



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 2 of 2)

May 24, 2022, 12-1:30 EST  
Presented by Monica Caldwell, LCSW  
Moderated by Christina Borbely, Ph.D.

From the Sustainability of SMH Initiative Series



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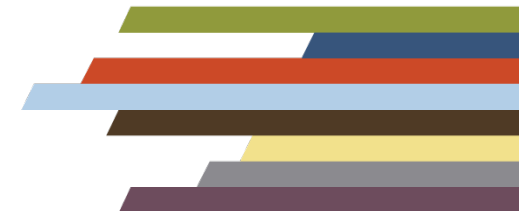
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**The Southeast MHTTC** is located at Emory University in the Rollins School of Public Health.

**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.

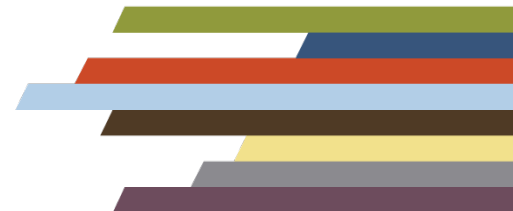
**Our Services:** We use a public health approach to build leadership capacity and to provide mental health trainings and resources to providers, agencies, and communities across the Southeast.



# What is Adaptive Leadership?



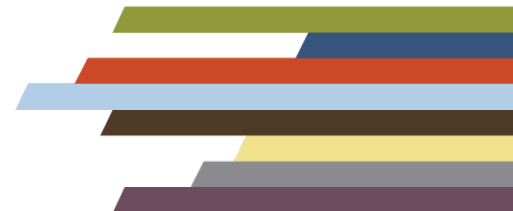
**Adaptive leadership is the practice of mobilizing people to tackle tough challenges and thrive.**



# 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?

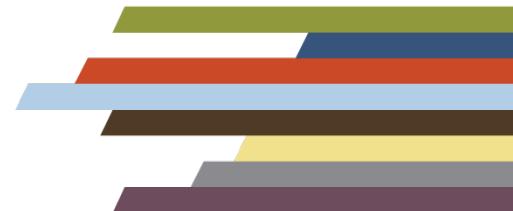


# Adaptive Leadership: The Model

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- 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* (7<sup>th</sup> ed). Los Angeles, CA: Sage Publications.

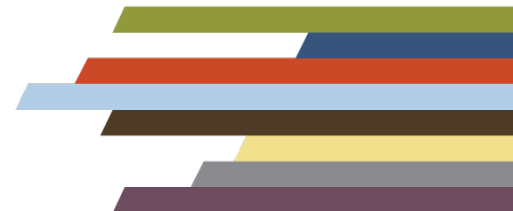


# Adaptive Leadership: Regulate Distress

There are some things  
you can learn best in  
calm, and some in the  
storm.

Willa Cather

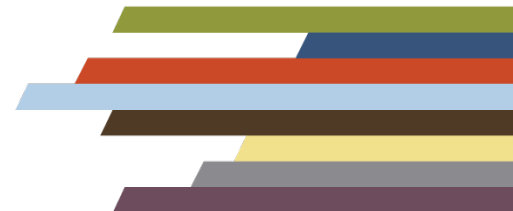
- Stress stays in productive zone
- Pace change to address uncertainty
- Provide protection, direction, and conflict management
- Lead strong and steady



# The Power of Questions

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- What we ask, how we ask it, the spirit with which we ask, all invite certain responses and discourage others.
- The very act of asking questions influences people. Acts of asking and answering alter experiences and generate experiences.
- Questions have the power to shape meanings and restrict or expand possibilities for action.

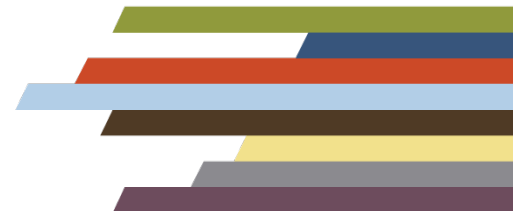




# Leaders who listen...

## Listening to Understand

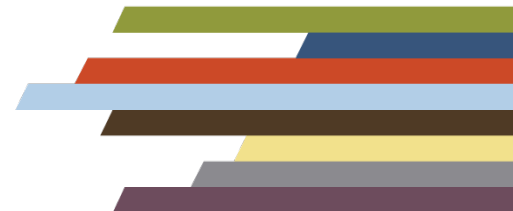
- A - Restating
- B - Reflecting
- C - Asking good questions
- D - Reframing
- E - Summarizing



