

ASHA Leadership Academy

Generative Thinking



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

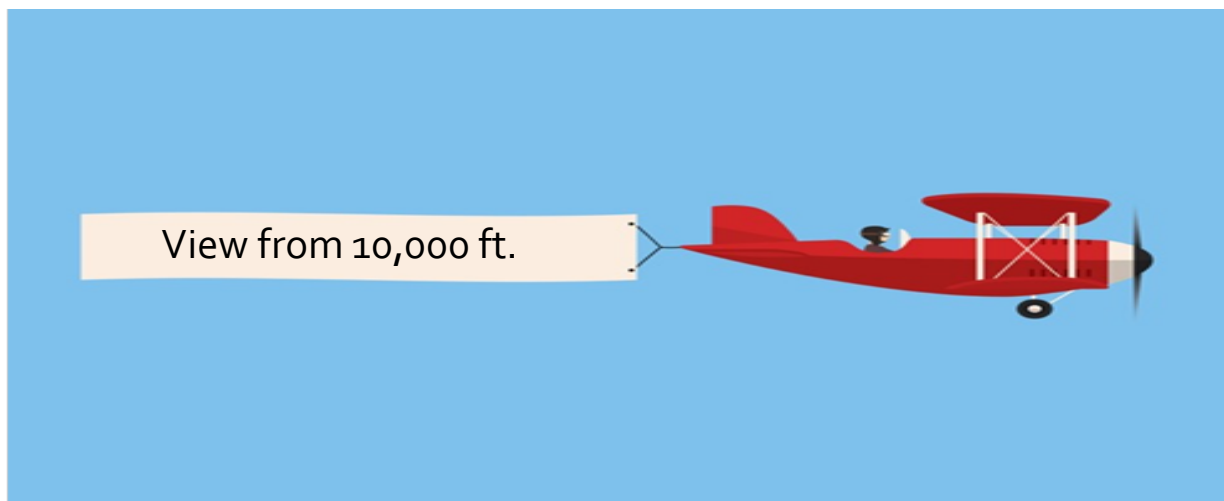
Introduction

Why are we here?

To learn the fundamentals of generative thinking.

How will we achieve this?

- Key concepts defined
- Three modes of governance
- Generative thinking criteria
- Application of generative thinking
- Wrap-up



Key Concepts Defined



Generative Thinking

A process for deciding (a) what to pay attention to, (b) what it means, and (c) what to do about it.

Governance

The creation and maintenance of policies, guidelines, roles, and accountabilities associated with the overall leadership of an organization.

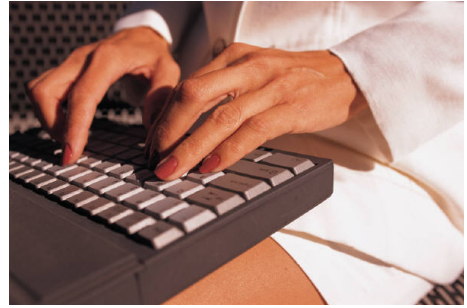
Sense-Making

The way in which a person or group views or interprets the meaning of situations, events, or trends.

Why is it so important for CSD professionals?

- Create opportunities to think out of the box
- Distinguish yourself in your organization by looking beyond the status quo
- Significant changes in healthcare and schools environments that could represent important opportunities

