



## ENGAGE AND NETWORK



### TRANSCRIPT: ASQE 2024 Excellence Roundtable – World Quality Month

**00:01-00:08**

Erin Bauer: Alright. Hello, everyone! We're just going to give people a few more minutes here to get in, or a few more seconds, I should say, and we'll get started

**00:19-00:43**

Erin Bauer: Alright. It looks like we have most of everyone joining us today. So thank you so much for attending our last event of 2024, the Excellence Roundtable in celebration of world quality month. We're really excited to have this event today and showcase the all important topic of Change Management. So let's go ahead and get started because we've got a lot of content to get to today.

**00:44-01:09**

Erin Bauer: For our agenda, we are going to do a brief overall welcome on behalf of our Board of Directors and a few highlights from the 2024 year that we've accomplished a lot of different great work in. And then we're going to talk a bit about Insights on Excellence and the research that our team conducts which helps fuel these events for our members and for people like you. We're really excited today to have a very special guest as our keynote, April Thomas

**01:09-01:14**

Erin Bauer: Schmidt. She's been a longtime member of ASQ and has a fantastic

**01:14-01:19**

Erin Bauer: speech basically prepared for you all today, her focus today is going to be navigating change.

**01:19-01:32**

Erin Bauer: cultivating leadership in times of transition, and I think we can all agree right now, that is exactly very descriptive of the kind of the world we're living in. So we're really excited to have her present that today. Following April's

**01:32-01:55**

Erin Bauer: keynote, we are going to have a panel discussion with a few other subject matter experts from around the ASQ Technical Communities. And we're going to also have a chance for some live Q&A with you, the audience, to make sure that we are helping to address needs that you have around the topic of change management and how to best navigate that. And at the end we'll have a summary of some key points from our panelists,

**01:55-02:03**

Erin Bauer: as well as wrap up information and ways that you can take this information back to your organizations and benefit your teams.

**02:04-02:13**

Erin Bauer: And so, right now it is my pleasure to introduce Steve Wilson, who is our 2024 Chair of our ASQE Board of Directors.

**02:13-02:38**

Erin Bauer: Steve is also an ASQ fellow. He's also currently serving as the chief of seafood inspection with the National Oceanic and Atmospheric Administration in Washington, DC. And also just as a piece of gratitude from the ASQE team. He's been our fearless leader, and has been with us since our inception in 2020, and he's been super active as well with actually creating Quality Body of Knowledge throughout the years

**02:38-02:47**

Erin Bauer: as part of our Certification program. So Steve, again, thank you so much for all the service and contribution you've given us throughout the years, and I'm going to turn the floor over to you.

**02:50-02:52**

Steven Wilson: Thank you, Erin. Thank you very much.

**02:53-03:00**

Steven Wilson: As you can see. Well, 1st off. Thank you, Erin, for all the nice, nice words, because I somehow, you guys.

**03:00-03:09**

Steven Wilson: I've got you fooled. You think I'm doing so great. I'm always in fear of not doing good enough. So hopefully, I can continue on the practice of doing well.

**03:10-03:18**

Steven Wilson: ASQE has a clear vision to drive best practices and thought leadership to improve organizational success informs our mission statement

**03:18-03:21**

Steven Wilson: as a trade association.

**03:21-03:30**

Steven Wilson: ASQE is committed to delivering credentialing quality, driven offerings and insights to organizations in support of their performance excellence journey.

**03:30-03:41**

Steven Wilson: ASQ focuses on the individual professional development education, while ASQE serves organizations and their employees to develop teams, quality-based culture, and performance.

**03:42-03:56**

Steven Wilson: Events such as today's Excellence Roundtable bring ASQE's efforts forward to help optimize your team, understand areas where quality can help overcome challenges, and ultimately impact your organization's performance.

**03:59-04:09**

Steven Wilson: In addition, ASQE has been hard at work over the last 12 months on a variety of key accomplishments and we want to highlight a few of those for you today.

**04:10-04:23**

Steven Wilson: Our Product Development team has completed 5 Insights on Excellence research reports this year, including topic-specific focus studies on a variety of topics that organizations can use to help improve their own performance.

**04:23-04:28**

Steven Wilson: These include "Optimizing Supply Chains for Sustainability,"

**04:28-04:36**

Steven Wilson: "Utilizing Lean to Minimize Waste with ESG Initiatives," and "Quality Impacts in Technology with AI, ML, and VR."

**04:37-04:48**

Steven Wilson: In addition, the team had published their annual IoE Benchmarking Highlights Report which covers all 9 of the IoE research categories, and we'll speak more about that in just a few minutes.

**04:49-05:00**

Steven Wilson: And the team just published our latest IoE research report, the 2024 Healthcare Industry Report which features key insights for this incredibly complex industry.

**05:00-05:05**

Steven Wilson: This is now live on our Insights on Excellence webpage where you can download it for free.

**05:05-05:18**

Steven Wilson: Lastly, we have big accomplishments to highlight from our Certification Operations team. To help clarify, ASQ Certifications are managed and operated by ASQE's Certification Operations team.

**05:18-05:26**

Steven Wilson: We're very proud to announce the launch of our new ASQ Certification, the Certified Construction Quality Manager.

**05:26-05:42**

Steven Wilson: This is the result of extensive collaboration with ASQE's Certification Operations team and ASQ's Design and Construction Division with significant contributions from construction subject matter experts from across many industry segments.

**05:43-05:57**

Steven Wilson: This approach ensured that the certification is globally relevant and reflects the latest industry, standards and best practices that have lasting impact on the construction industry, including the vital role of sustainability in the built environment.

**05:57-06:15**

Steven Wilson: Our team has placed the links of these accomplishments in the Zoom chat, and we will invite you to all to check these various reports and the new certification. And now I'm going to hand things over to Erin Bauer to explain a bit more about our IoE research and benchmarking efforts.

**06:16-06:19**

Erin Bauer: Awesome. Thank you, Steve. I appreciate that.

**06:19-06:39**

Erin Bauer: And so, yeah. And so, hello to everybody who's joining us today. If I haven't met you already, my name is Erin Bauer, and I am the Product Development Manager for ASQExcellence or ASQEfor short, and items that Steve mentioned is at the core of our operations. So whereas ASQ has been established now for many years for over 75 years of

**06:39-07:03**

Erin Bauer: professional development in the quality industry, the ASQE side helps serve organizations and employees of those organizations. So all of you today that are on the call, that is you. You are members of our Organizational Membership companies. And it's these types of thought leadership deliverables that we work on to benefit you into making your organizations better places to work,

**07:03-07:07**

Erin Bauer: to perform, and to make change in your industry.

**07:07-07:31**

Erin Bauer: And my team also is the team that creates the Insights on Excellence benchmarking research. So we've been really hard at work at this now since 2020, and we work directly with ASQ quality subject matter experts from those Technical Communities that Steve alluded to so similar to how our Certification team worked with the Construction Division to create a certification. We on the research side are doing that to bring thought leadership forward

**07:31-07:44**

Erin Bauer: for quality professionals. And we really can't do any of that research without them. I'm happy to say that over the last 5 years, we have reached over 50 subject matter experts from the ASQ side, and some of those you will meet today.

**07:44-07:46**

Erin Bauer: So we're going to get started.

**07:47-08:11**

Erin Bauer: And so to kind of give a little bit of a summary again, about what IoE is. So if this is new to you, if you're joining us for one of the 1st times today, welcome. Just so you know, events like this happen throughout the year from an ASQE side, and you are welcome to join us, and if you haven't heard about the Insights on Excellence benchmarking season, this is really key because this is an exclusive benefit for our Member organizations to participate,

**08:11-08:39**

Erin Bauer: and in 2024, we had 27 of our Member organizations participate, and that represented over 170 affiliate employees of those organizations contributing to this research which is fantastic. And so those participants, when they come through the survey, it's about 35 min or so. It's an online survey when that happens. And they get to this screen, which is their results dashboard. They have access to custom reports, including a summary report,

**08:39-09:06**

Erin Bauer: and then category reports about those different research categories that Steve had mentioned. So we publish research based on a lot of those findings to give quality professionals, the latest, greatest of what's happening out in the real world. So it's one thing to actually understand a quality methodology and to you know the purpose of why it exists. It's another thing to see where the quality issues happening that might actually resonate with you. And you can also do comparisons in the tool.

**09:06-09:30**

Erin Bauer: You can take a look at different roles, different industries. See where you match up, or where you might be exceeding, or where you might be a little bit deficient and needing to prioritize efforts. So if you haven't been familiar with this process just yet highly recommend planning forward to next year to participate in benchmarking season. We will open benchmarking season typically in the early part of Q1. So

**09:31-09:55**

Erin Bauer: between February and March-ish or so, but then we close benchmarking season in August, and that gives our team time to collaborate and collect that data and then create more research as the years go on. So if you were one of those org member companies that participated this year, we thank you very much. This is great. We hope you enjoyed it. We hope that you gained a lot from it, and they're really looking forward to next year.

**09:55-10:03**

Erin Bauer: And there's links in the chat that provide more information about this. And of course this session is being recorded so that we'll share this with you, and you can take it back

**10:03-10:07**

Erin Bauer: to your leadership team and your organizations to use as well.

**10:08-10:29**

Erin Bauer: So let's give a little bit of a sneak peek about how this research comes together and what this means for you. So, as Steve had mentioned, our team published our Benchmarking Highlights Report, and this is the one report each year where we do a compilation of all 9 performance categories. So when I say performance categories, that means areas like operations, strategy workforce

**10:29-10:45**

Erin Bauer: voice of customer leadership, and also our newest one, which is environmental social governance, or otherwise known as sustainability. So all 9 of these are in the the survey that people participate in. And then they get scores back saying how they rank.

**10:45-11:08**

Erin Bauer: But then, what we do is we take that global data set. We compile it. We've got 5 years now worth of data that's built upon year over year research, in addition to our partnership with Forbes insights, and Forbes insights has been our research partner now for 5 years, and they actually send a much wider net out for us and get us a global data set across other industries that might not be represented within our membership.

**11:08-11:17**

Erin Bauer: But the benefit to you is that if you are participating either in the benchmarking season, and you you compare data in the tool, you have access to see what that real time data looks like.

**11:17-11:46**

Erin Bauer: Similarly, when we then go to publish these reports, we're pulling in that global data to look at trends and case in point, this roundtable is actually the perfect example of that research coming to life. Because we saw in the 2024 compilation of data that change management keeps reoccurring as an issue. People need to understand it more. Maybe leaders don't have quite a grasp on what that truly means when they start to initiate, change through their workforce. And people react a certain way.

**11:46-12:01**

Erin Bauer: But also the world is changing, too. Right. Our industries are constantly evolving, laws are emerging. There's different trade negotiations happening. There's all these different factors, including also climate change that is occurring, that is impacting businesses.

