



CCSI

Coordinated Care Services, Inc

Innovative Solutions in Human Service Delivery



Train-The-Trainer 2018

ADAPTIVE LEADERSHIP

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OBJECTIVE

This training will focus on:

- differentiating between technical and adaptive approaches
- introducing Adaptive Leadership as a solution-focused and culturally responsive decision-making method



AGENDA

Adaptive Leadership:

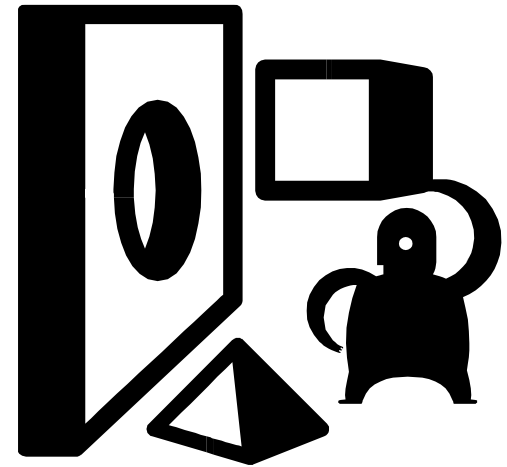
- *An Understanding*
- *Situational Challenges*
- *The Behaviors*
- *The Work*



THE NEED FOR THE NEW: Adaptive Leadership

Complex, Significant Challenges

- Myth that Better Execution and Improving Operations Alone will Accomplish Needed Results





ADAPTIVE LEADERSHIP

An Understanding



DESCRIPTION: ADAPTIVE LEADERSHIP

- Focuses on the adaptations required of people in response to the changing environments
- Stresses the activities of the leader in relation to the work of followers in the contexts in which they find themselves
- Encourages effective change across multiple levels: self, organizational, community, and societal
- Framework developed largely by Heifetz and his associates



DESCRIPTION: ADAPTIVE LEADERSHIP

- “The practice of mobilizing people to tackle tough challenges and thrive.”
- Adaptive Leaders help others by:
 - Mobilizing them
 - Motivating them
 - Organizing them
 - Orienting them
 - Focusing their attention to what is important

