Embracing Change And Breaking Down Silos To Achieve Maximum Results
Marty Linsky

Presentation adapted from Cambridge Leadership Associates.
Marty Linsky is the author or co-author of more than a dozen books or chapters, including The Art and Practice of Adaptive Leadership, Leadership in the Line, and other outstanding pieces on leadership (See...)

Linsky has taught at the Harvard Kennedy School since 1982, except for 1992-95 when he served as Chief Secretary to Massachusetts Governor William Weld. A graduate of Williams College and Harvard Law School, Linsky has been a journalist, a lawyer, and politician, having served as Assistant Minority Leader of the Massachusetts House of Representatives, a reporter for the Boston Globe, and the Editor of The Real Paper.
Execute And Adapt

**Business Demand**

- Execute

**Activity**

- Management

**Competencies**

- Control
- Consistency
- Order

**Output**

- Best Practices

**Adapt**

- Leadership

- Autonomy
- Experimentation
- Flexibility

- “Next Practices”
Leadership Strategy

Diagnosis An Important & Undervalued Skill

- OII
  - Observation
  - Interpretation
  - Intervention

- Get on the Balcony
  - Distinguish Technical from Adaptive Work
  - Find out where people are at
  - Listen to the song beneath the words
  - Read the authority figure for clues
Reframing–Problem Interpretations

Interpretation Possibilities

- Individual
- Technical
- Benign

- Systemic
- Adaptive
- Conflictual
Essential and Expendable

Management is the efficient oversight of the “Essential”
Leadership is the experimental space were the expendable is abandoned and innovation occurs.

- Determining what practices are core to the future and what are obstacles to the future
- Testing new practices
- Integrating the new practices
Work Avoidance and Disequilibrium
## Technical And Adaptive Work

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<th>Kind of Work</th>
<th>Problem &amp; Solution Definition</th>
<th>Locus of Work</th>
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