Adaptive Leadership: Theory and Practice

3 ECTS

Lecturer
Prof. Randy Rachards, Ph.D.
Professor Emeritus
St. Ambrose University

Curriculum Vitae

Degree Programs:
• B.A. in Philosophy 1971 (St. Ambrose Uni., Davenport, Ia)
• M.A. in Philosophy 1974 (Georgetown Uni., Washington, D.C.)
• Ph.D. in Philosophy 1996 (Uni. of Iowa, Iowa City, Ia.)

Work Experience:
• 2000 to 2014: Visiting Professor International Business School
• 2003 to 2010: Chairperson Managerial Studies Department at St. Ambrose
• 2007 to Present: Contributing Professor, Zagreb School of Economics and Management, Zagreb, Croatia
• 2010 to 2016: Co-director of St. Ambrose Master of Organizational Leadership
• 2010, 2014, 2016: Visiting Professor, Kaiserslautern Technical University, Kaiserslautern, Germany
• 2014 to 2016: Visiting professor, Berlin Potsdam Business School, Berlin, Germany
• 2016 to 2017: Director of St Ambrose Master of Business Administration
• 2017: Professor Emeritus St. Ambrose University

Research specializations

Conflict Management, Dialogical Skills, Leadership Theory, Group Dynamics, Organizational Behavior, Adult Learning

Selected publications


Course description

This course explores adaptive leadership theory and its practical application in contemporary organizations. The course uses the research of Ron Heifetz and Marty Linsky as its basis. Adaptive leadership makes a sharp distinction between the work of authority/management (direction, protection and order) and the work of leadership which is facilitating the changing of organizational beliefs, values, assumptions and practices in order to thrive in a changing environment.

The course meets three times a week for four hours per class over two weeks: six meetings/24 contact hours in class. Additionally, it is expected that students will spend an additional 30 hours per week working outside of class. Outside work consists in readings, videos and the preparation of reports and analysis.

Basic-Literature for preparation

Selected readings in adaptive leadership Videos, talks, speeches on the topic of adaptive leadership