

THE BIG MISTAKES GOOD LEADERS MAKE

Tod Bolsinger, PhD, MDiv

AE Sloan Leadership

AE
SLOAN
LEADERSHIP



“TELL ME ABOUT EXHAUSTION...”

"YOU KNOW THAT THE ANTIDOTE TO
EXHAUSTION IS
NOT NECESSARILY REST?"

"WHAT IS IT, THEN?"

**"THE ANTIDOTE TO EXHAUSTION IS
WHOLEHEARTEDNESS."**

David Whyte, Crossing the Unknown
Sea, p. 132

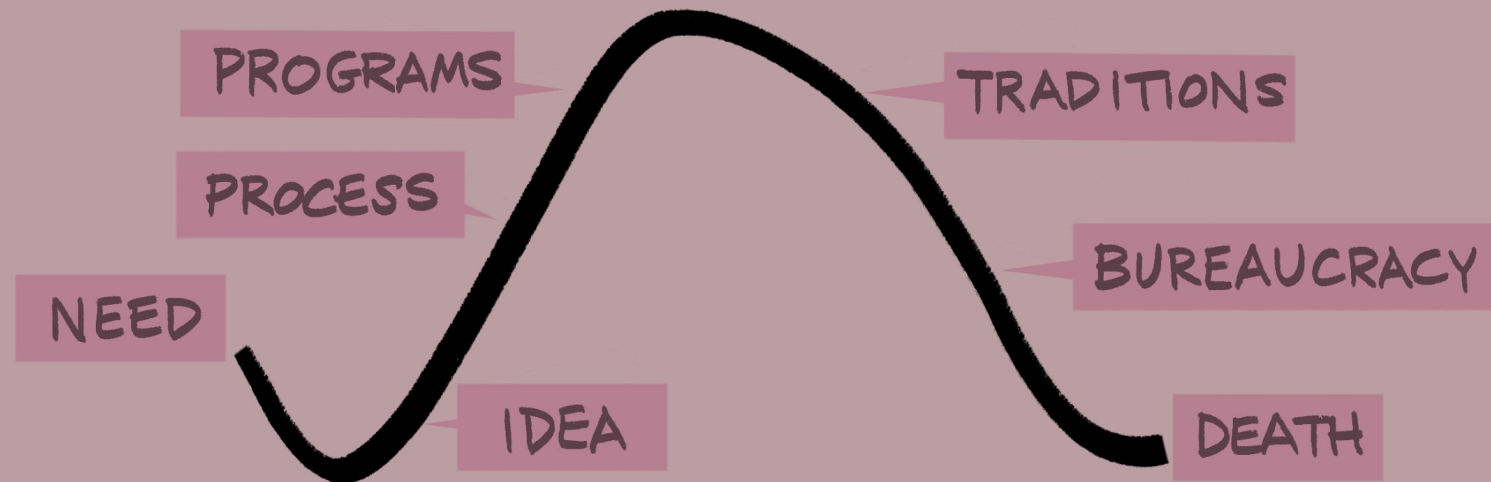
“HALF HERE WILL KILL YOU AFTER A WHILE”

"You are so tired through and through because...you are only half here, and half here will kill you after a while.

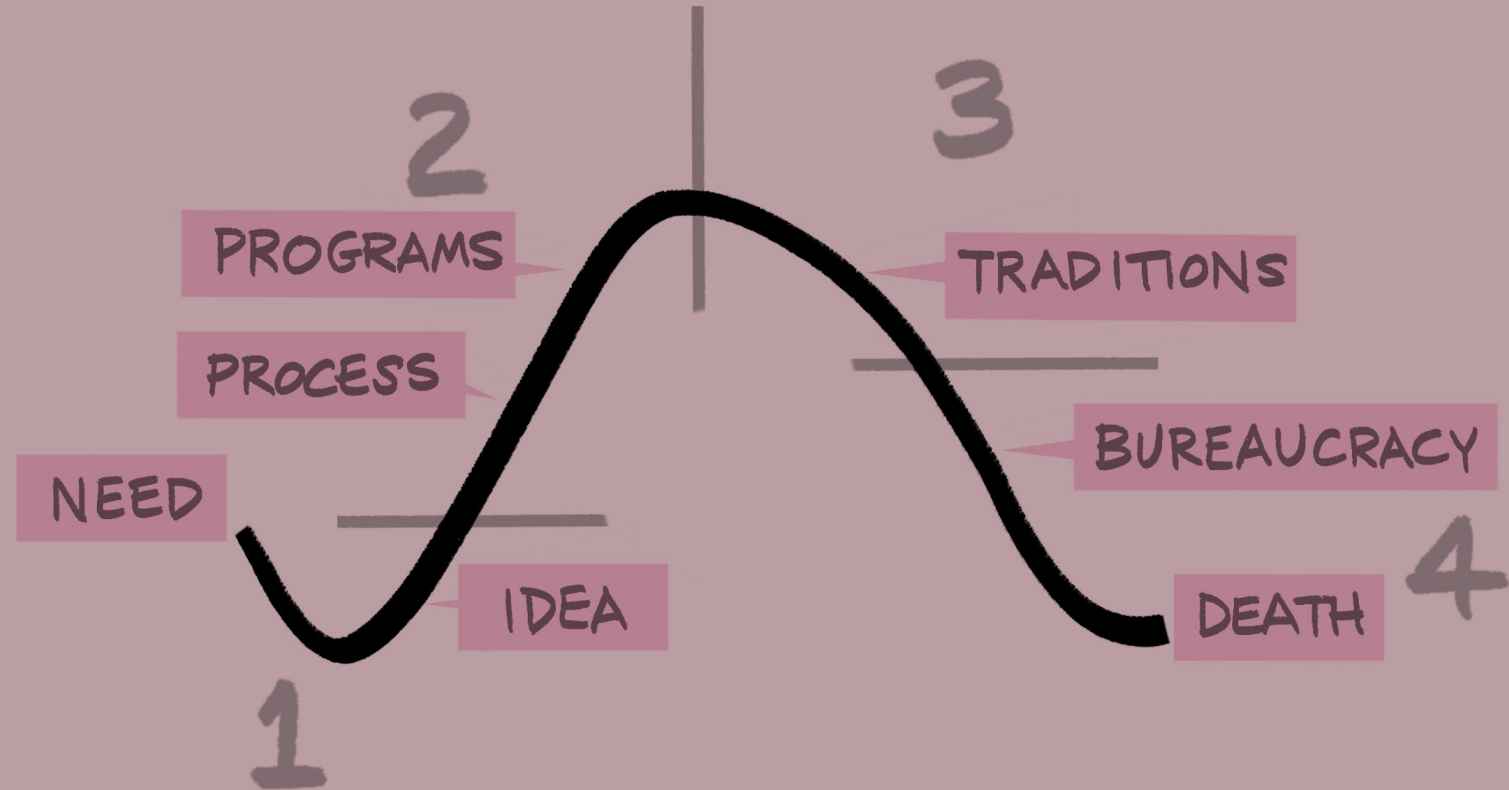
You need something to which you can give your full powers... ...You must do something heartfelt, and you must do it soon.”

