

# Your Adaptive Change Projects

## *Peer Consultation Process*

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# Adaptive Change

Kind of Challenge	Problem Definition	Solution	Locus of Work
Technical	Clear	Clear	Authority
Technical and adaptive	Clear	Requires Learning	Authority and stakeholders
Adaptive	Requires Learning	Requires Learning	Stakeholders

“collaborative problem-solving”  
“community change”  
“collaborative governance”

From Heifetz, Grashow, & Linsky, 2009, p.20

# “Preconditions” for Collaboration

(Cigler, 1999)

- A disaster
- Real or perceived fiscal stress
- Political constituency for collaboration
- Supportive capacity-building
- Early and continued support by elected officials
- Visible advantages to collaboration
- Existence of a policy entrepreneur
- Early focus on effective strategies
- Emphasis on collaborative skills-building



# Key Collaborative Factors

(Linden 2010)

- 1) Partners have a shared, **specific interest or purpose** that they are committed to and can't achieve (as well) on their own.
- 2) Partners want to pursue a collaborative solution now and are **willing to contribute something** to the effort.
- 3) The appropriate **people** are at the table.
- 4) Partners have an **open, credible process**.
- 5) Effort has a **passionate champion** (or champions), with credibility and clout.
- 6) Partners have **trusting relationships**.
- 7) Partners use the **skills** of collaborative leadership.

# Identifying Stakeholders

- ✓ Who is *affected* by the condition you see as a problem or opportunity?
- ✓ Who has an *interest* or has expressed an opinion about that condition?
- ✓ Who can *influence* the condition, positively or negatively?
- ✓ Who else *should care*?

# Convening for Adaptive Change

...effective public leaders do not necessarily promote solutions; they promote problems. Thus, they are *advocates for issue emergence*, but not necessarily strong advocates for a *particular solution or policy position*.

