

WORKSHEET #1
IDENTIFYING AND FRAMING YOUR ADAPTIVE CHALLENGE

Part 1: Framing Your Adaptive Challenge

Think about your **engagement strategy** and answer the following questions:

- What is the one greatest barrier to achieving your engagement strategy?
- What technical approaches could you use to overcome that barrier?
- What are the adaptive elements that will require changes in attitudes, values and behaviors and take longer to address?

Greatest Barrier to Achieving Your Engagement Strategy	Technical Approaches	Adaptive Elements (Requires changes in attitudes, values and behaviors)
<p><i>EXAMPLE: PTI is not being embraced. It is perceived as burdensome and does not receive enough internal support.</i></p>	<ul style="list-style-type: none"> • <i>Make a proper introductory presentation about PTI</i> • <i>Create new ways to distribute PTI materials and news to departments and practices</i> • <i>Integrate PTI work into existing strategies and processes (how we do the work)</i> • <i>Hire more PTI coaches</i> • <i>Increase the pay rate of coaches</i> • <i>Hire more Chinese speaking coaches</i> 	<ul style="list-style-type: none"> • <i>Tell the story of my experience with PTI</i> • <i>Communicate the value of the work and how it has positively impacted patients/practices</i> • <i>Build relationships with key stakeholders (allies and skeptics)</i> • <i>Engage the ideas of others about how to integrate PTI into the practices</i> • <i>Increase my awareness and sensitivity to cultural differences</i>

Part 2: Framing Your Adaptive Challenge

Use the following template to develop a statement that frames your adaptive challenge:

My Adaptive Challenge (Framing Statement)	EXAMPLE: Framing an Adaptive Challenge
<p>How to:</p>	<p>How to:</p> <p><i>Grow acceptance and support for PTI efforts so that the work of coaches is more widely embraced</i></p>
<p>[achieve the desired change]</p> <p>Against the backdrop of:</p>	<p>[achieve the desired change]</p> <p>Against the backdrop of:</p> <p><i>A culture of skepticism where PTI is not valued nor seen as a priority.</i></p>
<p>[the countervailing force that is keeping the needed change from happening]</p>	<p>[the countervailing force that is keeping the needed change from happening]</p>

WORKSHEET #2
STAKEHOLDER ANALYSIS EXAMPLE

PART 1a: What do you currently know about the stakeholders?

Stakeholder (Individual/Group)	Values (Name them in single words!) [See List of Values]	Loyalties (To whom is the stakeholder loyal?)	Losses (What will the stakeholder lose if the change you seek happens?)
<i>MYSELF</i>	<ul style="list-style-type: none"> Joy Results-oriented Teamwork/Collaboration Financial wellbeing Altruism (making a difference) Quality (improvement) Innovation (change) 	<ul style="list-style-type: none"> Fellow Coaches Direct Supervisor Executive Sponsor Assigned Provider Practices (staff/clinicians) 	
<i>Coaches</i>	<ul style="list-style-type: none"> Drive/Ambition Growth/Development Results-oriented Teamwork/Collaboration Financial wellbeing Altruism (making a difference) Innovation (change) 	<ul style="list-style-type: none"> Fellow Coaches Direct Supervisor Assigned Provider Practices (staff/clinicians) 	
<i>Organizational Executives</i>	<ul style="list-style-type: none"> Recognition/Prestige Significance/Influence Fiscal Responsibility Productivity/Effectiveness Altruism (making a difference) Results-oriented 	<ul style="list-style-type: none"> Board of Directors Payers (Practices/CMS/Grantors) Providers Regulatory Agencies 	<ul style="list-style-type: none"> Financial (incentive programs) Staff resources (time)
<i>Practices/Clinics</i>	<ul style="list-style-type: none"> Health (of patients) Financial prosperity Productivity/Efficiency Connection Independence Stability Competency/Capability Altruism (making a difference) 	<ul style="list-style-type: none"> Board of Directors Payers (Health Plan) Regulatory Agencies Patients 	<ul style="list-style-type: none"> Control of the process Competence Tradition Time

