

Preparing to learn

How do we switch from 'working' mode to 'learning' mode when both might include being online? Here are some top tips from previous participants and from the facilitators.



Prepare your space

Switching where you work from can help it feel less like a work day and more like a learning day.



Prepare your team

Let whoever needs to know that you will be out for the day. Pop an out of office on?

Prepare your tools
How do you like to record your learning? Journalling? Sketching? Note-taking?



Prepare to show up
The facilitators anticipate you'll have your camera on, that you'll participate in breakout rooms & that you won't dip in and out of the day for other meetings. Can't manage that? No worries, let's book you onto the next event.



Any other top tips? Or anything you would find useful today to support your learning?
Pop it in the chat pane!

EiH: Leadership of and for Complex Change



Welcome and happy Burns Night



‘Leaders must reclaim the very thing our culture has so gladly given away: Time to think together and learn from our experiences. Without question this is the most critical act of leadership.’

Margaret Wheatley 2017

Connector

- In breakout rooms introduce yourself
- Share the last time you had the time to think with other leaders and share experiences.
- When was it, where, who with and what was the outcome?



Expectations

Share your aspirations for the learning

Pop your feedback into the chat pane



Purpose of the Day

- To explore systems leadership in terms of managing complex change.
- To explore some of the literature and models surrounding the management of complex change.
- To think together, share experiences and learn together
- To link our learning to the *Leadership of and for Learning (LL)* and Leadership of and for System

