ADAPTIVE LEADERSHIP AND DESIGN THINKING

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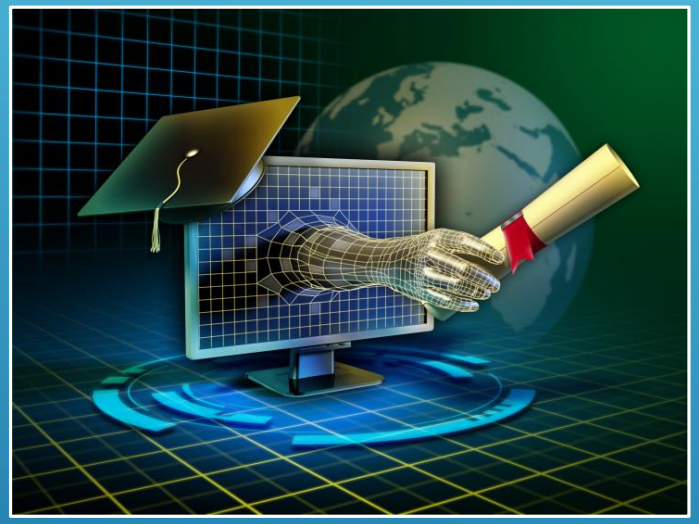


THE CONTEXT OF "NOW" IN HIGHER EDUCATION

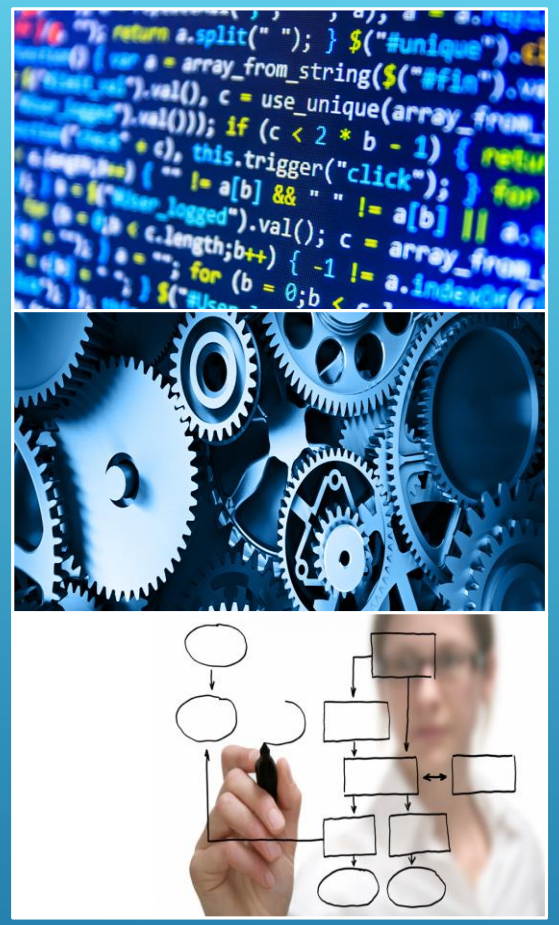
- **“Employee resistance to change and management behaviors, not budget or resources, are the primary factors in 70% of failed change management programs.”** –McKinsey & Company

ARE YOU THE PROBLEM?

