



# Working Upstream: Title V Nutrition Leading Adaptively

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# Roadmap

- 5 mini sessions
- 1. Thinking adaptively
- 2. Change Leadership
- 3. Shifting upstream
- 4. Exploring root causes
- 5. Planning for upstream impacts



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# Learning Objectives

- Explain key characteristics of adaptive leadership and list one central way they can approach a complex challenge in their setting from an adaptive mindset;
- Explain different preferences related to change and can list one way they can apply an assets -based approach to their work;
- Participants can identify and explain how to use one tool to help explore a nutrition challenges' root causes;
- Participants can explain how to apply a change management process to Policy, System and Environmental work.



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# Acknowledgements

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# Session 1: Thinking Adaptively



*What does strategic mean to you?*



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# *What if?*

- Everyone can do extraordinary work
- Everyone can be a strategic decision maker
- Every leader can cultivate an environment where everyone is making strategic decisions



Source: The Five Choices, Kogon, Merrill and Rinne, 2015

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# Consider a challenge

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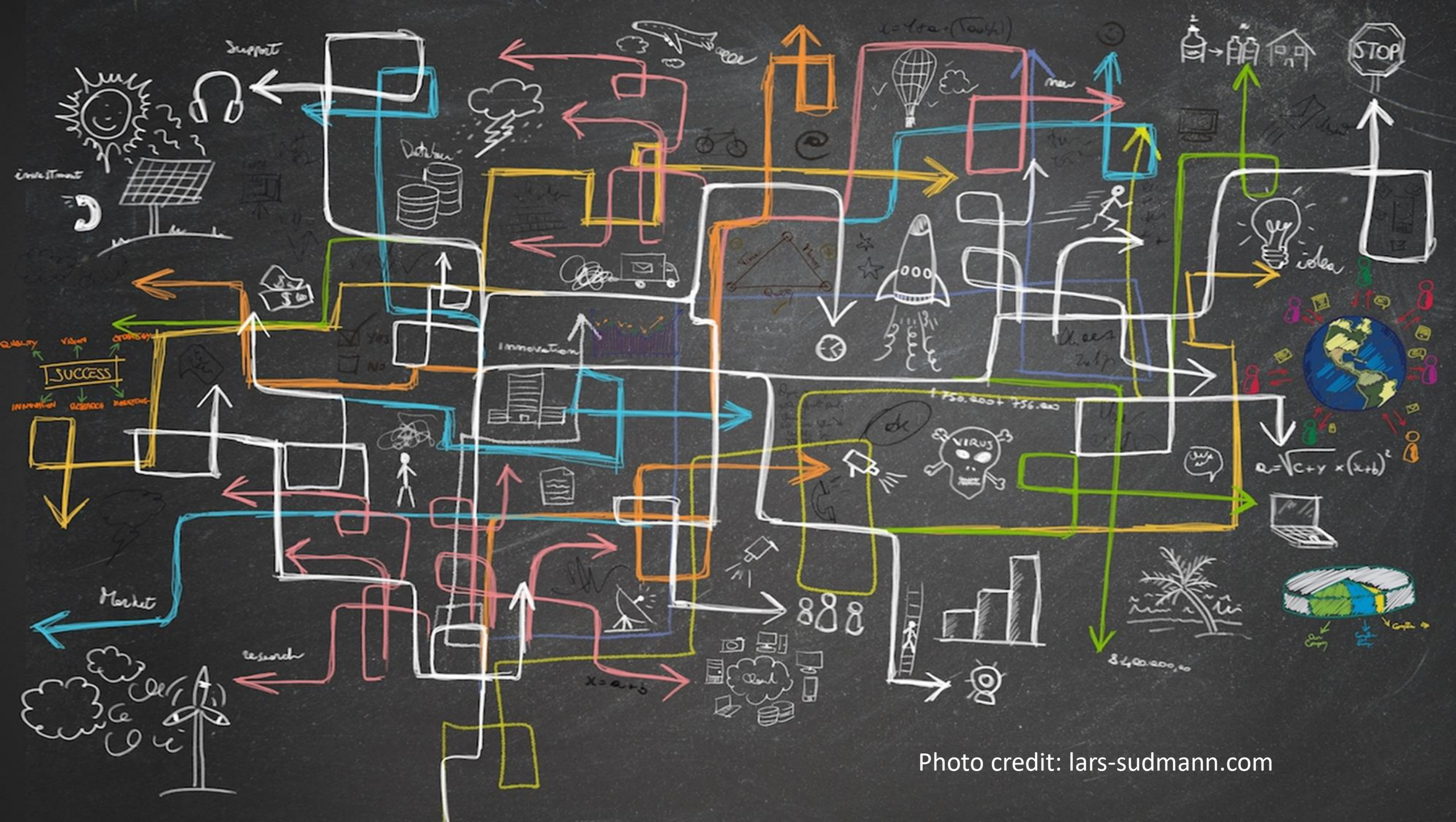


Photo credit: lars-sudmann.com

# Adaptive Leadership

*There are different ways to address problems.*



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# Adaptive Leadership



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playgroundprofessionals.com



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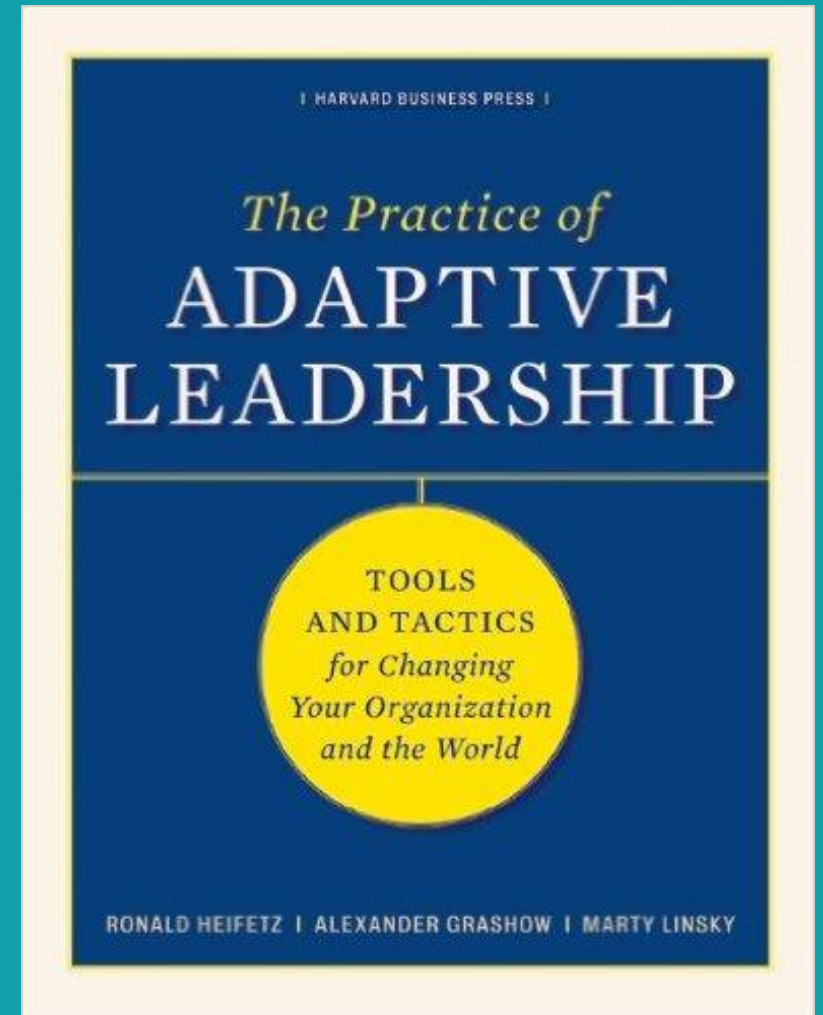
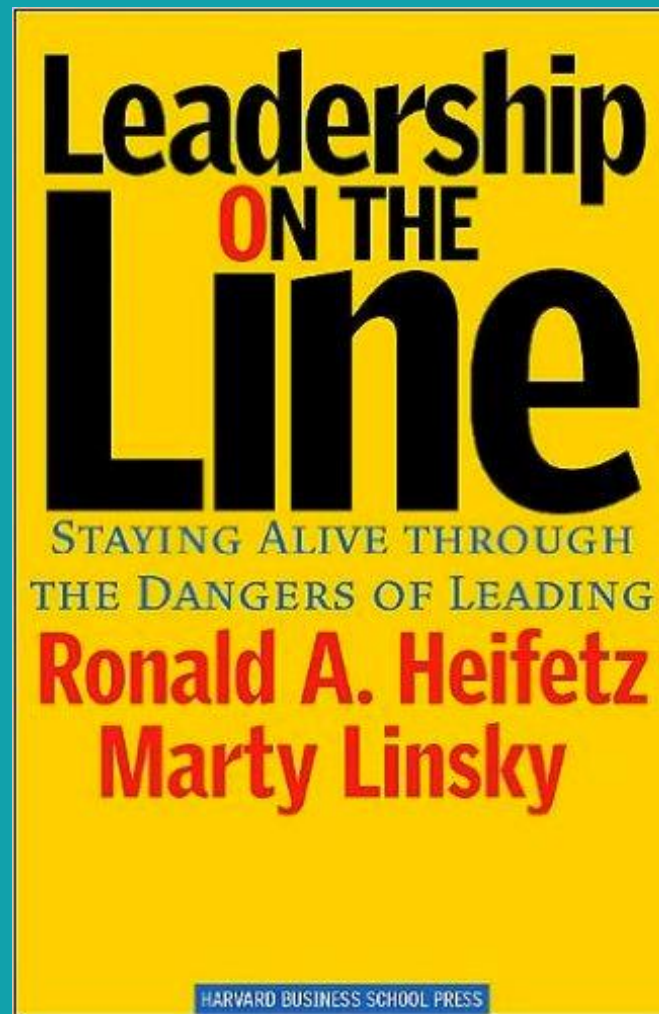
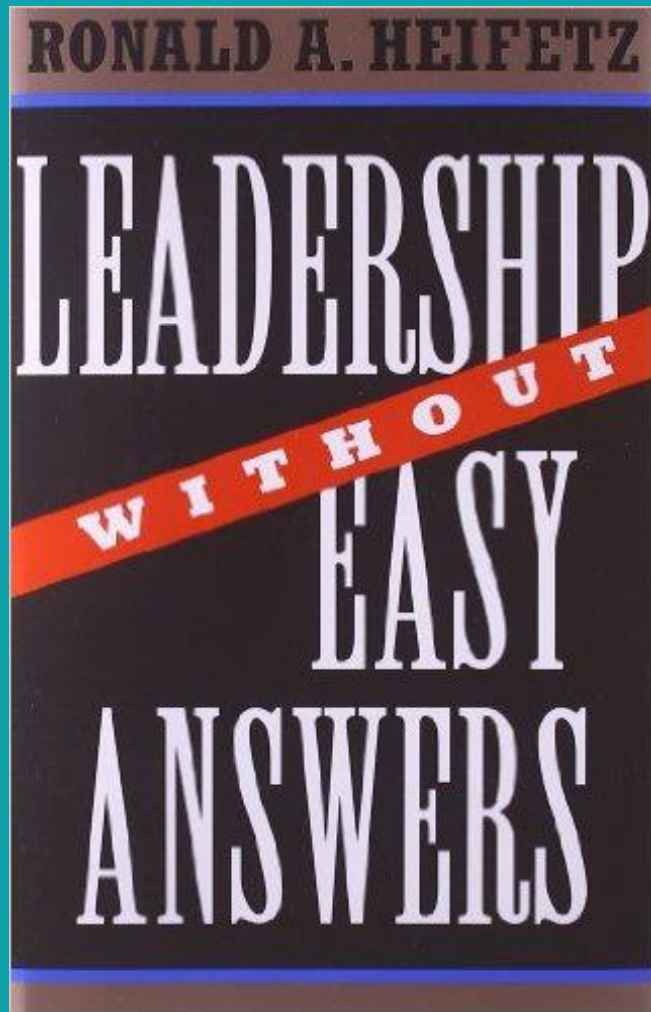
# Adaptive Leadership

