

# Adaptive Leadership

## Courageous Conversations

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What is preventing you from having the conversations you need to have to move your health equity work forward?



# Agenda

- Adaptive Challenges Defined (Didactic Presentation)
- Courageous Conversations (Didactic Presentation)
- Sample Courageous Conversation
- Courageous Conversation Planning & Practice (Partner Exercise)
- Reflections (Large Group Discussion)



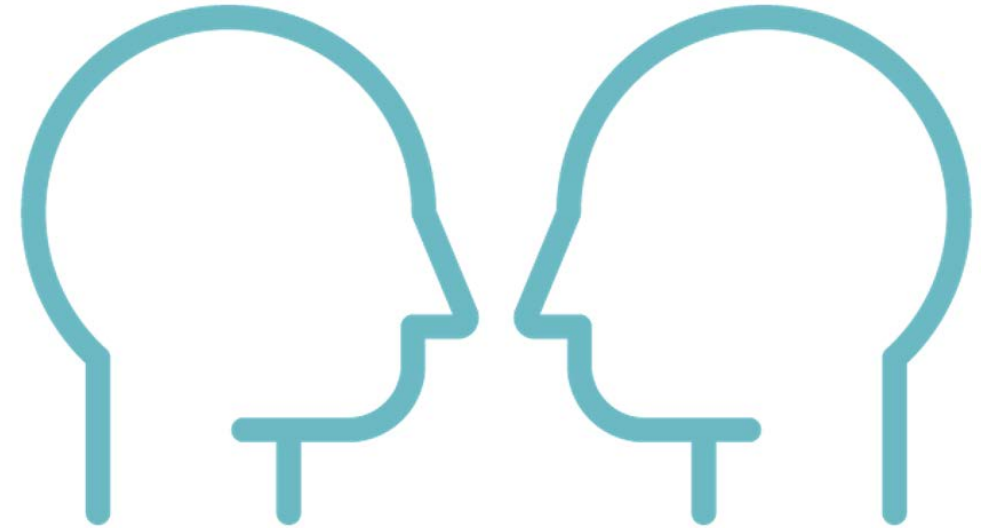
# Adaptive Leadership Training Objectives

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

- Design a courageous conversation to hold with a stakeholder.
- Engage in a meaningful dialogue with a stakeholder to make progress on an adaptive challenge.

# Expectations for Your Participation

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



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 with diverse perspectives working together to make progress

# Courageous Conversations

Make Progress on Your Adaptive Challenge



# Courageous Conversations

- Thoughtful framing
- Deliberate conversation
- Perspective of curiosity
- Interrupts non-productive patterns (including work avoidance)
- Raises or lowers heat
- Focuses attention on adaptive challenge



# Four Agreements of Courageous Conversations

1. Stay engaged
2. Experience discomfort
3. Speak your truth
4. Expect and accept non-closure



# Courageous Conversation Structure

1. Who am I?	2. What is the problem?
Role:	Conflict Frame:
3. What do we need to know?	3. How can we move forward?
Questions:	Adaptive Ask:

# Who Am I?

- What is my role?
- What is my relationship to the person I am having the conversation with?
- How will I define my role in this conversation?



# What is The Problem?

- What is the conflict frame?
- What are the adaptive and technical components of the conflict?
- How do I surface the conflict in this conversation?



