

LEADING FROM WITHIN

Title V MCH Nutrition Changing Systems of Inequity

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Very nice to meet you.....



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A top-down view of a desk with a white marble pattern. On the left, a white keyboard is partially visible. Next to it is a gold-colored pen. A calendar with a gold border and gold dots is open, showing the month of August. A notebook with a white cover and a gold border is also visible. The word 'Objectives' is written in a large, teal, serif font in the upper right corner.

Objectives

1. Co-create and garner support among staff and stakeholders for a strategic vision that aligns with systems change priorities
2. Facilitate collective work to identify root causes of adaptive problems requiring systems change efforts



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Objectives

3. Create a daily practice that promotes leading systems change work; gain an increased understanding of when to use various leadership styles to lead systems change efforts
4. Identify team or organizational limiting beliefs that perpetuate current results; identify leverage points for impactful change



DREAM SPRING BREAK DESTINATION



Photo credit: google image


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The Why Behind

- What could be possible if we were CONFIDENT in our ability to lead systems change work?
- What could be possible if “*nutrition work*” was integrated within general public health?
- How would our work look differently if EQUITY was centered?



Roadmap

- Session I: Setting a Vision
- Session II: Root Causes
- Session III: Leadership styles
- Session IV: Where we get stuck



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Session I: Setting a Vision



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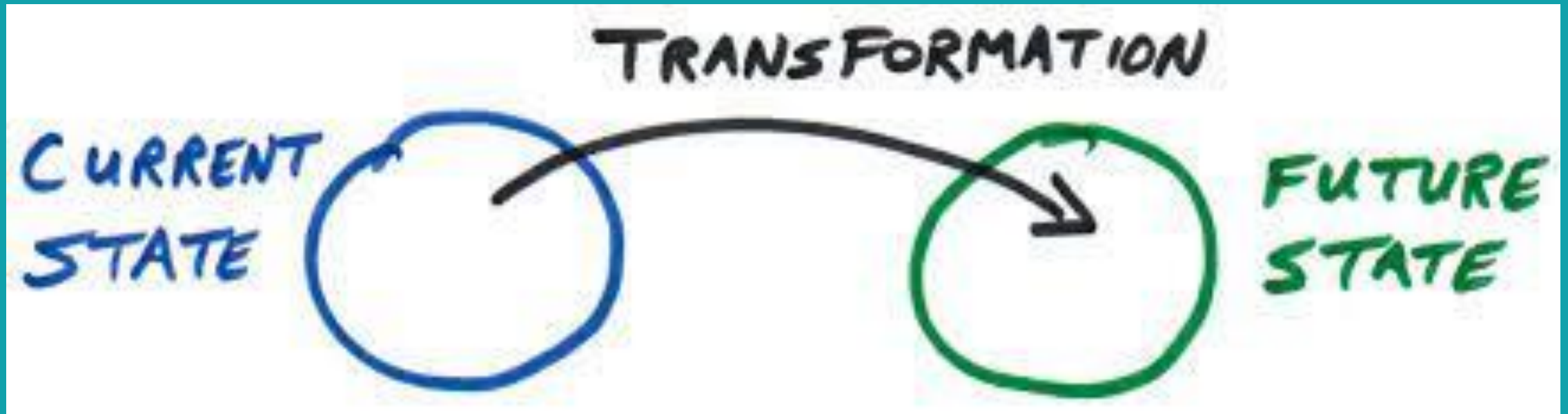
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A day in the life of Maria



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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 Leadership

There are different ways to address problems.



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Adaptive Leadership



Photo credit: google image/
playgroundprofessionals.com



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Adaptive Leadership

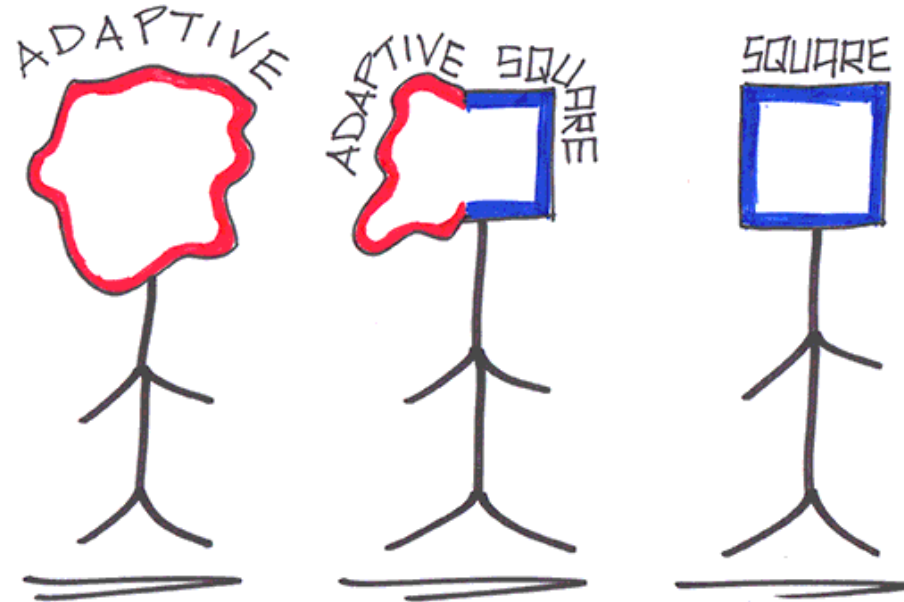
New information, new ways of thinking, new behaviors and new approaches are required.



