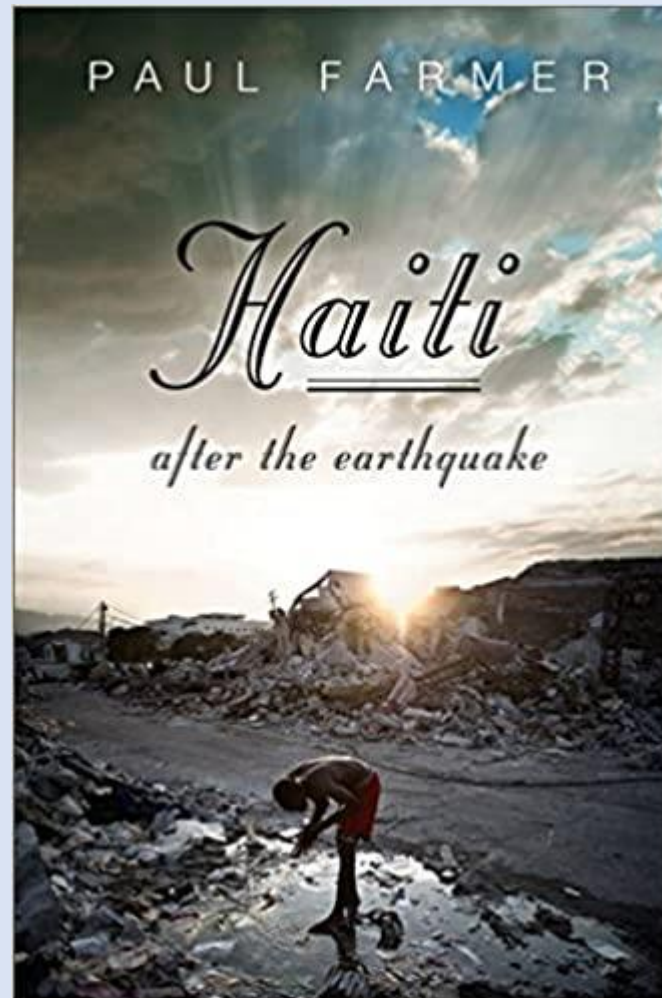
