So my research is mostly centered on how the organization transformed itself and that was a ten-year process plus more really, it took several years to sort of really re-imagine this police agency and I think this is gonna be a great sort of link to our conversation that we have today.

The reason why I was motivated to write the book and to do the research was because, this was a story of an agency that really sort of looked at itself in the mirror and said, we need to do something differently and they had a lot of pressure from external folks and a lot of pressure from internal folks and they did a relatively good job in that work. So key findings were that it takes a long time to really introduce and enact comprehensive change.

And when I say I looked at a 25 year period—<v Jodi>Wow.</v> But most of the change happened over a decade.<v >And when I say, changing police organization means and the way that they did it and the way that you might imagine a lot of agencies might be thinking about doing it today, is really looking at all aspects of the organization. First, revisiting what is the mission, right? What is our mission? And perhaps revisiting what is our mission and then aligning everything that they do and say to achieve that mission.

So, the key findings were that comprehensive change was needed, right? So you need to change structure, you need to change sort of personnel and HR practices, you need to change training.

And these are the things they did, they changed training, they changed personnel, they changed performance systems and accountability and a significant investment in relationship building with the community. I mean, things that they had not done before and change budgeting and change how they allocated their money and all of those things were really necessary in order to change the culture, right? So that's why it took so long. Was because you need to change individual pieces, slices of the organization to sort of embrace this new mission and then over time, you're sort of changing people and all of the things that they do and attitudes and everything. So it took a lot of political will and leadership—
Yeah, yeah.

And major policy change and then that sort of trickled down to what they did in practice and extreme attention to sort of really shifting expectations both internally and externally, right? So, knowing that the community wanted something different, listening to the community and then really elevating sort of their responsiveness-Which interestingly then changed the way the community saw the police department, right? They sort of viewed them as more of a legitimate entity. And now, I mean, it's been several years since they enacted this change, the community expects no less from them than what they have established there. So, it's just a really interesting story-Grounded in some solid research around how complex change is and it's not easy, it was not easy, people did not want to change. Some people were very happy with the status quo and that's understandable, but you know what? You have to engage people in that process, I see that a lot now with all of the reform debate about policing and you need different groups to be engaged. So a lot of interesting lessons, I think for how police and other agencies change. I mean, even though it was in a police context, though it was really about how to change an organization to really live up to sort of new ways of thinking about what that organization does. It's interesting because I was working with somebody around, some DNI staffer company and they were like, well, how long does this change take? 'Cause they were doing some really intricate, deep change. And I was like, three to five years and they were like, what can it go faster? And I was kind of like, yeah, well, yeah, no (laughs). So how did they sustain that will for their 10-year cycle of change? Well, again, there was a lot of support externally for change, right? So you had an organization that existed, but didn't necessarily have a great reputation for being progressive or innovative or engaged, right? So, if you think about any organization as a bunch of different constituency groups. So you had community, you had local officials, you even in this case, you had state and federal officials.
04:55 with deep ties to the city who really wanted to see change.
04:58 So there was a lot of support.
05:01 There was also an investment
05:03 in accessing external resources, so this is slightly off,
05:10 but never had before had this police department
05:13 ever invested in staff to write grants-
05:16 <v ->Oh, wow!</v
05:17 <v ->Or seek out external partnerships.</v
05:19 And so they did and coincidentally, that was me,
05:25 this was like my life before I came to stop....
05:27 (Jodi laughs)
05:29 I had a lot of access to this research's data, so anyway.
05:36 There was a lot of money coming into the to the city
05:39 to support new technology, new programs,
05:43 though it helped to build the national reputation
05:46 of the agency in some ways sort of there was this
05:49 mutually reinforcing process, right?
05:52 So the more that the agency changed
05:54 and stepped up and did these things,
05:57 the more attention they,
05:58 got more attention they got- <v ->Yeah.</v
06:00 <v ->The more resources they got,</v
06:01 which then fulfilled the need
06:03 in the organization in the city.
06:05 And so there was definitely this cycle of if we do better,
06:09 we're gonna get more attention and more resources.
06:11 <v ->Yeah.</v
06:13 <v ->And so you also have leadership</v
06:15 inside the organization and externally in the community
06:18 and like local officials who saw what a huge impact,
06:23 the change in the Police Department
06:24 was making for other aspects of the community, right?
06:27 Like I said-
06:28 <v ->So they role modeled it.</v <v ->Yes.</v
06:29 <v ->They role modeled it for other people,</v
06:30 well if they can do it, then we can too.
06:33 <v ->Yes and it was half</v
06:34 and then it was because people felt safe.
06:36 <v ->Yeah.</v
06:37 <v ->Businesses were opening, people were moving into the city,</v
06:41 people who lived in the city were spending more time out
06:44 in the city because they felt safer
06:46 and there was sort of this- <v ->Amazing.</v
06:47 <v ->Really interesting, really transformation</v
06:51 and so I think the success sustain them
06:54 and help them adapt, right? <v ->Yeah.</v
06:56 <v ->Because then you had the recession of 2007/08</v
07:00 hit them where they were losing police officers, lay offs
07:07 and the community said,
07:08 we have to be able to sustain
07:10 these types of police community relationships.
07:13 And so it's a challenge to sustain change-
07:16 <v Jodi>It is.</v
07:17 <v ->But you have to adapt, right?</v
You're not sticking with what you did 10 years ago, you're saying, what should we be doing differently? And how can we adapt like we have done in the past. 

