

# **Leadership: The Adaptive Framework**

**Ronald Heifetz**

ronald\_heifetz@harvard.edu

# **The Most Common Failures in Leadership Are Diagnostic Failures**

- **We treat adaptive challenges as technical problems**
- **We do this for both political and personal reasons**

# Essential Questions of Adaptive Change

- **What cultural DNA do we keep?**
- **What cultural DNA do we discard?**
- **What innovative DNA will enable us to thrive in the new and challenging environment?**

# Technical and Adaptive Challenges

## Challenges Often Come Bundled

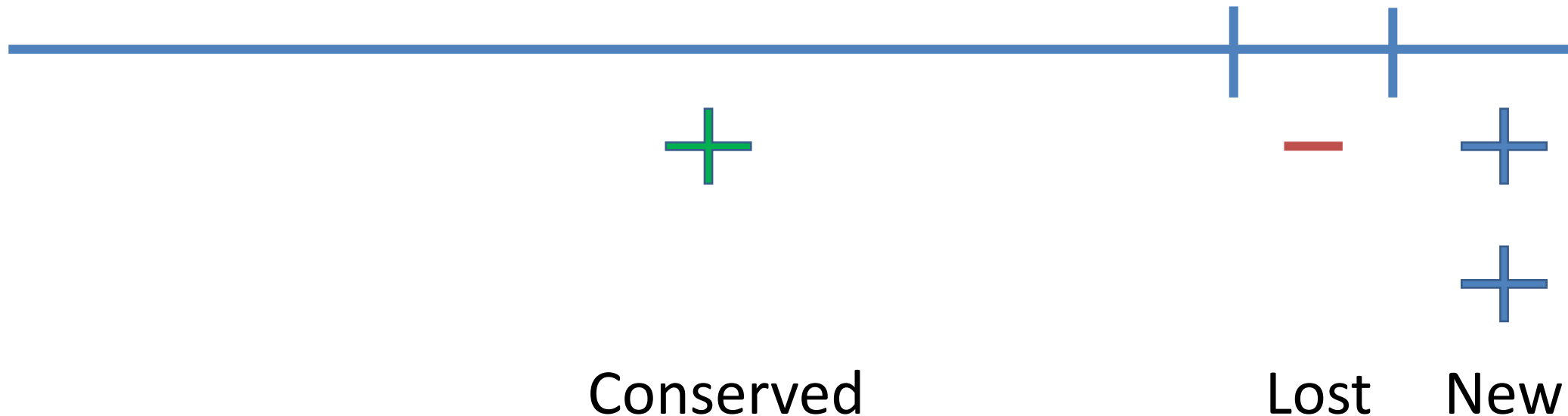
