

Sophya Galan

Breonna Yungeburg

LDST 202

12 December 2022

### Semester Project Phase 3

To solve an unidentified issue, it would take me strategically planning how I would go about it. By strategic planning, I mean in this sense that I should view everything lying before me and think about what specific things should be conquered. I can begin by identifying what my purpose is and the action I'm being called to do. This can be illustrated as infinitive statements.

1. To include each individual that surrounds me.
2. To analyze the problem in front of me instead of escaping it.
3. To engage in all individuals' thoughts and opinions.
4. To integrate my competing values with the community's own values.
5. To believe there's a solution to each adaptive challenge.
6. To grow from my past mistakes so that I may progress through the system.
7. To remind myself and others that the role they play within an adaptive challenge doesn't define who they truly are within the system.

The themes I've identified after listing my infinitive statements are inclusion, courage, and self-awareness. To start, the infinitive statements that would fit into the theme of 'inclusion' are numbers 1, 3, and 4. The infinitive statements that would compile into the theme of 'courage' are 2 and 5. Lastly, the infinitive statements that fit into the theme of

'self-awareness' are numbers 6 and 7. Next, I'll be stating what the category name for 'inclusion' is. I would label it as 'loving the community as it was yourself. For the theme 'courage,' the category name would be 'ignoring the devil on your shoulder.' Finally, for the theme 'self-awareness,' the category name would be 'do not let yourself slip out of reality.' These three categories would ultimately have other individuals feel optimistic about each one and that they may serve a purpose or a call to action in at least one of the categories.

A technical answer is a solution that is thought out very easily and quickly. This type of answer will not require me to wait a period for the answer to be completed. Also, a technical answer does not acquire the components of strategic thinking, nor would it take me to plan how to go about it. Moving on to the elements of a technical answer, it's important to acknowledge that "technical problems live in people's heads and logic systems" (O'Malley 2009). This means that if I can't solve the problem, then it is in another individual's skill set to solve it. All technical answers "are susceptible to facts and authoritative expertise" (O'Malley 8). These few components of a technical answer can be found by gathering a multitude of inferences, stories, and interpretations. Doing this will help me find that the issue is a technical problem due to the defaulted interpretations by another individual.

After this is completed, it is then time for me to seek a broad picture of the specific situation. This is thoroughly completed by viewing the authority figure, different behaviors, amount of conflict, etc. This will help with the technical answer to "assess and diagnose the temperature within the system and disequilibrium" (O'Malley 12). The system will continuously collaborate with itself if it's a technical answer but viewing what lies in the disequilibrium betters the process and outcome of the situation for myself. On the other hand, an adaptive solution is an action "lives in people's hearts and stomachs due to their values, loyalties, and beliefs"

(O'Malley 12). Unlike a technical answer, an adaptive solution can't be avoided and taken care of by another individual who doesn't have any connection to the situation. My continuous progress and involvement will "require the people with the problem to do the work, and the work involves refashioning those deeply held beliefs" (O'Malley 14). Those individuals and I will then rethink the default solutions which will allow us to take the easy route and not completely deal with the problem.

It's valuable for an adaptive solution to go above and beyond to assess the multitude of interpretations. This is useful due to the vast number of interpretations being sought out and "not just gravitating toward the first one that gains broad acceptance or meets the need to just do something" (O'Malley 10). I will then gain the perspective that an adaptive challenge is more about the process than the content. With an adaptive solution, action is needed to effectively look "for where there is conflict or pain" (O'Malley 11). Once conflict and/or pain is found, it'll help me identify where and if there's heat within the system. Usually, if there's heat within the system, the disequilibrium is high which only results in an adaptive solution that needs to be found. Heat within the system can fuel triggers and vulnerabilities for myself and the others around me.

I must manage myself through this stage of finding an adaptive solution. It's necessary to do so to identify my capabilities and strengths for the coming solution. If I take time to myself to identify my strengths and weaknesses, it'll allow me to understand "the role I play within the system by asking myself how I'm understood by others" (O'Malley 11). Once this is thoroughly thought out, I can distinguish myself from the role that's being temporarily played. The role I play may be abiding by an adaptive solution which can result in others outside of the problem attacking or praising me. O'Malley describes this process as being neither a saint nor a sinner

and remembering it's not about you in that specific moment" (O'Malley 12). The praise or backlash that I may receive from others can't be taken to heart, due to that moment of me helping my community address a tough challenge.

As I work alongside the adaptive challenge, I must remember that I'm progressing toward the future to minimize the challenge. This can also interfere with my personal values. This is known as competing values. I must identify the risks I'm willing to take against my values and "tolerate dissent while elevating a value for the common good over my advancement" (O'Malley 12). This tends to be a risky stage of finding an adaptive solution because it requires a great amount of courage. Courage comes into play by "doing what is needed, not what is comfortable" (O'Malley 12). This deals with competing against puzzling questions and specific behaviors. It's understood that I may feel upset or that it's wrong to perform a certain action within this stage, although I will not make any progress if I don't step outside my comfort zone. This can be effectively done by simply being self-aware.

After alluding to the steps of managing myself, it's now time to skillfully intervene. This is done by creating interventions that will lead to real change. These interventions are mainly "conscious choices that are created about what type of intervention is needed to fit the situation" (O'Malley 10). To figure this out, if I capture the attention of others through steady engagement, it will allow the challenge to identify its desired audience. More individuals of all differences will be brought together collaboratively. This can allow the conflict that's acknowledged to not purposely be avoided. Dealing with a broader community also allows the solution to include "engaging in unusual voices and to start where they are and not where you are" (O'Malley 14). This simply will energize others to work alongside me and the conflict to express ideas and/or opinions. Individuals will feel that they are cared for and that their values can be applied to the

solution. This is an act of empowerment for all individuals that participate in the progress of the solution and even me. It provides a purpose for everyone.

