Leading Change in Human Service Organisations

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4. Implications for Practice

- Adaptive Leadership is key to making change a success.
- Try to stand 'on the balcony': accompany people and teams more often, instead of always leading them.
- Create a climate of success and motivation: provide stability, communicate strategic goals clearly, help to reflect your own leadership practice.
- Further research is needed to understand the effects of this kind of leadership on performance, staff, etc.

Thank you for your attention!
... and I am curious about your questions...

University of Applied Sciences Dresden

Source: https://c2.staticflickr.com/4/3289/2996992787_cef1doc762_b.jpg
Content

1. Adaptive Challenges in Human Service Organizations

2. What Leadership Skills are Required?

3. The Practice of Adaptive Leadership

4. Implications for Practice
1. Adaptive Challenges in Human Service Organizations

- Effectively managing migration flows, fighting right-wing violence and criminal sexual offenses

- Academization and recruiting of well-qualified professionals

- Implementation of inclusive practices

- Participatory management and leadership is at stake

☞ What leadership skills are required?
2. What Leadership Skills are Required?

- “Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.” (Northouse, 2015, 5)

- Today's leader must remain flexible and be willing to adapt to any given situation (Yukl & Mahsud, 2010)

- Effectiveness of organizational change is determined by quality of leadership (Hogan, 2008)

- Adaptive leadership is best directed in team dynamics (Ospina & Foldy, 2010)

» What are the tenets of Adaptive Leadership?
3. The Practice of Adaptive Leadership

Leadership is *not* a role, but an *activity*!

*In order to mobilize people to meet adaptive challenges and to make progress in their field of work.*

This can be done by:

- Accepting the harsh reality
- Dealing with losses of staff
- Development of skills and competences

» *Do not confuse leadership with authority!*
3. The Practice of Adaptive Leadership

- An adaptive challenge is the gap between existing know-how and desired state that demands learning.

- Technical problems vs. adaptive challenges:

<table>
<thead>
<tr>
<th>Kind of challenge</th>
<th>Problem definition</th>
<th>Solution</th>
<th>Locus of work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>Clear</td>
<td>Clear</td>
<td>Authority</td>
</tr>
<tr>
<td>Technical and adaptive</td>
<td>Clear</td>
<td>Requires learning</td>
<td>Authority and stakeholders</td>
</tr>
<tr>
<td>Adaptive</td>
<td>Requires learning</td>
<td>Requires learning</td>
<td>Stakeholders</td>
</tr>
</tbody>
</table>

cf. Heifetz, Grashow, Linsky, 2009:20

Key to leadership is to identify the adaptive challenges!
3. The Practice of Adaptive Leadership

*Get regularly 'on the balcony'!*

- Understand and articulate the adaptive challenge first, then find supporting structures and then start the learning process!

The challenges are often not linked to the person but to the systemic context!

Orchestrate to productive zone of disequilibrium

3. The Practice of Adaptive Leadership

**How to identify the adaptive challenges:**

- What is the actual problem, but is still ignored?
- What are the hopes and fears of the people?
- What are the opportunities and risks connected to the challenge?
- What lessons need to be learnt?

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cf. Heifetz, Grashow, Linsky, 2009:93
3. The Practice of Adaptive Leadership

How to identify the adaptive challenges:

• What is the actual problem, but is still ignored?

• What are the hopes and fears of the people?

• What are the opportunities and risks connected to the challenge?

• What lessons need to be learnt?
3. The Practice of Adaptive Leadership

The productive zone of disequilibrium

4. Implications for Practice

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References


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