



Canoeing the Mountains

By Tod Bolsinger

When normal ministry changes we may be tempted to be frustrated. We may feel that our efforts are useless.

But we should always ask ourself this question: What else **COULD** we do?

New situations require new approaches.

Lewis & Clark's plan was to find a water route to the Pacific. But as Lewis stood looking at "the most terrible mountains I ever beheld", everything changed. "He was planning on exploring the new world by boat. He was a river explorer. They planned on rowing, and they thought the hardest part was behind them...They would have to change plans, give up expectations, even reframe their entire mission. What lay before them was nothing like what was behind them."

When we face mountains instead of rivers, we need to be willing to adapt and forge ahead. It is a true saying that "what got us here wouldn't take us there."

Our world has changed and will continue to do so. There are now digital tools at our disposal that have never existed. There are different ways of doing ministry than before. Yet the core principles haven't changed. This opens to us a world of possibility.

What else **COULD** we do to spread the gospel and equip the saints for ministry?

We are currently facing many unknowns in the mountains ahead. Let's be willing to adapt **HOW** we do ministry to continue getting the gospel out. Like Lewis and Clark, let's be willing to leave the canoes and find some horses.

There were no experts, no maps, no "best practices" and no sure guides who could lead them safely and successfully. The true adventure—the real discovery—was just beginning.

Five vital lessons that every leader of a Christian congregation or organization has to learn to lead in uncharted territory:

Part 1: **Understanding uncharted territory:** The world in front of you is nothing like the world behind you.

Part 2: **The on-the-map skill set:** No one is going to follow you off the map unless they trust you on the map.

Part 3: **Leading off the map:** In uncharted territory, adaptation is everything.

Part 4: **Relationships and resistance:** You cannot go alone, but you haven't succeeded until you've survived the sabotage.

Part 5: **Transformation:** Everybody will be changed (especially the leader).

Part 1: Understanding Uncharted Territory

Chapter 1: Seminary Didn't Prepare Me for This

Key Idea:

Christian Leaders: You were trained for a world that is disappearing.

Main Points:

1. When churches functioned primarily as vendors of religious services for a Christian culture, the primary leadership toolbox was teaching (for providing Christian education) liturgics (for leading Christian services) pastoral care (for offering Christian counsel and support).
2. **Today's problems are very often the result of yesterday's solutions.**
3. They are challenges that go beyond the technical solutions of resident experts or best practices, or even the organization's current knowledge. They arise when the world around us has changed but we continue to live on the successes of the past... **What got us here wouldn't take us there.**
4. I had to lose some of my status, power and control. I had to lose "say" over certain aspects of the mission, and mostly I had to lose my identity as the resident expert and learn to lead all over again.
5. Management cares for what *is*. Leadership is focused on what *can be* or *what must be*.
6. Leadership principles:
 - a. Leadership is essential. Leadership is always about personal and corporate transformation. The person who takes personal responsibility to live into the new future in a transformative way, in relationship to the others in the system, is the leader. If someone is not functioning as a leader, the system will always default to the status quo.
 - b. Leadership is expressed in behaviors. The leader [has] stayed in relationship with those they are called to lead. You can't lead from outside the system. Leaders are not blaming anyone (or, for that matter, any circumstance) for the challenges they face but are solely focusing on personal responsibility, looking to what they can do—how they can act—differently.
 - c. Leadership is developed. Any person who is willing to take personal responsibility, convene a group to work on a tough problem and persist in the face of resistance is a leader. Leadership is learned in the doing and by reflecting on the doing. We don't learn from experience, we learn by reflecting on experience.
7. **We are heading into uncharted territory and are given the charge to lead a mission where the future is nothing like the past.**

Chapter 2: Adventure or Die

Key Idea:

*To move forward we don't need to try harder or do more of what has always been done.
To move into uncharted territory we need to learn to see new possibilities.*

Main Points:

1. **After centuries of stability and slow, incremental change, in less than a generation our world has become VUCA: volatile, uncertain, complex and ambiguous.** What we have learned in our schools, through our experiences, from our mentors and by common sense will only take us so far. We now have to use every bit of what we know and become true learners who are ready to adapt to whatever comes before us.
2. **All that we have assumed about leading Christian organizations, all that we have been trained for, is out of date.** *Kyle's note: Find timeless principles that can be applied to new situations. Depend on little, be adaptable. Reduce dependency to increase strength.*
3. As pastors, we were trained to teach those who come on their own, to care for those who call for help, to lead those who volunteer and to administer the resources of those who willingly give and participate. Now we are called on to minister to a passing parade of people who treat us like we are but one option in their personal salad bar of self-fulfillment. To do so will take a significant shift in thinking about pastoral leadership.
4. The church's true and authentic organizing principle is mission. When the church is in mission, it is the true church.
5. Leadership development must be dramatically different than it was during Christendom.
6. If we are convinced that a change is necessary, how do we bring it without alienating the whole church? *Kyle's note: This is often accomplished through creating new groups that are unhindered by the past or by bureaucracy. Small teams move fast and can easily experiment with new ideas.*
7. Conceptually stuck systems cannot become unstuck simply by trying harder. For a fundamental reorientation to occur, that spirit of adventure which optimizes serendipity and which enables new perceptions beyond the control of our thinking processes must happen first.
8. **Adaptive challenges are never solved through a quick fix. Before we can solve any problem, we need to learn to see new possibilities.** *Kyle's note: Timeless Principles. Adaptable Practices.*

Chapter 3: A Leadership Model for Uncharted Territory

Key Idea:

Leadership is energizing a community of people toward their own transformation in order to accomplish a shared mission in the face of a changing world.

Main Points:

1. In the Christendom world, speaking was leading. In a post-Christendom world, leading is multidimensional: apostolic, relational and adaptive.
2. To live up to their name, local churches must be continually moving out, extending themselves into the world, being the missional, witnessing community we were called into being to be: the manifestation of God's going into the world, crossing boundaries, proclaiming, teaching, healing, loving, serving and extending the reign of God. In short, churches need to keep adventuring or they will die.
3. If traditional churches are going to become missionary churches, then pastors must become truly missional leaders of missional communities.
4. Leadership requires shared, corporate learning expressed in new shared, corporate functioning. In order to act or function differently in a changing world, all true leadership will require transformation. To that end, **all true leadership will be anchored in the principles of adaptive leadership.** *Kyle's note: Teach principles and adaptability. How to identify problems and solutions. How to make and pursue goals for new territory.*
5. **Adaptive leadership is not about finding the best-known or most-available fix to a problem, but instead adapting to the changing environment or circumstances so that new possibilities arise for accurately seeing, understanding and facing challenges with new actions.**
6. Technical problems are those where the solutions are available to and "within the repertoire" of the community.
7. Adaptive challenges are those that "cannot be solved with one's existing knowledge and skills, requiring people to make a shift in their values, expectations, attitudes, or habits of behaviour."
8. Uncharted leadership therefore requires transformation of the way problems have been approached in the past since there is no map for uncharted territories. An understanding of this kind of adaptive leadership have three characteristics:
 - a. a changing environment where there is no clear answer
 - b. the necessity for both leaders and follower to learn, especially the leader's own ongoing transformation
 - c. the unavoidable reality that a new solution will result in loss

Part 2: The On-the-Map Skill Set

Chapter 4: Competence and Credibility

Key Idea:

Before people will follow you off the map, gain the credibility that comes from demonstrating competence on the map.

Main Points:

1. Usually, before a community of faith will even consider undergoing costly change, there must be a sense that leadership is doing everything within their power and their job description to be as effective as possible.
2. Most real change is not about change. It's about identifying what cultural DNA is worth conserving, is precious and essential, and that indeed makes it worth suffering the losses so that you can find a way to bring the best of your tradition and history and values into the future.
Kyle's note: Identify the principles that never change.
3. People need to experience the love of God as they are led into the mission of God. If they don't feel loved, they will likely not let anyone lead them anywhere.
4. With a growing dissatisfaction of impersonal organizational models, the answer isn't to create a false divide between personal and organizational. The answer is to repersonalize the organizational. *Kyle's note: Involve more people. Personalize the organization.*

Chapter 5: Preparing for the Unknown

Key Idea:

The primary way to prepare for the unknown is to attend to the quality of our relationships, to how well we know and trust one another.

Main Points:

1. “Adaptive processes don’t require leadership with answers. It requires leadership that create structures that hold people together through the very conflictive, passionate, and sometimes awful process of addressing questions for which there aren’t easy answers.”
2. “A holding environment consists of all those ties that bind people together and enable them to maintain their collective focus on what they are trying to do. All the human sources of cohesion.”
3. In uncharted territory, trust is as essential as the air we breathe. If trust is lost, the journey is over.
4. To be considered truly trustworthy, those actions can’t be one-off events or one-time responses to a particularly critical situation; they must be a consistent expression of the character and values of the leader.
5. “Trust is gained like a thermostat and lost like a light switch.”
6. Of all the landmark discoveries and mental-model reorientations that resulted from Lewis and Clark’s discoveries, perhaps the most overlooked is their incredibly effective model of a leadership partnership.

