CLA

Leading in Challenging Times: New Skills for Managers

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Marty Linsky
Co-founder and Principal

The New Normal?

- Uncertain future
- Inadequate information
- Change as a constant

How do you prepare? What skills are necessary?

- Capacity to meet new realities
- Courage to take responsibility for inventing the future

The Critical Choice:

Hunker Down

Or

Adapt?

THE FIRST CLASSIC ERROR

Treating
Adaptive Challenges

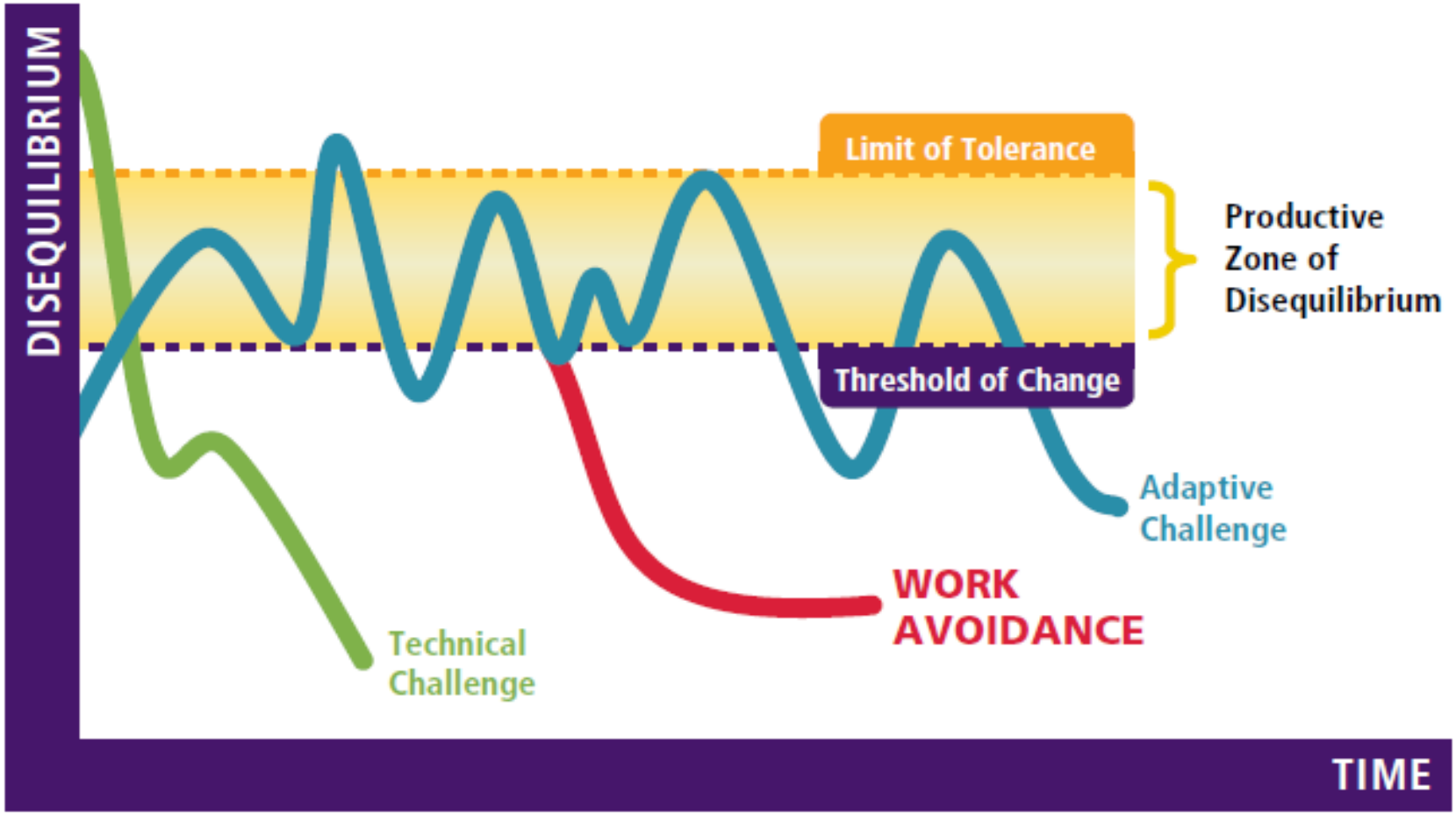
as if they were

Technical Problems

Technical and Adaptive

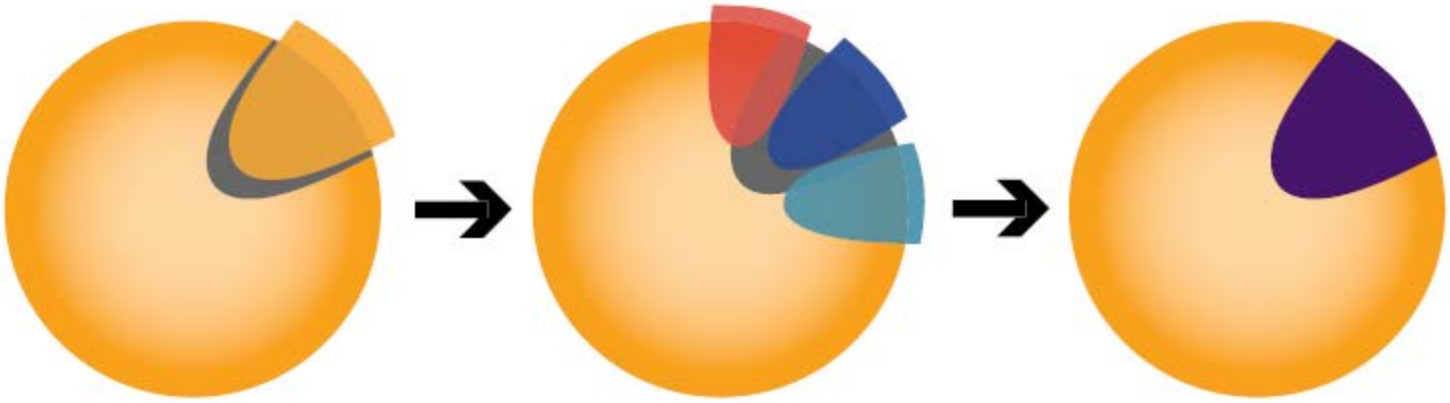
Kind of Work	Problem & Solution Definition	Locus of Work	Type of Work
