

KEYNOTE TITLE:

THE ROLE OF ADAPTIVE LEADERSHIP IN WORKING THROUGH CONFLICT

“STRENGTHENING RESILIENCE THROUGH COLLABORATIVE STATE-LEVEL HOMELAND
SECURITY PARTNERSHIPS”

OUTCOMES:

- Define an Adaptive Leader and the skills and behaviors to model adaptive leadership.
- Awareness of the fundamental aspects and concepts of conflict .
- Define personal conflict styles and the impact in our relationships.
- Understand the difference between affective and cognitive conflict.

IOWA HSEMD: WORKING TO MAKE IOWA PREPARED FOR AN EMERGENCY OR DISASTER SINCE 1965

Mission:

Enhancing the quality of life for Iowans by preparing our State and building resilient communities



CORE VALUES

- Core purpose: Enhancing the quality of life for lowans
- Core Focus: Preparing our state and building resilient communities
- Mission oriented: We are resolute in our service to lowans
- Integrity: We conduct ourselves with honesty and are transparent in our actions.
- Distinguished: We are leaders in our field.
- One team: We collaborate, connect and share

TEAMWORK AND COLLABORATION ARE INTENTIONAL

- Empower and engage team members through deliberate and purpose-driven mentoring, consistent and meaningful guidance from management and an active leadership program. We will empower our team members to perform at their highest level and ensure they are engaged with their work and our mission to serve lowans. Every member of the team will know that their contribution to the mission is meaningful.

THE IMPERATIVE OF COLLABORATION:

- In the realm of homeland security, isolated efforts are no longer sufficient.
- The complexity and scale of modern security challenges demand that we bridge the gaps between agencies, organizations and jurisdictions.
- We must recognize that our individual strengths are magnified when we unite in purpose and vision.

SHARED INTELLIGENCE AND AWARENESS:

Shared Intelligence and Awareness:

- Information is the cornerstone of effective security.
- Collaborative partnerships enable us to share vital intelligence across agencies, promptly identifying and responding to threats.
- By pooling our resources, we expand our capacity to monitor emerging risks and maintain a step ahead in safeguarding our communities.

INTERAGENCY COORDINATION AND RESPONSE:

The challenges we face are multifaceted – from natural disasters to cyber threats and beyond. Collaborative frameworks facilitate seamless interagency coordination, ensuring that our response efforts are well-coordinated, efficient, and rapid. Together, we can marshal the diverse skills and expertise needed for comprehensive disaster management.

LOCAL EMERGENCY MANAGEMENT COMMISSION

- County Supervisor
- County Sheriff
- Mayor

Seamless response public/private partnerships The Public-Private Partnership Program will establish and maintain partnerships to help coordinate mitigation, response, and recovery planning and preparedness efforts.

STRATEGIC GOAL B

Seamless response public/private partnerships:

The Public-Private Partnership Program will establish and maintain partnerships to help coordinate mitigation, response, and recovery planning and preparedness efforts.

Goal: All team members are leaders in their field and within State government

EFFORT HIERARCHY

- Federal Response
- State-to-State Mutual Aid
- State Response
- Local-to-Local Mutual Aid
- Local Response
- Disaster Occurs

THE MARSHALL FIRE BOULDER COUNTY

The Marshall Fire destroyed more than 1,000 homes and forced nearly 35,000 residents to evacuate their Boulder County homes. From the start, American Red Cross volunteers were among those helping the community who had just lost their homes.

MARSHALL FIRE – BOULDER COUNTY COLORADO



TYPE 3 LESSONS LEARNED

- In an emergent conflagration, help is needed ASAP. In-county mutual aid resources arrive much more quickly than resources ordered through outside municipal dispatch centers, federal dispatch centers, or the Division of Fire Prevention and Control.
- Efficient communication between Boulder County Communications, DFPC, and the team could be improved to allow better accountability of resources on scene, enroute, and on order.
- Communications between wildland firefighters, who arrived with VHF radios, and structure and law enforcement, who largely operate on 800 MHz, was complicated by lack of radio inter-operability.

“How do we move forward from this?”



COMMUNITY LESSONS LEARNED

Lesson 1: The Marshall Fire was pushed by hurricane-force winds with gusts exceeding 100 mph. Mitigation is not effective against high- and extreme-intensity wildfires.

Lesson 2: When extreme wildfires are burning near or through neighborhoods, the only option is evacuation.

Lesson 3: It's critical that residents register for their county's reverse emergency notification systems. We have to opt-in to add our cell phones to the contact lists for pre-evacuation and evacuation alerts from the sheriff's offices.

Those alerts include information on the incident, its location, its predicted growth, and where evacuees should go. However, if you're in a neighborhood or other area threatened by an approaching wildfire, you can evacuate before receiving an alert.

