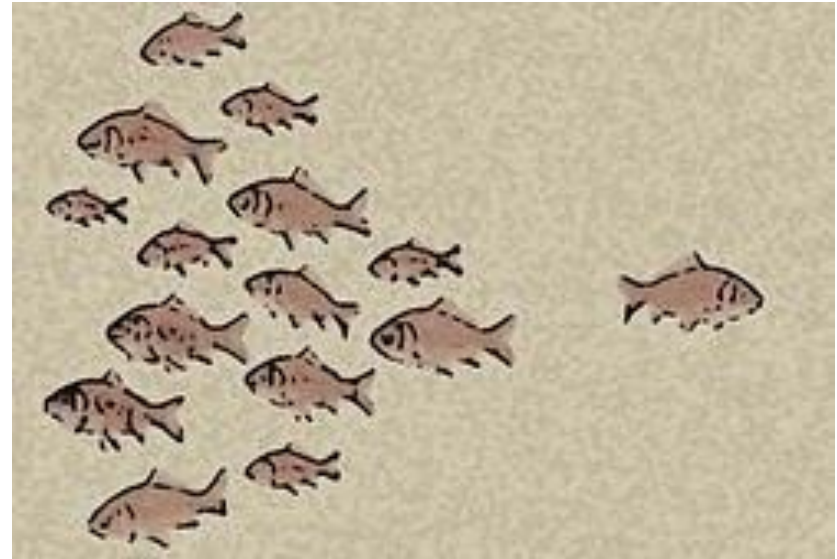# ADAPTIVE LEADERSHIP AND POSITIVE DEVIANCE AT A GLANCE

AICS Palestine mission

March, 2019.

POSITIVE DEVIANTS

In all communities there are individuals or groups, whose unusual behaviour makes it possible to find better solutions to problems than their peers – though they have the same constraints and resources

WORLD MAP AND PD IN NUMBERS

Total lives impacted: 30 million

Number of projects: 100 +

Number of countries: 50 +

#1: WE FLIP AND ASK IF SOMEONE IS ALREADY PERFORMING BETTER THAN THEIR PEERS
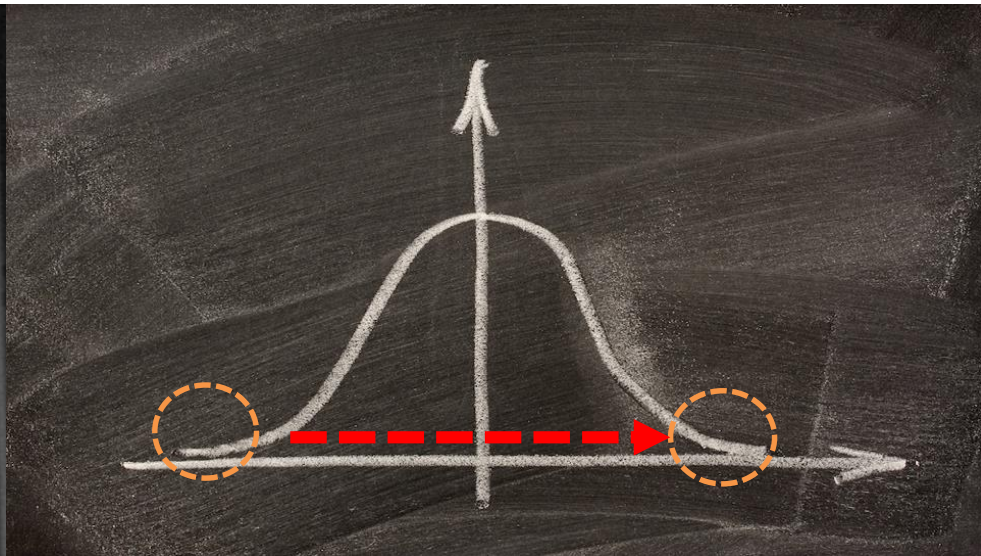
2: IF IT IS ABOUT ME NOT WITHOUT ME

3 : DISCOVER THE WHAT AND THE HOW

4: ACT OUR WAY INTO NEWS WAYS OF THINKING

5: DATA AND METRICS OWNED AND MONITORED BY COMMUNITIES

PD in Palestine



1. UNICEF, Palvision: reducing violence in secondary school in East Jerusalem
2. UNDP, Al Fakhoora Dymanic Futures Progamme (Gaza): young community leaders
3. UN Habitat: local urban planning committee (WB)
4. UN Women, NDC: Men and boys for gender quality (Gaza and West Bank)
5. UN Women: Decent work – women entrepreneurs (Gaza and WB)
6. UNODC: Youth and sports (WB)

