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## Building Human and Organizational Capacity in a Small Nonprofit and Human Service Organization Through a Culture of Leadership Development

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## Abstract

Nonprofit organizations are typically comprised of staff from different backgrounds and education, and with varying degrees of leadership experience. In many cases, underequipped staff members are thrust into senior roles without mentorship or development that would prepare them for increased responsibility, leading to operational challenges, depleted morale, and staff burnout. Furthermore, without developing future leaders, issues of succession planning become evident both at the organizational level, and at the sector level. These concerns, in part, can be remedied by embedding strategic and intentional leadership development into the organizational culture of small nonprofit human service organizations. The problem of practice (PoP) in Kehillah Care Alliance (Kehillah), a pseudonym for the subject organization, is the lack of intentional leadership development, and the organizational improvement plan (OIP) is focused on analyzing Kehillah through multiple lenses and frameworks in order to identify solutions to the PoP. This OIP examines Kehillah's organizational context through Bolman and Deal's four frames, Quinn's competing values framework (CVF), and Nadler and Tushman's organizational congruence model (OCM). It is determined that the best solution for the PoP is a collaborative leadership development program with customized options. Through use of a hybrid authentic-servant leadership approach, and in consideration of Kehillah's systems theory framework, Lewin's three-step model is used as the guiding change tool supported by plan-do-study-act (PDSA) iterative monitoring and improvement cycles. The desired state of Kehillah is one of high performance, caring culture, and growth opportunities. The OIP is mapped out to achieve this state, and can be modified, applied, and scaled for nonprofit organizations of any size.

*Keywords:* nonprofit, leadership development, authentic-servant leadership, competing values framework, Lewin's three-step model, human service organization

## Executive Summary

This organizational improvement plan (OIP) focuses on a problem of practice (PoP) faced by many small nonprofit human service organizations, identified as a lack of intentional and strategic leadership development for staff. The OIP acknowledges the problem being addressed is broadly common, but the change plan is specifically aimed at creating a culture of leadership development in my organization, referred to throughout the OIP by the pseudonym Kehillah Care Alliance (Kehillah). Kehillah is a small nonprofit organization serving its local Jewish community in Canada, and partnering with other organizations across the country and around the globe. Kehillah is well-respected, providing a breadth of quality programs and services, but also faces issues of capacity and leadership succession. Kehillah is a planning, fundraising, and convening organization which acts as an umbrella for other nonprofits. It is critical for the organization to remain strong and grow its capacity, in order to address demands for enhanced service, as well as mitigate increased threats to philanthropic support (Moeller & Valentinov, 2012; Stewart & Kuenzi, 2018).

Staff teams in nonprofit human service organizations, and in this case Kehillah, are comprised of diverse members wherein talents, education, and leadership inclination vary. Kehillah is complex in its services and operations. Nonprofit organizations in which this complexity is not understood and in which leadership development is not a strategic priority, experience higher levels of staff burnout, inferior performance, and lack of staff desire to assume more significant roles within the team (Packard, 2010; Regan, 2016; Vito, 2018). Conversely, organizations that embed leadership development in their culture and dedicate the necessary resources, tend to perform better and experience more successful outcomes (Baba, 2015; Paton et al., 2007; Seidle et al., 2016). It is, therefore, critical for Kehillah to address the PoP, and to implement the OIP in order to cultivate improved staff morale, overall organizational sustainability, and superior service performance for its constituents.

The OIP begins in Chapter 1 with the organizational context in which the history, mission, and values of Kehillah are explored. Systems theory is identified as the predominant organizational framework, and servant leadership is noted as the current leadership approach, setting the stage and baseline for the anticipated change plan. Chapter 1 also includes discussion of my personal leadership voice and identity, personal leadership lens, and my agency and positionality within Kehillah. All of these influence the OIP and its implementation. The chapter also identifies a gap (the PoP) through comparing the current and future desired states of the organization. Chapter 1 finishes with a comprehensive analysis of Kehillah, and identifies that the organization is ready for change.

In Chapter 2, authentic and servant leadership approaches are explored as options for the OIP, and the desired adaptation and tuning changes are discussed. In addition, Kotter's (2012) and Lewin's (1947) change models are examined for specific appropriateness for this OIP, with Lewin's selected due to its flexible pace, ease of implementation and messaging, and ability to secure the change once deemed successful. Lewin's dedication to an ethical, fully participative approach to change (Burnes et al., 2018) aligns with Kehillah's mission, vision, and values as a nonprofit organization.

In order to better understand Kehillah and anticipate areas of resistance to change or support for it, a critical organizational analysis is conducted using Nadler and Tushman's (1989) organizational congruence model (OCM). The chapter leads to three possible solutions, including: slight modifications to the current process, prescribed curriculum, and a collaborative initiative with customization. Solution one augments the status quo through more active sharing of opportunities with staff and better ensuring leadership development is an organizational priority. Solution two considers establishing a prescribed and uniform curriculum to provide each staff member with consistent training and leadership opportunities. Solution three engages staff and volunteer leaders to develop a collaborative program with customization options, one that is accessible to staff at all levels and in any department. While there are benefits and drawbacks

to all three, the collaborative option is selected since democratic decision making is critical in effectively freezing the change once it has successfully occurred (Burnes, 2020) and has been accepted by the organization. Empowering staff aligns well with the hybrid authentic-servant leadership approach required for the change process.

A complete change implementation plan is shared in Chapter 3, supported by a discussion focused on monitoring and evaluation to keep the plan on track to keep all stakeholders engaged. In addition, Chapter 3 examines tailored communication content and tools as means to both share and collect information for the OIP process. Plan-do-study-act (PDSA) is articulated as an iterative tool for keeping the change process on track, and for ensuring planning leads to action without veering off course. The OIP is positioned for success in this chapter as the theoretical and analytical components of the first two chapters come together to inform a tangible plan with specific outcomes, metrics, and designated resources to drive Kehillah to its desired future state.

Throughout the OIP, my personal leadership approach and agency are connected, and potential challenges or traction points are articulated. The OIP remains mindful of the predominant and required organizational and theoretical frameworks, and I am careful in my choice of the selected solution and how it aligns with both the chosen change model and the organizational context. This PoP is common within small nonprofit organizations, so while the plan has been developed for Kehillah, many parts of it are relevant for other, similar organizations. By cultivating an organizational culture of leadership development, small nonprofit organizations can build their human and overall capacity while improving performance, reducing staff burnout, and ensuring their sustainability for the future (Bozer et al., 2015; Santora et al., 2010; Vito, 2018).

## Acknowledgements

This three-year journey began as a project of self-reflection and self-discipline, but evolved into a practice of growth, development, humility, and gratefulness. What started as a way of exploring challenges I was experiencing over the stretch of my career in nonprofit and human service work, became a focused initiative for organizational and sector improvement, and specifically the belief in the true potential of Kehillah, the anonymized organization that I am privileged to lead. It is incredibly important to note that I could not, and did not, do this alone.

Without the support of my staff team and board of directors, I would not have had the time or inspiration to embrace the learning or complete my Organizational Improvement Plan (OIP). I am grateful for your confidence in me, and for your willingness to engage in the material with me, ultimately leading to conceptualizing my Problem of Practice (PoP). Without your flexibility, support, and understanding, my studies would not have been successful, and our organization would not have run as seamlessly when my focus was elsewhere.

To my cohort of thoughtful and talented co-learners, I am grateful to you for challenging me, partnering with me, and inspiring me. From time to time, some of us were unsure whether we would complete the journey. However, we stuck together and pushed one another, and held each other accountable. I have learned something from each of you and thank you for imprinting yourselves on my path.

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## **Chapter 1: Introduction and Problem**

Chapter 1 presents my organization through the pseudonym of *Kehillah Care Alliance* (Kehillah). The chapter examines Kehillah's context and history, identifies the leadership Problem of Practice (PoP) to be addressed, and considers initial analysis and assessment leading to the Organizational Improvement Plan (OIP). A current state and desired future state are articulated, and gaps between the two are identified for change. Through discussing my leadership position and lens, as well as positional agency, my personal power, purpose, and role in the change process are noted. Later in the chapter, the PoP is framed through Bolman and Deal's (2017) four frames, and a PESTE analysis is conducted to identify environmental factors leading to the PoP and influencing the OIP. Once the framing is done, guiding questions emerging from the PoP are presented for further consideration in the OIP process. Finally, issues of social justice and equity are explored, and Kehillah's overall readiness for change is assessed.

### **Organizational Context**

In order to situate the PoP and the OIP, it is critical to understand the history, culture, and purpose of the organization. It is equally important to consider staff and volunteer composition, available human and financial resources, and the nature of the work and impact provided by the organization. The following section presents the history of the organization, its driving values, a general view of the organization's position within the nonprofit landscape, the prevailing leadership approach seen within its operations, and the current theoretical framework through which it operates.

Since the target of change is a nonprofit organization and the focus of the change relates to organizational culture, it is critical to acknowledge that there are sufficient differences between private businesses and nonprofit organizations, as well as in the type of culture and leadership that supports innovation and strong performance in each (Sarros et al., 2010). De Cooman et al. (2011) highlighted differences between nonprofit and for-profit organizations,

noting that nonprofit organizations typically have less hierarchical structures, no direct ownership, mission driven reasons for existence, and sources of control and influence through diverse stakeholders including volunteers, funders, and service recipients. In addition, in contrast to for-profit businesses, nonprofit organizations require a “multidimensional focus of management, which must have more than a unilateral view on purely bottom-line and associated shareholder value outcomes” (Rosenbaum et al., 2016, p. 76). Understanding the influencing social and economic climate and mitigating factors provides a baseline context to consider in advance of the proposed change plan. Particular attention should be directed to the nuances of the nonprofit sector as a whole, and the specific subject organization.

### **Organizational History and Purpose**

Kehillah is a small nonprofit, community-based organization. While size and categorization are subjective in the nonprofit sector, for the purpose of the OIP, small is defined as having less than five million dollars in revenue per annum, and having less than six months’ worth of operating reserve funds and being comprised of a staff team of less than fifteen full-time employees. Kehillah’s name is derived from the Hebrew word for community (*kehillah*, referring to not just a geographic community, but a community of shared values and purpose), the word *care* to highlight the nurturing focus of the organization, and the word *alliance* to note the collaborative strategy and outreach efforts of the organization.

Kehillah has existed in one form or another since 1956. Over several decades, the organization has experienced three name and organizational structure changes, each accompanied by expanded charitable purposes under the Canada Revenue Agency to better reflect the current reality and provide opportunity for future growth and impact. Kehillah serves a Jewish community of over 8,000 situated within a broader Canadian city with over one million citizens. Kehillah is an umbrella organization representing the Jewish community in this local city, across Canada, and around the world. The organization is a central planning, convening, and fundraising entity, while also providing direct services to young families, individuals with

special needs and their caregivers, young adults, and university students, as well as serving as the lead voice for community security and government/community relations in its local area.

### **Mission, Vision, and Values**

Inspired by the Jewish values of *Tikkun Olam*, repairing the world; *Tzedakah*, justice and charity; *Klal Israel*, the unity of all the Jewish people; and *Chesed*, loving kindness, Kehillah works to create a vibrant, caring, welcoming, and inclusive Jewish community locally, in Israel, and around the world. These values drive how the organization operates and the core services and programs it offers. The organization is most effective when it aspires to live these values, especially with staff and volunteer leaders acting in collective alignment (Sarros et al., 2010). Kehillah raises approximately three million dollars in donations and grants each year, with most revenues applied directly to programming, or allocated to several expert beneficiary partner agencies to support the services they provide. Kehillah's staff team includes five direct full-time employees and twelve additional part-time staff, many of whom are shared with an affiliate organization. The team functions in many different areas ranging from fundraising and planning to finance and compliance to direct program provision to creative and marketing services. This breadth requires a team that is both talented and diverse. The team is comprised of Jewish and non-Jewish people, including many who are Canadian born, and several others who are newer to Canada. The organization is governed by a volunteer board of directors, which also includes an infrastructure of departmental volunteer committees to support each area of service more directly (Kehillah Annual Report, 2021).

As a nonprofit, charitable organization that provides a number of human and social services, Kehillah spends much of its time focused on its direct duties, and not as much time focused on strategic development and organizational culture. There is an expectation that the bulk of the organization's resources should either be distributed to partner organizations or used for growth of existing services provided directly by Kehillah. Little strategic thought or mandate is applied to staff and team professional development, especially as demands for services rise,

while threats to philanthropic commitments are ever increasing (Moeller & Valentinov, 2012; Santora et al., 2010; Stewart & Kuenzi, 2018; Vito, 2018). While Kehillah's organizational culture is generally positive in that the staff team and volunteers proudly work together to meet the needs of diverse clients and other stakeholders, there is significant room for greater focus on leadership development and excellence of service provision, which should lead to enhanced employee retention and improved overall performance (Selden & Sowa, 2015).