**12:01-12:10**

Erin Bauer: And so this benchmarking report gives us at ASQE the chance to showcase all these significant trends across these 9 research categories,

**12:10-12:34**

Erin Bauer: but also help keep you on top of the pulse of quality in your own organization. So these research reports, just so you're aware they're all free for you as members, and they are designed to stack on top of each other. So we will publish, for example, this benchmarking report. And then, as Steve mentioned, we published a variety of different focus studies that went much deeper into a certain area or a certain topic.

**12:34-12:44**

Erin Bauer: So links are in the chat for you to explore on asq.org. All you have to do is just log in with your login, download the report, and you have access to all of this research.

**12:46-13:06**

Erin Bauer: And to give you an idea, I kind of spoke a little bit about this, but just to kind of give you idea of the breadth of who we're talking about when we do this type of survey and this type of reach, the demographics of our 2024 report include these top 10 industries that you see here on the screen. So this ranges from airlines to automotive, down to consumer

**13:06-13:29**

Erin Bauer: goods, energy and utilities to healthcare industrial goods. So there's a quite a wide swath of industries represented here, which is also the same as our org membership. We have quite a few industries that belong. And so the good news is is that there's something in this for you. There. There is definitely an industry that you can align with here. So we're hoping that the data resonates with you, and that you can take it back to your org.

**13:29-13:34**

Erin Bauer: And then the other thing you might be interested in is just how global the reach is here. So.

**13:34-13:54**

Erin Bauer: as you can see on the left side of the screen, we have a pretty healthy representation from across the globe, and the good news is is we're continuing to expand that reach. So our team just wrapped up our 2024 research efforts. We're looking forward to 2025, and that will include even more regions as we start to get more data from across the world.

**13:56-14:20**

Erin Bauer: And so what does this data look like? So before we get into really the big show today with the keynote and the panel discussion. Here's an example of how this research comes to life and why we're holding this event today. So, as I mentioned, change management had emerged year over year as a persistent problem that we were seeing from a quality data standpoint, and in the actual survey itself, like I said, there's categories that are broken out.

**14:20-14:29**

Erin Bauer: There's one category called workforce, and we have a question in there that asks which of the following skills require the most improvement within your organization's workforce.

**14:29-14:42**

Erin Bauer: And, as you can see over the last several years of data, change management has consistently popped up. It's been considered a top concern. But if we look at this graph and we see the other skills that are showing

**14:42-15:07**

Erin Bauer: these, these are very relevant to each other. So if you think about the rate that data analytics is changing, how we consume vast amounts, more data than we ever have before in human history how that allows us, then, to be able to effectively work with our cross functional team members, if we don't have all access to the right data. We probably can't cross functionally, work together like one person has one set of

information.

**15:07-15:27**

Erin Bauer: I might have another that might cause a discrepancy in communication might create misunderstandings. And therefore, if you're trying to get large change moved across your company, such as if a client has a new demand. Or you're going after a new industry vertical, or you're trying to actually innovate and to try new things. If these other things don't work.

**15:27-15:35**

Erin Bauer: then change management just becomes that much harder. So I wanted to take a pause and just kind of show that when we publish this type of data.

**15:35-15:49**

Erin Bauer: It's one thing to show it. It's another thing to discuss it. And it's another thing to get those insights from those quality experts that are out in the field doing the work like you are to be able to boil it down and talk about something that might actually resonate deeply with you, and sounds

**15:49-15:56**

Erin Bauer: familiar for what your own experience is happening. But then, also, how did they overcome some of these challenges, and what might you be able to take from that?

**15:57-16:22**

Erin Bauer: So I hope that helps set the table here for the next bit of time that we're here together today. And with that it's my pleasure to introduce our keynote speaker for today. So April and I have had the pleasure of working together now for several years, which has been a joy, and as I've gotten to know her. I've been so impressed with how she's woven in the softer side of quality with the technical side. So April is an ASQ Senior Member.

**16:22-16:31**

Erin Bauer: She is also our Healthcare Division Chair. So she's been with on the ASQ side in a leadership role for some time. She's also on the ASQ Lean Enterprise Division's.

**16:31-16:52**

Erin Bauer: Education Chair. So she has a leadership role in there, as well as well as being a part of the lean in Six Sigma Conference Technical Programming Committee Chair. And then, also, in her spare time, she clearly has a lot of certifications and other expertise that she's been growing over the years. So April, what I want to make sure we also highlight, is that you are a Certified Grief Educator and Mental Health.

**16:52-17:06**

Erin Bauer: First Aider, which I think is going to be really important today in your discussion with the team. So with that, I am happy to hand you the reins. And we're really looking exciting are really looking forward to what exciting content you have to bring forward today.

**17:07-17:27**

April Thomas Schmidt: Thank you, and I'm excited to be able to be here and to be able to share information with you, and I hope, be able to inspire you, ignite some passion in you, and help you move into a space of being courageously uncomfortable during our time together.

**17:27-17:45**

April Thomas Schmidt: What we know is, there is no shortage of opportunity to experience, change and to lead change. Today the pace at which things are changing continues only to intensify. So one of the questions, and we were looking at the report. Was this open to change? Right?

**17:45-17:51**

April Thomas Schmidt: It's no longer nice to be able to adapt to change. It's becoming essential.

**17:51-17:56**

April Thomas Schmidt: And so when we look at how do, how open to change? Are we

**17:56-18:20**

April Thomas Schmidt: right? It's across a number of different research reports that we're seeing that. So looking at this, one just happens to be from LinkedIn and looking at some of the most in demand skills, I put stars next to the ones in the LinkedIn data that also aligns with the industry work, workforce highlights as well. Communication, analytics, teamwork.

**18:20-18:24**

April Thomas Schmidt: and the number one top skill was looking at adaptability

**18:25-18:36**

April Thomas Schmidt: and adaptability encompasses a lot of different things. So from growth mindset to being flexible and being resilient, approaching things with curiosity.

**18:36-18:40**

April Thomas Schmidt: being creative, helping to build problem solvers.

**18:41-18:47**

April Thomas Schmidt: But it also kind of comes back to where I was just saying, being courageously uncomfortable.

**18:47-18:48**

April Thomas Schmidt: Right

**18:48-18:51**

April Thomas Schmidt: growth doesn't happen in our comfort zone.

**18:51-19:02**

April Thomas Schmidt: It means that we have to find within ourselves the courage to push beyond what we know and what feels comfortable, to be able to step into that.

**19:02-19:10**

April Thomas Schmidt: And again, there's that place of uncertainty, and that's where the courage to become uncomfortable steps in

**19:12-19:22**

April Thomas Schmidt: when I talk about change management, right? That I have this very long definition, and I know all of you can read it. This is from ASQ.

**19:23-19:32**

April Thomas Schmidt: and one of the things I want to really be able to focus on is change management is about preparing and supporting employees.

**19:32-19:33**

April Thomas Schmidt: It's the real change.

**19:34-19:36**

April Thomas Schmidt: Processes change all of the time.

**19:37-19:41**

April Thomas Schmidt: The people side is where change management steps in

**19:42-20:08**

April Thomas Schmidt: and thinking about. I get excited about change from this, from the sense that I love getting to find ways that I can empower people, that I can optimize their talent and their potential, and I can unleash that and help them to be better, and to see a different version of themselves, to help them evolve and grow. And so for me, I get excited about that.

**20:08-20:14**

April Thomas Schmidt: But that doesn't always mean that people get as excited about that change either.

**20:14-20:20**

April Thomas Schmidt: Right? And so in thinking about, how do we prepare and support employees for change?

**20:20-20:23**

April Thomas Schmidt: That's part of where communication comes in

**20:23-20:28**

April Thomas Schmidt: right communication being thoughtful, being intentional.

**20:28-20:29**

April Thomas Schmidt: being planned.

**20:30-20:37**

April Thomas Schmidt: And if we're looking at processes and changes that are taking place, value, stream mapping comes to mind to me.

**20:37-20:43**

April Thomas Schmidt: and I always like to pair that value, stream mapping and looking at changes that might be taking place in processes

**20:43-20:54**

April Thomas Schmidt: and align that with change management, map, those processes should be running parallel and looking at what communication needs to go to who and by, when

**20:54-21:01**

April Thomas Schmidt: and what training needs to take place, to be able to help support those individuals as those changes take place.

**21:02-21:06**

April Thomas Schmidt: Right change requires that we that we adapt.

**21:06-21:16**

April Thomas Schmidt: and we can do that better and easier when we've got the communication that helps us to understand the why that is behind it.

**21:17-21:22**

April Thomas Schmidt: So in thinking about this people side of change and change management.

**21:22-21:25**

April Thomas Schmidt: let's talk about how does change feel

**21:25-21:33**

April Thomas Schmidt: right? And I want you to think about the most recent change that you had. And we're going to launch a poll.

**21:33-21:37**

April Thomas Schmidt: And I want you to think about, how did that change feel?

**21:37-21:44**

April Thomas Schmidt: Did it feel like this pretty cup of espresso, where, like everything, was just well laid out and calm?

**21:45-21:48**

April Thomas Schmidt: Or did it feel more like this splashed cup of coffee.

**21:49-21:50**

April Thomas Schmidt: Yep.

**21:51-21:57**

April Thomas Schmidt: I see you. I'll give this a couple more seconds. I love the active participation.

**21:59-22:05**

April Thomas Schmidt: So far I'm seeing that this splashed cup of coffee is kind of taking the lead.

**22:09-22:10**

April Thomas Schmidt: all right.

**22:10-22:11**

April Thomas Schmidt: So

**22:11-22:15**

April Thomas Schmidt: I think we're almost there. We'll give it 5 more seconds.

**22:16-22:17**

April Thomas Schmidt: all right.

**22:17-22:20**

April Thomas Schmidt: I think we can. Was it so

**22:21-22:23**

April Thomas Schmidt: when you share the results?

**22:23-22:28**

April Thomas Schmidt: Right? 13 individuals indicated it felt

**22:28-22:30**

April Thomas Schmidt: like that pretty cup of espresso.

**22:30-22:34**

April Thomas Schmidt: most individuals, 87%

**22:34-22:38**

April Thomas Schmidt: felt that it was that splashed cup of coffee.

**22:39-22:42**

April Thomas Schmidt: and I want you to take a moment to reflect on

**22:43-22:45**

April Thomas Schmidt: what would have needed to have happened

**22:46-22:49**

April Thomas Schmidt: in order for that change to feel

**22:49-22:51**

April Thomas Schmidt: like that cup of espresso.

**22:53-22:55**

April Thomas Schmidt: What was missing

**22:55-22:57**

April Thomas Schmidt: from making that connection

**22:57-23:00**

April Thomas Schmidt: right? Helping that change

**23:00-23:01**

April Thomas Schmidt: right

**23:01-23:06**

April Thomas Schmidt: to feel it's a little bit more right if we want to say right to feel a little bit more together.

