# Adaptive Leadership

## Foundations of Adaptive Leadership

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Using the chat function, please share one of the values you bring to your work in COVID health disparities and health equity work.

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# Adaptive Leadership Training Objectives

1. Explain the **foundations of Adaptive Leadership** in order to create a **new understanding of leadership.**

2. **Contrast technical and adaptive elements of the leadership challenges** before them so that they can more effectively deploy themselves and their resources to enable change.

3. Apply **understanding of the stakeholders** involved in leadership challenges by exploring their **values, loyalties and losses.**

4. Explore **Adaptive Leadership** tools to encourage **adaptive action.**

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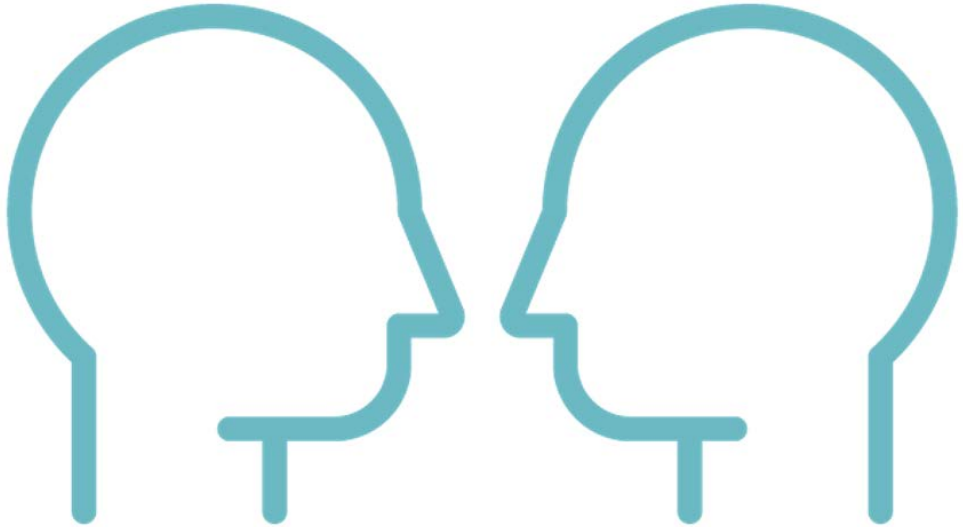
# Adaptive Leadership Training Agenda

- **Introduction to Adaptive Leadership** (didactic presentation)
- **Technical vs Adaptive** (didactic presentation and individual activity)
- **Stakeholder Analysis: Values, Loyalties, and Losses** (didactic presentation and breakout group activity)
- **Closing**

# Expectations for Your Participation

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



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# Foundations of Adaptive Leadership

Introducing the practice of leading adaptively

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



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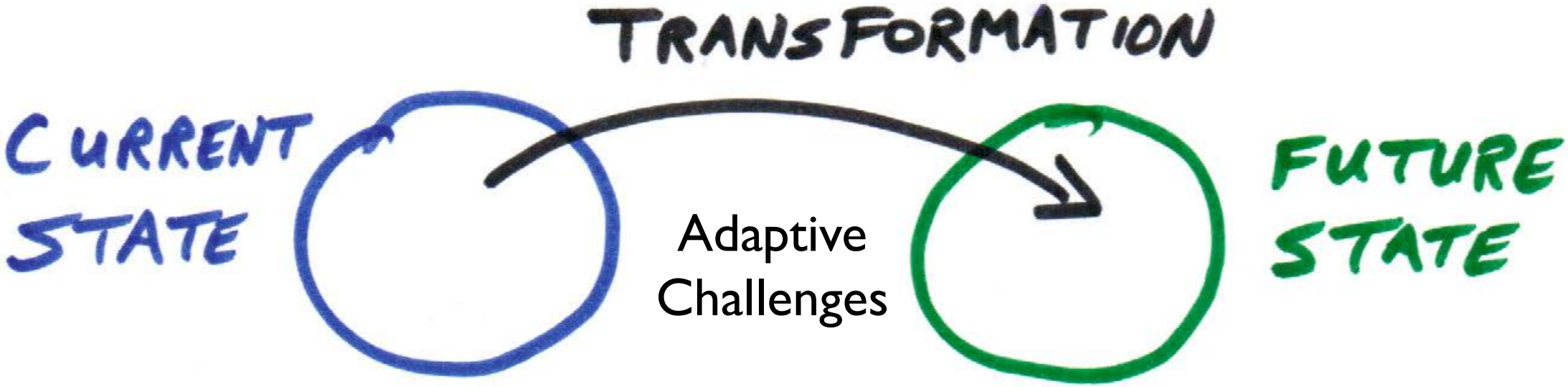

