

Leading Change is Hard ...

*✍ It's also an incredible opportunity for ✍
inspiration, growth and impact!*

Molly Keaveny

Wisconsin Employment First Conference

May 19, 2020

A Little Bit about Me

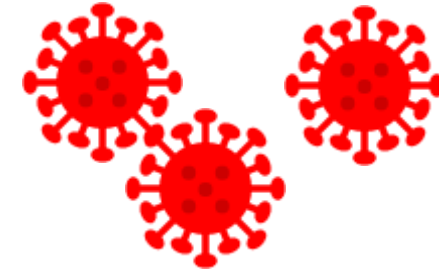


“Learning to be a leader is like learning to be a great athlete, musician, or artist. It’s a capability that develops over time, through trial and error, hard work, and practice. Leadership is learned by doing, not simply by taking notes in a classroom.”

Stanford Graduate School of Business



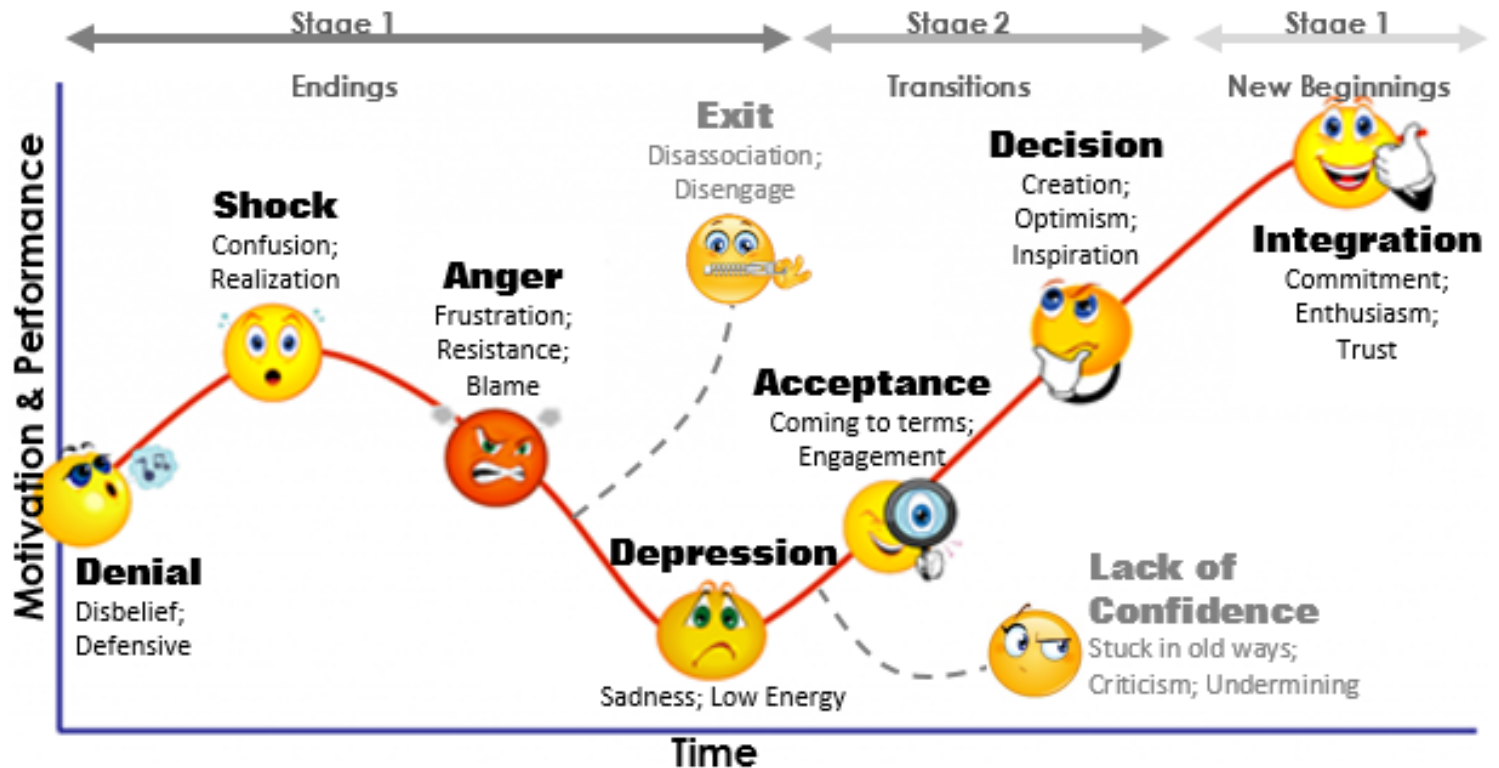
Today's Leadership Challenges



- Crisis and change management
- Uncertain future – what will services look like, how will our provider network be affected, what is impact on my team and organization, how to lead when vision is unclear or disrupted
- Home & Community-based Services ... maintaining momentum and not losing ground
- Resilience, flexibility and fast innovation
- Balance of safety, access and choice
- How can we build on our transformation efforts, adapt and respond to current and future challenges related to COVID-19?

Experience of Change & Role of Leaders