Yeah, I love what you're saying about this idea that we think of changes this, okay, I turn the light switch on and now it's light whereas before it was dark and changes isn't like that, I love how you talking about in terms of an adaptive piece. So it's like, how do you build the capability so that people within the organization can adapt? And I can imagine, as we are seeing across the nation, the police it's somewhat of a traditional organization. Like many of our organizations are traditional and I work at Higher Ed.

which is a traditional organization. So there's a lot of these countervailing forces that are forcing this change in an organization and see those changes? Yeah, this is a great question and I love this because I just finished a six week class on resilience which is sort of in some ways where this whole discussion came from. And we talked a lot about that because whether it's a police organization or other organizations when you are hit with this kind of shock in the environment, right? Whether it's a pandemic or movement around racial injustice, institutional racism, it's these shocks forced leaders, I think, to think about how am I doing as a leader? How am I preparing my organization, right? So how do I prepare my organization for what is on the horizon, even if I don't know what that is? And so I think, what I've seen in a lot of my research around change in policing is useful in this conversation because part of what I think needs to be considered is how do you create a culture where people are comfortable speaking up? 

Yes, yeah. Right? That's kind of an abstract idea, right? So first of all, is you wanna have an organization that's comfortable with change, comfortable trying new things and even failing which is very difficult in a public organization, right? You don't wanna to- Private one, private one. You don't want to end up in the front page of the newspaper and people sort of saying,
09:39 you shouldn't be doing these kinds of things,
09:40 but honestly having some flexibility
09:43 around trying new things with the purpose in mind
09:46 of like, we wanna get better at what we do.
09:48 <v Jodi>Yeah.</v
09:49 <v ->So, I think a culture of change,</v
09:54 a culture where people can speak up
09:55 like that psychological safety,
09:57 like I can talk about- <v ->And teach.</v
09:59 <v ->I can talk about the things that I'm concerned about</v
10:03 or people that I'm concerned about.
10:05 You see a lot of that happening right now
10:07 around police accountability.
10:08 <v ->Yeah.</v
10:09 <v ->And a lot of the reform has to do</v
10:10 with this idea of officers speaking up
10:13 about their colleagues, right?
10:14 <v ->Yes.</v <v ->And that's a major no-no</v
10:17 in like in a traditional hierarchical organization
10:20 where- <v ->Yeah.</v
10:21 <v ->You may be on patrol with this person</v
10:23 and you're gonna need them to back you up
10:25 and so you don't want to be looked at as somebody
10:27 who's a quote-unquote "rap."
10:28 <v ->Yeah.</v <v ->Right, exactly.</v
10:30 But leadership, right?
10:32 So part of what I think about
10:33 when I think about this adaptive type of organization
10:36 is communications like open communication,
10:40 regular communication, giving people the space
10:43 in the organization to talk about what's working,
10:46 what's not working,
10:47 what are we concerned about and diverse perspectives, right?
10:51 So it's not just people who have "Leadership"
10:54 as a result of their title, right?
10:57 But you've got people at different parts of the organization
10:59 who are engaged and that's a challenge, right?
11:03 Because people are busy trying to get work done
11:07 I think that investing you have to be laser focused
11:13 on what's going on in your organization
11:16 just as much as what is going on outside, right?
11:20 So whether or not, if you're trying to reduce crime
11:23 or you have to try to serve more people
11:25 or if you're trying to sell more product,
11:27 you tend to be more focused on like,
11:29 what is the external priorities?
11:33 But one of the things I've learned about
11:35 in this research and my class on resilience is,
11:38 you have to spend as much time
11:40 inside the organization, right?
11:41 Like building up the systems
11:45 that allow people to meet,
11:46 that allow people to have relationships.
11:47 <v ->Yes.</v <v ->That build that trust.</v
11:50 I've done most of my work in public sector
11:53 non-profit and public sector,
11:55 there hasn't been enough time for that.
11:58 <v -►Yeah.</v <v -►Like people sort of like,</v
11:58 oh, we're either trying to raise money
12:00 because we're a nonprofit or we're trying to get work done
12:03 so that it looks like we're getting work done.
12:05 <v -►Right?"</v
12:06 <v -►So I think the internal focus</v
12:08 is as important as the external.
12:11 <v -►It's so funny 'cause in my work</v
12:13 I mainly work with businesses and it's the same thing,
12:16 everybody's like so busy we gotta focus on the customer,
12:19 focus on the customer and so the taking care of people
12:21 within the organization and listening to people
12:24 in the organization gets left behind
12:26 and yet that's so valuable.
12:28 And one of the things that I see consistently is that
12:30 because it's not actually measured
12:32 you can't measure customer interfacing pieces,
12:35 you can't measure, or you can,
12:37 but people don't measure a lot of the internal piece
12:39 and so as a result,
12:40 even with the annual engagement survey that people do,
12:44 most times it just put into a deck somewhere
12:47 and talked about and nobody actually makes the changes
12:49 or hold people accountable to it
12:50 and yet that is one of the most important piece is
12:53 and I think we're seeing this in the COVID thing.
12:55 There was a specific question that I wanna answer
12:57 and then I wanna talk to you about COVID for a minute.
13:00 Somebody asks, could you share a specific example
13:02 of a change that you saw in the local police department
13:07 that was transformational and successful?
13:09 <v -►Yeah, so many, but one,"</v
13:11 I think that ends up sort of touching upon
13:14 almost everything they do is they completely overhauled
13:17 the way that they trained officers.
13:21 So in most police organizations,
13:22 you have warrant officers and you have civilians,
13:25 but I'll focus on this particular aspect.
13:27 As a traditional militaristic hierarchical institution,
13:33 the agency sort of went along with training
13:36 that happened in other places in Massachusetts
13:39 and they would send new,
13:41 what they would call, recruit officers to this training.
13:44 And after the shift towards
13:47 a sort of a community policing mission,
13:49 instead of sending their new officers
13:52 to traditional training,
13:54 they actually created their own recruit academy
13:57 and their own in-service academy
13:59 where new recruits were trained
14:02 and then every year officers have to receive 40 hours,
14:06 at least in this Massachusetts.
14:08 So many hours of in-service training,
14:10 professional development training,
14:11 they created their own institute
14:14 for training across the board
14:17 and so they said, we want our officers and our community
14:20 to know and behave in certain ways
14:22 so we wanna train them in these ways.
14:24 And then other cities and towns sent their officers there.
14:27 Oh, that's so cool.
14:29 So, I mean, I think it wasn't just sort of like,
14:30 we are gonna change our mission
14:32 and we're gonna change the color of our police cruisers
14:35 to make them a little more friendly-
14:36 Right.
14:37 By actually literally overhauling
14:39 the way that we recruit and train people so.
14:42 Yeah, I think that's such a key piece
14:43 and you got the structure, you got the culture,
14:45 you've got the leadership, you got the skillset
14:48 and then you've got the processes themselves
14:49 and all of it is required for change.
14:52 One of the things that I'm noticing with COVID-19
14:55 is so you and I both deal with a lot of change
14:58 and for those of you listening,
15:00 when you look at change what ends up happening is,
15:02 is there's this period of disruption, right?
15:04 And this is where a lot of resistance shows up
15:06 'cause people are like, oh, I don't like it,
15:07 I don't like it, I don't want to change
15:09 and then people who are embracing it,
15:10 but there's always this period of disruption
15:12 before it starts to solidify in the new way.
15:15 Well, what I've noticed
15:16 and talked with a lot of leaders about is this COVID-19,
15:20 actually created the disruption for us
15:23 and it was all external. Yeah.
15:24 So the way organizations work
15:26 are completely blown open
15:28 which means there's this incredible opportunity
15:31 to re-solidify without the pain,
15:34 the pain has been done for us.
15:36 What have you seen too?
15:38 Well, I have and it's interesting
15:42 because I was like all of like a lot of people
15:45 who do our kind of work, right?
15:46 We're a teaching in the middle of this.
15:49 I was teaching four classes-
15:51 Oh, my. During this
15:52 major disruption.
15:54 For those of you listening
15:55 and for classes four a professor is actually a lot.
15:57 (laughs)
15:58 Yeah, at one time.
It's a lot of work (chuckles).

