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Talking about Leadership 1

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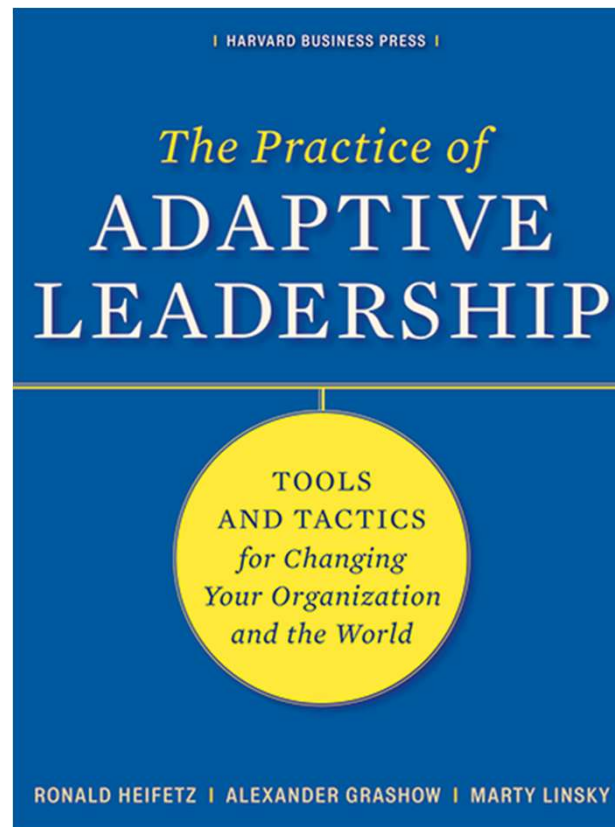
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Adaptive Leadership

This is the reference text for understanding adaptive leadership:

Heifetz, R. A., Linsky, M., & Grashow, A. (2009). The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organisation and the World. Harvard: Harvard Business Review Press.

Many of the slides are retrieved from the presentation by Mario Desmet, nurse director and president of Swiss Nurse Leader, who has studied and experimented with adaptive leadership.

Heifetz, R. A., Linsky, M., & Grashow, A. (2009). The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World. Harvard: Harvard Business Review Press.



According to Heifetz, the **ADAPTIVE LEADERSHIP FRAMEWORK** includes two critical distinctions that are central for understanding this style:

- Authority/Leadership
- Technical Problems/Adaptive Challenges

Authority & Leadership

The first distinction clarifies that having a position of authority does not mean that we exercise leadership and that an expert is not necessarily a leader.

For many challenges in our lives, experts or authorities can solve our problems, but they are different from leadership.

To determine whether we need to exercise authority or leadership, we need to analyze the nature of the problem we face (Heifetz, Linsky, & Grashow (2009).

This brings us to the second distinction: **Technical Problems/Adaptive Challenges**. Rather than being technical problems, many of the challenges we face today are adaptive. Heifetz and Linsky said:

“The problems that require leadership rather authority are those that the experts cannot shared, these are adaptive challenges. The solutions are not in technical answers, but rather in people themselves” (Heifetz, Linsky, & Grashow (2009).

Adaptive Leadership

What does it mean? Most of the people would prefer that the person in authority takes their jobs away from them, protects them from change, and deals with challenges for them, but the real work of leadership is usually to return the work and responsibilities to the people who have to adapt and to be accountable.

The practice of leadership still takes place with authority. In a challenge the people in charge direct but others must also be involved, participate and can contribute. All people are part of the problem, responsibility is shared, and the problem becomes part of the solution itself.

At this link you will find a method of experiential learning used to teach adaptive leadership based on the theory by Ronald Heifetz, Marty Linsky, and their colleagues at the Harvard Kennedy School of Government:

<https://ii.library.jhu.edu/tag/adaptive-leadership-framework/>

The method involves using the behaviors of individual participants and of the group.

Heifetz, R. A., Linsky, M., & Grashow, A. (2009). The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World. Harvard: Harvard Business Review Press.





ACTIVITY 1

SEE THE VIDEO:

<https://www.youtube.com/watch?v=cRMOLKGFLJk>

After watching the video and hearing the theoretical contributions, please, reflect on your experiences:

what are your thoughts on the subject of authority as described in this framework?

