

FIGURE 2-3

Leadership from a position of authority

| Task | Technical | Adaptive |
|--------------------------|---------------------------------------|---|
| Direction | Provide problem definition & solution | Identify the adaptive challenge; frame key questions & issues |
| Protection | Protect from external threats | Disclose external threats |
| Order Orientation | Orient people to current roles | Disorient current roles; resist orienting people to new roles too quickly |
| Conflict | Restore order | Expose conflict or let it emerge |
| Norms | Maintain norms | Challenge norms or let them be challenged |

From Ronald Heifetz, Alexander Grashow, and Mary Linsky. The Practice of Adaptive Leadership: Tools and Tactics for Changing your Organization and your World. HBP 2009.