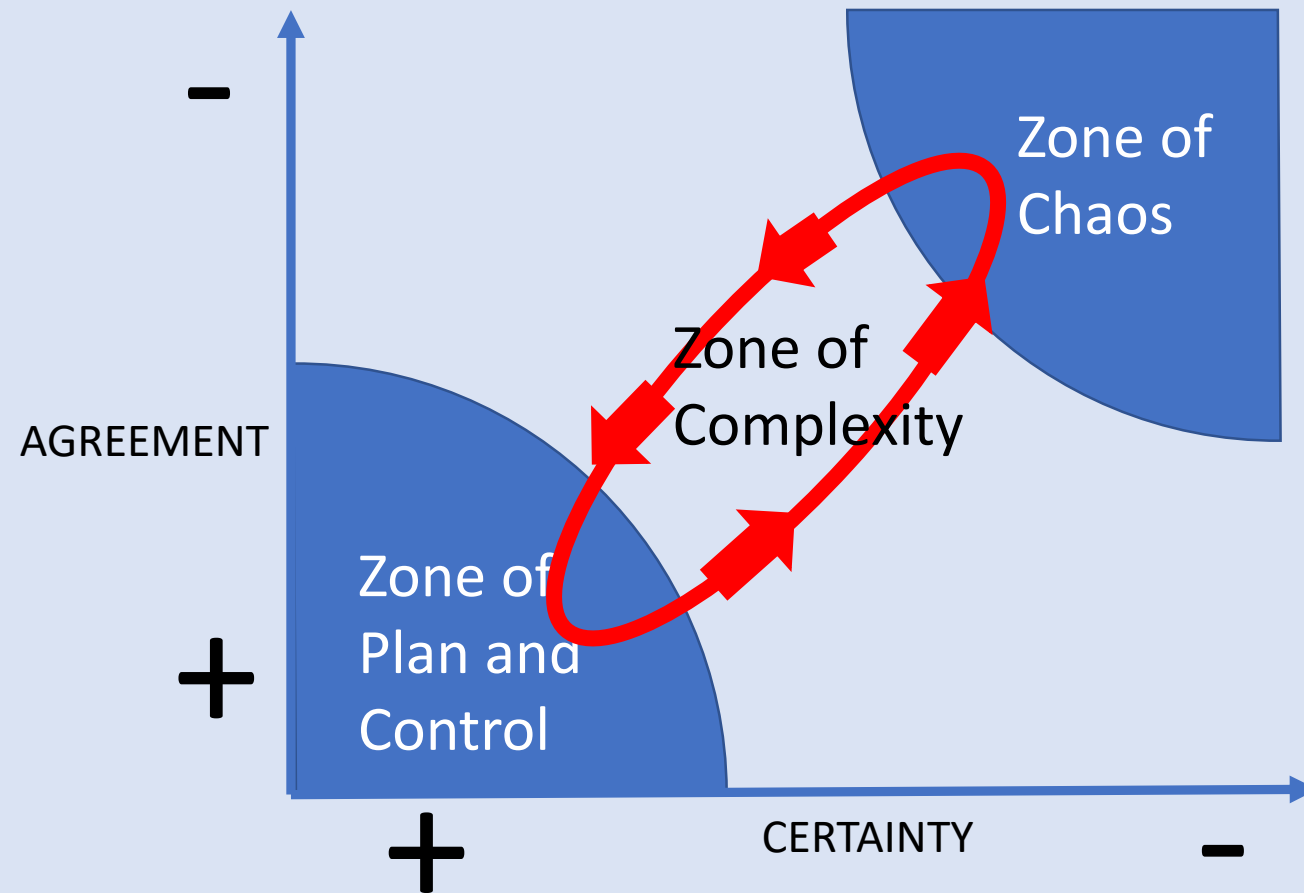