Complexity Theory & Adaptive Leadership

Adaptive leadership is based on complexity theory.

Complexity theory:

- ✓ Studies complex adaptive systems (CAS);
- ✓ Tries to explain the complex behaviour that emerges from dynamic, non-linear systems;
- ✓ Is not a single theory, but a set of complementary theories from different sciences (e.g., chaos theory, geometry ...).



Complexity Theory & Adaptive Leadership

Complexity theory:

- ✓ Is a young discipline;
- ✓ Reverses the hierarchy of sciences: from Physics explaining biology to biology explaining everything;
- ✓ Describes how CAS behaves in practice, not just abstract theory.



Complex Adaptive System (CAS)

- ✓ Complexity implies diversity and a wide variety of elements;
 - ✓ Adaptability indicates the ability to adapt, to learn from experience;
- ✓ System refers to the interdependence among constituent elements.

Suggested video:

https://www.youtube.com/watch?v=IWhkUne8T68&list=PLsJWgOB5mIMCiKZu61rKFT_-TncWzylN8&index=5



Complex Adaptive System (CAS)

Complex Adaptive Systems establish the initial conditions, then self-organise through simple but non-linear rules.

They have reference models, but they are unpredictable.

They have an intrinsic order and homeostasis but favour exchanges with the outside, they are porous.

- ✓ Initial conditions
- ✓ Self-organisation
 - ✓ Simple rules
 - ✓ Nonlinear
 - ✓ Patterns
- ✓ Unpredictable
- ✓ Intrinsic order
- ✓ Homeostasis
- ✓ Porous boundaries (exchange)



Complex Adaptive System (CAS)

According to Zimmerman et al. (2008), Complex Adaptive Systems are based on 9 principles:

1. Look at the system through the lens of complexity;
2. Build a vision good enough;
3. When life is far from certain, drive by the clock;
4. Tune your place to the edge (tune in to your limits);
5. Work with paradox and tension;
6. Act on multiple fronts and let the direction come to you;
7. Listen to the shadow system (listen backstage);
8. Grow complex systems by chunking (by putting the various pieces together);
9. Mix cooperation with competition.



Transformational Leadership

"Transformational leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality."



Burns, J. M. (1978). Leadership. New York: Harper & Row.

Transformational Leadership

Transformational leaders influence in three ways:

1. Increasing their awareness of the importance and value of people's contribution;
2. Influencing people to focus on the team or organisational vision;
3. Inspiring a commitment to higher purpose
to create an environment conducive to treatment and healing.



Bass, B. M. (1990). From Transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, 18 (3), 19-31. [https://doi.org/10.1016/0090-2616\(90\)90061-S](https://doi.org/10.1016/0090-2616(90)90061-S).

Transformational Leadership

- ✓ Transformational Leadership is based on five factors:
 - ✓ idealised (attributed) influence
 - ✓ idealised influence (behaviour)
 - ✓ inspirational motivation
 - ✓ intellectual stimulation
 - ✓ individualised consideration



Bass, B. M. (1990). From Transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, 18 (3), 19-31. [https://doi.org/10.1016/0090-2616\(90\)90061-S](https://doi.org/10.1016/0090-2616(90)90061-S).
Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership: an examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The Leadership Quarterly*, 14 (3), 261-295. DOI:10.1016/S1048-9843(03)00030-4. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.476.4309&rep=rep1&type=pdf>

Transformational Leadership

Idealised (attributed) influence refers to the social charisma of the leader, who is perceived as a person of trust and power and as focused on higher order ideals and ethical principles.

Idealised influence (behaviour) refers to charismatic actions of the leader centred on values, beliefs and the mission to be carried out.

Inspirational motivation refers to the ways in which leaders stimulate their followers and look to the future with optimism, aim for ambitious goals, have a vision and communicate to followers that the vision is achievable.

Intellectual stimulation refers to the actions of leaders who appeal to the logical sense and encourage followers to think creatively and find solutions to difficult problems.

Individualised consideration refers to the behaviour of the leader who contributes to the satisfaction of followers by advising, supporting and paying attention to their individual needs, thus enabling them to improve and fulfill themselves. It means leading by example (Antonakis et al., 2003; Bass, 1990).





