**Adaptive Leadership**

**Observation – Interpretation - Intervention**

**MRC Adaptive Leadership Workshop**

**Observation – Interpretation – Intervention**

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| **Adaptive Challenge Case Example** |

Shane has been an MRC Coordinator for 2 years. His job is .5 FTE and encompasses many different roles including preparedness planning support for their local jurisdiction, volunteer recruitment and retention, volunteer development and training, collaboration with community stakeholders and local health department, submission of grant applications, reporting requirements, providing community outreach and education, and supporting local public health and emergency preparedness initiatives. Shane is having difficulty with Volunteer Management and has persistently tried to develop a corps group of volunteers that can serve in leadership roles. Recruitment has been an issue and while trainings, outreach activities, and exercises are widely attended, individual attendance is inconsistent and potential volunteer leaders have been hard to identify. Shane has noticed that many of the volunteers are juggling several public and private roles in their community. One of the challenges is how to engage the volunteers to get to know them better and also identifying opportunities that fit their interests and strengths and meet the needs of the unit. Shane has found that volunteers are more interested in episodic opportunities to volunteer rather than on long-term growth and development of the volunteers and the unit. Shane has reached out to other MRC Coordinators, reviewed successful models but has not communicated his challenges to others within his agency.

Observation**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Problem-Solving

Objective

Interpretation**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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Intervention**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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**MRC Adaptive Leadership Workshop**

**Stakeholder Analysis**

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| **Adaptive Challenge Case Example** |

Jill, an MRC Coordinator has been asked to provide volunteers to help support multiple first aid station for a large community event. Jill has identified qualified medical volunteers and they arrive on-time and ready to assist with providing first aid services. When the volunteers arrive they are given menial tasks to do and told full-time staff will take care of the medical care. The volunteers are dissatisfied with their role and their commitment to the MRC is wavering. The MRC Coordinator is planning a meeting for all of the stakeholders to come together and develop a plan for how to better understand volunteer deployment and develop a plan for a more impactful and cohesive group for the next community event. Jill completes a stakeholder analysis for all of the stakeholders prior to the meeting to better understand the potential values, loyalties and losses of each that affect how they relate to the issue.

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| Stakeholder | Values | Loyalties | Losses |
| MRC Coordinator | Reputation of MRC Unit and support they can provide to the community | To MRC Volunteers, supervisor, and emergency planner | Integrity of the program, volunteers may not want to volunteer again, loss of volunteers |
| Fulltime Med Staff | Proper treatment protocol, their reputation | Full-time supervisor | Blame may fall back on them if treatment protocols aren’t followed or there is adverse treatment scenario |
| Event Coordinator | First-aid resources are available, properly staffed, event participants will be taken care of in the event of an accident or emergency. | Local jurisdiction, funders, community participants, vendors | Possible lawsuit, future events may be cancelled, negative publicity |
| Emergency Manager | First-aid response protocols are followed, first aid staff are properly trained and know response procedures if treatment goes beyond basic first-aid | Local jurisdiction leadership, emergency response personnel, hospital partners | Lack of trust in their ability to respond and manage emergencies, possible job loss if proper protocol is not followed. |
| MRC Volunteers | Being of service to their community, participation in MRC activities, training opportunities | Each other, community, MRC Coordinator | Recognition, competence, loss of rewards of being a volunteer |