TRANSFORMATION
CURRENT STATE
Adaptive Challenges
FUTURE STATE

# 4 Tenets of Adaptive Leaders

| Emotional Intelligence | Organizational Justice | Character | Development |
| --- | --- | --- | --- |
| • Self-Awareness<br>• Self Management<br>• Social Awareness<br>• Relationship Management | • Decision Fairness<br>• Information Sharing<br>• Outcome Concern | • Integrity<br>• Credibility<br>• Values Differences | • Lifelong Learning<br>• Developing Others |

## Precious versus Expendable

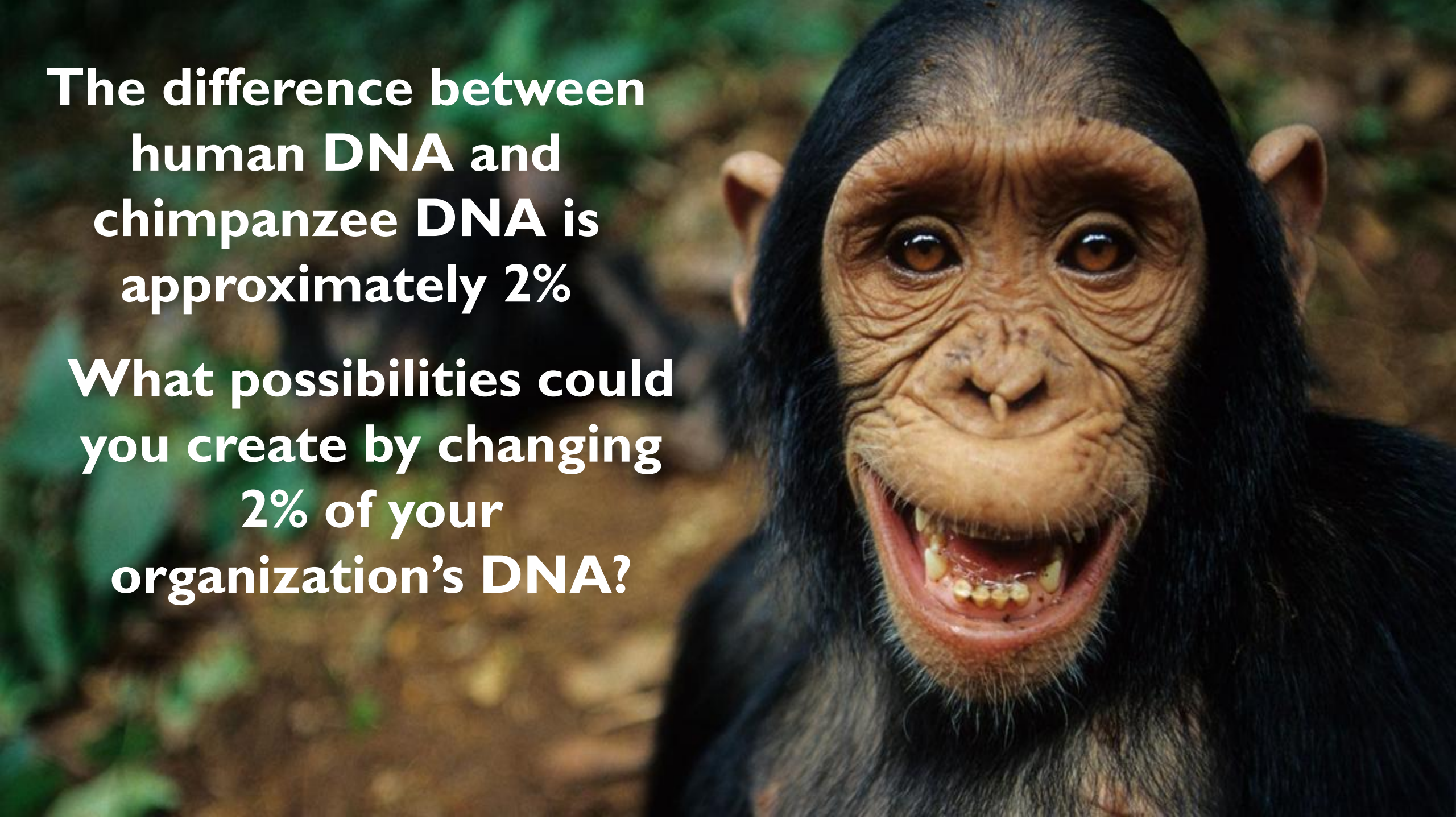
**Determining what practices are core to the future and what are obstacles to the future**