**23:07-23:08**

April Thomas Schmidt: Okay.

**23:11-23:14**

April Thomas Schmidt: one of the things we know right change is a constant

**23:14-23:18**

April Thomas Schmidt: and as many of you are indicating that change

**23:18-23:22**

April Thomas Schmidt: didn't necessarily feel great, it felt splashed

**23:22-23:27**

April Thomas Schmidt: right? It didn't feel as fabulous as the pretty cup of coffee.

**23:27-23:30**

April Thomas Schmidt: They're the data on the left.

**23:30-23:38**

April Thomas Schmidt: It's showing 73% of employees who experience change experienced moderate to high levels of stress

**23:38-23:42**

April Thomas Schmidt: and indicated that some of them performed worse.

**23:43-23:45**

April Thomas Schmidt: then add the average employee

**23:45-23:46**

April Thomas Schmidt: afterwards.

**23:47-23:49**

April Thomas Schmidt: Change is stressful.

**23:49-23:53**

April Thomas Schmidt: right? Whether it's change we actively seek

**23:53-23:59**

April Thomas Schmidt: or change that we need to adapt and modify in relation to

**23:59-24:01**

April Thomas Schmidt: when we're stressed.

**24:02-24:04**

April Thomas Schmidt: it impacts our cognition.

**24:04-24:06**

April Thomas Schmidt: it impacts our memory.

**24:06-24:10**

April Thomas Schmidt: it can create feelings of anxiety and distress.

**24:11-24:19**

April Thomas Schmidt: So when we look at having showing that the side of lean which focuses heavily on respect for people.

**24:19-24:20**

April Thomas Schmidt: 8

**24:20-24:24**

April Thomas Schmidt: being able to understand that for most individuals

**24:24-24:28**

April Thomas Schmidt: change feels like that splashed cup of coffee

**24:29-24:32**

April Thomas Schmidt: right? There's a sense of uncertainty with it.

**24:33-24:34**

April Thomas Schmidt: How do we help?

**24:35-24:40**

April Thomas Schmidt: Right as leaders and navigating through change and transition?

**24:40-24:41**

April Thomas Schmidt: Yep.

**24:41-24:44**

April Thomas Schmidt: that to me that's where empathy comes in.

**24:44-24:50**

April Thomas Schmidt: Empathy is that key that allows us to be able to connect.

**24:50-24:53**

April Thomas Schmidt: to be able to build that relationship with others.

**24:54-24:56**

April Thomas Schmidt: Because if change were that easy.

**24:57-25:05**

April Thomas Schmidt: everybody would do it, and the 5th s. In 5 s. Of sustained wouldn't be so difficult, and it would be easier for us to change our habits.

**25:07-25:08**

April Thomas Schmidt: But it's not.

**25:09-25:15**

April Thomas Schmidt: And that's where, as I was saying, empathy helps us to create that connection.

**25:16-25:23**

April Thomas Schmidt: It's a way for us as we're talking about the content today is, oh, how you know, overcoming resistance.

**25:24-25:31**

April Thomas Schmidt: overcome resistance when we can build a connection with others, when we can start to empathize and understand

**25:31-25:34**

April Thomas Schmidt: when we practice active listening.

**25:35-25:37**

April Thomas Schmidt: when we listen to hear.

**25:37-25:40**

April Thomas Schmidt: and to be able to try to understand

**25:42-25:44**

April Thomas Schmidt: when you 1st meet somebody.

**25:44-25:46**

April Thomas Schmidt: how often

**25:46-25:49**

April Thomas Schmidt: is one of the first questions you have, what do you do

**25:51-25:58**

April Thomas Schmidt: when we start taking it? And when we start there's changes. And there's organizational changes and processes changing.

**25:58-26:02**

April Thomas Schmidt: And one of the 1st questions we ask people is, What do you do

**26:03-26:06**

April Thomas Schmidt: now? We're starting to potentially change what they do

**26:06-26:10**

April Thomas Schmidt: that can create anxiety, right? That feeling of uncertainty

**26:11-26:21**

April Thomas Schmidt: when we can provide clear, thoughtful communication about the changes taking place and how we're going to support individuals through that change

**26:21-26:23**

April Thomas Schmidt: that can help.

**26:23-26:28**

April Thomas Schmidt: Okay? As a leader. Again, one of the things I think of it gets really exciting

**26:29-26:31**

April Thomas Schmidt: is we have this opportunity

**26:31-26:34**

April Thomas Schmidt: to be able to help people grow.

**26:34-26:41**

April Thomas Schmidt: we get to be able to help people navigate, maybe something that's a challenge and help them transform

**26:41-26:43**

April Thomas Schmidt: and to overcome something.

**26:44-26:48**

April Thomas Schmidt: And to me, that's pretty exciting to be able to do that.

**26:50-26:52**

April Thomas Schmidt: But to do that as a leader.

**26:52-26:53**

April Thomas Schmidt: as a person

**26:54-26:59**

April Thomas Schmidt: I have to be able to understand and meet people where they're at.

**27:00-27:04**

April Thomas Schmidt: That's part of the person-centered approach

**27:04-27:11**

April Thomas Schmidt: is being able to start to identify. Where are they in terms of identifying and accepting change?

**27:11-27:14**

April Thomas Schmidt: And we'll talk about that in another slide.

**27:15-27:19**

April Thomas Schmidt: One of the things to be conscientious of

**27:19-27:25**

April Thomas Schmidt: past experiences that individuals have had, whether it's at your workplace or with you or not

**27:26-27:27**

April Thomas Schmidt: have created armor

**27:28-27:35**

April Thomas Schmidt: as a leader, that role becomes. How do you help people navigate that change and feel comfortable? Taking that armor off?

**27:36-27:38**

April Thomas Schmidt: And when I say, armor.

**27:38-27:42**

April Thomas Schmidt: Right? Those are these experiences, and that have happened

**27:43-27:45**

April Thomas Schmidt: where we start to protect ourselves

**27:45-27:50**

April Thomas Schmidt: right when we've had negative experiences. When it comes to change.

**27:50-27:55**

April Thomas Schmidt: when it comes to organizational improvement.

**27:55-28:08**

April Thomas Schmidt: Right? We start to become more resistant, right? And some of the words that I hear when we start talking about when change isn't maybe necessarily going as smoothly, and individuals are maybe hesitant.

**28:08-28:15**

April Thomas Schmidt: We hear words like, they're rebellious, they're resistant. They're noncompliant. They're non-adherent.

**28:16-28:18**

April Thomas Schmidt: I say those behaviors.

**28:18-28:20**

April Thomas Schmidt: our nonverbal communication.

**28:21-28:29**

April Thomas Schmidt: those behaviors are telling us that there's something there. It gives us an opportunity to be curious.

**28:29-28:33**

April Thomas Schmidt: and to ask questions, to work, to understand

**28:34-28:36**

April Thomas Schmidt: what that armor is.

**28:36-28:37**

April Thomas Schmidt: and

**28:38-28:44**

April Thomas Schmidt: for us to be able to start responding with empathy and be asking those questions.

**28:44-28:47**

April Thomas Schmidt: to try to be able to see, how can we navigate this

**28:48-28:52**

April Thomas Schmidt: when I want, when I am curious?

**28:52-28:58**

April Thomas Schmidt: And there's some challenges in terms of maybe people have questions or notice. There's a change in their behavior.

**28:59-29:03**

April Thomas Schmidt: I like this question of what is the story

**29:03-29:05**

April Thomas Schmidt: that you're telling yourself?

**29:05-29:08**

April Thomas Schmidt: What's the experience that you've had?

**29:08-29:15**

April Thomas Schmidt: That's impacting your acceptance? What concerns do you have? What are your worries?

**29:16-29:24**

April Thomas Schmidt: It starts to open up the doors for communication, and for us to be able to help individuals in that transition and navigating them.

**29:25-29:27**

April Thomas Schmidt: It's an opportunity to reflect

**29:28-29:32**

April Thomas Schmidt: on. If there's a lot, if we're seeing that there's a lot of resistance.

**29:33-29:39**

April Thomas Schmidt: what have we done to be able to inform, educate, and prepare individuals for that change.

**29:42-29:47**

April Thomas Schmidt: This is a model. And he said, You know, when we're talking about identifying where people are at.

**29:48-30:00**

April Thomas Schmidt: So this is where my hat as as a grief educator and a mental health first aider comes in, and I'd like to kind of combine that with this art and science of continuous improvement.

**30:01-30:05**

April Thomas Schmidt: and I know many of us are familiar with Elizabeth Kubler-Ross's model of grief.

**30:06-30:14**

April Thomas Schmidt: Rando model is is similar. They're both models of grief and and processing both highly valuable.

**30:15-30:18**

April Thomas Schmidt: When I say we have to meet individuals where they're at.

**30:18-30:21**

April Thomas Schmidt: it's this acknowledgement that change

**30:21-30:23**

April Thomas Schmidt: is a loss.

**30:23-30:28**

April Thomas Schmidt: and it for some individuals depending on the size of that loss.

**30:28-30:31**

April Thomas Schmidt: It can be an emotional trauma for individuals.

**30:32-30:35**

April Thomas Schmidt: just like when I was saying, and individuals were highly stressed.

**30:35-30:38**

April Thomas Schmidt: When individuals are feeling grief.

**30:38-30:43**

April Thomas Schmidt: it impacts us, our brain experiences it as an emotional trauma.

**30:44-30:45**

April Thomas Schmidt: It affects our memory.

**30:45-30:49**

April Thomas Schmidt: our cognition, our ability to concentrate.

**30:49-30:57**

April Thomas Schmidt: Those are things that when we're trying to be able to adapt or adjust to change can take us a little bit longer to be able to work through.

**30:58-31:02**

April Thomas Schmidt: So one of the 1st things when we think about when changes are taking place.

**31:03-31:06**

April Thomas Schmidt: we might want to. We work to avoid that

**31:06-31:15**

April Thomas Schmidt: when we meet people where we're at, we're trying to recognize. Where are they at? And the acceptance of changes that are taking place.

**31:15-31:26**

April Thomas Schmidt: So Teresa Rando has the 6 R's. So first is there you have to be able to recognize that loss, whatever it is to that person.

**31:26-31:30**

April Thomas Schmidt: and that loss is isn't how I define the loss.

**31:30-31:35**

April Thomas Schmidt: It's for them to define what that loss is to them or what that means to them.

**31:35-31:36**

April Thomas Schmidt: Okay.

**31:36-31:40**

April Thomas Schmidt: there's a time for them to react for them to be able to respond.