- Moving from known to unknown – creating something new
- Shifting perceptions, expectations, behaviors, ways of communicating, structure, processes and sense of identity
- Personal and professional change: within organization and in our communities
- **It's a lot!**
- Critical role of leader guiding and supporting team, individuals & families



Adapted from *Kubler-Ross Change Curve*

Managing & Leading Change

- Much of our work as leaders fits under 3 key areas of focus and action:
- **Crafting a Vision** through Exploration, Boldness and Testing Assumptions
- **Building Alignment** through Clarity, Dialogue and Inspiration
- **Championing Execution** through Momentum, Structure and Feedback



Vision



Alignment



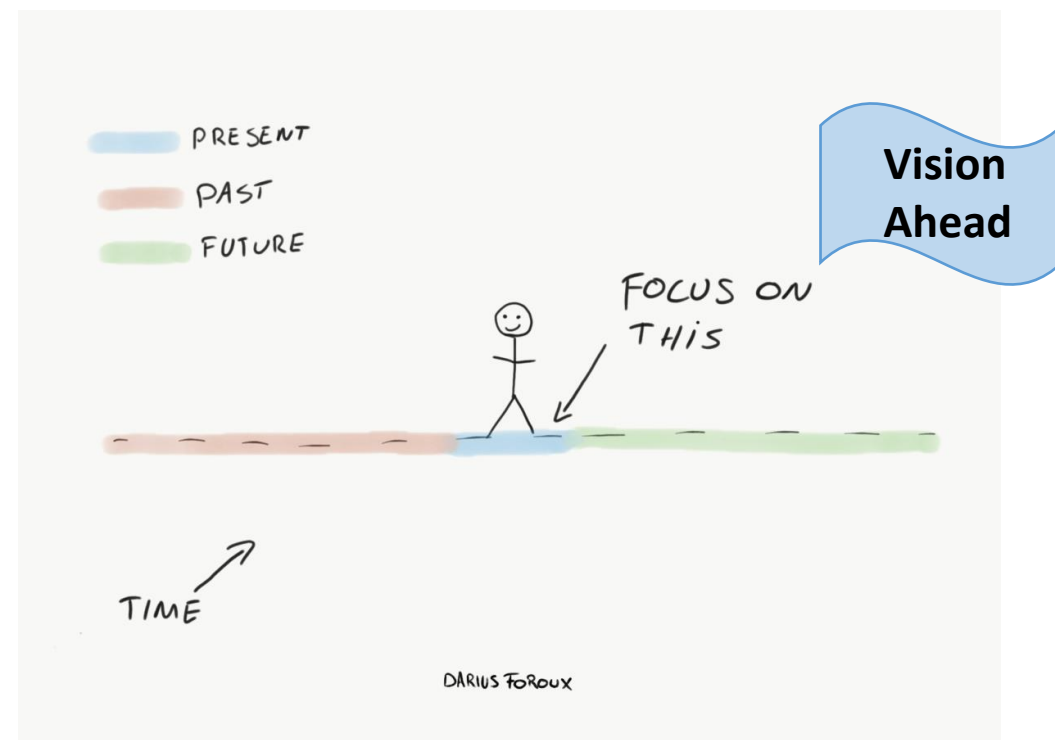
Execution



Vision

Exploring and Defining the Vision

- Long-term and short-term yet present focus
- Navigating new challenges, yet potential opportunity to recreate yourselves, redefine your purpose, reenergize your team, and reposition your organization
- What is your “Why”
 - What do you value, what is most needed & what can you offer
- Leverage best practices, talk to peer leaders, and tap into T/A opportunities





