



Change and Transition

The Practice of Adaptive Leadership

Lupe Poblano

Project Director

CompassPoint Nonprofit Services

@LupePoblano

CompassPoint
NONPROFIT SERVICES

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

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.

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 12:15pm. A break in both the morning and afternoon.
- Silence mobile phones
- Return from breaks on time

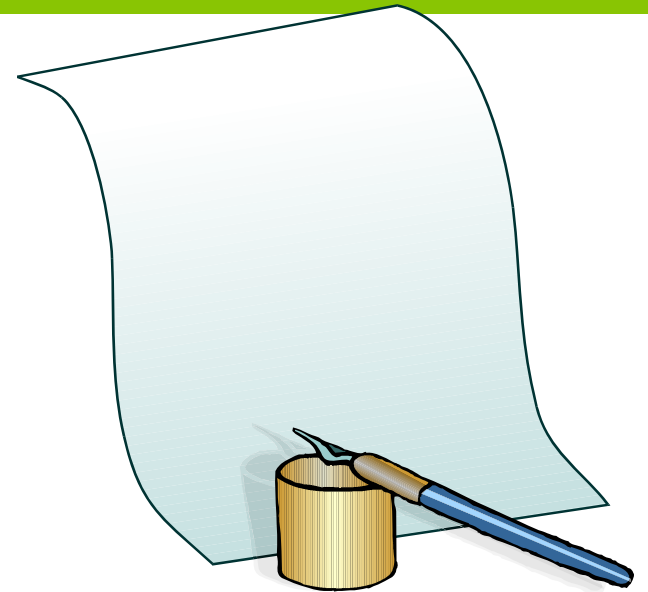
About CompassPoint

- 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.
 - Wheel of Change
 - Explore a Margin to Center Framework
 - Distinguish between adaptive challenges and technical fixes.

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

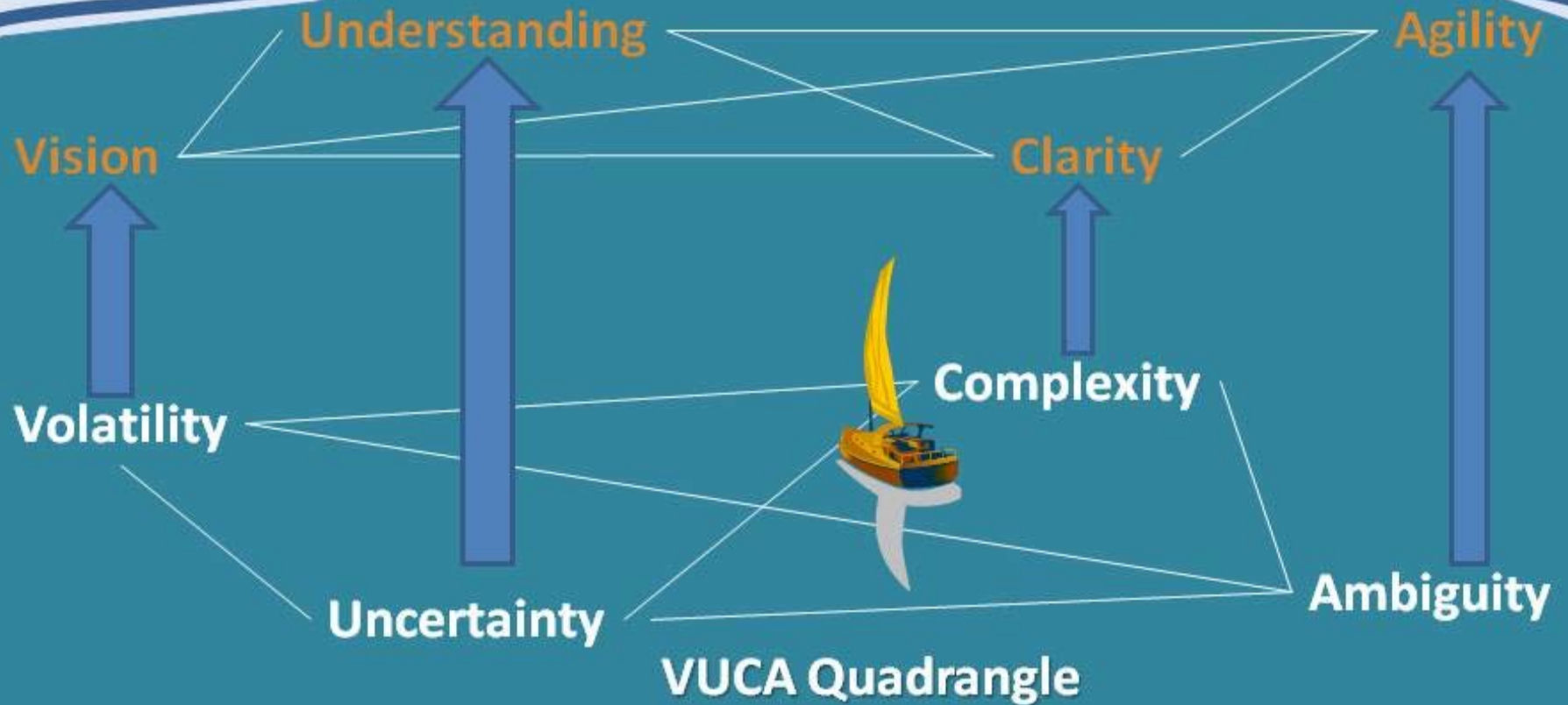
(Quick) Icebreaker Con't:

