

# Adaptive Leadership

COVID Health Disparities Series  
Workshop 2

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# Agenda

- Peer Networking (Exploratory Poll)
- Immunity to Change (Exercise)
- Stakeholder Analysis (Didactic Presentation)
- Values, Loyalties, Losses (Case Study and Breakout Groups)
- Productive Zone of Disequilibrium and Work Avoidance (Didactic Presentation)
- Evaluation

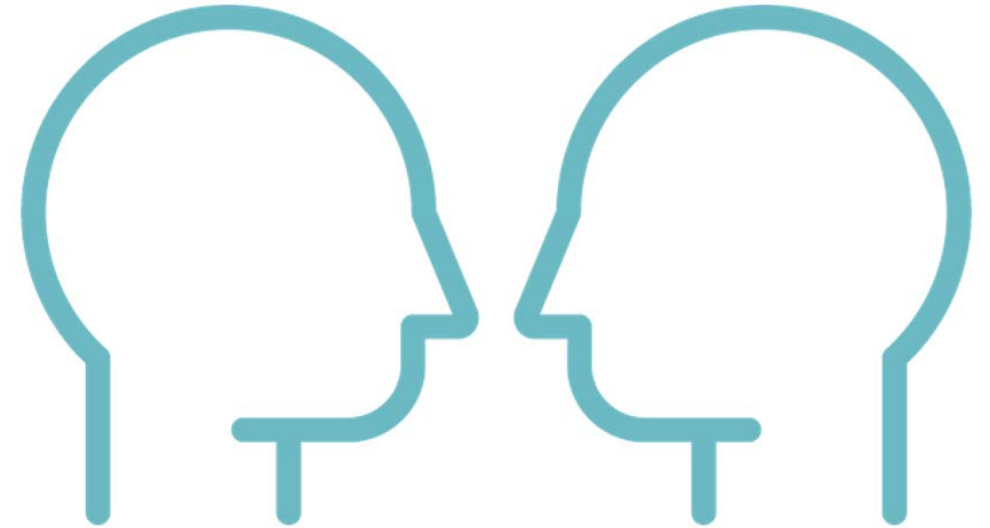
# Adaptive Leadership Training Objectives

*Participants will leave the workshop with the ability to:*

- Discover their own deeper values.
- Identify the values, loyalties and losses of stakeholders associated with an adaptive challenges
- Explore the Productive Zone of Disequilibrium to better understand how to manage stakeholders in an adaptive challenge.
- Discuss work avoidance and how to identify it.

# Expectations for Your Participation

- Be present and participate
- Be authentic and vulnerable
- Listen to understand
- Keep confidentiality



# Peer Networking

Exploratory Poll

Adaptive Leadership is a practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments.



# Adaptive Challenges

- The problem is undefined and requires loss and learning to understand
- The solution is unknown or has not been implemented before
- Solving the challenge requires a group of stakeholders working together to make progress

# Immunity to Change

Opening Activity



Column 1	Column 2	Column 3	Column 4	Column 5

# Immunity to Change

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1. What kinds of things, if they happened more often or less often around here, would help me perform at my peak?
2. I am committed to the value or importance of \_\_\_\_\_.
3. What am I doing, or not doing, that gets in the way of my column II values?
4. I might also be committed to the value or importance of \_\_\_\_\_.  
(refer back to what column III actions/behaviors tell about values)
5. What am I willing to do in the next month to learn more about my true values?

You don't think yourself into a  
new way of acting, you act  
yourself into a new way of  
thinking.

