



RESILIENT LEADERSHIP

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OBJECTIVES

- 01.** Understand the key elements of resilient leadership.
- 02.** Apply Six Thinking Hats to enhance team decision-making and perspective-taking.
- 03.** Use the ACT Matrix to align values and actions with strategic goals.
- 04.** Use Heat Mapping and Fishbone Analysis to diagnose and address systemic challenges.
- 05.** Integrate Performance Thinking to optimize staff performance.

Elements of Resilient Leadership

Adaptability

View change as an opportunity for growth instead of a threat

Emotional Intelligence

Understand and manage both your emotions and the emotions of others

Decision-making under pressure

Capability to make sound decisions even when timing is tight and the stakes are high

Clear, intentional communication

A focus on ensuring that everyone is on the same page

benefits of **RESILIENT LEADERSHIP**

For your organization

- Employee engagement and productivity
- Stability and confidence
- A culture of innovation and adaptability

For you and your leadership team

- Alignment around shared goals and projects
- A shared value of growth and continuous improvement
- Trust in one another

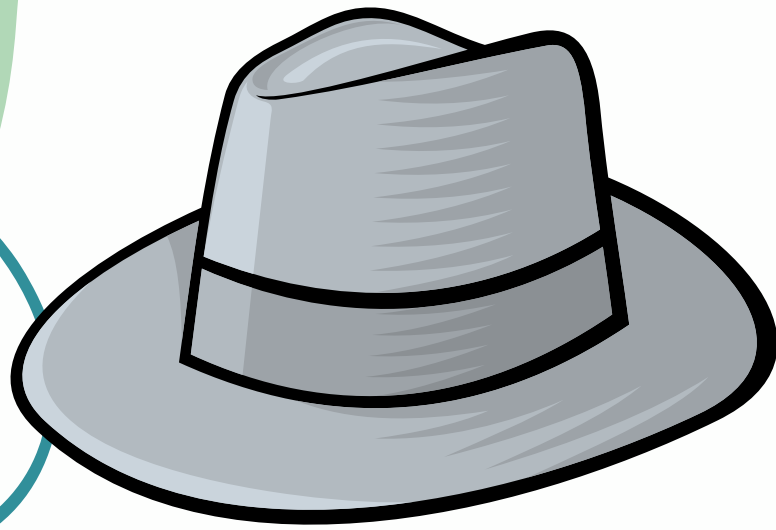
PICK A PROCESS TOOL

What question is the team trying to answer? Use the tool that best fits.

Team Question	Process Tools
Should we do this?	Six Thinking Hats
How will we do this?	EAGLE Planning. Playbook
Where did we go right/ wrong?	F4 Debrief
What will prevent/ what's causing this problem?	PT Six Boxes, Fishbone Analysis
What's most important right now?	Heat Map, ACT Matrix
What might hold us back?	ACT Matrix, Postmortem
How will we get others onboard?	PT PDP, Project Tracker

6 THINKING HATS

- 01.** Answers the question: Should we do this?
- 02.** Structured perspective-taking exercise
- 03.** Recognizes that individuals come with biases
- 04.** Helps everyone 'think in the same direction'
- 05.** Ensures overlooked ideas or perspectives are considered



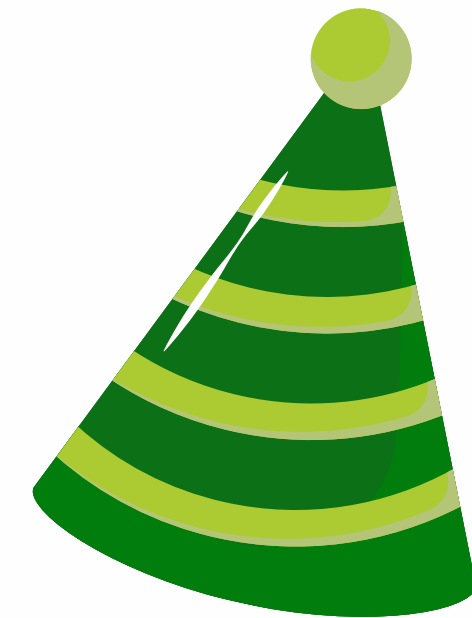
Data, Facts, Info

What do we know?
What do we need to find out?