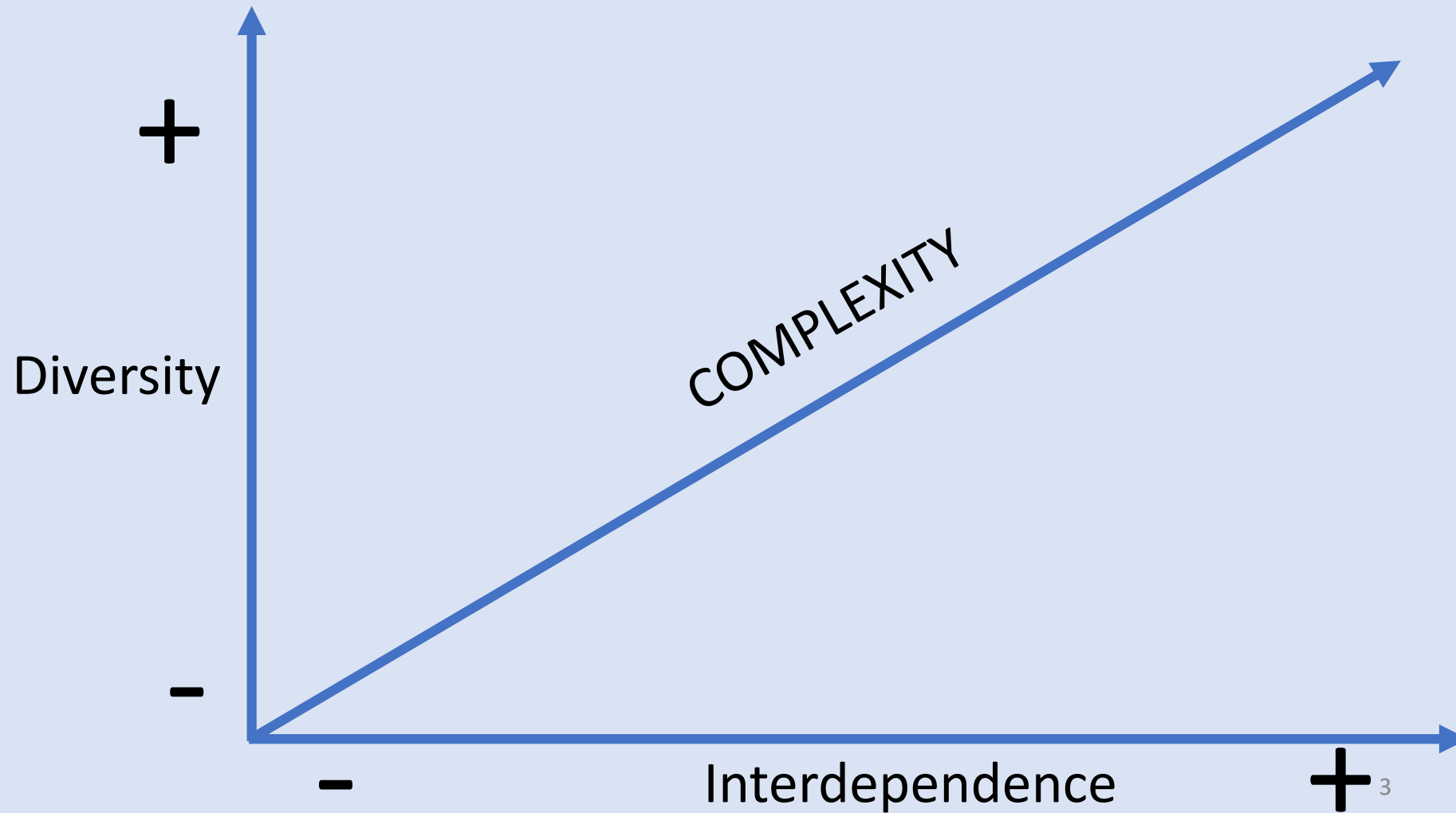
Four diagrams to help understand the 2010 cholera outbreak in Haiti



