

EFFECTIVE LEADERSHIP IN AN UNCERTAIN ENVIRONMENT

**STRATEGIES FOR
ADAPTABILITY AND RESILIENCE**



(EXCERPTS FROM DARTMOUTH TUCK SCHOOL
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IDENTIFYING

UNCERTAINTY



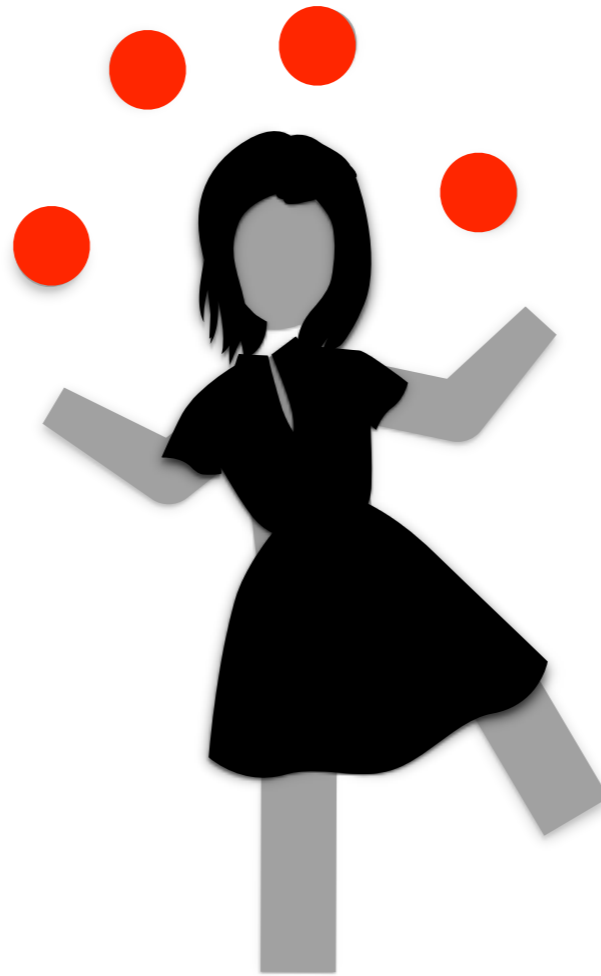
SOCIAL

TECHNOLOGICAL

ECONOMIC

ENVIRONMENTAL

POLITICAL



**UNCERTAIN TIMES
REQUIRE LEADERS
WHO CAN
ANTICIPATE & ADAPT**

WHAT IS ADAPTIVE LEADERSHIP?

*“The practice of **mobilizing people** to tackle tough challenges and thrive”*

R. Heifetz, A. Grashow and M. Linsky,
The Practice of Adaptive Leadership

*“Adaptive Leadership focuses on leadership as a practice to be **used in situations without known solutions.**”*

Australian Public Service Commission

WHAT IS ADAPTIVE LEADERSHIP?

*“Adaptive Leadership is a call to action. A call to make a bigger difference. An Adaptive Leader faces **complex challenges** for which there are **not easy answers** and sees **beyond the outdated notion to look to those at the top for answers.**”*

Stacey Shively, Cambridge Leadership Group

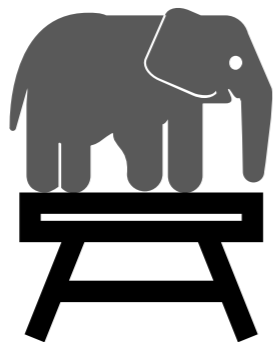
KEY CHARACTERISTICS OF AN ADAPTIVE LEADER



Leverages talent and empowers team



Creates a safe environment for risk-taking, experimentation, and innovation



Addresses the “elephant in the room”

Adapted from Roselinde Torres and Nneka Rimon, “The Five Traits of Highly Adaptive Leadership Teams: What Senior Leaders Do Differently,” The Boston Consulting Group, 2012

WHAT MAKES LEADERSHIP “ADAPTIVE”?

