

Co-evolving Leadership

Holding, Dancing and
Co-authoring at the Threshold

Co-evolving with AI
Paper #6



From the Landscape to the Interior

Ford's ideas on leadership emphasised coordination. Burns focused on the leader's role in inspiring others. Greenleaf brought service into leadership. Heifetz gave us the capacity to hold complexity without premature resolution. Each new form of leadership has been an adaptive response to its moment. Each has required more of the leader than the model before it – deeper presence, more self-awareness, greater adaptive capacity.

And now with the arrival of AI, leadership is disrupted again. Every previous leadership model was built on a stable assumption: that human cognition was the fixed point. AI removes that assumption. For the first time, the very act of thinking is being redistributed across human and machine systems simultaneously.

This goes beyond an adaptive challenge in Heifetz's sense. Adaptive leadership gave leaders a framework to help organisations progress through difficult challenges. This moment asks something larger and more personal: how do leaders remain fully human - fully alive, fully present - as the nature of human contribution is itself being thrown into question?

In the previous paper (Leadership in the Age of AI), we identified five signals that suggest a new form of leadership is necessary. These five signals are: augmented insight, paradigm blindness, the erosion of authorship, the ethical Trojan horse, and the redistribution of power. What follows is a form of leadership that describes the capacities required to inhabit the disruption with enough steadiness to help others find their footing.



“The ecology of communication is changing faster than our ability to understand it.”

- NORA BATESON

You are managing a transition that is moving faster than your organisation can absorb. This is different from a mild business downturn or a difficult quarter. Your people are anxious; they have a sense that the ground beneath them is shifting and that the roles, certainties, and ways of working that gave professional life its meaning are being destabilised, even disrupted.

Your strategies are outdated themselves before they are fully implemented. The playbooks you trusted are no longer quite reliable. And somewhere underneath the operational noise, you sense that something the usual metrics aren't capturing is happening. You are right to sense it.

What is happening goes beyond a technology transition. The roles, identities, and ways of working that structured professional life for decades are dissolving faster than new ones are forming. At the same time, something genuinely new is forming. A form of collective human-machine intelligence whose shape is not yet clear.

This is the threshold. And it is where leaders now live.

The leader this moment asks for is neither the architect with the blueprint, nor the general with the battle plan. It is the Dancer at the threshold. The one who can hold a centre of gravity while everything swirls. Who can honour what is ending while midwifing what is not yet born. Who can feel the grief of what is dissolving and the electricity of what is emerging simultaneously and find in that tension not paralysis but genuine authority.

This leader is not above the disruption. They are in it. Dissolving and emerging alongside their people. Dressed with care, because dignity and attention matter when everything is falling away.

Moving with humility. But moving nonetheless. Dancing at the exact edge where the old order breaks down and something genuinely new can appear.

There is a crack in everything. The co-evolving leader doesn't repair it. They dance in it, and in doing so, let the light in.

This paper describes what leadership requires. Three simultaneous acts of attunement:

Holding — creating the conditions in which people can survive and process the dissolution of familiar worlds. Attunement to the people.

Dancing — staying generative and alive at the edge of emergence. Attunement to what is emerging.

Co-authoring — actively shaping the human-AI relationship as it forms, in genuine creative partnership. Attunement to how we create together.

These happen simultaneously, in the same breath, in the same meeting, in the same conversation. That simultaneity is what makes this the most demanding leadership challenge in living memory.

