



Fostering Leadership In A Crisis Response System

Bringing It Home
May 21, 2019

Your Hosts



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Partners for Impact

Announced purpose



Executive Directors, Program Directors, and Board Members are challenged to meet the needs of individuals and families experiencing homelessness within their agency and within the scope of their community's housing crisis response system. This intensive session will focus on how to develop and strengthen agency leadership by exploring Program designing within complex systems to meet complex problems by using:

- data and input from people with lived experience
- implementing adaptive leadership skills to successfully lead an organization
- growing sustainability for homeless service

Our approach for this session



Key aspects of our approach:

- rooted in theory and research

- applied at the individual level; organizational or program level; and system or CoC level

- you will bring in the context for discussion, exploration, and learning where you need it most

- our best learning happens in the moment and comes from each other

Our focus will be on the adaptive changes within systems, adaptive challenges that you face as leaders, and adaptive skills that you need to cultivate as a leader. We can also spend some time on technical challenges as time allows.

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Ground rules

What is said in the room stays in this room or ask permission

Be present, participate and contribute

Suspend judgement

Listen and think before speaking

One person at a time and pass the mic

Speak from your own experience and not the experience of others

Avoid advice; bring collective wisdom

Individual Exercise - What is your change initiative ?



Describe the current reality.	Describe your aspirations?

Introductions



Name

Organization

Your role in the organization

Expectations for the day

Your organization's role in the broader homeless system

Your proposed change initiative

Rough schedule



10:30 - 12:15 Lots of content; some exercises; break sometime in the morning

12:30 - 1:30 Lunch

1:45 - 4:45 More exercises at your table and in the room; some content; breaks as you desire

Frameworks



Helps organize perspectives, experiences, and thinking

Enables learning

Dynamic way of helping you anticipate and NOT predict

Framing the Day



Adaptive Leadership - a practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments. It is being able, both individually and collectively, to take on the gradual but meaningful process of change. It is about diagnosing the essential from the expendable and bringing about a real challenge to the status quo.

The Adaptive Cycle - conceptual model intended to expose the degree to which a complex system is resilient. The adaptive cycle acknowledges that episodic stresses and disturbances can cause systems that had accumulated capital and built complexity to suddenly collapse and reorganize.

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Technical vs. Adaptive Challenges

Technical and Adaptive Challenges



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

More signs of adaptive challenges



Cycle of failure - oversimplifying problem and applying a technical solutions

Dependence on authority - holding authority figures responsible for causing and/or fixing organizational problems

More on adaptive challenges



Gap between aspirations and reality

Standard responses/solutions are inadequate

Difficult learning is required

New stakeholders need to be engaged

Longer time frame is necessary

Disequilibrium is experienced as a sense of crisis

Group Exercise - What are some technical challenges ?



Group Exercise - What are some adaptive challenges?



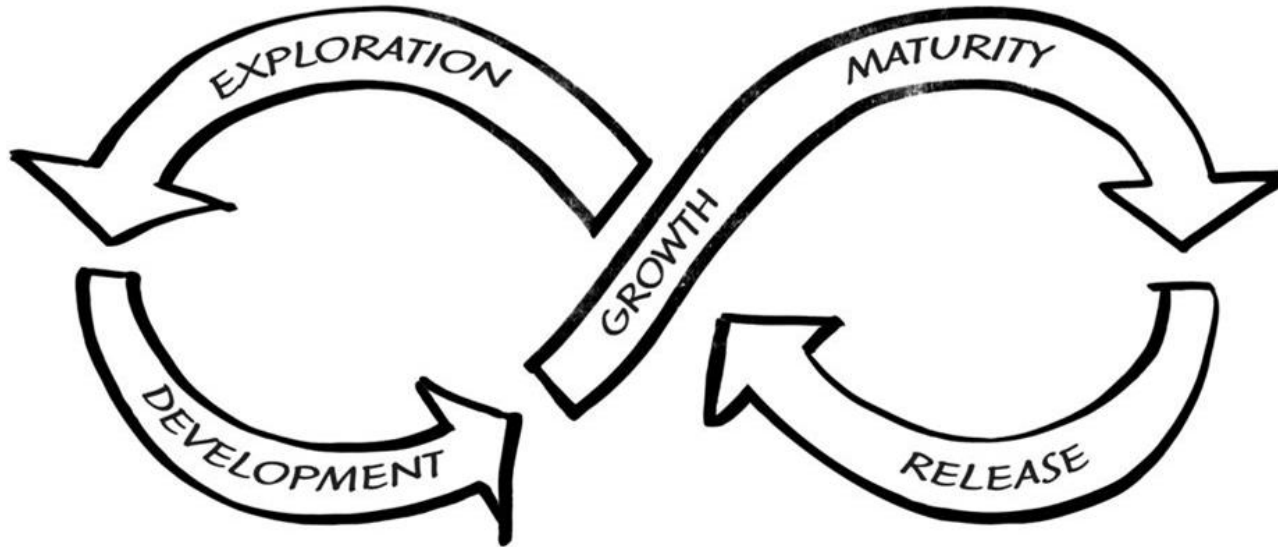
Individual Exercise - What aspects of your change initiative are technical and what are adaptive?