Yep.

Two of my classes were in the MPA program, also a group of 30 minutes for leaders doing all kinds of things. So the pain was real. I mean, it was real for a lot of people, but these were cities and towns and managers and agencies who were really trying to shift. And it was painful for people, it really was but there became sort of this realization of how quickly we could shift to do the things that they say we could never do, right?

So like in some agencies or institutions there's sort of this mentality that you can't possibly work remotely, right? And in a lot of government agencies, you would have seen that, right? Like you can't work with remote, we're taxpayer money, you have to be there, people have to see you, even though they don't see you.

And how I think one of our former, one of our alumni had said, how nimble government can be. Yeah. And you know this. So I think it was painful and I think you had peers and colleagues and leaders who had to attend and have a lot of compassion for the anx that people felt. And then the fear and the actual reality of people being sick and everything like that. But also sort of like, again, this shock to the system, right? It's like the shock to the system that, okay, well we have to shift and we have to not only shift, but change some of our systems to support that shift.

And I know that was painful too, right? Because it's technology and not every agency or organization had the personal logical capacity or people who even have the skills to do it. Yeah.

So it will be interesting to see what does stick, right?

It will be interesting to see how many agencies and again, I think about government agencies who typically don't let people work remotely or even some higher ed offices that don't
what's the cost savings to the institution for people working remote? Do you have to rent as much space or pay for as much space, commuting? I mean, think about the enormous positive impact that this had on climate change-<v->I know.</v><v->And as somebody who commutes this thing, it was a gift</v> to not have to commute during that time. So, sometimes crisis creates opportunity and if you have a good leader and you have somebody who's willing to listen to people, then the things that work will stick. <v->Yeah, I totally agree with you,</v> I totally agree with you. If somebody were in the chat along outright in the chat, surely we don't wanna solidify, this is the nightmare much better, be flexible and open to hearing what the new wisdom brings to the situation. Totally agree and that's what you and I Brenda, always talk about. <v->Yeah.</v><v->And we talked about it on the MBA,</v> it's like, adaptability is the name of the game, It's like a it's a skill and you can learn how to do it. <v->Well, and I think you have to think about it</v> in terms of survival, right? Like a lot of institutions, including our own, we think about that right now if you don't adapt, there is actually the threat of survival and even government institutions should worry about that because privatization is not an uncommon endeavor and in sort of taking over government services and so, I just think we do have to prepare people for being adaptive and it's easier for some people and not others and that's where leadership I think comes in. <v->Yes.</v><v->You have to, and it can be a great thing-</v><v->Yeah.</v><v->And really it really can be.</v><v->Yeah, I love it.</v><v->So one of the questions I had for you, Jodi,</v> had to do with sort of this idea about relationships. <v->Yeah.</v><v->But so much of what we have done in the past</v> when we work together is sort of building relationships-<v->Yes.</v><v->Right?</v> And everybody knows how important relationships are to getting work done.
and relationship management will look in the future as it relates to sort of this unchartered territory that we're in right now? Right.

Well, I think it's interesting because you were talking earlier about this whole idea of the internal work, right?

And this internal relationship building is this internal work.

One of the things I personally have missed is, I miss running, going past and go, hey, Brenda we just say hi, we don't have to have meet, but I just say, oh, there's Brenda, there's another colleague and I miss that informal cross or even seeing a student or whatever it is I missed the informal running in or whatever it is I missed the informal running in to build the relationships more overtly.

And here's the thing that I love about it. It has taught some people to realize that they have to do it, they have to make the effort. For example, in my department, we were meeting like once every couple of weeks and doing just a, hey, let's just have lunch together and it was so fun. And yeah, it's a little awkward at first 'cause everybody's trying to figure out and look at each other but it makes such a difference and the other thing that I've noticed that is really important there's in terms of some of the businesses I'm working with, I've also noticed it with the teams that I work with who work with me in the MBA and some of my consulting work and also, just working with professors is the constancy of or the regularity, so like having a weekly meeting at the same time every week or calling people up on occasions saying, hey, how are you doing? And if there's any kind of an emotional issue, getting off the computer and calling people up and sometimes in Zoom but what I've also found is that if it's emotional calling people on the phone is actually a little easier. So what I've noticed is that people have to think more about how to do it. The other thing I've noticed is really like in terms of leadership is I think when we think about the good and bad leaders I think it's really exposed right now as to who's really strong and who's not, is this idea of communication. I think historically pre-COVID people under communicated and I think some people were able to pivot and they actually communicate more and so people know what the context is,
