



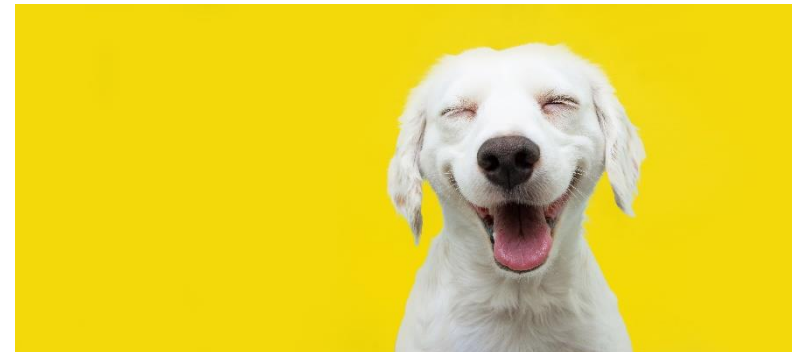
## Adaptive Leadership Next Level

### LPHA Conference Breakout Session: November 15, 2022

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# Nervous and Excited

- New to adaptive leadership and to leading adaptively
- Pressure on public health: Don't mess up
- Excited to share a powerful framework



# Adaptive Leadership Moment: Personal Story

## Waiting and waiting: Status quo



## Leveraging Relationships



# Objectives: Adaptive Leadership Next Level

At the end of this workshop, you will be able to...

- use a disciplined practice to help people make progress on adaptive challenges.
- identify the difference between leadership and authority.
- apply lessons learned to an adaptive leadership challenge in your public health setting.

# Adaptive Leadership: What is it?



Adaptive  
Leadership

practical  
leadership  
framework

helps  
individuals  
and  
organizations

adapt and  
thrive

in challenging  
environments

# Adaptive Leadership: Mobilization

Adaptive leadership is

the act of mobilizing a group of individuals

to handle tough challenges

and emerge triumphant in the end.



# Reflection: YOUR Leadership Problem or Challenge

- What problem do you have that keeps recurring over and over?
- What challenge do you have where there is no expert or authority to call upon to resolve the problem?



# Write About YOUR Leadership Problem or Challenge

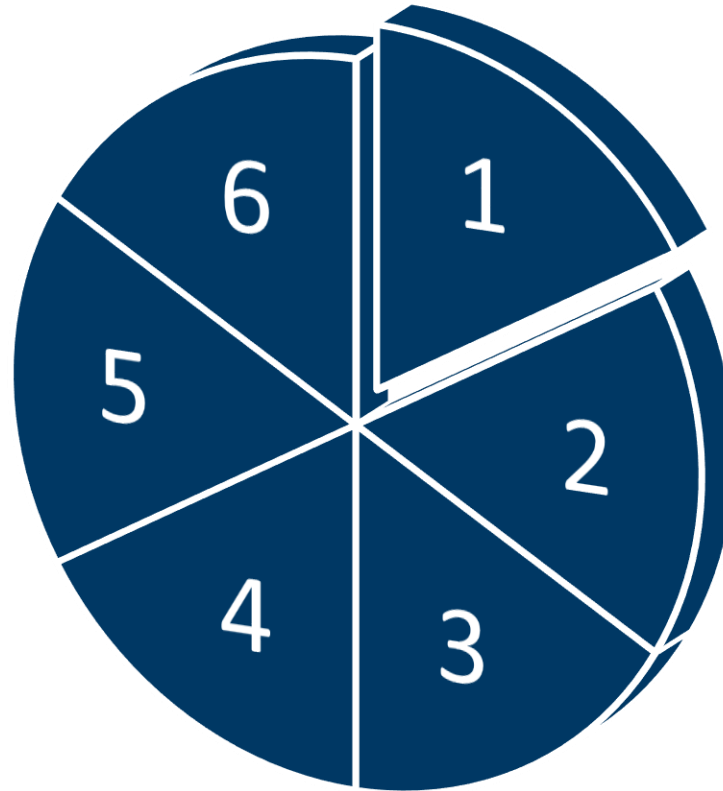
- Write about a leadership challenge you are facing.
  - Feeling stuck...occurs over and over...no expert to call upon
  - Gap between current reality and aspirations
- Examples of adaptive leadership challenges:
  - Instilling in others a sense of ownership for the strategic plan
  - Addressing health inequities highlighted in data analysis
  - Collaborating with community partners to implement the CHIP



# Adaptive Leadership: Let's Review!



# Adaptive Leadership - Six Dimensions



# Identify the Adaptive Challenge



Pinpoint the problem.

