

Some Questions for Leading Adaptive Change

1. Get on the balcony

- What do you believe is the 'bigger picture' that indicates a need for change?
- As a leader, how will you assist others to have distance and recognise the "bigger picture"?

2. Identify the adaptive change

- What have you identified as the adaptive change?
- What things must you address in order to 'turn it around'?
- What are some of the brutal facts you may need to confront?

3. Regulate distress

- How do you intend to create a sense of urgency?
- What are some of the 'unproductive norms' that need challenging?
- How will you help people to feel a sense of control?

4. Maintain disciplined attention

- What do you anticipate are some of the tough issues that will need addressing?
- What key areas will help you, and those involved in the change, to maintain focus?

5. Give work back to people

- How will you motivate, encourage and support others to accept responsibility for the change?
- What will you specifically do to involve others in the change?

6. Protect voices of leadership from below

- What will you do to protect rather than suppress those who risk speaking up?
- What are some of the dissenting views that need to be listened to?

What will be the first action you will take to create momentum or move things further forward?