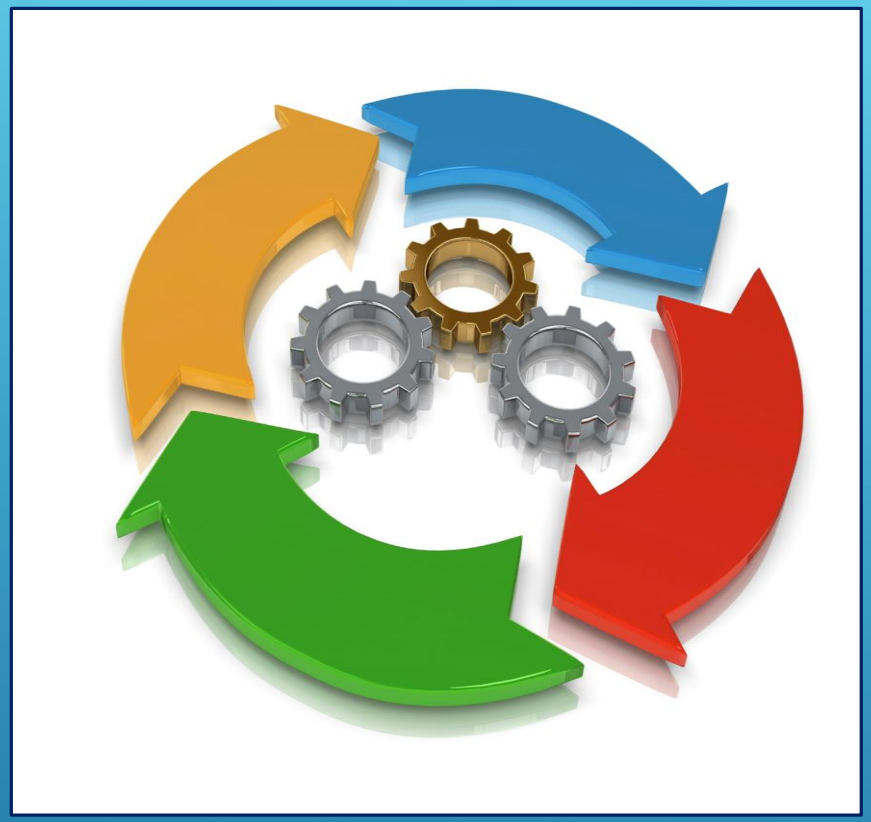
ADAPTIVE LEADERSHIP + DESIGN THINKING

- **Adaptive Leadership and Design Thinking are two well regarded forms of organizational practice.**
  - Adaptive Leadership was born on the East Coast, is pragmatic and severe, somber and formal, highly established and highly "Establishment" in its orientation.
  - Design Thinking, is a product of the West Coast, is optimistic and playful, sunny and casual, innovative and entrepreneurial.

- **Technical Infrastructure**
  - Software
  - Machinery
  - Process



- **Cultural Infrastructure**
  - Teams
  - Culture
  - Leadership
  - Change



ADAPTIVE LEADERSHIP

- **"…change that truly transform an organization, be it a multibillion-dollar company or a ten-person sales team, demand that people give up things they hold dear: daily habits, loyalties, ways of thinking. In return for these sacrifices, they may be offered nothing more than the possibility of a better future."**
  - *–Heifetz & Linsky, HBR 2002*

TECHNICAL VS ADAPTIVE CHANGES

Technical

- Clearly defined problem
- Clear and known solution
- Evokes a rational and logical response
- Uses existing processes, practices and behaviors
- Led with authority

Adaptive

- Not clearly defined problem. Requires learning
- Solution unknown-requires learning, experimentation and gathering more information
- Evokes an emotional response
- Challenges existing processes, practices and behaviors
- Requires engaging stakeholders and bringing them along

TECHNICAL OR ADAPTIVE?

Navigate

Win and win

Empathize

Self-correct

4 DIMENSIONS OF ADAPTIVE LEADERSHIP

NAVIGATE THE ENVIRONMENT

- Manage the context in which actors interact, not the instruction set.
- Cultivate a diversity of perspectives to generate a multiplicity of options.
- Allow leadership to be shared and to emerge from the given context.
- Constantly question the world around you.

LEAD WITH EMPATHY

- See the world through the eyes of others.
- Create a shared sense of purpose.
- Reward accomplishment with autonomy.

- Enable individuals and teams to learn through experimentation.
- Develop your organization's "signal advantage."
- Increase the agility which the college is able to correct itself.