Chapter 6: Eating Strategy for Breakfast

Key Idea:

The most critical attribute a congregation must have to thrive in uncharted territory is a healthy organizational culture.

Main Points:

1. “If one wishes to distinguish leadership from management or administration, one can argue that leaders create and change culture, while management and administration act within culture.” Edgar H. Schein
2. “Leaders shape culture by default or design.” Bob Henley
3. Organizational culture is usually set by the founders of the group and reinforced through success. When a value leads to a behavior that results in a desired outcome, then the values and behaviors become embedded in the group’s DNA.
4. The actual behaviors of those in authority express and shape the actual values of the organizational culture.
5. **A culture built on meeting the needs of its members will struggle with implementing changes that depend on putting those self-interested needs aside.** *Kyle’s note: If we want to go somewhere, comfort can’t be the culture. Going places means prioritizing the destination above comfort.*
6. “While management acts within culture, leadership creates culture.”
7. “How does culture change? A powerful person at the top, or a large enough group from anywhere in the organization, decides the old ways are not working, figures out a change vision, starts acting differently, and enlists others to act differently.”

Part 3: Leading Off the Map

Chapter 7: Navigating the “Geography of Reality”

Key Idea:

When our old maps fail us, something within us dies. Replacing our paradigms is both deeply painful and absolutely critical.

Main Points:

1. This adaptive capacity is the crucial leadership element for a changing world. These skills include the capacity to:

- calmly face the unknown
- refuse quick fixes
- engage others in the learning and transformation necessary to take on the challenge that is before them
- seek new perspectives
- ask questions
- raise up the deeper issues at work in a community
- explore and confront resistance and sabotage
- learn and change without sacrificing personal or organizational fidelity
- act politically and stay connected relationally
- help the congregation make hard, often painful decisions to effectively fulfill their mission in a changing context

2. When we get to moments of deep disorientation, we often try to reorient around old ways of doing things. We go back to what we know how to do. We keep canoeing even though there is no river. We resolutely hope that the future will be like the past and that we already have the expertise needed for what is in front of us.

3. **At the core of adaptive work is clarifying what is precious, elemental—even essential—to the identity of an organization.** *Kyle’s note: Knowing what is essential makes it possible to adapt.*

4. If you are not learning anything new, it is not adaptive work. It might be a good, necessary, wise, even vital strategy. But if your group is addressing a new challenge with an old solution, relying on a best practice or implementing the plan of a resident expert, then the solution is a technical one, not adaptive.

Chapter 8: My Italian Grandfather Was Killing Me

Key Idea:

Because the church is the body of Christ, in order to lead it a leader must be able to see and lead the church as a living system.

Main Points:

1. In a Christendom world, vision was about seeing possibilities ahead and communicating excitement. In uncharted territory—where no one knows what’s ahead—vision is about accurately seeing ourselves and defining reality.
2. Leadership vision is often more about seeing clearly what is even more than what will be.
3. “The first responsibility of a leader is to define reality.”
4. Three key questions for adaptive work:
 - a. What DNA is essential and must be preserved?
 - b. What DNA is not essential and can be discarded?
 - c. What DNA needs to be created through experimentation?
5. Members will resist any change that is in conflict with the church’s code. But they will also resist change if they don’t perceive that leaders are intentionally preserving the church’s code. By discovering and preserving your church’s code, you will give your members a sense of safety so that they will be more open to change.
6. A tension in all adaptive work:
 - a. To learn and adapt we need new, creative experiments in relationships and purposes. Although the old solutions may have been good and effective once, the old solutions are inadequate.
 - b. When we are experimenting with new solutions within a living system, we are doing so with something that has a history, is alive and precious, and must be handled with care.

Chapter 9: Don't Just Do Something, Stand There . . . Then Do Something

Key Idea:

The first component of developing adaptive capacity is to realize that it's a process of learning and adapting to fulfill a missional purpose, not to fix the immediate issues.