*New information, new ways of thinking, new behaviors and new approaches are required.*



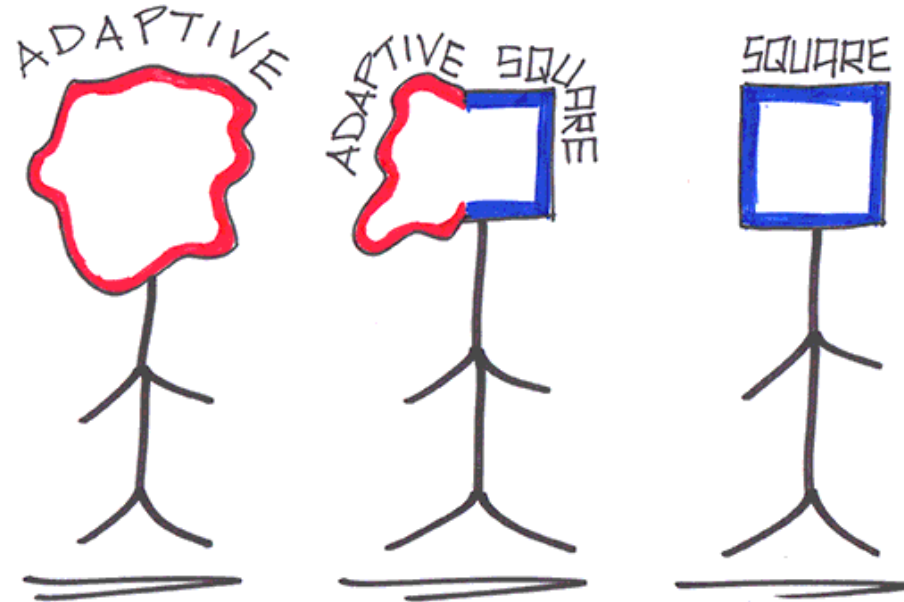
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# THINKING APPROACHES



STUART PATTON



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*Adaptive or Technical?*



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## Technical and Adaptive Challenge Overview

### Technical Challenge

Easy to identify

Quick and easy solutions

Requires small changes within known boundaries

Can be solved by expert or 'authority'

Solutions can be implemented quickly

### Adaptive Challenge

Difficult to identify (easy to deny)

Requires changes in values, beliefs and approaches to work

Require a lot of changes across many, sometimes unknown, boundaries.

Solved by people with the problem

No quick fixes, requires constant experimentation



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Heifetz and Linsky 2002, Argyris 1977, Kouzes and Posner 2007

<http://www.focusadventure.com/adaptive-challenge-and-the-leadership-challenge/>

# Adaptive or Technical?

How will we staff the summer lunch program for kids experiencing food insecurity?

VERSUS

How will we ensure kids don't go hungry this summer?



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# Adaptive or Technical?

How can bring pop up farmers markets to  
food desert areas?

VERSUS

How can we eliminate food deserts?



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# Adaptive or Technical?

How can we eliminate food deserts?

VERSUS

How can we effectively address poverty?



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# Leadership Levels

Level 1:

## **Belong**

Align with  
others  
Follow

Level 2:

## **Control**

Direct others  
Manage  
Have an impact  
Get results

Level 3:

## **Transform**

See and use  
systems  
Understand others  
Change and use  
myself



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Be “on the dance floor” and also “on the balcony”





# How to lead from an adaptive mindset

- Recognize adaptive challenges
- Focus others on the key question
- Cook the conflict
- Manage emotions



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*What are some adaptive actions you can take to learn more about your challenge?*



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# What is possible....

- ✓ Everyone can do extraordinary work
- ✓ Everyone can be a strategic thinker
- ✓ Every leader can work with their teams to cultivate an environment where everyone is thinking strategically



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# Session 2: Change Leadership



# Change Leadership



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Change is occurring at all levels

