



WHĀRAURAU

Empower the Workforce | Manaaki Mokopuna



Our name – reflects our purpose

- Gifted by kaumātua Rāwiri Wharemate in 2018
- Early Māori term – small, moveable hut for gatherers of tītī – the muttonbird
- Just as these shelters provided support for gatherers, we offer training and support to the infant, child, and adolescent mental health workforce



Building foundational learning

Foundations in infant, child, and
adolescent mental health

(ICAMH):
Trauma-informed care

Youth alcohol & other drug (AOD)
| co-existing problems (CEP)

Working with taiohi – HEEADSSS
assessment

Lunchtime learning



Ensuring quality outcomes & delivering insights

The Choice and Partnership Approach (CAPA)

Real Skills Plus ICAMH/AOD competency framework

Stocktake of the infant, child and adolescent mental health workforce



Sector engagement & leadership connection

Regional engagement

National engagement – Sector
Leaders’ Day

Youth Advisory Team



Supporting parents, whānau and schools

The Incredible Years – parent | teacher
| autism

Triple P – Positive Parenting
Programme

Supporting Parents, Healthy Children
(SPHC)

Mana Ake / Kia Ora Ake primary school
initiative

Single Session Family Consultation
(SSFC)



Specific work programmes

Youth primary mental health & addiction workforce

Eating issues | eating disorders

Ka Rangatahi youth lived experience workforce

Youth forensics



Adaptive Leadership in the Addiction Sector

- Views of Leadership
- What is Adaptive Leadership?
- Technical and Adaptive Solutions/Principles/Leader behaviours
- What does Adaptive Leadership look like in the Addictions Sector? An exemplar
- A bit of a workshop...

Seven Views of Leadership

- The Genetic View
- The Learned View
- The Heroic View
- The Top Only View
- The Social Script
- The Position View
- The Calling View

What is Adaptive Leadership?

- A practical approach to solving complex issues that involves identifying and focusing on the important aspects of the service delivery system and discarding what it can do without
- It is a fundamental paradigm shift from leadership as an individual responsibility to a social, collective process. (Marty Linsky and Ronald Heifetz)
- It is **not** about exercising power over others, but rather leading without authority. The defining feature of adaptive leadership is the separation of technical solutions from adaptive solutions, which require shifts in how people work together, not just what they do

Technical and Adaptive Solutions

- **Technical Solutions:**

- Predetermined based on past experience and best practice

- **Adaptive Solutions:**

- Co-design process

- Iterative process of collaborative solution finding

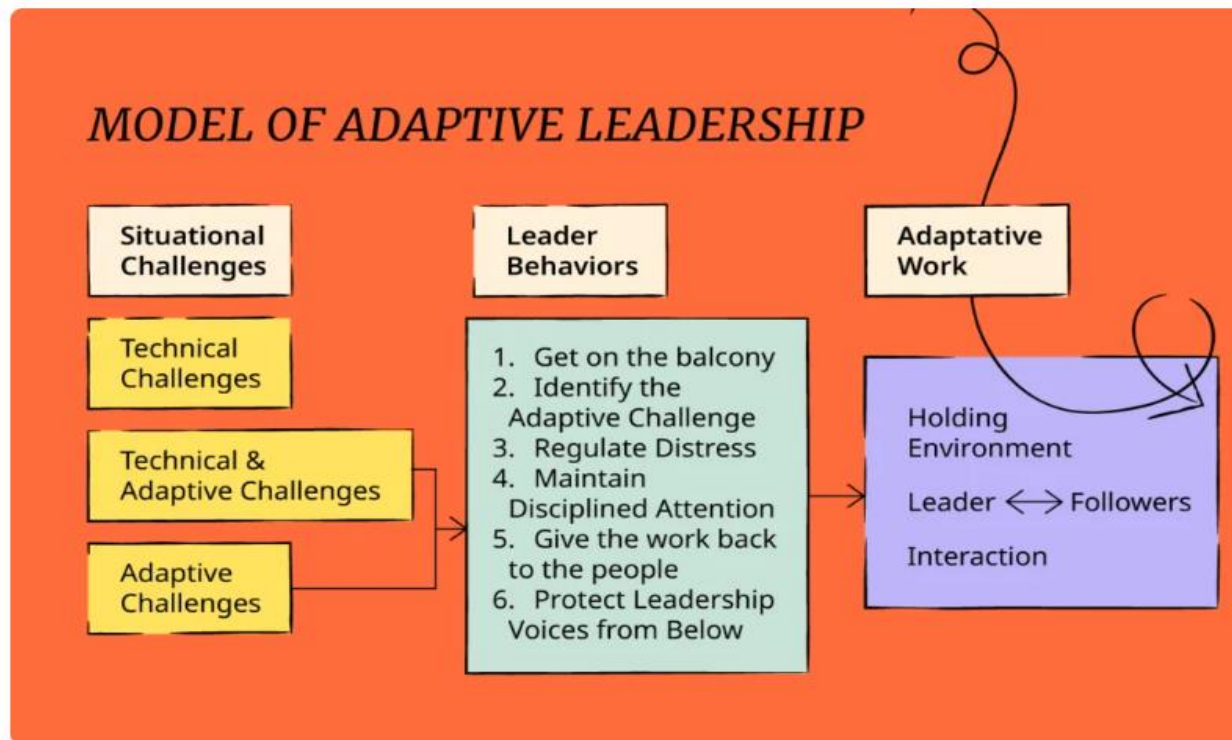
- Trialing best practice solutions

- Evaluative mechanisms

Principles

- Having a growth mindset
- Being willing to try and fail
- Being comfortable with discomfort
- Committing to figuring things out in partnership and in iterative ways
- Separation of technical solutions from adaptive solutions, which require shifts in how people work together, not just what they do...

Model of Adaptive Leadership



Source: Retrieved from "Model of Adaptive Leadership" by P. Northouse, 2016, *Leadership: Theory and Practice*, p. 261. Copyright © 2016 by SAGE Publications, Inc.

What would Adaptive Leaders look like in the Addictions Sector?

An adaptive leader in the addiction service sector would:

- lead in partnership with people with lived experience, Māori and Pacific Peoples
- be open to feedback, ready for inevitable change, skilled with adaptive challenges, and nimble enough to shift direction when required
- create a shared sense of purpose and lead through influence rather than command and control
- foster an adaptive culture that embraces learning and development and collaboration

Exemplar: Development of a CEP programme for youth

Adaptive issue:

- Complex programme- Kaimahi working together from 5 contributing NGOs
- Co-design approach: Kaupapa Māori and Pākeha Clinical Director brought together team of collaborators
- Design workshop to generate solutions
- Plan developed to test solutions
- Iterative, collaborative, strengths focused
- Evaluative process alongside
- Success!

A bit of a workshop...



Task at each table

- Choose one idea/innovation/practice that you have heard today
- At each table focus on the idea/innovation/practices. As adaptive leaders, how will you implement this idea/innovation/practice in your service?
- Create a plan for each idea /innovation/practice - 30 mins for this activity- You may develop as few or as many plans as you have time for
- Person who put forward the idea /innovation/practice remains at the table- The rest of the group moves to the next table hear about the idea and the plan. Give feedback- Extend on the plan(s)