LEARN THROUGH SELF-CORRECTION

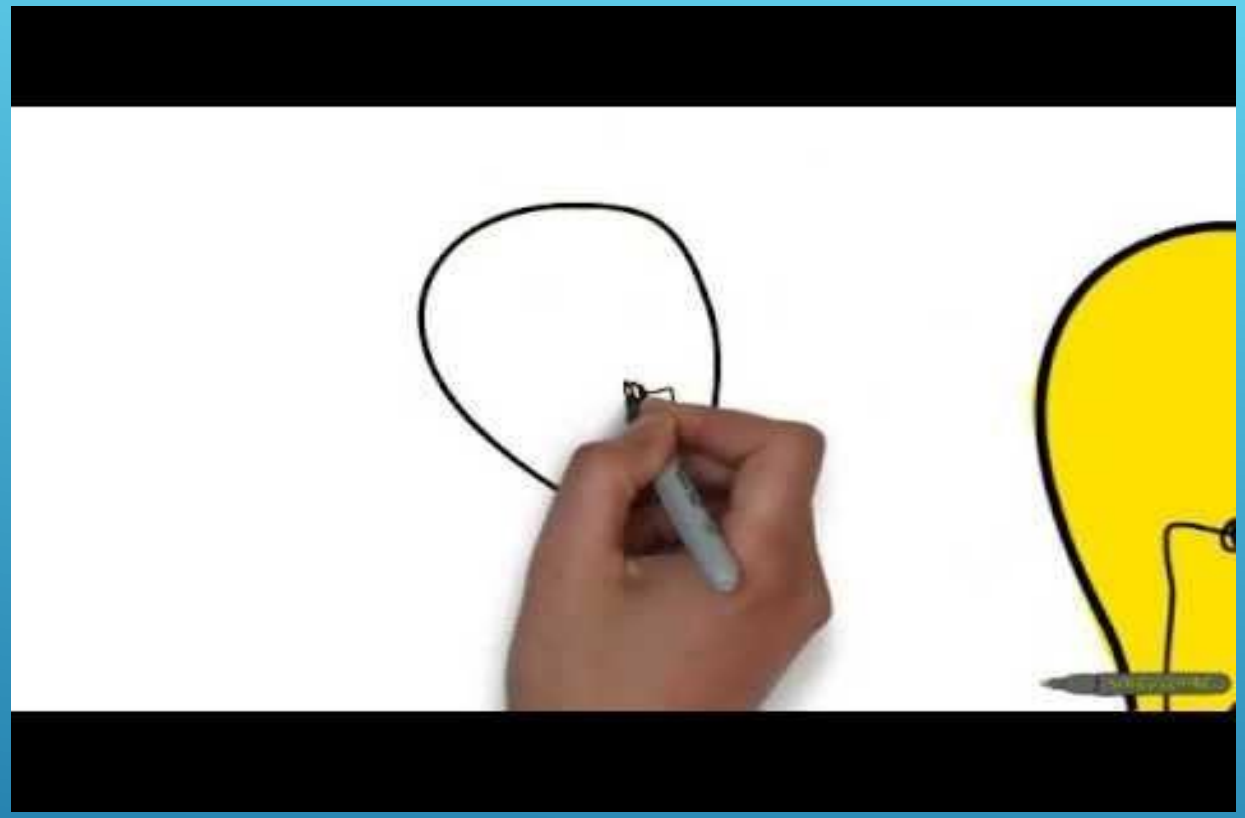
CREATE WIN-WIN SOLUTIONS

- Build platforms for collaboration.
- Deploy leadership influence beyond the boundaries of the college.
- Align the business model with its broader social and ecological context to create “social advantage” and strengthen the college’s sustainability.

