

CLA

Leading in Challenging Times: New Skills for Managers

ICMA Annual Conference

September 23, 2013

Marty Linsky

Co-founder and Principal

www.cambridge-leadership.com

- Uncertain future
- Inadequate information
- Change as a constant

How do you prepare? What skills are necessary?

- Capacity to meet new realities
- Courage to take responsibility for inventing the future

Hunker Down

Or

Adapt?



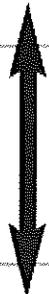
Adaptive Leadership™

THE FIRST CLASSIC ERROR

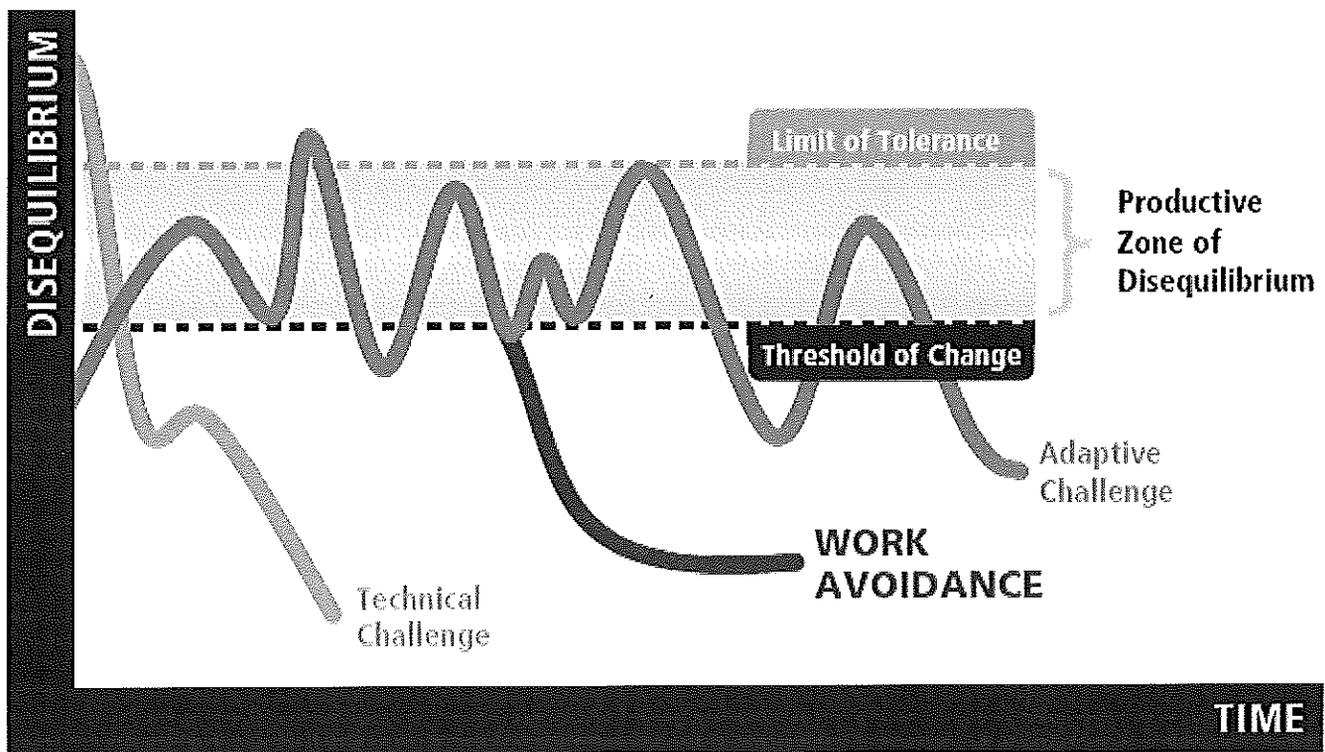
**Treating
Adaptive Challenges**

as if they were

Technical Problems

Kind of Work	Problem & Solution Definition	Locus of Work	Type of Work
Technical	Clear	Authority	Optimize Execution
Technical & Adaptive			
Adaptive	Requires Learning	Stakeholders	Experiments & Smart Risks

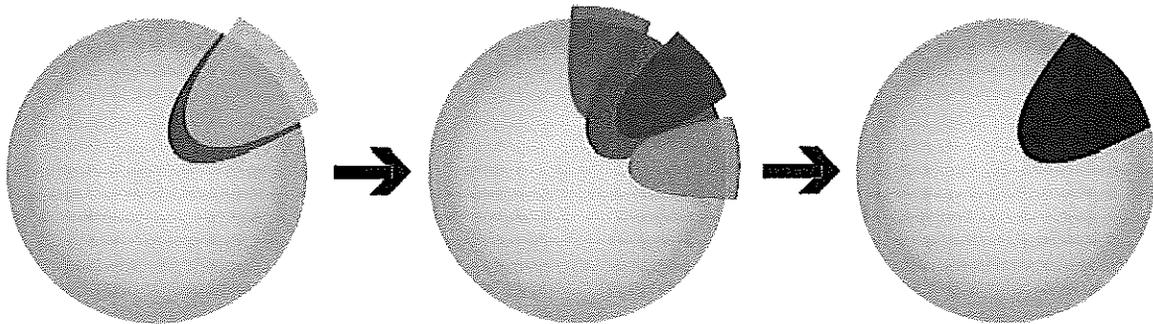
CLA | Work Avoidance and Disequilibrium





Essential and Expendable

Management is the efficient oversight of the “Essential”
Leadership is the experimental space where the expendable is abandoned and innovation occurs.