Brother David Steindl-Rast

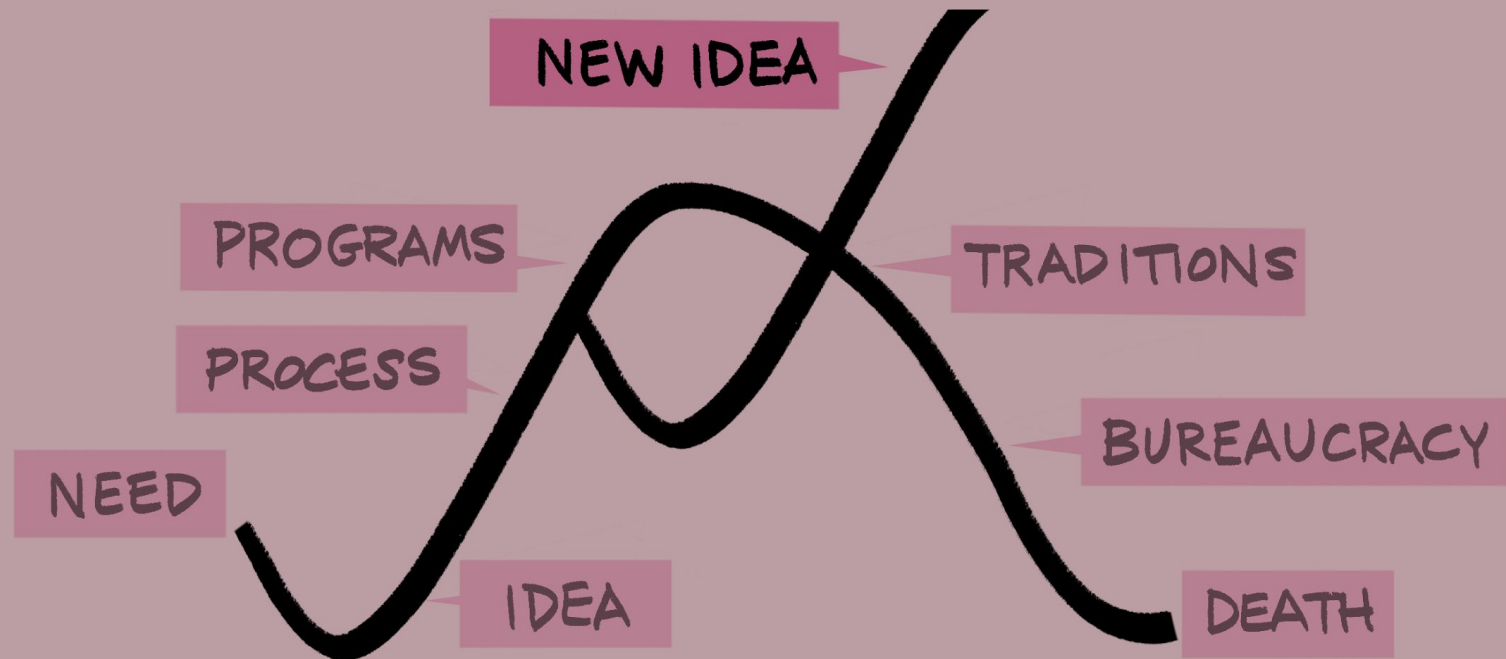
LIFECYCLE OF AN ORGANIZATION



LIFECYCLE OF AN ORGANIZATION

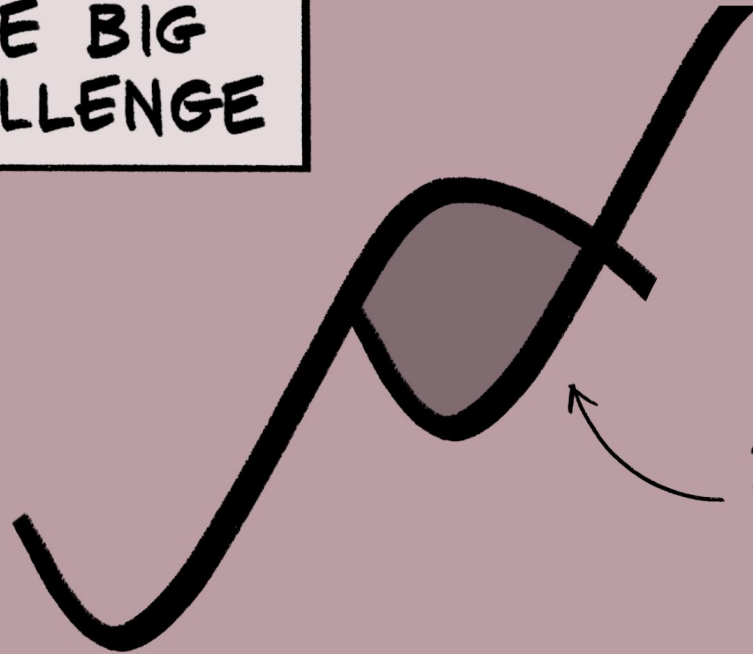


LIFECYCLE OF AN ORGANIZATION



LIFECYCLE OF AN ORGANIZATION

THE BIG CHALLENGE



TIME OF GREAT
CONFUSION

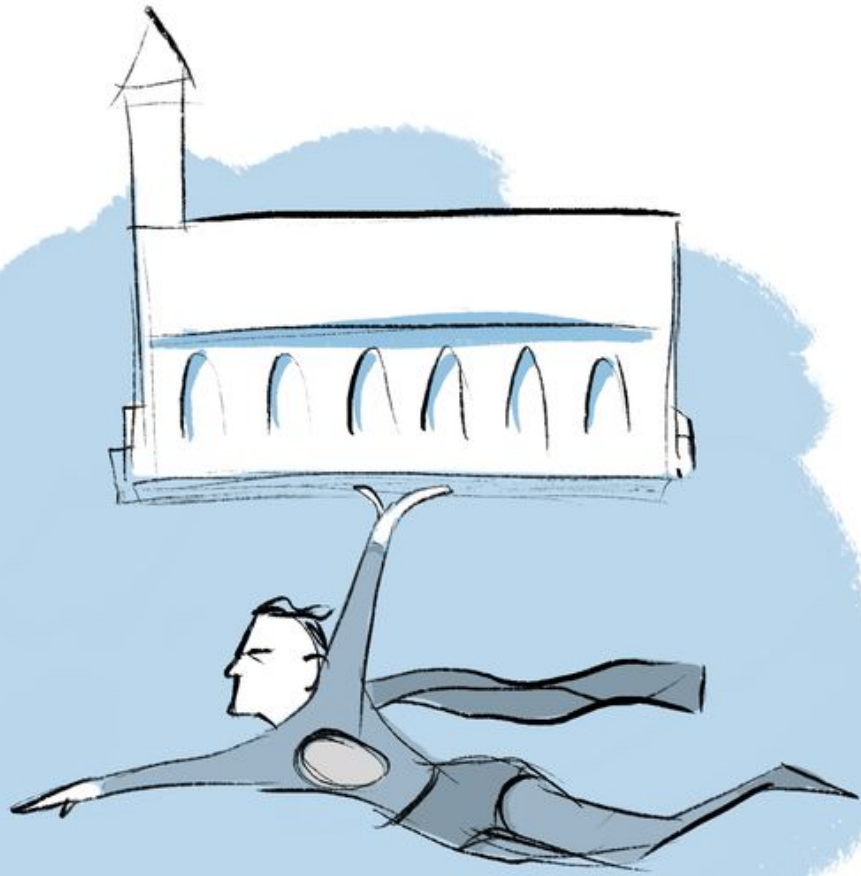
QUIT TRYING HARDER

Tod Bolsinger, PhD, MDiv

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**What is
your
leadership
super power?**

“

**At the moment of crisis, you will *not*
rise to the occasion.
You will *default* to your training.**

”

Steve Yamaguchi

QUIT TRYING HARDER

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**OLD MINDSET:
DON'T JUST STAND THERE – DO SOMETHING!**

MISTAKE

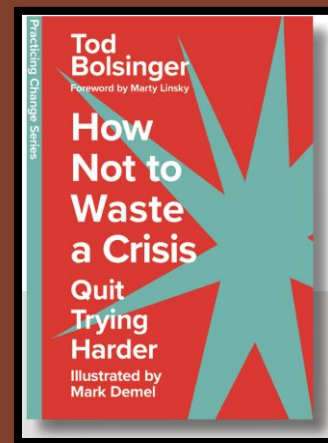
Trying to Outwork the Changing World



SEE THE SHIFT BEFORE
SOLVING THE PROBLEM

MISTAKE

Trying to Outwork the Changing World



“...WHEN ANY RELATIONSHIP SYSTEM IS IMAGINATIVELY GRIDLOCKED, IT CANNOT GET FREE SIMPLY THROUGH MORE THINKING ABOUT THE PROBLEM. CONCEPTUALLY STUCK SYSTEMS CANNOT BECOME UNSTUCK SIMPLY BY TRYING HARDER.

FOR A FUNDAMENTAL REORIENTATION TO OCCUR, *THAT SPIRIT OF ADVENTURE* WHICH OPTIMIZES SERENDIPITY AND WHICH ENABLES NEW PERCEPTIONS BEYOND THE CONTROL OF OUR THINKING PROCESSES MUST HAPPEN FIRST.”

EDWIN FRIEDMAN

“A SPIRIT OF
ADVENTURE”

Requires learning

Results in loss

Reveals resilience

AUGUST 12, 1805



HOW DO YOU CANOE OVER MOUNTAINS?

TECHNICAL PROBLEMS VS. ADAPTIVE CHALLENGES

TECHNICAL PROBLEMS

- *“Application of current knowledge, skills and tools to resolve a situation.”*
- *“Experts/Best Practices”*



ADAPTIVE CHALLENGES

- *“Cannot be solved with one’s existing knowledge, skills and tools, requiring people to make a shift in values, ...attitudes or habits of behavior.”*
- *“Systemic problems with no clear answers.”*
- *Learners/Experiments*

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ADAPTIVE CHALLENGES...

1. REQUIRE LEARNING



2. RESULT IN FACING LOSS



3. REVEAL COMPETING VALUES THAT MUST BE NAMED & NAVIGATED



4. REQUIRE EXPERIMENTATION & FAILURE



5. RESULT IN RESISTANCE THAT MUST BE FACED WITH RESILIENCE



AS IN NATURE, A SUCCESSFUL ADAPTATION ENABLES AN ORGANIZATION OR COMMUNITY TO TAKE THE BEST FROM ITS TRADITIONS, IDENTITY, AND HISTORY INTO THE FUTURE. HOWEVER YOU ASK THE QUESTIONS ABOUT ADAPTIVE CHANGE AND THE LOSSES THEY INVOLVE, ANSWERING THEM IS DIFFICULT BECAUSE THE ANSWERS REQUIRE TOUGH CHOICES, TRADE-OFFS, AND THE UNCERTAINTY OF ONGOING, EXPERIMENTAL TRIAL AND ERROR.

THAT IS HARD WORK NOT ONLY BECAUSE IT IS INTELLECTUALLY DIFFICULT, BUT ALSO BECAUSE IT CHALLENGES INDIVIDUALS' AND ORGANIZATIONS' INVESTMENTS IN RELATIONSHIPS, COMPETENCE, AND IDENTITY.

IT REQUIRES A MODIFICATION OF THE STORIES THEY HAVE BEEN TELLING THEMSELVES AND THE REST OF THE WORLD ABOUT WHAT THEY BELIEVE IN, STAND FOR, AND REPRESENT. HELPING INDIVIDUALS, ORGANIZATIONS, AND COMMUNITIES DEAL WITH THOSE TOUGH QUESTIONS, DISTINGUISHING THE DNA THAT IS ESSENTIAL TO CONSERVE FROM THE DNA THAT MUST BE DISCARDED, AND THEN INNOVATING TO CREATE THE ORGANIZATIONAL ADAPTABILITY TO THRIVE IN CHANGING ENVIRONMENTS IS THE WORK OF ADAPTIVE LEADERSHIP

HEIFETZ, RONALD A.; LINSKY, MARTY; GRASHOW, ALEXANDER. THE PRACTICE OF ADAPTIVE LEADERSHIP: TOOLS AND TACTICS FOR CHANGING YOUR ORGANIZATION AND THE WORLD . HARVARD BUSINESS SCHOOL. KINDLE EDITION. (LOCATION 525-535)



The Three Hardest Words to Say

ADAPTIVE CHALLENGES...

1. REQUIRE
LEARNING



2. RESULT IN
FACING LOSS



3. REVEAL COMPETING
VALUES THAT MUST
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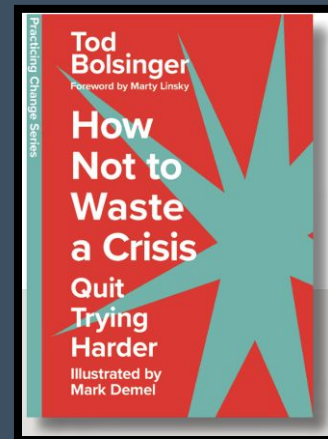
SEE THE SHIFT BEFORE
SOLVING THE PROBLEM

*“From _____ to
_____”*

What values...

