Leadership: Who Talked Me Into This?
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Learner Outcomes
• Participants will describe at least 3 traits common to great leaders;
• Participants will identify 3 reasons why leadership roles are avoided;
• Participants will identify 3 skills acquired through volunteer leadership;
• Participants will discuss skills for managing change in volunteer organizations.

"If you think you’re too small to have an impact, try going to bed with a mosquito in the room”
~ Dame Anita Riddick

Leadership Avoidance

Self-Imposed Obstacles
Fear of Failure

- What’s the worst that could happen?
- What if everyone felt this way?
- If you had failed more than you had succeeded, you wouldn’t be here!

Risk Averse

Avoid problems & you’ll never be the one who overcome them. ~ Richard Bach

Blame

“Next... we’ll learn about ducking blame...”

Ducking Blame

Time Constraints

“Mary, I’ve got meetings all day so I’m going to be unable to have my scheduled happiness moment at 3:00. You have it for me, OK?”
Lack of Confidence

• Find a new setting
• Explore new roles within your state association
• Recruit “new blood” for your existing organization
• Talk to a student!

Burned Out

• My life is around here somewhere

Self Reflection

• What reason(s) do you have for avoiding a leadership role?
• Are these evidence-based?
• What can you do to change your perceptions?

Leadership: You’re Already There!

• Be good at what you do
• Know how to build autonomy and capacity
• Foster trust
• Foster humility
• Take calculated risks; do not fear failure
• Know what needs nurturing and what to leave alone
Fine-Tuning Leadership Skills

Know Thyself

• What are your dominant personality traits?
• What gets you out of bed in the morning?
• What keeps you awake at night?
• What do others say about you?
• What do you say about yourself?

Personal Inventory

• “Big 5 Test”
• Strengths Finder
• Myers-Briggs
• Others?

What gets you out of bed in the morning?

“I’m not a morning person, I can’t rise until I’ve had my coffee.”

What keeps you awake at night?

“Wake up honey, I can’t sleep!”

What do others say about you?

“Why don’t you go and do your shopping, Irene, then Janet and I will have someone to talk about.”
True or False?

What Do You See?

True friends say TRUTH...

What do you say about you?

Know Thyself

“We continue to shape our personality all our life. If we knew ourselves perfectly, we should die”~

Albert Camus

Exceeding Your Own Expectations

Exceeding Your Own Expectations
The Big 3

- Competence
- Drive
- Character

Competence

- Has knowledge and skills to get the job done
- Knows own shortcomings and limitations
- Visionary and forward-thinking
- Stays positive in spite of setbacks
- Engages in continuous improvement and quality improvement
- Other?

(adapted from A. Kummer in Lubinski & Hudson, 2013)

Knowledge and Skills

- Training Opportunities (ASHA’s LDP; conference presentations; books; internet sources)
- Hands-On Experience (committee work; shadowing)
- Mentors (self-identify; ask others)

Shortcomings and Limitations

- Self-awareness
- Do you have aptitude/time/resources to learn new skills?

Dunning-Kruger Effect

- Research shows that humans are poor in assessing their own competence and abilities
The Result: They Overestimate Them

Visionary/Forward Thinking

• Look at variety of existing models that could be imitated
• Seek input from others within your organization
• CSAP colleagues!

Stay Positive!

• Keep the 30,000 foot view
• Surround yourself with positive people
• Take good care of yourself

Continuous Improvement

• Set the refresh button
• Don’t become the “self-licking ice cream cone”

Drive

• Passionate about vision and mission
• Achievement-oriented and results-driven
• Assertive, decisive, committed
• Takes initiative and calculated risks
• Visionary and forward-thinking
• Networks, calibrates with others
• Other?