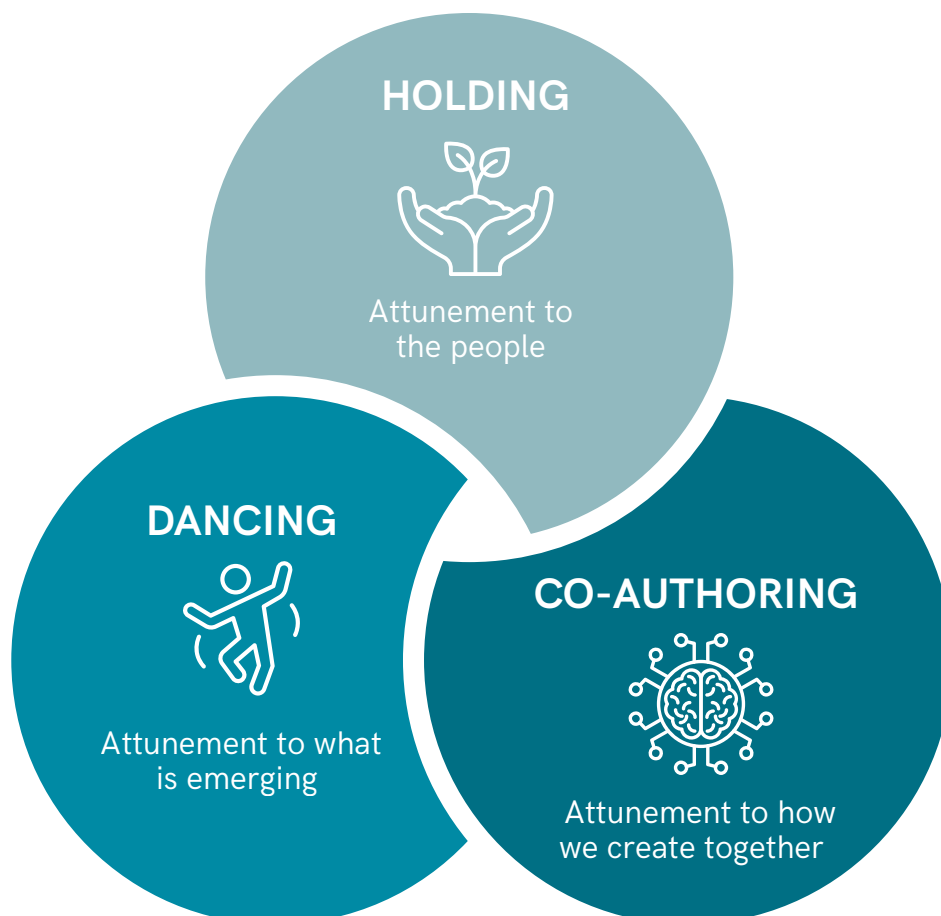
We call this Co-evolving Leadership. The leader, their people, their organisation, and the AI systems they are building are all changing together, in a relationship of mutual becoming that has no predetermined destination.

The Three Dimensions of Co-evolving Leadership

The three dimensions that follow are not stages or competencies to be ticked off a development plan. They are simultaneous, interwoven, and mutually dependent expressions of a single underlying capacity: attunement. They cannot be fully separated from the person practising them.

What follows is less a description of what co-evolving leaders do, and more an invitation to recognise what they are in their finest moments. You will know these moments. You have been there. They are the ones you remember longest.

The Three Dimensions of Co-evolving Leadership





One – Holding

Attunement to the people

AI disruption asks more of leaders than strategy or vision or even decisiveness. It requires the capacity to be genuinely present to people who are losing something. A presence more radical than the performed presence of the town hall address, or the managed empathy of the change management process – a quality of attunement so complete, so free of agenda and internal noise, that the people in the room feel it in their bodies before they can name it in words.

This is Holding. When a leader is genuinely holding a group through dissolution, something happens in the leader's interior that is almost the opposite of what we typically associate with leadership. The frontal lobe, with its scenarios and contingencies, recedes. A quality of full, open attunement takes its place - available to whatever the group needs to bring, without judgment, or the subtle pressure of a pre-arranged agenda.

In that state, the leader has become a presence that the group can feel and orient towards, without quite being able to say why the room feels different, or why it suddenly feels safe to share the undiscussable. In its finest moments, something shifts. The boundaries between people dissolve. The group discovers, together, that it can bear what it could not bear alone. Something in the shared quality of attunement has made the unbearable survivable.

What Holding requires in the age of AI

The co-evolving leader has a role in hospicing the current system. Entire professional worlds are ending, faster than they can be grieved. And the most dangerous organisational response is to rush people past the grief - to reframe loss as opportunity before it has been genuinely acknowledged. The co-evolving leader understands that genuine transition requires significant loss be honoured before new commitment is possible. Organisations that skip the grief don't transcend it. They carry it – silently, invisibly, expensively – into everything that follows.

