# Adaptive Leadership Project
*Student's Guide*

The Adaptive Leadership Project is designed for you to develop and demonstrate your understanding of the Adaptive Leadership model through an administration application within your agency.

Adaptive Leadership, from the book, **The Practice of Adaptive Leadership,** is one of the leadership models introduced to you in SLI. It is unique among other leadership models in at least two ways. First, Adaptive Leadership expressly integrates values into the leadership equation. The integration includes the values of the leader, the people in the organization, and the organization itself. Second, in addition to traits, behaviors and attitudes, Adaptive Leadership is unique from other models in that it incorporates the leader's *way of thinking*. Because this model is rooted in values, how you look at conflict focuses on the deeper layers of social complexity to include how to determine commonalities among groups and individuals.  It is how you create new common ground – with a foundation steeped in virtue and expressed behaviors that reflect the leader's values and beliefs.
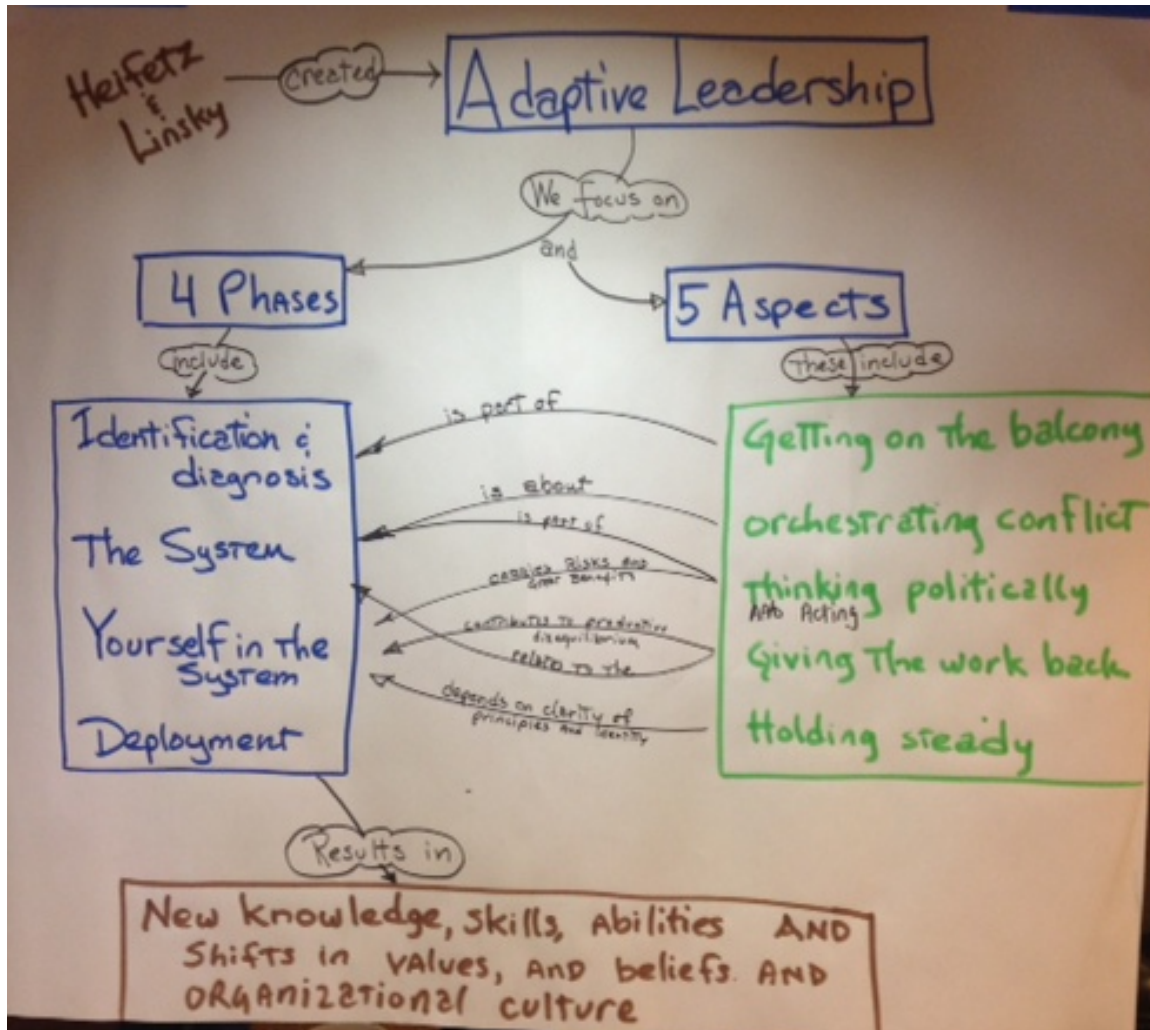
Drilling down to surface common values and beliefs provides the adaptive leader with the advantage of developing long-term commitment beyond short-term compliance. Long-term commitment grounded in common values improves effectiveness and increases efficiency thus avoiding or minimizing short-term compliance, which often involves reliance on micromanagement – a huge waste of a leader's energy. Adaptive leadership offers an unlimited source of options, as it allows for the incorporation of other leadership models.  Implementing Adaptive Leadership makes it possible to use other models to create and deploy the technical solutions that resolve the adaptive issues.

