

## LEVERAGING CRISIS POINTS TO CATALYSE LONG-TERM SOCIAL CHANGE

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### INSTITUTIONAL LEAD

**Institute for Integrated Transitions; World Bank**

### OVERVIEW

Acute crises create the disequilibrium required for a questioning of the values, beliefs and behaviours that stand in the way of sustainable change. Using concepts from the adaptive leadership framework, the session participants engaged in a learning environment that invited them to question the barriers to change facing the societies in which they work. By exploring why individuals and groups resist change, and how to leverage moments of crisis to launch and sustain a system-level change process, this session empowered participants to be more effective agents of sustainable change in their respective environments.

### FOCUS

The session focused on the concept of adaptive leadership and how crises create the disequilibrium necessary for questioning the values, beliefs and behaviours that stand in the way of sustainable change.

### OBJECTIVE

Using concepts from the adaptive leadership framework, the session aimed to empower participants to be more effective agents of sustainable change.

### KEY TAKEAWAYS

There are differences between technical and adaptive challenges and between leadership and authority. People do not resist to change but to changes causing losses. Yet, adaptive leadership implies some losses and the ability to recognize the losses which are needed to engage for a successful adaptive work.

It is necessary to maintain a disequilibrium level that makes the cost of not dealing with the problem higher than the discomfort of dealing with it. The adaptive leadership framework can be applied to country cases, with a focus on how to build trust and how to change core values and beliefs in a society. The framework is still in development and there are no indicators to evaluate the results. Future work is needed to discover how to pressurize and find resources for people in a position of authority.

### RECOMMENDATIONS

- Identify the stress in the system that need to be dealt with.
- Undertake technical (not adaptive) work in order to reduce disequilibrium under the limit of tolerance.



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