HealthTech

Adaptive Leadership in a Changing Environment

Cheri Benander, MSN, RN, CHC, C-NHCE

Director of Clinical Services, HealthTech | April 26, 2024

Presenter

Cheri Benander is the Director of Clinical Services for HealthTech. She has 30+ years' experience in healthcare including clinical, administrative, compliance, consulting, and educational roles across multiple healthcare settings.
Ms. Benander studied basic nursing education at Fort Scott Community College and earned her bachelor's and master's degrees in nursing from the University of Phoenix. She is a Certified Healthcare Compliance (CHC) professional and has a graduate certification in Nursing and Healthcare Education from the University of Phoenix.

Cheri Benander, RN, MSN, CHC, NHCE-C
Cheri.benander@health-tech.us
307.202.0315

Learning Objectives

1. Understand the core principles of adaptive leadership.

2. Discuss strategies and tools that can be implemented to lead effectively in a changing environment.

3. Discuss the long-term benefits of cultivating resilience in the face of ongoing change.

April - August webinars

All webinars are recorded for on-demand viewing.

Everything you ever wanted to know about Swing Bed!   Part 3: Strategies to hardwire your Swing Bed program for success

Presenter: Carolyn St. Charles, RN, BSN, MBA – Chief Clinical Officer
Date: Apr 12, 2024 | **Time:** 11am CST
URL: https://bit.ly/3S31QAp

Adaptive leadership in a changing environment

Presenter: Cheri Benander, RN, MSN, CHC, C-NHCE – Director of Clinical Services
Date: Apr 26, 2024 | **Time:** 12pm CST
URL: https://bit.ly/3Shw6sg

Career ladders: Turning talk into action – How to retain your talent

Presenter: Scott Manis – Regional Vice President
Date: May 22, 2024 | **Time:** 12pm CST
URL: https://bit.ly/3U1fPbW

Survey readiness for Rural Health Clinics and hospital based physician clinics

Presenter: Carolyn St. Charles, RN, BSN, MBA – Chief Clinical Officer
Date: Jun 21, 2024 | **Time:** 12pm CST
URL: https://bit.ly/4ajp3WG

Survey readiness for Critical Access Hospitals clinical departments

Presenter: Carolyn St. Charles, RN, BSN, MBA – Chief Clinical Officer
Date: Jul 26, 2024 | **Time:** 12pm CST
URL: https://bit.ly/3IXXR3X

Survey readiness for Skilled Nursing Facilities

Presenter: Cheri Benander, RN, MSN, CHC, C-NHCE – Director of Clinical Services
Date: Aug 16, 2024 | **Time:** 12pm CST
URL: https://bit.ly/3TZH6eN

Instructions for Today's Webinar

➕ If you have a question during the presentation, you may type the question in the chat box.

➕ I will try to cover all your questions – if I don't get to them during the webinar, I will follow-up with you by e-mail

➕ You may also send questions after the webinar (contact information is included at the end of the presentation)

➕ The webinar will be recorded, and the recording will be available on the HealthTech web site: www.health-tech.us

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Adaptive Leadership

Adaptive Leadership

Developed by Ronald Heifetz & Marty Linsky

- Effectively address adaptive challenges in complex and changing environments
- Confront challenges by fostering learning, experimentation, and adaptive behavior.
- Emphasizes agility, resilience, and the ability to navigate uncertainty and change.
- Challenges the status quo.
- Fosters innovation

Qualities of an Adaptive Leader

Adaptive Leadership Approach

- Diagnosis
- Mobilizing Action
- Managing Distress
- Balancing Advocacy and Inquiry
- Tolerating Disequilibrium
- Fostering Adaptive Capacity

Diagnosing the Situation

Understanding the nature of the challenge or problem

+ Distinguish between Technical Problems and Adaptive Challenges

+ Identify Symptoms vs. Root Cause

+ Gather Perspectives and Data

+ Analyze the Adaptive Landscape

+ Assess the Level of Complexity and Uncertainty

+ Facilitate Dialogue and Reflection

+ Repeat and Refine the Diagnosis

Maintaining a Learning Mindset

Embrace Curiosity and Openness

Encourage Continuous Learning

Seek Feedback and Reflection

Promote Psychological Safety

Model Vulnerability and Humility

Encourage Critical Thinking and Inquiry

Promote a Growth Mindset and Culture

Stay Curious about Failure

Stay Informed and Stay Current

Mobilizing Collective Action

- Articulate a compelling shared purpose that resonates with stakeholders and inspires commitment.