- 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

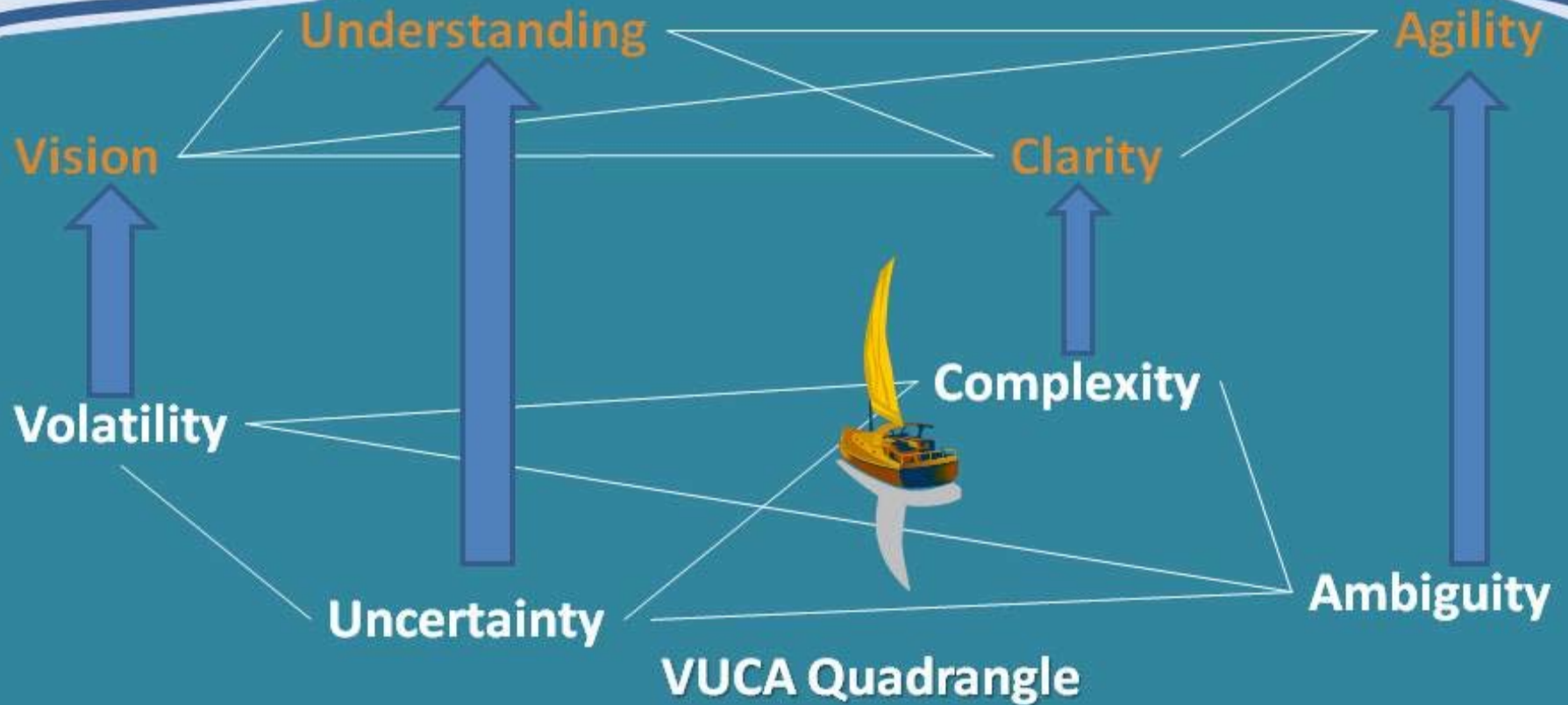
Past Experiences and Current Conditions





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

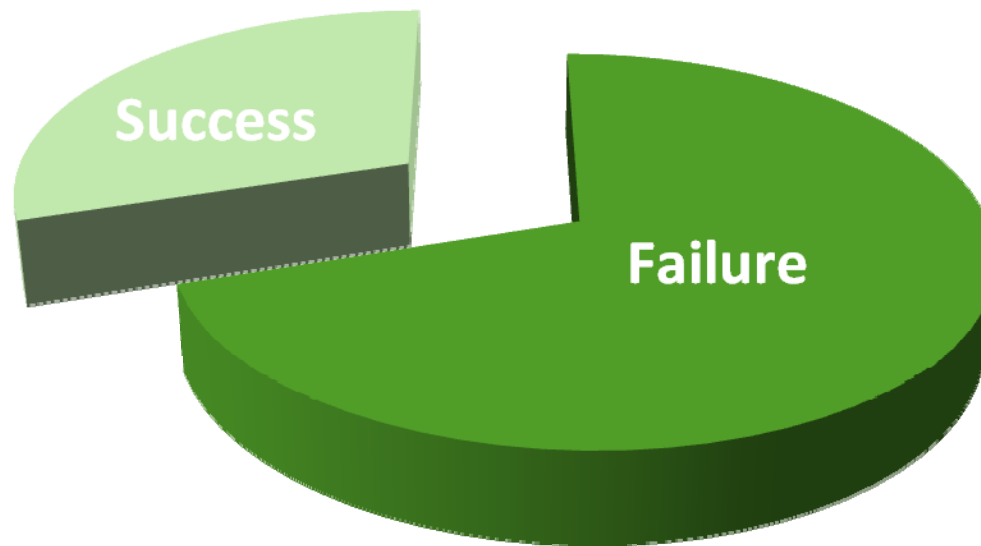
Horizon - the Future State



Source: managementhelp.org

Shore
Past Experiences and Current Conditions

Change Challenge!



