LeaderShift

LeaderShift

LeaderShift

Alliance for Healthier Communities / Alliance pour des communautés en santé

afhto — association of family health teams of ontario

Canadian Mental Health Association — Ontario — *Mental health for all*

Addictions & Mental Health Ontario | Dépendances & santé mentale d'Ontario

OCSA — Ontario Community Support Association

LeaderShift

Build Your Capacity. Enhance Your Impact.

LEADS canada

How to Coach Teams to Encourage Systems Thinking

LeaderShift

Applied Leadership E-Learning Series

Build Your Capacity. Enhance Your Impact.

Our VUCA World

Volatility
Rate of change

Uncertainty
Unclear about
the present

Complexity
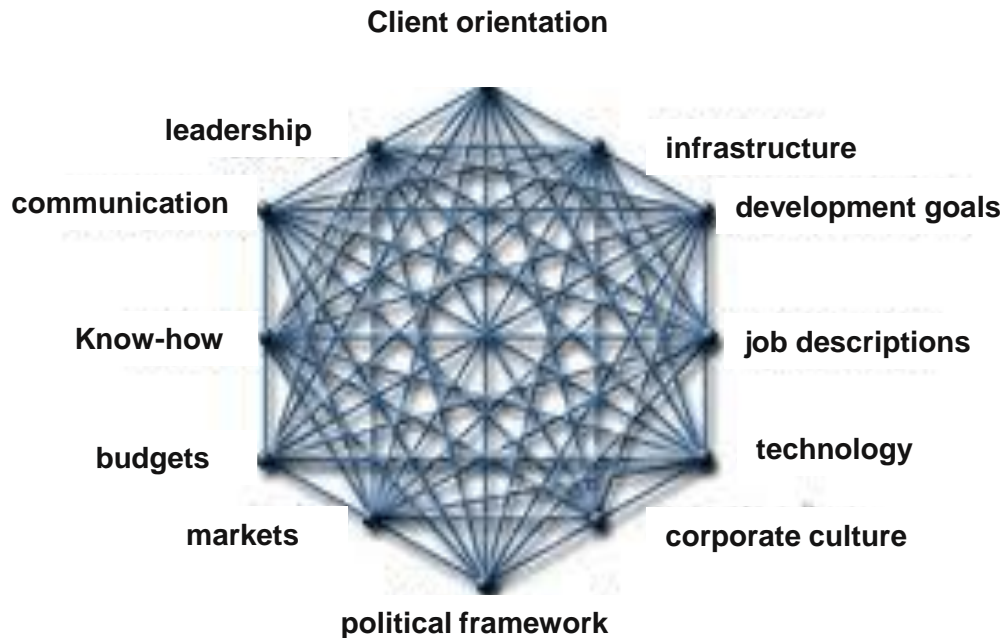Multiple key
decision factors

Ambiguity
Lack of clarity
about meaning
of an event

A SYSTEM is any entity that operates as a **unified whole** based on the **interdependent operation** of the elements or "parts" that it is comprised of.

The "parts" normally have their own individual function, but when linked together can adjust and coordinate their behavior to allow the whole to do things that the parts couldn't do by themselves.
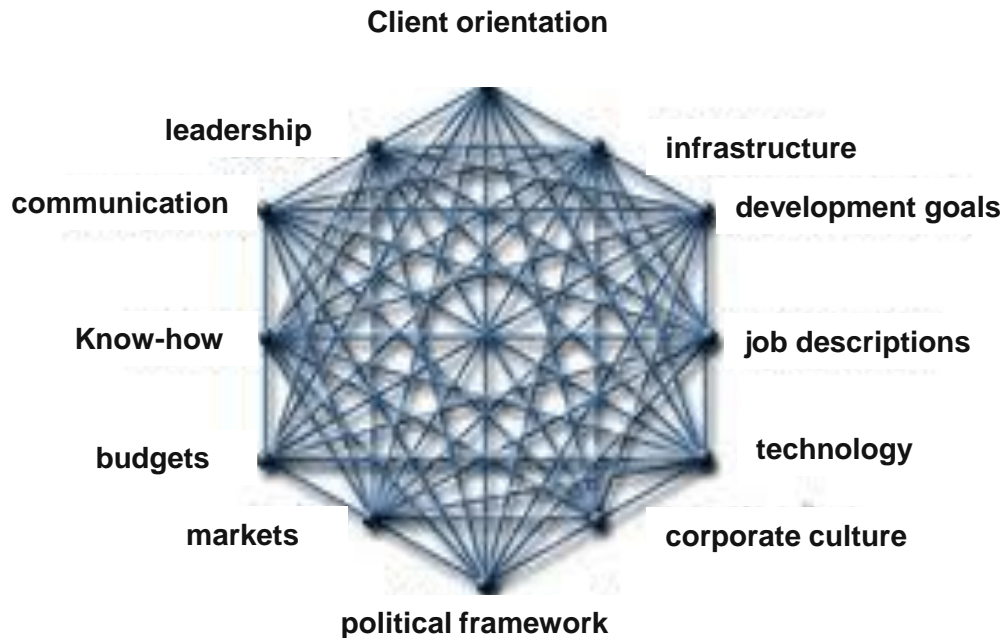
"The Whole is greater than the sum of the parts."

LeaderShift

Build Your Capacity. Enhance Your Impact.

LEADS
canada

Client orientation
leadership
infrastructure
communication
development goals
Know-how
job descriptions
budgets
technology
markets
corporate culture
political framework

- They are interacting, interrelated, and interdependent elements forming a complex whole

- They are connected and joined together by a web of relationships

- The whole is different from, and greater than, the sum of its parts

Client orientation
leadership
infrastructure
communication
development goals
Know-how
job descriptions
budgets
technology
markets
corporate culture
political framework

This is an example of a "Complex ADAPTIVE" System

- They are interacting, interrelated, and interdependent elements forming a complex whole

- They are connected and joined together by a web of relationships

- The whole is different from, and greater than, the sum of its parts

LeaderShift

Build Your Capacity. Enhance Your Impact.