The interior discipline of Holding The capacity to hold can't be separated from the leader's own interior development. It requires attunement cultivated from the inside. The leader who can hold others through dissolution is one who has, in some meaningful sense, already visited that territory themselves. The attuned leader speaks from what they are experiencing and sensing in the room, in the moment. And they hold their sensing fallibly. They offer it as their experience, not as truth.

Sharing from experience The leader attuned to what is ending might say: 'I'm sitting with something that feels like grief as I listen - I wonder if that's resonating for others, or whether I'm not reading this very well.' If this resonates, it gives the group permission to speak to what they could not yet speak alone. If mistaken, the group's correction becomes itself an act of collective sense-making.

Creating a sanctuary for what has no official voice The leader attuned to dissolution senses the fear beneath transformation language, grief beneath opportunity framing. The attuned leader deliberately creates spaces where these unofficial truths can be spoken. Smaller, more intimate settings where people can explore what is coming up for them such as 'what are we carrying that we haven't yet been able to say?'

Honouring before moving Perhaps the counter-cultural practice Holding calls forth most forcefully is the discipline of staying in the present rather than moving past the grief or fear. They can stay long enough in the present for the room to feel that what is ending has been honoured. Organisations that skip this step carry the grief forward, unacknowledged, and not fully understood or processed. And then the grief may turn up in lack of commitment, difficult relationships, backroom conversations and a whole variety of disruptive ways.



Two – Dancing

Attunement to what is emerging

Dancing, they are attuned towards what is emerging in the landscape, the yet unseen pathway forward. The first thing to understand about Dancing is that the path cannot be seen from a distance. It can only be felt from within the swirl. This is what distinguishes the Dancer from earlier leadership archetypes. The general sees the battlefield from the hill and imposes a plan. The Dancer holds the balcony view while simultaneously moving across the floor, through the chaos, at the edge, where the old order is actively dissolving and the new form is not yet visible. And the Dancer's primary discipline is not to impose order on the chaos but to listen to it, until the path hidden within the disorder reveals itself.

This is not mysticism. It describes what happens when a leader has developed sufficient attunement to stop reacting to complexity and begin responding to it. The world slows down for the leader when they stop resisting the chaos and begin listening to it. A path revealed, as if it had always been waiting for the rush of effort to still enough to be seen.

The paradox at the heart of Dancing

Everything about how organisations currently respond to AI disruption runs counter to this. The instinct under pressure is typically to speed up, to add dashboards and implementation roadmaps. Dancing is based on a different understanding. The answer to chaos is not more analysis, it is learning to be still enough to hear what the chaos is trying to say. In practical terms, this means co-evolving leaders create stillness - deliberate pauses in the acceleration where something beneath the noise can be heard.

Dancing with AI

AI is a powerful generator of apparent clarity. It produces coherent, confident, fluent answers at a speed no human can match. And the danger is that AI-generated coherence can be mistaken, in the heat of disruption, for the genuine insight that emerges when the mind stills and the true shape of things becomes visible. The Dancing leader learns to distinguish between these two things as a felt practice rather than an intellectual exercise. Learning to feel that difference, and weaving it into the organisation's rhythms, is the discipline the Dancing leader most needs to build.

In practice, this attunement calls forth a counter-cultural discipline: the willingness to do only what is immediately and obviously necessary and to trust that this will be enough.

Following the breadcrumbs The Dancing leader stays close to small signals: the thing said in passing that holds deep insight about the system, the unexpected energy that rises around a particular question, the moment when something shifts and everyone feels it but no one can name it...yet. These are the breadcrumbs. Followed with genuine attunement, they lead to a new place, beyond any current roadmap.



Three — Co-authoring

Attunement to how we create together

The third dimension is the most demanding to inhabit. It calls for attunement turned towards the space where perspectives meet and where something genuinely new becomes possible. Co-authoring begins with a specific act of interior release — the willingness to set aside one's own perspective as the perspective. Not to abandon it, but to hold it lightly enough that it can sit alongside other perspectives without needing to prevail over them.

And then to bring a quality of loving attunement to every perspective in the room. Not the evaluative attention that weighs each view for merit, or the strategic attention that assesses each contribution for usefulness - but loving attunement, which receives each perspective as a gift, honours it as a genuine expression of someone's encounter with reality, and allows it to be fully expressed rather than steered toward a predetermined conclusion.