All at once

Layered



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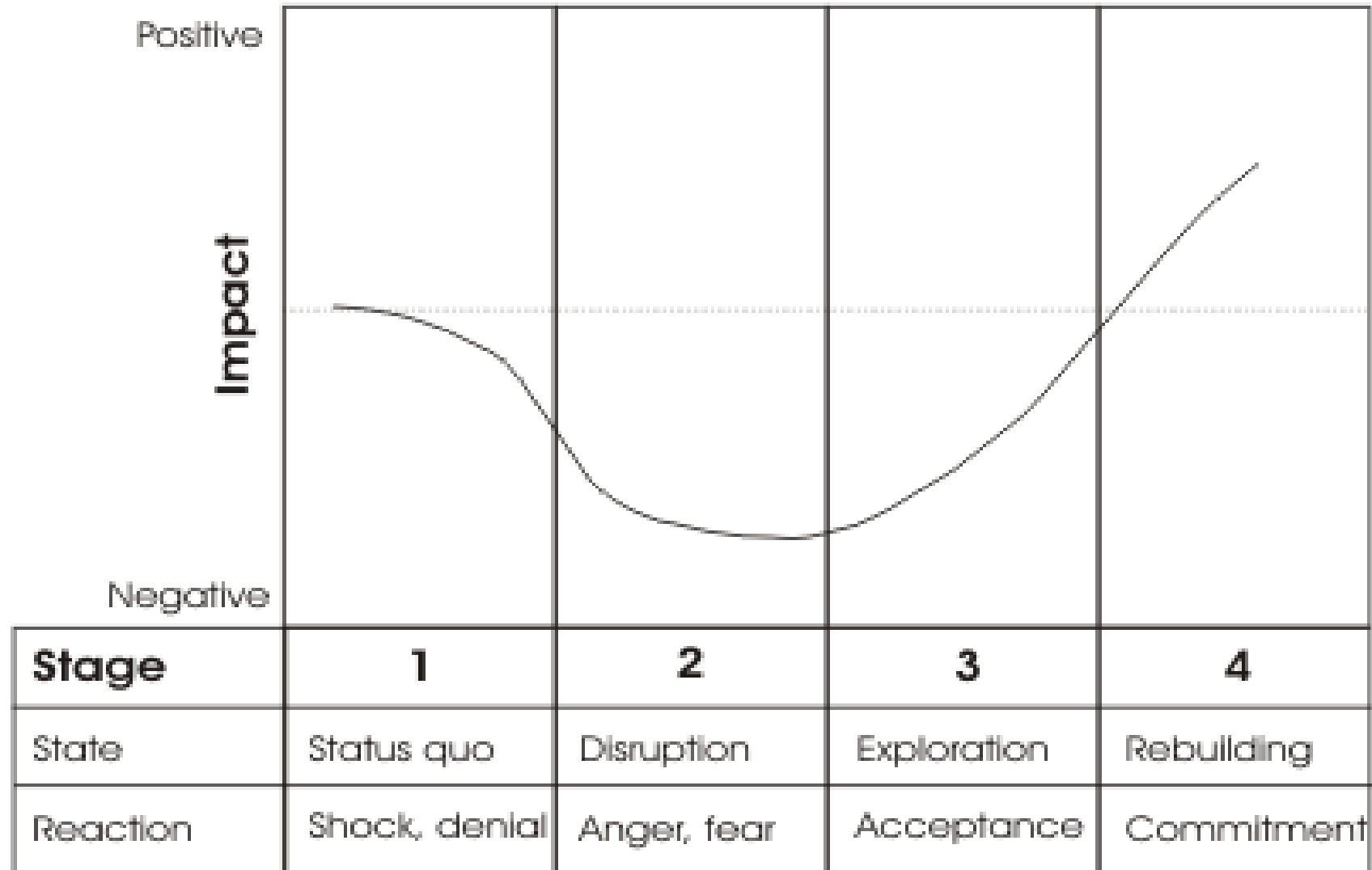
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# Key areas of successful change Management

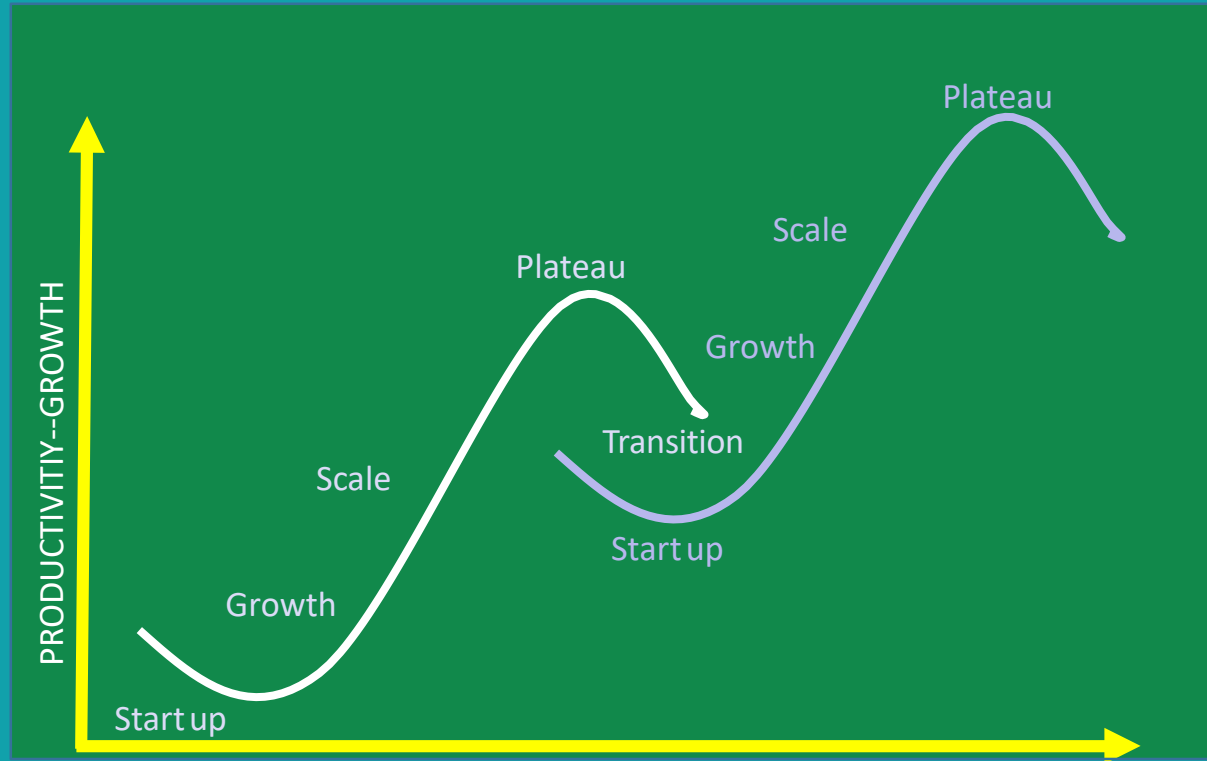
1. Understanding Change
2. Planning Change
3. Managing Resistance to Change
4. Implementing Change



# The Change Curve

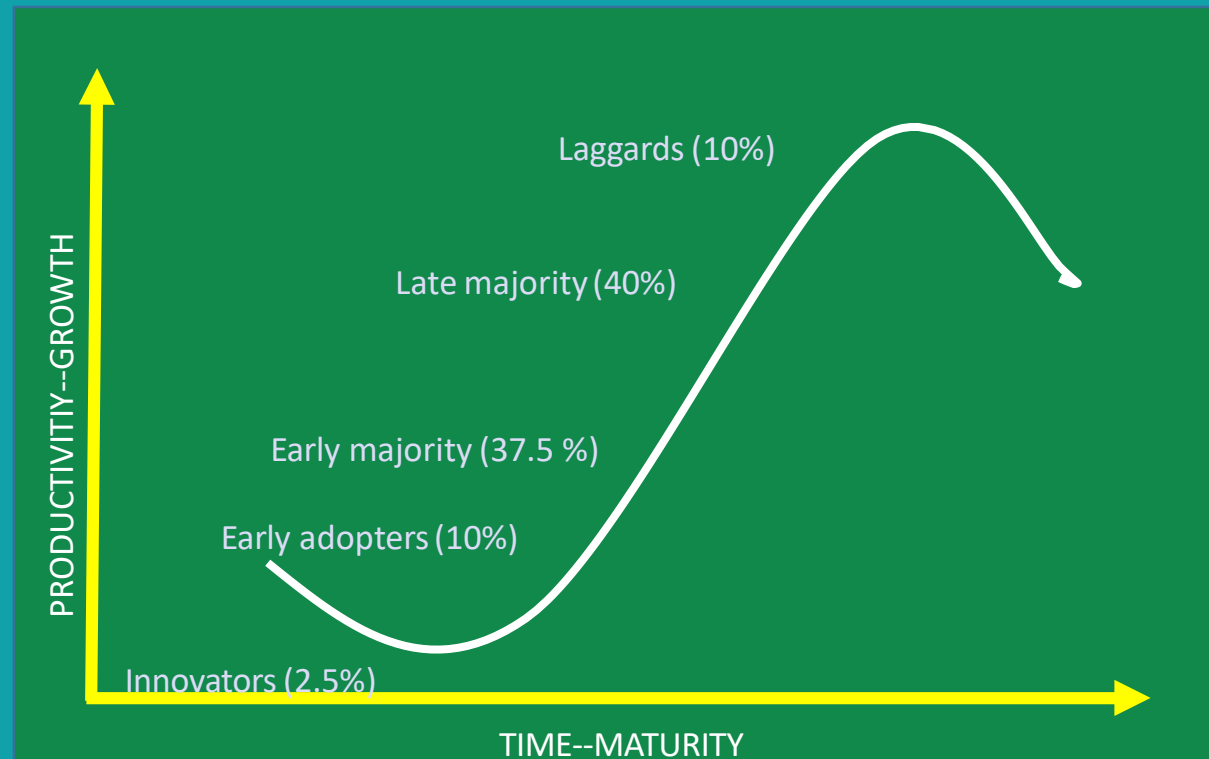


# Learning and Innovation



Credit: V. Upshaw, adapted from E. Rogers Diffusion of Innovations

# Adoption of Learning



Credit: V. Upshaw, adapted from E. Rogers Diffusion of Innovations

# #1 Understanding Change

Investing in the WHY early and consistently  
pays off in dividends later.....



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# Change is a Process

Resistance is any opposition to a shift in the status quo

There are two kinds of resistance:  
Individual and Organizational

# How do you get change ready?

## Understanding Change

- Think about how people react to change
- Address emotional component

## Plan for Change

- Impact Assessment
- Stakeholder buy in



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# Collective Buy In



  
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# #2 Planning Change

- ✓ Think through potential impacts.
- ✓ How might you manage the consequences?



