

CHANGING NATURALLY

“Adaptive leadership is the art of mobilising a group of people to think and feel differently about a challenge for the greater good.”



Leading Adaptive Change in Uncertainty

For executives and senior managers leading organisational changes

Our workplaces are becoming more complex and uncertain. Tomorrow's world is emerging - quickly. Each organisation and business experiences this dramatic change differently, but some examples include:

- Evolving organisational culture to attract and retain highly engaged staff, particularly in this new era of hybrid working.
- Engaging with climate and ecological pressures – either purposefully or through emergency situations.
- Responding to rapidly changing markets and demands requiring frequent updates to business strategy and swift implementation.
- Strengthening employee engagement to deliver on the organisational purpose.

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Dr Josie McLean

The complexity of these challenges is compounded by the legacy of past change processes that have left team members feeling fatigued and cynical (not to mention the COVID hangover). However, the need for yet more change persists.

Adaptive Leadership is an art that benefits both leaders and their people – and it can be learned.

Our solution: Leading Adaptive Change in Uncertainty

This two-day workshop, available in person or online, is experiential and provides a systemic perspective. It delivers outcomes individually for each participant and collectively for the business, preparing leaders for the challenges of today and tomorrow.

Participants will learn how to influence attitudes and behaviours to resolve complex challenges more effectively.

Personal leadership qualities developed will include:

- Reflective practice
- Self-awareness and systemic awareness
- Increasing comfort with ambiguity
- Humility
- Visionary and purposeful action
- Political and strategic acumen
- Enabling emergence

What you'll learn:

- What you'll learn
- How to identify and unbundle complex challenges
- How to understand the role of formal and informal authority
- How to identify the key perspectives of stakeholders
- How to build and renew trust relationships
- How to approach conflict
- How to implement personal strategies for surviving and thriving amidst change

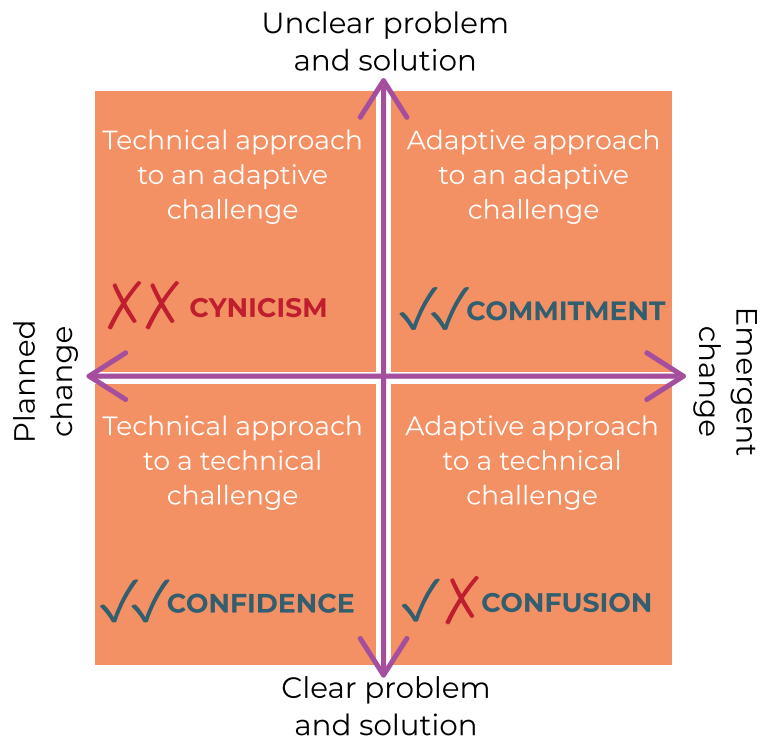
Collectively, you will observe increased adaptability and innovation as more people are engaged in ways that demonstrate their value to the leadership team. This results in a corresponding increase in the sense of contribution, meaning and purpose. Ongoing change will become natural and expected, rather than periodic and exhausting

Rationale: Adaptation and change with confidence and commitment

Most leaders are used to being able to tell people what to do and roll out a change process. However, this is not an effective approach with complex or adaptive challenges. The key to success is diagnosing the type of challenge and responding accordingly.

Where the problem and solution are clear, using authority and telling people what to do is appropriate and generates confidence in you with your people. Most senior leaders know how to issue a clear directive and plan the changes effectively.

When the challenge is more like a bowl of tangled spaghetti, and a clear problem statement, let alone the answer, cannot be identified, leaders need a different approach. A facilitative approach to leadership, that relies on being able to see 'the system' and influence the ways people involved in the system think and feel about the challenge.



Delivery: Leading adaptive change in uncertainty

This program is engaging and experiential, based on the participants' real work examples. A common language will be developed across the group to aid future conversations. It can be used to engage senior managers from across an organisation or an intact team with a specific complex challenge they wish to progress upon.

The package can be delivered over two concurrent days or as a series of 8 x 90-minute masterclasses online. Contact us for more information if online delivery is of interest to you.

All participants receive a copy of *Big Little Shifts: A Practitioner's Guide to Complexity for Organisational Change and Adaptation* and worksheets to reference during and after the workshop.

What others say

[Click here](#) to view a short video featuring some testimonials of past participants from a program at a university in South Australia.

"One of our earlier lessons was about looking at a problem from the balcony... Standing back and having a look more broadly at the whole problem... The assumptions and the underlying things that might actually be also contributing to it. So I think that's been really valuable... the different perspectives."

Professor Claire Lenehan, Dean (Research) - College of Science and Engineering

"We're now discussing a change which I had hoped might happen five years ago... I thought 'that won't happen in my lifetime at the university'... I had sort of given up on my hopes, and now I see it's happening."

Professor Gunther Andersson, Chemical Physics and Nanotechnology - College of Science and Engineering

About Dr Josie McLean

Dr Josie McLean is an author, speaker, activist, and catalyst for changing human systems. She has seeded new ways of seeing and doing things by helping individuals, teams, and communities identify and rethink the unconscious assumptions by which they are being held captive.



Josie has been delivering adaptive leadership workshops since 2006 after learning the framework from Prof Ron Heifetz and Marty Linksy at the Kennedy School of Government at Harvard University.

Josie is well-known for her work in developing leaders and organisations. She helps leaders to understand, recognise, and apply the principles of living systems to their challenges, and lead effectively through uncertainty.

She has been the key facilitator of these concepts for the Leader's Institute of South Australia's flagship program, the Governor's Leadership Foundation since 2013, where adaptive leadership is seen as a core competency for effective leadership. Additionally, she teaches and employs the concepts in her organisational change work.

Josie is also internationally recognised as a pioneer of the Australian coaching industry, her doctoral research *Embedding Sustainability into Organisational DNA: a story of complexity* was awarded a Dean's Commendation for Excellence, she co-founded the global Climate Coaching Alliance, and has a track record of success working with teams in organisations of all shapes and sizes.

Get in touch

Would you like to know more? I'd love to meet you and we can talk, change, leadership and sustainability as we co-create the next step that will work for you.

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