they understand how the decision is made and why it was made but I've seen a ton of leaders who are still under communicating and then this headache will come out and you're like, what! Where'd that come from? And it's such poor leadership but now it's more visible, whereas before it was there and people just dealt with it because you had somebody as informal connections, that's what I'm seeing. What about you?

Well, I think one of the things that we had talked about previously was sort of how much people are thinking about leadership and really looking at leaders in different ways, right? So one of the questions I had had to do with sort of like is leadership different? Does it look different in the future because of this, in some ways, no, right? We've sort of talked about this, that it's not, right? Like when you have leadership capability, you can adapt and you can figure out and you have enough emotional intelligence to understand sort of the different ways that people are thinking about this and coming at this and recognizing people's concerns. But because at least with the coronavirus, this is something we have never experienced before and has literally impacted our lives in ways that has never impacted anybody, right? At least, this particular crisis. I think people are looking for leadership to say, what do you think I should do? And then some ways I see there's a little bit of a nuance to this current situation because we're in uncharted territory, right? We're not in a place where we can say, well, we could look back at so-and-so-<v Jodi>Exactly.</v> When that happened over there 10 years ago, or eight years ago, or something like that we don't have that. In my Resiliency class, we did a couple of things we spent a lot of time looking at best practices of after action reviews of all kinds of different crises-<v >Oh, cool.</v> Not just sort of the hurricane, right?<v Jodi>Right.</v> Not just like the typical ones that we would look at, but just to look at what is it that you... The process of an after action review for folks who are not familiar is institutions, regardless of whether you're public or private, you experienced some kind of shock
and then at some point you actually stop and say, okay, we need to really reflect on what happened there. What did happen? What was supposed to happen? And what could we do differently in order to prepare ourselves to either prevent or respond, something like that in the future? And so after action reviews, where are sort of like a organizational development tool and that's what we talked a lot about was sort of using the aftermath of a shock and being a leader in using a shock moment to be able to say, okay, when we do have some breathing room, we really need to either document or recognize what happened here and not place blame, but look at at how everything unfolded and say, what is it that we need to do as individuals and as an organization to better prepare for the next shock, even if we don't know what that is, right? And so after action reviews, where are sort of like a organizational development tool and that's what we talked a lot about was sort of using the aftermath of a shock and being a leader in using a shock moment to be able to say, okay, when we do have some breathing room, we really need to either document or recognize what happened here and not place blame, but look at at how everything unfolded and say, what is it that we need to do as individuals and as an organization to better prepare for the next shock, even if we don't know what that is, right? Exactly. We even talked about like Y2K, didn't like Y2K, then everybody like panicked, about what was going to happen, right? We shouldn't talk about that (chuckles), we might be dating ourselves here (laughs). I know, but just like even using that process, exactly. So one of the things I think about leadership in terms of this current situation but others is in even in a staff meeting or if you don't have staff meetings you probably should start having some kind of regular meetings to be able to say, okay, what are the kinds of things that we should be thinking about or what could we be doing at a time of stability, right? So that's the thing is, this work should not be done when you've got a crisis knocking on your door, right? It should be done as part of your own internal organizational development, like what are the kinds of things that we could do on a regular basis to build our individual capacity, address the concerns of individual members, help to build up the skills of our individual members like that's leadership, right? That's leadership is doing that kind of work. The other thing I wanted to just say about relationships. In this class, I had a few guest speakers and Ed Davis, who was my dear friend and colleague,
who was the Commissioner of Boston
and then was the Commissioner of Boston
during the marathon bombing.
And then also Carol Tienken,
who is the Chief Operating Officer
at the Greater Boston Food Bank.
And I asked them to talk to the class about relationships
and what do you think about relationships
when you're in a time of crisis?
And they had two different
but equally valuable perspective, right?
Both sort of recognized the importance
of having relationships and building those relationships
at a time of stability, right?

