Adaptive Leadership: Cultivating Personal and Organizational Capacities for Change and Conflict (AM-609)

January 8-12, 2018 (9:00 a.m. -5:00 p.m.)

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Office Hours: By Appointment

Leadership is a way to address both our own growing edges, challenges and potentialities and those of a congregation or organization. In this course, we will gain perspectives and hone practices that allow you to cultivate your own adaptive leadership as well as build an adaptive culture that can cultivate partnership with others both within and across organizations. Often, we must lead with a combination of uncertainty and with faith. As we become more aware of ourselves as a leader and of the organization that we aim to serve, we also come to understand that leadership inevitably also means orchestrating conflict and navigating change.

Leadership for change requires inspiration and perspiration as we help organization navigate the gap between bold aspirations and challenging realities. Expect in this course an opportunity to assess your own leadership repertoire as you also build new perspectives and practices and intend to deepen your own spiritual grounding as a leader.

Dr. Lawrence Palmieri Peers is an adjunct professor at Hartford Seminary and at Lancaster Theological Seminary. He works with congregations and organizations of many faith traditions in the areas of whole systems strategic change and planning, transforming conflict and clergy leadership coaching. He is affiliated with the Congregational Consulting Group. He has served as the director of the Pastoral Excellence Network, training clergy and those who resource clergy on coaching, mentoring and facilitation of clergy communities of practice. He was also a senior consultant with The Alban Institute for 10 years. He has also served as a program director in national and regional not-for-profit organizations. He has taught courses in leadership, conflict transformation, whole systems strategic planning and narrative leadership in the D.Min. program at Hartford Seminary. Dr. Peers has a doctorate of ministry from Hartford Seminary and a doctorate in organizational change from Pepperdine University. He has special interests in narrative leadership, the connection between the personal and organizational aspects of leadership and change. He is a Professional Certified Coach, an Immunity to Change ® and The Leadership Circle Profile facilitator.

Course Objectives:

1. Reflect upon your own leadership narrative and how it informs your leadership action.
2. Clarify the distinctions between technical problems and adaptive challenges as they approach your leadership role in your leadership context.
3. Utilize these perspectives and practices of adaptive leadership as you seek to observe the context, interpret the situation and construct interventions within your own congregational and/or other organizational or religious system.
4. Reflect upon your own competencies for being a “conflict competent leader” and recognize the dynamics of leading change given the personal and organizational dynamics of conflict and the immunity to change.
5. Engage in self-reflection, using a few self-assessment tools, that develop a personal learning and development plan for your role as a leader within a congregation, group or other organization.
6. Integrate your learning through imagining how you might apply these perspectives and methods in your role as a leader in your ministry context, organization or other relevant area of interest.

Our collaborative inquiry is grounded in these questions:
1. How can we be purposeful and transformative leaders within a changing landscape for religious and other organizations?
2. How do we attend to our on-going leadership development as a spiritual, personal, and professional practice?
3. What are the theological underpinnings of our work as leaders and how do our understanding of the use of power and human agency inform our perspectives and practices?

REQUIRED TEXTS AND READINGS:
Conflict Dynamics Inventory ($35 to be paid on the first day of class)
Additional readings will be in the form of articles available on Canvass for download and/or on the first day of class.

Pre-Assignments: Prepare for session 1 and 2 of the course:
2. By Monday, January 8: **Writing Assignment #1:** Prepare a 1 to ½ page paper (double-spaced) that introduces an adaptive challenge (as defined by Heifetz, pp. 19-23) in your leadership or ministry context.
3. By Tuesday, January 9: **Writing Assignment #2:** Prepare a case study (up to 3 pages) to present in a small group during our intensive week. Build upon your paper on your adaptive challenge by narrating the story of your adaptive leadership challenge. Following Heifetz’ framework the paper should offer your current:
   (1) observations about this adaptive challenge,
   (2) interpretations about the situation (why is this so, what's going on, etc.)
   (3) interventions (what you've tried and what you are considering in this adaptive leadership situation
   (4) questions you would you pose to get input from your colleagues in the class and to help you refine your adaptive leadership approach. Bring a hard copy of your case study that can be copied for the afternoon session on Tuesday.
**Post-Intensive Class Assignment: Final Paper**

A final paper *demonstrates your capacities as a scholar-practitioner*. The topic that you chose should integrate what perspectives you have gained from the readings, course discussions and your own reflections on how you can utilize these perspectives in your current or future leadership role. It is recommended that you share your proposed topic with the professor by the Friday of the intensive week class (if possible) or by Friday, January 19, 2018 by email. The suggested length of the paper is 8-10 pages (double-spaced) and it is due no later than March 10, 2018. This final paper is expected to utilize the current Chicago Manual of Style (16th edition.) Please cite all references and quotes. (The paper will count for 40% of the grade)

**Methods of Course Assessment**

Your grade will be based on:

(a) Active preparation and participation in the class during the intensive week (see attendance policy) and in a few follow-up discussions on Canvass following the intensive week: 30% of grade

(b) Three short written assignments for the intensive week: 30%

(c) Final research paper 40%

**Attendance Policy**

Attendance in class is required. If you know you will be unable to attend a class session please inform the professor in advance. Because of the intensive nature of this course, the policy is that failure to be in attendance one and a half day for any reason will result in automatic failure of the course (unless there is inclement weather.)