Stakeholder (Individual/Group)	Values (Name them in single words!)	Loyalties (To whom is the stakeholder loyal?)	Losses (What will the stakeholder lose if the change you seek happens?)
Provider Relations/ Provider Network Departments	<ul style="list-style-type: none"> • Recognition/Prestige • Fiscal responsibility • Influence • Harmony (provider satisfaction) • Growth (of business) • Productivity/Effectiveness • Altruism (making a difference) 	<ul style="list-style-type: none"> • Direct Supervisor • Board of Directors • Provider Practices • Patients • Regulatory Agencies 	<ul style="list-style-type: none"> • Work/job may look different • Time to learn PTI methodology and tools

PART 1b: Questions for Analysis - Review your Stakeholder Analysis and answer the following questions:

- Which stakeholder values seem to be in alignment?

All stakeholders seem to be in alignment around altruism (making a difference)

- Which stakeholders have conflicting values?

The coaches value *Collaboration* and *Innovation (change)*, which may come into direct conflict with the provider practices' values of *Independence, Stability, and Competency/Capability*.

For example, if the coach is attempting to collaborate with providers and staff to test small changes for improvement, but the providers and staff are trying to maintain status quo, not wanting to disrupt their current processes (*Stability*); some may also feel that learning a new way may diminish personal knowledge/status within the practice (*Competency/Capability*); others may believe that a different process/workload distribution would compromise their ability to control their own work (*Independence*).

- Are loyalties constraining anyone from taking action?

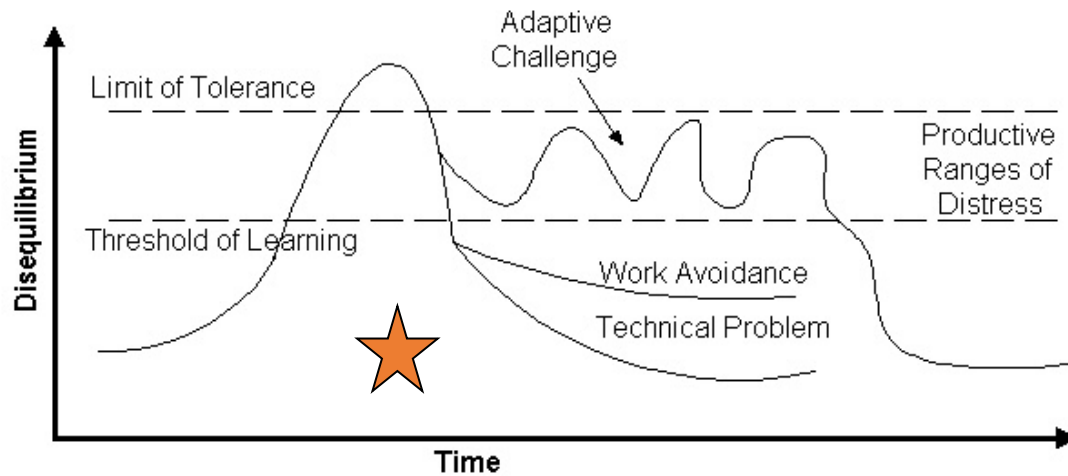
One example is that stakeholders who are loyal to the Board of Directors may squelch ideas/changes before trying them, assuming new ideas will be shot down by the Board.

PART 2: CREATING PRODUCTIVE DISEQUILIBRIUM:

What is the overall level of disequilibrium in your organization as it relates to the adaptive challenge? **MARK THE CHART!**

- Do you need to turn up the heat OR turn it down?

Overall, we need to turn the heat up! Perhaps the heat may need to be turned down for the coaches.