So that you can call people-
You gotta handle this.
And you meet them, right.
And the importance of investing in that and thinking about,
well, who are our key stakeholders or who might we need,
let's just pretend something was gonna happen,
who are the different agencies that we would need
and not individuals, right?
Institutional relationship-
Oh very core to high level and individual level.

Yeah, individuals can go away, right?
But you want institutional.
But the other thing that Carol mentioned
that I thought was really valuable too,
was even the relationships that they built
because of the crisis
have become new relationships for them, right?
So, the idea I was sort of thinking,
yes, have all these relationships before
and she highlighted this idea that,
you know what, there are some people and agencies,
we just called up and said, we need you
and you need us, let's figure this out-
That's cool, that's really cool.
And she said those are now new relationships,
so those were really interesting, thanks.
Yeah and I think a lot of people
have their doors open now,
like if you can contact them,
unless they're overwhelmed,
a lot of people have a little bit more space
and so they actually respond, which is really cool.
But I wanted to get back to one thing
you were talking about with this whole idea of leadership
and people are looking to leadership,
like tell me where to go and what to do.
And what I actually think is really interesting
and this has been work that both you and I have done
for many, many years, when you think about the BLM Movement,
about that movement is this idea that everybody really needs a voice.
And so when we think about leadership, the old school definition of leadership is control, command, tell me what to do, keep me safe oh, leader so that I don't have to worry about it. And actually I think the more resilient leadership is really about empowering and sharing power and bring people in. And you talked a lot about this and this whole process and I just think this idea of giving people the skills so that they're not always looking for somebody else to make the decision and then leaders basically saying, what is your thoughts?
So this whole point that you're talking about is during non times of crises, building that capability so that when you come into a crisis, it's not just one person trying to solve a problem, you have all these relationships that have been built and you can now leverage them and come up with an incredible solution.
Like for example, there's this one company that I was doing some work with and I was not part of this particular piece of it. They created all this COVID response, they had a lot of COVID response they had to do for customer facing, but they forgot to bring in the people that were actually going to be delivering the response.
So then they did all this, all these, everybody was talking about it behind the door and then when they said to the people that were gonna be the customer facing, here it is, they were like, well, that's not gonna work, so then they had to go back to the drawing board and here when they went back to the drawing board, they didn't bring in the customer facing people.
It's like, did you not learn the lesson?
You should have brought those people in front of the beginning and they wanna help you design, this is the whole idea of design thinking.
So they use a the very old school leadership approach top-down and yes they were inclusive in some respects, but they didn't think about the broader respect and they didn't look at it from the customer viewpoint. Part of me gets really frustrated by this 'cause I'm like, we know better, we know how to do this, we teach this stuff.
And part of me is like, oh Lord, (laughs) what do you think? Yeah, I mean, I think you're right.
First of all, I think that I wanted to say it's like leadership 101, right? But like the contemporary 21st century leadership 101,
you're not going to get...
I mean, you've everything you're talking about, buy-in, participation, feedback, successful implementation of whatever it is that you're trying to get done, if you don't involve the people who are doing the work...
I mean and I think that's where like things like relational leadership, right? So, like having relationships with people in the organization, knowing what people's strengths and weaknesses are and really leveraging those in ways that helps to give each person a voice and a role-
In whatever it is you're trying to accomplish, right?
And also I think the other thing is, really recognizing and sort of celebrating and appreciating and valuing interdependencies, right?
Yes, this is your things, yes.
But one of us show up at work
and can get everything done on our own, right?
And like real real leaders, I think will sort of say, I can't do my job unless you do yours,
what do you need from me or what do we need from each other?
And then as in leadership you're like a facilitator, right?
You're sort of facilitating
and I mean, you may need to feed your own ego, but really your success comes from the ability of everybody else to pull together and do the thing that needs to be done.
And people in organizations won't do that unless they feel valued-
Unless they feel like they're supported,
unless they feel like they are part of the conversation.
More on the psychological safety that you talked about before too,
that's such a key ingredient.
Yeah.
It's so interesting
so I did some research over the winter,
this is all pre-COVID and this stuff was already coming up and one of the things I was talking about was this
Historically, a lot of organizations, especially male dominated organizations, there's this egomaniac, they may be called a rainmaker, it's somebody who is a complete, you know what?
Jerk!
But yet brings in a lot of money for the company.
Across the board these leaders that I spoke with all talked about how that person, they still may exist in pockets but that person is now persona non grata-
Yeah.
Because of exactly what you're talking about.
They realize that there is no single person
so if that person's out there making a lot of money
for himself, he's not bringing up
and I used the word "He" on purpose
because this is exactly who they were talking about.
He's not bringing up all these other people,
so he may be able to bring a lot of money,
but because he hasn't shared the skillset
across all these other people,
there are 10 other people who don't know how to do it.
So if you took all those other 10 people
and created shower makers,
now you're actually bringing in more money
for the organization
than with just miss Mr. Loud mouth Rainmaker,
who actually causes a lot of other damage.
So now what was shocking to me
and was really interesting finding
was is that these male leaders all said,
they were done with that kind of leader
and they couldn't get them out 100%,
but that that person was going away.
And that to me was such...
And that was pre-COVID,
so I imagine even now that's even more accentuated
post-COVID because that little-
Yeah and that reminds me a lot
of what I saw happen in Lowell
when the expectations from sort of these external forces
shifted the way that we thought about something, right?
So like the what's shifting the way
that we're thinking about leadership, right?
Yes, yes.
And then turning
that shift into action,
I think is the way I imagine organizations will be adaptive
and successful and then people will be too, yeah.
Yeah, I think so too and I think that's...
If we think about leadership,
one of the things that is most important about leadership
is this role modeling effect.
And it's such a strong signal
of what that organization is about
and we know from a lot of the research
on the younger generations, Gen Z and millennials,
a lot of whom are here on this call,
what we know from the research...
And you all in the audience can tell me
whether that's true for you,
we know from the research that you all wanna work
in an organization that cares about people
and has a positive impact on the world.
And yes, you want to make money too,
'cause I don't think we should forget about this is and, this is not an or, it's not care for the environment, care for people or make money- Or make a living, right?