Determining what practices are core to the future and what are obstacles to the future

Testing new practices

Integrating the new practices



Adaptive Leadership

THE SECOND CLASSIC ERROR

The Leap To Action



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New Leadership Strategy

OII

Observe - Get on the Balcony

Interpret – Look for the Systemic and Adaptive

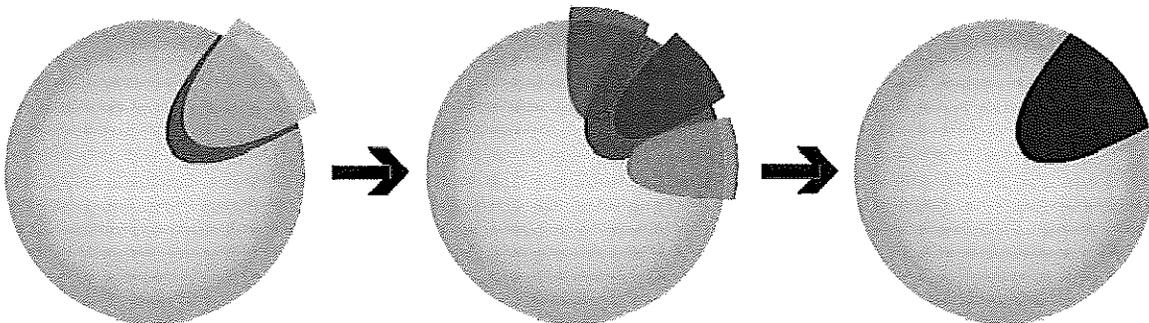
Only then,

Intervene – Customize and Turn Up the Heat



What parts of your current repertoire do you need to retain –
Which skills, values, beliefs?

What parts of your repertoire do they need to give up to thrive
in the current reality?



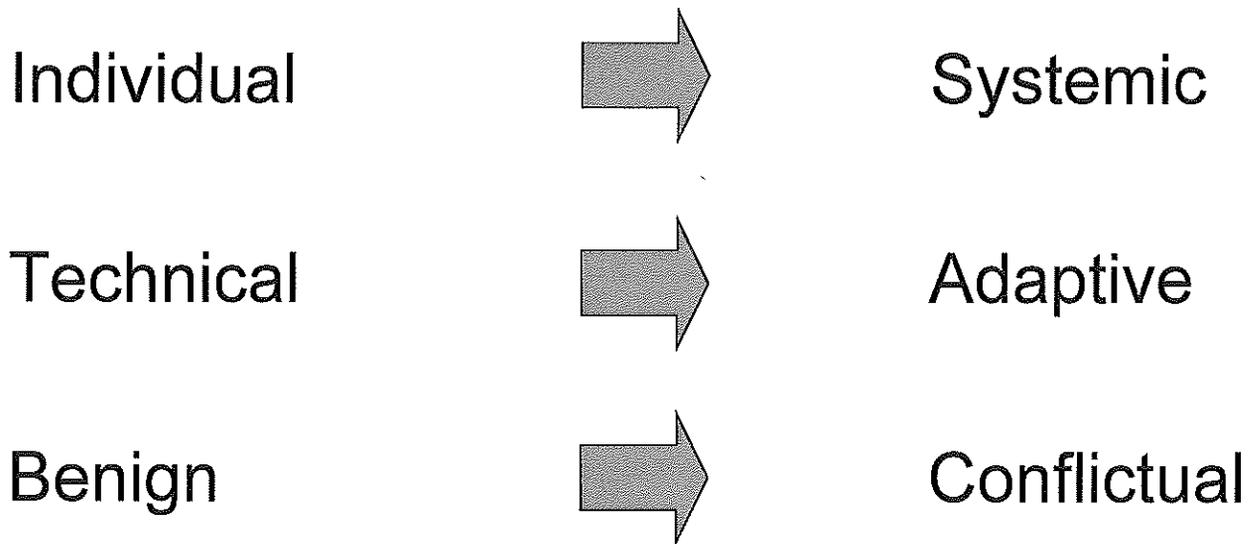
**Determining what
practices are core to
the future and what are
obstacles to the future**

**Testing new
practices and
behaviors**

**Integrating the
new practices
into a new way of
leading**

CLA | Reframing–Problem Interpretations

Interpretation Possibilities





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Set of Behaviors

	Diagnosing	Acting
System	<ul style="list-style-type: none">- Thinking Systemically- Distinguishing Technical From Adaptive Challenges- Thinking Politically	<ul style="list-style-type: none">- Using Interpretations- Acting Politically- Orchestrating Conflict
Self	<ul style="list-style-type: none">- Knowing Your Defaults- Knowing Your Role in the System- Knowing Your Purpose	<ul style="list-style-type: none">- Willing to Exceed Your Authority- Owning Your Piece of the Mess- Staying in the Game and Staying Alive

Execute and Adapt