Feelings, Reactions, Vibes

How do we feel?
What's our gut reaction?



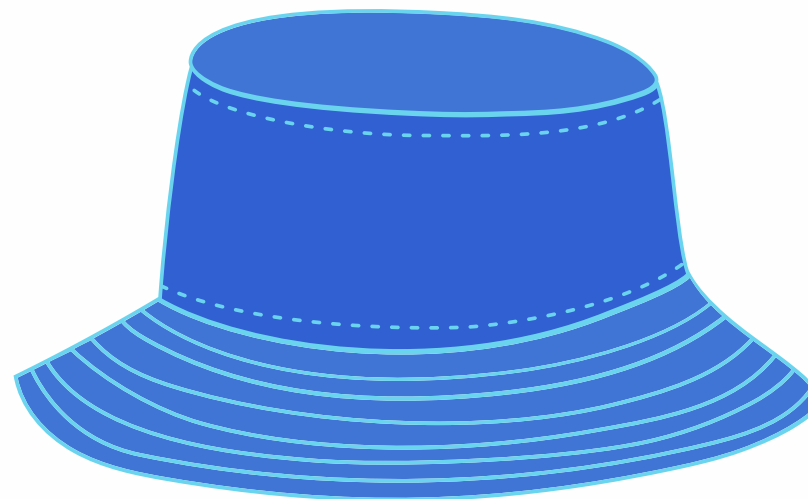
Creativity, Surprise, Ideas

What are some alternatives?
How can we think out of the box?



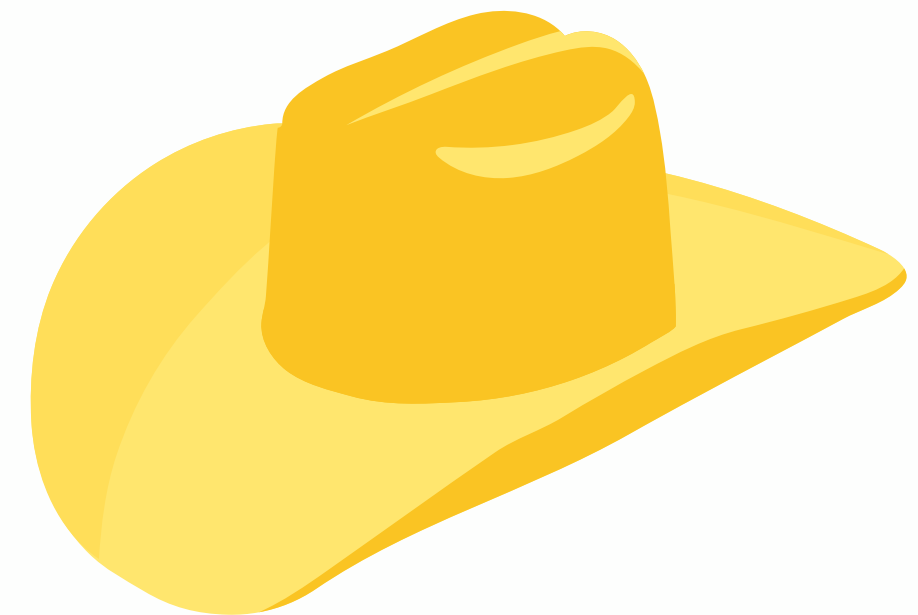
Caution, Skepticism, Risks

What are the drawbacks?
What's the worst case scenario?



Manages the Process

How will we think about this?
Who will facilitate, take notes, etc.?



Optimism, Positivity, Advantages

What are the benefits or upsides?
What's the potential?

6 THINKING HATS DECISIONS

Should we invest in a new software platform?

How can we best use an unexpected influx of incentive payments?

What's the best use for a residential facility whose license is changing?