Source: Ronald A. Heifetz and Donald C. Laurie, "Mobilizing Adaptive Work: Beyond Visionary Leadership," in Jay A. Conger, Gretchen M. Spreitzer, and Edward E. Lawler III, eds., *The Leader's Change Handbook: an Essential Guide to Setting Direction and Taking Action* (New York: John Wiley & Sons, 1998)



**WORKSHEET #2
STAKEHOLDER ANALYSIS**

PART 1a: What do you currently know about the stakeholders?

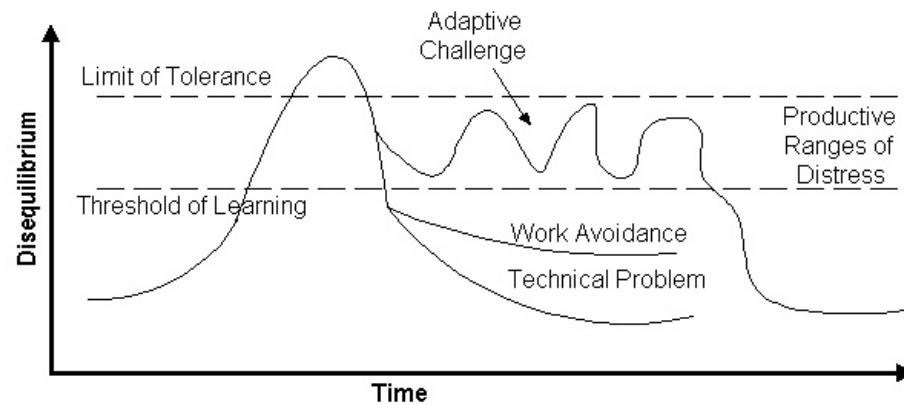
Stakeholder (individual/group)	Values (Name them in single words!) [See list of values]	Loyalties (To whom is the stakeholder loyal?)	Losses (What will the stakeholder lose if the change you seek happens?)
<i>Myself</i>			

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- Which stakeholder values seem to be in alignment?
- Which stakeholders have conflicting values?
- Are loyalties constraining anyone from taking action?

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List of Values by Category

Use the following list of values to assist you in selecting single words that identify values for your named staked holders.

Integrity	Achievement	Intelligence
Accountability	Accomplishment	Brilliance
Candor	Capable	Clever
Commitment	Challenge	Common sense
Dependability	Challenge	Decisiveness
Dignity	Competence	Foresight
Honesty	Credibility	Genius
Honor	Determination	Insightful
Responsibility	Development	Knowledge
Sincerity	Drive	Learning
Transparency	Effectiveness	Logic
Trust	Empower	Openness
Trustworthy	Endurance	Realistic
Truth	Excellence	Reason
	Famous	Reflective
Feelings	Greatness	Smart
Acceptance	Growth	Thoughtful
Comfort	Hard work	Understanding
Compassion	Improvement	Vision
Contentment	Influence	Wisdom
Empathy	Intensity	
Grace	Leadership	

Gratitude	Achievement (cont)	Strength
Happiness	Mastery	Ambition
Hope	Motivation	Assertiveness
Inspiring	Performance	Boldness
Irreverent	Persistence	Confidence
Joy	Potential	Dedication
Kindness	Power	Discipline
Love	Productivity	Ferocious
Optimism	Professionalism	Fortitude
Passion	Prosperity	Persistence
Peace	Recognition	Power
Poise	Results-oriented	Restraint
Respect	Risk	Rigor
Reverence	Significance	Self-reliance
Satisfaction	Skill	Temperance
Serenity	Skillfulness	Toughness
Thankful	Status	Vigor
Tranquility	Success	Will
Welcoming	Talent	
Spirituality	Victory	Freedom
Adaptability	Wealth	Independence
Altruism	Winning	Individuality
Balance	Creativity	Liberty
Charity	Creation	Courage
Communication	Curiosity	Bravery
Community	Discovery	Conviction
Connection	Exploration	Fearless
Consciousness	Expressive	Valor
Contribution	Imagination	
Cooperation	Innovation	Order
Courtesy	Inquisitive	Accuracy
Devotion	Intuitive	Careful
Equality	Openness	Certainty
Ethical	Originality	Cleanliness

