



RESPECTABILITY

**Embracing Change And Breaking Down Silos To Achieve
Maximum Results**

Marty Linsky

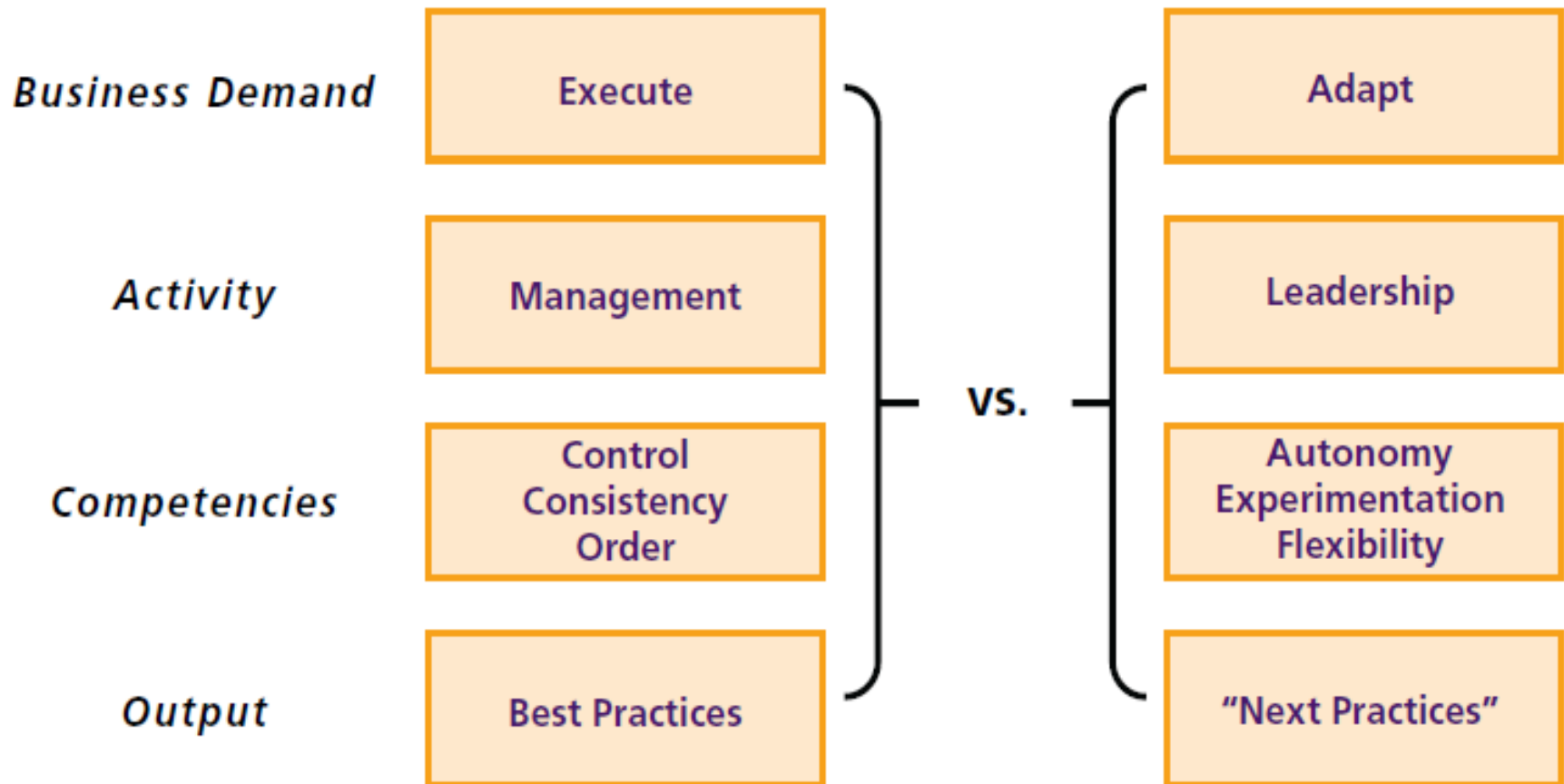
**Presentation adapted from Cambridge Leadership
Associates.**

Meet Today's Presenter



- ❖ 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



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

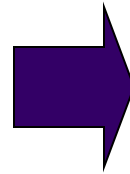
- ❖ Listen to the song beneath the words