- Build coalitions and partnerships across organizational boundaries, bringing together diverse stakeholders with complementary interests and expertise.

- Create opportunities for participation and engagement, ensuring that all stakeholders have a voice in decision making processes.

- Empower others to take ownership of the challenge and contribute to collective action.

- Promote a culture of collaboration and teamwork, emphasizing the importance of working together toward common goals.

- Facilitate dialogue and shared understanding among stakeholders, creating a shared language and framework for addressing complex challenges.

- Align incentives and motivations to promote collective action.

- Provide support and resources to enable collective action

- Monitor progress toward collective goals and adapt their approach as needed.

Managing Stress

Strategies to effectively manage stress

- ✚ Acknowledge and Validate Emotions

- ✚ Listen Actively and Empathetically

- ✚ Provide Reassurance and Support

- ✚ Facilitate Meaning-Making and Sense-Making

- ✚ Promote Self-Care and Resilience

- ✚ Provide Clear Communication and Transparency

- ✚ Encourage Adaptive Coping Strategies

- ✚ Address Structural and Systemic Issues

- ✚ Model Resilience and Coping Skills

Balancing Advocacy and Inquiry

Tolerating Disequilibrium

+ Acknowledge and embrace disequilibrium

+ Create a safe space

+ Explore new ideas

+ Challenge the status quo

+ Trust in ability

+ Foster innovation, resilience and growth.

+ Embrace change

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Fostering Adaptive Capacity

Equip individuals and organizations with the skills, mindset, and resources needed to respond effectively to change and uncertainty.

- Promote a Learning Culture
- Encourage Innovation and Creativity
- Build Resilience and Adaptability
- Empower Decision-Making at All Levels

- Facilitate Collaboration and Communication
- Lead by Example
- Provide Support and Resources
- Celebrate Adaptability and Success

Strategies & Tools

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Strategy: Embrace Agility

Process

- Adopt an agile mindset.

- Be prepared to pivot strategies quickly in response to changing circumstances.

Tools

- Project Management and Collaboration Tools

- Real-time Data Analytic Tools

- Communication and Meeting Tools

- Document and Information Sharing Tools

- Feedback and Survey Tool

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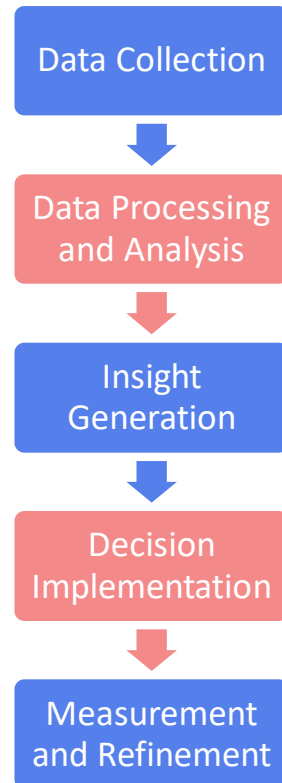# Strategy: Foster a Culture of Continuous Learning

Process

+ Leadership Commitment

+ Learning Integrated into Daily Work

+ Personalized Learning Paths

+ Leveraging Technology

+ Collaborative Learning Environment

+ Recognition and Rewards

+ Feedback and Continuous Improvement

+ Creating a Safe Environment to Fail

+ Continuous Communication.

Tools

+ Learning Management Systems

+ Online Course Providers

+ Knowledge Sharing Tools

+ Collaborative Learning Platforms

+ Webinar and Virtual Classroom Tools

+ Employee Development Platforms

+ Feedback and Analytics Tools

Strategy: Leverage Data-Driven Decision Making

Process

Data Collection

↓

Data Processing and Analysis

↓

Insight Generation

↓

Decision Implementation

↓

Measurement and Refinement

Tools

- Business Intelligence Tools
- Data Analytics Platforms
- Database Management Tools
- Customer Data Platforms
- Predictive Analytics Tools
- Data Visualization Tools
- Real-time Analytics Tools

Strategy: Enhance Communication Channels

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Process

- Leverage Multiple Communication Platforms
- Regular Updates and Feedback Loops
- Clarity and Consistency
- Training and Development
- Transparent Leadership Communication
- Encourage Two-way Communication
- Crisis Communication Planning
- Cultural Sensitivity