Key Concepts: Research Studies



Emerging Themes

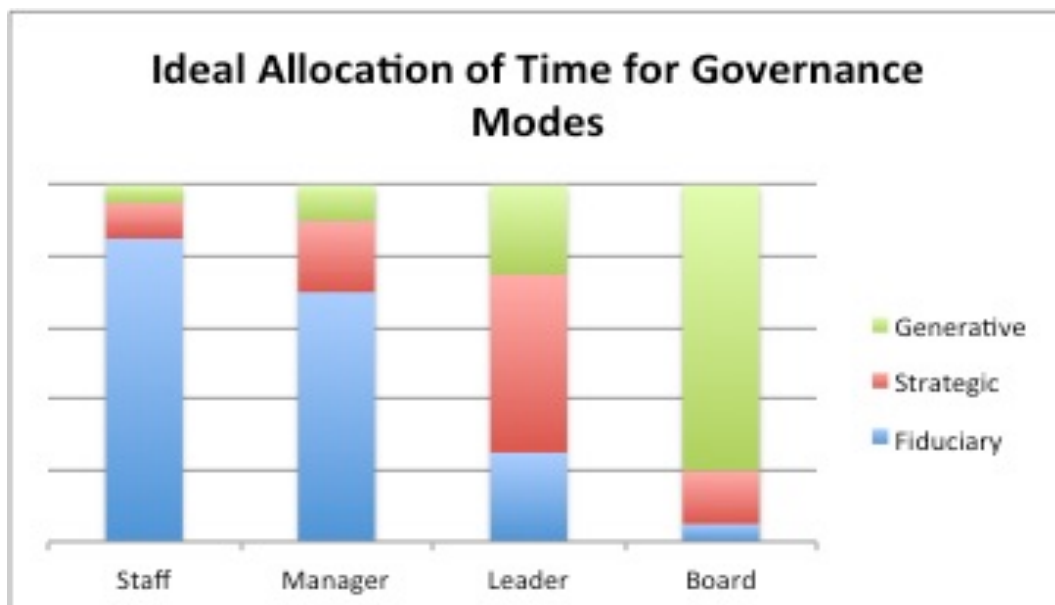
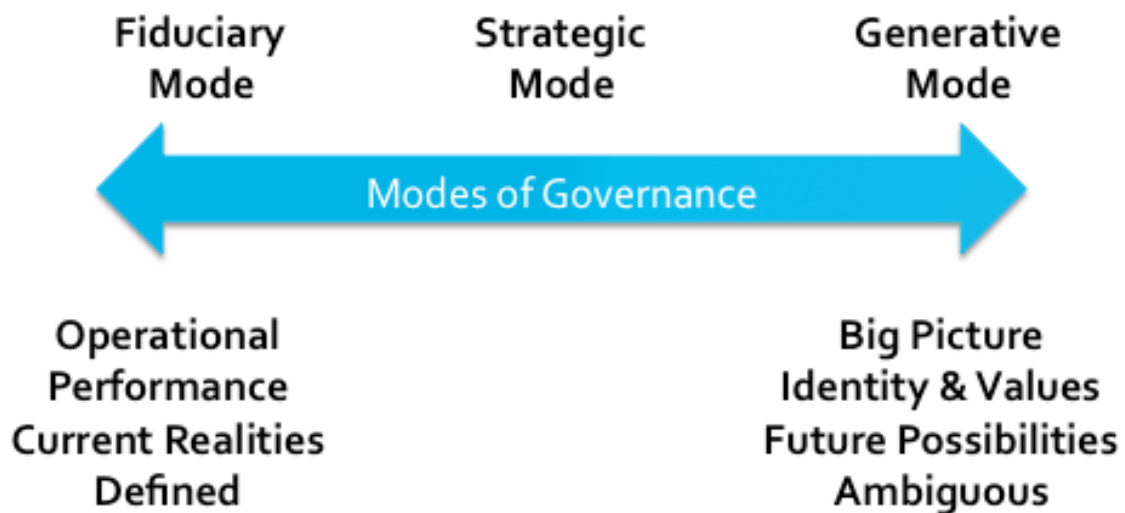
- Cognition, framing, and decision making (Smith & Levin, 1996)
- Sense making in organizations (Maitlis & Christianson, 2014)
- Strategic framing of data among senior leaders in education settings (Park, Daly & Guerra, 2013)
- Evaluative research on generative thinking among boards (DuBois-Wing, 2017)
- Impacts of board processes and involvement on organizational performance (Zhu, Wang & Bart, 2016)

Reflection Question



What are some of the issues or challenges facing your organization that might drive a greater emphasis on generative thinking?

Modes of Governance



Modes of Governance



Generative Mode

Board discussions about the continuum of care and cost-effective service delivery

Strategic Mode

Identification of strategic objective #4: Enhance service delivery across the continuum of care to increase value and access to services

Fiduciary Mode

Creation of a preliminary plan outlining costs and resources needed to establish a credentialing program for assistants

Reflection Question



Reflect on your own experience of these three modes of governance for an organization where you play a leadership role. How can you and your colleagues allocate your time to all 3 modes of governance?

Generative Thinking Criteria



Criteria for determining whether an issue or topic is generative in nature:

- Ambiguity – multiple views
- Saliency – Important to key stakeholders
- Stakes – Issue could have great impact on the organization
- Strife – Potential for conflict or confusion
- Irreversibility – Decisions cannot be easily reversed

Reflection Question



Reflect on one of the issue you identified in the initial reflection about issues in your organization that could best be addressed using a generative approach. To what extent does the example embody the five criteria:

| Criteria | Evidence of This Criteria |
|-----------------|---------------------------|
| Ambiguity | |
| Saliency | |
| Stakes | |
| Strife | |
| Irreversibility | |

Applying Generative Thinking



1: Educate Stakeholders



2: Identify Generative Topics



3: Frame & Explore Issues



4: Reflect

Applying Generative Thinking



Steps to Identifying Issues

1. Identify the participants
2. Set the ground rules
3. Brainstorm possible topics
4. Summarize and focus the topics

Powerful questions to stimulate issue identification:

- What are the key technical or professional issues our profession will face in the next 3-5 years?
- What challenges will our organization face in the next 3-5 years?
- Ten years from now, will we regret not having the courage or political will to act now on some crucial issues? What are those issues?
- What is happening in other professions now that may one day impact ours?
- Are we still relevant to our members?

