
Adaptive Leadership Alumni Conference

October 16–18, 2015

Harvard Kennedy School
Cambridge, Mass.

RECONNECT *with colleagues*

REFRESH *our understanding*

DEVELOP *our practice*

BUILD *the beginnings of the alumni Adaptive Leadership Network*



HARVARDKennedy School

ADAPTIVE LEADERSHIP ALUMNI

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@ALAlumniNet #ALConf2015

adaptive-leadership.net

This conference is co-sponsored by the HKS Office of Alumni Relations and Resource Development and the Center for Public Leadership.

Dear Alumni,

Thanks for joining us this weekend. I am thrilled you are here.

Nearly 35 years ago, together, we started developing models for leadership practice and education. The classroom became a laboratory for faculty and students to develop new ways to approach the challenges of leadership, from the macro to the micro, in every conceivable context, for people working to lead positive change in our world.

Today we are a community of many thousands of people applying and developing the adaptive leadership framework as practitioners, educators, and researchers all over the world. And this weekend at Harvard Kennedy School (HKS), we have the unique opportunity to take a small pause in our daily lives to re-anchor ourselves, refresh our understanding, reconnect with each other, and look forward together.

The world faces enormous adaptive opportunities and pressures. Technological and scientific advancements are rapidly redefining what's possible, cultures are evolving while people struggle to conserve what's precious and essential from their histories, and economies pull millions out of poverty but convulse under the realities of global interdependence and environmental impact. In these realities, the practice of leadership both enriches and challenges our lives.

The Adaptive Leadership Alumni Conference (ALAC) has been conceived as an opportunity for all of us to come together to strengthen the bonds of connection and mutual support in order to navigate and weather the daily difficulties of adaptive work in a healthy and purposeful way.

On behalf of the adaptive leadership faculty and the ALAC organizing team, I want to thank you for being part of this initiative. We hope this weekend marks the beginning of a new stage in the work each of us has long embarked upon to advance our societies and move our communities forward.

Thank you for your partnership.

Ron Heifetz MC/MPA 1983

Founding Director, Center for Public Leadership
King Hussein bin Talal Senior Lecturer in Public Leadership
Harvard Kennedy School

PROGRAM

FRIDAY, OCTOBER 16

6:00–7:00 PM **REGISTRATION** | *Weil Town Hall (Belfer Building)*

7:00–8:30 PM **OPENING PLENARY** | *John F. Kennedy Jr. Forum (Littauer Building)*

INTRODUCTION

Michael Koehler MPA 2014, Acting Executive Director, Adaptive Leadership Network
Emmanuel Sevrin MPP 2013, Conference Chair

WELCOME

Archon Fung, Acting Dean and Ford Foundation Professor of Democracy and Citizenship, HKS

KEYNOTE SPEAKER

Ron Heifetz MC/MPA 1983, Founding Director, Center for Public Leadership, HKS; King Hussein bin Talal Senior Lecturer in Public Leadership, HKS

8:30–10:00 PM **WELCOME RECEPTION** | *John F. Kennedy Jr. Forum (Littauer Building)*
Sponsored by the HKS Office of Alumni Relations and Resource Development

SATURDAY, OCTOBER 17

8:00–8:30 AM **REGISTRATION** | *Weil Town Hall (Belfer Building)*

8:30–9:00 AM **OPENING REMARKS** | *John F. Kennedy Jr. Forum (Littauer Building)*
The Adaptive Leadership Community
Dean Williams, Adjunct Lecturer in Public Policy, HKS

9:00–10:30 AM **CONCURRENT SESSIONS**

Adaptive Leadership Concepts Refresher |
L140 (Littauer Building)
A review of key concepts using a case analysis.

Ron Heifetz MC/MPA 1983, Founding Director, Center for Public Leadership, HKS; King Hussein bin Talal Senior Lecturer in Public Leadership, HKS
Faton Limani MC/MPA 2014, Head Teaching Assistant, HKS

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Plenary Discussion: Where Are We? |

Starr Auditorium (Belfer Building)

For those who have recently been working in-depth with the adaptive leadership framework.

