

# ASHA Leadership Academy

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Change Leadership



Facilitated by  
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# ASHA Disclosure Statement



## Kevin Nourse

- Financial: Nourse Leadership Strategies, Independent Contractor. Receiving compensation from ASHA for conducting this webinar.
- Non-Financial: None

## Alice Waagen

- Financial: Nourse Leadership Strategies, Independent Contractor (subcontractor to Kevin Nourse). Receiving compensation from ASHA for conducting this webinar.
- Non-Financial: None

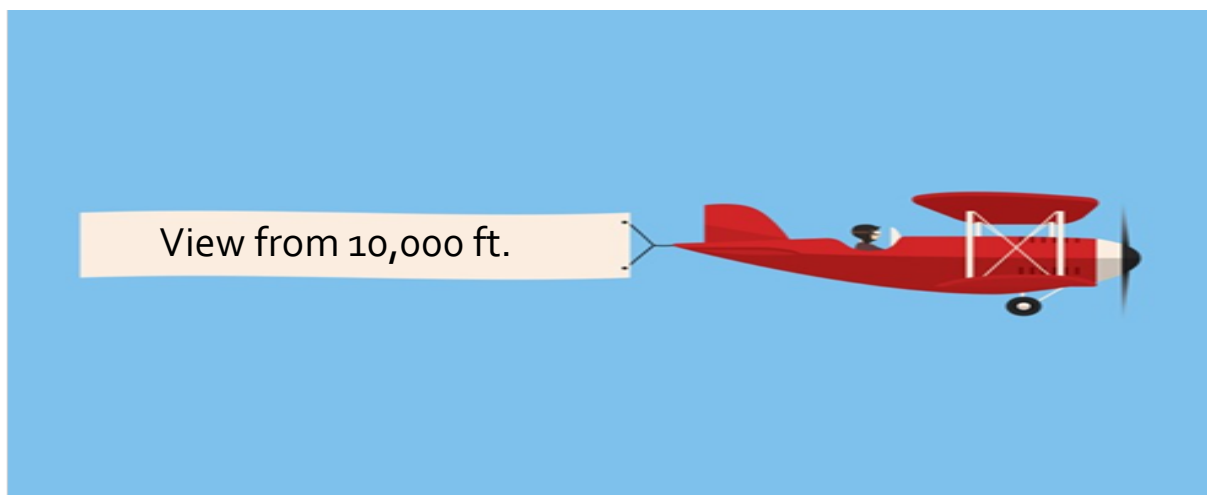
# Introduction

## Why are we here?

*To learn the fundamentals of change leadership*

## How will we achieve this?

- Key concepts defined
- Build awareness of your style
- Define change leadership competencies
- Identify how to apply a change framework
- Wrap-up



# Key Concepts Defined

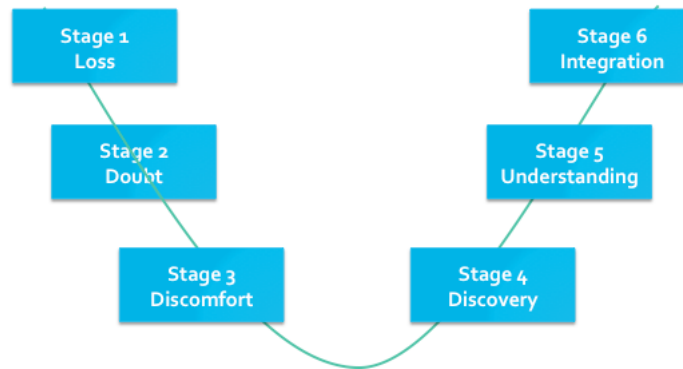


## Change Leadership

A role that relies upon leadership skills to successfully guide change efforts in a team or organization.

