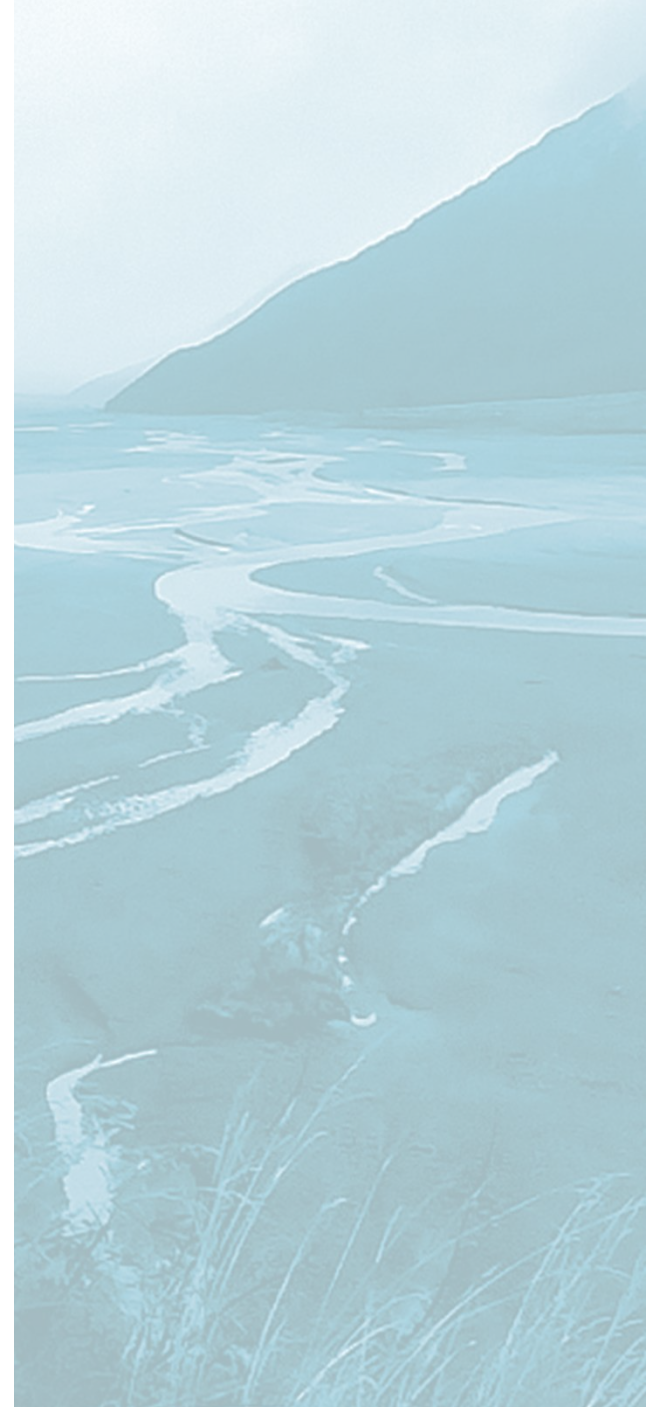


Adaptive Leadership for Change Management

Delta Center Convening

Marc Ross Manashil

February 12, 2019





Today's Agenda

1. Authority & Leadership Review
2. Technical & Adaptive Challenges
3. Diagnosing the System
4. Taking Action: Productive Disequilibrium
5. Running Experiments
6. Next Steps & Wrap-up



Authority & Leadership

Authority & Leadership

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

Authority	Leadership
● Role, position or power	● Activity
● Direction	● Something you do rather than your position
● Protection	● Anyone can take up leadership
● Order	

Authority & Leadership

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

Authority	Leadership
<ul style="list-style-type: none">• Preserving what works	<ul style="list-style-type: none">• Discarding what doesn't work
<ul style="list-style-type: none">• Maintaining the status quo (not always bad!)	<ul style="list-style-type: none">• Changing the status quo (not always good!)
<ul style="list-style-type: none">• Following a known path	<ul style="list-style-type: none">• Going beyond our authorization to help discover a new path
<ul style="list-style-type: none">• Setting & meeting expectations	<ul style="list-style-type: none">• Dangerous, requires purpose
<ul style="list-style-type: none">• Can be given & taken away	<ul style="list-style-type: none">• Never given, always taken

Imperative of Adaptation

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

Activity

Complete Worksheet #1: *The Authorizing Environment* (5 MINTUES):

Part 1: Maintaining/Growing Authority

- What expectations do my authorizers have of me?
- What must I do to maintain their authorization?
- What pressures am I under?

