# Adaptive Leadership
Activity Worksheet

Throughout the Adaptive Leadership web-based training, you'll complete this worksheet so you can immediately apply what you are learning – helping you to retain the information and ensure professional growth as a leader. While we know it is a lot of work, it is work that needs to be done in order to successfully execute your change initiative so we hope you'll take the time to complete it.

ACTIVITY #1: Identify Change Initiative

Identify a program or policy change that you are responsible for implementing. If you are participating in a NCWWI program, you would use the same change initiative you've already identified. Describe the current reality and describe your aspiration.
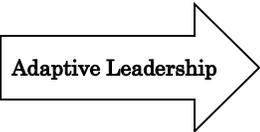
Describe the current reality	Adaptive Leadership →	Describe your aspiration

Other notes you'd like to make about your change initiative:

ACTIVITY #2: Identifying Technical & Adaptive Elements

In reality, most problems are neither fully technical nor fully adaptive. Most problems are bundled with elements of each. A major part of leadership is teasing out what part of a problem is technical and what part is adaptive so you can respond appropriately.

Technical	Adaptive
Clear definition	Unclear definition
Clear solution & implementation	Unclear solution & implementation
Perspectives aligned	Legitimate, competing perspectives
Leader has primary responsibility	Stakeholders primarily responsible

Which aspects of your change initiative are technical?

Which aspects of your change initiative are adaptive?

ACTIVITY #3: Diagnostic Framework

You may or may not know the answers to the questions below at this time. Write down what you know now and you can always add to this section as you learn more.

- Does the current challenge emerge from changing values or priorities within the agency or changing conditions externally? What is intended?

- What other agency commitments are there currently and how will they compete for staff time/resources?

- What are the structures put in place to capture learning (what is working & not working)?

- What are the hidden issues (elephants in the room) that we're not dealing with? What are we avoiding?

- Who are relevant stakeholders? What are their perspectives and what losses will they experience?

- What strategies have I/we tried and what happened? What have we been unwilling to try and for what reason? Are there ways to interpret this problem that we haven't discussed?

Reminder: Make sure to build in to the process time for reflection & continuous learning. What is working and not working? What are the values, loyalties, commitments, issues, losses people are experiencing? What changes need to occur so that we are stronger than ever before?

ACTIVITY #4: Work Plan

Review all 7 behaviors of Adaptive Leadership. How will you employ these to facilitate change?

1. How will you **get on the balcony**? What is happening on the dance floor?

2. What are some of the ways you need to be **thinking politically** while implementing your change initiative?

3. How can you be **open to all voices**?

4. What are some of the ways you could **regulate distress**?

5. In what arenas might you **orchestrate conflict**?

6. What are ways you can involve others (i.e. **give the work back to the people**)?

7. How can you **hold steady** to manage other people's distress? What are some ways to manage your distress?

References and Resources

- Heifetz, R., Grashow, A., & Linsky, M. (2009). The practice of adaptive leadership. Boston, MA: Harvard Business School Press; http://amzn.to/1NeSDwD

- [Webinar Recording] Adaptive Leadership: Practical Application: http://bit.ly/17WKCsE

- [Free Course] Acumen Course on Adaptive Leadership, Mobilizing for Change: http://bit.ly/1jrhC6q

- [Article] Leadership 2.0: Are You An Adaptive Leader? http://onforb.es/1jEvbyD

- [Article] Four Lessons in Adaptive Leadership: http://bit.ly/1KbXr17