Tim O'Brien, Adjunct Lecturer in Public Policy, HKS

10:30–11:00 AM **Break** | *John F. Kennedy Jr. Forum (Littauer Building)*
Coffee and tea

11:00 AM–12:30 PM **CONCURRENT SESSIONS**

■ **Educator Training Session** | *L230 (Littauer Building)*
Teaching Adaptive Leadership for and within Organizations (Part 1 of 2)

Build and refine your skills in teaching adaptive leadership in an organizational, training, or consulting context.

Alexander Grashow, Co-author, *The Practice of Adaptive Leadership*

Hugh O'Doherty, Executive Director, Leadership and Peacemaking Global Network; Adjunct Lecturer in Public Policy, HKS

■ **Educator Training Session** | *L280 (Littauer Building)*
Teaching Adaptive Leadership in Academic Settings (Part 1 of 2)

Build and refine your skills in teaching adaptive leadership in university or other academic contexts.

Ron Heifetz MC/MPA 1983, Founding Director, Center for Public Leadership, HKS; King Hussein bin Talal Senior Lecturer in Public Leadership, HKS

Tim O'Brien, Adjunct Lecturer in Public Policy, HKS

■ **Practitioners** | *L140 (Littauer Building)*
Working Across Boundaries

Managing productive tensions within groups requires new alliances and relationships across boundaries. How can we learn to partner with people who are not like us to move the group to productive action?

Dean Williams, Adjunct Lecturer in Public Policy, HKS

12:30–2:00 PM **Luncheon** | *Nye ABC (Taubman Building)*
Adaptive Leadership Network: Organization, Mission, and Key Activities

KEY:

- Practitioner Track (practicing leadership)
- Educator Track (teaching or consulting in leadership)

2:00–3:30 PM

CONCURRENT SESSIONS

Adaptive Leadership in Peacebuilding |

L230 (Littauer Building)

Tara Acker MC/MPA 2005, Owner, EPS Consulting Group; Program Director, Leadership and Peacemaking Global Network

Hugh O'Doherty, Executive Director, Leadership and Peacemaking Global Network; Adjunct Lecturer in Public Policy, HKS

Panel Discussion: Adaptive Leadership Research |

L280 (Littauer Building)

How can we expand the existing body of knowledge on adaptive leadership? What is the state of the art in research on leadership?

Sarah Chace, Assistant Professor, Marian University
Juan Corvalan (moderator), PhD candidate in history and civilizations (sociology of leadership) at EHESS, France

Tim O'Brien, Adjunct Lecturer in Public Policy, HKS

Sinead O'Flanagan, Senior Lecturer at MIT Sloan School of Management

Chris Robichaud, Lecturer in Ethics and Public Policy, HKS

**Expanding the Frontier of Adaptive Leadership:
Contextualizing the Non-White Male Experience |**

L140 (Littauer Building)

A participatory workshop on creating strategies to most effectively deploy ourselves in different ethnic, gender, and cultural contexts.

Nadir Ahmad MPA 2011, Founder & CEO, Dowling Street
Candice Crawford, Leadership Coach, Harvard School of Public Health

Kirsti Samuels MC/MPA 2012, Senior Advisor, Conflict Dynamics International; Senior Consultant, Dowling Street

Lauren Lyons MPP 2013, Mission Integration Engineer, Space Exploration Technologies

3:30–4:00 PM

Break | John F. Kennedy Jr. Forum (Littauer Building)
Coffee and tea

4:00–5:30 PM

**CONCURRENT SESSIONS: ALUMNI- AND
COMMUNITY-DESIGNED WORKSHOPS**

**1: Adaptive Leadership as a Model for Executive
Coaching** | L140 (*Littauer Building*)

Ed Helton, Executive Director, Cunningham Center;
Executive Director, Leadership Institute, Columbus
State University