By learning the Adaptive Leadership model, you move beyond the behavior and trait-based models of leadership, to a model that includes personal values and beliefs, as well as those of others and the organization. In the adaptive leadership model, all actions are technical. The adaptive nature of the model refers to *thinking* stages that include diagnosis and identification, mobilizing the system, and seeing yourself in the system. To be adaptive is to be reflective, thoughtful, and deliberate – adaptivity incorporates more than just technical actions/behaviors.

Lastly, by participating in an Adaptive Leadership Project you practice leadership skills and demonstrate the development of a disciplined way of thinking. As you return to your agency after the final SLI session you are ready to lead with newly developed skills and knowledge directed at benefiting the people in your department and the community you serve. Your Adaptive Leadership Project is evidence for your supervisors demonstrating the investment benefits you gained from this eight-month leadership development program.

The Adaptive Leadership Project spans all eight sessions of your SLI experience. Four phases are scheduled over seven sessions and coincide with your reading of the book, **The Practice of Adaptive Leadership**. The first phase is set in session 3 (after reading Parts I-II). The second phase is set for session 4 (after reading Part III). The third phase is set for session 5 (after reading Part IV) and the fourth phase is set for session 6 (after reading Part V), with a demonstrated competency in session 7 and your executive presentation scheduled for session 8.

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As you read the following sections outlining the Adaptive Leadership Project you see chapter numbers for each of the headings. The chapter numbers relate to *The Practice of Adaptive Leadership* (2009 Edition) and serve as guides for you to begin locating information from the book as you progress in your project.

For your review and guidance, samples of ALP projects and Executive Summaries are available on the SBSLI website. The intentions for posting the sample reports are for your information and to provide samples of executive summaries and entire ALP projects. These samples overtly illustrate the elements of the Adaptive Leadership model and are not exemplary models to copy. Your paper may look unique (and should look unique) when compared to these samples because the Adaptive Leadership projects are unique to your situation and professional culture. What all papers should have in common are the elements of the model (refer to bolded headings from pages 19-21 in your leadership log booklet for the elements). The result is a completed paper in Session 7, with all corrections made and all the required elements of the Adaptive Leadership Model focusing on your issue. This completed paper will assist you in writing your Executive Summary for Session 8.

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Lastly, in Session 8 you are required to turn in an executive summary paper to accompany your completed paper supporting the development of the final presentation for executive level staff. The entire ALP project is your own to keep or to submit to your executive staff as an adaptive issue proposal or a project proposal.

**Adaptive Leadership Project Committee Schedule**

Session 2 – Committee formation and review of Student ALP document 2.08b

Session 3 – *Identification and Diagnosis* of your adaptive leadership project

Session 4 – *The System* as it relates to your adaptive leadership project

Session 5 – *Yourself in the System* as it relates to your adaptive leadership project

Session 6 - *Deployment Plan* as it relates to your adaptive leadership project

Session 7 - Sharing and Certification of Adaptive Leadership Model in small groups

You begin the process of developing a project proposal by first completing the worksheet 1.16a, *Identification and Diagnosis* with four issues within your agency between sessions 1 and 2. Then you will review the student guide regarding your Adaptive Leadership project in session 2 with a particular focus on *Identification and Diagnosis* followed by a brief narrative paper on the issue you have selected for your project. The narrative paper is submitted in session 3, with *Self-Rubric: Identification, 3.13.* You will use the rubric to guide you in the development of your project and self-rate your paper. The paper and rubric will be returned to you with facilitator feedback and comments.

During the intersession, you will <u>add</u> a section to your paper on *the System and your Adaptive Issue*. The paper is submitted in session 4, with *Self-Rubric: The System, 4.06.* The paper and rubric will be returned to you with facilitator feedback and comments. You continue to add sections of the Adaptive Leadership model to your paper in the remaining class sessions. Session 5 will cover *Seeing Yourself in the System* and will be submitted with the *Self-Rubric: You in the System, 5.03a.* The final part, *Deployment Plan of Your Adaptive Leadership Project* will be submitted in session 6, with the *Self-Rubric: Deployment, 6.11.*

In essence, you submit the same paper each session with appropriate editing based on session feedback and an additional section completed during subsequent months. The result is a completed paper in session 7, with all corrections made and all the required elements of the Adaptive Leadership Model focusing on your issue. Use this paper to write your Executive Summary for session 8.