Spirituality (cont)	Creativity (cont)	Order (cont)
Fairness	Uniqueness	Consistency
Family	Wonder	Control
Fidelity		Decisive
Friendship	Enjoyment	Economy
Generosity	Amusement	Justice
Giving	Enthusiasm	Lawful
Goodness	Experience	Moderation
Harmony	Fun	Organization
Humility	Playfulness	Security
Loyalty	Recreation	Stability
Maturity	Spontaneous	Structure
Meaning	Surprise	Thorough
Selfless		Timeliness
Sensitivity	Presence	
Service	Alertness	Health
Sharing	Attentive	Energy
Spirit	Awareness	Vitality
Stewardship	Beauty	
Support	Calm	
Sustainability	Clear	
Teamwork	Concentration	
Tolerance	Focus	
Unity	Silence	
	Simplicity	
	Solitude	

Core Values List: Over 200 Personal Values. (2018, May 11). Retrieved from <https://scottjeffrey.com/core-values-list/>

WORKSHEET #3
PLANNING AN INTERVENTION/PDSA EXAMPLE



Today's Date: _____ 05/22/2018 _____

Name of Idea to Test: Engaging ABC Clinic in a lunch-time meeting to identify one PDSA to implement in the next two weeks to improve Diabetes Management Measure for annual HbA1c testing.

PLAN – Answers who, what, when where

1. What will you do? I plan to (steps to execute – who, what, when, where):

For high-priority practice, ABC Clinic, extend my next planned visit (6/4/2018) from 60-minute to 90-minute long meeting to identify a small test of change that can be conducted in the next two weeks to impact diabetes measure for annual HbA1c testing, and to learn the PDSA process.

- A. Arrange logistics (confirm date, space, lunch, handouts, etc.)
- B. On 6/4 – ask staff to brainstorm for 2 minutes, using sticky notes, with answers to the following question: “What is preventing us from meeting the Diabetes measure for annual testing of HbA1c?” Instruct them to write as many ideas as they can think of, one idea per post-it
- C. When two minutes have expired, ask one individual to share their ideas and place them on the chart pad. Then ask, “Did anyone have similar ideas to the ones just shared?” Group the “like” ideas together. Add any new ideas from the remaining team members.
- D. Then ask the team to look at the ideas on the chart pad and ask them each to vote for their top 2 ideas/areas to focus on for change
- E. Next, identify which ideas received the most votes and ask team to agree on one area of focus.
- F. Convert this idea into a SMALL test of change and walk through PDSA worksheet for them to conduct the PDSA within 2 weeks BY 6/16/2018

2. What are you trying to learn or achieve? I hope to learn/achieve:

To engage staff/providers in the work of generating new ideas/possibilities for impacting diabetes measures and to learn from these ideas as a way to build performance improvement capacity.

The staff / providers will be empowered by a quick win.

3. Are you trying to turn the heat up or down? I need to: Turn up the heat!

WORKSHEET #3
PLANNING AN INTERVENTION/PDSA EXAMPLE

4. What are your assumptions about what will happen? I predict that:

- They will struggle with keeping the test “small”
- They will feel they have time to conduct the test and collect data
- They will feel that this is too big a challenge to tackle.
- They will discover how easy it is to learn from a small test and quick wins

DO – Carry Out the Plan/Report what happened (data); begin analysis

5. Here’s what happened:

STUDY – Complete analysis of data; compare the data to your predictions and summarize

6. Were your assumptions correct?

7. What did you observe/learn? What worked? What didn’t work?

ACT – What are you going to try next?