70% of all organizational change efforts fail

-Peter Senge

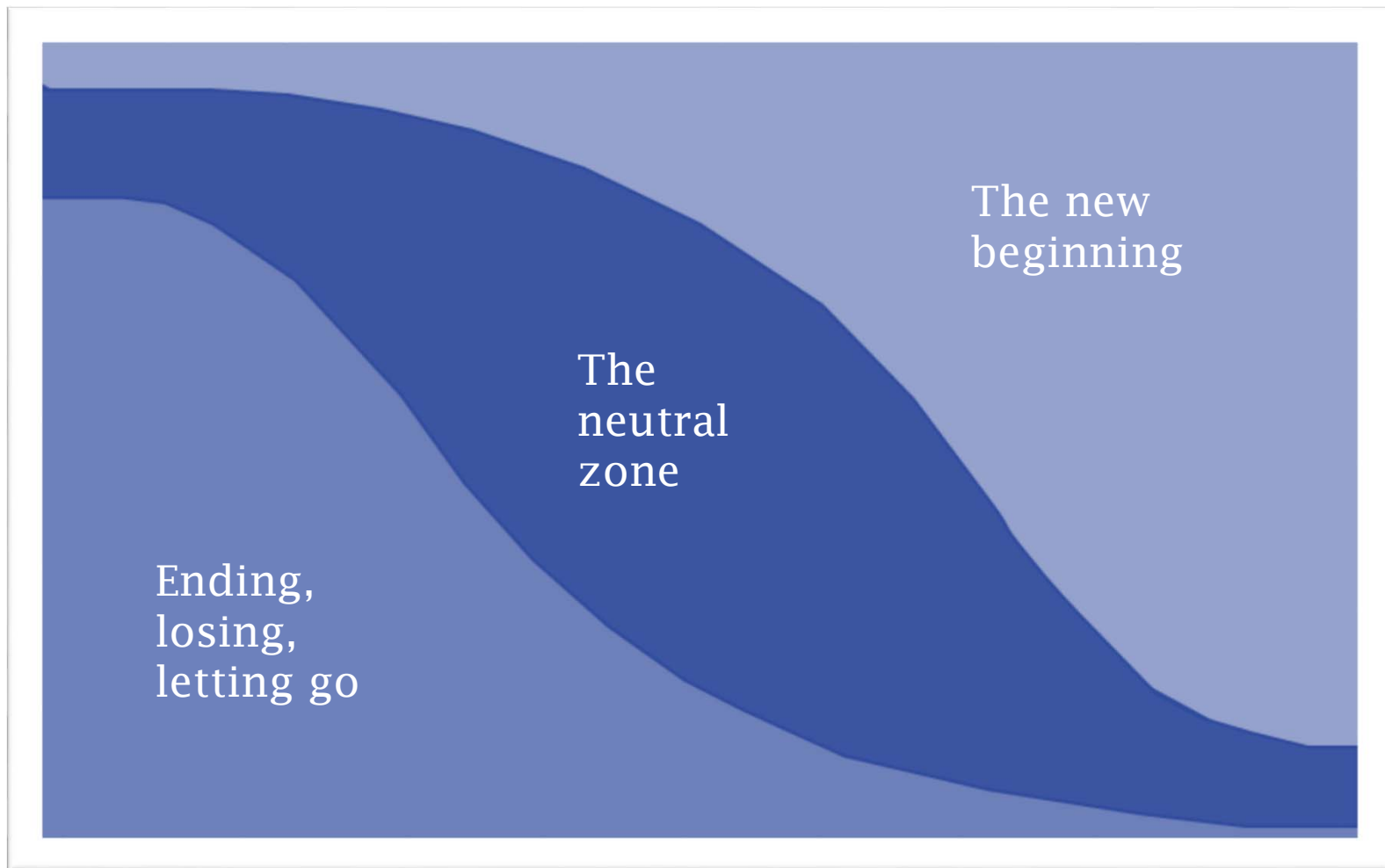
Change and Transition



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. Self-select into one of three stages

2. Brainstorm

- Feelings or experiences with this stage
- Strategies for navigating this stage
- *Why* it's important to go through this stage

Managing Change: Endings

- *Have I studied the change carefully and identified who is likely to lose what – include what I myself am likely to lose?*
- *Have I permitted people to grieve and protected them from well-meant attempts to stop them from expressing their anger or sadness?*
- *Have I found ways to compensate people for their losses?*
- *Have I defined clearly what is over and what isn't?*
- *Have I found ways to “mark the ending”?*
- *Have I made it clear how the ending we are making is necessary to protect the continuity of the organization or conditions on which the organization depends?*

Managing Change: Neutral Zone

- *Have I done my best to normalize the neutral zone by explaining it as an uncomfortable time that (with careful attention) can be turned to everyone's advantage?*
- *Have I created the temporary policies and procedures that we need to get us through the neutral zone?*
- *Have I created the temporary roles, reporting relationships, and organizational groupings that we need to get us through the neutral zone?*
- *Have I seen to it that people build their skills in creative thinking and innovation? Have I encouraged experimentation and seen to it that people are not punished for failing in intelligent efforts that do not pan out?*
- *Am I regularly checking to see that I am not pushing for certainty and closure when it would be more conducive to creativity to live a little longer with uncertainty and questions?*

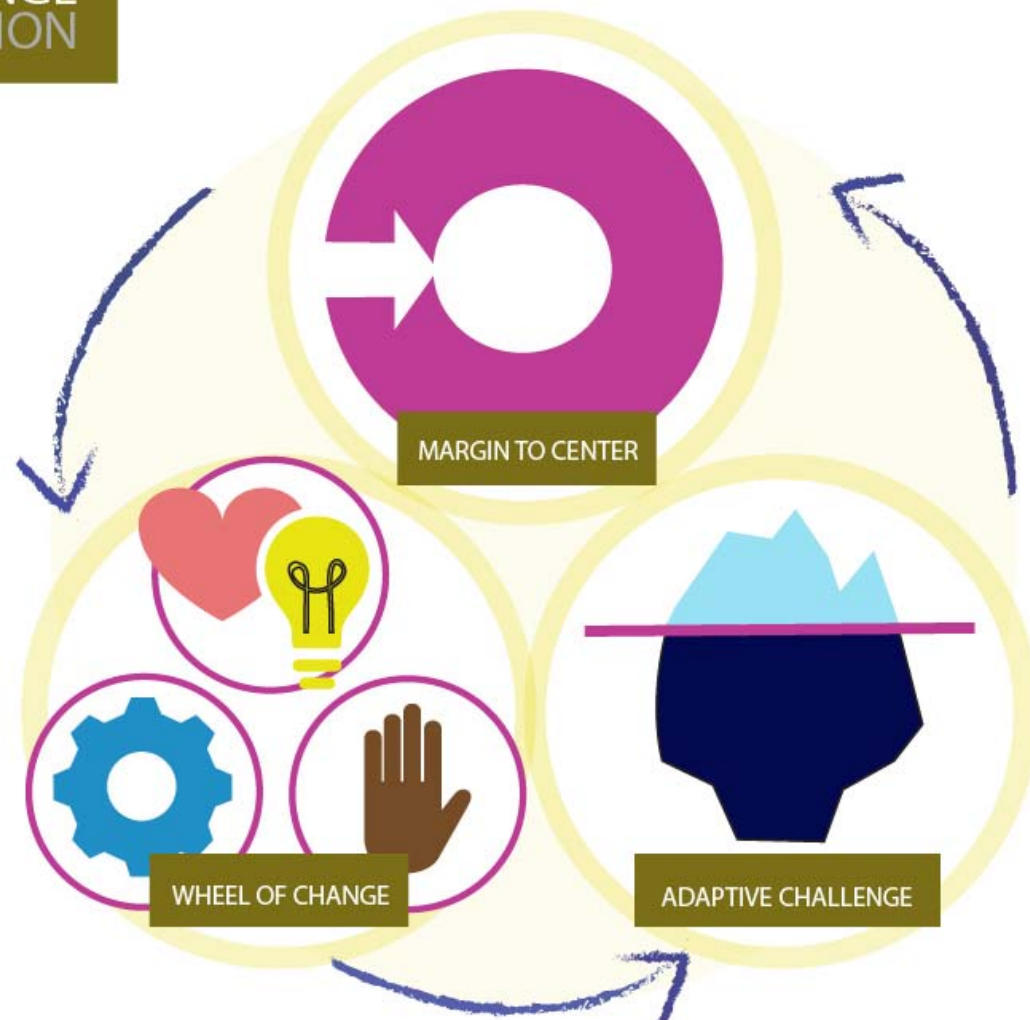
Source: William Bridges, "Managing Transitions: Making the Most of Change" © 1991, 2003

