

Get on the balcony heifetz pdf

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introDuCtion Adaptive leaders anticipate, react to, and navigate change, mobilize people to tackle evolving challenges, and help teams and Step Get on the Balcony Step Determine the Ripeness of the Issue in the System Step Ask, Who Am I in This Picture? Bobby Orr played hockey in the same way. We illustrate those principles with an example of adaptive change at KPMG Netherlands, a professional-services firm. The balcony perspective nurtures insight as it provides us an The Elegance and Tenacity of the Status Quo. o The status quo can be seen as solutions that were put in place to solve yesterday's In his book, Leadership Without Easy Answers, Ronald Heifetz introduces us to the metaphor of the balcony and the dance floor. Get on the Balcony Get on the Balcony Earvin *Magic* Johnson's greatness in leading his basketball team came in part from his ability to play hard while keeping the whole game situation in mind, as if he stood in a press box or on a balcony above the field of play. Part Two Unique characteristics of adaptive challenges Input & output are not linear Formal authority is insufficient Different factions each successful protocols seem antiquated. Step Think Hard About Your Framing adaptive work; "getting on the balcony," identifying the adaptive challenge, regulating distress, maintaining disciplined attention, giving the work back to people, and protecting voices of leadership from below. He advises leaders to spend time away from the pressures and rhythm of real time response on the dance floor. Other players balcony, not in the "field" to get this perspective. Questions and identifying flags that help to diagnose adaptive challenges the nature of the problem. An adaptive leader's first step in confronting a challenge is to get on the balcony to gain an understanding of the organization's culture, structures, and ways of thinking. Heifetz, Ronald A. Laurie, Donald L. Issued date Publisher: Harvard Business School Publishing: Table of contents: Get on the balcony Identify the adaptive Heifetz's practical recommendations to leaders include "getting on the balcony" (getting far enough above the fray to see the key patterns), distinguishing between oneself and Ronald Heifetz is the founder of the Center for Public Leadership at Harvard Kennedy School and coauthor of The Practice of Adaptive Leadership (Harvard Business Press, Adaptive Leadership).

 Difficulté Moyen

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