CLA

Leadership in Difficult Times

Marty Linsky
September 24, 2009
Leadership and Authority

Scope of Authority

Beyond this Line - Begin to Disappoint Expectations and Take Risks

Dancing on the Edge of Authority into Leadership Territory
## Technical and Adaptive Work

<table>
<thead>
<tr>
<th>Kind of Work</th>
<th>Problem &amp; Solution Definition</th>
<th>Locus of Work</th>
<th>Type of Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>Clear</td>
<td>Authority</td>
<td>Optimize Execution</td>
</tr>
<tr>
<td>Technical &amp; Adaptive</td>
<td>Requires Learning</td>
<td>Stakeholders</td>
<td>Experiments &amp; Smart Risks</td>
</tr>
<tr>
<td>Adaptive</td>
<td>Require Learning</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Work Avoidance and Disequilibrium

DISEQUILIBRIUM

Limit of Tolerance

Threshold of Change

Productive Zone of Disequilibrium

Adaptive Challenge

Technical Challenge

WORK AVOIDANCE

TIME
Essential and Expendable

Management is the efficient oversight of the “Essential”

Leadership is the experimental space where the expendable is abandoned and innovation occurs.

Determining what practices are core to the future and what are obstacles to the future

Testing new practices

Integrating the new practices
## Set of Behaviors

<table>
<thead>
<tr>
<th></th>
<th><strong>Diagnosing</strong></th>
<th><strong>Acting</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>System</strong></td>
<td>- Thinking Systemically</td>
<td>- Using Interpretations</td>
</tr>
<tr>
<td></td>
<td>- Distinguishing Technical From Adaptive Challenges</td>
<td>- Acting Politically</td>
</tr>
<tr>
<td></td>
<td>- Thinking Politically</td>
<td>- Orchestrating Conflict</td>
</tr>
<tr>
<td><strong>Self</strong></td>
<td>- Knowing Your Defaults</td>
<td>- Willing to Exceed Your Authority</td>
</tr>
<tr>
<td></td>
<td>- Knowing Your Role in the System</td>
<td>- Owning Your Piece of the Mess</td>
</tr>
<tr>
<td></td>
<td>- Knowing Your Purpose</td>
<td>- Staying in the Game and Staying Alive</td>
</tr>
</tbody>
</table>
Execute and Adapt

Business Demand
- Execute

Activity
- Management
- Control
- Consistency
- Order

Competencies

Output
- Best Practices

VS.

Adapt
- Leadership
- Autonomy
- Experimentation
- Flexibility

“Next Practices”