

ACJI **THE ORGANIZATIONALLY INTELLIGENT LEADER**

FACING OUR ADAPTIVE CHALLENGES



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ACJI **THE SPEAKER**



36 Years in Public Sector Criminal Justice Service
 🏛️ State Probation/Courts (Adult & Juvenile)

13 Years in Senior Leadership
 🏢 Institutional and Community Corrections (Adult & Juvenile)

2 Branches of State Government in Leadership
 🚔 Police/Fire Administration

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THE PREMISE FOR TODAY

There are so many things we CAN and SHOULD change to be better at what we do.

Changing our practices, habits, rules, and policies is wrought with problem

We often disagree on how to solve problems and even disagree on what the real problem is in the first place.

More often than not, today's PROBLEM is yesterday's SOLUTION.

In the real world, people and organizations choose how much they lean into other peoples solutions.

People don't resist change, they resist BEING changed without their permission.

Changing rules and policies, doesn't always change others' mindset and beliefs about their work.

Change is as important as it is difficult.

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AGENDA

What do we mean by *Adaptive Problem* - Why does it matter?

Part I - Diagnosing our Challenges

- Symptoms versus Problems
- Technical versus Adaptive Problems

Part II - The Mindset Needed for Adaptive Implementation Leadership

- Appreciative Thinking 101
- Basic Mindset Traps (the Central 6 Traps)


Part III - When Priorities Compete and Clutter

- Prioritizing our limited change energy
- Mapping our priorities

Part IV - The Power of Atomic Gains

- The atomic mindset to change
- When change multiplies


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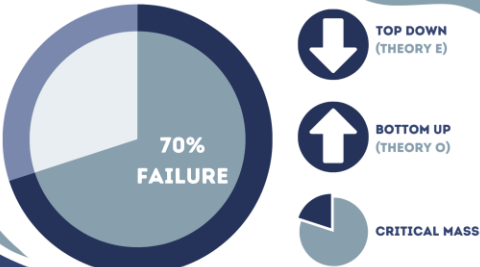


PART 1

- **WHY DOES ADAPTIVE PROBLEM SOLVING EVEN MATTER?**
- **DIAGNOSING THE CHALLENGES OF CHANGE**

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70% FAILURE


TOP DOWN (THEORY E)

BOTTOM UP (THEORY O)

CRITICAL MASS

IMPLEMENTATION RESEARCH

Without guided and directed implementation, only **14%** of new scientific discoveries (EBP's) enter day-to-day practice




FAILURE 86

ROGERS, 2002

INEFFECTIVE IMPLEMENTATION

80-90% of people-dependent innovations never get fully implemented beyond initial stages (installation)



FAILURE 80 90

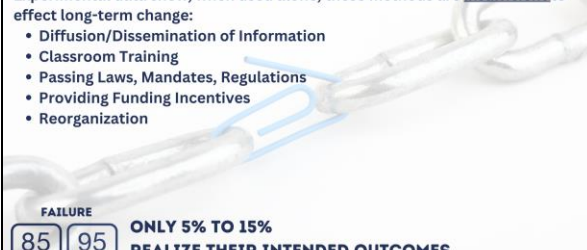
BALAS AND BOREN, 2000:65

IMPLEMENTATION RESEARCH

National Implementation Research Network (Balas and Boren, 2000:65)

Experimental data show, when used alone, these methods are insufficient to effect long-term change:

- Diffusion/Dissemination of Information
- Classroom Training
- Passing Laws, Mandates, Regulations
- Providing Funding Incentives
- Reorganization



FAILURE 85 95 **ONLY 5% TO 15% REALIZE THEIR INTENDED OUTCOMES**

? HAVE WE REALLY CHANGED AS AN ORGANIZATION?

AS IT IS

? HAVE WE REALLY CHANGED AS AN ORGANIZATION?

AS IT IS SHIFTED (BUT NOT CHANGED)

? HAVE WE REALLY CHANGED AS AN ORGANIZATION?

AS IT IS SHIFTED (BUT NOT CHANGED) AUTHENTIC CHANGE



HAVE WE REALLY CHANGED AS AN ORGANIZATION?

AS IT IS

- Old Habits
- Old Customs
- Old Practices
- Old Programs
- Old Leadership
- Old Culture

SHIFTED (BUT NOT CHANGED)

- Old Habits
- Old Customs
- New Practices**
- New Programs**
- Old Leadership
- Old Culture

AUTHENTIC CHANGE

- New Habits**
- New Customs**
- New Practices**
- New Programs**
- New Leadership**
- New Culture**

CHANGE ENERVATION AS THE CULPRIT

The image shows an empty glass jar on a windowsill, symbolizing depletion. Next to it is a speedometer with a needle pointing to the 1/2 mark, and a gas pump icon, symbolizing energy depletion.