Session 8 – Presentation to class of Adaptive Leadership Project as if to agency executive staff along with Executive Summary document using presentation skills learned in Session 4.

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**Adaptive Leadership Project (ALP): The Requirements**
**Reading is from the book <u>The Practice of Adaptive Leadership</u>**

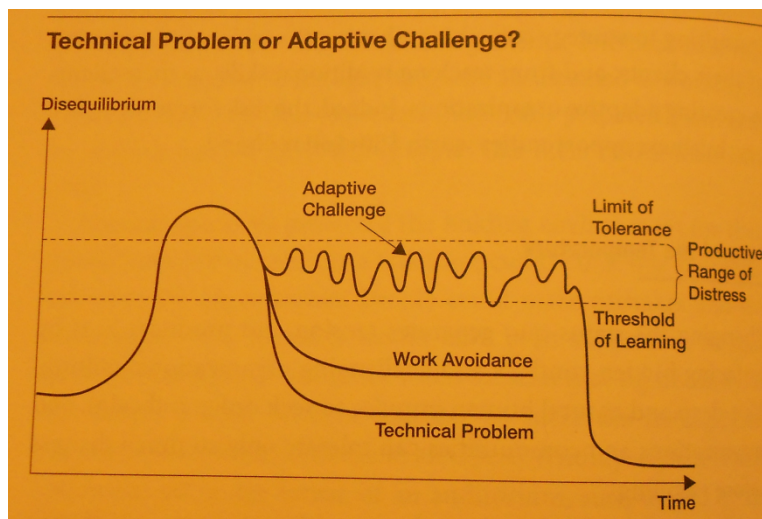**Identification and Diagnosis - Part I and II (Chapters 1-7)**

- What are some continuing issues in your organization that have caused disequilibrium and frustration with no resolution in sight?
- What are the histories of these issues? What are some responses to the disequilibrium?
- What mechanisms to regulate stress are within your control given your authority?
- Issues in your organization that may require a change in values, beliefs, or behaviors to resolve.

*Indicators*
- What are the indicators yours is an adaptive and not technical issue?
- Regarding your issue, what are the changes in whose values, beliefs, or behaviors would allow progress on these issues?
- What are the indicators?
- What are some options for understanding cultural norms and forces? **(page 57)**

*Organization*
- What are the work avoidance patterns? **(Chart below, Figure 2-1, page 30)**
- What are the avoidance patterns saying about the nature of the adaptive challenge and the work issue compromises?

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**Mobilizing the System – Part III  (Chapters 8-12)**

*Make Interpretations* **(Chapter 8)**
1. Describe your interpretations of your observations related to your adaptive issue

*Design Effective Interventions* **(Chapter 9)**
2. Read pages 125 - 132 and talk about how you plan on developing interventions
3. What are the indicators your issue is ripe?  What would ripen the issue?
4. What steps will you take to ensure you hold steady?

*Act Politically* **(Chapter 10)**
5. Identify the stakeholders in this issue.  Who will be your allies?  What is their authority (formal/informal)?
6. Who is the opposition?  How will you work with them?
7. How will you manage authority figures?
8. Describe some of your interpretations of your observations related to your adaptive issue
9. What are some strategies to protect the voices of dissent?

*Orchestrating Conflict* **(Chapter 11)**
10. Explain how you plan to orchestrate conflict while maintain productive levels of tension and stress.
11. List and explain the unproductive behaviors related to your adaptive issue
12. Explain how you plan to use discomfort to drive process
13. Describe how you will create a holding environment to direct creative energy towards conflicts while providing safety to those addressing difficult problems
14. Determine how you might regulate the heat with those impacted by your adaptive project.
15. Monitor tensions related to turning up the heat and orchestrating conflict in your project.
16. Describe who will you give the work back to and how will you work with them to facilitate the process.

*Build an Adaptive Culture* **(Chapter 12)**
17. Explain how you plan on leveraging unusual networks
18. Identify the elephants that need to be named in your issue
19. Explain who you plan on developing leadership capacities in your project.
20. What are some of your sources of independent judgment?
21. What are your plans for implementing Institutionalize reflection and continuous learning?

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**Seeing Yourself in the System of Your Adaptive Project– Part IV (Chapters 13-18)**

- Describe your awareness of the influences that your identities, loyalties, and triggers have on your patterns of decision-making regarding your adaptive issue.