To previous we add Emotional Intelligence

What does Daniel Goleman say about the emotional intelligence?

It's based on five abilities:

- Self-awareness, the ability to produce results by recognising one's own emotions;
- Self-domination, the ability to use one's feelings/emotions to a purpose;
- Motivation, the ability to discover the true and deep motive that drives one to action;
- Empathy, the ability to feel others by entering into a flow of contact;
- Social skills, the ability to get along with others by trying to understand the movements happening between people.

Goleman, D. (2011). Emotional intelligence. What it is and why it can make us happy. (I. Blum & B. Lotti, transl.). Milan: BUR Psychology and Society.

Goleman, D. (2020). Harvard researcher says the most emotionally intelligent people have these 12 traits. Which do you have? <https://www.cnn.com/2020/06/09/harvard-psychology-researcher-biggest-traits-of-emotional-intelligence-do-you-have-them.html> [6.01.2024].

Transformational Leadership

The principles of Transformational Leadership are:

Responsibility

The clear and specific allocation of duties to achieve desired results. This is a two-way process, both assigned and accepted.

Authority

The right to act in areas where one is given and accepts responsibility.

Accountability

The retrospective review of the decisions made, or actions taken to determine if they were appropriate. When teams are not functioning in ways they are intended to, it is likely that one or more of the R+A+A components is out of balance. Most typically, someone is asked to take responsibility and full accountability but is not given the authority necessary to achieve what they have taken responsibility for.

For Creative Health Care Management (2021) responsibility with authority & accountability are the formula for decentralization & empowerment.

R + A + A



Principles of Transformational Leadership

VISIBILITY

+ ACCESSIBILITY

+ DIRECT COMMUNICATION

CREATIVE HEALTH CARE MANAGEMENT (2021)



Core competencies of empowered & transformational leader



Empowerment exists within individuals and groups who accept responsibility, authority and accountability for decisions that affect their lives and work. Leaders can create an empowered environment, and the workers can work together and share decision making. Empowered leader demonstrates core competencies that support their effectiveness.

These competencies are:

- ✓ Articulating clear and positive expectations;
- ✓ Accepting responsibility and ownership;
- ✓ Creating a culture of ownership and accountability;
 - ✓ Building healthy relationships;
 - ✓ Appreciating and inspiring;
- ✓ Developing him/herself and team members;
 - ✓ Leading change, engaging others.

Characteristics of health relationships

✓ Respect

✓ Trust

✓ Honest and transparent communication

✓ Concrete support



Transformational Leadership Cycle

Transformative change is in and of people.

Transformation is done from *within*... one person at a time,
it cannot be imposed, it takes time.

Inspiring change requires vision, perseverance,
enthusiasm.



Transformational Leadership Cycle



This is the transformational leadership cycle by Koloroutis (2016; 2017), that is based on these continuous steps.

Begin Where You Are

This means I can be fully alive and present in the now! I look at each moment as an opportunity to lead.

Lead with Purpose

In my work, this means that I lead with a clear aim.

Create Awareness

I see every interaction as an opportunity to plant seeds, to reinforce the value of our shared work . . . Sometimes, it means listening and asking actions, "what is important for you?" Or noticing "Thank you for helping that family member find our unit".

Koloroutis, M. (2015). Relationship-based care: a model for transforming clinical practice (Y. Willems Cavalli, transl.). Milan: Ambrosiana Publishing House.

Koloroutis, M. et al. (2016). Re-Igniting the Spirit of Caring. Minneapolis: Creative Health Care Management.

Koloroutis, M., & Abelson, D. (2017). Advancing Relationship-based cultures. Minneapolis: Creative Health Care Management.

Transformational Leadership Cycle



Go with the Energy

This step in the cycle means to notice and priorities positive energy.

Inspire a Shared Vision

This one means that all of your daily interactions and what you pay attention is to inspire movement towards a vision of care focused on the patients and families.

Learn by Doing and Reflection

Reflection is the key to deep new learning, so it's important to encourage more reflection in our staff meetings. Maybe we could do again the circle and use it for reflecting.

Model the Way

It needs to have complete control over these actions, but it requires us to work hard and change some habits.

Koloroutis, M. (2015). Relationship-based care: a model for transforming clinical practice (Y. Willems Cavalli, transl.). Milan: Ambrosiana Publishing House.