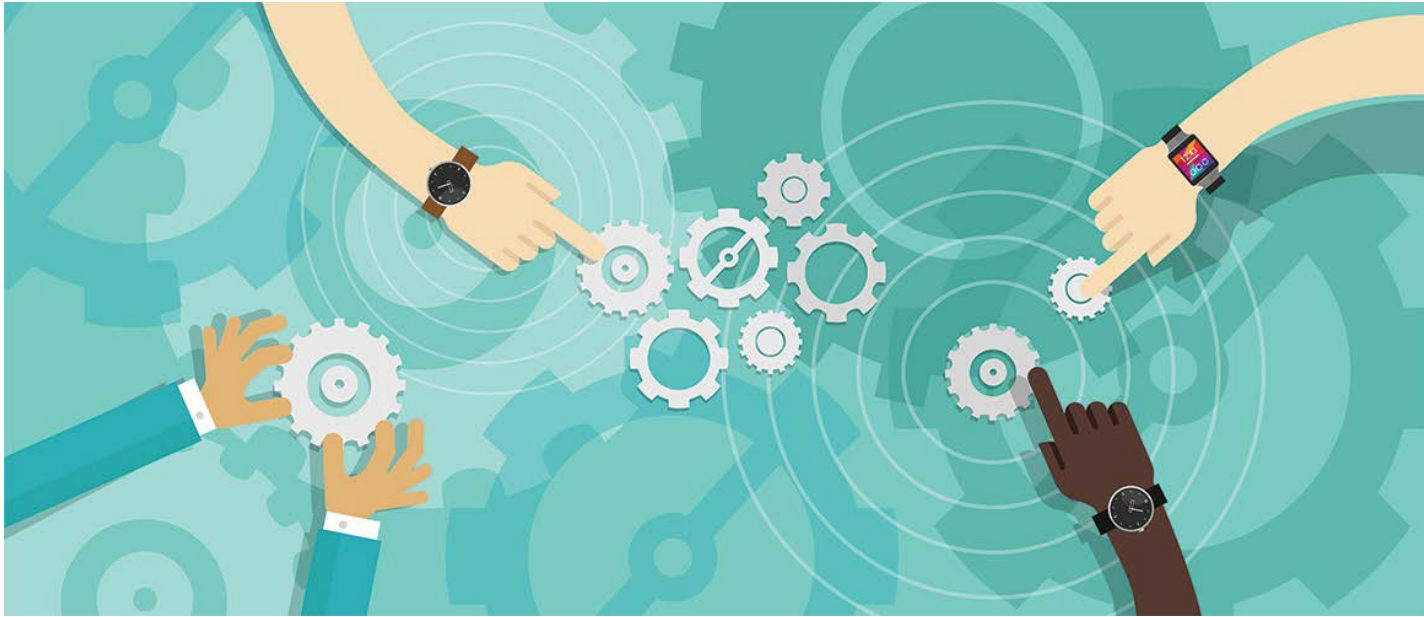
~David Robertson

# Values, Loyalties, Losses (VLL)

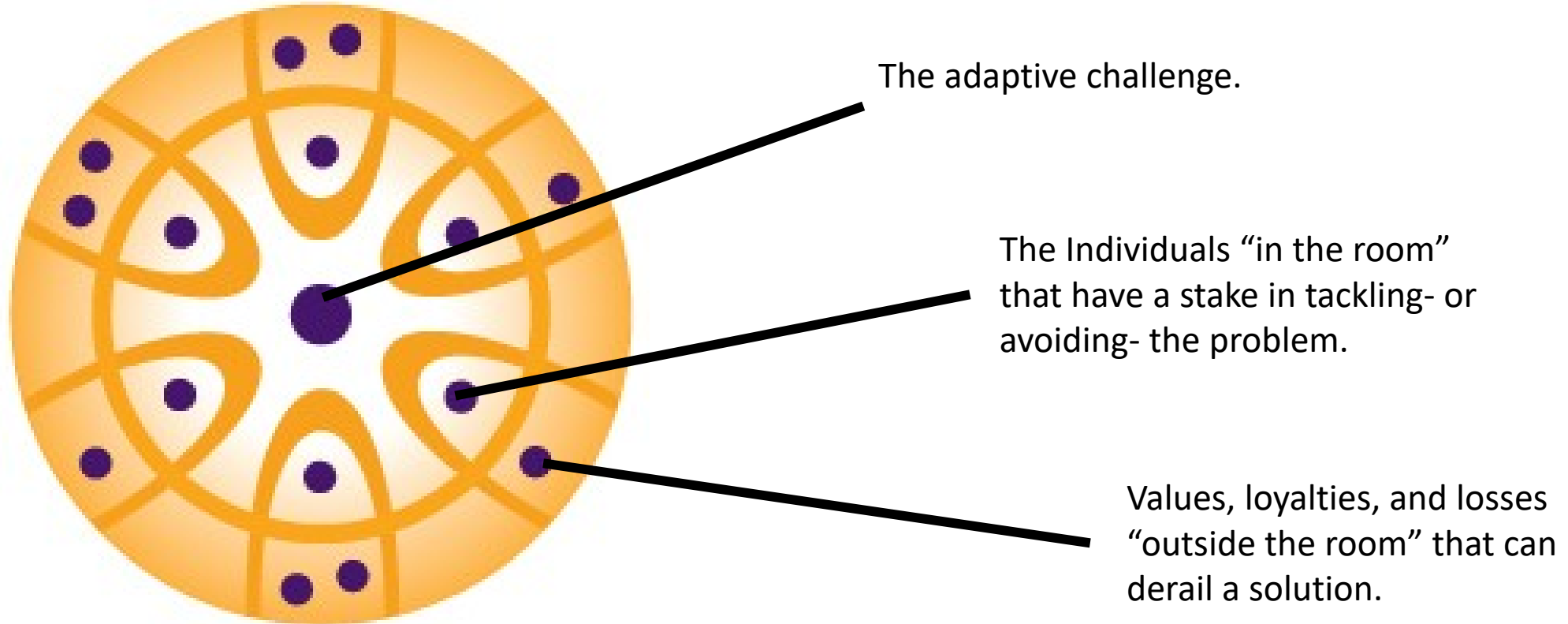
What are the values, loyalties and losses of stakeholders associated with the adaptive challenge?

