

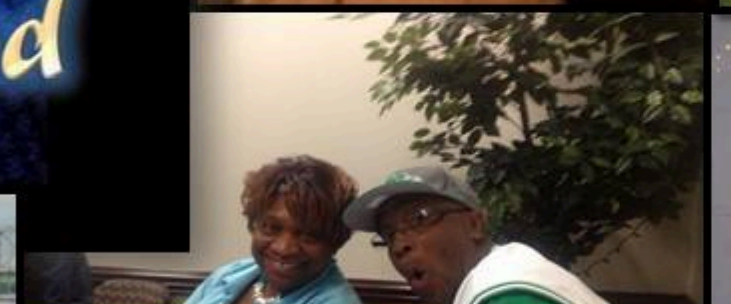
**KRRC**  
KANSAS RURAL CENTER



2017 KRC CONFERENCE

**Recognizing the Adaptive Challenges of Defining Our Purpose, Our Values, Our Vision and our Future”**







# Your Purpose and Your Mission



**Our Mission:** To promote the long-term health of the land and its people through research, education and advocacy that advance an economically viable, ecologically sound, and socially just food and farming system.



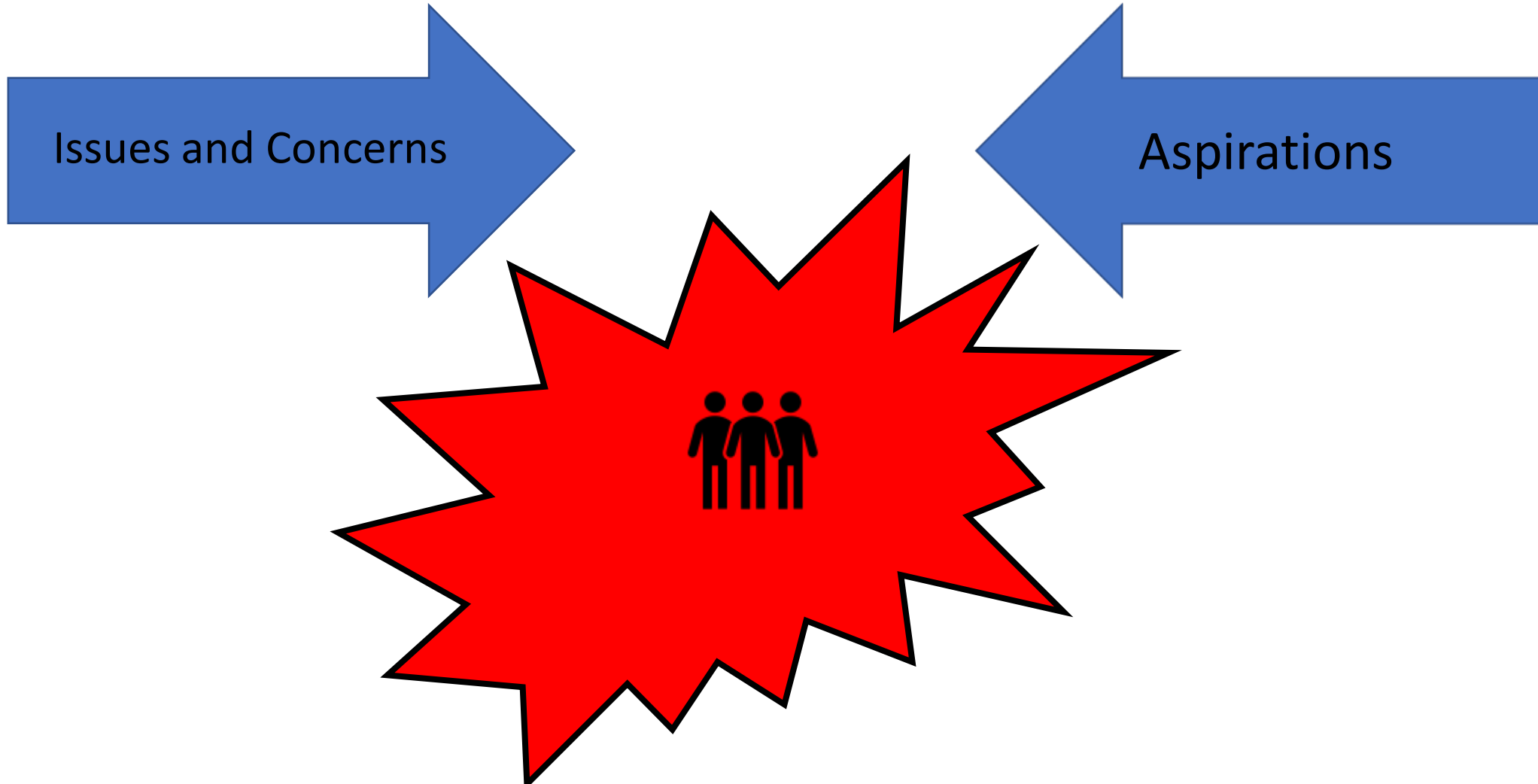
# Understanding the 'NATURE' of Difficult Work

