

Managing the Work

Holding the Environment	<ul style="list-style-type: none">● How can we provide safety and structure?● How can we clarify & reorient our values and purposes?● How can we create a shared language?● How can we leverage our history of working together?● How can we establish new processes in moving forward?
Select Participants	<ul style="list-style-type: none">● Who needs to be part of the planning? How?● How can we leverage our successes?● Who needs to learn what to make progress?● How will we communicate our progress to the larger group?● How will we seek out the larger group's input to shape our plan?
Regulate the Heat	<ul style="list-style-type: none">● How will you, as a leader, help maintain the emotional temperature?● How will you “lower the heat” when times get tough again?● How will you provide structure by breaking complex problems down into manageable parts? Time frames, decision guidelines, and role assignments?

Adapted from: Heifetz, R. A., Heifetz, R., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership: Tools and tactics for changing your organization and the world*. Harvard Business Press.