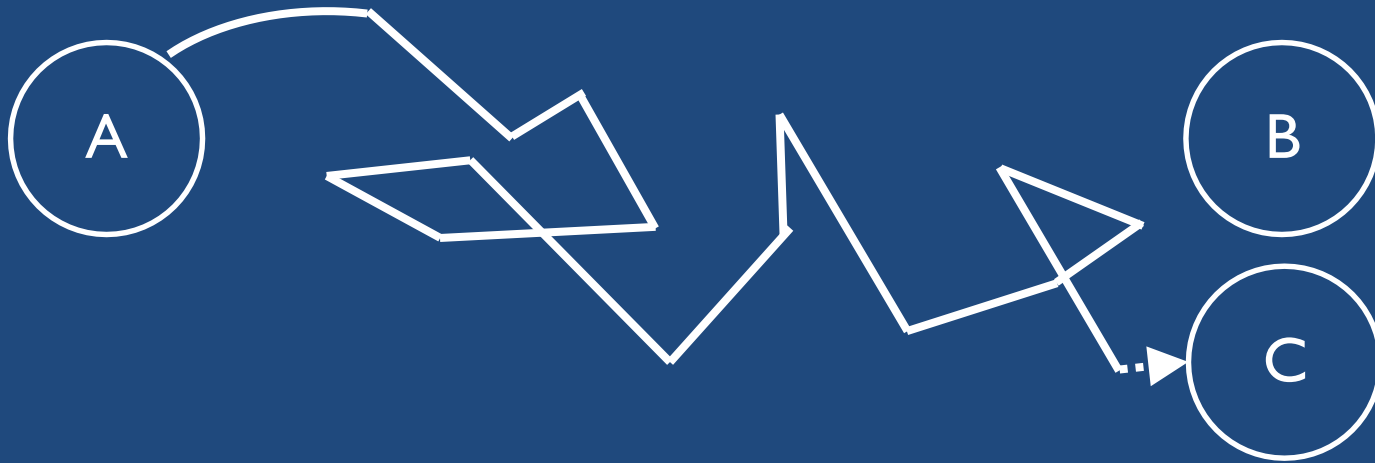
**A technical problem is one for which expertise or a mature solution exists in the world.**

# TECHNICAL CHARACTERISTICS



**An adaptive challenge has no known solution and no available expert for the current context.**

# ADAPTIVE CHARACTERISTICS






# WHAT'S THE CHALLENGE



# TECHNICAL VS. ADAPTIVE

Kind of Work	Problem & Solution Definition	Responsibility	Type of Work
<b>Technical</b>	Clear	Authority	Execution
<b>Technical &amp; Adaptive</b>			
<b>Adaptive</b>	Requires Learning	Stakeholders	Experimentation

# LEADERSHIP VS. AUTHORITY



# SERVICES OF AUTHORITY



Direction

*“Where are we going?”*

Protection

*“Will I be safe?”*

Order

*“What are the rules?”*

For a service

Provides:

- Direction
- Protection
- Co
- Or

**Leadership may  
require risking  
authority to  
provide services**



Entrust Power

Provides:

- Power
- Credibility/Trust
- Convening

# INTRODUCTION TO ADAPTIVE TOOLS





# ON THE DANCE FLOOR

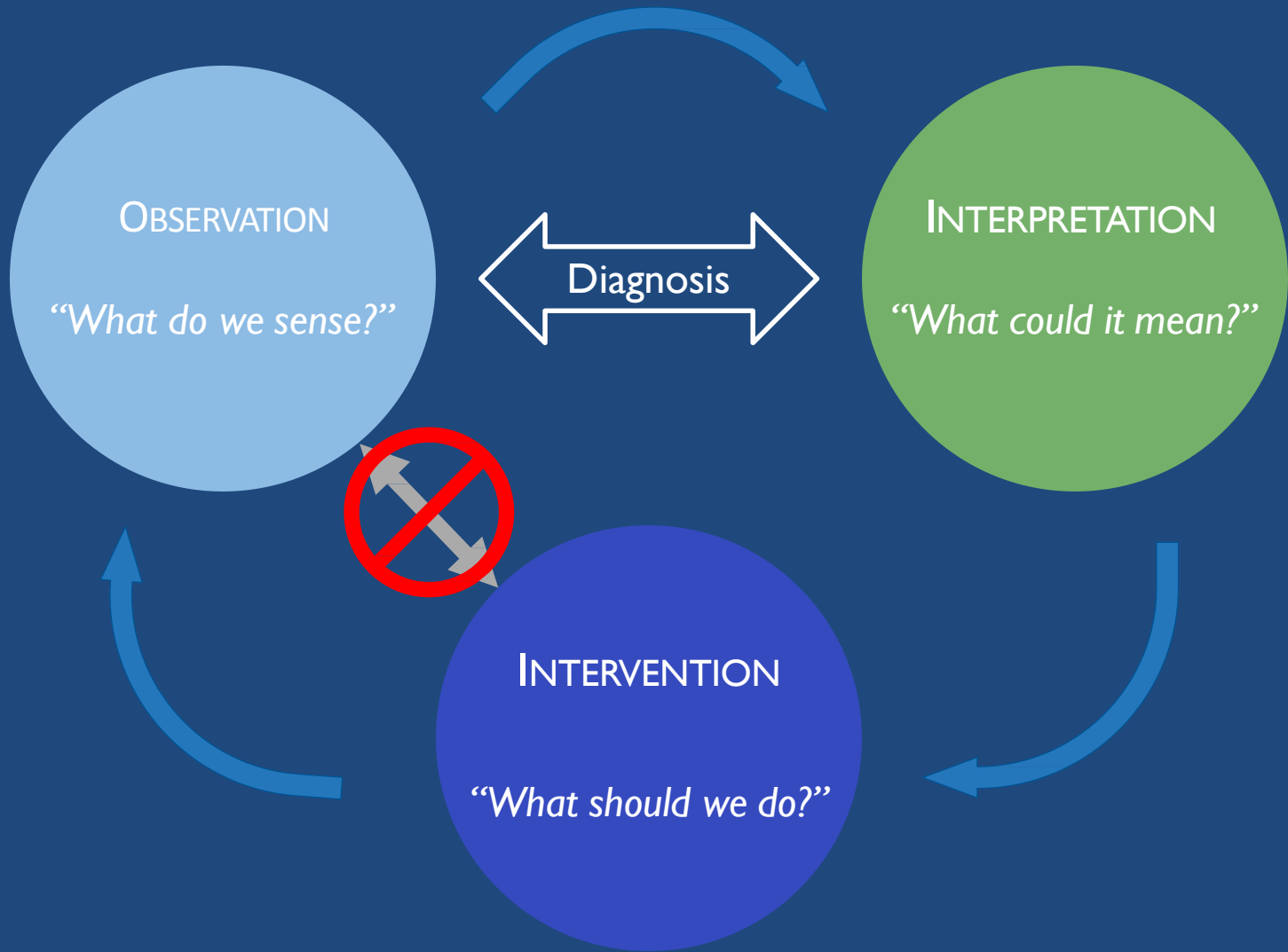






**ON THE BALCONY**





# MAP THE STAKEHOLDERS



# PRINCIPLES

- **Technical Problems vs. Adaptive Challenges**
- **Roles of Authority vs. Leadership**
- **Understand and Map the Stakeholders**
- **Reflect in action by spending time on the balcony *and* on the dance floor**
- **Observation – Interpretation - Intervention**

# Loyola Case Example

# SO NOW WHAT?

- **Be unwavering in your goal and invite everyone to help you reach it**
- **Surface the real and perceived losses**
- **Communicate the need for change**
- **Tune into what's in it for me**
- **Seek to understand rather than judge**
- **Monitor organizational pressures**