



Southeast (HHS Region 4)

MHTTC

Mental Health Technology Transfer Center Network

Funded by Substance Abuse and Mental Health Services Administration

Adaptive Leadership: Mobilizing for Sustainability in Your School Community (Part 1 of 2)

May 17, 2022, 12-1:30 EST

Presented by Monica Caldwell, LCSW

Moderated by Christina Borbely, Ph.D.

From the Sustainability of SMH Initiative Series



DISCLAIMER

The views, opinions, and content expressed in this presentation do not necessarily reflect the views, opinions, or policies of the Center for Mental Health Services (CMHS), the Substance Abuse and Mental Health Services Administration (SAMHSA), or the U.S. Department of Health and Human Services (HHS).



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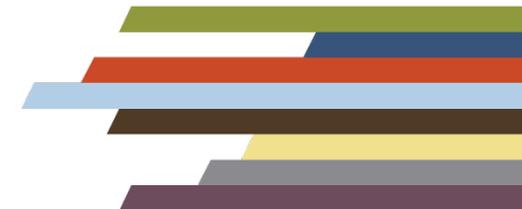
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The Southeast MHTTC is located at Emory University in the Rollins School of Public Health.

Our Mission: To promote the implementation and sustainability of evidence-based mental health services in the Southeastern United States.

Our Vision: Widespread access to evidence-based mental health services for those in need.

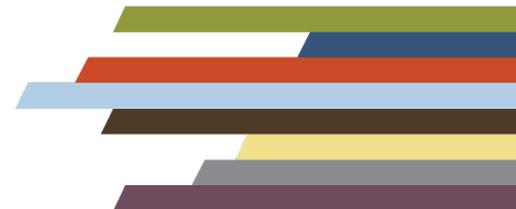
Our Services: We use a public health approach to build leadership capacity and to provide mental health trainings and resources to providers, agencies, and communities across the Southeast.



What is Adaptive Leadership?



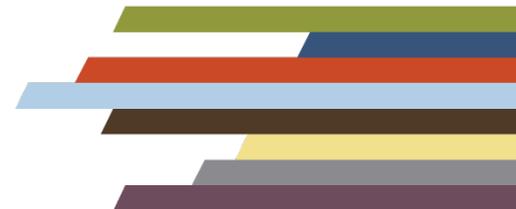
Adaptive leadership is the practice of mobilizing people to tackle tough challenges and thrive.



Ready to Dive in? Self Check

AM I...

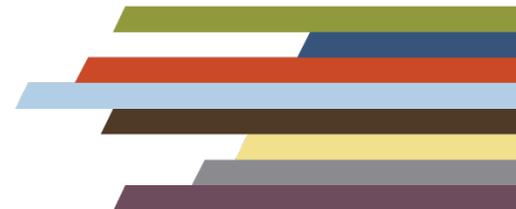
- ✓ Ready to have an experimental mindset and rethink leadership?
- ✓ Willing to take risks?
- ✓ Willing to value multiple perspectives?
- ✓ Ready to be patient and persistent with eyes on culture change?
- ✓ Willing to tackle the loss that comes with change?
- ✓ Ready to guide others through continued transformation?



Adaptive Leadership: The Model

- Get on the Balcony
- Identify the Adaptive Challenges
- Regulate Distress
- Maintain Disciplined Attention
- Give Work Back to the People
- Protect Voices from Below

Northouse, P.G. (2016). Adaptive Leadership (Chapter 11), *Leadership: Theory and Practice* (7th ed). Los Angeles, CA: Sage Publications.



Key Questions When You Are Up on the Balcony:

What essential elements of our initiative must we preserve that are aligned with our values, history, wisdom, core competencies and identity?

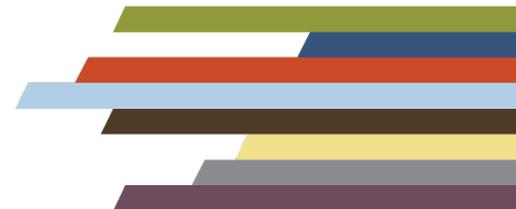
What must we give up to survive and thrive?

Where are the gaps between what we say we value and the actual choices we make day in and day out?

What competing commitments are getting in the way of our progress?

Are we able to speak the unspeakable even when we know there will be a cost?