**2: The Guts of Using Case-In-Point in Adaptive
Leadership** | L230 (*Littauer Building*)

Chris Green, Co-author, *Teaching Leadership:
Case-in-Point, Case Studies and Coaching*;
Managing Editor, *The Journal* (Kansas Leadership Center)

**3: Race, Structural Oppression, and Adaptive
Leadership** | L280 (*Littauer Building*)

Poonam Singh, Strategy Consultant and Leadership Coach

4: Adaptive Leadership 2.0 in a Hyperconnected World |
L130 (*Littauer Building*)

Erica Dhawan MPA 2011, Founder and CEO, Cotential;
Author, *Get Big Things Done: The Power of
Connectional Intelligence*

**5: Art as Leadership / Art of Leadership:
Contemporary Art as Case-in-Point for
Adaptive Leadership** | Land Hall (*Belfer Building*)

Tina Doerffer, Founding Principal and CEO, Doerffer
Leadership Group

**6: Workshop on Adaptive Leadership in Post-conflict
Environments** | Nye ABC (*Taubman Building*)

Frauke de Weijer MC/MPA 2010, Policy Analyst and Consultant
Aarya Nijat MPA 2012, Founding Partner, Duran Research &
Analysis

5:30–7:00 PM

Optional Buffet | Nye ABC (*Taubman Building*)

7:00–9:00 PM

Evening Music and Zen Session |
L230 (*Littauer Building*)

*A contemplative and intimate session exploring leadership
through music and mindfulness.*

Hugh O'Doherty, Executive Director, Leadership and
Peacemaking Global Network; Adjunct Lecturer in
Public Policy, HKS

KEY:

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- Educator Track (teaching or consulting in leadership)

Dean Williams, Adjunct Lecturer in Public Policy, HKS

Evening Session: Renegotiating Loyalties |

L140 (Littauer Building)

An inside-out exploration of how our ties to people and cultural narratives can both free us and hold us back in the practice of leadership.

Ron Heifetz MC/MPA 1983, Founding Director, Center for Public Leadership, HKS; King Hussein bin Talal Senior Lecturer in Public Leadership, HKS

SUNDAY, OCTOBER 18

9:00–10:30 AM **CONCURRENT SESSIONS**

■ **Educator Training Session | L230 (Littauer Building)**

Teaching Adaptive Leadership for and within Organizations (Part 2 of 2)

Build and refine your skills in teaching adaptive leadership to others in an organizational training or consulting context.

Hugh O'Doherty, Executive Director, Leadership and Peacemaking Global Network; Adjunct Lecturer in Public Policy, HKS

■ **Educator Training Session | L280 (Littauer Building)**

Teaching Adaptive Leadership in Academic Settings (Part 2 of 2)

Build and refine your skills in teaching adaptive leadership in university or other academic contexts.

Ron Heifetz MC/MPA 1983, Founding Director, Center for Public Leadership, HKS; King Hussein bin Talal Senior Lecturer in Public Leadership, HKS

Tim O'Brien, Adjunct Lecturer in Public Policy, HKS

■ **Practitioners | L140 (Littauer Building)**

The Resilience to Survive Leadership Failures

What does it mean to fail in leadership? How do you heal, pick yourself up, and continue with the work?

Dean Williams, Adjunct Lecturer in Public Policy, HKS

10:30–11:00 AM **Break | John F. Kennedy Jr. Forum (Littauer Building)**
Coffee and tea

11:00 AM –12:30 PM **Adaptive Leadership Network: Opportunities and Getting Started** | *Nye ABC (Taubman Building)*
Learn how to get involved, organize teams, and take the first steps towards launching the network.

12:30–2:00 PM **Luncheon** | *John F. Kennedy Jr. Forum (Littauer Building)*

Adaptive Leadership Network: Lunch by Geography
Build the beginnings of your local network chapter as you dine with adaptive leadership community members from your region.

