

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 Mehnunin

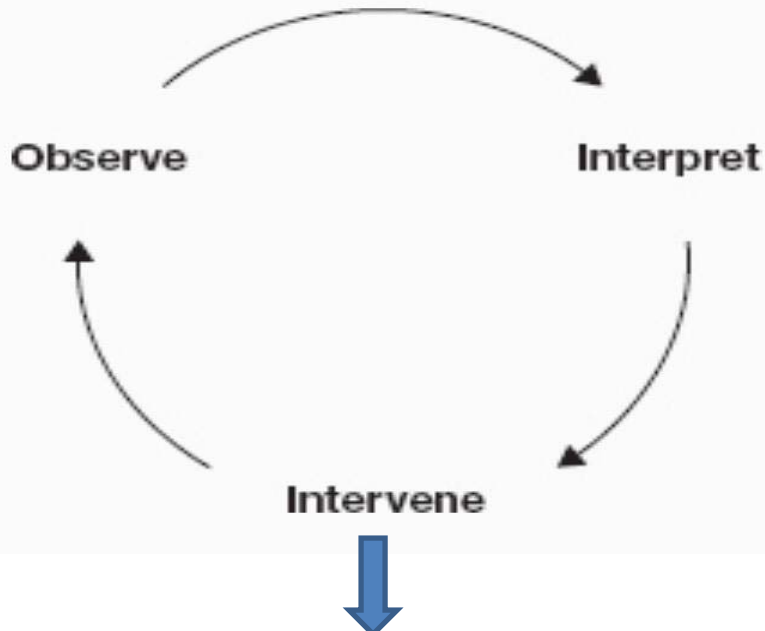
Adaptive leadership is the practice of mobilizing people to tackle through challenges and thrive

Diagnosis System	Action System
Diagnosis Self	Action Self

Distinguishing Technical and Adaptive Challenges

Kind of Challenges	Problem Definition	Solution	Locus of Work
Technical	Clear	Clear	Authority
Technical and Adaptive	Clear	Require Learning	Authority or Stake Holder
Adaptive	Require Learning	Require Learning	Stake Holder

Adaptive Leadership Process



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

Shift in interpretation

Technical	➔	Adaptive
Benign	➔	Conflictual
Individual	➔	Systematic

Three common confusion of leadership

Leadership = Personal Characteristics

Leadership = Authority

Leadership = Value-free

Adaptive Leadership and Authority

Leadership from a position of Authority

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

Four Adaptive challenges Archetypes

Archetype 1 Gap between espoused values and behavior	Archetype 2 Competing Commitments
Archetype 3 Speaking the Unspeakable	Archetype 4 Work Avoidance

Adaptive Leadership and Authority

FORMAL

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

- Identify Adaptive challenge
- Keep Distress in productive range

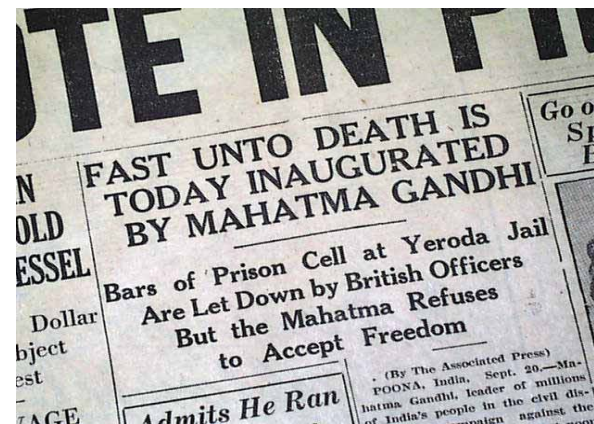
- Direct attention to ripening issues
- Give work back to People

- Protect voices of leadership

INFORMAL

- by virtue of respect, trust admiration
- Benefits

- Latitude for creative deviance
- No multiple expectations
- Frontline Information
- Power beyond compliance

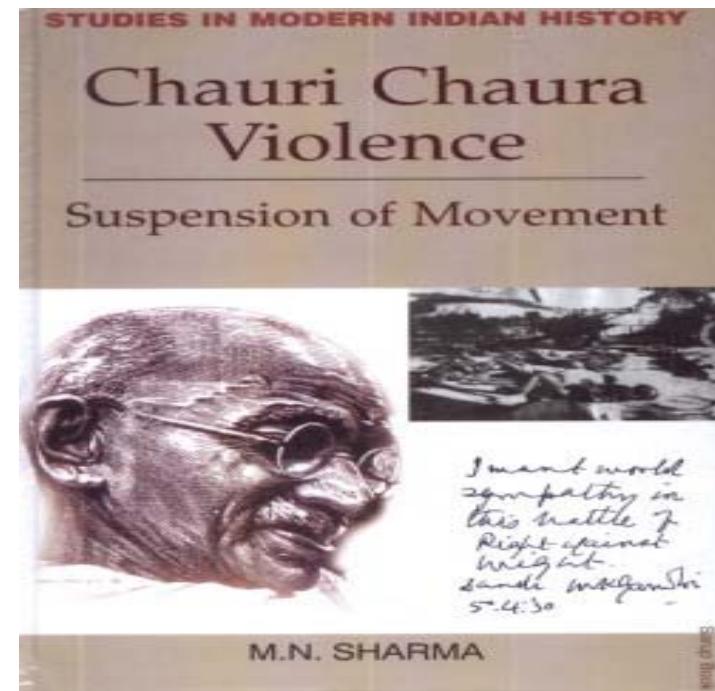


Adaptive Leadership and Authority

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 form 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.

