



Change and Transition

The Practice of Adaptive Leadership

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CompassPoint Nonprofit Services

@LupePoblano

CompassPoint
NONPROFIT SERVICES

Impromptu Networking

- Introduce yourself to as many people as possible in 5 minutes.
- Share your name, organization, and job title.
- Describe how you feel about change in one word.

Group Agreements

- Both/And Thinking
- Try on new ideas and perspectives
- OK to disagree
- Speak from the "I"
- Step Up: Participation and listening
- Observe confidentiality
- Be aware of intent and impact

Logistics

- Name tags, Sign In,
- Coffee, water, food!
- Breaks, restrooms
- WIFI – CPGuests
- #CPAdaptiveLeadership
- @LupePoblano
- Manuals and PPT will be sent electronically (PPT and manual are complimentary but don't match)
- Need anything? Just ask!

Welcome

- 9:30am – 4:30pm. 1 hour lunch around noon.
A break in both the morning and afternoon.
- Silence mobile phones
- Return from breaks on time

About CompassPoint

- CompassPoint **intensifies the impact** of fellow nonprofit leaders, organizations, and networks as we achieve social equity together.
- We do this work because nonprofit leaders need **relevant support that builds on their strengths, experiences, and achievements**
- We believe individuals and organizations that **invest in increasing leadership and management capacities** are better poised to achieve **progress toward social equity**

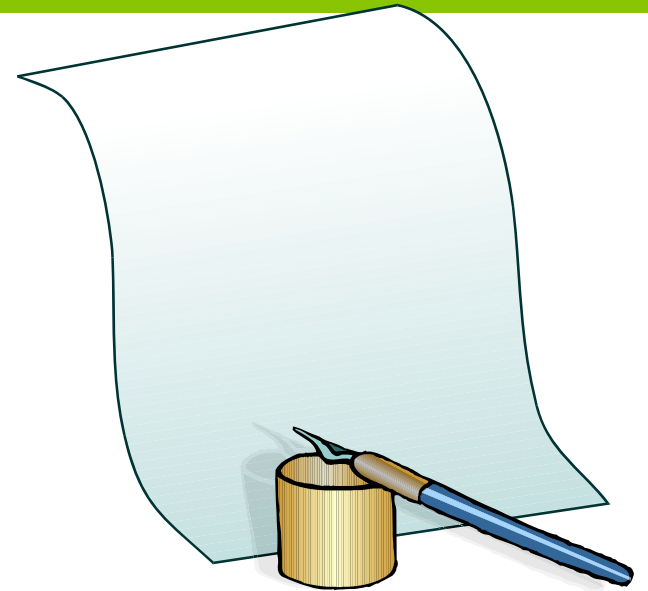
Objectives

- Understand the distinction between change and transition.
- Learn about the adaptive leadership framework.
 - Explore a Margin to Center Framework
 - Distinguish between adaptive challenges and technical fixes.

Why are We Talking About Change?



Icebreaker: Crunch & Toss



- Write 1 change initiative you are currently facing or working on.
- Do not write your name on it.
- Write legibly (someone else will read it)
- Crumple the paper into a ball

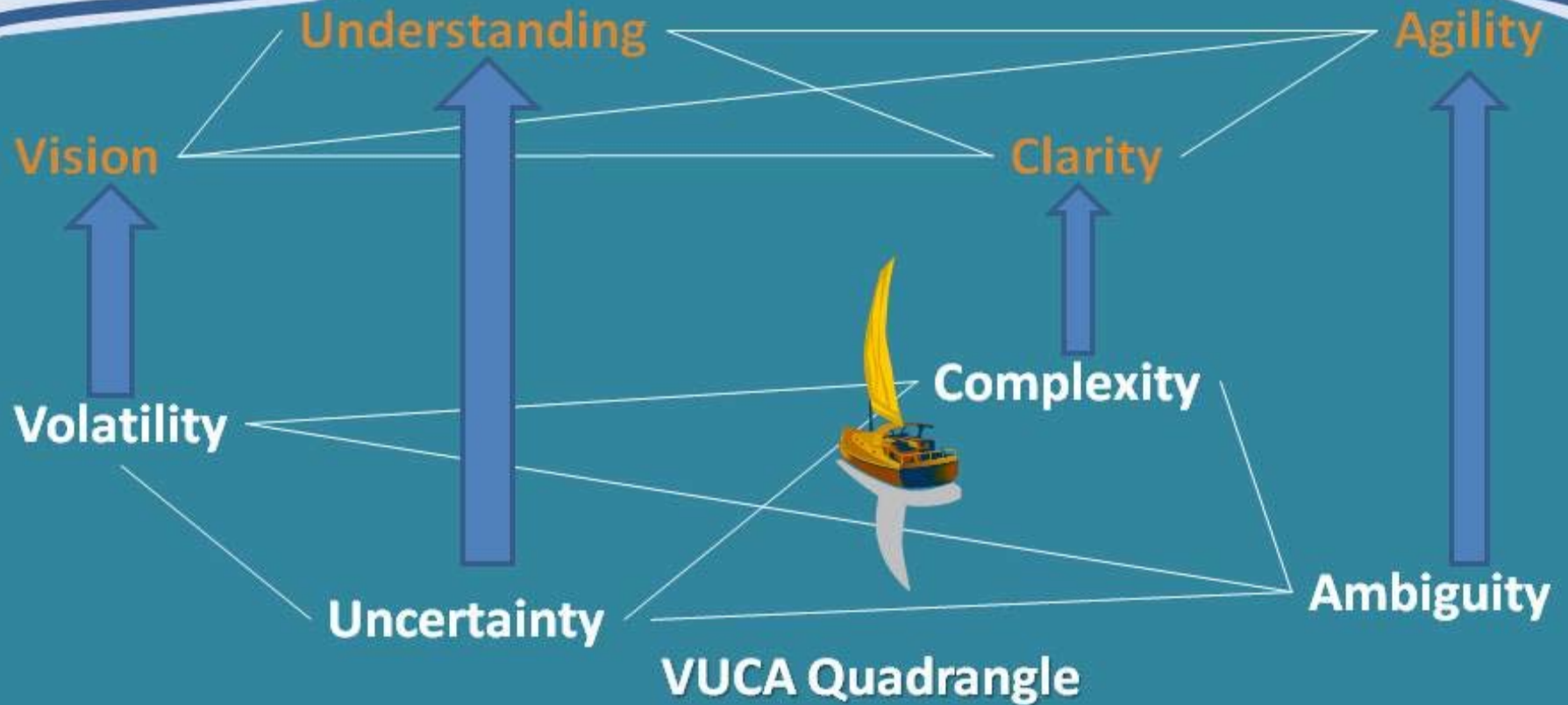
(Quick) Icebreaker Con't:

- Name
- Organization and Job Title
- Read what is on your paper.

CP Change

Incorporating an equity lens with ourselves and in our work with leaders, organizations, and movements. We strive to have a race, gender, class, power, privilege analysis – internally and externally.