Technical and adaptive?

# Get on the Balcony



Step away.

Look at the big picture.

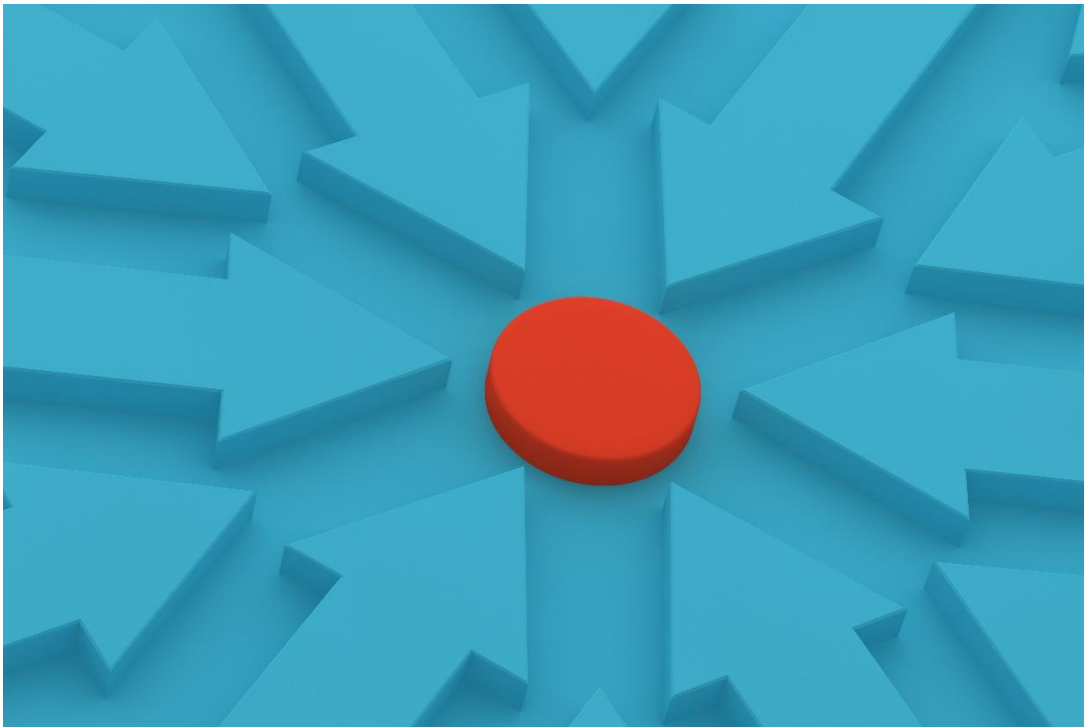
# Regulate Distress



Help others to become aware of the need for change without being overwhelmed.

*“monitor the stress people are experiencing and keep it within a productive range.”*  
(Northouse, 2016)

# Maintain Disciplined Attention



Provide focused attention on the key issues at hand.

*“mobilize and encourage people to drop their defenses and openly confront their problems.” (Northouse, 2016)*

# Give The Work Back To People



Limit your influence.

Redirect problem solving back to the people.





**“Part of the problem is the number of employees  
who think they know the solution.”**

# Protect Leadership Voices From Below



Listen to the people who may feel marginalized or judged because of their opinions.

Give voice to others so they will be part of the solution.

# Recap: Adaptive Leadership - Six Dimensions

- Identify the adaptive challenge
- Get on the balcony
- Regulate distress
- Maintain disciplined attention
- Give the work back to people
- Protect leadership voices from below

# Making Progress on an Adaptive Challenge

- “Adaptive Change Advising Protocol”\*
- Case Presenter = MDH Staff
- Adaptive Change Advisors = YOU
- Designated Authority and Timekeeper = Kristin
- Come back to the large group and share insights

*\*Used with permission of Adaptive Change Advisors*

Case Presenter: Describe the leadership challenge you face.

Adaptive Change Advisors: Listen and observe carefully. Take notes. Don't interrupt or ask questions yet.

Adaptive Change Advisors: Gather data about values, loyalties, losses, and pressures.

Case Presenter: Keep your answers on point, but feel free to elaborate if necessary.

# Diagnostic Brainstorming

Adaptive Change Advisors: Brainstorm interpretations. No debating. Take notes.

Case Presenter: Turn your back and remain silent on the "balcony". Take notes.



# Action Step Brainstorming

Adaptive Change Advisors: generate 10-20 actions, safe to risky. Watch out for group think.

