Management, Leadership and organisational behaviour

Group XI
Case Study on Leadership and organisational behaviour

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Adaptive Leadership

“The difference between a beginner and the master is that the master practices a whole lot more”

-Yehudi Mehnuhin

Adaptive leadership is the practice of mobilizing people to tackle through challenges and thrive

<table>
<thead>
<tr>
<th>Kind of Challenges</th>
<th>Problem Definition</th>
<th>Solution</th>
<th>Locus of Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>Clear</td>
<td>Clear</td>
<td>Authority</td>
</tr>
<tr>
<td>Technical and Adaptive</td>
<td>Clear</td>
<td>Require Learning</td>
<td>Authority or Stake Holder</td>
</tr>
<tr>
<td>Adaptive</td>
<td>Require Learning</td>
<td>Require Learning</td>
<td>Stake Holder</td>
</tr>
</tbody>
</table>
Effective Intervention

1. Get on the balcony
2. Determine the Ripeness of the issue in the system
3. Ask, Who am I in the picture
4. Think hard about your framing
5. Hold Steady
6. Analyze the factions that begin to emerge
7. Keep the work at the centre of people’s attention

Three common confusion of leadership

Leadership = Personal Characteristics
Leadership = Authority
Leadership = Value-free
### Adaptive Leadership and Authority

#### Leadership from a position of Authority

<table>
<thead>
<tr>
<th>Task</th>
<th>Technical</th>
<th>Adaptive</th>
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</thead>
<tbody>
<tr>
<td>Direction</td>
<td>Provide problem definition &amp; solution</td>
<td>Identify the adaptive challenges; Frame key questions &amp; issues</td>
</tr>
<tr>
<td>Protection</td>
<td>Protect from external threats</td>
<td>Disclose external threats</td>
</tr>
<tr>
<td>Orientation</td>
<td>Orient people to current roles Restore order</td>
<td>Disorient current roles, resist orienting people to new roles too quickly Expose conflict or let it emerge</td>
</tr>
<tr>
<td>Conflict</td>
<td>Maintain norms</td>
<td>Challenge norms or let them be challenged</td>
</tr>
<tr>
<td>Norms</td>
<td></td>
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</tbody>
</table>

#### Four Adaptive challenges Archetypes

<table>
<thead>
<tr>
<th>Archetype 1</th>
<th>Archetype 2</th>
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</thead>
<tbody>
<tr>
<td>Gap between espoused values and behavior</td>
<td>Competing Commitments</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Archetype 3</th>
<th>Archetype 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speaking the Unspeakable</td>
<td>Work Avoidance</td>
</tr>
</tbody>
</table>
Adaptive Leadership and Authority

**FORMAL**
- by virtue of position
- Gives upfront capability to demonstrate leadership

**INFORMAL**
- by virtue of respect, trust, admiration
- Benefits

- Identify Adaptive challenge
- Keep Distress in productive range
- Direct attention to ripening issues
- Give work back to People
- Protect voices of leadership
- Latitude for creative deviance
- No multiple expectations
- Frontline Information
- Power beyond compliance

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Project Work - Direct Recruit AAO
Induction Training from 01-02-2019 to 04-05-2019

Regional Training Institute, Jammu

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Adaptive Leadership and Authority

INFORMAL

- Cons

- Little control over holding environment
- Frontline feel to only 1 issue
- Limited resources
- Assume only authoritative leaders can affect change
- Not behind the scene.
LEADERSHIP WITHOUT AUTHORITY

• Persons operating from margins of society
• Senior authority figure leading beyond his pale of authority

Challenges
• People want change but with minimal loss.
• Authority may encourage constituents to confront change or cling to old realities.
• No one takes seriously the non authoritative person

How
• Judge Barometer for System Distress.
• Target large audience.
• Wait for adaptive capacity to increase
• Prioritize disturbing Issues.
• Respect for human defenses
• Make Allies and confidant.
The productive zone of Disequilibrium

**Beware**
Overload them - they avoid learning
Underload them - they grow dependent/complacent
The elegance and tenacity of the status quo

Listen to the song beneath the words

Diagnose the System

Discover structural implications

Recognize default interpretations and behavior

Determine the technical elements and adaptive elements

Surface cultural norms and forces

1. Uncover values driving behavior
2. Acknowledge loyalties
3. Name the losses at risk
4. Realize hidden alliances

Diagnose the political landscape

- Folklore
- Rituals
- Group norms
- Meeting protocols
Mobilize the System

**Make interpretations**
- Reframe the group’s default behavior
- Generate multiple interpretations
- Audition your ideas
- Generate a diversity interpretations

**Design effective interventions**

**Act politically**
- Expand your informal authority
- Find allies
- Stay connected to the opposition
- Manage authority figures
- Take responsibility for causalities
- Protect and engage the voices of dissent

**Orchestrate Conflict**

- **Seven steps to Orchestrate Conflict**
  1. Prepare
  2. Establish ground rules
  3. Get each view on the table
  4. Orchestrate the conflict
  5. Encourage accepting and managing losses
  6. Generate and commit to experiments
  7. Institute peer leadership consulting

**Create a holding environment**
- Before the off site
- During the off site

**Select participants**
**Regulate the heat**
**Give the work back**
Diagnose self

See yourself as a system

Identify your loyalties
Prioritize your loyalties
Name your unspeakable loyalties

Articulate your purpose
Prioritize your purpose
The story you tell yourself

Let yourself be silently drawn to the stronger pull of what you really love
*RUMI*

Broaden your bandwidth
Discover your tolerance

Know your tuning
Know your triggers
Hungers and carrying water

Understand your roles
What roles do you play?
Identify your scope of authority
Action self or Deploy yourself

Stay connected to your purposes
1. Negotiate the ethics of leadership and purpose
2. Keep purposes alive
3. Negotiate your purposes
4. Integrate your ambitions and aspirations
5. Avoid common traps

- **Run experiments**
  1. Take more risks
  2. Exceed your authority
  3. Turn up the heat
  4. Name your piece of the mess
  5. Display your own incompetence

"I have not failed, I've just found 10,000 ways how it won't work."
- Thomas Edison
Action self or Deploy yourself

**Inspire people**

**Be with your audience**
1. Listen with curiosity and compassion, beyond judgment
2. Allow for silence
3. When you are in authority

**Speak from the heart**
1. Hold yourself and others through the emotions
2. Speak musically
3. Make each word count
Engage courageously

• Get past the past
  1. Watch the gaps between your words and actions
  2. Stay in the present
  3. Identify the loyalties you need to refashion
  4. Conduct the needed conservations
  5. Create rituals for refashioning ancestor loyalties
  6. Focus on what you are conserving

• Lean into your incompetence
  1. find structured and challenging learning opportunities
  2. Reframe truths as assumptions

• Fall in love with tough decisions
• get permission to fail
• Build the stomach for the journey

Thrive

• Grow your personal support network
  1. Finding confidants
  2. Satisfying your hungers outside work
  3. Anchoring yourself in multiple communities

• Create a personal holding environment
  1. Create sanctuaries

• Renew yourself
  1. Have a balanced portfolio
  2. Find satisfaction daily and locally
  3. Be coolly realistic and unwaveringly optimistic