



CLA

Leadership in a (Permanent) Crisis: Managing Disequilibrium at the Department of Defense

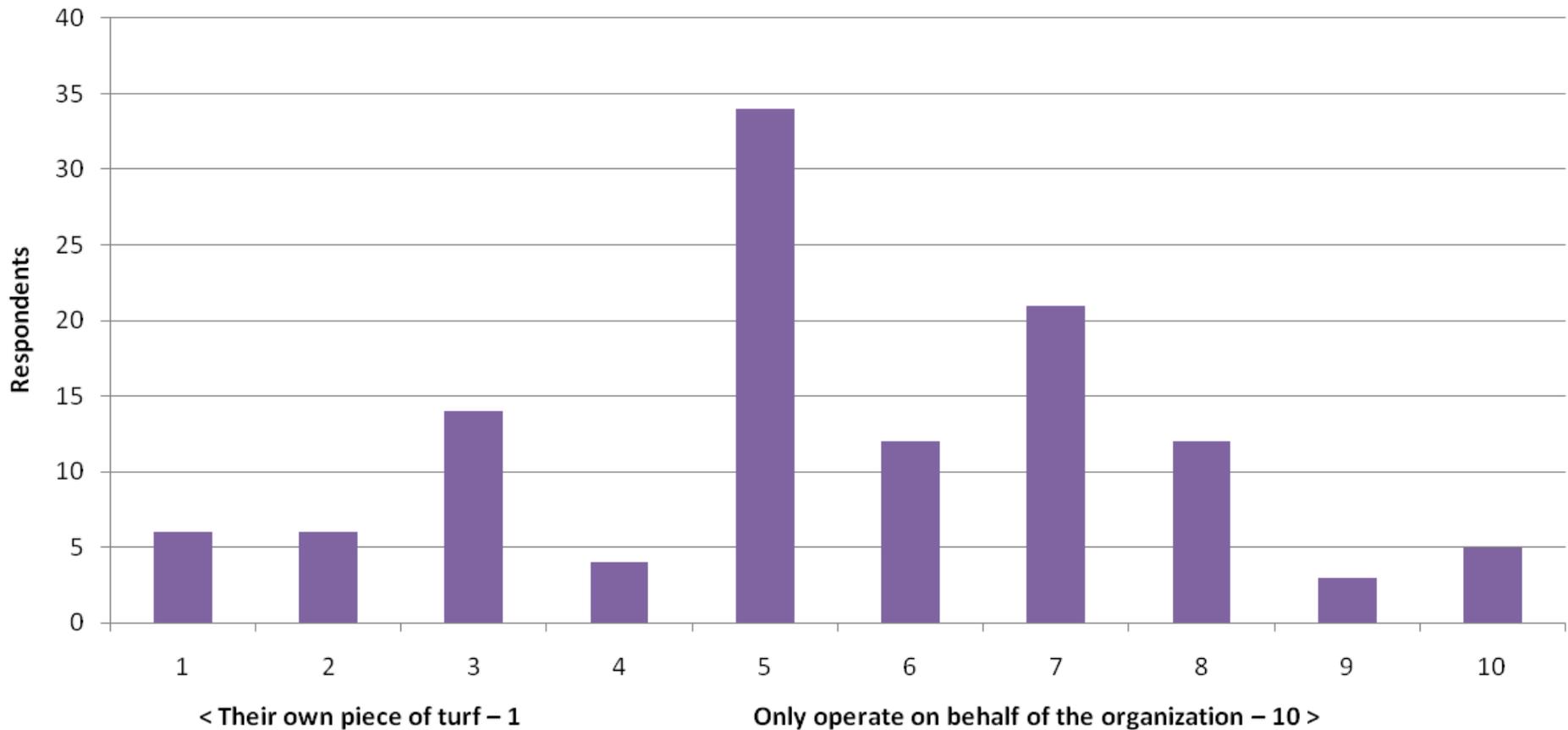
Jeff Lawrence, Principal
April 27, 2010



Five Qualities of an Adaptive Leadership Culture

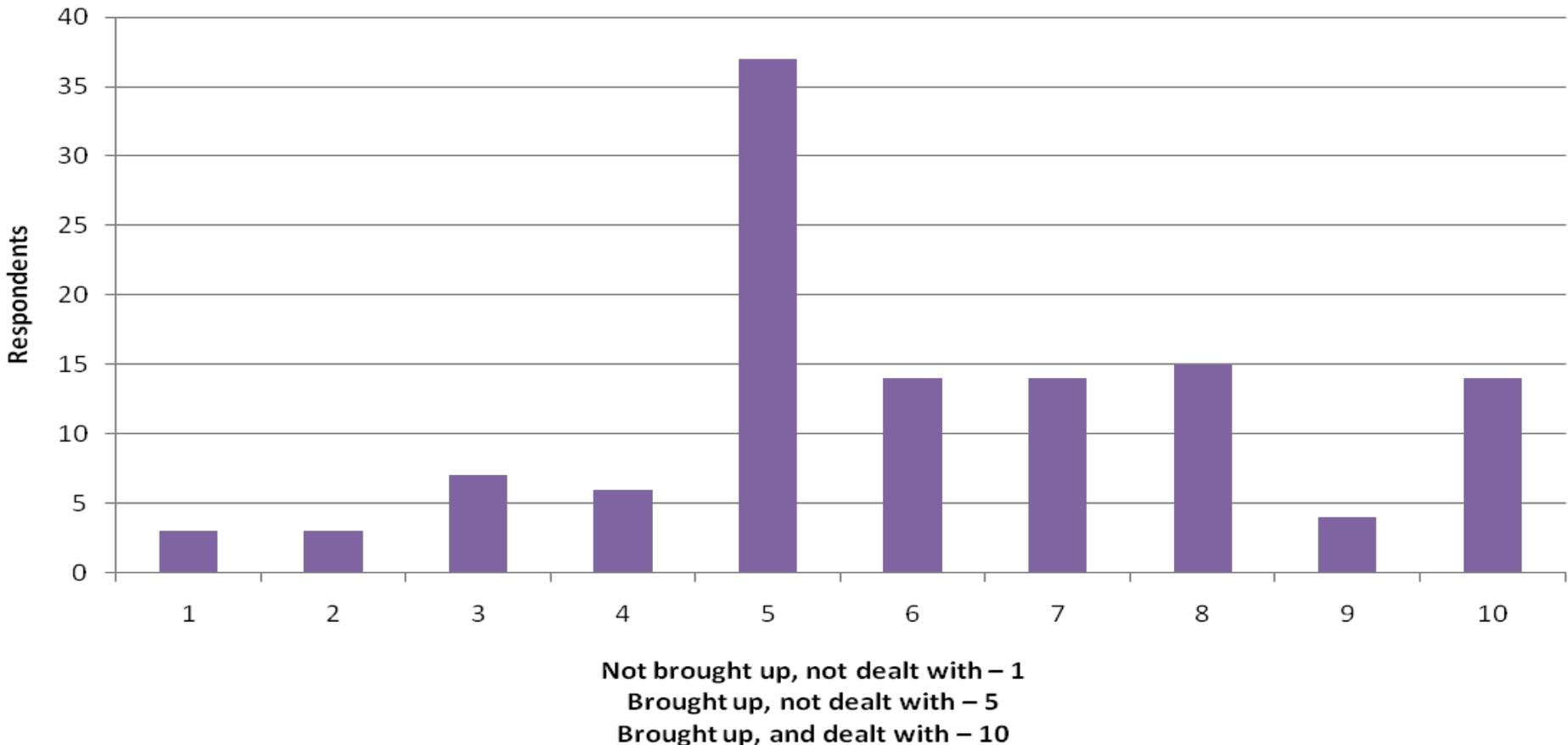
- Shared Responsibility
- Elephants on the Table
- Institutionalized/Continuous Learning
- Sensitivity to Authority
- Personal and Professional Growth

Shared Responsibility: To what extent do people take responsibility for the organization as a whole?