Main Points:

1. Directional leadership offers direction and advice based on experience and expertise, while adaptive leadership functions in an arena where there is little experience and often no expertise.
2. Adaptive leadership is an iterative process involving three key activities: (1) observing events and patterns around you; (2) interpreting what you are observing (developing multiple hypotheses about what is really going on); and (3) designing interventions based on the observations and interpretations to address the adaptive challenge you have identified.
3. Leadership in the past meant coming up with solutions. Today it is learning how to ask new questions that we have been too scared, too busy or too proud to ask.
4. "Cause and effect are not closely related in time and space." Because of the gap between cause and effect, it is difficult to diagnose the true underlying causes of most problems.
5. "Survivorship bias" is the tendency to look only at the "survivors" or "stories of success" and draw conclusions about reality. (Example: WWII engineers had to look at the planes that were shot down, not the planes that survived to learn what areas needed reinforced.)
6. Three principles that must be embraced in order to keep the system calm enough to move forward, make the adaptive shifts necessary and implement new solutions.
 - a. The eventual solution will be a healthy adaptation of the church DNA.
 - b. Interventions should start out modestly and playfully. The early experiments should not cost a lot of money, disrupt the organization chart, upset the center of the church life too much or be taken too seriously yet. They should instead be opportunities to try some things and see how the system reacts. In short, when intervening in the system, there needs to be a clear sense that learning is the goal, that we are not making any big, permanent changes yet but simply trying out some ideas to see what we will find.
 - c. Innovative interventions will always be resisted.

Chapter 10: The Mission Trumps!

Key Idea:

The focused, shared, missional purpose of the church or organization will trump every other competing value.

Main Points:

1. Leadership is disappointing your own people at a rate they can absorb.
2. Disappoint people too much and they give up on you, stop following you and may even turn on you. Don't disappoint them enough and you'll never lead them anywhere.
3. Leadership isn't so much skillfully helping a group accomplish what they want to do (that is management). Leadership is taking people where they need to go and yet resist going.
4. Leadership is energizing a community of people toward their own transformation in order to accomplish a shared mission in the face of a changing world.
5. "The key to their survival was the ability to run 'experiments in the margin,' to continually explore new business and organizational opportunities that create potential new sources of growth."
6. **"your system is perfectly designed to get the results you are getting."** *Kyle's note: Don't complain about results, change the system. Don't simply do more of the same, be willing to change the system.*
7. There is perhaps no greater responsibility and no greater gift that leadership can give a group of people on a mission than to have the clearest, most defined mission possible.
8. The first question about leading into uncharted territory is not about change but about what will not change.

Chapter 11: Take a Good Look into the Coffin

Key Idea:

For the leader it is critical to monitor our own emotional reactivity when the anxiety within the church rises.

Main Points:

- 1. The real challenge of leadership is not tactical or strategic but emotional.**
2. The calm leader is self-aware, committed to the mission (the mission trumps) and focuses on his or her own self in the transformation process.
- 3. People do not resist change, per se. People resist loss.**
4. For at least a generation we could solve every problem through addition. If we wanted to address a need, we just added a new program, a new staff member, a new line item in the budget. But now we don't have the money and personnel to do that. **We can't solve our problems through addition**, and we just don't have any experience of solving problems with subtraction. *Kyle's note: Solve some problems by subtraction. Stop doing good things to focus on the best.*
5. "Today's problems come from yesterday's solutions." This means that the program, ministry, staff person, principle, action or activity in danger of being lost was at one time of great value.
6. The first step for leading organizational change is creating a sense of urgency...a "gut-level determination to move . . . now."
7. Instead of patiently waiting for a widespread and true urgency, most leaders settle for the false urgency of attending to the most urgent issue or the one that has the most people in an uproar. Whenever the urgent pushes out the important, we fall into the trap of feeling as if we are busy accomplishing something while we are running on a treadmill—getting exhausted but not going anywhere.
8. Think of how many ministry decisions have been made in order to not hurt the feelings (acceptance) or threaten (survival) or challenge (control) a leader, a group, a big giver or a significant part of the congregation. Think of how often the deciding factor was not mission but what will anger the least amount of people.
9. Regulating the heat is a delicate art built around one crucial leadership skill: regulating ourselves. Remember: we don't act like a thermostat, we are the thermostat. We regulate the heat by monitoring and regulating ourselves.
10. "To lead means to have some command of our own anxiety and some capacity not to let other people's anxiety contaminate us; that is, not to allow their anxiety to affect our thinking, actions, and decisions."

Part 4: Relationships and Resistance

Chapter 12: Gus and Hal Go to Church

Key Idea:

Leadership is always relational.

