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## Leadership Academy: Change Leadership

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### Transcript

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>> Andrea Falzarano: Welcome to the ASHA Leadership Academy webinar, Change Leadership. This webinar content is appropriate for emerging and experienced leaders. I am Andrea Falzarano, Director of Association Governance Operations at the ASHA National Office. We planned today's webinar so audiologists and speech-language pathologists will gain awareness of their own style in encountering change, along with tools and strategies to enable successful change efforts. Each of you should have a copy of the handout, which includes speaker information and slides. If you do not have the handout, please pause the webinar now and access a copy from our website. You will need a copy for interactive sections of this presentation. At this time, I would like to welcome our presenters, Kevin Nourse and Alice Waagen. Dr. Kevin Nourse is an executive coach, organization development consultant and facilitator with nearly 20 years of progressive experience in both for-profit and non-profit organizations. He is a professional certified coach through the International Coach Federation and has extensive experience coaching leaders in the areas of emotional intelligence, career planning and transition, influence, risk-taking, and strategic thinking. Dr. Alice Waagen is a business consultant who teaches management skills to business leaders. Alice has conducted hundreds of workshops and training classes at many of the country's top fortune 500 companies, non-profit organizations, and government agencies in the Washington, DC area. In just the last five years, more than 132 leaders from 26 regional organizations have graduated from her unique leadership development workshop series. Now let's begin. Over to you, Kevin.

>> Kevin Nourse: Thanks, Andrea. We welcome everyone to the Leadership Academy webinar on change leadership, and we're happy and excited to have everybody participate, where we're going to be exploring change leadership and focus on providing some tools and techniques that you can use immediately as it relates to leading change, but first, I want to make sure I review our disclosure statement. I am Kevin Nourse, principal of Nourse Leadership Strategies, and I am an independent contractor. I am being financially compensated by ASHA for the Leadership Academy webinars, and I do not have any non-financial interests with ASHA. My colleague, Alice Waagen, is a subcontractor to Nourse Leadership Strategies. She is also an independent contractor, financially compensated by ASHA for the Leadership Academy webinars and without any non-financial interests with ASHA. Um, we'll get into the agenda in just a moment, but I did want to point out the two audiences for our webinar today. We have participants in the classroom with us now, and then, of course, the larger audience of those of you listening on the recording. Throughout the webinar, there's going to be specific instances where there's a reflection question we'll share with everyone, and

those that are on the recording, we would invite you to hit the pause button, reflect in your handout or in your journal on the question, and then replay or hit the start button to replay the webinar to join us. So, with that, I'll toss to you, Alice, to get us going.

>> Alice Waagen: Well, thanks, Kevin, and I likewise want to welcome everyone to the webinar today. This topic of change and change leadership, I think is so important to anyone who is in a leadership position today or who's aspiring to be in a leadership position. That said, let's take a look at how we're going to handle this topic today. There are libraries full of books on change and change leadership. What we've done here today is really selected some key highlights to share with you. We are going to be really kind of doing a flyover of the topic as opposed to a deep dive. We're going to start by having some key concepts defined, and then we have three specific content areas. First, we're going to have you do some awareness of your own self, think about how your handling change in a leadership role. Second, we're going to talk about what are the key competencies that are needed to be successful at leading change, and third, we're going to identify how to apply a framework to a change process that will give you more success. Now, before we jump into it, I just want to highlight one reason why this is really important to spend some time studying. There was a recent study by the American Psychological Association done in 2017 that came up with some pretty disturbing findings related to employee satisfaction, stress and turnover as a result of poorly-handled change. For example, nearly one-third of the respondents believed organizational leaders had a hidden agenda behind the changes they were implementing. You know, hidden agenda, to me, it goes right hand-in-hand with a lack of trust. Really not a good thing for a leader to have. A large number of study participants suggested that they didn't trust their employers and were actively exploring leaving their jobs based on how changes were implemented. So, lots of research, you know, it goes into saying, you know, there's serious business and organizational implications on change, if it's handled poorly, and the opposite, if it's handled well, it's a great retention tool, really highlighting organizations people want to stay with. So, Kevin, why don't you talk to us about some of these key concepts?

>> Kevin Nourse: That sounds good, Alice. Thanks. So, so that we've got a common frame of reference, I'm going to define a couple terms. Specifically, we start with what is change leadership. Well, we look at that as, really, a role, so we step into a role of leading change, and it draws upon some specific skill sets such that you're able to guide an organization or a team through a change effort. So, that role really does differ from, um, a normal leader role in that we know that during times of change, people have very different needs in terms of working through the change, which points to our second definition of transition. So, you might think about, um, two concepts. Change is external events that happen that constitute change, but the inner experience of change is really what we call a transition, so it's the psychological process, and what we've done is highlight in the handout the general six stages that individuals go through when faced with change, and, of course, this is based on some of the work, um, foundational work of Elizabeth Kubler-Ross, who looked at death and dying in stages, and that research is still relevant even though it's 40 years old, where we start with loss, we go through

doubt, some level of discomfort, we hit kind of the bottom, and then we start to pull out of it in discovery, understanding, and integration. So, the premise is that as a change leader, it's being intimately aware of this model, not only for the people you're leading through change, but, really, your own process of navigating change, because sometimes, that's just as important as what your followers are experiencing. So, from that perspective, it's what are the tools and techniques that you as a change leader can use, as well as the key competencies you need to help people through this transition, which is a normal human reaction from that perspective. Alice, anything you want to underscore in our definition?

