



Open to All Voices

Summary & Resources

Knowing how to be open to all voices, especially those who have often not been heard in the child welfare system, is a critical adaptive leadership behavior¹. While it does take more time, the data² is showing that effective collaboration and the use of teams are vital for efficient, effective and sustainable implementation. Working effectively with those directly impacted by a change requires a diverse set of competencies. Under each scenario, we've provided a variety of resources that enhance the skills needed to ensure the process is adaptive, inclusive, distributive, collaborative, and outcome focused — the foundation of child welfare leadership.

This microlearning is one part of a larger whole so we also recommend reviewing:

- [Adaptive Leadership eLearning & microlearnings on the 7 Behaviors of Adaptive Leadership](#)
- [Learning & Living Leadership, A Tool Kit](#)
- [Leadership Competency Framework](#)

START OFF ON THE RIGHT FOOT

While it takes more time upfront, solving adaptive problems requires collaboration from the outset. This helps to identify the root causes & affirms that all partners engage in developing viable solutions. Research shows that high involvement of core stakeholders is better than low involvement of many, so be sure to engage stakeholders differently based on their influence & interest.

- [Activity] [Partnering - Agency Eco Map](#)
- [Video] [Root cause analysis](#)
- [One Pager] [Strategic Planning](#)
- [Toolkit] [PII-TTAP Development, Implementation and Assessment Toolkit](#)

¹ Heifetz, R., Grashow, A., & Linsky, M. (2009). The practice of adaptive leadership. Boston, MA: Harvard Business School Press

² Metz, A. (2017, April 27). Sustaining Implementation of Innovations for Impact in Child Welfare [Webinar]. NCWWI LADD Webinar Series. Retrieved from <http://bit.ly/2pAHbaY>.

- [Online Modules] [AI Active Implementation Hub](#)
- [Microlearning] [Leading Change with Vision](#)
- [Microlearning] [Get on the Balcony](#)
- [Microlearning] [Think Politically](#)
- [Microlearning] [Giving Work Back](#)
- [Microlearning] [Change & Roles People Play](#)

OH NO, NOT HIM

Different points of view can be frustrating, but if you listen, it will cue you in to the adaptive problems that have to be addressed. Make sure to protect voices of dissent & manage attempts by others to invalidate new voices. Diverse opinions will increase the likelihood of conflict, however, this can be a good thing! Don't suppress or shy away from it but use it as a tool to inspire creativity & innovation.

- [Microlearning] [Regulating Distress](#)
- [Microlearning] [Orchestrating Conflict](#)
- [Microlearning] [Your Guide to Holding Steady](#)

DON'T SKIP THE PREP

Both external and internal stakeholders need to be prepared to ensure buy-in; to support the probability that staff will relinquish decision-making power; to prevent tokenism; and to increase the likelihood of a positive, productive experience. During this process, make sure to acknowledge & address any adaptive issues (priorities, beliefs, habits & loyalties) that could prevent staff from seeing the value of family/youth/community voice during the change initiative process.

- [eLearning] [NCWWI Courses of Change Implementation](#)
- [Toolkit] [Stakeholder Engagement, Tools for Action](#)
- [Workbook] [Strategic Sharing](#)
- [Publication] [Gaining Buy-In From the Front Line During Times of Change](#)
- [Worksheet] [Resilience – Got Change?](#)
- [Worksheet] [Organizational Assessment](#)

ARE YOU LISTENING?

Working in complex systems ensures a wide variety of perspectives that need to be at the table in order to solve adaptive problems. To ensure inclusive, meaningful participation you've got to listen more than you talk; be authentic, transparent, open minded, respectful; treat stakeholders as partners; and use an explicit decision making process.

- [Microlearning] [Strength Based Teams](#)
- [Article] [Being open minded](#)
- [Article] [Seek first to understand, then to be understood](#)
- [Article] [The 12 Ways Great Leaders Build Trust](#)

- [Article] [The Power of Talk: Who Gets Heard and Why](#)
- [Article] [Essential Elements of the Group Decision Making Process](#)

WHAT HAPPENED?

Microaggressions occur every day and as a leader it is important make the invisible, visible; open the lines of communication; and support staff in recognizing & addressing unconscious bias.

- [One Pagers] [Research Summaries on Inclusivity/Racial Equity](#) (includes 2 on microaggressions)
- [Microlearning] [Cultural Identity and Situational Factors](#)
- [Microlearning] [Cultural Openness](#)
- [Recorded Webinar] [Cultural Humility & Management in Child Welfare Services](#)

BRAVE IT

Being open to all voices includes learning from the experience of others and acknowledging families as experts of their own needs. To do this well, you'll need to assess your own ability to be open to new information and to be proactive rather than reactive. When you feel reactive, don't respond in that moment. Think on it by asking yourself – What can I take away from this? What is causing my reaction? What perspective are they adding that I'm not considering? Be sure to not make assumptions and personalize comments.

- [Article] [The Neuroscience of Asking Insightful Questions](#)
- [Worksheet] [My Flexibility Quotient](#)
- [One Pager] [Learning Organizations](#)