It's an and this is something that we can totally do, it's possible and this is why I'm so hopeful post-COVID

'cause I feel with the BLM Movement and with COVID, we have this opportunity to think totally wholistically about what's possible and if you think about the way police forces can change, there's so much opportunity to be integrated into the community in a way that you were describing that Lowell, this is like a positive thing, not a negative thing (laughs).

It's both, right?

It's both, right?

It's both, right?

It's both, right?

It's both, right?

It's both, right?

It's both, right?

I'm only laughing because it's so...

It's very hard to change, right?

Yeah, it's so hard to change.

And of course, when you are not part of a group

That is happy with the status quo.

Right?

You're like, there's so much opportunity here, right?

But like, if you are part of a group, whether it's the police, that I'm not,

I have totally drank the Kool-Aid on the police, so

(laughs) as much as I feel like there's a lot of opportunity for change, like we need them and I think they are phenomenal for the most part.

But, I think whether it's you're talking about police or you're talking about physicians or military or people who work in different types of institutions, if you're fine with the status quo, then an opportunity for change,

isn't looking good from your perspective.

No, stay away.

Right?

And so, and you see that, I think in a lot of, sort of shifts around what's going on with policing, right?

Like, and part of it might be that they really don't think changes needed.

Right?

Or that might be that they don't have a voice, right?

And I think it's really important not to paint a broad brush for any profession or any institution or anybody but I just think that's why participation, like we gotta figure this out. We gotta have it.

Yeah.

I agree, and what I think is so important

is when we think about organizational change so much of it's in the nuance and the problem with we've got in the wider world right now is there's no nuance in any of this discussion, right?

And real organizational change
because you have to look at all these different perspectives
is much more intricate,
it doesn't turn itself
into this beautiful CNN headline, right?
It's actually a much deeper and more rich story to it.

Yeah, so I think it's kind of cool.
Yeah.
We've got a bunch of questions.
I wanna make sure that we capture them.
There was one question that I thought was pretty cool
because you talked a lot about resilience.

Yeah, so I think it's kind of cool.

Well, I think one is,
and other people have said this,
and for anybody who's interested,
Harvard Business Review has like this really great
collection of work around resilience
but part of what I think it is,
is sort of just recognizing the reality
that's in front of you, right?

