
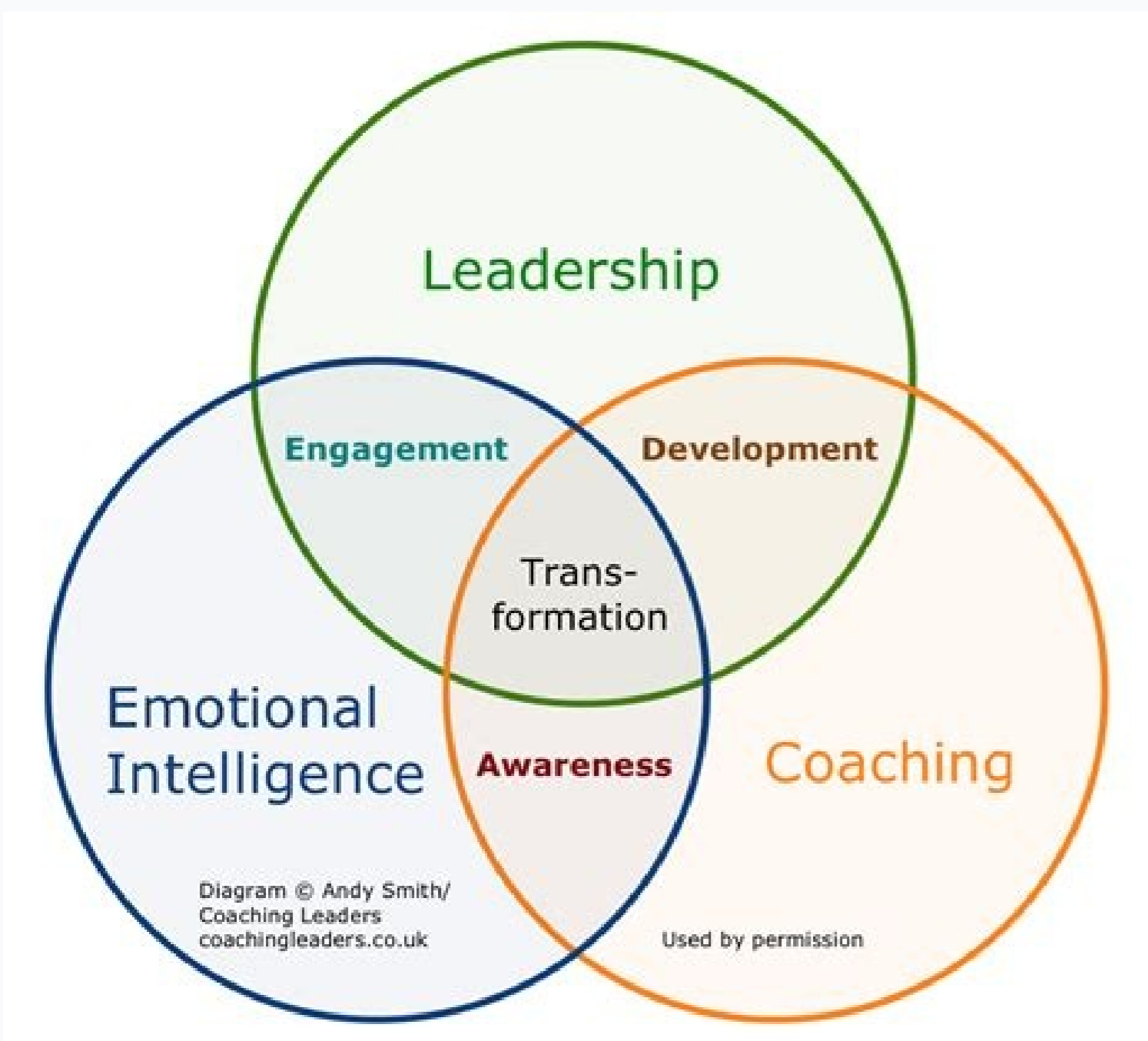