**Course Syllabus**

**Monday January 8, 2018  9:00 a.m.-5:00 p.m.**

**Preparation for the First Class Session**

Please note the reading assignments and the short Pre-assignments that are due on January 8 and 9, 2018 as outlined on page 2 of this syllabus.

**Theme: Adaptive Leadership: What, Why Now, How, and For What Purpose?**

Topics in this class session include:

1. Introduction: Course objectives, requirements and a collaborative inquiry approach. Introducing ourselves and our “leadership context”?
2. Who? Reflecting on your leadership story and leadership narrative
3. Why now? A broader social and religious context for adaptive leadership, conflict transformation and navigating change. Leading toward an emerging future
4. What? Some useful distinctions: Explicit and Implicit expectations of leadership. Technical and adaptive challenges, leadership from and without authority, etc.
5. How? Reactive to Creative Responses. Observing, Interpreting, Intervening Diagnose the system, the adaptive challenge, the political landscape
6. For What Purpose? Theological underpinnings: Sallie MacFague, James Cone, etc.
7. “Balcony Time”: Integrating Theory and Practice

**Tuesday, January 9, 2018 9 a.m.-5:00 p.m.**

Theme: Leading Adaptively: Interpreting, Designing Interventions and Staying on Purpose

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<tr>
<th>Assignments in Preparation for the Second Class Session</th>
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<tr>
<td>1. Read the Heifetz, Et al. (pages 126-148)</td>
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<td>2. Case study (as outlined on page 2 in this syllabus under “Pre-assignments”)</td>
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<td>3. Take the Leadership Practices Inventory (distributed in class on the first day)</td>
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Topics in this class session two include:

1. Collaborative Inquiry: Resilience: Personal and Organizational Capacities
2. Leading Adaptively: Making Interpretations
3. Leading Adaptively: Designing Effective Interventions
4. Sketching your own leading practices: The Leadership Practices Inventory
5. Developing a Leadership Practices Personal Development Plan
6. Case Study Groups
7. Balcony time: Integrating Theory and Practice

**Wednesday, January 10, 2108  9 am-5:00 pm**

Theme: Leading Adaptively: Being a Conflict Competent Leader

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<th>Assignments in Preparation for the Third Class Session</th>
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<td>2. Take the Conflict Dynamics Profile, distribute in class the first day.</td>
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Topics in class session three include:

1. Collaborative Inquiry: A theology of change and conflict
2. Change and Conflict in Congregations some research and our experiences
3. Orchestrating Conflict
4. Being a Conflict Competent Leader
5. Understanding our Conflict Dynamics Profile
6. Creating a Personal Development and Learning Plan for our own conflict competence leadership
7. Balcony Time: Integrating Theory and Practice

**Thursday, January 11, 2018 9 am-12 pm; 1-5:00 pm**

**Theme: Creating and Adaptive Culture and Leading Through the Immunity to Change**

**Assignments in Preparation for the Fourth Class Session**

1. Read article on Immunity to Change *The Real Reason People Don’t Change* by Kegan and Lahey, distributed in class packet
2. Read Heifetz, Et al., pp. 165-175, 187-194
3. Optional: prepare a description of your final paper topic (to give to the professor on Friday) or by Friday, January 19, 2018.

Topics in class session four include:

1. Collaborative Inquiry: Hidden dynamics in the challenge of change
2. Overcoming the Immunity to Change: Individual
3. Overcoming the Immunity to Change: Group and/or Organization/Congregation
4. Navigating Conflict and Adaptive Leadership
5. Conflict as a process of “deep change”

**Friday, January 12, 2018 9:00 am-5:00 pm**

**Theme: Spiritual Practices and Leadership Disciplines Observing, Interpreting, and Intervening**

**Assignments in Preparation for Fifth Class Session**

1. Read Heifetz Et. al, pp. 233-297
2. **Writing Assignment #3**: Write a 1½ -2-page paper on the insights, implications and inquiries from this intensive week, be prepared to share in the class
3. Optional: prepare a description of your final paper topic (to give to the professor on Friday) or by Friday, January 19, 2018.

Topics in class session five include:

1. Collaborative Inquiry: Spiritual Sources and Grounding Leading through change
2. Spiritual Disciplines in Adaptive Leadership: Observing, Interpreting, and Intervening, Staying Connected to Your Purposes, Engaging Courageously, Inspire People, Run Experiments, Thrive
3. Theory U and leadership disciplines
4. Balcony Time: Integrating Theory and Practice

Other Resources (Some of these will be referenced in the course, others you might useful for your final paper):