Part 2: Exercising Leadership

- How can I exercise leadership on something I really care about?
- What are the risks of doing so?

Pair and share your work (10 MINUTES/ 5 MIN EACH)



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

Worksheet 2: 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** (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 vs. Adaptive Challenges

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>

Stakeholder Analysis Case Study

Ann Rodriguez

Assistant Director

i2i Center for Integrative Health



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

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

Challenge	Technical	Adaptive
<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 adaptive aspects must be addressed over the long-term?</i></p>

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

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

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

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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 *[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].

Framing Your Adaptive Challenge

How to

[achieve the desired change]

against the backdrop
of

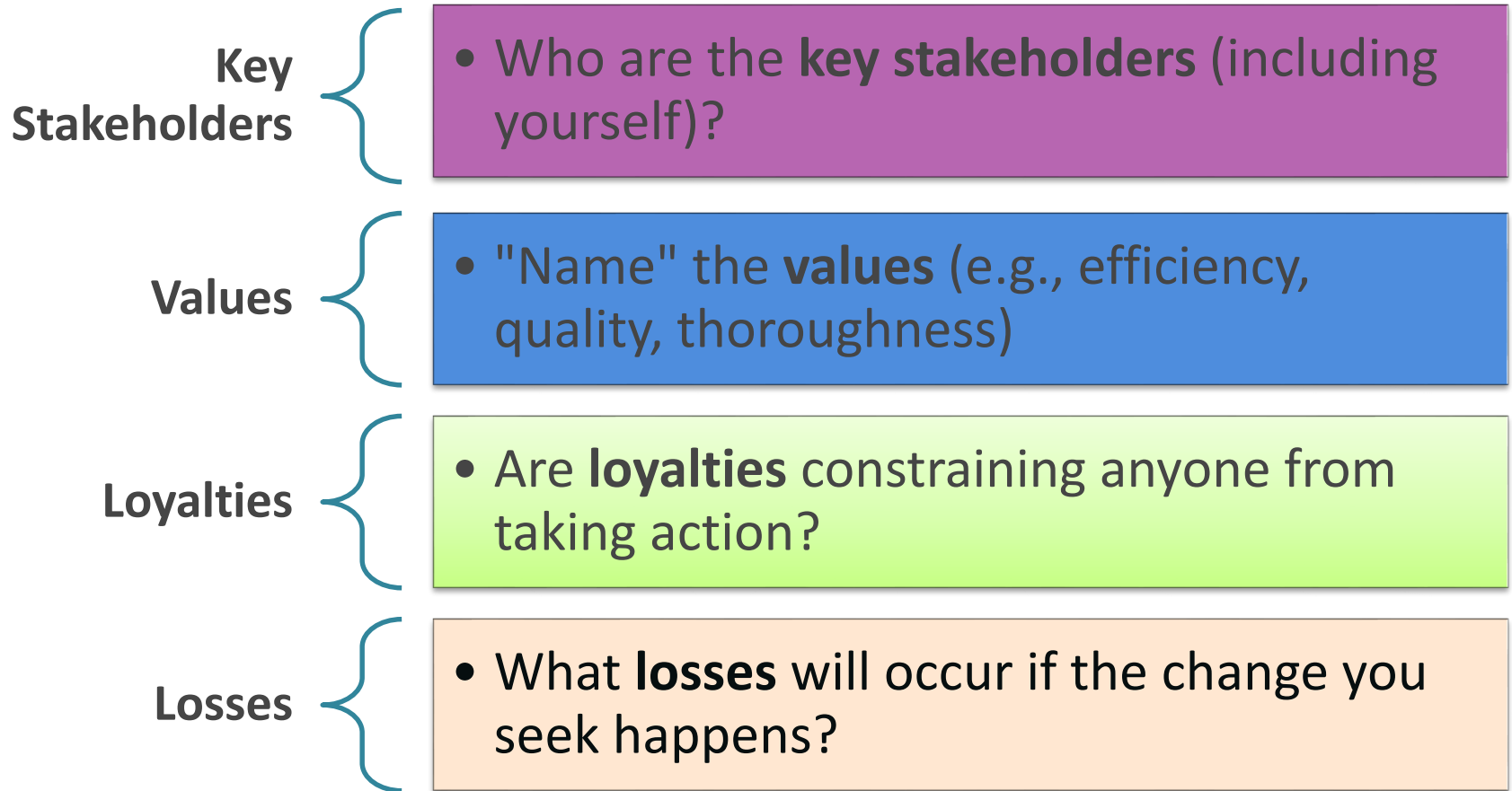
[the countervailing forces that are keeping the needed change from happening].

