

Adaptive Leadership

“The most common leadership failure stems from trying to apply technical solutions to adaptive challenges” – Professor Ron Heifetz, Harvard University

COVID-19 has forced the entire world to adapt. But many of the adaptations we are making are addressing technical challenges that we are facing (e.g. “Which online platform will help my team work from home?”) rather than the underlying adaptive questions (e.g. “What fundamental changes in our organisation’s activities and values will be required in order for us to thrive in this new environment?”)

“Adaptive Leadership” is a practical leadership framework that helps individuals and organisations to adapt to changing environments. It fundamentally involves recognising the difference between technical challenges which can be addressed by expertise and adaptive challenges which require new learning and, ultimately, loss of the status quo.

The Adaptive Leadership framework provides tools to help leaders:

- identify and articulate their adaptive challenges
- mobilise people to overcome their resistance
- sustain people through a period of change

Based on the theory of Adaptive Leadership developed by Dr Ron Heifetz, this two-session series will explore how leaders can build their capacity for leading adaptive change efforts. The first session will be a 2-hour on-line module, introducing the basic principles of adaptive leadership. Participants will then be asked to complete a small amount of homework to bring with them for the second session, a 5-hour live workshop, which will take place at the Pears Hub in London.