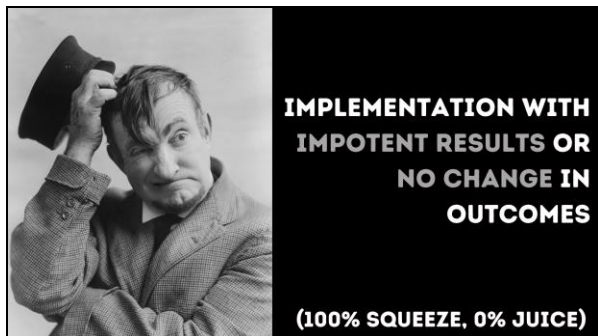
CHANGE ENERVATION

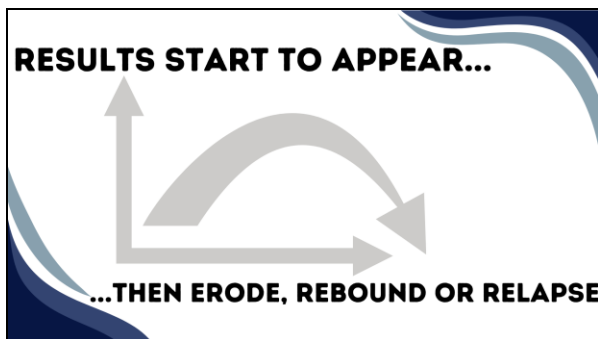
The gradual growth of organizations in size, scope, and complexity...

...while the people within it are simultaneously deprived of tools and knowledge to advance authentic change.

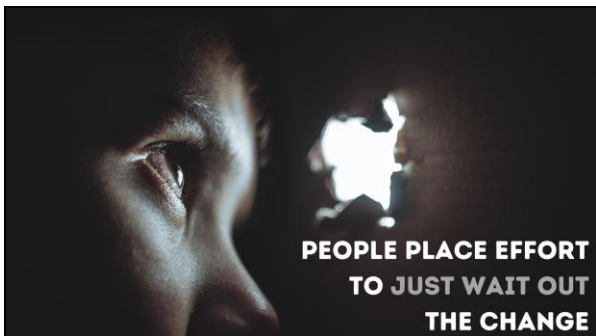
The image features a hand-drawn graph on a dark blue background. The y-axis is labeled from 0 to 500 in increments of 100. The x-axis is labeled from 01 to 05. A white curve starts at the origin and rises steeply. A hand is shown pointing to the curve, and another hand is at the bottom left corner.





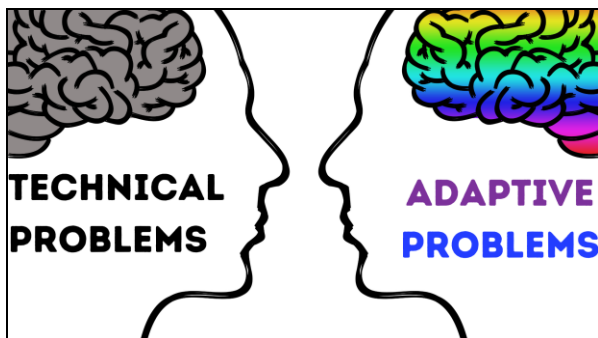


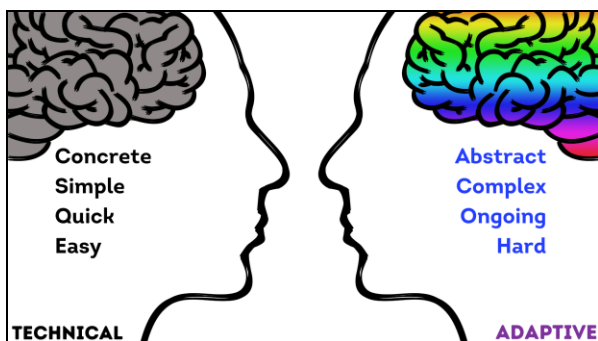


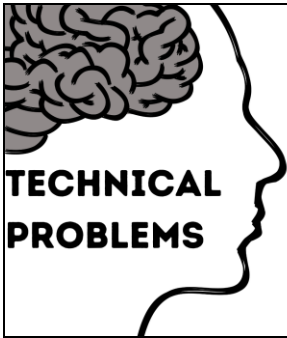






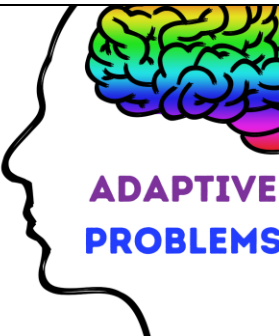






TECHNICAL PROBLEMS

- Often easy to identify (hard to deny)
- Can often be solved by an act of authority
- Solutions can often be implemented quickly
- Changes are generally required in only one or a few places and within organizational boundaries



ADAPTIVE PROBLEMS

- Often hard to identify (easy to deny)
- Requires changes in values & beliefs, thus the people with the challenge must be involved in the change
- Solutions require experimentation, discovery, trial, error, and time to implement and improve
- Changes are generally required in many places and often outside of organizational bounds



PROBLEM MUTATION

SOLVING ADAPTIVE PROBLEMS WITH TECHNICAL SOLUTIONS → MORE ADAPTIVE PROBLEMS

**CORE SKILL PRACTICE:
ROOT CAUSE ANALYSIS**

STEP 1: OPEN with BROAD General Inquiry:
"What is this situation trying to teach us right now?"