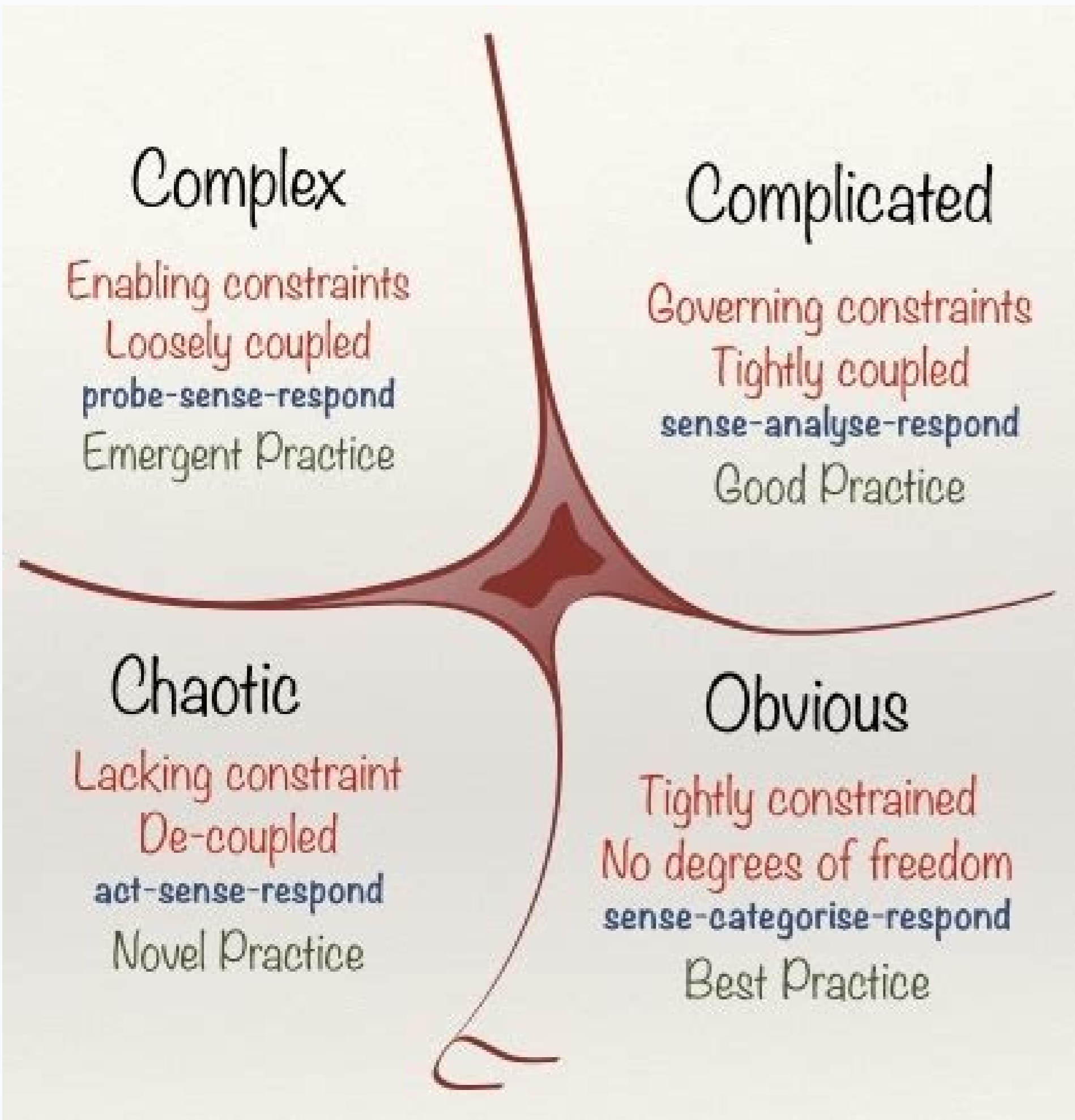


