

How to Master the Art of Creating Adaptive Spaces

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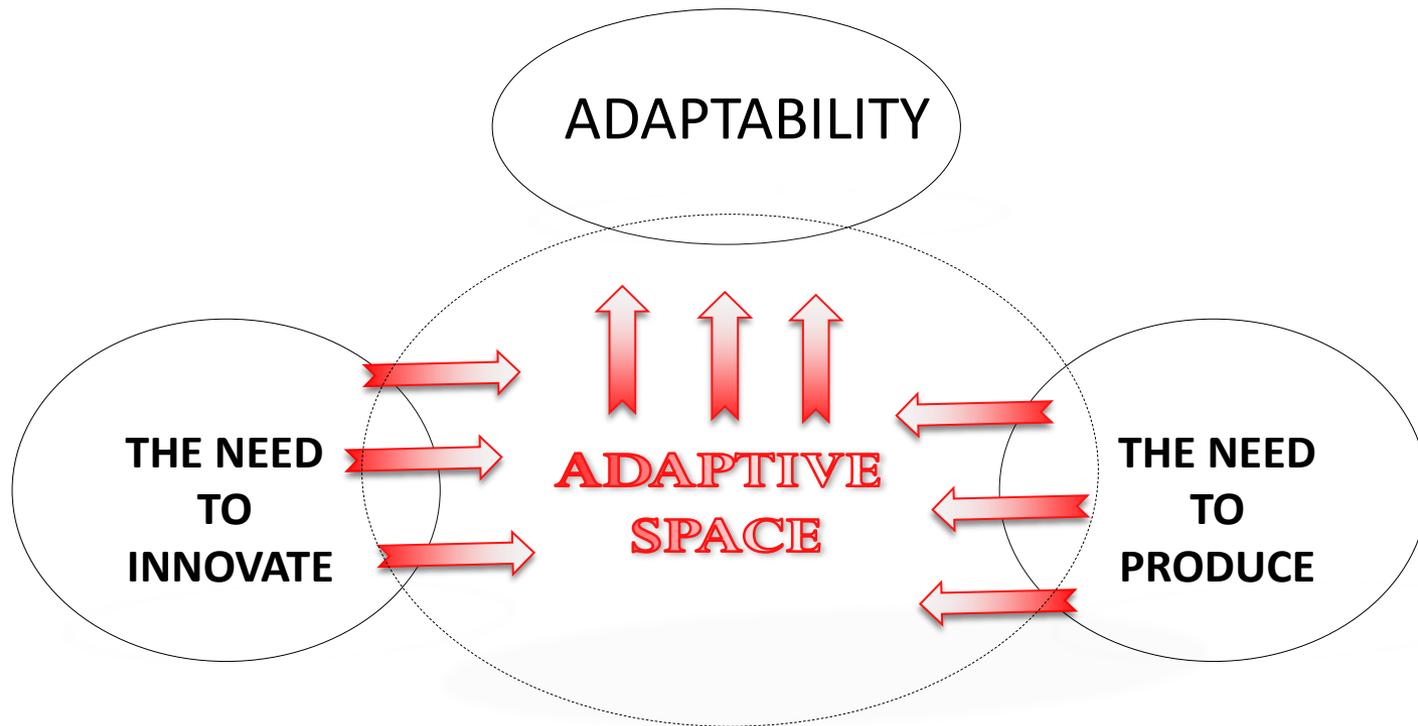