Horizon - the Future State



Source: managementhelp.org

Shore

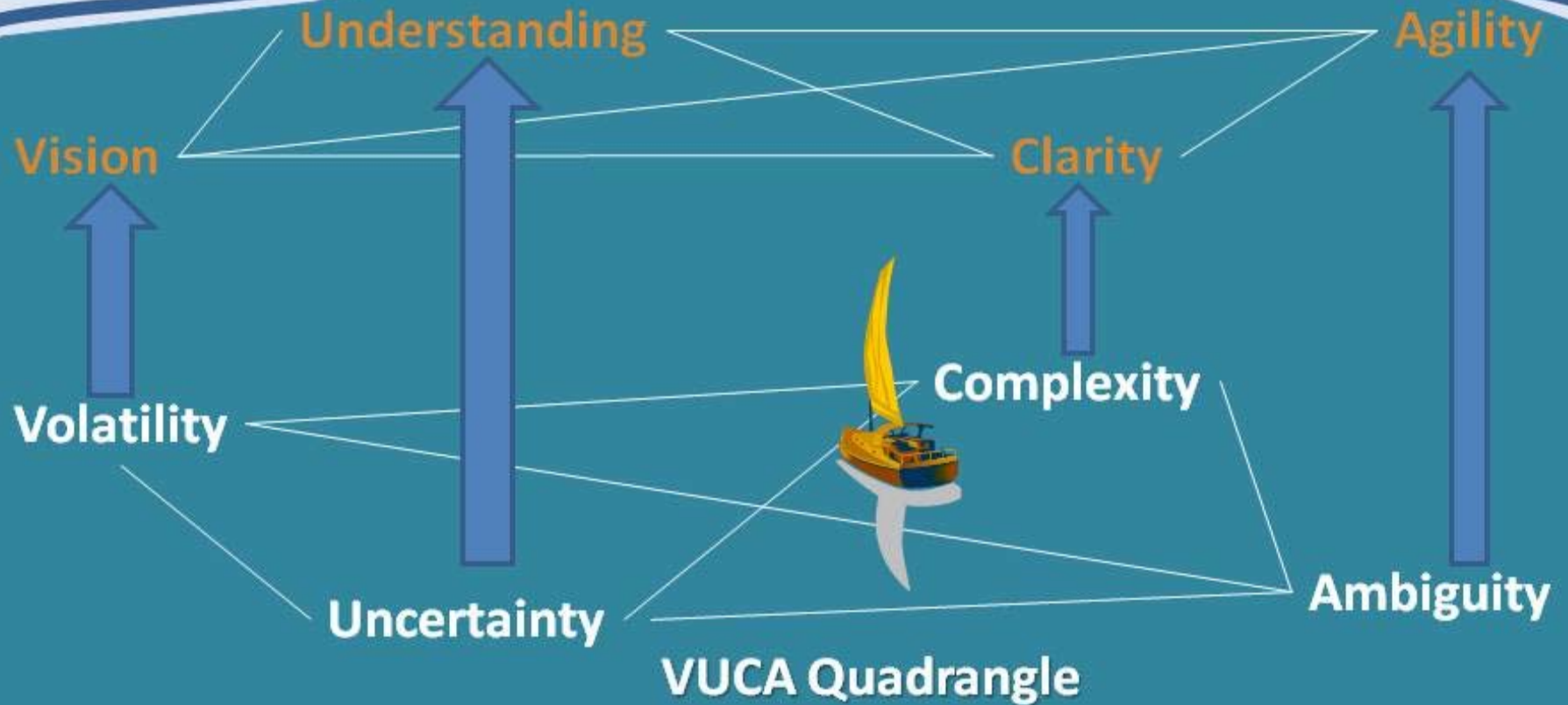
Past Experiences and Current Conditions





Rally for Justice for Eric Garner at the Department of Justice. Dec 4, 2014
(picture taken at Penn Ave & 17th)

Horizon - the Future State

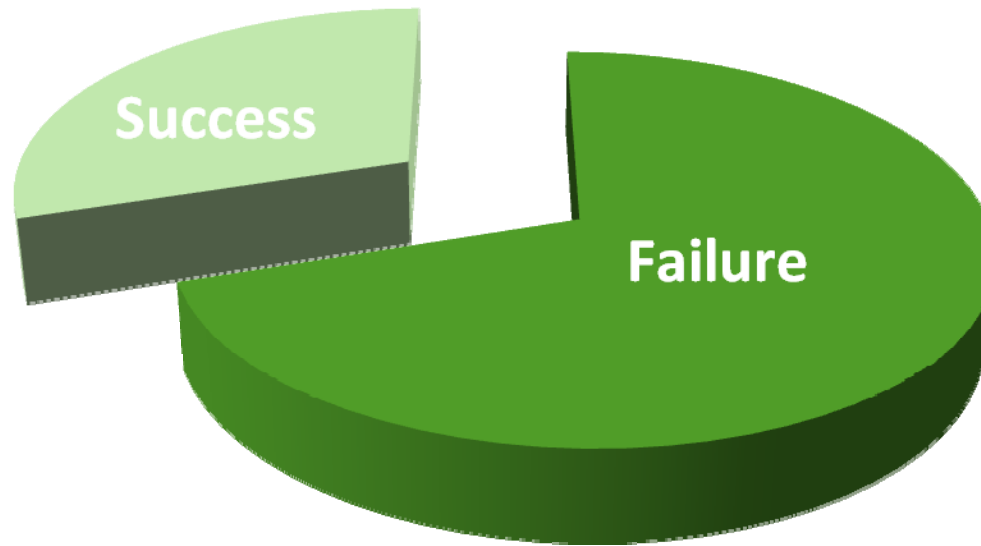


Source: managementhelp.org

Shore

Past Experiences and Current Conditions

Change Challenge!