Adaptive Leadership

Ron Heifetz – Research on Adaptive Leadership Harvard Kennedy School

- Technical problems vs. adaptive problems
- Curiosity was more valued than obedience to rules
- General dialogue neutralized hierarchical power
- Ideas were encouraged as a way of appreciating a variety of perspectives (diversity).

ADAPTABLE OR RIGID MINDSET

Adaptable Mindset

- Open to possibility
- Accept multiple perspectives
- Shares power and decision making
- Is curious and inquisitive
- Practice not perfection
- Collaboration

Rigid Mindset

- * No reason to change
- * My way of thinking is the correct way
- * Uses positional power to force decisions
- * Values like minded opinions
- * Someone else's responsibility
- * Demands

ADAPTIVE CHANGE FRAMEWORK INSIDE AND OUTSIDE OF A DISASTER

1. Get on the balcony – Big picture
2. Identify the adaptive change – Seek inspiration
3. Regulate distress – Steady force
4. Maintain disciplined attention – Focus
5. Give work back to the people - Collaboration
6. Protect voices of leadership. – Inclusive of diverse perspectives

5 PRINCIPLES TO GUIDE ADAPTIVE LEADERSHIP

1. Ensure evidence-based learning and adaptation
2. Stress-test underlying theories, assumptions and beliefs
3. Streamline deliberative decision making
4. Strengthen transparency, inclusion and accountability
5. Mobilize collective action

TRANSFORMATIONAL LEADER TRAITS

- Future vision and change agents
- Openness to experience – adaptation
- Care for whole organization rather than pursuing their individual interests
- Ability to differentiate
- Benevolent

Big Five Personality Traits and Equity Sensitivity and Transformational Leadership Eunhui Lee

CONFLICT IS INEVITABLE

- Conflict is everywhere
- Conflict Takes Time
- Conflict Impacts Relationships
- Conflict Uses Energy
- Conflict Impacts our Freedom



WHEN CONFLICT ARISES...

- Conflict is a part of life
- Conflict can be good or bad; depending on how we deal with it
- Every time we interact with someone, the potential for conflict arises
- Small conflicts should be dealt with immediately, so they don't grow
- Try to identify possible hidden conflicts
- Disagree with ideas or behaviors, not people

USE COGNITIVE CONFLICT

- Disagreement about ideas and approaches
- Issue focused, not personal
- Characteristic of high performing groups
- Interest based



Amason, A.C., Thompson, K.R., Hochwarter, W.A., & Harrison, A.W. (1995, Autumn). "Conflict: An Important Dimension in Successful Management Teams." *Organizational Dynamics*, 24(2), 22-23.

AVOID AFFECTIVE CONFLICT

- Personal Antagonism fueled by differences of opinion
- Destructive to group performance and cohesion
- Position based



HOW CAN WE KEEP CONFLICT COGNITIVE?

1. Make the approach
2. Share perspectives
3. Build understanding
4. Agree on solutions
5. Plan next steps

Mediation Services. (2003). Foundational concepts for understanding conflict.

POSITION VERSUS INTEREST

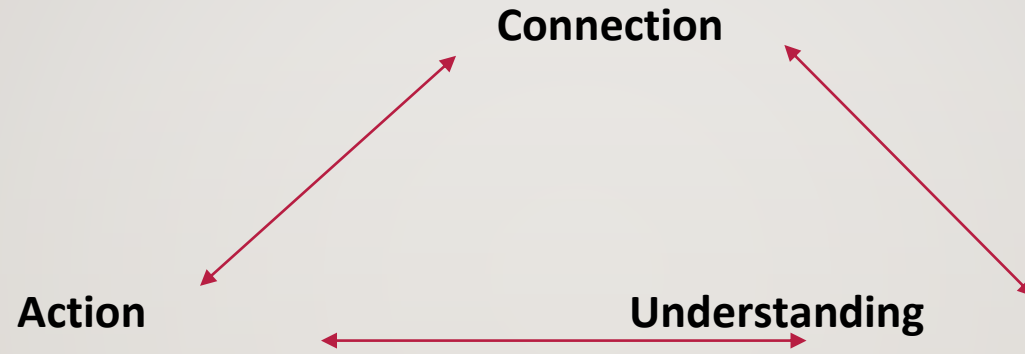
Positions	Interests
What they say they want	Why they want it
Positions are surface statements of where a person or organization stands, and rarely provide insight into underlying motivations, values or incentives.	Interests are a party's underlying reasons, values or motivations. Interests explain why someone takes a certain position.
Position Example: I just want them to apologize.	Interest Example: I was affected by their behavior and I want to be heard.