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# #3 Managing Resistance

- Why the change is necessary
- Share the vision
- Obtain buy in from stakeholders early
- Put some helpful draft tools in place



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**Impact Zone: "Feeling intense pain!!!"**  
Direct impact and first-hand experience;  
the point of the change's biggest impact; the  
eye of the storm.

**Empathy: "I feel your pain!"**  
Personal  
understanding  
of the emotions  
associated with  
the impact  
based on past  
experience; can  
identify with those  
in the impact zone.

**Sympathy: "I am sorry for your pain."**  
Appreciation of  
the feelings of  
others without  
having had the  
same experience.

**Apathy: "What pain?"**  
Ambivalence or apathy about the feelings of  
others. "Why are you so upset?"

Impact  
Zone

Empathy

Sympathy

Apathy

*When you have resisted change, what was  
the reason?*



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# #4 Implementing Change

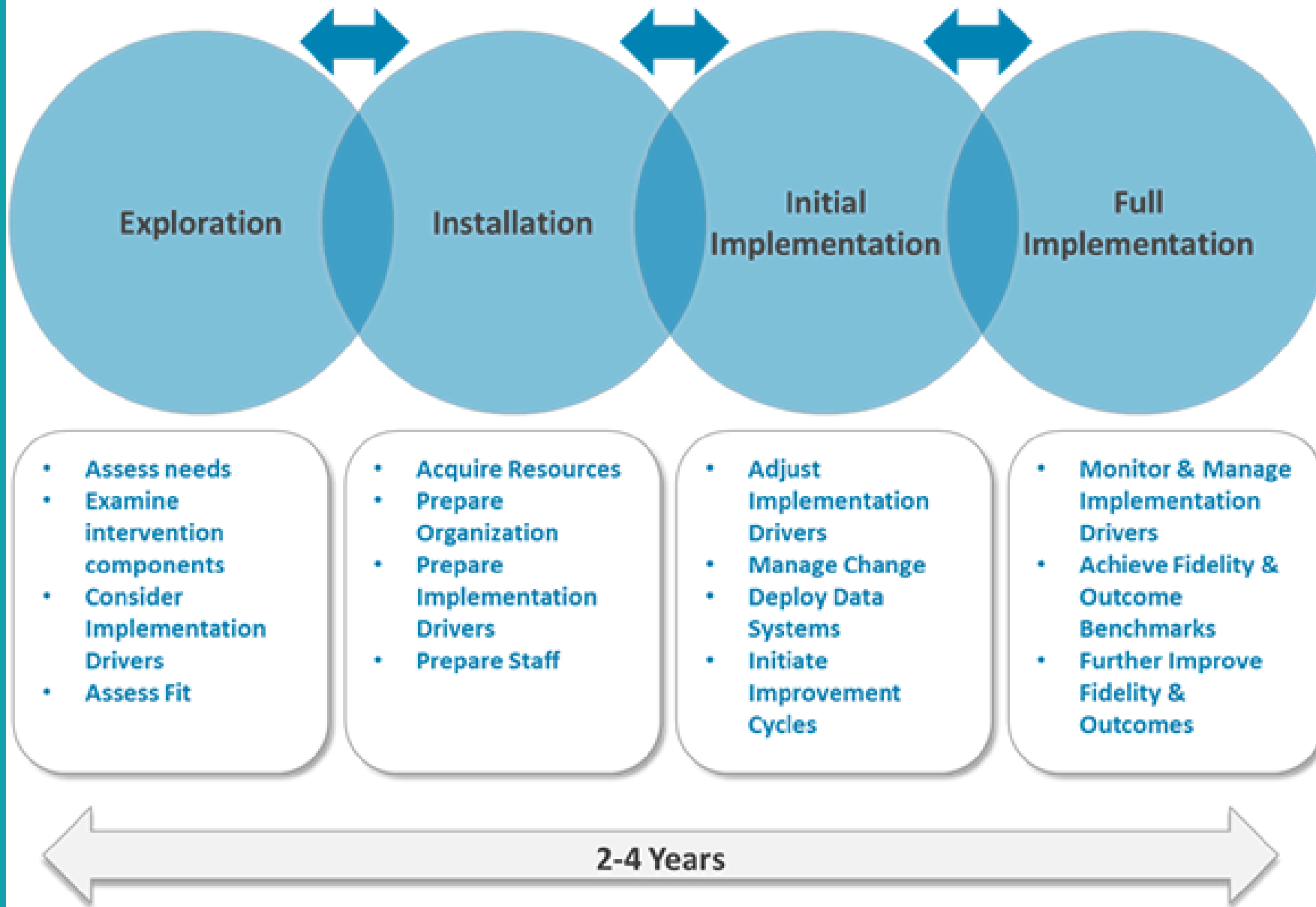
- Conduct learning assessments
- Consider phases
- Produce short-term wins
- Build on change
- Anchor changes into the organizational culture



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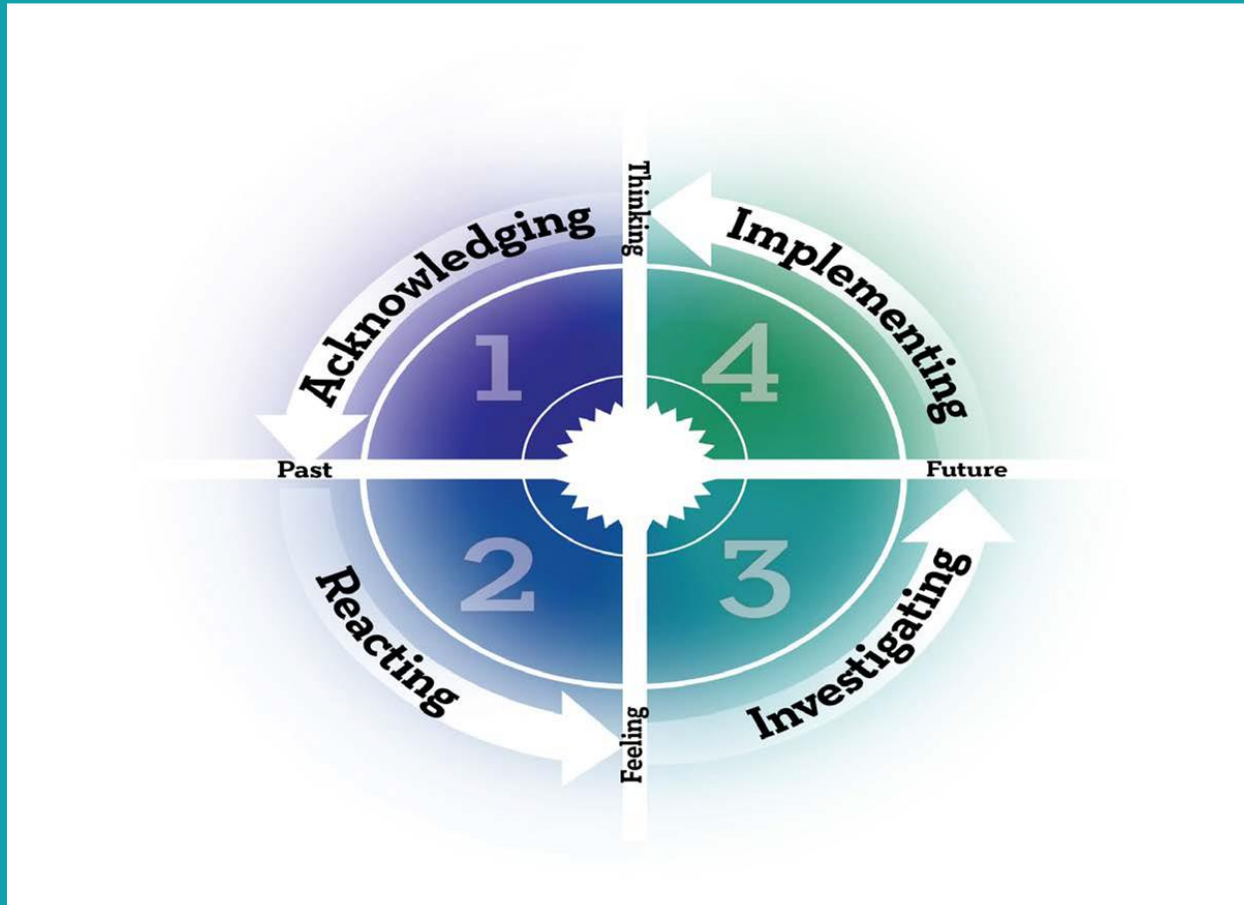
# Implementation Stages



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# Helping others navigate change



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# Change Style Preferences

CONSERVERS	PRAGMATISTS	ORIGINATORS
<i>Accept the structure</i>	<i>Explore the structure</i>	<i>Challenge the structure</i>
Prefer change that is incremental	Prefer change that is functional	Prefer change that is expansive



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# Conservers

## Facing Change

- Prefer current structure
- Enjoy predictability
- Seem Cautious
- Focus on details
- Organized
- Conventional assumptions
- Honor tradition and values

## Blindspots

- Rigid thoughts and action
- Discourage innovation
- Focused on present
- Perfectionist
- Paralysis by analysis
- Overly focused on small details and inconsistencies



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# Pragmatists

## Facing Change

- Practical, agreeable, flexible
- Prefer workable outcomes
- Focused on results over structure
- Mediators and catalysts
- Sees both sides
- Middle of road approach
- Team oriented

## Blindspots

- Indecisive and undirected
- Does not promote ideas and priorities enough
- Tries to please too many people at the same time
- Appears noncommittal
- Can be easily influenced
- Negotiates compromise that is too middle of the road



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# Originators

## Facing Change

- Challenge current structure
- Sees policies and procedures as optional
- Enjoys risk and uncertainty
- Challenges accepted assumptions
- Appears visionary

## Blindspots

- Seen as undisciplined, unorganized
- Seems impractical and misses deadlines
- Ideas over details
- Impractical



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*How can you increase your flexibility?*



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# Session 3: Shifting Upstream



# Why upstream?



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*It is not your job to solve the complex problem.*

*Instead, your job is to make sure your people are focused on the right QUESTIONS and that you are maximizing their strengths to generate the best ideas and ways forward.*



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# Strategic Questions

Are you asking the right questions?