Case Presenter: Still on the balcony. It's almost your turn. Listen carefully for the nuggets. Take notes.

# Case Presenter Reflections

Case Presenter: Welcome back from the balcony. It's (only) your turn to talk now. Play with the ideas you heard...

Adaptive Change Advisors: Just listen. Use yourself as data, notice your reactions to the Case Presenter. Take notes.

The case consultation is finished.

Get on the balcony...

Discuss the group's own dynamics and patterns, not the case...

How did it feel going thru the protocol process?

What kind of progress was made on the adaptive challenge?

# Break Time



# Leadership Versus Authority

## LEADERSHIP DEFINED

Leadership v1.0

Motivating people to tackle challenges that have no known or obvious answer.

Leadership v2.0

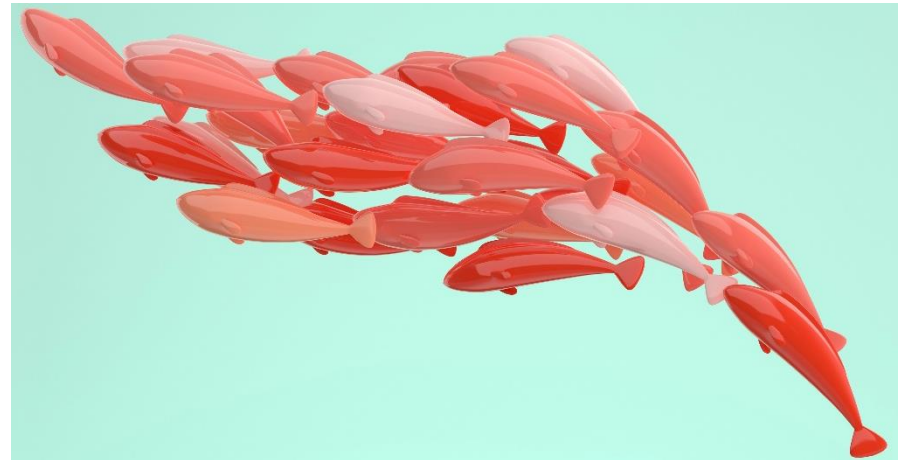
Disappointing your own people at a tolerable rate for a purpose.

# The difference between authority and adaptive leadership

Authority granted on the assumption that we do what is expected: i.e., provide solutions.



Adaptive leadership instills a sense of responsibility for the organization across the workforce.





# Leadership Versus Authority And Why It Matters



- [“Leadership vs. Authority”](#) Worksheet\*
- What new insights have you gained on your challenge?

*\*Used with permission of Adaptive Change Advisors*

# Apply Lessons Learned to An Adaptive Leadership Challenge In Your Public Health Setting

How could you apply lessons learned today to an adaptive leadership challenge in your public health setting?

- Discuss with a partner
- Report out to the group



# Questions or Comments?



# References

[Eric Martin]. (2017, January 31). Adaptive Leadership - Introduction [Video]. YouTube. Retrieved October 12, 2022, from [https://www.youtube.com/watch?v=pRFXu\\_jBJec](https://www.youtube.com/watch?v=pRFXu_jBJec)

Kaufman, E. (2017, December 28). *Adaptive Leadership: How to Prioritize and Align Emerging Issues*. SlideShare. <https://www.slideshare.net/erickkaufman/adaptive-leadership-how-to-prioritize-and-align-emerging-issues>

