

## The Art and Practice of Adaptive Leadership

*Disrupting the Status Quo and Mobilizing for Organizational Change*

Senior leaders today face enormous pressure to lead their organizations in complex, rapidly changing environments. The need for innovative solutions has wrought extensive changes in the art of leadership, and as with any creative discipline, mastery comes with practice.

In this program, you will apply the transformative framework of Adaptive Leadership: a ground-breaking capacity building and leadership coaching approach developed at Harvard University. Learn the art of adapting effectively to disruption (or fomenting it, if necessary). Build skills for activating the potential in people. Practice collaborative methods for designing innovative solutions that drive systemic change.

The program format is highly interactive. You will engage in activities designed to develop your Adaptive Leadership skills, and work collaboratively to tackle your organizational challenges.

### Takeaways

- Exercise leadership with and without formal authority
- Challenge assumptions that may be inhibiting your or your organization's adaptive capacity
- Analyze systemic and organizational dynamics and complexities
- Use effective intervention to implement sustainable change
- Promote open and honest conversations between executives and their teams
- Empower stakeholders to take ownership of organizational challenges
- Develop strategies for active learning amid competing agendas and changing contexts
- Manage the inevitable stressors and dangers of leadership
- Collaborate with others to mobilize collective wisdom
- Address and navigate tough organizational challenges

### Audience

This program is intended for senior managers, executives and directors who wish to evolve a context-specific leadership strategy for maximizing personal and organizational productivity.

## Program Content

### Identifying the Adaptive Work

- Technical vs. adaptive challenges
- Exploring gaps between adaptive challenges and personal values
- Testing multiple perspectives
- Thinking critically and creatively about organizational challenges

### Engaging and Energizing Others

- Working across factions: identifying shared values
- Negotiating with authority
- Creating trustworthy collaborative processes
- Mobilizing engagement and generating innovation

### Giving the Work Back

- Placing responsibility for adaptive work back onto individuals and groups
- Recognizing distractions and ploys of avoidance
- Facilitating agency for others to embrace adaptive work
- Developing strategies for active learning

### Orchestrating Conflict

- Surfacing hidden perspectives
- Accepting group tension and directing it toward the adaptive work
- Depersonalizing conflicts
- Mobilizing a range of evaluations onto the adaptive work

### Regulating Disequilibrium

- Keeping stress levels within a productive range
- Eliciting and protecting diverse standpoints
- Managing the pace of learning and engagement
- Focusing on collective purpose

### Infusing Adaptive Work with Meaning

- Identifying ways in which individual participation matters
- Connecting between specific tasks and shared values
- Discovering options for practicing leadership from any position

## Program Content (cont'd)

### Effective Intervening

- Making conscious strategic choices
- Remaining agile in diagnosing the adaptive work
- Exercising leadership experimentally and tactfully

### Peer Case Consultation Method

- Guided practice and feedback

## Special Features

This program uses the Adaptive Leadership framework, a unique method for experiential learning and peer consultation. Working in groups, you will analyze leadership challenges you are currently facing, and apply the framework to design an action plan for progress. You will also give and receive peer advice—a vital component of adaptive leadership development.

## Program Leader

**Adel Gamar** is an Adjunct faculty member at the UBC Sauder School of Business and CEO of a boutique firm specializing in adaptive leadership, strategy and change management. He is driven to forge effective collaborations among business, government and non-profit sectors while creating lasting solutions. In addition to advising senior leaders of Fortune 500 companies and public sector agencies worldwide, he has taught adaptive leadership and negotiation at Harvard and served as Education Specialist at UNESCO. He also co-facilitated the Think Tank on Global Education: Empowering Global Citizens.

## To Register

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