### **Existing Theoretical Frameworks**

Kehillah is grounded in two evident theoretical frameworks, one in how its leadership presents (servant leadership) and one through which it functions as an organization (systems theory). As a long-serving legacy organization, it is critical to acknowledge the existing frameworks that continue to shape Kehillah's decision making, operations, and structure. Understanding the present state and current guiding theoretical frameworks of Kehillah will assist in recognizing the changes that need to be made to address the PoP. This information will inform the OIP and its use of appropriate frameworks to support the desired change initiative.

### ***Servant Leadership***

Currently, the organization is grounded in a servant leadership approach. This approach is common in nonprofits and Human Service Organizations (HSO) and "works best when leaders are altruistic and have a strong motivation and deep-seated interest in helping others" (Northouse, 2019, p. 241). Furthermore, Northouse (2019) highlighted that "when individuals engage in servant leadership, it is likely to improve outcomes at individual, organizational, and societal levels" (p. 240), which speaks to the multiple levels of impact upon which Kehillah is focused, including its Jewish communal programming, as well as its outward facing services within the broader community. This aligns with the generous nature of charitable work, and the selflessness required to do the work in earnest (Gabriel, 2015; Palumbo, 2016; Panaccio et al., 2015; Panaccio et al., 2014). Servant leadership also has a strong connection to acts of integrity

and honour (Joseph & Winston, 2004), underpinning the approach's value in the nonprofit sector and demonstrating its alignment with Kehillah's articulated purpose and values.

The impact of this type of leadership is seen in Kehillah's staff members who give of themselves selflessly (Ammons & McLaughlin, 2017; Greenleaf, 1998; Panaccio et al., 2014), and is also seen as a driving approach for the organization's volunteer board members. This is especially true since volunteer board members are giving freely of their time and talent as a way of supporting initiatives that align with their personal Jewish communal values. Exploring the association between volunteers' motivational functions and their pursuit of servant leadership, a synthesis between the servant leadership literature and the literature addressing volunteers' motivation suggests intersections between specific volunteer motivational functions and the pursuit of servant leadership (Hameiri, 2019).

While servant leadership has served and continues to serve the organization well, there are inherent challenges in undergoing a change initiative with servant leadership as the dominant approach. This will be more deeply explored in the leadership section of the OIP, but by way of introduction it is worth highlighting that in some cases servant leadership can lead to organizational paralysis due to followers' inclination to wait for the leader or self-select out of the change process. This OIP involves a significant degree of ownership and self-awareness of staff members and volunteers to address the PoP, and as highlighted by Gabriel (2015), "caring leaders as much as heroic ones, when idealized by their followers, can have a paralysing effect. As every parent knows, excessive caring can seriously inhibit the autonomy of followers, instilling dependence and inertia" (p. 329). Even with its strengths, especially within a caring focused organization, such a leadership approach has the potential to work counter-productively, leaving the PoP unaddressed or, perhaps, in a worse state. This will be more deeply explored later in this OIP, with an alternative primary leadership approach (authentic leadership) suggested.

### ***Systems Theory***



On an organizational operations level, Kehillah is very much aligned with a systems theory approach. The organization is diverse in its services, funding sources, leadership profiles, staffing, and the roles it plays in the community depending on day to day political, social, and economic climates. Jung and Vakharia (2019) commented that systems theory is “a flexible and multidisciplinary theory that can be applied to many different aspects of organizational studies and social phenomena” (p. 257), and Kehillah’s breadth as an organization models this framework. Each department, service, and allocation to partners in some way connects, with limited ability to operate programs in silos. Kehillah operates in a demanding environment and faces high levels of organizational and resource insecurity from time to time. As noted by Moeller and Valentinov (2012), these challenges can be better understood and improved if nonprofit organizations including Kehillah are viewed not as machines but as open systems, thereby supporting the current systems theory approach employed by the organization.

A strong systems theory approach is already in place and will greatly support the OIP. This will be elaborated on in the leading change section, but it is worth noting that the current predominant approach does not need to be changed, and that it will support the intended change planning. That said, it is important to consider that while Kehillah’s staff and board apply a systems thinking approach to see scenarios in their entirety and to identify the interrelationships of things and actions (Senge 1994; Stroh 2015), it is not entirely clear that this is intentional. Nor is it clear that, as prescribed in systems theory, each person is currently identifying the role that they play in causing a problem, or resolving one.

The organizational context section provided insight into Kehillah’s history and core mission, vision, and values, as well as the current predominant theoretical and leadership theories that guide the organization. It also highlights motivating factors for staff and volunteers, and the current service delivery and financial resource development environment in the nonprofit sector. The OIP requires an understanding of organizational context, and depends on

me as a leadership catalyst to steward the change effort. It is therefore critical in the next section to share information about my personal development as a leader and my approach to leadership, and to identify my professional power and purpose in the change process.

### **Leadership Position and Lens**

This section speaks to my personal leadership voice and identity, my leadership agency and positionality with respect to the OIP, and my own leadership lens. Through identifying my personal leadership approach and my agency in Kehillah, and through framing the organization in its current state, the need and potential positive impact of addressing the PoP are brought into focus. Subsequent sections connect the OIP to the desired future state of the organization, demonstrating why and how addressing the PoP will lead to meaningful improvement for Kehillah and its stakeholders.

### **Personal Leadership Voice and Identity**

I view leadership not only as a title or methodology, but also as a way of being; a way of living and existing. Kouzes and Posner (1995) highlighted that every decision a leader makes represents the purpose and meaning of the organization they represent and that successful leaders understand the impact of their decisions, no matter how major or minor. In many ways, I have come upon my leadership calling very organically. I am the eldest of five children, and grew up in a caring, supportive, family-oriented home. I believe the safe and supportive environment I consistently experienced, coupled with the positive modelling provided to me by my parents and others close to me, have certainly shaped my world view, the way I engage with others, and the criteria I use for evaluating experiences and outcomes.

My firstborn, responsible child position in my family has continued to foster my level of care and concern for those in my professional and personal lives. Furthermore, I grew up in a practicing and traditional Jewish home that held (and continues to hold) high regard for community engagement and participation, the wellbeing of others, and compassion and care above all else. I am building myself to be of positive moral, ethical, and caring character, and

striving to be consistent in my actions and reactions. I believe that in life and in professional practice, grounding who you are and being transparent is critical.

The presence of moral and ethical character and behaviour in leaders is critical to engagement of stakeholders and to the success of the organization (Engelbrecht et al., 2017; Sosik & Cameron, 2010). High levels of emotional intelligence, self-awareness, and conscientiousness enhance followership and trust, as well as leadership effectiveness (Amagoh, 2009; Sosik & Cameron, 2010). I have built my leadership practice on growing and nurturing my character. I treat co-workers and subordinates as individuals and with respect, not simply as work resources, and I continue to cultivate my own emotional intelligence. I do so because higher levels of emotional intelligence, transparency, and credibility underpin a leadership and life practice that yield better outcomes and inspires subordinates and others with whom leaders engage (Kouzes & Posner, 1995; Rosete & Ciarrochi, 2005). Based on my leadership journey to date, I most closely and genuinely align with an authentic leadership approach and its core defining concept of being self-aware as a leader, acting ethically, acting with balance, and with transparency (Gardner et al., 2005; Hoch et al., 2018; Yadav & Dixit, 2017).

### **Leadership Agency and Positionality**

I serve as Chief Executive Officer (CEO) of Kehillah, and hold key responsibility for the overall performance of the organization, including direct supervision of senior staff. My responsibilities for Kehillah include setting strategy and vision in partnership with a volunteer board of directors, ensuring our services and programs meet the needs of our stakeholders and are of excellent quality, and securing the necessary philanthropic donations and other financial or in-kind gifts to support the organization's overall sustainability. All staff members, either directly or through supervisors, are accountable to me, and I am accountable to Kehillah's volunteer board of directors, and to the organization's broader funders and stakeholders.

As CEO, I have direct influence over the change effort, and hold lead responsibility for engaging the support of the organization's staff and board. This direct connection is helpful in terms of managing potential roadblocks, but can also work against addressing the PoP and implementing the OIP if the staff team and board are not engaged in the process. As noted in the organizational context section of this OIP, the current prevalent leadership approach is one of servant leadership. It is possible within the existing framework and with my direct scope of influence, staff and board members will defer to the leader to execute the change initiative on their own. This is not uncommon in organizations that are driven by servant leadership (Gabriel, 2015; Northouse, 2019). As such, addressing the PoP and implementing the OIP successfully within Kehillah will benefit from leveraging the strengths of the existing servant leadership approach, but will also likely require a new leadership approach, that of authentic leadership.

### **Personal Leadership Lens**

Authentic leadership has emerged as the approach that best intersects with my personal way of leading and the necessary tenets required for addressing the PoP. Authentic leadership is transparent and morally grounded, and promotes psychological safety and enhanced self-awareness within followers. This form of leadership can also occur at any level within an organization, is conducive to cultivating positive work culture, and is responsive to followers' needs and values (Mehmood et al., 2016; Milic et al., 2017; Northouse, 2019). The accessibility of this form of leadership, combined with its ethical and self-development priorities, positions authentic leadership as a strong choice for shaping both the organizational character of Kehillah, as well as for the ways in which the organization develops its employees, and operates and serves its stakeholders.

Authentic leadership is focused on reciprocal interactions and relationships between leaders and followers, rather than traits or actions by the leader, and it is centered on resilience, optimism, and trustworthiness (Babak Alavi & Gill, 2017; Ford & Harding, 2011; Northouse, 2019). Milic et al. (2017) noted that leaders cannot independently transform an organization into

a learning organization, but can only do so in partnership with their employees. This must be a shared experience. I am a nurturing leader working within a complex nonprofit environment.

The complexities of leadership in nonprofit human service organizations include the need to manage competition between personal and organizational values, balancing administrative and frontline inclinations, and discerning in making difficult organizational decisions afforded by acquired power (Regan, 2016). I find myself struggling with that balance every day, and focusing on leading my team and cultivating positive morale during often demanding and challenging times. Authentic leadership cultivates a positive organizational culture which recognizes the importance of learning and the development of followers into leaders. These leaders are balanced in their processing of information, behave ethically, and feel supported in challenging the status quo (Yadav & Dixit, 2017).

Although authentic leadership is my dominant approach, my leadership style also includes components of servant leadership. My commitment to community and nonprofit work, especially in organizations that provide various types of direct service programming, is strengthened by my secondary leadership lens, that of servant leadership. Servant leaders create a climate of service to others as opposed to fulfillment of self-interests, leading followers to experience feelings of well-being and teamwork, leading to improved organizational performance (Panaccio et al., 2015).

My approach to leadership is spiritual in that I aim to cultivate and develop those in my care and under my direction, and hope that our collective work will enable Kehillah to provide exceptional programs and services. A combination of servant and authentic leadership supports the spiritual nature of the work we do within our organization. Combining the motivation of collective purpose, authentic self-awareness and relationship building, and the inspirational relationship-building elements of servant leadership (Weinberg & Locander, 2014), continues to be a successful recipe for me to establish trust and build credibility. As previously identified in the organizational context section, the current leadership approach experienced in Kehillah is

servant leadership. As such, embracing the components of servant leadership I use will enable a smoother change process since various stakeholders are already accustomed to experiencing this type of leadership. The combination of authentic leadership and servant leadership will work well for leading the change identified in the OIP and addressing the PoP.

### **Leadership Problem of Practice**

This section discusses the identified problem, and differentiates between the current and future states of Kehillah as they relate to the PoP. The PoP that will be addressed is the lack of strategic and intentional leadership development in Kehillah. This problem is further exacerbated by a scarcity of dedicated resources and varying experiences of staff. Senior professional and volunteer leaders in nonprofit organizations are typically well-intentioned and are aware that staff members drive the capacity and quality of the services and programs that are provided, yet many organizations seem to lack intentional focus on leadership development (Bozer et al., 2015; Sarros et al., 2010; Vito, 2018). While staff might participate in training and professional development activities, a lack of financial resources and organizational commitment prevent meaningful and sustainable development of staff.

In addition, staff often have outside interests and job duties competing for their time. Many have different educational and experiential backgrounds and, as such, have disparate abilities to engage in identical professional development work. As a result, often those promoted to leadership positions within an organization are not properly equipped to fulfil the duties and roles to which they have been assigned, and nonprofit and human service organizations face leadership succession challenges in the future (Bozer et al., 2015; Santora et al., 2010; Vito, 2018). Nonprofit organizations like Kehillah that provide human services as part of their offerings are complex. Without a clear understanding of these complexities and strategic attention paid to leadership development in terms of process, resources, and desired outcomes, these organizations can experience staff burnout, inferior performance, and lack of staff desire to assume more significant roles within the team (Packard, 2010; Regan, 2016; Vito, 2018).

