



## **NACCHO's Adaptive Leadership Academy 2023 Cohort Fact Sheet**

Have COVID-19 and other public health emergencies brought to light the challenges you face as a leader in local public health or healthcare? Are you feeling like you need to invest in developing your capacity to lead through deeply rooted systemic challenges and complex, multi-stakeholder issues? NACCHO, with the support of CDC and HRSA, is pleased to announce the **2023 Cohort of the Adaptive Leadership Academy, a 7-month long virtual program** geared towards helping leaders identify and deal with consequential change in uncertain times. The Adaptive Leadership Academy was designed in response to the unique needs of local public health and healthcare leaders by combining Adaptive Leadership and several other leadership theories in an action-oriented, cohort-based curriculum.

### ***What Leadership Skills Will I Gain?***

National resources outlining the critical capabilities of public health professionals today, including the [Core Competencies for Public Health Professionals](#) and Chief Health Strategist role within [Public Health 3.0](#), demonstrate a need for local public health leaders to work outside the traditional bounds of public health practice to drive collaborative change to improve population health. According to the 2017 report, Public Health 3.0 relies on “leaders who can work in new ways to build structured coalitions, leverage actionable data and evidence, and communicate new approaches within and outside the traditional health sector.”

Combined, these skills and the adaptive challenges that local public health professionals face today demonstrate eight categories of knowledge, skills, and abilities where greater practice is needed among local public health leaders to drive change. They form the foundation of the Adaptive Leadership Academy curriculum.

- Create collaborative environments
- Facilitate group dynamics
- Draw from multiple perspectives
- Promote valued behaviors
- Manage successful change
- Invest in relationship building
- Seek out strategic partnerships
- Engage in strategic communication

### ***What are past participants saying about the Adaptive Leadership Academy?***



*“The Adaptive Leadership Academy led participants to rethink how to look at challenges and develop solutions to the most pressing and long-term issues that forces leaders to question what they think they know, look in the mirror, and practice accountability.” 2021-2023 Cohort Participant*

- 100% of participants reported their overall leadership capability improved
- 100% of participants reported their level of comfort in addressing adaptive challenges improved
- 100% of participants reported the Academy fully met its curriculum goal
- 90% of participants reported knowledge gained across all 11 core concepts

### ***What Are the Goals of the Adaptive Leadership Academy?***

1. Practice honest introspection to assess and address their contributions to the challenges they face, confront work avoidance behaviors within themselves and others, draw upon core values, and make critical choices about where to invest their time.
2. Redefine leadership in action by differentiating between the roles of leadership and authority in confronting an adaptive challenge, acknowledging the use of changing habits while implementing organizational change, and prioritizing vulnerability and genuine two-way communication in leadership moments.
3. Conduct comprehensive diagnoses of challenges using diagnostic questioning, disaggregating the technical and adaptive aspects, and ‘getting on the balcony’ to consider challenges holistically.
4. Improve their ability to communicate authentically by taking stock of the deeply held values, loyalties, and losses of individuals, groups, and organizations involved in a challenge.
5. Enhance their ability to move forward to address an adaptive challenge strategically through smart experimentation and risk-taking, change management, and learning the value of failure.

### ***What are the Core Components of the Adaptive Leadership Academy?***

#### **Synchronous Learning:**

- **Live Learning:** 90-minute live sessions with NACCHO coaches; includes didactic presentations, guided discussion, and breakout group exercises
- **Peer-to-Peer Learning:** 30-minute live unmoderated peer-to-peer discussions, ranging from partner exercises/discussions to small group exercises/discussions
- **Peer Advising:** 60-minute live peer advising with NACCHO coaches and peers to get feedback on a specific adaptive challenge



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- **Office Hours:** Optional 60-minute live sessions with NACCHO coaches and peers to have questions answered, discuss application of concepts, and work on adaptive challenges

### **Asynchronous Learning:**

- **Reading Materials:** concise, meaningful, thought-provoking book excerpts or articles
- **Mindfulness Guide:** guided mindfulness activities to be completed by participants to set the stage for more intentional leadership practice
- **Journal Practice:** guided, individual reflection journal to process and internalize concepts
- **Case Study:** a realistic public health focused story and associated activities that highlight key course concepts and provides opportunities for practice, includes worksheets

### ***How much time is required to participate in the Adaptive Leadership Academy?***

The Adaptive Leadership Academy will require approximately 10 hours of time each month for 7 months, including 3 – 4 hours of participation in live sessions with a full day closing workshop at NACCHO Annual. Each unit of the Academy spans one month and during that month there are both synchronous and asynchronous components. Each month there will be three required and one optional synchronous learning sessions. The asynchronous components are expected to be completed individually and at your own pace each month.

### ***Who is eligible to participate in the Adaptive Leadership Academy Pilot?***

The Adaptive Leadership Academy is open to anyone in public health or healthcare that holds an executive level leadership position (local health officer, executive director, chief executive officer and other executive leadership positions). There is no cost for participation in the program, due to generous support from CDC and HRSA.

### ***What are the topic areas that will be covered in the Adaptive Leadership Academy?***

There are seven core units in the Academy, each focusing on a key component of adaptive leadership as well as leadership theories and techniques that support an adaptive approach to leading your teams and organizations.

1. **The Context:** Explore the foundation of adaptive leadership, learn about how multiple interpretations can improve understanding of challenges, and build habits that will support you in your leadership learning journey.
2. **The Role:** Learn more about yourself as a leader through the leadership moments you face every day, explore the use of authority and leadership in your role, and become adept at authentic vulnerability and the connection it creates.



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- 3. The Work:** Differentiate between adaptive and technical work, understand work avoidance and how to identify it, and learn diagnostic questioning techniques to identify the types of change.
- 4. The People:** Gain a more empathetic understanding of the people related to adaptive challenges and learn and practice richer, more effective communication methods that preserve your relationships that are vital to making progress on adaptive challenges.
- 5. The Balcony:** Learn and practice tools that allow you to step back from the work, observe the adaptive nature of change, and plan for and begin to take actions on the challenges you are facing.
- 6. The Dance:** Experiment with leadership and authority roles in relationship to your adaptive challenges, learn from your smart experimentation before taking actions.
- 7. The Commitment:** Identify and plan for the ongoing adaptive work and build the resolve and accountability to stay adaptive.

Thank you for your interest in the Adaptive Leadership Academy. If you have any additional questions, please contact Deya Greer at [dgreer@naccho.org](mailto:dgreer@naccho.org)