LEADS canada

Adaptive or Technical Leadership Challenges

While technical problems may be very complex and critically important, they have known solutions that can be implemented by current know-how. They can be resolved through the application of authoritative expertise and through the organization's current structures, procedures and ways of doing things. ***Adaptive challenges can only be addressed through changes in people's priorities, beliefs, habits and loyalties***. *Making progress requires going beyond any authoritative expertise to mobilize discovery, shedding certain entrenched ways, tolerating losses and generating the new capacity to thrive anew.*

The Pragmatic Element

- It all starts with you as leader!
  - Do you know the current state of your team?
  - Do you think through a "systems" lens?
  - What do you know about the skill AND will on your team?
  - Are using the right tool at the right time and in the right way? (coaching, managing, training, etc.)?
    - "Management is doing things right; leadership is doing the right things." **Peter Drucker, Essential Drucker**
  - Do you reward systems thinking?
  - How have you made the "change" you are desiring?
    - ADKAR
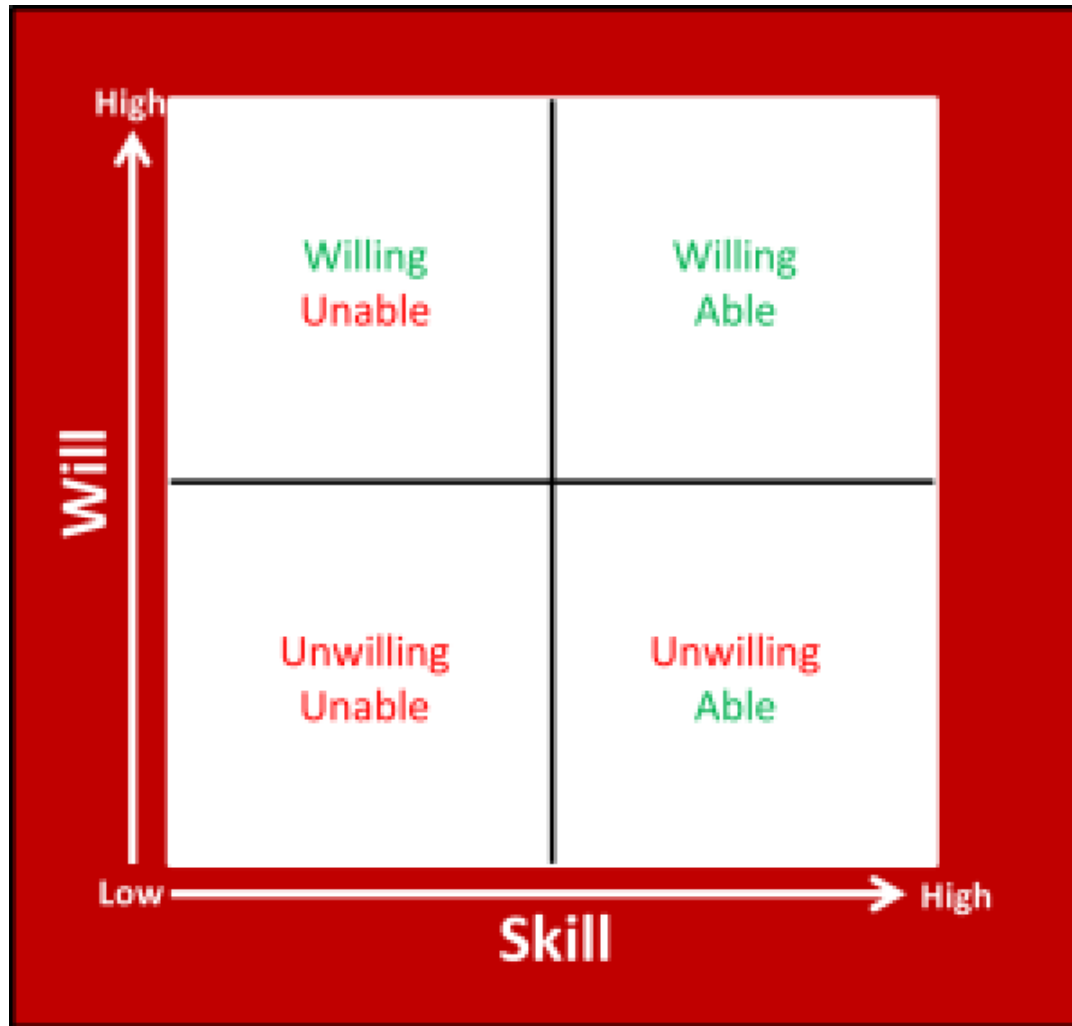 - Does your day timer, your team meeting agenda's, your team's measures of success demonstrate a systems approach?

Build Your Capacity. Enhance Your Impact.