70% of all organizational change efforts fail

-Peter Senge

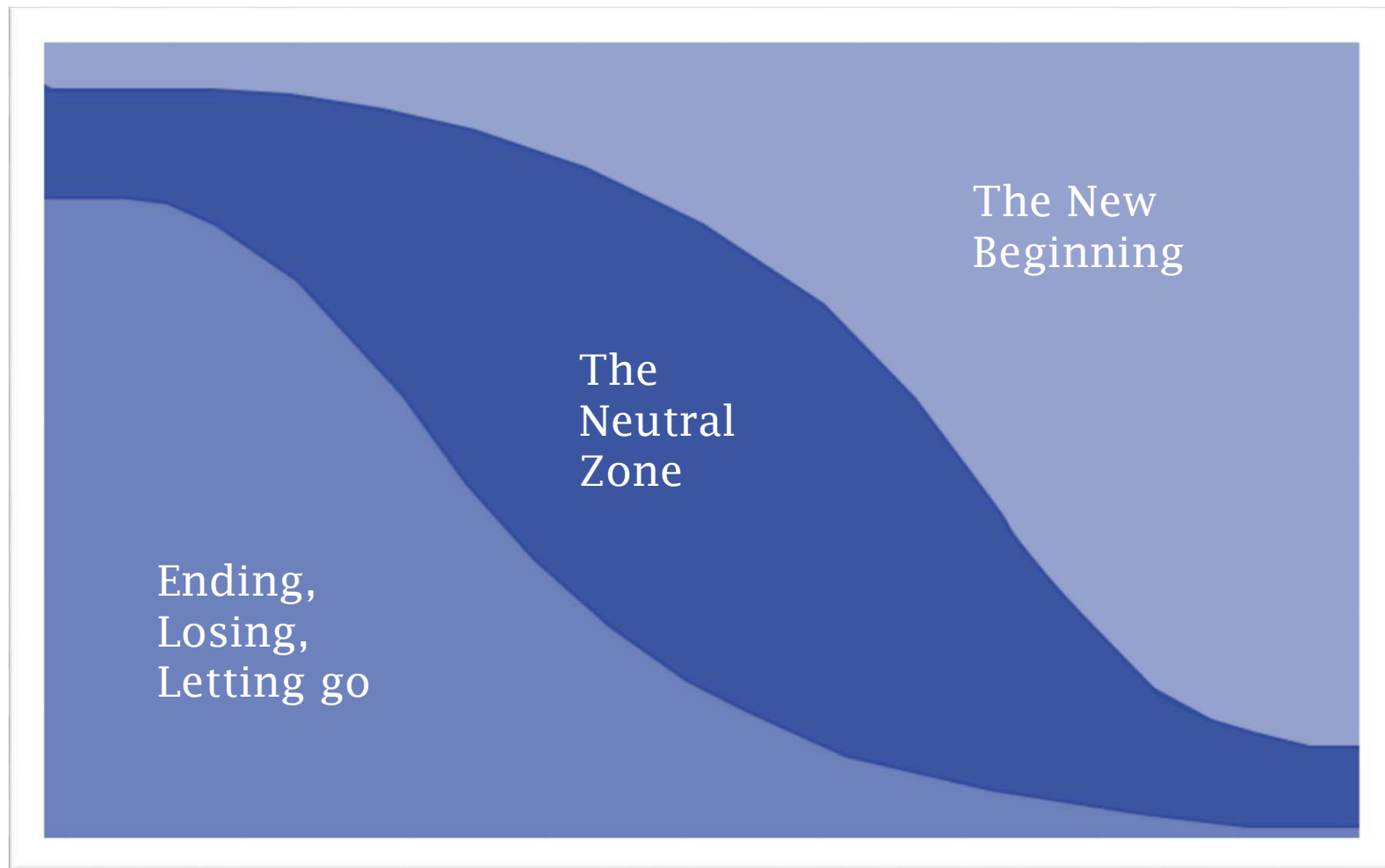
Change and Transition



It isn't the change that does you in.
It's the *transition*.

-William Bridges

Transition Framework



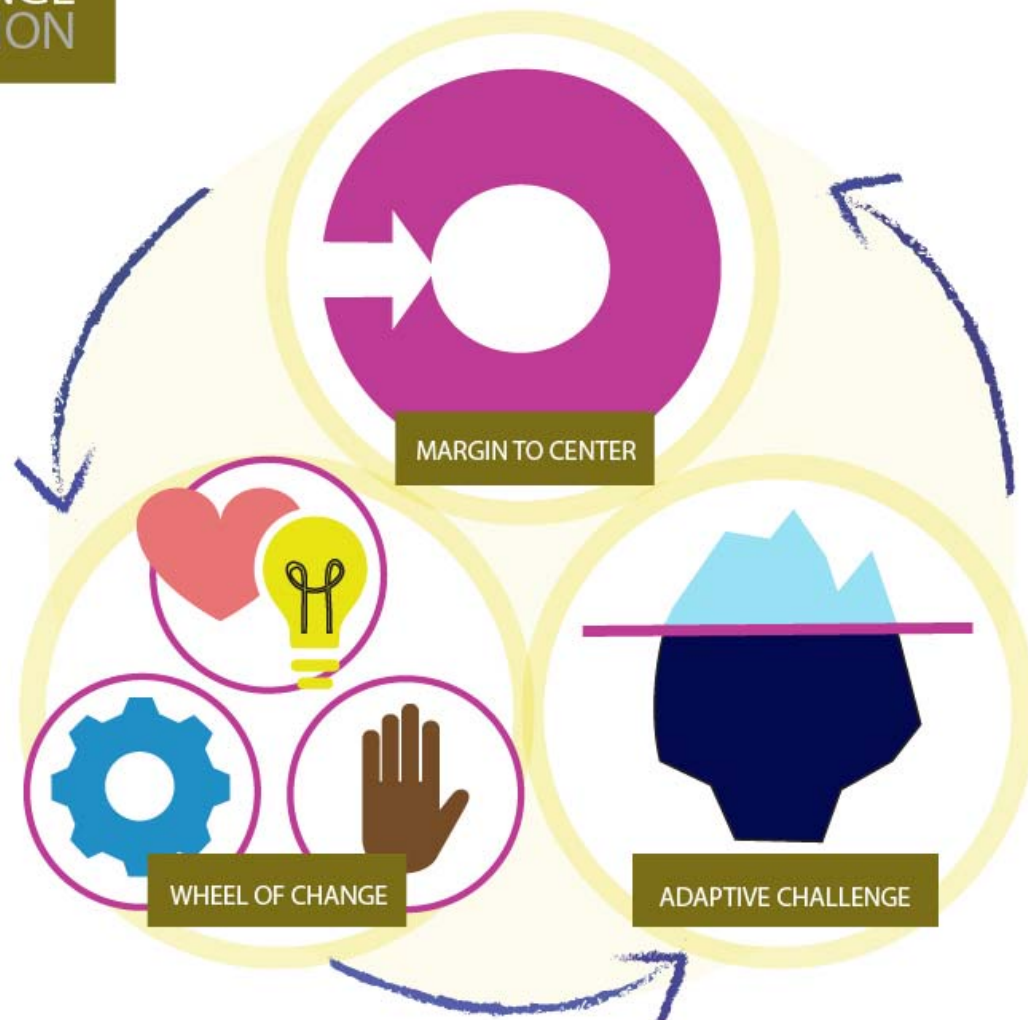
Source: William Bridges, Managing Transitions. Da Capo Press, 2003.

Group Exercise

1. Think of a change you are going through now or have recently gone through.
2. Which of the 3 stages feels most live for you?
3. Count off by 8.
4. In small groups, pick a time keeper. Then, each person has 5 minutes to share:
 - Feelings or experiences with this stage
 - Strategies for navigating this stage

Change Frameworks

MANAGING CHANGE
AND TRANSITION



Framework 2:

From Margin to Center*

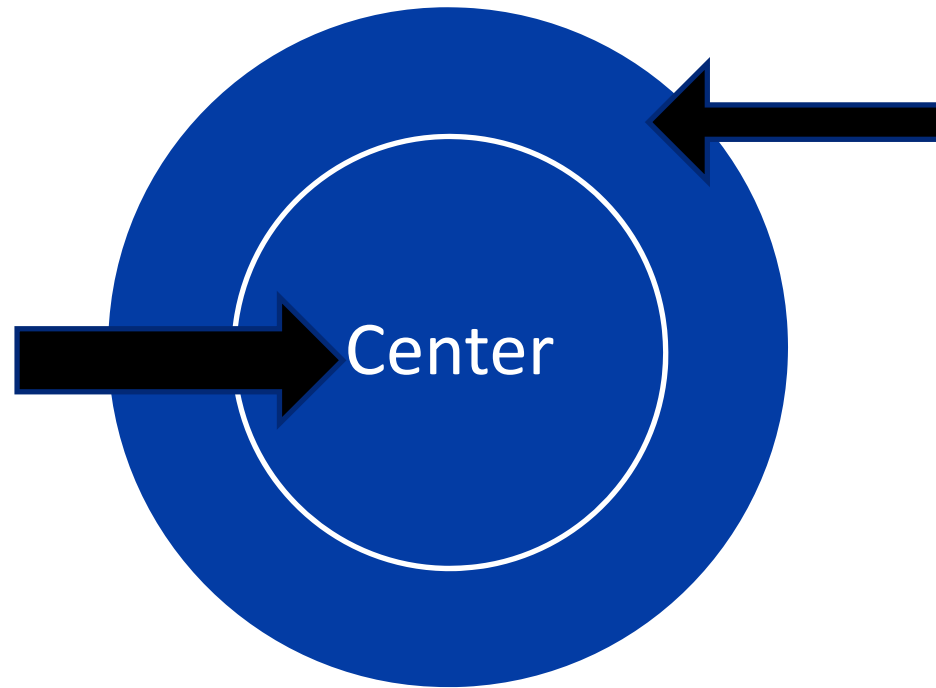
- Putting marginalized populations at the center of our analysis.