>> Alice Waagen: Well, I really appreciate you having the Kubler-Ross model here, because I find it's so valuable, and it's apart of change theory a lot of leaders ignore, and that's the emotional side of it. You know, when you look at the, um, left side, um, you know, loss, doubt, discomfort, these are very natural, very normal, but not happy emotions, and oftentimes, when I work with leaders going through change, they're like, well, what's wrong with people? Why are they, you know, why are they grumpy? Well, because it's apart of it. You've got to move people through this. So, I think it's a great way for us to open this webinar.

>> Kevin Nourse: That's great. Thank you. So, why is it important? Well, I think, um, Alice highlighted one of the more recent findings in terms of research about why the skills of leading change are so critical, but more specifically, for CSD professionals, I mean, the nature of so many, what, um, audiologists and speech-language pathologists are facing is organizational contexts that are going through a boat-load of change, both in academic settings, educational, you know, healthcare, um, so, therefore, the ability to champion and effectively lead change, no matter what level you are in the organization, to me, it adds great value, not only to your patients, your clients, but certainly, the organization, but it's also, as Alice, you suggested, um, really indicative of someone that's on a leadership trajectory. Okay, so as is the case in every Leadership Academy webinars, we're going to explore research studies. Um, so, specifically, think about some of the emerging themes when it comes to research. In this case, we've got, um, a couple studies that are going on currently associated with, um, leading change. One of them was around transformational leadership, and, so, for example, we know that really effective transformational leaders can have a huge impact on the success of change, but there's also other aspects of, um, change, um, being incorporated into the research we know, such as change management, um, especially with software and technological implementations. So, that's just a little flavor of what, um, individuals are faced with, you know, in terms of navigating change and some of the research that's emerging on it are experiencing. So, Alice, I think you're going to take us through a reflection question.

>> Alice Waagen: Absolutely. Let's take a look at it. Um, as Kevin mentioned earlier, what we'd like is in a few minutes, after I'm done setting this up, those of you who are listening to the webinar on-demand, go ahead and hit pause and ponder this question a bit, make some notes for yourself, and then begin the recording again when you're done. For those of us, for those, the folks that are live with us today, I'd ask you to put the

answer to this in the chat box so we can have some other input. So, here's our question: How do skilled leaders successfully lead change? Perhaps you might want to start by thinking about a change you've been through that really was, in your mind, very, very successful, um, what did the leaders do? Let's start to capture some behaviors here, some actions. So, again, those of you on the recording, go ahead and hit pause. Kevin, what's your thoughts on this? What have you seen in terms of successful change initiatives? What did leaders do?

>> Kevin Nourse: I think by far, what I notice is really effective change leaders, um, are able to manage their own anxiety and uncertainty and fear about change. In other words, be the leader you want others to aspire to. They model really powerful behavior, and I've seen that both, um, in current clients, I heard stories about that even when I did research in New Orleans, um, about Hurricane Katrina and how organizations handled it, and the stories I heard from leaders that really demonstrated powerful, um, qualities in terms of self-management were huge.

>> Alice Waagen: That's a really good point, is being emotionally self-aware, acknowledging your own emotions before you're trying to deal with others. I think that's a really good, good input. Um, you know, the thing that comes to mind for me is this word, and I'm sure we'll be using it throughout our webinar today, is transparency, especially about transparency about what they cannot communicate. You know, oftentimes, if a change is, um, you know, fairly significant to the business, there's things a leader can't share, and yet rather than just letting the silence sit out there, they're open to say, you know, I can't talk about that yet, but as soon as I can, I will. So, I think that whole issue of transparency, especially about what can't be said, is important. So, let's see what our, um, our live audience has to share with us. Um, Mandy says acknowledging staff fears and concerns. Yeah, put it out there rather than, again, let's, you know, be, tough this out and not share it. Brianna mentions skilled leaders successfully lead change by staying in constant communication. Yeah, you know, again, we're going to talk about communication, number one issue, I think. Yeah, and stages and changes for themselves and how the employees may feel. Maria mentions they present a unified front. Oh, that is so important. It drives me crazy when I hear people say, well, I wouldn't be doing this if it weren't for the boss. That's a terrible message. Nad says it's important for them to reassure the rest of the team, regardless of the change, that they're safe and secure and valued. Absolutely, yeah. The whole issue of, you know, personal safety and how people are going to weather through it is important. You know, I think the other point that, um, that I'd like to just make here is, you know, to be open and honest, because not everyone's going through at the same time. You know, we have Kubler-Ross' model, it's not like everyone's marching through it at the same time. Some, you know, might be more further along than others, and so to be aware, again, that, um, emotional self-awareness, where are people, and how can I lead them as opposed to just kind of stifling that side of it. Kevin, any other thoughts on our reflection question?

