

Adaptive Leadership Assignments

Identify a program or policy change that is happening or could happen in your field placement or place of employment. This change could be the implementation of a policy or program or making changes to a current policy or program. While the change initiative should be something feasible to implement, it is recognized that you may or may not have the opportunity to implement the change initiative.

Objectives of Assignment:

1. Use an adaptive leadership framework to analyze change processes in organizations.
2. Design and develop a change initiative using implementation science.
3. Assess key organizational structures and processes to develop and evaluate interventions

This assignment serves as an assessment of Course Objectives 1-3; OCL ASP 1, 6-9

The five parts of this assignment will focus the same change initiative within an organization.

- Part 1: Using the Adaptive Leadership framework
- Part 2: Diagnostic Framework
- Part 3: Implementation Considerations
- Part 4: Work Plan
- Part 5: Logic Model and Evaluation

Each part of the assignment will require application of the Adaptive Leadership framework. In addition to weekly class material and assigned reading there are additional online resources and micro learnings have also been identified within this document that will support understanding the assignment and developing the change initiative. You will find boxes that identify the specific resources that will be helpful to you in completing this assignment. The first box includes the resources that will help you to understand Adaptive Leadership and get started on the assignment.

Reading:

Heifetz, R., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership*. Boston, MA: Harvard Business School Publishing.

Part One: Page 5 – 48

Chapter 1: How to Use the Book

Chapter 2: The Theory Behind the Practice

Chapter 3: Before You Begin

Resources:

[Adaptive Leadership](#) (10-45 minutes)

Explains the difference between adaptive challenges and technical work and provides opportunities to practice applying these concepts. It also covers the practical application of Adaptive Leadership including the major behaviors that will help you address and manage change successfully.

Important resources within this module:

- Adaptive Leadership Activity Worksheet - This worksheet which is also connected to the module above will be useful to you as you work through the module and as you begin to identify a program or policy change that is or could happen in your field placement. Completing it will provide you with a draft for many sections of this assignment.
- An example of Adaptive Leadership Activity Worksheet created for an adaptive challenge faced by a macro social worker in an agency has been prepared. This application example may be helpful to you.
- Seven Behaviors of Adaptive Leadership Job Aid – This resource provides you with good definitions of the seven behaviors of Adaptive Leadership. You will notice that this paper is built around these 7 behaviors.

Part 1: Using the Adaptive Leadership framework

Assessment of Course Objectives 1-3, OCL ASP 6

- Identify the environmental context that the change initiative will take place in.
- Describe the current reality as well as the aspiration.
- Identify a Vision statement for the change initiative.
- Identify the aspects of the change initiative that are technical
- Identify the aspects of the change initiative are adaptive

Resources:

Seven Behaviors of Adaptive Leadership (5 minutes)

Explains the difference between technical and adaptive challenges, and describes the seven major adaptive leadership behaviors identified by Heifetz and his co-authors. These behaviors can help you address challenges and manage change successfully. You will notice that the first half of this micro learning is a repeat of the Adaptive leadership module above. It will be a good refresher, and the second half will review and apply the 7 behaviors.

Leading Change with Vision (2 minutes)

Explains how to develop shared vision statements for change initiatives. This will be helpful to you in thinking about what the aspiration is.

This paper should be 2-3 pages long, double-spaced.

Part 2: Diagnostic Framework

Assessment of Course Objectives 1-3, OCL ASP 7

- Does the current challenge emerge from changing values or priorities within the agency or changing conditions externally?
- What other agency commitments are there currently and how will they compete for time/resources?
- What structures are in place to capture learning (what is working & not working)? If structures are not in place, consider strategies to use existing structure or processes. These might include data based decision-making, organizational metrics, etc.
- What are the hidden issues (elephants in the room) that are not being dealt with? What is being avoided?
- Who are the relevant stakeholders? What are their perspectives? What losses will they experience?
- What strategies have been tried to address the challenges and what happened? What has the agency been unwilling to try and for what reason? Are there ways to interpret the problem that have not been discussed?

Reading:

Heifetz, R., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership*. Boston, MA: Harvard Business School Publishing.