How should we reorganize teams / leadership hierarchy to enhance service provision?

Should we stop, start, or continue a particular clinical service?

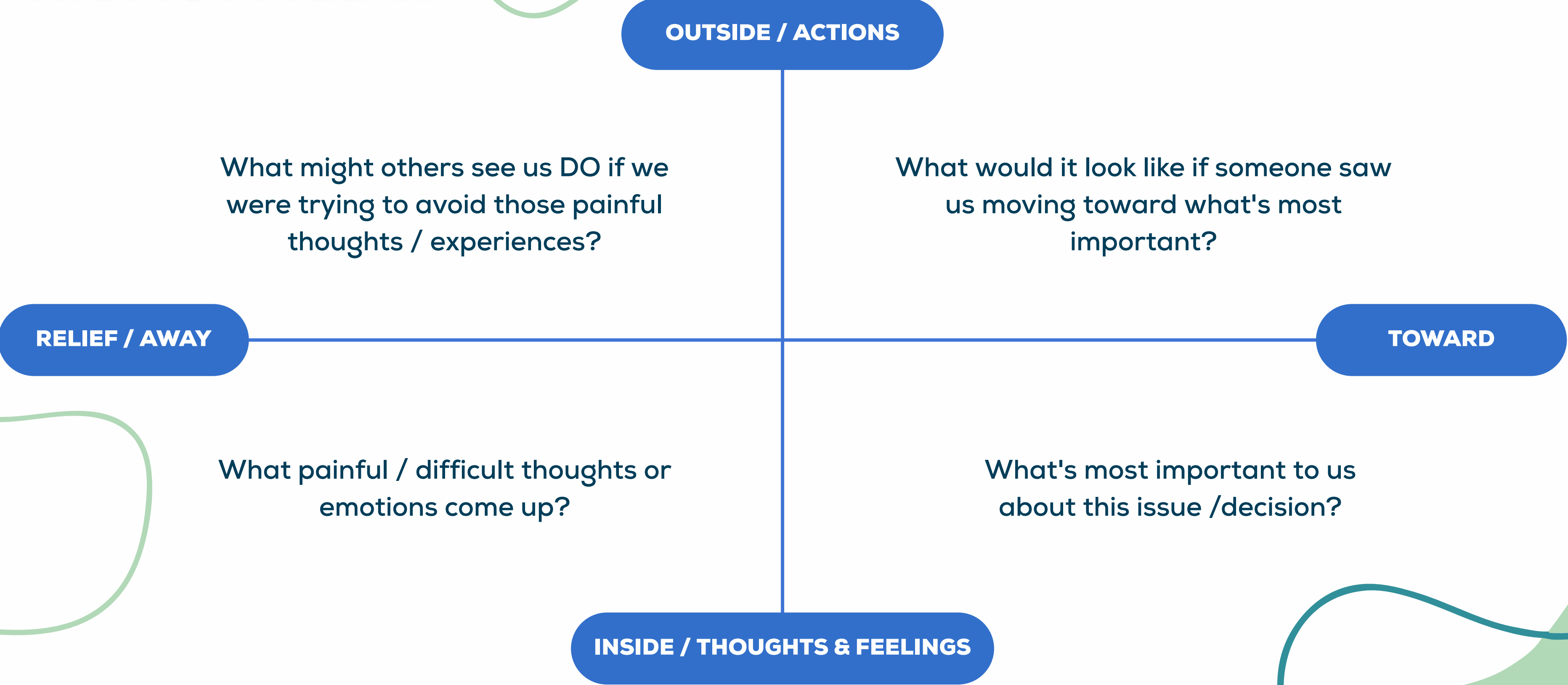
TIPS FOR 6 THINKING HATS

- 01.** Create a safe / brave space.
- 02.** Communicate the purpose of each hat.
- 03.** Determine whether you're deciding or discussing.
- 04.** Complete ONE hat at a time.
- 05.** Use visual aids.
- 06.** Ensure everyone contributes.
- 07.** Take good notes.

