

ADAPTIVE LEADERSHIP WORKSHOP PROGRAM

KYRGYZSTAN

THE FIRST TIME EVER IN KYRGYZSTAN
A WORKSHOP ON LEADERSHIP BASED ON THE
MOST POPULAR COURSE AT HARVARD KENNEDY SCHOOL.

ORGANIZED BY:

ADAPTIVE LEADERSHIP (AL) WORKSHOP PROGRAM

PREAMBLE

If you like where you are in your life and happy with the state of our world—this workshop is not for you.
If you want to change yourself and your surroundings, you might still not like it.

WHAT IS IT?

This unique workshop program draws its inspiration from the world famous Adaptive Leadership (AL) framework taught at Harvard Kennedy School and voted by its alumni as the most trans-formative to their lives and careers. The framework helps participants diagnose the adaptive challenges and exercise leadership as change agents who can cross boundaries and build bridges. It focuses on critical mindset and skills to orchestrate adaptive and creative problem solving and develops the competencies and moral imagination to chart a path in uncertain and volatile environments. It helps participants distinguish between authority and leadership, as well as various types of leadership challenges. The curriculum is designed to apply the AL framework for the real context in which the participants live and work in Kyrgyzstan. This workshop is based on experiential learning process.

WHO IS IT FOR?

The target participants are considered potential or active change agents within their organizations who want to transform the status quo and thrive towards a more effective and efficient organization. The program will benefit any professional regardless where the person is located within the formal hierarchy of the organization—be it a simple HR specialist or a high level executive or official.

WHY ADAPTIVE LEADERSHIP FRAMEWORK?

Often the problems we face cannot be solved by a technical fix. For instance, a young company is trying to grow and become a leader in local and regional market. The assessment shows the company cannot move forward unless it brings more women voices in the decision making process. One can write policies or change rules to empower women and integrate them in the decision making of the firm. However, often these fixes fail than succeed. Most changes in organizations fail because they don't deal with so called *soft* issues such as culture, values, habits, and priorities embedded in the organization and society at large. The current system perfectly *serves* the people who are in it. At least most of them. The key here is to identify these groups of people, their values and priorities, and most importantly what their losses would be if the system improved. Change therefore includes loss to these people, which makes change particularly challenging. It is also key to identify those who want to improve and help them navigate this complex terrain.

The practice of Adaptive Leadership offers a new way of looking at the *old* problems. *Adaptive Leadership is the practice of mobilizing people to tackle tough challenges and thrive.* It consists of important techniques that help to diagnose systemic organizational problems, offer interpretations, as well as guide and implement interventions to tackle such problems. It teaches creative problem solving and the mindset to stay in the game for a long time. It teaches the participants how to create a mindset of practice of leadership. It will help the participants identify losses and allies, design interventions at individual and collective level, and act to achieve changes to im-prove wherever they are.

THEORY BACKGROUND

Adaptive Leadership (AL) theory started its origins in early 90's in Cambridge, MA, U.S.A. It was pioneered by professors Ronald Heifetz and Marty Linsky. Later on it was further refined by their scholars, including Dean Williams. The main premise of the theory is drawn from the field of evolutionary biology where a successful adaptation has three characteristics: (1) it preserves the DNA essentially for the species' continued survival; (2) it discards (re-regulates or rearranges) the DNA that no longer serves the species' current needs; and (3) it creates DNA arrangements that give the species' the ability to flourish in new ways and in more challenging environments. Successful adaptations enable a living system to take the best from its history into the future but also getting rid of the useless/impairing elements. Most importantly this theory helps diagnose what is holding people back from progress—so called adaptive challenge—and how to mobilize people to solve it. The adaptive challenges are generally ones that require people to change their habits, priorities, and values.

For more on theory this intro article/video are good guides:

<https://hbr.org/2009/07/leadership-in-a-permanent-crisis>
<https://www.youtube.com/watch?v=wbpEAbRLGDo>

WORKSHOP PROGRAM: TENTATIVE PROGRAM

This is a two-day workshop program that will cover the following topics: *Leadership vs. Authority (formal vs. informal)*, *Group Dynamics*, *Strategies of Intervention for Getting Attention*, *Mobilizing Group Resources*, *Generating Innovation*, *Orchestrating Multi-party Conflict*, *Regulating Disequilibrium*, and *Gaining, Applying, and Negotiating with Authority*.

The workshop will run from 8:00 to 17:00. It will consist of plenary sessions which will engage participants in theory and practice through a variety of real-life simulation cases, peer coaching, and in-depth discussions on adaptive challenges most commonly faced in today's globalized world. It will also consist of debrief sessions for participants to discuss the course materials for a richer experience, and to debate on the kinds of strategies and competence that managers require in order to exercise leadership in a way that generates value. Finally, the case discussions will provide participants with the opportunity for intimate discussions on their personal stories and critique of them. They will also be guided on how to scrutinize, evaluate and learn from leadership challenges that may arise in their professional lives.

WHAT THIS IS NOT ABOUT?

This workshop on AL does not teach the classical management skills such as strategy, budgeting, project management, etc. Though, the AL skills will help ask important questions, interpret them and design the interventions that will help achieve improvement of the management skills.

IMPORTANT CONSIDERATIONS

Full attendance is required to obtain a certificate.

READING MATERIALS

- Most background reading materials will be in English.
- Examples and vignettes on current state of practice of leadership in Kyrgyzstan/region.

WHAT WILL SUCCESS OF THE WORKSHOP LOOK LIKE?

Through this framework and tools, participants will discover options for practicing leadership from any position in an organization, community or society. They will engage in a serious exploration of what it means to make a difference through the practice of real leadership.

TEACHING TEAM



Umar Shavurov. Umar holds a MPA from the Harvard Kennedy School and MA in International Relations and Conflict Resolution from the University of Salvador (Argentina). He also holds Diploma in International Relations from the Kyrgyz State University. He worked extensively over the last decade internationally on public sector reforms in Latin America, West Africa, and Central Asia. He also has extensive experience of leading reforms in private and public sector in the context of Kyrgyzstan.



Samuel Kim. Samuel holds a MPA from the Harvard Kennedy School; Masters in International Cooperation from the Graduate School of International Studies, Seoul National University; and completed his undergraduate studies with two majors in U.S. and International Law, and International Politics with a minor in Economics from Handong University. Sam is the Co-founder and President of the Center for Asia Leadership Initiatives. He has been actively engaging various stakeholders in developing and running over 25 programs in more than 22 countries in Asia to help emerging leaders explore opportunities to be socially responsible in facing the region's complex challenges.



Philipp Essl. Philipp holds a MPA from the Harvard Kennedy School and a MBA from the Vienna University of Economics and Business Administration. He has worked extensively on responsible business practices and broader private sector development in South East Asia, Latin America, and North Africa, most recently as Lead Sustainable Development Manager of BG Group (now part of Royal Dutch Shell). Philipp has further experience as a consultant and trainer in adaptive leadership development, interest based negotiation, and broader organizational development.