Key Questions

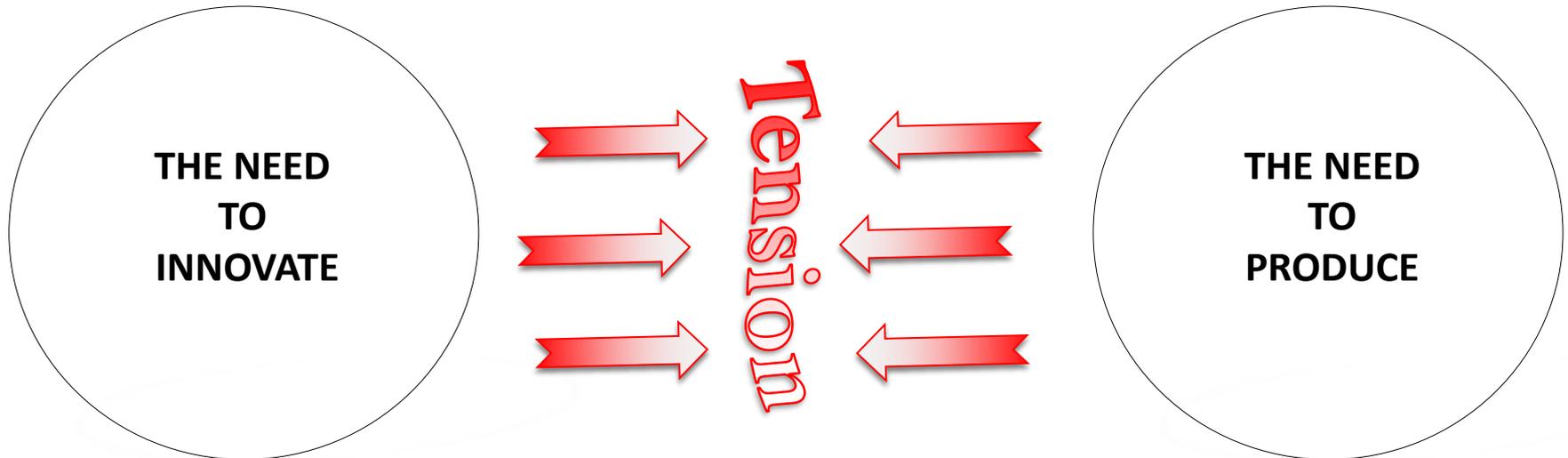
- What is adaptive space?
- How do we enable adaptive space (complexity leadership) in unfavorable environments?
- How do we measure and demonstrate outcomes?
- What skills and roles are required to create and sustain adaptive space?

What is Adaptive Space?

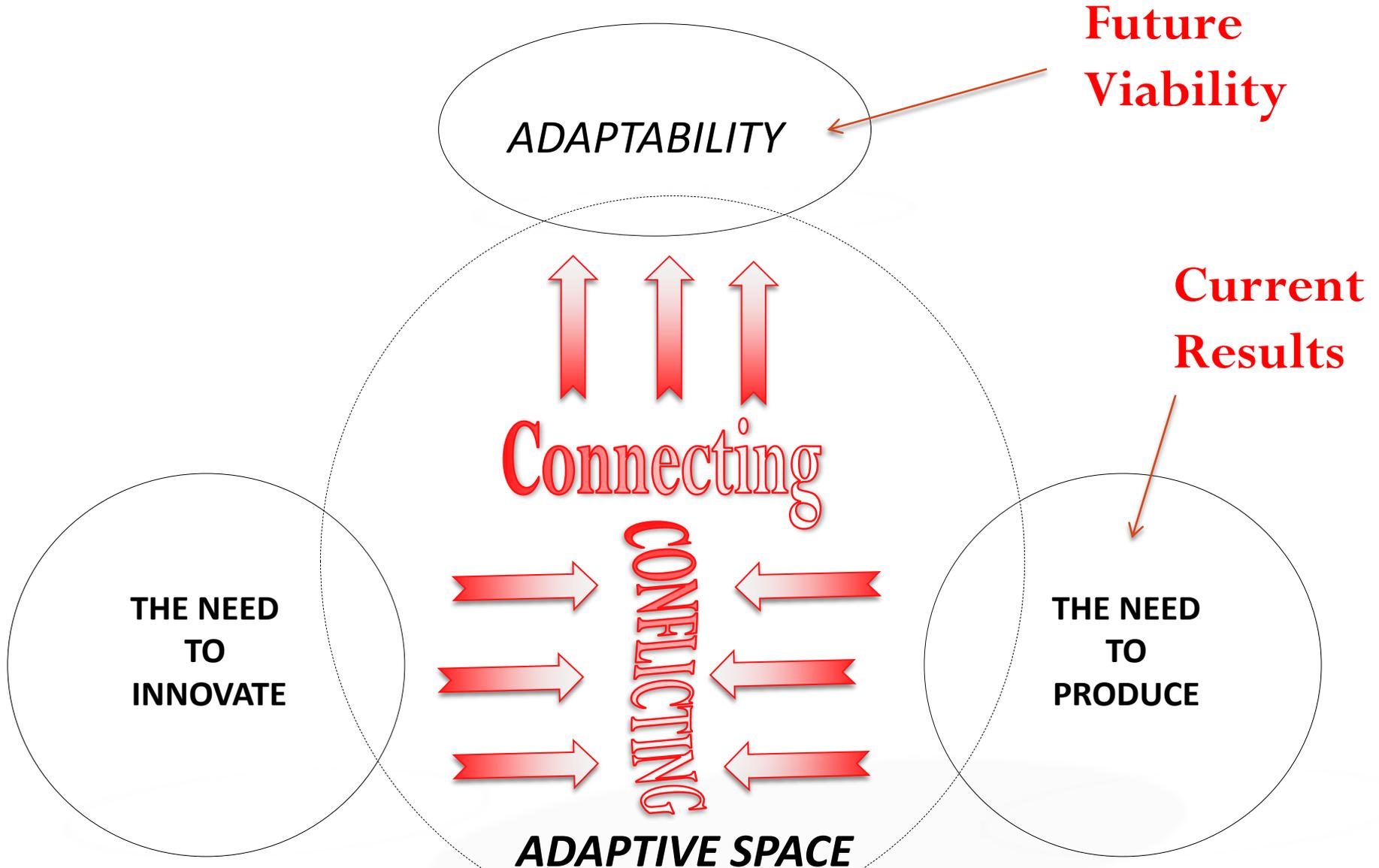
- Adaptive space is the conditions that enable the adaptive process to occur