What attitudes...

What behaviors.... must shift?



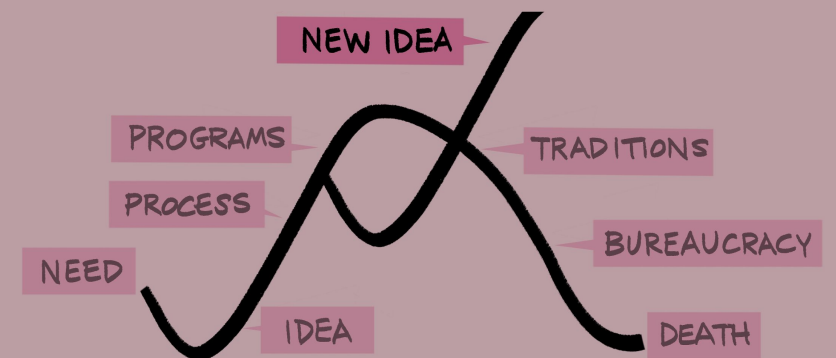
What are the mountains?
What is the mission--*now*?
What are the canoes?



ADAPTIVE CHALLENGES

“Cannot be solved with one’s existing knowledge, skills and tools, requiring people to make a shift in values, ...attitudes or habits of behavior.”

LIFECYCLE OF AN ORGANIZATION





**Why the 90s
leadership
advice will not
work today...**

DON'T PREDICT. PROTOTYPE.

ADAPTIVE CHALLENGES

- “Cannot be solved with one’s existing knowledge, skills and tools, requiring people to make a shift in values, ...attitudes or habits of behavior.”
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MISTAKE

Trying to Outwork the Changing World

LESSONS FROM AN AWKWARD PARTY AND THREE PIZZAS

REFLECTION

Inspire. (!) What stands out positively so far and why?

Inquire. (?) What questions have been raised?

Irk. (#&*!) What has rubbed you wrong or created dissonance?

Require. (Δ) What change(s) seem to be demanded of you?

QUIT RELYING ON TRUST

Tod Bolsinger, PhD, MDiv

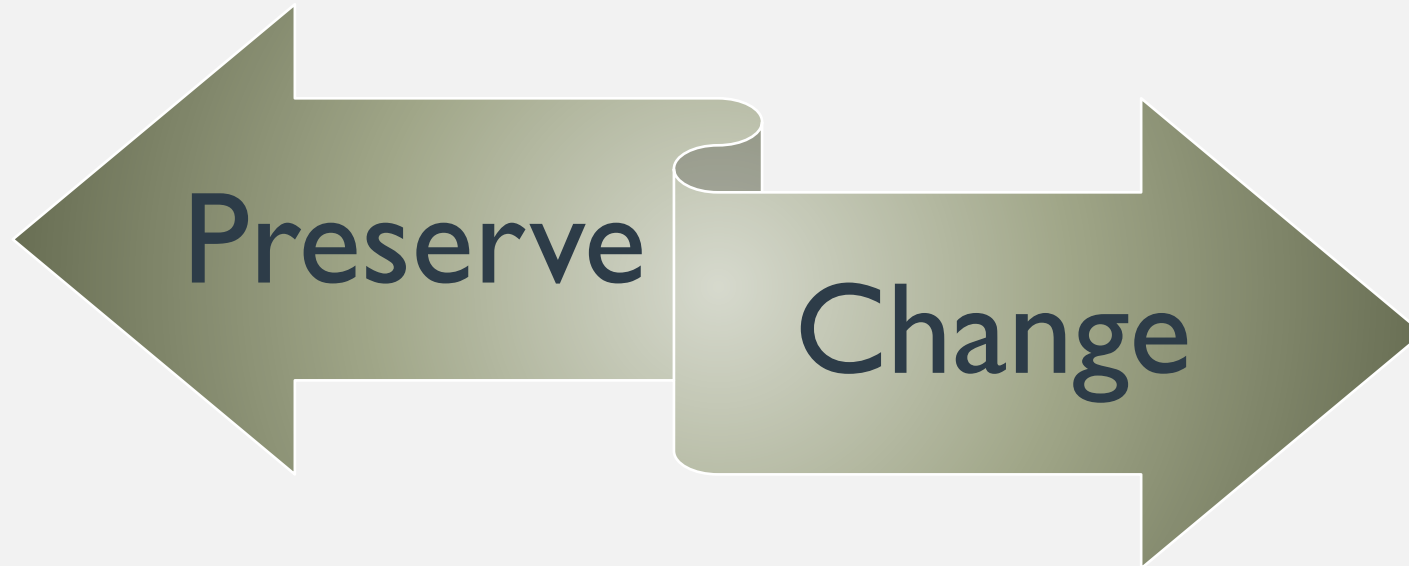
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THE FUNDAMENTAL TASK OF LEADERSHIP

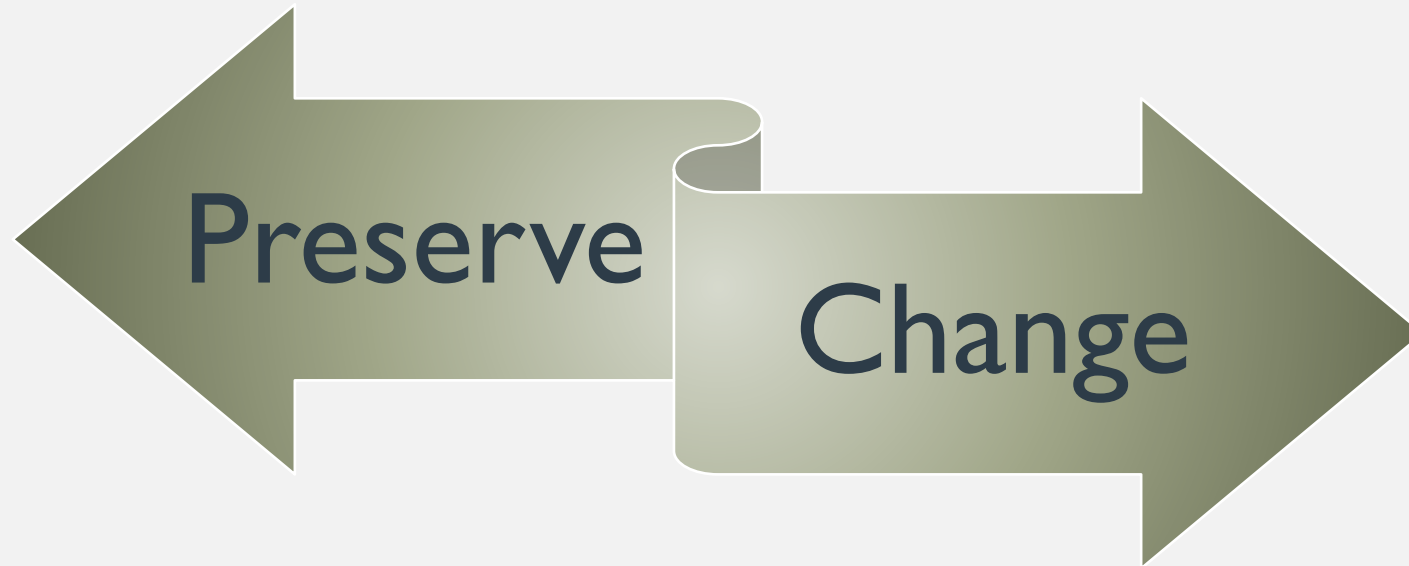
To discerning between what needs to be preserved and what needs to change....





THE FUNDAMENTAL TASK OF LEADERSHIP

To discerning between what needs to be preserved and what needs to change....



DEFINING LEADERSHIP

Leadership is energizing a community of people toward their own transformation in order to accomplish a shared mission.

THERE IS NO TRANSFORMATION
WITHOUT TRUST....

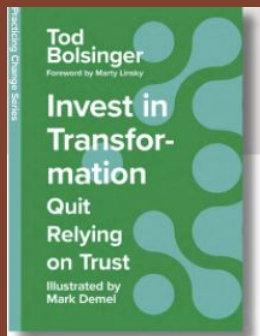
THERE IS NO TRANSFORMATION WITHOUT
TRUST....