And this is comes from the research
it doesn't come from me, but I've seen this,
so I believe in it, right?
Recognizing the reality and then looking at the reality
as an opportunity, right?
Not dismissing what's ahead of you, right?
And saying, not denying it, not dismissing it,
but recognizing that the reality is,
where the leadership comes in is just making sure
that all along you're building the capacity
of the individuals to recognize the reality
and to take it in, right? Yeah.
So like if you have an institution
and people who sort of like,
okay well, here we are and this is what we're facing,
what are we gonna do about it, right?
And so being able to allow people to have that conversation
and being compassionate about people's concerns-
Yeah.
but then also saying, okay?
So given what we're facing, what can we do about it, right?
Like even in our institution.
Okay, so we've given what we're facing,
what are we gonna do about September?
What are we gonna do about our students?
What are we gonna do about international students?
What are we gonna do about capacity and distancing?
And like, so this is a reality we could either fold
or we can step up and come up with something
and be innovative by I think in trying to be creative-
in the way we do it, so.
I love that part the innovation part,
where you get that joule of fun
for a lot I've seen that so many professors
have sort of stepped up to what's happening in the fall
and are excited by it, but not that they want it to happen,
but they're open and they're willing to do what is required
and they're thinking about it outside the box,
which is such a fun place to be.
And you've got to be in this awkwardness,
this difficult moment,
you might as well enjoy some of the innovation.
The innovation comes from, well,
what I really want to do or stick with
is it really just about being in front of the class
or is it helping students learn
and introducing students, right?
So like there are multiple ways to do that, right?
And so if you're in any other type of industry,
what is our purpose, right?
What is my purpose?
And this is where I think a lot of the resilience
literature has gone in and come out
and this is where I see it apply.
What is the meaning behind the work that we're doing
in which we can achieve that meaning
even if we can't do it the way that we use to do it?
And so I think that's resilience
is how do you help people bring that idea to life.
Yeah, now I love it, I love it I think it's really good.
It's funny, 'cause I think there's so many different places
that we can go and we think about resilience
and I think a lot of places that I like to go
is that it's also about the individual's ability
and I always use the word self-efficacy,
there's so much research on self-efficacy
and for those of you who know the research,
you'll know what I'm talking about.
Self-efficacy is the trust you can manage
regardless of the situation
if you got the skills to perseveres
and it's that trust in yourself
and going back to that internal thing
that we talked about before internal, external
and organizations but also internal external for us
as individuals and how important that is.
Another question that we had was this idea
of how do we incorporate intersectionality, age, anti-racism work into creating opportunity from crises and it's really interesting because I think this pressure, the Black Lives Matter Movement has raised this idea of inclusion to a totally different level. I've been doing inclusion work for multiple years and I can tell you that the queries that we're getting the work that we're being asked to do now is much more real than the work that we were being asked to do in six months ago. Six months ago, a lot of organizations were really at the perimeter and they weren't so interested, they'll just want to check the box. Now I see organizations willing to do the hard work. For example, one of our people that we're working with is bringing in, they're having racism conversations, like the really hard stuff they're bringing it into the workforce and it requires leaders but I'm not sure about whether this is gonna last because I think at the end of the day, getting back to our point about sharing power, it's requiring leaders to share power in a way that they never have before because we're really talking about who owns the decision making power in the organization and usually it's very much marginalized at the top. So when you think about this, what is your thought, like, how optimistic are you that leadership and multitude of organizations are gonna be able to make that process changes the structural changes within the organization to really get that voice to share that power, to get that engagement, how optimistic are you on that? Marginally and here's where I think about this, because I do think it's easy for us to superficially check the box or say that we're doing something, right? I mean, you could come up with all kinds of ways in which you see that happening. Yeah. I think it's leadership combined with some kind of like accountability mechanism of accountability mechanism of- Yes. Literally I'm thinking like a real pressure, right? Like real pressure and I'll give you an example, which is very unique to our situation but maybe it's helpful for others to think about how this might work in their world. So, in my particular academic program,
we have an accreditation we're accredited, and accreditation means that we have to meet certain standards and this last year we were in our, what was called our self study year and then we went up for accreditation and our self study year for the first time ever, we had to create a diversity and inclusion plan. <v>Oh, wow, oh that's cool.</v> As part of our accreditation. <v>Huh?</v> So we never had anything like this before. Fortunately, I offered to take the lead on this, even though this is not my area of expertise but I recognize like this is something that we have heard feedback from students informally, we've gotten information that like, and I because I was chair before I had more information about sort of like, how do people feel about things and students with an alumni would talk about things. So this requirement forced us to, first of all, just look at, well, what are other institutions doing around this? What are the kinds of things that we could do? And then we had to sort of inventory what we were already doing as an academic program and then propose what will we plan to do going forward and we had to do that across a number of different things, recruiting and hiring a faculty full-time faculty adjuncts. This went and when you go back to like, how much work is this and what people really do it, we are currently doing this looking at every single reading that we provide to students in our programs. <v>Oh, wow!</v> Every single guest speaker, who are the authors of these readings, what perspective does this offer? Are we being diverse in our perspectives? Are we making sure that we are being inclusive and using inclusive language? And so the readings and the guest speakers and any kind of event or anything. So, my point is, we would never have gone to the level of depth that is being asked of us if it wasn't for that external pressure around our accreditation and it's not that we don't care about this, and it's not that we are not conscious of this, it's written into our mission as a program but the level of depth and the level of conversation that is happening because we have to do this is amazing. It's amazing. <v>Yes.</v> That's cool. Now we have this diversity and inclusion plan.
and every year now we inventory what we're doing in our classes, what readings, and then we're reporting that back out to our accrediting body. But I'm not one who likes to top down. <v>(laughs) Know me.</v> But sometimes to (indistinct). I think for very difficult conversations that most people don't want or don't feel equipped to tackle. I think (chuckles) you have to forced. And the other thing we always talk about is you got to measure it, right? You got to put that measurement, those goals in the evaluation piece. So you get evaluated for it. We have just a few minutes left and so we've got a bunch of questions, but if you have any questions please type them in and we can get to them.

