Adaptive Leadership in a Complex World: Reassuring the Reassurers

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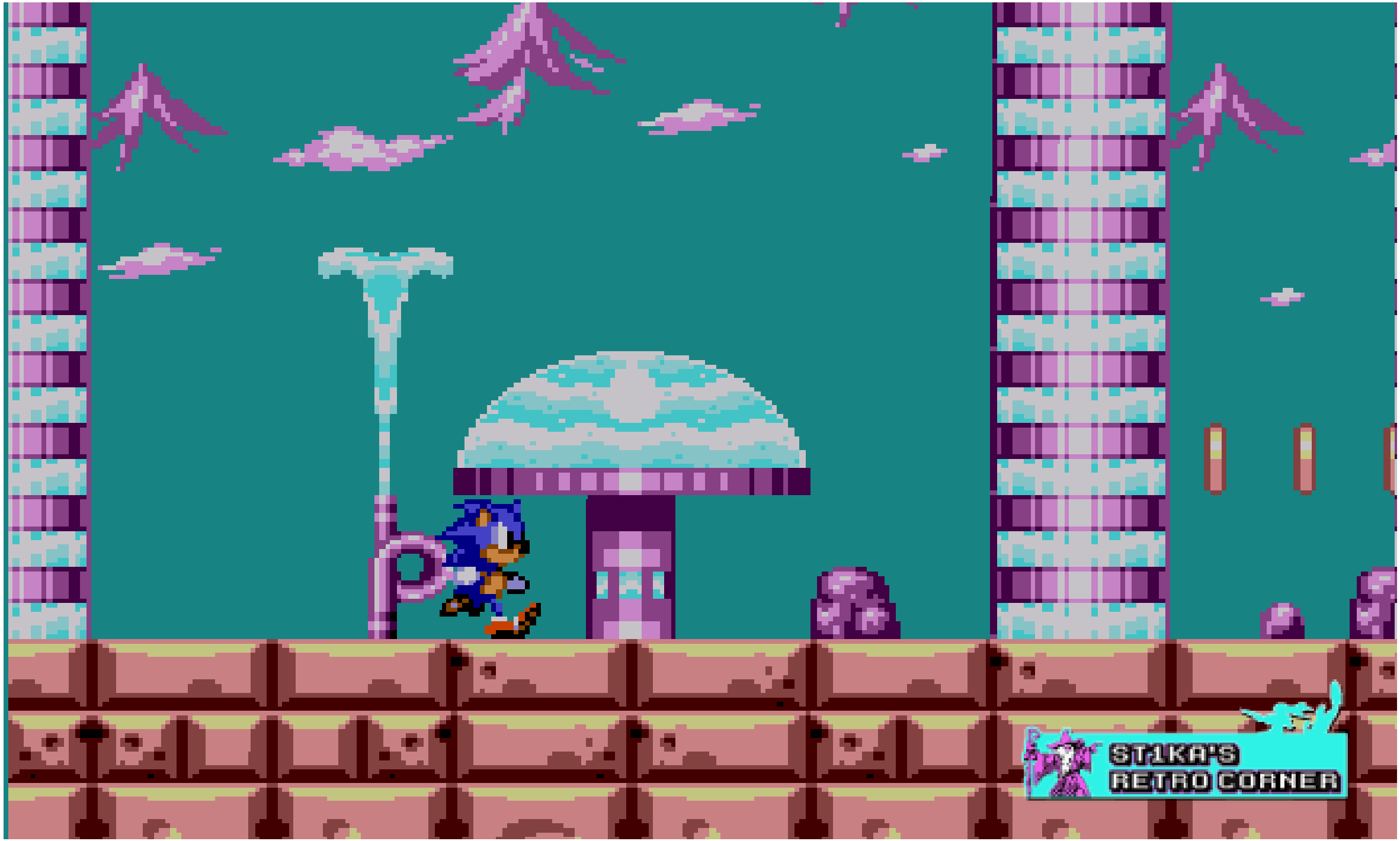
My Goal for Today

- My only Goal of the day is to get you to **Shift** your **Lens**
- Expand your **Worldview**
- **Disrupt** Your Current Thought Process.
- Provide some **Context**

Question

What has been one of your major Leadership Concerns Recently?


ST1KA'S
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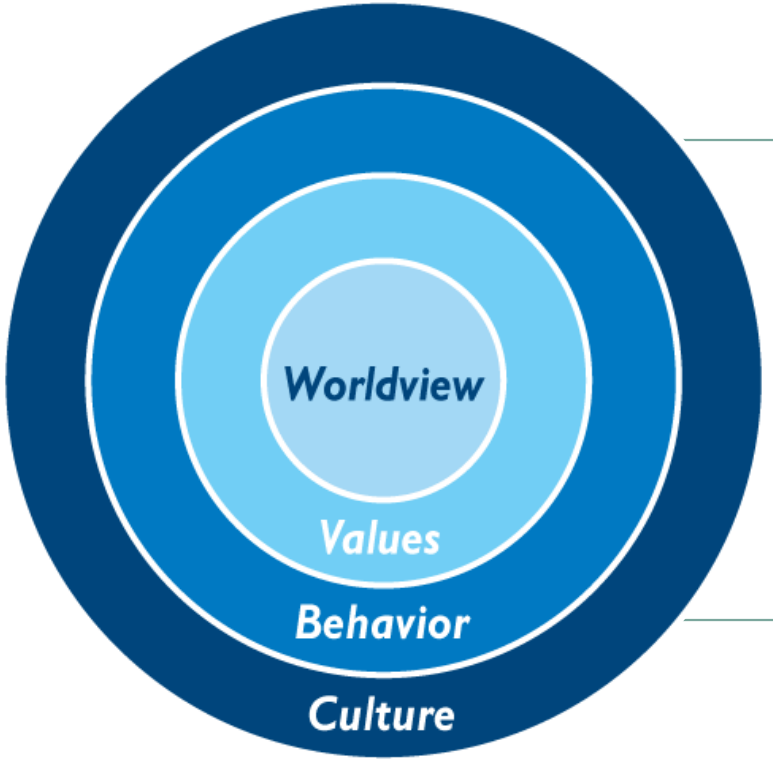
UNDERSTANDING YOUR WORLDVIEW

WORLDVIEW DEFINED:

A particular philosophy of life or conception of the world.