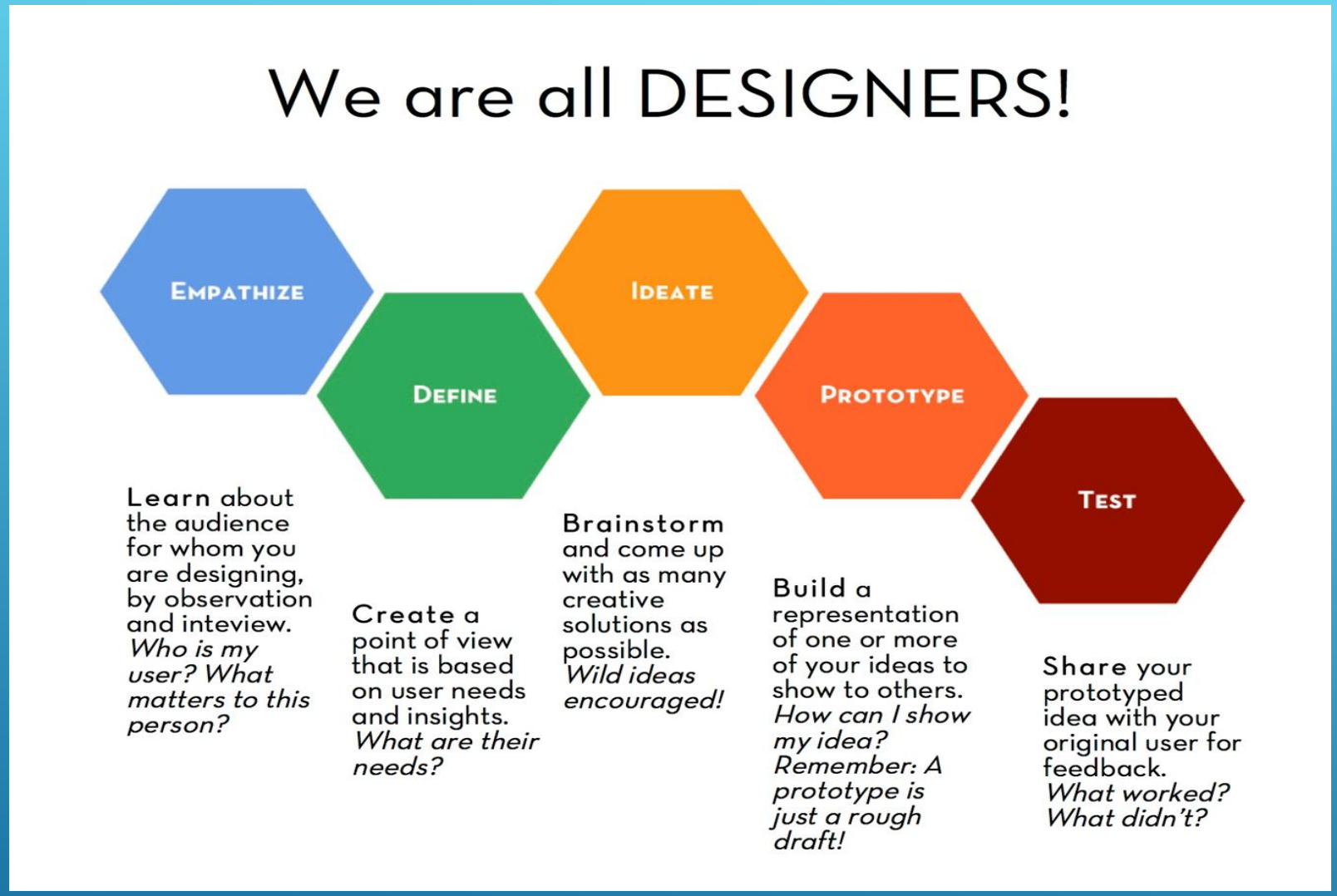
SELF-ASSESSMENT

- How many of the adaptive leadership practices we have discussed do you currently employ?
- Do you have the right leadership dimension skills for your college “now”?
- What changes could you make to develop a more adaptive approach to leadership?

ADAPTIVE LEADERSHIP + DESIGN THINKING



WHAT IS DESIGN THINKING?