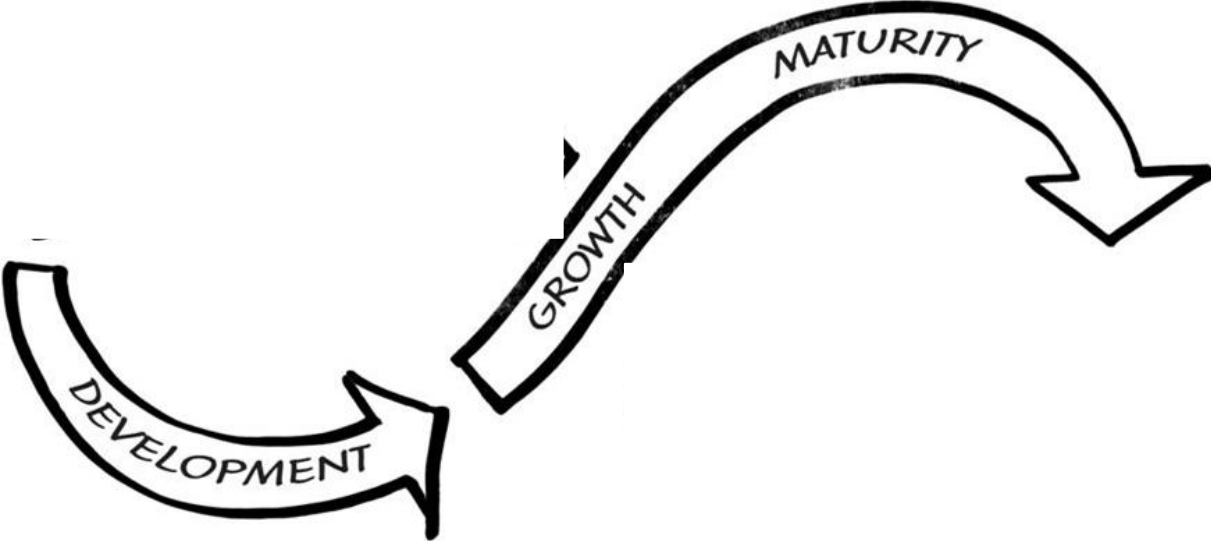


Adaptive Cycle

The Adaptive Cycle



Performance Loop



Development - Characteristics



Potential

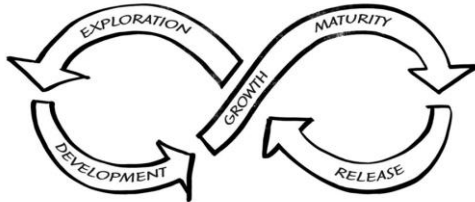
Many ideas to choose from

Diffuse energy looking for feedback

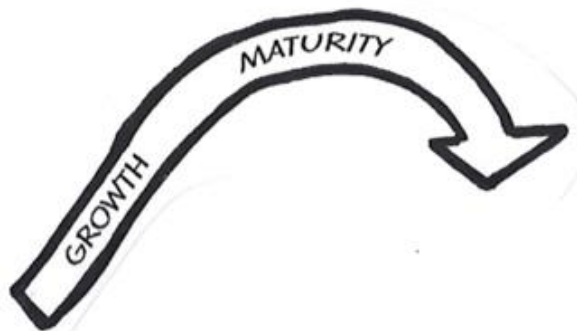
Developing decision-making criteria

Decide on something to grow and adapt

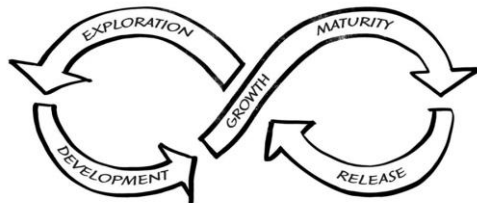
The Adaptive Cycle