Worldview Dynamics



Influences

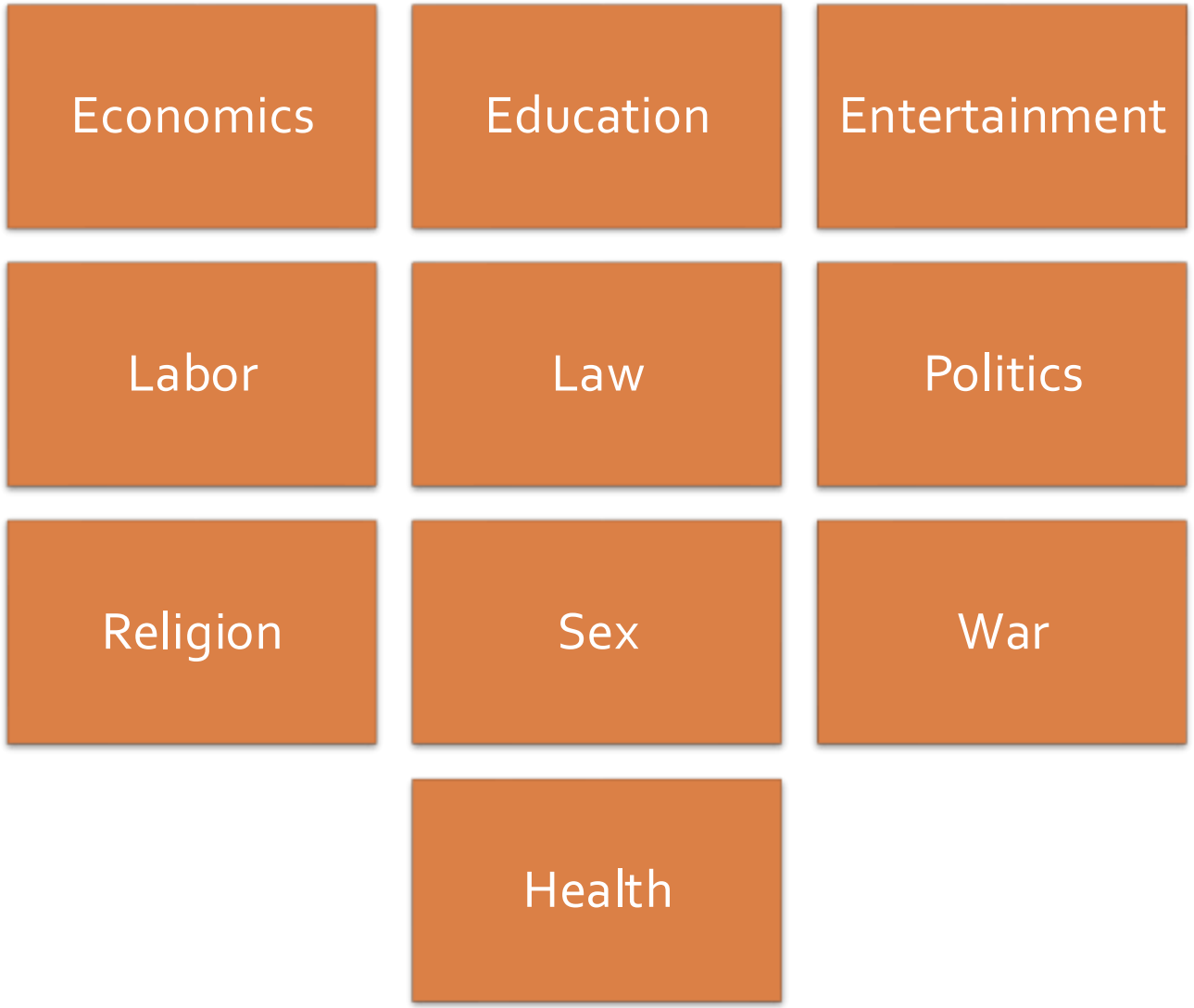
Experiences

Work Has Changed!!!

WORK
LIFE

Stress During COVID-19

10 Areas of People Activity

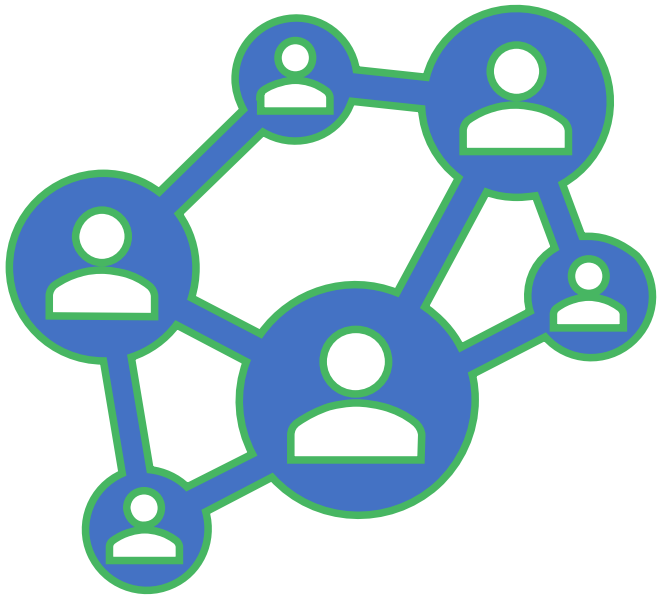


Originally from Mr. Neely Fuller Jr.