THE ACT MATRIX

- 01.** Answers the questions: What's most important?
What might be holding us back?
- 02.** Helps the team gain clarity about values
- 03.** Brings awareness to 'toward' and 'away' moves
- 04.** Allows the team to act in alignment
- 05.** Builds trust through shared vulnerability

The ACT Matrix



The ACT Matrix

Deciding whether to expand a clinical service that is currently very successful, but is difficult to staff

Succession planning for the retirement of a veteran leader who oversees several programs

Responding to a string of recent, valid complaints from a valued community partner

Transitioning to a new software platform that will significantly impact operations (e.g., HER, HR/payroll, clinical AI tool)

Supporting a team and ensuring the safety of a facility after a traumatic event

Tips for The ACT Matrix

Acknowledge that we
all want relief, we all
have away moves

Notice similarities
and patterns

Thank each
other

Practice using
the tool, start
small

Start with values
(lower right)

Ask how others
would like to be
'called in'

Vulnerability is hard... Trust is worth it!

HEAT MAP

- 01.** Answers the question: What's most important now?
- 02.** Helps the team prioritize upcoming projects
- 03.** Moves work out of silos and builds momentum around action steps
- 04.** Can help prevent change fatigue
- 05.** Holds individuals accountable to the team effort

Heat Mapping

1.

Team members list each upcoming project on a big sticky note.

2.

02. The group decides which projects are most important now, moving those stickies to the front.

3.

03. On each project sticky, make a rough list of the people and tasks that will be important.

4.

04. Transfer this info to a project planning tool where you can add more detail, assign tasks, and set deadlines.

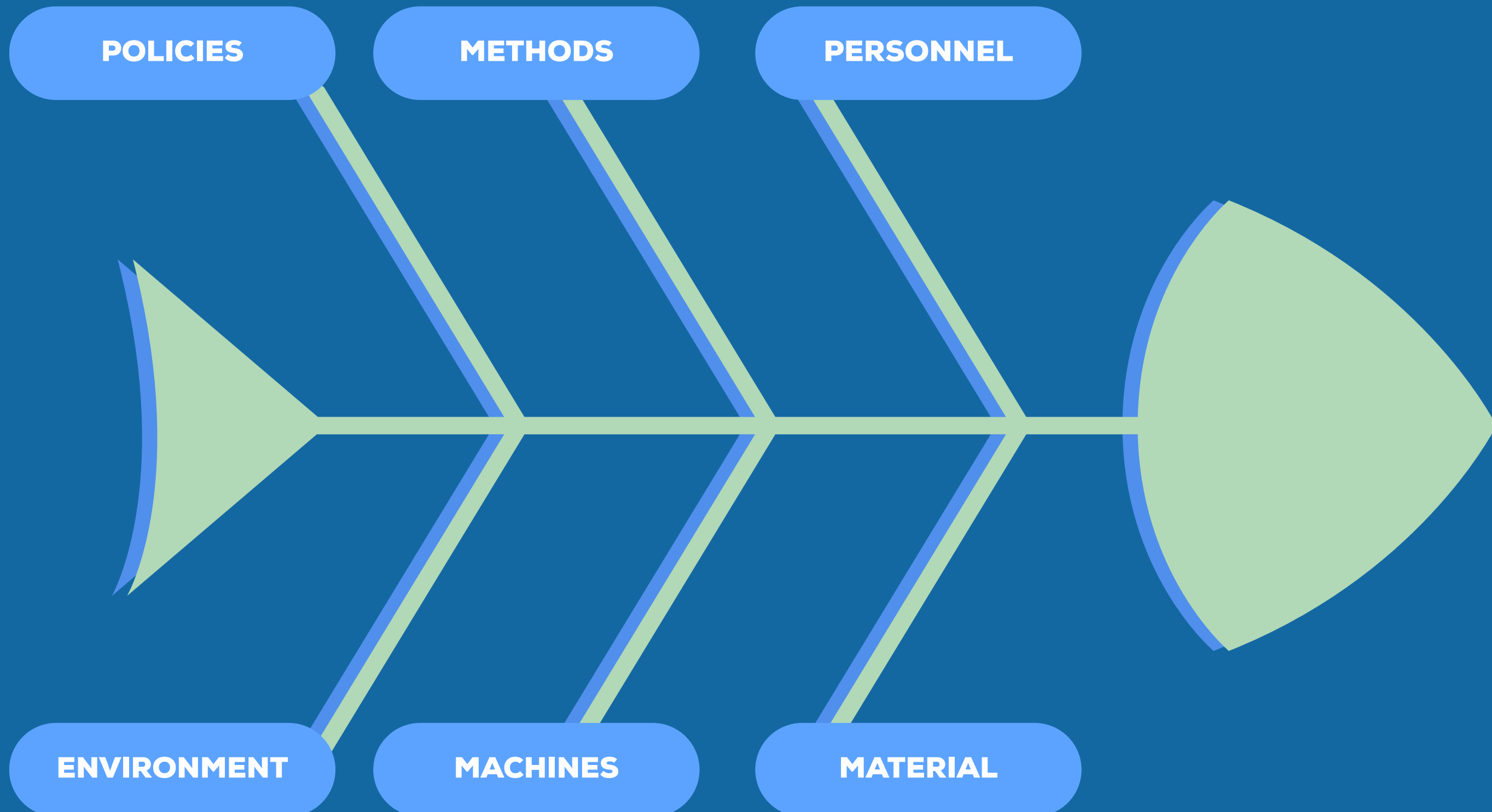
5.

