



BELONG
BLUE MOUNTAINS
COMMUNITY AND NEIGHBOURHOOD SERVICES

**LEADING ADAPTIVELY –
A ‘NEW’ LENS FOR DRIVING SUSTAINABLE ORGANISATIONAL
CHANGE**

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LILLA WATSON

“If you have come here to help me, you are wasting your time. But if you have come because your liberation is bound up in mine, then let us work together”



"If you still say that we are wasting valuable lesson time, then let me remind you that our political leaders have wasted decades through denial and inaction."

- Greta Thunberg



“WE CAN’T CHANGE THE WORLD BY PLAYING BY THE RULES, BECAUSE THE RULES HAVE TO CHANGE, EVERYTHING NEEDS TO CHANGE, AND IT HAS TO START TODAY”

GRETA THUNBERG SCHOOL GIRL CLIMATE CHANGE WARRIOR



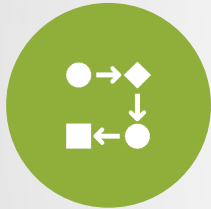
ASK & INVITE
CRITICAL QUESTIONS TO
IGNITE, DISRUPT & PROVOKE
COURAGE & BOLDNESS -
PURPOSEFULLY



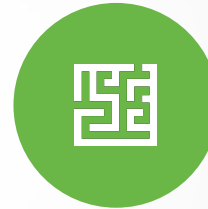
Are we really listening when people talk to us about their ideas?
How could we invite workers and citizens to new ideas / ways we have not explored?
Could we deepen discussions and debates by asking more questions?



Could we create an environment where all people are part of the process of creating a new, healthy and sustainable environment?
Could we foster creativity and innovation and, in the long run, sustainability?



Could we make time to experiment with entrenched problems?
Could we allow predictability and spontaneity to co-exist at the same time?



What is curiosity in the workplace?
Have could we use curiosity as a tool for change?
What would this look like?



Could we create an environment where all people are part of the process of creating a new, healthy and sustainable environment?
Could we foster creativity and innovation and, in the long run, sustainability?



What does it mean to be agile?
Could we be agile?
What would this look like?





KEY ADAPTIVE LEADERSHIP PRINCIPLES

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Get on

Get on the balcony
Move off the dance
floor
Identify your
adaptive challenge

Think

•Distinguish
between technical
solutions and
adaptive responses

Identify

Identify your and
the team /
organisation's
leadership style/s

Mobilise

Mobilize for
support

Seek out diverse
people / thinking

Allow

Allow space and
time for tensions
and the process

Invite new people
into the discussion
/ questioning space

THE
SAME
OLD
THINKING

THE
SAME
OLD
RESULTS



OPPORTUNITIES FOR CHANGE



Inspire, connect and understand
Co-create & co-design together



See opportunity
Don't blame
Practice positive self talk



Innovate
See opportunity for change
Be resourceful



Identify flexible approaches / perspectives not solutions
Allow space to be driven by disruption



Work across organisational boundaries and silos
Collaborate for impact
Build strong relationships – Partnerships, alliances and coalitions



Be curious
Use imagination
Ask purposeful questions



Look for the: learning, creativity, flexibility, and willingness to change
Allow time for ideas to 'ripen and grow'



TIME TO PLAY:
WHAT IF I COULD ...

WHEN WE
ALLOW
OURSELVES TO
STEP BACK,
LISTEN AND
SPEAK AND ACT
ADAPTIVELY

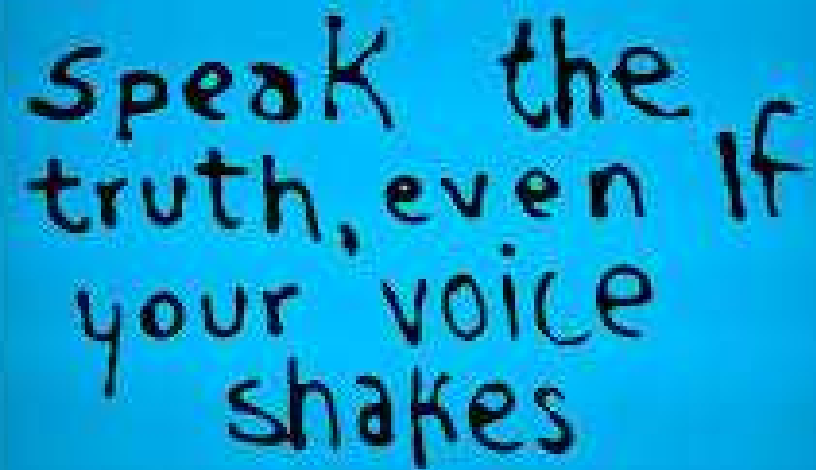
WE ALLOW MORE
ROOM FOR
CREATIVITY &
INSPIRATION

- Go to the balcony in small groups
 - One person - identify a wicked problem (resistance to resolution) in the work place?
 - Other members - take the time to really listen & ask curious questions / questions with a purpose - instead of lurching into solution mode

- What is the wicked problem?
 - Is the issue – technical and/or needing an adaptive response?
 - Who is responsible for solving?
 - Who is working to resolve the issue? How diverse (in opinion, perspective / ideas) are these people?
 - What gets in the way?
 - Why does it matter?

- Opportunities
 - What if you could ... (think outside the box and be curious, courageous and bold!)
 - How could you dedicate time and space to explore new approaches / perspectives?
 - How could you deepen debates with questions?
 - How could you mobilise people with new perspectives?
 - How could you collaborate for impact – and form strategic partnerships, alliances / coalitions?

- Reflect as a group
 - What's the learning? Did it “spark” new thinking?



Speak the
truth, even if
your voice
shakes

QUESTIONS,
REFLECTIONS
&
SPARKS OF
NEW IDEAS