Are they strategic enough?



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# #1

Does it allow more than one  
“right” answer?

## AUTHENTIC



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#2

Is it big enough?

HIGH-LEVEL



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# #3

Does it feel motivating, exciting,  
and/or scary?

## ENGAGING



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#4

Does it resonate with assessment  
work?

RESPONSIVE



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#5

What if we ignore it?

ESSENTIAL



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Competition Empathy Belief Relator Harmony Individualization Activator WOOD Focus Futuristic Deliberative Input Achiever Includer Connectedness Strategic Ideation Arranger Analytical Responsibility Significance Developer Adaptability Positivity Maximizer Communication Intelligence Command Self-Assurance



# Strengths Zone

## Talents

- Innate gifts that serve as the foundation of strengths

## Talents become strengths when we....

- Practice, study, develop skills



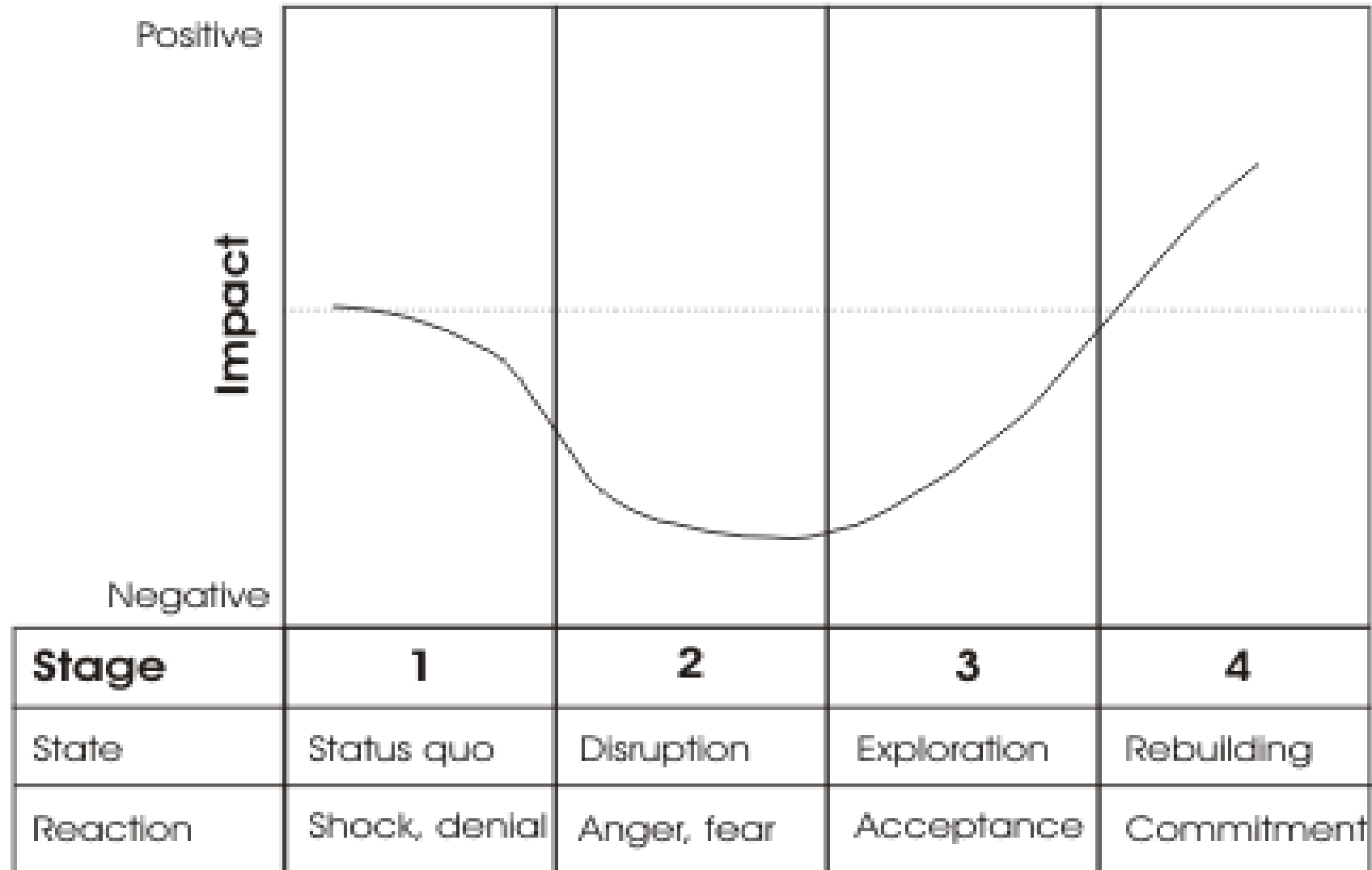
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EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative	Activator Command Communication Competition Maximizer Self-Assurance Significance Woo	Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator	Analytical Context Futuristic Ideation Input Intellection Learner Strategic

# The Change Curve



# Session 4: Exploring Root Causes



# Strengths of Systems Approaches

## **Broadening perspectives**

- Create collective understanding of the problem and potential solutions
- Collective modeling

## **Digging Deeper**

- Engage and accept complexity
- Examine dynamics and relationships

## **Choosing Interventions**

- Moving past outcomes and towards impacts



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# Types of Systems Thinking Tools

- Whole system mapping
- Circle of Care
- 5 Rs
- Network Map
- Problem Tree/Objectives Tree
- Causal Loop Diagramming
- Concept Mapping and Impact Matrix

# Whole System Mapping

What happens to this target group in my agency?

For whom do we provide services?

Where are the services provided?

When?

Who delivers

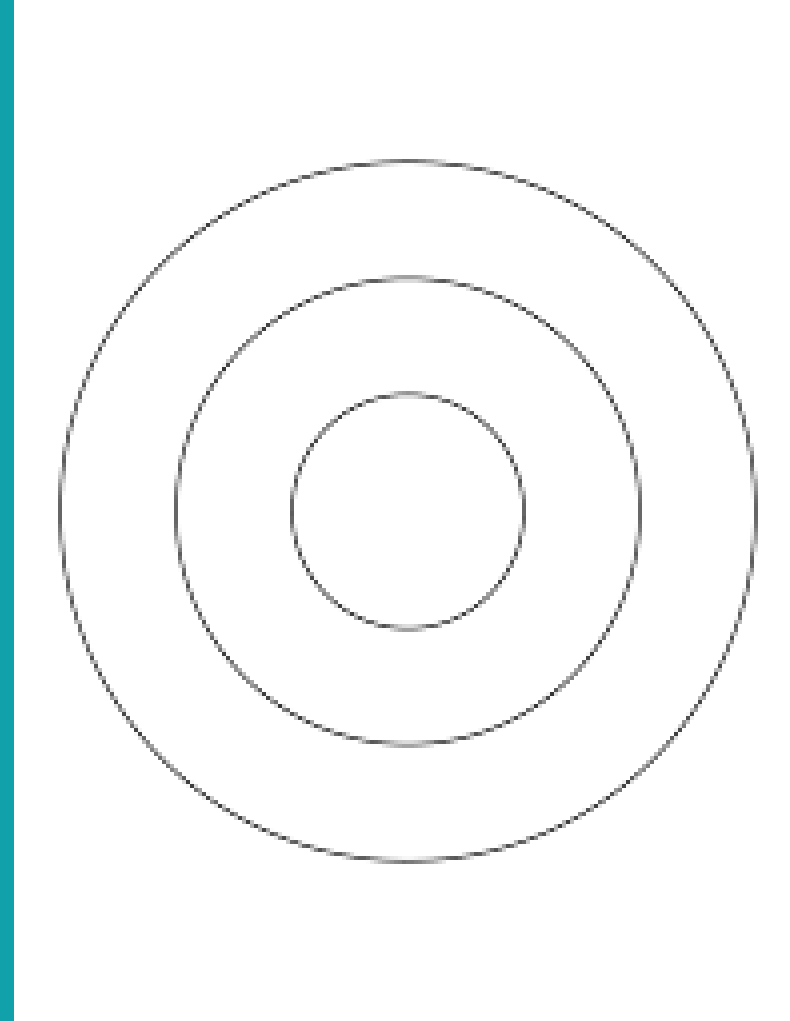
What are the process and longer -term outcomes?

