

SOCIAL AND RELIGIOUS TRENDS:
Spirituality Vs. Religious

Spirituality	Religious
Experience	Institution
Connection	Organization
Transcendence	Rules
Searching	Order
Intuition	Dogma
Prayer	Authority
Meditation	Beliefs
Nature	Buildings
Energy	Structure
Open	Defined
Wisdom	Principles
Inner Life	Hierarchy
12-Steps	Orthodoxy
Inclusive	Boundaries
Doubt	Certainty

Bass, Diana Butler. Christianity After Religion: The End of Church and the Birth of a New Spiritual Awakening (p. 69). HarperCollins. Kindle Edition.

ADAPTIVE CULTURES AND LEADERSHIP: TECHNICAL PROBLEMS VS. ADAPTIVE CHALLENGES

The single biggest failure of leadership is to treat adaptive challenges like technical problems.

TECHNICAL PROBLEMS

1. Easy to identify
2. Often lend themselves to quick and easy (cut-and-dried) solutions
3. Often can be solved by an authority or expert
4. Require change in just one or a few places; often contained within organizational boundaries
5. People are generally receptive to technical solutions
6. Solutions can often be implemented quickly—even by edict

ADAPTIVE CHALLENGES

1. Difficult to identify (easy to deny)
2. Require changes in values, beliefs, roles, relationships, & approaches to work
3. People with the problem do the work of solving it
4. Require change in numerous places; usually cross organizational boundaries
5. People often resist even acknowledging adaptive challenges.
6. “Solutions” require experiments and new discoveries; they can take a long time to implement and cannot be implemented by edict

EXAMPLES

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| <ul style="list-style-type: none">• Take medication to lower blood pressure• Implement electronic ordering and dispensing of medications in hospitals to reduce errors and drug interactions• Increase penalty for drunk driving | <ul style="list-style-type: none">• Change lifestyle to eat healthy, get more exercise and lower stress• Encourage nurses and pharmacists to question and even challenge illegible or dangerous prescriptions by physicians• Raise public awareness of the dangers and effects of drunk driving, targeting teenagers in particular |
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Adapted from Ronald A. Heifetz & Donald L. Laurie, “The Work of Leadership,” Harvard Business Review, January-February 1997; and Ronald A. Heifetz & Marty Linsky, Leadership on the Line, Harvard Business School Press, 2002