>> Kevin Nourse: No, I think a really good exploration here.

>> Alice Waagen: Okay. I think you're taking us next to our styles profile.

>> Kevin Nourse: So, one of the first components of change leadership is knowledge of self. Um, for those of you, some of you, um, have taken the, um, Leadership Academy emotional intelligence module, and, really, that's the essence of it, and associated with that is the idea of understanding your style of handling or navigating change. How do you personally tend to react to it? And, so, what we presented is a very, very simple model that really gets at the essence of change styles, or how you respond to change, and that everybody falls somewhere on the continuum, and in many cases, it may be dependent on the nature of the change, whether you chose it, whether it was surprised, whatever. So, let me just explain. So, what you'll find is on the left-hand side of the continuum, um, would be those that go through change maybe more resistently, they're more anchored in the present, the current reality, the way things are, maybe more skeptical of change, need to see much more proof of why we're doing something, and perhaps even fearful, certainly at first, when it comes to navigating change. Let's go to the other side of the continuum. That represents those individuals that are very, very supportive, and that may even be overly supportive, meaning they get, they adapt to change so quickly, um, it may not always serve them, because there may be some instances when a little skepticism could be useful. Very oriented toward the future. These individuals are often what we call early adopters. They're jumping on, even what we might even call the bleeding edge of change, and it's exciting, it's filled with possibility. So, as you could imagine, those are the two extremes, and it may be that, I've seen, generally speaking, it's almost the bell-shaped curve, that you usually have most people in the middle. Alice, anything you want to add as it relates to our change profile?

>> Alice Waagen: Yeah, I'd like to maybe add another word to the far left-hand column, and that's, um, cynical. I think a lot of times, people, if they're in a high-change environment that's not handled well, they may be, they may start at the right side, but when it's change after change, there's no communication, there's no rationale, there's no reason, they kind of get pushed to being resistant and skeptical, but also just sort of cynical, like, oh, this again, who cares? So, I think that, you know, people can be moved on this depending on how well the change is led.

>> Kevin Nourse: Mm-hmm. So, what's important is knowing your own style. If you tend to be one that's typically more resistant, skeptical of change, I think it's really important in terms of reflection, what are the implications for you when you're in a position to lead change, or if you err more towards the other side, which is you're so highly embrasive of change, again, what are the implications? Perhaps you may be overly ambitious about your change efforts and assume, which is easy to do, assume that everybody else is onboard with it. So, again, it's almost like, um, one of the other webinars that we lead is on leadership styles, which really speaks about situationally adapting your style based on where your followers are, and I think that so directly speaks to the change styles profiles and being aware and thinking about your own experiences of change, how you typically adapt to it, and generally speaking, what's the,

what does the situation call for in your organization. Is it to be a little bit more skeptical and methodical? Or is it, you know, really embrace it because it's a great opportunity and having some awareness? So, Alice, I think you're going to take us through a reflective question at this point.

>> Alice Waagen: Yes, I am. Um, and again, let me do the setup, and after I'm done with the setup, I will ask the folks listening to the recording to pause and do their own analysis, and those who are with us live today to join in with their comments. So, where would you place yourself on the change style continuum? Think, you know, sort of broadly about a number of changes in your life or the last few years, where would you feel you most gravitate on this? Um, and then the second part of that is what are the implications of your change style on the way that you, yourself, would lead or guide changes in your organization? So, first, you know, where do you think is your comfort zone with change, and then, second, what are the implications of that for you? Kevin, what's your thoughts on this for yourself or for others you've seen?

>> Kevin Nourse: Well, I think as I reflected on this, you know, early in my life, I had a very impetuous, you know, three sheets to the wind, let's go for it approach to change, and I find that, you know, generally, as I've aged, I've become a little bit more change-cautious, not in every case, which I think is a natural part of the aging process. We know that we have more at stake, and that's, I think, why, you know, recently, I just relocated from the east coast to the west coast after 30 years in DC, and it was fascinating to notice my own experiences of change and, you know, at mid life especially, the challenges and the opportunities that present, but it was like one big experiment for myself and navigating change, and just fascinating. It was exhausting.

(Laughing.)

>> Alice Waagen: Wow. Yes, you certainly have very recent experience in where you are in handling change, a major life change like that. Yeah, you know, it's interesting, when I was pondering this myself, and you alluded to this earlier, I think, for me, if it's a self-imposed change, if it's one that I've elected to do, I am much more open to it than if it's one that is done to me or for me, and I think that that, again, is just kind of human nature. I think, if anything, um, I gravitate, probably sometimes too much, in the I love change arena, because I do, I like things to change up quite a bit, and sometimes, I think I'll push for change in my life just because I'm bored, and, um, that may not be the best thing for others around me. So, I think there definitely is implications in that. So, let's see what our other folks have shared with this. Mandy says she thinks she's a 6 or so, cautious person, has real excitement about progress, like to think things through before diving in. So, yeah, sort of in the middle, kind of ponder it before you just jump overboard. Brianna says in regards to personal change, I find myself more resistant compared to professional change. That's interesting. Very interesting observation, Brianna, and, um, it would be interesting to kind of do some more thoughts on that. Nad says I think my comfort zone varies depending on the situation. More flexible when leaders are transparent and clear. Yeah, absolutely. Or skeptical when it's imposed

