Challenge	Problem	Solution	Locus
Technical	Clear	Clear	Authority
Adaptive	Requires Learning	Requires Learning	Authority & Stakeholders

Technical
- Problem is known, familiar
- Solution is clear – can be addressed with current know-how, through existing structure, processes and resources

Adaptive
- Problem unfamiliar/not really understood
- Solution is unknown
- Authority and experts don't have the answers
- Both will require learning and process of **discovery**
- Traditional problem-solving doesn't work
- Risk in applying traditional solutions

The Adaptive Change Process

Observe

Get on the Balcony

- Diagnosis the Problem
- Key Trends and Issues
- First step is to listen

Discovery

Strategies/Tools

Intervene

Interpret

Hypothesis Development

Experiments

Structures, Culture, Defaults