



surface to soul
going deeper with vibrant faith

BUILDING ADAPTIVE LEADERS

The process of adaptive leadership involves three key activities

1. Observe and interpret events and patterns around you; developing multiple hypotheses about what is really going on, and if the concern is broad-based or held by just a few.
2. Design interventions based on observations that frame the adaptive challenge in constructive ways.
3. Analyze the factions that begin to emerge, seeking to understand their motivations and assumptions.

Four questions for congregational leaders concerning change

1. Do people know where we're going and why it's worth it?
2. Are we aware of our "bright spots" and do we celebrate them and build upon them?
3. Is there a sense of urgency and sufficient desire to make the sacrifices needed to achieve desired outcome?
4. What systems and habits need to be imbedded in the culture to sustain the desired changes?

Adaptive leaders alternate their approach to situation using these four styles

1. **Commander.** When the situation demands fast action or when others don't know what to do or respond lethargically in an urgent situation, a take-charge style is often most appropriate.
2. **Catalyst.** When people are fairly motivated and somewhat informed, then a less domineering but still very active leadership style is appropriate. The catalyst ensures that team members are motivated and working together.
3. **Coach.** A coach works from the sidelines to provide instruction and motivation, confronting team members when they aren't performing well. This approach works well when team members are doing a good job.
4. **Consultant.** Motivated, competent people respond well to this relaxed approach to leading. The consultant is more of a leader among peers who offers wisdom, helps to create focus, and serves as a team builder.

Adaptive leaders navigate change by . . .

1. **Directing the rider** (the conscious mind) by providing clarity direction and next steps.
 - Build on the bright spots and script the critical moves using specific behaviors.
 - Point to the destination. Change is easier when you know where you're going & why it's worth it.
2. **Motivating the elephant** (the subconscious) by engaging emotions to get everyone on the same path.
 - Find the feeling. Engage people's emotions. Identify where people's energy lies and how to tap into it.
 - Shrink the change. Break down the change until it seems manageable.
 - Grow your people. Cultivate a sense of identity and instill a growth mindset.
3. **Shaping the path** (the situation) by making the environment more conducive to the change people are seeking.
 - Tweak the environment. When the situation changes, the behavior changes. So change the situation.
 - Build habits. When behavior is habitual, it's "free" -it doesn't tax the Rider. Look for ways to encourage habits.
 - Rally the herd. Behavior is contagious. Help it spread.