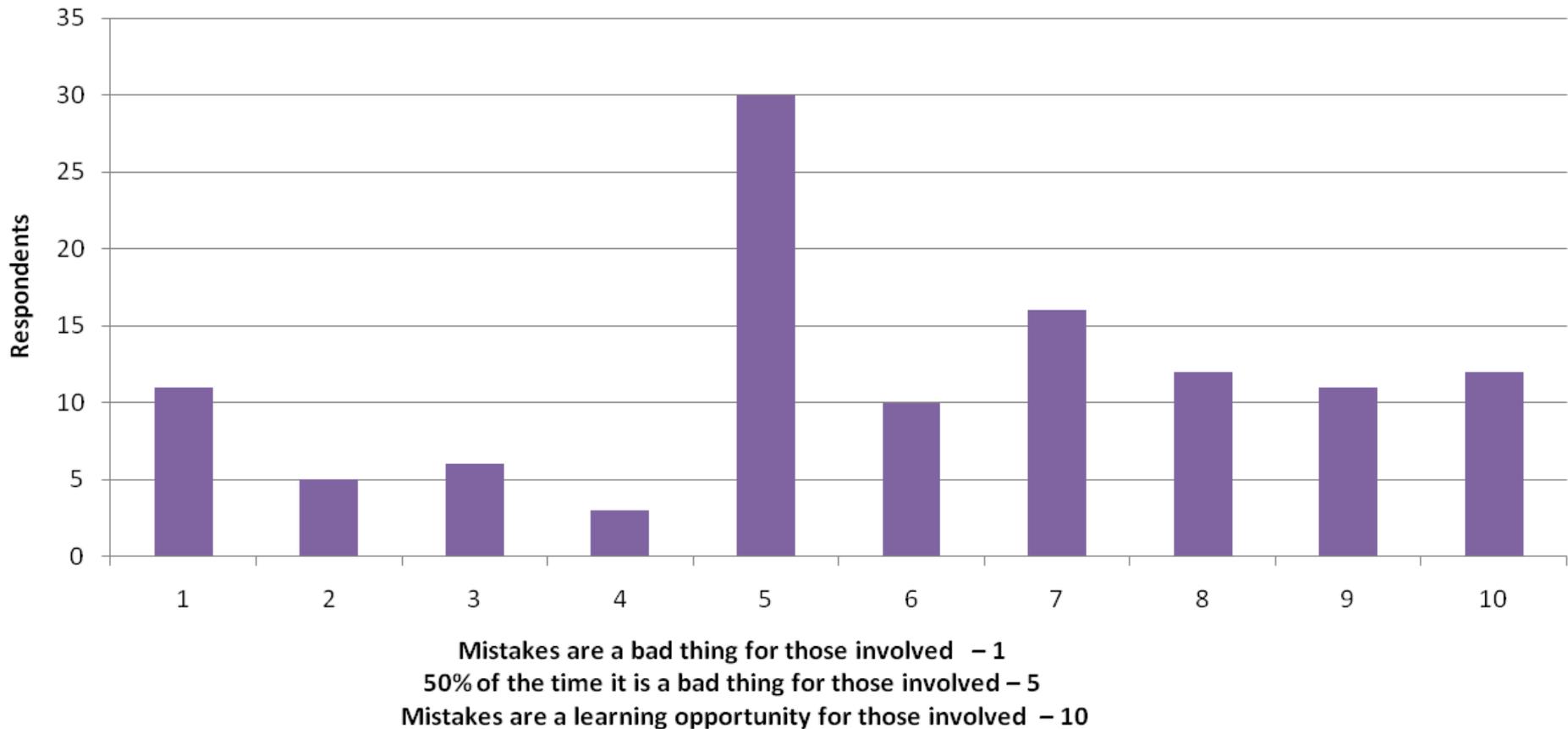




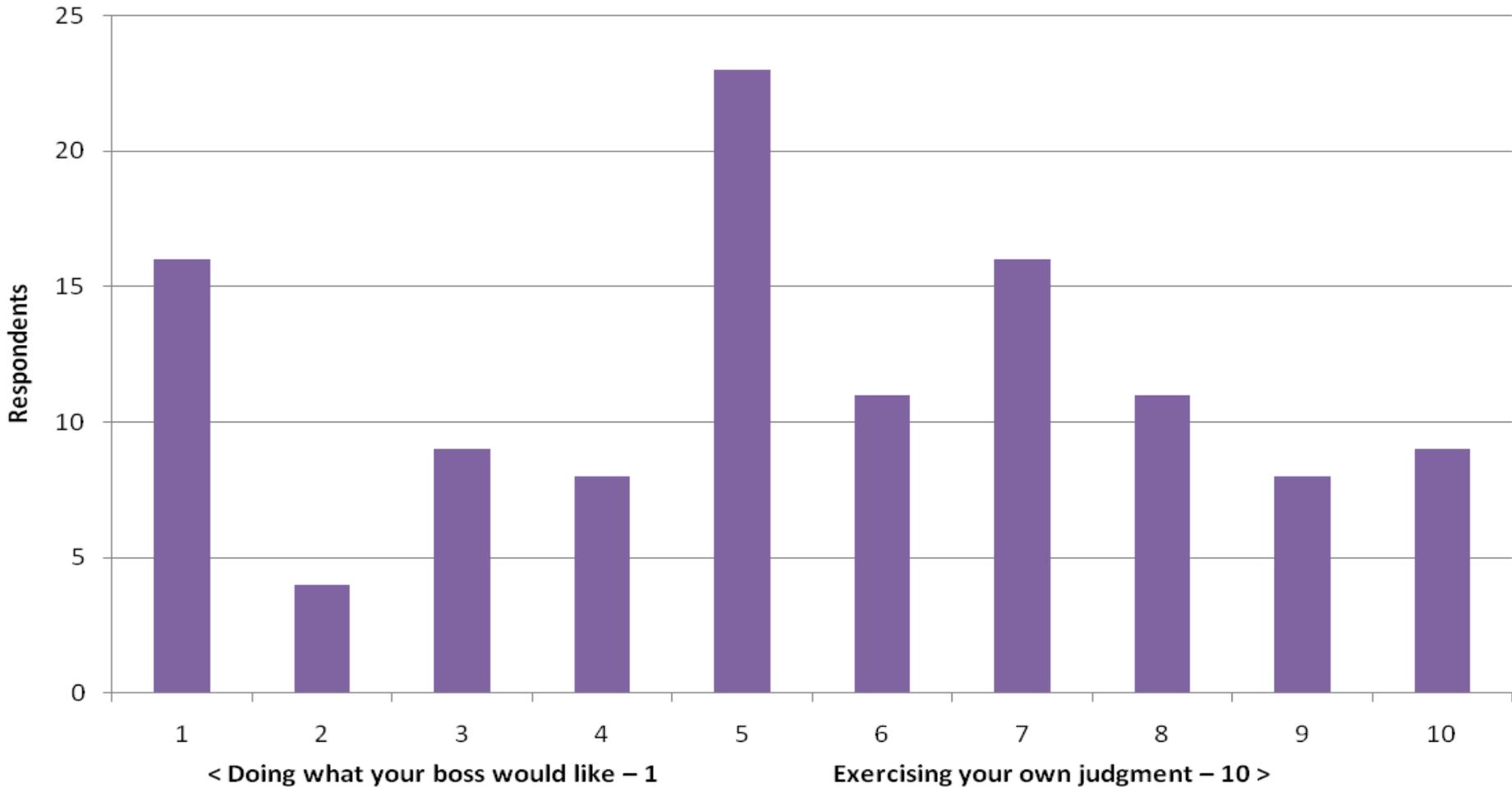
Elephants on the Table: To what degree are difficult issues brought up in meetings so they can be addressed?



