



# Fostering Leadership in a Crisis Response System

## Bringing It Home

May 21, 2019

Participant Worksheets

## BIOS

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### **BETH BORDEAUX, MSW, PRINCIPAL AND FOUNDER, PARTNERS FOR IMPACT**

Beth Bordeaux is analytical, insightful, passionate, dedicated, and genuine. She cares about organizations, their systems, metrics, budgets, and processes . . . because ultimately, she cares about people. She knows that in order to provide community members with the support they need to live and to thrive, human service systems must be strong from the inside out. And she knows how to make this happen.

Beth is an executive leader with over 28 years of nonprofit and local government experience working across various levels of organizations and service systems from Volunteer to Social Worker, Program Director, Evaluator, Funder, Community Developer, Executive Director, Advocate, Coalition Builder, Consultant, Coach, Board Member, and more. She has worked in programs supporting individuals and families with many types of needs: mental health, developmental disabilities, substance abuse, housing, childcare and child care quality, early intervention, maternity care, domestic violence, faith support, education, and basic needs such as food and shelter.

Beth lives in Apex, NC with her husband of 27 years and their 19-year-old daughter. She also has a son who is recently graduated from UNCW and launching a career in Environmental Science. Beth loves to hike, paddle, watch movies, take long walks, and enjoy good food and special time with family and friends.

Contact Beth at 919-612-6634 or [beth@partnersforimpact.com](mailto:beth@partnersforimpact.com)

### **STAN HOLT, PHD, SENIOR ADVISOR, PARTNERS FOR IMPACT**

With over 28 years in nonprofit development, executive leadership and grantmaking, Stan is an accomplished nonprofit professional who believes in the power of the collective. Innovative and impactful solutions can be created for complex human service problems by groups that come together, share their diverse perspectives and experiences, create a common goal, assess and develop their collective resources, and build a plan. When Stan works with a group, he builds a space where each individual's authentic voice contributes to the emerging group voice within the group process.

Stan brings a set of skills that transcends issues. He works with arts, environmental, health and human services, and educational organizations, drawing out the common elements for building community change. Stan's constant inquiry coupled with his ability to synthesize diverse perspectives are at the heart of helping leaders define a common goal. Mapping systems, creating a space to share experiences as a basis for problem solving, building the capacity for group learning, and moving conversations beyond personal positions are some of the tools Stan uses to help build successful partnerships. As structures and plans emerge, the efficient use of human, intellectual, and financial resources become an essential part of creating momentum for community impact.

Contact Stan at 919-475-3857 or [stan@partnersforimpact.com](mailto:stan@partnersforimpact.com)

## WHAT IS YOUR CHANGE INITIATIVE?

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Describe the Current Reality	Describe the Desired Situation

## TECHNICAL VS. ADAPTIVE CHALLENGES

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<b>Technical</b>	<b>Adaptive</b>
Clear definition	Unclear definition
Clear solution and implementation	Unclear solution and implementation
Perspectives aligned	Legitimate, competing perspectives
Leader has primary responsibility	Stakeholders primarily responsible

What are some examples of technical challenges?

What are some examples of adaptive challenges?

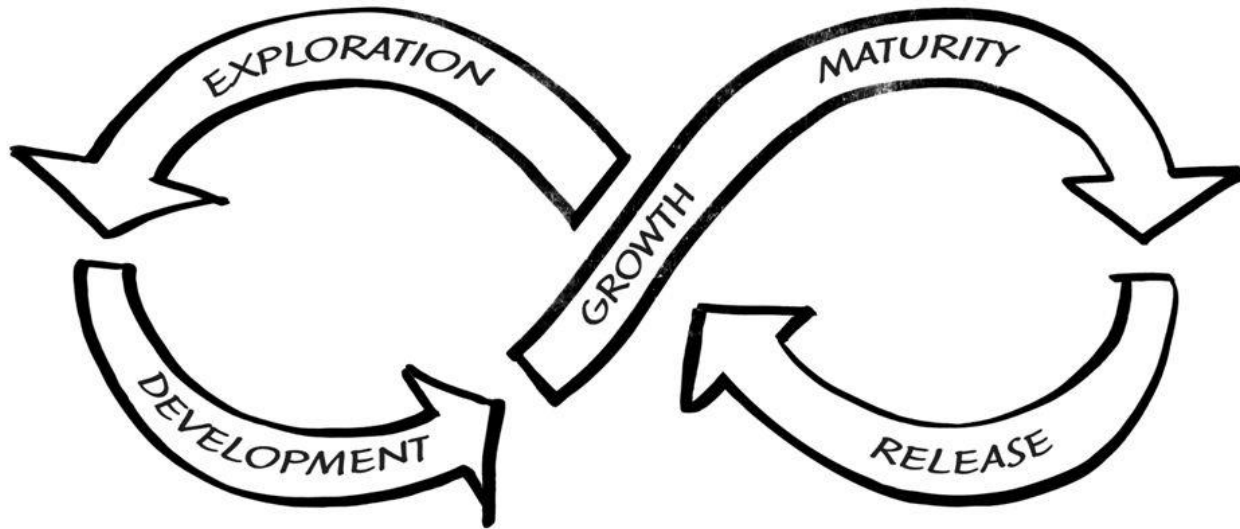
## WHAT ARE TECHNICAL AND ADAPTIVE ASPECTS OF YOUR CHANGE INITIATIVE?