Jeffrey Luke, *Catalytic Leadership*, p. 41

1. *Importance*
2. *Urgency*
3. *Possibility*

# Phases of Collaboration



## Questions for Leadership

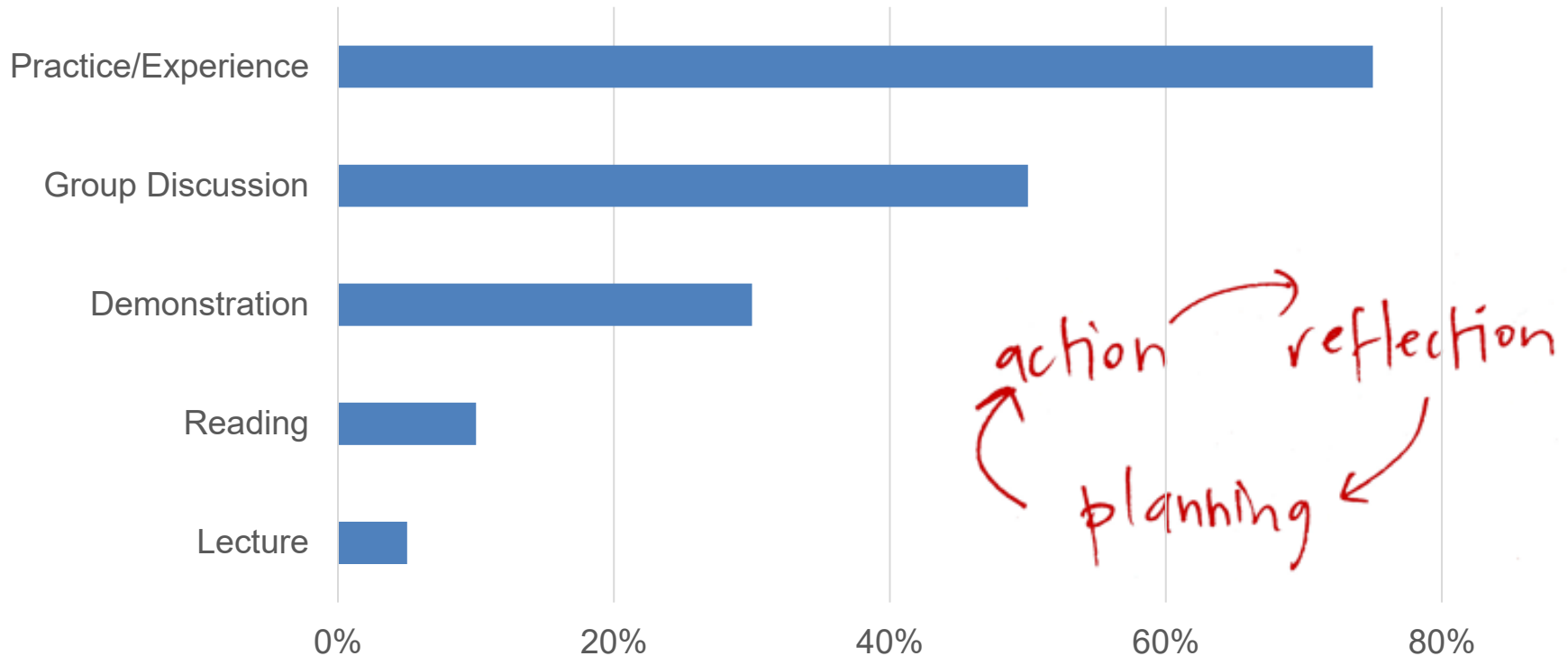
<ul style="list-style-type: none"> <li>➤ Is collaboration necessary?</li> <li>➤ Are preconditions in place?</li> <li>➤ Who are the stakeholders?</li> <li>➤ Who might fill key roles (sponsor, convener, and facilitator)?</li> </ul>	<ul style="list-style-type: none"> <li>➤ How to frame the issue?</li> <li>➤ Who needs to be at the table?</li> <li>➤ How to convene key stakeholders?</li> <li>➤ Who/what else is needed?</li> <li>➤ What kind of process?</li> </ul>	<ul style="list-style-type: none"> <li>➤ How to develop effective working group?</li> <li>➤ What ground rules?</li> <li>➤ How to invent options and decide?</li> <li>➤ How to facilitate mutual learning?</li> </ul>	<ul style="list-style-type: none"> <li>➤ Who will do what?</li> <li>➤ How to broaden support?</li> <li>➤ What kind of governance structure?</li> <li>➤ How to monitor progress?</li> </ul>
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## Functions/Competencies

<ul style="list-style-type: none"> <li>❖ Issue analysis</li> <li>❖ Systems thinking</li> <li>❖ Stakeholder analysis</li> </ul>	<ul style="list-style-type: none"> <li>❖ Issue framing</li> <li>❖ Convening</li> <li>❖ Process design</li> </ul>	<ul style="list-style-type: none"> <li>❖ Facilitation</li> <li>❖ Conflict management</li> <li>❖ Team building and group dynamics</li> </ul>	<ul style="list-style-type: none"> <li>❖ Action planning</li> <li>❖ Network design</li> <li>❖ Network management</li> <li>❖ Community engagement</li> </ul>
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# Action Learning

Adult Learning Retention Stats



*I hear and I forget; I see and I remember; I do and I understand.—Confucius*

# Adaptive Change, Collaboration Projects

- ✓ Worked on a branding program for community that involved mobilizing community and business stakeholders to support the campaign and raise funds. Won an All-American City award at about the same time.
- ✓ Developed proposal to council for citizens academy, gaining their approval, and making it their idea. The academy was a tool for increasing the involvement of minority groups in the city, which was the adaptive change project goal.
- ✓ Tried to be a catalyst for forming a regional water consortium. However, efforts at adaptive change were trumped by localism and by lack of urgency.

# Peer Consultation

- Process developed by Heifetz & Linsky
- Present your tentative diagnosis of the problem/opportunity (the adaptive challenge)
  - The change you are seeking, why it's important
  - How this represents adaptive change
  - Critical partners involved (or need to be involved)
  - Current and/or anticipated challenges
- Be brief, **listen** more than talk
- Practice “getting on the balcony”