*bell hooks

Margin to Center

The Center:

Individuals and groups that receive and benefit the most from structural privilege.

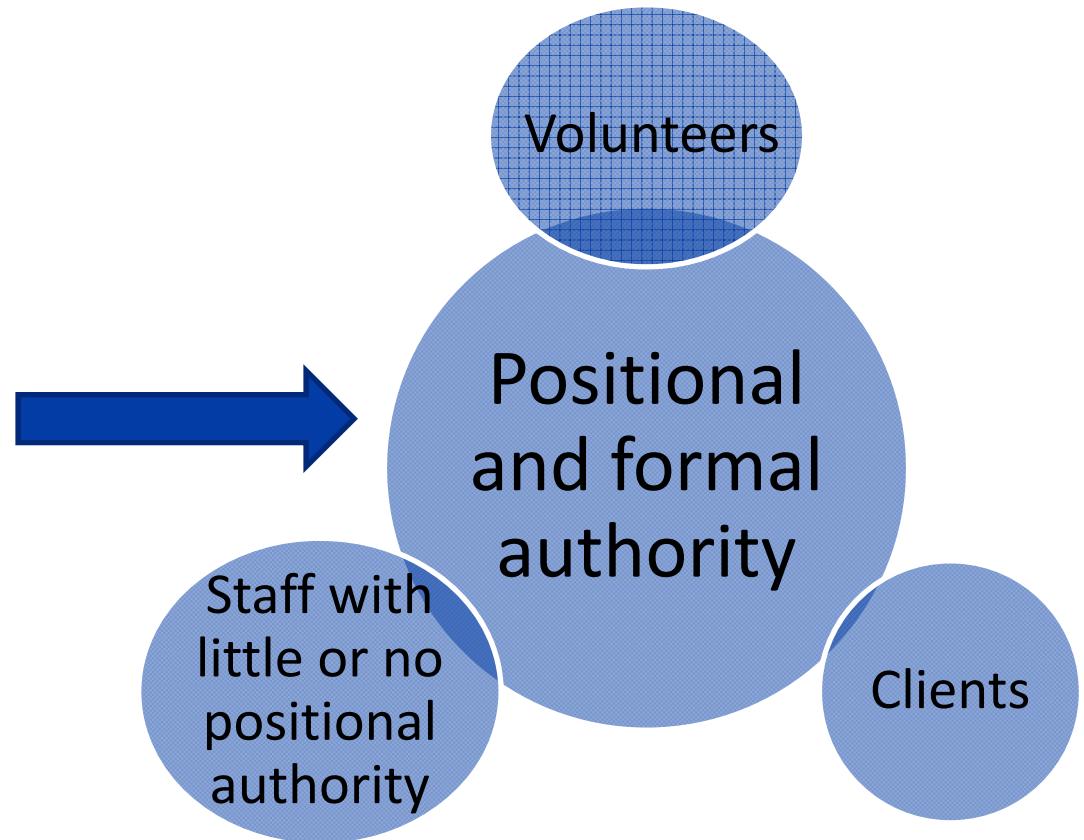


The Margin:

Individuals and groups that experience the most structural oppression and marginalization.

An Organization's Center

Where the power of the institution is (board of directors, managers, etc.); where decisions are made, budgets are decided, people are hired and fired, programs are approved, boundaries are set, etc.; where structures of accountability are designed and implemented.

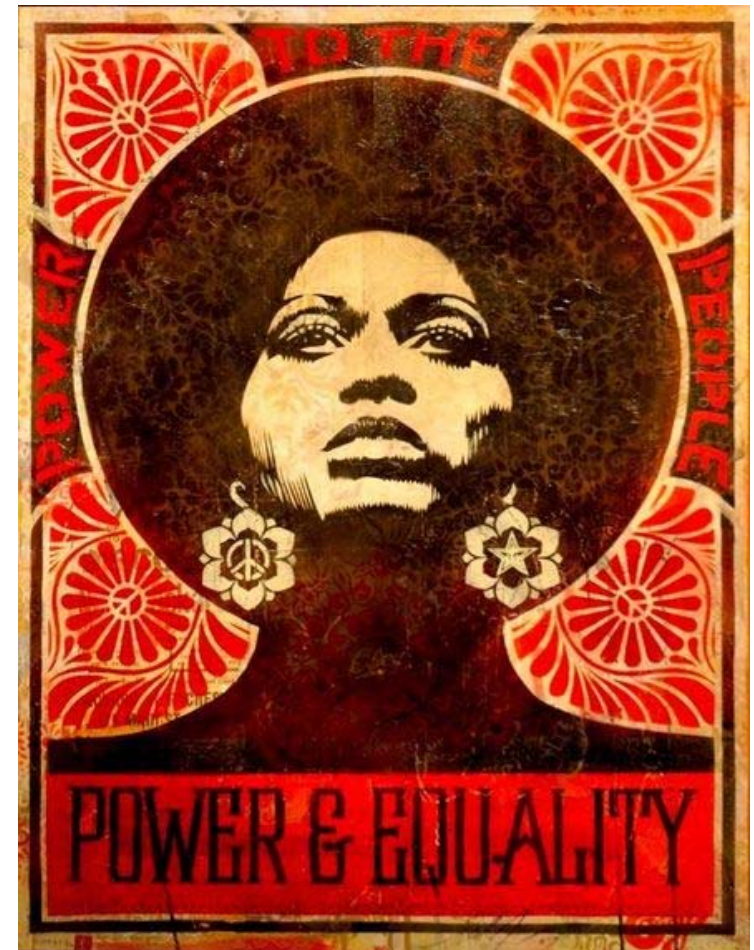
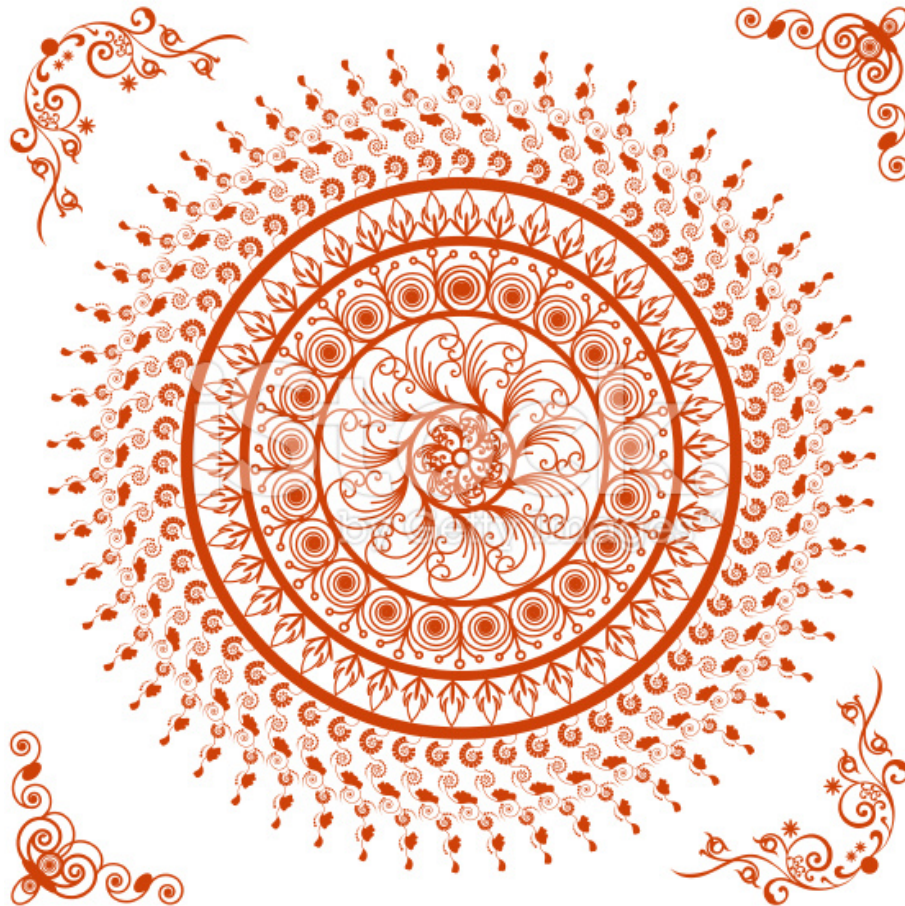


