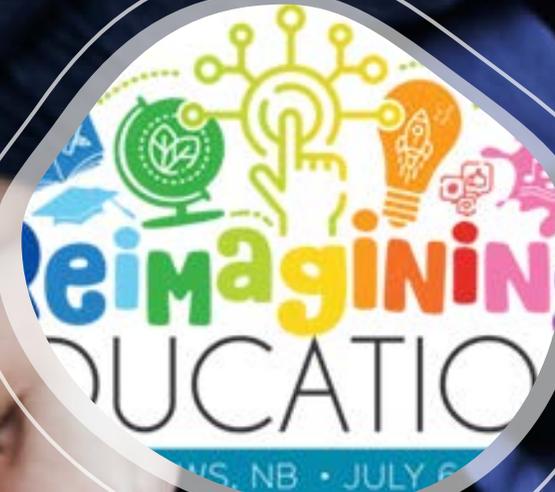


Adaptive Leadership

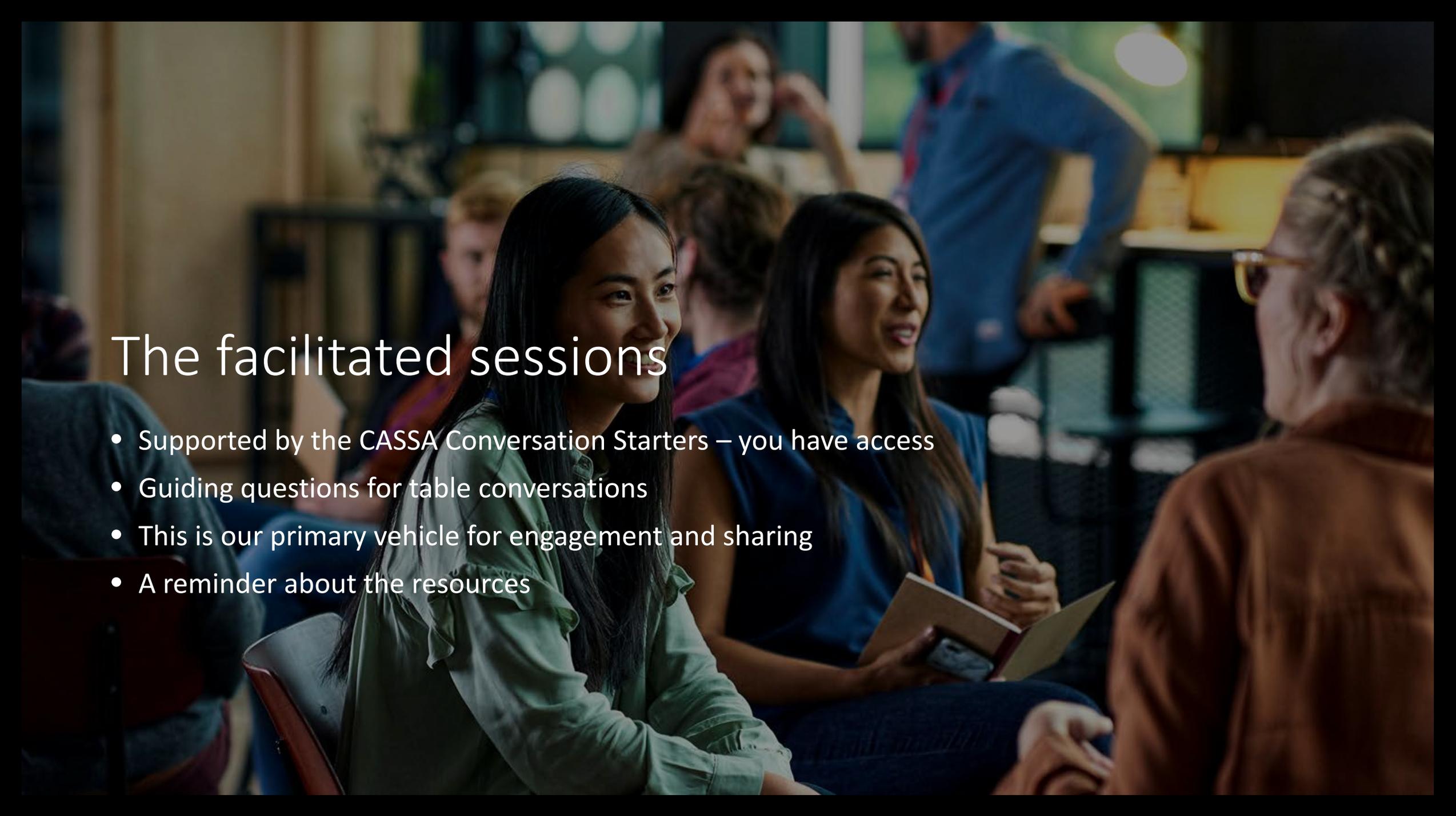
Responding to continual
change and uncertainty



CASSA 2022

Jordan Tinney

jordantinney@shaw.ca

A group of people in a meeting or workshop setting, engaged in conversation. The background is slightly blurred, showing other participants and a man in a blue shirt standing near a greenboard. The foreground shows a woman in a light green shirt and another woman in a blue top holding a notebook, both looking towards a woman in a brown top on the right.