Growth and Maturity - Characteristics



The Adaptive Cycle



Revenue generation and distribution

HR growing staff

Develop and sustain goals/values - strategic planning

Tracking outputs and outcomes

Growth connections; political,

Board/development governance

Volunteers

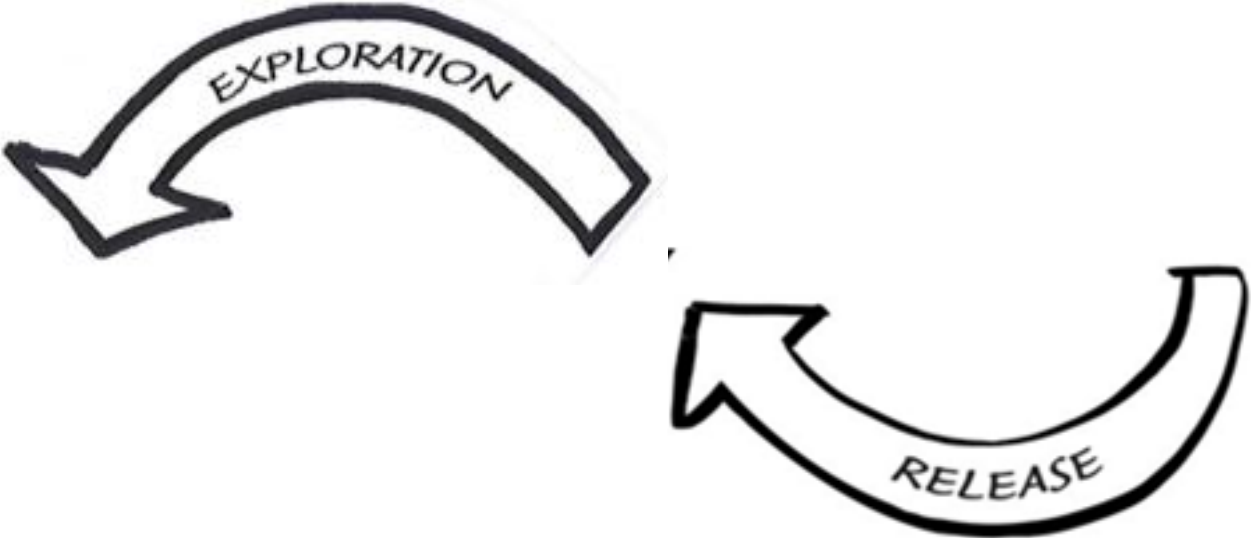
Skills development or acquisition

IT and data collection

Group Exercise - What creates a disruption?