Main Points:

1. If, as I define it, leadership is energizing a community of people toward their own transformation in order to accomplish a shared mission in the face of a changing world, then leadership is always relational.
2. There are six “teams” leaders need to consider in order to bring transformation to the whole organizational system:
 - a. **Allies:** An ally is anyone who is convinced of the mission and is committed to seeing it fulfilled. In this sense, allies are inside the system, taking part of the change process with a stake in it and aligned and in agreement—at least for the moment—with the adaptive changes the leader is attempting to bring.
 - b. **Confidants:** To be a confidant, a person must care more about you than they do about the mission of the organization. Therefore, healthy confidants are usually those outside the system who can give you honest feedback about yourself as a leader in the system.
 - c. **Opponents:** Potential opponents are stakeholders who have markedly different perspectives from yours and who risk losing the most if you and your initiative go forward.
 - d. **Senior authorities:** The authorized leader(s) of a system, especially in the case where the one leading change is not the senior authority.
 - e. **Casualties:** Those who will experience the change most personally and dramatically.
 - f. **Dissenters:** Those who have the uncanny capacity for asking the tough key question that you have been unwilling to face up to yourself or that others have been unwilling to raise.
3. **The key strategy for working with those above you in the system is, again, stay connected. Stay in relationship and close proximity with those above you. It’s harder for someone to sabotage you who is in a relationship with you. If you have a good relationship with your superior, then it’s best not to push superiors to take a stand (supporting a controversial change effort publicly and early) but instead to pass the system anxiety and challenges on to them. Help your senior authority feel the heat of urgency and anxiety that is creating the need for change.**
4. If a leader is “the person in the system who is not blaming anyone,” then the leader is also the one who assumes the responsibility for these inevitable casualties.
5. Great ideas need two groups to help it succeed:
 - a. **The maintaining mission group.** The maintaining mission group has to be committed to giving safety, time, space, protection and resources to the project.

- b. **The transformation team.** This group will add effort to the inspiration. They are going to do the work of listening, learning, attempting and, yes, failing. This team needs to be innovative and persistent, cohesive and communicative.

Chapter 13: Et Tu, Church?

Key Idea:

Sabotage is to be expected anytime a leader courageously engages in transformational leadership.

Main Points:

1. In any type of institution whatsoever, when a self-directed, imaginative, energetic, or creative member is being consistently frustrated and sabotaged rather than encouraged and supported, what will turn out to be true one hundred percent of the time, regardless of whether the disrupters are supervisors, subordinates, or peers, is that the person at the very top of that institution is a peace-monger.

2. The “peace-monger” is the leader whose own high degree of anxiety leads him to prefer harmony to health, to appease complainers just to quiet them, but who will not actually demand that they take responsibility for their own part in the organizational problem.

3. Sabotage is natural. It’s normal. It’s part and parcel of the systemic process of leadership. Saboteurs are usually doing nothing but unconsciously supporting the status quo.

a. First, expect sabotage. Anticipation is a great defense. To be aware that sabotage is coming will at least keep us from being surprised when it comes.

b. Second, embrace sabotage as a normal part of an organizational life. Even the saboteurs aren’t really to blame. Systems like stability.

c. Third, don’t take it personally. The people following you may be shooting you in the back, but it’s really not you that they are sabotaging, it’s your role as leader. They are sabotaging the change you are bringing.

d. Fourth, focus your attention on the emotionally strong, not the saboteurs. Find other calm, courageous people and strengthen and support them. Keep building healthy alliances with those who are emotionally mature and share your convictions, and they will join you in the needed change.

4. If every system is “perfectly designed for the results we are getting,” it became clear to me that our denominational system exists for institutional self-preservation.

5. The leadership we have today is indeed “perfectly designed for the results we are getting.” *Kyle’s note: This phrase should shock us into looking at change. If we aren’t pleased with the results, change the path, don’t make tweaks. Do an overhaul. Figure out the key parts and which part needs changed.*

6. A healthy system makes decisions that further the mission. Perhaps the hardest truth to swallow for most Christian leaders trying to lead change is this: You must choose principles over personal need.

7. How courage can be calm and contagious.

- a. First, leaders must act.
- b. Second, when sabotage or opposition appears, leaders continue to calmly stand on conviction in the face of it.
- c. Third, leaders inspire. The root word of “courage” is the Latin word for “heart.” The actions of a leader should give heart to a people who sometimes, amidst fears and frailties, lose heart.
- d. Last, leaders don’t act alone. For a leader to become a leader, someone must follow.

