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Our Workshop

- Introductions
- Adaptive leadership and Intelligent Leadership
- Problem Solving and Decision Making
- Integrated Strategic Problem Solving and “Wicked Problems”
- Conclusion & Pledges for Action

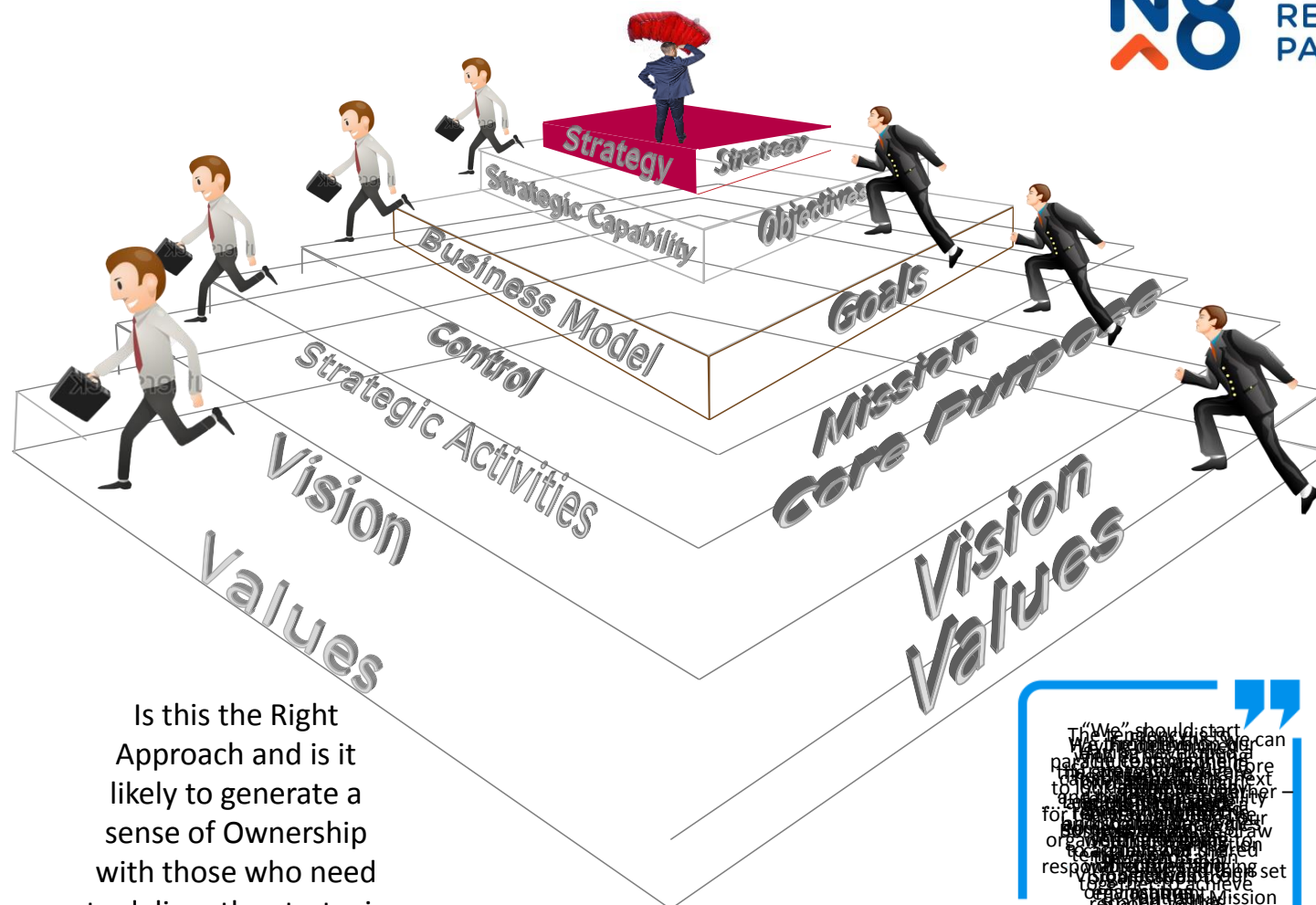
Why Leadership?



