

LEADER AS TEACHER

ADAPTIVE LEADERSHIP CASE STUDY PREPARATION

Use this guide to organize the presentation of your adaptive leadership challenge to your team. The Adaptive Leadership Lesson must be completed prior to working through this leadership challenge.

1. Choose a situation of adaptive challenge in which you experienced a leadership failure – one in which unresolved questions remain.
2. Prepare an outline of the situation that you will use to present the adaptive challenge to your group for consultation. This does not need to be detailed – it is a tool to help you remember key details.
 - Describe only what you think the group needs to know to analyze the problem.
 - Describe the problem and why it is adaptive.
 - Identify any technical solutions you tried.
 - Describe your leadership challenge
 - Guard against getting lost (and letting the group get lost) in unnecessary detail.
3. Identify the solutions that were tried and the outcomes they achieved.
4. Plan to spend only 10 minutes presenting your case to leave enough time for the group to identify and analyze the problem and to come up with alternative options. Describe your experience of the problem as an interesting story.
5. Finish by clarifying both the systemic problem and your leadership dilemma in the situation.