Welcome to the New Normal…

We Are Adjusting To A New World In The Moment

- Remote Working
- Distant Learning
- Social Distancing
- Sheltering In Place
- Pandemics
- Personal Protection Equipment (PPE)
- Variants
- Vaccines
- Booster Shots!



WE ARE IN A STATE OF GRIEF!

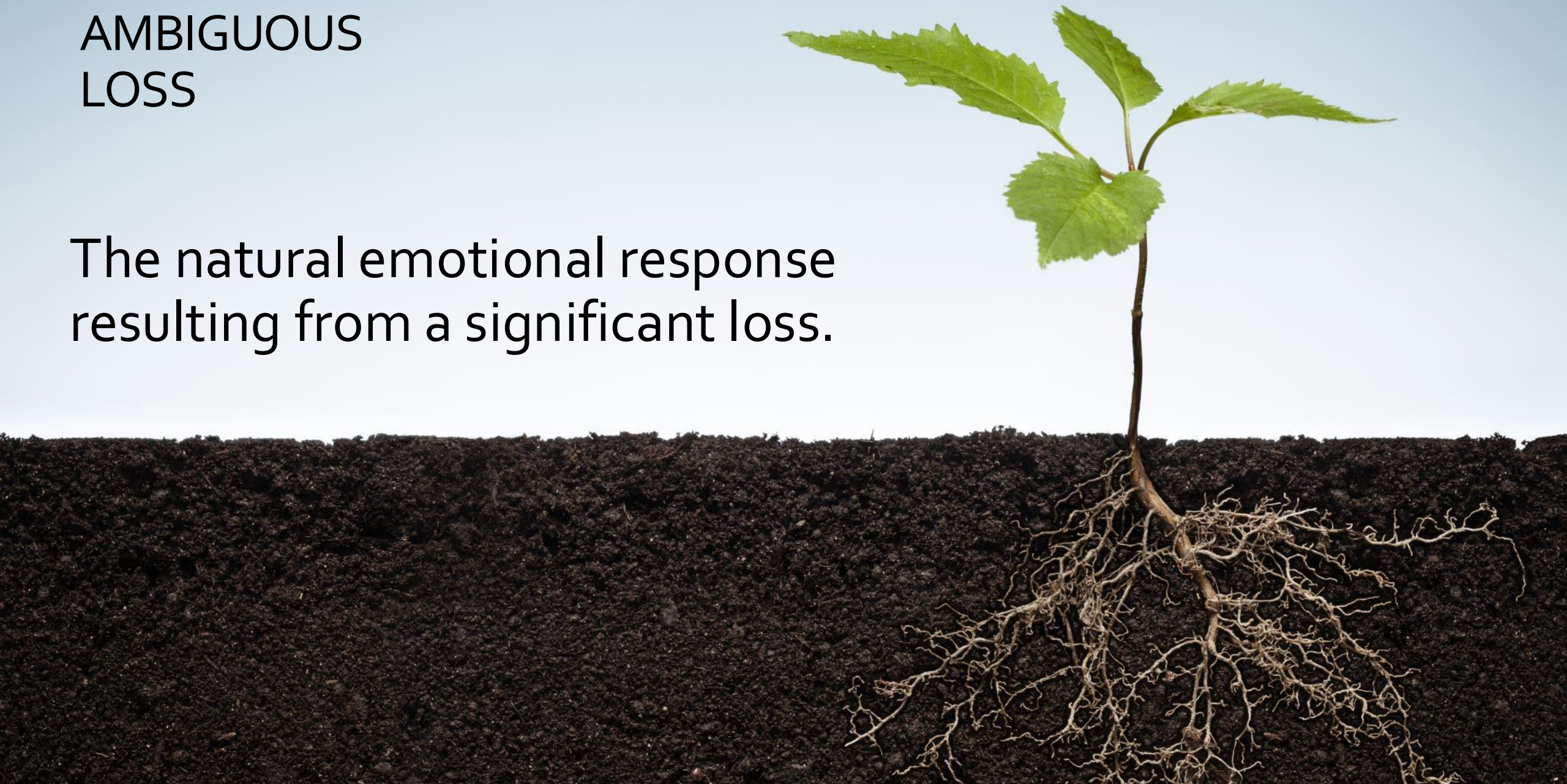
WE HAVE LOST THE FOLLOWING…

- Access
- Our "Normal" Routine
- The Ability Of Choice
- Connection
- Opportunities
- Lives Of Loved Ones

THIS IS WHAT WE CALL AMBIGUOUS LOSS

GRIEF AND AMBIGUOUS LOSS

The natural emotional response resulting from a significant loss.



Languishing

Languishing is a sense of stagnation and emptiness. It feels as if you're muddling through your days, looking at your life through a foggy windshield. And it might be the dominant emotion of 2021.

- According to the New York Times

Poor patient outcomes

Risk of making an error

Unfamiliar situations

Excessive workload

Inadequate resources

Threats (from clients or co-workers)

Sources of Stress for Providers

Wicked Problems
Difficult to define
Interdependencies and multi-causal
Solutions can lead to unforeseen consequences
No clear solution
Socially complex
Involve changing behavior
Sit astride organizational boundaries and responsibilities
Seemingly intractable with chronic policy failure

What is a Wicked Problem?

Wicked problems are highly complex, systemic, and interconnected issues that resist simple solutions and require a multidisciplinary approach.

They are characterized by complexity, ambiguity, and uncertainty, often involving competing interests and values.

To address wicked problems, leaders need to possess a set of skills and traits that allow them to navigate complexity, adapt to changing circumstances, and collaborate with diverse stakeholders.