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ANTICIPATE	CHALLENGE	INTERPRET	DECIDE	ALIGN	LEARN
Anticipate what others will do, and what you will do in response. Anticipate what others will do in response to your actions.	Recognize a problem from several angles to understand the system. Ask for others' views to see multiple sides of the issue.	Interpret the situation and its implications. Test multiple working hypotheses with others before settling on a solution.	Recognize long-term levers for growth and short-term levers for stability. Assess risks, costs, and potential consequences for the system and the organization before making decisions.	Align capabilities, interests and resources for change. Prepare and address conflicting interests among stakeholders.	Continually assess what you've learned. Make a plan for what you'll do next. Consider what you've learned and how it will affect your future actions.



**THE PRACTICE OF
ADAPTIVE LEADERSHIP:
TOOLS AND TACTICS FOR CHANGING YOUR ORGANIZATION AND THE WORLD**

EXECUTIVE BOOK SUMMARY MARCH 2013
COMILED BY: ADEL PANAH

MICROSOFT

CONCEPTS:

- Get on the balcony to observe patterns and diagnose the problem
- Heifetz accurately through listening to the "strong beneath the words"
- Move up to the "zone of productive disequilibrium"
- Change
- Thrive

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A Brief summary

Heifetz, Linsky and Grashow in *The Practices of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World* ask readers to act courageously and engage in continued reflection as they want to become agents of change. The authors explain leadership as "the practice of mobilizing people to tackle tough challenges and thrive" (p. 14). The main message of adaptive leadership practice is the idea that if a system is broken, it must be diagnosed and fixed by taking risks and challenging the status quo in order to provoke change.

This interactive book consists of five sections with twenty-three chapters. Each section provides many practical steps for practicing adaptive leadership. Two common elements found of this book are the "On the Balcony" and "In the Practice Field" features. Throughout each section the authors provide these tools to enable readers to provide recommendations in relation to their own personal situations.

RONALD HEIFETZ, ALEXANDER GRASHOW, & MARTY LINSKY
Boston, Massachusetts: Harvard Business Press (2009)
Hardcover, 326 pages
ISBN 978-1-4221-5576-4

Adaptive Leadership's basic assumptions:

- Adaptive leadership is about change that enables the capacity to thrive.
- Adaptive change interventions build on the past rather than jettison it.
- Organizational change happens through experimentation.
- Adaptive leadership relies on diversity and values diverse views.
- New adaptations have the potential of significantly displacing, re-regulating, and rearranging old structures.
- Adaptive change takes time.

The word leader comes from the Indo-European root word leit, the name for the person who carried the flag in front of an army going into battle and usually died in the first enemy attack. His sacrifice would alert the rest of the army to the location of the danger ahead (p.24)

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A clear letter means that the company or the team follows well-defined basic objectives, duties and rules, while trust helps to foster strong victims among employees, employers and customers. Private reading reading to read the CFI guide for adaptive leadership. The guide to approach leadership in a world that changes rapidly. When the change requires that challenge the family reality of people, it can be a difficult and dangerous work. Corporate leaders must adopt new corporate strategy strategies focuses on how to manage resources, risk and return from a company, unlike observing competitive advantages in business strategy and techniques to overcome challenges They come on the road, which is where adaptive leadership comes in. Close to the idea where a heroic individual generates the results when enforcing his will is considered outdated. To survive and prosper in the business world, one needs to be more than high performance. Heifetz defines it as the act of mobilizing a group of individuals to handle the difficult challenges and emerge in the end. The perception of leadership leadership features refer to personal qualities that define effective leaders. Leadership refers to the ability of an individual or an organization. To guide individuals, teams or organizations towards compliance with objectives and objectives. It simply means that it is better informed about the needs of your employees. The CEO is responsible for the general success of an organization and to make high-level managerial decisions. The practice of adaptive leadership will equate students with a better understanding of how to address the threats that have resisted past attempts à €

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