Who funds this service?



# Circle of Care

Target audience  
Services provided  
Supports



Systems Integration Core- National MCH  
Workforce Development Center



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# The 5 R's

Roles

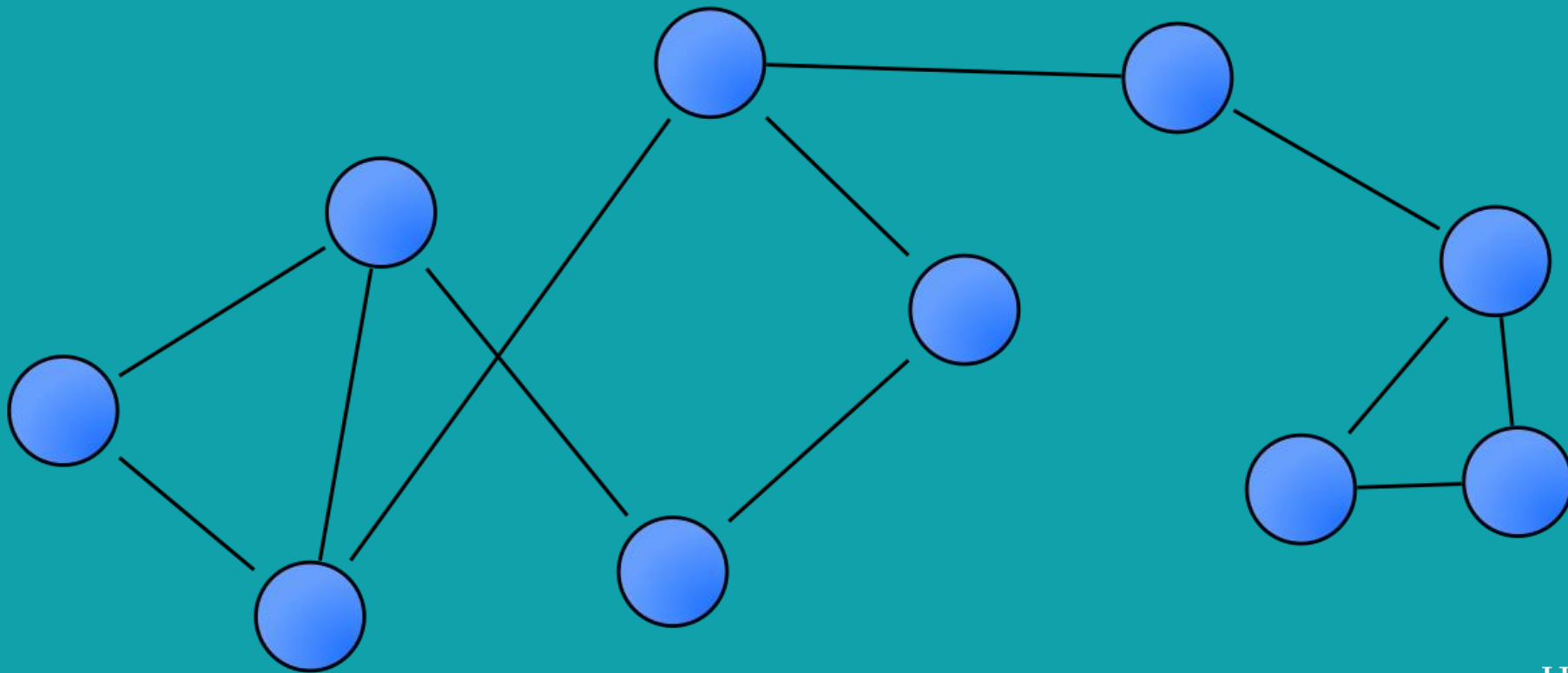
Relationships

Resources

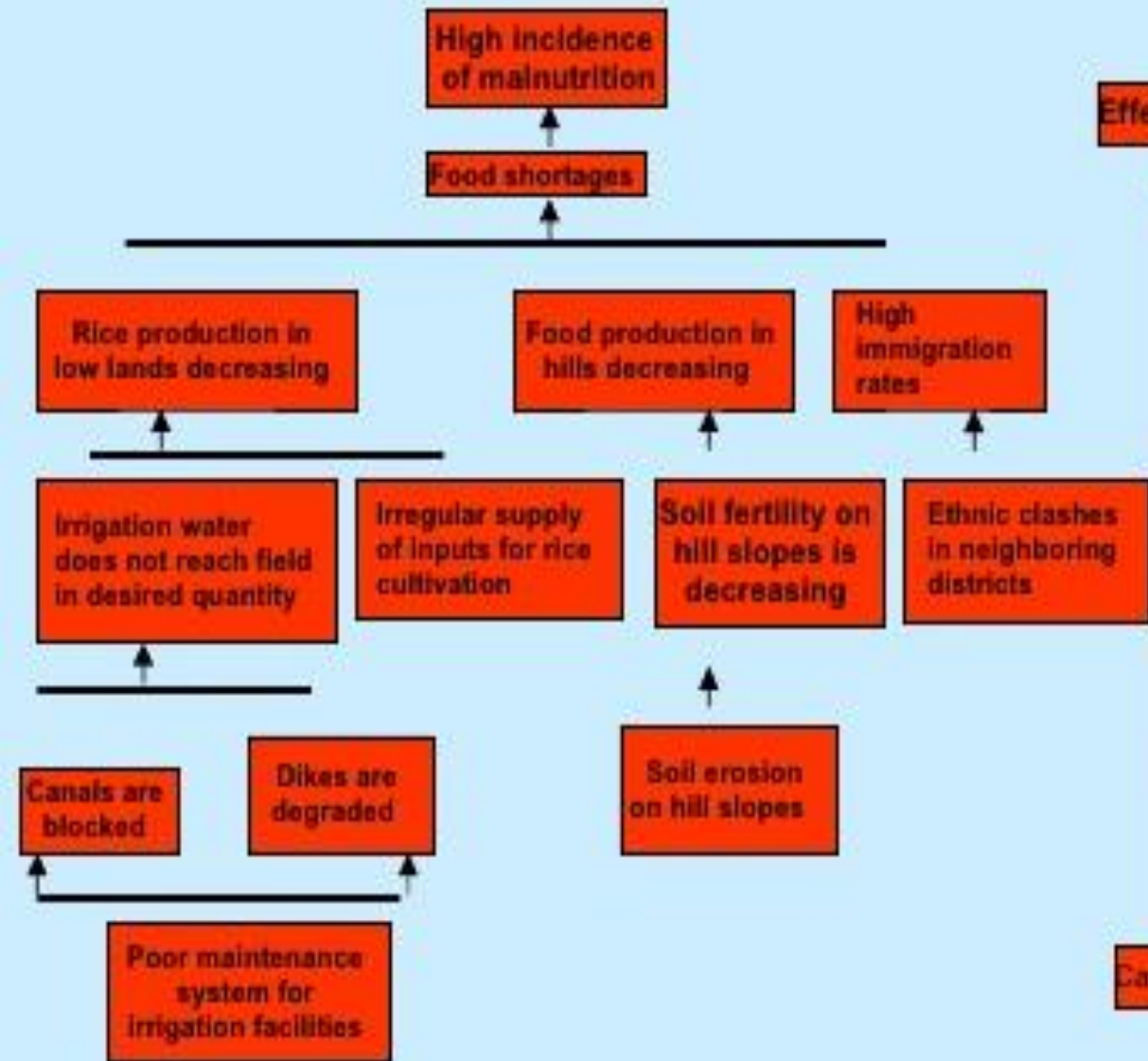
Rules

Results

# Network Mapping



## Problem tree



## Objective tree

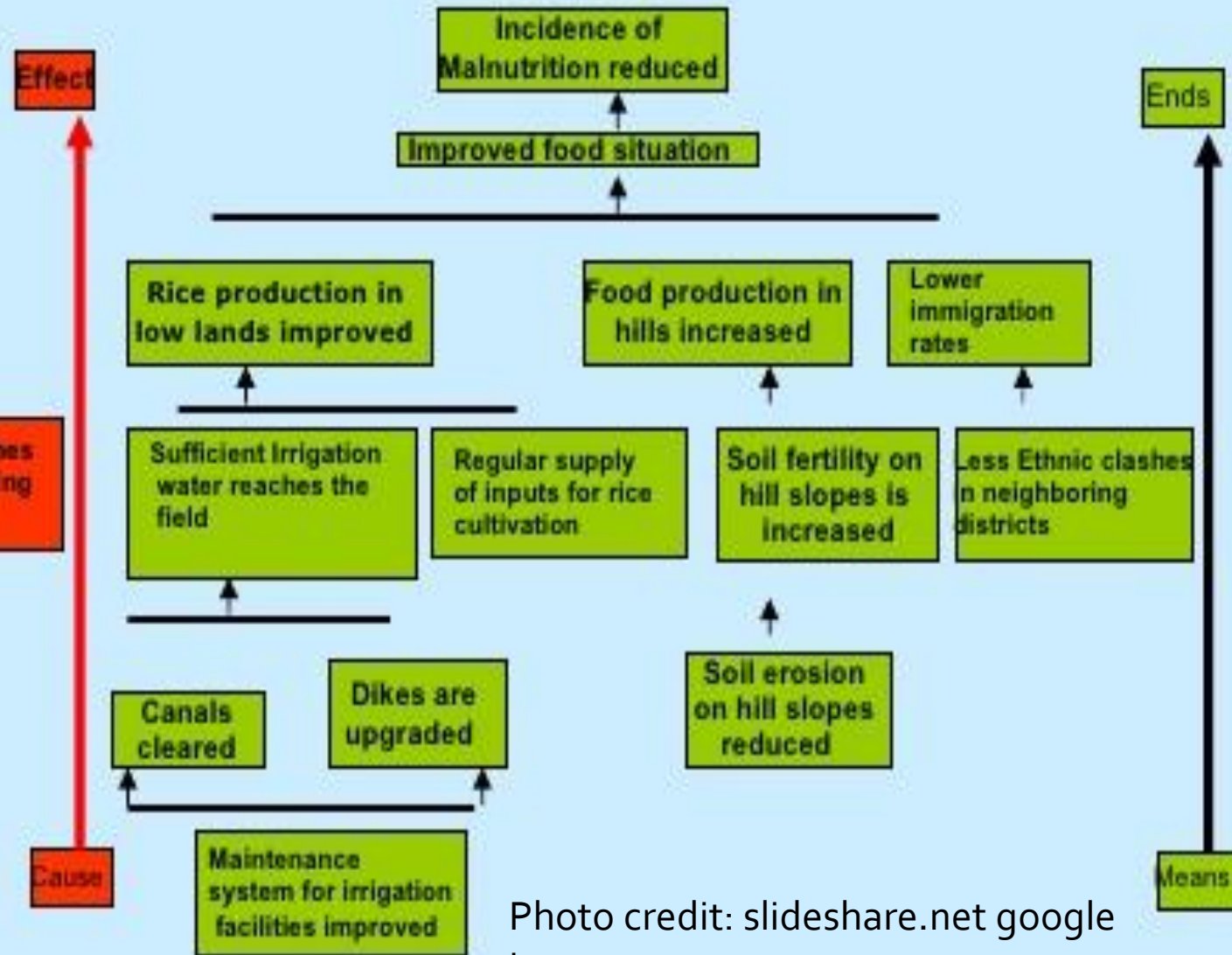
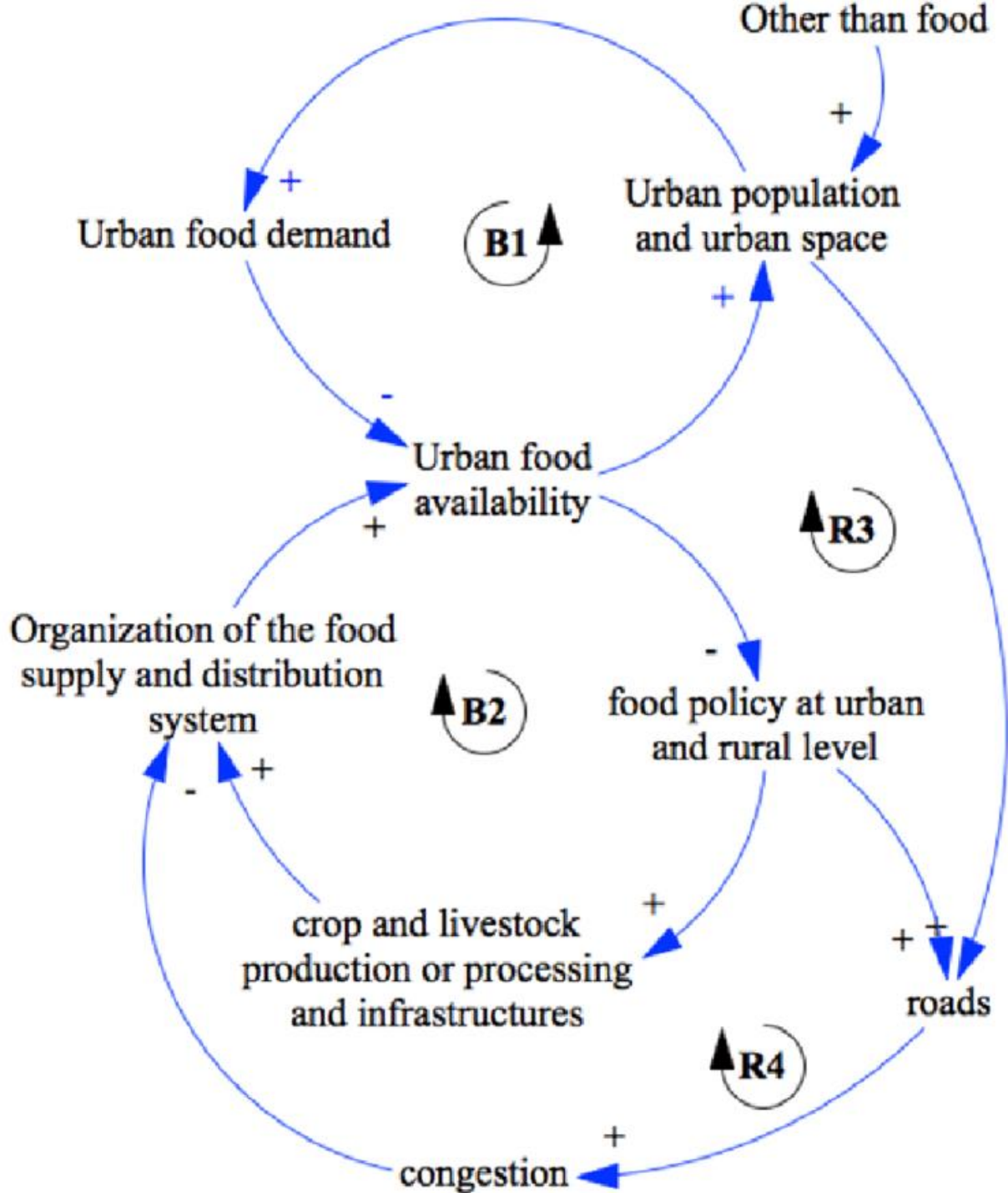


