

Adaptive Leadership Strategies for Integrated Care

Worksheet for adaptive leadership workshop led by Ross Baker et al.

Part 1: Rate your organizational leadership (or collaboration) on the following dimensions:

- 1. Elephants in the room.** How long does it take for conversations to get from inside people's heads to the coffee room to the meeting room? How quickly are crises identified and bad news discussed? Is there support for speaking the unspeakable?

Rating (1 is low and 7 is high)

1 2 3 4 5 6 7

- 2. Shared responsibility.** To what extent do leaders act and speak from the perspective of, and betterment of the whole organization or collective as opposed to their individual organization or silo?

Rating (1 is low and 7 is high)

1 2 3 4 5 6 7

- 3. Independent judgment.** To what extent are leaders valued for their own judgment rather than their ability to divine what their superiors are thinking? When someone takes a reasonable risk in service to the mission and it doesn't work out, to what extent is this seen as valuable learning instead of personal failure?

Rating (1 is low and 7 is high)

1 2 3 4 5 6 7

- 4. Developing leadership capacity.** To what extent do people know where they stand in the organization (or collaborative) and their potential for growth and advancement? Are there clearly agreed upon plans for reaching their potential? To what extent are senior leaders expected to identify and mentor their successors?

Rating (1 is low and 7 is high)

1 2 3 4 5 6 7

- 5. Institutionalized learning and reflection.** Does the organization or collaboration set aside time for individual learning and collective reflection and learning from experience? Does the organization or collaboration devote time and other resources to get diverse perspectives on how work could be done better?

Rating (1 is low and 7 is high)

1 2 3 4 5 6 7

Part 2: Pick one dimension to discuss with your exercise colleagues. Why did you rate your organization the way you did? What impact does this level of performance (good or bad) have on the commitment of leaders and the ability of the organization or collaborative to achieve its objectives?

Pick a dimension to discuss: elephants in the room, shared responsibility, independent judgment, developing leadership capacity, or institutionalized learning and reflection. What was your rating? Why did you rate it this way? What impact does this have on your organization?

(type answer here)