05. Choose or create a standing meeting where all team members agree to review and update the project planner together.

FISHBONE ANALYSIS

- 01.** Answers the question: What's causing this problem?
- 02.** Helps the team identify the root cause of an issue
- 03.** Highlights multiple contributing factors and minimizes shame / blame
- 04.** Encourages structured, systematic thinking
- 05.** Prevents 'quick fixes' or 'band-aids' that may be ineffective

Fishbone Analysis



Fishbone Example: Overtime

Policies:

- Policies unintentionally incentivize overtime
- Lack of clear maximum hour guidelines
- Compliance requirements increasing paperwork outside billable hours

Methods:

- Scheduling system not optimized
- Ineffective workload distribution
- Lack of cross-training for roles

Personnel:

- Staff shortages requiring coverage
- Inefficient delegation by supervisors
- Employees volunteering for excess shifts to supplement income

Environment:

- High client demand in certain programs
- Crisis situations requiring immediate coverage
- Remote or rural locations increasing travel time

Machines:

- Inefficient EHR systems adding time to documentation
- Technology failures delaying work completion

Materials:

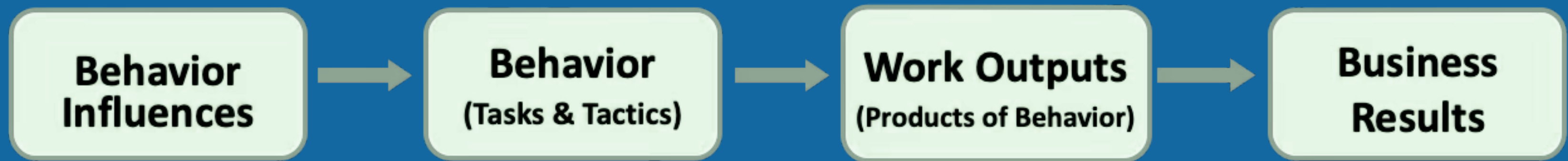
- Limited availability of relief staff
- Outdated scheduling software
- Insufficient tools to complete work efficiently

