Leadership

Mindfulness for creating adaptive space in problem solving

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Presenter

Paul Duba is an Associate Certified Coach and holds a Master of Public Administration. Along with private coaching clients, Paul is a leadership educator working with post-graduate students, business, industry, and leadership development cohorts. His specialty is using experiential methods to bring leadership education to life. Paul teaches through the scholarship of contemporary leadership theorists, facilitating a dynamic learning laboratory that helps participants explore the intersection of leadership and teamwork. In so doing, he moves you to a better understanding of yourself as a leader, the change for which you are ready, and the reach you need to put this learning to work in your life.

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Workshop Goals

1. Introduce “doing and being” as distinctions for our approach to problem solving
2. Introduce Ron Heifetz’s typology of problems as a window into a polarity of leadership priorities
3. Engage you in experiential exercises that require you to problem solve with others
4. Reflect on the experience to gain insight into leading through complex vs. complicated problems

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Leadership is… a relational process that helps bring about coordinated action in a group that seeks a desired future state.

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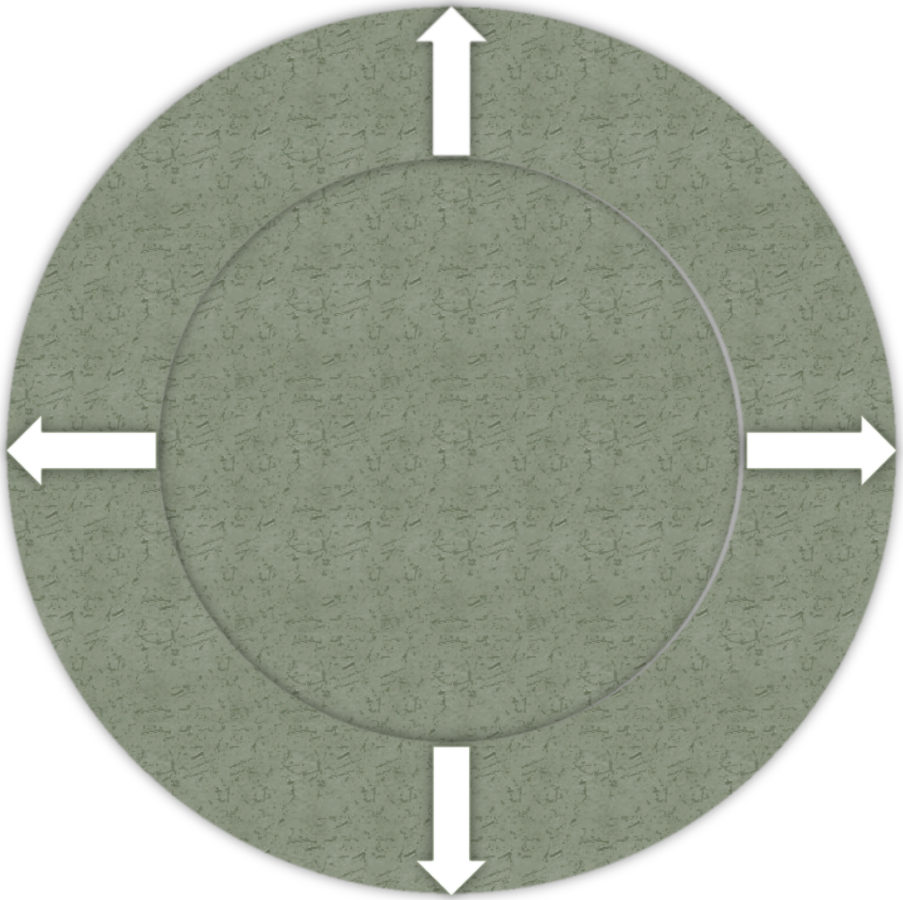
The Role of Leadership in Teamwork

The Comfort Circle of Teams



Leadership helps a team get from where they are

...to where they're going

- Learning
- Exploring Uncertainty
- Risk taking
- Innovation
- Change

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The Role of Leadership in Teamwork

The "doing" of a team

Leadership helps a team transcend change

- … by holding a vision for how to "do" better

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The Role of Leadership in Teamwork

The "being" of a team

Leadership helps a team transcend change

- … by holding a vision for how to "do" better
- … and holding a vision for how the team needs to "be" in order to do so