Source: <http://rvcbard.blogspot.com/2012/11/statistics-and-power-analysis-for-indie.html>

Margin to Center



Margin to Center Exercise

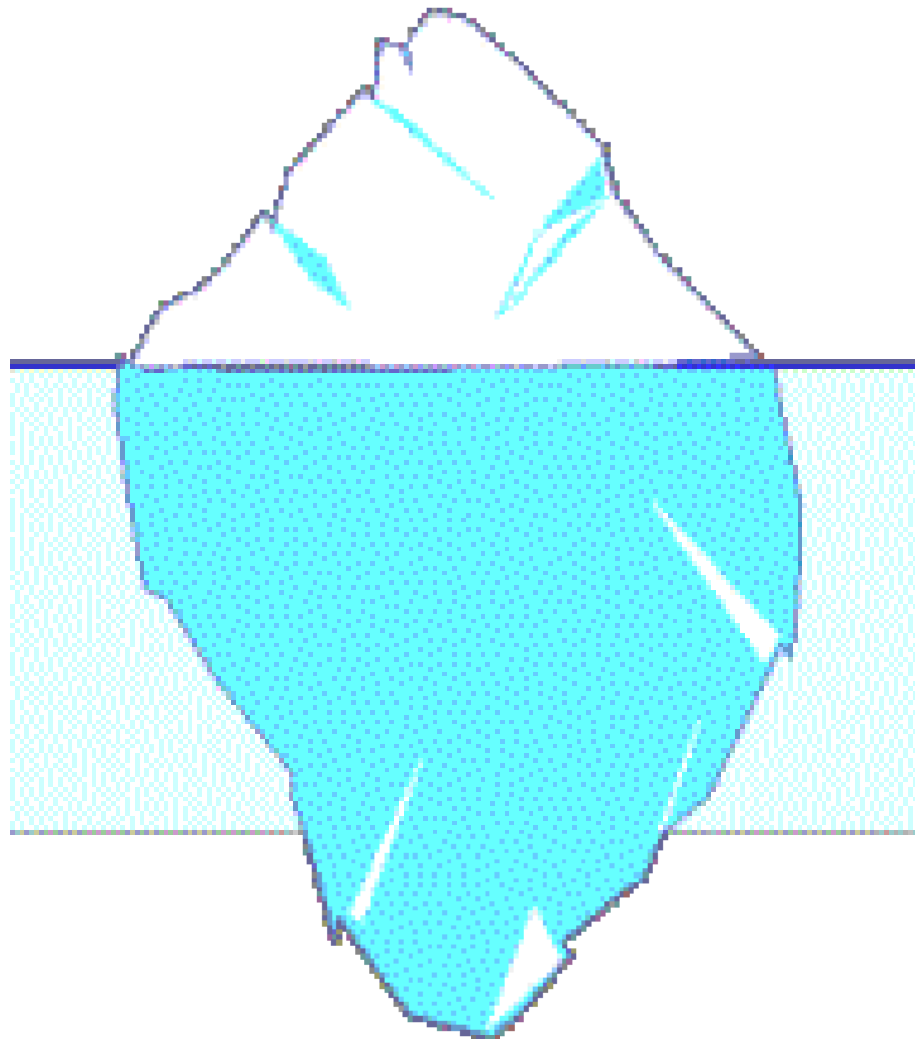


Framework 3: Adaptive Leadership

“The process of mobilizing others to tackle difficult challenges.”

Ron Heifetz, The Practice of Adaptive Leadership

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“The most common cause of failure in leadership is produced by treating adaptive challenges as if they were technical problems.”

Ron Heifetz, The Practice of Adaptive Leadership

Technical Problems

We have encountered this before.

A clear solution is apparent.

