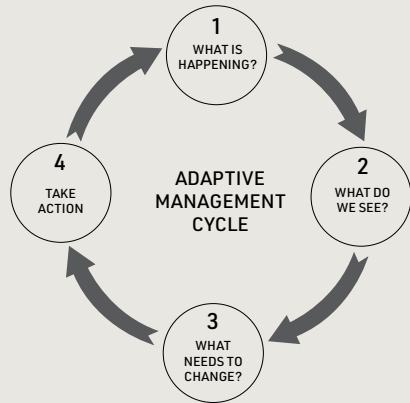


Using Adaptive Management

A BASIC ADAPTIVE MANAGEMENT CYCLE

By quickly and frequently collecting and visualizing data through the implementation of an activity, managers and supervisors can better make decisions—and respond to new issues as they arise.



DOCUMENT AND SHARE!

Using an adaptive management approach, it is important to record what you are doing and why as you go along. Be sure to document the adaptations that you make, what worked, and what didn't work. Regularly share what you are adapting and learning with the National Coso others have access to what you are learning, too!

LISTENING TO FRONTLINE WORKERS: ONE WAY TO MANAGE INSPIRE ACTIVITIES ADAPTIVELY



CHOOSE WHAT YOU WILL TRACK

Select or write a set of statements about activity implementation with which frontline workers can “strongly agree,” “agree,” “disagree,” or “strongly disagree.” The specific statements will depend on the priorities established by managers and supervisors. Develop your own statements. Refer to the list on the next page for ideas.

IMPLEMENT AND MONITOR

Take action on your planned adaptations. Continue getting anonymous input from frontline workers throughout the implementation of the activity.

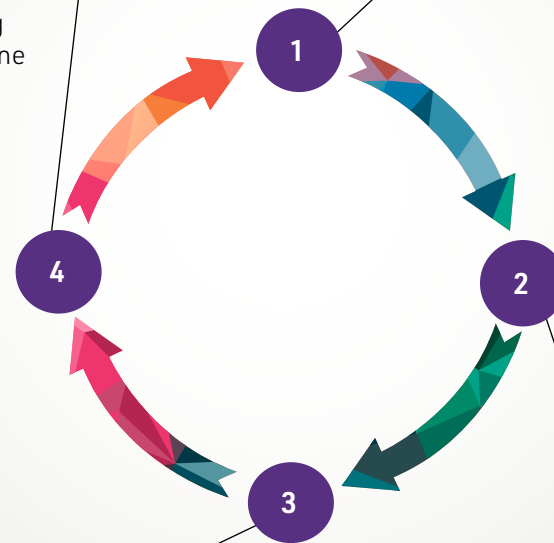
* These discussions are what is valuable for an adaptive manager.

MEET AND DISCUSS *

Use these graphs as a focus for meetings with groups of frontline workers, ask them to explain the trends based on what they have observed. These data-based meetings bring forward implementation problems in real time so they can be addressed. This helps managers create solutions and plan for how to respond to the trends.

REGULARLY GATHER DATA

Collect frontline responses on the statements anonymously and frequently (at least once a quarter, but much more frequently if possible). The frequency will depend on the means of collecting information: SMS, written responses, on-line survey, etc.



COMPILE AND VISUALIZE

For each statement compile responses in a pie graph each time, and make a line graph to show changes over time.

Sample statements

Use this list for ideas. Feel free to develop your own statements. To be effective, your statements will:

- *depend on priorities established by managers and supervisors.*
- *be written in such a way that frontline workers can 'strongly agree,' 'agree,' 'disagree,' or 'strongly disagree'*

TIP

You can use a simple SMS system to gather regular feedback.

*"[insert statement]. How do you feel?
Reply: 1 = AGREE STRONGLY; 2 = AGREE;
3 = DISAGREE; 4 = DISAGREE STRONGLY"*

1. I think end users are responding enthusiastically to project activities.
2. I think my colleagues are doing their job correctly.
3. I think my colleagues are receiving the supervision they need.
4. I think [activity topic] information is understood by the people I speak with.
5. I think I have been given enough resources to do my activities well.
6. I have enough available time to do my activities.
7. I think my colleagues and I are doing a good job of giving appropriate time to all key topics in this activity.
8. I think the specific activities my colleagues and I are doing are needed in my village.
9. I feel I have the support of my community when I do activities.
10. I do not have the access to the target population I need to be effective.
11. I know who to speak to when encountering technical problems with the program.
12. I know who to speak to when encountering problems with colleagues.
13. I know who can advise me about interactions with the target population.
14. I have the training I need to do the job expected of me.
15. Colleagues and I understand each others' distinct responsibilities, so there is no confusion.
16. When problems are reported to supervisors, they are addressed quickly.
17. When I have problems or questions about my job, I seek the advice of a colleague before I go to a supervisor.
18. Coordination with other agencies is easy.
19. Colleagues are in agreement with what our supervisors feel are the activity's priorities.
20. Supervisors have a good knowledge of what is happening in the field.
21. Colleagues and I are comfortable reporting on technical problems with the activity.
22. My colleagues feel they are treated fairly by their supervisors.
23. My colleagues understand how this activity contributes to larger goals.
24. My colleagues understand how this activity works alongside other activities in the project.
25. I feel I can accomplish the goals of this activity in the time expected.
26. I think the effects of this activity will continue after the activity time is over.
27. I think this activity is widely-known to its target population.
28. I think this activity will continue with only local support (no outside support needed).
29. My colleagues would continue in this job even if other jobs were available.
30. My colleagues and I feel that modifications in the activity based on our feedback are successfully responding to new challenges.