PSYCHOLOGICAL OR EMOTIONAL INTERESTS PARTIES HAVE - POSITION OR INTEREST

Emotional interests - each party brings to the conflict resolution processes concerns; their thoughts, perspectives and feelings about the process. Furlong provides examples noting:

- ✓ Wanting to 'win'
- ✓ To save face
- ✓ Wanting to be heard
- ✓ Issues of status or self worth
- ✓ Quality of the relationship
- ✓ Wanting an apology or revenge
- ✓ Feeling satisfied

DRIVING PRINCIPLES OF COMMUNICATION



Enabling Yourself and Others to Act...

WHAT IS YOUR CONFLICT STYLE?

- Avoiding- Issue and relationship both are insignificant
- Accommodating- Relationship is more important than the conflict
- Compete-The issue is more important than the relationship
- Compromising- Cooperation is important (give a little, get a little)
- Collaborating-Relationship and issue are both important (takes a little more time)

ponder this:

- Think of a “real world” example of when you were part of a highly effective team.
- What were the critical elements of the team being a team?
- Was there ever internal conflict? If so, how did team handle it?
- Did the various team members trust each other?
- How was that exhibited?

WHAT IS A TEAM?

BUILDING A TEAM IS INTENTIONAL

- A group of people with a full set of complementary skills required to complete a task, job or project.
- Operate with a high degree of interdependence
- Share authority and responsibility for self-management
- Accountable for the collective performance
- Work toward a common goal and shared rewards

IOWA HSMED: WORKING TO MAKE IOWA PREPARED FOR AN EMERGENCY OR DISASTER SINCE 1965

Mission: Intentional actions

Enhancing the quality of life for Iowans by preparing our State and building resilient communities



INNOVATION THROUGH DIVERSITY

Innovative Solutions through Diversity: Our state-level homeland security partners bring together a wealth of backgrounds, experiences, and perspectives. Embracing this diversity enables us to approach challenges from multiple angles, fostering innovative solutions that might have eluded us in isolation.

Building Trust and Relationships: Collaboration is more than just a strategic imperative; it's a relationship-building endeavor. As we work side by side, sharing challenges, successes, and lessons learned, we build trust and camaraderie. These bonds are instrumental not only during crises but also in the daily operations that underpin our security efforts.



FORWARD THINKING

Looking Forward:

As we stand at the intersection of technological advancements, evolving threats, and the imperative for unity, the path forward is clear. By deepening our collaborative state-level homeland security partnerships, we pave the way for a safer and more resilient future. It is through these partnerships that we can realize our shared vision of securing our communities, our states and our nation.

CONCLUSION

Let us remember that our commitment to collaboration is a commitment to the safety and well-being of our fellow citizens. By coming together, we honor our duty to protect, inspire confidence and ensure that the fabric of our society remains unbroken no matter the challenges we face.

Thank you for your dedication, your partnership and your unwavering resolve to strengthen our homeland security efforts through collaboration. Together, we can and will make a difference.

AS YOU GO THROUGH THE CONFERENCE

- Introduce yourself to six new people
- Think about your role as an adaptive leader – How will you model adaptive leadership to those you lead?
- What is your role in creating empowered and engaged team members throughout the effort hierarchy?
- Talk with your team about what is needed to sustain teams with a full set of complementary skills required to complete a task, job or project.

TURN & TALK

- What are some things you will take away in your role from our talk today?
- What do you see as next steps in this process for you?



QUESTIONS

CNCTD APP



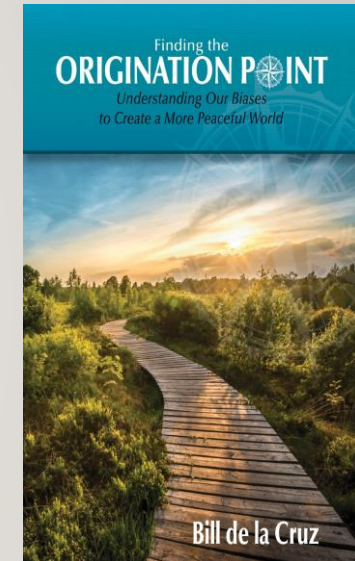
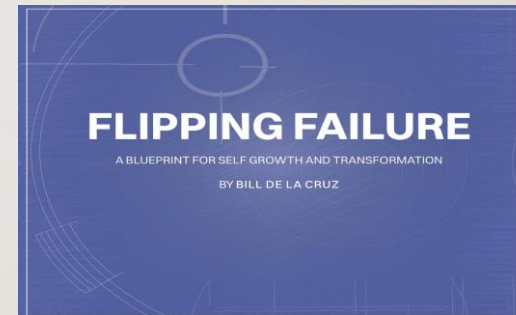
<https://www.delacruzsolutions.com/>

contact@DeLaCruzSolutions.com

Podcast: The Origination Point

Twitter: @Billdelac

[Linkedin](#)



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