# Facilitators of the Holding Environment: What do they do?

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- Create a process and safe environment for open and active engagement.
- Believe and act to cultivate the value that every person brings in service of the group.
- Invite free sharing of thoughts and ideas.
- Provide structure and process for the holding environment.
- Acknowledge participants and help people hear each other in a non-judgmental way.
- Ask powerful questions to stimulate new thinking to create and cultivate new possibilities.
- Work to understand context and help group get on the balcony.

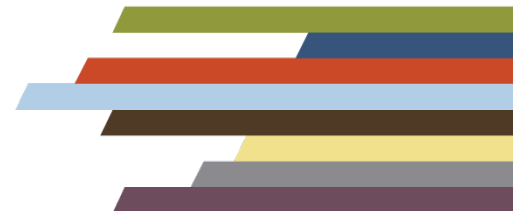


# Adaptive Leadership: Maintaining Disciplined Attention

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- Leaders stay focused amid competing priorities
- Recognize and address signs of avoidance and distress
- Respond rather than react

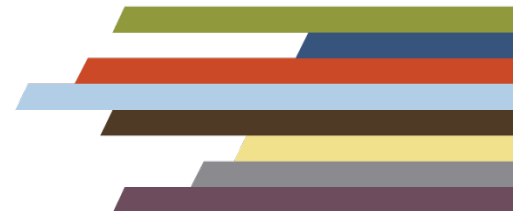


# Adaptive Challenge: Competing Commitments



## Maintaining Disciplined Attention

- To avoid is human
- Resistance is about fear and loss
- Try to understand the impact of new directions
- Identify needed support
- Find allies



# Maintaining Disciplined Attention

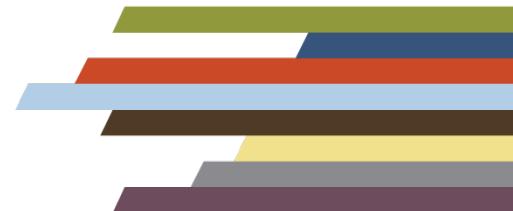
- When the inevitable storms roll in, and you have many people weighing in on what to do....
- Pause, and return to your core values and beliefs about where your school is, and how this impacts your daily practices and what you want to see from your staff.



# Adaptive Leadership: Give the Work Back to the People



- Offer clarity in challenges ahead and identify people who can best meet those challenges
- Empower others
- Express belief in their ability to act independently
- Ensure communication lines are open