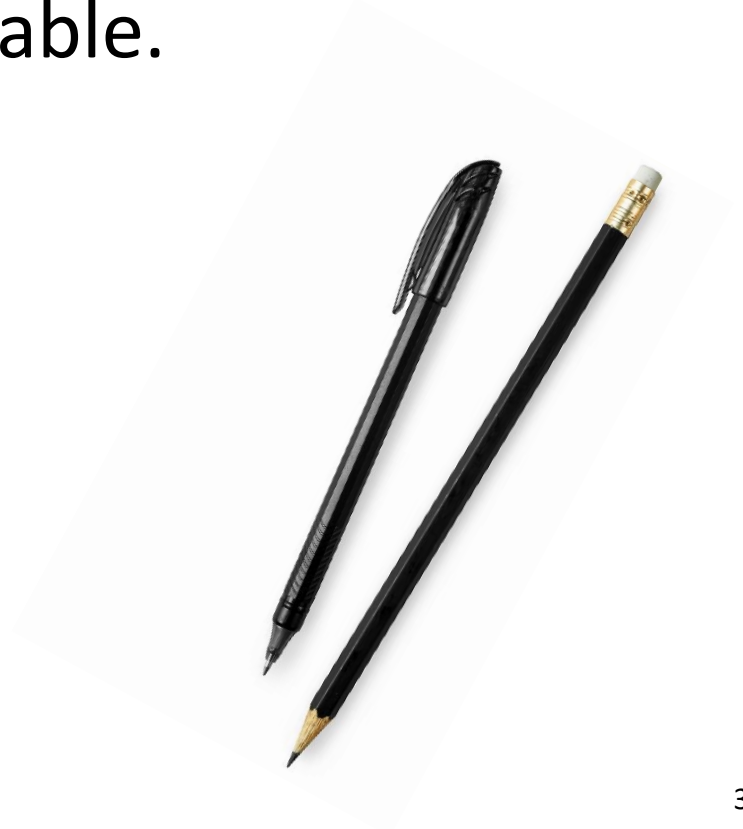
*Adaptive Change Advisors*. (n.d.). Adaptive Change. Retrieved October 13, 2022, from <https://www.adaptivechangeadvisors.com/>

Eric Martin. (2021, September 3). Leadership Isn't What You Think It Is. YouTube. Retrieved October 13, 2022, from <https://www.youtube.com/watch?v=I58H60NTC9U>

Northouse, P.G. (2016). *Leadership: Theory and practice* (7<sup>th</sup> ed.) Thousand Oaks, CA: Sage

Samuels, J. (n.d.). Adaptive leadership. Retrieved October 13, 2022, from <https://www.slideshare.net/JacquelineSamuels3/adaptive-leadership-78207082>

- Please give us your feedback on today's workshop...
- Complete the evaluation form at your table.





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# ADAPTIVE CHANGE ADVISING PROTOCOL

In your peer advisory group, decide on a Case Presenter and Designated Authority (DA). Keeping to the times below is important. The DA's role is to ensure a good case consultation.

| ROLES AND SAMPLE QUESTIONS                |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Case Presentation<br>(5 minutes)          | OBSERVATION        | <p><b>Case Presenter:</b> Describe the leadership challenge you face.</p> <ul style="list-style-type: none"> <li>What is the challenge or problem you're facing? Gap you're trying to narrow?</li> <li>Who are the major players? What are their conflicting perspectives and interests?</li> <li>What action have you taken or are thinking about taking?</li> <li>What are your stakes and interests? Any hidden issues?</li> <li>What do you want to be advised on by your group?</li> </ul> <p><b>Adaptive Change Advisors:</b> Listen and observe carefully. Don't interrupt or ask questions yet.</p>                                                                                                                                                                                                                                                                                                                                                                                    |
| Diagnostic Questions<br>(10 minutes)      |                    | <p><b>Adaptive Change Advisors:</b> Gather data about values, loyalties, losses and pressures; keep questions short.</p> <ul style="list-style-type: none"> <li>What is the pressure on the major players to behave as they do?</li> <li>Where is the senior authority on the issue?</li> <li>Who has the most to lose?</li> <li>What has the Case Presenter done to solve the problem? What has the Presenter taken off the table?</li> <li>What does success look like to the Case Presenter?</li> </ul> <p><b>Case Presenter:</b> Keep your answers on point, but feel free to elaborate if necessary.</p>                                                                                                                                                                                                                                                                                                                                                                                  |
| Diagnostic Brainstorming<br>(15 minutes)  | INTERPRETATION     | <p><b>Adaptive Change Advisors:</b> Generate as many interpretations as possible. Remember it's brainstorming, so no debating. Try raising the heat. Stay at it for the full 15 minutes.</p> <ul style="list-style-type: none"> <li>What are the Case Presenter's stakes? Losses at risk?</li> <li>What role in the system does the Case Presenter represent?</li> <li>Are there underlying issues hidden beneath the Case Presenter's responses?</li> <li>How does success look like to the other players? What is the story they are telling themselves?</li> <li>Why might the Case Presenter have taken options of the table other than for the stated reasons?</li> <li>How might the Case Presenter be contributing to the problem, i.e. their piece of the mess?</li> <li>What is an uncomfortable interpretation the Case Presenter been understandably unwilling to consider?</li> </ul> <p><b>Case Presenter:</b> Turn your back and remain silent on the "balcony". Take notes.</p> |
| Action Step Brainstorming<br>(5 minutes)  | INTERVENTION       | <p><b>Adaptive Change Advisors:</b> Try to generate 10-20 actions, ranging from safe to risky. Watch out for group think.</p> <ul style="list-style-type: none"> <li>What are low risk tests of some of the interpretations discussed? High risk tests?</li> <li>What courageous conversations need to take place?</li> <li>What new partnerships or relationship shifts need to happen?</li> <li>What are specific and achievable goals over the next month?</li> </ul> <p><b>Case Presenter:</b> Still on the balcony. It's almost your turn. Listen carefully for the nuggets.</p>                                                                                                                                                                                                                                                                                                                                                                                                          |
| Case Presenter Reflections<br>(5 minutes) | O-I-I FREE FOR ALL | <p><b>Case Presenter:</b> Welcome back from the balcony. It's (only) your turn to talk now. Play with the ideas you heard, resisting the urge to defend or talk "louder".</p> <ul style="list-style-type: none"> <li>What did you learn?</li> <li>What if anything surprised you? Shocked you? Intrigued you? Got you in the heart or gut?</li> <li>What might you consider doing differently as a result?</li> <li>Has your understanding of your challenge shifted? How?</li> </ul> <p><b>Adaptive Change Advisors:</b> Just listen. Using yourself as data, notice your reactions to the Case Presenter.</p>                                                                                                                                                                                                                                                                                                                                                                                |
| Group Debrief<br>(5 minutes)              |                    | <p><b>Team:</b> The case consultation is finished. Get on the balcony now and just discuss the group's own dynamics and patterns, not the case itself.</p> <ul style="list-style-type: none"> <li>What did we accomplish as a group? What did we avoid?</li> <li>What default behaviors did we observe? Did someone dominate the airtime? Hold back? Was that useful?</li> <li>What could be done to improve consultations in the future?</li> <li>Did the Case Presenter's affect impact our ability to dive in? How so?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |





Given what you learned in the last module, how would you reframe your challenge focusing on the adaptive elements?

## Leadership vs Authority

### What Choices Do We Face About How We Deploy Ourselves to Lead Change?

We all have choices about how we spend our time and what risks we are willing to take. It is important to recognize when to exercise leadership-and disrupt the status quo-and when to exert authority for the sake of maintaining stability and order.

**Leadership:** Leadership is an activity, not a specific role. It is a behavior that anyone can practice no matter their position in the organizational structure. Leadership is not about meeting your superior's expectation or doing your job really, really well. It is about challenging those expectations and disrupting your own people at a tolerable pace for a purpose you care deeply about ("dancing on the edge of your scope of authority"). The function of leadership is to move people and organizations beyond the status quo to achieve the organization's mission.

**Authority:** Exercising authority involves doing what you are authorized, or expected, to do. The scope of your authority is determined in part by your formal authority, which is determined by performance, title and ability to carry out specific tasks, and in part by your informal authority, which you build over time through interactions with others. Authority is critical for any organization to survive. No system, organization or family can function without it, yet authority perpetuates the status quo rather than enabling change.

**Dancing on the edge:** Taking action near or beyond the formal or informal limits of what you are authorized or expected to do.

#### Directions:

1. List out activities you are engaged in that are related to your adaptive challenge.
2. Notate if it is in service of making progress on your challenge.
3. Notate what you could do less of to make more room for activities that are dancing on the edge of your authority
4. Notate new activities or activities that you could do more of that would make progress on challenge.
5. Notate whether this activity would be characterized as leadership or authority.

| Activities related to your adaptive challenge | Is this activity making progress on your adaptive challenge? | Which activities could you do less of? | Which activities could you do more of or what new activities could you engage in to make progress? | Would you characterize this more as leadership or authority? |
|-----------------------------------------------|--------------------------------------------------------------|----------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
|                                               |                                                              |                                        |                                                                                                    |                                                              |
|                                               |                                                              |                                        |                                                                                                    |                                                              |
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|                                               |                                                              |                                        |                                                                                                    |                                                              |

# Leadership vs Authority

## What Choices Do We Face About How We Deploy Ourselves to Lead Change?

Reflect on the activities you have listed and answer the questions below.

1. Which of the activities you listed are dancing on the edge of your authority to make progress on your challenge?
2. What would it take to put more time, money or resources into the activities that you listed in the question above in order to make more progress on your challenge?
3. How might you stop doing the activities that are not in service of your challenge that you listed on the previous page?
4. Who might you have to disappoint in order to make progress on your challenge? How will you do this without marginalizing yourself?

What new insights have you gained on your challenge after completing this worksheet?