

Dangers of Case-in-Point and Teaching Adaptive Leadership

June 22, 2018

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Agenda

- **Adaptive Leadership and Case-in-Point**
- **Case Analysis**
- **Findings from the Research**

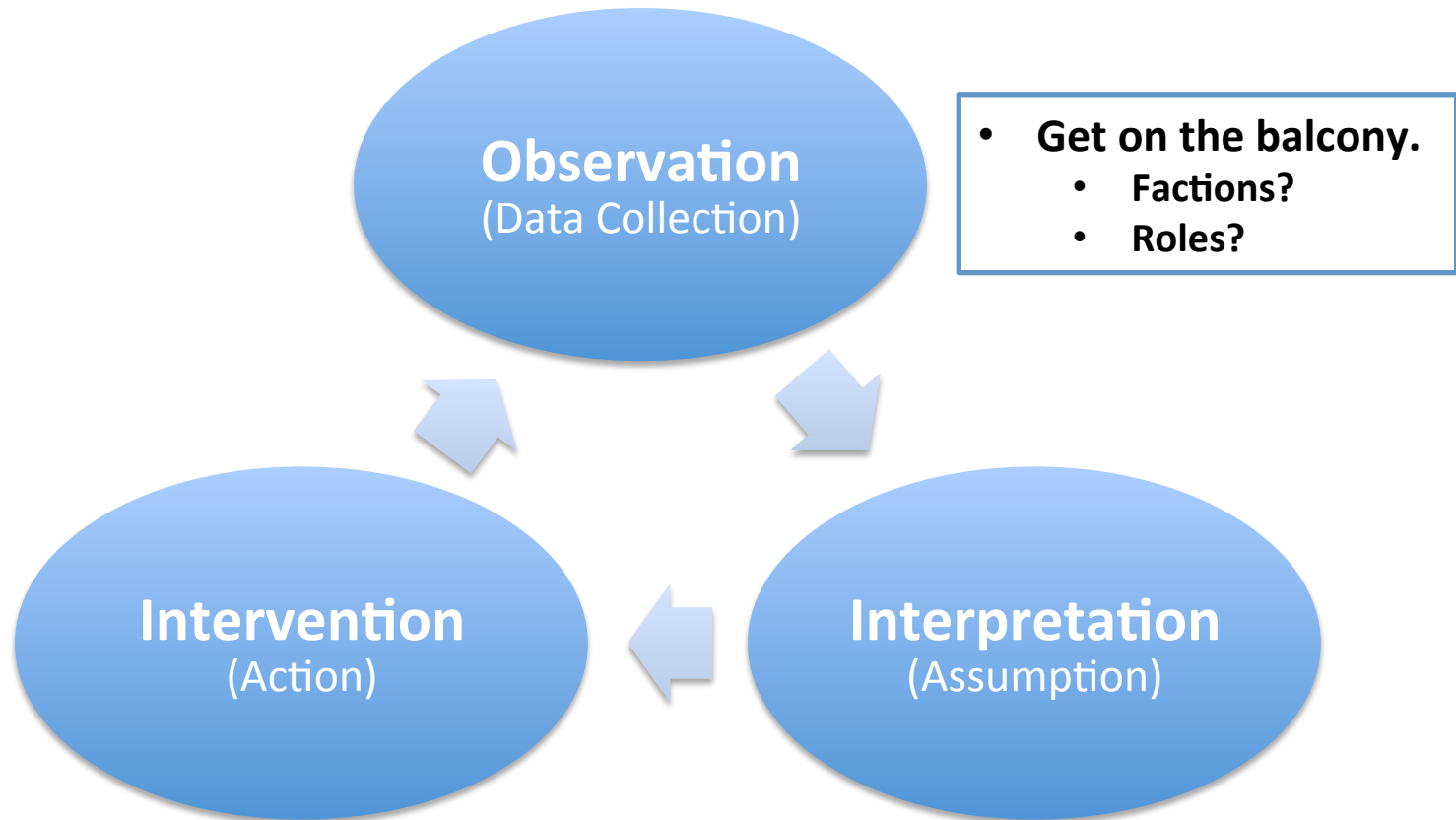
**Authority is a power conferred or entrusted
(through position or appointment) in
exchange for a service.**

(Ronald Heifetz)

Leadership is the activity or process of mobilizing groups to make progress on the difficult, adaptive challenges.

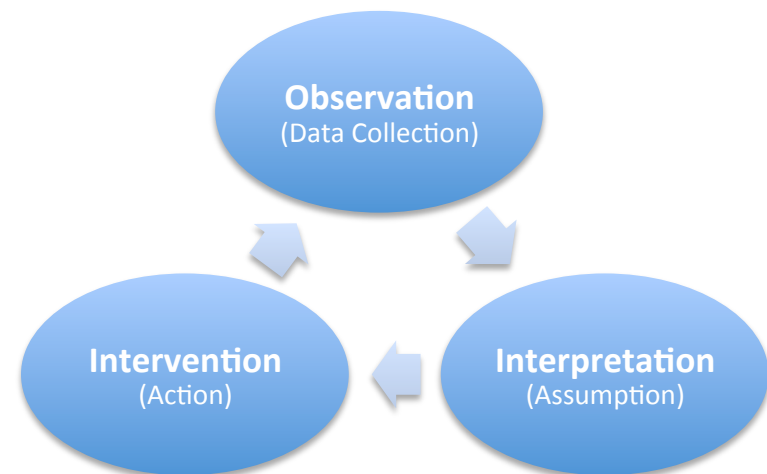
(Ronald Heifetz)

Leadership Process



Case-in-Point Teaching

- Is a highly experiential leadership development method.
- Uses the classroom and yourself as a social system.
- Trains students to exercise leadership process within a social system in the classroom.