STEP 2: 5-7 WHY Questions:

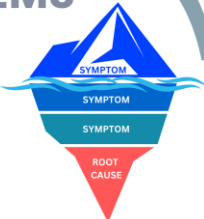
- Why did **PROBLEM X** happen? **A**
- Why did **A** occur? Why was **A** a thing? **B**
- What **REALLY** drove **B** to happen? **C**
- What about **C** then? What underlies **C**? **D**
- Why **D**? What really causes **D** to happen? **Z**

← ROOT CAUSE

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**PREMISE:
ADAPTIVE PROBLEMS**

- Most often symptoms of deeper and more complex problems.
- Rarely about what they seem at first glance, there is always something hidden, always something lurking beneath the iceberg.
- Often issues of the **MINDSET (Abstract)** rather than something **CONCRETE**



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**5-STEP
ADAPTIVE
PROBLEM
SOLVING
FRAMEWORK**

- 1 DIAGNOSE THE CHALLENGE**
 - Is the challenge a symptom or a problem?
 - Is the problem technical or adaptive?
- 2 IDENTIFY & DECLARE THE IDEAL STATE**
 - Challenge and remodel the Depreciative State
 - Declare and shape the Appreciative State
 - ID the mindset that aligns with the Ideal state
- 3 IDENTIFY & DECLARE THE UNDERLYING MINDSET TRAP(S)**
 - Examine Appendix A - Common Depreciative Mindset Traps
 - ID and declare the depressive mindset traps
 - Use Appreciative Inquiry to advance healthy dialogue and interaction to challenge the mindset traps
- 4 RE-IMAGINE THE MINDSET IN APPRECIATIVE TERMS**
 - Reframe the problem mindset to advance the ideal state (from Step 2)
 - Challenge, control and remodel the mindset traps
 - Advance healthy dialogue and interaction to develop new mindset habits
- 5 INNOVATE, EXPERIMENT & LEARN**
 - Center your leadership on the 7 Adaptive Strategies for Problem Solving
 - Use trial and error to develop alternative solutions
 - Embrace discomfort, being forward, progress and never perfection
 - Take the Leap

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STEP 1

DIAGNOSE THE CHALLENGE

DIAGNOSE THE CHALLENGE

EXAMPLE: The number of calls to the help desk has increased significantly in the last quarter. How can we reduce the number of calls to the help desk?

HOW TO: Identify the root cause of the problem. Determine if the problem is a symptom or a problem. Determine if the problem is technical or adaptive.

IS IT A SYMPTOM OR A PROBLEM?

- The issue is a symptom, not a problem. The issue is a symptom of a larger problem.
- The issue is a problem, not a symptom. The issue is a problem in itself.
- The issue is a symptom of a problem, but the problem is not the issue.
- The issue is a symptom of a problem, but the problem is not the issue.

IS IT TECHNICAL OR ADAPTIVE?

ADAPTIVE CHALLENGE: A problem that requires a change in behavior or mindset to solve.

- The issue is a technical challenge.
- The issue is an adaptive challenge.
- The issue is a technical challenge, but it requires a change in mindset to solve.
- The issue is an adaptive challenge, but it requires a technical solution.

PART 2

- **WHAT IS THE MINDSET THAT WE MISAPPLY?**
- **WHICH IS THE MINDSET WE MUST APPLY?**

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THE APPRECIATIVE MINDSET

THINK ABOUT YOUR THINKING
RE-IMAGINE THE MINDSET

BASIC TERMS
THE APPRECIATIVE MINDSET

-  **DEPRECIATION**
Lowering in value over time
-  **APPRECIATION**
Growth in value over time
-  **INQUIRY**
To question in order to study and examine

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THE APPRECIATIVE MINDSET IS
A GROWTH Mindset not FIXED
Focused on what you want GROW in Value (not the Problem)

It is INFINITE rather than FINITE thinking



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OUR GOTO
PROBLEM SOLVING REFLEX **APPRECIATIVE INQUIRY**


FOCUS ON: **PROBLEM STATE**  **IDEAL STATE**

STUDY: **VALUE DETRACTION**  **WHAT ADDS VALUE**

GOAL: **SHRINK A PROBLEM**  **GROW IN VALUE**

FEELS LIKE: **DRAINS ENERGY**  **PROVIDES ENERGY**

**NEURO-LEADERSHIP
PERSPECTIVE
OLD MENTAL HABITS
(& MINDSET TRAPS)
NEVER DIE**



The Emotional Contagion Network



**REFRAMING
TO AN APPRECIATIVE STATE**

Depreciative State	Neutral State	Pre-Appreciative State	Appreciative State
-1	0	+1	+2
<ul style="list-style-type: none"> • Focused on what you don't want • Suppresses energy, is defeatist and unproductive • Distracts rather than adds value to the ideal situation 	<ul style="list-style-type: none"> • You're just getting through things • There is neither anything proactive nor defeatist, rather stagnant. • Its just "Meh" (shrug) 	<ul style="list-style-type: none"> • Situation is better, maybe even good but is not great. • You could live with this situation. • You can imagine another level of greatness. 	<ul style="list-style-type: none"> • Focus on what you want to strengthen and grow (appreciate in value) • Imagine this in an ideal culture or setting. • Audacious & Ideal
DEMANDS OUR ATTENTION	ELUDES OUR ATTENTION	ATTENTION OFTEN NEGLECTED	

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APPRECIATIVE MINDSET 101

**WE DO NOT RISE TO THE
LEVEL OF OUR GOALS...**

RATHER...