**We have experts or authority
who can fix this.**

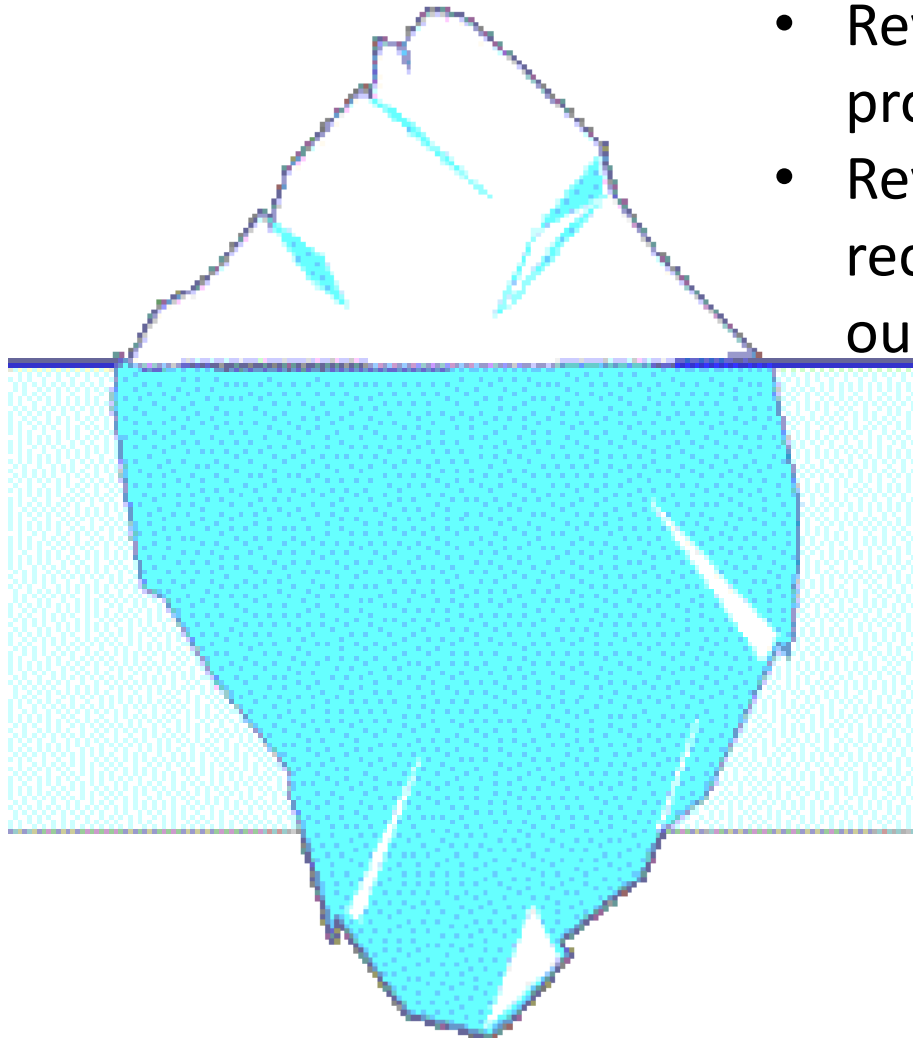
Example Technical Problem

Every office manager this social justice nonprofit law firm has hired recently has left after twelve months. Consequently, the organization will run its third office manager hiring process in the last three years.

- Rewrite the Job Description
- Revamp the hiring process
- Revisit our recruitment and outreach strategy
- Send the office manager's supervisor to a CompassPoint Class
- Examine our HR support systems

Technical Fixes

- Rewrite the Job Description
- Revamp the hiring process
- Revisit our recruitment and outreach strategy



Adaptive Challenges



Some problems are so complex that you have to be highly intelligent and well informed just to be undecided about them.

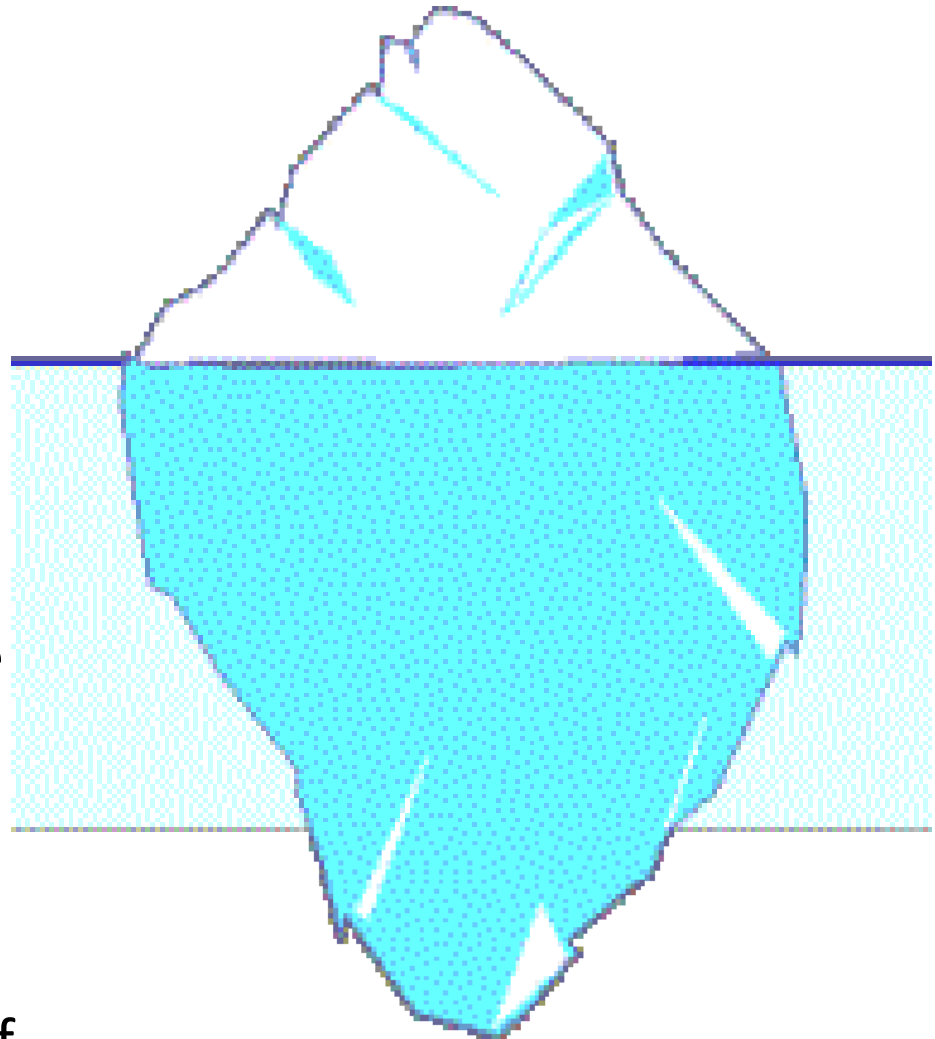
Example Adaptive Challenge

Every office manager this social justice nonprofit law firm has hired recently has left after twelve months. Consequently, the organization will run its third office manager hiring process in the last three years.

- Administrative and support staff are often treated as “second class citizens” by the attorneys.
- Board, Senior Leadership Team, and attorneys form an almost all white group centered on a white dominant culture; administrative/support staff are mostly women of color.
- Organization severely underpays and undervalues those without professional degrees, licenses, or other certifications

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- Board, Senior Leadership Team, and attorneys form an almost all white group centered on a white dominant culture; administrative/support staff are mostly women of color.
- Administrative and support staff are often treated as “second class citizens” by the attorneys.



Adaptive Challenges

- Solutions require changes in people's priorities, beliefs, habits, and loyalties
- Expertise of people in authority not good enough
- Others must be mobilized in problem solving
- Evolutionary and involves individual and organizational loss
- Some trial and error
- Generative thinking

10 Adaptive Flags

1. No Known Solution
2. People Would Rather Avoid the Issue
3. Reason and Logic alone won't get you there
4. Recurring problem
5. Emotional response
6. Failure to resolve competing priorities
7. Moving forward feels risky
8. Casualties
9. People must work across boundaries
10. Progress is not linear

Adaptive Challenge Block Party!