# The Illusion of the **BROKEN SYSTEM**

Every organization or team is perfectly aligned to get the results it is currently getting.



# Whose work is it?



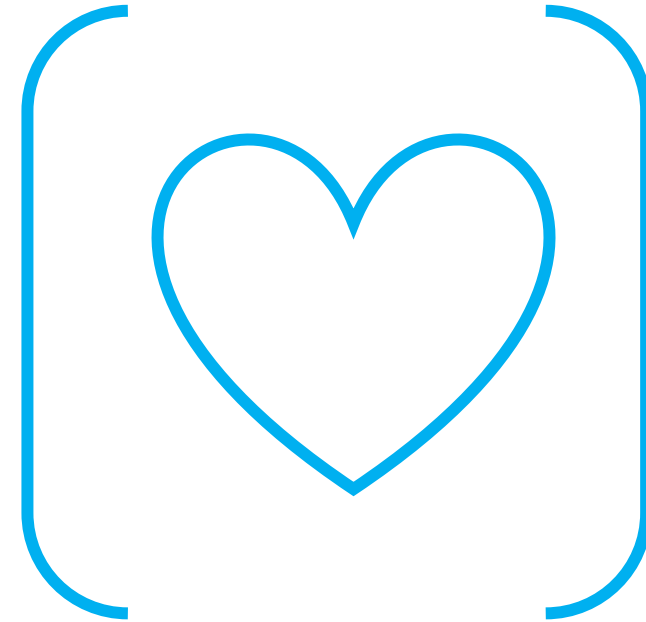
# Stakeholder Values

- Behavior is motivated by values
- Decision making is informed by values
- Observation of behaviors can illuminate values



# Stakeholder Loyalties

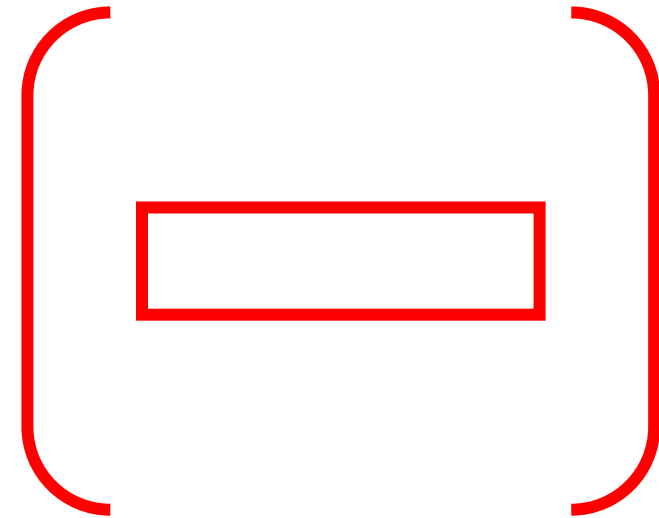
- People and organizations who your stakeholders are working with and for
- Pressure exists to represent their constituency
- Loyalties can pull people towards or away from collaboration





# Stakeholder Losses

- Resistance to collaboration comes from perceived or actual loss
- Solutions to adaptive challenges always involve loss
- Identification of what is most important to you and stakeholders can help mitigate unsustainable losses



# Common Losses in Adaptive Work



## TIME

Adaptive work does take time, but the excuse that we don't have "enough time" is often a proxy protecting against other things that we value



## SELF-RELIANCE

Rather than going it alone, adaptive work means relying on others more than you're accustomed to



