

The Adaptive Advantage

Adaptive capacity is collective.

The collective capability of leaders and teams to sense emerging threats and opportunities, learn quickly, adapt how they work, and intentionally shape what comes next.

Sense

Notice what is changing, inside and beyond the team

Learn

Share what we know, test assumptions, learn from experience

Adapt

Adjust priorities, decisions and roles as things change

Shape

Act on opportunities and influence what comes next

- **Change is the environment, not an event**

Change is no longer something that happens around the work. It is the environment the work happens in, so the way we lead has to adapt too.

- **More is not always better**

Flexibility can create autonomy or boundary strain. Connection can create belonging or connection overload. Leadership can be a social resource, or a strain on the leader when it is under resourced.

- **Leaders are a resource, and need resources too**

Emotionally present and human. Creating safety to speak up and experiment. Building the team's own capacity to lead. Leaders also need boundaries, rest, recovery and connection of their own. If the leader shapes the conditions for everyone else, who shapes the conditions for the leader?

- **Performance can hide depletion**

A team can be performing well while quietly using up its capacity to keep performing. Results alone will not tell you which one you are looking at.

- **Aim for productive stretch**

Too little challenge brings routine and limited learning. Too much, or under-resourced, brings overload and strain. In between sits productive stretch: learning, experimentation and growth.

What helps a team adapt together?

Adaptive capacity grows when four conditions are present. The PATH model names them, and each one carries a question a team can ask itself.

P

Purposeful Choices

Clarity, autonomy and intentional choices to adapt as circumstances change.

What needs to be clearer so we can make intentional choices?

A

Aligned Communication

Clear expectations, effective information flow and intentional communication.

Where are expectations or information getting lost?

T

Team Connection

Trust, psychological safety, belonging and constructive challenge.

Can we speak up, challenge and learn together?

H

Holistic Leadership

Role modelling adaptability and healthy ways of working to help teams perform and thrive.

What are we modelling, and what support do leaders need?

ADAPTIVE ADVANTAGE™ TEAM PROFILE

What would your team's profile show?

Choose one condition. Ask the question together. Make one intentional change.