

LEADERSHIP IN AN ADAPTIVE ENVIRONMENT

A challenge motivates excellence. An adaptive environment creates challenges, which “seek leaders” or “leaders seek”. In this environment leaders must be change agents and innovators. Inspiring members to do adaptive work is considered as the mark of leadership.

The six principles for leading adaptive work:

GET THE BIG PICTURE

As a leader, get a broader picture from different horizons and identify the various patterns of play. Allow your observations to guide your actions. This overview of the entire setting will provide a vision, which is a prerequisite for the following next five principles.

RECOGNIZE THE MAJOR ISSUES

Keep track of the significant issues in hand and frame key questions. Be prepared to bring about changes in values, practices, and relationships throughout your organization.

PROVIDE A STABILIZING FORCE

Encourage the members of your group to see challenge as full of possibilities. Create a suitable ground for dialogues. Provide a sense of purpose, support, orientation, norms and conflict-free environment. Build the confidence of your members.

FOCUSED ATTENTION

Inspire your members to stay focused on the issues that require undivided attention. Build teams with spirit and cohesion. Foster collaboration to unlock the energies and talents available in your organization.

EMPOWER PEOPLE

Help to build the self-confidence of your members that will enhance their self-esteem and personal worth. Develop trust and decentralize authority. This will help the members of your group to assume responsibility. Provide support to your members.

HARNESS DIVERSE VIEWS

Encourage your group members to voice their opinion and views freely. Allow the members to recognize problems, communicate freely, and assume responsibility.