

# Technical vs Adaptive Challenges

(based on the work of Professor Ron Heifetz, Harvard University)

TYPE OF PROBLEM	TECHNICAL (fixing a broken arm)	ADAPTIVE (heart attack)
Problem	Clear - easy to identify (it's been seen before)	Unclear - difficult to identify (requires learning)
Solution	Clear - based on experience/expertise	Unclear - often requires change in numerous places/people or experimentation over time
Locus of work	Experts / Authority figures	Stakeholders - (those affected by the challenge)
Obstacles	Resources (time, money, attention)	Deeply held resistences (Values, loyalties, relationships, hearts and minds, LOSSES)