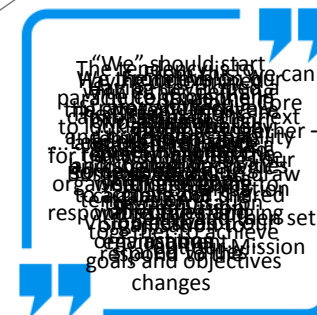
- Leadership is about Problem Solving
- Problem Solving needs Leadership
- Leadership is about the Leader asking the Intelligent Questions
- and enabling Collective Others to come up with the solutions
- Most Leadership problems take place in a complex world with complex options and complex solutions



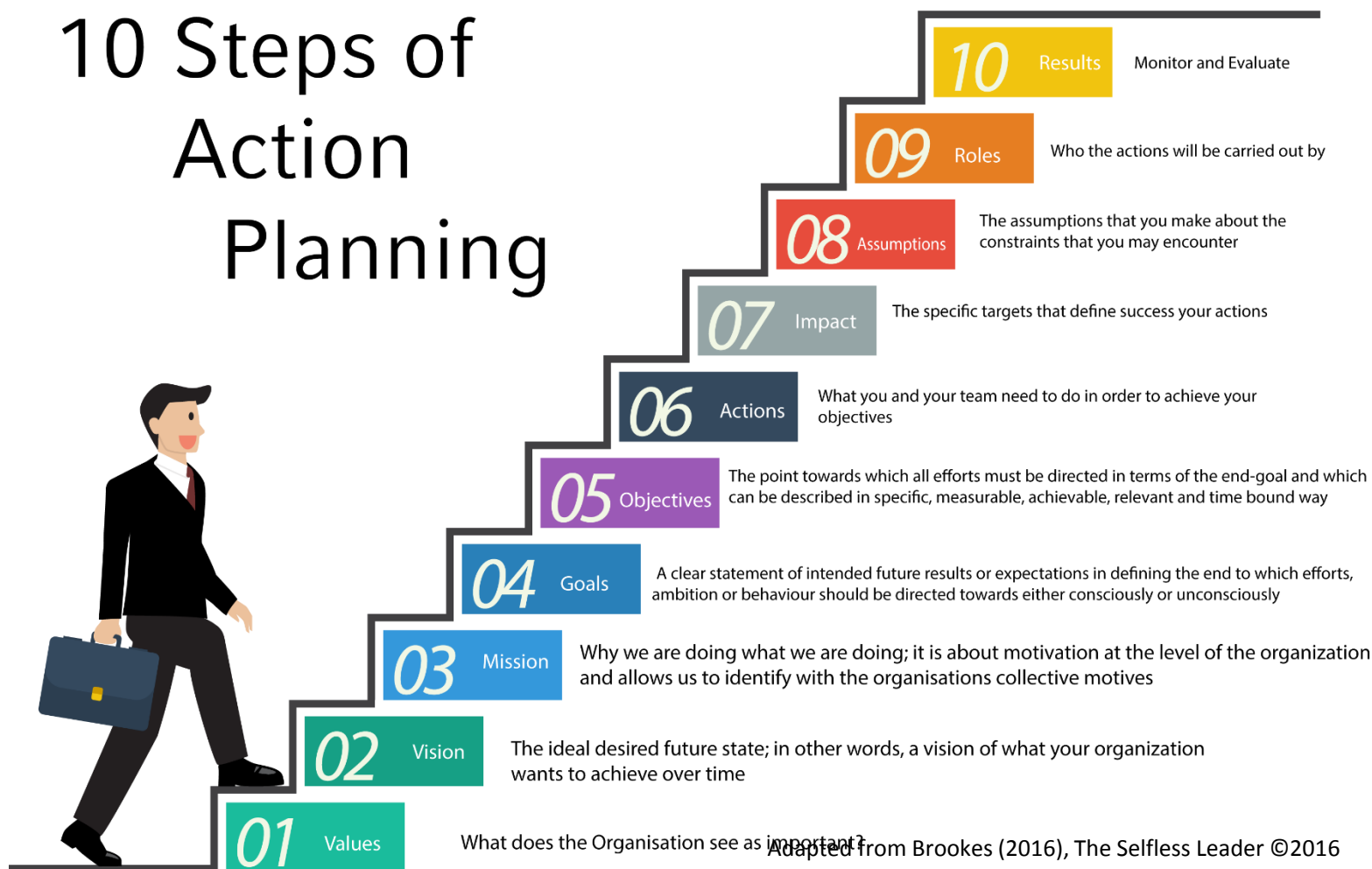
How do we build a
sense of Shared
Commitment to an
organisation's
Strategy?