BUT TRUST IS *NOT* TRANSFORMATION

**OLD MINDSET:
SECURE LEADERS MAINTAIN
A BIG TRUST ACCOUNT**

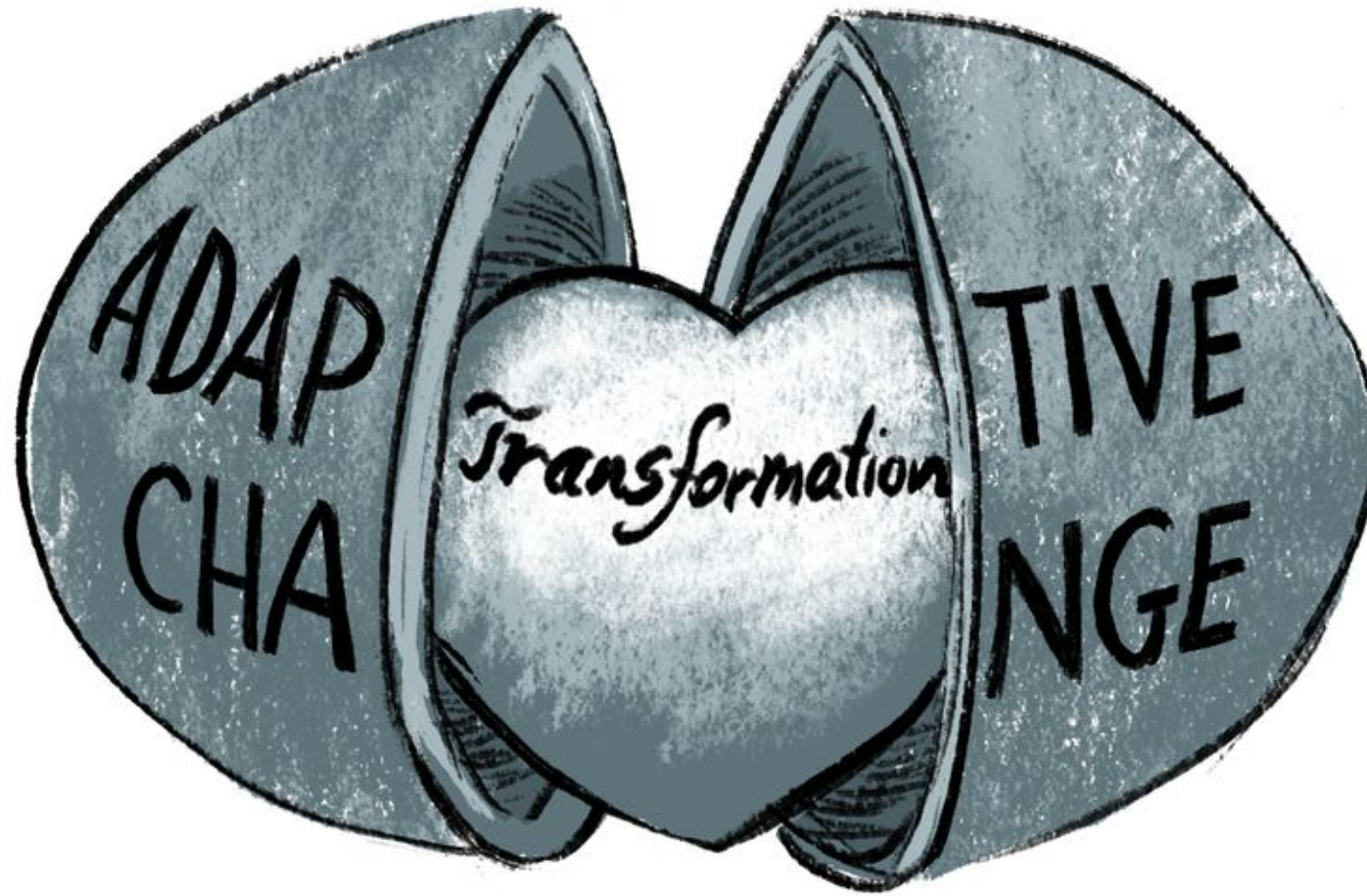
MISTAKE

Quit Relying on Trust



DEFINING LEADERSHIP

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MISTAKE

Quit Relying on Trust

THERE IS NO TRANSFORMATION WITHOUT
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BUT TRUST IS *NOT* TRANSFORMATION

TRANSFORMATION AND CHANGE REQUIRES
THE INVESTMENT OF TRUST

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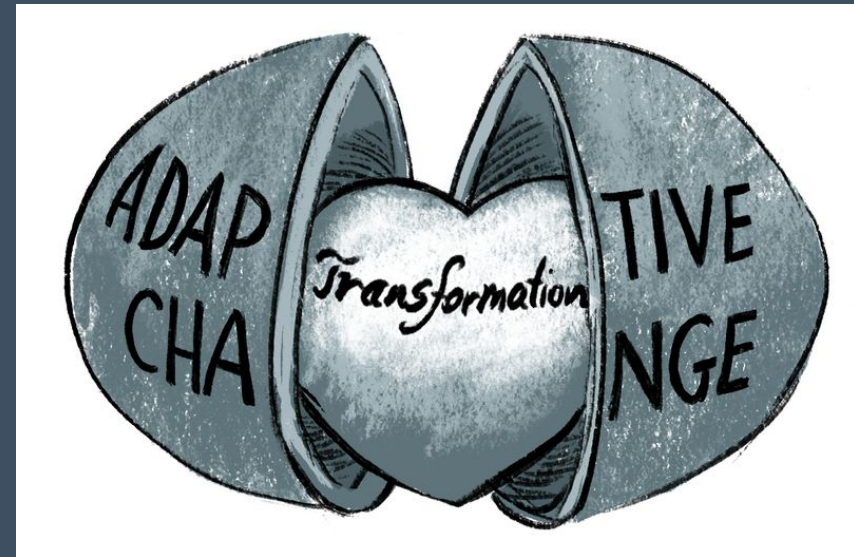
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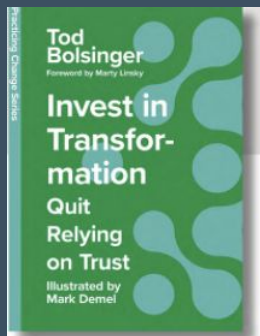


When we identify and address technical problems we build trust.

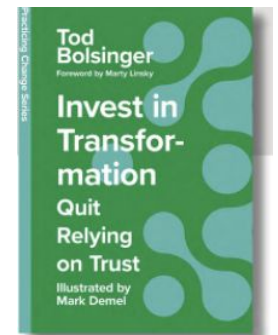
ADAPTIVE CHALLENGES

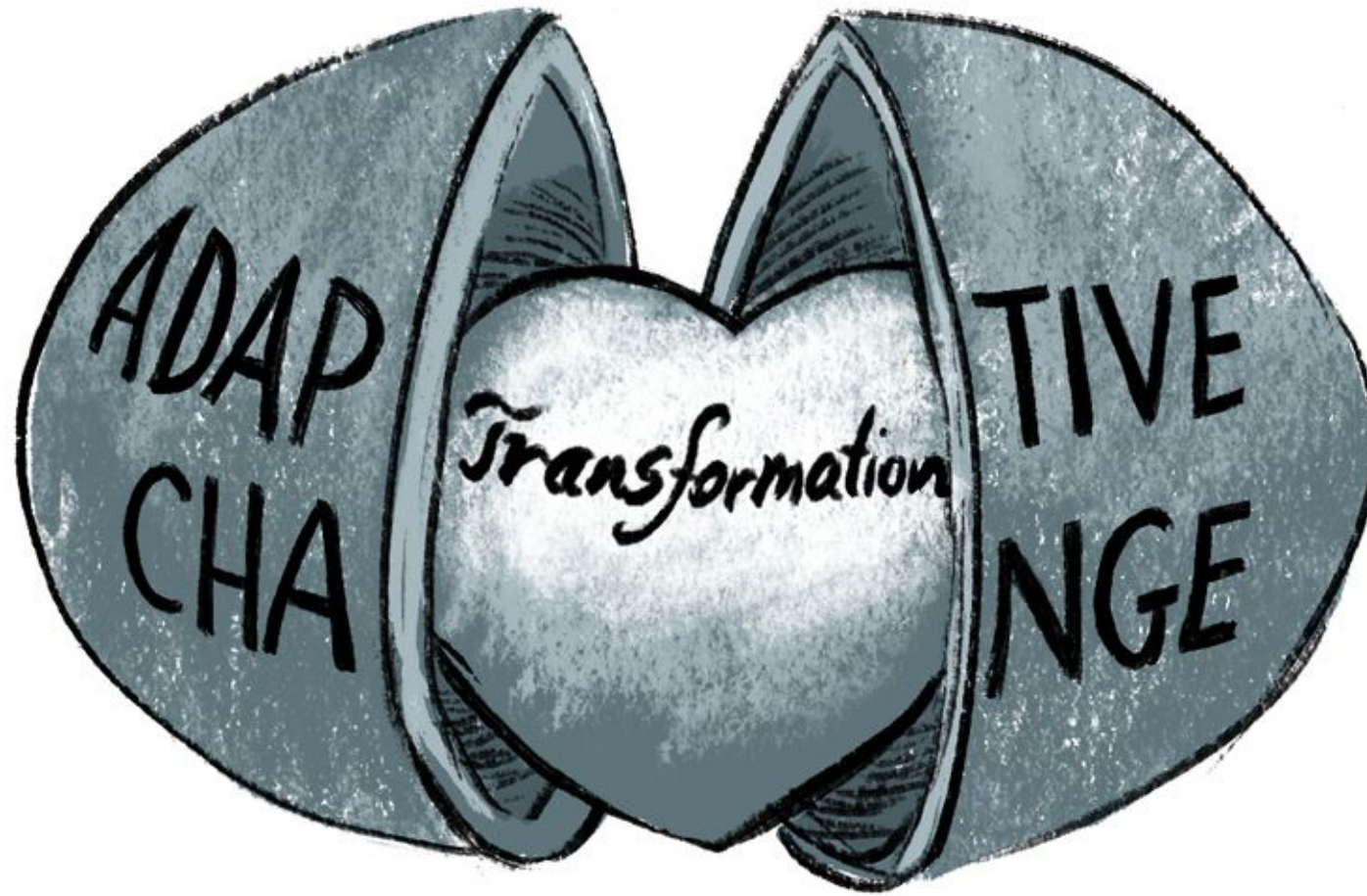


When we name and navigate adaptive challenges we bring transformation.



ADAPTIVE RESET: INVEST TRUST IN TRANSFORMATION





MISTAKE

Quit Relying on Trust

ADAPTIVE CHANGE PROCESS



CHARISM

- VALUES
- CORE PRACTICES
- "CODE"

HOW MIGHT
OUR CHARISM
ADDRESS THE PAIN
POINTS OF OUR
COMMUNITY AS AN
EXPRESSION OF
GOD'S MISSION
IN THE
WORLD?



PAIN POINT

- WHO IS CALLING FOR OUR GIFT?
- WHAT IS OURS TO DO?



TRANSFORMATION

- ADAPTIVE CAPACITY
- SPIRITUAL TRANSFORMATION

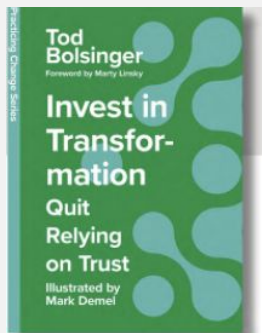
HOW MIGHT
THAT INSPIRE
US TO
FAITHFULLY
CHANGE &
GROW?

