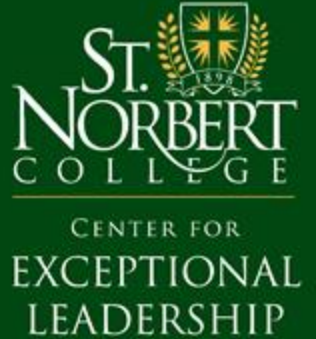


Adaptive Leadership; A Transformative, Collaborative Leadership Model for the 21st Century

**Wellness Council of Wisconsin
October 12, 2022**

**Dr Dean Stewart
Executive Director
The Center for Exceptional Leadership
St. Norbert College**



In the most recent Gallup study of employees in the US and Canada, only 33% of the respondents noted that they were actively engaged at work.

In addition, 44% of workers indicated that they feel stressed a significant part of the day.

Engagement and sense of well being have a direct correlation with performance outcomes like *retention, safety and profitability.*

**The source of much of this stress, worry,
and negative sense of well being can be
traced to *LEADERSHIP*.**

**For thousands of years there were two main models
of leadership...**



Evolution.....

Elton Mayo – Hawthorne Effect (1924)

Abraham Maslow – Hierarchy of Needs (1943)

Frederick Herzberg – Two Factor Theory of Job Satisfaction (1950)



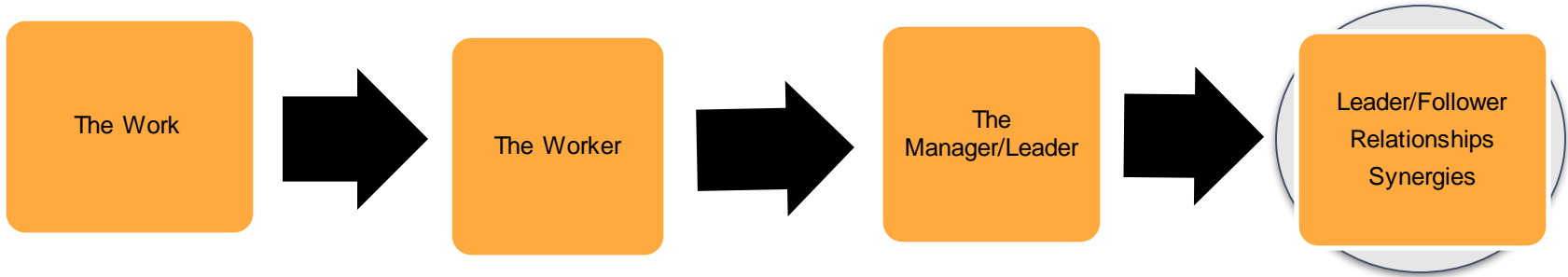
Scientific Management (1900's)

Situational Leadership (1960's)

Transformational Leadership (1970's)

Servant Leadership (1970's)

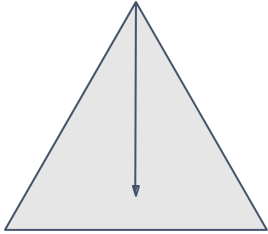
21st century leadership research



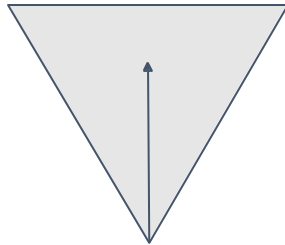
Adaptive Leadership (90's - 00's)

Truly Human Leadership (00's - 10's)

Humanistic Leadership



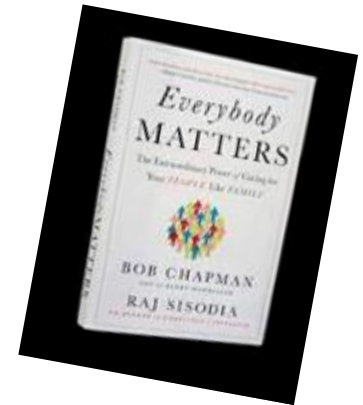
People controlled by the leader
"I am your leader; you work for me"



