

# Supporting Boards to Shift Mindsets and Habits

## ADAPTIVE CHALLENGES vs. TECHNICAL CHALLENGES

While technical problems may be very complex and critically important, they have known solutions that can be implemented by current know-how. They can be resolved through the application of authoritative expertise and through the organization's current structures, procedures and ways of doing things. **Adaptive challenges can only be addressed through changes in people's priorities, beliefs, habits and loyalties.** Making progress requires going beyond any authoritative expertise to mobilize discovery, shedding certain entrenched ways, tolerating losses and generating the new capacity to thrive anew.

## LIVING IN THE DISEQUILIBRIUM

Successfully navigating adaptive challenges requires a willingness to navigate through disturbance as people sift through what is essential and what is expendable, and as they experiment with solutions to the adaptive challenges at hand.

Holding environments give a group identity and contain the conflict, chaos, and confusion often produced when struggling with the disequilibrium of adaptive challenges.

*From The Practice of Adaptive Leadership (2009) by Ronald Heifetz, Alexander Grashow and Marty Linsky*

### ADAPTIVE CHALLENGES

What are some of the adaptive challenges that your board faces?

### NEW MINDSETS AND HABITS

What shifts are required in mindsets and habits?

### HOLDING ENVIRONMENT

What are the ways that you might create a holding environment as the board addresses the adaptive challenges?