Organizations that commit to strategically embedding leadership development in their culture and dedicating the necessary focus and resources, tend to perform better and experience more successful outcomes (Baba, 2015; Paton et al., 2007; Seidle et al., 2016; Stahl, 2013).

### **Vision for Change**

Kehillah is a legacy organization, meaning it has a long and proud history of providing core services and supports to a broad cross-section of stakeholders. To initiate a successful change initiative, it is important to identify both the current state and the desired future state in order to frame the change path and to inspire change targets and partners. This section identifies a high-level aspirational picture for Kehillah, and is followed by a section in which the PoP is more deeply explored.

### **Current State**

Kehillah is a highly reputable nonprofit organization, but one in which staff are mostly working to serve the immediate needs of all stakeholders, at the expense of building their own (and the organization's) capacity. Staff professional and leadership development is ad hoc and inequitably distributed based on seniority and available offerings at any given time. Professional development is not identified as a high strategic priority although, at the same time, not discounted by leadership and the board. The aforementioned approach to leadership development, while often the norm in nonprofit and human service-oriented organizations, does not inspire staff to do their best work, does not prepare them for leadership roles, and does not set a tone for innovation and organizational success (Bozer et al., 2015; De Cooman et al., 2011; Santora et al., 2010; Vito, 2018).

### **Future State**

Kehillah will be an organization with an embedded commitment to leadership development, and an organization that strategically allocates the necessary resources and focus to building staff talent and capacity, and articulates this priority to the team and its broader stakeholders. This commitment will be evident throughout the organization and its culture, and

endorsed by Kehillah's volunteer board of directors, private donors, and senior leadership team. Staff members will identify and appreciate the importance of leadership development, and will be assessed within their performance appraisals, in part, on how committed they are to their own growth, and to that of the organization. This growth will be highlighted in organizational communication vehicles through multiple channels, and will be celebrated internally and externally. Strengthening individual and organizational capacity will ensure Kehillah is sustainable as an organization, and that it can effectively implement its programs and services to meet community needs (Despard, 2017; Firestone & Anngela-Cole, 2016; Sarros et al., 2010).

### **Framing the Problem of Practice**

This section positions the organization and the PoP in terms of context, potential impact, and influential factors. In order to assess the value of addressing the PoP and initiating the OIP, as well as identifying opportunities or challenges related to the change process, it is helpful to situate the PoP within the organization's current culture and operations. It is also critical to position Kehillah within the broader environment and nonprofit sector, examining both internal and external factors that influence the current culture and operations of the organization, and which will, in part, shape the change process. Understanding the internal and external attitudes, available resources, stakeholder expectations, and organizational capacity, are helpful in managing the anticipation cycle related to the change (Herman & Renz, 2008; Krogh, 2018).

Historically, Kehillah has continued to organically determine its charitable services and offerings based on trends, episodic needs, and influence from public foundations, private donors, and internal staff talent and capacity. As a longstanding community organization with a relatively stable staff team and volunteer base, Kehillah has come to be what its stakeholders expect. The organization serves a diverse base, and has more than a dozen charitable objectives approved by Canada Revenue Agency (Kehillah, 2017), resulting in organizational



flexibility, but also causing a loss of focus. The staff and volunteer teams must be equally broad to support the many services and programs expected by Kehillah's stakeholders.

Framing the contextual forces that shape the culture of the organization and influence stakeholder behaviours and expectations will assist in confirming the need for change, and will aid in determining the best way to make the change and position it within the organization. Bolman and Deal (2017) acknowledged the complexity and ambiguity of organizations, and much of the literature recognizes that nonprofit and human service organizations, especially small ones, can be additionally complicated (Herman & Renz, 2008; Packard, 2010; Paton et al., 2007; Seidle et al., 2016; Stahl, 2013; Stewart & Kuenzi, 2018). To ensure the OIP considers all related factors, it is helpful to view Kehillah through Bolman and Deal's (2017) four frames (*structural, human resource, political, symbolic*), as well as perform a PESTE analysis examining *political, economic, social, technological, and environmental/ecological* conditions (Cawsey et al., 2016).

### **Bolman and Deal's Four Frames**

Bolman and Deal (2017) applied an artistic approach to viewing organizations and leadership, rather than simply highlighting rational and technical elements. They note that artistry allows for ambiguity, emotion, and subtlety. This approach assists leaders and organizations in differentiating between what the current culture seems to be as compared to what it actually is. The goal in applying the four frames is to gain insight not only into what might need to be done within the organization, but how to do it, and how to view situations through different and multiple perspectives.

#### ***Structural Frame***

This frame examines factors that are under the organization's direct design control. It includes job roles and responsibilities, individual and organizational goals and strategy, policies, technological infrastructure, organizational leadership hierarchy, bureaucracy, etc. (Bolman & Deal, 2017). Kehillah's architecture can be viewed through this frame, noting supervisory

relationships, departments of the organization, CRA approved charitable purposes and issues of compliance, financial resources, and limitations of those resources. Kehillah is a diverse organization providing many different services. Bolman and Deal (2017) observed that organizational design is driven by a contrast of differentiation and integration, and that there is no one best way to organize. Rather, the right structure depends on the complexity of the organization and the goals, individual and group, to be achieved.

Kehillah has remained consistent in its core offerings and has expanded its services over time, doing so with staff roles and an organizational structure that have not changed significantly for many years. Kehillah experiences pull between the silos of its individual departments, its broader community purpose, and the necessity to integrate more of its services and structural elements internally and with external partners. Remaining mindful of this frame will provide insight into common structural dilemmas (Bolman & Deal, 2017), and inform how the change process might impact the roles, reporting functions, financial resources, and compliance issues. Knowing these things will ensure any proposed structural changes will not simply be restructuring but rather, thoughtful, and strategic new ways of deploying resources.

### ***Human Resources***

This frame examines the relationship between people and organizations (Bolman & Deal, 2017), noting that when the fit is poor, one or both suffer, and when the fit is good, both benefit. As a small nonprofit organization, there is sentiment within the staff team of not always being fully equipped to do the necessary work with ideal effectiveness, but displaying a willingness to contribute in whatever ways they are able.

This aligns in terms of the staff and leadership challenges faced in nonprofits and human service organizations. It is common for staff to feel ill equipped for the work and to experience a disconnect between an expression of their value as the most important asset in the organization and, at the same time, feeling as though they have been taken advantage of (Bozer et al., 2015; Santora et al., 2010; Vito, 2018). The concept of extra-role performance aligns with the

expectation of staff in the sector, and especially in Kehillah, being motivated by mission and by the existing servant leadership approach to exhibit dedication and service beyond their contractual obligations (De Cooman et al., 2011; Firestone & Anngela-Cole, 2016; Panaccio et al., 2015). The human resource frame is especially relevant to understanding root causes of the PoP and to successful implementation of the OIP, since key targets of change will need to be staff leadership development and its place within the organization's culture.

### ***Political Frame***

The political frame considers power relations, allocation of resources, ability to control agendas and decisions, and negotiations. All organizations are political in one way or another (Bolman & Deal, 2017), and Kehillah is no different. There are many different power relations at play, including internal and external. Staff departments and talent, volunteer board and committee members, donors, funding organizations, government, and other stakeholders comprise the key power brokers connected to Kehillah. The organization is also influenced by resource allocation both related to staff and to financial resources. The OIP acknowledges that staff from varied backgrounds and scarce resources are key considerations in the change initiative and, as such, the political frame will be very important in providing a valuable perspective when the change is being planned.

### ***Symbolic Frame***

The symbolic frame places focus on the traditions, stories/myths, literal physical symbols and artefacts, rituals, and overall culture in the organization. Kehillah has experienced several changes since its inception, and both internal and external symbols have been established over decades. Those symbols act as the pacesetters for the organization's culture, and have established expectations from the staff and volunteers, as well as from external stakeholders and partners. This frame will play a significant role in the OIP, since it is driven, to a degree, by the necessity to understand and change Kehillah's culture. According to Bolman and Deal

(2017) and Kocoglu et al. (2016), symbols, rituals, and other activities viewed through this frame are the key elements of culture, and shape the unique identity of an organization.

### **PESTE Analysis**

Recognizing which external factors can potentially impact the success of the OIP will be helpful in planning for barriers and capitalizing on opportunities as the change plan is developed and initiated. Cawsey et al. (2016) noted that “an organization that is experiencing an externally driven crisis will feel the sense of urgency around the need for change” and that “working without awareness of the external environment is the equivalent of driving blind” (p. 98). As such, it is evident that a lot of organizational change begins with shifts in the external environment and the relationships between the shifts and the organization’s mission, resources, operations, etc. A common tool for assessing the external environment related to an organizational change process is a PESTE analysis. PESTE is an acronym for the five elements of the analysis: political, economic, social, technological, and ecological/environmental (Cawsey et al., 2016). The OIP is not anticipated to incur or influence direct ecological/environmental concerns, so the assessment is focused on the first four factors.

#### ***Political***

External political considerations for Kehillah include compliance, rules, and regulations connected to the charitable sector and fundraising. In addition, human service needs often are identified as needing an urgent response and not all of those issues align with Kehillah’s core mission and values. Priority consideration of Kehillah as an organization can be precarious, depending on the political agendas at any point in time. The OIP might be impacted positively or negatively, depending on the political influence and agendas at the time of the change process. Currently, there is a struggle between fiscal conservatism and a more progressive social service agenda, as well as a clear increase in demands for service. This places Kehillah in the position of working within a more conservative political climate but being directly impacted by the mandate and need to serve vulnerable stakeholders. In this environment, as an example, there

is a scarcity of grant funding for specific capital projects such as a planned care facility for older adults, and overall grants for supporting nonprofit organizations are more limited. Political priorities dictate current funding priorities by limiting or enhancing focused funding, thereby influencing the degree to which Kehillah is able to successfully fulfill some of its mandate. Furthermore, there is political polarization driven by responses to the COVID-19 pandemic, funding priorities, and internal community competing priorities which not only strain the operations of the organization, but place some of Kehillah's key stakeholders and donors into conflict.

### ***Economic***

As a small nonprofit and charitable organization, Kehillah depends almost exclusively on donations from private donors. There are two significant potential areas of impact related to economics. One is a concern that a poor economy likely means reduced donations and revenues for the organization, almost certainly impacting programs and services, as well as morale. This exacerbates any tighter scrutiny on whether resources can be accessed to support the change process under the OIP, or if there are enhanced expectations that every last resource should be used to provide frontline services. In the second scenario, a change plan focused on capacity building and organizational culture shift becomes seen as a luxury instead of a necessity for sustainability. Generally, the sector is experiencing reduced resources and higher expectations coupled with more stringent regulations (Witmer & Mellinger, 2016). This challenge is amplified during the current COVID-19 pandemic in which many stakeholders are finding themselves with financial challenges they've not experienced before, and increased demands on Kehillah and peer organizations are stretching operational capacity (Imagine Canada, 2022). Some consistent supporters of Kehillah are not currently in a position to make financial donations at flat or increased levels, and some even find themselves requiring supports and services they have never needed in the past. Including a timely assessment of economic

factors in advance of the OIP process, as well as during the change initiative will assist Kehillah in anticipating issues and opportunities.

### ***Social***

Kehillah's programs and services, along with its core mission, are focused on building community and addressing social service needs. This part of the PESTE will ensure Kehillah is mindful of its role in providing care for those in need, and its mission of building a caring and committed community. Social needs change and interactions between sub-communities also change. For example, as noted earlier, COVID-19 has not only impacted economic stability of the organization and created enhanced needs for service but, along with political differences, has polarized relationships between key stakeholder groups. Mask mandates, transition of programs and services from in-person to online or even temporary cessation, and vaccination policies have changed the nature of how Kehillah operates, as well as its core function in convening and leading other organizations in the community. In fact, while Kehillah is always focused on bringing the community and its agencies together, even more capacity and time is being spent on this effort in response to the impact of the pandemic on the community's social fabric and norms. If the external conditions are altered significantly, the OIP can be influenced by those changes and its approach will likely have to be modified. The PoP is focused on building capacity through leadership development in the organization, while nurturing the organization's culture, so it is anticipated that any changes to social conditions can be quickly addressed by amending the process.

### ***Technological***

Kehillah is impacted by technology like most other businesses and organizations. Connectivity provides enhanced opportunities for the organization to program for and engage with a broader group of stakeholders, and to also support staff access to files, to one another, and to credible capacity building tools and training. A potential drawback connected to the OIP comes from the inferred impact of technology on personal relationship building, and the fact the

change process is partially connected to organizational culture. There might be some difficulty in building bonds and a strong culture in the absence of face-to-face engagement as more and more work is being conducted online/electronically. An additional consideration related to this element is the disparate baseline talent each staff member and volunteer has, resulting in the need to remain specifically focused on bridging any gaps in knowledge or experience so as to mitigate negative impacts on the very organizational culture the OIP intends to address.