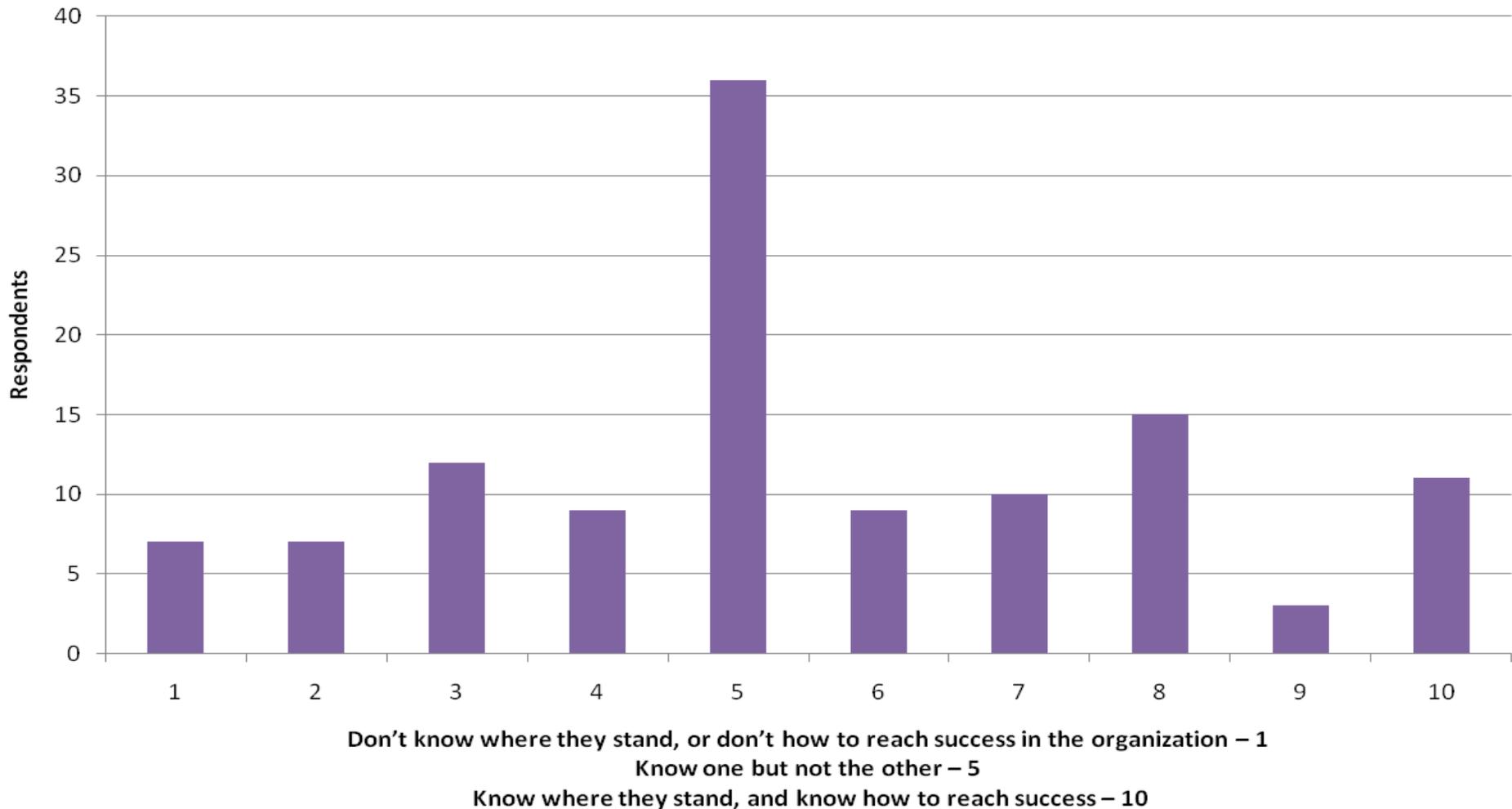
Institutionalized and Continuous Learning:
To what extent are mistakes seen as a learning for the whole organization?