**WE FALL TO THE LEVELS
OF OUR SYSTEMS,
HABITS, CULTURE, AND
MINDSET**



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MINDSET TRAPS
Adaptive Problems are Most Often Mindset Problems

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MINDSET TRAPS

Shortcuts and habits we form
Cognitive biases
Our mental AND intellectual AND emotional comfort zone
Limits Beliefs or firmly-held beliefs
Errors in thinking and judgment



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APPRECIATIVE MINDSET ALTERNATIVES

Imagination is More Powerful than Knowledge



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APPRECIATIVE MINDSETS

- Possibilities for new thinking and judgment
- Opportunities for new thinking habits
- Mental reframes that challenge status quo
- Adaptive rather than technical mindsets
- Great-level thinking rather than GOOD level thinking
- Change leadership at their core
- Emphasize imagination over knowledge

BONUS: Core skills needed for deeper culture change/reform



MINDSET TRAPS

- 1 BINARY (BLACK/WHITE)
- 2 DEFERRING/DEFLECTING OWNERSHIP
- 3 PERFECTIONISM
- 4 RISK AVERSION
- 5 GROUP THINK
- 6 OWNER & LEGACY CLUTCH

CENTRAL 6

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MINDSET TRAPS

- 7 FIXED (FINITE) MINDSET
- 8 ATTRIBUTE A PROBLEM TO A PERSON
- 9 MISTAKING SYMPTOMS FOR PROBLEMS
- 10 MISTAKING CYNICISM FOR WISDOM
- 11 MISTAKING LOYALTY FOR WISDOM
- 12 CLUTCHING THE BAGGAGE

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MINDSET TRAPS

- 13 RELIANCE ON TRADITION
- 14 THE PERFECT WORLD TRAP
- 15 INWARD MINDSET
- 16 PROMOTING ARTIFICIAL HARMONY
- 17 MENTAL FILTERING
- 18 MISTAKING A PROBLEM FOR A PREFERENCE

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BINARY MINDSET

1


IN GENERAL:

- "Black & White" thinking.
- Options X and Y to a decision are viewed as oppositional; are in direct conflict with each other and cannot co-exist.
- Belief that it must be EITHER X or Y and that conflict must be first reconciled before a final decision is made.

IN PRACTICE:

- "We either need to hold people accountable for their behavior or we need to be social workers. Which one is it?"
- "We cannot be both, we gotta choose one or the other and a direction to go. We gotta choose public safety or treatment."

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CO-EXISTING MINDSET

1


IN GENERAL:

- "Options X AND Y can be applied by reframing the OR statement to an AND; and then working from there towards an adaptive decision.
- Can we say YES that's true to X AND acknowledge Y as well? As they can co-exist?

IN PRACTICE:

- To what degree can justice clients be held accountable for their behavior and also be incentivized for prosocial behavior at the same time?

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APPRECIATIVE INQUIRY

- *What else could be true?*
- *To what degree might X and Y co-exist without being in conflict?*
- *Could two things be true at the same time?*
- *At what level might more than two things be true?*

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DEFERRING OR DEFLECTING OWNERSHIP


2

IN GENERAL:

- One believes or thinks it is someone else's job to create an environment, culture, or space for success.
- They often attribute a leadership or culture problem to other people, other teams, or other factions rather than to assume ownership and leadership of change

IN PRACTICE:

- Leader X believes that Staff Team/Group Y are solely responsible for the culture issue and if it weren't for them, things would be different.
- They attribute 100% of value to other people (rather than to self or other people that are within influence)
- Vice versa



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OWNING & SHARING ACCOUNTABILITY


2

IN GENERAL:

- Everyone in the organization believes **"It is not someone else job to make this organization great."**
- Imagine this mindset as contagious among all people on a team or in an organization?

IN PRACTICE:

- What if every single individual on the team/org had a direct role in shaping culture and leadership?
- **"It is not someone else's job to make this team great"**



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IN PRACTICE:

- What if every single individual on the team/org had a direct role in shaping culture and leadership?
- **"It is not someone else's job to make this team great"**

APPRECIATIVE INQUIRY

- *As far as I am concerned the problem is me. Where & how might that play out?*
- *Which part of this do I need to own?*
- *What would it be like if everyone shared a role?*

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PERFECTIONIST MINDSET

3


IN GENERAL:

- A leader or team believes that a solution must be done exactly right or not at all.
- Inertia happens unless or until the perfect guaranteed solution emerges that promises positive results.
- Hesitation or resistance to "Take the Leap" or avoidance of a decision

IN PRACTICE:

- Leader knows there will be problems with Solutions X and Y both. So unless one can find a solution that is consequence free or avoids any problems whatsoever, the problem isn't formally addressed and may be shelved for later.
- "We can't move forward without the perfect, risk free, failure-proof solution"

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PROGRESS MINDSET

3

IN GENERAL:

- A mindset shift to progress over perfection
- ... to continual growth and incremental improvement over a long time
- ...to seeing small failures as a important pre-requisite to learning better ways to solve adaptive problems

IN PRACTICE:

- "Perfection is not our friend here. Progress is our virtue here; so we can make incremental improvement."

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IN PRACTICE:

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APPRECIATIVE INQUIRY

- *What does progress look like if perfection is off the table?*
- *What could we gain by trying something imperfect and progressive?*
- *What might progress-in-action look like here, even if imperfect?*

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RISK AVERSION MINDSET

4


IN GENERAL:

- Catastrophizing or making a decision to avoid a risk of liability especially based on the unlikely situation of getting sued, media coverage, or another situation that is implausible but undesirable.
- Often occurs when we evaluate decisions based on the 1% of even 5% of situations that MAY occur rather than most situations that DO happen.

IN PRACTICE:

- The most conservative decision is made to avoid a potential future lawsuit or media coverage based on an extreme or rare situation. The solution causes other problems to occur including inviting additional liability areas.
- "We can't do that because we will get sued or end up in the news."