upon or unexplained and no answers. Yeah, that gets back to that study that I cited earlier, that when there's not a transparency there, it really can affect trust with the leaders and trust with the outcome, and, um, definitely speaks to being as open as possible with change going forward, but it is an interesting thing, that too little change, of course, is stagnation, but too much change is chaos, and, so, where are we in the middle? And, um, you know, one of the things I often, you know, caution leaders about, if they're anticipating a lot of change, and oftentimes, in the business world, one has no choice. You know, Kevin, you cited technology, you have no choice, you have to change and keep up-to-date on things, but I always like to tell leaders, you know, figure out how to create a little oasis, a little break where things are stable, at least for awhile, to give people an opportunity to catch their breath before you throw on the next change and the next change on top of it. Any other thoughts on our continuum here, Kevin?

>> Kevin Nourse: Yeah. One way to think about this is that, oftentimes, I think the best way to implement change is in a team context, meaning you've got other colleagues that are helping you through the process. If, for example, you're on the wildly supportive, almost, again, as we say, the bleeding edge of change, that you embrace it just for change sake, if that's your style, perhaps you want to find others on your kind of change guidance team or change leadership team that have a little bit more of a conservative side or perspective toward change to balance it out. In other words, again, the value of teams is that we, you know, have a diversity of opinion and thought, and, um, so, again, knowing your style, finding those that maybe complement your style, because it really is not either/or, but it's really both. You need people that are very supportive, willing to consider the opportunity, but you also need individuals that maintain stability, and so I think when it comes to comprising, like, a steering committee of change leaders, have that in mind when it goes to deciding, um, who to involve in the effort.

>> Alice Waagen: That's a really good point. You know, I think another corollary to this, too, is, you know, have folks around you, you know, reflect on this also, because if you tend to be resistant, you know, find a colleague, like you said, a team member who embraces change and partner with them and have them help you see the beauty of change, and you help put the brakes on them, sort of counter each other.

>> Kevin Nourse: Mm-hmm. Absolutely. So, I think, um, I'm going to take it next, Alice, and we'll talk a little bit about change competencies. So, in this case, our really second major topic today is to breakdown this concept of change leadership competencies. What are the building blocks of skill needed to effectively lead change? So, I'd like to introduce these, and then, again, we'll have another reflection question to internalize what we're discussing here. So, this is, um, again, based on some research that I've done and also working with leaders. It also roughly mirrors what, um, what I found in the, the U.S. federal government has defined change competencies for executives, and so, um, I adapted that, again, based on experience I've had in other industries beyond federal government. So, let me introduce each of these competencies and what they mean. We start, first, with, um, I like to start at the middle with resiliency. So, um, a lot of my research, um, in my doctoral program, and then individual coaching I've been

doing, is how to build resiliency among leaders, the premise being that change leaders are resilient. They're able to not only cope with stressful times, but rebound from them, so any setbacks, resilient people generally will not get hung up in it. So, we can think about the ability to, um, the definition of effective ways to cope with and learn from setbacks and when you face roadblocks, you're able to circumvent them, find a way through them and actually learn from them. That, to me, is really key. Um, secondly, let's talk about creativity, and, so, that involves the ability to create new approaches to problems, maybe challenging your assumptions that block creativity, and also, encouraging innovation and creativity in others, and I think that's really important in organizations, for leaders to be able to do that, because it's not just your own brilliance that you need to be worried about, it's are you creating a culture that supports that.

So, there you are on a team together, and are you creating a supportive environment where people can be creative and innovative, or is it more of a fear-based environment, where people are simply shutting down and going internal because it's not safe? So, creativity needs safety, and that's, to me, a really important part of what good leaders do. Then we've got, um, empathy, so the ability to read the temperature of a group and adapt strategies to their needs. I think harkening back to our initial slide where we looked at the stages of transition, really good change leaders are able to empathize and pick up on that subtlety to know where their audiences are, so it's really understanding your audience, and then perhaps when it comes to communicating, you craft your message to help people move through those stages, to find ways to engage them, get their input so they feel apart of the change, so that really speaks to the component of empathy. We then have flexibility, and that's remaining open and adaptable to new information options, as well as helping get rid of roadblocks, but doing that in a highly-charged environment. Again, this links back to the concept of emotional intelligence, and it's all well and good to be flexible when times are stable, but, boy, throw a little change in the mix, and suddenly, it creates, um, a lot of challenges. So, um, a lot of times, when people are stressed, they tend to want to control things, so flexibility is really key. It can make a huge difference in terms of the success of change efforts. Um, I spoke about resiliency. Strategic thinking, again, we do have a separate webinar associated with that that goes into much more detail, but it's really looking at the opportunity to identify strategic opportunities and trends and translating those into plans and decisions, and so what we know is that leaders who are strategic thinkers can anticipate the need for change, so rather than being blindsided, it's, you know, wait a minute, there's an emerging trend coming down the pike that's happening, let's say changes in the Affordable Care Act, and we have got to do some thinking now to get ready for it, because that's the perfect world.