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## THE ADAPTIVE CYCLE

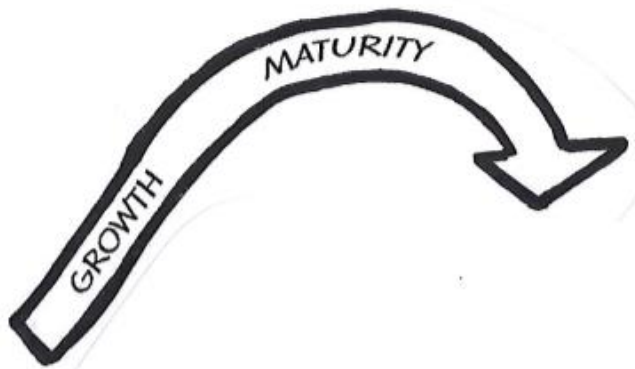
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# The Adaptive Cycle



## CHARACTERISTICS OF THE PERFORMANCE LOOP

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## WHAT DOES DISRUPTION LOOK LIKE?

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INDIVIDUALLY

ORGANIZATIONALLY

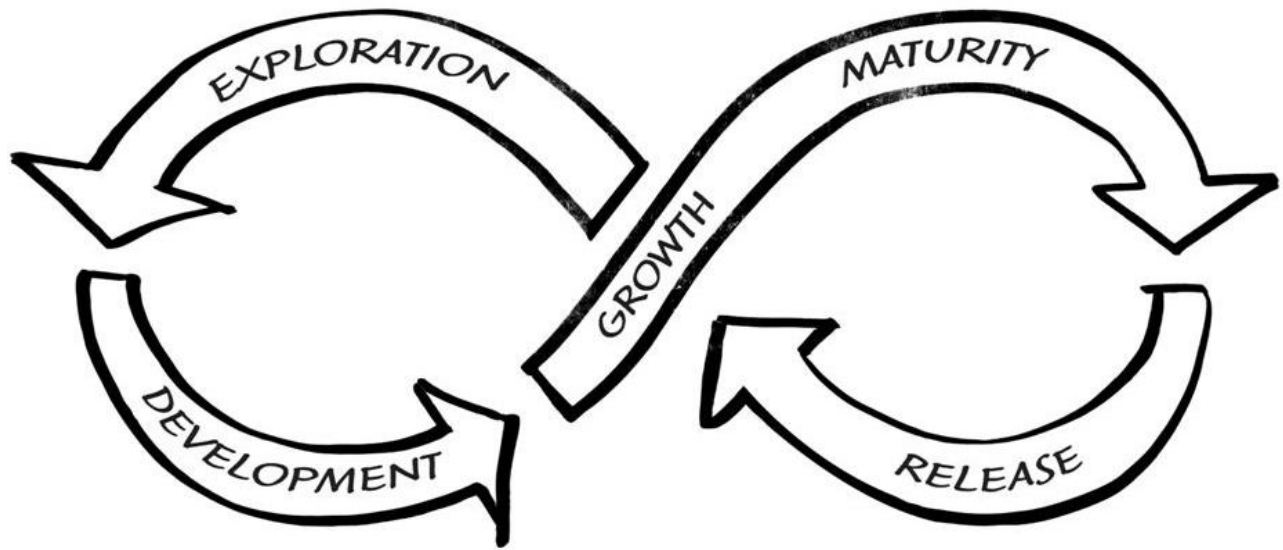
LOCAL HOMELESS SYSTEM

## CHARACTERISTICS OF THE RENEWAL LOOP

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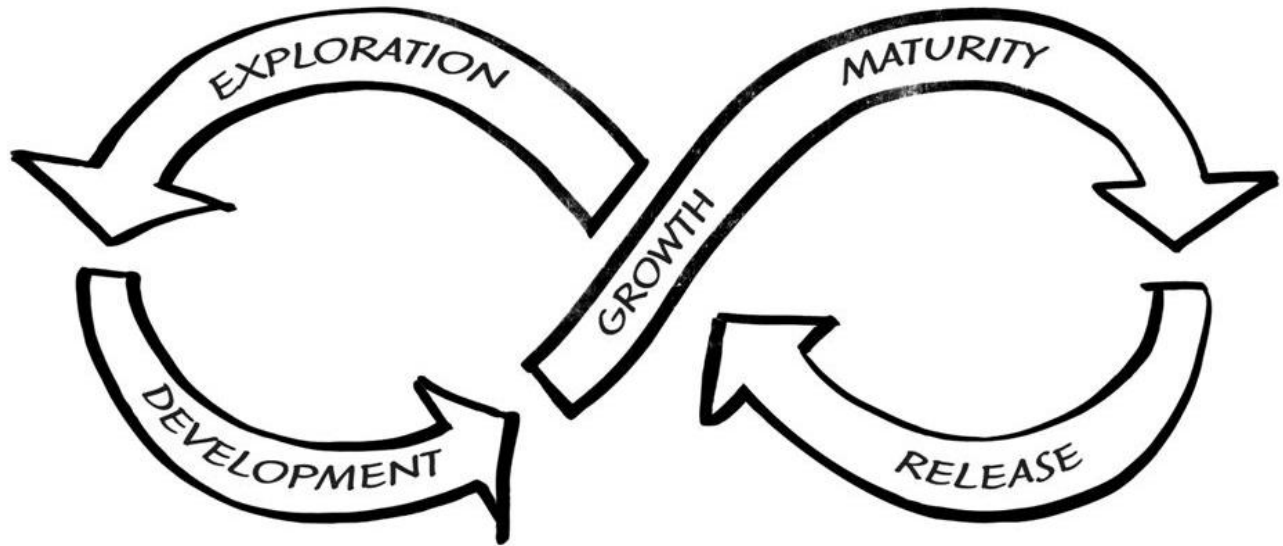
## WHERE ON THE ADAPTIVE CYCLE?

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PERSONALLY

ORGANIZATIONALLY

HOMELESS SYSTEM

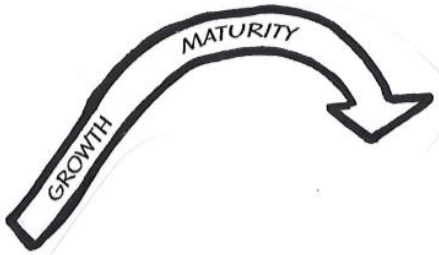


**WHERE IS YOUR CHANGE INITIATIVE IN THE ADAPTIVE CYCLE?**

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## SKILLS NEEDED IN THE ADAPTIVE CYCLE

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## NONPROFIT SKILLS FOR THE ADAPTIVE CYCLE

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1. Building capital and reserve funds
2. Succession planning
3. Communications planning
4. Clear vision and values that drive to the center
5. Self-care routine
6. Support network development
7. Ability/willingness to ask for help

## ADAPTIVE LEADERSHIP SKILLS

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1. View from the balcony
2. Identify the adaptive challenges
3. Regulate distress
4. Maintain disciplined attention
5. Give the work back to the people
6. Protect the voices of leadership from below



## APPLYING THE ADAPTIVE CYCLE AND SKILLS TO THE LOCAL HOMELESS SYSTEM (CoC)

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Choose from among these four table topics depending on where your local homeless system might be.

- Development
- Growth and Maturity
- Release
- Exploration

### DISCUSSION QUESTIONS

1. Jump to the balcony and describe what is happening on the dance floor with your homeless system.