Applying Generative Thinking



Steps for exploring and framing issues:

1. Identify focus, participants, and pre-work
2. Explore the underlying “why?”
3. Explore frames for the issue
4. Summarize insights

Applying Generative Thinking

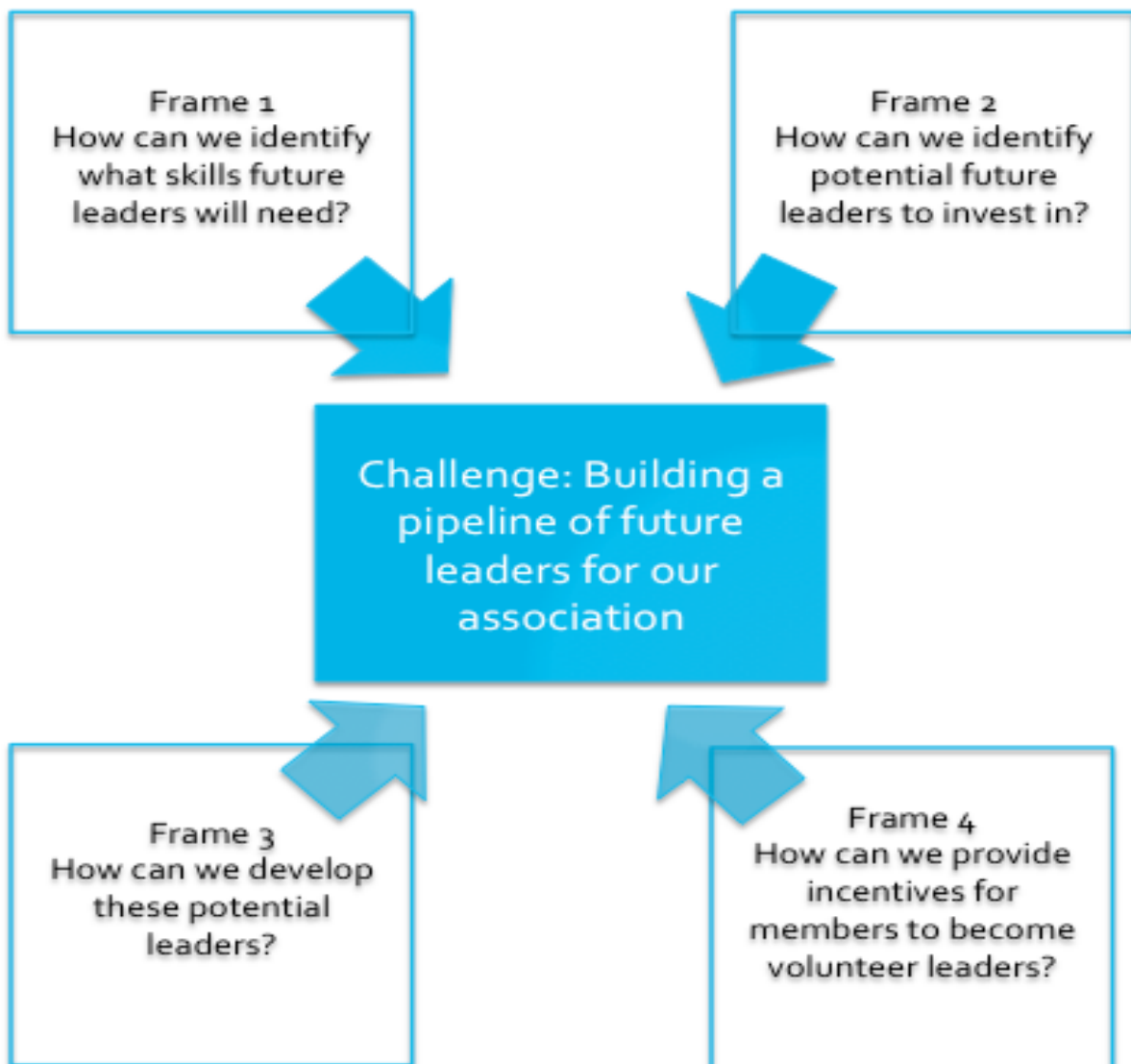


Challenge: Building a pipeline of future leaders for our association

Why?

- Build strong advocates for our association
- Ensure we have a members who are ready to step into leadership roles
- Enhance members careers in their organizations
- Attract and retain members
- Prevent our association from becoming stagnant by bringing in leaders with fresh new ideas

Applying Generative Thinking



Reflection Question



What strategies will you use to conduct a generative thinking (generative discussion) session with your organization:

- Who should attend?

- When will the pilot be held?

- Specific topical focus?

- Ground rules for the session?

- Who will facilitate?

Key Points



- Generative thinking is a critical leadership skill
- Five criteria for generative thinking ideas
- Generative thinking happens in two stages: identify the issues and explore issues in depth



- Interview 3 leaders in your organization to assess what they know about generative thinking.
- Experiment with a generative thinking approach in teams to identify potential topics and framing.
- Review the additional reading section to get more in-depth information about generative thinking.

Additional Reading



- Fairhurst, G. (2010). *The Power of Framing: Creating the language of leadership*. Wiley.
- Sloan, J. (2016). *Learning to Think Strategically*. Routledge.
- Chait, R., Ryan, W., & Taylor, B. (2005). *Governance as Leadership: Reframing the work of nonprofit boards*. Wiley.
- Drath, W., & Palus, C. (1994). *Making Common Sense: Leadership as meaning-making in a community of practice*. Center for Creative Leadership.