Renewal Loop



Release - Characteristics



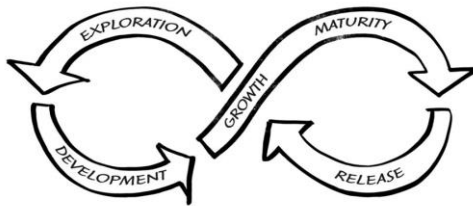
Emotions - grief

Reductions

Decision making regarding what to keep and what to let go

Decision making regarding what to do with what is kept/left

The Adaptive Cycle



Importance of Vision and Values



Your North Star for both the performance loop and the renewal loop

Exploration - Characteristics



Uncertainty

More discernment

No decision-making criteria

Ideation

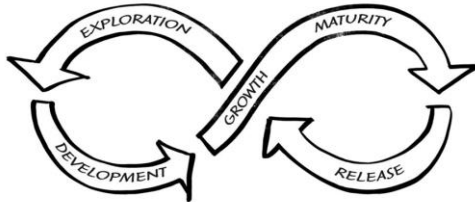
Innovation

New view - data

Choices

Never ending at the same place you started

The Adaptive Cycle



Multiple layers and multiple sizes



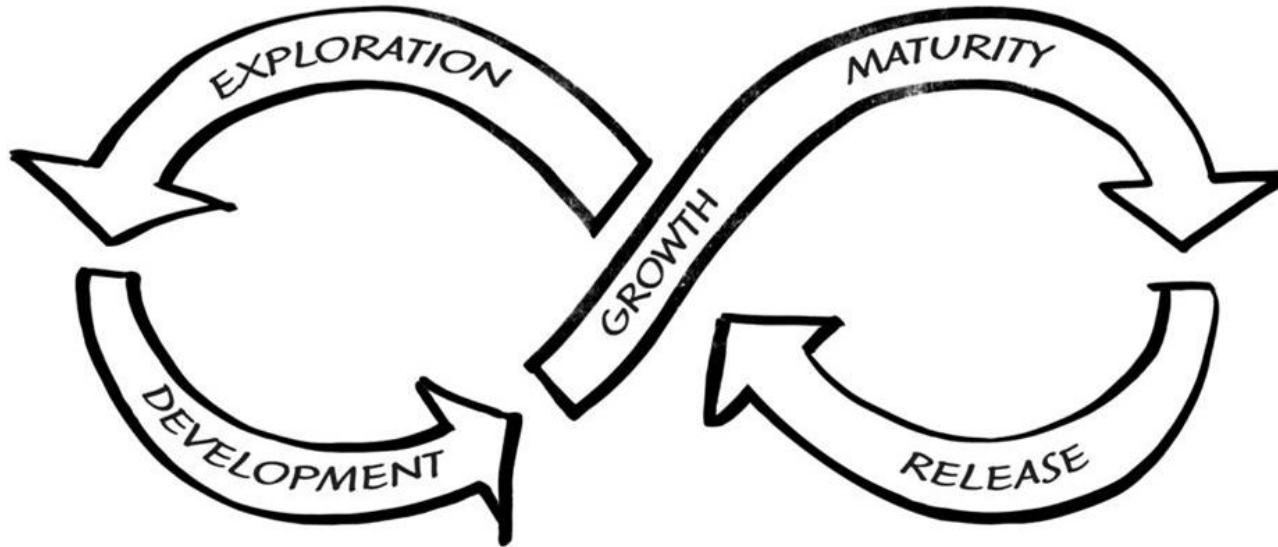
Individual, organizational, and community level cycles - all at different places and moving at a different pace

Building Identity on the left - Adaptive on the right

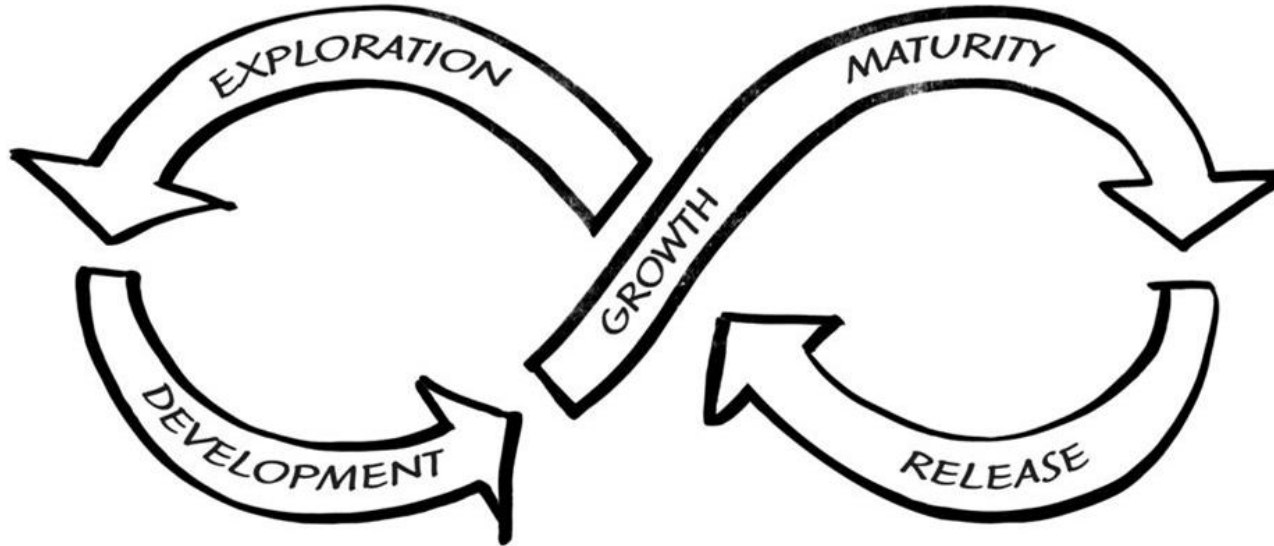
You get stuck - the goal is to build your skill base to continue to move through the cycle