The Stacey Diagram or “Matrix”

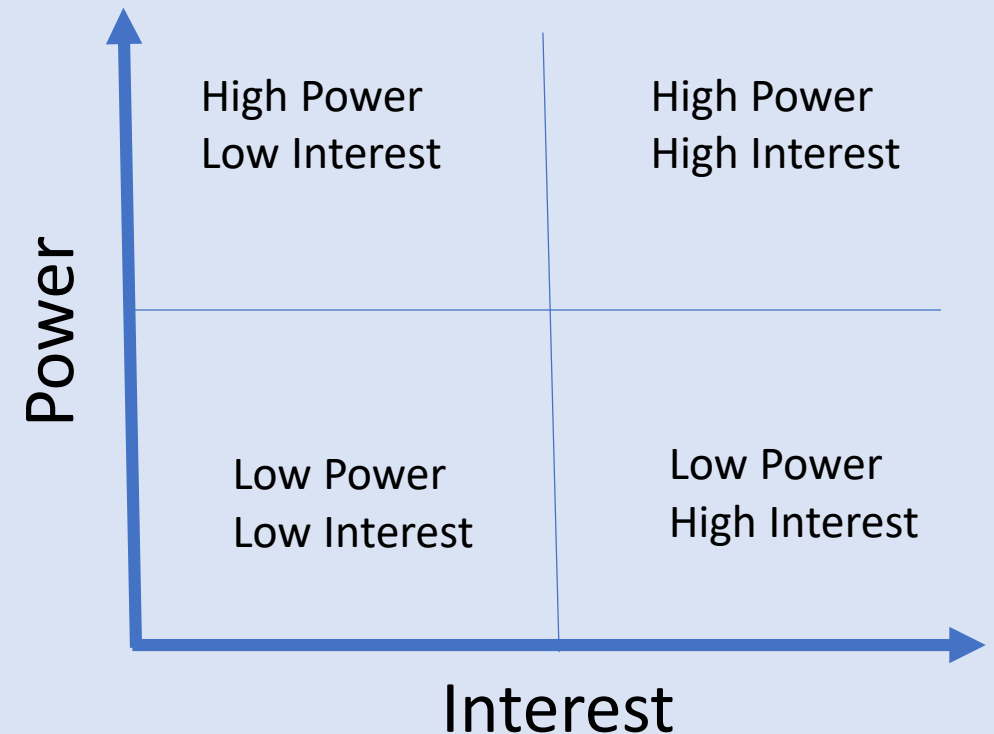


Complexity – John Kotter



Stakeholder Map – Example from recovery of healthcare sector in Haiti

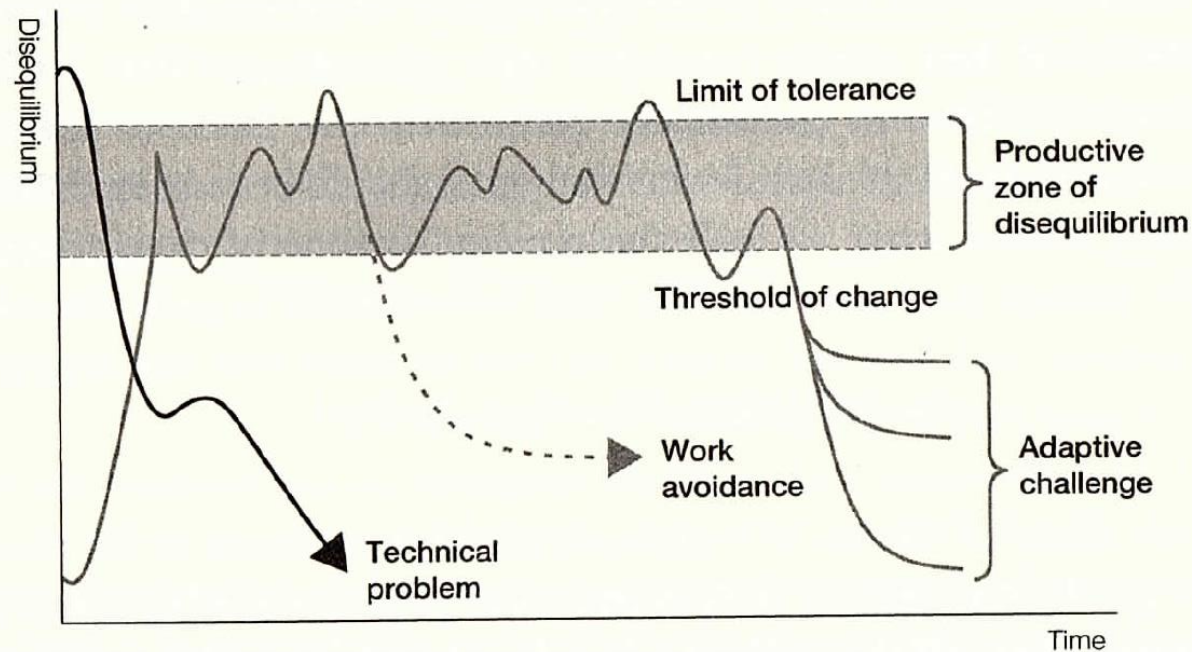
- Public Sector
- Donors
 - Countries
 - Bilateral
 - Multilateral
 - Philanthropies
- Non-Governmental Organizations (NGOs)
 - Local
 - International
- Private Sector
 - Practices
 - Hospitals
- Research Community
- Patients
 - Insured
 - Out of pocket



Adaptive Leadership (Heifetz et al)