### **Social Justice Context of the Problem of Practice**

As a nonprofit organization with a diverse staff team serving an equally diverse group of stakeholders, Kehillah is committed to being inclusive, culturally competent, of high ethical standards, and focused on acts of social justice. The change process, especially as a leadership development and organizational culture initiative, must consider how Kehillah best prepares leaders to responsibly use power and to carry out moral obligations to followers, as well as developing organizations, systems and institutions that support good leadership and do not tolerate bad leadership (Ciulla, 2005).

There must be a balance of addressing the PoP and implementing change, with the desired outcome being one that aligns with organizational values and results in superior and transparent services and programs for stakeholders. There is an obligation to ensure any changes do not work against the organizational mandate of service, or put compliance (fiduciary or professional standards of service including client confidentiality) at risk. It is imperative for the process to be transparent, inclusive, and honest. The professional and volunteer board leaders and others involved in the change process must be humble and sensitive to the variety of needs and backgrounds of the stakeholders (Mihelic et al., 2010).

The PoP addresses disparity of interest and opportunity for all staff to experience meaningful leadership development. As such, there is an assumption that some staff are better positioned and more capable than others to participate in learning, to develop their skills, and to advance in the organization. Applying a social justice lens to the PoP and to proposed change

processes before they are implemented will assist in identifying whether OIP efforts are inclusive, or whether the changes are supporting systems of inequity and injustice (McCray, 2020).

Using an authentic leadership approach supported by servant leadership, and viewing the organization through a systems theory framework will aid in highlighting mistakes before they happen. So, too, will mapping the environment through Bolman and Deal's (2017) four frames, and through conducting a PESTE analysis (Cawsey et al., 2016). Examining the potential impact of any change (or change target) before implementation will ensure a broad and diverse selection of voices are considered, and will enhance the likelihood of success with the change process.

The previous section of this chapter framed the PoP through Bolman and Deal's (2017) four frames, and analyzed the environment through a PESTE assessment, confirming the PoP exists and the OIP will lead to a better future state for Kehillah. Undertaking this framing and analysis not only provides general information, but also aids in identifying gaps and lines of further inquiry. Based on these gaps and need for deeper investigation, several guiding questions from the PoP are helpful to consider as the OIP is developed.

### **Guiding Questions from the Problem of Practice**

Kehillah is a nonprofit organization with a focus on social services and community building (Kehillah, 2020). The OIP addresses challenges which are primarily qualitative, even though it is anticipated there will be quantitative impact within, and resulting from, the change process. According to Rosenbaum et al. (2016), qualitative research has multiple purposes, not only uncovering the current reality, but also determining how that reality has been created. Understanding both the reality and its cultivating conditions assists in identifying what needs to be changed, as well as how to initiate those changes successfully. That said, the OIP is not guided by one simple inquiry. Rather, a series of guiding questions provide fulsome



consideration of the problem, potential solutions, and the necessary process and approach for change.

Addressing the PoP is primarily human resource related, with deeper impact on organizational capacity and purpose, as well as financial resources. As such, guiding questions of a qualitative nature align well with examining the PoP since “qualitative inquiries involve asking the kinds of questions that focus on the why and how of human interactions” (Agee, 2009, p. 432). This section examines challenges that emerge from the main problem, identifies factors that influence and contribute to the PoP, and presents potential lines of inquiry that stem from the problem.

### **Challenges Emerging from the Problem of Practice**

The PoP identifies the lack of intentional and meaningful leadership development in Kehillah. The organizational context section earlier in this chapter highlights the long and proud history of Kehillah, and notes the breadth of services and programs the organization provides. If the PoP remains unaddressed, challenges related to quality service provision and organizational sustainability and succession become evident and of concern. Developing current and future leadership for Kehillah is critical to its existence and sustainability, as well as to the services it provided to stakeholders.

Kehillah, like other small nonprofit organizations, experiences situations in which staff who are promoted to, or asked to assume, leadership positions are not properly prepared to navigate advanced duties or roles. As such, Kehillah faces leadership and succession challenges in the future (Bozer et al., 2015; Santora et al., 2010; Vito, 2018), as well as a risk of staff burnout (Olinske & Hellman, 2017), inferior performance, and lack of staff motivation to advance (Packard, 2010; Regan, 2016; Vito, 2018). Recognizing the importance of developing the organization’s human resources is critical in supporting overall organizational effectiveness (AbouAssi & Jo, 2017; Prugsamatz, 2010). The challenge, then, is determining the most effective way(s) to address the PoP and the lack of leadership development in Kehillah, as well

as the feasibility of successful organizational change. Doing so will result in better performance and more successful outcomes for staff, for service recipients and program participants, and for the organization as a whole (Baba, 2015; Paton et al., 2007; Seidle et al., 2016; Stahl, 2013).

### **Potential Factors Contributing to the Problem of Practice**

A lack of strategic intent and the allocation of insufficient resources have been identified as two key factors that prevent leadership cultivation and development from occurring in small nonprofit organizations (Bozer et al., 2015; Santora et al., 2010; Sarros et al., 2010). Increasing pressure for expanded and expert services and programs forces small nonprofit organizations like Kehillah to direct resources and focus to areas other than leadership development initiatives (Despard, 2017; Prugsamatz, 2010; Vito, 2018; Witmer & Mellinger, 2016). As part of the OIP it will be important to examine and address strategic and resource allocation priorities, including how these priorities align with increasing levels of service and program demands and the internal and external environments.

### **Lines of Inquiry from the Problem of Practice**

The problem, as identified, is the lack of leadership development within Kehillah. The PoP assumes, in part, this is due to a lack of resources, intent, and the varied experiences and interests of staff. Firestone and Anngela-Cole (2016) observed that “nonprofit human service organizations operate in a turbulent environment characterized by increased demands, flattening revenues, and unstable social/political support” (p. 118), leading to several key considerations for Kehillah in addressing the PoP. What are the tangible benefits of successfully executing the OIP, and how will Kehillah determine what success looks like? Will this change initiative require a change in the organization’s overall operations and charitable mission? If so, how will this change be experienced by longstanding funders, constituents, and other stakeholders? Will staff and lay leadership view the proposed organizational change as an opportunity or a burden, and how can the organization and its leadership best manage the process? Will there be a positive impact to organizational and individual performance, and what

are some appropriate metrics to apply? If Kehillah's culture shifts to address the PoP, will organizational performance noticeably improve as suggested by Jardioui, Garengo, and El Alami (2020) and, if so, how will that change be measured?

### **Leadership Focused Vision for Change**

Earlier in this chapter, Kehillah's predominant leadership approach was identified as servant leadership and the organizational theory undergirding its operations was noted as systems theory. Later in the chapter, my personal leadership lens was identified as a combination of authentic and servant leadership. It is recognized that the role of the leader in a change process shapes the likelihood and degree of success (Higgs & Rowland, 2005) and leadership style and effort are directly correlated to an organization's response to proposed innovation and change initiatives (Holten & Brenner, 2015; Lutz Allen, et al., 2013; Sarros et al., 2010).

Change processes are reliant on cultivating *creative tension* (Senge, 1994; Stroh, 2015), through which individuals and organizations are energized for change by establishing where they are compared to what they want, or where they want to be. Armenakis and Harris (2009) advised that a thorough analysis of the organization should be considered in order to avoid implementing a change intervention that is not appropriate for addressing root causes of a problem, and that those involved in the change must believe it to be necessary. To put the problem and need for change into focus, this section reiterates the vision for change in addressing the PoP, applies the Competing Values Framework (CVF) (Quinn & Rohrbaugh, 1983) to examine gaps between the present and desired state of Kehillah, highlights priority targets for change, and identifies key change drivers for the OIP process.

### **Vision for Change**

Kehillah represents the Jewish community in its local city, and engages with partners across Canada and around the world. The organization conducts centralized planning, convening, and fundraising, while also providing direct services to young families, individuals

with special needs and their caregivers, young adults, and university students. Kehillah also acts as the lead voice for community security and government/community relations in its local area. In line with the mission, vision, and values articulated earlier in this chapter, Kehillah works to create a vibrant, caring, welcoming, and inclusive Jewish community locally, in Israel, and around the world. These values undergird how the organization operates and shapes the core services and programs it provides and funds. Kehillah is most effective when it aspires to live these values, especially with staff and volunteer leaders acting in alignment, with the necessary resources and attitudes in place to support success (Sarros et al., 2010).

Kehillah is recognized in the community as a meaningful organization, but is also experiencing a common conflict seen in many small nonprofits between human and financial resources and ever-increasing service demands. Staff at all levels of the organization are working to serve the immediate and growing needs of stakeholders at the risk of burnout and compromised personal and organizational capacity (Despard, 2017; Olinske & Hellman, 2017; Prugsamatz, 2010; Vito, 2018; Witmer & Mellinger, 2016). The organization remains a consistent asset in the community, but lacks the necessary strategic focus and talent to be considered exceptionally innovative. Leadership development is not a priority and is inequitably distributed based on seniority and available offerings at any given time.

The envisioned state for Kehillah is an organization with an embedded commitment to leadership development, and an organization that strategically allocates the necessary resources and focus to build its staff talent and capacity. A culture of growth, innovation, and leadership development will be supported by the volunteer board of directors, and regularly communicated to the team and Kehillah's broader stakeholders. Staff members will identify and appreciate the importance of leadership development, and will be assessed within their performance appraisals, in part, on how committed they are to their own growth, as well as that of the organization. Kehillah, within its system theory organizational approach powered through authentic and servant leadership, will be a premium example of a caring, learning, high-

performing organization (Amagoh, 2009; Gabriel, 2015; Jung & Vakharia, 2019; Mehmood et al., 2016; Milic et al., 2017). Its staff and volunteer leaders will place high value on leadership development and capacity building initiatives, and this reorientation will yield improved and enhanced organizational performance results.

### **Gap Between the Present and Future State**

Organizational analysis and diagnosis aim to determine existing conditions and culture, causes of those conditions, targets for change or interventions, and potential results from implementing a change effort (Quinn & McGrath, 1982). Armenakis and Harris (2009) stressed that correct diagnosis of the problem in an organizational change initiative is critical, and that misdiagnosis will result in implementing an inappropriate change effort. It is, therefore, necessary to examine the present and future states through a tool that constructs a picture of *creative tension*; what is, and what can be (Senge, 1994; Stroh, 2015), with particular attention paid to the gaps that exist.

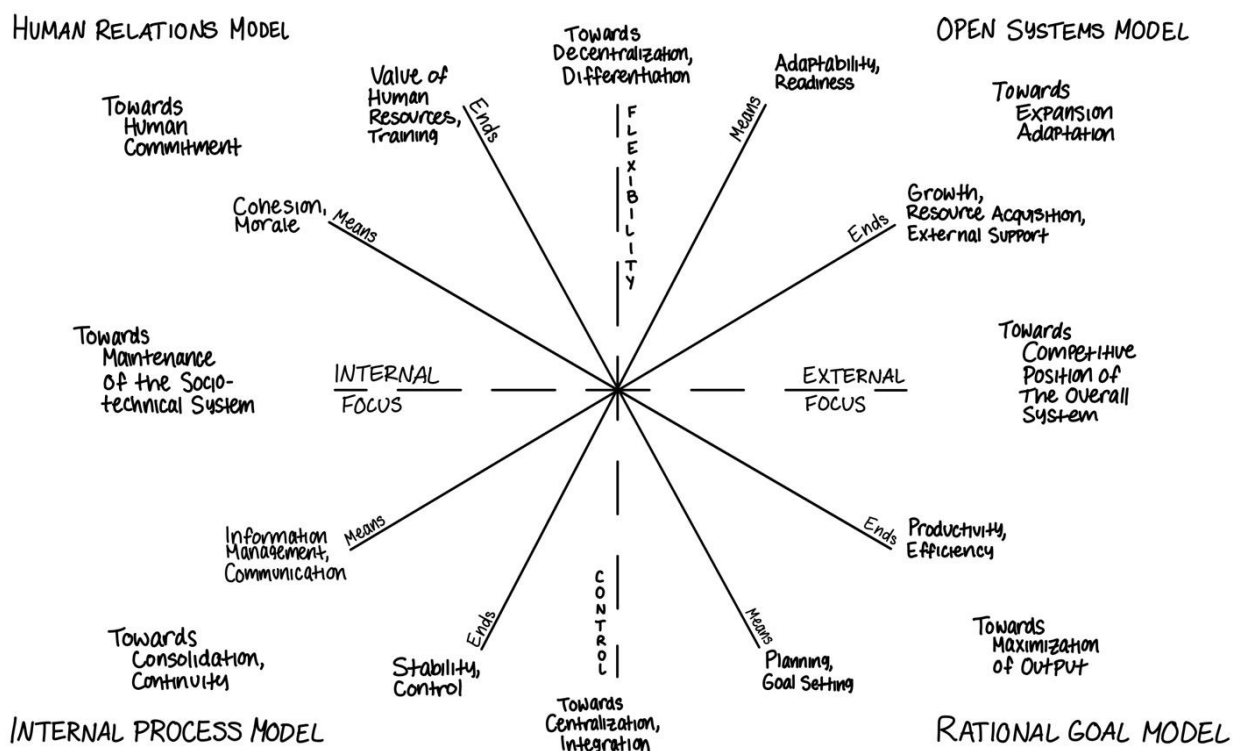
Kehillah is structured through a systems theory approach, and operates by applying systems thinking which requires understanding how interconnections influence one another to achieve a desired purpose. Systems thinking helps people understand what a system is accomplishing, and “prompts them to reflect on the difference between what they say they want...and what they are actually producing” (Stroh, 2015, p. 17). To examine Kehillah as a broad, multi-faceted organization, Quinn’s CVF is helpful given its full-picture assessment, as opposed to a single-solution perspective (Quinn & McGrath, 1982), and aligns well with Kehillah’s systems approach. CVF is “among the most recognized and widely applied frameworks within organizational culture research” (Felipe et al., 2017) and, as such, will aid in assessing Kehillah’s current culture composition, and provide insight into how changes to that culture will advance the OIP.