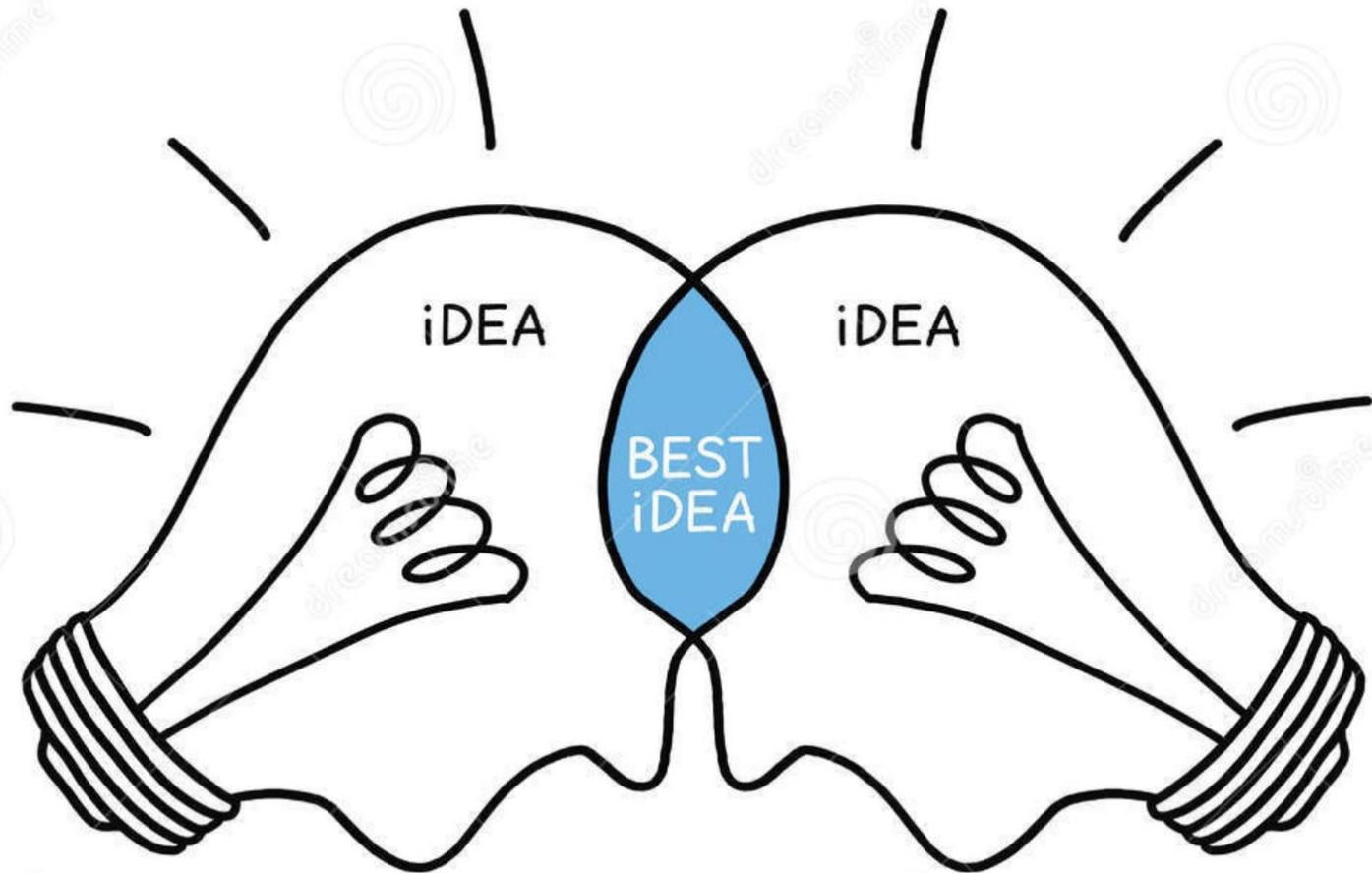
The Adaptive Process



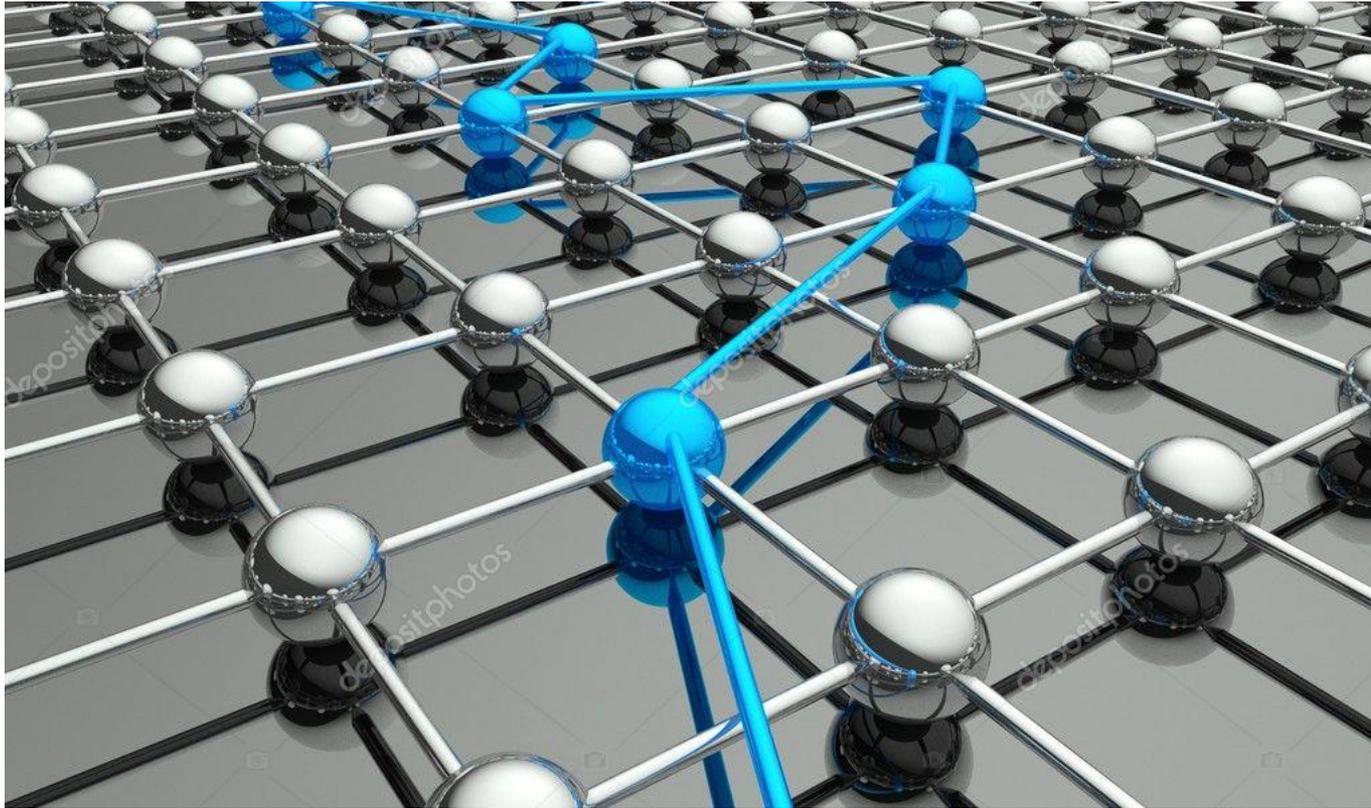
The Adaptive Process



Conflicting and Connecting:



Connecting: Linking Up



Conflicting

- Recognize and engage adaptive tension
- Play in the pressures
- Expect conflicting and work to avoid “the brick wall”
- Cook the conflict
 - Create “adaptive space” for conflicting to occur

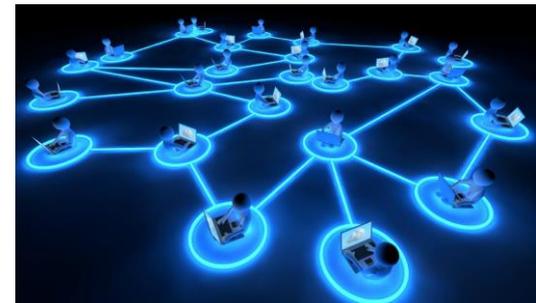
Connecting

In the context of conflicting:

- Capturing ideas that spark out of conflicting
 - “Both-and” thinking
- Finding ways to connect across differences— negotiation
- Superordinate identity

In the form of linking up:

- Bringing “agents” together that could generate novelty
- Foster network connections
- Enable or activate information flows

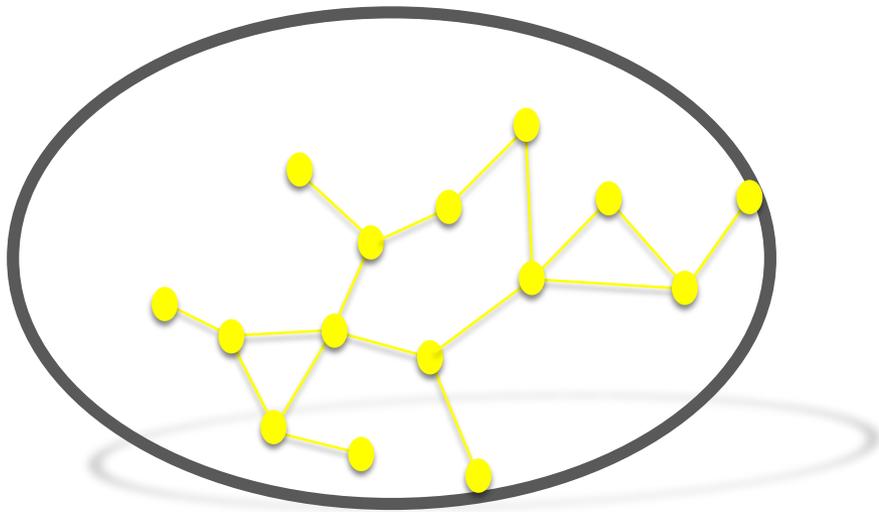


What does adaptive space look like in our heads?

- Space to think, ideate, problem solve, create
 - How can I...?
 - How might I...?
 - How do I overcome obstacles?
 - How can I think in terms of “both-and?”
 - Plan, strategize...