Never the same - the context will always change, your experience will always change

Individual exercise - Where are you personally, organizationally, system?



Individual exercise - Where is your change initiative?



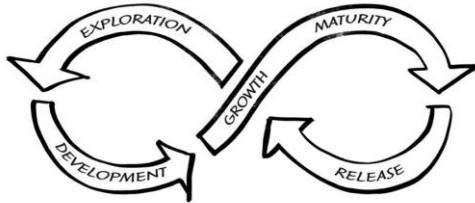


Skills to Move Along the Adaptive Cycle (Group Exercise)

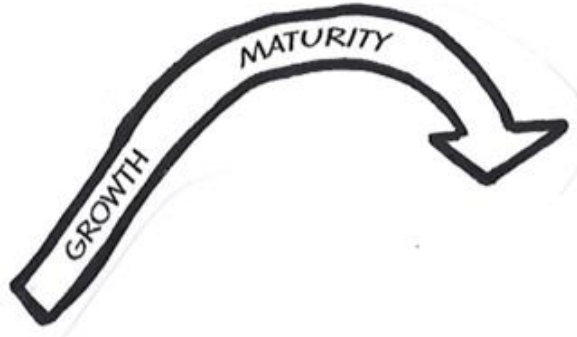
Development - Skills needed



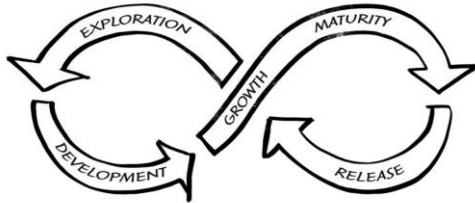
The Adaptive Cycle



Growth and Maturity - Skills needed



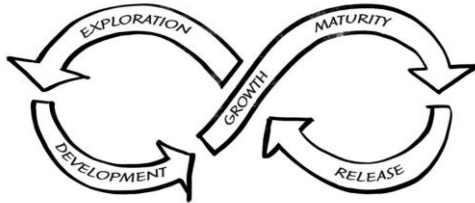
The Adaptive Cycle



Release - Skills needed



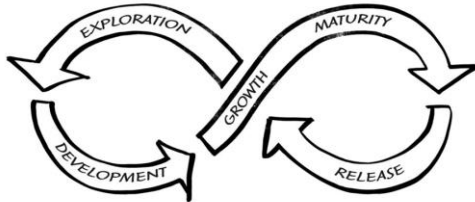
The Adaptive Cycle



Exploration - Skills needed



The Adaptive Cycle





Leadership Skills

Nonprofit Skills for the Adaptive Cycle



Clear vision and values that drive to the center

Strong fundraising, including building capital and reserve funds

Succession planning

Communications planning

Regular listening and giving value to voices of experience

Self-care and leadership skill-building routine

Support network development

Ability/willingness to ask for help

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Brainstorming



Quick introductions

Person 1: Share your challenge in one minute

Person 2: Affirm the challenge and then in one minute “One thing you might consider is.....”

