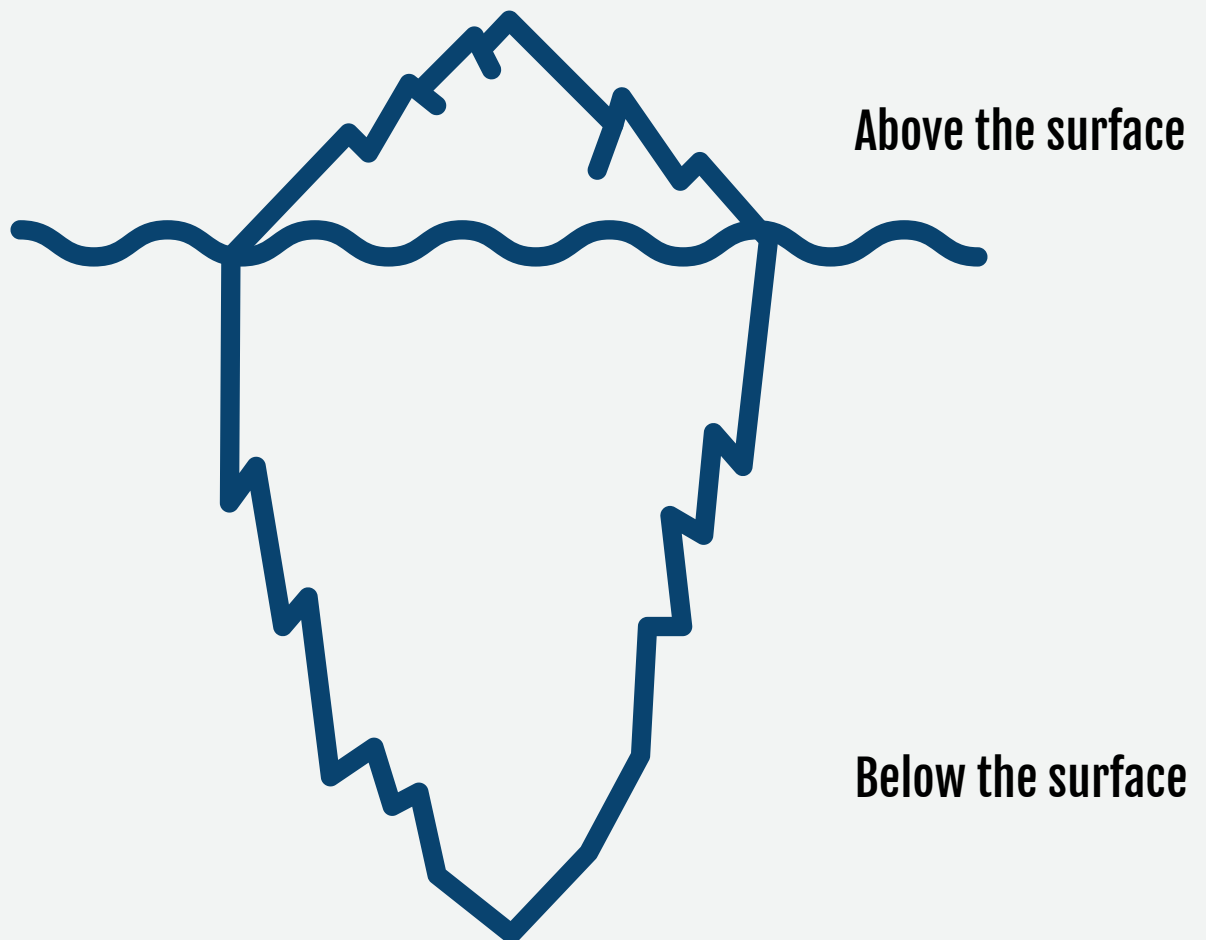


LEADERSHIP WORK

This tool helps to identify the leadership need in a challenge or situation. To make progress we must be able to differentiate the technical challenges from the adaptive ones, so that you can focus on the real work of leadership, what is required to make progress.





+ 10 min



1+

LEADERSHIP WORK

INSTRUCTIONS

1. Choose a challenging situation to analyse using the tool.
2. Draw the Iceberg diagram, allowing enough room to take notes both above the line and below the line.
3. Ask yourself the questions what is required to make progress on this challenge? Jot your answers down on the graph using the below guide to sort your answers to either above or below the line:
 - **Above the line, list the tangible and observable components.** This might include skills, knowledge, policies, procedures, rules, hierarchy. These are the ‘Technical’ aspects of the challenge, they can be solved by management, expertise and appropriate allocation of resources.
 - **Below the line, list the ‘human’ elements of the challenge.** This includes values, beliefs, attitudes, interests, identity, culture etc. These are the ‘Adaptive’ aspects of the challenge, they require leadership and can’t be solved, they can only be progressed. These aspects require you to skilfully mobilise people to make progress.

Now you can adapt your actions to suit the type of work. The technical aspects require management and direction. The adaptive aspects require leadership such as listening to understand perspectives, identifying needs and interests, and skilfully mobilising people to make progress.

See the data led leadership tool in the leadership toolkit to help guide your leadership on the ‘Adaptive’ aspects of this challenge.