**31:41-31:48**

April Thomas Schmidt: When we talk about that, that recollection, that experience right, that and the re-experience

**31:49-31:55**

April Thomas Schmidt: individuals are thinking it back to those times, those experiences right? They're relieving some of those things.

**31:57-32:01**

April Thomas Schmidt: We talk about relinquishing old attachments at most more likely old habits

**32:02-32:06**

April Thomas Schmidt: when we're talking about change in processes and work that's being done.

**32:08-32:20**

April Thomas Schmidt: When we think about accommodations, we're working to figure out cognitively, how does this fit within our new frame of reference? How does this fit? With what the new expectations are

**32:21-32:24**

April Thomas Schmidt: we read, we adjust, and we readjust.

**32:25-32:29**

April Thomas Schmidt: And then we have to make this decision about, are we going to reinvest

**32:29-32:30**

April Thomas Schmidt: and re-enter?

**32:31-32:36**

April Thomas Schmidt: Or are we going to self? Select out? And do we divest?

**32:36-32:39**

April Thomas Schmidt: And I know right, this looks very linear.

**32:39-32:41**

April Thomas Schmidt: And this path

**32:42-32:48**

April Thomas Schmidt: I think of it as more like a game of chutes and ladders, for anybody who's played that from childhood

**32:48-32:57**

April Thomas Schmidt: is that it's not all one at 1 point in time, and there is no timeline. There's no time limit, and there is no timeframe.

**32:57-33:02**

April Thomas Schmidt: One of the things when we talk about change management and the people. Side of change

**33:03-33:05**

April Thomas Schmidt: is that communication piece

**33:05-33:11**

April Thomas Schmidt: when we can communicate, as I said, thoughtfully, clear, clear, and intentionally

**33:11-33:24**

April Thomas Schmidt: right, we can help individuals move through this grief journey. We can work to reduce the impact and maybe the amount of time that they spend in some of these different R's.

**33:25-33:32**

April Thomas Schmidt: And when we respond with empathy, we're able to connect with them. We're able to help understand where they are.

**33:32-33:34**

April Thomas Schmidt: and we're able to help them navigate through

**33:36-33:36**

April Thomas Schmidt: me.

**33:38-33:47**

April Thomas Schmidt: So, as I think is we think about. There's been, I know. I've talked about a lot of different things in a very short amount of time, as it relates to change

**33:48-33:53**

April Thomas Schmidt: right and how we can help people through change, and how it can be really exciting.

**33:54-34:03**

April Thomas Schmidt: I have a poll that we're going to launch. I want you to think about right? We talked about the skills that are most in demand.

**34:04-34:08**

April Thomas Schmidt: talked about communication and change management and the people side.

**34:09-34:16**

April Thomas Schmidt: And then there's a poll that's going to pop up. And I want you to think about of these 5 traits.

**34:17-34:17**

April Thomas Schmidt: 8.

**34:17-34:27**

April Thomas Schmidt: What do you want to focus on developing the most over, let's say, over the next 8 weeks or so. 2 months.

**34:27-34:34**

April Thomas Schmidt: What one do you want to work on on the most? On developing? I'll give you a couple of seconds to be able to do that.

**34:40-34:53**

April Thomas Schmidt: See a couple of them popping up right creativity, resourcefulness, and I should say there is no right or wrong answer, because all of these are really great traits to be able to work on.

**34:54-34:59**

April Thomas Schmidt: and what I would encourage you to think about right, as I said, just one trait

**34:59-35:01**

April Thomas Schmidt: to work on the most.

**35:01-35:04**

April Thomas Schmidt: because if we focus on more than one at a time.

**35:05-35:16**

April Thomas Schmidt: we're taking tension away, and that intention from working on building, that one habit, that one skill and working on making that be a part of our daily habit. First.st

**35:17-35:27**

April Thomas Schmidt: Alright. So it looks like everybody, I think, who wants to answer. We'll give it a couple more seconds. 5, 4, 3,

**35:27-35:28**

April Thomas Schmidt: 2,

**35:29-35:32**

April Thomas Schmidt: one. Your poll. Time has closed.

**35:33-35:45**

April Thomas Schmidt: All right. So being resourcefulness right seeing an opportunity instead of a challenge. Right? That's really embracing growth, mindset and seeing that

**35:46-35:47**

April Thomas Schmidt: resilience.

**35:48-36:00**

April Thomas Schmidt: learning from what didn't go as planned. I don't know about you, but I think I find out more about what didn't go right than when things do go right and how we can redirect

**36:01-36:05**

April Thomas Schmidt: right creativity, being able to think outside the box. Yeah.

**36:05-36:14**

April Thomas Schmidt: being empathetic, showing that you understand the feelings of others, and then less the willingness to try new things.

**36:14-36:21**

April Thomas Schmidt: What I'd like for you to do is I want you to write down which of these traits you picked?

**36:25-36:26**

April Thomas Schmidt: Now

**36:27-36:32**

April Thomas Schmidt: I want you to write down. What are 2 to 3 things

**36:32-36:34**

April Thomas Schmidt: you're going to do

**36:34-36:36**

April Thomas Schmidt: in the next 8 weeks

**36:37-36:39**

April Thomas Schmidt: to be able to start

**36:39-36:41**

April Thomas Schmidt: working on this trait

**36:42-36:48**

April Thomas Schmidt: that you want to work on developing. You didn't know you were going to get homework as part of today's keynote, did you?

**36:48-37:00**

April Thomas Schmidt: But I can tell I can't see your faces. But I can tell you are super excited about this, because New Year's is coming up, and you didn't know what you were going to do for a resolution. And now I've just gifted you one.

**37:01-37:01**

April Thomas Schmidt: right?

**37:02-37:03**

April Thomas Schmidt: Right?

**37:03-37:06**

April Thomas Schmidt: So now that you've written those 2 to 3 things down.

**37:07-37:09**

April Thomas Schmidt: I want you to think about?

**37:10-37:13**

April Thomas Schmidt: What are the things that are most likely

**37:14-37:17**

April Thomas Schmidt: to stop or prevent you from being able

**37:17-37:22**

April Thomas Schmidt: to work on those on those 2 to 3 things that you said you were going to do.

**37:23-37:27**

April Thomas Schmidt: I find, if I write down what I want to do that's great.

**37:28-37:34**

April Thomas Schmidt: But if I don't remember to think about what are those things that are going to derail me or prevent me from it?

**37:34-37:37**

April Thomas Schmidt: I miss out. Sometimes I miss out

**37:37-37:45**

April Thomas Schmidt: right? So why don't you think about. What do you want to work on? Whether there's the 2 to 3 things that you can work on that will help you build this trait.

**37:45-37:52**

April Thomas Schmidt: But then I also want you to think about what are those 2 to 3 things that might impact you or prevent you from being able to work on those things

**37:56-37:57**

April Thomas Schmidt: last.

**37:57-38:01**

April Thomas Schmidt: Want you to write down? Who's gonna be your accountability partner?

**38:02-38:04**

April Thomas Schmidt: Who can you share this goal with?

**38:07-38:10**

April Thomas Schmidt: Who can help you work on developing this?

**38:10-38:12**

April Thomas Schmidt: Who can give you the feedback?

**38:15-38:25**

April Thomas Schmidt: And if you're and if you're wondering about how where it might be a good place to be able to put this and we how your progress towards this is going.

**38:26-38:29**

April Thomas Schmidt: I absolutely love repurposing quality tools.

**38:30-38:32**

April Thomas Schmidt: and I would say, put it in an a 3

**38:33-38:48**

April Thomas Schmidt: instead of using the A 3 for looking at problem solving, you can re, you can right? You can rework it, and you can make it fit, as in personal a 3 for your development and being able to help you

**38:48-38:52**

April Thomas Schmidt: work on developing this, this particular leadership trait

**38:52-39:00**

April Thomas Schmidt: and focusing on that and working through it to be able to then decide, where do you want to go? And what does it look like.

**39:00-39:06**

April Thomas Schmidt: you know? 8 weeks from now, if you are practicing these skills. Right?

**39:06-39:08**

April Thomas Schmidt: What is that going to look like?

**39:08-39:10**

April Thomas Schmidt: How is this going to help you?

**39:10-39:14**

April Thomas Schmidt: And we look back at that question of being open to change.

**39:14-39:16**

April Thomas Schmidt: How is it going to help you with that?

**39:21-39:22**

April Thomas Schmidt: So

**39:23-39:24**

April Thomas Schmidt: you know.

**39:25-39:48**

April Thomas Schmidt: So if you are curious and you want to be able to build your skills some more. I'll actually be facilitating a workshop at ASQ Lean and Six Sigma called "Change Makers and Snow Globe Shakers: Not all change feels positive". And we're going to be working on building some of these skills in terms of conversations

**39:48-39:57**

April Thomas Schmidt: and how to delve in a little bit deeper to responding as a leader when there's questions around grief and loss and change management.

**39:58-40:07**

April Thomas Schmidt: One of my favorite quotes that I want to be able to leave you with and thinking about change management and supporting people through this change

**40:07-40:08**

April Thomas Schmidt: is

**40:08-40:11**

April Thomas Schmidt: is one by Jay Danzi.

**40:11-40:13**

April Thomas Schmidt: it's your smile, is your logo.

**40:13-40:22**

April Thomas Schmidt: your personality is your business card, and how you leave people feeling after an experience with you becomes your trademark.

**40:22-40:37**

April Thomas Schmidt: And so I hope in our time this morning, and with our panel that we're able to inspire you, that we're able to ignite a spark for you in terms of stepping into that growth and getting courageously uncomfortable.

**40:37-40:41**

April Thomas Schmidt: And with that I will turn it over to Matt and our panel.

**40:42-41:11**

Erin Bauer: Thank you. April. I'm actually going to step in for just a moment, because I just want to thank you so much for making this connection to the human side of things. So as we think through our next steps here, and I'm going to introduce Matt here shortly. We talk about this a lot. Matt and I have been kind of attached to the hip here for the last couple of years, and working on a lot of these different types of discussions that we see emerge from the research and everything that April just mentioned.

**41:11-41:22**

Erin Bauer: A lot of times. The human side kind of gets lost right when we think about change and processes, and oftentimes as quality professionals, we're very good at seeing the technical side of things.

**41:22-41:39**

Erin Bauer: We might not realize that someone's really struggling, or someone might be really in need of being able to talk it through. So my hope is that with all the materials that we're showing you today that you can take

this back and you have access to all these materials as well. So not only are we recording this.

**41:39-42:00**

Erin Bauer: but in the Events Portal link that we shared with you. There's resource documents, and there's these Powerpoint slides available to you for you to take this back to your own team, and you might be very surprised at the reaction you get as a people leader to let them articulate to you how they're feeling about something that might be coming, or you might be in the midst of already from a change management process.