LeaderShift

LEADS
canada

1) *Assess the current state*

2) *Start where the team is at*

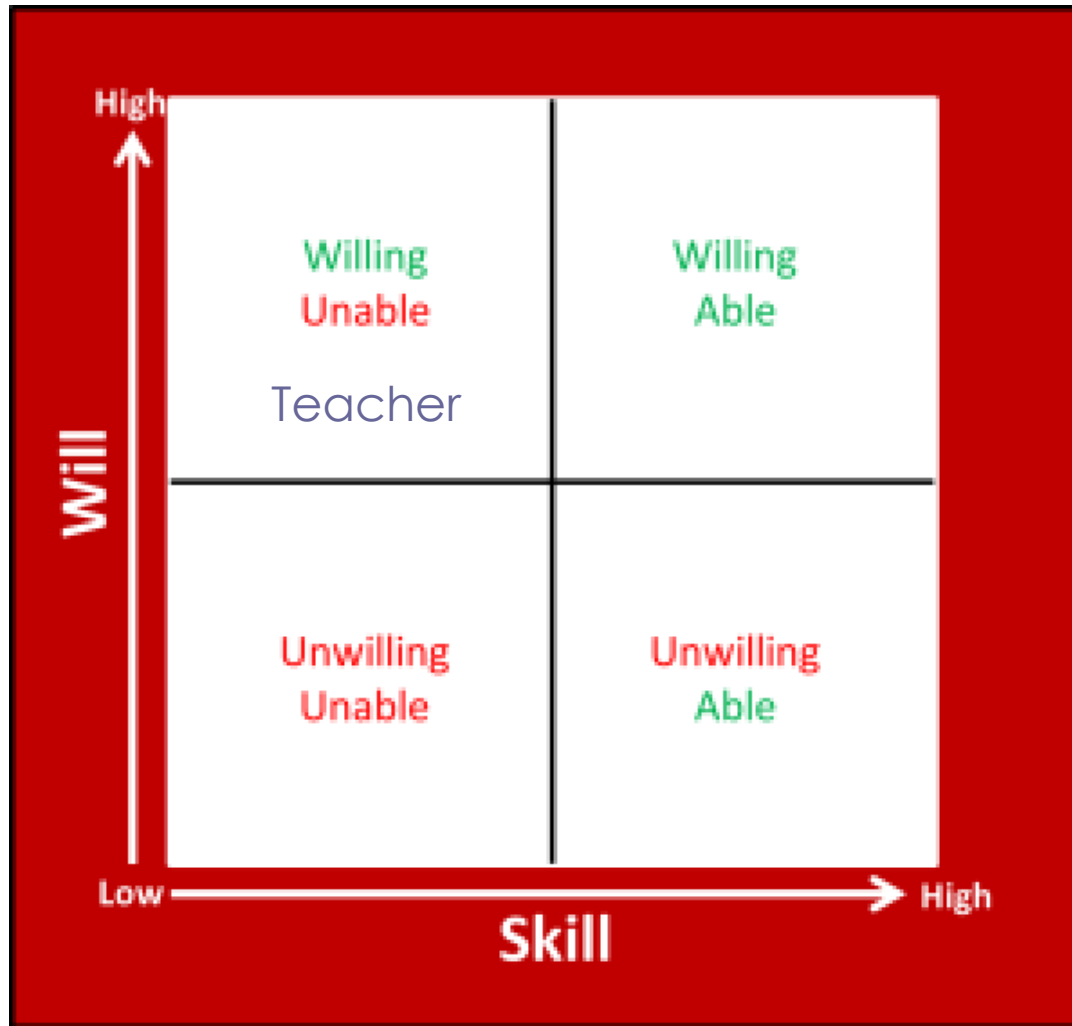3) *Build team practices to integrate this new way of thinking*