As shown in Figure 1, CVF is structured on two axes, internal-external and control-flexibility, and outlines four quadrants, each based on a set of values and assumptions about

different parts of an organization (Cawsey et al., 2016). The four quadrants provide an opportunity to analyze organizations dynamically and to determine the interconnectedness of different parts of Kehillah: human relations model, open systems model, internal process model, and rational goal model (Kalliath et al., 1999; Newton & Mazur, 2016; Quinn & Rohrbaugh, 1983; Tong & Arvey, 2015). The information gained through the use of a CVF analysis can help Kehillah understand the importance of adapting its organizational culture to become more effective and agile (Felipe et al., 2017).

**Figure 1**

*A Two-Dimensional View of the Competing Values Framework*



Note: Reproduced from Quinn and McGrath (1982).

### **Human Relations**

This quadrant is “characterized by an internal focus (development of internal capability, specifically, human resource development) and a flexible management approach characterized

by participative decision making, empathic relationships, and so on” (Tong & Arvey, 2015, p. 665). This quadrant maps as a contradiction for Kehillah. Initial assessment suggests that key elements are present in the organization, including a flexible approach by management to employee work hours and portfolios, and a focus on employee mental wellbeing.

However, upon closer examination, there are stressors and deficiencies in Kehillah identified through this quadrant. The organization does not currently strategically invest in developing its human resources, nor are there direct measures tied to leadership development activities in the organization. The contrast of being people-focused, but not focusing on developing the leadership capacities of those same people, highlights a key priority to acknowledge, one that can and should be a target for change. My preferred authentic leadership approach aligns with strength in this quadrant in that authentic leaders promote positive psychological capacities, self-awareness, ethical morals, and the self-development of followers (Mehmood et al., 2016; Northouse, 2019; Yadav & Dixit, 2017).

### ***Internal Process***

Kehillah is currently far too laissez-faire in its internal processes to rank highly in this quadrant. As a small, community-based organization, Kehillah does not meet the standards of this area of assessment, which include an internal focus on routines and protection against external factors, as well as hierarchical control factors such as clear and immutable lines for reporting, approvals, and communication (Tong & Arvey, 2015). CVF is meant to assess multiple plotted points within the different culture quadrants and provide an overall picture the current shape of the organization. Based on Kehillah’s core focus on programs and allocations in many functional areas, and its organizational position as an outward facing service provider, this category is only a priority in terms of compliance, information protection, and organizational continuity. Still, there are gaps in how overweight Kehillah’s current focus is on some tactical components of this quadrant. Balancing the level of attention in this area will yield better potential for successful movement to the desired state.

### ***Rational Goal***

In this quadrant, control and external priorities intersect. Planning and goal setting as 'means' and productivity and efficiency as 'ends' come together (Quinn & Rohrbaugh, 1983). Kehillah has strong financial and compliance controls in place, and presents well to stakeholders. However, there are evident deficiencies in strategic goal setting and planning, which does not provide a healthy climate for meaningful and intentional leadership development. Developing this area will frame the necessity and required resources for leadership development and embed this strategic need in the organization at all levels.

### ***Open Systems***

Kalliath et al. (1999) highlighted this quadrant's high degree of flexibility and its significant external orientation. Kehillah plots significant external orientation given its constituency base and the breadth of its services and collaborative partners. Strength in this quadrant also correlates to adaptability, innovation, growth, and readiness (Quinn & McGrath, 1982), which are core benefits of developing talented leaders in a learning organization.

### **Priorities for Change Based on Analysis through the Competing Values Framework**

In order to successfully address the PoP and execute the OIP, it is critical to ensure the organizational culture is such that it will support and nurture the desired vision for change. CVF mapping informs current culture orientation, as well as indicates areas to which more or less attention should be paid. Initial key priorities include embedding learning and growth into Kehillah's strategic planning efforts, ensuring financial and other resources are dedicated to leadership development, and intentionally articulating and messaging support for, and the value of, leadership development for individual and organizational capacity building. Additionally, qualitative and quantitative metrics must be developed through which the impact of the change initiative can be assessed. Finally, a priority should be placed on educating the board and other stakeholders regarding the necessary balance of resource use between providing direct service



and enhancing organizational capacity and sustainability through investing in leadership development activities.

Addressing these priorities through the OIP will reposition Kehillah through the CVP quadrants, and will strengthen areas of weakness while leveraging those areas in which the organization is already strong. Cawsey et al. (2016) noted that the most powerful drivers of change are external, and that internal drivers must also be considered during change initiatives. Therefore, in Kehillah's case, key drivers for change include donor and funder expectations and available resources, social service and program demands and trends, current staff composition and capacity, and organizational history. Articulating and actualizing the path to a future state in which the PoP is addressed requires strategic positioning of the effort and transparent, authentic recruitment of all stakeholders.

### **Social Justice and Equity**

The PoP identifies inconsistencies in staff participation in leadership development initiatives. This is highlighted through a lack of intentional and strategic focus by Kehillah in this area. The OIP is focused on enhancing leadership development at all levels of the organization, with the envisioned future state of the organization resulting in greater capacity to address issues of social good and stakeholder wellbeing. Tomlinson and Schwabenland (2010) noted that many nonprofit organizations were born from social care focused movements, and have roots and ideas of social justice embedded in their identities. As such, equality and diversity issues are of fundamental importance, and this holds true in Kehillah's mission, vision, and values.

At the same time, voluntary organizations are also increasingly engaged in public service initiatives, and experience increased demands that they demonstrate cost-effective operations and professional financial and service delivery oversight. Often, trying to reconcile or balance the divide creates a climate for failure. These concerns are experienced in Kehillah, wherein the staff and volunteer teams are diverse, and in which performance and outcomes

shared with funders and other stakeholders must demonstrate excellence and efficiency. It is therefore critical to ensure the change process within Kehillah is inclusive, recognizing the various power structures involved in making the change and mitigating systemic inequities which might result during the change initiative (McCray, 2020).

It is also important to assess the organization's readiness for change, and to cultivate an environment wherein the change plan is both expected and embraced. The strengths of a diverse team and the value of everyone's talents and potential must be established and embraced, and Kehillah must demonstrate that the organization's performance is enhanced and not diminished through its commitment to diversity and equity. The next section examines Kehillah's current level of readiness to embark in a change process.

### **Organizational Change Readiness**

The OIP is positioned as people-focused, intended to demonstrate commitment to, and belief in, the staff team. Notably, the PoP highlights the current deficiencies in leadership development in the organization, and the OIP imagines a future state in which individual and organizational capacity are enhanced through intentional, engaging leadership development. This future state should inspire all stakeholders (Krogh, 2018), but will undoubtedly be met with some resistance at various stages depending on the readiness of stakeholders to experience and actively participate in the change. Armenakis and Harris (2009) defined readiness as a precursor to resistance to or support for a change effort. In order for the process to be successful, assessing Kehillah's readiness and anticipating opportunities and challenges at the beginning of the change cycle are essential steps.

### **Assessment of Kehillah's Organizational Readiness for Change**

Conditions for readiness are positive for Kehillah. According to Lutz et al. (2013), cultivating a psychologically safe and supportive environment for staff has a positive correlation with organizational readiness for change, and Holten and Brenner (2015) also noted that building caring, authentic relationships enhances the commitment of followers and empowers

them to see themselves as part of the process. As acknowledged earlier in this chapter, my preferred leadership approach to be applied is authentic leadership combined with Kehillah's existing servant leadership approach. Both approaches are transformative in their focus (Hoch et al., 2018; Northouse, 2019), which demonstrates approaches are already in place within Kehillah that are conducive to support successful change. However, in addition to ensuring the appropriate leadership approaches are applied, it is equally constructive to assess additional overall dimensions of the organization before initiating a change effort.

Cawsey et al. (2016) provided a cursory assessment tool for evaluating change readiness in organizations. The readiness-for-change questionnaire (Appendix A) requires the organization to evaluate its current state by examining six key dimensions: previous change experience, executive support, credible leadership and change champions, openness to change, rewards for change, and measures for change and accountability. Each dimension explores several factors and assigns a plus or minus value to responses, with a total sum score range of -10 to +35 as markers for readiness. Kehillah's readiness for change was evaluated through completing the questionnaire, with a total final score of +30 suggesting a high level of readiness. This score is quite high within the tool's parameters, providing a solid level of anticipation that, if conducted properly, the OIP will be positively embraced, and that Kehillah is ripe for change. That said, question seven regarding having a clear vision of the future, question twenty-nine focused on anticipated availability of resources for the change, and question thirty-three which asks about measures for tracking the change, all did not receive grades. Absence of strength in these areas suggests there is room for improvement in cultivating readiness, and for addressing concrete support for the change process. Combining the leadership approaches in place with the initial scoring on the questionnaire provides a positive path to engaging the organization in change at this time.

Armenakis and Harris (2009) proposed that the concept of readiness is very similar to Lewin's unfreezing stage in his three-step change model, highlighting the necessity to cultivate

readiness before beginning to make the change. Similarly, Stroh (2015) highlighted that the first stage of his four stages of leading systemic change is building a foundation for change (readiness) including engaging key stakeholders, reiterating the creative tension of current reality and desired future state, and enhancing people's capacity to collaborate with each other. Despite strong precursory conditions to support the OIP change process, Kehillah is subject to internal and external forces that support or alter the change.

These forces can be seen in elements of the CVF applied earlier in this chapter, as well as other areas of the specific and general environments in which Kehillah operates. Internal forces include staff attitudes, talent, and longevity existing in status quo, strategic priorities of the volunteer board, expectations of a diverse donor and constituent base, and current organizational structure. External forces include day-to-day social service and nonprofit trends, available (or changing) funding and compliance requirements, increasing and expanded service demands, and private and public competitors. If correctly monitored and navigated, these forces can support the effort with information and warnings. If ignored, these forces can set back or stop the process. Based on all of the assessments and evaluation to date, as well as consideration of internal and external climates, it is believed that Kehillah is well positioned to address the PoP and successfully engage in the OIP process.

### **Chapter 1 Summary**

Chapter 1 presented Kehillah's organizational context, including acknowledgement of the predominant organizational theory (*systems*) and leadership approach (*servant*) currently experienced in the organization. A clear PoP was articulated, noting the lack of intentional and strategic leadership development for Kehillah staff, connecting the problem to capacity, succession, and service delivery issues in the nonprofit and human service sector. To frame the PoP, internal and external factors that impact the organization and influence the problem were examined through a PESTE analysis, as well as through Bolman and Deal's (2017) four frames. My personal leadership approaches, agency, and lens were presented, and a vision for change

was stated. Finally, guiding questions emerging from the PoP were posed, and a high-level assessment of Kehillah's organizational readiness for change was explored. Now that the context has been explored and the PoP has been determined, it is necessary in the next chapter to drill down with deeper organizational analysis of the problem, investigation of change frameworks, and discussion of possible solutions for the PoP.

## **Chapter 2: Planning and Development**

Chapter 2 builds on the foundation established in Chapter 1, discussing authentic and servant leadership as chosen approaches for addressing the Problem of Practice (PoP) and Organizational Improvement Plan (OIP) based on the proposed change and Kehillah's organizational context. After the leadership approaches are determined, Kotter's and Lewin's models for organizational change are explored, with Lewin's selected as the preferred model in consideration of the organizational context and the PoP. Following that, a critical organizational analysis is conducted applying components of Nadler and Tushman's Organizational Congruence Model (OCM) (Cawsey et al., 2016; Nadler & Tushman, 1980). Chapter 2 also addresses what needs to change in connection with a process to make the change, while remaining mindful of Kehillah's readiness for change. Subsequent sections in the chapter consider possible and selected solutions to address the PoP and advance the OIP, as well as examine related issues of ethics, equity, and social justice in the change process.