**42:00-42:27**

Erin Bauer: So I already mentioned his name before, but I'm going to just introduce him again to you all. So if you haven't had the pleasure of being a part of Matt Meuleners' facilitation with the events that we do. I just want to say a huge amount of gratitude from my team myself. We can't do a lot of these things without his expertise, and he's been a longtime leadership coach and educator across a variety of different industries. And Matt joins us today as our panel facilitator. So, Matt.

**42:27-42:38**

Erin Bauer: I'm going to take basically just a few minutes to embarrass you and just say Thank you again. So much for all of the hard work that you do with our team, but the floor is yours. Now for the panel discussion.

**42:38-43:03**

Matthew Meuleners: Appreciate it. Thank you, Erin. And Hello, everybody. It's so great to get to spend some time with you. April. Thanks for teeing up. What I know is going to be a great discussion with some really excellent subject matter experts on our panel, including April herself. It is my pleasure to be with you. I've enjoyed my partnership with ASQ and ASQE over the years, and without any further ado, we're going to get right into our

**43:03-43:12**

Matthew Meuleners: discussion. As I mentioned. We have three experts sitting on our panel today, and we're going to have a discussion about change management and change leadership.

**43:12-43:41**

Matthew Meuleners: You've already been introduced to April and heard a lot of her great thoughts, and to reiterate an incredible member leader in this community. We're grateful to have her on the panel. We also have with her two other experienced Member Leaders and contributors to the body of knowledge. Stephanie Gaulding. I'll throw the microphone to you briefly to say hello and introduce yourself. A lot of us know you, but let's take a second.

**43:41-44:02**

Stephanie Gaulding: Thank you, Matt. It's nice to be back here at an ERT function again. So for those who maybe don't know me or haven't been a part of some of the work that I've done with ASQE, my name is Stephanie Gaulding. My day job, I work in the pharmaceutical industry as a consultant working with manufacturing facilities.

**44:02-44:16**

Stephanie Gaulding: But my ASQ career has really blossomed over the last 10 years or so, coming up through the Human Development Leadership Division as a Chair, and ultimately a Past Chair, and I now serve on the ASQ Board of Directors.

**44:16-44:26**

Matthew Meuleners: Appreciate it, Stephanie. We're so glad to have you with us, and a very significant contributor to that same body of knowledge. Doug Wood is here with us as well. Doug, do you want to say hello and introduce yourself.

**44:27-44:30**

Douglas Wood: Certainly. Thank you, Matt and I.

**44:30-44:38**

Douglas Wood: This is my first time addressing this particular group. I want to thank you all for inviting me, so I have,

**44:38-44:48**

Douglas Wood: I don't know, I'll list my certifications. Okay. CMQOE, CQE, CQA, Six Sigma Black Belt, and CQPA;

**44:50-44:58**

Douglas Wood: co-editor of the CMQOE Handbook with Sandy furter, and I'm also the editor of the Principles of Quality Cost.

**44:58-45:02**

Douglas Wood: This book will be revised next year.

**45:03-45:19**

Douglas Wood: And I've been running webinars for QMD - Quality Management Division that I've been active in for 7 years. We have more than 100 videos now on our Youtube channel. So that's what I've been doing. Oh, I've been teaching root, cause analysis and certification prep, and things like that.

**45:19-45:23**

Matthew Meuleners: I was. Gonna say, it sounds like you need a hobby, Doug. You don't have anything going on.

**45:23-45:46**

Matthew Meuleners: So glad to have all three of these illustrious panelists with us today. And there's a reason that we've brought this sort of super team together for you at ERT this time around, because the recently mentioned IoE Benchmarking Highlights Report brought forward some topics that we found really interesting, and they all revolve around this idea of change management.

**45:46-46:11**

Matthew Meuleners: and in particular. This group contributed to that report and the Quality Expert Sidebar and pulled out some of these themes. So we're going to get a chance to talk a little bit today with our panel about some of these significant issues that have been revealed in the research, a clear need for improvement in both process and communication, some gaps between leadership and those

**46:11-46:32**

Matthew Meuleners: in the workforce who are implementing change in terms of alignment, overall comfort levels with change. We're going to talk about some interesting attitudinal gaps that came out of the research today. And, as April correctly pointed out in her comments earlier, the skill, development and mindset shifts that are needed for us to execute on this change

**46:33-46:56**

Matthew Meuleners: very first bit of research that we're going to peek at here and give our panel a chance to react to and speak to summarized on two slides. So in this first image, you can see one of the responses that drew our attention. This question around our organization is constantly seeking ways to make beneficial changes. And this looks like a good news slide. Right? We have

**46:57-47:09**

Matthew Meuleners: the vast majority of respondents saying, yeah, we are in improvement seeking mode. This is, we're aligned on this. We're looking for these beneficial changes.

**47:09-47:19**

Matthew Meuleners: But as some of you look at this slide, I'm going to guess, because I felt some of these feelings, too, that you have an interesting reaction, that maybe you're looking at this and saying.

**47:19-47:31**

Matthew Meuleners: Why doesn't that align with how change feels in my organization. Sometimes, if this many people, if this many respondents, almost all are saying, we're constantly seeking ways to make beneficial change.

**47:32-47:46**

Matthew Meuleners: Why aren't we, seeing that change get implemented? And I think the question comes back to is seeking the same as executing the same as succeeding, and the reality, of course, is not. We have some barriers that arise.

**47:46-48:14**

Matthew Meuleners: That's where this next slide, I think, is really interesting, because for several years running now the Ioe data has taken a look at some of the most significant obstacles or challenges that organizations face in adapting their quality programs to the needs of their entire organization, and as we were having some of our preparation discussions with the panelists, it came up fairly frequently that these are common.

**48:14-48:24**

Matthew Meuleners: sticky issues, that organizations face to executing on this change. So I want to start our conversation around this sort of interesting gap

**48:24-48:39**

Matthew Meuleners: that if, broadly speaking, organizations, leaders, quality professionals have a positive mindset about reaching for beneficial change. We want to continuously improve. We want to innovate. We want to do these things.

**48:40-48:50**

Matthew Meuleners: but we aren't always successful at it, and in many cases we face some of the resistance and slowdowns and challenges that you see here on the screen.

**48:50-48:53**

Matthew Meuleners: Why are these issues so sticky.

**48:55-49:14**

Matthew Meuleners: let's start with you, Stephanie, if you don't mind. In our conversation you talked a little bit about some of the challenges with communication and information transparency that you've seen in your practice over the years. So let's focus on that issue first. What have you seen? Why is this such a sticky issue.

**49:14-49:35**

Stephanie Gaulding: Yeah, thank you, Matt. I think from my perspective, what I have seen in the past is that this can be a really sticky issue when you start to talk about managing organizations through change, because a lot of times at least, my experience is organizations. Don't take the time to plan and think about how they're going to share the information, how they're going to communicate with

**49:35-49:55**

Stephanie Gaulding: with people. And I think, you know, we've all probably been a part of organizations that that are going through some sort of large change, whether it's, you know, restructuring, you know, any kind of major process change new systems implementations. And we think of it, these kind of examples where maybe things haven't gone so well.

**49:55-50:09**

Stephanie Gaulding: But I think when we were doing our prep work, I talked about and shared an example that I'd like to share with folks a little bit today that you know, when this is done really well, that this. This actually has a very different impact for the organization, and that

**50:09-50:26**

Stephanie Gaulding: that transparency can actually become an accelerator for the change effort. And it really stems from my time, working in industry and working at a manufacturing facility. We manufactured active pharmaceutical ingredients for

**50:26-50:44**

Stephanie Gaulding: a wide variety of prescription, and over the counter medicines, and we were having some quality issues with our manufacturing. Just to put it bluntly, we've gotten ourselves in a little bit of trouble with the FDA and and other health authorities around the world, and we were at risk of being shut down.

**50:44-51:14**

Stephanie Gaulding: So we, as a senior leadership team, actually recognized and admitted to ourselves that we needed to change our attitude. I came into this organization, and you know that one of the 1st things I learned because I like to get out on the floor and talk to the actual manufacturing operators and mechanics and Qc. Lab techs. I learned that our slogan was pound out the pounds, referring to how much product we could produce, and not whether it was good or bad, but literally just how much we could actually get produced.

**51:14-51:29**

Stephanie Gaulding: And so you know, when we started to talk about those kind of concepts and started to recognize that that's not what we wanted, that we not only needed to meet production quotas, but we also needed to make sure that we got it right. You know we had a whole warehouse full of product. That was bad.

**51:29-51:36**

Stephanie Gaulding: When I joined the company, and we had to figure out now what to do with it, because we couldn't rework it into good product.

**51:36-51:44**

Stephanie Gaulding: And it sounds simple. But when you're talking about millions of dollars worth of active pharmaceutical ingredients, it was a bit more challenging.

**51:44-52:10**

Stephanie Gaulding: and one of the best decisions that our senior leadership team made is we actually brought in some external help to help us plan and manage the change around our quality culture, around how we viewed quality within the organization. So we went through a whole bunch of stakeholder planning exercises, and we spent a lot of time talking about how we, as senior leadership. We're going to communicate and interact with the staff. As we went through.

**52:10-52:33**

Stephanie Gaulding: what we became, what we really started to understand would be a multi-year journey to correct a culture right? And to change a culture from where we were to something that was really good, really good, and really positive. And so, going through this exercise. I think the thing that that I took away from it and

the senior leadership took away from it. And I use to this day

**52:33-52:59**

Stephanie Gaulding: is taking that time at the beginning of especially larger change efforts. But even I use this in my own personal life. Now, where I take this, when I'm undertaking something new, like I. 8 years ago, I moved from one location to another. You start to think about, okay, how am I going to go about this? Who do I need to tell what to? You know who are my key stakeholders in this? And you know, trying to drive that process of how do I think they're going to react to this? How do?

**52:59-53:05**

Stephanie Gaulding: What message do I need to give to them? You know, we talk a lot about, you know, messaging around what's in it for me.

**53:05-53:28**

Stephanie Gaulding: and, you know, try to figure out what's in it, for every employee in the company was an interesting exercise for our senior leadership to do what some of us learned is we were maybe not as in touch with our employees as we needed to be. And so we started to devise with our consultants, help some strategies to get in touch with the organization, so deploy things like

**53:28-53:43**

Stephanie Gaulding: coffee talks and and skip level meetings and and all kinds of things, to take the senior leadership of the organization and put them out into the manufacturing environment with the employees, so that we could hear firsthand

**53:43-53:45**

Stephanie Gaulding: how things were going where they were.

**53:45-53:51**

Stephanie Gaulding: We're experiencing challenges. And once we got that dialogue opening up what

**53:51-54:00**

Stephanie Gaulding: what we saw happen, and to this day it's just an amazing transformation. It's something I talk about. A lot is we saw our staff go from

**54:00-54:04**

Stephanie Gaulding: people who felt like they weren't in control of anything

**54:04-54:23**

Stephanie Gaulding: to a workforce that all of a sudden understood where their boundaries of control were, but where they had control, they were taking action, and they were recommending changes, and they weren't afraid to bring those issues up to the the leadership because they didn't. They knew that it wasn't going to fall on deaf ears at that point in time.