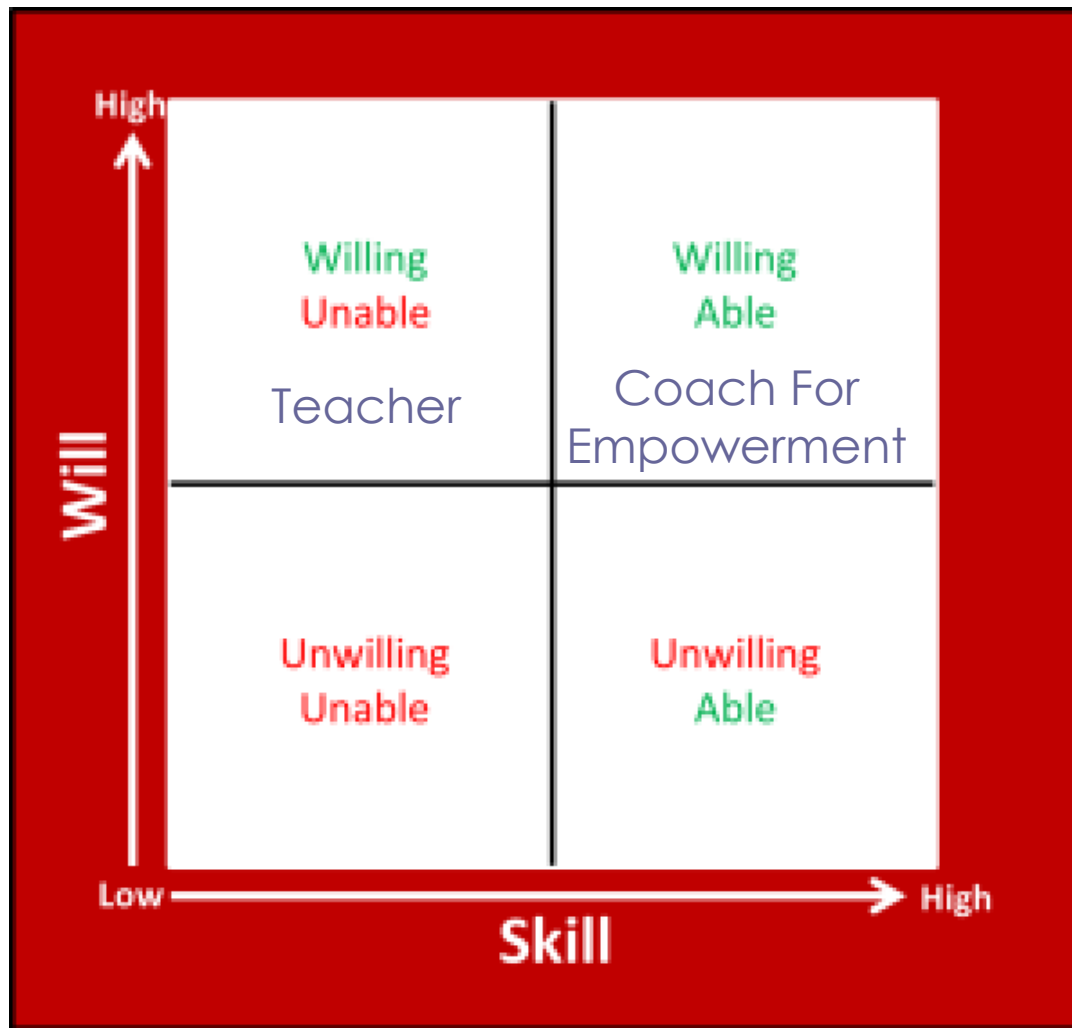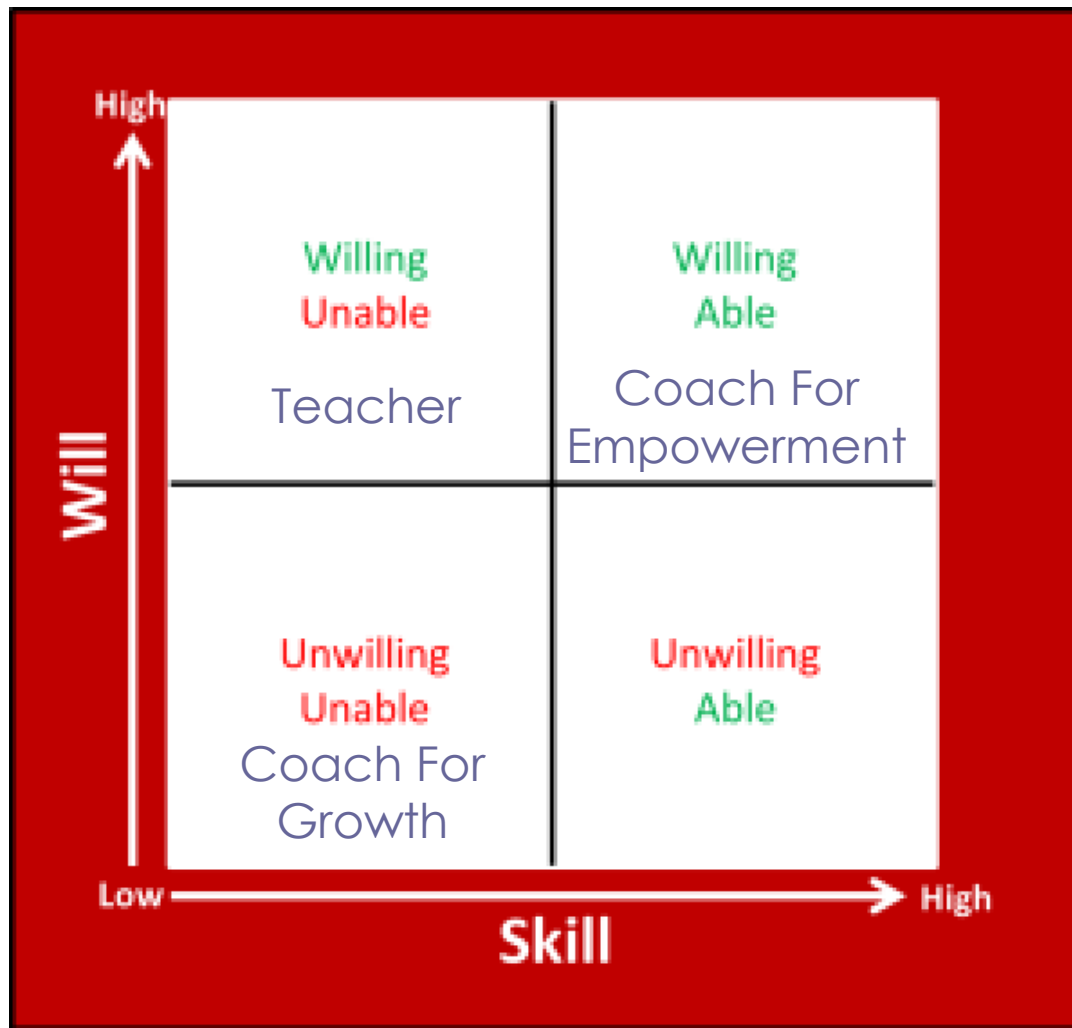# Assess the Current State
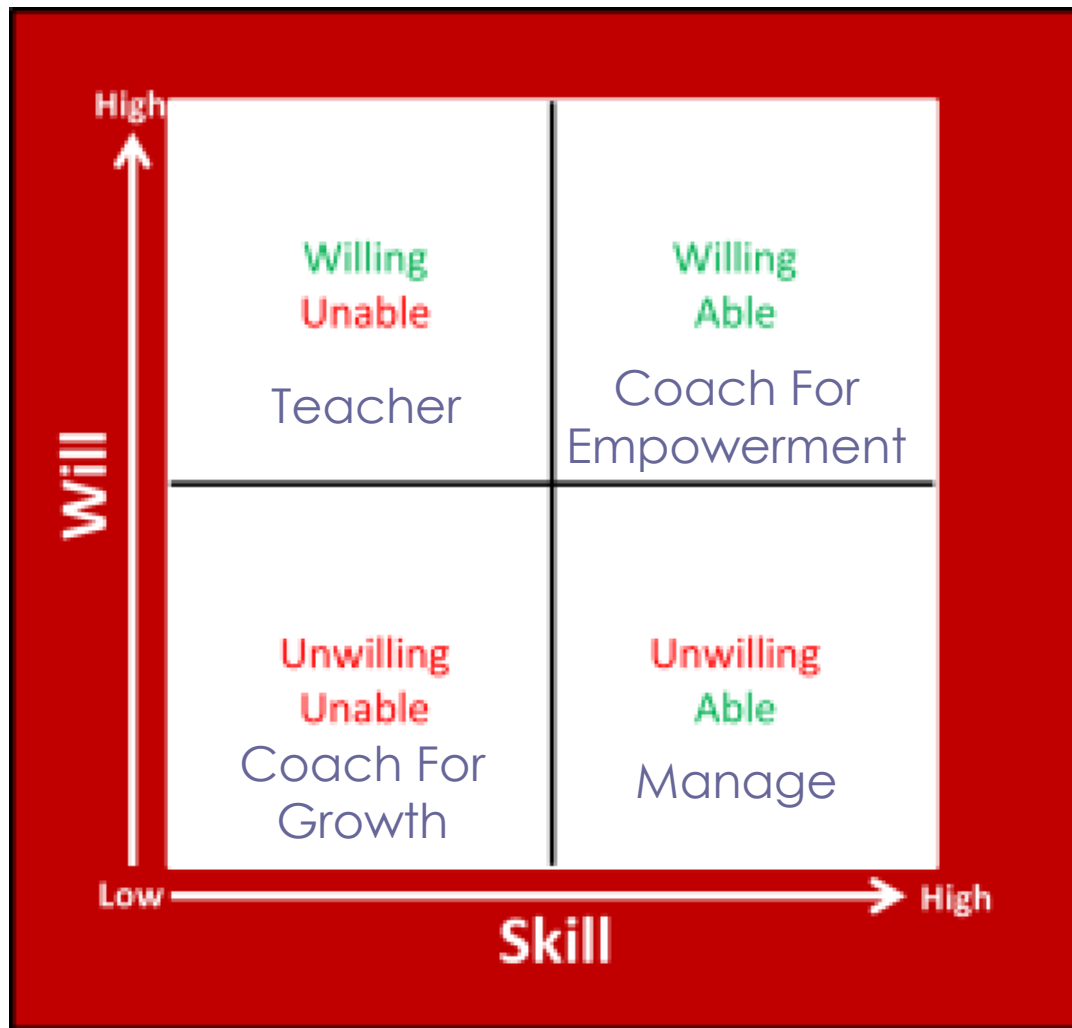
Skill And Will Matrix