- Intros
- Understanding “The Gap”
- Understanding Technical Challenges vs. Adaptive Challenges
- Understanding Leadership and Authority



2017 Conference “Conversation”

# THE GAP



# DISTINGUISHING TECHNICAL AND ADAPTIVE

	TECHNICAL WORK	ADAPTIVE WORK
THE SOLUTION	... is clear	... requires learning
THE PROBLEM	... is clear	requires learning
WHOSE WORK IS IT?	experts or authority	stakeholders
TYPE OF WORK	efficient	act experimentally
TIMELINE	ASAP	longer term
EXPECTATIONS	fix the problem	make progress
ATTITUDE	confidence and skill	curiosity





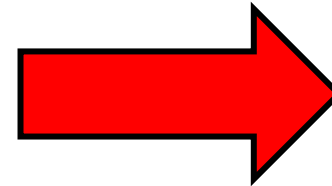
# Understanding Authority AND Leadership



**AUTHORITY**

Provides:

- Protection
- Direction
- Order



In exchange  
for  
cooperation



Mobilizes people to  
do **DIFFICULT** work.



Practical Adaptive Applications for Defining Our  
Purpose, Our Values, Our Vision For Our Future

**Manage Self**

**Diagnose The Situation**

**Energizing Others**

**Intervening Skillfully**

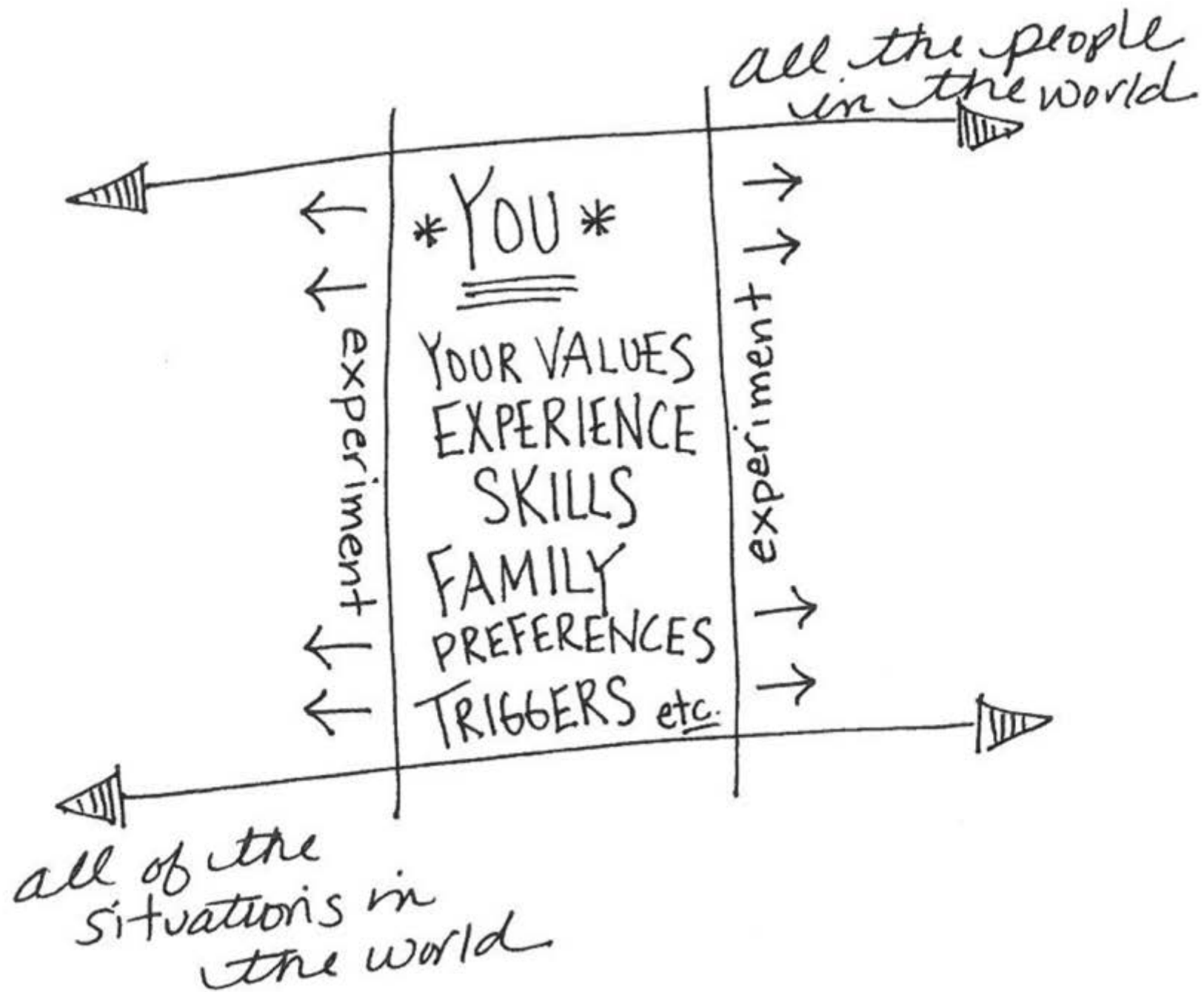




# Manage Self

- Leadership Starts with....YOU!
- To be “EFFECTIVE” we must manage...ourselves!





# Default behaviors

- Come naturally to you
- Require little thought to deploy