**54:23-54:28**

Stephanie Gaulding: So I think these top 2 challenges here can be

**54:28-54:34**

Stephanie Gaulding: overcome by a senior leadership group. If you're willing to take the time and effort and energy to to plan and

**54:34-54:37**

Stephanie Gaulding: and attack with some of those.

**54:38-54:48**

Matthew Meuleners: I appreciate that example very much, Stephanie. It's a good reminder back to a lot of things that April talked about in terms of the human side of change.

**54:48-54:56**

Matthew Meuleners: It isn't. We sometimes see senior leadership teams leading change or communicating change by saying like, Well, we'll pre-write a bunch of emails.

**54:56-55:21**

Matthew Meuleners: And that's just not the same thing as transparent communication. Right? We have to go to people where they are. As April said, we need to reach out, and we need visibility on them, and how they're experiencing the change in order to effectively communicate the change. And you've also provided a really, I think, excellent bridge to this idea of a lack of staff empowerment. I want to pass the microphone to Doug here for this, because Doug

**55:21-55:31**

Matthew Meuleners: talked a little bit about sort of a what not to do situation that you have experienced or witnessed when it comes to staff empowerment.

**55:31-55:39**

Matthew Meuleners: What have you seen? You have some healthy warnings for us out there, or some best practice that we should be looking at.

**55:46-55:48**

Douglas Wood: Yes, thank you.

**55:48-55:49**

Douglas Wood: So.

**55:50-55:51**

Douglas Wood: going back

**55:51-55:52**

Douglas Wood: few years.

**55:52-56:22**

Douglas Wood: I'm reminded of a end of year staff meeting that we held at our company. There were like 12 of us in the quality group. No, I'm not going to reveal the company. And and we were. We were talking about how the year went. This meeting was more than an hour, and you know how these end of year staff meetings are. Everybody kind of talks about. Well, this is what we did, and this is what we did, and this is what happened, and so on. Well, it was pretty apparent, as we went around the room, that there were a number of struggles that people overcame that year.

**56:22-56:25**

Douglas Wood: One of the things that did not happen, though.

**56:25-56:32**

Douglas Wood: which normally happens in these situations is none of the the 2 leaders in the room. They did not

**56:33-56:35**

Douglas Wood: acknowledge the challenges

**56:35-56:37**

Douglas Wood: and thank people

**56:38-56:39**

Douglas Wood: that didn't happen.

**56:40-56:49**

Douglas Wood: And so at the end of the meeting? They asked, Well, does anybody in the room have anything to add? Of course it's a nice thing. And we went around the table, and it came to me, and

**56:49-56:52**

Douglas Wood: being somewhat of a troublemaker, I said.

**56:52-56:54**

Douglas Wood: it's been a challenging year.

**56:55-57:00**

Douglas Wood: and I'd just like to thank everybody for their contributions and the successes of this year.

**57:00-57:07**

Douglas Wood: Now you think about that. I'm not a manager. Okay? So I was stepping outside my role when I did that.

**57:08-57:16**

Douglas Wood: my expectation was that one of the leaders would look at me and go. Well, thank you, Doug. I want to reiterate what he said, and and basically take my

**57:16-57:21**

Douglas Wood: statement and make it their own. That would have been easy. Okay.

**57:22-57:23**

Douglas Wood: the one manager goes.

**57:24-57:26**

Douglas Wood: what do you mean? It's been a hard year.

**57:27-57:28**

Douglas Wood: and

**57:28-57:34**

Douglas Wood: that's all we talked about. Okay, and I didn't rise to that one. I just thanked everybody again.

**57:35-57:39**

Douglas Wood: The manager, other manager in the room goes.

**57:39-57:43**

Douglas Wood: Well, I can tell you. This next year is going to be worse.

**57:45-57:45**

Douglas Wood: Now.

**57:47-58:01**

Douglas Wood: you know, I'm like, I didn't plan to make that an embarrassing meeting. Okay, it was the shortfall of empathy by the leaders who did not recognize

**58:01-58:18**

Douglas Wood: the the. You know the tension in the room and what was going on, and they didn't rise to the occasion and say, You know what would be normal and kind of help to close the meeting on a positive note. That was a simple thing, but that's an example of what happens when

**58:19-58:24**

Douglas Wood: your leaders aren't. They're not thinking about what's happening in the room.

**58:25-58:40**

Matthew Meuleners: As a great example, Doug and a great tie back actually to a lot of what April talked about today, you know, April, this seems to me to be a direct callback to the random model in so many ways. In this case a failure to just recognize and acknowledge

**58:40-58:55**

Matthew Meuleners: that there was some difficulty here that we've experienced some pain and loss, as things have changed either our chosen change or environmental change which can be painful. And I know something you're going to talk about more in your workshop. But as you hear

**58:55-59:02**

Matthew Meuleners: both Stephanie and Doug's stories, what do you want to draw our eyes back to from the Rando model.

**59:03-59:12**

April Thomas Schmidt: Yeah. So I think, you know, what stands out to me is when we're talking about the, there's a lack of shared learning or information. There's that lack of knowledge throughout the organization.

**59:13-59:34**

April Thomas Schmidt: When we think back to the Rando model we were looking at 3, which is 3 is Recollect, and number 4 is Relinquish. So we're reflecting on old attachments and deciding. Are we going to let them go? Are we going to embrace the new content. Are we going to embrace the new way? Are we going to adapt to this quality program and these changes?

**59:34-59:37**

April Thomas Schmidt: If we, if we haven't provided again

**59:37-59:55**

April Thomas Schmidt: thoughtful and intentional communication, to be able to help people understand. And strategically, the why back to why this needs to change and that impact. As Stephanie was talking about how they so clearly had made those connections, and the what the stakeholder analysis and what was in it for them.

**59:56-00:03**

April Thomas Schmidt: People are going to. It's going to be harder for people to move forward. And they're going to end up, probably being stay stuck

**00:03-00:29**

April Thomas Schmidt: in those stages because they haven't. They don't have the information necessarily that they need to move forward or to embrace it. And so they're stuck in this in between straddling both worlds, and they're not sure which change trolley. They're going to hop on, and so they might be those that you're noticing that their behaviors they might be the ones that you're saying they're resistant, or they're noncompliant, or they're troublemakers

**00:29-00:52**

April Thomas Schmidt: because they don't have enough information to really be able to help them move through and understand those changes and how it might benefit them. And so we'll see them stuck like I said in those stages, kind of 3 and 4, because they haven't been given the information and meeting them where they're at, to be able to help them navigate and work through. I think you know, when we can

**00:53-01:12**

April Thomas Schmidt: work with individuals right? Nobody likes having change done to them. We want to try to incorporate stakeholders and voices and representatives, to be able to give them a voice to be able to help help understand again how change is going to impact different areas or different departments.

**01:13-01:26**

April Thomas Schmidt: You know, I had one organization where we were leading, and the largest change in conditions of participation for home care and hospice regulations that had been put out by the States in its history.

**01:26-01:54**

April Thomas Schmidt: and one of the things we found to be most successful was breaking it down section by section involving team members and those who did the work to help us to evaluate. This is what the regulation says. What do we already do? How is that fit within our electronic documentation system? What do we need to adjust. What do we need to add, and really pulled in and leveraged their expertise as those who do the work, and who knew the systems better than us

**01:54-02:16**

April Thomas Schmidt: to be able to help create that gap analysis and the work that we needed to do for moving forward, to be able to help with that success with that implementation of those conditions of participation, making sure that we had systems in place, that people were trained by the time that the State was going to be there and doing our survey to make sure that we were compliant.

**02:17-02:29**

Matthew Meuleners: I really appreciate that tie in. And it's a great example, again, of so much of what we label as resistance as leaders in change or just participants in change.

**02:30-02:54**

Matthew Meuleners: We're sometimes labeling the behavior, but not the intent behind it. Right? So not all of us are maybe intentional troublemakers like Doug, some of us just we don't realize even what the value is. And this is where transparency comes into play. We can disarm a lot of that very natural human resistance that comes from ambiguity in our environment. We're hesitant to step into the fog

**02:54-03:19**

Matthew Meuleners: because we don't want to stumble and fall put ourselves at risk. So it's a great reminder from all three of you of simple things that we can do as leaders and as teammates in change, to disarm some of these very common challenges. I want to stick with you, April, as we move to our next slide, we're just going to spend a minute or 2 on this idea. But as an interesting data point out of the research.

**03:19-03:46**

Matthew Meuleners: this is a similar response to what we looked at earlier with this, where we had 90 plus percent saying, we're aligned with seeking beneficial change. But what I want everybody to notice is that this prompt asked specifically about digital transformation or industry 4.0. And the question was around, do we have a change seeking culture, and notice how significantly different the positive responses are here.

**03:46-04:14**

Matthew Meuleners: We went from 90 plus percent saying, Yeah, we're good. We're on board. We're into this. And on this slide, going. Well, you know a lot of us April, when you look at this and this gap or this shift between, do you think this has to do with the scale of change that we're talking about? 4.0 is kind of transformational change. What do you think might attribute the 20 plus percent shift we see here.

**04:15-04:39**

April Thomas Schmidt: So when we start talking about digital transformation, right? We're talking about a hugely disruptive change. It can be highly innovative as well and bring about good. You know, good, positive changes. It can help us to leverage people's talents differently and better. If we feel like we can leverage digital transformation or technology to be able to better use people's time and talents for and creative and innovative ways.

**04:39-04:59**

April Thomas Schmidt: But it's a huge change. Nonetheless, it's highly disruptive across an entire organization. So there's a different level of change versus something that's maybe department specific. And this is in the range of it is just much, I think much deeper and farther reaching. And so I certainly think that that has

**04:59-05:18**

April Thomas Schmidt: has the potential to be to be able to explain that level of disagreement in terms of of cultural barriers that we were just talking about in the agree versus the disagree. Again, if we have a change seeking culture, we have to be open to change, and we also have to be adaptable.

**05:18-05:27**

April Thomas Schmidt: And that means we have to be able to take in information, and we have to know when we need to adjust course or or correct and when we need to move forward.

**05:28-05:52**

Matthew Meuleners: I love that. It's something that comes to mind for me a lot of times. This phrase echoes through my head that people are the infinite variable. And so the more humans that you include in whatever it is you're doing, the more complex things become, the more communication we have to do. The more of these transparency barriers come up, the more different perspectives and impacts

**05:52-06:02**

Matthew Meuleners: that we face when we're navigating things. So I like your perspective here that if we were just talking about a team or a department level change.