Technical	Clear	Authority	Optimize Execution
Technical & Adaptive			
Adaptive	Requires Learning	Stakeholders	Experiments & Smart Risks

Work Avoidance and Disequilibrium



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

THE SECOND CLASSIC ERROR

The Leap To Action

New Leadership Strategy

OII

Observe - Get on the Balcony

Interpret – Look for the Systemic and Adaptive

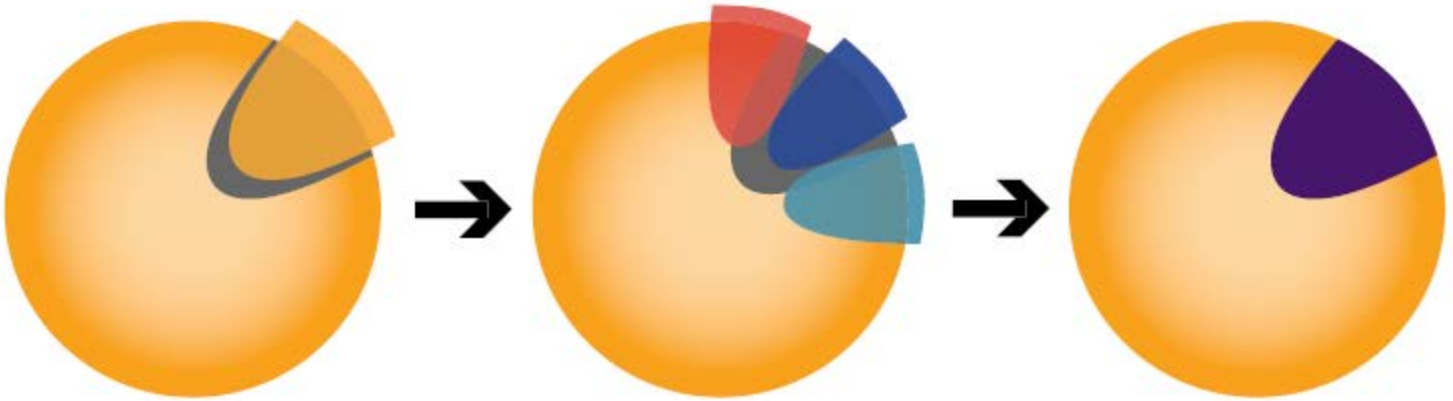
Only then,

Intervene – Customize and Turn Up the Heat

Managers' Personal Challenge

What parts of your current repertoire do you need to retain – Which skills, values, beliefs?

What parts of your repertoire do they need to give up to thrive in the current reality?