### **Leadership Approaches to Change**

Chapter 1 presented the PoP, which places significant focus on the need to cultivate the leadership development of the staff team. While the OIP is intended to build organizational capacity by addressing the PoP, the key targets for change in the capacity equation are the human resources of Kehillah, as well as its organizational culture. As such, it is critical to ensure the leadership approaches employed are forms of leadership that foster positive psychological capital and empowerment of followers, and which cultivate a caring and meaningful organizational culture. Positive psychological capital influences improved employee performance and enhanced organizational culture (Firestone & Anngela-Cole, 2016). Empowerment of and information sharing with employees mitigates some common resistance to change (Krogh, 2018). Drawing the connection between individuals within the organization and the organization itself with respect to change, Prugsamatz (2010) highlighted that the

organization's actions "affect its ability to adapt to the changing environment and the different challenges thrown its way" (p. 246).

In Chapter 1, the organization's predominant driving leadership approach was noted as servant leadership, and my personal approach was identified as primarily authentic leadership, with aspects of servant leadership woven in. To address the PoP and undergo the change initiative articulated in the OIP, a combined authentic-servant leadership approach will ensure a level of comfort within the existing framework, while augmenting the nurturing and service-oriented nature of servant leadership (Greenleaf, 1998; Panaccio et al., 2015) with the ethical, self-empowering, motivating intent of authentic leadership (Mehmood et al., 2016; Milic et al., 2017; Yadav & Dixit, 2017). Again, since the PoP and OIP are focused on human resources, how staff develop their leadership skills, and how the organizational culture supports the OIP, a combined, follower-centered approach is the preferred leadership style. This combined form of leadership will incorporate key elements of both servant and authentic leadership including, as noted above, a nurturing, service-oriented inclination supported by a focus on ethical and empowering treatment of followers.

### **Authentic Leadership**

Authentic leadership is grounded in ethical morals and individual relationships, and promotes psychological safety and enhanced self-awareness within followers (Gardner et al., 2005; Hoch et al., 2018; Wang et al., 2014). This form of leadership can be experienced within an organization at any hierarchical level, can foster positive work culture, and is sensitive to the needs and values of followers (Mehmood et al., 2016; Milic et al., 2017; Northouse, 2019). The accessibility of this form of leadership, combined with its ethical and self-development priorities, positions authentic leadership as a strong choice for shaping the organizational character of Kehillah. Authentic leadership is also suitable for driving the ways in which the organization develops its employees, and operates and serves its stakeholders. Furthermore, authentic leadership's focus on self-awareness and empowerment aligns well with the predominant

organizational framework experienced by Kehillah, that of systems theory. This framework views the organization as the sum of its collective parts, noting interconnectedness of all functions, and holding employees and other direct stakeholders accountable for viewing their roles within the issues experienced by the organization (Senge, 1994; Stroh, 2015). With Kehillah's variety of services and programs, and with the organization's breadth of purpose and diverse set of stakeholders, authentic leadership is a strong approach to use in addressing the OIP.

Authentic leadership is focused on reciprocal interactions and relationships between leaders and followers, rather than traits or actions by the leader, and it is centered on resilience, optimism, and trustworthiness (Babak Alavi & Gill, 2017; Ford & Harding, 2011; Northouse, 2019). Leaders cannot independently transform an organization into a learning organization (Milic et al., 2017), but can only do so in partnership with their employees. This observation is relevant not only in terms of empowering staff to be part of the OIP but, as will be discussed in the leading change section forthcoming, the recommended change framework of Lewin's three-step model is underpinned by the democratization of making the change and refreezing the organization in the desired state. Addressing the PoP must be a shared experience, co-owned by staff and stakeholders from all departments and seniority levels within Kehillah.

Kehillah is a complex nonprofit human service organization. Its employees are similar to others in the nonprofit sector who are motivated by work that has a positive impact on society, within an organization that they deem to be a good fit for their values (De Cooman et al., 2011). Addressing this need, the actions of authentic leaders are based on positive virtues, relational transparency, and shared optimism (Hoch et al., 2018). Authentic leadership fosters a positive organizational culture, placing importance on the individual development of followers into leaders (Regan, 2016), and the impact of those followers on the organization as a whole. Achieving one's own authenticity is not enough. Authentic leadership extends to include the formation of genuine relations with followers and other stakeholders (Gardner et al., 2005).



Authentic leaders are balanced in their processing of information, behave ethically, are transparent and consistent in their actions, and feel supported in challenging the status quo (Sosik & Cameron, 2010; Yadav & Dixit, 2017). Equally important to consider is the cultivation of authentic followership (Gardner et al., 2005), which is seen as both a “part of and product of authentic leadership” (p. 346). This creates an elevated level of trust between followers and those who are leading them.

One drawback to authentic leadership relates to the leader’s embodiment of organizational values and purpose into their practice, thereby creating the question of how one can be authentic yet indistinguishable from the organization for which they work (Ford & Harding, 2011). For example, part of my role within Kehillah is to engage with donors to raise financial support for the organization’s programs and services. One might surmise that my articulated belief in Kehillah’s impact could potentially be disingenuous and that I might simply be telling a story to donors that I think will motivate them to support Kehillah. As the leader, though, who is privileged to carry my full authentic self into the CEO role, I view the intersection and alignment of personal and organizational values as a strength, not a weakness.

Another issue arises from attempts to be authentic potentially resulting in the *othering* of some followers (Gardiner, 2017), placing at the fore the fact that some marginalized groups may not feel able to be true to themselves, or receive an authentic leader’s actions as intended. This might result in unfavourable response to the change effort since trust and employee engagement will not be achieved. Furthermore, it should be noted that negative organizational politics can weaken the positive effects of authentic leadership (Munyon et al., 2021), so it is critical to remain mindful of working within Kehillah’s existing frameworks and cultivating change that results in a constructive organizational culture.

In my role as CEO, I work diligently to express my commitment to the staff team and to Kehillah’s mission. In so doing, I also support staff in taking risks, and try to find opportunities to celebrate their successes. Furthermore, I build genuine relationships with staff and volunteers,

share transparent information as appropriate, and demonstrate strong ethics and morals, all key tenets of authentic leadership. Supporting and complementing authentic leadership, servant leadership will be a bridge from the organization's current approach, and its strengths will be used to support and inspire meaningful relationships (Weinberg & Locander, 2014) and garner employee and other stakeholder support for the change initiative.

### **Servant Leadership**

As noted previously, Kehillah is currently driven by servant leadership. This approach is popular in public and private sector organizations due to its focus on ethics, as well as follower welfare and well-being (Yasir & Mohamad, 2016). Servant leadership begins with a feeling or desire to serve others which, over time, can manifest in a motivation or willingness to lead (Greenleaf, 1998; Hoch et al., 2018). Through developing others, overall organizational goals will be more meaningfully achieved. This balance of empowering and caring for the individuals doing the work speaks to the nature of Kehillah as a nonprofit, Jewishly-focused organization, including its programming, and its broader engagement with the community. This aligns with the generous nature of charitable work, and the selflessness required to do the work in earnest (Gabriel, 2015; Palumbo, 2016; Panaccio et al., 2015; Panaccio et al., 2014). Servant leadership also has a strong connection to acts of integrity and honour (Joseph & Winston, 2005), underpinning the approach's value in the nonprofit sector and demonstrating its alignment with Kehillah's articulated purpose and values. As a leader and as CEO of Kehillah, I aim to apply elements of servant leadership in my work and life. I take genuine interest in staff and volunteers, demonstrate commitment to Kehillah's mission and its constituents, and often put the interests of others before my own.

In addressing the PoP and implementing the OIP, demonstrating trust and care for Kehillah's staff through servant leadership (Ammons & McLaughlin, 2017; Panaccio et al., 2014) will both honour the experience of staff within the current state, as well as lay the foundation for applying tenets of authentic leadership to empower staff to be part of the solution. In addition,

combining servant leadership with authentic leadership will ensure consideration for support of a work-life balance that is sensitive to the demands experienced by nonprofit and human service sector employees like those who work for Kehillah (Panaccio et al., 2015). In addressing the PoP and implementing an OIP focused on leadership development of staff within a process of cultivating an organizational culture of learning, servant leadership is the perfect complement to authentic leadership, providing a mixed methods approach to staff empowerment, empathy, and care.

One key concern is the possibility that servant leadership can lead to organizational and change process paralysis due to followers waiting for the leader to emerge as the hero and lead actor. This OIP requires significant ownership of the process by staff members and volunteers to address the PoP. Gabriel (2015) highlighted that a reliance on a servant leader by their followers can lead to paralysis. As well, servant leadership can create an environment in which followers become dependent on advice from the leader, and lack the necessary confidence to make independent decisions, even if important and within job scope (Palumbo, 2016).

Despite its strengths, especially within a caring focused organization, servant leadership on its own has the potential to work counter-productively, leaving the PoP unaddressed or, perhaps, in a worse state. This is precisely why a hybrid approach, with authentic leadership serving as the primary approach will be employed by Kehillah to implement the OIP. It is important to select a change model that is simple but effective, provides for opportunities to adjust the pace of change and that can initiate multiple aspects of the change with staggered timing. Now that the appropriate leadership approaches have been identified, the next step is to select a change framework.

### **Framework for Leading the Change Process**

The previous section acknowledged a complementary authentic-servant leadership approach in leading Kehillah through the proposed OIP. Change is often difficult in that sometimes the symptoms or perceptions of change are deemed the challenge, and not the

change itself. Krogh (2018) noted that “resistance to change is better understood as resistance to threats to institutionalized rights and responsibilities” (p. 1280), and in the case of longstanding legacy organizations like Kehillah, this is certainly observed. However, as a nonprofit organization adjusting to changing and increasing needs over the years, Kehillah has been forced to adapt and become resilient. Organizational resilience speaks to an organization’s ability to adapt to internal and external forces as it navigates challenges, changing them into opportunities for growth and success (Witmer & Mellinger, 2016). The OIP will require a balanced, thoughtful framework for change during which progress can be observed by stakeholders, movement and change can be achieved, and the desired state, once reached, can be embedded into practice.

In considering change models for the OIP, it is critical to account for Kehillah’s organizational context, the PESTE, CVF, and organizational readiness for change analyses conducted in Chapter 1, and to employ the appropriate leadership approaches in combination with a simple, effective, and proven framework for change. In determining an appropriate change model, Kotter’s eight-step model and Lewin’s three-step model were considered. Both approaches are thoughtful, strategic, and have applicability, but the most appropriate model will be selected after both are reviewed.

### **Kotter’s Eight-Step Model**

Kotter’s model presents key stages (Kotter, 1998, 2012) in the change process, noting that each stage can last a significant amount of time, and that critical mistakes in any of the stages can have a crushing effect on momentum in the change process (Mento et al., 2002). Appelbaum et al. (2012) and Kotter (1998, 2012) presented the eight steps of Kotter’s model as:

1. Establish a sense of urgency, noting that people will not change if they do not see or feel a need.
2. Create a guiding coalition by gathering a group with power and influence to lead the change.

3. Develop a vision and strategy.
4. Communicate the change vision frequently.
5. Empower broad-based action by involving various stakeholders in the process.
6. Generate short-term wins so that people can see the change as it is happening.
7. Consolidate gains and build on those successes.
8. Anchor new approaches in the corporate culture, ensuring people cannot revert to old ways, thereby undoing the hard work already put forth.

One can see the complexity of the process, as well as the progressive nature of initiating and successfully accomplishing part or all of each step before advancing to the next one. Strengths of this model include its comprehensive nature, the fact it includes considerations of motivating factors like urgency and influencers, as well as a vision for the future state. It is not a secretive process, and involves sharing messaging frequently and committing to and articulating any gains made along the way.

Some weaknesses of the model include its complexity and breadth, which require a substantial commitment of time and resources, and a need for ongoing championing. Appelbaum et al. (2012) presented critical questions about the case of urgency, noting that “delayed change may not deliver benefits, whereas change that is rushed may not allow time to adapt, and create initiative fatigue, encouraging decay” (p. 767). Kotter (2008) himself reflected that the step “people seem to understand the least, and have the most trouble with, is Step 1, creating a sense of urgency” (p. 35). Another key driver and challenge is the need for good leaders, and not just good managers, to be active in the guiding coalition. The managers might keep the process on track, but the leaders are the champions of vision.