**06:02-06:25**

Matthew Meuleners: if everybody who's impacted by the change, I can sit in a room and I can see all their faces, and I can talk to them all at the same time. That's fundamentally a less complex change process just because of the human element than if we're trying to roll out digital transformation across an enterprise where we may be talking about impacting thousands or tens of thousands of people. Their workflows, their priorities.

**06:25-06:35**

Matthew Meuleners: And this is actually a beautiful bridge to something that Doug is going to bring to the table to share with us. So, as we were preparing

**06:35-06:48**

Matthew Meuleners: for this conversation, Doug brought forward this tool that he has shared and used in the past in his work supporting organizations. This is a tool that's accessible to all of you in the audience

**06:48-07:13**

Matthew Meuleners: in the events portal. So I encourage you to check that out. And this is one that we built with an example of digital transformation as well to look at. But speaking of getting all these diverse stakeholders aligned, and the complexities of that and the challenges of that, Doug. I want to give you a couple minutes here to speak to this tool. What it is, how we could use it

**07:13-07:16**

Matthew Meuleners: to help us as we navigate, change.

**07:17-07:35**

Douglas Wood: Thank you, Matt, so I will not take full credit for this. Sandy furderer had prepared this for a talk we did on change management some time ago. But the concept is pretty straightforward. It's a stakeholder analysis table, but

**07:35-07:39**

Douglas Wood: these can be done simply. But this one's a little bit more in depth.

**07:39-07:49**

Douglas Wood: Typically, you start off with, well, what are the categories of stakeholders we need to have? And so over there on the left, we see these are the very stakeholders for this digital transformation that we're going to have to involve.

**07:49-07:54**

Douglas Wood: Okay? And you can do this as groups. But you can also do it

**07:54-08:03**

Douglas Wood: down to the individual level. Who are these people right? There might be 2 or 3. There might be only one in those categories.

**08:03-08:07**

Douglas Wood: but then you want to classify them. Are they primary or secondary to the change?

**08:07-08:22**

Douglas Wood: Some people are primary. Okay? And you can see it. People are primary in most of these. But there's others who are secondary. You know, the Finance manager sales marketing team. You know they are. They're secondary. They're not as important.

**08:22-08:44**

Douglas Wood: But then you need to get some depth to understand this. And so what are the roles we're talking about here? You go down the list. You can see, for example, it system administrators. They're responsible for maintenance and use of it systems and platforms integration. It says, so that that's what their role is. Well, this gives you some concept of well, how do they fit

**08:44-08:46**

Douglas Wood: into the whole picture?

**08:47-09:13**

Douglas Wood: The next column over, talks about what are the potential impacts or concerns? And this is something where you've got to keep your ear to the ground. You've got to find out. What is it these people are feeling about this change? What are they saying? What are their concerns? So this is where listening. As as April said, this is where listening really comes into play, and you make a list of these things. Now.

**09:13-09:16**

Douglas Wood: the next step is to is to rank them.

**09:16-09:17**

Douglas Wood: Now.

**09:17-09:22**

Douglas Wood: I'm gonna advise you do not show this to these people.

**09:23-09:30**

Douglas Wood: Okay, the whole point of this is so that your team driving the change, can understand how much has to

**09:30-09:32**

Douglas Wood: be done.

**09:32-09:47**

Douglas Wood: 1st of all, their initial receptivity, how how strong are these people going to accept it? And you can see some of them are 5. They're really in favor of it. Others are 2. They're really not in favor of this? And so that again comes from your listening.

**09:47-09:51**

Douglas Wood: Where do they stand? How concerned are they on these things?

**09:52-10:04**

Douglas Wood: Then you would say, where do they have to be? Future receptivity? Where do we have to move them to? Not everybody has to be a 5. Some people you just need to bump them up a step. Okay? And so

**10:04-10:18**

Douglas Wood: you can see here that as as you go through this, this will give you a a guideline. What do you have to do with these people? How do you and this? Then you get into the how? How do we move these people from where they are to where they need to be.

**10:19-10:22**

Douglas Wood: So that's that's this tool. And this is how it's used.

**10:24-10:51**

Matthew Meuleners: Appreciate it. Doug. I think this is a really interesting tool. It's a nice way to get our thoughts organized. And perhaps, most importantly, I'll just say for me as I was looking at this, and and I'm actively using it right now in my organization. In fact, as we get ready to do a little digital transformation of our own and shift Crm products in the coming year. One of the simplest things this helped me do was to not forget somebody.

**10:51-11:21**

Matthew Meuleners: because I'm putting all these stakeholders in the Forum. I realized that there were several stakeholders that just were not initially top of mind for me that I had not considered how to approach. So this is the value of these kinds of tools right to get our thoughts organized, provide a clear framework and really appreciate you bringing this forward for us and a reminder to everybody who's here with us. You've got access to this tool in that events, portal, and encourage you to check it out.

**11:21-11:34**

Matthew Meuleners: Now, in advance of our conversation, a survey was sent out to give all of our attendees an opportunity to put some questions forward to the group, and

**11:34-11:41**

Matthew Meuleners: I want to turn our attention to some of those results. So in this initial survey that went out to all of you? We asked.

**11:41-12:06**

Matthew Meuleners: which challenge do you experience the most when it comes to change management in your organization? And at the very top of the responses. We heard about effective communication as our number one response. And we've addressed that a little bit already. Today. Cross-functional alignment, which is something, Aaron, you and I talk about a lot in this space, and that has come up in our discussion here today, and the lack of staff

**12:06-12:28**

Matthew Meuleners: empowerment. Those were the top 3 answers that we heard. So I'm going to use our next 5 to 7 min that we have with our panel to give them a chance to speak a little bit to these ideas and some of the themes that you brought up as an audience. So let's talk about examples of

**12:28-12:55**

Matthew Meuleners: tactical hows. What have you seen organizations do to overcome some of these challenges of effective communication, cross-functional alignment, a lack of staff empowerment? And maybe let's start with Stephanie. If we could, Stephanie, I know you've got some examples of how to approach this question from your own practice, maybe not just focusing on a single point in time.

**12:58-13:09**

Stephanie Gaulding: Sure thing. So I think Matt, and I think this relates to a little bit of a discussion that's that that's going on into the into the chat as well. I think when you start to

**13:09-13:30**

Stephanie Gaulding: to look at that translation of information and developing those communication strategies that that. And I think, April, if I remember correctly, you mentioned this even in your your keynote today, that you know, developing active listening skills and truly, actually connecting with people on individual levels is one of the best ways to

**13:30-13:43**

Stephanie Gaulding: to actually try and improve the communication as you're driving, especially whether it's small change, but especially in the large change management efforts, and one of the things that this consultant.

**13:43-13:56**

Stephanie Gaulding: you know, I was much earlier in my career, and so I was in a very heavy, heavy learning mode from this person, this group of people, and they spent a lot of time actually teaching us how to listen. And I think that

**13:56-13:58**

Stephanie Gaulding: we underestimate

**13:58-14:19**

Stephanie Gaulding: in our communication whether or not we're our ability to actually actively listening to what somebody is saying. And I think when it comes to helping people move through change, and and as April talked about whether you, whether you liken to the Rando model or you go to the Cooper Ross model. Whichever model you you kind of familiar with, and you work from

**14:20-14:26**

Stephanie Gaulding: the the information that people need, you can only give and provide that information, if you understand

**14:26-14:45**

Stephanie Gaulding: what they want to know, what they need to know, to move forward. And so you know, what I learned is that through many of the conversations that I'd have to have with point employees. It wasn't about me talking, it wasn't about. And I think, Matt, you mentioned this in one of your comments in the chat was, it's not about convincing. It's about listening.

**14:45-14:53**

Stephanie Gaulding: and you know it's not about having an immediate response either. That was the interesting thing to me that that I really picked up from the consultants is that

**14:53-15:08**

Stephanie Gaulding: sitting and listening and really taking the time to process that as a leader, and to come back to the person with the right kind of information. To help them move forward is really actually way more effective than to try and provide an answer right on the spot.

**15:08-15:27**

Stephanie Gaulding: And I think when we look at communication strategies that sometimes it's those skill buildings. And I think April challenged you all with with about 4 or 5 skills to kind of think about as you move forward. You know, one of those can be that active listening component. Because a lot of people.

**15:27-15:41**

Stephanie Gaulding: yeah, I encounter it even today, right? It's something that once you learn to do it really. Well, you notice when other people aren't doing it. You can see it because somebody's not actually listening. You can see them thinking in their head. And when you're listening

**15:41-16:06**

Stephanie Gaulding: there's a lot of paraphrasing. There's a lot of reflecting back of what you're hearing, but you're not commenting on it. You're not trying to answer a question right? You're going to come back to that later, when you get a moment to have reflected yourself and and to compose the right kind of answer, or to tell somebody listen. I need to come back to you later with some information on that that I don't have the information handy, and that's going to gain you, especially if you're in a leadership.

**16:06-16:15**

Stephanie Gaulding: What I experienced when I started to practice those kind of skills and those kind of techniques is, I got more respect and

**16:15-16:30**

Stephanie Gaulding: appreciation from the staff I was working with, because I wasn't going to commit a response right there on the moment I was going to go, get the right information, provide them what they needed, and not what I was told to give them, but what they actually needed. And I think that those are things

that are nuances in

**16:30-16:35**

Stephanie Gaulding: communication strategy when you're dealing with change management that are certainly important.

**16:36-16:59**

Matthew Meuleners: This is such an important perspective for any leader, and I don't mean capital. L. Formal leader, right? All of the folks who are sitting on this call with us are leaders in some capacity. They're leading a process. They're leading through influence. They're leading a project. But what you're describing Stephanie is an investment. It's an investment of time and energy

**16:59-17:16**

Matthew Meuleners: that is very difficult for us to make. Sometimes in environments where the pace of change feels artificially urgent. Right? We're being pressed to move, change forward at such a rapid pace, and it tempts us as leaders to just tell people things.

**17:16-17:16**

Stephanie Gaulding: Yes.

**17:16-17:35**

Matthew Meuleners: This is the change like it. Let's move on instead of investing the time and energy that you're describing, which is really, that's what active listening is. And, Doug, I want to give you a chance to speak to this, too, because this idea of active listening is also not just

**17:35-17:52**

Matthew Meuleners: 2 people sitting face to face in a conversation. But when we try to do this at an organizational level or a team level, we also need some systematic ways, right? We need a deliberate pipeline to get information from people, and I know that you've got some

**17:52-18:07**

Matthew Meuleners: examples and experience related to that. What have you seen work to gather some of that information and understand the connections and the connectors in the environment, and get that pipeline of info.

**18:09-18:10**

Douglas Wood: Thanks, Matt.