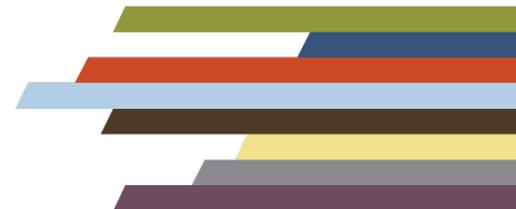
Who is not at the table that should be? How do we make our team's focus on sustainability more inclusive?



Adaptive Leadership: Getting Up on the Balcony



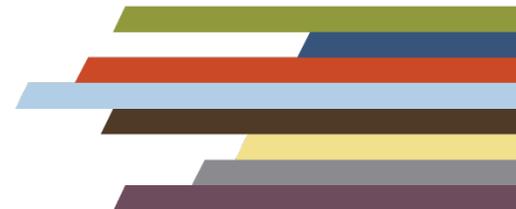
- Offer clarity through a big picture view
- Identify values and power conflicts
- Explore avoidance and ambivalence toward change



Adaptive Leadership: Identifying the Adaptive Challenges



- Identify Adaptive vs. Technical Challenges
- Employ adaptive strategies (mobilize, inspire, motivate, orient, and organize)
- Uncover core feelings, attitudes, and beliefs



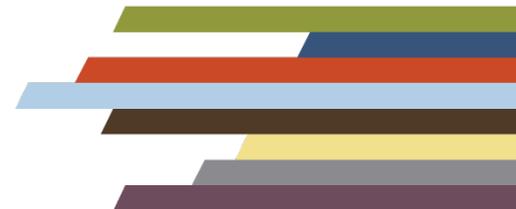
Adaptive vs Technical Challenges

Technical Work

- Understanding the problem is clear and routine.
- All see the problem in a similar way.
- Solution is clear.
- Organizing the work can be done by a leader who will implement a technical solution.

Adaptive Work

- The nature of the problem is unclear and complex.
- The solution will require learning and innovation.
- Legitimate, yet competing, perspectives emerge.
- Values, attitudes and beliefs must be uncovered in designing an adaptive solution.
- Organizing the work will be shared.

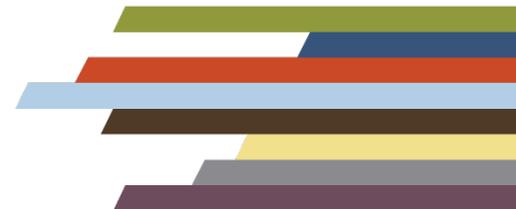


Let's differentiate between Adaptive and Technical Challenges



A Key Question: Does making progress on this problem require changes in people's values, attitudes and/or habits of behavior?

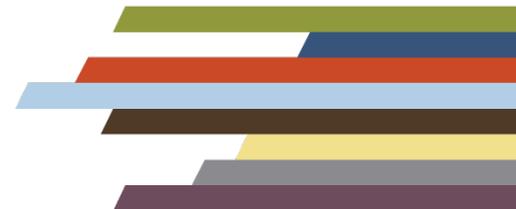
Zoom Poll



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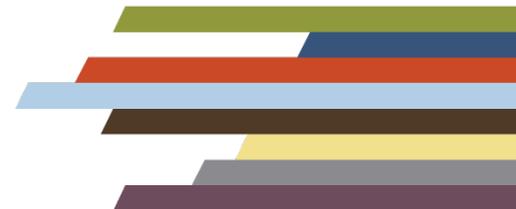
Thank you for your time and attention!

(It is May, after all. 😊)



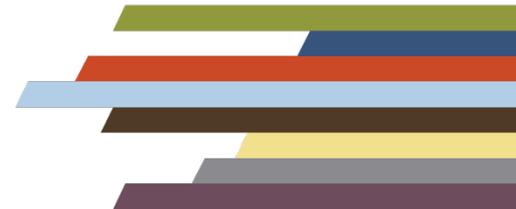
Come on back for Part Two, will ya?

May 24th, 12:00-1:30ET



THANK YOU!

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- Please click on the link to complete the SAMHSA required survey: <https://ttc-gpra.org/P?s=752007>



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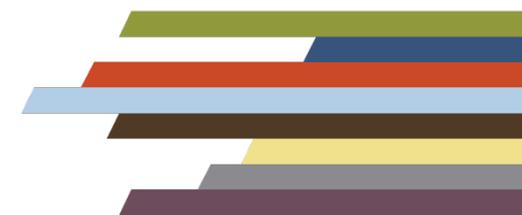
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