Adapted from: Bayar, 2012

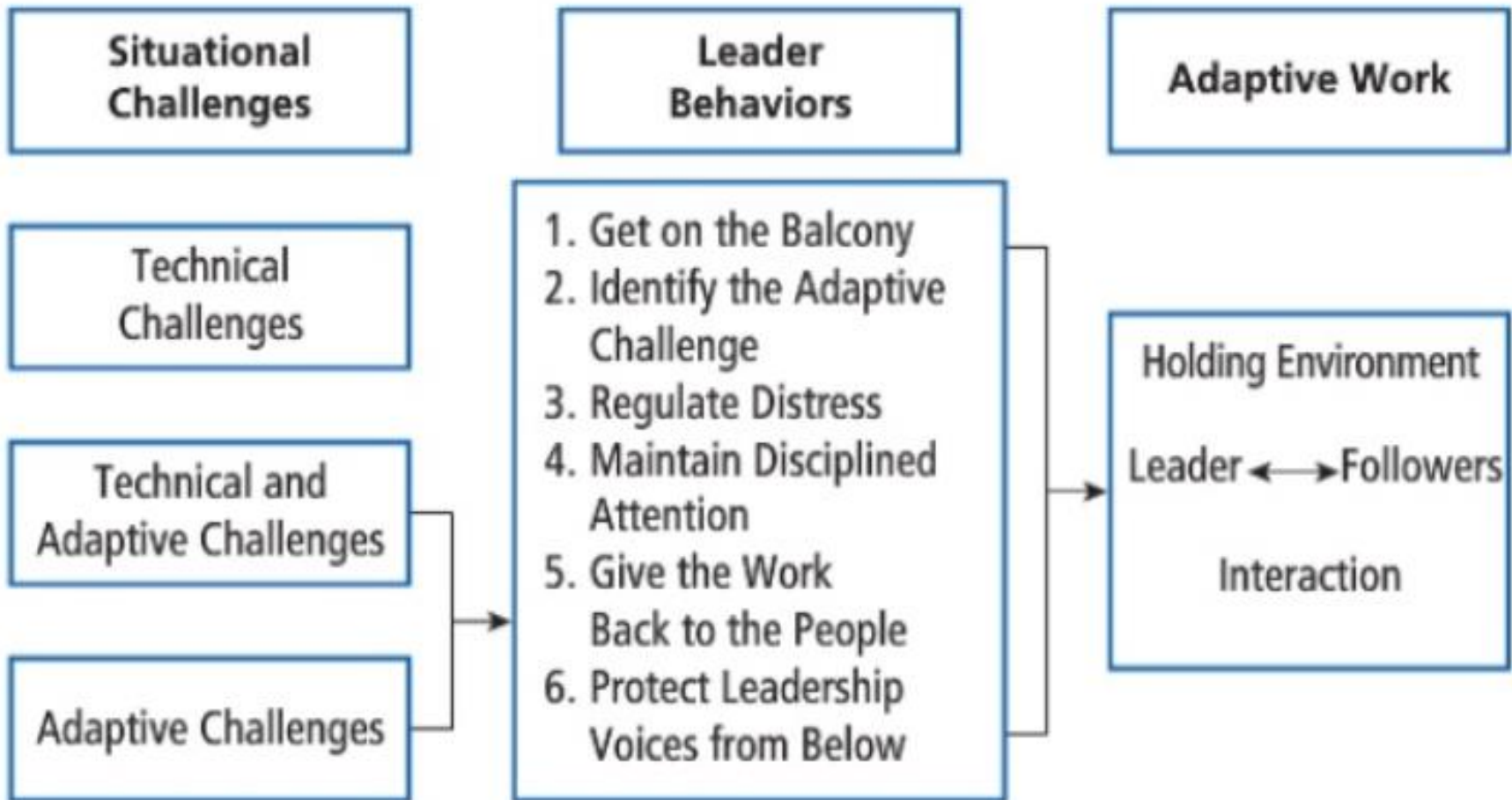


ADAPTIVE LEADERSHIP: Four Viewpoints

- **Systems Perspective** – Problems are complex with interconnected parts
- **Biological Perspective** – People develop and evolve by having to adapt to internal cues and the external environment
- **Service Orientation** – Leadership serves people by diagnosing their problems and prescribing possible solutions
- **Psychotherapy Perspective** – People adapt successfully when they face problems directly, distinguish between fantasy and reality, resolve internal conflicts, and learn new attitudes and behaviors



MODEL OF ADAPTIVE LEADERSHIP



ADAPTIVE LEADERSHIP

Situational Challenges



SITUATIONAL CHALLENGES

- **Technical Problems:** Problem that are clearly defined with known solutions that can be implemented through existing organizational procedures. **No Need for Adaptive Leadership**
- **Technical and Adaptive Challenges:** Challenges are clearly defined but do not have straightforward solutions. Leader and followers both tackle problem.
 - Example: Hospital wants to change from traditional approach to a patient-centered culture. Administration can offer training on how to involve patients in their own care. Medical staff, patients, and families need to accept the change and learn how to implement it.
 - **Need for adaptation by many different people**



SITUATIONAL CHALLENGES

- **Adaptive Challenges:** Problems that are not clearly defined or easy to identify, and which do not have a clear solution.
 - *Example: A hospital wants to begin hospice care for terminally ill patients. The patients and their families will face immense uncertainty about how and when the patient will die. The staff, patients, and families will face many issues about the dying process, what the loss means, how to prepare for coping with it.*
- **The challenges facing the organization are not clearly defined nor are the solutions. **These challenges require adaptive leadership****



SITUATIONAL CHALLENGES

Adaptive Challenges are Value-laden and stir up people's emotions

Technical Challenges can be fixed with leader's own expertise and authority

Effective leaders use adaptive leadership behaviors for adaptive challenges and technical leadership for technical challenges

Adapted from: Bayar, 2012



ADAPTIVE LEADERSHIP

The Behaviors



BEHAVIORS: Adaptive Leader

1. **Get on the Balcony.** Understand the big picture and all that is involved in the situation.
 - Don't get swept in the field of play
 - Move back and forth between action and balcony
 - Get a wholesome view

Adapted from: Bayar, 2012



BEHAVIORS: Adaptive Leader

2. Identify Adaptive Challenges - Distinguish between technical and adaptive challenges

Four Types of Adaptive Challenges:

1. A gap between espoused values and behavior
2. Competing commitments/goals (quality vs cost)
3. Elephants in the room
4. People avoid work

Adapted from: Bayar, 2012



BEHAVIORS: Adaptive Leader

3. Regulate Distress : Help others recognize the need for change but not be overwhelmed by it. The leader must ...

- Create a holding environment (safe atmosphere to discuss everything).
- Provide direction, protection, orientation, conflict management, productive norms.
- Regulate his or her own personal distress and the distress levels keeping it in the productive range.



BEHAVIORS: Adaptive Leader

4. Maintain Discipline Attention.

Encouraging people to focus on the tough work they need to do.

5. Give the Work Back to the People:

- Avoid micro-managing:
- Support people;
- Encourage risk-taking;
- People should know that they can work out their own solutions.

Adapted from: Bayar, 2012



BEHAVIORS: Adaptive Leader

6. Give the Work Back to the People:

- Avoid micro-managing
- Support people
- Encourage risk-taking
- People should know that they can work out their own solutions

Adapted from: Bayar, 2012



ADAPTIVE LEADERSHIP

The Work



LEADERS: Adaptive Work

What adaptive leaders want to see happen:

- Adaptive work grows out of the communication between leaders and followers, but is primarily the work done by followers.
- A holding environment is essential.
 - *Example: A fitness instructor is running a class for a group of individuals who have had heart problems and struggle with being overweight.*



LEADERS: Adaptive Work

A complex process of multiple dimensions that includes:

- *situational challenges*
- *leadership behaviors*
- *adaptive work*

Mobilizing individuals in doing adaptive work:

1. Leader steps back from a challenging situation for a view from balcony.
2. Determine if the change creates technical or adaptive challenges
3. If the challenges are adaptive, the leader engages in several specific leader behaviors to move the adaptive process forward.



REFERENCES

Bayar, A. (2012). Leadership: Theory and Practice (5th edition) 2012 Peter G. Northouse. Leadership: Theory and Practice (5th edition). Sage Publications, 2010. 456 pp., ISBN: 0-8077-4679-7. Journal of Educational Administration, 50(3), 380-383. doi:10.1108/09578231211232022



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