## Transition

The internal process by which individuals cope with change in their environments. This process occurs in six stages:

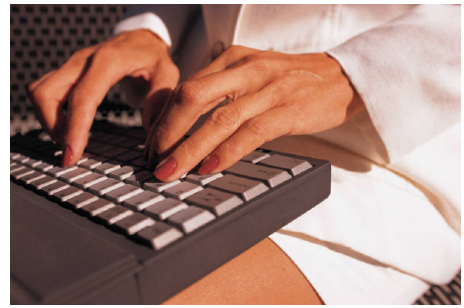


## Why is it so important for CSD professionals?

- Change is a constant, especially for leaders
- Opportunity to have an impact and create substantial value if managed effectively



# Key Concepts: Research Studies



## Emerging Themes

- Impacts of transformational leaders on the performance of staff in the midst of organizational change (Carter, Field & Mossholder, 2013)
- Impacts of leadership and the ability to adapt to climate change (Meijerink & Stiller, 2013)
- Leadership in schools and change in educational organizations (Hauge, Norenes & Vedoy, 2014)
- Transformational leadership and change in the public sector (van der Voet, 2015)
- Change management strategies and software implementations (Altamony, Tarhini, Al-Salti, Gharaibeh & Elyas, 2016)

# Reflection Question



How do skilled leaders successfully lead change?

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# Change Styles Profile



Resistant  
The Present  
Skeptical  
Fearful

Supportive  
The Future  
Early Adopter  
Excited

## Reflection Question



Where would you place yourself on the change style continuum? What are the implications of your change style on the way you lead/guide change in your organization?

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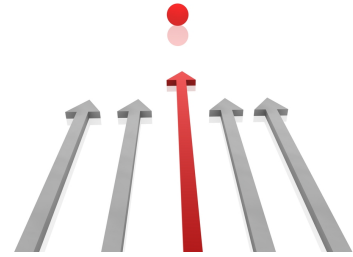
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# Change Leadership Competencies



Creativity

Flexibility

Resiliency

Strategic  
Thinking

Empathy

Vision

# Reflection Question



What change competency would you most like to develop or enhance? What impact would it have on your ability to lead change?

Competency	Description	Development Need?
Creativity	Create new approaches to problems, challenges assumptions that block creativity, and encouraging innovation in others	
Empathy	The ability to read the emotional temperature of a group and adapt strategies to address their needs	
Flexibility	Remaining open and adaptable to new information or options, as well as reacting productively to unexpected roadblocks	
Resiliency	Effectively coping with and learning from setbacks	
Strategic Thinking	The ability to identify strategic opportunities and trends and translate those opportunities into plans, decisions, and action	
Vision	The ability to create compelling visions for a future state that excites and engages impacted stakeholders	

# Change Leadership Framework



## Kotter 8 Step Change Model\*

- Step 1: Increase Urgency
- Step 2: Build the Guiding Team
- Step 3: Get the Vision Right
- Step 4: Communicate for Buy-In
- Step 5: Empower Action
- Step 6: Create Short-Term Wins
- Step 7: Don't Let Up
- Step 8: Make Change Stick

\* Used by permission

# Reflection Question



Reflect on a change project you are familiar with in your role. Which of the 8 change steps in the change framework would have the greatest positive impact on your project?

Kotter Change Framework Step	Needed for Your Project?
1: Increase Urgency	
2: Build the Guiding Team	
3: Get the Vision Right	
4: Communicate for Buy-In	
5: Empower Action	
6: Create Short-term Wins	
7: Don't Let Up	
8: Make Change Stick	



## Key points



- Successful leaders recognize how their change style can impact their approach to leading change
- Skilled change leaders draw upon a core set of change skills or competencies
- The Kotter model of change identifies 8 core steps associated with successful change efforts



- Interview two experienced leaders you respect to learn about how they lead change
- Pay attention to how you experience change in your personal 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

## Additional Reading



- Bridges, W. (2009). *Managing Transitions: Making the most of change*. New York: Da Capo Press.
- Kotter, J. (2012). *Leading Change*. Cambridge, MA: Harvard Business Review Press.
- Salerno, A. & Brock, L. (2008). *The Change Cycle: How people can survive and thrive in organizational change*. San Francisco: Berrett-Koehler