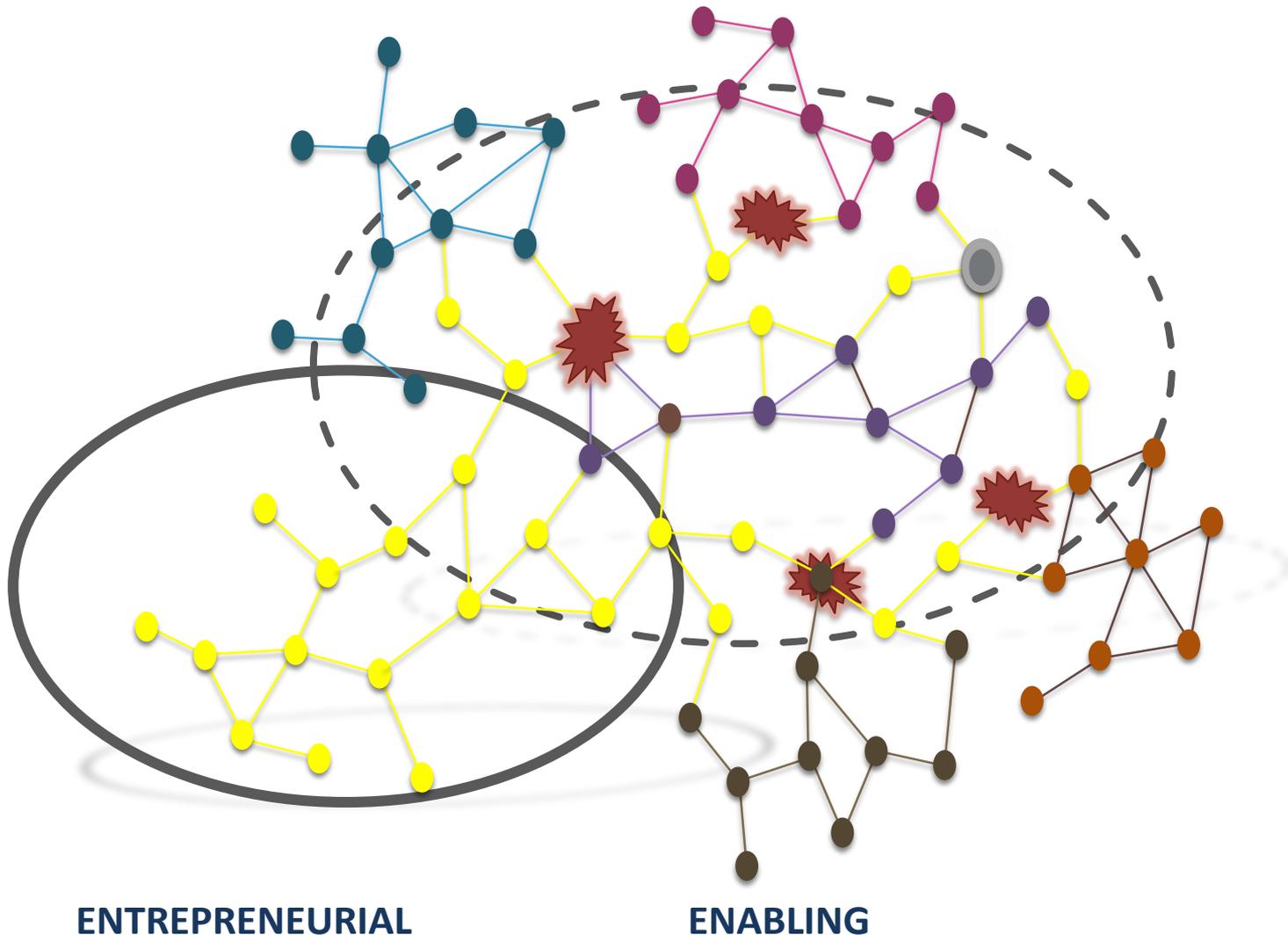


What does adaptive space look like in organizations?

