

# Adaptive Leadership:

Equipping People and Teams with the  
Confidence & Capacity to Align their  
Work & Solve Real Problems

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# 'Do Now' Activity



## Check-in Question

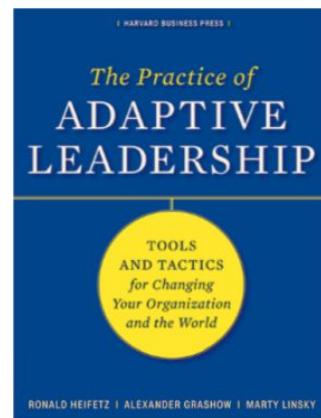
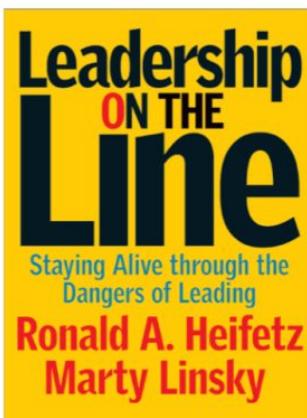
Think of a problem you have tried (and failed) to fix multiple times. What solution have you attempted to use? What story have you been telling to explain why the problem remains unfixed?

*Working individually, please answer Question 1.*

# Learning Objectives



- Learn to apply the principles of Adaptive Leadership
- Learn how to conduct a root cause analysis
- Gain the knowledge & confidence to be an Adaptive Leader





**THE CHOICE IS OURS**

Technical Problem	Adaptive Challenge
It is easy to identify	It is difficult to identify
Most of the time has quick and easy solutions ( tried and tested)	It requires changes in the way things are done (changes in approach to work)
It can be solved by expertise or authority generally	People who are working from where the problem is generated are able to solve it.
Requires small changes that also within organizational boundaries	Requires changes at lot of places which may cross organizational boundaries
People are receptive to technical solutions	People resist to acknowledge adaptive challenges
Solutions can be implemented fast and by authority	Solutions emerge from experimentation and discovery, take long time to implement

# Four Adaptive Archetypes



Gap between  
values and  
behavior

Competing  
priorities or  
commitments

Speaking the  
unspeakable

Work  
avoidance

WHERE DOES YOUR ADAPTIVE CHALLENGE FIT?

# How adaptive is your organization?



- 1 People name the elephants in the room
- 2 People share responsibility for the organization's future
- 3 Independent judgement is expected
- 4 Leadership capacity is developed
- 5 Reflection and continuous learning are institutionalized

# Making interpretations



This kind of comment...		suggests the problem is...	Here's a better question
1	"If only the CEO gave us better direction"	A deficiency in the authority person's mission or strategy	"What pressures is the CEO up against? Who are his/her constituencies and what do they expect?"
2	"We'll work this out in no time."	Short-term, not long-term	"Do you think we have the will to try to deal with the causes of the problem and not the symptoms?"
3	"This will be an easy fix." "This will be a win-win."	Technical diagnosis No one needs to suffer any pain to solve this!	"Maybe this is a problem a consultant can't fix?" "What losses are people fearing?"
4	"We can't seem to carry out our good ideas."	Incompetent execution, bad people, not a problematic model	"Maybe our product, even though we love it, is not what the market wants?"

# Questions and Feedback



Let's use our adaptive reflections!

- How did it go?
- What did I miss? What could I do better?
- How can the workshop be improved next time?
- What will you remember? Do next?

# Adaptive Leadership for Cradle to Career



## A Forward Shift

We are asking ourselves as Escambia County citizens to rethink our approach to academic and workforce achievement. Imagine a prosperous economy that uses knowledge to generate value for all citizens.

What are we currently doing that works? Where do we need help? How can we connect with our neighbors to streamline our efforts, so that our community may move forward together?

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# Thank you!

Stay in touch:  
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