(adapted from A. Kummer in Lubinski & Hudson, 2013)
Passionate About Vision and Mission

- lack of passion is fatal

Achievement Oriented and Results Driven

- Use surveys
- Seriously consider suggestions for improvement

Assertive, Decisive, Committed

- Lead with your ideas
- Continue to “plan the work,” and “work the plan”

Initiative and Calculated Risks

- Be the starter; keep the finish line in sight

Visionary/Forward Thinking

Networks, Calibrates with Others

- Find and participate in leadership networking groups
- Check in regularly with key stakeholders, committee chairs, etc.
- Develop focus groups
Character

- Honest, trustworthy
- Humble, modest
- Ambitious
- Uses power appropriately
- Inspiring
- Self-disciplined
- Respectful, Tactful
- Concerned for welfare of others
- Listens to others and communicates effectively
- Empathetic; compassionate
- Supportive; celebrates success of others
- Recognizes contributions of and empowers others

(adapted from A. Kummer in Lubinski & Hudson, 2013)

Great Leaders of the 21st Century

- Shape, not react to the future
- Improve diversity across the measure of their network
- Possess the courage to abandon the past; don’t hold onto something just because it’s comfortable (letting go)

(Roselinde Torres)

Shaping the Future

- ASHA’s Strategic Pathway and 2025 Envisioned Future
  http://www.asha.org/About/Strategic-Pathway/
  http://www.asha.org/About/ASHAs-Envisioned-Future/
- Vision and Mission statements; core values realized in the workplace
- Professional development
- Supervising, mentoring, sharing expertise
- Personal improvement goals
Self Reflection

• Does your organization have a vision and mission statement?
• What contributions do you make towards realizing the vision and mission?
• What types of professional development activities could help you to shape the future of your organization?
• Name one personal development goal that would help your organization shape its future.

Improving Diversity

• ASHA’s Strategic Pathway and 2025 Envisioned Future
• ASHA’s Minority Student Leadership Program http://www.asha.org/Students/MLSP-FAQs/
• Personal cultural competence http://www.asha.org/PRPSpecificTopic.aspx?folderid=8589935230&page=Resources

Improving Diversity

• Does your organization need to include more audiologists? Males? Early career professionals? Setting-specific members?
• What steps can you take to address this challenge?

Abandoning the Past

• Lead the process; ensure that the vision is communicated effectively at all levels of the organization
• Enable people to work effectively as they plan, implement and experience change
• Increase people’s ability to manage future change
• Encourage creativity
Communicating the Vision

- The individual sending the message must present the message clearly and in detail, and radiate integrity and authenticity.
- The person receiving the message must decide to listen, ask questions for clarity, and trust the sender of the message.
- The delivery method chosen must suit the circumstances and the needs of both the sender and the receiver.
- The content of the message has to resonate and connect, on some level, with the already-held beliefs of the receiver.

Enabling Change

- "We like to bring together people from radically different fields and wait for the friction to produce heat, light and magic. Sometimes it takes a while."

Managing Future Change

- "That wheel, thing, we tried it once before and it didn't work!"
- "Neanderthal: man, lack of curiosity doomed him to extinction."

Encouraging Creativity

- "Smith, we need more creativity. You have to learn to think outside the box."

Shared Meaning

(Susan M. Heathfield, HR Expert)

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Be Authentic

- "I don't have a smidgen of 'authenticity' but I will get some if it will make you vote for me."
Be Trustworthy

Be a Good Listener

Find a Connection

Why Volunteer?

1 – Values – Important to help others/give back. For humanitarian reasons
2 - Understanding – Explore personal strengths, gain new perspectives
3 - Social – It’s important to people I respect in my life.
4 - Career – Make new contacts, career development, resume builder
5 - Enhancement – Makes me feel needed, provides recognition to me
6 - Protective – Volunteering helps me deal with some of my own challenges or problems.

(Courtesy: Judith Page, ASHA Past President)
American Society of Association Executives, 2007

Kids on Leadership

• https://www.youtube.com/watch?v=UQfrcOX5tW4
Final Thoughts

• What gives you that feeling? What lifts you?

You’ve got what it takes!

Growing New Leaders

Fe Murray, EdD, CCC-SLP
President of Arizona Speech-Language-Hearing Association (ArSHA)

Recruit people for entry level, committee work.

1. Sign up for committees
2. Call out for volunteers

Personally invite members to attend meetings.

1. They can see the inner workings of the association.
2. They can visualize themselves in a leadership role.
3. It demystifies the process

Make personal connections and ask people if they are interested in leadership positions

1. Call
2. Message
3. LinkedIn
Give people small, time limited tasks to do for the association.

1. Give them a taste
2. Ensure success
3. Make it a positive experience
4. Follow up

If you see leadership potential in someone, tell them

Assign mentors to new leaders

Provide leadership training