8. The art of leadership is helping the system override the instinct to self-preservation and replace it with a new organizational instinct to be curious about and open to the terrifying discomfort of asking, Could God be up to something here?

Part 5: Transformation

Chapter 14: How a Nursing Mother Saved America

Key Idea:

Those who had neither power nor privilege in the Christendom world are the trustworthy guides and necessary leaders when we go off the map. They are not going into uncharted territory. They are at home.

Main Points:

1. **“The future is already here; it is just on the margins.”** Kyle’s notes: *Learn from the outliers.*
2. For most of the women this inability for traditional leaders to listen well was not only demeaning but an awkward blind spot that kept those leaders from being as effective as possible. Indeed, in a global study of leadership forces in corporations, increasing diversity within leadership structures led to more profitable results. “Encouraging . . . diversity in your leadership pool means greater diversity of thought, which, in turn, leads to improved problem solving.”
3. Change is often initiated outside of the centermost positions. When change is initiated in the center, then it typically comes from outside of the center’s nucleus. Wherever innovation begins, it comes as a challenge to the dominant ideas.

Chapter 15: The End of Our Exploring

Key Idea:

While on-the-map leaders are praised for being experts who have it all together, uncharted transformational leadership is absolutely dependent on the leader's own ongoing exploration, learning and transformation.

Main Points:

1. The journey was longer and harder than they had expected and had led to a most stunning discovery: all the “maps” were wrong.
2. The true genius of both Columbus and Lewis and Clark is not just in their extraordinary courage and capacities as adventurers who went off the map, but the inspiration they offered to others to see beyond the old maps and assumptions of the past. Perhaps this spirit of exploration —this adventure-or-die attitude— is the great gift uncharted leaders can give to the church in a post-Christendom world.
3. Leadership off the map is inherently risky and frequently lonely. Leaders are those who “separate themselves” from the emotional processes of the group around them and “go first.”
4. [An] attribute of imaginatively gridlocked relationship systems is a continual search for new answers to old questions rather than an effort to reframe the questions themselves. In the search for the solution to any problem, questions are always more important than answers because the way one frames the question, or the problem, already predetermines the range of answers one can conceive in response.
5. **Reframing or “an ability to think about things in more than one way” is perhaps the most critical skill for adaptive leadership. Reframing allows leaders to see possibilities where others see dead ends; it offers us the tools to break the imaginative gridlock of our situation by considering alternative perspectives.** *Kyle's note: Reframe questions, don't just seek new answers.*
6. “You must bring yourself to your role, but you are not your role.”
7. Leadership into uncharted territory requires and results in transformation of the whole organization, starting with the leaders. If we want the organizations and communities we serve to thrive, focus on what God needs to do in you, change in you, makeover in you so he can use you in his mission.

OVERVIEW:

- **You were trained for a world that is disappearing.**
- If you can adapt and adventure, you can thrive.
- But you must let go, learn as you go and keep going no matter what.
- In a Christendom world, speaking was leading.
- In a post-Christendom world, leading is multidimensional: apostolic, relational and adaptive.
- Before people will follow you off the map, gain the credibility that comes from demonstrating competence on the map.
- **In uncharted territory, trust is as essential as the air we breathe.**
- If trust is lost, the journey is over.
- When our old maps fail us, something within us dies.
- Replacing our paradigms is both deeply painful and absolutely critical.
- **In a Christendom world, vision was seeing possibilities ahead and communicating excitement.**
- **In uncharted territory, vision is accurately seeing ourselves and defining reality.**
- **Leadership in the past meant coming up with solutions.**
- **Today leadership is learning how to ask new questions we have been too scared, too busy or too proud to ask.**
- There is no greater gift that leadership can give a group of people on a mission than to have the clearest, most defined mission possible.
- When dealing with managing the present, win-win solutions are the goal.
- But when leading adaptive change, win-win is usually lose-lose.
- In uncharted territory visionary leadership is more likely going to come from a small Corps of Discovery while the board manages the ongoing health of the organization.
- In uncharted territory, where changes occur so rapidly, leaders cannot assume success until after they have weathered the sabotage that naturally follows.
- Those who had neither power nor privilege in the Christendom world are the trustworthy guides and necessary leaders when we go off the map.
- Those without power or privilege are not going into uncharted territory. They are at home.
- Exploration teaches us to see the familiar through a new frame and demands that we become our best selves.
- Uncharted leadership is absolutely dependent on the leader's own ongoing exploration, learning and transformation.