Not all organizations including Kehillah have appropriate talent in place to execute Kotter’s model, and its prescriptive nature might run counter to Kehillah’s culture and be ignored or ineffective (Appelbaum et al., 2012). Due to its linear path and perceived complexity, Kotter’s model might not be relevant or effective for Kehillah’s desired change process. For example, a

change requiring significant discretion would necessarily omit steps involving creating urgency, overt messaging, and steps with other overt actions to provide a better opportunity for success in the change effort. Furthermore, uptake of a process with eight stages might be seen as too involved for a small organization like Kehillah, in which the focus of the OIP is leadership development of a diverse, already overburdened staff team. An appropriate change model for Kehillah needs to allow for greater flexibility on the pace of change, and remain sensitive to the growing pressures already felt by team members. To be successful, the model must be simple to explain, scalable based on available human and financial resources, and have the ability to shift cadence based on uptake without stalling the entire change process.

### **Lewin's Three-Step Model**

Lewin is known for the development of field theory, group dynamics, action research, and the three-step model of change. Lewin believed that resolving social conflict was directly related to learning so that individuals could understand and reshape their perceptions of the world around them (Burnes, 2009). Batras et al. (2014) commented that “the unification of these themes in Lewin’s work is necessary to understand and create change, and thus should be viewed by change practitioners in their totality rather than as separate theories” (p. 233). By examining the connected and informative nature of the first three, one can then devise and implement the three-step model of change.

Burnes (2020) viewed field theory as behaviour “deriving from the totality of forces that impinge on a person or group and make up the life space in which the behavior takes place” (p. 35), which sets the level of current equilibrium. It is important to know the starting point for any change process. Action research examines the issue of choice and of voluntary participation in the process. This initial assessment will be very helpful with Kehillah’s OIP, and will leverage the social capital established through the combined authentic-servant leadership approach. It is important to “allow those involved to understand and manage the process of locomotion, that is, to allow them to move successfully through their life space” (Burnes, 2020, p. 40). Lewin’s

theory of group dynamics is critical in anticipating how a group will be formed and undergo a change process successfully, and how the group will conduct itself during and after the process is complete. Burnes (2020) noted that democratic decision making is critical in effectively freezing the change once it has successfully occurred and has been accepted by the organization. Lewin argued for an ethical, fully participative approach to change, rather than trickery or coercion (Burnes et al., 2018), which aligns well with Kehillah's mission, vision, and values as a nonprofit organization.

Batras et al. (2014) highlighted that "Lewin acknowledged that change can often be short lived in the face of setbacks, leading to the design of a three-step model to guide practitioners in this process" (p. 233). The process consists of:

1. Unfreezing – challenging the status quo and demonstrating the benefits of change outweigh negatives that might be experienced in the process.
2. Moving/Changing – implementing aspects of change including research, action, and learning, including actions like reshaping roles and departments, training, removing resisters, etc.
3. Refreezing – as change is made and success is achieved, involves resetting organizational norms and practices to support the change effort, and building structures that defend against retraction.

The four pillars of planned change demonstrate strengths in the area of human behaviour and motivation, consideration of voluntary 'buy-in' for long term ownership of a change, and acknowledgment of situational factors on individual and group dynamics. These factors, taken as a whole, are then packaged into a three-step change model that assesses the current state and notes the need for change (unfreezing), initiates a change process (moving/changing) with support from those involved, and locks in a new reality (refreezing) once the change has occurred successfully (Memon et al., 2021). Despite its many facets, the process and its parts are relatively simple to understand and implement, and are not too

prescriptive so that any setbacks or challenges takes the process off track significantly. Bakari et al. (2017) added that while the model appears to be linear, Lewin actually believed change should be continuous and fluid, which is another reason why this model is preferable for the ongoing changes required within Kehillah and the OIP.

A weakness of Lewin's approach includes that very counterpoint, that the process is vague and not prescriptive and stands a chance of suffering from paralysis by analysis, without much success. Hussain et al. (2018) acknowledged that although "this model establishes general steps, additional information must be considered to adapt these steps to specific situations" (p. 123) which, when applied to Kehillah's nonprofit identity and its accountability to various stakeholders, suggests there are many internal and external factors to consider while cultivating change. As such, as noted above, there is a high possibility of those involved with the change process overthinking various stages, trying to determine exactly when it is the ideal time to initiate each of the three steps in Lewin's model. Kehillah, as a charity and nonprofit organization, endeavours to maximize delivery of its services and programs while minimizing chances of failure or overspending. The goal of executing the change perfectly might lead to stagnation or lack of momentum, so this area must be a key focus for me as CEO, as well as others involved in the change process. Another weakness includes a lack of focus placed on quantitative outcomes or measurement, as compared to some other change theories. The focus on individual experience and situation is both a strength and a weakness, depending on context and purpose of the change effort.

Even with some of its weaknesses, I have selected Lewin's approach as most appropriate for my PoP and the current state of my organization. Lewin's four pillars of planned change, and especially his three-step model, align very closely with the underpinnings of the proposed authentic-servant leadership style, and in relation to the OIP, which begins and ends with leadership development of staff for the good of the organization and the constituents it serves. Lewin's theories and overall approach are appropriate for the OIP in that they consider



the current state and the equilibrium that needs to be challenged; they address individual and group contexts and dynamics; and they aim to bring stakeholders to a point of consensus or at least endorsement. Lewin (1947) observed that “diagnosis of the before and after situation permits us to define the change or effect; studying the happening should be designed to characterize the factors which brought about this change” (p. 151).

Authentic leadership and the conceptual and theoretical models I intend to employ for my OIP are all dependent on relationships, trust, and support of individuals within a broader group. Lewin’s model, unlike Kotter’s, works from a point of influence not urgency, is simplified as opposed to consisting of many steps, and encourages broader stakeholder endorsement than a tight, powerful, and influential coalition of implementers. Batras et al. (2014) noted that to Lewin, “group experience plays a significant role in determining the behaviours, beliefs and values of its members” (p. 239). These factors are very much in line with the morally solid and socially contributory work of Kehillah. Lewin’s approach appears to be more ethical, more caring, and less complicated to implement, even with few financial or dedicated human resources. Lewin’s approach also appears to be one that can be used concurrently for multiple efforts, so in theory the PoP can address commitment from board and leadership while simultaneously addressing the need to cultivate interest by, and support from, our staff team. There is no need to follow a detailed step-by-step model such as with Kotter, during which time there might be incidents of mixed messaging, diversion from desired outcomes, or the stalling of the process at a certain step resulting in a grind to a halt, etc.

Authentic leadership’s transformational nature and core tenets of self-awareness internalized moral perspective, balanced processing, and relational transparency (Bakari et al., 2017; Gardner et al., 2005; Northouse, 2019; Yasir & Mohamad, 2016) will work effectively in partnership with Lewin’s three-step model (Hussain et al., 2018). Sharing a vision of the future that surpasses the status quo, building consensus and support, and maintaining a new state once it is established will set Kehillah on a successful change path.

## **Types of Change**

The OIP will address a current deficiency in Kehillah's core operations and organizational culture. The problem is not a total void of leadership development activities, but a lack of strategy and intention related to those activities. Previous sections of this OIP reflect on a lack of defined resources, a culture in which learning and development is not embedded, varying staff experience, and disparate and increasing demands for programming and direct service. The type of change being proposed can be viewed through two categories – tuning and adaptation (Nadler & Tushman, 1989). Tuning is viewed as incremental change over time that anticipates issues and aims to increase efficiency in advance of experiencing an immediate problem. Adaptation is explained as “incremental change that is made in response to external events” (Nadler & Tushman, 1989, p. 196). That is, adaptation is change made as a necessary response to an outside stimulus, but not in ways that fundamentally change the organization as a whole. The OIP is intended to enhance individual and organizational capacity, with an end result of better performance and outcomes for Kehillah's program participants, service recipients, and other stakeholders. Addressing the PoP is focused on building a better base for the organization and empowering its human resources, not aimed at changing the organization's key purposes for existing.

### **Critical Organizational Analysis**

The previous section identified a model that will structure how Kehillah can change. The next section investigates specific areas for change, and applies elements of Nadler and Tushman's (1980) Organizational Congruence Model (OCM) to Kehillah and the PoP. Connections are drawn to the Competing Values Framework (CVF) analysis conducted in Chapter 1, as well as to the readiness for change assessment.

### **Nadler and Tushman's Organizational Congruence Model**

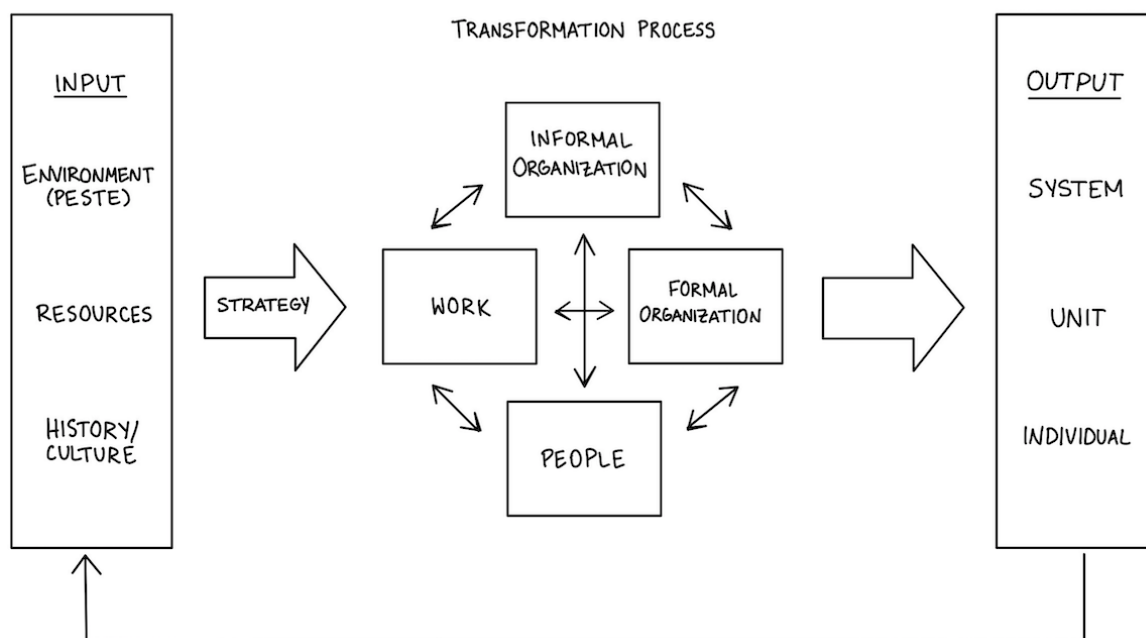
Nadler and Tushman (1989) noted that while congruence of organizational components seems to be preferred, highly congruent organizations might be resistant to change. That said,

OCM is effective at providing a high-level analysis of organizational inputs, a transformation process, and the outputs resulting from going through that process (Cawsey et al., 2016). In Chapter 1, Kehillah was identified as being heavily dependent on external resources to operate, and also needing to adapt its services and programs to consistently increasing demands and scrutiny. In addition, its long history as an organization and its diverse staff team were noted as both strengths and challenges. Through a readiness for change assessment, Kehillah demonstrates a high degree of readiness, provided the change process is undertaken strategically and with care.

The OCM analysis acknowledges the PoP and supports the planned change through the OIP, suggesting that with appropriate consideration of the factors that shape Kehillah and its services, change to a desired new state is possible. This section will highlight details of Kehillah through the OCM framework (see Figure 2 for different dimensions of the model). Congruence, or fit, of multiple components will provide insight into how effective an organization is in its operations and the potential success of a change initiative, as well as the type(s) of change being undertaken by the organization (Nadler & Tushman, 1980).

## **Figure 2**

*Nadler and Tushman's Organizational Congruence Model (OCM)*



Note: OCM reproduced from Cawsey et al. (2016).

### **Inputs**

Nadler and Tushman (1980) noted that every organization operates within a more expansive environment, potentially impacting its purpose and performance. The inputs for OCM include overall environmental factors, resources including human and financial, and organizational culture and history. Chapter 1 explored Kehillah's environment through a PESTE analysis, and discussed its organizational context. Bolman and Deal's (2017) four frames were applied to environment, as well, and examined Kehillah's various resources. OCM analysis confirms that the conditions presented in Chapter 1 are appropriate for implementing the OIP through the transformation process, making use of authentic-servant leadership, and adhering to Lewin's three-step model for change. Kehillah's financial and human resources remain strong, and the environment in which it operates continues to demonstrate increased and varying needs for support. Kehillah's mission, vision, and values are still relevant, and its organizational history and culture provide a strong foundation from which to implement change.

The positive organizational readiness assessment presented in Chapter 1 supports the notion that Kehillah is prepared to embark on the necessary change presented by the OIP.