Is this the Right Approach and is it likely to generate a sense of Ownership with those who need to deliver the strategic aims and objectives?

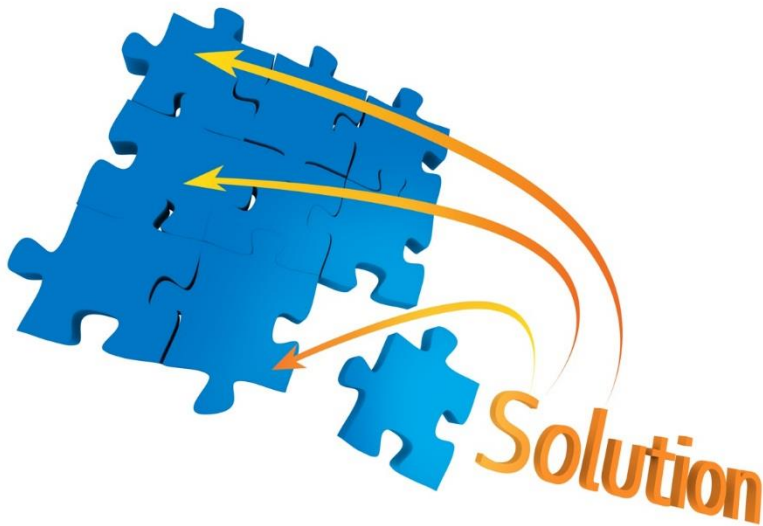


10 Steps of Action Planning



Problem? What Problem?

What is a problem?



When is a problem not a problem?

- First, when it is a puzzle
- Second, when you say it is not a problem
- Third, when it is neither a puzzle nor a problem

There are three types of problems:

A Tame Problem: Problems tend to be puzzles – there is a solution. It can be complicated but there is a unilinear solution to them – these are problems that management can (& has previously) solved.

A Critical Problem: Often portrayed as self-evident crisis; often at a tactical level. There is a general sense of uncertainty – though not ostensibly by the commander who provides ‘answer’.

A Wicked Problem: Have no simple solution because it is either novel or recalcitrant. They are complex rather than complicated (cannot be solved in isolation) and sit outside of a single hierarchy and across systems – The ‘solution’ creates another problem.

Which hat are you wearing?



TAME?

CRITICAL?

WICKED?

Understanding Problems

Is it This?

“Evidence-based policing is the use of the best available research on the outcomes of police work to implement guidelines and evaluate agencies, units, and officers.

Put more simply . . . It uses the best evidence to shape the best practice (Sherman, 1998, pg. 3–4).”

What Counts as Evidence?



Intelligent Leadership

What is intelligent leadership?

The notion of intelligent leadership is less to do with personal or emotional intelligence but is more to do with collective intelligence in applying knowledge and understanding to the practice of leading.

“Intelligence of the hand (the skill to do things), intelligence of the head (the ability to reason things out), intelligence of the heart (awareness of one’s own feelings) and intelligence of the soul (clarity over the values guiding all action)” (2008:4).