FIGURE 2-4

The productive zone of disequilibrium

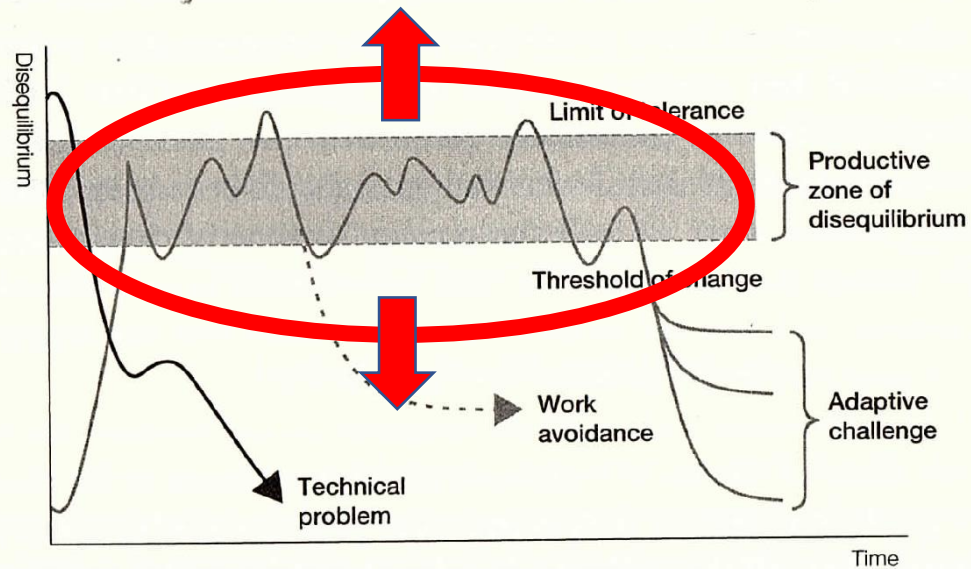


Source: Adapted from Ronald A. Heifetz and Donald L. Laurie, "Mobilizing Adaptive Work: Beyond Visionary Leadership," in *The Leader's Change Handbook*, eds. Jay A. Conger, Gretchen M. Spreitzer, and Edward E. Lawler III (San Francisco: Jossey-Bass, 1998).

Adaptive Leadership and Trust

FIGURE 2-4

The productive zone of disequilibrium



Source: Adapted from Ronald A. Heifetz and Donald L. Laurie, "Mobilizing Adaptive Work: Beyond Visionary Leadership," in *The Leader's Change Handbook*, eds. Jay A. Conger, Gretchen M. Spreitzer, and Edward E. Lawler III (San Francisco: Jossey-Bass, 1998).



Questions for thinking about the cholera outbreak

- How can leaders at any level work to move things from chaos to plan and control? Are there examples in this story?
- What were some of the factors of diversity and interdependence that made up the complexity of the situation? How were these dealt with?
- Can you identify situations where a team worked within its productive zone of disequilibrium to meet adaptive challenges? Where it was exceeded?
- What factors enabled these teams to handle the incredible stress?
- What were some of the factors causing vulnerability to an outbreak in this situation? Factors causing resilience?
- Are there lessons from this story that resonate with the challenges you face with Covid-19?

For follow up – Dr. Amy Acton

The state of Ohio, with a moderate Republican governor and a physician heading the Health Department, declared a state of emergency on March 9 with only 3 Covid-19 positive cases identified in the state. They continued to act aggressively with early school closures and stay-at-home orders. As of the end of April, Ohio had about ¼ the deaths of neighboring Michigan, which has a smaller population.

This [video](#), put together by a team at the New York Times, looks at the leadership style of Dr. Amy Acton, the Director of the Ohio Health Department. After viewing it, try taking each of the categories of leadership behavior identified and considering how that kind of behavior has or has not been demonstrated by yourself, by leaders in your organization, your local government, your state and nationally. What has worked and what has not at each of these levels?

You may also want to watch [this example](#) of how her boss, Governor Michael DeWine, steps up to take responsibility and defend both her and the press in the face of angry demonstrators.