2:00–3:30 PM **CONCURRENT SESSIONS: PEER PANELS**

■ **1: Applying Adaptive Leadership in Political Contexts** | *L140 (Littauer Building)*

Lilia Aguilar Gil MPA 2012, Member of Congress, Mexico
Amy Clipp MC/MPA 2012, Principal, Amy Clipp Consulting
Sherry Hakimi MPP 2012 (moderator), Founder, Sparktures
Mitzi Johnson MC/MPA 2013, Chair of Appropriations Committee, State Representative Vermont House of Representatives
Kim Leary MC/MPA 2009, Advisor to the White House Council on Women and Girls
Irwin Turbitt HKSEE 2002, 2004, Director Kafka Brigade (UK&I)

■ **2: Applying Adaptive Leadership in Industry Contexts** | *L230 (Littauer Building)*

Francisco Acuña MPA 2005, CEO & Founder, InTrust Global Investments
Olivier Ceberio MPA 2008, Chief of Operations, Resolute Marine Energy
Lydia Odgen, Senior Executive Director, Vaccine Public Policy, Merck & Co.
Juliana Uribe MC/MPA 2013, Social Entrepreneur and Senior Strategist, Purpose.com
Kirsti Samuels MC/MPA 2012 (moderator), Senior Advisor, Conflict Dynamics International; Senior Consultant, Dowling Street
Sushma Sheth MPA 2012, Organizational Strategy Consultant, Accenture

KEY:

- Practitioner Track (practicing leadership)
- Educator Track (teaching or consulting in leadership)

■ **3: Applying Adaptive Leadership in Nonprofit Contexts | L280 (Littauer Building)**

Sharon Abraham-Weis, Executive Director, Association for Civil Rights in Israel

Malik Ahmad Jalal MPA/ID 2011, CEO, Aman Foundation

Michael Herring, Director of Educator Effectiveness, Chicago Public Schools

Michael Koehler MPA 2014 (moderator), Partner, KONU LLC; Acting Executive Director, Adaptive Leadership Network

Shannon McAuliffe MC/MPA 2013, Director, Roca

Ruma Samdani MC/MPA 2012, Senior Advisor, Strategy, Innovation, Multicultural, AARP

■ **4: Leadership Consultants and Trainers Share Their Experiences from the Field | L130 (Littauer Building)**

Nadir Ahmad MPA 2011, Founder & CEO, Dowling Street

Luis Araújo MC/MPA 2013, Leadership Consultant, Strategic Thought Partner

Barbary Cook MPP 2004, Managing Director, Dragonfly Partners LLC

Lauren Lyons MPP 2013 (moderator), Mission Integration Engineer, Space Exploration Technologies

Eric Martin, Senior Leadership and Founder, Eric Martin & Associates

Karen Yeyinmen, Action-Learning Consultant

■ **5: Leadership Academic Instructors Share Their Experiences in the Classroom | Land Hall (Belfer Building)**

Vickie Allen MC/MPA 2005, Consultant

April Bang MPP 2006, Doctoral Student, Columbia University

Captain Reed Bonadonna HKSEE 2013, Director, Ethics and Character Development, US Merchant Marine Academy

David Mack HKSEE 2007, 2015, Associate Dean, College of Business, Director Goolsby Leadership Academy, University of Texas at Arlington

Marc Manashil MC/MPA 2010, Co-founder & Principal, 11plus Philanthropy

Andrew Johnston, Deputy Chief of Party, Literacy Achievement and Retention Activity

3:30–5:00 PM

CLOSING | *John F. Kennedy Jr. Forum (Littauer Building)*
A session to bring closure to our time together, preparing us to reenter the world and our workplaces refreshed, reoriented, and reconnected with the adaptive leadership community.