## Experimentation & Smart Risks

**Developing and testing "next" practices**

## Disciplined Assessment

**Integrating the "next" practices**


The difference between human DNA and chimpanzee DNA is approximately 2%
What possibilities could you create by changing 2% of your organization's DNA?

# What is the Nature of the Work?

## Technical vs. Adaptive

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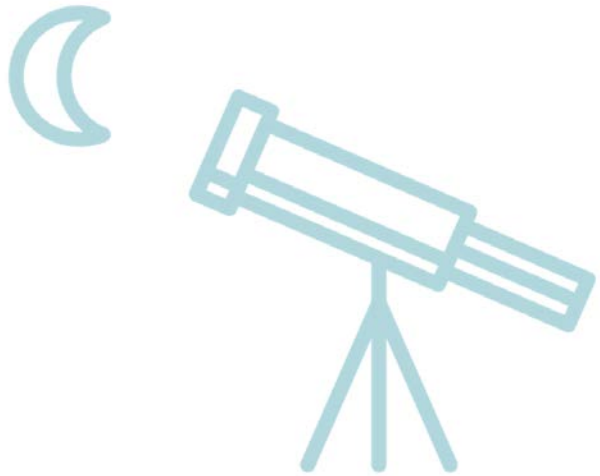
"Leadership would be a safe undertaking if your organizations and communities only faced problems for which they already knew the solutions."



Ronald Heifetz

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# Problems Come Bundled

| Type | Problem Definition | Solution Definition | Locus of Work |
|---|---|---|---|
| Ⅰ - **Technical** | Clear | Clear | Authority Experts |
| Ⅱ -**Technical and Adaptive** | Clear | Unclear; Requires learning | Authority Experts Stakeholders |
| Ⅲ - **Adaptive** | Unclear; Requires learning | Unclear; Requires learning | Stakeholders Limited expertise |

# Compare/Contrast

| Technical | Adaptive |
| --- | --- |
| Build a new office space | Build an organizational culture |
| Create a strategic plan | Instill in others a sense of ownership for the strategic plan |
| Collect and analyze quantitative data to identify health issues | Address health inequities highlighted in data analysis |
| Develop a community health improvement plan (CHIP) | Collaborate with community partners to implement CHIP |

# Technical vs Adaptive Work

Technical Change

Adaptive Change

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# Adaptive Challenges Characteristics

- Problem is difficult to identify
- Problem is easy to deny
- Progress requires loss and learning
- Progress requires constant experimentation
- Solution requires multiple changes across many boundaries
- Solution requires working with people
- Resistance is encountered
- Work on problem can be risky

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# Adaptive vs Technical

## Individual Activity

Think about the most pressing challenge you are facing in your COVID Health Disparities work and use the Technical vs Adaptive worksheet to identify the technical and adaptive components.

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# Whose Work Is It?

