

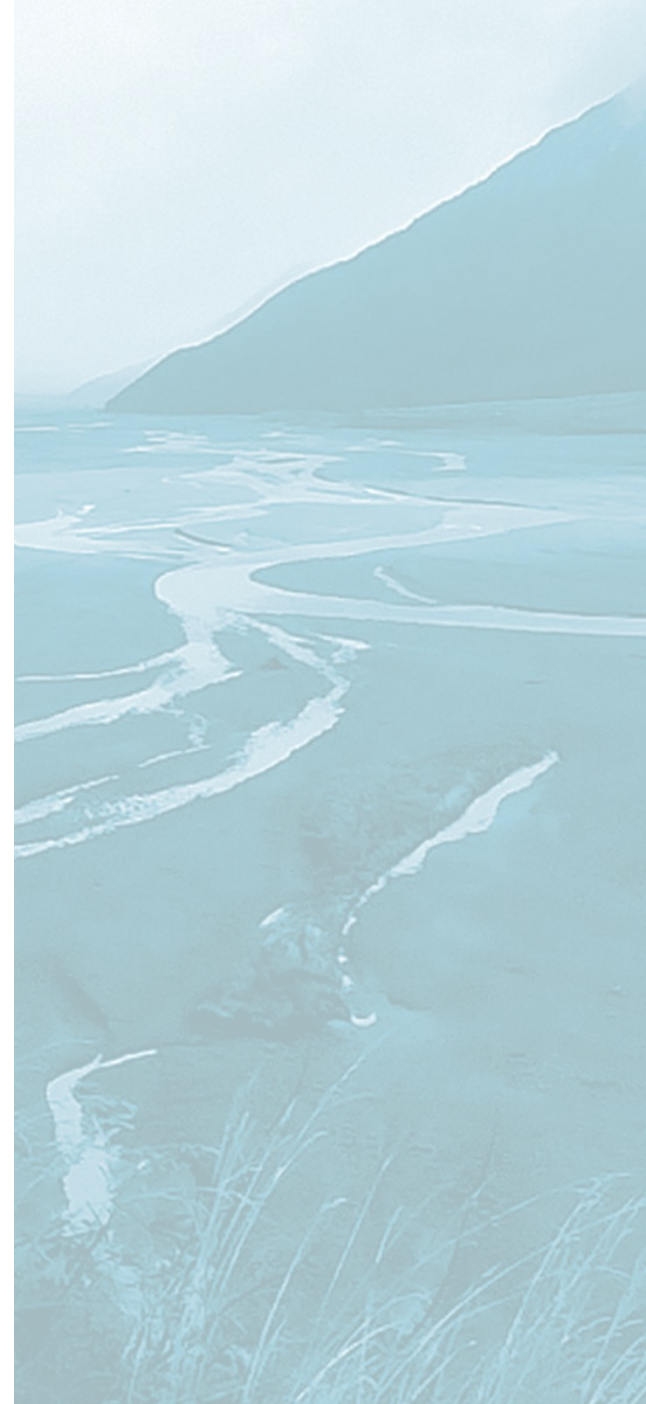
# Introduction to Adaptive Leadership

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Share & Learn Webinar

Marc Ross Manashil

**January 15, 2019**



# WebEx Tips

- Attendees are automatically MUTED upon entry
- Use the chat box if you have questions or would like to participate
- Direct messages to Jodie (host) if you have any technical issues
- As you listen to the webinar, start gathering your ideas for your adaptive challenge, which you will be bringing to the Feb 11-12 convening.
- This meeting is being recorded. Slides and the recording will be posted on the [Delta Center website](#).

# “Achievement-Based” Objectives

- Understood rationale for adaptive leadership: why organizations must discern what to preserve, what to discard, & where to innovate in order to thrive.
- Differentiated "technical" from "adaptive" challenges.
- Capable of framing an adaptive challenge (based on your journey toward VBP/C) in preparation of more in-depth application of adaptive leadership concepts at Feb 11-12 convening.

# Today's Faculty



Marc  
Manashil,  
MSW, MPA



Juliane  
Tomlin, MA  
Senior  
Manager,  
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Ann  
Rodriguez,  
Assistant  
Director, i2i  
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Mary  
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Executive  
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(NC)



# Today's Agenda

1. Introductions & Today's Webinar Topic (5 min)
2. Framework Introduction & the Imperative of Adaptation (15 min)
3. Overview of Authority & Leadership (15 min)
4. Overview & Application of Technical vs. Adaptive Challenges (20 min)
5. Next Steps & Wrap-up (5 min)



# **Introduction to Adaptive Leadership**

# Imperative of Adaptation

- Preserving what works
- Discarding what doesn't
- Learning new practices
- Accompanying people through loss  
(at a rate they can absorb)



## **POLL: (Type into Chat Box)**

Think about your association and the shift to value-based payment and care:

**What is one thing that is important to preserve (core to your work)?**





## **POLL: (Type into Chat Box)**

Think about your association and the shift to value-based payment and care:

**What is one thing that needs to be discarded (holding you back)?**



## **POLL: (Type into Chat Box)**

Think about your association and the shift to value-based payment and care:

