

## The Association for Women in Mathematics University of Kansas Student Chapter

### **Everyone is Invited!**

# 4:00 PM 306 Snow Hall

### Engaging the Adaptive Challenge

### Dr. Mary Banwart

Associate Professor & Director, Institute for Leadership Studies Program & Academic Director, Kansas Women's Leadership Institute

Most often the issues and challenges around which we care the most and are the most passionate are also the issues and challenges with the most complexity, the most ambiguity, and no standard operating procedures. In other words, it is an adaptive challenge. Further, Dr. Ron Heifetz and his colleagues argue the greatest failures in leadership typically come from using technical solutions in an attempt to address an adaptive challenge – thus diagnosis become critical in the process. In this conversation we'll talk about identifying the characteristics of an adaptive challenge vs. a technical problem, the competencies and areas of development necessary for addressing adaptive challenges, and begin to reframe how we understand doing the work of leadership.

Dr. Mary Banwart is an Associate Professor in the Communications Studies Department and Director of the Institute for Leadership Studies. She is also the Program and Academic Director for the Kansas Women's Leadership Institute, housed in the ILS. She teaches undergraduate and graduate courses in leadership and communication as well as political communication. Her primary research focuses on political campaign communication and the influence of gender in political campaigns, with specific attention directed toward political advertising, campaign web sites, and mixedgender debates. She also researches the effects of leadership development programs on empowerment.