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

Testing new practices and behaviors

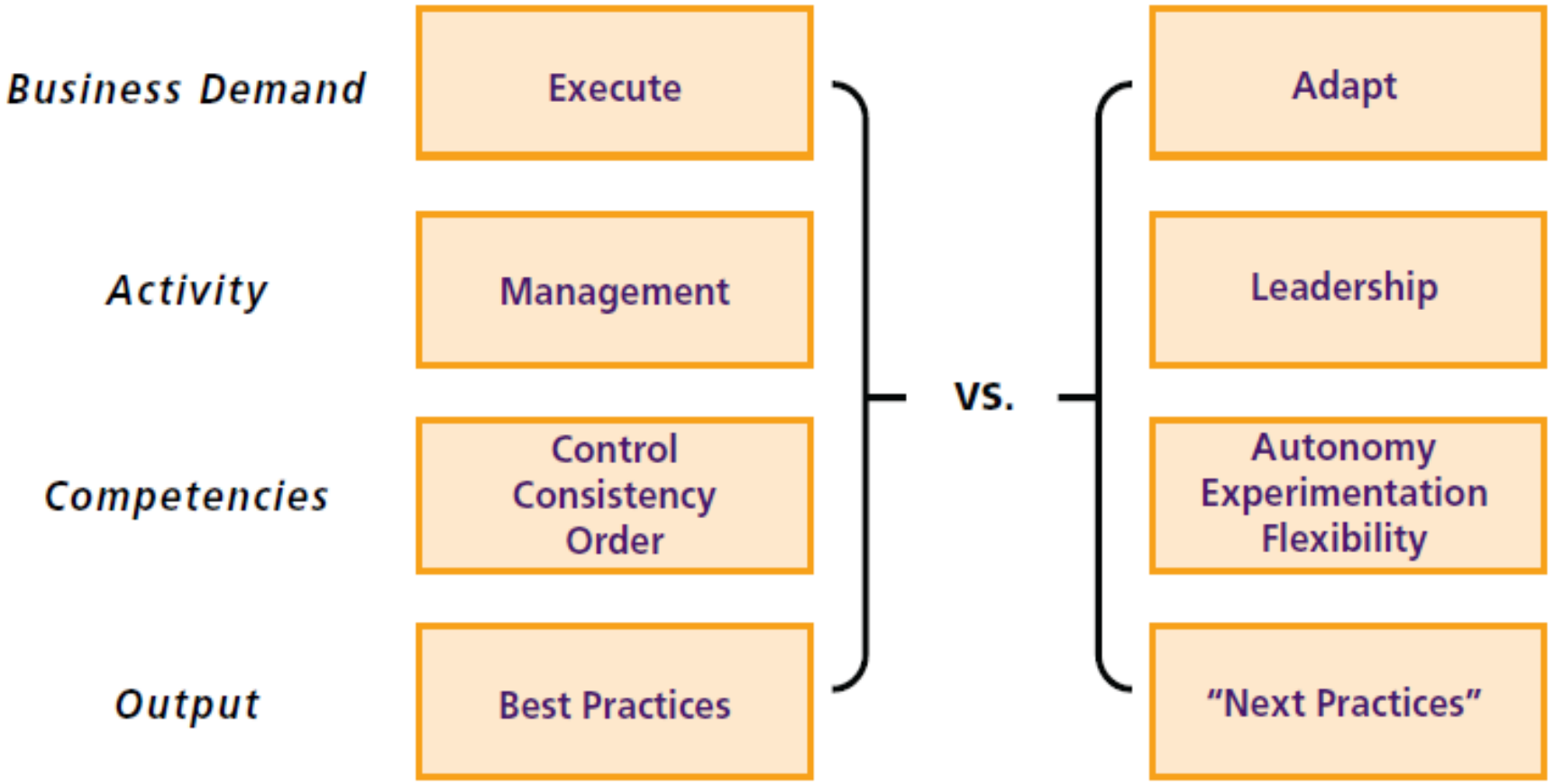
Integrating the new practices into a new way of leading

Reframing–Problem Interpretations

Interpretation Possibilities

Individual	→	Systemic
Technical	→	Adaptive
Benign	→	Conflictual

Set of Behaviors

	Diagnosing	Acting
System	– Thinking Systemically – Distinguishing Technical From Adaptive Challenges – Thinking Politically	– Using Interpretations – Acting Politically – Orchestrating Conflict
Self	– Knowing Your Defaults – Knowing Your Role in the System – Knowing Your Purpose	– Willing to Exceed Your Authority – Owning Your Piece of the Mess – Staying in the Game and Staying Alive

Execute and Adapt