

Understanding Poverty as a Complex Issue - Handout

Seven Characteristics of the Complex Issue of Poverty

1. It is difficult to frame.
2. The cause and effect relationships are unclear.
3. There are diverse stakeholders.
4. Each experience of poverty is unique.
5. The nature of poverty evolves.
6. There is no obvious right or wrong set of solutions.
7. There is no objective measure of success.

Ten Emerging Principles of Adaptive Leadership

1. Convene stakeholders.
2. Focus public attention.
3. Cultivate high aspirations.
4. Use framing as a tool.
5. Build a good enough vision, let direction arise.
6. Chunk and link areas of work.
7. Go for multiple – sometimes competing – actions.
8. Court and mediate conflict.
9. Maintain productive distress.
10. Acknowledge multiple accountabilities and measures of progress.

Adapted from: Paul E. Plsek & Associates Inc. www.plexusinstitute.org/edgeware/archive/think/main/prin12.html

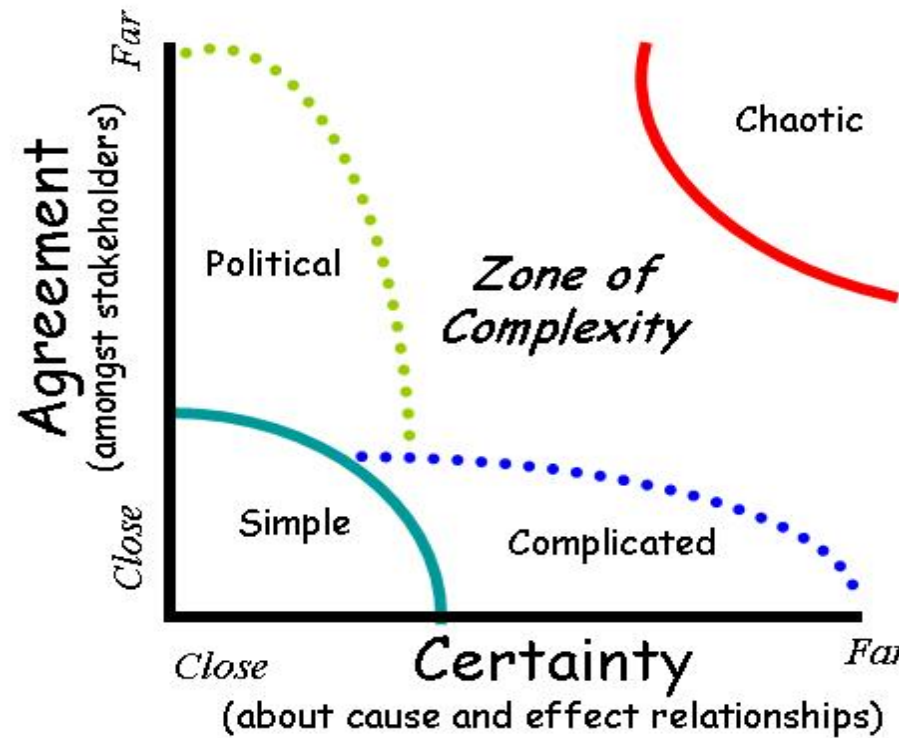
The Stacey Matrix

Political

Compromise, negotiation, coalition building, relationship building.

Chaos

High turbulence, no patterns, tension, avoidance, need to create stability.



Simple

Right answer exists, best practice and detailed recipes, fact-based, traditional management.

Complicated

More than one right answer possible, fact-based, coordination of expertise.

Adapted From: Ralph Stacey. Strategic Management: Organizational Dynamics: The Challenge of Complexity. 3rd Edition. Harlow: Prentice Hall. 2002.