Vision

Personal commitment & passion

- As leaders, we need to truly believe in and feel connected to our vision
- When the work is hard, having internal passion helps to fuel you day to day - it also energizes those around you
- We won't inspire others, if we ourselves are not inspired



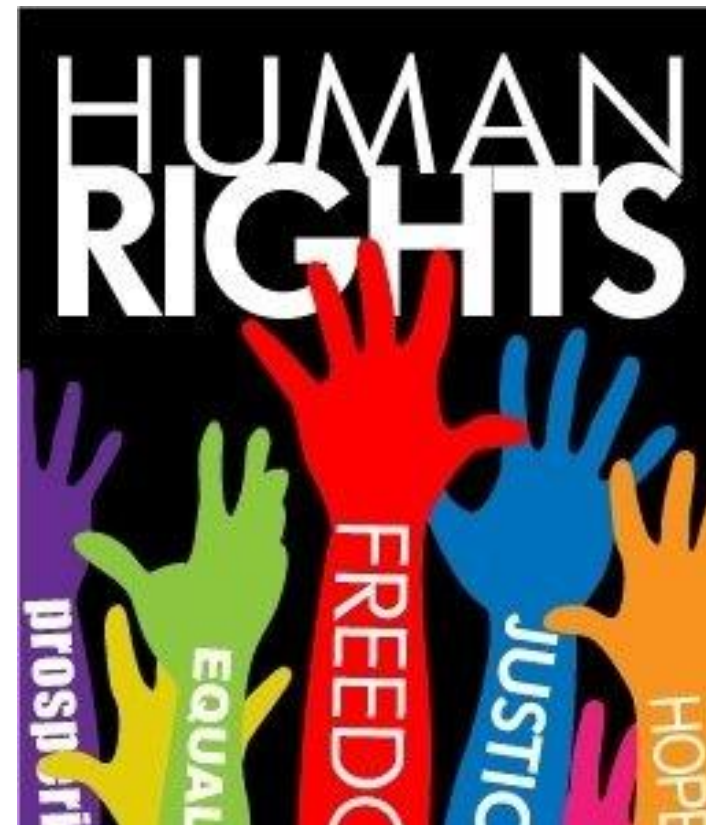
"Exposure precedes interest. Interest precedes motivation." – Sarah Murphy of WorkLink, San Francisco



Vision

Seeing Ourselves as Agents of Change

- Be willing to be bold, take risks and speak up
- Wisconsin and the world need more fiercely heart-centered behavior and attitudes – especially now
- Laws alone don't change culture
- How does HCBS rule translate into positive impact on lives and society? How do we maintain progress?
- Using compassionate anger for social transformation – a motivating force that can shift the negative into positive action and change the world



Leadership Spotlight

Jenny Felty- Headwaters, Inc.

Managing change & uncertainty during pandemic

- Providing calm & stability
- Okay taking some risk

Vision has probably been most challenging

- So much change & unknown, difficult to see what's ahead
- At first, seemed like a short-term “we’ll get through this” problem
- Now feels like we’ll see more fundamental changes

Building alignment

- Just keep talking and working it out together

Execution focused on bringing people together

- Encourage creativity, flexibility & diving in

Most Rewarding

- Grateful and so impressed with her team
- Stepped up and showed up every day



Taking care of self & others:

- Self can often be at bottom of list – you know how it is!
- Do best to take time to myself at least 1x/day
- Checking in with each other regularly
- “Thinking about you” treats
- More flexibility with time management
- Team connection via Zoom



Alignment

Collaboration and Relationships

Empowering team members

- Providing direct support day to day - the more bought in and stronger the accountability, the higher quality service and better outcomes

Partnering with stakeholders

- Can you involve individuals and families in different ways? How can you engage and partner more with DVR, MCOs and ICAs? Employers, schools, community organizations?