## RESOURCES

Similar to time, the excuse of "not enough resources" is also often a proxy for something else



## JOB/SECURITY/LIVELIHOOD

When unaddressed early on, large-scale adaptive challenges like war or economic crisis can lead to extreme losses



## IDENTITY AND COMPETENCE

When the ability to problem-solve is overly tied to expertise, saying you don't know or are unsure about the answer becomes more difficult



## REPUTATION

People resist any real or perceived risk to their personal "brand" or legacy



## COMFORT

Status quo and momentum are sometimes all that's needed to impede a new idea

## Loss in Adaptive Change

$$L > P = R$$

When the real or perceived LOSS is greater than the shared PURPOSE, you encounter RESISTANCE.

# Stakeholder Analysis

- What are the behaviors I am seeing with this person or group that can shed light on what their values may be?
- When I have observed this person or group show resistance by not following through on agreed upon next steps, how might their loyalties be preventing them moving forward on actions that might be harmful to those they work on behalf of?
- What are the real or perceived losses that this person or group is facing that I may have minimized in my eagerness to find a win-win solution?

# Small Group Activity

Case Study and Stakeholder Analysis

## Case Example: Recruiting and Retaining a Staff that Represents the Community

### CONTEXT

The Blue County Health Department (BCHD) is a medium-sized local health department (LHD) in a suburban area. Most of its staff are white women, and most are from neighboring counties. In recent months, BCHD's lack of diversity and community involvement has become more noticeable. Even the staff who are from Blue County are considered outsiders by the larger community because they are all MPH students from the University of Southern Hampton, located in Hampton, the biggest town in Blue County. The University has been a consistent partner of BCHD, and University Career Advisors have a particularly close relationship with BCHD's Human Resources director, Todd, because of an intentional Academia-Health Department career pathway set up in the past ten years.

- BCHD often works with community partners to conduct their Community Health Needs Assessment and collectively develop a Community Health Improvement Plan. However, one of their core partners, Blue County Latino Health Initiative, announced that they will not be participating this year. The group's leader, Agustín, says that the group decided against working with BCHD because their voice was not heard in the last CHNA/CHIP process and that the Latinx community was not well represented in the Health Department.

## Case Example: Recruiting and Retaining a Staff that Represents the Community

### WHAT'S GOING ON

BCHD recently received increased funding for new programs and supportive funding for COVID-19 activities. Using this funding, the local health officer, Dawn, encouraged her project managers to consider their new budget numbers and consider the appropriate staffing levels across their projects.

Todd, the HR director, advised staff to write job descriptions that require an MPH or equivalent in all programmatic roles, because he says they are stronger candidates than others with different educational backgrounds. Project managers agree with Todd and believe that staff members with high levels of public health education are more prepared to be thrown into the projects BCHD implements. They are also particularly interested in seeing these positions filled quickly because their current staff are carrying the burden of 1.5-3 staff members each, leading to a noticeable increase in burnout.

Dawn says she wants to hire members of the community who represent the populations BCHD serves. After Agustín's announcement was released publicly, BCHD's Board of Health became concerned about BCHD's internal diversity and encouraged Dawn and executive directors to better recruit and retain a diverse and representative staff. In response, Dawn devised a plan to hire and community members as paid subject matter experts who provide input on BCHD's new programs. Most executive staff were excited about this development, but the Finance Director, Uma, thinks that more program employees are needed, instead of paying community members to just be program reviewers.

Uma asks Dawn to think of a different way to incorporate community members as BCHD staff, rather than as programmatic staff. Project managers feel similarly and think community reviewers are a low value option considering how much time it would take to recruit and train them.