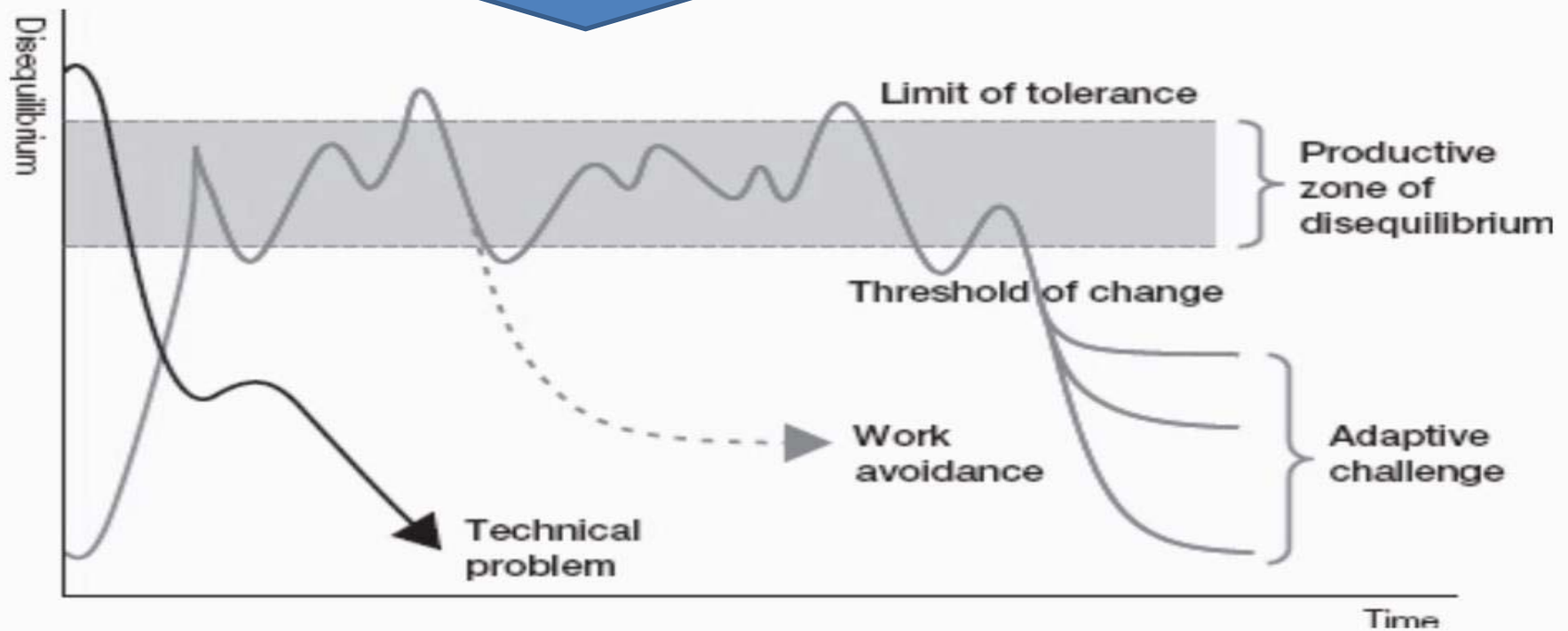


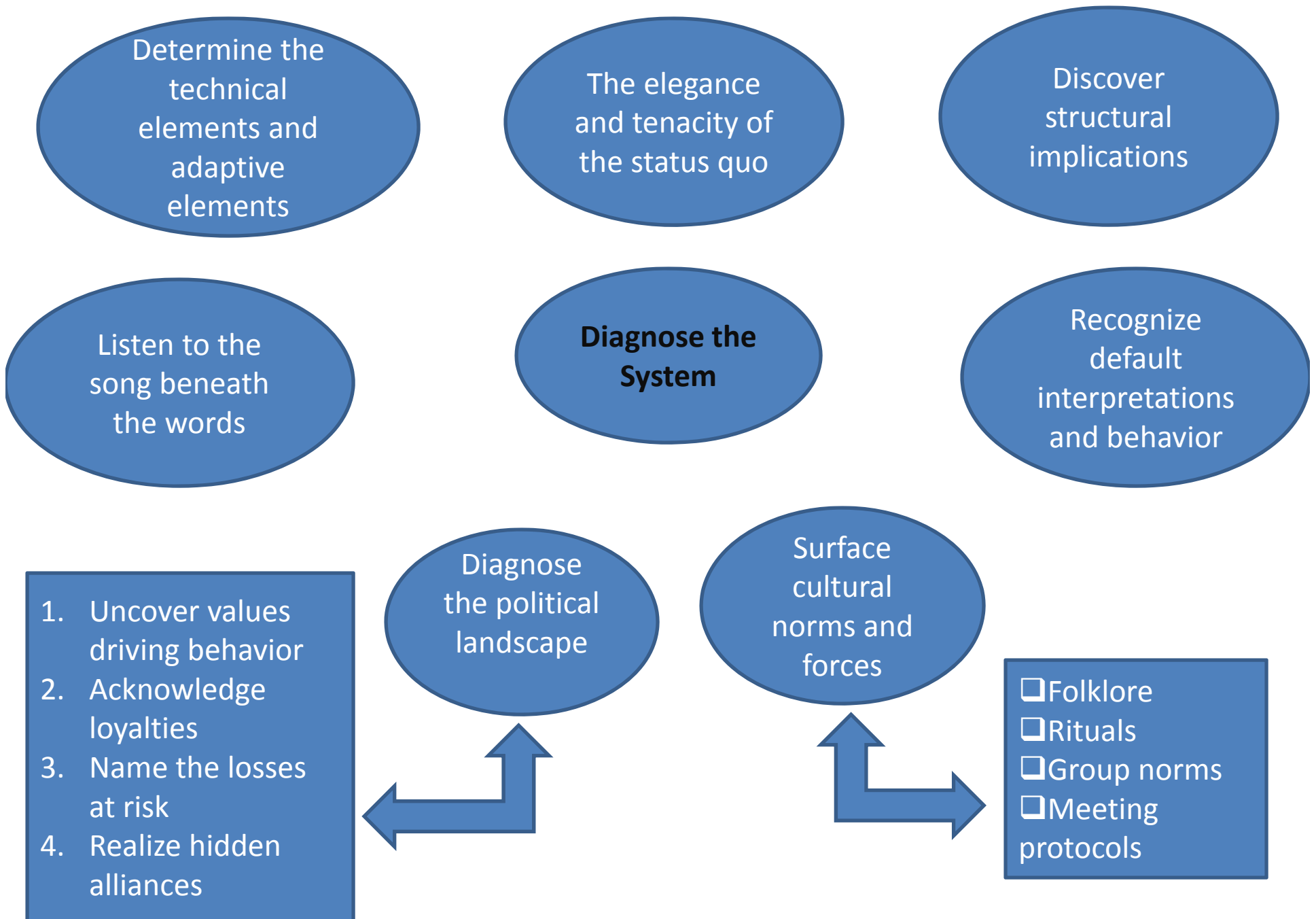
The productive zone of Disequilibrium

Beware

Overload them- they avoid learning

Underload them- they grow dependent/complacent





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

1. Before the off site
2. During the off site

Select participants

Regulate the heat

Give the work back

Articulate your purpose
Prioritize your purpose
The story you tell yourself