**What is one thing that you need to do to innovate (to fill the gap of what needs to be discarded)?**



# Authority & Leadership

# Authority vs. Leadership

## Authority vs. Leadership

**NOTE: One not need be in a position of authority to exercise leadership**

Authority	Leadership
<ul style="list-style-type: none"><li>• Role, position or power</li></ul>	<ul style="list-style-type: none"><li>• Activity</li></ul>
<ul style="list-style-type: none"><li>• Direction</li></ul>	<ul style="list-style-type: none"><li>• Something you do rather than your position</li></ul>
<ul style="list-style-type: none"><li>• Protection</li></ul>	<ul style="list-style-type: none"><li>• Anyone can take up leadership</li></ul>
<ul style="list-style-type: none"><li>• Order</li></ul>	

# Authority vs. Leadership

## Authority vs. Leadership

**NOTE: One not need be in a position of authority to exercise leadership**

Authority	Leadership
<ul style="list-style-type: none"><li>• Preserving what works</li></ul>	<ul style="list-style-type: none"><li>• Discarding what doesn't work</li></ul>
<ul style="list-style-type: none"><li>• Maintaining the status quo (not always bad!)</li></ul>	<ul style="list-style-type: none"><li>• Challenging the status quo (not always good!)</li></ul>
<ul style="list-style-type: none"><li>• Following a known path</li></ul>	<ul style="list-style-type: none"><li>• Pushing boundaries of our authority</li></ul>
<ul style="list-style-type: none"><li>• Setting &amp; meeting expectations</li></ul>	<ul style="list-style-type: none"><li>• Dangerous, requires purpose</li></ul>
<ul style="list-style-type: none"><li>• Can be given &amp; taken away</li></ul>	<ul style="list-style-type: none"><li>• Never given, always taken</li></ul>



# Technical & Adaptive Challenges

# Technical vs. Adaptive Challenges

## Technical

- Go well with authority
- Tried, tested and true
- Known solution leads to an expected result
- Answers found by applying existing knowledge and expertise
- Can be complex

## Adaptive

- Require changes in values, attitudes and behaviors
- Take time; no quick easy fixes from authority
- Conflicts in values between stakeholders
- Root issues/elephants in the room
- Loss and resistance in the face of necessary change
- Technical solutions won't work

# Technical vs. Adaptive Challenges

- Describe an important challenge that you are facing in your work as you work toward value-based payment and care. (Avoid personality issues!)
- Describe the **larger challenge** in the left column
- What are the **technical aspects** of dealing with the challenge? (center column)
- What are the **adaptive aspects** that must be addressed over the long-term? (right column)

Describe an internal challenge at your organization or practice. (Avoid personality issues!)		
Challenge	Technical	Adaptive
<i>What is the larger challenge you are facing?</i>	<i>What are the technical aspects of dealing with the challenge?</i>	<i>What are the adaptive aspects that must be addressed over the long-term?</i>



# Technical & Adaptive Challenges: Example from North Carolina (i2i)

**Describe an internal challenge at your organization or practice.**  
(Avoid personality issues!)

<b>Challenge</b>	<b>Technical</b>	<b>Adaptive</b>
<p><i>What is the larger challenge you are facing?</i></p> <p>While there is a recognition by our providers of the value of VBP/C, the work of trying to make that a reality is paralyzing them (e.g., every day things that are keeping them in business are feeling threatened, even though these changes will eventually make their work easier).</p>	<p><i>What are the technical aspects of dealing with the challenge?</i></p>	<p><i>What are the adaptive aspects that must be addressed over the long-term?</i></p>

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# Framing Your Adaptive Challenge

How to *[achieve the desired change]*  
against the backdrop of  
*[the countervailing forces that are keeping the  
needed change from happening].*

# Framing Your Adaptive Challenge

How to

**[achieve the desired change]**

against the backdrop of

**[the countervailing force that is keeping the needed change from happening].**

- **Pointers:**
  - Use *this format!*
  - Avoid a *technical framing* of the challenge (i.e., solution)
  - **Avoid personalizing.** Stick to the challenge
  - What is the *larger change* being sought? (Pt. 1)
  - What *organizational force* stands in the way? (Pt. 2)
  - What is *happening culturally* that prevents the change?

# Framing Your Adaptive Challenge

## Example from North Carolina (i2i)

*How to increase commitment of providers to VBC/P*  
*against the backdrop of*  
*widespread feelings of overwhelm due to the*  
*unknowns of change, and managing competing*  
*“fires.”*



# Next Steps

- Using this worksheet, work as a team to develop and frame *your* adaptive challenge; bring to Feb 11-12 convening.
  - Each state can bring one challenge that you share with your counterpart association, or one PER association. Decide together how you would like to proceed.
- Topics for Feb 12
  - Diagnosing the System
  - Taking Action & Running Experiments

Email [Juliane@careinnovations.org](mailto:Juliane@careinnovations.org) if you have any questions on your challenge.

# Thank you for participating!

For questions, please email:

[marc@elevenplusyou.com](mailto:marc@elevenplusyou.com)