

Welcome!

We are so glad you are here!

We will get started shortly.
In the meantime, we invite you to intentionally enter this space.



Silence your cell phone



Stretch



Close the door



Take a few deep breaths



Close browser windows



Emotionally release your to-do list



Check your audio and video



Take a bio break

Workshop Series: Tools for Community Transformation – Workshop #2

Thursday, November 2, 2023 || 2:00pm – 2:45pm ET

Workshop Series: Tools for Community Transformation - Workshop #2

THURSDAY, NOVEMBER 2, 2023
2:00PM – 2:45PM ET

THE HEALTHY START TA & SUPPORT CENTER IS OPERATED BY THE NATIONAL INSTITUTE FOR CHILDREN'S HEALTH QUALITY (NICHQ). THIS PROJECT IS SUPPORTED BY THE HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA) OF THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) UNDER GRANT NUMBER 1 UF5MC327500100 TITLED SUPPORTING HEALTHY START PERFORMANCE PROJECT.

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HEALTHY
start
TA & SUPPORT CENTER



Agenda

Housekeeping

Tess Pierson

HEALTHY START TA & SUPPORT
CENTER (TASC)

Welcome

Olivia Kean

TASC

Adaptive Leadership

Tahlia Gousse

NATIONAL ASSOCIATION OF CITY
& COUNTY HEALTH OFFICIALS
(NACCHO)

Wrap Up

Tess Pierson

HEALTHY START TASC



THIS SESSION IS BEING RECORDED.



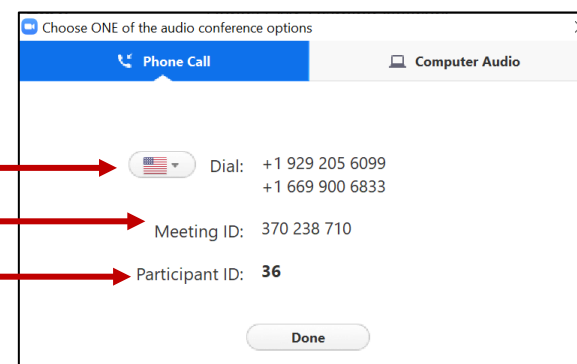
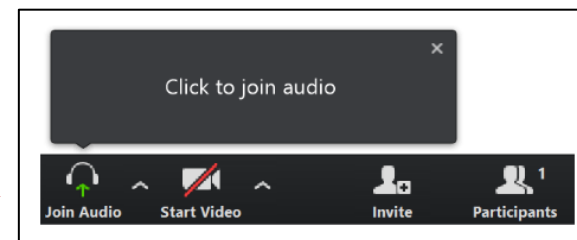
ALL PARTICIPANTS ARE MUTED UPON ENTRY. WE ASK THAT YOU REMAIN MUTED TO LIMIT BACKGROUND NOISE.



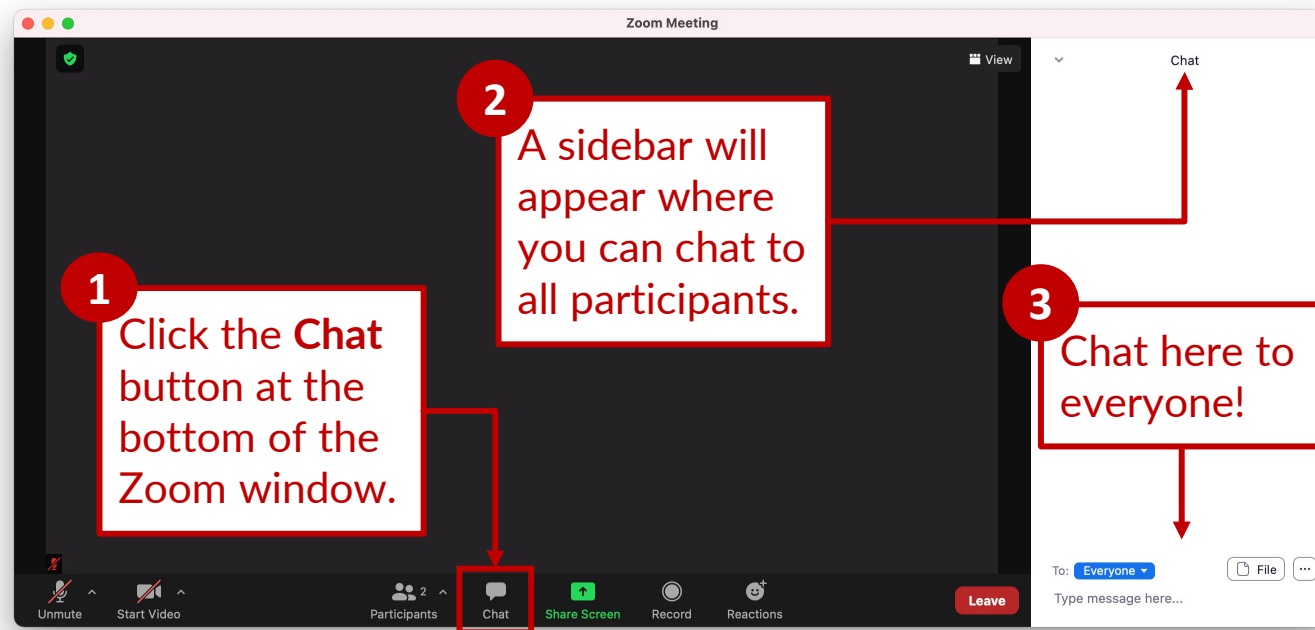
PARTICIPANTS ARE ENCOURAGED TO SHARE COMMENTS AND ASK QUESTIONS USING THE CHAT BOX.

