

THE OXFORD ADAPTIVE AND TRANSFORMATIONAL LEADERSHIP



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Introduction

The Oxford Adaptive and Transformational Leadership Training Course prepares leaders to work with complexity, uncertainty, and change that has no ready answer. Participants examine adaptive leadership, transformational influence, and the personal practice that sustains both under sustained pressure. The programme combines diagnostic frameworks with real leadership dilemmas. As a result, learners gain a disciplined way to separate technical problems from adaptive ones. Furthermore, the course strengthens judgement, stakeholder mobilisation, and the resilience required to lead change that challenges established habits.

The Oxford Adaptive and Transformational Leadership Course Objectives

- Distinguish technical problems from adaptive challenges.
- Apply the adaptive leadership framework (Heifetz) to real dilemmas.
- Use the Cynefin framework to match approach to problem type.
- Practise transformational leadership behaviours that raise motivation and purpose.
- Build a vision and communicate it with clarity and meaning.
- Mobilise stakeholders using power-interest grids and coalition building.
- Regulate distress and manage the productive zone of disequilibrium.
- Give the work back and build adaptive capacity in teams.
- Apply Kotter's eight steps and the ADKAR model to transformation.
- Build personal resilience, ethical judgement, and leadership presence.

Course Methodology

- Interactive sessions built on adaptive and transformational leadership cases.

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- Workshops on problem diagnosis, vision building, and stakeholder mobilisation.
- Group exercises on giving the work back and regulating distress.
- Hands-on practice with the Cynefin framework, power-interest grids, and change planning.
- Simulation of a contested transformation with active resistance.
- Facilitator coaching and peer review on personal leadership plans.

Who Should Take This Course

- Senior managers, directors, and heads of function.
- Transformation and change programme leaders.
- Leaders facing complex, adaptive organizational challenges.
- Business unit leaders driving culture and behaviour change.
- Senior professionals preparing for broader leadership responsibility.
- Consultants advising on transformation and leadership development.

The Oxford Adaptive and Transformational Leadership Course Outlines

Day 1: Technical Problems and Adaptive Challenges

- What makes a challenge adaptive rather than technical.
- Why familiar solutions fail on adaptive problems.
- The adaptive leadership framework (Heifetz) and its core ideas.
- Getting on the balcony: stepping back to see the system.
- Identifying the values and losses at stake.
- The leader's own part in the problem.
- Case discussion: a leader who applied a technical fix to an adaptive problem.





Day 2: Diagnosing Complexity and Choosing an Approach

- The Cynefin framework: simple, complicated, complex, and chaotic.
- Matching leadership approach to problem type.
- Systems thinking and seeing interconnections.
- Scenario planning for uncertain futures.
- Distinguishing urgent from important with the Eisenhower matrix.
- Deciding when to experiment and when to decide.
- Workshop: diagnosing a real challenge and choosing an approach.

Day 3: Transformational Leadership and Vision

- Transformational versus transactional leadership.
- Idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration.
- Building a vision that people can repeat.
- Storytelling, framing, and message discipline.
- Values, purpose, and ethical leadership.
- Executive presence and communicating with conviction.
- Exercise: crafting and delivering a transformation vision.

Day 4: Mobilising Stakeholders and Regulating Distress

- Stakeholder mapping with power-interest grids.
- Building coalitions and identifying allies and resisters.
- Regulating distress and the productive zone of disequilibrium.

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- Giving the work back instead of solving it for people.
- Protecting voices of dissent and managing backlash.
- Handling resistance with the Thomas-Kilmann conflict modes.
- Simulation: a contested transformation with active resistance.

Day 5: Sustaining Transformation and Personal Practice

- Applying Kotter's eight steps and the ADKAR model to transformation.
- Sequencing interventions and building momentum.
- Building adaptive capacity and distributed leadership.
- Personal resilience, reflection, and peer support.
- Ethics and consistency when pressure rises.
- Personal leadership development planning.
- Capstone: presenting an adaptive and transformational leadership plan.

Conclusion

By successfully completing The Oxford Adaptive and Transformational Leadership, participants will gain a disciplined command of adaptive diagnosis, transformational influence, and stakeholder mobilisation. They will acquire skills in distinguishing technical from adaptive work, building vision, regulating distress, and sustaining transformation over time. Gentex Training Center designs the programme to help leaders meet complex challenges with judgement and steadiness.

FAQs





Q1 What is the "The Oxford Adaptive and Transformational Leadership" course about?

It prepares leaders to work with complexity, uncertainty, and change that has no ready answer. The course spans the distinction between technical problems and adaptive challenges, complexity diagnosis, transformational leadership and vision, stakeholder mobilisation, and sustaining transformation.

Q2 What are the key benefits of the "The Oxford Adaptive and Transformational Leadership" course?

You gain a disciplined way to separate technical problems from adaptive ones. The course improves diagnostic judgement, strengthens vision and communication, sharpens stakeholder mobilisation, and helps leaders sustain transformation without burning out themselves or their teams.

Q3 What skills will I gain from the "The Oxford Adaptive and Transformational Leadership" course?

You will develop four core skills: adaptive challenge diagnosis, transformational vision and influence, stakeholder mobilisation and resistance handling, and transformation sustainability with personal resilience.



Q4 What tools, methods, or standards are covered in the "The Oxford Adaptive and Transformational Leadership" course?

The course covers the adaptive leadership framework (Heifetz) including getting on the balcony and regulating distress, the Cynefin framework, systems thinking, scenario planning, the Eisenhower matrix, transformational and transactional leadership models, vision and storytelling techniques, power-interest grids, coalition building, the Thomas-Kilmann conflict modes, Kotter's eight steps, and the ADKAR model.

Q5 How is the "The Oxford Adaptive and Transformational Leadership" course applied in real-world practice?

Participants apply it to real work such as diagnosing why a strategy keeps stalling, building and communicating a transformation vision, mobilising stakeholders through contested change, and giving ownership back to teams rather than solving problems for them. The same methods support culture change and leadership development.