

ASHA Leadership Academy Quick Reference

CHANGE LEADERSHIP

Increasingly, the need to change is the only constant. Organizations that can navigate change will thrive. However, the ability of CSD professionals to successfully guide change in their organizations rests upon unique skills and knowledge beyond those needed in times of constancy. In this webinar, participants will gain awareness of their style in encountering change and tools and strategies to enable successful change efforts.

CHANGE LEADERSHIP ASSESSMENT	
Webinar Objective	Skill Rating ① None ② Basic ③ Competent ④ Masterful
Awareness of your style in dealing with change	
Define core change leadership competencies	
Identify how to apply a change framework	
TOTAL	

Scoring

SCORE	SUGGESTED NEXT STEPS
LESS THAN 6	Complete the Leadership Academy webinar on change leadership
7-9	Review the developmental suggestions in this reference
MORE THAN 10	Explore the supplemental resources for in-depth insights on change leadership; consider mentoring others on this skill.

SKILLED BEHAVIOR	UNSKILLED BEHAVIOR
✓ Acts as a role model to reinforce commitment to change.	✗ Sends mixed messages about the importance of a change effort.
✓ Recognizes ones' own style for navigating change.	✗ Expects others to embrace the same approach to change as oneself
✓ Adapts communication style to help people effectively cope with change.	✗ Uses a one size fits all approach to communicating change.
✓ Involves people impacted by change and listens to their concerns.	✗ Over relies on a top-down approach to implementing change.
✓ Surfaces and actively manages resistance to change.	✗ Ignores or minimizes resistance from key stakeholders.

Development Tips and Suggestions

- Interview two experienced leaders you respect to learn about how they lead change.
- Pay attention to how you experience change and transition in your life and how you demonstrate each stage of adapting.
- Observe others in your organization and how they react to change; place them in the change transitions model.
- Experiment in your team, department or committee getting people involved in implementing change; notice the impacts of giving people choice on their pace of accepting change.
- Identify those on your team or committee who are quick to get on board with change; ask their advice on how to help others embrace change.
- Reinforce success on your team in implementing change and recognize team members who quickly adapt.
- Become more self-aware of both your spoken words and non-verbal behavior when communicating change; ask a trusted colleague to give you feedback if you are sending mixed messages.

Resources

Bridges, W. (2009). *Managing Transitions: Making the most of change*. New York: Da Capo Press.

Brower, T. (2021). *Leading Change: 10 Ways Great Leaders Make Change Happen*. Forbes. Available at: <https://www.forbes.com/sites/tracybrower/2021/01/17/leading-change-10-ways-great-leaders-make-change-happen/?sh=2f2da34d4864>

Kotter, J. (2012). *Leading Change*. Cambridge, MA: Harvard Business Review Press.

Mauer, R. (2010). *Beyond the Wall of Resistance (Revised Edition): Why 70% of All Changes Still Fail- And What You Can Do About It*. Austin: Bard.

Salerno, A. & Brock, L. (2008). *The Change Cycle: How people can survive and thrive in organizational change*. San Francisco: Berrett-Koehler