Audio

- AFTER YOU JOIN THE ZOOM SESSION, AN AUDIO CONFERENCE BOX MAY APPEAR
 - IF YOU DO NOT SEE THE BOX, CLICK **'Join Audio'**
- FROM THE AUDIO CONFERENCE BOX, SELECT **'Phone Call'** OR **'Computer Audio'**
 - IF ACCESSING THE SESSION AUDIO VIA PHONE:
 - DIAL ONE OF THE GIVEN NUMBERS NEXT TO **'Dial'**
 - YOU WILL BE PROMPTED TO ENTER THE **Meeting ID**
 - THEN YOU WILL BE PROMPTED TO ENTER THE **Participant ID**



Chat





*Workshop Series: Tools for Community Transformation - Workshop #2
Hosted by the Healthy Start TA & Support Center at NICHQ*

Welcome

Olivia Kean

HEALTHY START TA & SUPPORT CENTER (TASC)

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The logo graphic for Healthy Start features a stylized plant with four red leaves and a green stem, positioned to the right of the text.

Workshop Series Background

- **Goal: Improve HS programs' overall performance, including increasing CAN capacity around leadership, partnership development, community engagement, and sustainability**
- **Workshops provide overview of different capacity-building opportunities**
- **Office hours provide support in operationalizing these tools**

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Adaptive Leadership

Tahlia Gousse

NATIONAL INSTITUTE FOR CITY & COUNTY HEALTH OFFICIALS
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Adaptive Leadership

Foundations of Adaptive Leadership
and
Stakeholder Values, Loyalties, and Losses

Tahlia Gousse (she, her)

Consulting Specialist- NACCHO Programs

Using the chat box, share one of your guiding values in leading your Healthy Start Community Action Network.





Adaptive Leadership Training Objectives

Explore the **foundations of Adaptive Leadership** to create a **new understanding of leadership.**

Improve ability to collaborate by **understanding of the stakeholders** involved in leadership challenges and exploring their **values, loyalties, and losses.**