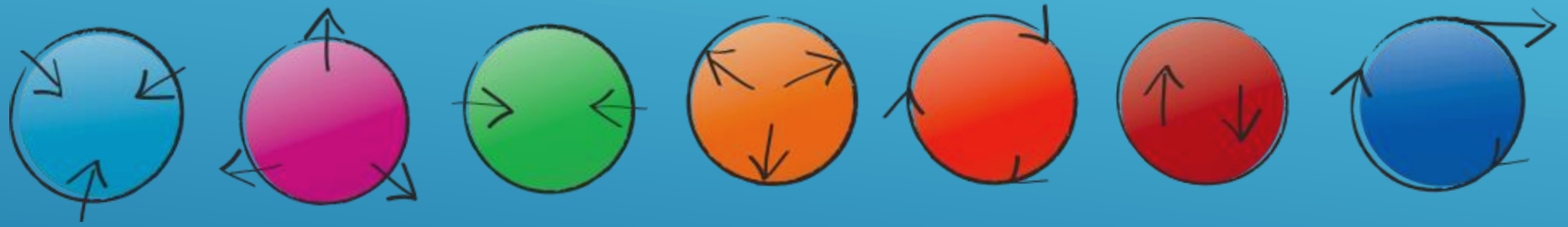
SOLUTIONS BY DESIGN

human centered

mindful of process

culture of prototyping

MINDSETS



bias toward action

radical collaboration

show don’t tell

TIME TO DESIGN

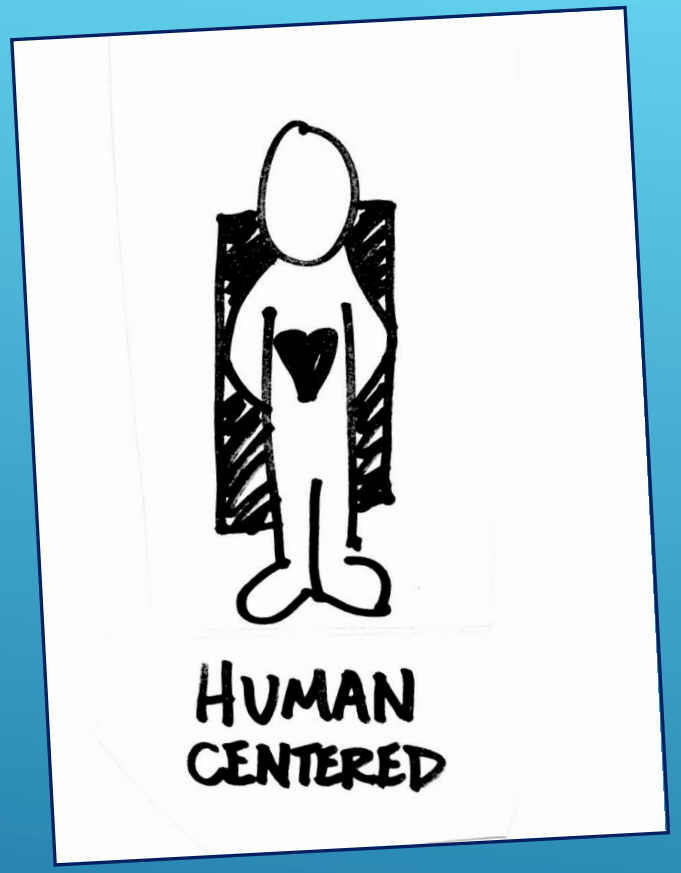
- Divide up in groups of 3-4 people
- Introduce yourselves
- Time to act