**18:10-18:12**

Douglas Wood: so there's

**18:12-18:17**

Douglas Wood: several different tools or approaches. To do this. Downward communication is simple

**18:17-18:21**

Douglas Wood: upward communication. Well, that's hard.

**18:21-18:28**

Douglas Wood: Okay, and so I like what Stephanie said about having leadership, who've practiced

**18:29-18:30**

Douglas Wood: the skills

**18:31-18:32**

Douglas Wood: of of listening

**18:33-18:37**

Douglas Wood: and and delaying a response. That's an excellent, that's excellent advice.

**18:38-18:42**

Douglas Wood: Other tools would be the ability to

**18:43-18:45**

Douglas Wood: get others to think.

**18:45-18:48**

Douglas Wood: Think about what they have been through

**18:48-18:57**

Douglas Wood: a lot of times. We we see change over time. It happens to us and and we adjust to it. And and we're accomplishing it. We're getting over it. And

**18:57-18:58**

Douglas Wood: but then we forget

**18:59-19:01**

Douglas Wood: we forget how much.

**19:01-19:04**

Douglas Wood: how much change has has happened.

**19:04-19:07**

Douglas Wood: how much change we've adapt adjusted to already.

**19:07-19:15**

Douglas Wood: Okay, and so you can ask people to reflect on themselves. What have what change have they seen in the last? Say, 7 or 10 years?

**19:15-19:17**

Douglas Wood: Okay, and

**19:17-19:37**

Douglas Wood: think about how much it is affected them. Ask them if they're old, you their old person could came for, come forward in time and look at what they're currently doing. Would they understand what they're currently doing now, what this does is this creates a dichotomy in people's minds. They're like, Oh, well, no, I wouldn't understand what I'm doing today, and that's true for most of us.

**19:37-19:49**

Douglas Wood: So then you tell them. But think about this. You've accomplished this. You have mastered this much change. Okay, what makes you think you can accomplish more changes. So what you're doing is you're setting up a mindset

**19:50-19:54**

Douglas Wood: to where they realize what they've done and

**19:54-20:08**

Douglas Wood: how much more they're capable of this is this removes some of the barriers that people have built up like. Oh, I can't possibly handle more change, so that that would be my thought as far as working with a group on that.

**20:09-20:21**

Matthew Meuleners: Excellent. I appreciate that, Doug and April. I want to give the last word to you here, as we get ready to draw the panel portion to a close. As you reflect on some of the broad themes that we've

**20:21-20:45**

Matthew Meuleners: talked about here. We've talked a lot about the human side of change, but there's some specific tactics and strategies that we've discussed here, too, if we want to create greater transparency, so that, as you described, people have the agency to choose which trolley they're going to get on so that they're equipped to make that choice in a healthy way. Is there

**20:45-20:55**

Matthew Meuleners: a tactic or two that you could remind us of here as a final thought, so that we can all go be change agents after this event.

**20:56-21:19**

April Thomas Schmidt: Yeah, well, I'm not sure if anybody else has recognized this, but I never came with a handbook. So I'm still figuring out my own user guide for myself, and so I think that's one thing broadly to keep in mind, right, is we're all still trying to work through change and adapt in different ways. And if we and right, if you would ask me right.

**21:19-21:37**

April Thomas Schmidt: I'm going to be able to tell you in terms of change, and how I can best handle that and work through that. So I think, Stephanie, I want to pull back from what Stephanie said, too, that I think, is so critical is that takeaway in connecting with people is taking the time to actively listen

**21:37-21:51**

April Thomas Schmidt: and to be asking those questions, because people know themselves the best. And even though we didn't come with user manuals that they can hand us, and we can hand others to say, this is how to best work or engage with me. You get that by building the relationship.

**21:52-22:08**

April Thomas Schmidt: You get that by being genuine and building connections, you build that by learning how to respond with empathy, which comes with active listening. It's not so much that like, well, bummer, that's really too bad. I'm sorry you're having difficulty adjusting to that

**22:08-22:18**

April Thomas Schmidt: suck it up. This is how it's going to be right. That's not going to be an approach that builds empathy in that relationship. But it's more of that.

**22:18-22:34**

April Thomas Schmidt: I can see that you're struggling. I've noticed some changes in your behavior over the last couple of days, and it's not like you. I'm worried or I'm concerned. I want to be able to help you move through this change. But I'm not sure how to best help you with that.

**22:34-22:36**

April Thomas Schmidt: Let's talk about it.

**22:36-22:48**

April Thomas Schmidt: You know, and being able to find out right. You know I've always found it best putting my social work hat on. If I ask people what their goal is, because if I set and establish a goal for them.

**22:48-22:53**

April Thomas Schmidt: they're not going to have as much buy into it. They're not going to have as much commitment.

**22:53-23:02**

April Thomas Schmidt: But if I can find out with this particular change, if, and kind of thinking, back to Jennifer's question about resistance and individuals who may be struggling right.

**23:02-23:06**

April Thomas Schmidt: I can work to try to understand that and actively listen

**23:06-23:22**

April Thomas Schmidt: right. That gives me an opportunity to be able to help build that relationship, and to be able to then understand when changes take place in the future. What's my best approach in terms of personalizing? Again, that person centered approach to helping individuals adjust to that change.

**23:22-23:37**

April Thomas Schmidt: And the more that I work to build those relationships, the more I can help individuals respond to that change and hopefully overcome. You know that that resistance or open those lines of communication, so that when there is a concern we're able to talk about that.

**23:38-23:59**

Matthew Meuleners: Excellent and a good upload, I think, to Patricia's comment in the chat, as well about the power of relationships in this whole process. As you just said, if we've invested as leaders in relationships ahead of time, and we have some of that trust in place now that empathy comes across genuine and heartfelt, and we're able to engage more quickly into that.

**23:59-24:12**

Matthew Meuleners: We don't always have that advantage of having a pre-established relationship. And so this practice of active listening that all 3 of you have now talked about is a great path to start building, that if we need to build it net, new

**24:12-24:31**

Matthew Meuleners: others have shared resources in the chat. I want to encourage everybody to take a peek if you haven't been following the chat, but as we draw our time together to a close. I want to take a moment to make a tie back to the research and bring us full circle to where this conversation was initially triggered.

**24:31-24:56**

Matthew Meuleners: We've heard a lot about empathy today. We've talked about clear and thoughtful communication, transparency and active listening, recognizing that many of our organizations and leaders in our organizations want to change, believe in change, see room for intentional, chosen, beneficial change, and recognize the reality that there's unchosen environmental change out there that is going to hit us.

**24:56-25:20**

Matthew Meuleners: What we have to get better at. If we are going to say we have a culture of change is creating those normative best practices that help change move forward from a people side. And, Erin, I want to

give you the opportunity to make the bridge back to what the IoE research is telling and the other resources that IoE has to offer. And as I do that I want to just take a moment and thank our panelists, Stephanie

**25:20-25:32**

Matthew Meuleners: Doug, April. We really deeply appreciate all the time and energy you put into preparing for this, and your willingness to share all of your thoughts and experience with us today really valuable. So thank you and Erin, thanks for the opportunity.

**25:32-25:56**

Erin Bauer: Yeah, of course. And thank you, Matt, and agreed. Thank you so much to April, Stephanie and Doug. This is such a valuable conversation to have, because it kind of takes a pause from the technical for a moment, and really talks about the human side of it. And that's essentially what from an organizational standpoint, we're really talking about the culture and culture, especially now it's so critical. The world is changing very fast.

**25:56-26:17**

Erin Bauer: A lot of times our work anchors us to have at least some sorts or some sense of normalcy, but a lot of times, because we spend so much time with those we work with. We need to make sure that the culture is positive, as positive as it can be doesn't mean we're always going to like everything. But if we're given the opportunity to connect and have those conversations, it can help us move forward.

**26:17-26:32**

Erin Bauer: So, looking forward to different resources as well. So I know in the chat. I really appreciate how many questions came through. There are resources out there available for you to go deeper on this, so not only with the IoE research that we have.

**26:32-26:55**

Erin Bauer: In the IoE research, we make direct connections back to a variety of resources that you have as members, first and foremost the ASQ Technical Communities. You are seeing on screen three experts from those communities that they talk about a lot of these things on a monthly, on a weekly basis. They are constantly talking about these because it impacts everybody. So if you haven't yet connected with those technical communities, there's a

**26:55-27:04**

Erin Bauer: I believe, 27 of them of topic-specific, and they get into a lot of different conversations based on their industries and focuses.

**27:04-27:28**

Erin Bauer: we also have a wide swath of education. So not only from custom, corporate certification that can be developed through our Asqe team. Obviously, there's a ton of thought, leadership, and knowledge that we have within the benchmarking resources the exclusive events like you're at today for our members to engage in, but as well as a huge amount of articles and resources, such as magazines.

**27:28-27:53**

Erin Bauer: webinars, videos, different things like that. That's all available through your member login. So I highly recommend taking some time to explore the website for a while, and just kind of maybe bookmarking or remembering certain areas like the learn about quality pages that go in depth with these conversations. And so just know that we're not done. As far as thought leadership goes. We will be coming back around in 2025, with even more

**27:53-28:15**

Erin Bauer: and spoiler alert. I'm happy to say that Mr. Doug Wood is going to actually embark on a new category with us in the IoE research. We are going to be diving into the cost of quality which I know a lot of people are very interested in, so hats off to him. He is the resident ASQ expert on all things cost of quality, and

we are so excited to partner with him, going into the New Year to get even deeper into that.

**28:15-28:40**

Erin Bauer: And last, but not least. This is World Quality Month. We are officially in it. November is internationally known as World Quality Month, and all of you, this is a celebration of what you do every day. If you haven't yet checked out all of the resources for World Quality Month, please do so. This is a really fun way to engage your team. There's really fun games. You can play different types of recognition. The quality quest is underway, right? And this is never a

**28:40-28:54**

Erin Bauer: a dull moment, nor does it end so it is. If you're a fan of Gungeons and Dragons, or if you were like me, and had a Sega Genesis when you were growing up. This should actually be right up your alley, and should be a lot of fun to play along.

**28:54-29:19**

Erin Bauer: And so, as we come to a close today, I want to just thank everybody so much for attending. I see the chat blowing up with words of thanks, and that is fantastic, because I couldn't be happier with how today went. We also have a favor to ask of you all. There is a survey that's going to pop up at the end. That's through the Zoom Platform. We really want to make sure we're getting your feedback to help us improve. Obviously, in the spirit of continuous improvement, that's what we do.

**29:19-29:31**

Erin Bauer: So if you could please share your thoughts with us, that would be amazing. And so again, April, Matt, Stephanie, and Doug, thank you all for all of your time and contribution, and we really hope that everyone enjoyed the conversation today.

**29:31-29:36**

Erin Bauer: Have a great rest of World Quality Month, and we will see you in the New Year. Thank you.