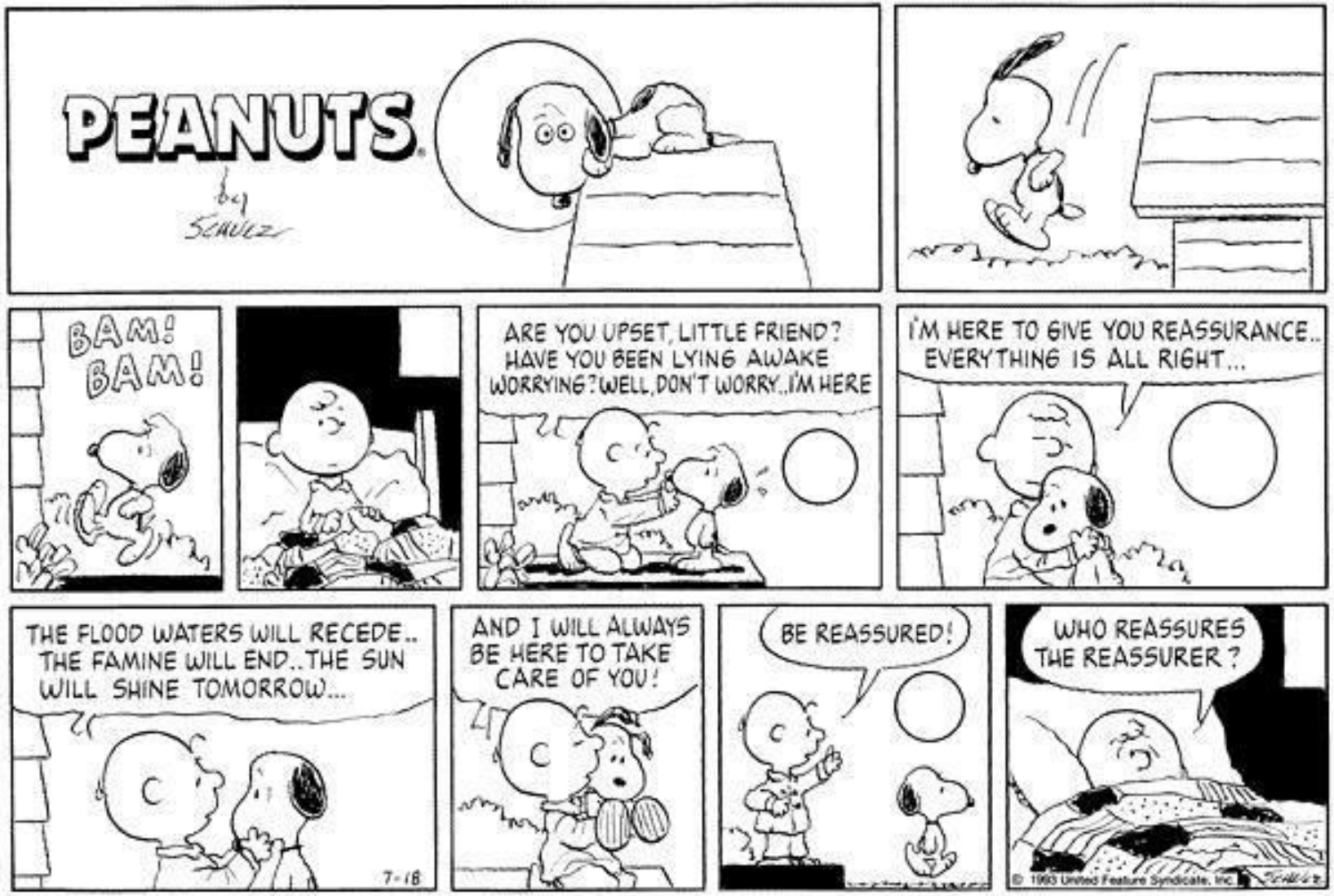
Wicked Problems

wicked problems

- clear problem definition
- single organization
- regular leadership: implement existing solution

- clear and finite problem definition, but urgent need for solution
- need for new solutions, more permission for action and innovation
- directive leadership: demand for action and for someone taking control

- unclear problem definition, not finite
- requires innovation and learning, as well as multiple agencies
- adaptive leadership: to create multi-stakeholders environments and experiment


PEANUTS
by SCHULZ
BAM! BAM!
ARE YOU UPSET, LITTLE FRIEND? HAVE YOU BEEN LYING AWAKE WORRYING? WELL, DON'T WORRY.. I'M HERE
I'M HERE TO GIVE YOU REASSURANCE.. EVERYTHING IS ALL RIGHT...
THE FLOOD WATERS WILL RECEDE.. THE FAMINE WILL END.. THE SUN WILL SHINE TOMORROW...
7-18
AND I WILL ALWAYS BE HERE TO TAKE CARE OF YOU!
BE REASSURED!
WHO REASSURES THE REASSURER?
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Compassion Fatigue

- Emotional exhaustion
- Reduced sense of personal accomplishment
- Mental exhaustion
- Depersonalization
- Decreased in sense of efficacy
- Physical exhaustion
- Connected to act of hearing/empathizing with traumatic stories

BURNOUT

But What Type of Burnout are You Dealing With?

- If you overlook your own needs or personal life to fulfill work demands, you might be suffering from **overload burnout**.
- If you feel your job doesn't offer you opportunities to grow, you might be suffering from **under-challenged burnout**.
- If you stop trying when work situations don’t go as planned, you give up in response to obstacles or setbacks, or you simply feel demoralized when you face your daily to-do list, you might be suffering from **neglect burnout**.

Quiet quitting has spiked a bit of controversy in the [work] world. On the one hand, some people associate it with laziness, entitlement, and passive aggression toward employers.

Others see it as a way to battle burnout, draw boundaries between their jobs and identities, and reject hustle culture. This is especially true for entry-level workers, who have historically been expected to give 110% despite being underpaid.

- Paige Cohan (HBR)

Defining Quit Quitting

Quiet quitting means **remaining in one's workplace while not actively going above and beyond**.

"The concept of quiet quitting is resonating because [the pandemic] has been a time of reflection as people reassess their priorities and consider the fragile nature of humanity.