Managing Change: New Beginnings

- *Have I taken care of the ending(s) and the neutral zone, or am I trying to make a new beginning happen before it possibly can?*
- *Have I checked to see that policies, procedures, and priorities are consistent with the new beginning I am trying to make so that the inconsistencies aren't sending a mixed message?*
- *Am I watching my own actions carefully to be sure that I am effectively modeling the attitudes and behaviors that I am asking others to develop?*
- *Have I found ways, financial and nonfinancial, to reward people for becoming the new people I am calling upon them to become?*
- *Have I found ways to celebrate the new beginning and the conclusion time of the transition?*

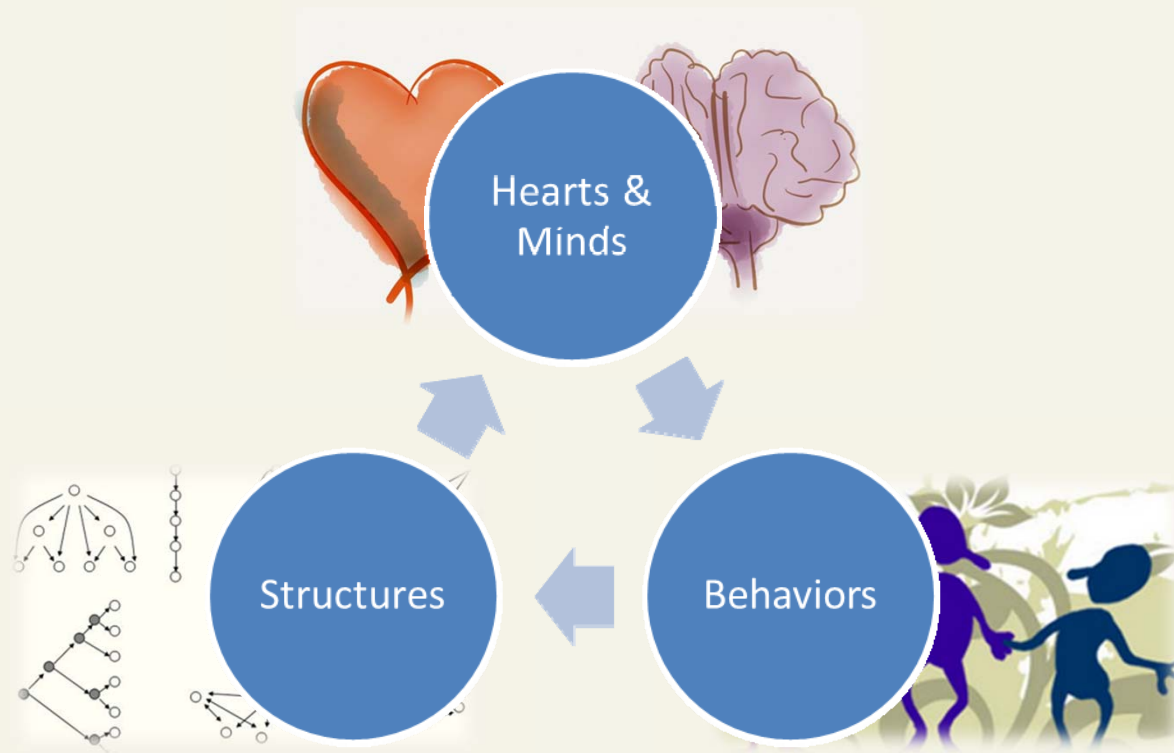
Change Frameworks

MANAGING CHANGE
AND TRANSITION



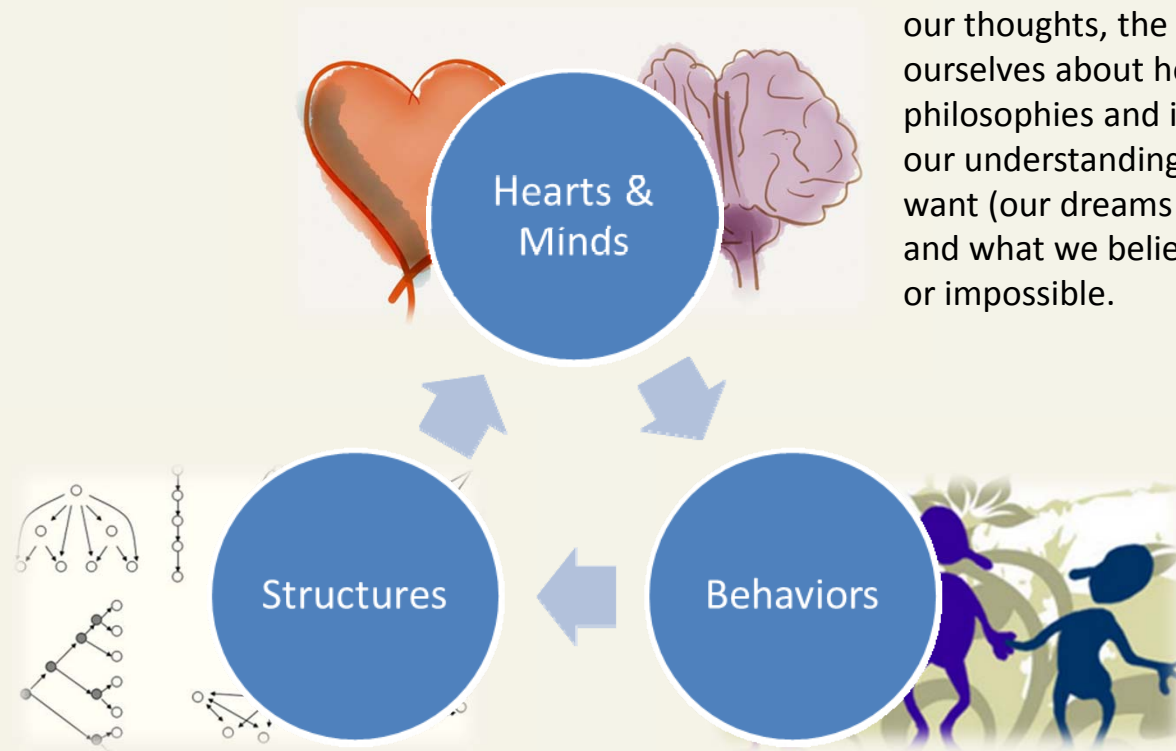
The Wheel of Change

Page 15



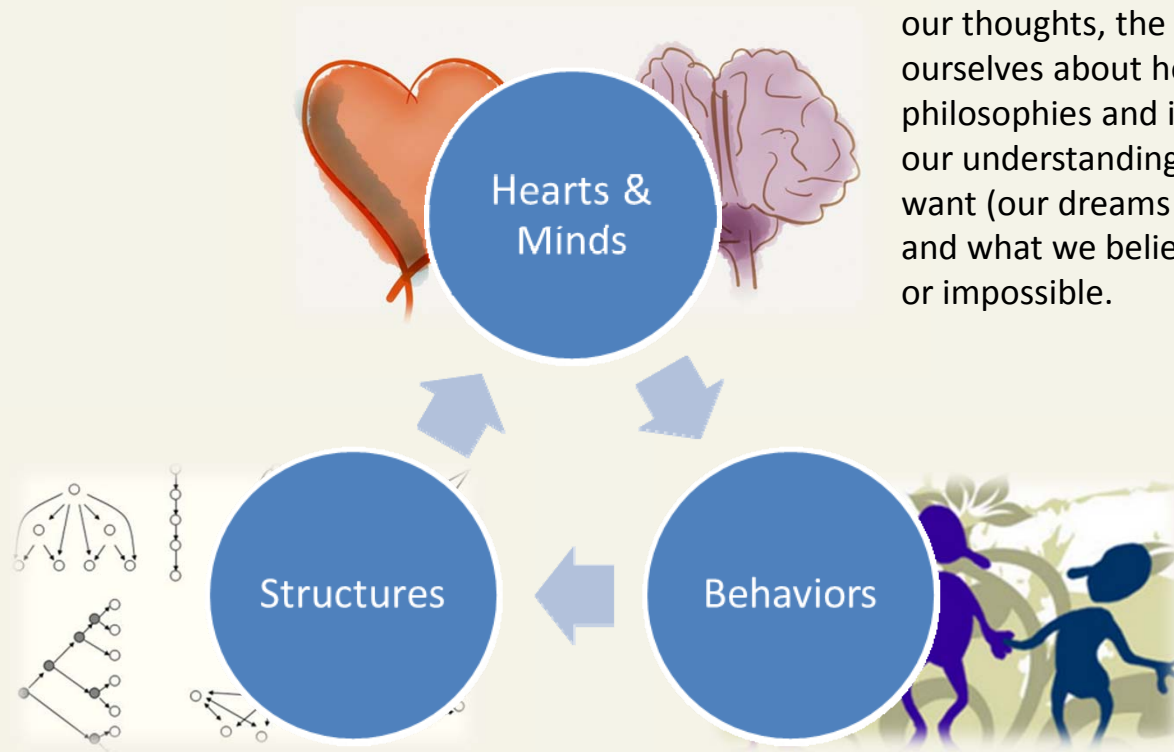
Source: Social Transformation Project

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



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.

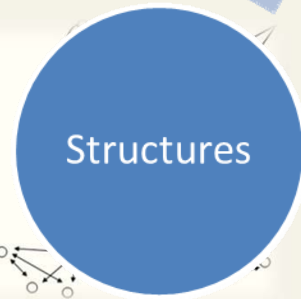
Based on what's going on in our hearts and minds, we make choices to act—or not act—in certain ways.

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.



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

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.

Hearts and Minds

What is changing	What is <u>not</u> changing
Equity analysis is critical to disrupting the status quo	We've had social activism in our DNA for 40 years.