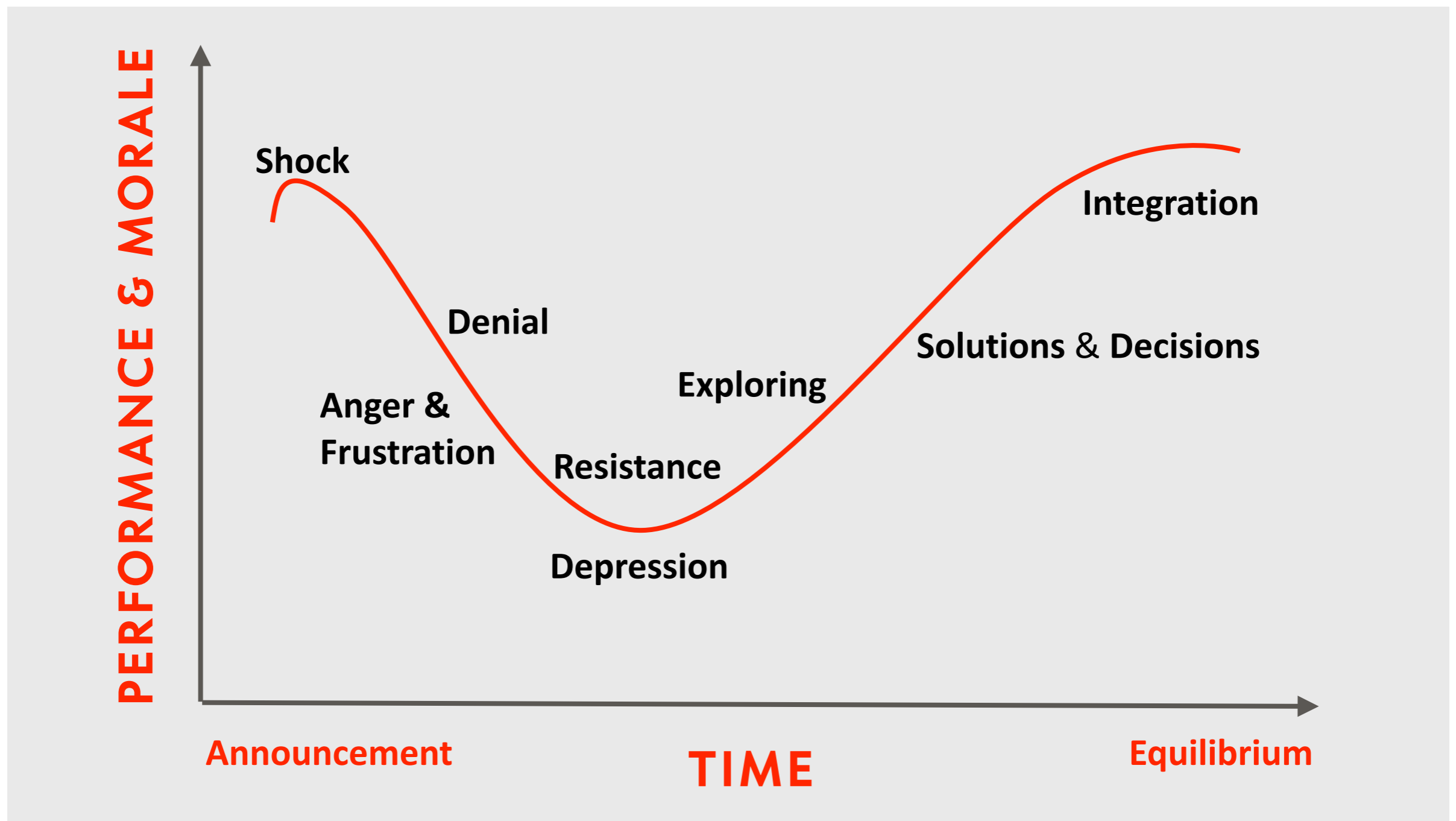
TECHNICAL

- Clear answer
- Easier and faster to implement
- Expertise available to resolve the problem