- Match your own preferences
- Are predictable
- Can be effective....sometimes



# Strengths, Vulnerabilities and Triggers

**Strengths-** What you are very good at! Leadership competencies that come naturally to you

**Vulnerabilities-** Exist at a 'gut' level. Comes from a latin word that means 'wound'. They encompass areas that make you open to attack. (secrets, difficult relationships, past mistakes, private ambitions or personal cravings that could impede your ability to make progress on your leadership challenge)

**Triggers-** Actions, behaviors, events or even ideas that simply set you off—negatively or positively—and cause you to react more out of emotion than out of...strategy.



What TRIGGERS you when it comes to the adaptive challenge of defining your purpose, value and vision for the future of agriculture in this state, this region...our country?





# Practical Steps for Managing Self

- Awareness
- Breathe
- Conscious Choice





# Diagnosing the Situation



## See, Experience

Behaviors  
Patterns, Relationships

**Observe**

## Do, Act

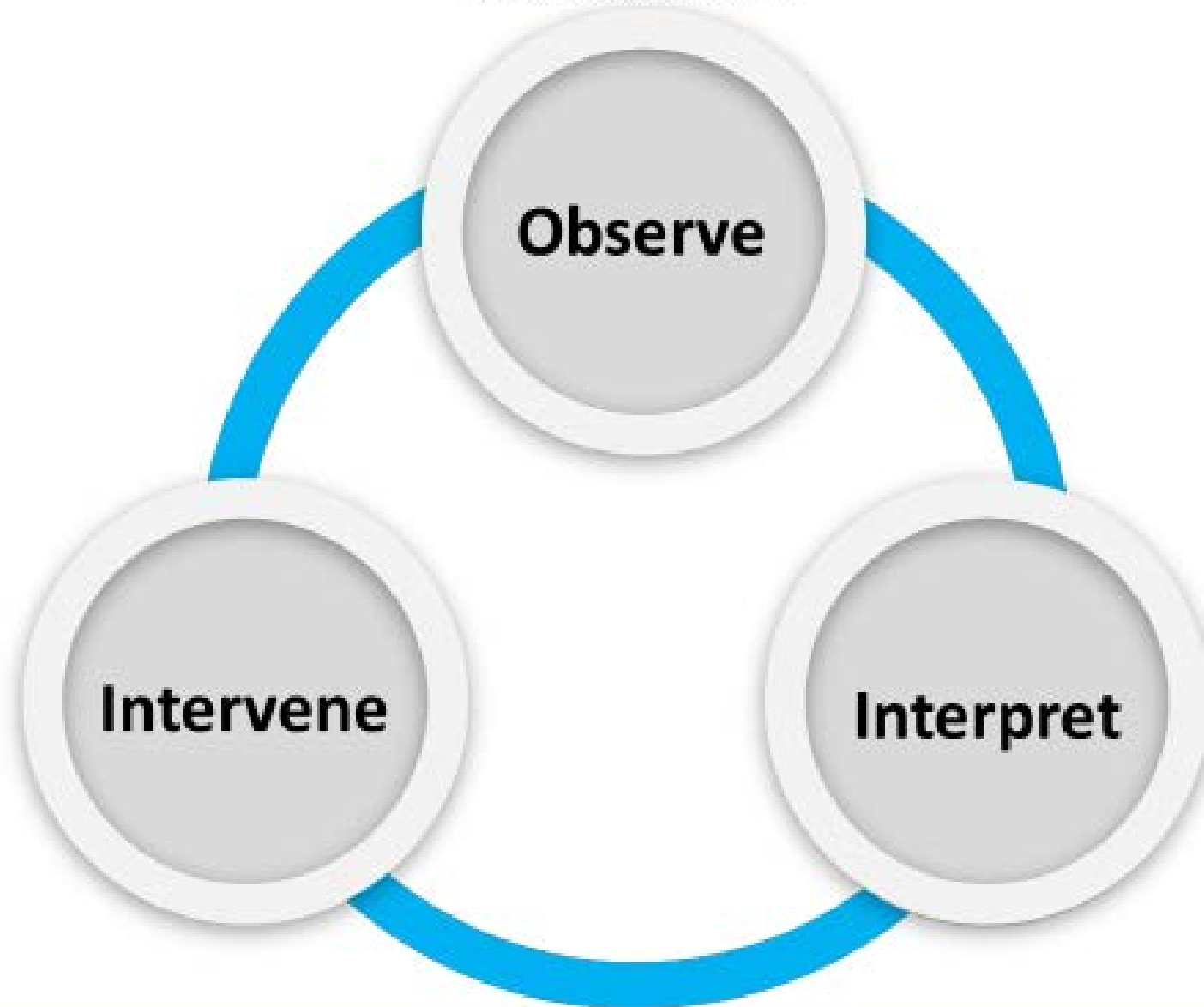
Purpose/Learning  
If...then...  
Smart Experiments  
Monitor