The belief that "neutral is never neutral".	Leadership is process of engaging others towards a community agenda.
We need to explicitly name our role in dismantling systems of oppression and violence against the most marginalized communities.	We have always loved working with organizations who've had a role in interrupting oppression and building the power of the margins.

Behaviors

What is changing	What is <u>not</u> changing
Bring in equity content into our public workshops.	We're still going to curate and create relevant content.
De-center our source materials and find alternate forms of knowledge production.	We are skilled in a variety of approaches (teaching, consulting, coaching, writing, etc.).
Change the center of gravity to make the experience community/learner-centric not CP/expert-centric.	We will model vulnerability and share our learnings with others.

Structures

What is changing	What is <u>not</u> changing
Added more WOC Project Directors.	Internal systems such as payroll and performance evaluations.
Formalized racial identity caucuses internally and have done them with our cohort leadership programs.	In-take mechanisms for ensuring we are able to choose which clients we want to partner with.
General Circle assigns leadership roles they must consult with 3 members of the POC Caucus (those 3 members to be selected by the POC Caucus).	Leadership Team (i.e. General Circle) remains largely intact.

Framework 2:

From Margin to Center*

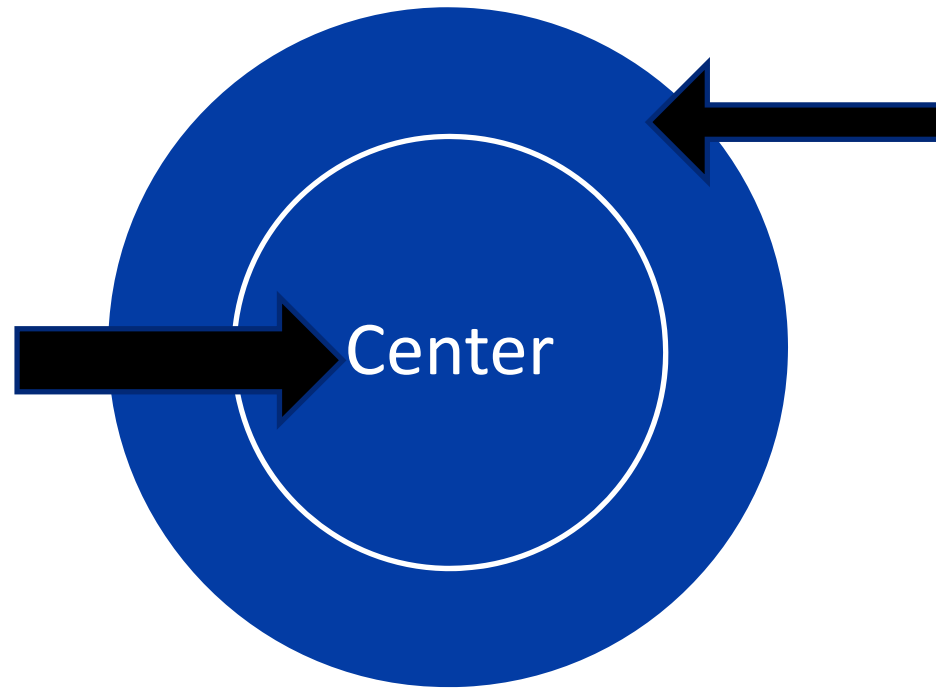
- Putting marginalized populations at the center of our analysis.