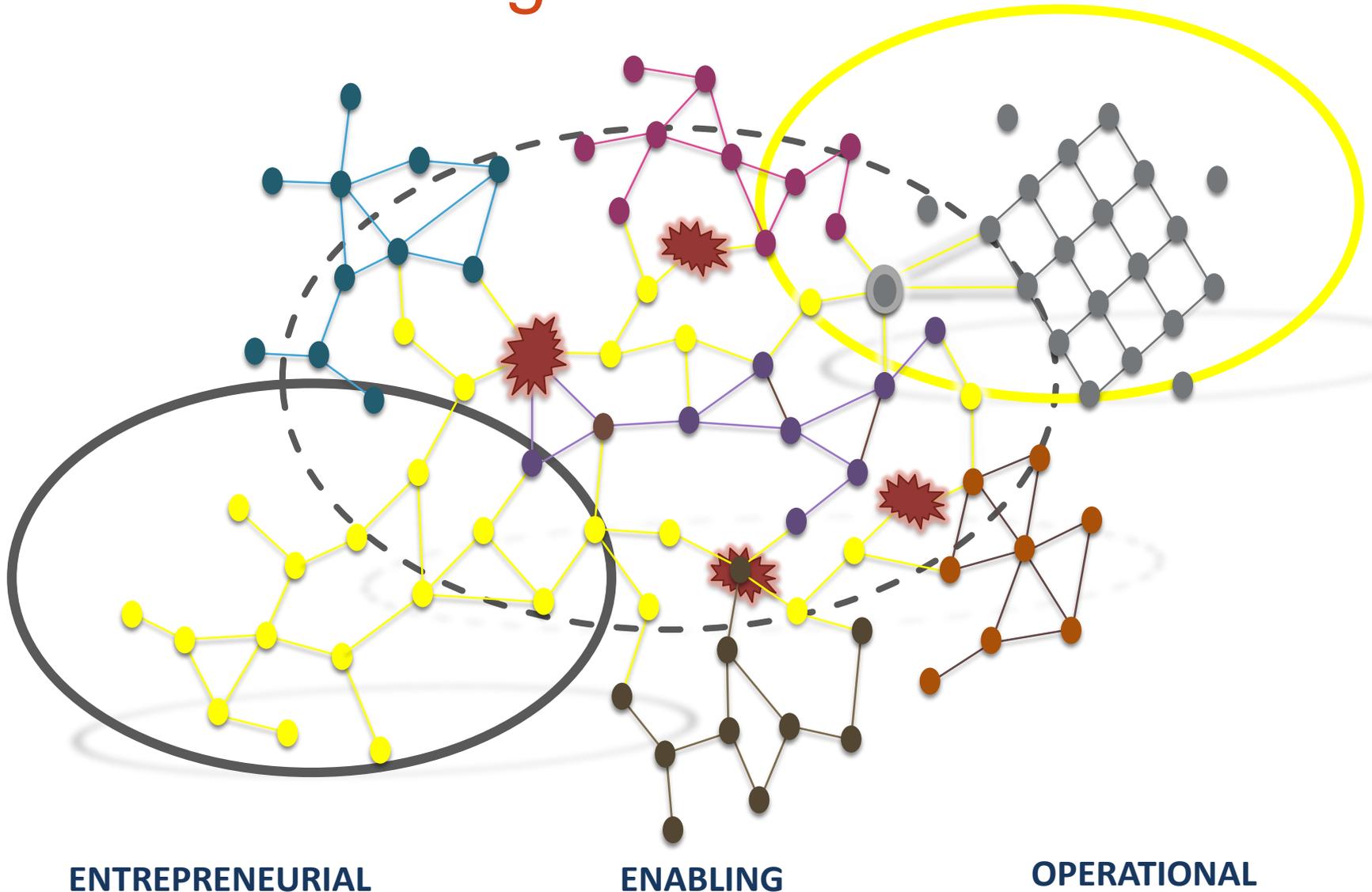


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What does adaptive space look like in organizations?



What does adaptive space look like in organizations?



Adaptive Space in Organizations

1. Identify entrepreneurial leaders:

- People with ideas
- Questioning status quo
- Advancing new ways of thinking
- Pushing for novelty
- Learning orientation



2. Enable them to generate emergence

3. Have a supportive operational system

Enable Emergence: Adaptive Space