One of the things that we... One questions is organizations that lack sustainable processes and structure suffer the worst and crises. What would be your perspective on how these organizations can start to build resilience when they suffer from other organizational pathologies? Which is really interesting. What do you think of that? I mean, I... Well, what I think about it is that, I think whenever you have a crises, people's true colors show up and you can see an organization's pathologies plain as day and you can see people's pathologies plain as day because in a crisis, people don't have that barrier that slow thinking brain is sort of like reduced and so you're seeing the raw person for good or for ill and I think we're seeing a lot of ill and I think we're seeing a lot of good. So if you have a leader that's capable of seeing that, it's an opportunity to fix it. 'cause again, we're back at this place where the disruption because the COVID enables you to actually fix it in the moment without resistance. But oftentimes when you have an organization with this kinds of pathologies, the leaders can't see it and they perpetuate pathologies and so with that what's happening
is the pathologies get worse and create all sorts of downstream challenges.

And so what I see happening is as those are the organizations that aren't gonna do very well, they're gonna suffer a lot and I don't see those kinds of organizations having the capabilities to weather it and so maybe that's a good thing and so they'll get replaced, which is probably the only way it's gonna work, because it takes a lot of effort for an organization in a bad place to get themselves in a good place in my experience that's what I see.

What do you think? <v>Yeah, I would agree.</v>

I know from students anyway and from my own observations, that crises really shines a light on the weaknesses and the problems in processes or organizations, right? But I've also seen that it's also given the same individuals, right? Students who just so happened to also be practitioners a window to or an opportunity to speak up and say, we really need to be fixing these kinds of things. <v>Yes.</v>

Like, so if you have that psychological safety, right? Like if you have the ability to say to somebody in the organization this is really a problem and we should try to fix this you can't hide as much there. And I think this issue of survival, right?

And I think it's whether it's individual professional survival. <v>Right?</v>

Because everybody now is seeing your weakness. <v>Right? as a leader or a contributor, right?</v> So it's not just-.<v>So it's against service center.</v>

So if there is something clearly broken or problematic, you're at a fork in the road you can sort of say, okay, let's fix it. <v>Okay.</v>

Or I'm gonna continue to pretend. <v>But it's still there</v>

and everybody's still knows it's there. <v>Yeah.</v>

(laughs)

So I don't think we're going to be able to answer any more questions I'd just like to say, why don't you have a couple of closing words, if you can summarize your philosophy on organizational change and leadership. I mean that you don't have to do
the big, big change summary, but just like some of the key points, or maybe even better, why don't we do this? Why don't we say, because most of the people here are active leaders. What is one thing that they could do to actually make themselves a better leader? What would you recommend? And I add some ideas to think about it and I can go first or choice. Well, I don't know, there's many probably, but the first thing I think about is listen, right? Be a good listener because if you're a good listener, you're hearing what people are saying and then you can think about it in relation to like, well, what do I think about that? And then what can I do with that information? And even if you don't necessarily agree with or align with what somebody else has to say, listening and recognizing that you've heard them and then perhaps explaining or communicating why you think differently or why you're taking a different course of action is an indication of a leader, right? And so don't just say, thanks for your advice, that was really interesting and that's it, right? It's an iterative ongoing sort of relationship building process. So I think the listening and the communicating.

And actually I'm gonna build on that because I think to add to that I think one of the most important things that leaders can do today is perspective taking, we talked a little bit about empathy and compassion and this idea of spending a day in shoes of somebody like literally maybe somebody that's African-American and you wanna understand their experience and maybe at the next time you're in a store and you see an African-American watch, how people react to them- Just observe, right? Or ask your female colleague, who's trying to balance her job and her kids because her husband isn't helping or she doesn't have a spouse what it's like for her to do this or try it yourself. Like tell your spouse to go away and you manage everything yourself to see how it feels. I think building this perspective and understanding things from a different view is an aha moment.
and I think leaders need to do it a lot more
than they've done it and stop making assumptions
and start asking questions.
So I think listening
and they asking questions piece combined.
Yeah, I love it, thanks.
So everybody I wanna thank you
for sticking with us today,
`I hope you got some nuggets
that you can find a use or value.
Simply you've seen a little bit of our philosophy
on what 21st century leadership looks like
and what that can mean for organizations.
So have a great week and we'll look forward
to seeing you next time, thanks.
Thanks Jodi.
Bye.
Thank you.