Cultural Dynamics

Understanding Cultural Dynamics

All cultures are dynamic and constantly changing as individuals navigate and negotiate the beliefs, values, ideas, ideals, norms, and meaning systems that make up the cultural environment in which we live.

What is culture?

Culture is typically described as the totality of learned behaviors of a people that emerges from their interpersonal interactions.

Culture includes the ideals, values, and assumptions about life that are widely shared and that guide specific behaviors.

Objective culture	Subjective culture
• Visible: artifacts, food, clothing	• Invisible: values, attitudes, norms

CONTEXT
MATTERS

Culture Gives Context & Meaning

01

It is a **filter** through which people process their experiences and events of their lives.

02

It influences people's values, actions, and expectations of themselves.

03

It impacts people's perceptions and expectations of others.

How Did We Get Here

Unconscious Manner?

- The human brain receives 11 million bits of information from our senses every second.
- It is estimated we can consciously process approximately 50 bits of information per second.

The efficiency solution:

Schemas: the mental "frames" through which our brains help us understand and navigate the world:

- Sort into categories
- Create associations between things
- Fill in the gaps when we only receive partial information

Fast and Slow Processing

- **Fast Processing:** Occurs automatically – using schemas and mental mapping for efficiency – think of riding a bike.

- **Slow Processing:** Occurs deliberately – completing a complex task that requires concentration – filling out forms.

What Did You Notice?

What is Adaptive Leadership?

Adaptive Leadership is a leadership approach and framework that emphasizes the ability to navigate and succeed in complex and rapidly changing environments.

This leadership style involves the capacity to respond effectively to unpredictable challenges, uncertain circumstances, and evolving situations.

Adaptive leaders are characterized by their flexibility, resilience, and the aptitude to empower and guide their teams to address new problems and opportunities as they emerge.

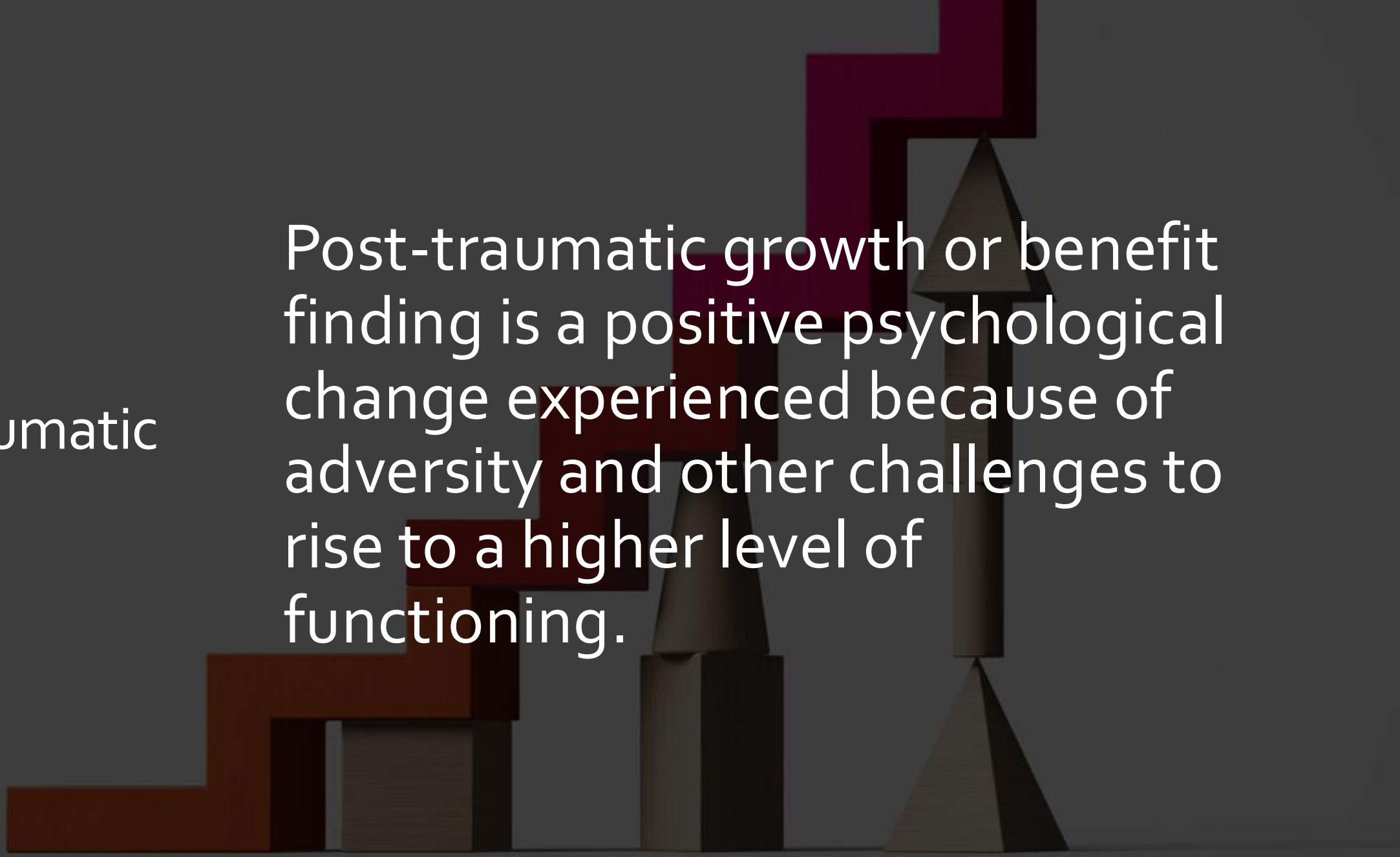
Post Traumatic Growth
Sustainable Wellness
A Framework for Adaptive Leadership
Emotional Intelligence
Cultural Intelligence

Healing is…

A consistent process of efforts to create **peace**, **balance**, and **justice**.