Individually (or small group):

- Give time to ideate, think, explore, create, innovate
- Provide resources
 - Link up with others with ideas/information
 - Support efforts to information gather across boundaries
 - Seed money or access to equipment, technology, etc.



Enable Emergence: Adaptive Space

Collectively:

- Foster network connections
- Link up with people in operational system
- Tie to strategic goals
- Navigate politics

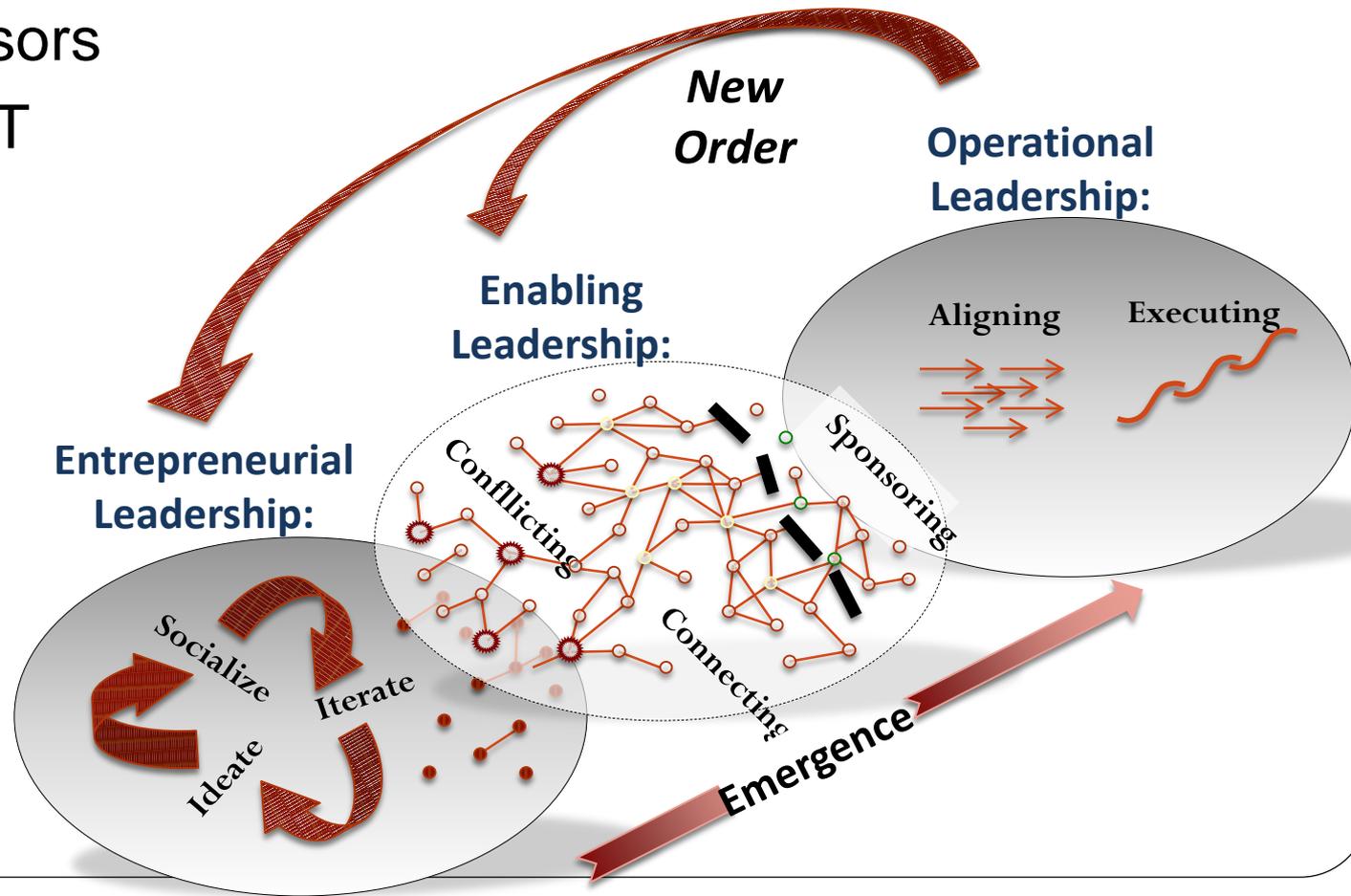
Examples:

- Advancing Healthcare Leadership programs
- Cook Children's Innovation Department



Supportive Operational System

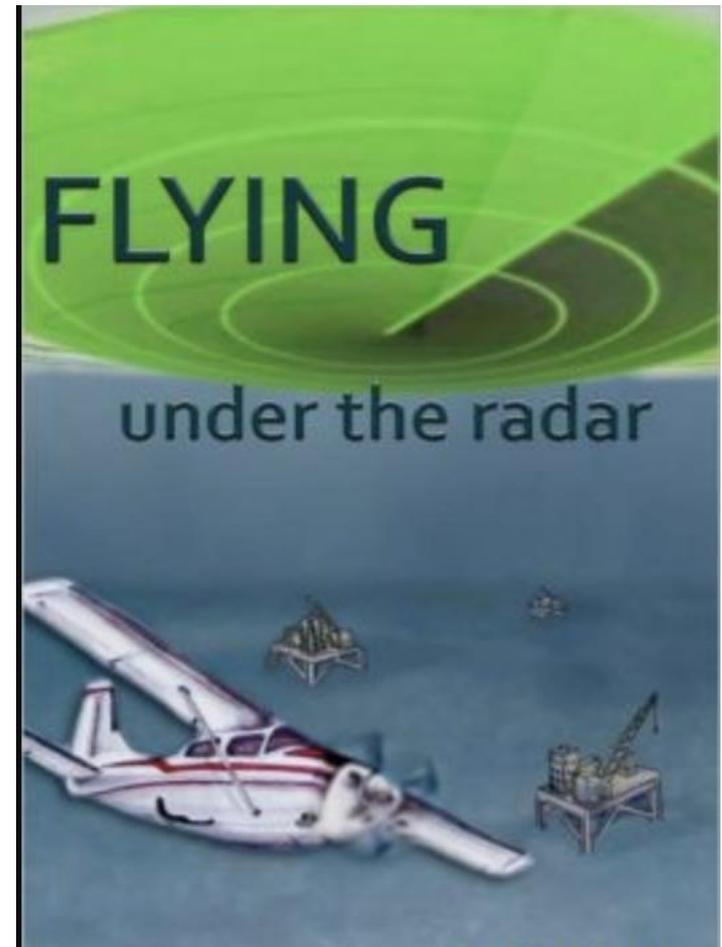
- Operational leaders who are motivated, incented and equipped to accommodate change into the operational system to foster adaptability
- Act as sponsors
- Supportive IT



What To Do in Unsupportive Management System

Fly under the radar:

- Be discreet
- Scale through small changes
- Navigate power and politics carefully
- Tie to strategy and managerial goals
- Use informal system
- Take breathers to manage your own burnout
- Don't be a threat



Demonstrate Outcomes

- Frame all activities and outcomes in context of strategic goals
- Put a business case around it
 - Understand the financials and have financial people help you frame benefits
- If it is a learning outcome tie it to how it will lead to future results or enhanced viability
- Make friends with IT

Conclusion

- How you enable adaptive space depends on where you are in the organization
- Healthcare systems that are not set up for adaptability are contributing to the burnout problem
- Innovation spread in the context of CLT is not spreading one innovation but instead enabling more adaptability
 - This often occurs on a local level
 - It isn't a one size fits all