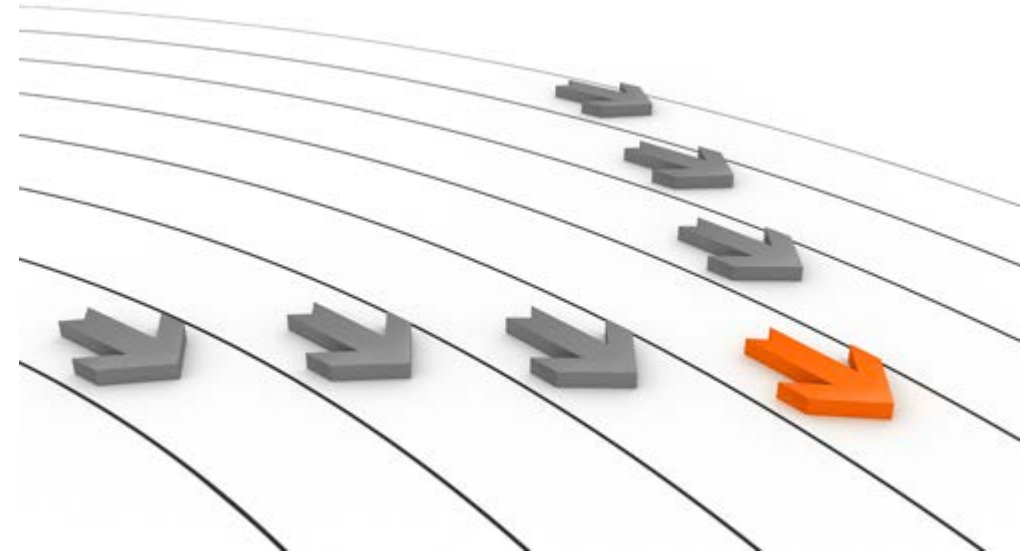
# What do We Need to Know?

- How can I better understand the person I am having this conversation with?
- What are some questions that need to be answered to further my understanding their perspectives?
- What can I ask to learn about what they value and what is important to them?



# How Can We Move Forward?

- What is the ask that will get to the adaptive nature of the conflict or challenge?
- How can we make progress on the adaptive elements of the challenge?
- What are some actions that we can take together,?





# What is *Different* About an Adaptive Ask?

- **Learn to hold attention and make progress**

- Challenge expectations rather than meet them
- Face difficult issues rather than avoid them
- Disturb equilibrium rather than preserve calm





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# Sample Courageous Conversation Plan



# Scenario

Deya is a health educator at a local health department and has created a conceptual equity model designed to connect SDOH, COVID, immunization rates, and COVID health outcomes.

Hassanatu is new LHO at the health department and has inherited a department that has historically been more concerned with health outcomes and not their root causes.

Hassanatu has concerns about using Deya's model and is designing a Courageous Conversation with Deya.

# Who Am I?

- New to leading the department and wants to get off on the right foot with Deya.
- Prioritizes health equity and ensuring that the pressures of the community disparities are represented in Deya's approach.
- Wants to highlight the intersectionality of race/gender/ethnicity and the multiple sectors that are involved in addressing health equity.



# What is the Problem?

Hassanatu feels strongly that the tool that Deya created needs to be revised in collaboration with community partners who represent the diversity of the community and have actual lived experience.



# What do we need to know?

- What was Deya's intent in developing the tool?
- What is important to Deya about being a part of creating this tool?
- How did Deya envision that this model would create a path for the department to effectively impact relevant social determinants critical to improving health outcomes?





# **What is the Adaptive Ask?**

How do we work together with our community to develop a tool that the department can use?

# Partnership Breakout

Designing Courageous Conversations

# Partner Activity

- Each partner has will use half of the time to plan and practice their conversation.

Steps:

- Select a stakeholder you want to engage.
- Walk through the four quadrants of the worksheet for the stakeholder you selected as it relates to your challenge.
- Have your partner give feedback on how the conversation might be received by the person you plan to talk to.

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# Large Group Discussion



# Large Group Discussion

- What resonates with you about the courageous conversations model?
- What was challenging about planning this courageous conversation?
- What supports do you need in place to have this courageous conversation?



# 6 Keys to Courageous Conversations

1. Deal with your fears
2. Manage your ego
3. Know WHY you want to have conversation
4. Be prepared to experience discomfort
5. Be real about your expectations
6. Set emotional tone for conversation

# Thank you!

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