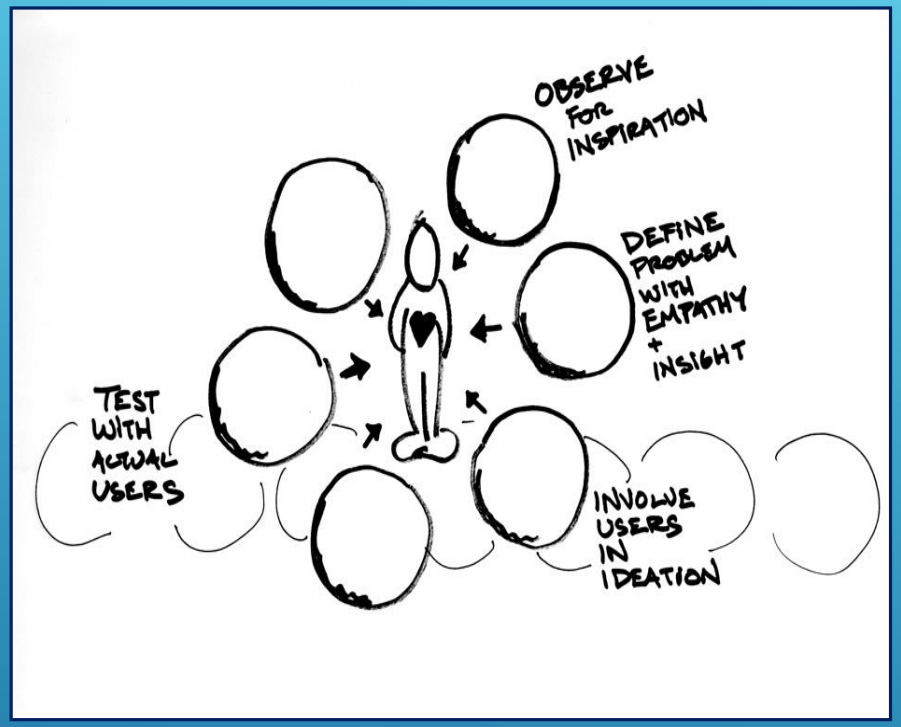
AREAS OF FOCUS

- Faculty & Staff Engagement
- Economic/Workforce Development
  Community Members/Industry Leaders
- Student Success/Retention

EMPATHIZE

- Think of your specific challenge & audience
- Create an empathy list to serve as your foundation
- How might they feel about the challenge
- Create an empathy map with your group



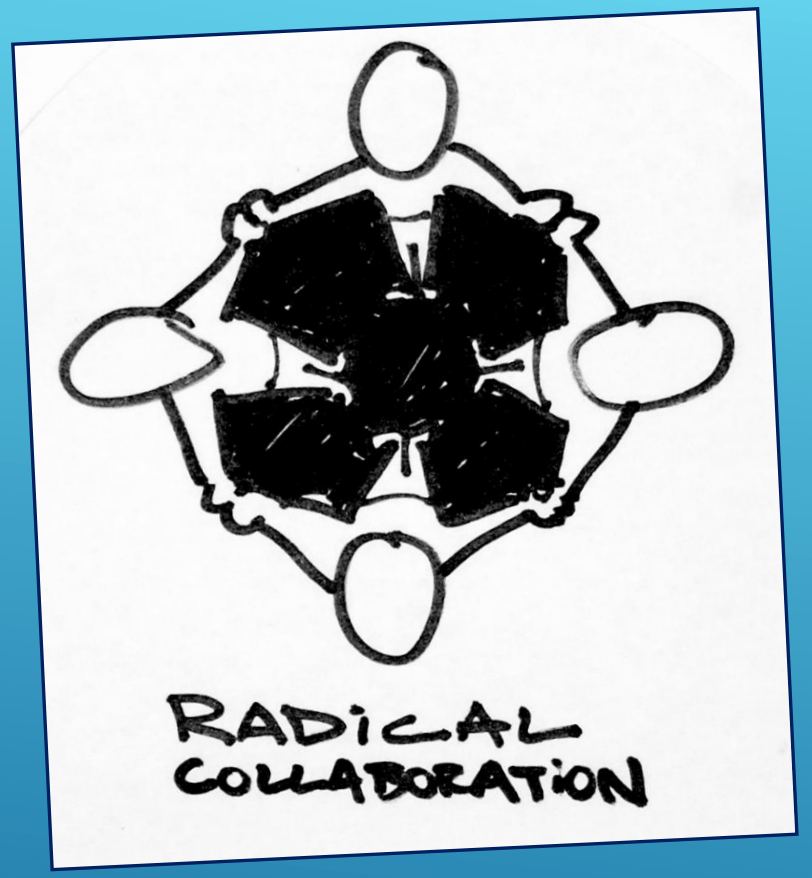


- Define what those impacted might need and feel
  - Technical & Cognitive Skills
  - Psychological & Emotional Traits