The facilitated sessions

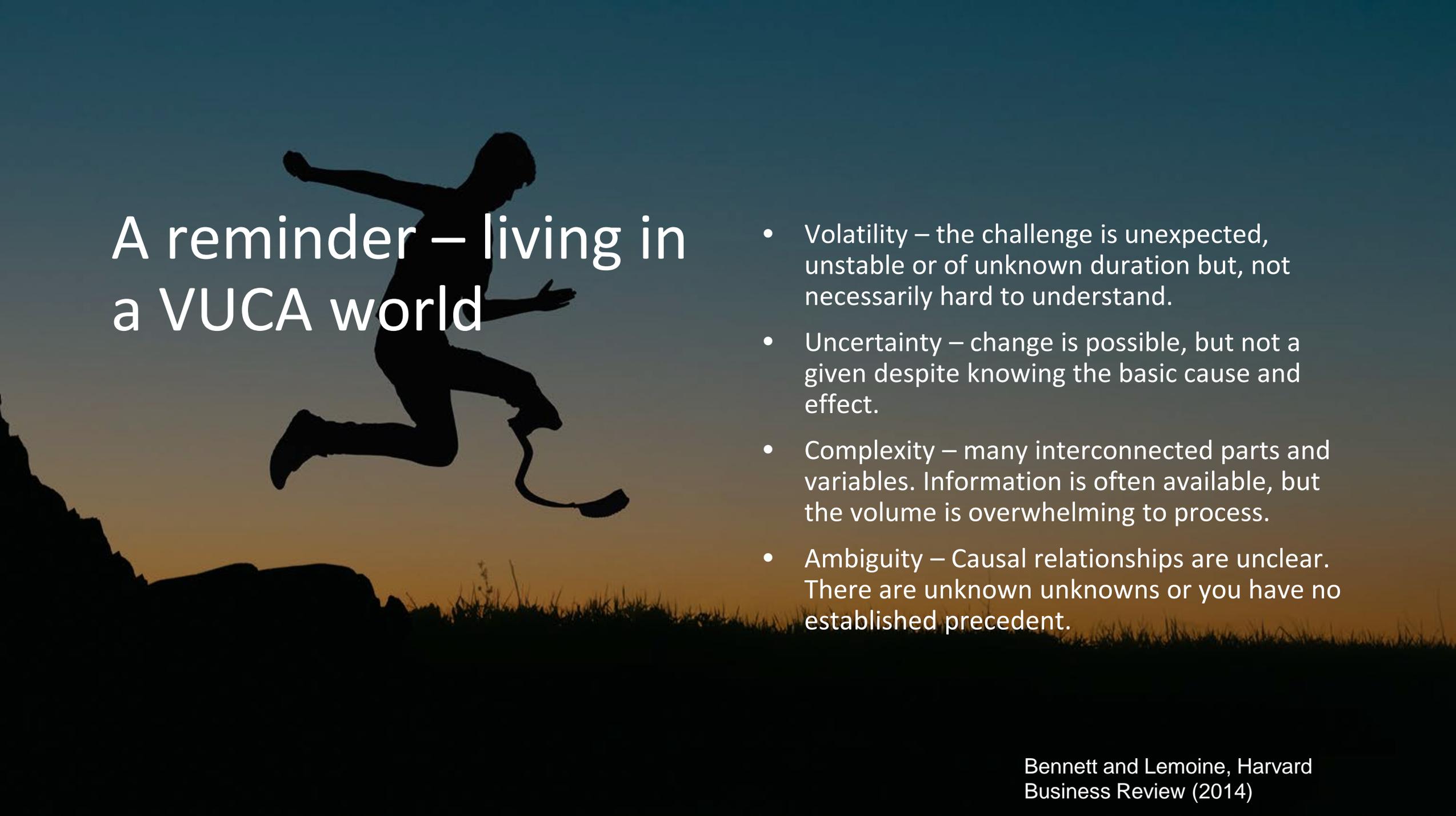
- Supported by the CASSA Conversation Starters – you have access
- Guiding questions for table conversations
- This is our primary vehicle for engagement and sharing
- A reminder about the resources