## Stakeholder Values, Loyalties, and Losses

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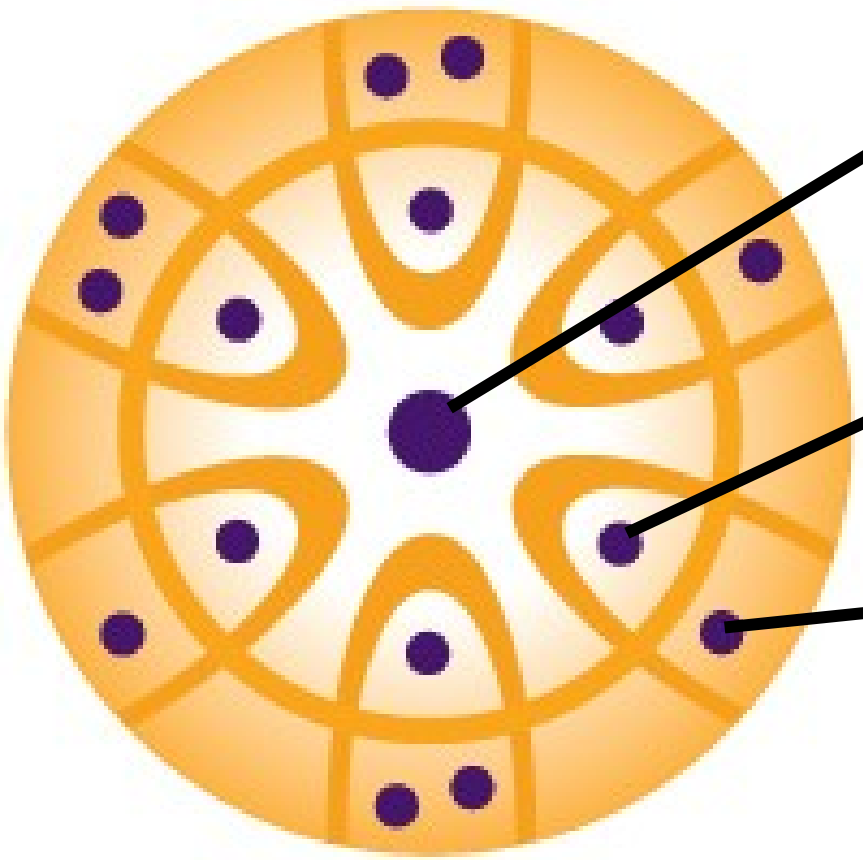
# Whose Work Is It?



The adaptive challenge.

The Individuals "in the room" that have a stake in tackling- or avoiding- the problem.

Loyalties, values and losses "outside the room" that can derail a solution.

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# 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

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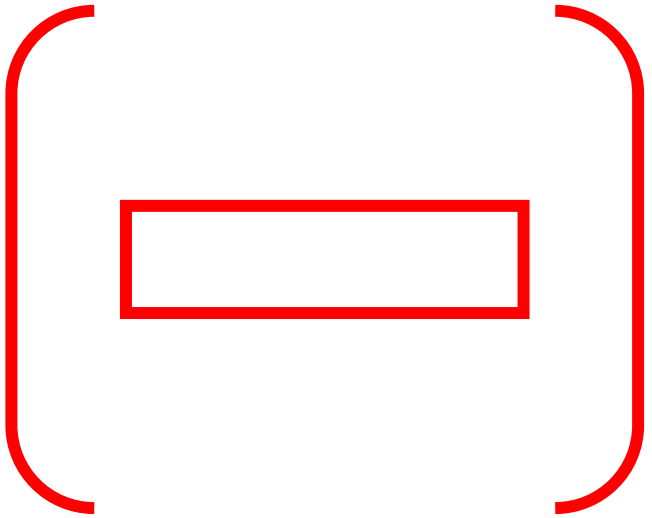
# Stakeholder Losses

- 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



# Breakout Activity

## Stakeholder Values, Loyalties, and Losses

In your groups, help each other to think through the values, loyalties, and losses of yourself and one of your stakeholders in your adaptive challenge using the Values, Loyalties, and Losses section of the worksheet.

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Using the chat function, please share how you could use the Values, Loyalties, and Losses mapping in your COVID health disparities and health equity work.

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# Thank you!

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