You know, think about it, we've anticipated the need for change, it's not here yet, but we're starting to get our thinking aligned with that, and I find, generally speaking, change efforts that have that long leeway to get ready for it, people tend to do better. I mean, I think about, um, at the time of the Y2K crisis, I was a software developer, this was, you know, 17 years ago, in a former life, and it was just fascinating to look at those organizations that got onboard and prepared for it versus those that waited till the last



minute, and literally, till the final hour, were still trying to get their systems updated. To me, that was a classic case of we know this potential landmine is coming down the road, are we getting ready for it and thinking strategically about that. And then, lastly, we've got vision. So, that, um, as a change leader, your ability to set a compelling vision about what the future looks like is such a huge determinant of people willingness to get onboard with it and work through their transition process, and some people are skilled at this, and others aren't, but it's a really important skill, because I think it can galvanize people toward taking action and embracing the future state. Um, Alice, that was a lot of competencies, and I know you have some thoughts. What do you think? What's your thinking?

>> Alice Waagen: Well, I like the way you presented them, Kevin, and I like this whole concept of there being, um, you know, six different competencies. I think, sometimes, when we look at change and people's effectiveness with change, thinking of change as a single set of behaviors, um, we miss the nuances. So, for instance, you know, somebody can be a very empathic person, very good at reading the emotions of others and understanding, you know, what people's emotional state are and very caring or whatever, but they also might be very inflexible people, and, so, you know, you really need presence in all of these to be good, a good change leader, or they may be highly flexible and resilient, but don't really have that, um, ability to empathize with others, they're kind of the change leaders that are embracing change and running with it, you know, and they're also very creative and whatever, but they're not, the followers aren't behind them, because they haven't set the stage for bringing them along with them. So, I think that what we have here is the complexity of change leadership. It's not just change, it's really thinking in terms of these other competencies along with it.

>> Kevin Nourse: Great. Um, so, I think you're going to take us into a reflective question.

>> Alice Waagen: Yes, I certainly am. And again, let me set this up, and then folks can pause the recording or can type in the chat box their feelings about it. So, our question, what change competencies would you most likely to develop or enhance? So, this is sort of a mini self-assessment, looking at the six that we've already shared with you and its description, where do you see you could be better? Where would you like to develop an enhance? And then, the second part, what impact would it have on your ability to lead change? So, self-assessment first, and then think about impact, because that's always a good thing to do when you're looking to develop. So, go ahead and pause the recording now, if you are listening to this as the webinar. Kevin, what's your thoughts on that? Where do you think you could do some growth areas for yourself?

>> Kevin Nourse: You know, I'm thinking about a current client I'm working with, a physician leader in a major medical center who's doing a lot of really innovative work around cancer support, and as I reflect on this individual, um, it seems to me that one of his big, um, challenges is understanding his audience. In other words, he's a real visionary, so strategic thinking is a clear strength of his, he can go there, he can paint a

very compelling future. However, what it means is that he loses people, because he's so visionary. So, for this individual, I would, um, and have been coaching him in terms of developing more empathy, to have better awareness about what people who have been doing these jobs, you know, in this cancer institute, over and over for years, um, so they don't know what the vision is, and, so, his ability to empathize so he doesn't leave them behind, to me, that's really one of the areas we're focused on. How about you? What are you noticing among clients that you've noticed potential development needs?

>> Alice Waagen: Well, I think the one that I could highlight here is strategic thinking. I think, oftentimes, that leaders that I work with that are struggling with implementing change really aren't putting the change in the context of the system overall and, you know, where they're going with it, so we end up with that horrible phrase, unintended consequences. You know, they're not thinking of the ancillary stakeholders, they're thinking of the core, but not placing that change in the context of everyone else, and I think that's, um, an issue that really needs to be addressed. I think the other one, again, goes back to empathy. We don't talk a lot in the world of business about people's feelings, in fact, we tend to try to just look at the task side of the list, but understanding how this, the change really affects individuals, I think is so critical and key, but I don't really see that attention paid to that very much. So, let's see what our others have shared with us. Um, Mandy says could grow in the creativity competencies. She feels she's good at planning and organizing, but would benefit to be able to think out of the box. Yeah, I think it's such a key component to successful change, is to really, um, be very bright and creative about the solutions that we're seeing. Um, Maria says vision, flexibility and creativity come easy, but be able to convey the benefits of the changes. Yeah, to bring the people along with you, I think that's the key issue of vision, and that is very, very important. Um, Nad also says vision and creativity. It's easy to identify when there's a problem you need to change when you get stuck, but to get perspective from someone outside the picture to help see things differently and more easily. Yeah, definitely. Definitely. Yeah, I think these are really good reflections, and, you know, again, not just what to develop, but how much more successful you'd be if you developed in these areas, I think is the second part of it that's so important. Kevin, other thoughts you have about, um, about these competencies and how people can develop them?