ADAPTIVE RESET:
INVEST TRUST IN TRANSFORMATION

CREATE A HOLDING ENVIRONMENT

CLARIFY YOUR CHARISM

PAY ATTENTION TO PAIN POINTS

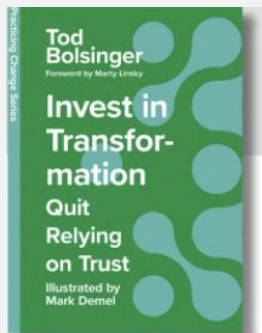


ADAPTIVE RESET:
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MATURE AND MOTIVATED

M

**DEDICATED TO
GROW AND TAKE
RESPONSIBILITY**

PERSONALLY, I THINK
HE'S TAKING THE DUTCH-
OVEN ANALOGY TOO FAR

XLT
MEETING
TODAY

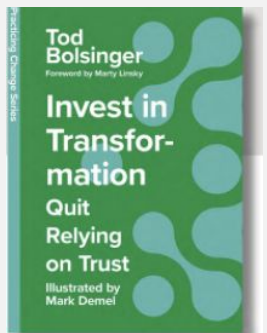


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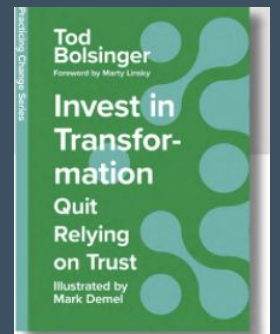
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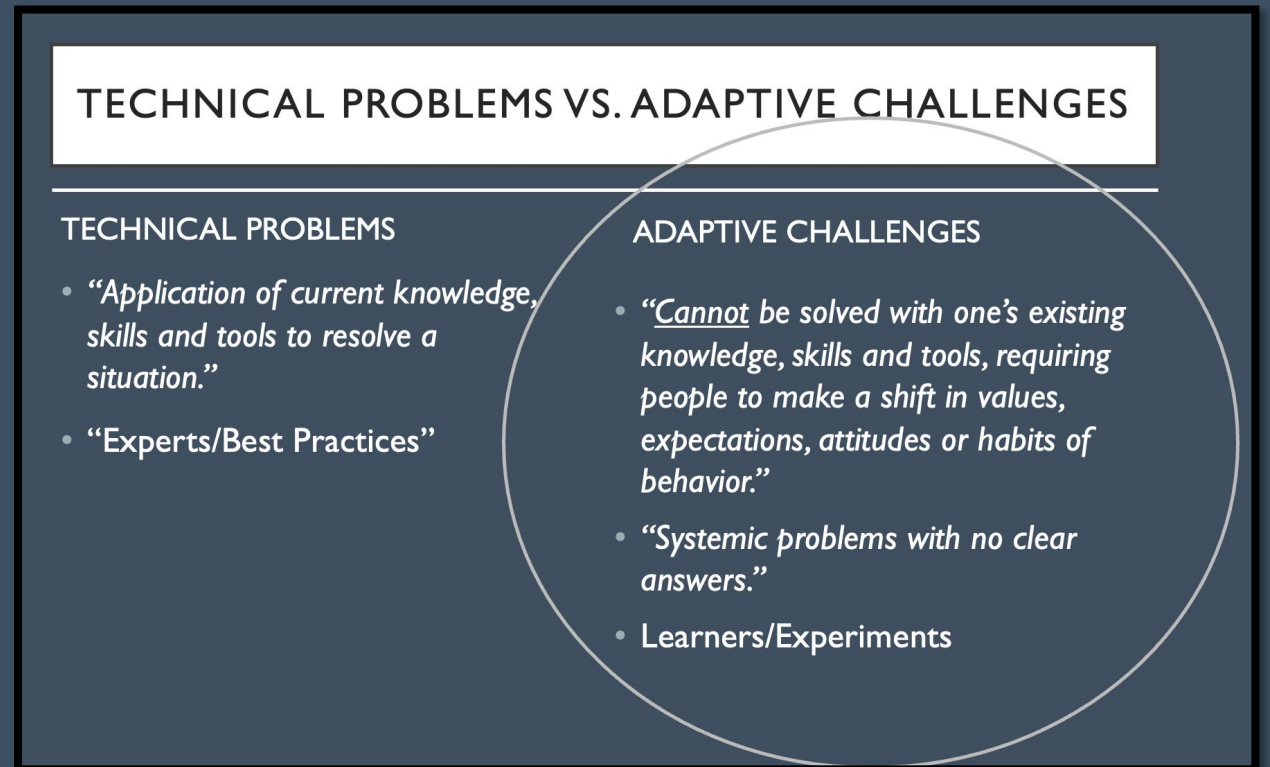
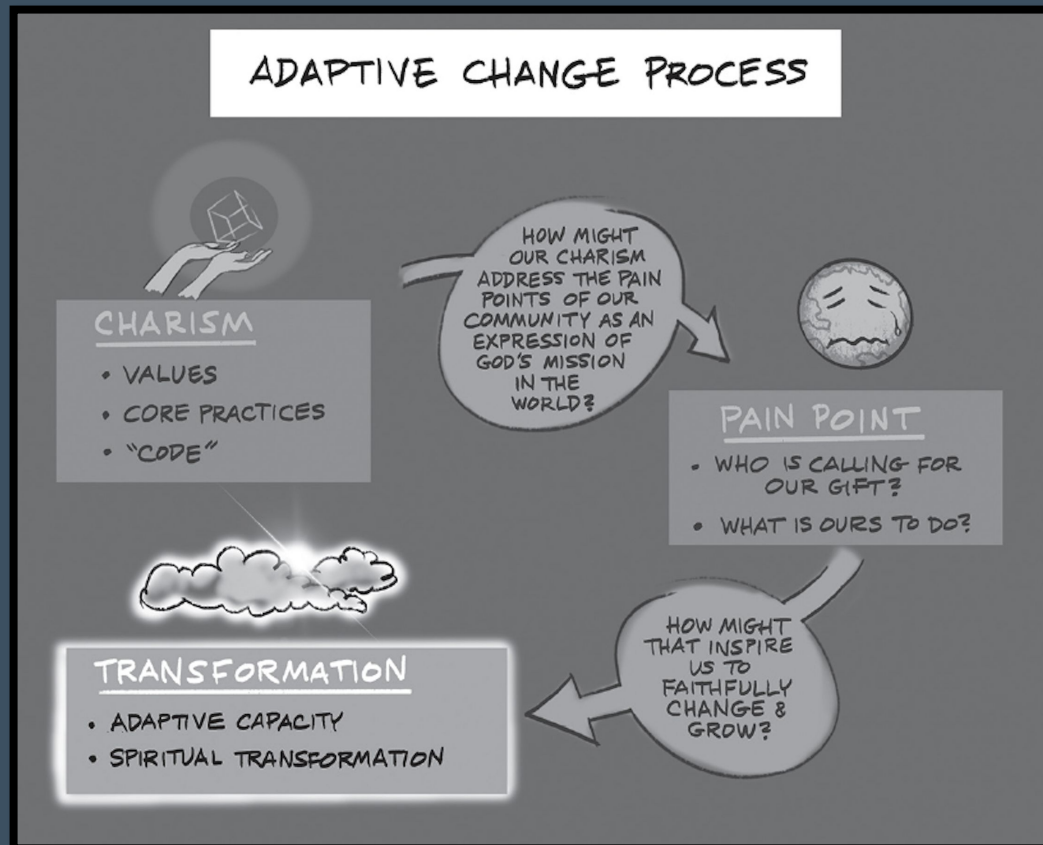
TRANSFORMATION

- ADAPTIVE CAPACITY
- SPIRITUAL TRANSFORMATION

"IF YOU WANT TO SOLVE THE PAIN INSIDE YOUR
ORGANIZATION,
GO OUTSIDE FOR A WHILE."



WHAT ARE WE GOING TO HAVE TO CHANGE (INTERNALLY) FOR OUR CHURCH'S CHARISM TO BE AN EXPRESSION OF GOD'S MISSION (OUTWARDLY) TOWARD THE PAIN OF OUR COMMUNITY?



"Shift in values, attitudes, behaviors..."

The default behavior of most organizational leaders is to solve problems for our organizations, rather than *transform* our organizations for meeting the needs of the world.



Embarrassed in a Silicon Valley Boardroom



Nobody cares if your institution survives.

They only care if your institution cares about them.

REFLECTION

Inspire. (!) What stands out positively so far and why?

Inquire. (?) What questions have been raised?

Irk. (#&*!) What has rubbed you wrong or created dissonance?

Require. (Δ) What change(s) seem to be demanded of you?

Go deeper...

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Get books...

Find out more about AESL...



THE PROBLEM FOR PLEASERS

Tod Bolsinger, PhD, MDiv

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LEADERSHIP



“

**Leadership is disappointing
people at a rate they can absorb.**

”

Ronald Heifetz and Marty Linsky

WELCOME JON -
OUR NEW CHIEF
DISAPPOINTMENT
OFFICER



ADAPTIVE LEADERSHIP



NOT FOR THE FAINT OF HEART

What are the mountains?
What is the mission--*now*?
What are the canoes?



ADAPTIVE CHALLENGES

“Cannot be solved with one’s existing knowledge, skills and tools, requiring people to make a shift in values, ...attitudes or habits of behavior.”

ADAPTIVE CHALLENGES...

1. REQUIRE LEARNING 
2. RESULT IN FACING LOSS 
3. REVEAL COMPETING VALUES THAT MUST BE NAMED & NAVIGATED 
4. REQUIRE EXPERIMENTATION & FAILURE 
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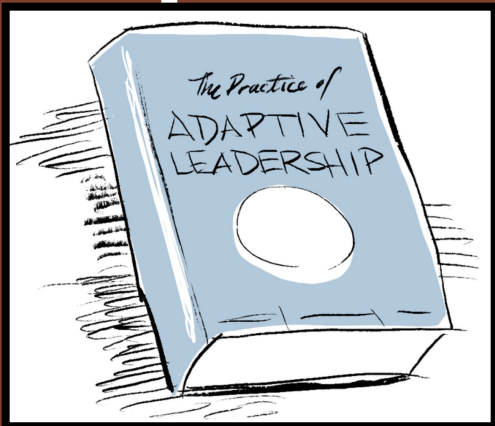
correct spelling: resilience

“

**People don't resist change.
They resist loss.**

Ronald Heifetz and Marty Linsky

”



“It’s always about loss.”