2. What are some technical challenges with your homeless system? What are some of the adaptive challenges with your homeless system?
3. Whose voices are present? Whose voices are missing? How will you engage all the stakeholders' voices?
4. Where is the distress, what is the nature of the distress, and how can you regulate it?
5. How do you share the responsibility back to the stakeholders?

## APPLYING THE ADAPTIVE CYCLE AND ADAPTIVE LEADERSHIP SKILLS TO YOUR CHANGE INITIATIVE

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Refer back in this workbook and remind yourself of the answer to these questions:

1. What is the nature of your change initiative?
2. What are the technical and adaptive challenges associated with your change initiative?
3. Where is your change initiative on the adaptive cycle?

Work in groups of three to complete this exercise.

1. What do you see when you take a look from the balcony?
2. What do you need to focus on? What things are most likely to distract you and others? How might you help yourself and others to keep your eyes on the target?
3. What are the points of distress, disruption or dis-ease? How can you regulate the distress?
4. Whose voices are present? Whose voices are missing? How will you engage all the stakeholders' voices?
5. How do you share the responsibility back to the stakeholders?
6. What next steps and strategies can you identify today? Is there low-hanging fruit? What are the highest priorities?

## RESOURCES

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Fath, B. D., C. A. Dean, and H. Katzmaier. 2015. Navigating the Adaptive Cycle: An Approach to Managing the Resilience of Social Systems. Ecology and Society 20(2).

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Ronald Heifitz, Alexander Grashow, and Marty Linsky. The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World. 2009

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