>> Kevin Nourse: Well, you know, the other school of thought is, um, and leadership development and the research and practice is really no one leader needs it all. In other words, you know, that model of the great man or great woman who knows everything, and I think it's the same here, as it is the change styles indicator. In other words, if you don't have a strength in one of these specific competencies, you could certainly develop it and have some at least conceptual knowledge, but I think maybe the other alternative is to find colleagues who can augment your weaknesses when it comes to forming a change leadership team or a steering committee. You know, who are the creative thinkers that you can engage or enlist, because you may certainly learn something from them, but it's a way to kind of move into action immediately. So, again, it's always that question, um, is this, does this really play to my strength, and if it doesn't, maybe there's

someone else who's really good at it, who would love to be engaged. So, I think, um, to me, again, that gets back to that concept of, you know, it takes a village to raise a child, it takes a village, many times, to implement a change, and also really reflecting on what am I good at and who could I choose to basically augment what I don't have. So, it's a whole different way to think about, um, development.

>> Alice Waagen: That's a really good point. You know, oftentimes, I hear people say, you know, embrace the change resisters, because they slow things down, and they cause us to question a lot of our actions and thoughts, and it can be that the change that we embrace so much and love isn't a good idea, and if you don't listen to the resisters and ponder what they're sharing, you may rush ahead with something that's not quite thought-out, so I think that speaks very much to your point about it being more of a team sport than an individual sport to be effective at change. Good point.

>> Kevin Nourse: Okay. Um, I think at this point, we'll explore the change framework, and then we'll alternate back and forth and explain what this means. So, really, our third major topic is thinking about, um, the process of implementing change, and there's a number of models out there that really kind of, um, can almost represent a methodology or a protocol for how you implement change. So, John Kotter is a consultant, a researcher, a leadership researcher who's done an awful lot of writing about, um, change and change leadership and the process for implementing change, and I know this is a model that, um, ASHA embraces fully when it comes to implementing change, both organizationally and individually. So, we'd like to introduce, unfold this model one step at a time, and as you're listening to this, take notes, but also, pay attention, and we're going to be asking you, as you think about a change project you're involved with, some of the phases or steps here that may be relevant for you. So, with that, I'll start off introducing, and then, Alice, I'll toss to you. So, really, step one, the idea of increasing urgency, so when we talk about that, um, it gets back to this idea of, first, the importance of selling the problem versus the solution. So, long before we get to the place of here's this, you know, exciting new change, have we done, you know, a very good job selling people on the current reality and why the current reality is untenable and unsustainable, and, so, when we increase the urgency, what we're trying to do is find data or evidence, um, that's relevant to the stakeholders of our change, to help them understand why it's so important to change. In other words, we use the term unfreezing people, what can we reveal to them that will help unfreeze them? Let me give you an example of that. I work with another professional association, um, the Executive Director, and she was highly embrative of leadership and really struggling with fairly low membership numbers in her association, and she was shocked when she went to a conference with some of her members and she overheard, just, you know, in the hallway between breaks, um, one member saying to another that, you know, in essence, our association is a day late and a dollar short on everything, and one of the worst fears, I think, of every association executive is to realize that they've become irrelevant for their members. So, she was able to take that data and use that, in essence, to increase urgency with the board to create some changes in their organization, specifically service offerings to members, the website access, whatever, and, so, many times, increasing urgency is about getting the

voice of, quote, the customer in the room, and I've seen people do that creatively with video cameras, with interview data, with qualitative themes, those kinds of things. So, in this case, it was very impactful in terms of unfreezing her board, that they were kind of locked into this belief that, um, everything's good. So, Alice, I think you're going to go next.

>> Alice Waagen: Yes. Thank you. That's a great example, by the way, Kevin. I love that. Get urgency by getting the voice of the member or the customer in the room. Absolutely. All right, our second step, you know, now that you've increased the urgency, is to build the guiding team. Now, what do we mean by that? Um, we're not talking about the project team or the people doing the work, we're talking about putting together a thoughtful team of individuals who will help guide the effort, in a sense, co-lead the effort to make sure that it happens. Um, we've already mentioned this earlier, about the importance of getting a team of people here, but the issue here is that who can you put on the team that's going to help you get the messages out as you go forward with this? So, you might consider, um, key stakeholders, you might consider, um, other people who have a passion around this, who can help champion and support it. So, again, you've got diversity of thought early on in the change effort to get it to go forward and to make sure that you're covering all the bases. So, Kevin, you're going to talk about step three for us.

