

**Substance Abuse and Mental Health Services Administration
National Wraparound Training Institute
July 2010**

Effective Leadership for Systems Change

Technical work

- Definition of problem and solution is clear
- Managing is the main work of the leader

Adaptive work

- Definition of problem, solution & implementation is unclear and requires learning
- Responsibility of leadership is to learn new ways to operate
- Mobilize others to lead

Knowing when adaptive work or technical solution is needed is the leader's challenge

Power of "and" instead of "but"

Shared vision is essential

- Job of leader to make explicit where we want to go
- Shared vision responsibility is the leader's
- Address unsolvable problems by getting to shared values

Leading for the Long Haul

- Find a sanctuary
- Listen to self/Trust your gut
- Balcony perspective
- Externalize the Conflict
 - Acknowledge issues-surface the adaptive challenge under the conflict
 - Name the elephant in the room, frame it and give the work back to the people
- Partners, Allies, Confidants and Mentors
- Preserve a Sense of Purpose