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RISK-INVITATION MINDSET

4

IN GENERAL:

- Inviting healthy calculated risks while also acknowledging the unlikely ones.
- Requires a deeper examination of organizational culture and PURPOSE and the degree to which the organization must serve itself first or serve other interests such as people and communities.

IN PRACTICE:

- What is the real probability of (risk) happening? 1%? 5%? 10%
- What are we losing (opportunity costs) here?
- Ultimately, is our job really about protecting the organization from risk or are we ultimately about something else?

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RISK-INVITATION MINDSET

4

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IN PRACTICE:

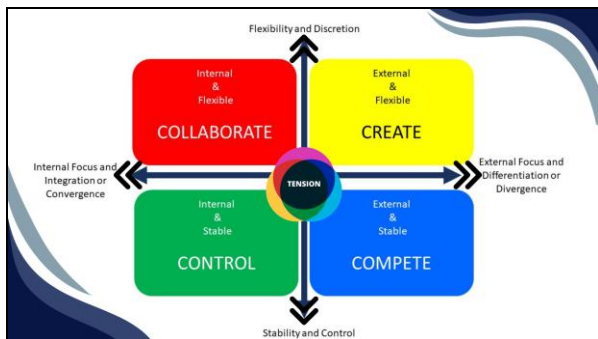
- What is the real probability of (risk) happening? 1%? 5%? 10%
- What are we losing (opportunity costs) here?
- Ultimately, is our job really about protecting the organization from risk or are we ultimately about something else?

APPRECIATIVE INQUIRY

- To what degree are we 1) managing to the exception rather than the rule?
- ...Inviting other risks by avoiding this one ?
- ...Neglecting a higher purpose by avoiding an improbable risk?

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GROUP THINK

5

IN GENERAL:

- We have reached consensus without critically thinking through and there is no diversity of opinion in the room.
- Premature consensus to avoid conflict (or to dodge the elephant in the room)

IN PRACTICE:

- The same people are making the decision over and over again without including others.
- Everyone agrees, no healthy conflict, there still may be an "elephant in the room" even. In order to conform, people are glossing over real problems.

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DIVERSE THINK

5

IN GENERAL:

- Before making a decision, we ensure that diversity of thought was a part of the discussion process

IN PRACTICE:

- "We have too much consensus here, this is a red flag"
- "Wait, that was too easy, we are missing something important"
- We need some healthy critics to disrupt our thinking here before we decide.
- Who else can contribute a different perspective?

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IN PRACTICE:



5

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- "Wait, that was too easy, we are missing something important"
- We need some healthy critics to disrupt our thinking here before we decide.
- Who else can contribute a different perspective?

APPRECIATIVE INQUIRY

- What is the devil's advocate position here?
- What else might be true from a different point of view that is not at the table?
- What are our blind spots?
- What will the elephant in the room think about this decision?

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OWNER & LEGACY CLUTCH

IN GENERAL:

- Place disproportionately high value on things we helped create or decisions we made in the past OR disproportionately low value on things we didn't have a role in or feel threatened by.
- One can't see any other evidence that something else could be true.
- One cannot see that THEIR great idea isn't working OR that someone else's idea might work.

IN PRACTICE:

- "I put a lot of work into this project, you have no idea what I have sacrificed to make this project work."
- The trap implies its that persons way or no other way will work - although that may not be said explicitly.

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EMPOWERMENT MINDSET

IN GENERAL:


- Understanding that today's problems were yesterday's solutions (even if that person's solutions) and there are always opportunities to revise, iterate, and be better tomorrow than today.

IN PRACTICE:

- "I put a lot of work into this project, so I could have blind spots."
- Help me see what I am not seeing here due to my personal stake in this."
- "We are smarter than me"

6

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IN GENERAL:

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6 IN PRACTICE:

- "I put a lot of work into this project, so I could have blind spots."
- Help me see what I am not seeing here due to my personal stake in this."
- "We are smarter than me"

APPRECIATIVE INQUIRY

- Ultimately, is our job really about protecting ourselves and our ideas?
- To what degree does our desire for a legacy limit our willingness to shift?
- Wait... is this really about me or us right now?

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THE THING ABOUT MINDSET TRAPS

THEY CAN CO-EXIST WITHIN A SINGLE PROBLEM

- ASK: Which **additional** Mindset Traps might we be tangled up inside here?
- What might a fresher and more complete perspective look like before we make a decision?
- At the end of the day, what would Progress Not Perfection look like here?

WE HAVEN'T THOUGHT OF THEM ALL....

- CREATE - Make up your own
- CO-CREATE - Help us build our library of mindset traps




PART 3

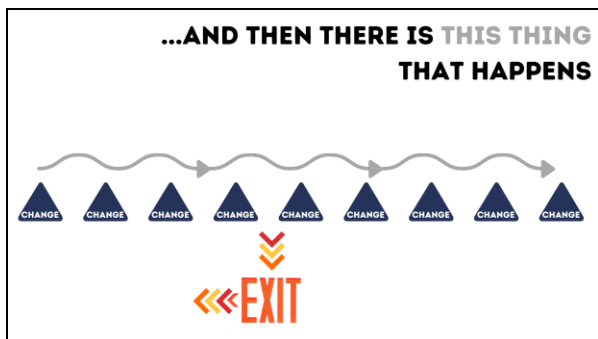
- WHEN EVERYTHING IS A PRIORITY, NOTHING IS A PRIORITY!**
- WHAT AND WHERE IS THE REAL PRIORITY?**
- HOW DO WE KNOW WHERE TO PRIORITIZE?**