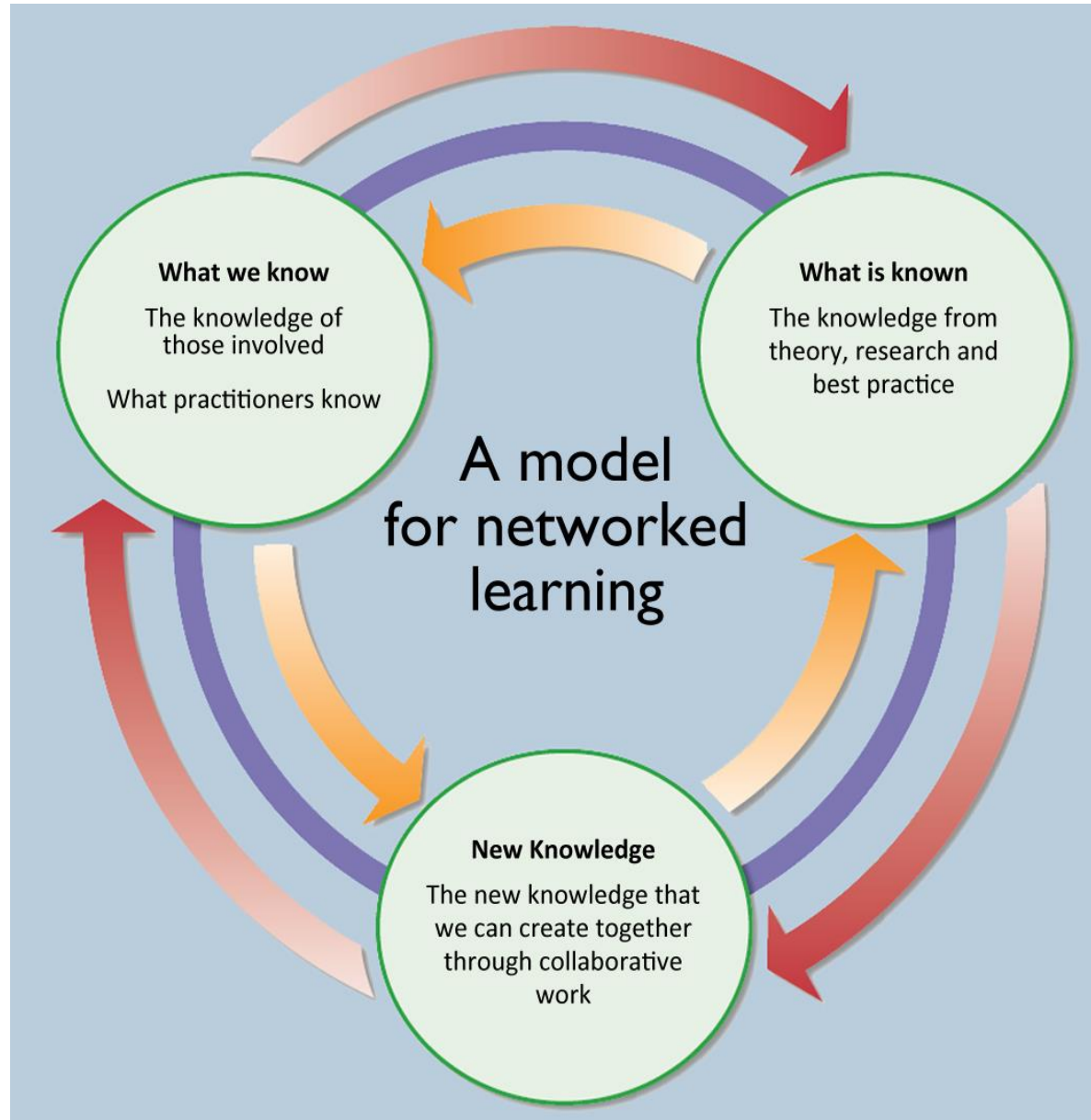


Protocols



- Holding the ladder
- Learning from, with, and on behalf of each other
- What will I do that will help our learning?

The Three Fields of Knowledge (NCSL 2003)



Leading through Complexity

Watch the video

Note key points for discussion

In Breakout Rooms share your thoughts

From the Swamp to the High Ground



Discussion

Where is your 'high ground'?



Coffee



'Who do you choose to be?' - an Invitation to the Nobility of Leadership Meg Wheatley

Read the article (10 mins)

Reflect on your own leadership (5 mins)

Consider the questions in Breakout rooms and record key points under one of the 6 headings: (20 mins)

- **Quality of relationships**
- **Fear versus love**
- **Quality of thinking**
- **Willingness to contribute**
- **The role of money**
- **Crisis management**

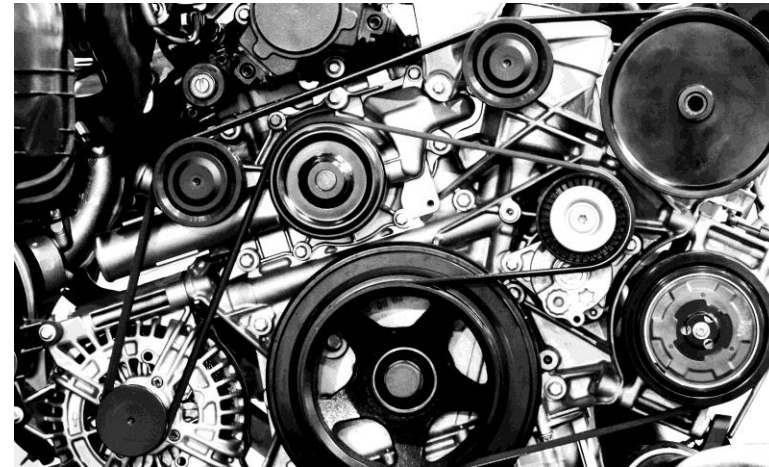
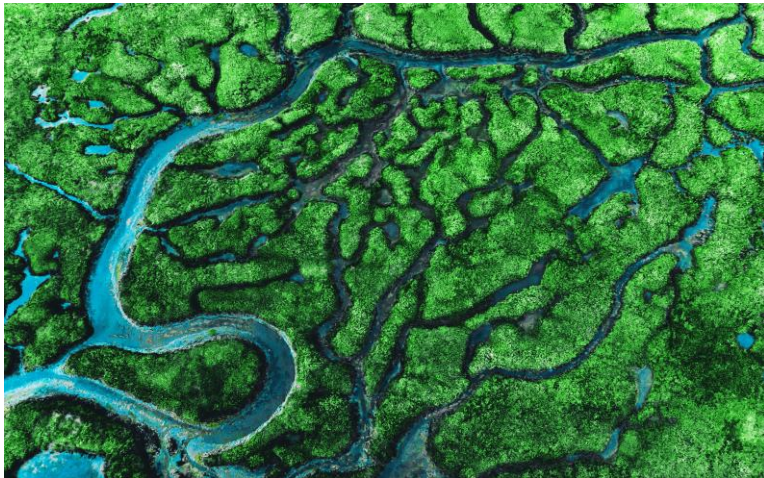


Watch the video [Adaptive Leadership](#)

Record your understanding of **Adaptive** vs **Technical** leadership of change under 2 columns.