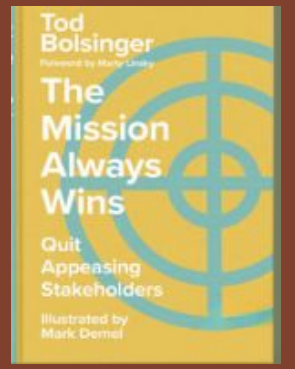


MARTY LINSKY

**OLD MINDSET:
THINK WIN-WIN**

MISTAKE

Pleasing all of the Important Stakeholder





Win-Win is lose-lose

“When we hear someone talk about ‘win-wins,’ we wonder whether anything really lasting is going to change.”

Heifetz and Linsky

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Whose Mission Statement?

_____ Incorporated provides its customers with quality _____ products and the expertise required for making informed buying decisions. We provide our products and services with a dedication to the highest degree of integrity and quality of customer satisfaction, developing long-term professional relationships with employees that develop pride, creating a stable working environment and company spirit.

Dunder-Mifflin Mission Statement

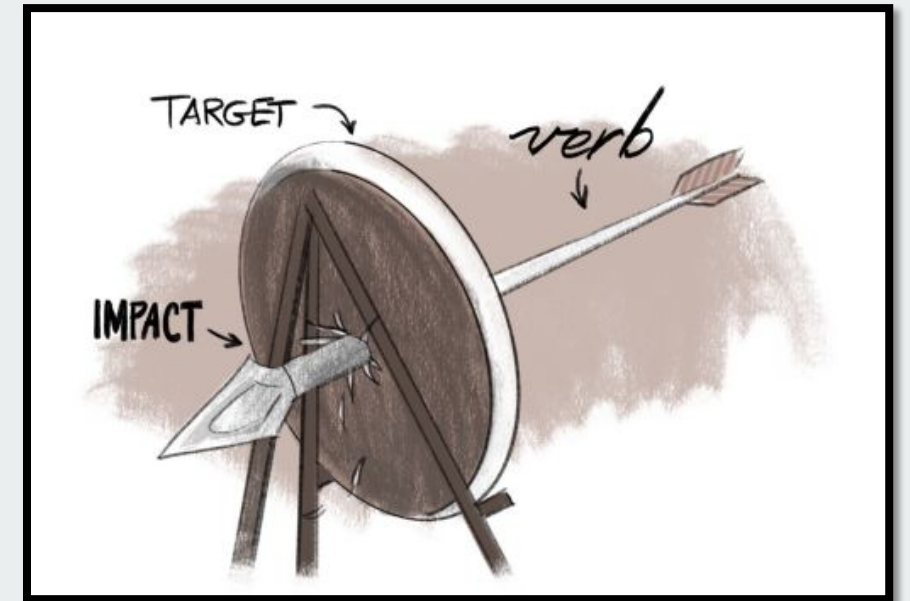


Dunder-Mifflin Incorporated provides its customers with quality **paper** products and the expertise required for making informed buying decisions. We provide our products and services with a dedication to the highest degree of integrity and quality of customer satisfaction, developing long-term professional relationships with employees that develop pride, creating a stable working environment and company spirit.

MISSION STATEMENT:

“A tool, not a T-shirt.”

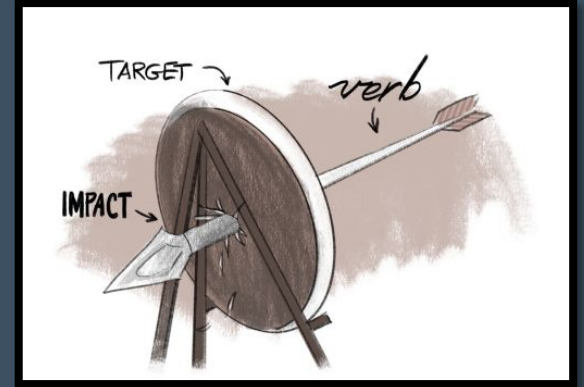
- Not a motto, but a statement of our shared calling.
Out of who we are and why we exist, this is what we are called to be and do.
- Not a branding document but a leadership tool.
It is a tool for making decisions that is consistent with who we are and why we exist.
- Decision requires incision. A mission statement must be a sharpened tool for making decisions about what we do and what we cut away because of who we are and why we exist.



MULAGO FOUNDATION: EIGHT WORD MISSION STATEMENT

- Verb + Target + Impact.
 - *Eradicate Malaria in Rural Africa*
 - *Save endangered species from extinction*
 - *Support local providers serving our community's vulnerable.*
 - *Creating a welcoming space for seekers to encounter God.*
 - *Inviting thoughtful seekers to intergenerational community and discipleship.*
 - *Help our diverse community follow Jesus and bless the world.*
 - *Help faith leaders thrive as change leaders. (AESL)*

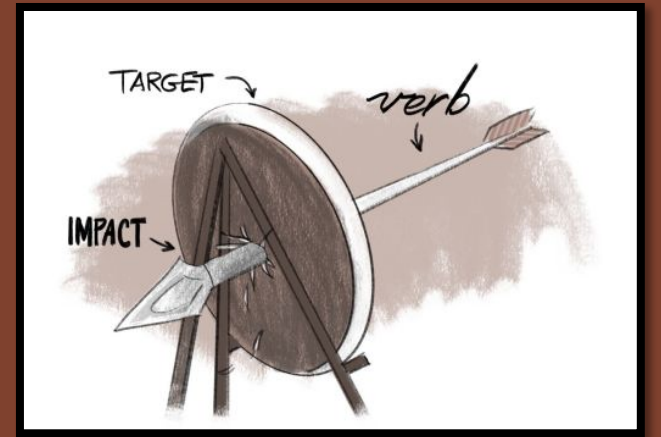
START WITH WHO: “TARGET”



- Based on who we are, who might we be most called to serve?
- Who or what group is the center of the target?

Verb + Target + Impact

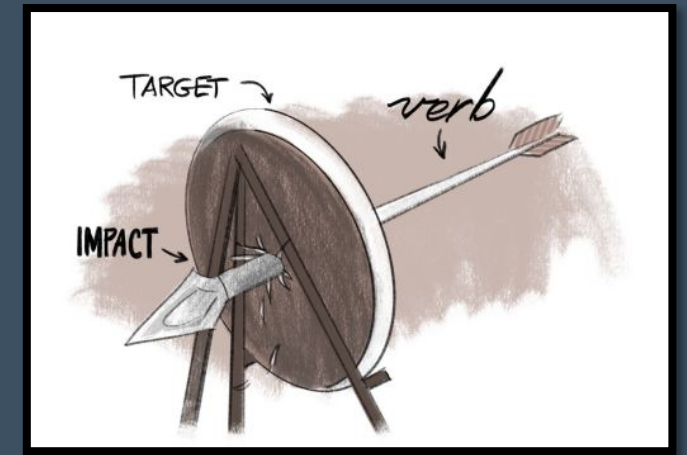
GO TO WHY:WHAT Impact?



- What need?
- What difference do we want to make?
- What is the Impact that you could try to accomplish?

Verb + Target + Impact

THEN THE HOW:VERB



- What is our primary activity or action?
- Based on who we are and the impact we are called to make, what do we do best?

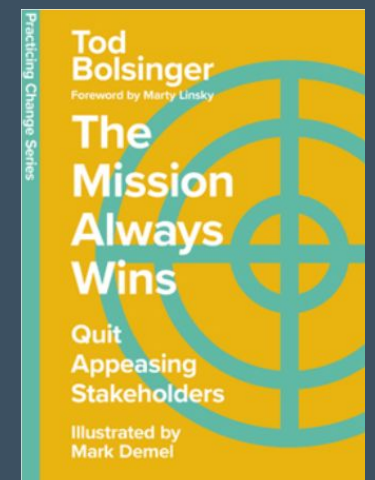
Verb + Target + Impact.

Analyzing our Mission Statement



1. Does it help us cut our budget by 40%?
2. Is it us?
3. Is it what is unique about us?

Verb + Target + Impact



A SHARP MISSION STATEMENT

-----•

IS SHORT & CONCISE!



HELPS US MAKE
HARD DECISIONS

ON
MISSION

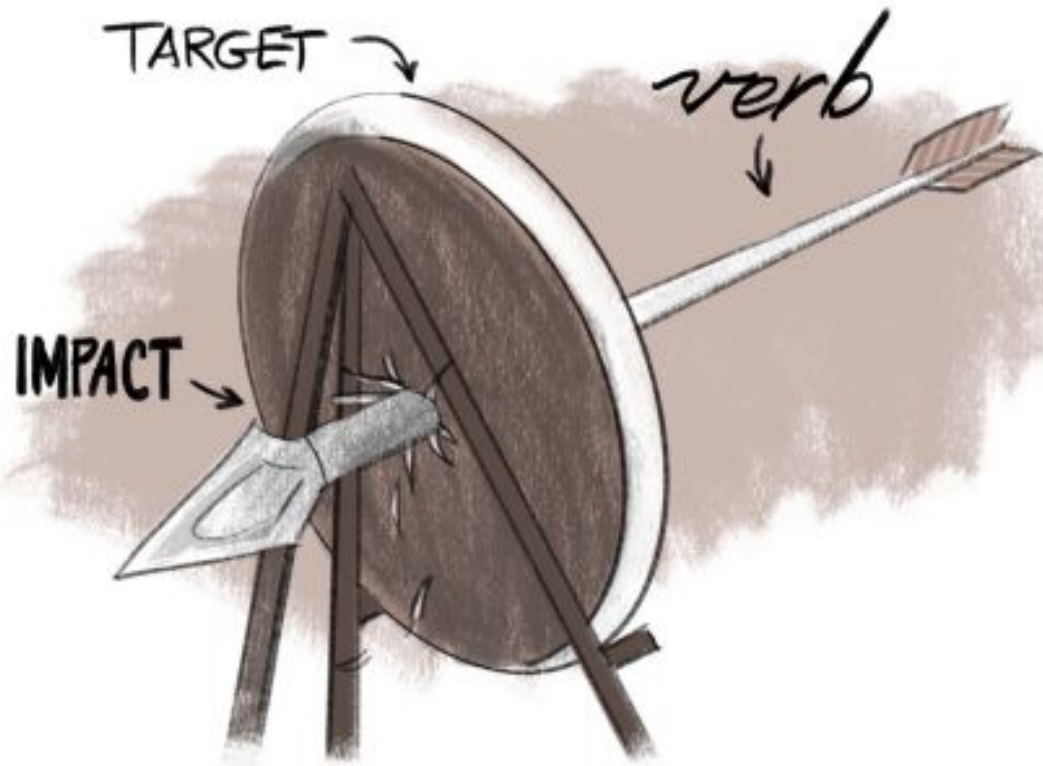


OFF
MISSION

CLARIFIES WHAT WE DO (DECISION)
AND WHAT WE WON'T DO (INCISION)



HELPS US DETERMINE WHAT
WE WILL CUT OUT



***Stack hands on a
clear, concise
mission statement.***

OKAY
LET'S SEE
IF THIS
MAKES IT
THROUGH!