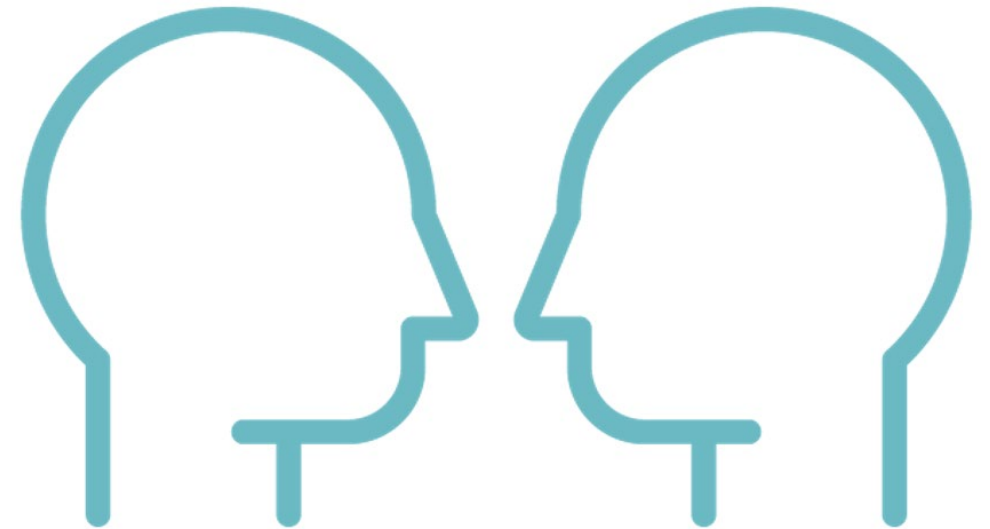


Adaptive Leadership Training Agenda

- Introduction to Adaptive Leadership
- Stakeholder Analysis: Values, Loyalties, and Losses
- Closing

Expectations for Your Participation

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



Foundations of Adaptive Leadership

Introducing the practice of leading adaptively

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

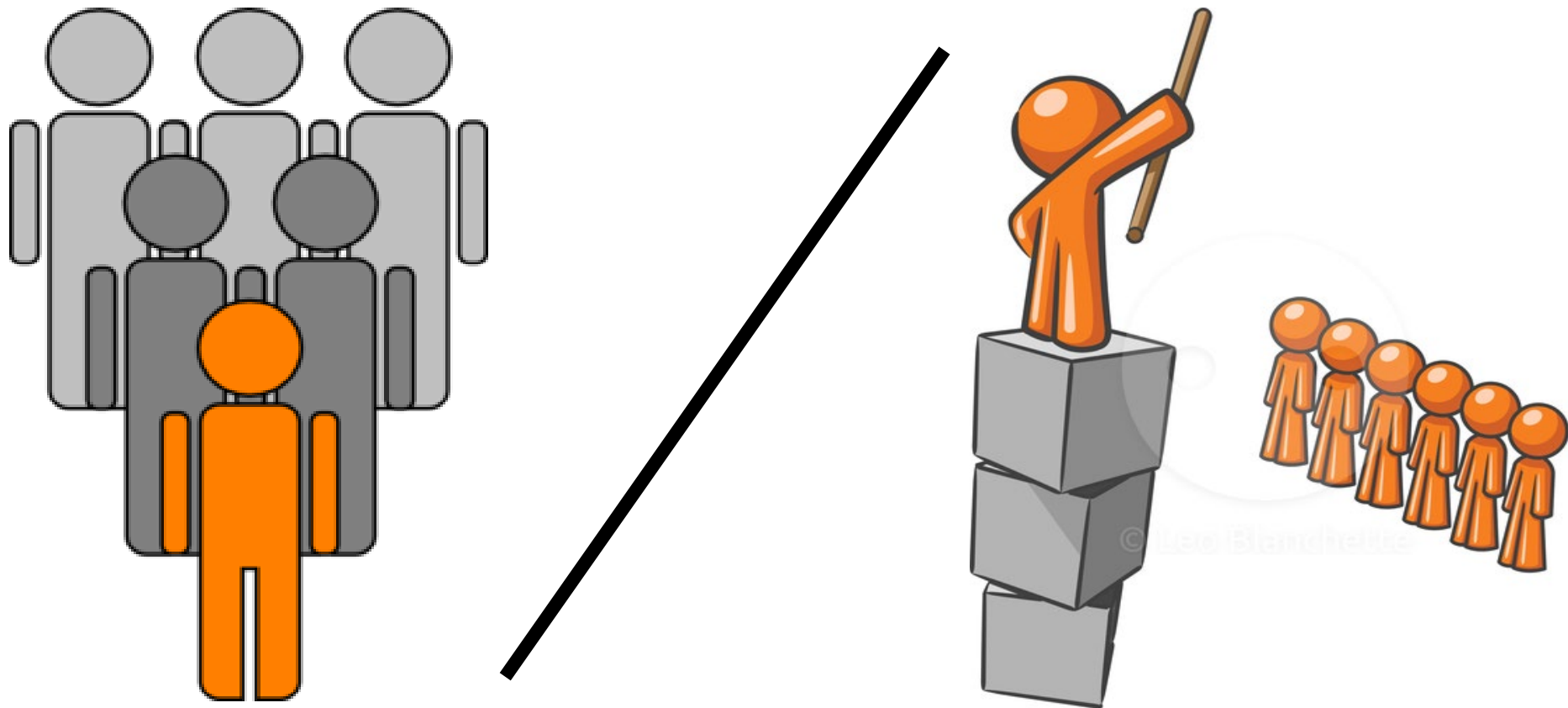


NACCHO Adaptive Leadership Program Foundations

- Developed by Marty Linsky and Ronald Heifetz: 1994
- Harvard Kennedy School
- Cambridge Leadership Associates
- Adaptive Change Advisors: Eric Martin
- Developed training curriculum for public health workforce and leadership
- NACCHO's Adaptive Leadership Portfolio: trained over 2500 people since 2014