PERFORMANCE THINKING

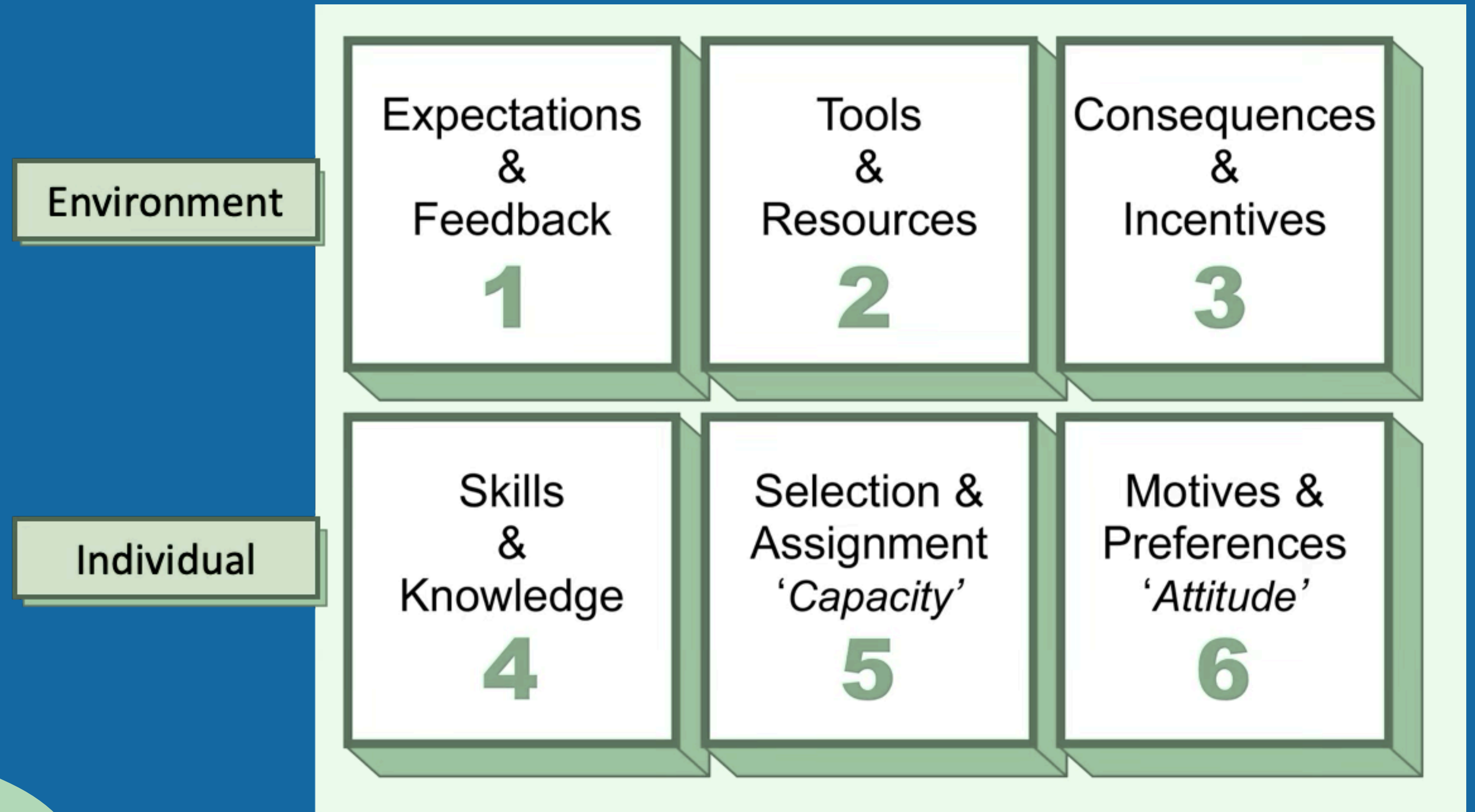
- 01.** Answers the question: What's causing / how can we prevent this employee performance problem?
- 02.** Helps the team identify and intervene on performance issues
- 03.** Provides a simple, structured, evidence-based framework for improving staff performance
- 04.** Empowers managers and employees to utilize a continuous improvement process



The Performance Chain



The Six Boxes Model of Behavior Influences





QUESTIONS?





TAKE AWAYS?





THANK YOU!

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