---

Expert/Technical

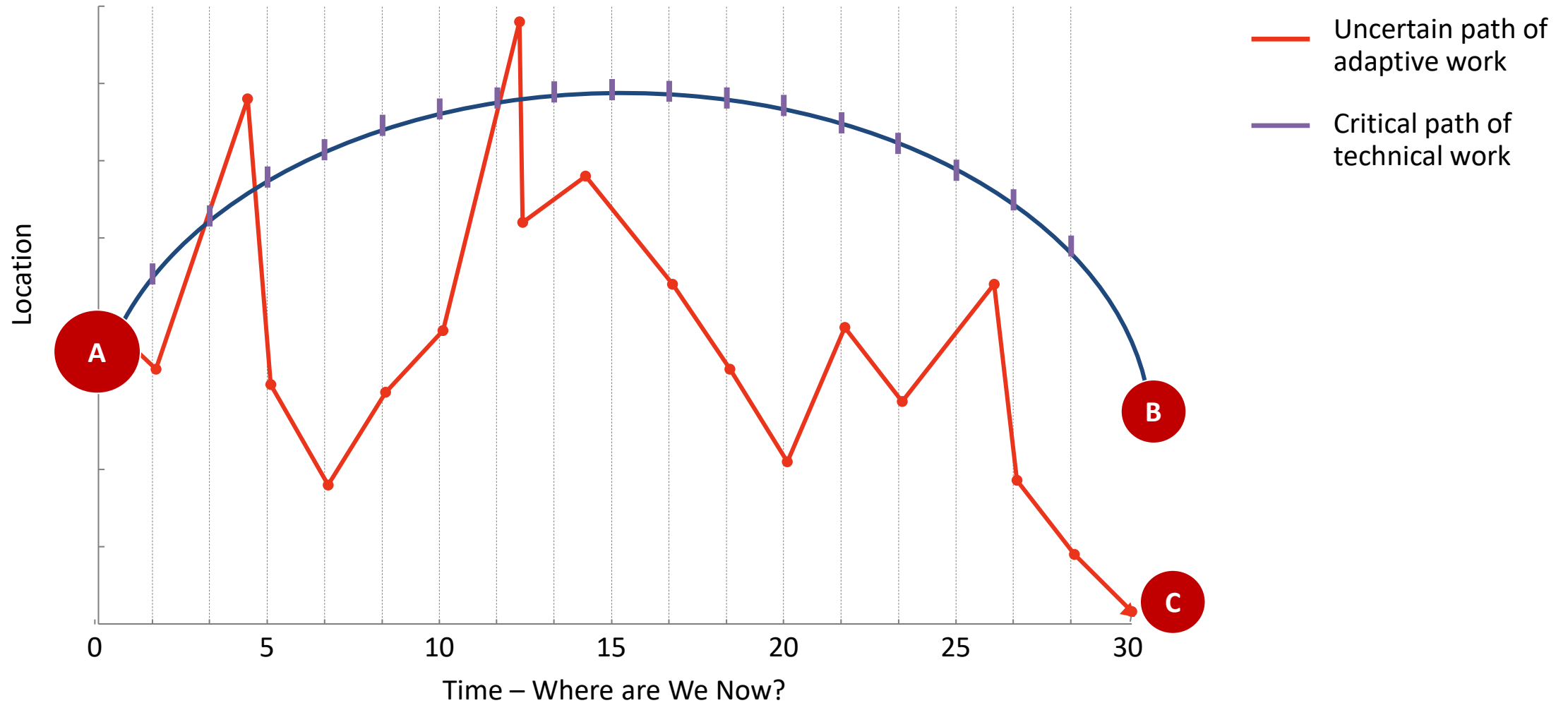
Wicked/Adaptive

# Sustainable Transformative Change is Adaptive and Conservative

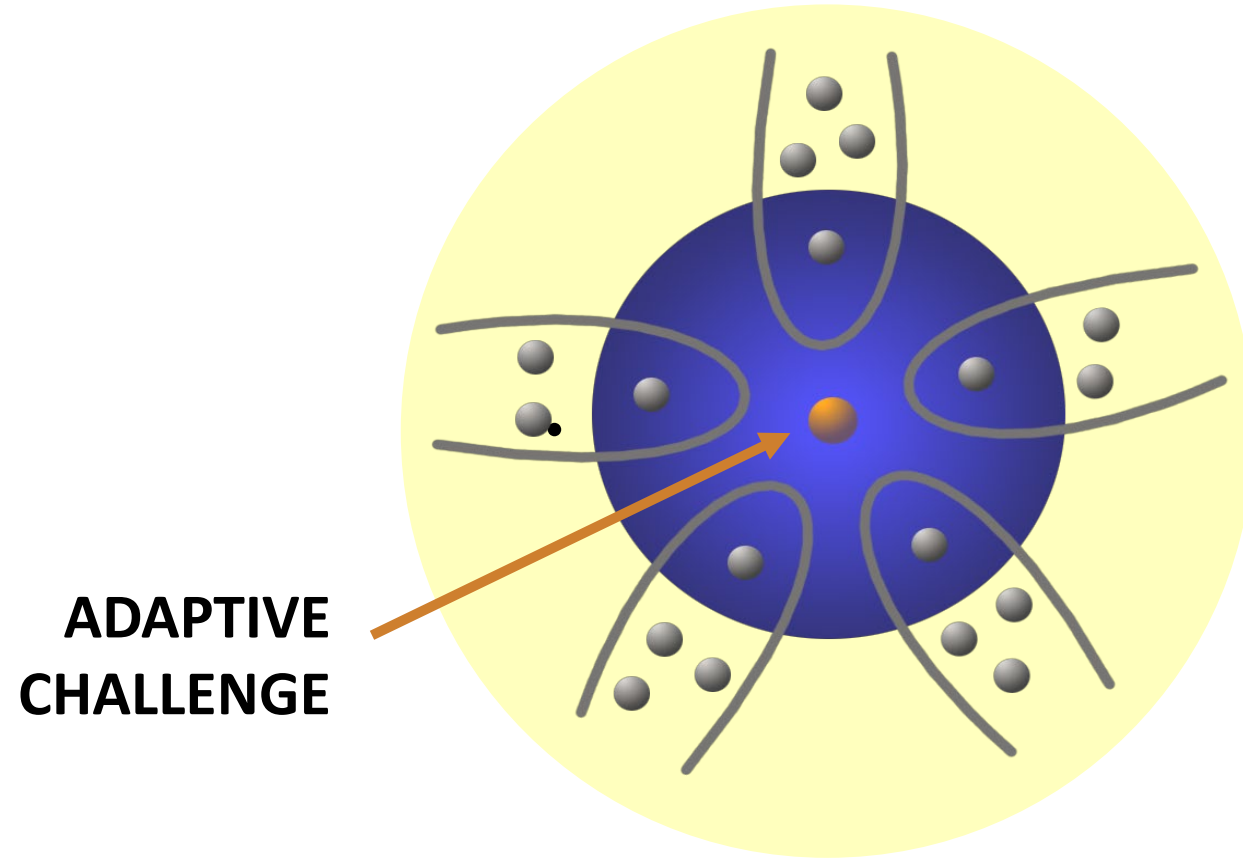
## Cultural DNA



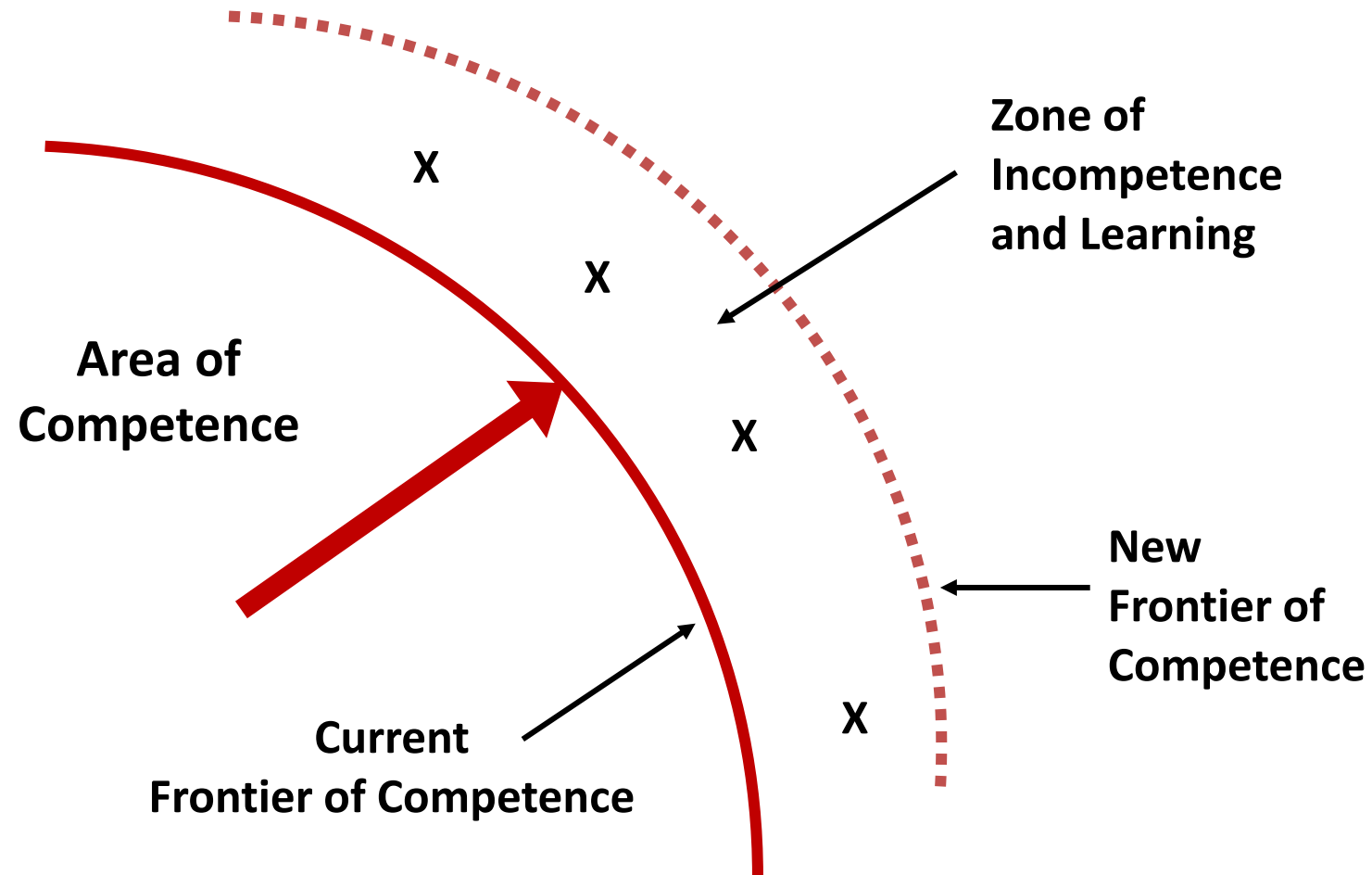
# Adaptive Processes are Improvisational