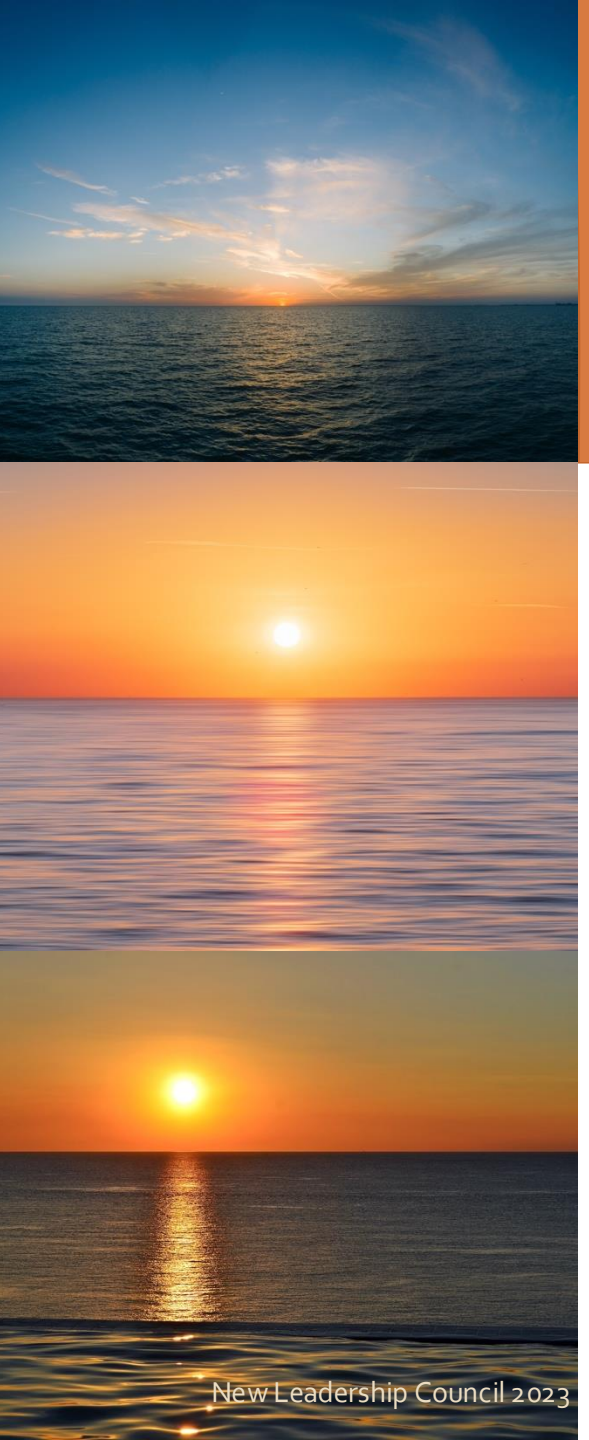
Post Traumatic Growth

Post-traumatic growth or benefit finding is a positive psychological change experienced because of adversity and other challenges to rise to a higher level of functioning.



5 Domains of Post - Traumatic Growth

1. **Personal Strength:** Recognizing our abilities and possibilities.
2. **Healthy Relationships:** Finding supports and networks to help you move forward.
3. **Appreciation and Purpose of Life:** Understand what is important to you and why?
4. **Consecutive Constructive Choices:** Do not be afraid of new experiences. Explore new information, spaces, and people.
5. **Personal Development:** Do not be afraid of finding out who you truly are or want to be.



PTG and Leadership

- Leadership is a demanding journey filled with triumphs and tribulations.
- The ability to navigate through adversity is a defining characteristic of exceptional leaders.
- Rather than succumbing to setbacks, resilient leaders embrace challenges as opportunities for growth and transformation.
- They understand that overcoming adversity is not only a personal feat but also a testament to their leadership capabilities.

Shifting from Self-Care to Sustainable Wellness

Sustainability

- Sense of Social Support
- Sense of Meaning and Purpose
- Sense of Effectiveness

Ultimately, Sustainability is being Proactive in our self-care.

Components of Successful Sustainability

- **Individual activities**

(physical activity, spirituality, mindfulness, meditation, therapy, humor, healthy eating)

- **Activities with closest connections**

(fun, sharing, exploration, adventure, quality time)

- **Meaningful support at work**

(supervision, team building, ongoing assessments, accountability, learning opportunities)

- **Support within the field**

(professional development, connections for consult)