- **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?



Diagnosing the System

Diagnosing the System



Activity

Think about your **Adaptive Challenge**

1. *Individually*, complete **Worksheet #3:**

Stakeholder Analysis, Part 1 ONLY (10 MINTUES):

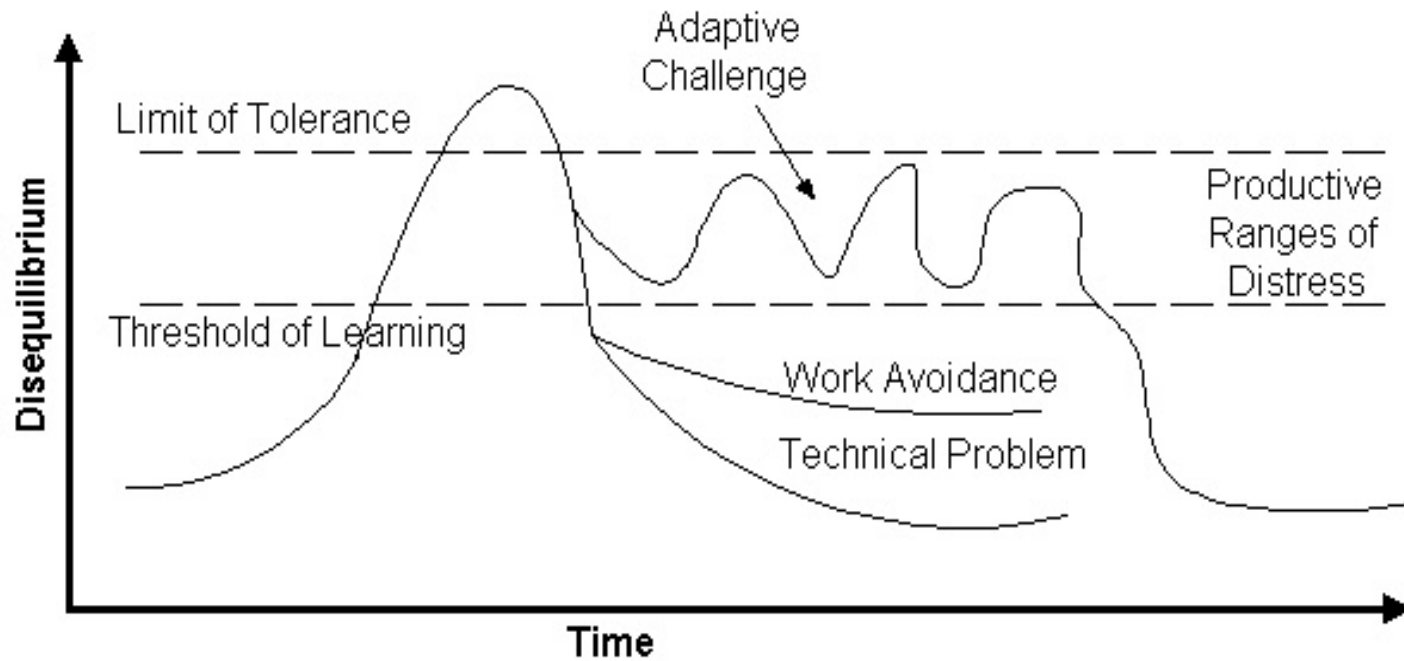
- Identify each stakeholder
- Hypothesize values, loyalties and losses for each
- Answer the “*Questions for Analysis*”

2. *Discuss with team and construct a collective stakeholder map (20 MINTUES)*



Productive Disequilibrium

Productive Disequilibrium



Source: Ronald A. Heifetz and Donald C. Laurie, "Mobilizing Adaptive Work: Beyond Visionary leadership," in Jay A. Conger, Gretchen M. Spreitzer, and Edward E. Lawler III, eds., *The Leader's Change Handbook: an Essential guide to Setting Direction and Taking Action* (New York: John Wiley & Sons, 1998)

Turn the Heat Up or Down?



