



What Kind of Challenge are We Facing?

- **Technical Challenge** - the problems and solutions are agreed upon, based on current knowledge, and solutions are often implemented through the use of expertise or positional authority.
 1. The problem is easy to identify.
 2. Solutions are specific and clearly defined.
 3. Often change focuses on individuals or solutions with one right answer.
 4. Technical solutions are more readily accepted.
 5. Solutions can be implemented from the top-down or by an expert.

- **Adaptive Challenge**— the problems and solutions are more conflictual, have differing understanding, requires learning, and focus on the larger system and root causes.
 1. The problem is more difficult to identify, requires learning, and often deals with people.
 2. Solutions may require changes to belief systems, orientations, norms, patterns of behavior, and roles.
 3. Change often focuses on relationships between people, group dynamics, systemic patterns and biases, engagement across differing perspectives, and transformation of peoples' mindsets or system functioning.
 4. People are more likely to be resistant to adaptive solutions.
 5. Solution are not top-down edicts or identified by experts but require everyone that has a stake to play a part.

	Technical	Adaptive
The Problem	Clear	Unclear or lack of agreement
The Solution	Clear/ Current know how	Unclear or lack of agreement
Whose Work is it?	Experts and/or Persons in Authority	Key stakeholders, including those most impacted
Type of Work	Efficient	Experimental
Timeline	Fast/ASAP	Longer/Requires Patience
Expectations	Fix the problem	Make progress
What's Required	Confidence, Knowledge, & Skill	Curiosity, Communication, & Engagement