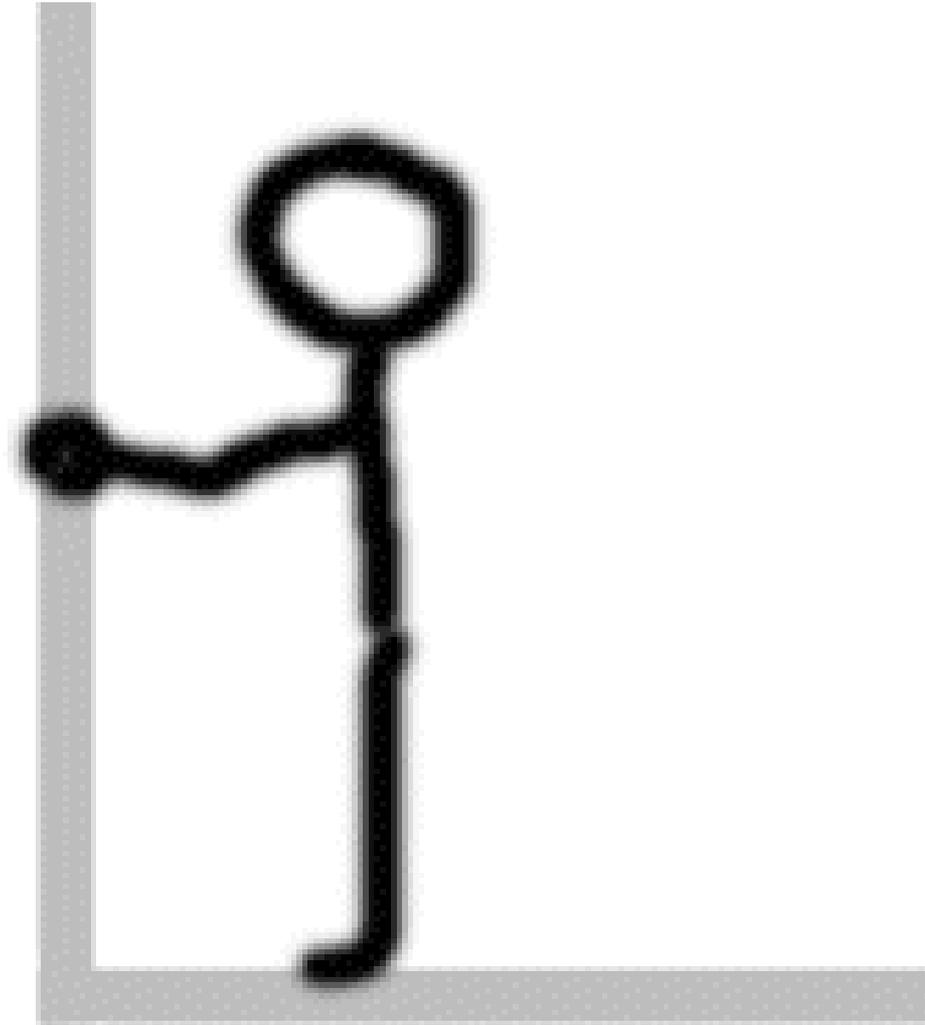


Sensitivity to Authority: To what extent are people expected to use their own judgment?



Personal / Professional Growth: To what extent do people know where they stand and what they have to do to grow?





Hoping for a Different Result!



CLASSIC ERROR I

The Leap To Action



Leadership Capacities

Observation

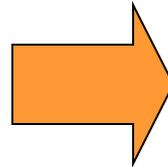
Interpretation

Intervention

Reframing–Problem Interpretations

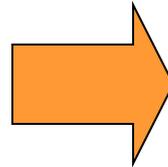
Interpretation Possibilities

Individual



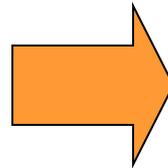
Systemic

Technical



Adaptive

Benign



Conflictual

So, Who's Job is it to Lead?





CLASSIC ERROR II

Confusing Authority and Leadership



Leadership =
Disappointing your own people
at a rate they can absorb.



CLASSIC ERROR III

Treating
Adaptive Challenges
as if they were
Technical Problems



Technical and Adaptive Work

Kind of Work	Problem & Solution Definition	Locus of Work	Type of Work
Technical	Clear	Authority	Optimize Execution
Technical & Adaptive			
Adaptive	Requires Learning	Stakeholders	Experiments & Smart Risks



