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	respect the chain of command, do what you are told.	areas for improvement, encourage a 'can do' attitude, do what is necessary to deliver.	diversity. Create communities where shared learning and purposeful action in service of the wider world occurs.	and solve complex challenges. Co-create a better future for all.
CO-EVOLVING			Co-Adaptive Leadership	Co-Creation Culture
INTER- DEPENDENT		Co- Achievement	Collaborative Growth Culture	Accelerated Evolution
INDEPENDENT	Professionalism	Achievement Culture	Purpose Driven	
DEPENDENT	Compliant Dependent Culture	Driven		
Pre Culture Impulse Oriented	COMPLIANCE	RESULTS	CAPACITY BUILDING	EVOLVING SYSTEMS
	INTER- DEPENDENT  INDEPENDENT  DEPENDENT	INTER-DEPENDENT  INDEPENDENT  Professionalism  Compliant Dependent Culture  Pre Culture  COMPLIANCE	INTER- DEPENDENT  Professionalism  Achievement  Culture  Compliant Dependent Culture  Culture  Compliant Dependent Culture  Compliant Results	CO-EVOLVING  CO-Adaptive Leadership  INTER-DEPENDENT  Co-Achievement  Co-Achievement  Coryonth Culture  Professionalism  Achievement  Culture  Purpose Driven  Compliant Dependent Culture  Pre Culture Impulse Oriented  COMPLIANCE  RESULTS  CAPACITY BUILDING

## **Stages of Evolution**

	Impulse Oriented	Compliant Dependent Culture	Achievement Culture	Collaborative Growth Culture	Co-Creation Culture
Management Style	Highly reactive or command and control	Hierarchical and parental	Driving results	Collaborative and developmental	Creative, empowering and disruptive
Environment	Impulsive and reactionary	Procedure driven and traditional	Competitive and fast paced	Inclusive and growth oriented	Highly adaptive and future oriented
Expectations of my people	React quickly, put out fires and focus on quick wins	Loyal, compliant and diplomatic	Pragmatic, accountable and responsible	Strategic and stakeholder oriented with a focus on personal growth	Futuristic thinking to enable continuous evolution
What is mportant?	Survival and immediate action	Position, stability and expertise	Professionalism, outcomes and resilience	Harnessing collective insights and purpose	Co-creating a better future for humanity through building adaptive capacity
What is rewarded and celebrated?	Acting on opportunities, taking charge and winning against others	Experience, compliance and loyalty	Initiative, difficult decisions and results	Developing self and others, strategic thinking and sustainable growth	Enlightened insight, evolutionary milestones and superior agility
What is not safe?	Waiting, procrastinating or taking time to reflect	Challenging authority, challenging the status quo or non-compliance	Under-achievement or blaming others	Narrow or short term thinking or image management	Not considering multiple consequences of actions

## THE SIX STEPS TO BUILDING ADAPTIVE CAPACITY