Chapter 4: Diagnose the System p49-68

Chapter 5: Diagnose the Adaptive Challenge p69-111

Chapter 6: Diagnose the Political Landscape p89-100

Chapter 7: Qualities of An Adaptive Organization p101-105

Chapter 8: Make Interpretations

Resources:

Change and the Roles People Play (2 minutes)

Provides an overview of the different stages people buy in and effective engagement strategies for each.

This micro learning is also very relevant when you talk about implementation.

Please note that in the resources provided with this micro learning there is a chapter you might find useful by Katharine Cahn and David Berns titled *Working in Changing Environments*.

This paper should be 3-5 pages long, double-spaced.

Part 3: Implementation Considerations

Assessment of Course Objectives 1-3, OCL ASP 8

- Identify **Implementation Components**
 - Identify and define the intervention
 - Review the evidence base for the intervention
 - What is the theory of change
 - Describe the target of the intervention. Specifically, the individual group or community that you expect will change. Provide relevant demographics of these individuals, groups or the community.
- Describe and define **Implementation Drivers** and specific considerations in each area related to your change initiative.
 - Competency
 - Organization and leadership drivers
 - Performance assessment
 - Fidelity measures
 - Anticipated outcomes
- Outline **Stages of Implementation** while further identifying and describing the implementation of your change initiative
 - Exploration Stage
 - Installation Stage
 - Initial Implementation Stage
 - Full Implementation Stage
 - Innovation and Sustainability

Reading:

Fixsen, D. L., Blase, K. A., Naoom, S. F., & Wallace, F. (2009) Core Implementation Components. *Research on Social Work Practice*. 19:531., Sage Publishing

Bertram, R. M., Blase, K. A., & Fixsen, D. L. (2015). Improving programs and outcomes implementation frameworks and organization change. *Research on Social Work Practice*, 25(4), 477-487.

Resources:

Course lecture: [Evidence Based Practice and Implementation Science](#) in D2L.

You will find this in the course D2L site. It discusses the Implementation Drivers

You Tube – [The Art and Science of Implementation](#)

This resource will give you a practical application of implementation processes.

You Tube – [Applied Implementation Science by Dean Fixen](#)

This is a brief lecture about Implementation Science, he is one of the developers of the NIRN, it provides a good overview with an example of application.

NCWWI Micro learning [Stages of Implementation](#) (9 minutes)

Talking about a change initiative is one thing, but actually making it real is quite another. An implementation framework will help you understand and manage the steps necessary for creating sustainable change.

Note that the resources associated with this micro learning include an Implementation Framework handout that reviews each of these stages and connects Adaptive Leadership behaviors to each implementation stage. This may be useful to you as you connect the implementation considerations to the adaptive leadership behaviors in this assignment. There is also a link to the NIRN website that might be helpful to you as you think about implementing this change.

This paper should be 6-8 pages long, double-spaced.

Part 4: Work Plan

Assessment of Course Objectives 1-3

This assignment asks you to consider the 7 behaviors of Adaptive Leadership and how they may be applicable at each stage of implementation. You will need to discuss how you would employ these behaviors to facilitate implementation of your change initiative.

NCWWI Micro learning **Stages of Implementation** (9 minutes)

Talking about a change initiative is one thing, but actually making it real is quite another. An implementation framework will help you understand and manage the steps necessary for creating sustainable change. Note that the resources associated with this micro learning include an Implementation Framework handout that reviews each of these stages and connects Adaptive Leadership behaviors to each implementation stage. This may be useful to you as you connect the implementation considerations to the adaptive leadership behaviors in this assignment. There is also a link to the NIRN website that might be helpful to you as you think about implementing this change.

- Describe what is happening on the dance floor? How will you **get on the balcony**? What strategies will you use?
- Prepare an Ecomap that describes the stakeholders that can influence and impact your success. Be sure to identify hot spots, bright spots and missing relationships.

Reading:

Heifetz, R., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership*. Boston, MA: Harvard Business School Publishing.

Chapter 9: Design Effective Interventions p125-132

Resources:

Get on the Balcony (3 minutes)

This micro learning identifies the benefits of getting on the balcony as well as numerous strategies. Within this micro learning, you will find a link to a tool for preparing an EcoMap related to the change you are implementing.

- What are some of the ways you need to **think politically** while implementing this change initiative? What are some of the strategies you that can be used to act politically to implement this change?