THE ADAPTIVE LEADERSHIP NETWORK

The purpose of the Adaptive Leadership Network is to strengthen people's leadership capacity to meet the adaptive opportunities and challenges facing organizations and societies around the world.

Since the 1980s, Harvard Kennedy School has served as an important hub in drawing students and faculty into a set of educational developments to create a framework for the practice of leadership. It applies to people across sectors and geographies, operating at different scales, in tackling the complex challenges facing humanity.

We call the process of tackling these challenges adaptive work.

There is important adaptive work to be done in every realm of our lives: families working to survive and thrive in challenging conditions; businesses in complex environments tackling tough trade-offs squaring values of profitability, long-term sustainability, and social justice; and public and nonprofit organizations working to build collaborative capacity across boundaries to tackle tough problems, survive, and thrive.

Our community is composed of the educators and practitioners of adaptive leadership. We aim to add value to their personal and professional lives by:

- Providing a holding environment for cooperation and learning within a community of practitioners and educators.
- Linking like-minded people with each other and with the latest materials on leadership practice and education.
- Fostering the establishment and continuity of alumni consultation groups to support people to “lead and stay alive” as they face important challenges in their work lives.
- Creating a network of referral for alumni seeking to teach or consult in adaptive leadership.
- Further developing the theory and methods of adaptive leadership practice and education.

The Adaptive Leadership Network, a Shared Interest Group at Harvard Kennedy School, aims to incorporate as a nonprofit organization. Find out more by visiting www.adaptive-leadership.net

ORGANIZING TEAM

The ambition of setting up an Adaptive Leadership Network has been around for many years. Multiple initiatives by different groups of people have contributed to this effort; they range from small-group pilots to gathering alumni data to actual organizing work with alumni in the field. This conference was built from this

momentum, and we are very thankful to everyone who has helped to “ripen the issue” over the years.

Our organizing team consists of:

Michael Koehler MPA 2014, Acting Executive Director, Adaptive Leadership Network
Emmanuel Sevrin MPP 2013, Conference Chair and Network Strategy
Juan Corvalan MPA 2011, Communications
Sherry Hakimi MPP 2012, Network Strategy
Andrew Johnston MC/MPA 2013, Conference Program
Lena Kilee MPA 2013, Conference Program
Faton Limani MC/MPA 2014, Conference Operations and Logistics
Lauren Lyons MPP 2013, Conference Program and Network Strategy
Kirsti Samuels MC/MPA 2012, Conference Program
Mark Diaz Truman MPP 2013, Conference Program

If you would like to sign up to volunteer for a local chapter or a committee group, please attend our network sessions listed in the conference program or approach one of the organizers.

CO-SPONSOR: This conference is co-sponsored by the HKS Office of Alumni Relations and Resource Development and the Center for Public Leadership.

FACULTY STEERING COMMITTEE: The organizing team is supported in its efforts by a steering committee providing strategic guidance and conceptual expertise. The steering committee consists of:

Ron Heifetz MC/MPA 1983, Founding Director, Center for Public Leadership, HKS; King Hussein bin Talal Senior Lecturer in Public Leadership, HKS
Marty Linsky, Adjunct Lecturer in Public Leadership, HKS
Tim O'Brien, Adjunct Lecturer in Public Leadership, HKS
Hugh O'Doherty, Executive Director, Leadership and Peacemaking Global Network; Adjunct Lecturer in Public Leadership, HKS
Dean Williams, Adjunct Lecturer in Public Leadership, HKS

CONTACT

If you have any questions during the conference, contact the volunteer organizing team in the following ways:

- See one of the volunteers or visit the registration desk in Weil Town Hall
- Visit the ALAC attendees Facebook page, where you can post questions: bit.ly/ALACfb
- For urgent matters, call or text **617.372.2106**



Harvard Kennedy School Campus Map



HARVARD Kennedy School
Center for Public
LEADERSHIP



HARVARD Kennedy School
ALUMNI RELATIONS AND RESOURCE DEVELOPMENT