*bell hooks

Margin to Center

The Center:

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

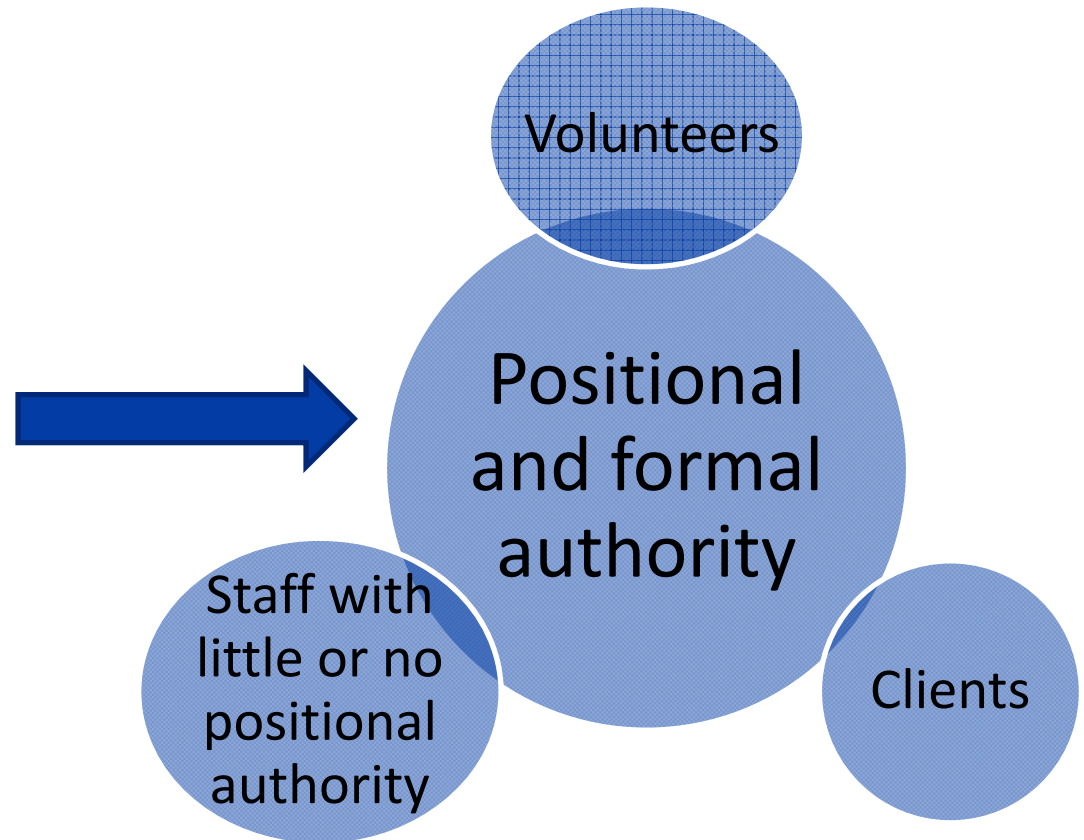


The Margin:

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



Framework 3: Adaptive Leadership

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

Ron Heifetz, The Practice of Adaptive Leadership

“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

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

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

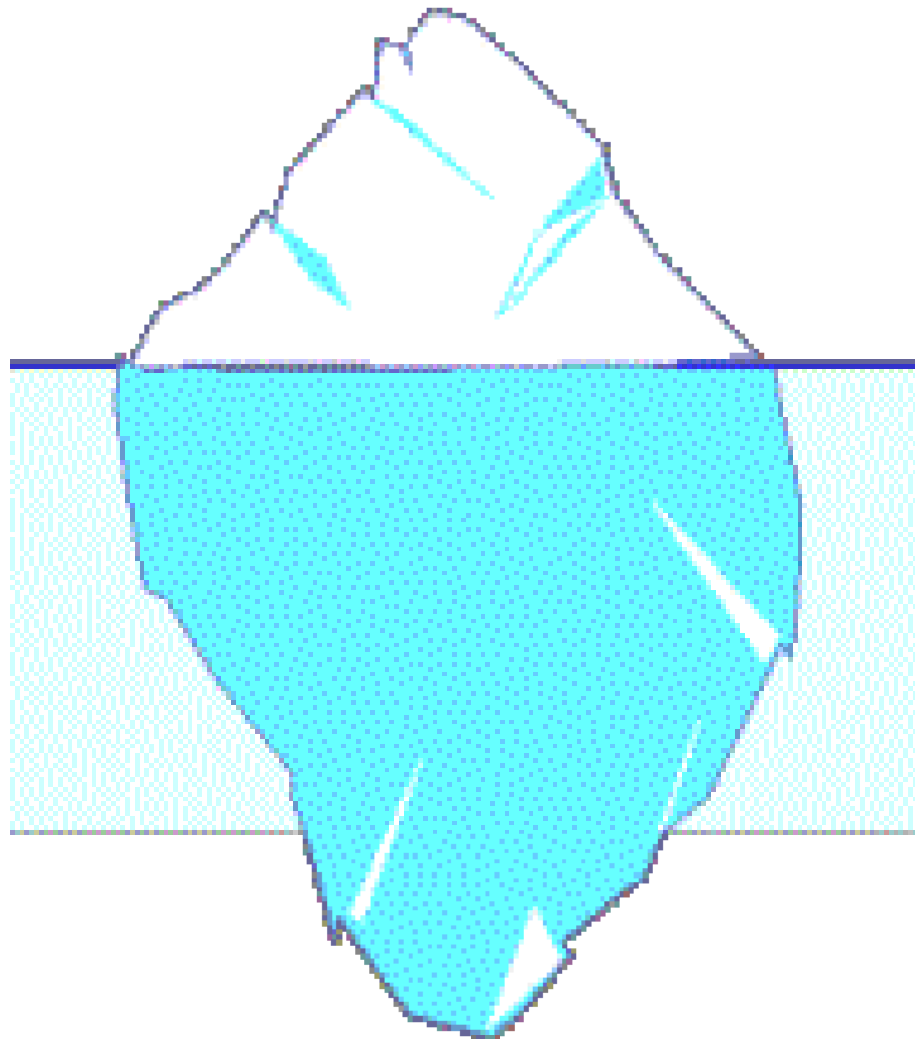
10 Adaptive Flags

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

CP Change

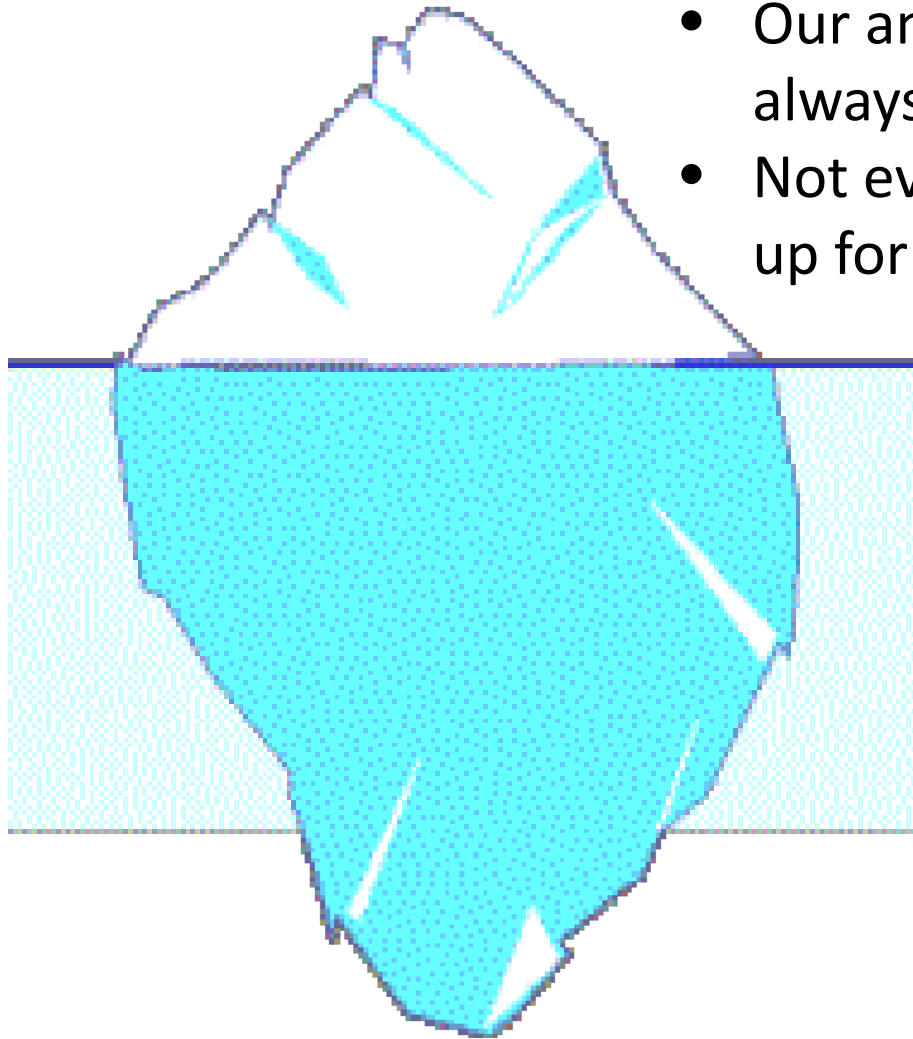
Incorporating an equity lens with ourselves and in our work with leaders, organizations, and movements. We strive to have a race, gender, class, power, privilege analysis – internally and externally.

CP Change



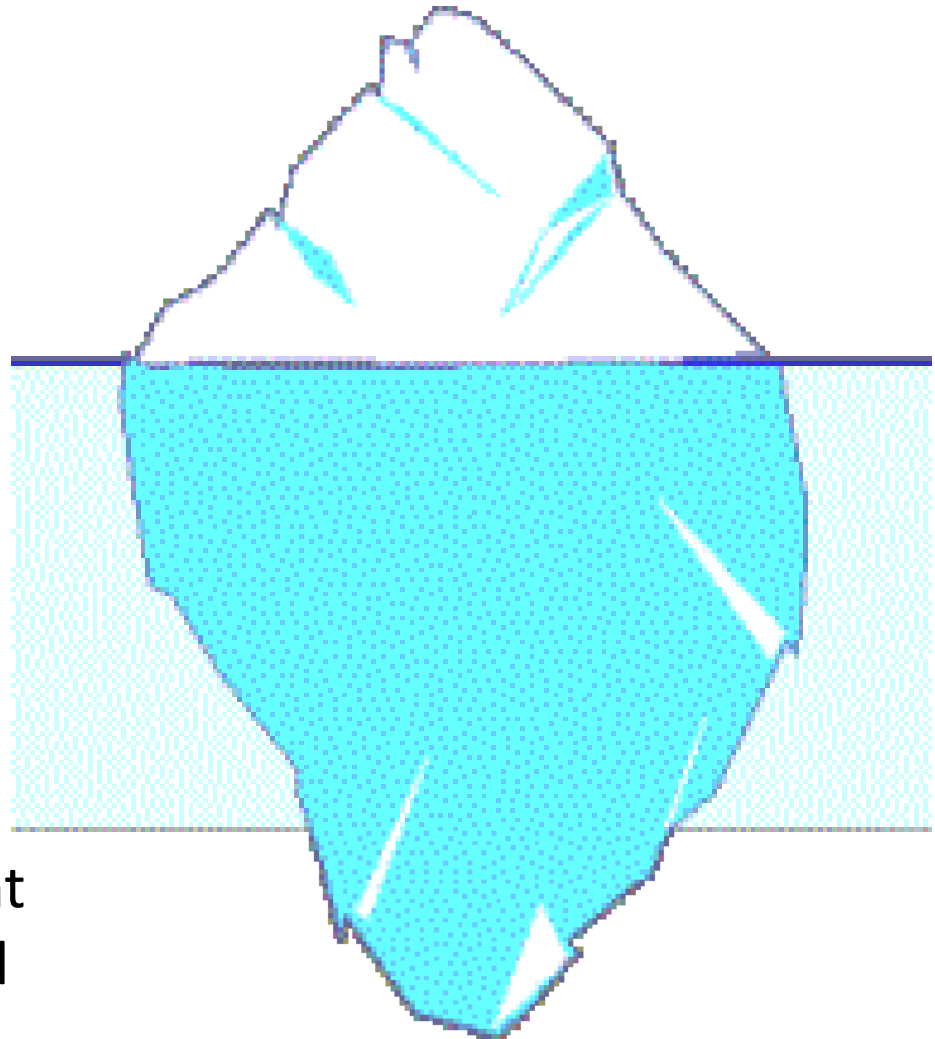
CP Change

- Capacity concerns
- Our analyses aren't always consistent
- Not everyone feels set up for success