Distinguishing Leadership from Authority



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



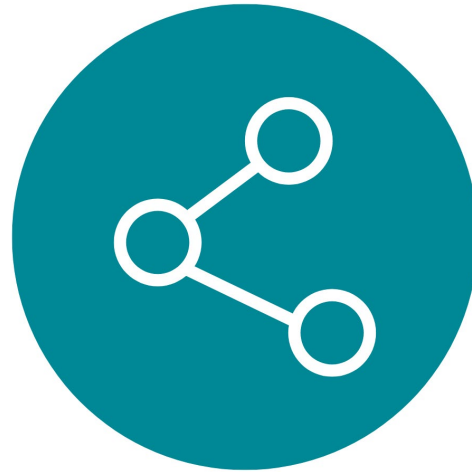
**Integrating the “next”
practices**

Four Principles of Adaptive Leadership



Emotional Intelligence

Self-Awareness
Self Management
Social Awareness
Relationship Management



Organizational Justice

Decision Fairness
Information Sharing
Outcome Concern



Development

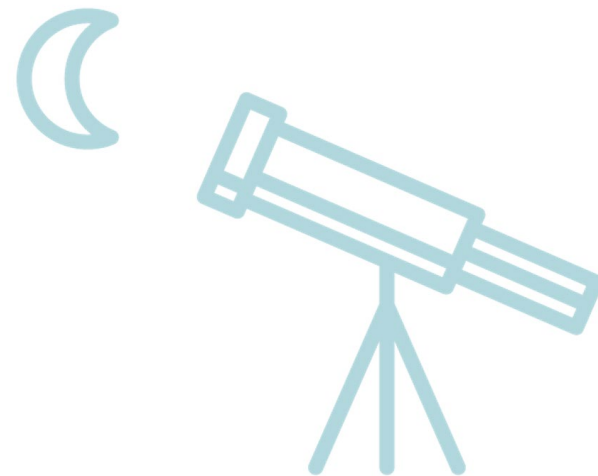
Lifelong Learning
Developing Others



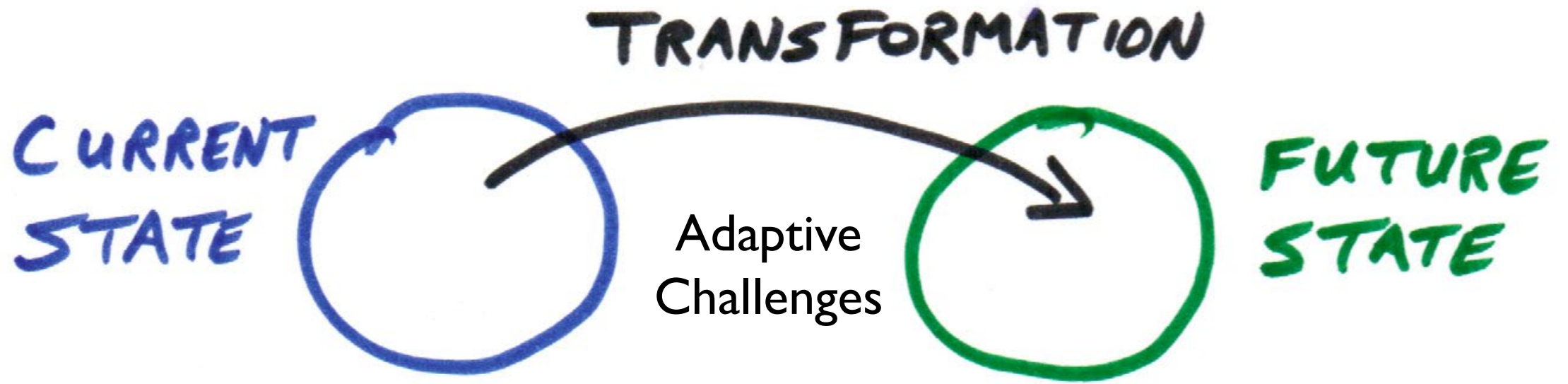
Character

Integrity
Credibility
Values Differences

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



Ronald Heifetz



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

Technical vs Adaptive Work



Technical Change



Adaptive Change

Diagnosing Adaptive Challenges

INTERPRETATIONS



Generating multiple interpretations of what the challenge or problem is

PERSPECTIVE



Your view of the challenge is dependent on where you sit in relation to the challenge