**Intervene**

## Make Sense

Technical > Adaptive  
Benign > Conflictual  
Individual > Systemic

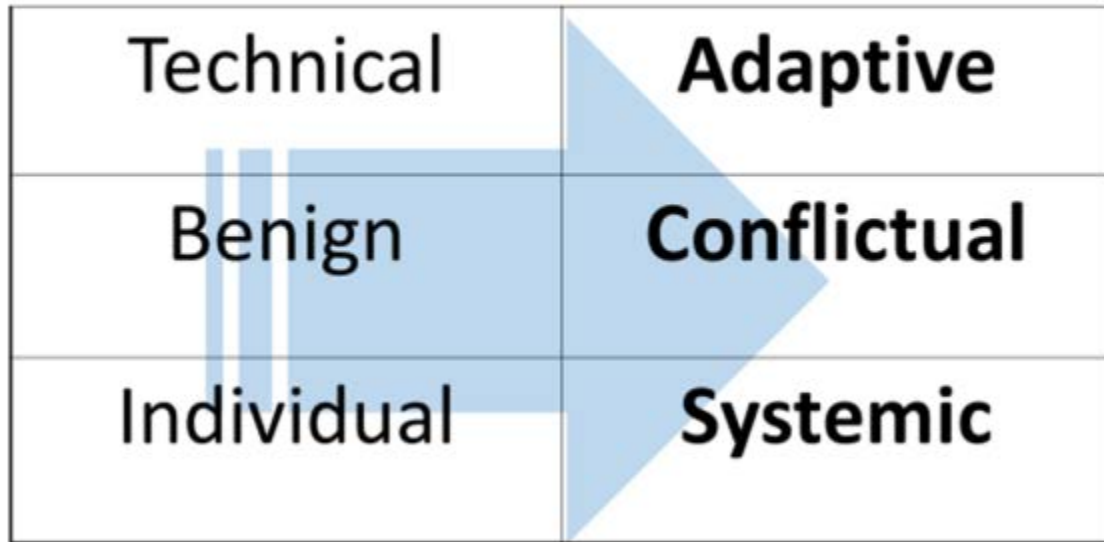
**Interpret**







# Diagnosing the Situation- Exploring Tough Interpretations



- Benign interpretations do not challenge the status quo or the person “telling the story.”
- Conflictual interpretations “raise the heat” by revealing unspoken motivations.
- Individual interpretations account for actions by assigning cause to a specific individual.
- Systemic interpretations account for the pressures, patterns and roles that exist in any group.



**Energize Others-Working Across Factions**





How do we get better at identifying who has to do the work and what is at stake for them?







# Practical Adaptive Steps for Energize Others- Working Across Factions

Values

Deeply held beliefs, often which are based on a significant life experience or how you were raised.

