



# Leading by Convening

*Doing the Work Together*

## Problems Come Bundled

**Technical Problems**—Can be solved by the right information or expert advice.

**Adaptive Problems**—Need different accommodations for different situations.

Few problems have just a technical side or just an adaptive human side. As organizational theorist Ronald Heifetz says, “Problems come bundled.” Find out more at the following video links.

*Video: Adaptive vs. Technical - Dr. Ronald Heifetz*

[http://www.youtube.com/watch?v=UwWyllUlvmo&list=PL687TFPUs\\_2DpZgF\\_z5TAx9x5ecPI\\_9RI](http://www.youtube.com/watch?v=UwWyllUlvmo&list=PL687TFPUs_2DpZgF_z5TAx9x5ecPI_9RI)

*Video: The nature of adaptive leadership – Dr. Ronald Heifetz*

<http://www.youtube.com/watch?v=QfLLDvn0pl8&list=PLYGfiXGGVWyDS4iaSzdNH1D6GiKW44VtK>

As you begin your collaboration, let’s look at how the problems you want to address are bundled.

## SAMPLE

### *Problem*

*Progress monitoring of individual performance is not specific enough, or frequent enough, to improve student outcomes.*

<b>Technical</b> Can be solved by the right information or expert advice.	<b>Adaptive</b> Need different accommodations for different situations.
1. Professional development focuses on the process of progress monitoring. 2. Fidelity checks indicate problems with implementation.	1. Willingness to consider new evidence-based strategies. 2. Time needed to master new strategy. 3. Willingness to seamlessly integrate new practice. 4. Extent to which new practice fits with school culture. 5. Extent of support provided during acquisition of new skill.

## Your Turn

**Problems Come Bundled** (continued)

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<b>Technical</b> Can be solved by the right information or expert advice.	<b>Adaptive</b> Need different accommodations for different situations.

*Continued*

**Problems Come Bundled** (continued)

*Problem*

<b>Technical</b> Can be solved by the right information or expert advice.	<b>Adaptive</b> Need different accommodations for different situations.

*Problem*

<b>Technical</b> Can be solved by the right information or expert advice.	<b>Adaptive</b> Need different accommodations for different situations.