Photo credit: slideshare.net google image



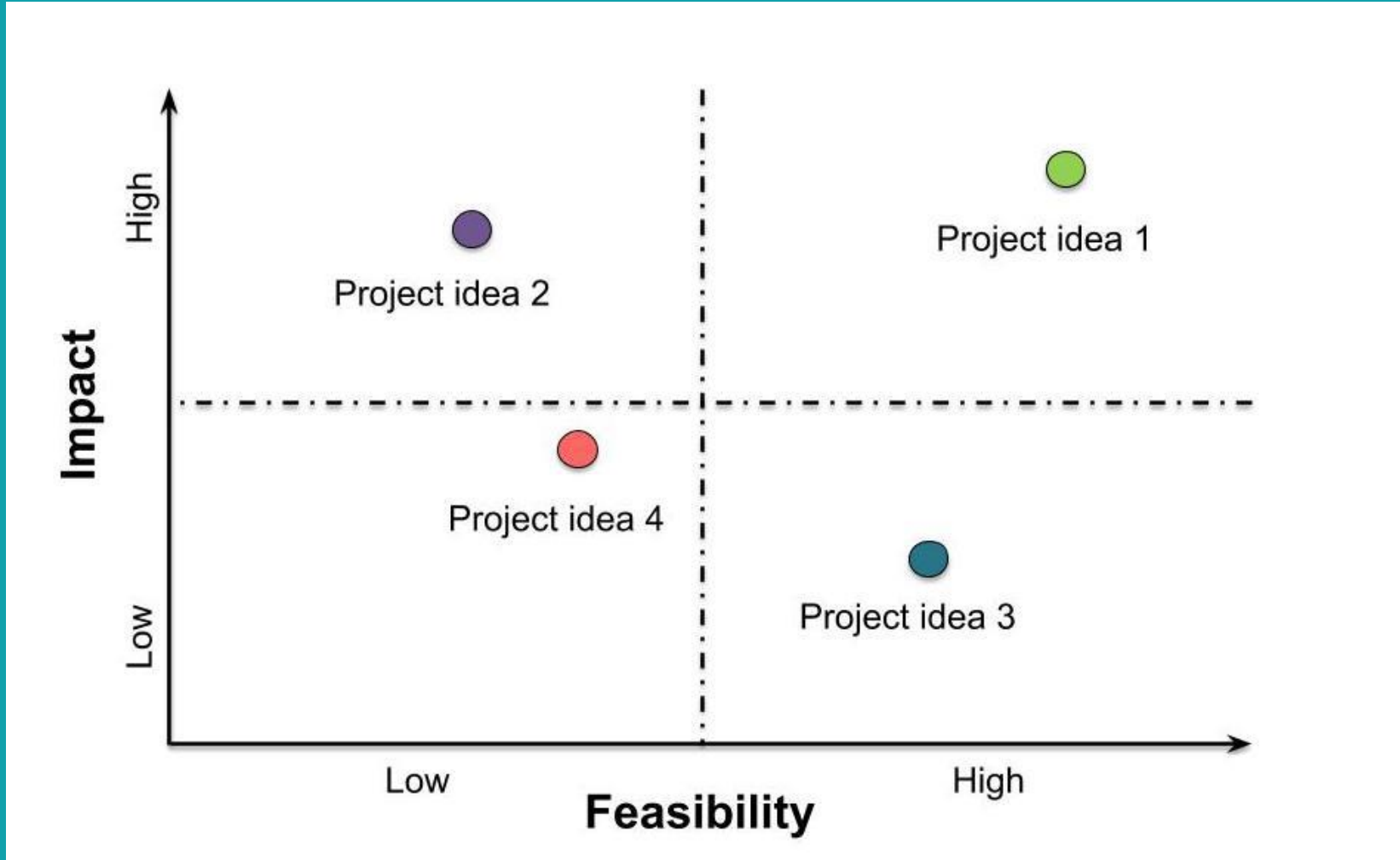
# Causal Loop Diagramming

Systems Integration Core- National MCH Workforce Development Center

Image credit  
Researchgate.net

  
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# Concept Mapping and Impact Matrix



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# Session 5: Planning for Upstream Impacts



# The overfocus on downstream efforts



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# *Why is this so hard?*

- More political
- More controversial
- Less scientific



# More political



Dorfman, Sorenson, and Wallack

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[illegible]

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# Advocacy- who me?



Dorfman, Sorenson, & Wallack

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Less scientific



Dorfman, Sorenson, and Wallack

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Why is this *REALLY* hard?



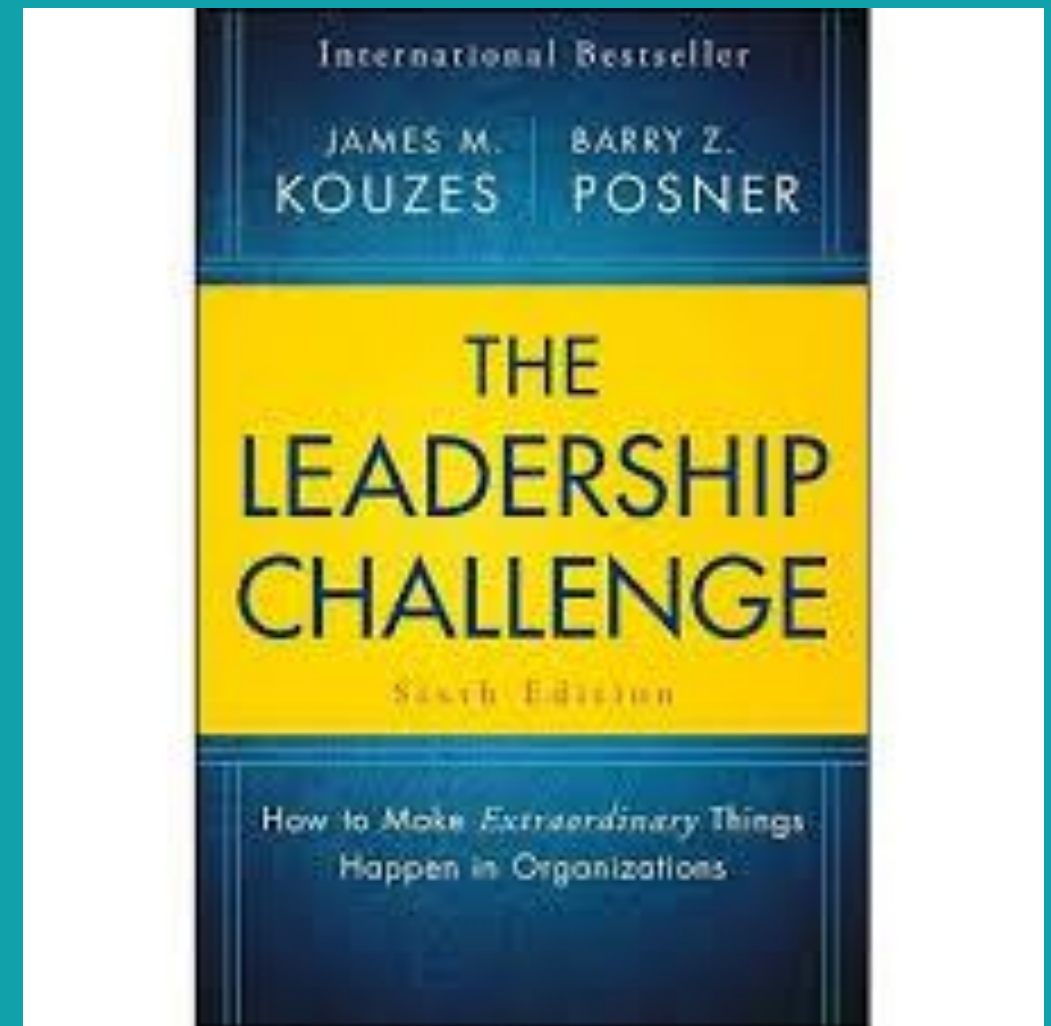
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# Leading

- ✓ Model the way
- ✓ Inspire a shared vision
- ✓ Challenge the process
- ✓ Enable others to act
- ✓ Encourage the heart

Kouzes & Posner



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# Shifting Upstream Challenges

- It's different
- Use new approaches to planning and problem solving
- Communicating
- Application
- Evaluation

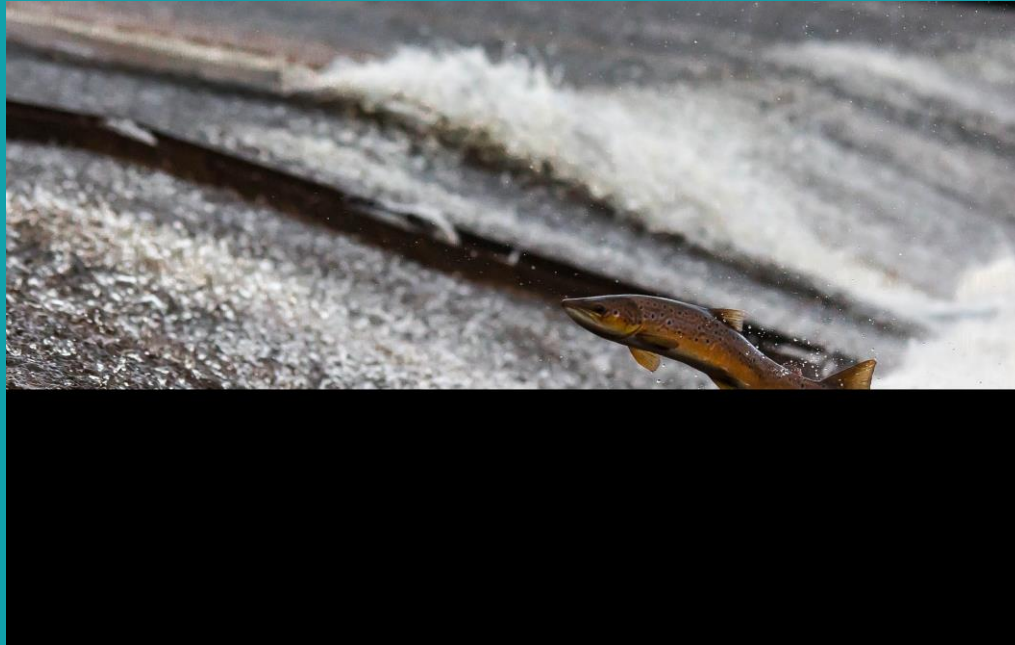


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# Tips for Shifting Upstream

- Ask questions from curiosity
- Engage the end users and advocates
- Wear a “prevention lens” hat, proudly
- Be patient.... results take longer
- Celebrate small wins
- Build in lots of reflection



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# From Downstream to Upstream



- WHO
- WHAT
- WHERE
- WHY
- HOW

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# For more information

## **MCH Navigator**

System Mapping Video Series

<https://www.mchnavigator.org/transformation/resources/system-mapping-video-series.php>

MCH Mini-course in Resiliency and Adaptive Leadership

<https://www.mchnavigator.org/transformation/mini-module-resilience.php>



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