Turn it Up

- Orchestrate the disequilibrium
- Give back the work
- Protect voices on the periphery



Turn it Down

- Pace the work
- Ripen the issues
- Re-claim authority
- Address technical
- Use humor

Forms of Resistance

Work Avoidance



Activity



Review your identified stakeholders

AND think about your system:

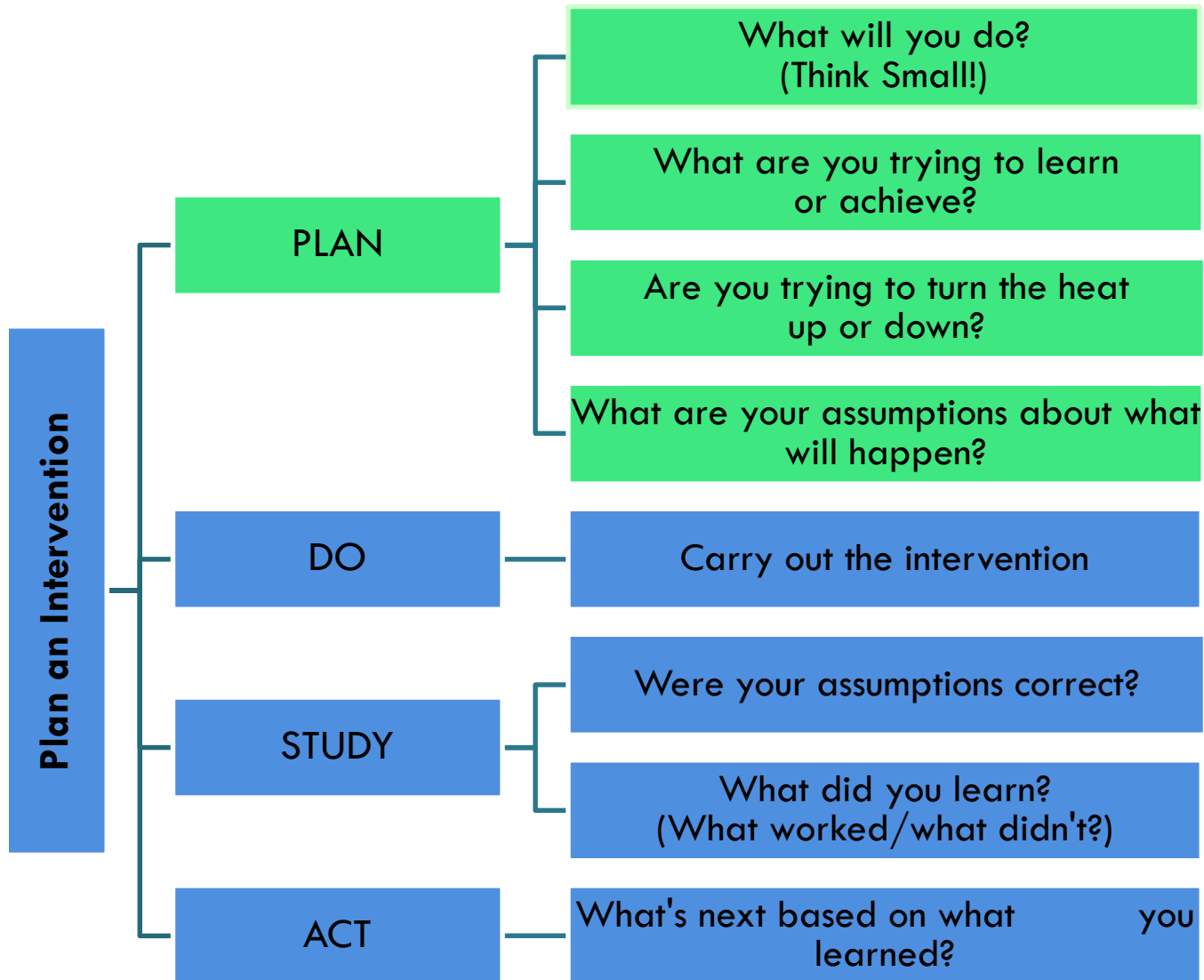
Individually, complete
Worksheet #3 Part 2

1. Identify the overall disequilibrium as it relates to the adaptive challenge (**make a mark on the Disequilibrium Chart**)
1. Put a dot on the disequilibrium chart, compare and discuss with your team

Next Step: Intervention



Plan an Intervention



Activity



- *Individually*, think of one intervention you'd like to make upon returning home, completing Worksheet #4 questions 1 - 4 **(10 MINTUES)**
- Meet with your team to discuss individual intervention options and exchange feedback **(25 MINTUES)**
- Run the intervention and complete questions 5 - 8
- Meet with your team to discuss results and next steps

Intervention Ideas



- Meet for coffee or lunch with a key staff person
- Brainstorm ideas with your supervisor
- Organize a brown bag lunch discussion
- Raise a concern or ask a questions at a meeting
- Suggest a an evaluation or survey

What Questions Do You Have?



Thank you for participating!

For questions, please email:

marc@elevenplusyou.com