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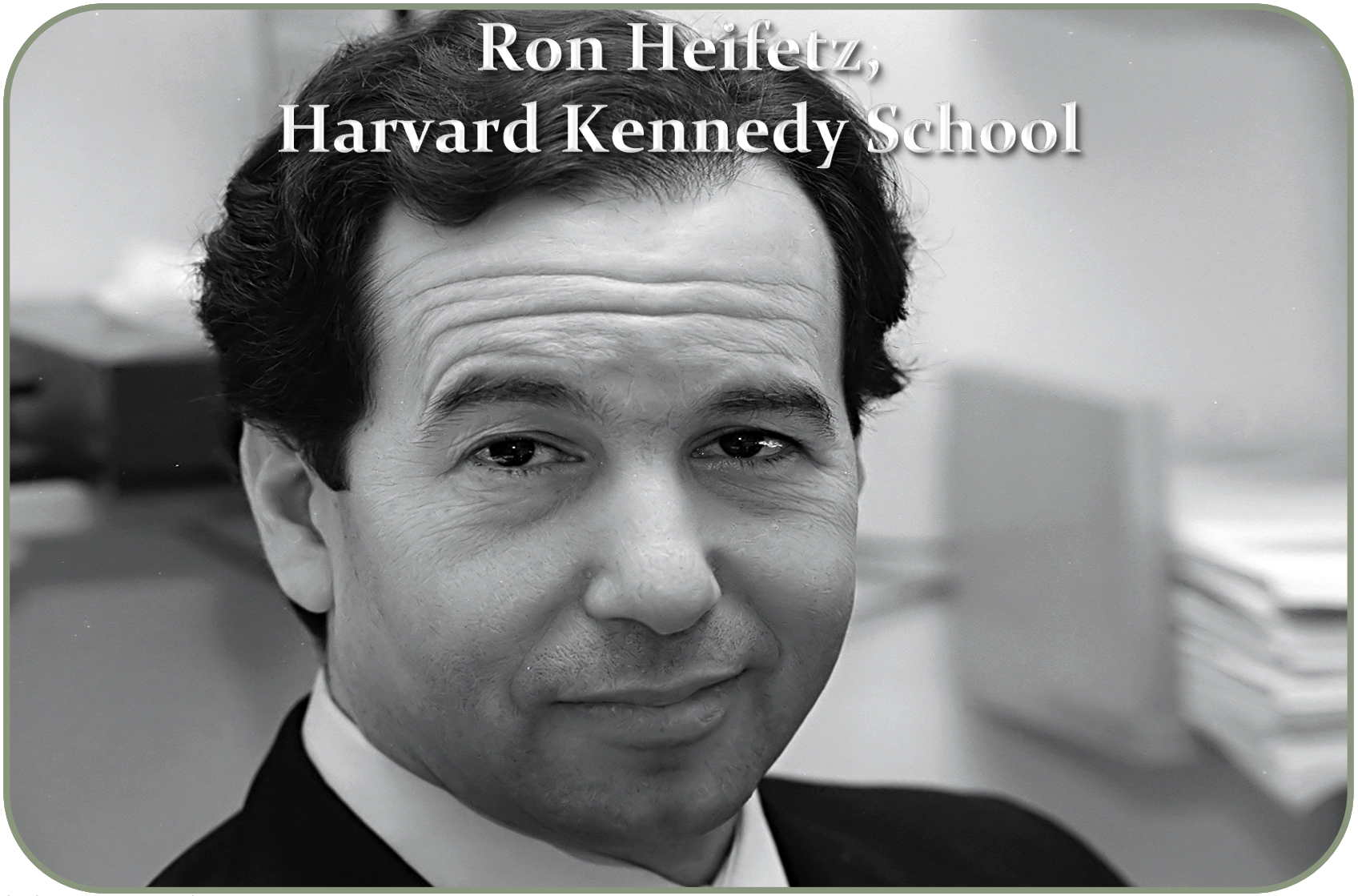
A Typology of Problems



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A Typology of Problems

	Type I	Type II	Type III
Problem	Clear, Understood	Clear, Understood	Requires Learning
Solution	Clear, Understood	Requires Learning	Requires Learning
	Technical	Mix of Technical and Adaptive	Adaptive