Reading:

Heifetz, R., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership*. Boston, MA: Harvard Business School Publishing.

Chapter 10: Act Politically p133

Resources:

Think Politically (2.5 minutes)

This microlearning (2 1/2 minutes) explains ways to think politically, one of the seven behaviors of adaptive leadership.

- How can you be **open to all voices**?

Resources:

Open to All Voices (2.5 minutes)

This microlearning explains ways to be open to all voices and engaging a team. The resources for this microlearning include a number of excellent resources that will be useful to you as you consider and understand the strategies identified in the microlearning.

- What are some of the ways to **regulate distress**?

Reading:

Heifetz, R., Grashow, A., & Linsky, M. (2009). The practice of adaptive leadership. Boston, MA: Harvard Business School Publishing.

Chapter 11: Orchestrate Conflict p133

Resources:

Regulating Distress (3 minutes)

This microlearning focuses on one of the seven behaviors of adaptive leadership – regulating distress. There is a useful handout on regulating distress. It identifies specific strategies for raising and lowering the temperature. This may be useful in thinking through strategies for your change initiative.

- In what arenas might you **orchestrate conflict**?

Reading:

Heifetz, R., Grashow, A., & Linsky, M. (2009). The practice of adaptive leadership. Boston, MA: Harvard Business School Publishing.

Chapter 11: Orchestrate Conflict p133-148

Resources:

Orchestrating Conflict (2 minutes)

Heifetz and his co-authors identified seven major behaviors that can help you address challenges successfully and manage change.

- What are the ways you can involve others (**give the work back to the people?**)

Reading:

Heifetz, R., Grashow, A., & Linsky, M. (2009). The practice of adaptive leadership. Boston, MA: Harvard Business School Publishing.

Chapter 12: Build an Adaptive Culture

Giving Work Back (3.5 minutes)

Heifetz and his co-authors identified seven major behaviors that can help you address challenges successfully and manage change.

- How can you **hold steady** to manage other people's distress? What are some ways for you to **manage your distress**?

Reading:

Heifetz, R., Grashow, A., & Linsky, M. (2009). The practice of adaptive leadership. Boston, MA: Harvard Business School Publishing.

Chapter 13-23

Your Guide to Holding Steady (3.5 minutes)

This micro learning (3 1/2 minutes) explains ways to hold steady, one of the seven behaviors of adaptive leadership, during times of change. This will help you examine your own leadership and identify specific strategies that will work for you to hold steady in your leadership

This paper should be 4-7 pages long, double-spaced. One of these pages will be the Ecomap that you develop. For clarity and brevity, you may also choose to develop tables or bulleted lists.

Part 5: Logic Model and Evaluation Plan

Assessment of Course Objective 3, OCL ASP 9

Using the template provided prepare a Logic Model that outlines your Change Initiative. Based upon your Logic Model, develop a plan to evaluate your change initiative.

Theory of Change: Change Initiative:				
Inputs	Actions	Outputs	Outcomes	Impact

*This template will be most useful if you use in a landscape document. The Logic Model should fit on just one page so it is important to use be clear, succinct and brief.

The evaluation of your leadership work will build on the logic model for your change initiative and the action steps to achieve the outcomes you identified on your logic model. Building upon the logic model, the Evaluation Plan will develop a measurement strategy to gauge the effectiveness of your Change Initiative.

Using the template provided, map the outcomes from your Logic Model and define indicators and data collection efforts that will best measure each desired outcome. The analysis plan should also indicate how the data is to be summarized and how and to whom it will be reported. Typically, a plan would also include specific timelines and identify responsible persons. This level of detail is not required for this assignment.

Prepare and submit a one page narrative describing your evaluation plan.

Outcomes	Indicators	Data Source & Analysis Plan
1.		
2.		
3.		

* This template will also be most useful in a landscape document. The Evaluation Plan should fit on just one page, so it is important that it be succinct, clear and brief. Note that the outcome statements should be consistent with those defined on the Logic Model.

<p>Resources:</p> <ul style="list-style-type: none"> • Course materials for definitions of the following terms: Theory of Change; Input; Actions; Outputs; Outcome; Indicators; Data Source; Analysis Plan; • D2L lecture and course activity on Logic Models • Link: Kellogg Foundation Logic Model • Kellogg Foundation Evaluation Handbook
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