Now, if the solution ends up bringing unexpected change that's difficult for some, it's important to not sugarcoat the news. This is known as "speaking to loss, that's being spoken from the heart" (O'Malley 15). All individuals want to feel acknowledged through a time of loss and don't desire for their environment around them to quickly be picked back up. There's nothing more dreading for me than forcing a certain amount of change too quickly. Therefore, I must "pace the work to create a space for others to do the same" (O'Malley 15). Every individual will be taken care of due to their values being voiced, which enables the community as a whole to progressively move toward the solution.

The four stages that were identified above, work together to create a series of benefits. I may not realize the benefits that have been obtained after taking part in an adaptive solution, but it's promissory that there's one. Finding an adaptive solution enables myself working within the system to broaden my mindset and view the bigger picture. This is referred to as getting on the balcony or being on the dance floor. To begin, if I were to be on the dance floor, I wouldn't be aware of anything happening above me. This is a "narrow perception of work that will result in missing opportunities that help understand the dynamics of the system and the impact of everyone's motives and actions" (O'Malley 15). Whereas if I were to be on the balcony, it allows me to gain the ability to oversee the system itself. That's an essential benefit of an adaptive solution. If we take a step back and look at the main point of finding and being a part of an adaptive solution, it can be acknowledged that individuals can only gain benefits. Yes, there are certain steps to taking on an adaptive challenge that is tougher for others such as managing self and intervening skillfully. Although, this only prepares me for future challenges by strategically

knowing how to go about a technical problem or an adaptive challenge. In my opinion, the main components that are immensely helpful for future references are engaging in unusual voices, speaking to loss, holding multiple interpretations, separating self from the role, and being in tune with your values. The reason I find these specific components to be important is due to believing that's what it takes to be a leader. They can be used as tools to build and conceptualize innovative approaches to the system. Lastly, within the KLC Competencies, there is a main point for each one that should be acknowledged, understood, and used for future references that result in an adaptive challenge. To begin, when diagnosing the situation, not only is it important to tell the difference between a technical problem and an adaptive challenge; I've found that "pushing against default interpretations" tends to be the most important (O'Malley 10). This enables an individual to already not do what's comfortable, but what's needed. Within managing self, I have found that "distinguishing self from role" is a key aspect to continuing within the system (O'Malley 12). It's important to remember that you can't please everyone and during that process, you may experience negative commentary that can feel draining. Next, when facilitating during the time of intervention, engaging in unusual voices is the most successful way an individual can find themselves within the next step of energizing others. Engaging in unusual voices allows each individual to feel they serve a part in the specific challenge and that they are important, heard, and cared for. This defines what it means to be collaborative and come together as a community to "capture attention and make conscious choices about intervention" (O'Malley 2009). In conclusion, during the step of energizing others, everyone should be held accountable to empower others. Empowering others will mobilize others. Along with that, mobilizing others is a key factor in adaptive leadership and is shown in the other three KLC Competencies, but as other adjectives. All individuals should realize like O'Malley that "communities will be better

off as soon as we quit thinking about civic leadership as positional and start thinking of it as an activity” (O’Malley 13). The continuous ability to do so will only allow all potential leaders to analyze what behaviors and attributes it takes to become one.

Now, as I have become more inclusive, self-aware, and full of courage through this semester’s class, I can provide a few takeaways. I find the act of leadership to be an interesting concept due to many individuals naming themselves as one. Although, in many instances, this isn’t true. I also won’t even define myself as a leader. Throughout this course, I’ve gained an absurd amount of knowledge that I’ve been able to grasp and thoroughly understand. Being a human in a dense society, I face my own challenges. A month ago, I was faced with a great challenge. Now, by all means, this wasn’t a technical challenge due to the circumstances I was faced with. It took all the strength and courage within me to not immediately panic and avoid the conflict happening in my sharp vision. Before I took this course, I was aware of certain components that were involved in working alongside an adaptive challenge. However, there were of course a couple of components of which I wasn’t aware of.

During those times of panic, I’ve had a tough time listening to those around me who are simply trying to offer advice. This is due to being so absorbed in my own emotions that I can’t even focus on anyone else but myself. This would be known as engaging in unusual voices from O’Malley’s point of view. Along with this, I’ve put in the effort to listen and seek out the opinions and advice of others. Although, because it has been a habit of mine for so long, it’ll take time and a conscious effort to improve on it. The second component of adaptive leadership that I’ve learned is doing what’s needed and not what’s comfortable. This concept is easier said than done. Many instances have happened in my life where I’ve tried my hardest to avoid conflict, which would involve taking the easy route out. Yet, the problem ends up finding its way back to

me. Now I can understand that has happened to me because I've been terrified of the unknown and the after-effects of doing what is truly needed. This component takes a great amount of courage that I've always had in me but need to fully use it to its ability. Concerning this, I've had to remind myself that doing what's needed is a form of self-awareness and self-care. I'm only bettering myself for future instances due to these components of adaptive leadership resonating with me. In conclusion, I have the capabilities to become the leader that O'Malley illustrates through his writing, but it's up to me to be a leader through action.

Works Cited

O'Malley, E., Cebula, A., & Kansas Leadership Center. (2015). *Your leadership Edge: lead anytime, anywhere*. Klc Press, Kansas Leadership Center. Accessed 10 December. 2022.