Leadership Case Analysis

Process:

- 1. Case Presentation (5 min.)**
- 2. Clarifying Questions (10 min.)**
- 3. Diagnostic Brainstorming (15 min.)**
- 4. Action Step Brainstorming (5 min.)**
- 5. Presenter Reflections (5 min.)**
- 6. Group Debrief (5 min.)**

Case Site:

The School of Leadership and Education Sciences at a private university in Southern California

Leadership Challenge:

How could we reestablish experiential leadership teaching in the curriculum?

Key Challenges of Case-in-Point

- **Case-in-point contains challenges inherent in adaptive leadership.**
- **Case-in-point brings external dynamics into the classroom.**
- **In Case-in-point, challenges mirrors benefits.**

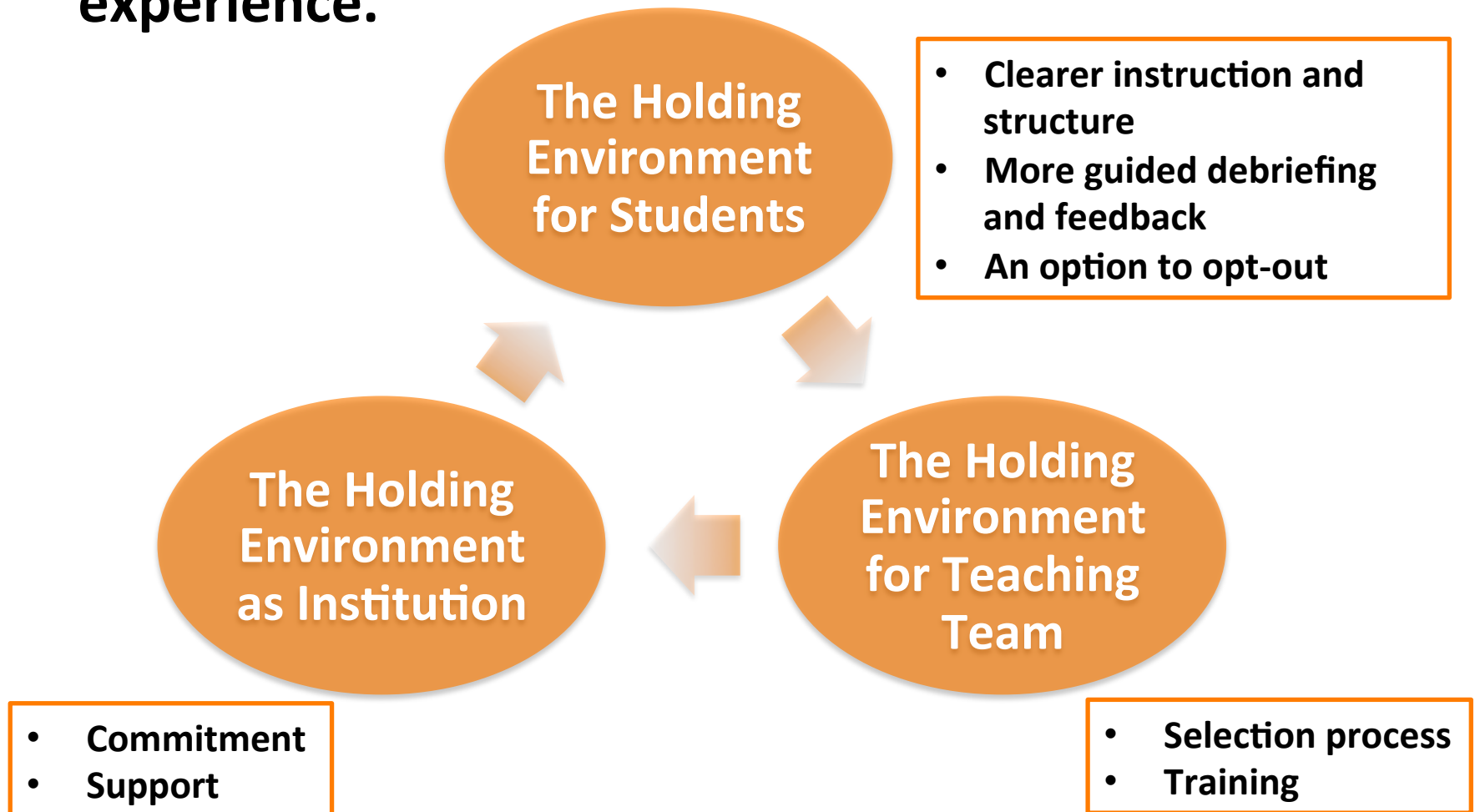
In Case-in-point, challenges mirrors benefits.

“The experiential learning where we experienced the heightened level of anxiety, surpassing the point where we were able to do the work, was meaningful enough for me. But that was my experience, because I wasn’t heightened to a point I couldn’t learn. But I could see that other people were. So I learned a lot from that, but they might not.”

“Some see value in being uncomfortable, but others don’t see value in being uncomfortable and the growth that happens when you are uncomfortable. So it depends on how you view being uncomfortable.”

Implication for Practice

- Maintain an appropriate “holding environment” to fit for students’ readiness to Case-in-Point experience.



Thank you.