Tools

- Communication Platforms

Strategy: Implement Strategic Foresight

Process

+ Understand the Context and Set Clear Objectives
+ Gathering and Analyzing Information
+ Scenario Planning
+ Strategizing and Decision Making
+ Implementation and Monitoring
+ Organizational Integration

Tools

+ SWOT Analysis
+ Data Analytic Tools
+ Strategic Planning Consultants
+ Software for Scenario Planning
+ Business Intelligence Tools
+ Collaborative Platforms

Strategy: Encourage Innovation

Process

+ Establish a Clear Innovation Strategy

+ Create a Supportive Culture

+ Provide the Necessary Resources

+ Encourage Collaboration

+ Offer Training and Development

+ Establish Innovation Networks

+ Leverage Technology

+ Incentivize Innovation

Tools

+ Seminars, workshops and conferences.

+ Idea Management Software

+ Collaboration and Brainstorming Tools

+ Project Management Software

+ Customer Feedback and Market Research Tools

Strategy: Build a Supportive Network

Facilitating Effective Leadership

- Access to Diverse Perspectives and Expertise
- Enhanced Problem Solving
- Resource Sharing
- Emotional and Moral Support
- Opportunity for Strategic Alliances and Partnerships
- Enhanced Organizational Visibility and Reputation
- Rapid Information Exchange

Tools

- Professional Networking Platforms
- Industry Conferences and Meetups
- Social Media Groups and Forums
- Mentorship Programs
- Alumni Networks
- Professional Associations
- Collaborative Tools
- Online Forums and Collaborative Projects
- Business Card and Contact Management Tools

Strategy: Develop Resilience and Flexibility

Strategy

- Promote Psychological Resilience
- Foster Organizational Agility
- Build Redundancy and Flexibility into Systems
- Continuous Learning and Development
- Encourage Innovation and Experimentation.

Tools

- Digital and Communication Tools
- Project Management and Workflow Tools
- Data Analytics and Business Intelligence Tools
- Stress Management and Mental Wellness Apps
- Scenario Planning Software
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Long-Term Benefits of Cultivating Resilience

Benefit: Enhanced Adaptability

- Anticipating Change
- Learning from Experience
- Stress Tolerance
- Emotional Regulation
- Fostering Creativity
- Iterative Learning

- Collaborative Relationships
- Enhanced Communication
- Commitment to Growth
- Agility in Processes and Mindsets
- Long-term Planning

Benefit: Improved Problem-Solving Skills

- Enhanced Analytical Thinking
- Increased Creativity and Innovation
- Improved Emotional Intelligence
- Greater Perseverance and Tenacity
- Stress Management
- Better Risk Management

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Benefit: Sustained Performance Under Pressure

- Effective Coping Mechanisms
- Reduced Burnout Risk
- Emotional Regulation
- Maintaining Positivity
- Clarity of Mind
- Enhanced Attention to Detail
- Flexible Thinking and Acting

- Learning and Applying Lessons
- Health Management
- Psychological Stamina
- Leveraging Support Networks
- Team Cohesion
- Preservice
- Long-term Vision

Benefit: Higher Employee Engagement and Satisfaction

Benefit: Better Crisis Management

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- Enhanced Preparedness
- Improved Response Capability
- Faster Recovery
- Sustainable Development
- Building Community Trust and Cohesion

Benefit: Increased Organizational Learning

+ Learning from Adversity

+ Enhancing Problem-Solving Skills

+ Encouraging Open Communication

+ Facilitating Continuous Improvement

+ Building Institutional Memory

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Benefit: Stronger Relationships, Networks, Longevity, and Sustainability

Stronger Relationships & Networks

+ Building Trust and Credibility
+ Enhancing Collaboration
+ Expanding Networks
+ Fostering Community Support and Engagement
+ Learning from Others

Longevity and Sustainability

+ Enhancing Adaptive Capacity
+ Maintaining Operational Continuity
+ Securing Financial Health
+ Promoting Environmental Sustainability
+ Building Community and Stakeholder Engagement
+ Learning and Innovating

Leading in a Changing Environment

THANK YOU

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Cheri Benander, RN, MSN, CHC, NHCE-C
Director of Clinical Services
Cheri.benander@health-tech.us
307-202-0315