MISSION STATEMENT



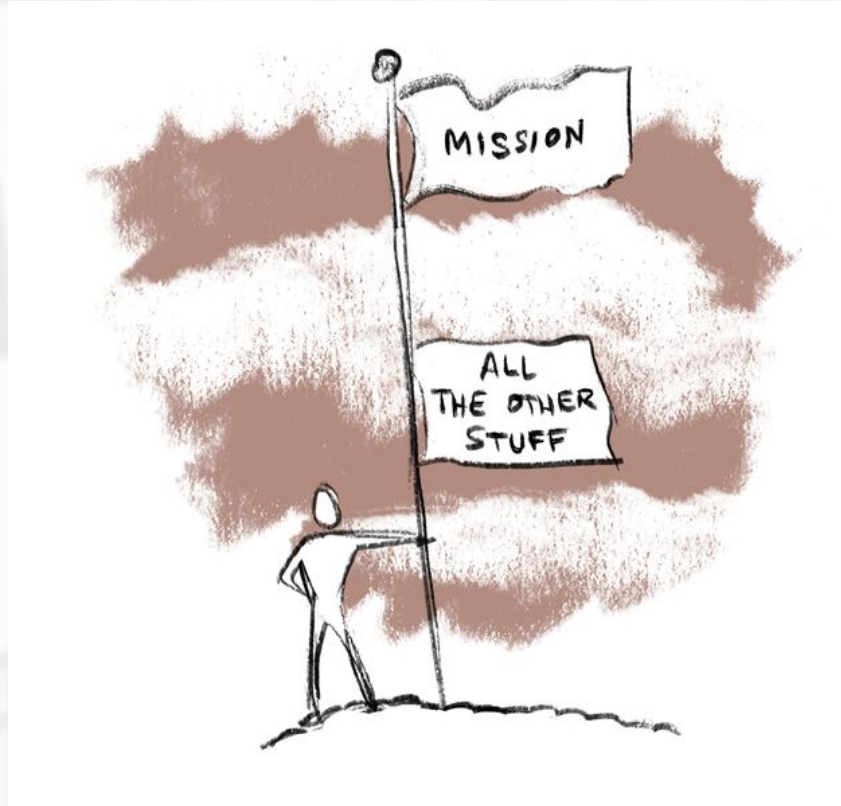
Tod
Bolsinger
Foreword by Mark Lindsay

The Mission Always Wins

Quit
Appeasing
Stakeholders

Illustrated by
Mark Demet





Adaptive Reset: The Mission Always Wins

MISTAKE

Pleasing all of the Important Stakeholder

REFLECTION

Inspire. (!) What stands out positively so far and why?

Inquire. (?) What questions have been raised?

Irk. (#&*!) What has rubbed you wrong or created dissonance?

Require. (Δ) What change(s) seem to be demanded of you?

QUIT PUSHING BACK

Tod Bolsinger, PhD, MDiv

AE Sloan Leadership

AE
SLOAN
LEADERSHIP



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correct spelling
resilience

They had become so focused on the aches and pains in the system that they had been thrown off course by the complaints. They had stopped supplying vision, or had burned out fighting the resistance; they had ceased to be the strength in the system.

In short, they had forgotten to lead.

Edwin Friedman

TOD BOLSINGER
AUTHOR OF *CANOEING THE MOUNTAINS*

TEMPERED RESILIENCE

HOW LEADERS ARE
FORMED IN THE
CRUCIBLE OF
CHANGE

"RESILIENCE IS *the* CAPACITY to
MAINTAIN CORE PURPOSE & INTEGRITY
IN *the* FACE of DRAMATICALLY
CHANGED CIRCUMSTANCES."

ANDREW ZOLLI & ANN MARIE HEALY
RESILIENCE



TOD BOLSINGER
AUTHOR OF *CANOEING THE MOUNTAINS*

TEMPERED RESILIENCE

HOW LEADERS ARE
FORMED IN THE
CRUCIBLE OF
CHANGE

"RESILIENCE IS the CAPACITY to
MAINTAIN CORE PURPOSE & INTEGRITY
IN the FACE of DRAMATICALLY
CHANGED CIRCUMSTANCES."

ANDREW ZOLLI & ANN MARIE HEALY
RESILIENCE



“IF YOU ARE A
LEADER, EXPECT
SABOTAGE.”

ED FRIEDMAN



THE MOST IMPORTANT ASPECT OF LEADERSHIP

“The capacity of a leader to be prepared for, to be aware of, and to learn how to skillfully deal with (sabotage) may be the most important aspect of leadership. It is literally the key to the kingdom.”

Edwin Friedman

The important thing to remember about the phenomenon of sabotage is that it is a **systemic part of leadership**—part and parcel of the leadership process. Another way of putting this is that a leader can never assume success because he or she has brought about a change. *It is only after having first brought about a change and then subsequently endured the resultant sabotage that the leader can feel truly successful.*

Edwin Friedman. *A Failure of Nerve: Leadership in the Age of the Quick Fix*

Sabotage is normal, natural, and to be expected

Sabotage is not the bad things that evil people do, but the human things that anxious people do.

MOSES IN THE FACE OF RESISTANCE

Exodus 14:11: "...it would have been better for us to serve the Egyptians than to die in the wilderness."

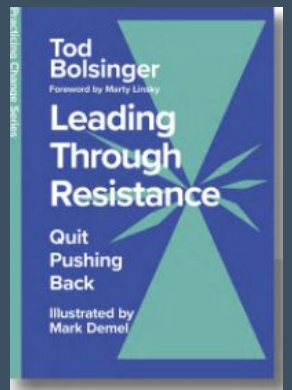
Exodus 14:31: "So the people...believed in the Lord and in his servant Moses."

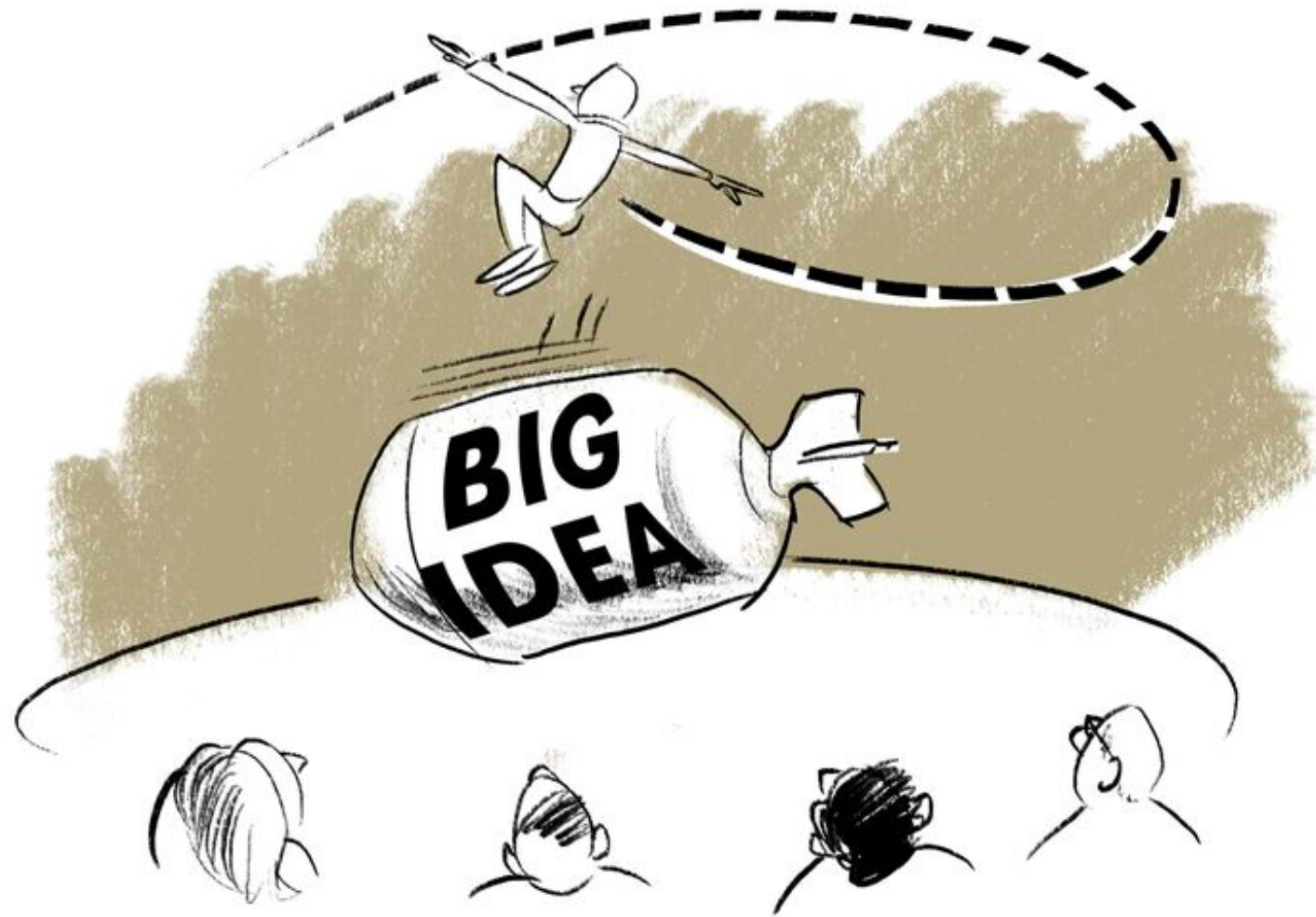
Exodus 16:3: "The whole congregation of the Israelites complained against Moses..."

