

# Adaptive Leadership Self-Assessment

## AT THE COMMUNITY LEVEL

### What is the Adaptive Leadership Self-Assessment at the Community Level and How Can It Help You?

While some challenges are well defined with known solutions, other challenges can be complex, persistent, or without tested solutions. Solving these challenges requires addressing different perspectives and engaging in new learning—adaptive leadership skills. Family planning organizations working with and within communities can use this tool to identify their collective strengths and areas for growth in adaptive leadership skills.

### Follow the steps below to complete the assessment.

- **Step 1: Decide whom to include in the assessment.** A group of people from the family planning organization, as well as those from a community who work together regularly to accomplish work, should complete this assessment. This group may also decide whether to complete the entire assessment at once or assess one competency at a time, based on their collective needs.
- **Step 2: Identified Individuals should complete the assessment** according to their experience with and perception of how they work together, with and within the community, when faced with a complex challenge and/or uncertainty. The assessment takes approximately 20 minutes to complete. Responses should be kept confidential, so that respondents can feel comfortable being candid in their responses. This assessment is not a performance appraisal but is intended to identify the collective strengths and areas for needed skills and abilities.
- **Step 3: One designated person should compile the responses** using the Community Level Adaptive Leadership Assessment Summary Results Excel file. Although anonymity may not be possible, this designated person should ensure the confidentiality of the group members' responses when tabulating results.
- **Step 4: Discuss results and next steps.** Together, the group should discuss the compiled results to identify their collective strengths/areas for growth and access resources that may support adaptive leadership skills.

**Name of the Organization:** \_\_\_\_\_

When you're filling out the sections below, think about how **YOUR ORGANIZATION** addresses complex challenges and/or uncertainty **in relation to the environment and community**. In the following questions, please rate the adaptive leadership skills of your organization. Please circle the number to express how much you agree or disagree with the following statements, where **1 = Strongly Disagree; 2 = Somewhat Disagree; 3 = Neutral; 4 = Somewhat Agree; 5 = Strongly Agree**.

**ADVOCACY: Ability to use effective advocacy strategies to support a cause or proposal**

	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Neutral</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
1. My organization works with and within our community to analyze trends and developments to inform our strategies.	1	2	3	4	5
2. My organization works with and within our community to use data effectively to inform others for supporting proposed changes.	1	2	3	4	5
3. My organization works with and within our community to help mobilize resources to support access to high-quality services for those populations we serve.	1	2	3	4	5
4. My organization works with and within our community to communicate in ways that are ethical and appropriate to a cause or proposal.	1	2	3	4	5
5. My organization works with and within our community to collaborate with others who are involved with public education on similar causes.	1	2	3	4	5
6. My organization works with and within our community to partner with allies who can help support proposed changes and address barriers that impact client services.	1	2	3	4	5

**COLLABORATION AND PARTNERSHIPS: Ability to build sustainable collaborations and partnerships**

	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Neutral</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
1. My organization works with and within our community to have clear and commonly understood objectives on what to achieve and how capacity will be strengthened throughout collaboration.	1	2	3	4	5
2. My organization works with and within our community to understand the context in which collaboration is occurring.	1	2	3	4	5

3. My organization works with and within our community to represent a full range of relevant perspectives.	1	2	3	4	5
4. My organization works with and within our community to have formal and non-formal processes that guide collaboration interactions, roles, and activities.	1	2	3	4	5
5. My organization works with and within our community to form bonds and share knowledge to create collective value.	1	2	3	4	5
6. My organization works with and within our community to have relationships with our partners that are based on mutual trust and accountability.	1	2	3	4	5
<b>NETWORK BUILDING: Ability to leverage existing relationships and build long-term relationships with other organizations in a mutually beneficial way</b>					
	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Neutral</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
1. Within our networks, my organization builds on existing relationships.	1	2	3	4	5
2. Within our networks, my organization accomplishes more collectively than we could individually.	1	2	3	4	5
3. Within our networks, my organization identifies joint efforts that meet our respective and shared goals.	1	2	3	4	5
4. Within our networks, my organization establishes and maintains shared understanding, openness, inclusion, and trust in our interactions.	1	2	3	4	5
<b>PROMOTING HEALTH EQUITY: Ability to provide all clients the opportunity to attain their full health potential (a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity)</b>					
	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Neutral</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
1. My organization works with and within our community to understand what creates health in order to eliminate structural inequities and create opportunities for health.	1	2	3	4	5
2. My organization works with and within our community to work on needed policy changes to advance health equity.	1	2	3	4	5
3. My organization works with and within our community to address social and economic conditions that affect health.	1	2	3	4	5
4. My organization works with and within our community to use data for improvement and accountability in order to advance health equity.	1	2	3	4	5

5. My organization works with and within our community to acquire new knowledge and learn from one another to continuously improve our effectiveness.	1	2	3	4	5
6. My organization works with and within our community to include under-represented voices and those experiencing health inequities in order to transform health outcomes.	1	2	3	4	5
7. My organization works with and within our community to strategically target our resources to address social determinants of health.	1	2	3	4	5
<b>RESILIENCE: Ability of organizations to have overall situation awareness, management of vulnerabilities, and adaptive capacity in a complex, dynamic, and interconnected environment</b>					
	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Neutral</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
1. My organization works with and within our community to assess factors in our context that may significantly impact our work and the populations we serve.	1	2	3	4	5
2. My organization works with and within our community to collectively manage threats to public health and populations we serve.	1	2	3	4	5
3. My organization works with and within our community to adapt and change in response to periods of difficulty or uncertainty in order to thrive.	1	2	3	4	5
4. My organization works with and within our community to use our collective strengths and resources to overcome adversity and to succeed in our efforts.	1	2	3	4	5
5. My organization works with and within our community to support each other during periods of difficulty.	1	2	3	4	5
<b>STAKEHOLDER ANALYSIS: Ability to gain an understanding of an ecosystem by means of identifying the key actors or stakeholders and assessing their respective interests</b>					
	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Neutral</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
1. My organization works with and within our community to identify important perspectives that need to be represented when addressing an issue.	1	2	3	4	5
2. My organization works with and within our community to assess the influence of each stakeholder.	1	2	3	4	5
3. My organization works with and within our community to assess stakeholders' motivations and interests relative to an issue.	1	2	3	4	5

4. My organization works with and within our community to select stakeholders needed to advance an issue.	1	2	3	4	5
<b>STAKEHOLDER ENGAGEMENT: Ability to engage relevant stakeholders for a purpose to achieve expected outcomes</b>					
	<b>1 Strongly Disagree</b>	<b>2 Disagree</b>	<b>3 Neutral</b>	<b>4 Agree</b>	<b>5 Strongly Agree</b>
1. My organization works with and within our community to develop a common language with stakeholders.	1	2	3	4	5
2. My organization works with and within our community to have a shared understanding and vision to achieve expected outcomes.	1	2	3	4	5
3. My organization works with and within our community to foster respect, trust, inclusiveness, and openness during stakeholder engagement.	1	2	3	4	5
4. My organization works with and within our community to leverage resources and skills of stakeholders to support change and achieve outcomes.	1	2	3	4	5