You have amazing skills

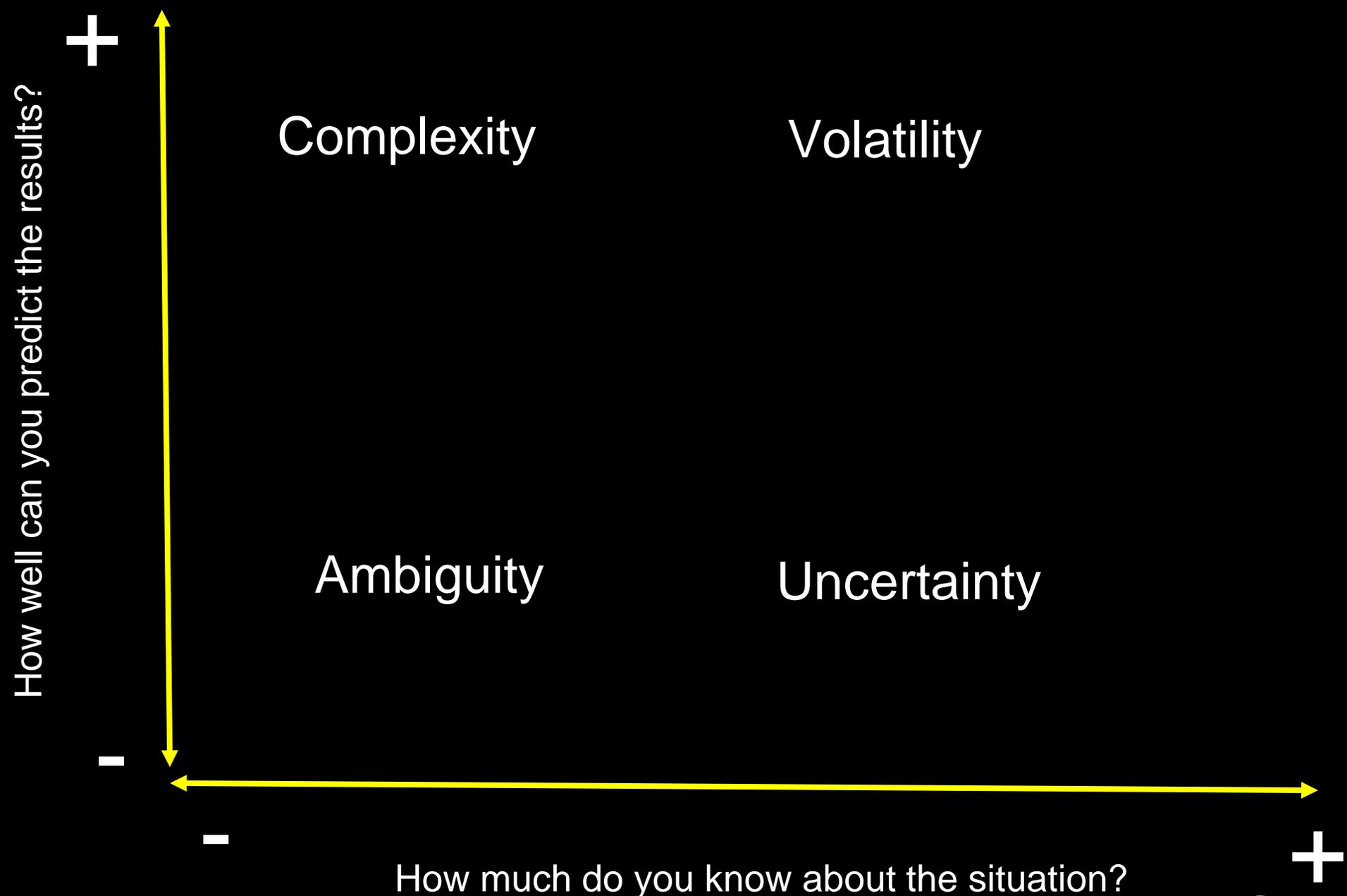


Those skills can be tested

A silhouette of a person with a prosthetic left leg is captured in mid-air, jumping over a dark rock formation. The background is a gradient of colors from a sunset or sunrise, transitioning from a deep blue at the top to a bright orange and yellow near the horizon. The person's right leg is bent and tucked under them, while their left leg, which is a prosthetic, is extended forward and slightly downward. Their arms are outstretched to the sides, and their head is tilted forward. The overall scene conveys a sense of movement, resilience, and overcoming challenges.

A reminder – living in a VUCA world

- Volatility – the challenge is unexpected, unstable or of unknown duration but, not necessarily hard to understand.
- Uncertainty – change is possible, but not a given despite knowing the basic cause and effect.
- Complexity – many interconnected parts and variables. Information is often available, but the volume is overwhelming to process.
- Ambiguity – Causal relationships are unclear. There are unknown unknowns or you have no established precedent.