When this quality of attunement is genuinely present and every voice feels truly received, something shifts in the room. The perspectives don't combine. They transfigure. Something emerges that belongs to no one individually and to everyone simultaneously. An answer of a different order, one the room produced together.

Co-authoring with AI

AI can participate in co-authoring. It can bring perspectives, connections, and possibilities that no human mind would have generated independently. But AI cannot bring the loving attunement that makes co-authoring sacred rather than merely sophisticated. It cannot honour a perspective as a gift, or feel the moment when the room shifts. This is not a limitation to be overcome but a distinction to be understood. The co-evolving leader who grasps it and can receive AI's contributions with genuine openness is the one who holds the threshold, ensuring that what emerges between human and AI carries genuine collective intelligence.

In practice, this attunement calls forth a particularly demanding act in leadership: the willingness to be the first to let a sacred cow die. Co-authoring does not begin when the leader invites others to contribute. It begins when the leader visibly releases their own claim to primacy and lets their idea go, allows their position to be built upon or superseded. When it is genuine, the room feels it immediately. The energy shifts.

Seeing the dance clearly, the attuned leader observes what is happening beneath the surface. Not just the overt defender, but the subtler performances. The person who removes the mask but is wearing another underneath. The one whose questions appear curious but are actually deconstructing. The political ally who shifts the room's gravity without the group realising what has happened. These are rarely bad faith actors. They are people whose sense of professional survival is threatened by genuine collective emergence. The attuned leader sees this and responds not with exposure, but with continued invitation.

Honouring the attempts, calling in the unheard Building on contributions rather than evaluating them. Actively inviting voices that have not yet spoken. Naming the moments when someone makes a genuine attempt to progress the group. And periodically drawing attention to when the group is moving together, making the collective progress visible, so the room can feel what genuine co-authoring produces.

Co-authoring with AI specifically The leader brings the same quality of attunement to AI's contributions as to any voice in the room, receiving them as gifts to be built upon rather than authorities to defer to or adversaries to resist. Noticing when the group is playing table tennis with AI's output rather than building from it. And holding the threshold, ensuring that what emerges carries the signature of genuine collective intelligence rather than simply the voice with the most coherence. Rather than facilitating a process, they are helping a group discover it is capable of more than the sum of its parts.

The Trinity

Holding. Dancing. Co-authoring. Three expressions of a single underlying capacity, turned toward different aspects of the threshold. The co-evolving leader practises all three simultaneously – in the same conversation, in the same breath. The Dancer at the threshold is not the one who has mastered these dimensions and moved beyond them. They are the one who returns to them, again and again, with increasing depth and decreasing self-consciousness. There is no arrival, only the ongoing practice of showing up at the threshold, dressed with care, willing to disappear into the dance.

Each of the three attunements requires the leader to build deeper interior capacities:

- Holding requires a leader to develop a nervous system that can remain present to loss without rushing to resolution.
- Dancing requires the leader to develop a mind that can stay open in uncertainty without grasping for premature clarity.
- Co-authoring requires a leader to evolve towards an identity that is no longer organised around being the primary source of knowing.



“The deepest capacities are not mastered. They are returned to, again and again.”