# Breakout Groups



# Debrief

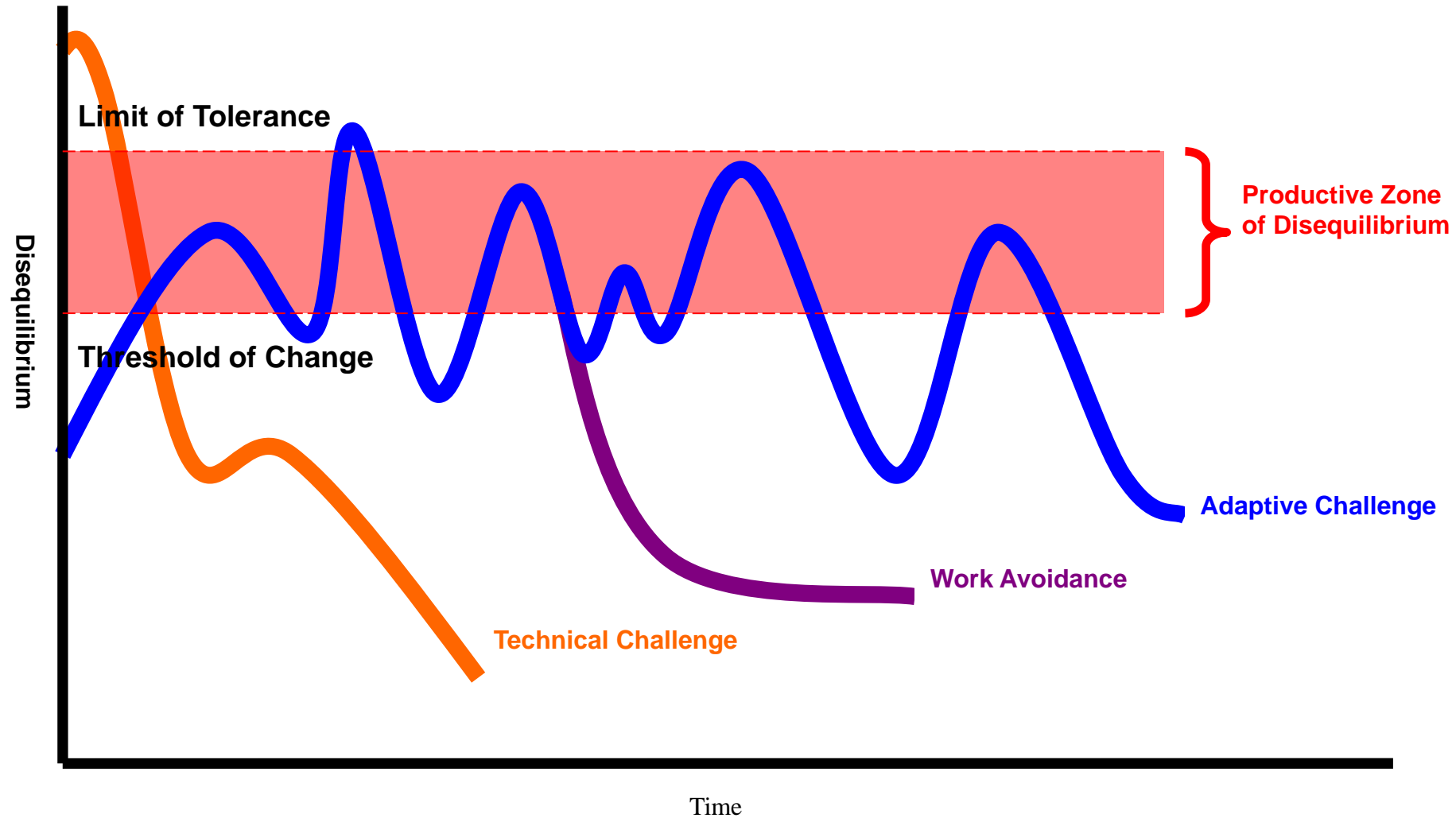
What insights have you gained from doing the values, loyalties, losses stakeholder analysis?

*(Type in the Chat)*

# Productive Zone of Disequilibrium

How do I create the conditions that enable people to make progress on the adaptive challenge?

# Productive Zone of Disequilibrium



# Avoid Work Avoidance

## DIVERTING ATTENTION

- ① Focusing on only what you know how to fix or defining the problem to fit your current expertise
- ② Turning down the heat in a meeting by telling a joke or taking a break
- ③ Denying that the problem exists
- ④ Creating a proxy fight, such as a personality conflict, instead of grappling with the real problem
- ⑤ Taking options off the table to honor legacy behaviors

## DISPLACING RESPONSIBILITY

- ① Shooting the messenger by marginalizing the person trying to raise the issue
- ② Scapegoating someone (usually someone not in the room)
- ③ Externalizing the enemy and not owning up to your part of the mess
- ④ Attacking authority
- ⑤ Delegating the adaptive work to those who cannot do anything about it, such as consultants, committees, and task forces.

# Next Workshop

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Courageous Conversations  
May 25, 2022 4:00 – 5:00 pm ET

# Workshop Evaluation

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Please take 5 minutes to complete the survey

# Thank you!

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