CP Change

- Funding isn't always aligning with our vision.
- CP structurally and culturally still feels like a “white cap” organization.
- Internally we do have different race, gender, class, power and privilege analyses based (in part) on our own different social/positional privileges.



CP Adaptive Challenge From the Center

We need to be clear about how much it takes to resource the creation of new content and how much subsidy it takes to work with the leaders we want to work with and find the right funding partners. This is a business model challenge.

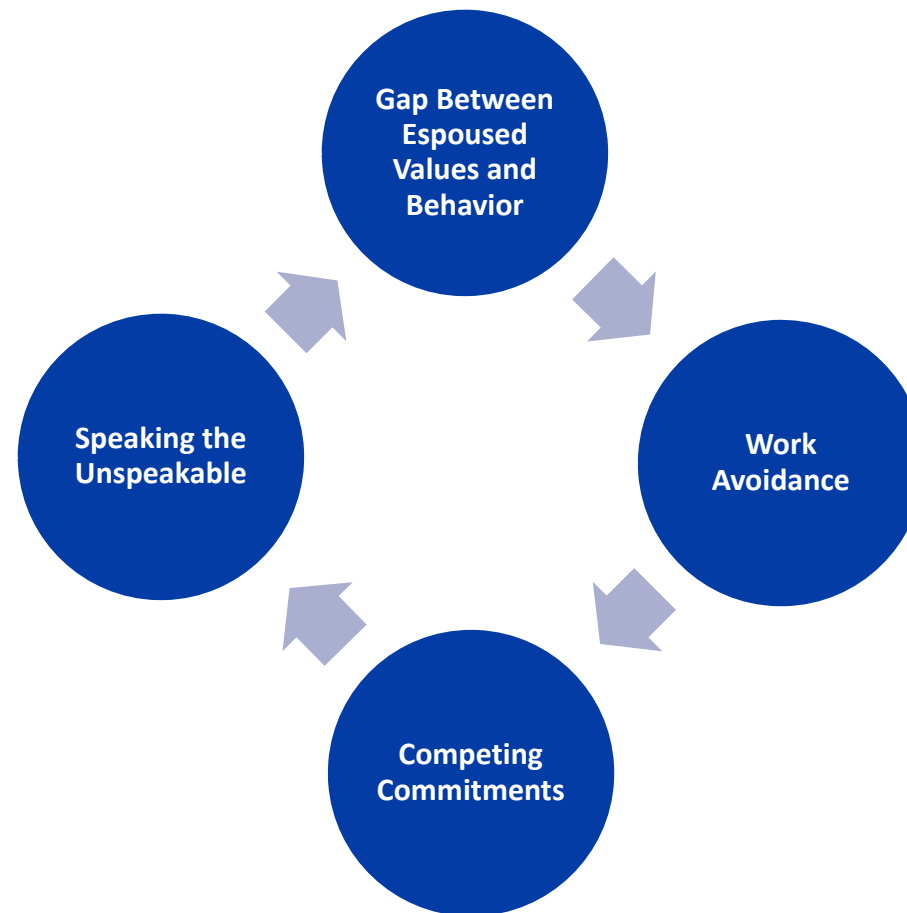
CP Adaptive Challenge From the Margin

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

- 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?

Adaptive Challenge Archetypes





MIND THE GAP

Archetype 1: Gap Between Espoused Values and Behavior

Page 33

- Advocate for collaboration, but reward individual performance;
- Advocate for “leaderful” organizations, but refuse to delegate authority or decision making;
- Espouse candor, but avoid conflict;
- Encourage creativity, but eschew risk taking;
- Others?

and tails are
away for the future
his commitment
his new place
or future

Archetype 2: Competing Commitments

- Seek staff with advanced degrees or lots of experience, while setting compensation well below the market;
- Receive cuts in funding, while maintaining the same level of service (doing more with less);
- Maintaining commitment to core mission, while seeking funding for “mission creep”;
- Others?



Archetype 3: Speaking the Unspeakable

- Courtesy trumps candor;
- **Healthy conflict almost never happens;**
- Most conflict is “unhealthy” – i.e., utilizes blame, defensiveness, stonewalling, and contempt;
- **Dissenting views are not welcome;**
- People hold positions, not perspectives;
- **Others?**



Archetype 4: Work Avoidance

- **Divert attention**
 - Focus only on the technical parts of the challenge
 - Define the problem by what you can fix (tailor's view)
 - Deny the problem
 - Create a proxy fight
 - Bring in a sacred cow
- **Displace responsibility**
 - Marginalize the messenger
 - Externalize the enemy
 - Delegate the work to someone with no authority

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:
 - Name an adaptive challenge in your organization from where you sit (i.e. center or margin)
 - Identify the adaptive flags
 - Wheel of Change: in order to make progress on the Adaptive Challenge, what needs to change and what needs to stay the same?

- Create a Holding Environment
- Control the Temperature
- Set the Pace
- Show them the Future



“Keep your hand on the thermostat. If the heat is too high, people might panic. If it is too low they wont make difficult decisions.”

“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



Think politically

Act Politically

- Expand your informal authority
 - Strengthen relationships
 - Score early wins
 - Address interests
 - Experiment, sell small pieces of the idea

With whom do you have the most informal authority or influence? Peers? Superiors? People you manage? External partners?

How might you need more informal authority?



Identify a person with whom you want to have more informal authority. Practice over-delivering on your commitments to that person for three weeks.

Arrive to meetings early and stay late. Connect with other participants.



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.
- Learn about the adaptive leadership framework.
 - Wheel of Change
 - Explore a Margin to Center Framework
 - Distinguish between adaptive challenges and technical fixes.

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.