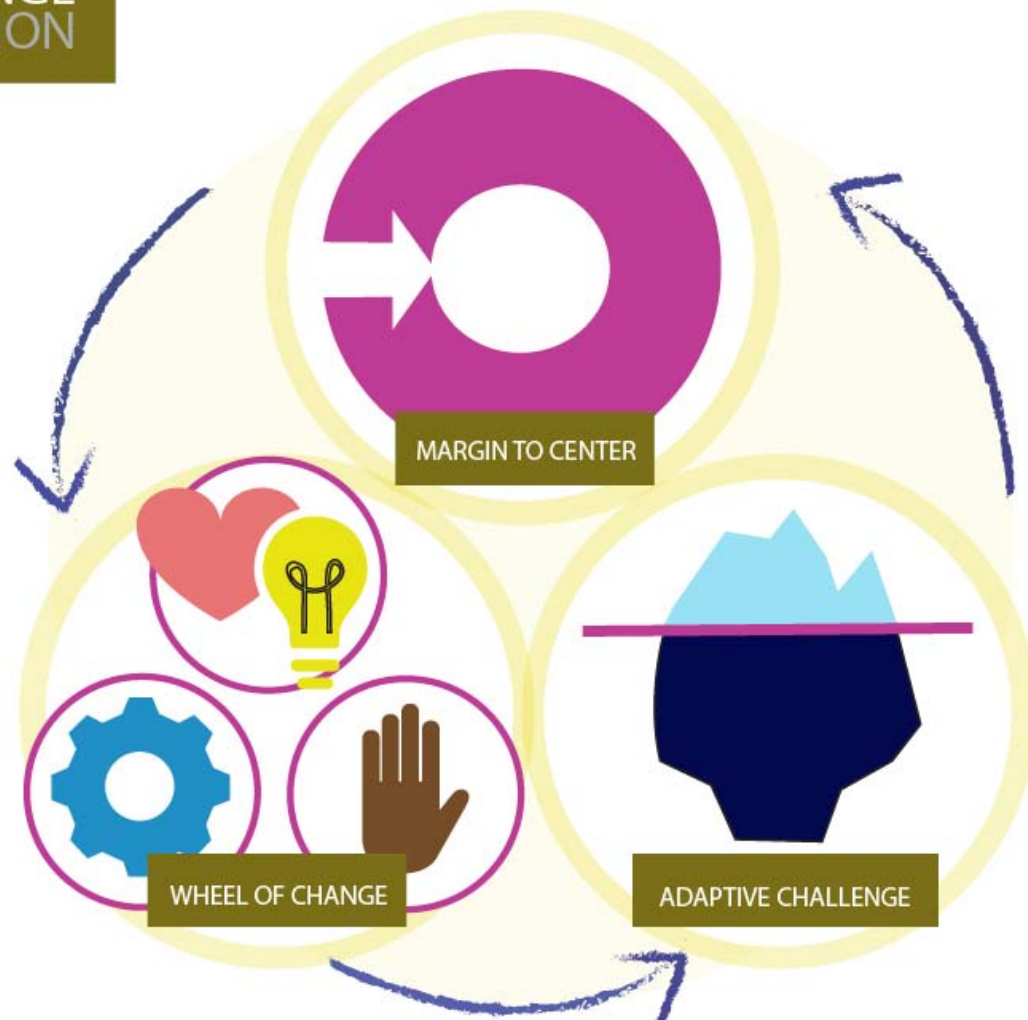


Exercise: Identify Adaptive Challenges

- Case Study:
 - Name an adaptive challenge in your organization from where you sit (i.e. center or margin)
 - From Center: what do you need to do to decenter your perspective?
 - From Margin: what you need to move your Adaptive Challenge to the Center?