People empowered by the leader
"I am your leader; I work for you"

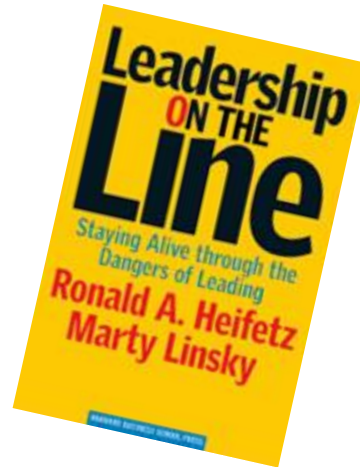
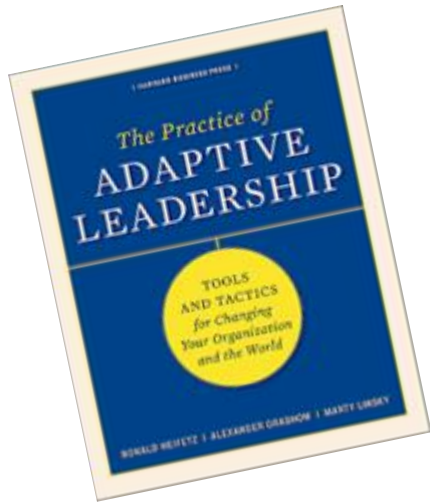


People confused by the leader
"I am your leader; we work together"



Adaptive Leadership is the “practice of mobilizing people to tackle tough challenges and thrive.”

Heifetz, Grashow and Linsky



Adaptive Leadership is Transformative, *Collaborative* Leadership

The Adaptive Leadership Model

Situational Challenges

Technical Challenges

Technical and
Adaptive Challenges

Adaptive Challenges

Leader Behaviors

1. Identify the Adaptive Challenge
2. **Regulate Distress**
3. **Maintain Disciplined Attention**
4. **Protect Leadership Voices from Below**
5. ***Give the Work Back to the People***
6. ***Get on the Balcony***

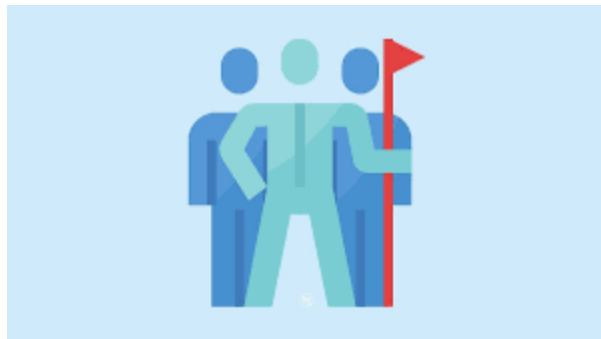
Adaptive Work

***Creating a
Holding Environment***

Leader Follower
Interaction

Technical vs Adaptive Challenges

| Situational Challenge | Problem Definition | Solution and Implementation |
|------------------------|---|---|
| Technical | Clear | Solution is clear Within existing capabilities |
| Technical and Adaptive | Clear | Solution unknown or complex May not be within existing capabilities Requires Learning |
| Adaptive | May be complex Not easily defined Requires learning | May challenge known ways, existing rules, and/or cultural norms Requires learning |



Adaptive Leadership Behaviors



Regulate distress.

**Know when to put your foot on the gas,
and when to back off.**



Maintain disciplined attention.

**Establish and defend your top
organizational priorities.**



Protect leadership voices from below.

Give a voice to all individuals within your organization.



Give the work back to the people.

Listen for understanding rather than to respond.



Get on the balcony...change your elevation.

We need to change the way we look at the world....and how we choose to respond.

How do we create a Holding Environment?