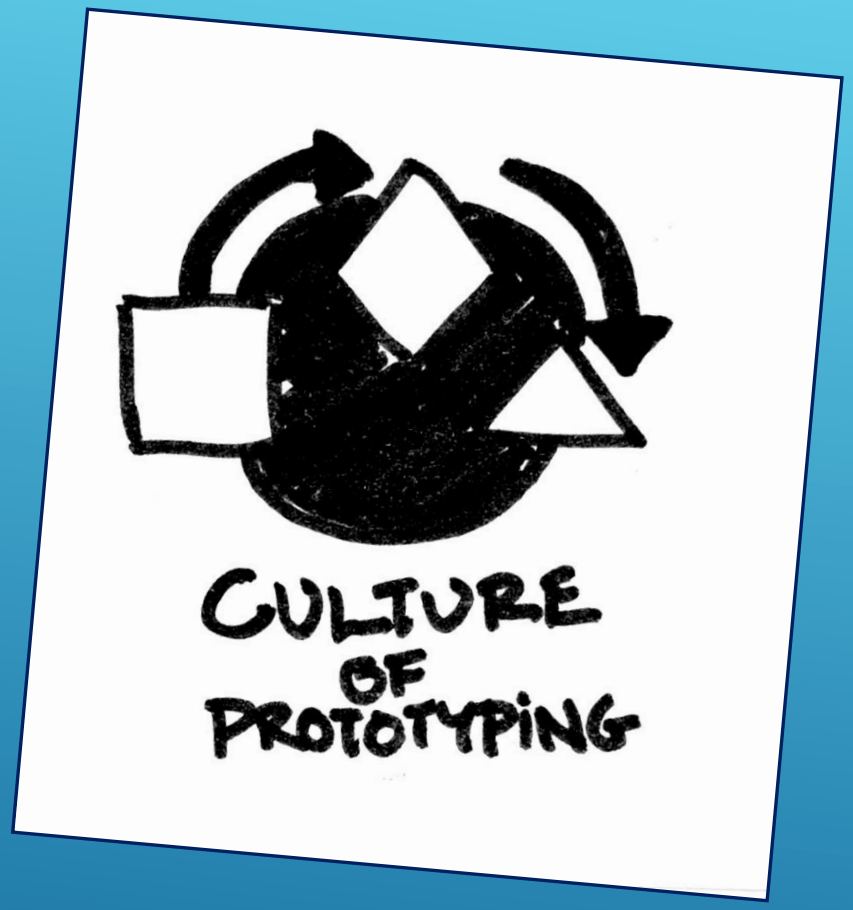
DEFINE WITH EMPATHY & INSIGHT

IDEATE

- How can you incorporate these skills & traits in your plan?
- How can faculty/community members/students participate?