- ❖ Read the authority figure for clues

Reframing–Problem Interpretations

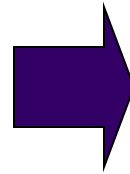
Interpretation Possibilities

Individual



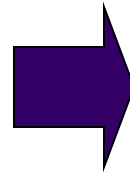
Systemic

Technical



Adaptive

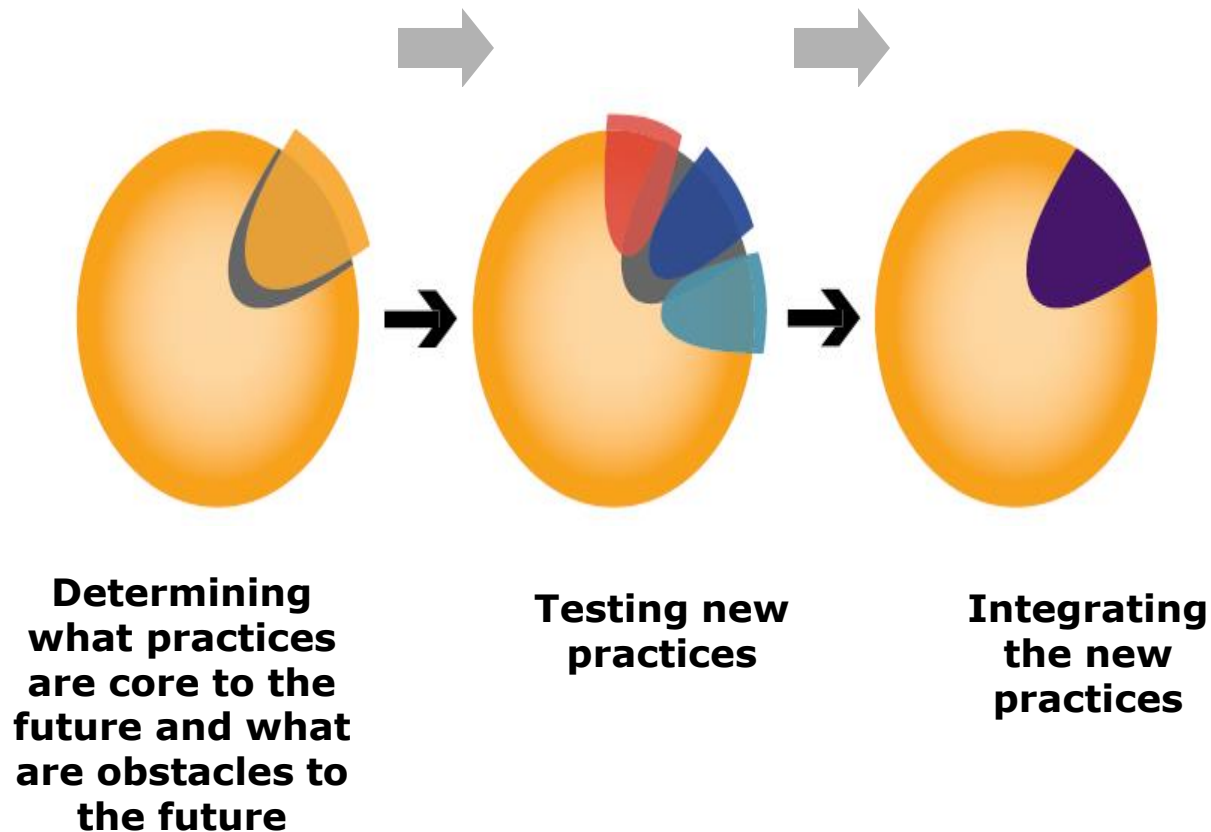
Benign



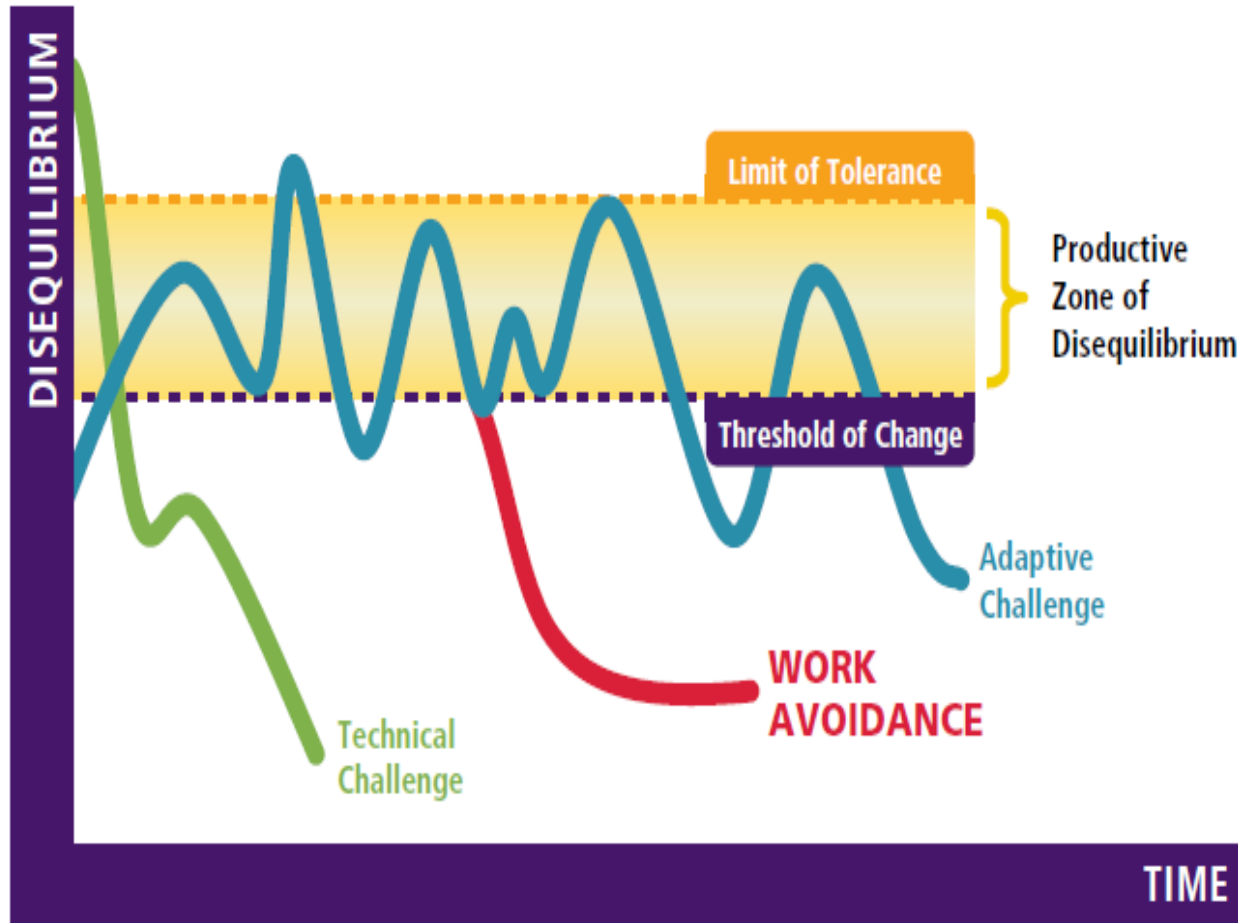
Conflictual

Essential and Expendable




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



Work Avoidance and Disequilibrium



Technical And Adaptive Work

Kind of Work	Problem & Solution Definition	Locus of Work	Type of Work
Technical	Clear	Authority	Optimize Execution
Technical & Adaptive			
Adaptive	Requires Learning	Stakeholders	Experiments & Smart Risks

Upcoming Webinar

Free Webinar For Leaders, Disability Professionals, and Activists: How to Get Winning Op-Eds and Press Attention on Jobs for People with Disabilities

Join us for a free webinar with Jennifer Laszlo Mizrahi, President of RespectAbility, to learn how to write publishable op-eds

July 15th, 2015, 1:30pm Eastern Time/ 12:30pm Central Time/
11:30am Mountain Time// 10:30am Pacific Time

Live Captioning Provided. Free of Charge. RSVP Required

Let Us Know If We Can Help!

We have many resources for policy makers and employers on our website and are ready to help!

RespectAbilityUSA

4340 East-West Hwy, Suite 1100

Bethesda, MD 20814

www.RespectAbilityUSA.org

Cell: (202) 365 – 0787

Jennifer Laszlo Mizrahi

President

JenniferM@RespectAbilityUSA.org