CONCEPT

Adaptive Leadership and Organisational Agility for Senior Leaders

4 – 8 October 2027
London - Central London four-star



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Introduction:

Many executive teams answer shifting markets, new technologies and stalled strategies with familiar fixes, restructuring or expert solutions, when the real difficulty is an adaptive challenge that demands new values, habits and loyalties from the people involved. Adaptive Leadership and organisational agility give senior leaders a way to read such problems, hold productive tension and redirect resources quickly. This Core Concept course works through executive dilemmas drawn from several sectors, and each participant produces an Adaptive Challenge Diagnosis and Agility Action Plan for a case organisation.

Course Objectives:

- Distinguish technical problems from adaptive challenges in the enterprise agenda and avoid applying expert fixes to problems that require people to change
- Diagnose the organisational system, its factions, loyalties and informal authority before intervening on a contested issue
- Regulate the level of distress in the organisation so that teams stay in a productive zone of disequilibrium and take ownership of the adaptive work
- Assess personal and senior team leadership agility across context-setting, stakeholder, creative and self-leadership competencies
- Strengthen strategic agility by improving strategic sensitivity, collective commitment and resource fluidity in executive decision routines
- Design an Adaptive Challenge Diagnosis and Agility Action Plan that sets experiments, learning loops and team structures for a case organisation

Target Audience:

- Senior leaders who set enterprise direction and own multi-year strategic priorities
- Executives who sponsor cross-unit initiatives whose success depends on people changing long-held behaviour
- Heads of business units accountable for performance in volatile or disrupted markets
- Strategy and transformation directors who advise the executive team on operating model choices
- Senior public sector and non-profit leaders who must balance competing stakeholder interests while redirecting resources

Course Outline:

Day 1: Adaptive Challenges and the Senior Leader's Vantage Point

- Technical Problems Versus Adaptive Challenges: Classification Grid for the Executive Agenda
- Dance Floor and Balcony: Alternating Between Action and Observation
- Authority Versus Leadership: Formal Role, Informal Influence and Expectations of the Top Team
- Work Avoidance Patterns: Scapegoating, Distraction and Premature Technical Fixes
- Enterprise Adaptive Pressure Scan Across Markets, Technology and Workforce Expectations

Day 2: Leadership Agility Levels and Strategic Agility Models

- Leadership Agility Levels: Expert, Achiever, Catalyst, Co-Creator and Synergist
- Four Agility Competencies: Context-Setting, Stakeholder, Creative and Self-Leadership Agility
- Strategic Agility Model: Strategic Sensitivity, Collective Commitment and Resource Fluidity
- Five Trademarks of Agile Organisations: North Star, Team Networks and Rapid Cycles
- Cognitive, Emotional and Dispositional Flexibility Self-Profile for Executives

Day 3: Diagnosing the System and Mobilising Adaptive Work

- Faction Mapping: Stakeholder Values, Loyalties and Perceived Losses
- Reading the Politics of Change: Allies, Confidants, Opposition and Casualties
- Holding Environment Design and Regulating the Heat on Contested Issues
- Productive Zone of Disequilibrium: Raising and Lowering Distress Deliberately
- Giving the Work Back: Assigning Ownership to Those Who Must Learn

Day 4: Agile Structures, Experimentation and Leader Resilience Under Volatility

- Network of Empowered Teams Versus Hierarchy: Decision Rights and Cross-Unit Coordination
- Fast Executive Decision Protocols Under Incomplete Information
- Experiment Portfolio Design: Hypotheses, Safe-to-Fail Probes and Learning Loops
- Resource Reallocation Triggers and Stop, Pivot or Scale Reviews
- Leader Resilience Practices: Staying Alive, Anchoring Purpose and Managing Personal Exposure

Day 5: Case Organisation Capstone: Adaptive Challenge Diagnosis and Agility Action Plan

- Case Organisation Briefing: Stalled Strategy in a Disrupted Services Business
- Adaptive Challenge Statement and System Diagnosis for the Case
- Agility Gap Assessment of the Case Senior Team
- Agility Action Plan Drafting: Experiments, Team Structures and Resource Moves
- Executive Panel Challenge and Plan Defence

Skills You Will Gain:

- Adaptive Challenge Diagnosis
- Systemic Organisational Analysis
- Political Landscape Mapping
- Distress Regulation
- Stakeholder Agility
- Strategic Sensitivity
- Resource Fluidity Planning
- Executive Resilience

Why Attend This Course:

- Leave with an Adaptive Challenge Diagnosis and Agility Action Plan for a case organisation that can be applied to a live enterprise issue
- Recognise when a senior team is treating a people problem as a technical one and change the conversation before resources are wasted
- Benchmark personal leadership agility against peers from other sectors and identify the next level of development
- Test executive judgement on contested, uncertain dilemmas with challenge from an executive panel

Conclusion:

Senior leaders rarely fail for lack of expertise; they struggle when a problem requires others to give up familiar ways of working. The week moves from separating technical and adaptive challenges, through leadership agility levels and strategic agility, to diagnosing the political system, regulating distress and giving work back, then to agile team structures, experimentation and leader resilience. The final day applies these methods to a case organisation and produces an Adaptive Challenge Diagnosis and Agility Action Plan ready for executive review.