The Nature of Adaptive Work

Precious
versus
Expendable

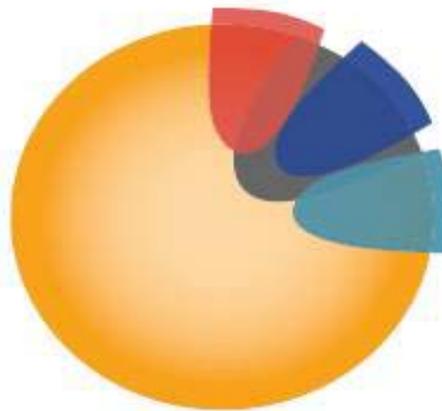
Experimentation
& Smart Risks

Disciplined
Assessment

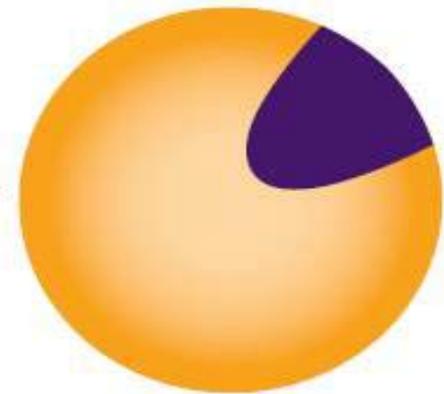
Introduction to Adaptation



Determining what practices are core to the future and which are obstacles



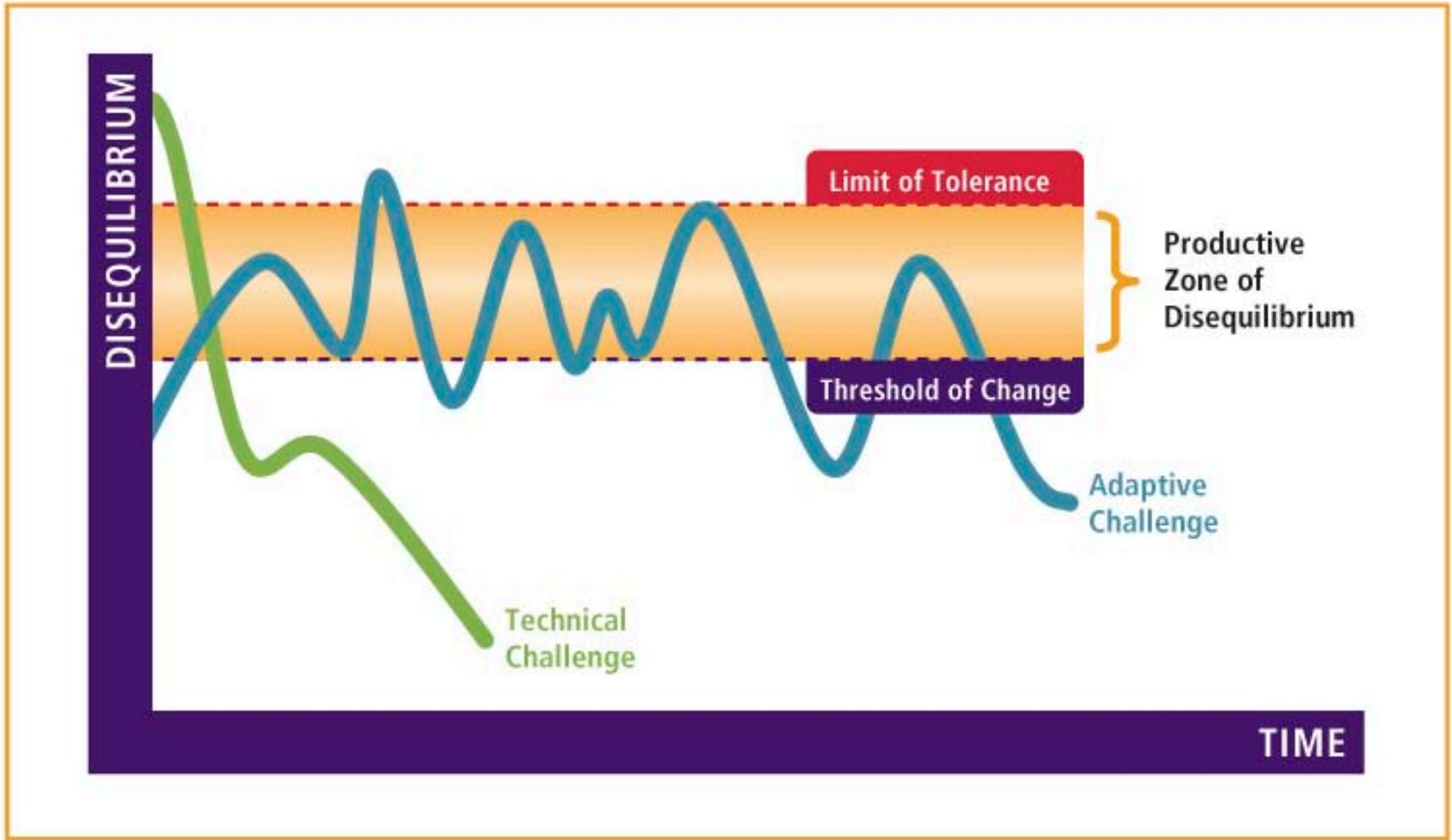
Running smart experiments and testing new practices