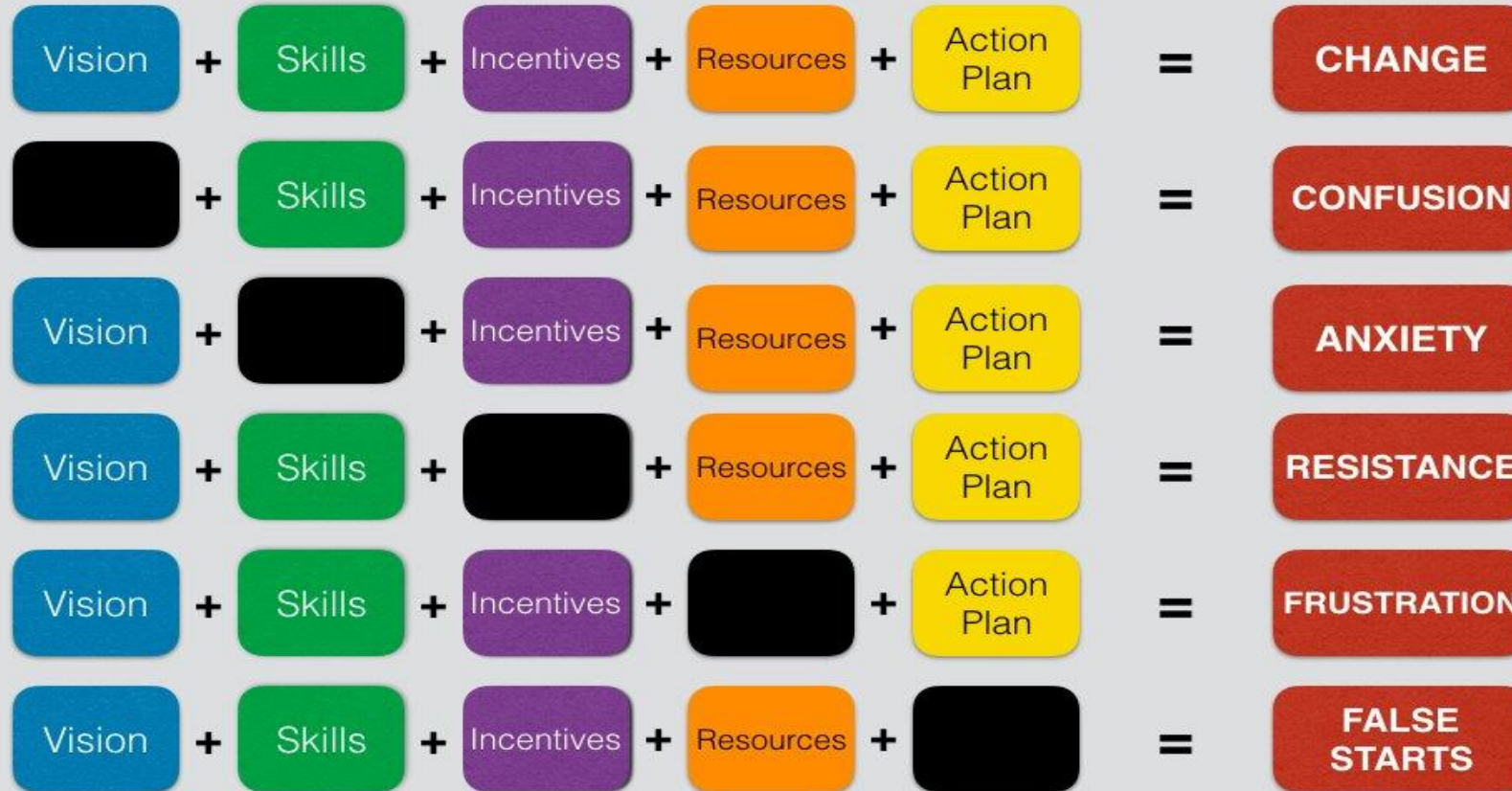
Think about your own context- where do you use Adaptive, where do you use Technical Leadership?

Discuss .



Technical Challenge	Adaptive Challenge
Easy to identify	More difficult to identify
Often has quick and easy solutions	Requires changes to the way things are done/changes in approach
Can be solved by expertise or authority	People working from where the challenge is generated are required/able to solve it
Requires small changes within organizational boundaries	Requires change at multiple places which may cross organizational boundaries
People generally receptive to technical solutions (familiar)	People resist acknowledging adaptive challenges
Solutions can be implemented quickly by authority	Solutions emerge from experimentation and discovery, taking more time to implement

Managing Complex Change



Adapted from A Framework for thinking about systems change (2000) Knoster T, Villa R, & Thousand J

Adapted from Knoster T., Villa R. & Thousand, J. , A Framework for Thinking about Systems Change

Content, Process, Action (CPA) Feedback

- **C-** Did today meet my expectations? Is there something else I would have liked to have covered?
- **P-** Did the exercises and facilitation techniques used work for me?
- **A-** Was there something that I can take away and use in my role?



EiH: Leadership of and for Complex Change

Part 2





Review

In Breakout Rooms

- What's at the top of your head?
- What squares with your thinking?
- What's still going round in your head?