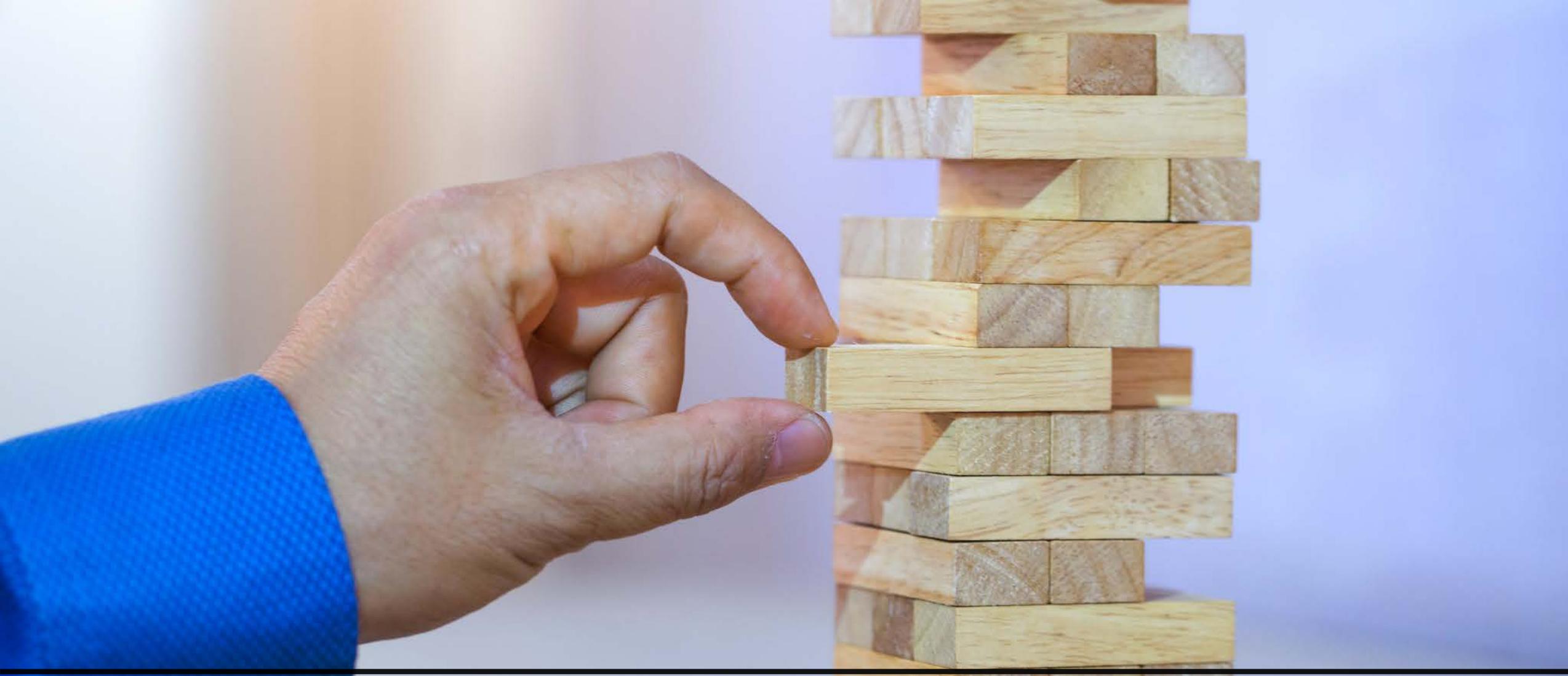




Technical vs Adaptive

A large, billowing plume of white and grey smoke or steam rises from an industrial facility, filling most of the frame. The plume is dense and textured, with many small, rounded clouds within it. The background is a sky with scattered, lighter clouds. At the bottom center, a portion of a tall industrial tower or chimney is visible, with some structural details like ladders and pipes. A dark grey semi-transparent rectangular box is overlaid at the bottom of the image, containing white text.

Adaptive: Where the knowledge, skills, and structures do not yet exist



The single biggest mistake: Addressing adaptive problems with technical solutions



Get on the
balcony and
the dance floor

Place the work
where it belongs





Listen to the song beneath the words



Collaboration
and action –
not authority

The task...

- On the CASSA 2022 app, you will find the papers that were circulated
- The questions for your table will remain on the screen
- In the time ahead, use the questions to facilitate your conversation
- Tips:
 - Introduce yourselves
 - Stay on topic
 - Create space for everyone to be heard



Table Questions

1. When you consider the challenges system leaders have faced over the past two years, what new knowledge have you been required to learn, what new structures did you create to address the challenges at hand?
2. Which portions of the Adaptive Leadership framework resonate most strongly for you? When you faced unknown challenges that you would categorize as adaptive, what leadership skills did you find most helpful?
3. Adaptive leadership provides the opportunity to form new networks and to build trust through transparency and collaboration. How might you use adaptive challenges to strengthen the cultures of your organizations?

I'll gather us back at 11:25 leading us into the break