Creating a Holding Environment - Simon Sinek

Circle of Safety

Bring people together to build real relationships

Meet the people you serve

Give people time, not just money

Relationships take time

Integrity matters

Lead people, not numbers

Source:

“Leaders Eat Last”; Part 3, Simon Sinek, 2014



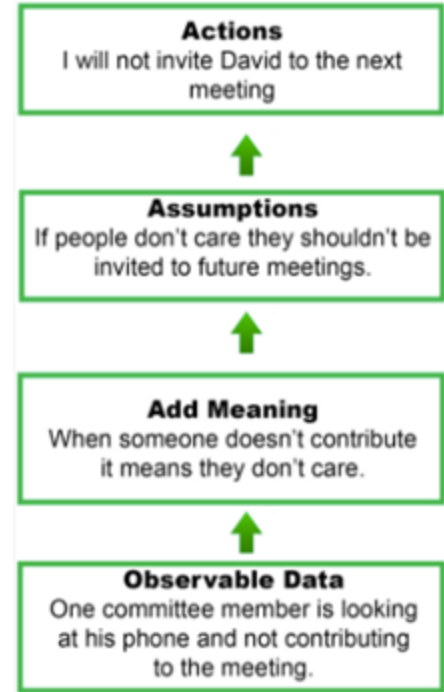
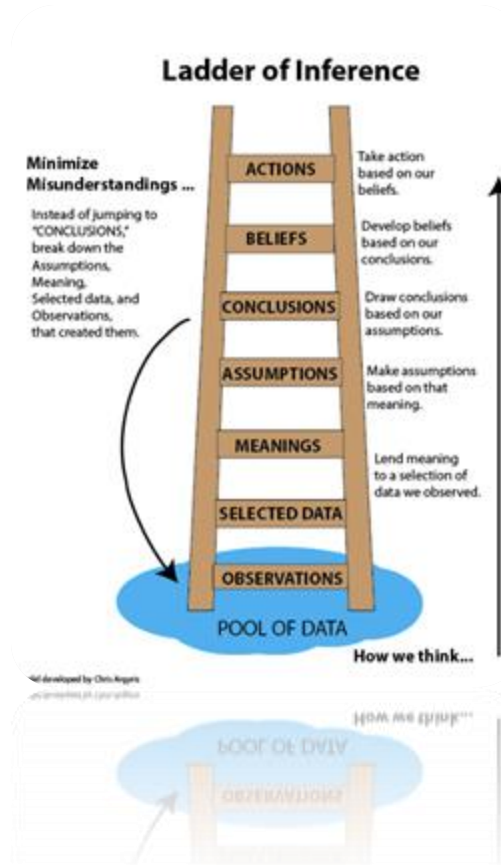
CENTER FOR
EXCEPTIONAL LEADERSHIP

Behavior trumps knowledge

*“Love is deeds, not sweet words”
Father Javier del Castillo*

*“You are what you do, not what you say you’ll do”
Brian Danzinger Ph.D.*

Mental Models – Peter Senge



Rethinking Thinking Using the Ladder of Inference
 JANUARY 18, 2016 / CHRISTINE NOFFZ

Awareness of Mental Models – why is it important?

- Has the ability to limit our world view
- Draw conclusions
- Formed beliefs, biases and assumptions
 - Gender, race, religion, politics, culture, age, function, occupation, places, etc.....
- View as truth
 - Without all the facts
- Limiting in the work space
 - Example that Senge uses is solving organizational issues through a narrow lens
 - Engineering, Sales, Production, IT, Finance, Senior Leadership
- Alignment
- **Assume best intent**



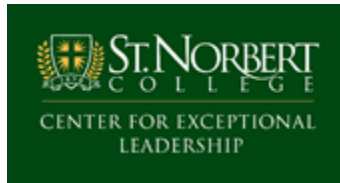
**“Nobody wants to be managed.
They want to be inspired. They
want to be challenged. They want
to be recognized.”**

Bob Chapman



“Let us all be the leaders we wish we had.”

Simon Sinek





Thank You...

Dr. Dean Stewart

Executive Director

The Center for Exceptional Leadership

St Norbert College

snc.edu/cel

dean.stewart@snc.edu

920-403-3406