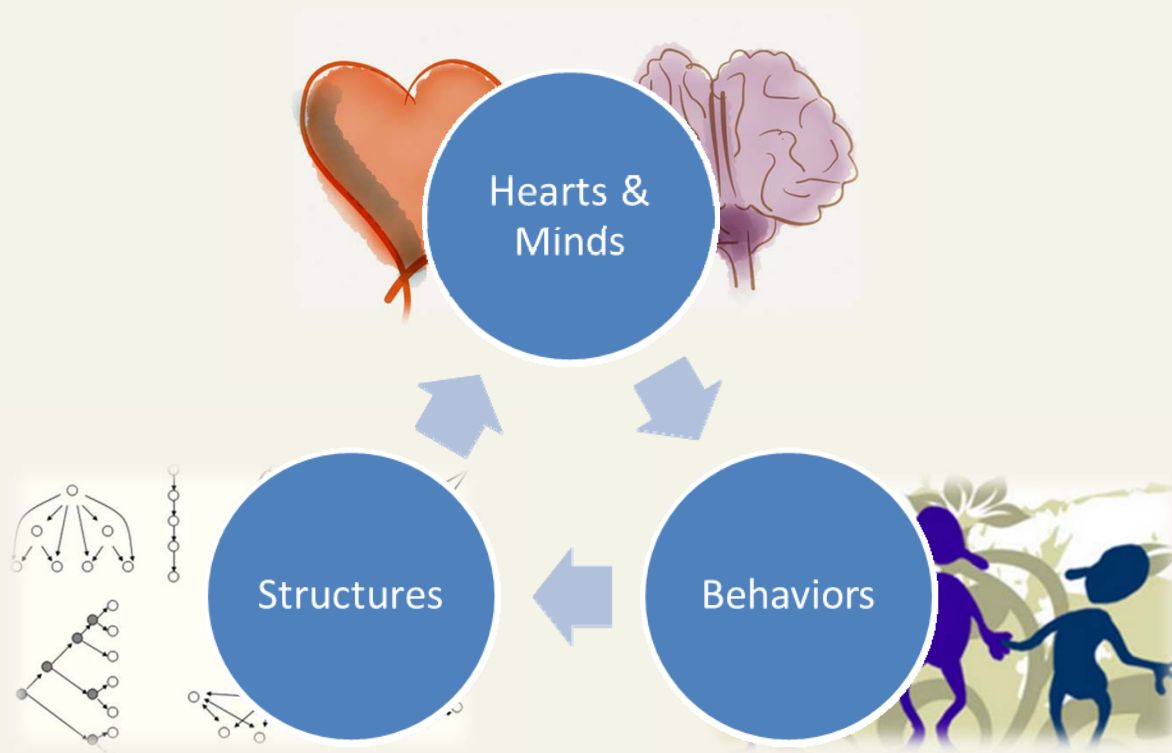
Change Frameworks

MANAGING CHANGE
AND TRANSITION



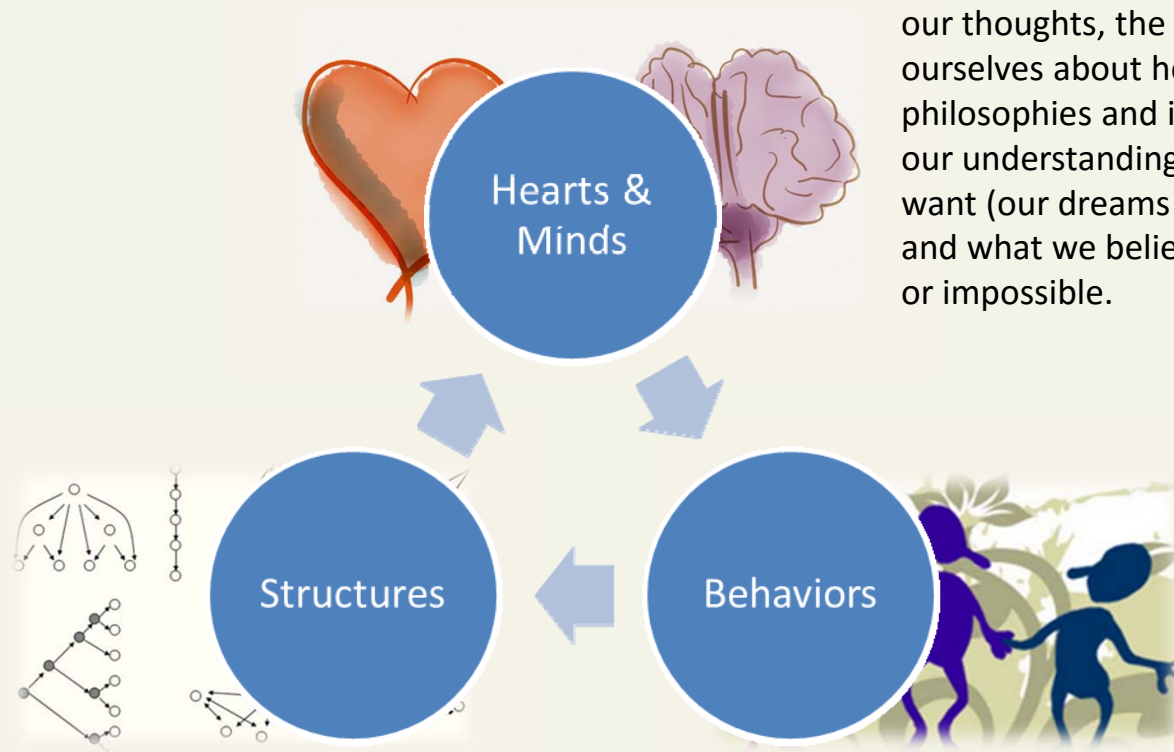
The Wheel of Change

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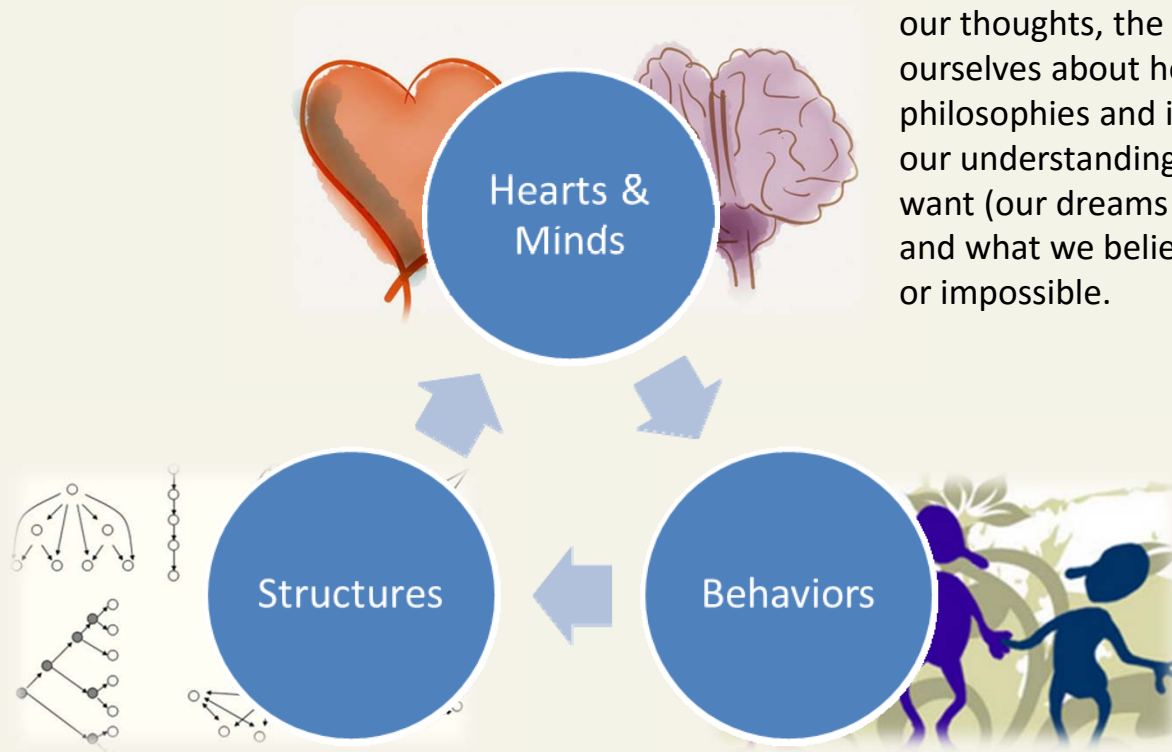
Source: Social Transformation Project

The Wheel of Change



Hearts and minds includes the things we feel, our beliefs, our thoughts, the stories we tell ourselves about how things are, the philosophies and ideas that shape our understanding of reality, what we want (our dreams and aspirations), and what we believe to be possible or impossible.

The Wheel of Change



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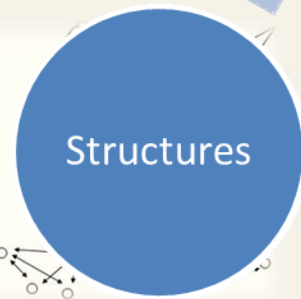
Based on what's going on in our hearts and minds, we make choices to act—or not act—in certain ways.

The Wheel of Change

Structures includes all of the things in our external environment. Organizational structures and systems are strong and entrenched; when left unaddressed, they will defeat the good will and efforts to make change by the people who work there.



Hearts and minds includes the things we feel, our beliefs, our thoughts, the stories we tell ourselves about how things are, the philosophies and ideas that shape our understanding of reality, what we want (our dreams and aspirations), and what we believe to be possible or impossible.



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From Margin to Center – Assessing the Change

Technical Fixes

- Anti-Oppression Training
- Popular Education Pedagogy Training
- Circle Process at staff meetings to equalize voices internally

From Margin to Center – Assessing the Change

Adaptive Flags

- People would rather avoid the issue
- Emotional Response
- Failure to resolve competing priorities

CP Adaptive Challenge From the Margin

There are voices internally that feel silenced. Even with the addition of more WOC, we still feel like a white dominant system. We will not realize our vision of equity with our clients until we manifest it internally. This is a power and privilege challenge.

Exercise: Identify Adaptive Challenges

- Silent Start:
 - Technical Aspects
 - Identify the adaptive flags
 - Name the adaptive challenge(s) in your organization from where you sit (i.e. center or margin)
 - What's a potential blind spot you have from your perspective?

“The idea that somehow organizations can change without personal change, and especially without change on the part of people in leadership positions, underlies why many change efforts are doomed from the start.”

– Peter Senge, The Fifth Discipline

Balcony



Dance floor



2 Reflection Questions for You

What is 1 next step you will take as a result of what you learned today?

What strengths could you bring to practicing adaptive leadership in your organization?

Objectives

- Understand the distinction between change and transition.
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Change initiated from the margins...



... can influence the center.



“I speak today with the full knowledge that I have not personally experienced and can never truly understand the fear, the oppression, and the pain that confronts African Americans every day,”. “But none of us can ignore what is happening in this country. Not when our black friends, family, neighbors literally fear dying in the streets.”

- Senator Elizabeth Warren, Sept 2015

Wrap up & Evaluation

- Resources will be emailed after workshop
- Complete your Evaluation



THANK YOU.