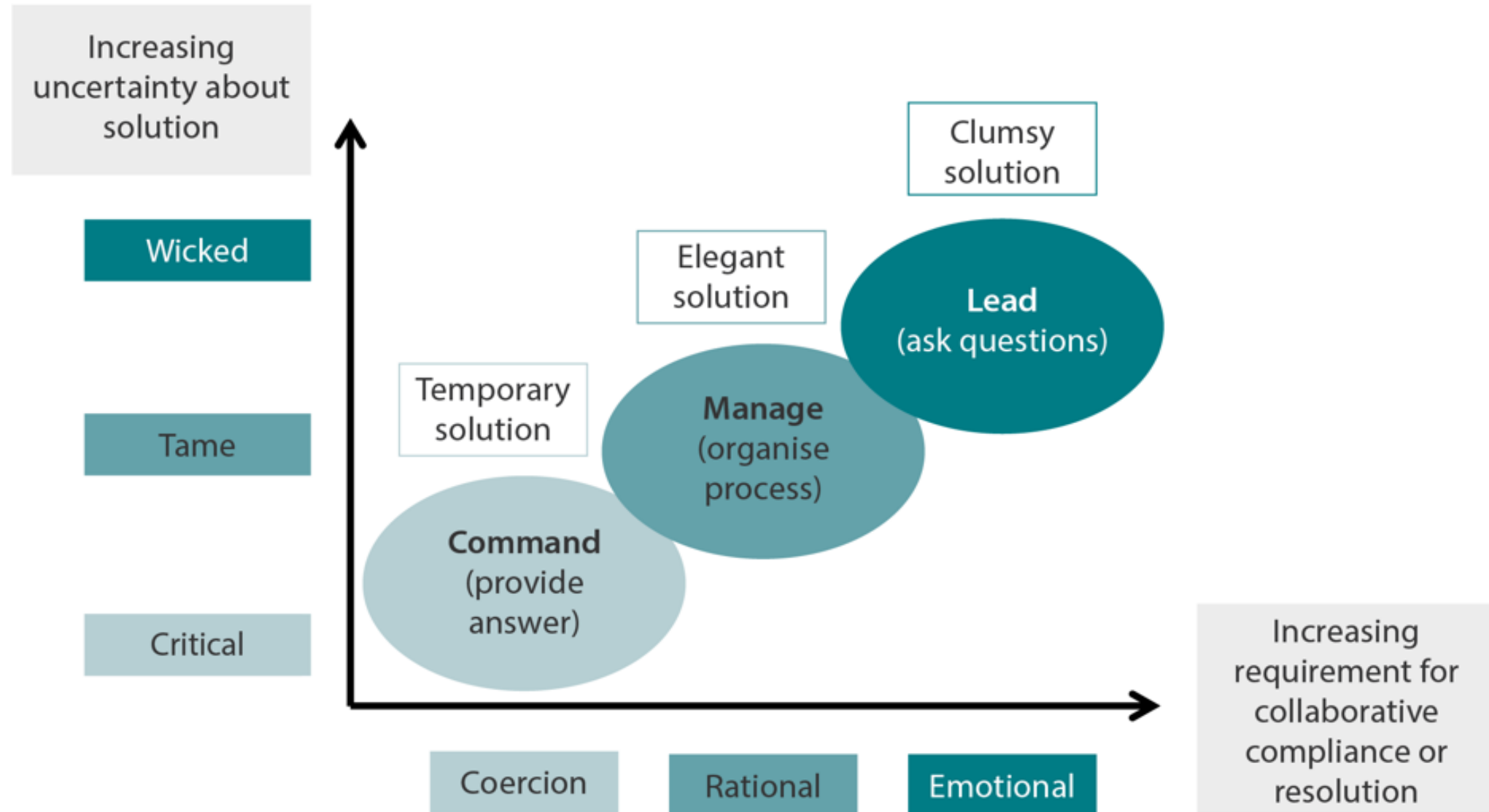


Preview

- Expectations
- ‘Wicked Problems and Clumsy Solutions’
- Discussion Trios
- Evaluation



Keith Grint's typology classification of problems



Discussion trios

Draw on learning about adaptive leadership, islands of sanity and wicked and tame problems.

In Breakout Rooms have coaching type conversations to explore a real problem using these terms.

Ensure everyone has an opportunity to share a problem and explore their own leadership.

You can use an Action Learning Set Approach



Discussion trios

Action Learning Set Approach

- Present your challenge uninterrupted (5 mins).
- Listeners share how they **feel** listening to this.
- Listeners ask questions for clarification (2 mins).
- Presenter responds to questions.
- Group reflects and analyses challenge (8 mins).
- Presenter identifies their next steps.



Repeat so everyone presents their challenge

What is at the top of your head?



How does it square with your thinking?



What's still circling around in your mind ?