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...AND THEN THERE IS THIS THING THAT HAPPENS



CHAN' CHANG' CHANG' CHANG' CHANG' CHANGE CHAN' CHAI' CHAN'

JUST POWER THROUGH 

THE COMPOUNDING, ADDITIVE, & CLUTTERING EXPERIENCE OF CHANGE

...THE CHANGE ECLIPSE



...THE CHANGE ECLIPSE








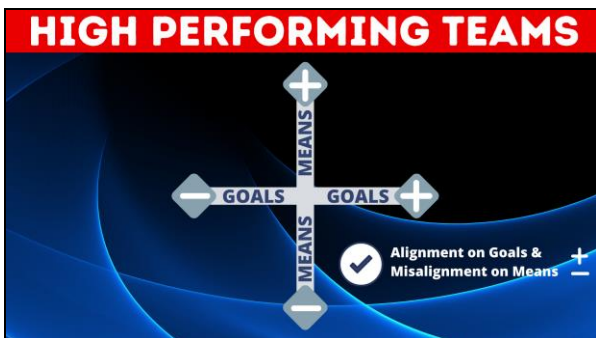
**PRIORITY SETTING
SUPPLY LIST**

- A** **COGNITIVE DIVERSITY** - AN ADAPTIVE & APPRECIATIVE MINDSET ON A TEAM OF DIVERSE PERSPECTIVES
- B** A SPIRIT OF **CO-ELEVATION** RATHER THAN COLLABORATION
- C** A LIST OF IDEAS, PROJECTS, INITIATIVES TO BE PRIORITIZED
- D** IMPACT/FEASIBILITY MATRIX

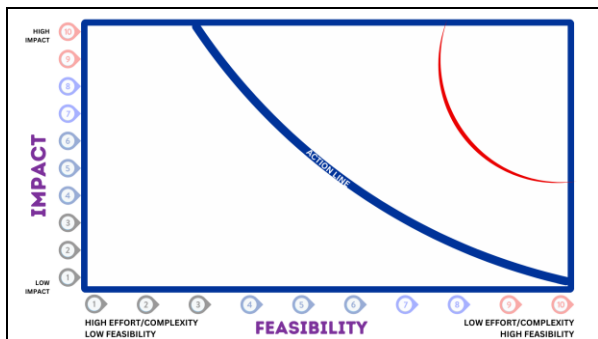
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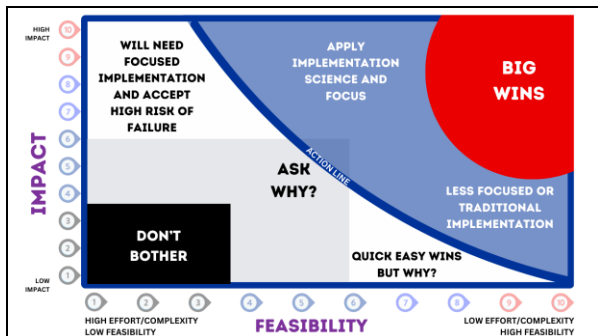