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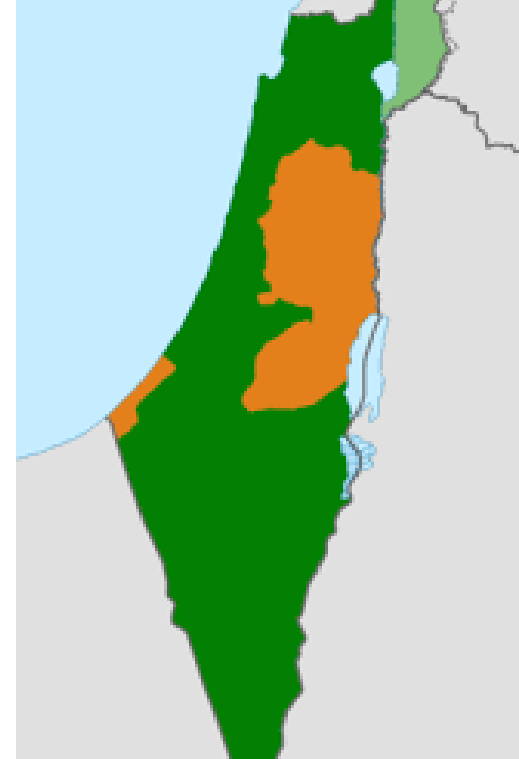
PD in Palestine

Girls and sports

Local planning council

Decent work

Bullying/ violence in school

Men and boys for gender equality

Young community leaders

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10 ADAPTIVE LEADERSHIP PRINCIPLES

1. Frame the adaptive challenge – what needs to change

2. Formulate vision – create hope for the future

3. Get on the balcony - and out on the dancefloor

4. Give work back to the people

5. Regulate distress

6. Orchestrate conflict

7. Protect the silent creative voices from below

8. Maintain disciplined attention

9. Find partners and think politically

10. Establish and maintain supporting structures

Adapted after Ronald Heifetz and Richard Pascale

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CHANGE MANAGEMENT VS. CHANGE LEADERSHIP

	Change Management	Change Leadership
Applicable when	• There is agreement about the nature of the problem and possible solutions	• The problem is wicked, i.e. not clearly defined and only partial solutions present themselves
Focus	• Problem analysis • Cause and effect	• Assets and possibilities • Evolving not linear thinking
Possible actions	• Aligning plans and interventions with strategy • Implementing change by effectively communicating to relevant stakeholders	• Identifying emerging patterns and positive behaviour • Disseminating and amplifying positive behaviour • Empower relevant networks and communities
Driven by	• Experts • Logic • Best practice • Management	• Peers • Learning and experimentation • Already existing solutions • Employees, citizens, leaders on all levels
Pay attention to	• Sustaining a sense of urgency • Monitoring progress	• What's already working • What can engage the community

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UN PALESTINE INNOVATION LAB

Mission during the week of Oct. 29th, 2018

INNOVATIONS LABS

- Change, action or innovation labs a renowned and well documented methodology to create fast and sustainable change.

- Relevant cross-sector stakeholders are given a mandate to experiment, prototype and implement micro actions and change.

- The basic idea is 'to act your way into a new way of thinking' with the purpose of learning

- One creates a greenhouse for change and innovation

Inspired by Pascale & Miller: the Action Lab: creating a greenhouse for organizational change: Strategy, management and competition, fourth quarter, 1999 og Heifetz R. A., Laurie D. L. (2001/2002), The work of leadership. Cambridge, MA:Harvard Business School

4 stages in the PD inquiry process

1: Picking the right problem (define)

2: Determining the norm (determine)

3: Discovering the deviant behaviour (discover)

4: Training and implementing the deviant behaviours (disseminate)

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SUPPORTING STRUCTURES

- Clarity about whether the problem is wicked/ adaptive or technical and then design a proper change process
- Create appropriate – not to little, not too much disequilibrium
- Establish supporting architecture to help th change happen and sustain (arenas, language, platforms, stepping stones)
- Use non-hierarchial networks for communication, organization and M&E
- Active and voluntary - opting in
- Invest in the project – skin in the game
- Walk the talk – talk the walk - advocating
- Highlight and communicate the small signs of success - social proof

Pascale (2015)

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