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THINKING APPROACHES



STUART PATTON



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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

Photo credit:: Pixabay


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Strategic Questions

Are you asking the right questions?

Are they strategic enough?



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Strength Profile: Strategic

Characteristics

- Can see alternative routes, possible bumps in the road
- Future forward
- Can spot relevant patterns and issues

How others view you

- Ask questions like What if, Have you considered.....
- Can think through complicated problems
- Can make sense of lots of information and competing priorities
- Decision maker



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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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Small Group Work

Session I

Strategic Questions



Small Group Session I: Strategic Questions

GOALS

Craft at least one strategic question related to their group topic theme that an organization doing MCH nutrition work should focus streams of work around.

Be able to facilitate a similar discussion back home.



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Debrief Session I



Session II: Root Causes



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If you put a group of nutrition public health people around a table and put a problem in the middle of the table what happens?



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A top-down view of a desk with a white marble pattern. On the left, a white keyboard is partially visible. Next to it is a gold pen with a white barrel. In front of the keyboard is a white calendar with gold dots and labels like 'birthday', 'thank you', 'aug', 'sep', 'oct', 'nov', and 'dec'. A pair of gold-rimmed glasses is also visible. The background is a white marble surface.

*What if we shifted a portion of our
resources towards strategic efforts
to change systems?*



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Systems Thinking Tools



Photo credit Pixabay



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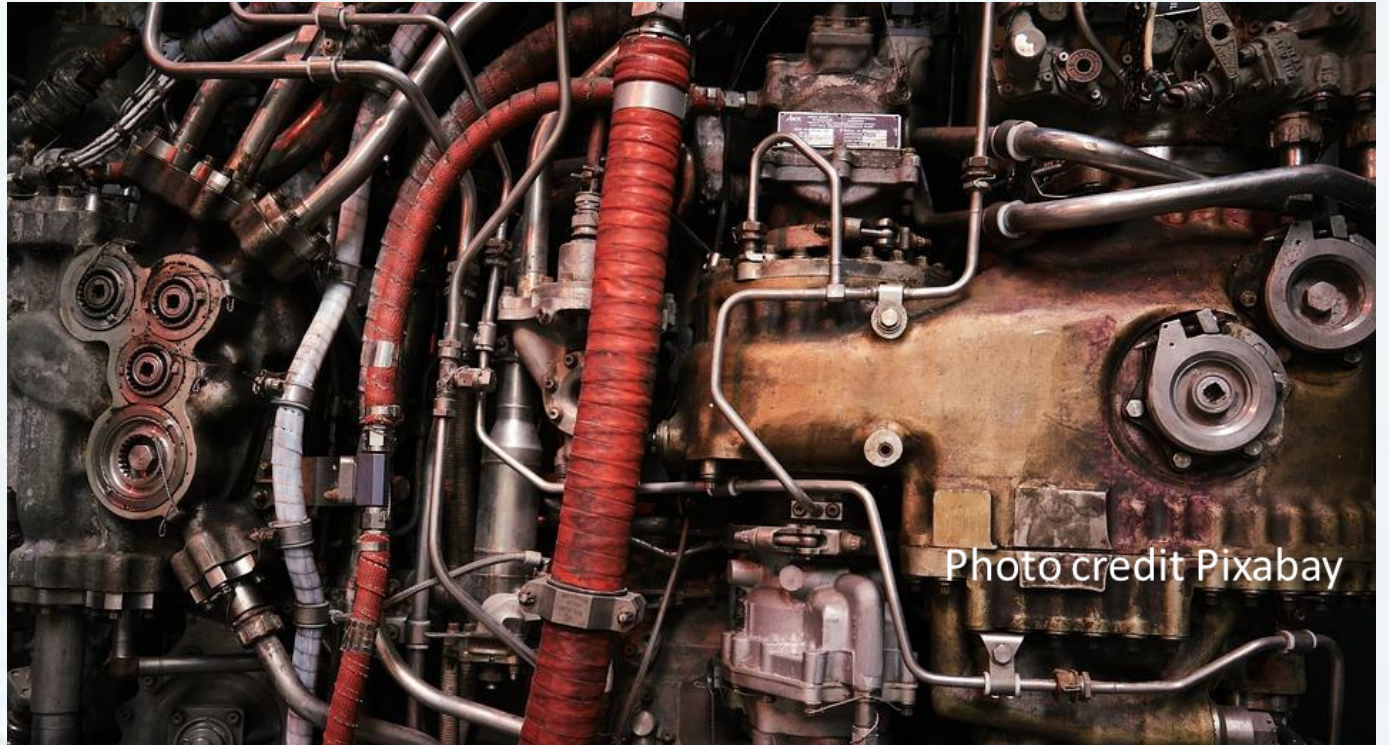
A top-down view of a desk with a white marble pattern. On the left, a white keyboard is partially visible. Next to it is a gold pen with a white barrel. In front of the keyboard is a white calendar with gold dots and the words 'birthday', 'thank you', 'aug', 'sep', 'oct', 'nov', and 'dec' written on it. A pair of gold-rimmed glasses is also visible. A white notebook with a marble pattern cover is at the bottom left.