- ADAPTIVE CULTURES

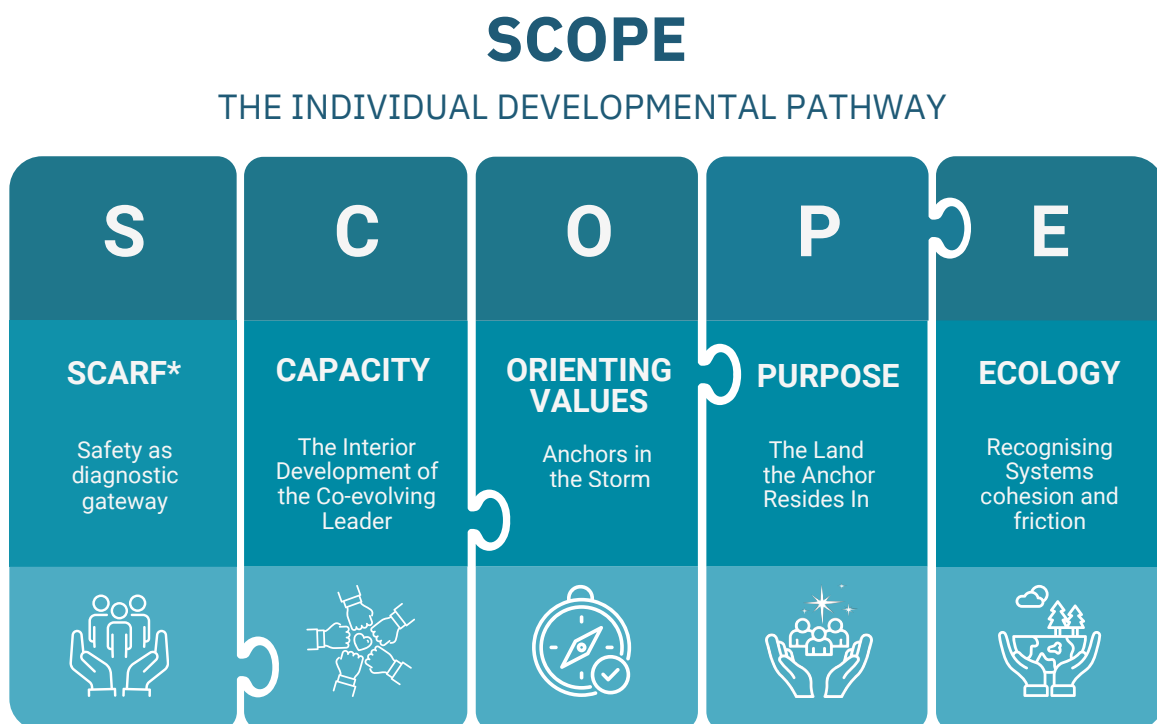
SCOPE – The Individual Development Pathway

If the three dimensions describe what Co-evolving Leadership looks like in practice, SCOPE describes the interior development that makes it possible. It is the developmental pathway of the Dancer – the passage from surviving disruption to genuinely inhabiting it. Before it is a lens for understanding others, it is a mirror. The leader who has not done this work themselves cannot hold others through it.

The origins of SCOPE

In 2008, neuroscientist David Rock and the NeuroLeadership Institute introduced the SCARF model – identifying five domains through which the brain registers social threat or reward: Status, Certainty, Autonomy, Relatedness and Fairness. Drawing on neuroscience, it gave leaders a practical vocabulary for understanding why people resist change. Over time, Adaptive Cultures noticed that SCARF had become a dominant lens for change. Leaders were addressing security needs carefully, and still people weren't on board. When asked, those same people spoke of values not being honoured, purpose being obscured, changes that solved one problem while creating others further downstream.

The security needs Rock identified map broadly to the basement of Maslow's hierarchy - survival, safety, belonging. Yet they are not the whole house. Many people that we worked with have capacities that go well beyond navigating threat. These leaders hold complexity without collapsing into false certainty. They stay connected to what matters, even under pressure. They feel the systemic consequences of decisions before those consequences became visible. SCOPE was developed to map that fuller territory.



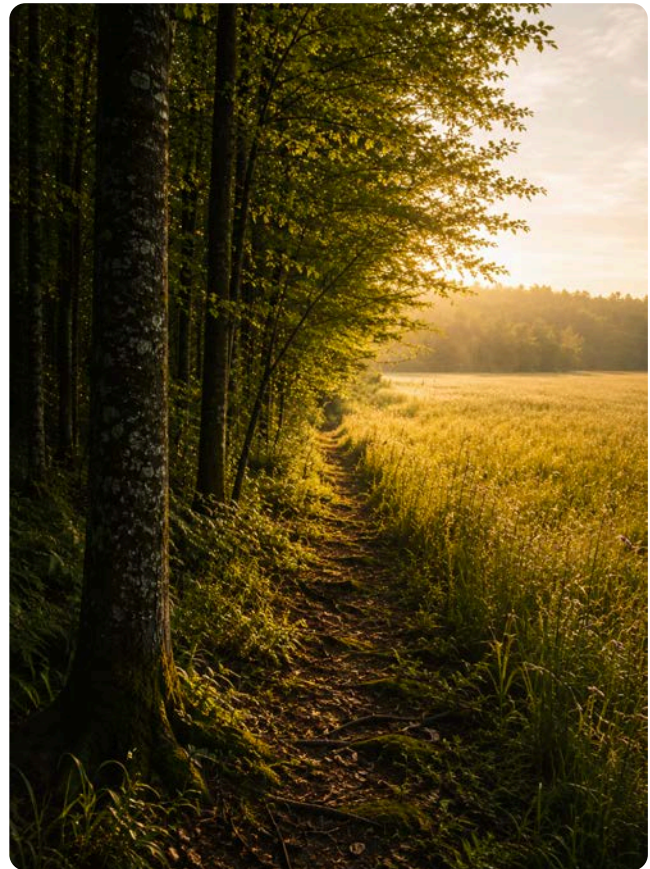
***SCARF** – identifying five domains through which the brain registers social threat or reward: Status, Certainty, Autonomy, Relatedness and Fairness.