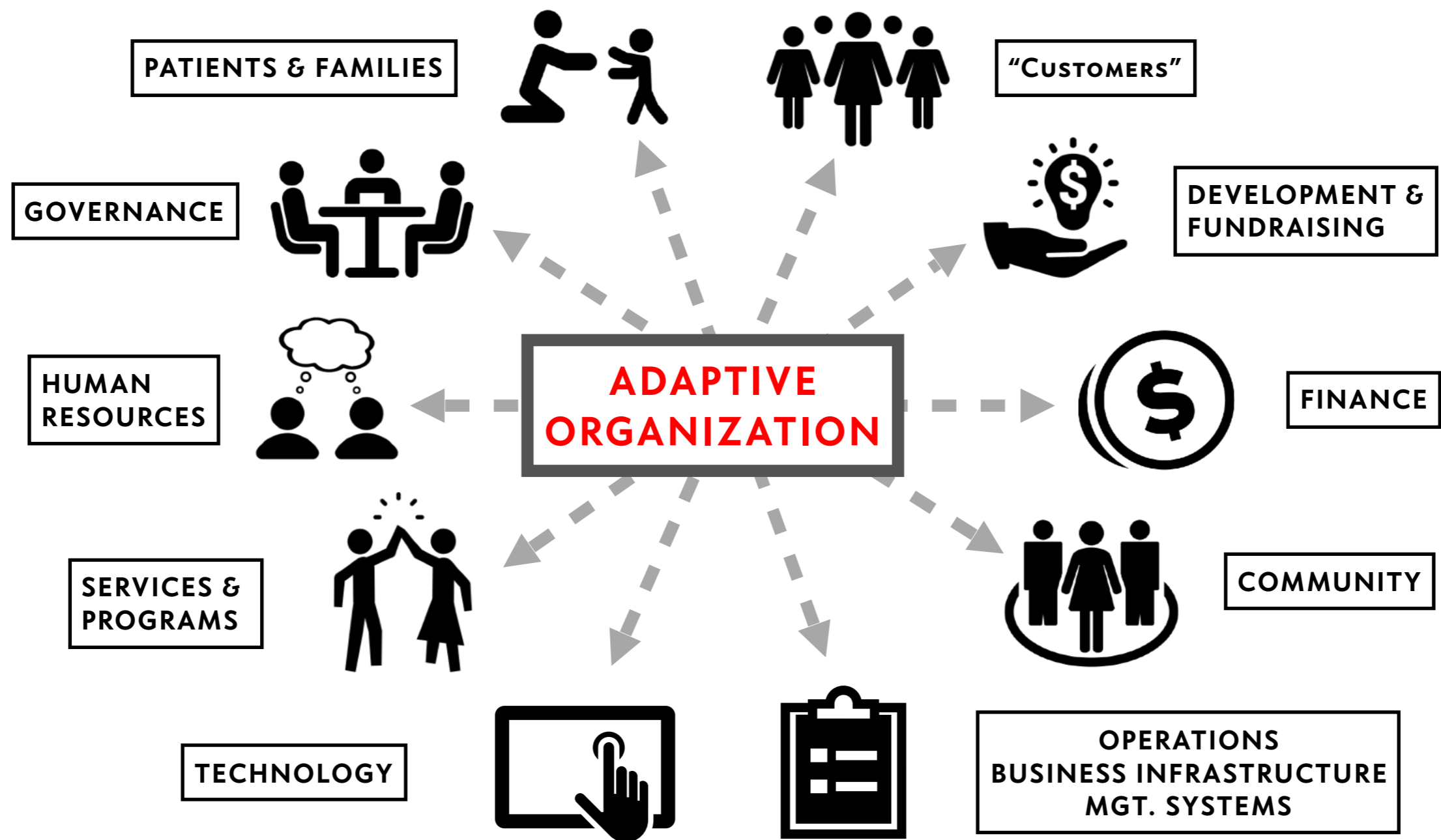
ADAPTIVE

- No obvious answer
- Harder and longer to implement
- Interdisciplinary team required to resolve the problem

ADAPTIVE LEADERS MANAGE DISRUPTIVE CHANGE



ADAPTIVE LEADERS ACTIVELY CULTIVATE A **HOLISTIC** VIEW



WHAT'S WRONG WITH THE "BIG MAN" LEADERSHIP MODEL?



- **Ill-suited for complex problems**
- **Concentrated decision-making**
- **Decisions by edict**
- **Aloof, hands-off, out-of-touch**

CASE STUDY:

INTERNATIONAL REFUGEE RESETTLEMENT NONPROFIT

- **CEO in place for 30 years**
- **Declining revenue: 4 months' cash on hand**
- **No strategic plan**
- **Culture operating as association of independent entrepreneurs vs. “one organization”**
- **Lack of business infrastructure**
- **Little-to-no communication from leadership**
- **Staff unclear about their specific roles and responsibilities and those of their co-workers**