

# Leadership and Change

SAA Executive Directors' Retreat

Denver, CO

June 10, 2008

How can **You**

Lead Your SAA

to Adapt\* Successfully\*  
to

Your Changing Environment\*?

# “Success”

Relative to

- o Goal = desired outcome
- o Indicator = symptom of progress towards goal
- o Objective = metric applied to indicator

- Mission and Purpose
- Structure and Placement
- Policies and Operations
- Programs
- Planning Process\*\*\*
- Partners
- Communication
- Research and Evaluation

How do Organizations

Adapt\* Successfully\*

to a Changing Environment\*?

# What Perceptions Affect Your Ability to Lead Systemic Change?

- Change Agent
- Alternative Futures
- Status quo

Perception of change agent?

# Change Agent

- What characteristics of our relationship to a *change agent* will affect our willingness to embrace or resist change?

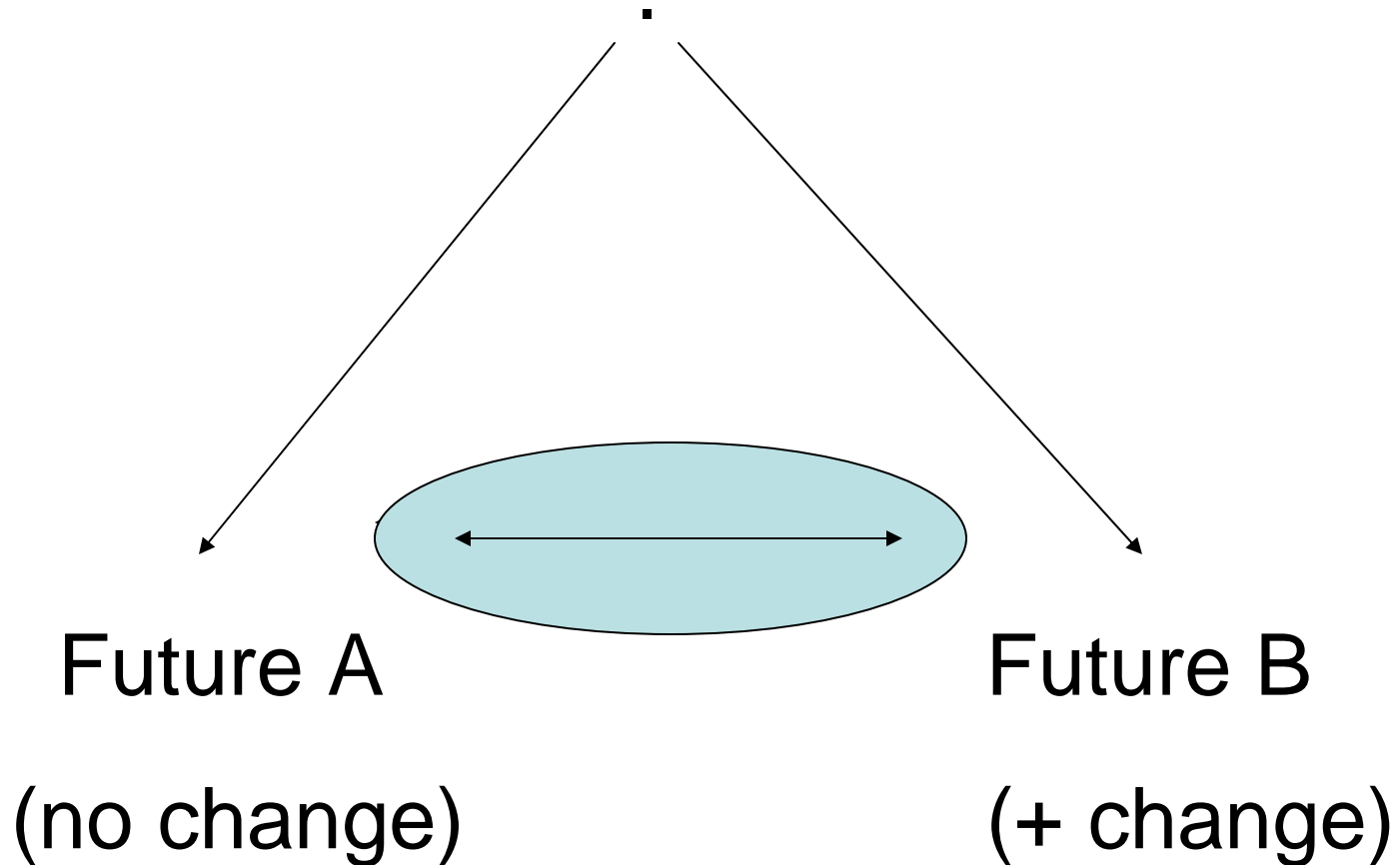


# Change Agent

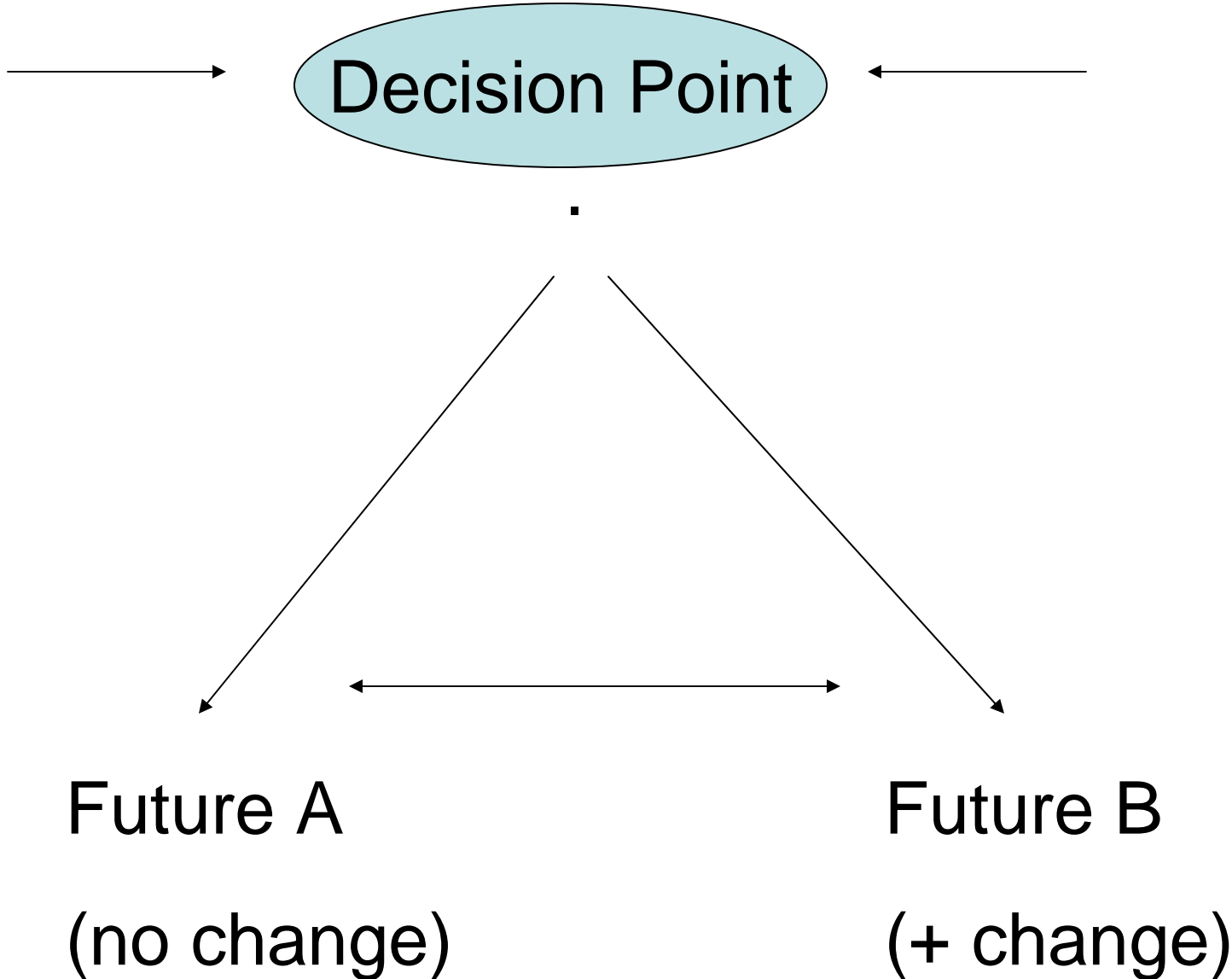
- What characteristics of our relationship to a *change agent* will affect our willingness to embrace or resist change?
- *Therefore, what does a leader committed to successful adaptation do?*

# Perception of Alternative Futures?

Decision Point



# Perception of Status Quo?



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To which changes  
in the environment  
should we adapt?

# Environmental Scan

- Economic
- Political
- Technological
- Social (inc. leisure time use)
- Educational
- Demographic
  - o artistic
- Ethical
  - o natural
-

*How do we explore* the links between

changes in the environment

and

our goals?

# What aspects of our environment are changing?

- How do these environmental changes affect our ability to achieve success?
- Which of these changes affect us the most?
- How can we adapt to achieve success?
- Can we shape the environment to facilitate our success?



# What Makes Change Strategic?

- Actions aligned with vision and goals
- Positioned to take advantage of environmental trends
- Designed to grow in effectiveness and efficiency over time (ROI)
- Informed by knowledge of what has worked and not worked for others

# What Makes Change Strategic?

- It is the most effective action given the cost (Opportunity Cost Test)\*\*\*
- Effective and ongoing buy-in process
- Designed for learning

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Never hesitate to contact  
NASAA....

***THANK YOU!***