Why SCARF alone is insufficient

Under significant threat, the brain narrows its focus — attention contracts, systemic thinking recedes, and the richness of possible solutions collapses toward the certain and the simple. In the age of AI, where fluent and confident answers are available on demand, that narrowing is particularly dangerous. SCARF responses are important, but a leader who attends only to SCARF risks creating a corporate nursery — warm, controlled, safe, where discomfort is quickly soothed. People in such environments do not suffer, but they do not ripen either.

When the threshold arrives, they find themselves unprepared for the swirl. SCOPE is built on a different premise. The task of leadership is not to protect people from the threshold but to help them learn to stand there. The difference between SCARF and SCOPE is the difference between a nursery and a garden. Both involve care. But a garden is designed for ripening.

Each capacity below offers three layers of practices that progressively expand leadership capacity: the first layer to deepen the leader's awareness of the territory (*"Awareness Practice"*), the next layer supports the leader in exploring the edge of the territory (*"Edge Practices"*), and the third layer invites the leader into the slower, more contemplative work of co-evolving leadership (*"Contemplative Practices"*). Each layer supports the leader to fully embody the attunement required for co-evolving leadership to become something more than an ideal.





SCARF

Safety as Diagnostic Gateway

The leader is also susceptible to SCARF triggers. The leader who hasn't attended to their own security needs will read other people's anxiety through the lens of their own unacknowledged fear. They will manage rather than meet. Reassure rather than hold. By beginning with recognising their own needs, the co-evolving leader creates the conditions for themselves to be genuinely present. From that reckoning, the outward diagnostic becomes possible.

AI doesn't create the fears it surfaces, it holds a mirror to what was always present. The distrust, the exposure anxiety, the fragile professional identities, the unspoken question of whether one still matters. Each SCARF trigger that AI activates is telling you something real about the relational environment. The data hoarding reveals the true state of trust. The exposure anxiety shows you where psychological safety is actually thin. Safety is the floor, not the destination.

*“AI doesn't create the fears.
It surfaces them.”*

- ADAPTIVE CULTURES



Awareness Practice

In a meeting where AI is on the agenda, notice the instant a SCARF trigger fires in you - status, certainty, autonomy, relatedness, fairness. Name which one it is, to yourself, before you respond.

Edge Practice

When you see an organisational SCARF reaction such as data withheld, people not prepared to speak up, or more process requested than you feel the situation calls for, ask yourself what might that be suggesting about how may AI be contributing to the current SCARF reactions?

Contemplative Practice

Practice spending five minutes sitting with a concern or fear that may be surfacing in you, that is related to how AI is being embedded or how it is creating disruption within your organisation. Notice where this concern or fear shows up in your body before describing, explaining or solving it



CAPACITY FOR CHANGE

The Interior Development of the Co-evolving Leader

Most leaders experience AI disruption the way a swimmer experiences a rip current — pulled by a force they didn't choose, expending enormous energy against it, exhausted before they understand what is happening. The capacities described here are not about swimming harder. They are about learning to read the water differently, and to move within it rather than against it.

This requires the leader to have a different relationship with the water, and ultimately an evolution of the relationship between the leader and their own identity; leadership from within.