Identify your loyalties
Prioritize your loyalties
Name your unspeakable loyalties

See yourself
as a system

Diagnose self

*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

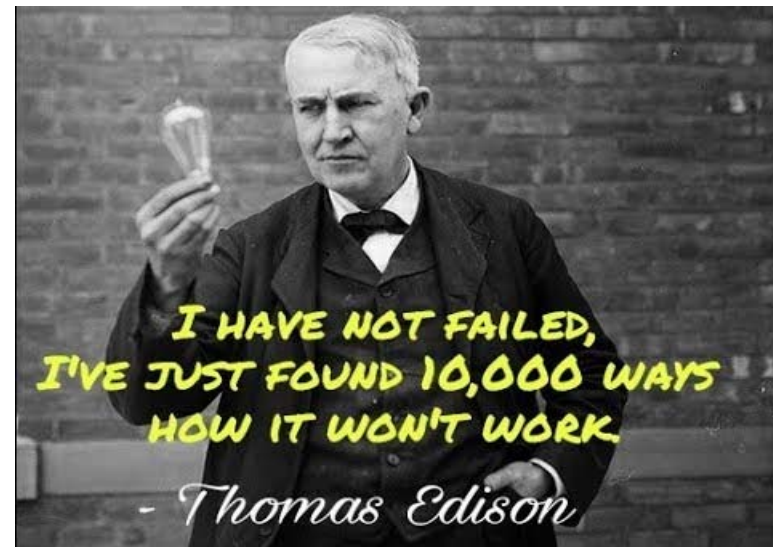
Action self or Deploy yourself

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



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



Contd.....

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