8. What’s next based on what you learned?

WORKSHEET #3
PLANNING AN INTERVENTION/PDSA



Today's Date: _____

Name of Idea to Test: _____

PLAN – Answers who, what, when where

1. What will you do? I plan to (steps to execute – who, what, when, where):

2. What are you trying to learn or achieve? I hope to learn/achieve:

3. Are you trying to turn the heat up or down? I need to:

4. What are your assumptions about what will happen? I predict that:

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PLANNING AN INTERVENTION/PDSA

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ADAPTIVE LEADERSHIP KEY POINTS



ADAPTIVE LEADERSHIP IS ABOUT . . .

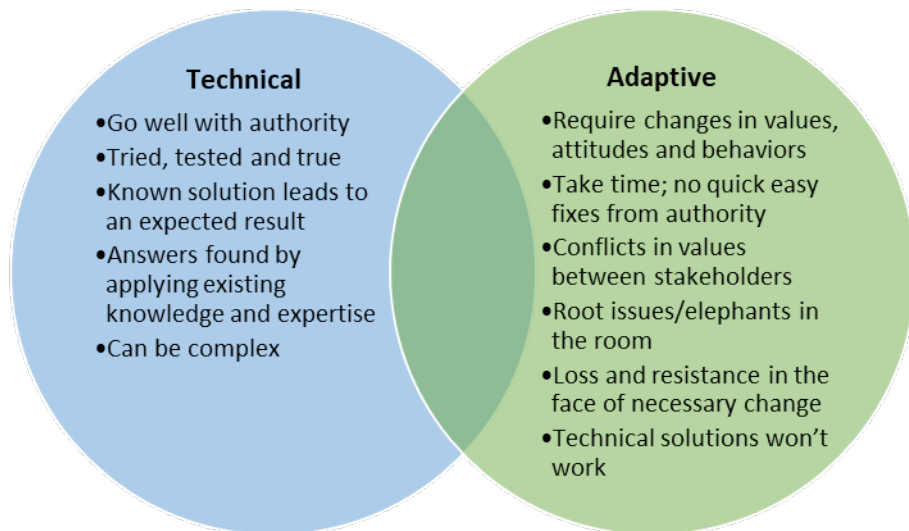
- **Helping** organizations to **confront challenges** that they have been unable/unwilling to face or address
- **Recognizing** that we operate in a larger **system of people** who each bring a unique viewpoint based on their experiences, values, family, culture and beliefs
- **Using a set of tools** to better understand the system and how we can **catalyze change** within it, without getting sidelined
- Abandoning ways of working that once served an important purpose but are now a liability

Authority vs. Leadership

NOTE: One not need be in a position of *authority* to exercise *leadership*

Authority	Leadership
• Role, position or power	• Activity
• Direction	• Something you do rather than your position
• Protection	• Anyone can take up leadership
• Order	
• Preserving what works	• Discarding what doesn't work
• Maintaining the status quo (not always bad!)	• Challenging the status quo (not always good!)
• Following a known path	• Pushing boundaries of our authority
• Setting & meeting expectations	• Dangerous, requires purpose
• Can be given & taken away	• Never given, always taken

Technical vs. Adaptive Challenges



Framing the Adaptive Challenge

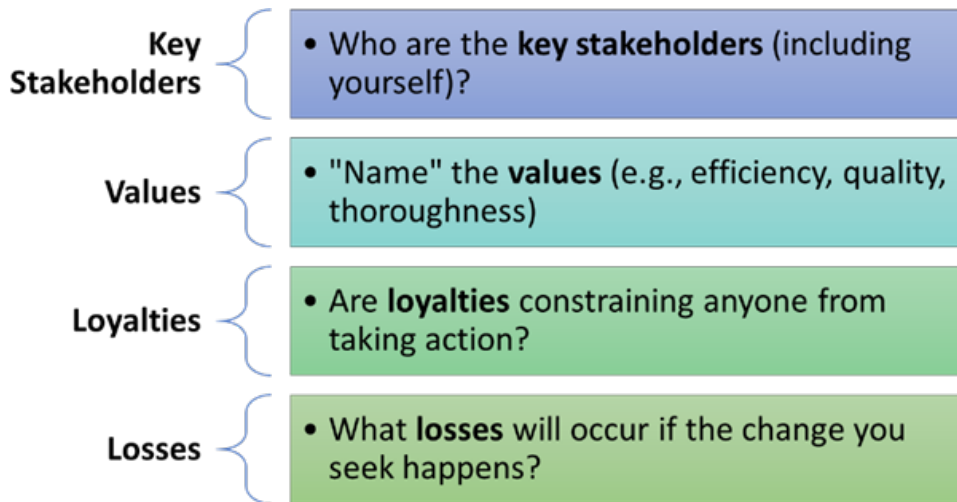
How to
[achieve the desired change]
 against the backdrop of
[the countervailing force that is keeping the needed change from happening].