To embody the three dimensions of Co-evolving Leadership, a leader must commit to three specific paths of internal development:

Developmental readiness for Holding

Awareness Practice

At the end of the day, pick one moment you reassured someone instead of being present with them. Write down what you actually said. Reflect on what was happening for you internally when you defaulted to reassurance.

Edge Practice

Make space, regularly to visit your own losses — the expertise that AI has eroded, the certainty that has gone, the professional identity that is changing shape. What are you discovering about yourself, and the process of letting go?

Contemplative Practice

Spend twenty minutes in silence, a few times a week. Don't produce anything or take any actions at the end of each sitting. Just appreciate and have gratitude for what is unfolding within you.

Developmental readiness for Dancing

Awareness Practice

When working with AI, notice the moment an answer feels complete. Pause before accepting it and ask what remains unexplored.

Edge Practice

Cultivate deliberate encounters with what you don't yet know. Spend time with people at the edges of your organisation and industry - the ones closest to what is changing, and the furthest from the centre of what is already established.

Contemplative Practice

Take a long walk (several hours), spending time away from phones, from notebooks, from any form of planning. Notice what's there when there's nothing left to plan.

Developmental readiness for Co-authoring

Awareness Practice

In your next meeting, catch the exact second when you feel the need to defend an answer. Notice it. Don't give it up yet.

Edge Practice

At the end of any significant collective endeavour - a decision, a design session, a strategy conversation - ask 'what emerged or unfolded?'

Contemplative Practice

Ask one question, over consecutive weeks: "*Who needs to be right here?*" Don't answer it immediately. Let it go unanswered.... until it stops producing answers.



ORIENTING VALUES

Anchors in The Storm

An anchor does not prevent movement or stop the storm, it keeps you tethered, ensuring that however far the force carries you, you don't lose the thread back to yourself. Values, understood this way, are the felt sense of wrongness when something violates them. The body has a sense knowing before the mind has a chance to process. In the speed and pressure of AI disruption, this felt sense is often a crucial navigational instrument for the leader.

But values held too tightly can become prisons. What practices are necessary for the co-evolving leader to observe and allow the evolution of their own values in service of what is needed in the disruptive environment emerging? How does the leader need to practice attunement in order to allow the organisational values to adapt and evolve?

Awareness Practice

Where in the last few days have you felt triggered by an event? What values may have been violated?

Edge Practice

Notice where you may be attached to a value that served you well in a different context, but may not serve you today. What emerges for you as a possible iteration of this value that holds true to its essence and embraces the unfolding you?

Contemplative Practice

Take a situation where two of your values are pulling in opposite directions. Don't try to resolve it now. Let the contradiction run, across days if it needs to, until something beyond a compromise emerges.



PURPOSE

The Land The Anchor Resides In

If values are the anchor, purpose is the land the anchor resides in. Values are shaped by our experience, and ripened over our lifetime. Purpose is often found in the dissolution — in the moments when everything constructed falls away and what remains unmistakably itself is the thing that was always true.

AI may challenge everything a leader has built to date - their expertise, their authority, their certainty about what they are here for. And in that challenge, a question emerges that speaks to our purpose:

Why does it matter that I am here, bringing what I bring, in the way that only I can bring it?

As we explore that question more deeply, we may begin to understand *“Why I dance, why I hold, who I am, who I am becoming, who I always have been.”*

What practices can help us explore that question more deeply?

Awareness Practice

Your best friend at work is giving your retirement speech. What would they be sharing about the positive difference that you have made, that would make you feel really proud?

Edge Practice

Explore your purpose through six layers of *“Why?”*. Start with what gets you out of bed each morning, and keep asking *“Why is this important to me?”*, until you reach beyond your role, your expertise and your organisation, towards the contribution you uniquely bring to the world.

Contemplative Practice

Block substantial time for this question - a full day if you can manage it: *“Why does it matter that I am here, bringing what I bring, in the way only I can bring it?”*
Don't write an answer, just sit with the question.



ECOLOGY

Recognising Systems Cohesion and Friction

The seeds of the next crisis are almost always sown in the solution to the last.

A country bombs an apartment block and calls it necessary. The consequence is a child loses their parents and carries the grief and the rage into their adult life. In time, this creates the next crisis.