Mindset & Skillset

Will (Low → High)
Skill (Low → High)

Willing Unable	Willing Able
Unwilling Unable	Unwilling Able

LeaderShift   **Build Your Capacity. Enhance Your Impact.**

LEADS canada

Skill And Will Matrix

Skill And Will Matrix
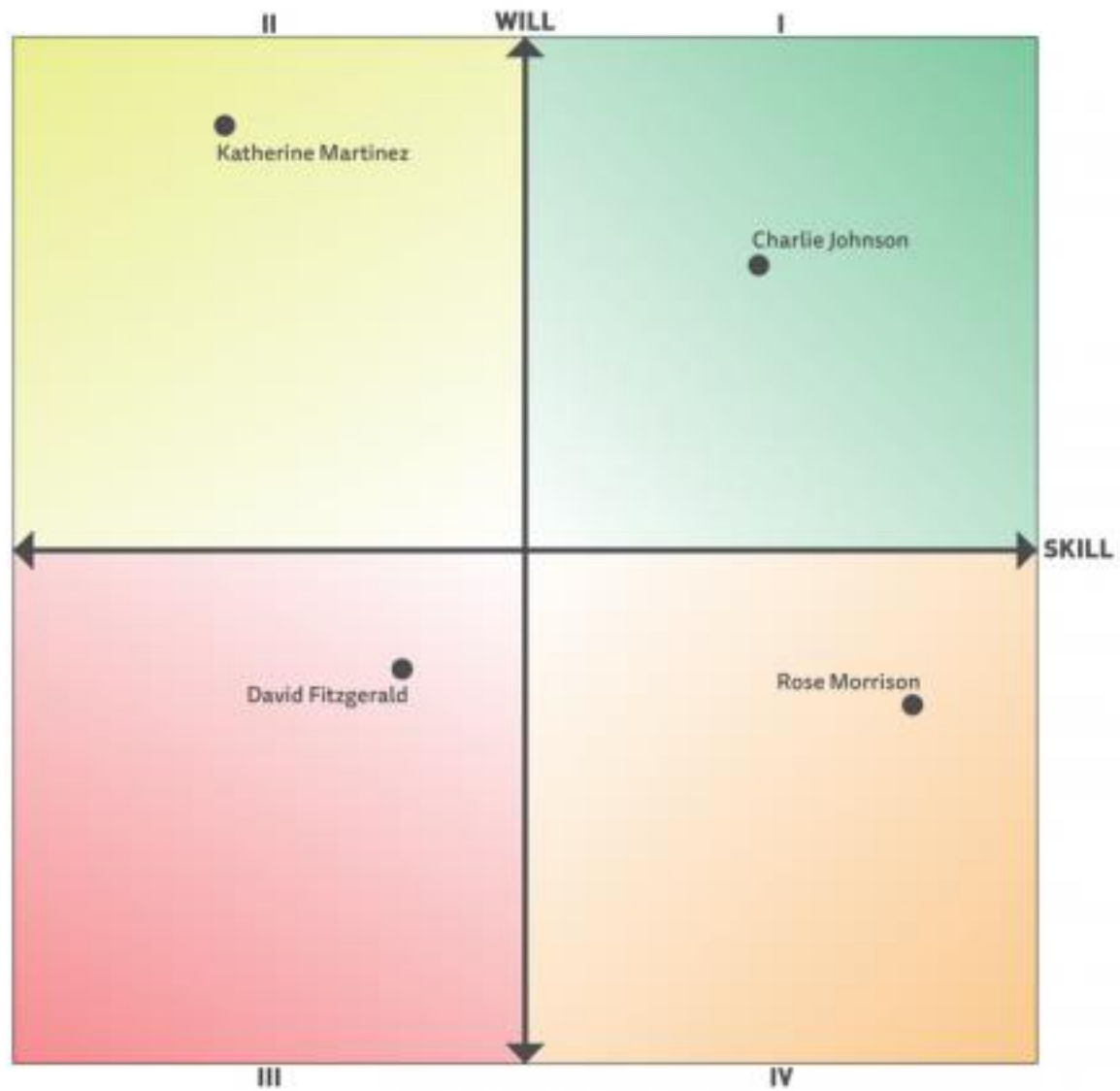
Start Where the Team is At
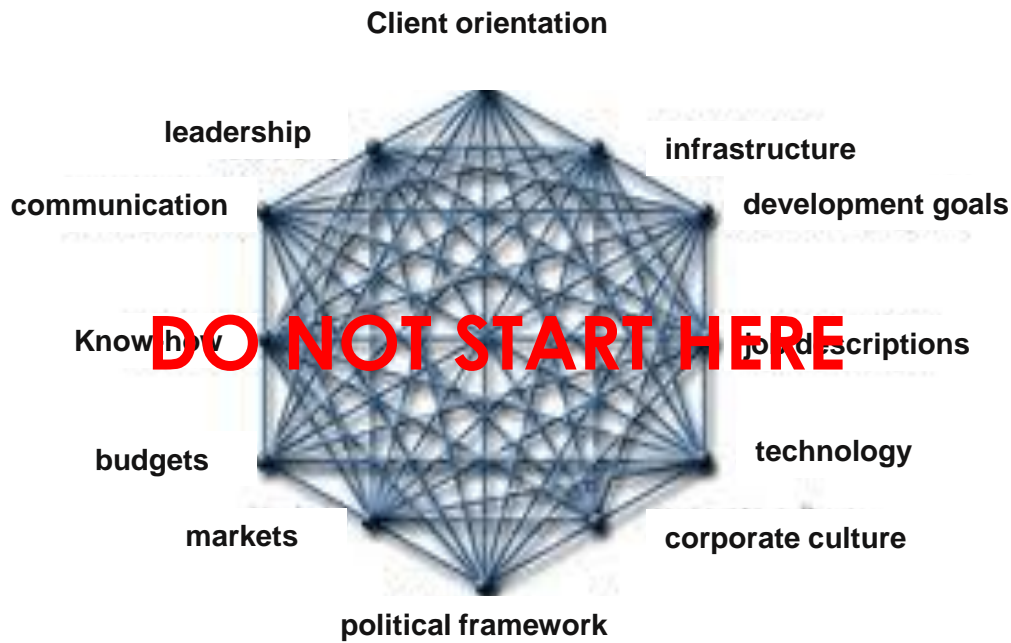
Client orientation

