

ADAPTIVE LEADERS BUILDING COLLECTIVE ADAPTIVE CAPACITY AND CAPABILITIES

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Adaptive leadership is a relational and systemic approach to leading that emphasises continuous capacity to sense, interpret and respond to evolving challenges within complex and uncertain environments. Adaptive leading goes beyond individual flexibility by fostering a dynamic interplay between leaders, followers and within organisational contexts. It provides an opportunity for enabling collective problem solving and resilience. Adaptive leaders do not merely adjust their own behaviours; they mobilise people to confront difficult realities; experiment with new ways of working; and co-create innovative responses. This approach of leadership is grounded in principles of reflection, collaboration and shared responsibility. It can cultivate an environment where both individuals and organisations can learn, develop and perform amid ongoing change [1, 2]. Adaptive leadership is an important capability given the reactions required to the changing actions and demands on health organisations and systems.

In addition to viewing adaptive leadership as the ability for an individual leader to be responsive to change ambiguity there is significant value in equipping and enabling health organisation and system to be given to have the capacity to sense, interpret and respond to complex and unpredictable health challenges. An adaptive capability ecosystem, inherently as part of an organisation, can rely on the responsive to the operational and delivery environment given, anticipate for adaption, productive instability, cross sector engagement and resilience as well as having interest and capacity harness disruption for innovation.

The combination of adaptive leadership models or approaches supports the personal capacity of leaders and managers and their influence on organisational agility. The enabling of stronger adaptive operational ecosystems is supported by distributed and networked leaders; the collective adaptive strength and tenacity of the system; and the authentic integration of patient, community and inter—organisation imports for real-time collaborative engagement and actions.

The key to enabling this capacity and the stimulation of effective ecosystem capabilities is continuing to shift the requirement of leadership from a top-down model to a more distributed systemwide practice and engagement. Key enablers here are the nature and flow of organisational structures, resources (time) and cultural supports delivered on a strategic basis. RAND [3] recently published on the issues of innovation and implementation in highlighting key challenges of a lack of real shared vision across health organisations, insufficient resource fundings or capacity to pilot initiatives and in definition of governance, infrastructure and business procedures.

In assessing readiness for reliance on strong adaptive leadership [4] within the health organisation, critical evaluation factors can include:

- What is the degree of evidence of open dialogue and respectful disagreement?
- Is there strong and effective collaboration across professional and hierarchical boundaries?
- Are formal and informal channels used that guarantee inclusiveness in decision-making?
- Are the processes and architecture of the organisation collaborative rather than centralised?
- Is the landscape of expertise understood, shared and leveraged across teams and disciplines in the organisation?

The objectives of adaptive health organisation ecosystem, that is led adaptively, has a high degree of opportunity to deliver measurable outcomes around safety, quality and efficiency for teams and groups; the rapid uptake of innovation; enhanced cross sector collaboration; sustainable workforce engagement; and optimal patient/client outcomes.

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This conference was organised by Manipal Academy of Higher Education, Dubai Campus; Confab 360 Degree, India; Rushford Business School, Switzerland; European Global Institute of Innovation and Technology, Malta, in hybrid mode. The conference explored how Artificial Intelligence (AI), Internet of Things (IoT), Big Data, and other digital innovations reshaped society. Sessions covered AI's role in public administration that boosted transparency and engagement; transformative applications in engineering that enhanced design, production, and infrastructure; digital solutions for environmental protection through monitoring and predictive analytics; sustainable business operations that drove efficiency and supply chain optimisation; and the healthcare revolution, where AI-driven diagnostics, telemedicine, wearables, and personalised medicine improved access and patient outcomes.

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