

When Everyone Leads

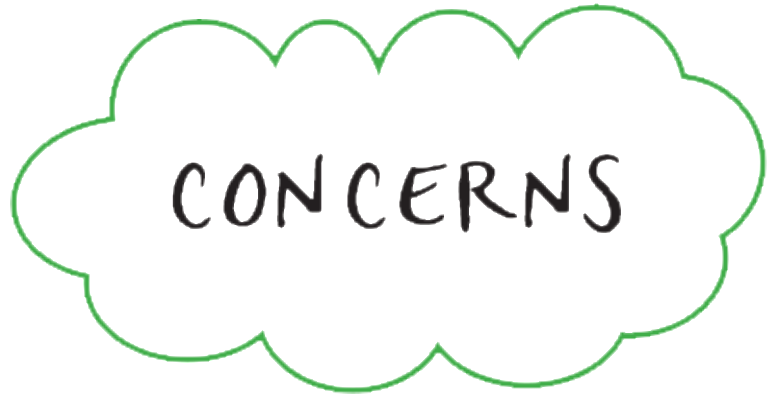
Julia Fabris McBride
Kansas Leadership Center
jfmcbride@kansasleadershipcenter.org

Question 1

When you think about the future (of your organization, community) what concerns you the most?

Question 2

When you think about the future (of your organization, community) what are your aspirations?



G
A
P



Question 3

Why is it so hard to make progress from concerns to aspirations?

What make leadership difficult in the gap?

CONCERNS

G
A
P

ASPIRATIONS

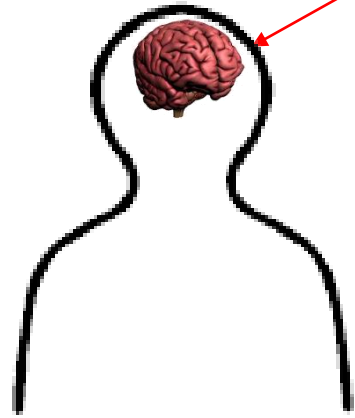


Distinguishing Technical and Adaptive Work

	TECHNICAL WORK	ADAPTIVE WORK
THE PROBLEM	IS CLEAR	REQUIRES LEARNING
THE SOLUTION	IS CLEAR	REQUIRES LEARNING
WHOSE WORK IS IT?	EXPERTS OR AUTHORITY	STAKEHOLDERS
TYPE OF WORK	EFFICIENT	ACT EXPERIMENTALLY
TIMELINE	ASAP	LONGER TERM
EXPECTATIONS	FIX THE PROBLEM	MAKE PROGRESS
ATTITUDE	CONFIDENCE AND SKILL	CURIOSITY

YLE page 17

Distinguishing Technical and Adaptive Work



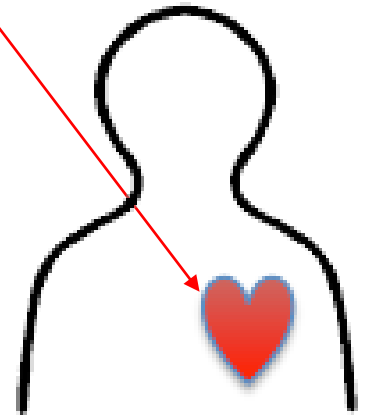
	TECHNICAL WORK	ADAPTIVE WORK
THE PROBLEM	IS CLEAR	REQUIRES LEARNING
THE SOLUTION	IS CLEAR	REQUIRES LEARNING
WHOSE WORK IS IT?	EXPERTS OR AUTHORITY	STAKEHOLDERS
TYPE OF WORK	EFFICIENT	ACT EXPERIMENTALLY
TIMELINE	ASAP	LONGER TERM
EXPECTATIONS	FIX THE PROBLEM	MAKE PROGRESS
ATTITUDE	CONFIDENCE AND SKILL	CURIOSITY

YLE page 17

Distinguishing Technical and Adaptive Work

	TECHNICAL WORK	ADAPTIVE WORK
THE PROBLEM	IS CLEAR	REQUIRES LEARNING
THE SOLUTION	IS CLEAR	REQUIRES LEARNING
WHOSE WORK IS IT?	EXPERTS OR AUTHORITY	STAKEHOLDERS
TYPE OF WORK	EFFICIENT	ACT EXPERIMENTALLY
TIMELINE	ASAP	LONGER TERM
EXPECTATIONS	FIX THE PROBLEM	MAKE PROGRESS
ATTITUDE	CONFIDENCE AND SKILL	CURIOSITY

- Values
- Loyalties
- Losses



YLE page 17



YLE page 15

Definition of Leadership

Leadership is mobilizing others to tackle daunting challenges.

- Leadership is an activity, not a position.
- Anyone can lead, anytime.
- It starts with you and must involve others.
- Your purpose must be clear.
- It's risky.

Definition of Authority

Authority is the provision of protection, direction, and order in exchange for cooperation.

- How does leadership differ from authority?
- How does management training differ from leadership training?

Question 4

When the work is adaptive, requiring leadership, what behaviors and attitudes are necessary for progress?

CONCERNS

G
A
P

ASPIRATIONS

DIAGNOSE
SITUATION

ADAPTIVE WORK

INTERVENE
SKILLFULLY

MANAGE
SELF

ENERGIZE
OTHERS

KLC Principles

When Everyone Leads

Julia Fabris McBride
Kansas Leadership Center
jfmcbride@kansasleadershipcenter.org