Pointers:

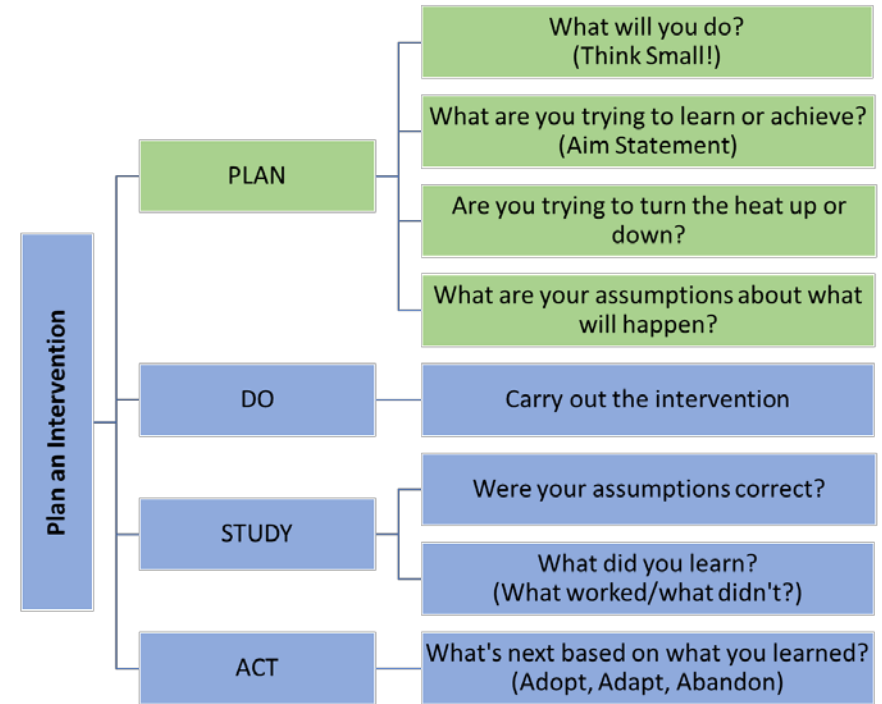
- Use **this format!**
- Avoid a **technical framing** of the challenge (i.e., solution)
- **Avoid personalizing.** Stick to the challenge
- What is the **larger change** being sought? (Pt. 1)
- What **organizational force** stands in the way? (Pt. 2)
- What is **happening culturally** that prevents the change?

ADAPTIVE LEADERSHIP KEY POINTS

STAKEHOLDER ANALYSIS



INTERVENTION/PDSA



References:

- Heifetz, R.A., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership: tools and tactics for changing your organization and the world*. Boston, MA: Harvard Business Press.
- Heifetz, R.A., & Linsky, M. (2002). *Leadership on the line: staying alive through the dangers of leading*. Boston, MA: Harvard Business School Press.
- Heifetz, R.A. (1994). *Leadership without easy answers*. Cambridge, MA: The Belknap Press of Harvard University Press.
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- Williams, D. (2010). *Orienting concepts for the exercise of leadership (MLD-201B)*.
- Williams, D. (2005). *Real leadership: helping people and organizations face their toughest challenges*. San Francisco, CA: Berrett-Koehler Publishers, Inc.