leadership

infrastructure

communication

development goals

Know how DO NOT START HERE job descriptions

budgets

technology

markets

corporate culture
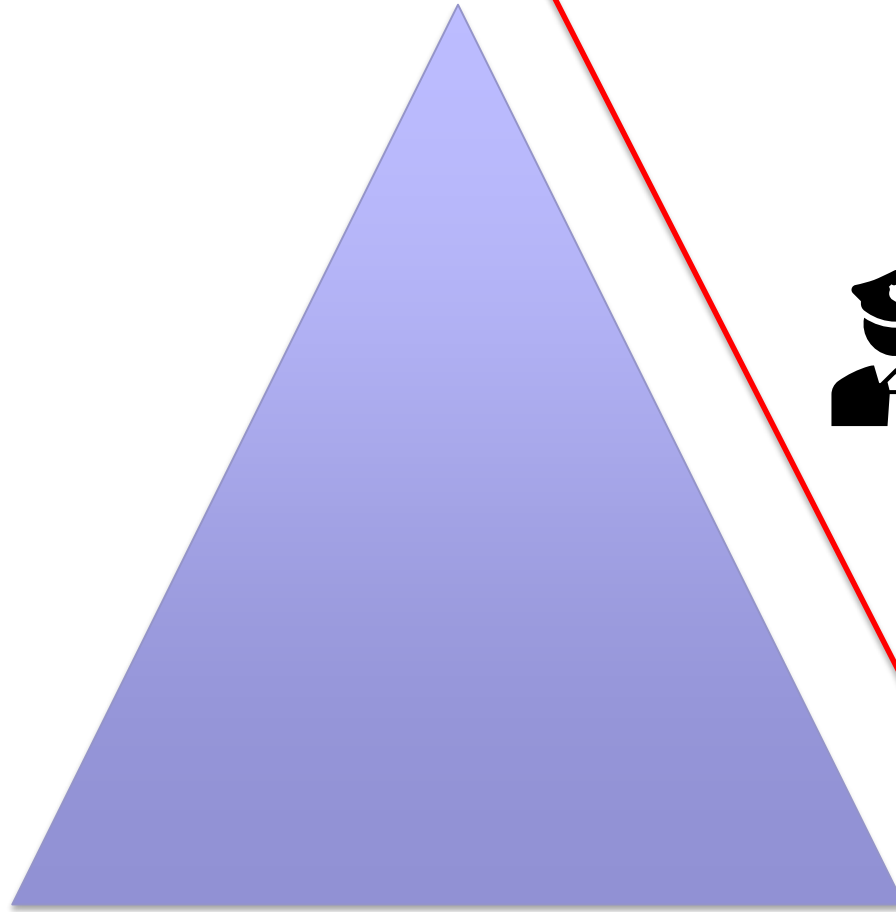
political framework

This is an example of a "complex ADAPTIVE System

- They are interacting, interrelated, and interdependent elements forming a complex whole

- They are connected and joined together by a web of relationships

- The whole is different from, and greater than, the sum of its parts

LeaderShift

Build Your Capacity. Enhance Your Impact.