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The Do-Be Model℠

A Polarity of Leadership for High Performance

Command & Control ⟷ Facilitative leadership

Leadership holds vision for **Task**, the "**doing**" of the team

Leadership holds vision for **Culture**, the "**being**" of the team

Tactical Creative Collaborative

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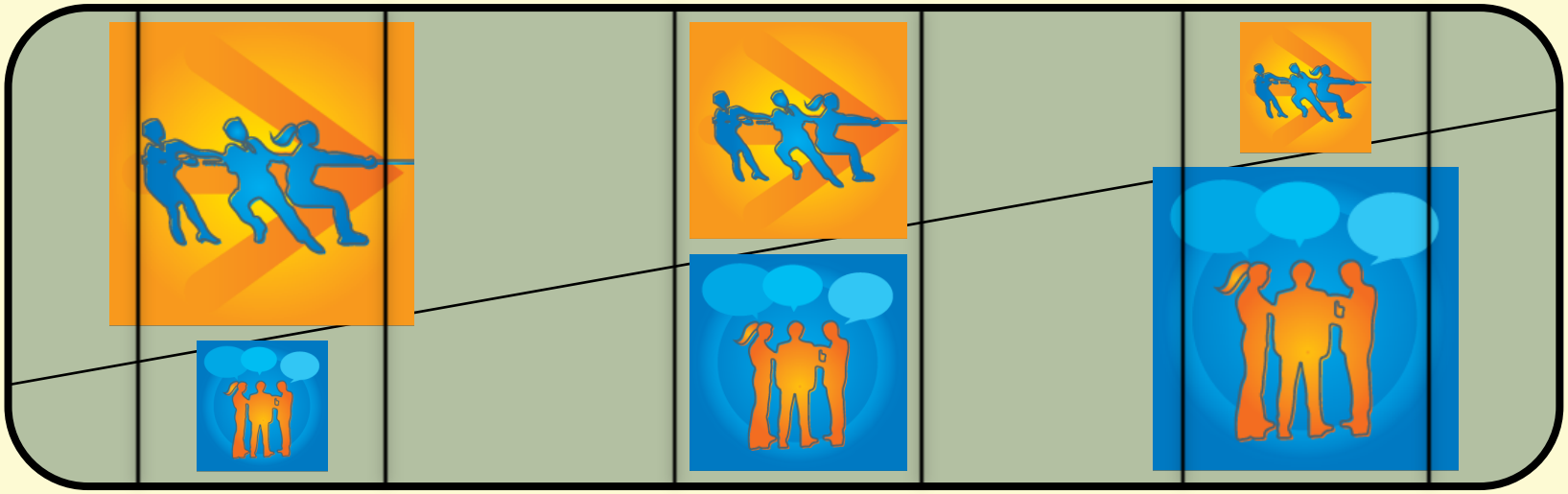
The Do-Be Model℠

A Polarity of Leadership for High Performance

Polarity

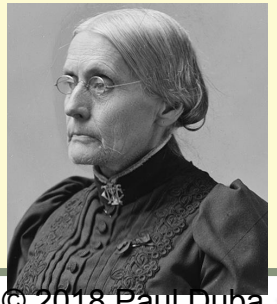


Polarity

Tactical

Creative

Collaborative



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The Challenge

1. You will have five tries to order a common deck of 52 shuffled playing cards into a stack, cards face up
   - By suit: clubs on bottom, diamonds on top, hearts on top, spades on top
   - Aces low on bottom, sequentially 2-10 on top, J, Q, K on top
2. You keep time and record your performance. You are on your own to perform this task five times
3. Goal: Determine the shortest time it takes your team to get this job done

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The Challenge

1. As a team, face each other in a lineup of at least 8, no more than 12
2. All balance a tent pole on top of two outstretched fingers, one from each hand
3. You must start at shoulder height of the shortest person on your team when standing (the “start”)
4. You may not hook, pinch or otherwise trap the pole
5. Your fingers must remain in contact with the pole at all times. If you lose contact, your whole team must go back to the start.
6. Goal: Put the pole on the ground as quickly as possible

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Reflection

- What kind of problems did you solve?
- Which was easier to lead?
- What did mindfulness enable in the team?
- What did you learn? Insights? Area of growth?

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