

# CLOCKS AND CLOUDS

## ADAPTIVE LEADERSHIP IN UNCERTAIN TIMES

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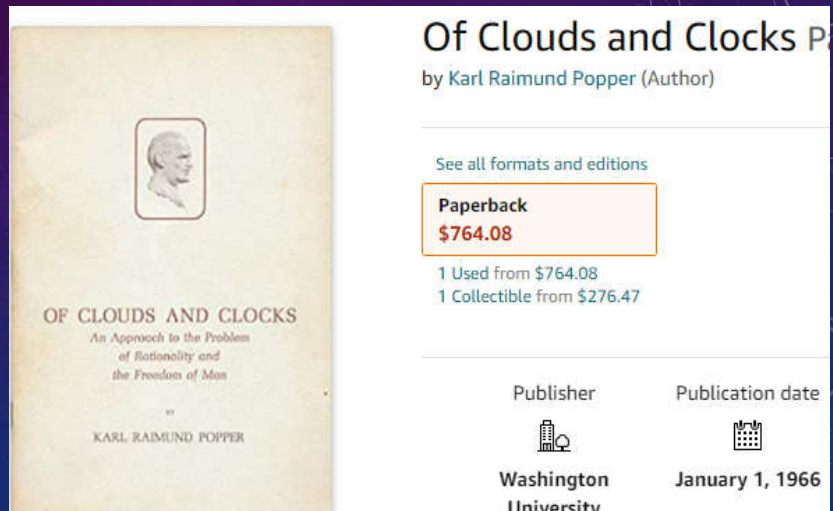
### BRUSHY FORK LEADERSHIP INSTITUTE *A STRATEGIC INITIATIVE OF BEREA COLLEGE*

 <p><b>BRUSHY FORK</b> LEADERSHIP INSTITUTE <small>A STRATEGIC INITIATIVE OF BEREA COLLEGE</small></p>	<p><b>WHAT WE DO</b> Strengthen local and regional leadership in central Appalachia</p>
 <p><b>BRUSHY FORK</b> LEADERSHIP INSTITUTE <small>A STRATEGIC INITIATIVE OF BEREA COLLEGE</small></p>	<p><b>WHAT WE WANT TO ACHIEVE</b> Local people lead the development of their communities</p>

## CLOCKS AND CLOUDS

Karl Popper, a  
philosopher of  
science, 1966

Considered  
problems to be  
clocks or clouds



## TECHNICAL PROBLEMS VS ADAPTIVE CHALLENGES



TECHNICAL	ADAPTIVE
Easy to identify	Difficult to identify
Solvable	Shiftable
Solved by authority	Solved by the people
Predictable	Unpredictable
Bounded	Dynamic and evolving
Specific needs – in the box	Experimental discoveries



## AS NONPROFIT LEADERS, WE LIVE IN BOTH WORLDS

TECHNICAL	ADAPTIVE
Have existing know-how and experience	Be comfortable with not knowing
Easily describe next steps	Improvise
Maintain defined roles	Alter organizational roles
Make internal changes that are quick to implement	Reconfigure complex networks of people, tasks, and priorities

## WHAT IF WE ARE LEADING SIGNIFICANT CHANGE? LESSONS FROM MY EXPERIENCE

- Maintain your perspective.
- Don't go it alone.
- Understand the stages of transition.
- Place the work where it belongs.
- Recognize your own habits and human needs.
- Anchor yourself

In one sentence, what is an issue that you are facing in your leadership role?

### IN SMALL GROUPS

1. Go around to each person and read your one-sentence issue.
2. Find some volunteers to further discuss their issue.
3. As a group, identify one or two adaptive challenges to consider for this issue.

## WHAT DID YOU LEARN?

Let's hear from a few people. What is one thing you learned about your leadership issue?

QUESTIONS?

## ADDITIONAL RESOURCES

- [Immunity to Change: How to Overcome it and Unlock the Potential in Yourself and Your Organization.](#) Robert Kegan and Lisa Laskow Lahey | Harvard Business Review Press
- “A Survival Guide for Leaders.” Ronald Heifetz and Marty Linsky | <https://hbr.org/2002/06/a-survival-guide-for-leaders>.
- [Managing Transitions: Making the Most of Change.](#) William Bridges, PhD and Susan Bridges | Da Capo Lifelong Books: 25<sup>th</sup> Anniversary Edition.