



ADAPTIVE LEADERSHIP

LEADING FROM WHERE YOU ARE

Presenter: Lynette Aytch, PsyD

Director, Leadership Development Initiative

***ZERO TO THREE: The National Center for Infants ,
Toddlers , and Families***

18th Annual Birth To Three Institute

July 28 – 31, 2014

Washington, DC

Goals:

- **Define adaptive leadership and distinguish how it is different from traditional ideas of leadership.**
- **Present characteristics of an adaptive leadership culture.**
- **Present an adaptive leadership framework to address challenges and promote positive change.**

Session Strategies:

- **Small group discussion**
- **Presentation of core theoretical concepts**
- **Video clips**
- **Limited large group sharing**
- **Questions & Answers**

Primary Resources:

- ***Leadership Without Easy Answers – Ronald Heifetz***
- ***The Practice of Adaptive Leadership: Tools and Tactics for Changing the Your Organization and the World – R. Heifetz, A. Grashow, M. Linsky***

Secondary Resources:

- *Leadership on the Line: Staying Alive through the Dangers of Leading – M. Linsky & R. Heifetz*
- *Ready or Not: Leadership Choices in Early Care & Education – S. Goffin & V. Washington*
- *Getting to Yes: Negotiating Agreement Without Giving In – R. Fisher & W. Ury*
- *Getting Past No: Negotiating Your Way from Confrontation to Cooperation – W. Ury*

Video Clip Contributors:

- **Eric Martin – Cambridge Leadership Associates (CLA)** www.cambridge-leadership.com
- **Staff – Sunshine Early Learning Center**
Washington, DC
- **Staff – Learning Together Child Development Center**
Raleigh, NC

Leader

A “*way of being*” rather than doing

Leadership

A “*process*” rather than action

Collaborative Leadership System



Leadership ↔ Management

- **Leadership** – deals with values, purpose, process, inspiration, motivation, culture, influence, integrity, intention, inclusion, collaboration, and the ability to mobilize others toward a greater good.
- **Management** – focuses on setting and achieving goals through functions such as planning, directing, organizing, procedures, supervising, and has formal authority to implement tasks.

Adaptive Leadership...

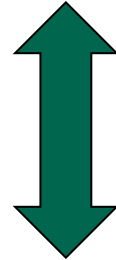
...the practice of mobilizing people to tackle tough challenges (in which there are no easy answers) and thrive.

Thrive...

...the ability to flourish in new ways and in more challenging and complex environments.

Adaptive Leadership Framework

Technical Work



Technical & Adaptive



Adaptive Work

Technical Work

- **Problem and solution definition**
 - ✓ Clear

- **Locus of work**
 - ✓ Authority

- **Type of work**
 - ✓ Optimize execution

Adaptive Work

- **Problem and solution definition**
 - ✓ Requires learning

- **Locus of work**
 - ✓ Stakeholders

- **Type of work**
 - ✓ Experiments and smart risks

Adaptive Leadership Characteristics

- **Is specifically about change that enables the capacity to thrive**
- **Successful adaptive changes build on the past rather than jettison it**
- **Organizational adaptation occurs through experimentation**

Adaptive Leadership Characteristics

- **Adaptation relies on diversity**
- **New adaptations significantly displace, reregulate, and rearrange some old DNA (way of doing things)**
- **Adaptation takes time**



Contact Information:

Lynette Aytch

laytch@zerotothree.org

(202) 857-2967