LET IDEAS BLOOM



Give ideas time to develop - We are so used to decisive action being encouraged, we often steamroll ahead with the first idea

EXPERIMENTATION



Experiment with incremental change rather than sudden revolutionary change

Whose Work Is It?

Stakeholder Values, Loyalties, and Losses

Mobilizing for Change

Diagnose the political landscape:

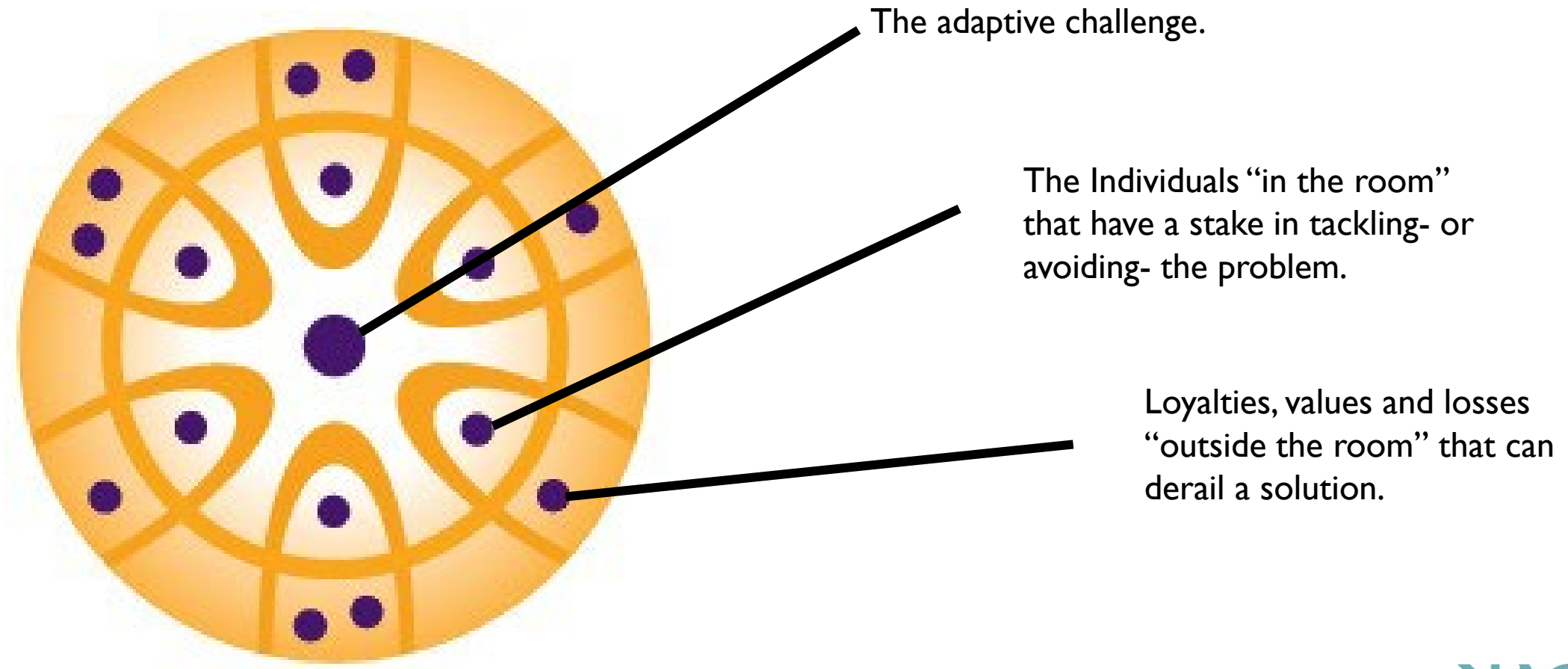
- How have you been interacting with the different stakeholders involved in your challenge up until this point?
- Are there instances where you may have viewed your stakeholders two dimensionally? What more might have been going on under the surface?
- What pressures are the various stakeholders under?
- What expectations are the stakeholders trying to meet?
- Where do these expectations come from?