>> Kevin Nourse: Sure will. So, getting the vision right, so, if you think about, again, um, one of the challenges I find that, um, some change leaders make is they are so caught up in explaining how the change will happen, but they don't very clearly compel, or communicate the end result they're trying to create, and, so, by getting the vision right, again, it would be, for example, drawing upon your guiding team to help shape that vision, where you can paint a very positive, powerful image of what the future state will be. I think, um, I don't know, I think, you know, oftentimes, in the leadership development program, we'll cite, um, the I have a dream speech by Dr. Martin Luther King, Jr. as one amazing, um, compelling vision, you know, how he could galvanize the social justice movement. Now, not everybody needs to be able to speak like Dr. King. However, the elements of his speech were a really good demonstration of getting the vision right and understanding, and again, we're drawing upon that empathy competency, where are people's hearts and minds and what do I need to say, and how do I need to say it in ways that helps them see themselves in the future and create some sense of excitement, because a vision isn't just a cognitive thing, if it doesn't excite people, maybe even scare them a little bit, then it's probably not worth much. So, again, getting the vision right. So, Alice, you're next up.

>> Alice Waagen: Well, step four is the corollary of getting the vision right, it's communicating it, and again, we've spoken a lot in this time together today about the importance of communication, but I'd like you to focus on the last part of this, for buy-in. We're not just dumping data on people, we're not just saying, here we are in the change, get with it. What we're trying to do here in this step is, again, to watch where everybody is with the messages thus far, what is their emotional state, where are they on the

Kubler-Ross model. Are they, you know, in anger and fear? That's a different communication than I'd have with them if they were in, um, acceptance and moving on. So, a good change leader sees in step four what kind of communication needs to happen to make sure there's buy-in from everyone at all levels. Kevin, step five.

>> Kevin Nourse: Okay. So, one of the reasons we know people resist change is because it will make them feel incompetent. Think about it, you're, um, your organization's implementing maybe a new intake protocol or implementing a new, um, you know, best practice, so you're taking people from what they don't know to what, perhaps, they need to learn, and, so, empowering action is often about giving people the skills and the knowledge to be able to function in the new environment, and that many times, they will resist, because, again, adults do not like to feel incompetent or uncertain, and, so, if you don't provide training, to me, that's really going to shoot a change effort in the foot. So, you're providing them what is it they need to know, and how do they need to function in this new-to-be environment, and making sure that part of selling the case for change is also and we're going to support you in terms of help you be skillful and successful in this new environment. Back to you, Al.

>> Alice Waagen: All right. Well, create short-term wins, I think this is even more important with large change efforts that are going to span months, sometimes even years, is to segment the work into phases or steps that can be celebrated as they're achieved. Again, this is another thing that I see often overlooked, is leaders are so much with their eye on the end goal that they don't give people the rewards of interim success. There was another, um, research similar to this a number of years ago of people by the name of Teresa Amabile and Steven Kramer wrote a book called *The Progress Principle*. It's not cited in your bibliography, because it really was a book, um, focused on employee motivation and engagement, but they came to the same conclusion as we have here in step six, is short-term wins really give people the motivation to continue, where if there is, day after day, week after week, month after month, no sense of achieving anything, it really does breakdown motivation and engagement, so this gets back to really kind of planning the change, is are there moments where we can say we're not there yet, but we've made real headway. That's what's important here. So, Kevin?

>> Kevin Nourse: You know, just underscoring that, I've worked in, um, for example, healthcare systems that have started using Lean Daily Management, a way of building in more quality into their organization, and, for example, a really smart way to do it is to start with a little pilot, we're going to do Lean Daily Management in this particular clinical department, and after 60 days, we're going to report kind of what we discovered. You know, again, that's a really great way to create short-term wins. Small pilots or prototypes, where you can prove the concept and demonstrate that it really does add value, um, and then take that and sell it, because, again, in most cases, you don't have the luxury to take two years to create value, it's got to be immediate. Okay, so, the, um, step seven, don't let up, the issue is, a lot of times, change fails, not because it wasn't communicated successfully, but because, um, people lost interest, or they got conflicting

messages and priorities, or, you know, the organization starts to implement new changes, and then people kind of burn out, and so I think it's really critical, which is why going back to making sure your guiding team understands this, but don't let up means let's really stay focused on this and drive toward completion. Otherwise, people do get, you know, conflicting messages and, um, won't sustain it, so I think it really is about focus and prioritization. Okay, and then the last one, Al.

>> Alice Waagen: Yes. Make change stick. One of the most frustrating things I have seen organizations go through is implementing a change and within a certain length of time, you know, days, weeks or months, people gravitate back to the old way, and that is very frustrating for everybody, and it makes future change become even more difficult, because the resisters get the message, well, if we just ignore it, it'll all go away. So, what happens in step eight is you need to take a step back and get a broader view of the world around the change to see if there's other ancillary changes that need to happen to make the change permanent and stick. You know, for example, I worked with a client a number of years ago, a consulting firm that wanted to move away from a traditional hierarchy into a more team-based culture, and so they went through a very lengthy process over the months of getting people more assigned to teams, um, than an individual boss or bosses, and I won't go through the whole thing, but at the end of the day, what they had failed to do was change their performance management system. So, people were still being measured and rewarded on the old way of life, so needless to say, the team-based culture was in name only, but people still operated in a hierarchical fashion. So, to take and really look at the context and the systems, the stakeholders, the customers, the members, all the world surrounding the change and say do we have to make other smaller changes to make this thing really cement into place. So, Kevin, I think you've got a reflection that we'll take on this.