*How well do we understand the systems that
affect health and nutrition for the various
populations we serve?*



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This is getting complicated



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Small Group Work

Session II

Root Causes



Small Group Session II: Root Causes

GOALS

To identify one persistent problem related to your MCH nutrition work.

Use a process identify a root cause.

To facilitate a similar process back home.



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	What gains could be made?	What gains could be lost?	What pains could be caused?	What pains could be relieved?
KEEP: (Opportunity outweighs the challenge)				
ADAPT: (Is this a new area of work? If existing would it benefit from expanding or reducing geography and/or population, redesign of approach or structure?)				
LET GO: (Feasibility, impact or alignment with new strategies are not sufficient for resources invested)				

Debrief Session II



BREAK TIME



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Session III: Inside Out- Self



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20/20/20 Reset

- 20 minutes of gratitude
- 20 minutes of moving
- 20 minutes of learning
- 90 minutes on ONE priority



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Session III: Leadership Styles



*Use the leadership style that best
fits the situation*



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The Six Leadership Styles (Goleman)

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Goleman, Daniel, "Leadership that Gets Results" Harvard Business Review. March-April 2000 p. 82-83.

Commanding

- Best in immediate crisis
- Looks like giving directives
- Caution.... Can be misused or seen as coercive.
- Double Caution: USE VERY SPARINGLY
- In crisis, helping in immediacy....but not in sustained disruption



Visionary

- Best during change
- Feels inspiring, future oriented
- Caution: must be combined with a more democratic style in order to elevate those with experience
- In crisis be transparent that the vision is flexible



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Affiliative

- Best in conflict or when trust is broken
- Feels inclusive
- Caution.... Leaders aren't responsible for others' feelings, only creating safe spaces for everyone to bring their best full selves to the work
- In crisis....super important with partners



Democratic

- Best when consensus or buy in/input is needed
- Looks like collaboration and active engagement
- Caution: not every decision needs to be made using consensus; but all decision-making processes should be transparent from the start



A top-down view of a desk with a white marble pattern. On the left, a white keyboard is partially visible. Next to it is a gold-colored pen. A calendar with a gold dot pattern and a notebook with a gold cover are also on the desk. The word "Pacesetting" is written in a teal color in the upper right area.

Pacesetting

- Best used when high performance results are a critical priority
- Looks like holding high standards, accountability
- Caution: can lead to burnout, staff retainment issues
- In sustained crisis..... adjust productivity expectations



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Coaching

- Best when staff need some long-term skill development
- Looks formal or informal, custom based on specific needs..... guidance (and asking good questions)
- Caution: requires a high degree of being “in touch”
- In crisis, model where possible.



Small Group Session III: Leadership Styles

GOALS

To get familiar with which leadership styles feel intuitive and which ones you may need to practice more.

To get familiar with the idea of matching the right style to the right situation.



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Small Group Work

Session III

Leadership Styles



Debrief Session III



Session IV: Where we get stuck



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The overfocus on downstream efforts



Photo credit Pixabay



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Why is this so hard?

- More political
- More controversial
- Less scientific

More political



Dorfman, Sorenson, and Wallack

Photo credit Pixabay



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[illegible]

Photo credit Pixabay



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Advocacy- who me?



Dorfman, Sorenson, & Wallack

Photo credit: thetacomaledger.com


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Less scientific



Dorfman, Sorenson, and Wallack

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Why is this *REALLY* hard?

Systems change work requires:

- ✓ Spanning boundaries
- ✓ Comfort in ambiguity
- ✓ Comfort with exploring new possibilities before applying pragmatic structures/constraints



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Small Group Work

Session IV

Where We Get Stuck



Small Group Session IV: Where we get stuck

GOALS

To develop some individual and group awareness of how we as people and teams get stuck and unnecessarily limit ourselves.

Systems change work requires comfort in ambiguity, comfort with exploring new possibilities before applying pragmatic structures/constraints.

To take some mindset shifts forward in their collective work with others.



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Debrief Session IV



Closing

1. What could be possible if we were CONFIDENT in our ability to lead systems change work?
2. What could be possible if “*nutrition work*” was integrated within general public health?
3. How would our work look differently if EQUITY was centered?

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