The Illusion of the BROKEN SYSTEM

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

Whose Work Is It?



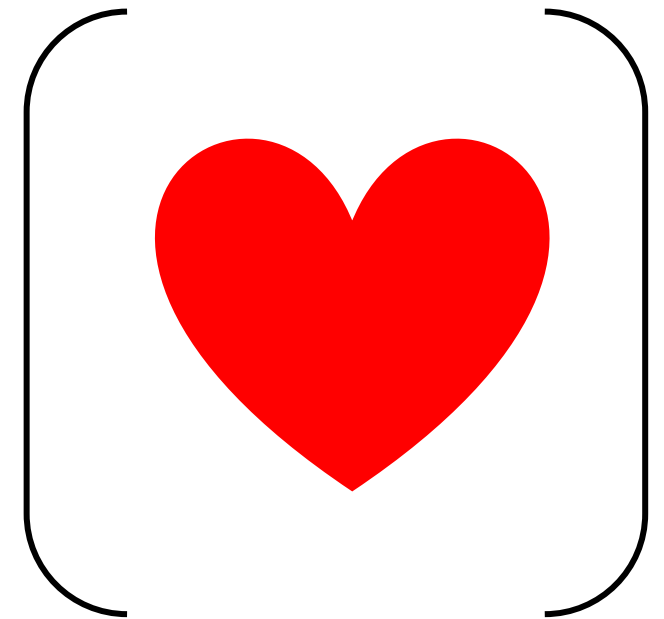
Stakeholder Values

- Values drive and motivate behavior
- Values inform decision making
- Values can be understood through observing behavior



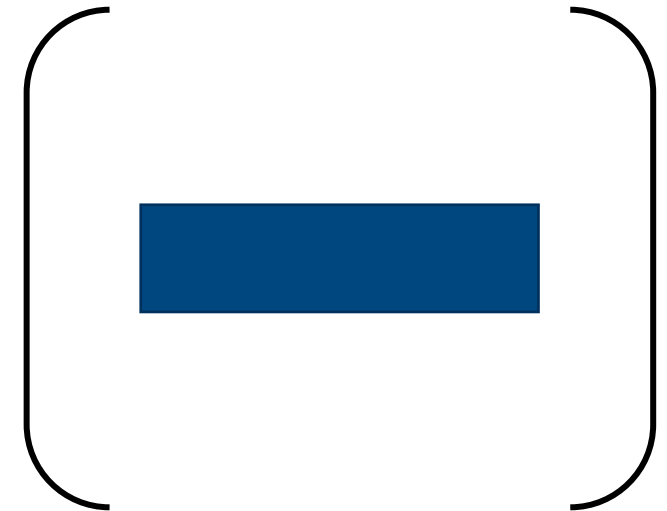
Stakeholder Loyalties

- The people behind the ideas matter
 - Who are you working on behalf of?
- Pressure to represent your constituency
 - Is it a team you are trying to get resources for or protect?
 - Do you have a bond with others in the organization?



Stakeholder Losses

- Resistance comes from being scared of losing something: a deeply held belief, something stable
- Anticipate the losses people risk if they get involved
- What is most important to you? Your stakeholders?
- Examples of losses include:
 - Competence
 - Identity
 - Comfort
 - Reputation/Status
 - Time/ Resources



RELYP

Breakout Activity | Stakeholder Values, Loyalties, & Losses



Individually review the Blue Lake CAN scenario and brainstorm at least one additional stakeholder involved in the challenge. Hint: You are already a stakeholder in this case example as a CAN member.



As a group, think through the values, loyalties, and losses of yourself and at least one of the additional stakeholders.



Capture your values, loyalties, and losses for each stakeholder using the Values, Loyalties, and Losses worksheet

Using the chat function, please share how you will use the Stakeholder Values, Loyalties, and Losses analysis in your work.



Thank you!

Next Session: Courageous Conversations



Wrap-Up

Tess Pierson

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Satisfaction Survey

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Next Session:

THURSDAY, NOVEMBER 9,
2-2:45 PM ET

*TOPIC: ADAPTIVE LEADERSHIP –
PART 2*

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Thank you !

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