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Transformational Leadership can be

Measured: multifactor leadership questionnaire and empowering leadership questionnaire

Learned: 5 Transformational Leadership Practices of the Registered Nurses' Association of Ontario (RNAO, 2006; 2013)

It had implications for the organization:

- ✓ Relations with superiors - flattening of hierarchies
- ✓ Financial
- ✓ Recruitment, selection, promotion
- ✓ Training and Development
- ✓ Suitable for complex organisations with constant change

Although Transformational Leadership **is not a panacea rather...**





ACTIVITY 2

I ask you to think briefly about moments in your professional history when the impact of leadership was significant and write down on paper the things that worked in those moments and those that did not.

Now, try to think what would have changed if the approach had been that of transformational leadership.

Transformational Leadership can be:

- ✓ A choice;
- ✓ A model that has been much studied for at least thirty years;
- ✓ Applied in the health & nursing field (e.g. RNAO);
- ✓ It was also applied in the Canton of Ticino.

In Ontario by RNAO, the Registered Nurses' Association that develops and sustains Nursing Leadership Best Practices.

In Ticino at EOC through the model of relationship based care.



Nursing and Transformational Leadership

According to the RNAO (2013), clinical leadership underpins nurses' work at the patient bedside, supports them in clinical decision-making through which they develop and implement best evidence-based care plans, clinical practice changes, research and the improvement of quality and patient safety.

The RNAO (2013) describes five clinical and transformational leadership practices and a list of many specific behaviors' examples for each of them.

The five clinical and transformational leadership practices are:

- ✓ Building relationships & trust;
- ✓ Creating an empowering work environment;
- ✓ Creating a culture that supports knowledge development & integration;
 - ✓ Leading & sustaining change;
- ✓ Balancing the complexities of the system, managing competing values & priorities.



Transformational Leadership

What did Peter Senge say about transformational leadership?

In management teams that have successfully brought about **transformational change**, we have found the following leader behaviours to be present:

- ✓ They inspire to pursue a common goal and share a vision;
- ✓ They act as role models, advocates, sponsors and mentors for department heads and employees;
- ✓ To fulfil the corporate mission, they establish overall strategies by defining measurable priority outcomes;
- ✓ They deal with obstacles in the system quickly and appropriately;
- ✓ They create a culture that fosters learning, empowerment and risk-taking;
- ✓ They encourage, appreciate, support and validate progress;
- ✓ They celebrate successes and do not give up.



Koloroutis, M. (2015). Relationship-based care: a model for transforming clinical practice (Y. Willems Cavalli, transl.). Milan: Ambrosiana Publishing House.

Koloroutis, M. et al. (2016). Re-Igniting the Spirit of Caring. Minneapolis: Creative Health Care Management.

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Laissez faire *versus* transformational leadership

In the following slides we compare transformational leadership/leaders with laissez-faire leadership/leaders.

'Laissez faire' leadership is opposite to transformational leadership.

This leadership style is considered passive and ineffective. It represents the absence of any kind of action on the part of the leader who does not make decisions, renounces responsibility and authority, 'chooses' to avoid acting



Laissez faire *versus* transformational leadership



	Transformational leader	Laissez-faire leader
Vision	<ul style="list-style-type: none"> • He/she defines a vision of the service for which he/she is responsible • Outlines the organisation's mission, vision and values 	<ul style="list-style-type: none"> • He/she has no clear vision • His/her expectations often change
Visibility	<ul style="list-style-type: none"> • He/she visits patients and staff during the different shifts 	<ul style="list-style-type: none"> • He/she has no formalised visit plan and is often the first activity to be cancelled
Socialisation	<ul style="list-style-type: none"> • He/she meets at the beginning and often with new co-workers 	<ul style="list-style-type: none"> • He/she delegates the introduction and accompaniment to other employees

Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership: an examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The Leadership Quarterly*, 14 (3), 261-295. DOI:10.1016/S1048-9843(03)00030-4. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.476.4309&rep=rep1&type=pdf>.

Merrill, K. C. (2015). Leadership Style and Patient Safety, Implications for Nurse Managers. *JONA*, 45 (6), 319-324.

Laissez faire *versus* transformational leadership



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