This is the kind of ecological failure that sits at the heart of most organisational dysfunction. The ordinary human limitation of acting, without seeing what those actions create across systems and into the future.

AI amplifies this and deploys it at scale. For example The superficial efficiency that erodes genuine agency or the automation that diminishes the ability to understand the whole picture or exercise judgement. These are predictable consequences of powerful tools deployed without ecological awareness.

The E in SCOPE describes the leader's ability to sense into the effects of decisions rippling outward through the whole system — on people, on culture, on the humans who will inherit what is being built — before those effects become the seeds of the next crisis.

What practices help to cultivate that kind of sense-making ability in leaders?

Awareness Practice

Before you approve an AI initiative, ask the following question: what's the obvious consequence five years out?

Edge Practice

Consider a decision you are making and follow its potential ripples outward. Look beyond the immediate benefit and explore what this decision may create, what it may diminish, and what unintended consequences may already be emerging. Explore the possibility that it may also be creating the conditions for a future problem or crisis.

Contemplative Practice

Reflect on this question over several sittings: "What conditions are being created for the next seven generations through the decisions we are making today (on AI embedment)? Write down your reflections down at the end of each session. What may be the consequences for these people who may never know your name?"

*“There is a crack in everything.
That’s how the light gets in.”*

- LEONARD COHEN

Closing Reflection

The Dancer you already are

You have been here before. Not at this particular threshold, not with AI specifically - but at a threshold. You have stood in the ruins. Dressed with whatever care you could manage. And something in you found the still point inside the chaos. This paper is not asking you to become something foreign. It is asking you to recognise what you already are - and to choose it, deliberately, consciously, with the full knowledge of what it costs and what it gives.

It requires the courage to keep dancing even when the ruins are still smoking and the new form has not yet appeared. Through this we discover that the dance itself is the destination.

The organisations that will navigate the AI era with genuine humanity and genuine capability are not the ones with the most capable technology. They are the ones whose leaders have cultivated attunement as a discipline rather than hoping for it as a grace. What a leader does at the threshold ripples outward in ways they will never fully see.

There is a crack in everything.

That’s how the light gets in.

And the Dancer at the threshold is the one who holds the crack open.

So the light can find its way in.

For everyone.

Questions for Reflection



Three questions. Each one is a degree harder than the last.

1. What, in your professional identity, is currently loosening or dissolving, even if only subtly?
2. Where might you be moving too quickly to reassurance, rather than allowing something to be fully acknowledged?
3. What signals – quiet, partial, easily dismissed – might be asking for your attention right now?
4. Where are you mistaking fluent answers for genuine clarity?
5. What perspective of yours might need to soften for something genuinely new to emerge?
6. When have you recently experienced a moment where collective intelligence felt greater than individual expertise?
7. What values remain steady in you, even as roles, tools and ways of working shift?
8. Where is the threshold already present in your work, and what would it mean to meet it with attunement rather than control?

Acknowledgments

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We also acknowledge the role of generative AI systems — including *ChatGPT*, *Claude*, *Gemini* and *Perplexity* — in the development of this series. These systems were engaged as thinking partners to test ideas, surface patterns, challenge assumptions, and support the articulation of emerging insights. The quality of what emerged was shaped as much by the questions brought to these systems as by the systems themselves. All interpretation, judgement and final authorship remain our own.

A note about imagery:

The imagery in this series continues our long-standing use of nature to reflect the patterns and dynamics of living systems. In this instance, some images have been created or refined with the support of generative AI — a natural extension of the inquiry itself, as we explore what it means to co-evolve with these technologies.

Adaptive Cultures exists to enable cultural evolution for the good of people and planet. Working alongside WDHB, we partner with organisations to evolve culture, leadership and collective impact in ways that are grounded, practical and responsive to a rapidly changing world.

We work with leaders, teams and internal practitioners to understand how culture is really created and sustained: through patterns of thinking, relating and working that shape everyday decisions and outcomes, especially under conditions of uncertainty and change. We support intentional shifts that align purpose, strategy and systems with the culture required to thrive.

Our approach combines deep diagnostic insight with developmental practice, building the adaptive capacity needed to navigate complexity and create meaningful, lasting change.

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