# The Politics of Leadership



# Losses: Crossing the Frontier of Competence

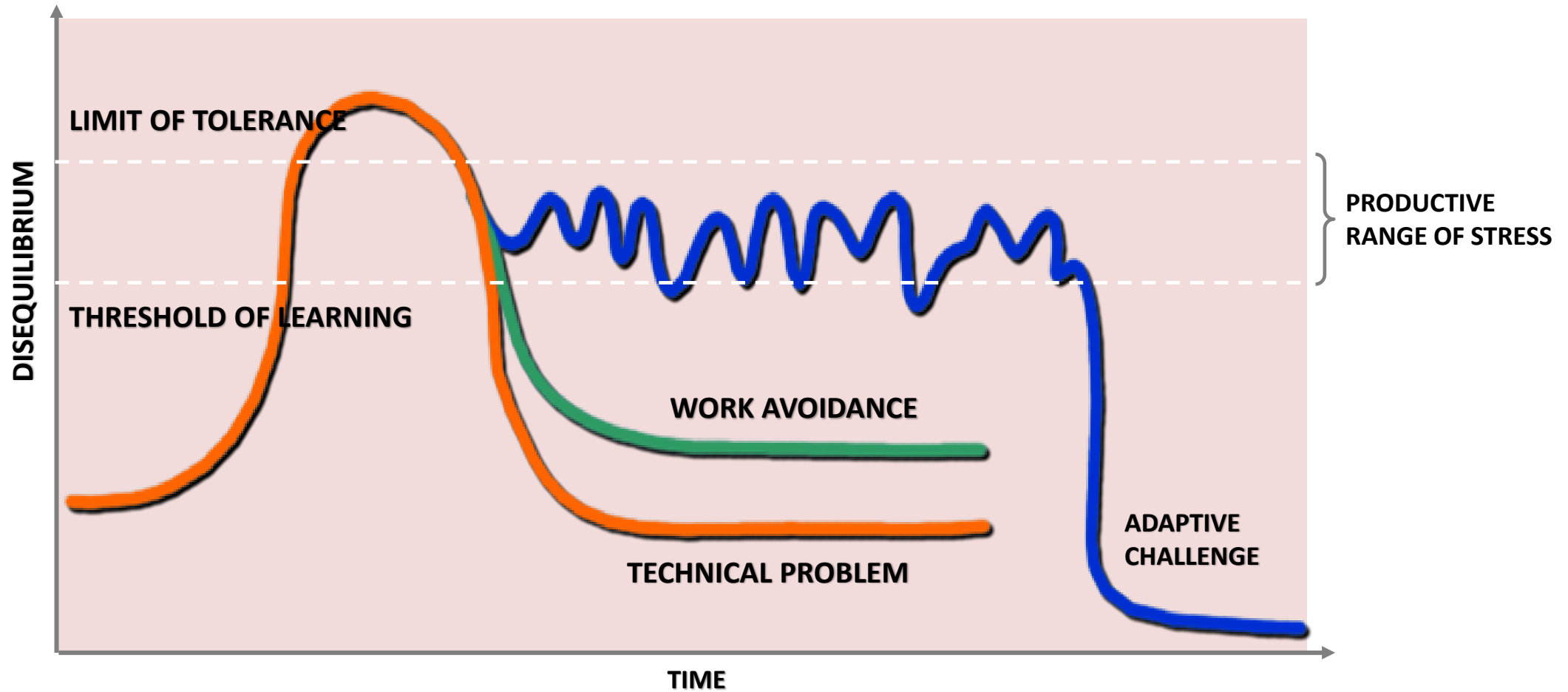




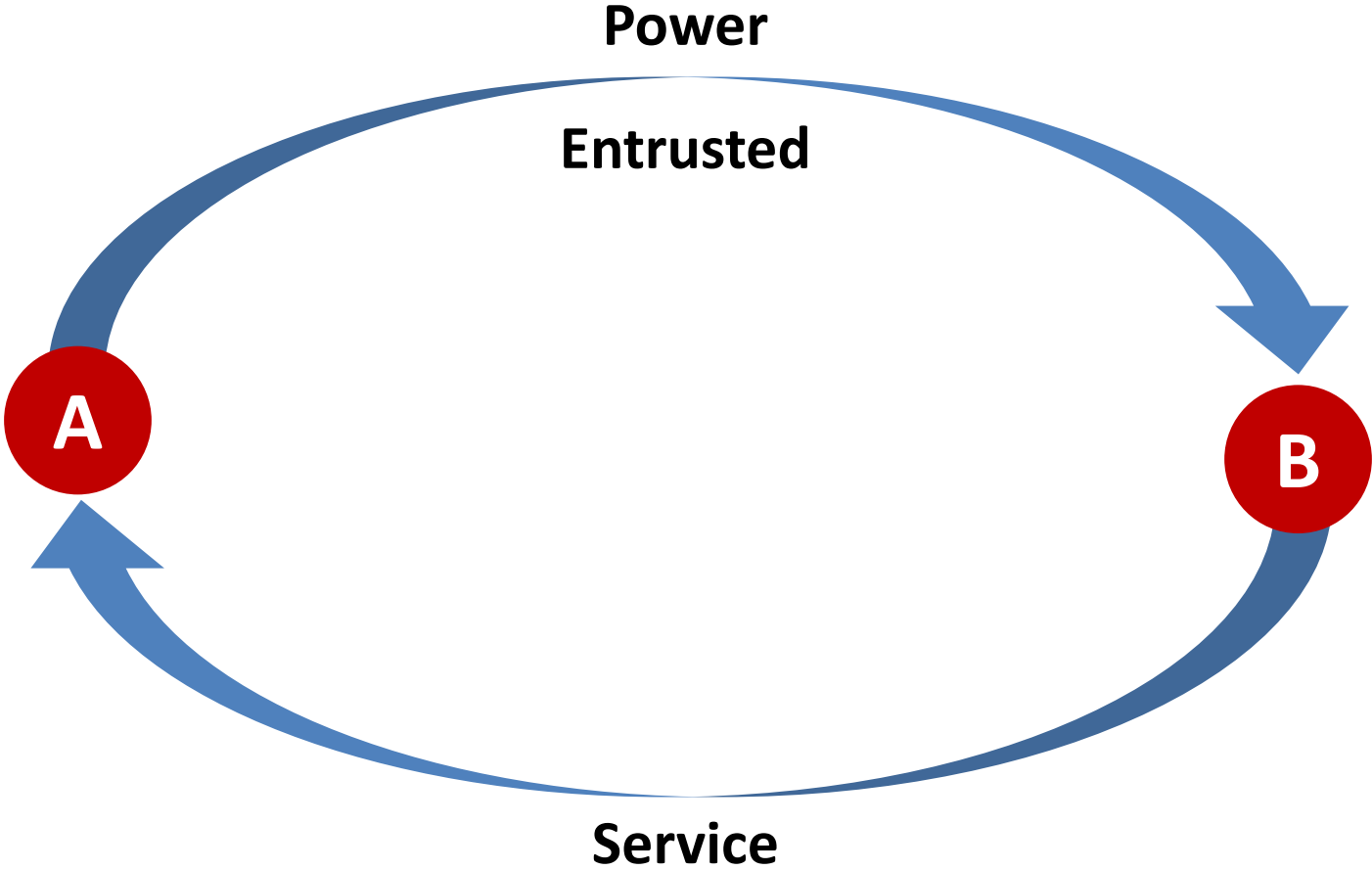
# Evolution of growth



# Time Frames of Technical and Adaptive Work



# Authority Relationships



# Defining Leadership

	Technical	Adaptive
With Authority	Management	Leadership with Authority
Beyond Authority	Managing Up and Across	Leadership Up, Across, and from Outside

# Management and Leadership

**Management is the set of practices that mobilizes the efficient coordination of complex technical problem-solving**

**Leadership mobilizes adaptive change: honoring the essential, discarding the expendable, and innovating to build new capacity**