“Stronger Together/Power of the Whole” mentality and action

- Integrated teams & diverse perspectives
- Repeated messaging & reinforcement



*Wisconsin becomes Employment First state
... let's keep going!*



Alignment

Communication

- Open and frequent -- think about everyone who has a stake! Share information & listen.
- Building and keeping trust is so important
- This is what we know now, this is what we're still figuring out
- Face time with senior leadership as well
- Multiple communication plans along any change journey



Leadership Spotlight

Craig Poshepny - Aptiv, Inc.



Taking care of self & others:

- H2O, watch the food intake, golf!
- Taking time for personal connections with family and team members

Underlying value of TRUST

- What I ask for and what I give

Willing to take a stand and take risks

- It is okay to disagree and not always follow the group
- Willing to listen and admit when you're wrong
- Approach leadership with convictions and without fear

Key strategy → building a strong team

- Hiring people who may be smarter and possess qualities you may lack
- Strive to hire people who may not fit the mold
- Always on the lookout for capable, trustworthy, high character individuals

What COVID has taught us so far:

- Old way of doing business (providing supports) doesn't need to be the only way
- Virtual is not new, but has become the new norm and readily available for many (+ impact for Rural areas)
- Vision for future with process improvements on efficiencies and the cost of doing business

Sees positive impact on future outcomes & ability to respond to change



Alignment

Power of Positive Thinking

Yourself and others!

- Encourage your team members to be themselves, appreciate & help recognize their strengths
- Employees possibly working in new ways, roles and circumstances – reassure & build confidence

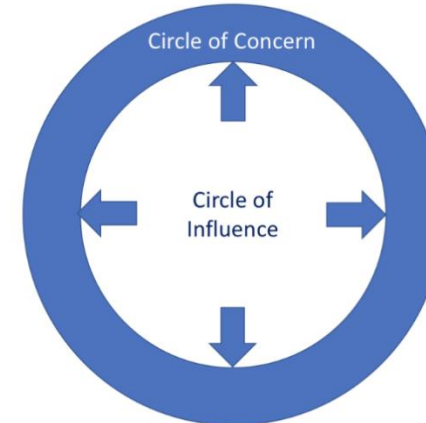
The people you serve & what they can achieve

- Impact of self-determination
- As lives transform, a critical mass begins

Your team, organization and community

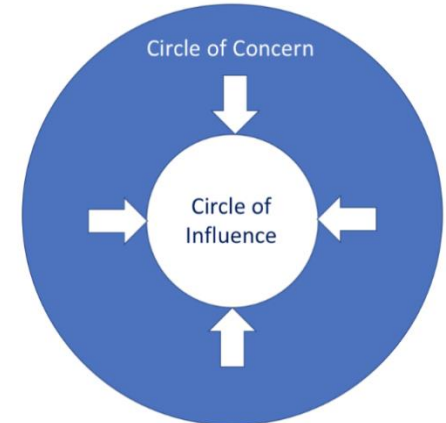
- Strategically focus our energy
- We can manifest a great deal through intentional purpose and action!
- As milestones & success are achieved ... CELEBRATE

Circle of Concern / Circle of Influence



Proactive Focus

Positive energy enlarges the Circle of Influence



Reactive Focus

Negative energy reduces the Circle of Influence

© Steven R Covey "Circle of Concern / Circle of Influence"



Alignment

Courage & Vulnerability Required

- When you really dive into change, there's a lot of learning and growth for yourself and those around you
- Be willing to show emotion, express real caring, say sorry when it's warranted (learning means we're going to make mistakes)
- Honest coaching, asking for feedback, "getting real" talks
- Value of Connection - Power of Love!

Understanding is love.
If you can't understand
you cannot love.

When you
understand yourself,
you love yourself.