*Identities*
- Explain how do your behaviors, emotions, and decision-making patterns change depending on who you are with and in what situation related to this project?

*Loyalties*
- Identify and prioritize your loyalties related to your adaptive project
- How might your loyalties contribute to your adaptive issue?

*Triggers*
- What sets you off as you think about those involved in your adaptive project?
- What stimulates extreme responses as you work through your adaptive project?

*Tolerances*
- As you think about your adaptive project what are your boundaries for participation in difficult situations?

*Roles*
- Of all the groups you belong to, how do those roles influence your contribution and participation in your project?

*Purpose*
- What is your purpose?
- Explain how are your planned interventions aligned to your purpose?

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**Deployment of your Adaptive Leadership Project– Part V**
**(Chapters 19, 20, 22, 23)**

1. Articulate the plan and its purposes, include a proposed timeframe or timeline.
2. Explain how you plan on engaging courageously by watching for gaps between your words and actions, conducting needed conversations, creating rituals, and refashioning loyalties as you deploy your project.
3. Explain how you will prepare yourself and others in the experiment and give permission to fail.
4. Explain the review process, benchmarks after project is in place for both intermediate review and long term.
5. What could some indicators of success be for the changes in values and beliefs created by this ALP?

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# Adaptive Leadership Project (ALP): *The Process and ALP Committee Meetings*

**Session 3: Identification and Diagnosis**

You will meet with your ALP Committee that was set up in Session 2 to discuss your progress. Specifically you will share and receive feedback on the *Identification and Diagnosis* stage of your project to determine the accuracy and relevance of your adaptive issue. Using the *Committee Feedback* document you will each provide feedback to each other focusing on specific details within the identification and diagnosis steps of the Adaptive Leadership Project.

In Session 3, submit your intersession assignment from Session 2 explaining your diagnosis and identification of the adaptive issue in your law enforcement organization. Your facilitation team will provide additional support to ensure your diagnosis is accurate and actionable.

To facilitate the conversation within your committee, provide responses that reveal your thinking about adaptive issues and how your thinking addresses each prompt within the identification and diagnosis stage.

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**Session 4:  Mobilizing the System**

When you meet with your ALP committee during this session the focus is on how you are addressing the adaptive issue through the lens of mobilizing the system. Again, formal feedback will be generated within your committee and by your facilitators to assess how effectively and accurately you are analyzing the relationships and characteristics of the system through the lens of adaptive leadership.

As in session 3, provide documentation for your committee members illustrating your analysis of the system through the lens of adaptive leadership.

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**Session 5: Yourself in the System**

Several areas of focus are addressed in this stage of the project. Specifically, **you** are the focus of this stage. Provide documentation for your committee members that address each facet identified in the Adaptive Leadership Requirements section of this document.

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**Session 6: Deployment of Your Adaptive Leadership Project**

The deployment stage of your Adaptive Leadership Project explains how you would rollout your plan. It is not required that you deploy your plan, however it is important for you to think through how you would implement the plan. By knowing and planning how you would deploy your project, your committee members will better understand your thinking and strategies.

Create a document that clearly delineates your deployment strategy for your committee members for maximum feedback.

**Session 7: Presentation of ALP Phases**

You will receive a blank template in session 7 to support your explanation (5-7 minutes per student) of your project. The template will be created individually within your committee.

Each student then shares the components of the Adaptive Leadership (AL) Model found in their ALP to a different small group (4-5 students). This portion is about demonstrating your understanding of the AL model. The new group of students will complete the ALP rubric (7.08c1/8.02) during your presentation to provide you with feedback. Facilitators will also provide feedback regarding your understanding of the AL Model.

Your completed ALP paper with all revisions from prior sessions will be due in this session. It will be briefly reviewed then placed in your class binder until session 8.

**Session 8: The Presentations**

Present an executive summary in a 15-minute segment with a five minutes question and answer period (20 minute total) as if you are presenting at your Agency Head's Executive Staff meeting. Use visuals that incorporate the easel, PowerPoint, handouts, or other visual aid. The purpose of this presentation is to practice delivering a project proposal to executive leadership and to practice presentation skills.

For this session, the ALP paperwork due is the Executive Summary only. Samples of Executive Summaries are available on the SBSLI Network. You may also use the "Suggestions for Writing Executive Summaries" in your leadership log booklet.

In developing your presentation and executive summary, use side two of the ALP rubric (7.08c1/8.02) as a reference. Several of your peers and your facilitation team will complete side two of the ALP rubric during your presentation and provide additional feedback after your presentation.

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