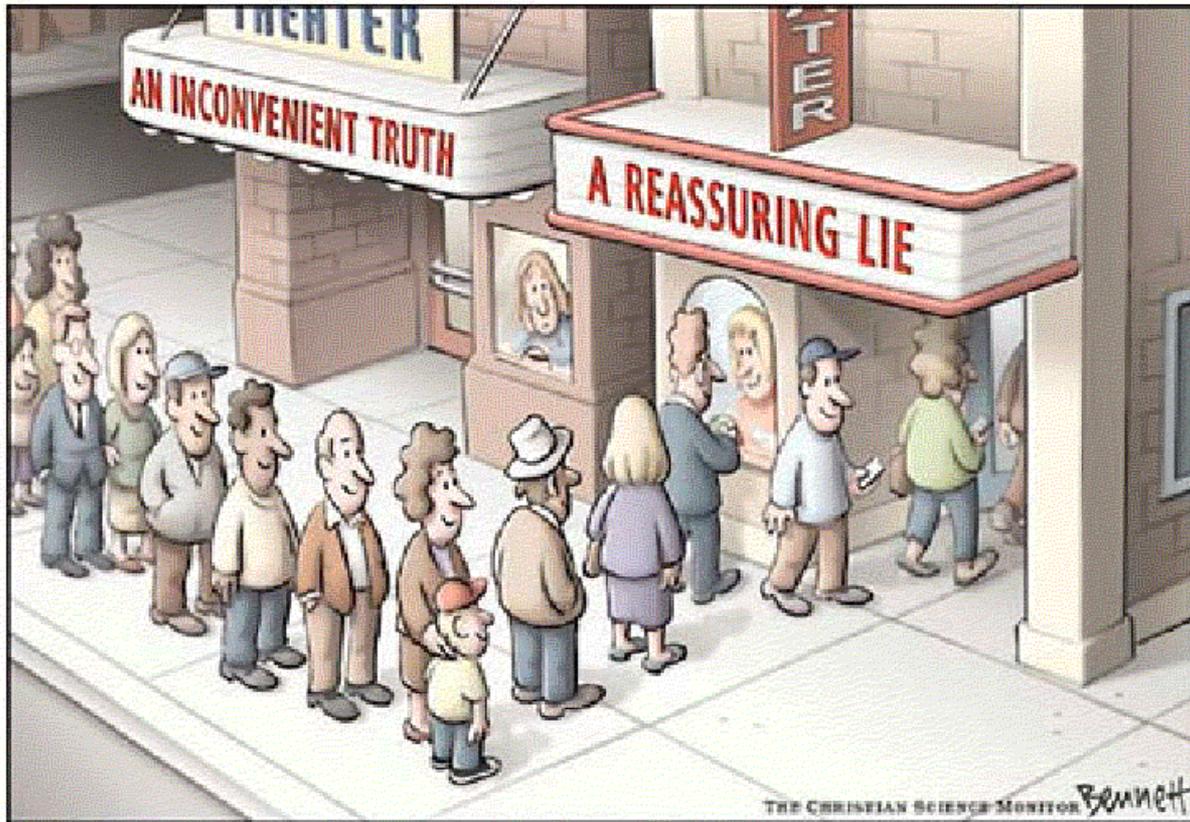


Integrating new practices and aligning people across the organization to execute



Nature of Adaptive Work





Diagnosis is the Most Important Leadership Skill

- Get on the Balcony
 - Distinguish Technical from Adaptive Work
 - Find Out Where People Are At
 - Listen to the Song Beneath the Words
 - Read the Authority Figure for Clues



CLA | Seven Adaptive Leadership Tasks

- Identify the Adaptive Challenge
- Develop Responsibility
- Create a Holding Environment
- Think/Act Politically
- Regulate the Temperature
- Hold Attention on the Hard Stuff
- Stay in the Game/Stay Alive



CLA | Adaptive Leadership Assignment

1. Determine Precious From Expendable
2. Identify Challenges to be Undertaken
3. Distinguish the Technical from Adaptive
4. Run “Smart Experiments”
5. Create Productive Disequilibrium (Hand on the Thermostat)
6. Get on the Balcony