LEADS canada

- Something people can grasp.
- It needs to be real and something people can feel engaged with.
  - Remember we are building a "new muscle".
  - Over time people will increase capacity to grow into more complex systems.
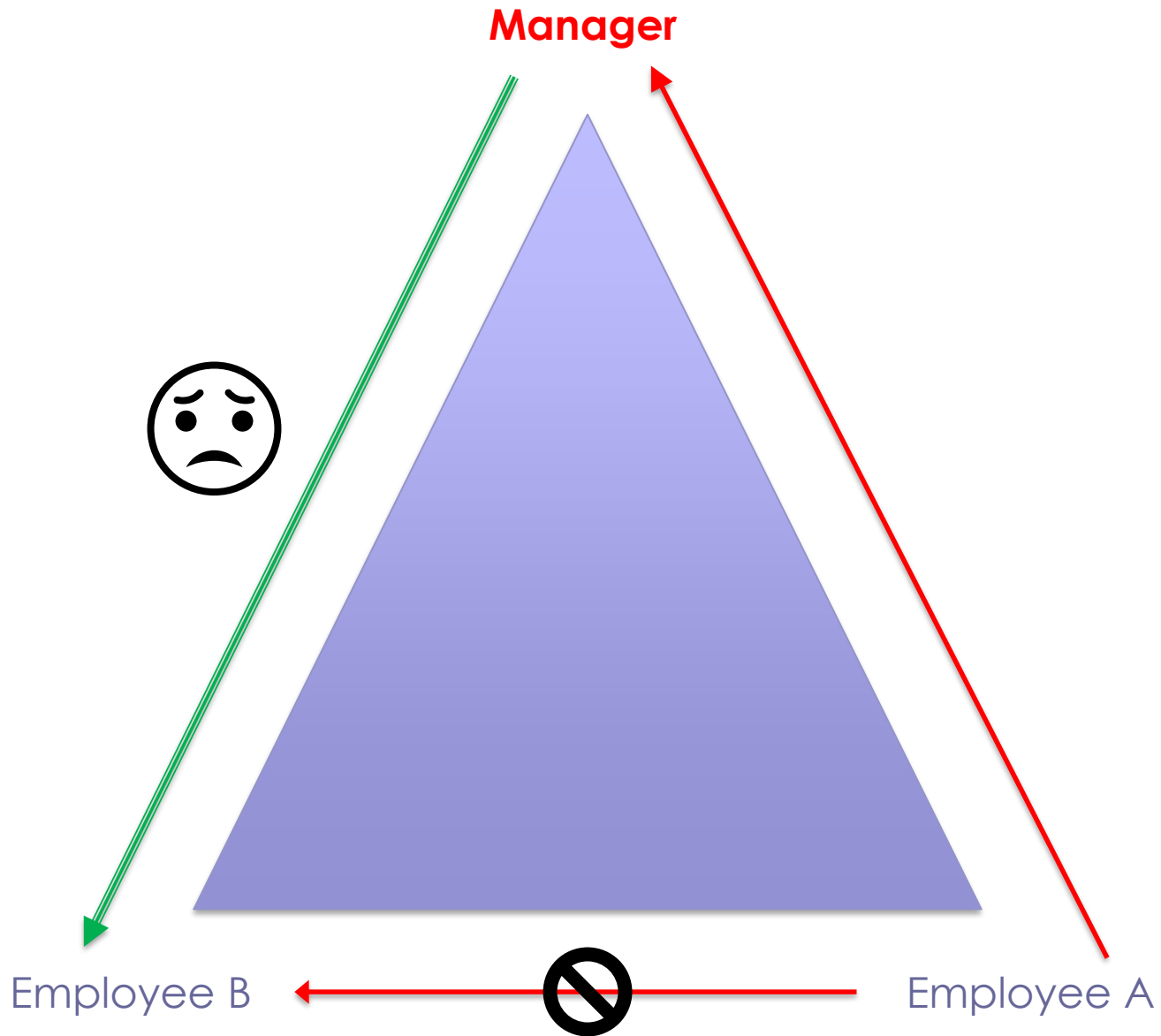- Let's walk through and example of how and where this makes a difference.

LeaderShift

Build Your Capacity. Enhance Your Impact.

LEADS
canada

Manager

Employee B

Employee A

LeaderShift

Build Your Capacity. Enhance Your Impact.

LEADS canada

Manager

Employee C

Employee D

Employee E

Employee B

Employee A

LeaderShift

Build Your Capacity. Enhance Your Impact.