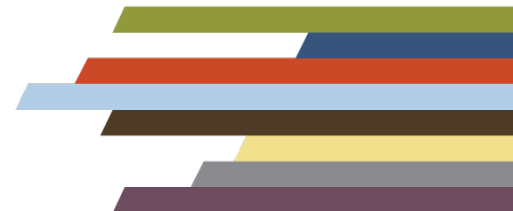


# Adaptive Leadership: Protecting Voices

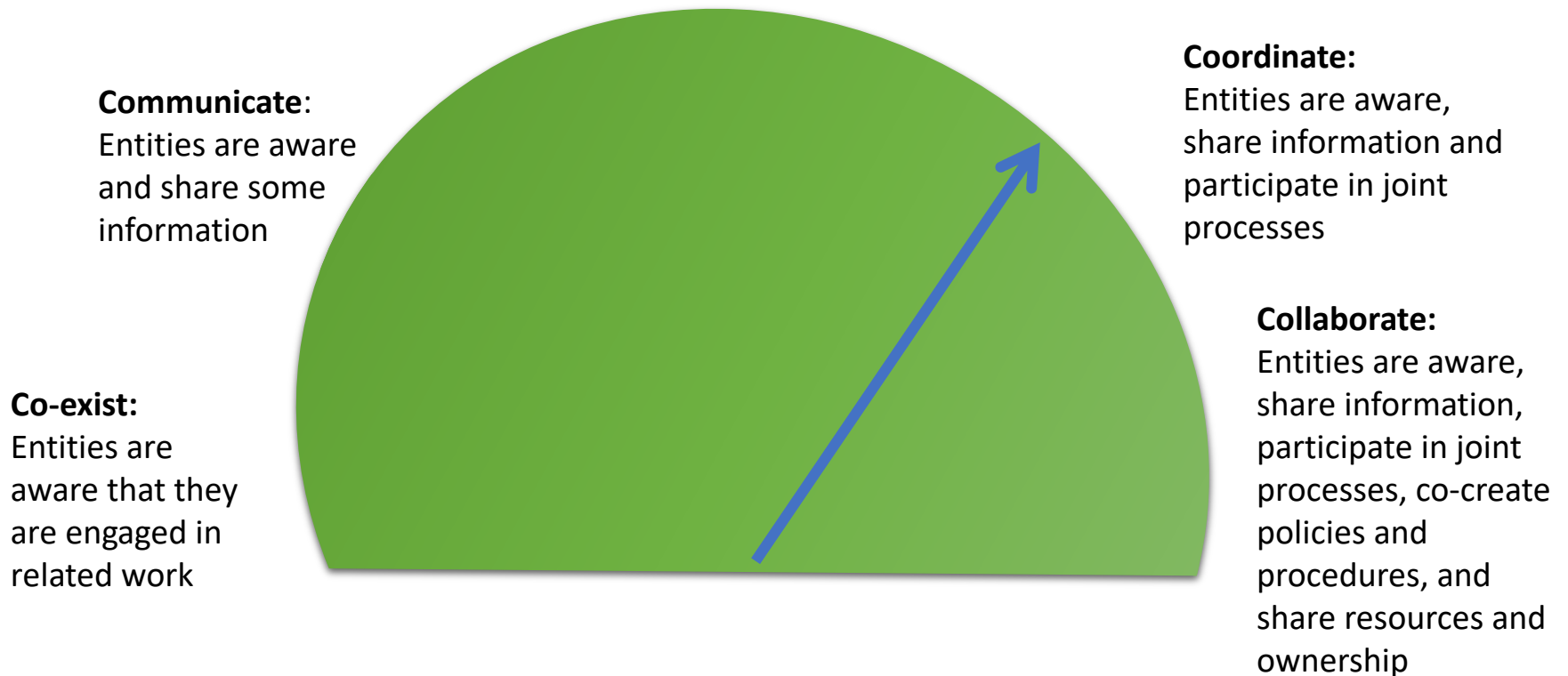
To learn who rules  
over you, simply find  
out who you are  
allowed to criticize.

Voltaire

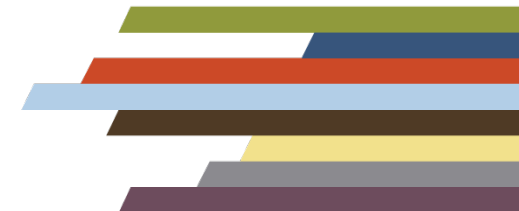
- Listen to people on the margin for their unique perspective
- Ensure everyone's voice has equal value
- Create pathways of participation to ensure all are included



# If you are working with a small team at this point in your initiative, the time to pivot is Now!



## Alternatives for Working Together Which one do you choose?

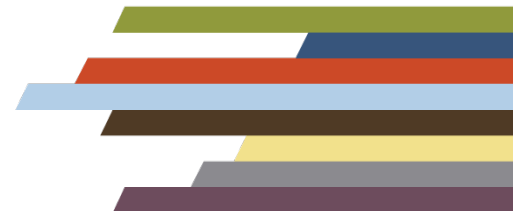




Thank you for your precious  
time and attention.

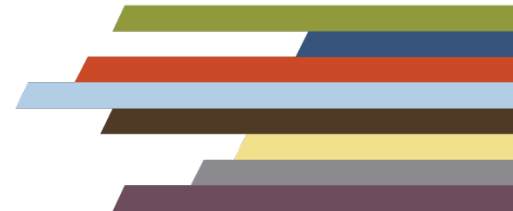
Monica Caldwell

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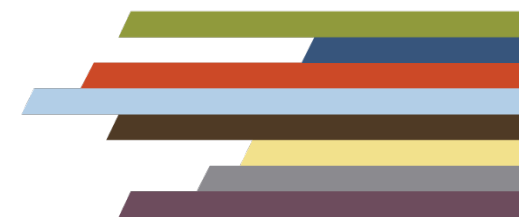
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