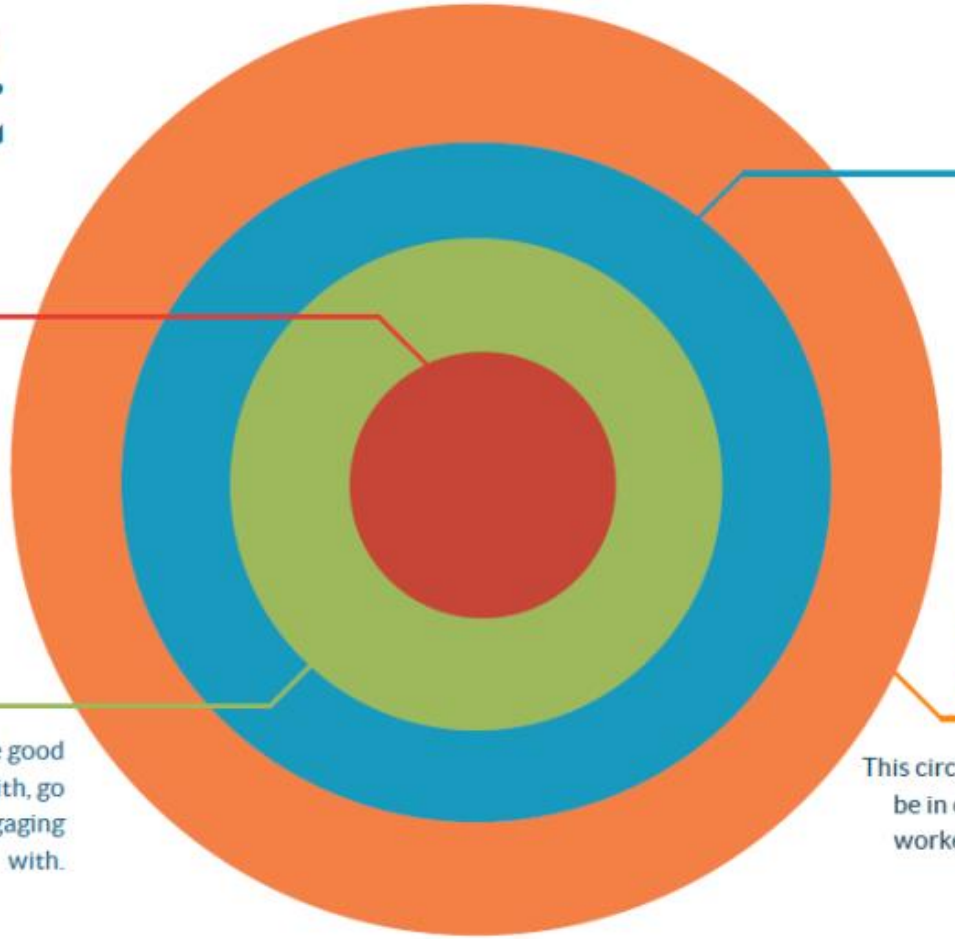
Circles of Support

#1 - CIRCLE OF INTIMACY

This circle is made up of people we love - people we feel safe with, are vulnerable with - including very close family members and very close friends.

#2 - CIRCLE OF FRIENDSHIP

This circle includes people who are good friends - people we have coffee or tea with, go out to dinner with, spend social time engaging with.



#3. CIRCLE OF PARTICIPATION

This circle comprises acquaintances from many different areas of our lives - school, work, church, social clubs. There's an opportunity for these people to move into the friendship or intimacy circles over time.

#4 - CIRCLE OF EXCHANGE

This circles includes those who are paid to be in our lives. Doctors, teachers, social workers, case managers, providers, etc. These relationships are purely transactional.

Circles of Support - Based on the work of Judith Snow, Jack Pearpoint, and Marsha Forest

- Wellbeing Wheel -

Dimensions:

Environment:
- Personal Environment
- Relationship with Nature
- Global Environmental Health

Health:
- Diet & Nutrition
- Physical Activity
- Sleep
- Thoughts & Emotions
- Stress Mastery

Relationships:
- Personal Relationships

Security:
- Safety
- Facing Fear
- Relationship to Money

Purpose:
- Life Purpose
- Spirituality

Community:
- Community Wellbeing

additional resources available at https://www.takingcharge.csh.umn.edu/what-wellbeing
created by Dr. Mary Jo Kreitzer, *used with permission*
From the U of M Center for Spirituality and Healing Center

Drive
Knowledge
Cultural Intelligence
Strategy
Action

Leaders Establish Culture

Leaders, Make Curiosity the Core of Your Organizational Culture

- Leaders must be curious about the values and motivations of their employees in shaping and maintaining a [Workplace] culture.
- Organizations are a collection of the mindsets, attitudes, and values of the people that work within them.
- Founders and leaders have great influence on the types of people who join an organization and the values they bring with them.

What Is Cultural Intelligence?

The ability to adapt to new cultural settings

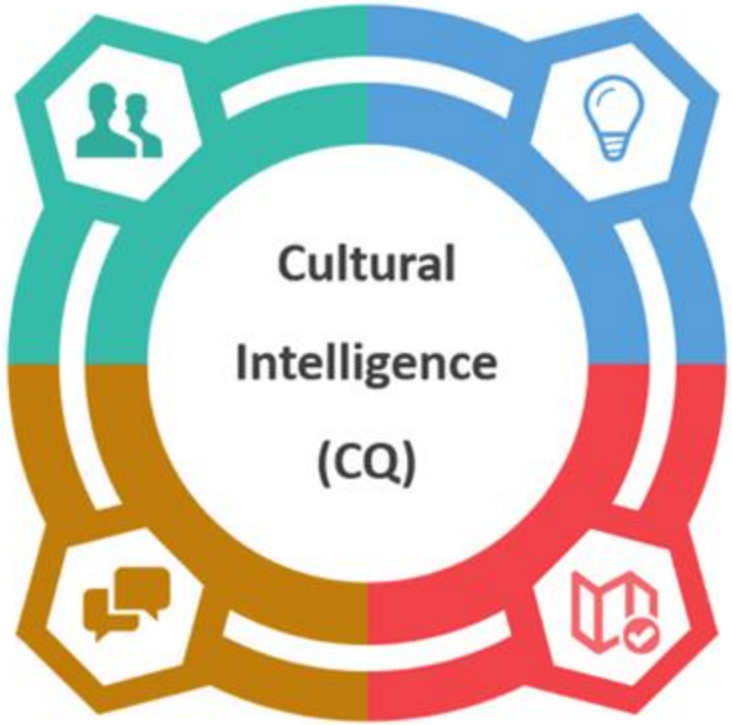
Capability to cooperate effectively with other people from a dissimilar cultural background and understanding

Ability to function in Culturally Diverse situations

Cultural Intelligence (CQ) Framework

CQ Drive (motivation)

The motivation to learn about and respond to different cultures. CQ drive gives the energy to pursue cultural understanding.



CQ Knowledge (cognition)

The knowledge about diverse cultural aspects, similarities and differences between cultures, and their impact.