Reverse roles

Move two chairs to the right

Adaptive Leader



View from the balcony

Identify the adaptive challenges

Regulate distress

Maintain disciplined attention

Give the work back to the people

Protect the voices of leadership from below

View from the balcony



View from the balcony and participation on the dance floor



Observe - tends to be subjective, goal is to make it objective by being on the balcony and gathering data

Interpret - wired to do it quickly; slow down and ask - is this accurate?

Intervene - try new things; small things; test things; be uncomfortable

How do you shift to the balcony?



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Distress & Emotional Systems



All systems are driven by emotion

Balance of change vs stability . . . anxiety vs calm . . . to make a system healthy and forward moving

People can not learn when overwhelmed

Stress drives the need for change - Sense of Urgency, John Kotter

Leaders role in regulating distress



Create a holding environment - turn up the heat and have ways to release the steam

Leader is responsible for direction, protection, orientation, managing conflict and addressing norms

How do we do this?



Emotion Regulation and Self Care Skills

Mindfulness

Checking the facts and staying away from judgement

Self-differentiated leadership

Separating self from others while staying connected, allowing the leader to shape the system rather than being shaped by the system

Listening



The voices of those with lived-experience

The voices of those on the edge, where adaptation is most needed (front line staff, volunteers, community members, community leaders, those most affected by decisions)

More than a survey - make it real and relational and ongoing

Not tokenism - don't bring one formerly homeless person onto your board and call it a day

Allow those voices to penetrate - you have to accept that your perception may be wrong

Empower to Lead



Be inclusive, Don't be the gatekeeper - treat all concerns and ideas as valid

Share expectations and responsibility

Work through conflict and distractions

Build collaboration



Applying the Adaptive Cycle and Skills to Organizational Issues

Organizational Issue Tables

(choose table other than change initiative)



Board development

Staff and volunteer development

Evaluation and continuous improvement

Fund development

Resource management - facility

Communications

Table Discussion Questions (volunteer balcony observers)



1. What are some technical challenges associated with this organizational issue?
2. What are some of the adaptive challenges associated with this organizational issue?
3. Describe how this issue may manifest on the adaptive cycle.
4. What specific skills (technical and adaptive) are needed to move it through the adaptive cycle?

Debrief



What was one highlight of this discussion

Balcony observers to share



Homeless Service System (COC) as a Collective Impact Initiative

Common Agenda



Common Understanding of the Problem

Defining problem; especially underlying causes

Put boundaries on the problem and solution

Shared vision for change

High Level Goal

Specific SubGoals

Key levers for moving the agenda forward

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Constant Communication

Consistent and open communication

Focus on building trust



Mutually Reinforcing Activities



Differentiated approaches

- Find unique strengths

- Find different philosophies

Coordination through joint action plan

Shared Measurement



Collecting data and measuring results

Focus on performance management

Shared accountability

Backbone Functions



Separate organization(s) with staff

Resources and skills to convene and coordinate participating organizations

COC as a Collective Impact Initiative



What has HUD put in place and or suggested for each of these conditions?

What is missing?



Applying the Adaptive Cycle and Skills to the the Local Homeless System (CoC)

New Table Configuration - Stage of COC



Development

Growth and Maturity

Release

Exploration

Table Discussion Questions (volunteer balcony observers)



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?
3. Whose voices are present? Whose voices are missing? How will you engage all the stakeholders' voices?
4. Where is the distress and how can you regulate it?
5. How do you share the responsibility back to the stakeholders?

Debrief



One highlight from your table discussion

Balcony observers ?



Applying Adaptive Leadership Skills and the Adaptive Cycle to Your Change Initiative

Triads with an interviewer and a recorder - Remember these questions



1. What was your change initiative?
2. What parts of your change initiative are technical and what part are adaptive?
3. Where is it on the adaptive cycle?

Triads with an interviewer and a recorder - Explore these questions



1. Whose voices are present? Whose voices are missing? How will you engage all the stakeholders' voices?
2. Where is the distress and how can you regulate it?
3. How do you share the responsibility back to the stakeholders?
4. Where do you need to focus?
5. What other areas of leadership do you see as most critical for your change initiative? Consider where you are in the adaptive cycle.
6. What strategies do you need to develop and implement based on the adaptive cycle?
7. What resources do you need?

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In Closing



What was your biggest take-away from all of today's work?

What do you want to continue to explore?