Sydänmaanlakka, 2008)

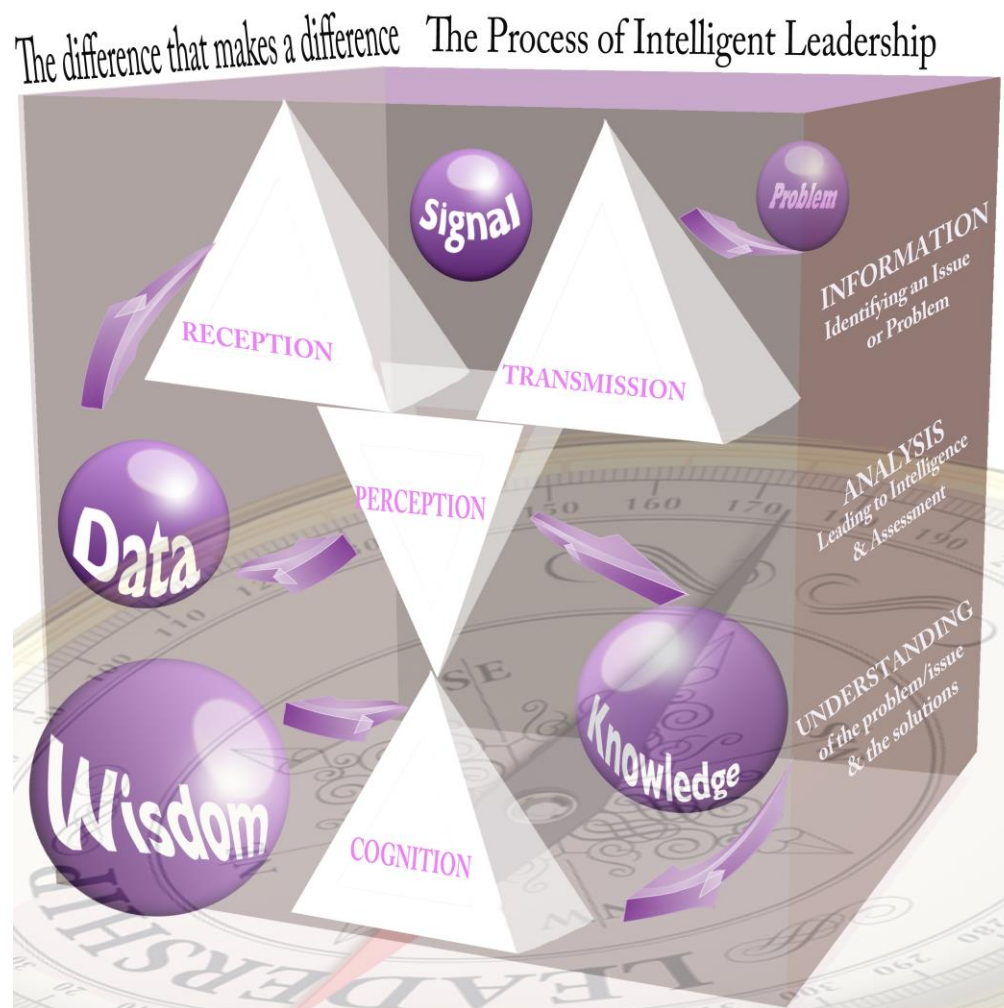
There are four main ways in which effective intelligent leadership can be evidenced:

1. Ensuring that decisions are based on the widest possible range of viewpoints;
2. Creating ways to share and communicate effective innovation;
3. Balancing information of 'the heart' and that of the 'head' in guiding decisions; and
4. Keeping up to date with current thinking and best practice to ensure that leadership impacts on the key purpose of the organisation.

Asking the Intelligent Questions



Intelligent Leadership as a process



Problem Solving & Decision Making



Principles of Adaptive Leadership