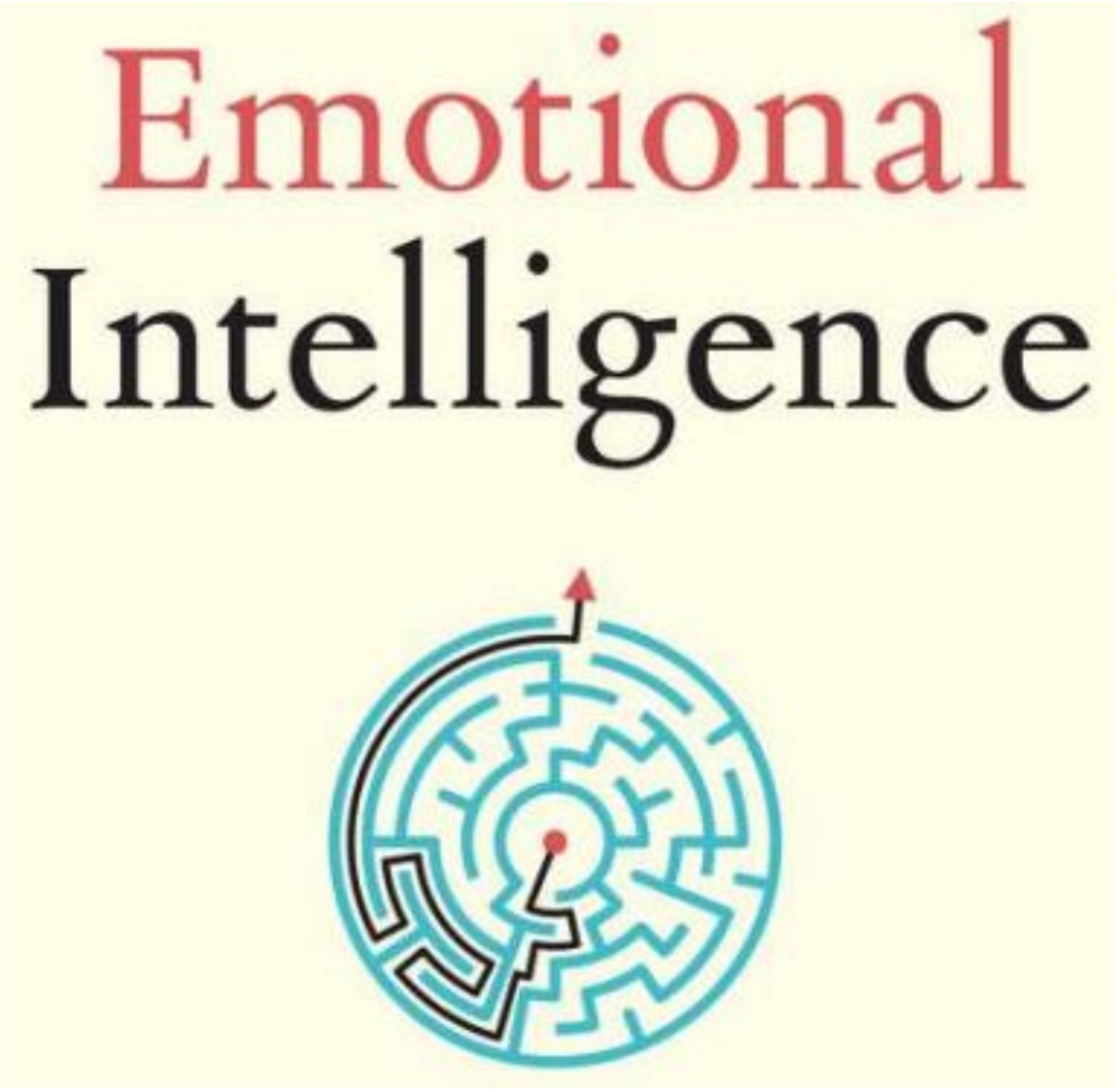
CQ Action (behaviour)

The capability to adapt our behaviour appropriately for different cultures. It involves having a flexible repertoire of responses to suit various situations.

CQ Strategy (meta-cognition)

The extent to which we recognise of what's going on in a cross-cultural situation and the ability to use that awareness to manage those situations effectively.

Being able to manage your thoughts, speech, actions, emotional responds, and perceptions.



Emotional Intelligence

	Self	Social
Recognition	**Self Awareness** Self-awareness Self-assessment Self Confidence	**Social Awareness** Empathy Approachable Good listener Organizational awareness
Regulation	**Self Management** Self-control Transparency Achievement Adaptability Initiative Optimism	**Relationship Management** Influence Inspirational Leadership Coach and Mentor Conflict Management Teamwork and collaboration Change catalyst

Empathy

The ability to understand and share the feelings of another.

Empathy is a core aspect of building relationships and positive interactions.

When providers empathize with staff, they feel empowered and desire results to improve, and clients are more likely to adhere to recommended interventions and treatment regimens. This also applies to staff.

4 Key Freedoms All Employees Need to Thrive

1. **Freedom to be authentic.** Set and uphold nondiscrimination policies and establish programs to overcome biases in hiring, promotion, work opportunities, and day-to-day interactions. Foster a culture of allyship through education and relationship building, both within and across identity groups.
2. **Freedom to become their best selves.** Overcome the praise deficits often faced by marginalized groups by offering equal access to development programs that recognize and focus on people's strengths. And build a culture that encourages positive, objective, constructive feedback.
3. **Freedom to step back.** Increase diversity on your team to take the spotlight off of members of traditionally underrepresented groups. It offers flexibility benefits, such as the ability to choose one's own schedule, and encourages managers to trust employees to calibrate or pull back on the days they need to.
4. **Freedom to fail.** Establish a culture of psychological safety in which failure is destigmatized and smart risks are rewarded—and apply antidiscrimination and antibias efforts to the idea of failure to ensure that no one gets unfairly punished for falling short.

Meeting the Challenge

- Adaptive Leadership is particularly relevant in today's fast-paced and complex business and organizational landscapes, where traditional leadership models may only sometimes suffice.
- It is a dynamic and evolving approach that promotes agility, innovation, and the ability to lead effectively in ever-changing environments.

Contact Information

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