>> Kevin Nourse: That's right. So, let's tie this together. Um, so, here's what we suggest, is reflect on a change project you're familiar with in your role. This could be something that's happening now, it could have been something that happened in the past, and so the question is, you know, which of the eight change steps from the Kotter model would have had the greatest impact on the project, if it wasn't, you know, as successful as it could have been? So, as you scan down the list of steps, which maybe weren't used that really could have had a very strong impact? So, take a chance and apply the model. For those listening on the recording, if you want to hit the pause button, do some reflection, and then when you're ready to rejoin us, hit the replay button, and we'll debrief. So, Alice, as you think about some of your clients, um, and this framework, do any stand out in terms of, um, things that they could have done to make it more successful?

>> Alice Waagen: You know, I think in many cases of the organizational leaders I've worked with, um, don't do as good a job on that first step of increased urgency, and I think it has to do, going back to our competency model, the empathy, um, or being able to see the world from other people's point of view. So, in other words, what organizational leaders are exposed to is, you know, a lot of numbers and facts and data

that may not be part and parcel of the rest of the organization. So, they've, excuse me, created their own sense of urgency in their own mind and in the minds of their team, but they don't really know how to translate that or do a good job translating that down to the entry-level people, the shop-for people, and get them to understand those numbers and to why the change is so critical. What about you, Kevin?

>> Kevin Nourse: Well, what I've noticed is that a lot of the leaders in organizations I've worked with, um, you know, by the time change happens, they are already onboard with it, so they're communicating, um, the wrong message to the audiences, the stakeholder audiences, which is, imagine this, you know, amazing new future, and you've got staff that are thinking, well, you know, I thought everything was working pretty well, in other words, there's a mismatch between where the executives are communicating the change. They're already on the, you know, the upside, the upswing of the transition model in terms of, like, the generative, you know, kind of visionary perspective, but staff are still in this doubtful, wait a minute, why are we changing, so I think that mismatch between follower and leader is huge. Um, so let's take a look and see what our classroom participants have shared. Um, Mandy reflected on a long and frustrating process, which is very familiar. So, for that project, communicating the information they cared about and what was important to them, um, so that idea of communication. Again, you know, being clear on the communication. Maria, you talk about creating short-term wins, building momentum and buy-in. Yeah, and that's a great place to recognize people who are stepping up, and so you're really reinforcing this new model associated with it. Um, yeah, so those are some really good sharings in terms of application to the model. Like I say, this is a very rich model, there's a lot to it, and, um, it would be a really good follow-up reading. We have some reference information in the bibliography associated with Kotter's work. Um, any last thoughts, Alice, before we tie it together?

>> Alice Waagen: Well, actually, you know, your talking reminded me of a situation I was in a number of years ago. I was working with a senior team, the organization was going through a big change effort, and the senior team was very frustrated by the level of resistance they were getting from the staff, and, um, you know, I listened to them complain for a minute, and then I said to them, I would like you to think back, when did you first realize this change had to occur? And they said, um, six, eight months ago, when the market data showed this or that. I said, okay, stop right there, when did you tell the staff this change was going to occur? Last week. I'm like, okay, do you see the issue here? And you're so right, senior leaders live with this a lot longer as it rolls out, and their inability to understand that the folks that were resisting were just starting down that road, where these folks had been down it, you know, for more than six months.

>> Kevin Nourse: Yeah. Great example.

>> Alice Waagen: All right. Well, on that note, let's go ahead and take a look at where we've been today. You know, to be a good change leader, you have to understand your own style, where you are in a comfort zone with change or not. Um, you also need to understand that there's a wealth of competencies, six that we presented to you today,

that you need to also do a self-assessment on to see where you are. And lastly, you know, the Kotter's model is really a gold standard, I think, for change. Take a look at those steps the next time that you are going to initiate a change and really take them to heart and run the change by them. All right, we always like to end these webinars, give you a further thought and further actions, and, so, what's next? Interview two experienced leaders you respect and ask them how they lead change, what are their tips they can share with you, and then put the mirror on yourself, when you're going through a life change, what is happening to you? What is happening to you emotionally? What's happening to you physically? How are you adapting to it? And then, again, observe others. We're really big on observations here, I think it's a great way to learn new ideas. So, with that, Andrea, I'd like to turn the mic over to you to wrap-up.

>> Andrea Falzarano: Thank you, Kevin and Alice, and thank you, everyone, for joining us. This webinar is part of a series in ASHA's Leadership Academy. For more information, including information on continuing education credits, visit [www.ASHA.org](http://www.ASHA.org) and serve Leadership Academy. We also encourage you to join the ASHA Community focused on leadership topics. Go to [ASHA.org](http://ASHA.org) and search Leadership Academy. You will find a link to the online community on this page. This concludes the ASHA Leadership Academy webinar on change leadership. Good-bye from the ASHA National Office.

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