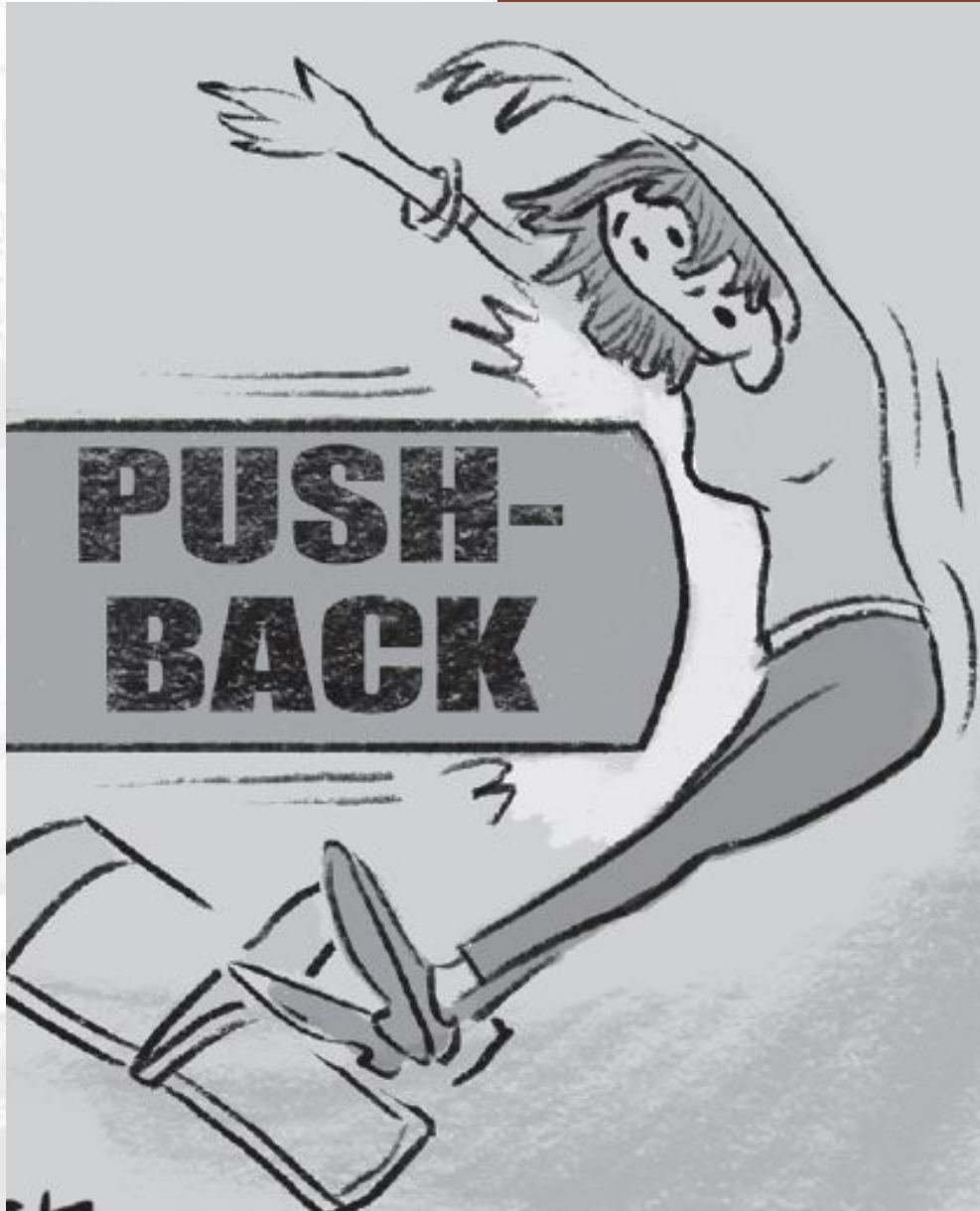
WHEN GOD'S PEOPLE GRUMBLE AGAIN
(NUMBERS 11)

Sabotage is normal, natural, and to be expected

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What is your instinctual reaction to receiving pushback or resistance when you excitedly introduce a new plan?

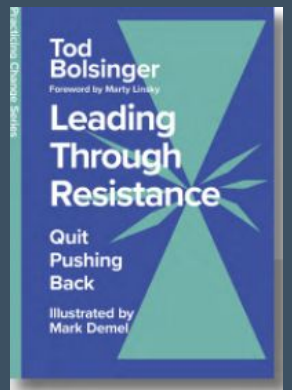
**OLD MINDSET:
DON'T LET THEM PUSH YOU AROUND**

MISTAKE

Pushing Back against Push Back.

Sabotage is normal, natural, and to be expected

Sabotage is not the bad things that evil people do, but the human things that anxious people do.



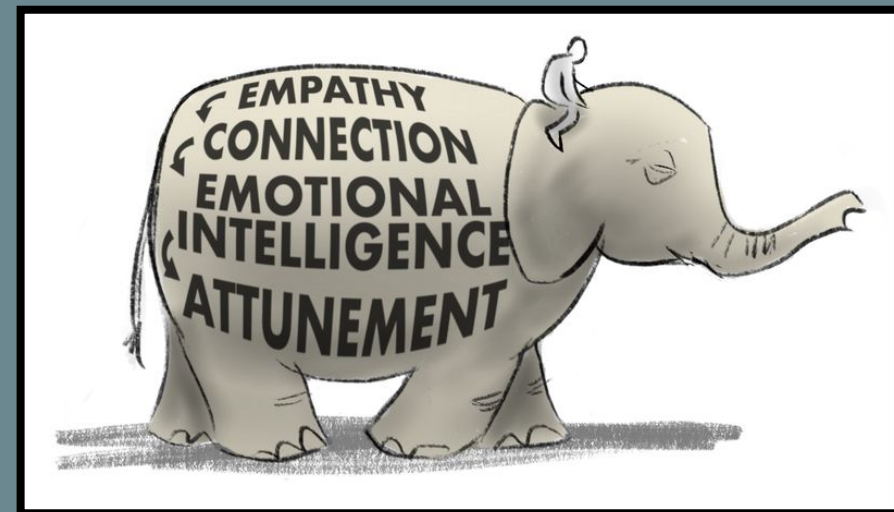
“Don’t eliminate resistance; lead through it.

Lead an emotionally intelligent process that uses the pushback to bring buy-in.

Lead in such a way that invites those in opposition to the plan to engage it, make it better, and own it.

In other words, when facing pushback, don’t keep pushing back; instead, invite your team to lock arms and use their energy to pull everyone forward.”

(LTR, p. 30-32)





*When we **FINALLY** get to use
what we were trained for....
Kinda.*

MISTAKE

Pushing Back against Push Back



A Psychologist and a
Hostage Negotiator walk into
a bar...



“Seek first to understand and then to be understood,” both FBI negotiator Voss and Saint Francis would say.

LEADING THROUGH SABOTAGE



START WITH CONVICTION



STAY CALM



STAY CONNECTED



STAY THE COURSE





Don't push back,
pull them by.

STAY CALM, CURIOUS & CONNECTED

MISTAKE

Pushing Back against Push Back

LEADING THROUGH SABOTAGE



START WITH CONVICTION



STAY CALM



STAY CONNECTED



STAY THE COURSE

CURIOUS

Tell me more...

It seems like...

When did you start thinking that?

What was happening in your life when you came to that belief?

What would have to be different to change your mind?

What are you trying to protect?

What other questions do you use when curious?

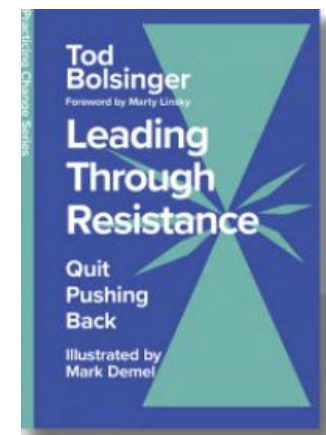




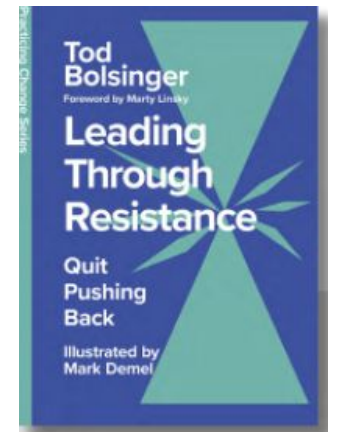
An unexpected lesson from
prison...

*“You have to ask for a heart,
before you ask for a hand.”*

ADAPTIVE RESET: ATTUNEMENT ACCELERATES CHANGE



Transformative change does not occur through power and control, but through relational connection, empathy, and the trust that comes through attunement.



REFLECTION

Inspire. (!) What stands out positively so far and why?

Inquire. (?) What questions have been raised?

Irk. (#&*!) What has rubbed you wrong or created dissonance?

Require. (Δ) What change(s) seem to be demanded of you?

GROUNDED IDENTITY

A change-leader's identity must be grounded in something other than their success in leading change.

GROUNDING JESUS

At this time, Jesus came from Nazareth in Galilee and was baptized by John in the Jordan. The moment he came out of the water, he saw the sky split open and God's Spirit, looking like a dove, come down on him. Along with the Spirit, a voice: "You are my Son, chosen and marked by my love, pride of my life."

Mark 1:9-11 (MSG)

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