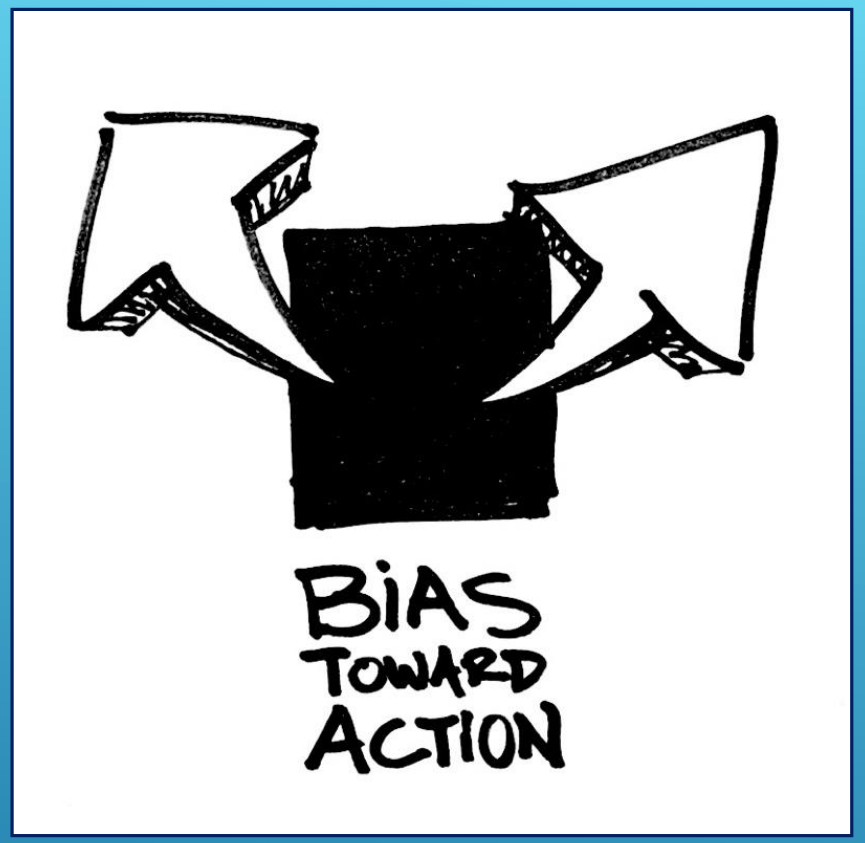
PROTOTYPE



- Prototype at least one lesson, strategy, or teaching technique that you can implement next week

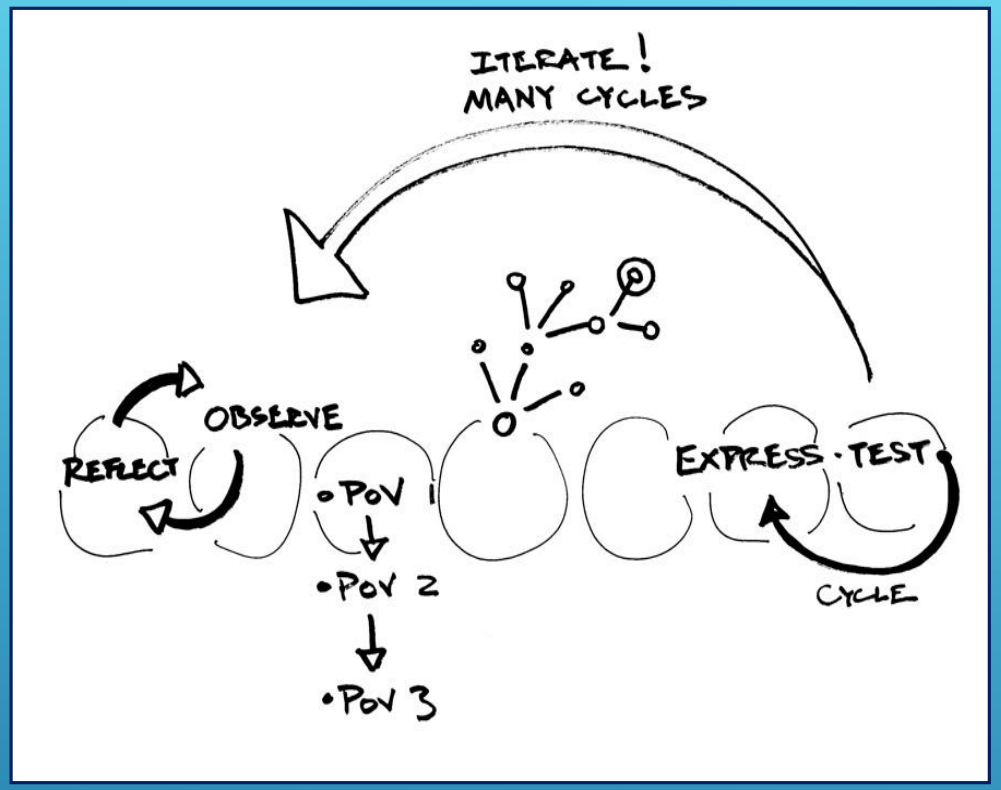
ACT & ITERATE

- Try your prototype
- Present to the group as the prototype, not a presentation
- Up to 7 minutes
- Collect feedback
- Iterate



ITERATE & SHARE

- Please share with us how you think you could use Design Thinking to approach a challenge
- We are in this together!



QUESTIONS AND DISCUSSION