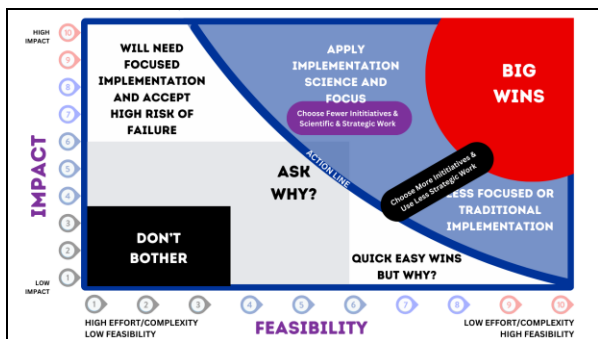


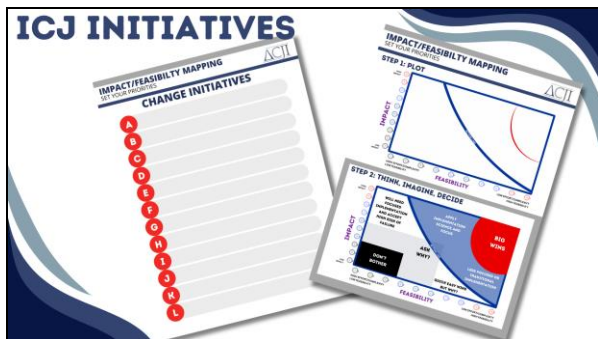


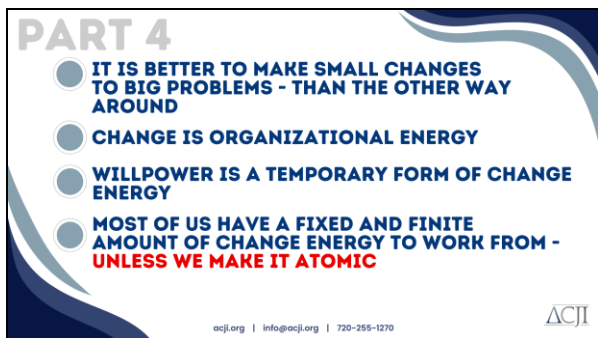




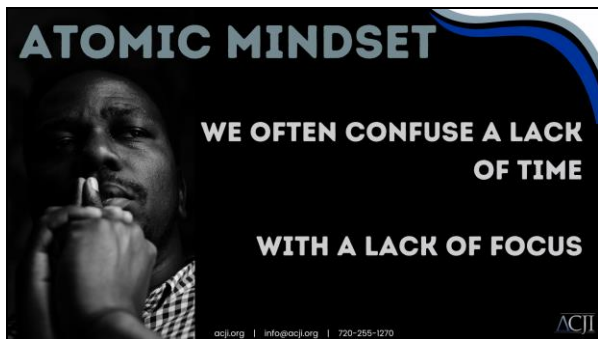


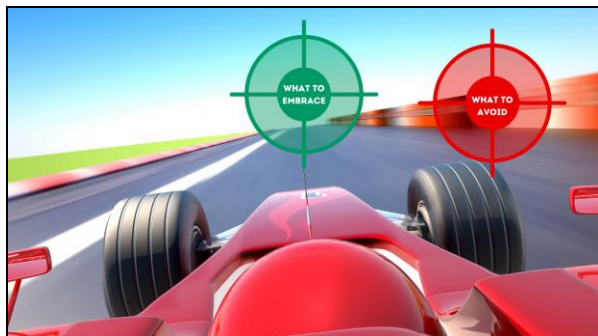








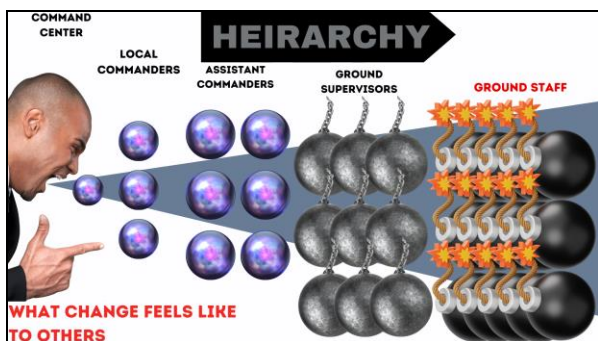




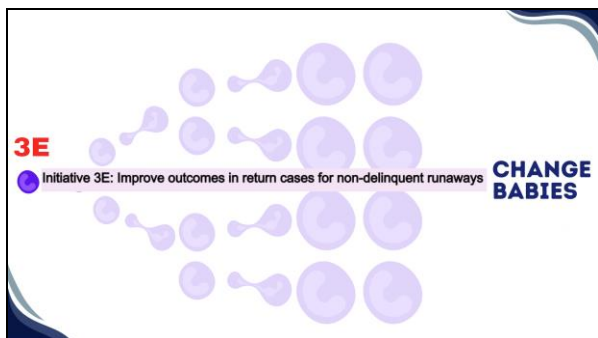


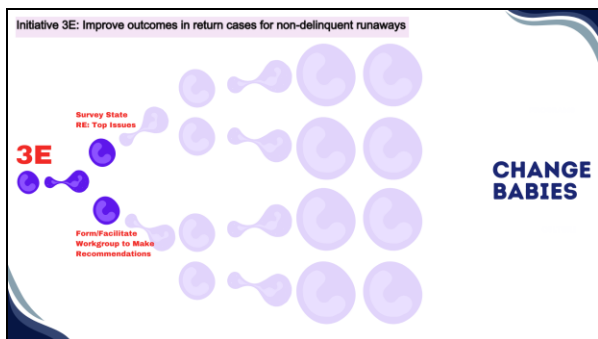


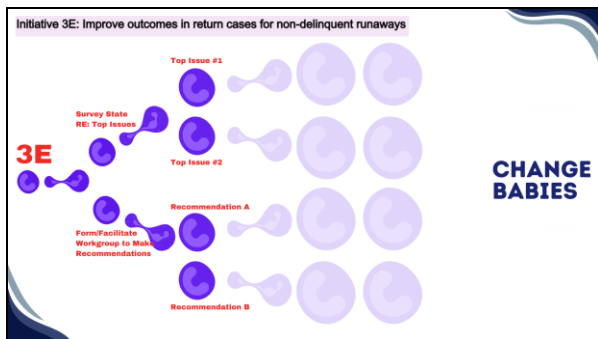


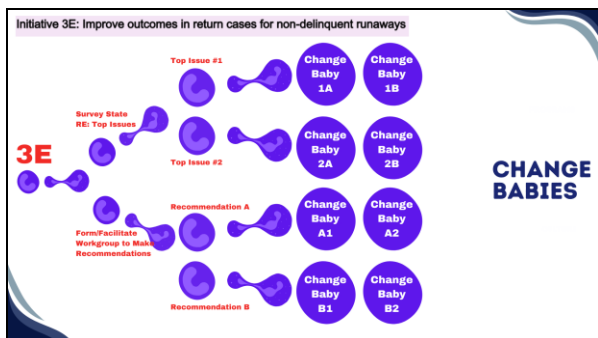






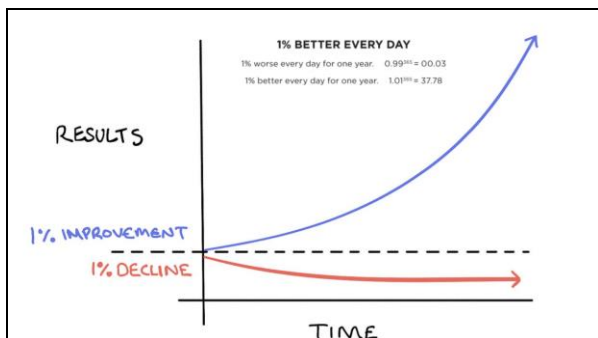








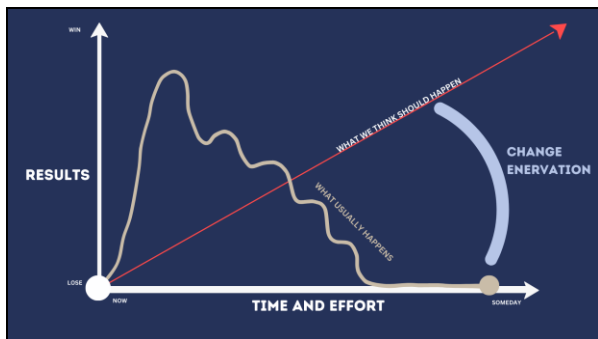
**ATOMIC CHANGES OVER TIME
ARE IMPERCEPTIBLE
BUT COMPOUND INTO
PALPABLE MEASURABLE
RESULTS**

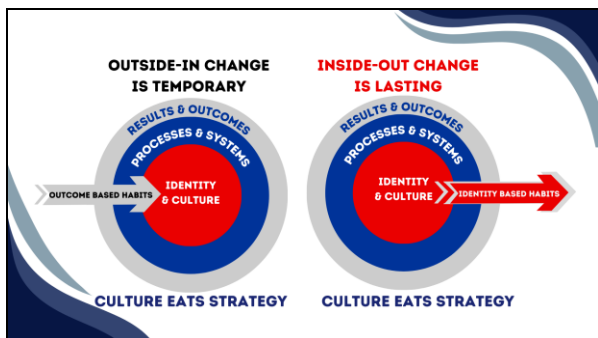


ATOMIC MINDSET

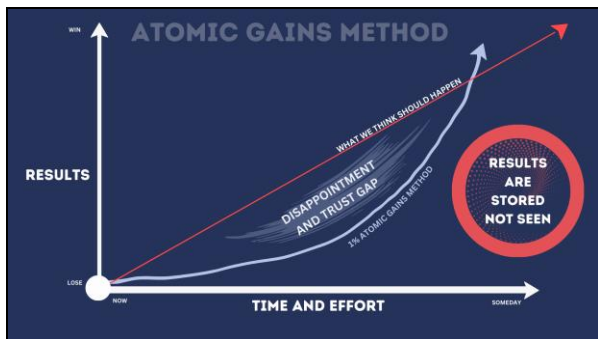
- **WINNERS & LOSERS HAVE THE SAME GOALS (BUT DIFFERENT SYSTEMS)**
- **ACHEIVING A GOAL IS ONLY MOMENTARY CHANGE**
- **GOALS RESTRICT, POSTPONE, & EXTERNALIZE HAPPINESS**
- **GOALS COMPETE WITH PERPETUAL PROGRESS**

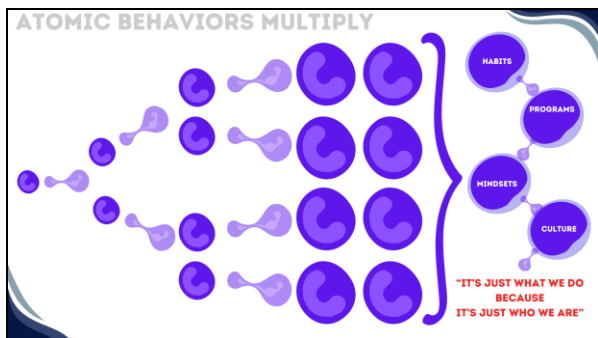
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ATOMIC INQUIRY

- **INSIDE OUT CHANGE - WHO DO WE WANT TO BE INSIDE AT OUR CORE?**
- **CHOOSE A 1% GAIN TO MAKE THAT ALIGNS WITH WHO WE WANT TO BE**
- **HOW MIGHT IT GROW AND MULTIPLY OVER TIME?**
- **HOW MIGHT THE GROUND-LEVEL USERS EXPERIENCE THE CHANGE? IN OTHER WORDS, WHAT NEW ADAPTIVE PROBLEMS MIGHT SURFACE?**
- **WHICH MINDSET TRAPS SHALL WE AVOID?**

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7 ADAPTIVE STRATEGIES



1 EMBRACE THE ADAPTIVE SPACE

*Resist the natural tendency to apply technical solutions
Get comfortable with ambiguity*

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2

APPLY AN APPRECIATIVE LENS

*Call out and challenge any negative bias
Use Appreciative Inquiry techniques to examine an ideal state*

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3

EXPAND PERSPECTIVE

Adaptive problems require thought diversity and a variety in voices

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4

DEVELOP YOURSELF & OTHERS

*Reflect on your own contribution to the problem
Learn in public*

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5 **MAXIMIZE YOUR ATTENTION**

*Stay focused on the North Star
Create alignment along the way*

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6 **USE ADAPTIVE DIALOGUE**

*Have the uncomfortable conversations to get to the root cause
Address the Elephant in the Room and the Sacred Cow*

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7 **EXPERIMENT WITH GRACE**

*Forgive yourself and others quickly when applying the
complex art of problem solving
Embrace progress, abandon perfection*