Thich Nhat Hanh



outofstress.com

Managing change & uncertainty during pandemic

- Conveying a sense of calm – “we’re going to figure it out together”
- Stay positive - internalize and keep at forefront
- Can steer decisions & help guide vision, alignment & execution
- Collaborative, clear communication - more purposeful, checking for understanding amid uncertainty and stress

Vision/Change Response – build on what we have

- Using “Building Full Lives” model as platform, then broaden scope
- Aim is to expose more people to employment and community connection
- Get alignment with upper management and then funders

Most Rewarding

- Seeing the increase in self-esteem: “I can do it” and “we’re not all that different after all”
- Going through this together – everyone being more open to connecting & learning as we go
- Communicating in ways that feel more personal and direct

Taking care of self & others:

- “What would make me happy today?”
- Unplug, get outside
- More directly and easily connecting with team
- Focus on appreciation



Execution

Develop a Plan

Strategy translated into action

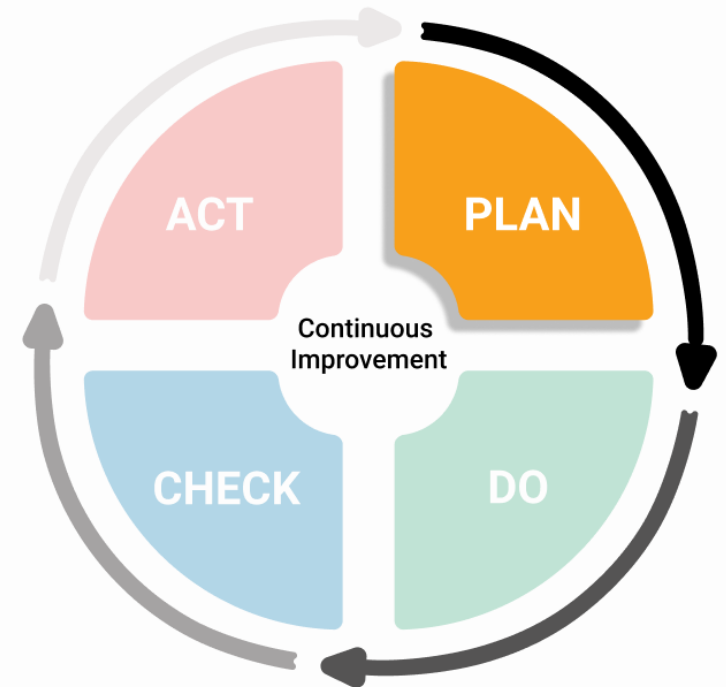
- Team Roadmap – with objectives and goals to guide the path
- Setting and Tracking Outcomes – establish your baseline and benchmarks for success

Shifting your business model

- Regularly consult your plan, check in & evaluate progress, adjust and keep it alive

Foster a “continual improvement” mindset

- Look for greater efficiencies and ways to be effective
- Funding pressures now and in the future





Execution

Develop Yourself & Team Members

- Becoming a Leader of Leaders
- Importance of champions
 - Identify, engage and support early adopters → they become your champions & support transformation
- Providing development opportunities
- Setting clear expectations
- Coaching – Listening and asking questions
- Addressing problems and giving direct & timely feedback (SBIR)





Execution

Taking Care of Ourselves

- Execution requires energy to forge ahead and drive action
- Can't sustain without renewing
- Reality of non-profit burnout and current stresses of pandemic
- Encouraging self-care in our leaders and team members
- Getting a coach, champion, mentor for yourself





Questions or Thoughts?

Please feel free to reach out:

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Resources

- **Kubler-Ross Change Curve**
- **Prosci ADKAR Model**
 - Guides individual and organizational change – acronym represents the outcomes that people need to achieve for lasting change
 - <https://www.prosci.com/adkar> - 6 free download guides available
- ***Work of Leaders: How Vision, Alignment and Execution Will Change the Way You Lead*** by Julie Straw, Mark Scullard, Susie Kukkonen and Barry Davis
- ***Start with Why*** by Simon Sinek
- ***Be Angry*** by the Dalai Lama (he also has a *Be Happy* book! 😊)
- ***Be the Change You Want to See: Staff as Change Agents*** –Genni Sasnett
- ***The Gifts of Imperfection*** and ***Dare to Lead*** by Brené Brown
- **CliftonStrengths Assessment and Profile**
 - Identifies the strengths that come most naturally to you – learn how to apply them and share with others to create stronger relationships and improve teamwork
 - www.gallup.com/cliftonstrengths
- ***Seven Habits of Highly Effective People*** by Stephen Covey
- ***The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever*** by Michael Bungay Stanier
- **SBIR Feedback Model – Situation-Behavior-Impact-Response**
 - <https://www.linkedin.com/pulse/giving-feedback-try-sbir-framework-stacey-messier/>