Loyalties

Dedication to a group, a place, people, or a way of doing things.  
(loyalties often trump values)

Losses

Things we give up if progress is made. Loss of control, loss of prestige, loss of comfort, or familiarity. We anticipate loss and see this as a risk we may not be willing to take.



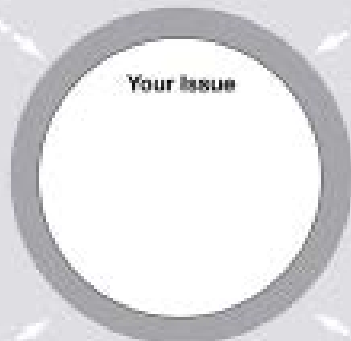
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CONNECTING INTERESTS: \_\_\_\_\_  
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LOSSES: \_\_\_\_\_  
Degree to which they care about my issue (1 to 10)   
Degree to which I need them to make progress (1 to 10)

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# Intervening Skillfully





# Intervening Skillfully



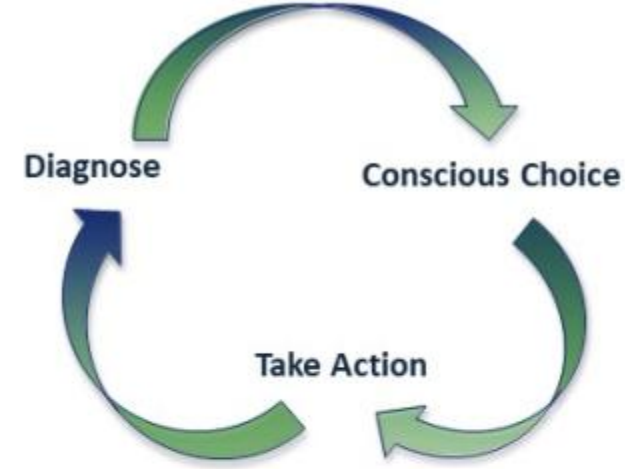
“Raising the heat means doing something big or small to compel people to act—to make it more uncomfortable not to address the issue than to live with the issue”





# Practical ADAPTIVE steps to Intervene In Systems

## INTERVENE IN SYSTEMS



- Continuously Diagnose**
- Ask open ended questions
  - Clarify observations and interpretations
  - Scale the heat in the room
  - Offer multiple interpretations
  - Seek different points of view
  - Ask for direct feedback
  - Explore the stories that are being told

- Engage Differently**
- Act outside of character
  - Disappoint someone
  - Experiment by taking a safe risk
  - Act outside your 'pay grade'
  - Speak about your mistakes
  - Do the opposite of your default
  - Stop deferring to authority
  - Reduce your use of authority
  - Ask questions when asked for answers

- Raise the Heat**
- Speak the unspoken
  - Speak to the pressures on the system
  - Ask provocative questions
  - Disrupt norms of the group
  - Speak to loss
  - Speak to your displeasure about progress
  - Be conflictual and choose discomfort
  - Use silence
  - Push people to take a position
  - Ask others to speak what is said in the hall
  - Offer a tough interpretation

- Explore Factions**
- Name the factions in the room
  - Do a faction map
  - Explore interests, values, loyalties, and potential losses
  - Explore where factions compete
  - Work to find common interests

- Engage from the Heart**
- Tell a powerful story
  - Speak to the values at the heat of the situation
  - Advocate for your position
  - Speak about your part of the mess
  - Acknowledge when you're triggered
  - Engage with emotion
  - Speak your truth
  - Be vulnerable
  - Speak to others emotions

- Address Decision Making**
- Pause group and call for a decision
  - Make a decision or offer a direction
  - Call for opposing views or choices
  - Explore consequences of inaction
  - Question purpose and re-explore it
  - Offer alternative ways to proceed
  - State a call to action

- Explore Power, Privilege, Culture, and Bias**
- Speak to the power dynamics
  - Speak your and others privilege and explore its role
  - Use your power and privilege to partner with and/or support others
  - Surface your unconscious biases and challenge others to explore theirs
  - Openly explore the role of culture, institutional bias, and cultural competence in the situation

- Engage Others**
- Advocate for someone's position
  - Invite someone new, unrepresented, or quiet into the conversation
  - Give the work back
  - Make a request of others
  - Support someone that took a risk
  - Express confidence and trust in others
  - Take action to create a more trustworthy process
  - Acknowledge the discomfort for ambiguity, uncertainty, conflict, and risk



## 2017 KRC Conference

“The **improvisational** ability to lead adaptively relies on responding **to the present situation** rather than importing the past into the present and laying it on the current situation like an imperfect template.” — Ronald A. Heifetz, *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*”