LEADS
canada

What might be different if we saw this as a *system* rather than separate events?
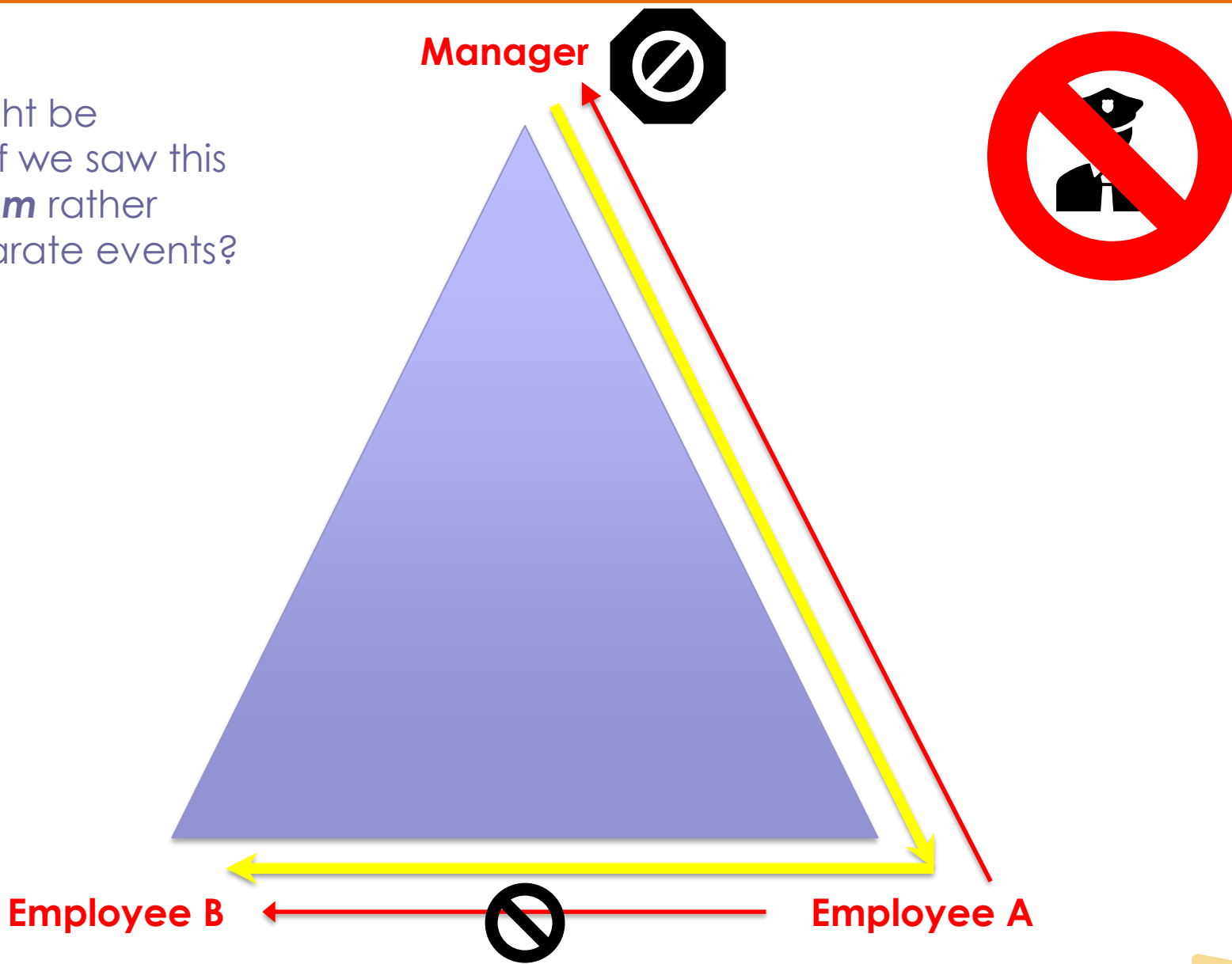
Manager

Employee B

Employee A

**Build Your Capacity. Enhance Your Impact.**

LEADS
canada

A SYSTEM is any entity that operates as a ***unified whole*** based on the ***interdependent operation*** of the elements or "parts" that it is comprised of.

The "parts" normally have their own individual function, but when linked together can adjust and coordinate their behavior to allow the whole to do things that the parts couldn't do by themselves.

"The Whole is greater than the sum of the parts."

LeaderShift

Build Your Capacity. Enhance Your Impact.

LEADS
canada

You are Resetting the Equilibrium
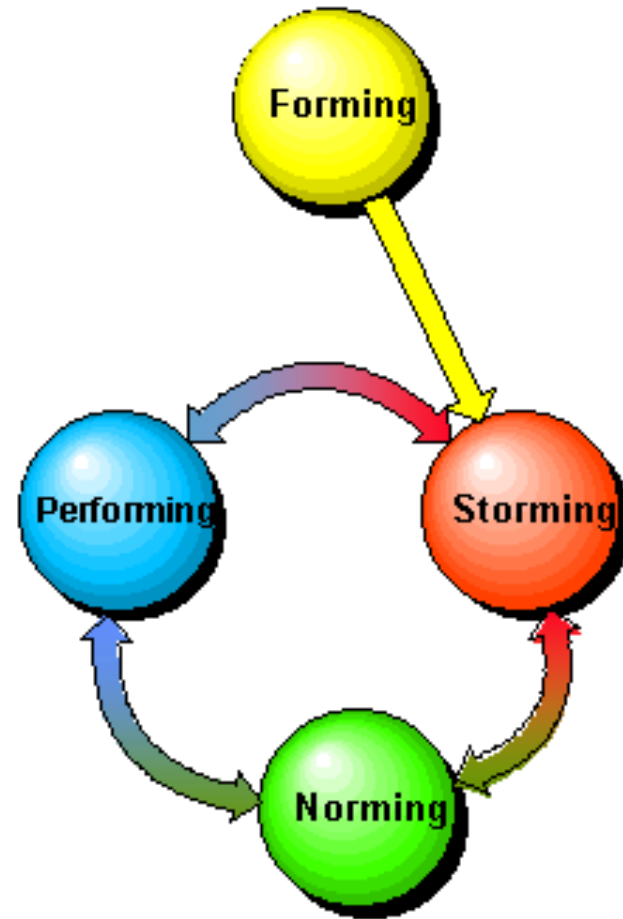
Build Team Practices to Integrate this New Way of Thinking

- Ask systems questions as part of every decision that is made by the team.

- Ensure the correct people (to understand system implications) are "around the table" when making decisions.

- Seek invitations to other team's "tables" where you believe the decisions they make have implications for your team.

- Build recognition practices to reinforce systems thinking.

- Test/validate systems implications of the changes changes BEFORE implementation.

Covey's 4 Quadrants

	URGENT	NOT URGENT
IMPORTANT	**1** Crises Pressing Problems Firefighting Deadline Driven Projects	**2** Fire Prevention Building capacity and capability Relationship Building Strategic Planning Operations New opportunities
NOT IMPORTANT	**3** Interruptions Some calls Some email Some meetings Popular Activities	**4** Busywork Some calls Some email Some meetings

Thank You!