### ***Outputs***

The desired new state of the organization has been positioned to address a lack of leadership development focus at the organizational, departmental, and individual staff levels. OCM analysis confirms that the desired outputs will be organization-wide, and will align with the current organizational framework of systems theory (Senge, 1994; Stroh, 2015). Through applying the inputs as fuel to a change process, the outputs of the organization will be different than before the change had been initiated. Nadler and Tushman (1980) defined outputs as organizational production, performance, and efficiency, and the OIP for Kehillah aims to build individual, team, and organizational strength and capacity through strategic and meaningful leadership development.

### ***Transformation Process***

To arrive at a different and improved result than the current outputs deliver, a transformation must take place within multiple dimensions of the organization. OCM considers four key components through which the inputs are processed to result in outputs: work, formal organization, informal organization, and people. How these components work independently and also interact determines the organization's outputs, as well as the type of change occurring within the transformation process (Cawsey et al., 2016).

**Work.** This component refers to the key tasks and daily offerings of the organization. In Kehillah's case, this is a diverse category ranging from fund development, to community relations activities, to direct service to vulnerable populations. The OIP does not require a complete change to the nature of the work, but will likely require redistribution of priorities to make room for leadership development opportunities in the current work being undertaken. As well, redistribution of inputs might be required to successfully address any task changes or to take advantage of new program and service opportunities. Kehillah has engaged in consistent

work for decades, while also demonstrating an ability to pivot and address emerging community needs. It is imagined this component will not be a barrier for change.

**Formal Organization.** This component refers to the architecture and structures of the organization, as well as formal processes and stakeholder relations (Nadler & Tushman, 1980). Kehillah is a smaller nonprofit organization with many staff members holding multiple responsibilities. As a steward of private donor contributions, as well as publicly granted funds, Kehillah has sophisticated compliance and accountability processes in place. Although the formal organization is somewhat rigid, a deeper analysis acknowledges opportunities where various departments interact and in which processes intersect. Planning change to address the PoP will likely require some formal structural adjustments, but the challenge is not insurmountable. It is clear, though, that the unfreezing-moving-refreezing process in Lewin's model should be carefully paced in this case.

**Informal Organization.** Culture often manifests itself in an organization in ways that might not be fully aligned with the formal organizational structure and processes. Staff relationships, the applied leadership styles, and the overall organizational culture dictate what is acceptable, expected, and even desired in terms of the way an organization conducts its business (Cawsey et al., 2016). Internal organizational culture and practices are not static, so organizational members can ascribe multiple and changing meanings to them (Kocoglu et al., 2016). The constantly changing and ambiguous nature of Kehillah as an organization, as well as the maturation of its programs and services, can add complexity to the relationships between individuals and to the structure and processes articulated by the organization.

The culture of Kehillah is strong and proud, and due to the nature of the work many stakeholders feel like the organization is a family. With the OIP focused on empowering the staff to grow its leadership capacity and be part of the change process through the use of authentic-servant leadership, OCM analysis suggests this component of the transformation can be a strength in the process. With the organizational readiness for change already assessed as

being high, the shift to a culture of intentional leadership development and care for employees should see the informal organization as being a strong support in the moving and refreezing stages of Lewin's model.

**People.** With the PoP and OIP focused on the development of staff at all levels of the organization, the change should be well received. However, Kehillah will need to be measured in its approach to change so as to not overwhelm the staff team. Clear, frequent, and transparent communication will need to be developed and shared to build a shared vision with the team and to ensure multiple voices and perspectives are heard. The unfreezing stage of Lewin's model will need to be slow and strategic, recruiting internal champions to be part of the change from the very beginning. The proposed authentic-servant leadership combined approach is tailor made for this change initiative and for this particular component in the transformation process.

In determining next steps, it is important to evaluate a number of solutions in terms of possible effectiveness and level of resulting change. The next several sections propose three possible solutions to address the PoP, settling on the best solution based on the organizational analyses conducted within the OIP, as well as the results from the organizational readiness assessment discussed in Chapter 1. Highlights of all solutions are shared, noting strengths, deficiencies, and each solution's resource impact. In addition, plan-do-study-act (PDSA) is discussed as a tool to assess initial change efforts, providing opportunities for proper course correction to ensure the selected solution is implemented effectively. Issues of leadership ethics, equity, and social justice are woven into the various solutions, with a dedicated section more deeply exploring these issues once the preferred solution has been presented.

### **Possible Solutions to Address the Problem of Practice**

The OIP states the PoP as a lack of strategic and intentional leadership development for Kehillah staff and connects the problem to potential issues of organizational capacity, leadership succession, and quality of service and program delivery. In this section, three possible solutions

are compared and assessed for compatibility and alignment with several key factors. The solutions include a very slight modification to current practice, a prescribed curriculum, and a collaborative initiative with customization. Factors considered include my personal leadership position, the current organizational culture and sector environment, Kehillah's systems theory framework, and the desired future state after the change effort. Each solution is examined in terms of potential impact and anticipated support for and resistance to the change. After examining all solutions and mapping them through a comparative table, a preferred solution is selected.

It is critical to determine an explicit choice for change, and to be thoughtful about the immediate and future implications of change efforts. Kehillah must avoid acting quickly and without strategy, or in a way that addresses an issue by migrating it to another part of the organization (Senge, 1994; Stroh, 2015), which might address the PoP but create new problems elsewhere. For a solution to gain traction, it is critical to demonstrate why the status quo is not an option, and leadership must create a vision of the future that is enticing and appears achievable (Burke, 2018; Gaubatz & Ensminger, 2017; Senge, 1994). As demonstrated earlier in Chapter 2 through the application of Nadler and Tushman's (1980) OCM, Kehillah demonstrates positive positioning in the categories connected to the transformation process (work, formal organization, informal organization, and people), and a combined authentic-servant leadership approach will support this change. The intended types of change are tuning and adaptation (Nadler & Tushman, 1989), and both are incremental in nature.

### **Solution 1: Apply Slight Modifications to Current Process and Budget Allocation**

The current approach relies on leadership development opportunities which are not key parts of the organization's strategic pillars, in which staff are not engaged in planning studies and training proactively, and in which opportunities might be available, but there is no guarantee staff will participate. There is also limited connection and continuity between opportunities, and



lack of a fulsome plan for each employee. Finally, the necessary financial and supportive resources are not typically allocated at appropriate levels for meaningful development planning.

This solution involves conducting an inventory of opportunities that are traditionally in place for staff to develop their leadership skills, better promoting those opportunities, and materially augmenting the designated financial resources in the budget for staff development. While not quite status quo, this approach is likely to see the least amount of resistance since the degree of change can be regulated based on how receptive the staff team is to the process, and since no significant changes will be initiated. Simply ensuring staff are familiar with opportunities and encouraging them to participate will likely see marginal increases in engagement.

This solution of slightly modifying current processes and budget would involve similar human and financial resources, which would not require significant adjustments to the organization's budget or additional processes to secure board endorsement or other time-consuming activities. The modification would be tied to taking better advantage of opportunities that currently exist, but in more intentional and in more strategic ways. For example, improving the sharing of information related to opportunities provided by regional, national, and international partners, or placing focus on available grants to support learning activities, might result in higher levels of participation by staff.

Applying a slightly modified approach would alleviate potential strain with both board and staff, since it does not place additional resource demands on Kehillah, and it also does not suddenly force board or staff into uncommon behaviours. The slight modifications will, most likely, not increase levels of anxiety or seem threatening since very little would change, and the effort would be familiar. This approach would seemingly be most comfortable for employees during chaotic times (especially during the current COVID-19 pandemic) since it does not require large-scale change.

Cawsey et al. (2016) noted that some change initiatives neglect to consider the impact of the intended change on the existing culture within an organization, and that change can signal

efforts of the past are not valued. As discussed previously in the OIP, Kehillah is relatively successful and stable as an organization, and the more successful an organization has been in the past, the more likely it is for those within the organization to retain practices that they believe yielded the current success (Burke, 2018). Without connecting the solution to individual and organizational performance and outcomes, the solution is still enabling a culture in which staff must seek out opportunities on their own and then choose to opt-in. There is little inspiration or urgency embedded in this solution, and no specific measures through which to address success or accountability. While potentially a safe option in that it will not require significant time or financial investment and will be comfortable for many in Kehillah since it is close to status quo, slight modification is uninspiring at best, and detrimental at worst.

### **Solution 2: Implementation of a Prescribed Leadership Development Curriculum**

A second potential solution to explore is the implementation of a best practice, standardized leadership development curriculum for all staff. The curriculum can be adjusted for role type such as frontline, management, executive, and can also include core foundations. A gap in internal and external communication was identified previously in the OIP, and adopting a prescribed curriculum provides for straightforward and reassuring messaging opportunities to multiple stakeholders. As well, control over content, timing, and cost will be placed directly under the discretion of the organization, with little input by the staff member regarding differentiation. This will protect budget exposure and limit surprises but will also require a rigid approach to offering the program and cultivating its outcomes.

Employing this solution will ensure consistent opportunities for leadership development of the staff team in areas that are deemed important to the organization's operations and can be structured to address differences between the for-profit and non-profit sectors. This is important as noted by McHargue (2003) in that these organizations (nonprofits) are distinct from government or business, and they assume responsibility for meeting public needs that neither government nor business can meet. McHargue (2003) also acknowledged that "the level of

difficulty in managing these organizations is challenging even for the most skilled” (p. 196). However, removing individual choice from the process will likely present this opportunity as an obligation as opposed to an investment in people, and is counter to best practices of individualized learning and development. Van Horn (2006) highlighted that “there is not one single mode or method of professional development that would meet the needs of all” and that “increased attention is being paid to customized professional development” (p. 60).

The resources required to design and initiate this solution will likely be more significant in initial layout than the slight modification solution, but once developed can be initiated with cost control measures in place. Furthermore, given the organization will control the offering, time and absenteeism from core duties will also be controllable, so there will likely be efficiencies and a degree of certainty in the model. Lastly, defining consistent outcomes for staff members will enable plotting of success and achievements to compare staff experiences and development. Internal and external messaging can be focused on a best practice, consistent, cost-controlled curriculum, and process. This has advantages, especially in areas of compliance, efficiency, and measurability.

Drawbacks include, similar to the slight modification solution, a stifling of innovation or creativity, and a lack of cultivation in diversity of skills. Van Horn (2006) noted that for leadership and professional development to be meaningful and effective, we must recognize what we need to know and how to initiate the learning, acknowledge the uniqueness of individuals and contexts, and expect the learning to occur over time and not instantly. Hopkins and Meyer (2019) observed that the professional development process must build in some customization to account for individual needs and contexts, and the process must gain traction and be ongoing. Removing staff from the creative process will likely lead to less overall engagement. A prescribed curriculum solution will possibly induce the paralysis sometimes seen in organizations applying servant leadership (Gabriel, 2015), as well as cultivate follower indecisiveness (Palumbo, 2016) since the curriculum will be set from the top down and not built

collaboratively with the staff team. Senior management and Kehillah's volunteer board will develop the mandate and content for the curriculum and staff participants.

### **Solution 3: Collaboratively Designed Program with Customization Options**

A third possible solution is a collaborative effort that identifies key areas for leadership development and provides staff with the opportunity to partner on individual planning that aligns with team and organizational values and needs. The nonprofit sector is driven by its people, their commitment to the mission, and the skills and talents they can hone to best serve their constituents. It is, therefore, critical to build talented, energized, and dedicated individual staff members and teams. Paton et al. (2007) noted that there has been movement away from expert centered practice, and a shift to distributed systems which provide the learner with more choice of content, timing, and delivery modalities. This practice raises standards, improves economies of scale, and makes good use of resources while still enabling customization for learners.

A collaborative approach that empowers Kehillah's staff to play a role in mapping their leadership development experience aligns very well with the identified authentic and servant leadership styles. Authentic leaders "promote psychological capacities, positive climates, self-awareness, and followers' self-development" (Mehmood et al., 2016, p. 877), and employing this approach is in step with the values of Kehillah and the charitable sector. Servant leaders develop and care for others, ultimately making individual and collective success more meaningful when it is achieved, and inspiring followers to display their own leadership (Greenleaf, 1998; Hoch et al., 2018; Yasir & Mohamad, 2016). Including staff members in cultivating the opportunities available to them should enhance morale and develop the overall capacities of the organization by not only focusing on tactical skills but developing critical thinking and soft skills in the staff base. As Senge (1994) noted, "organizations learn only through individuals who learn. Individual learning does not guarantee organizational learning. But without it no organizational learning occurs" (p. 139).

In considering workplace learning and leadership development, Webster-Wright (2010) framed professional learning as a sum of experiences that shape learning as opposed to mastering of prescribed content. Webster-Wright referred to four constituents that guide this learning: *understanding, engagement, interconnectedness, and openness*. Through a framework Webster-Wright (2010) called authentic professional learning (APL), it is suggested learning should apply lenses from different depths of field, including “the experience of a specific learning situation, the experience of continuing to learn as a professional and learning as part of the overall experience of *being a professional*” (p. 106). The PoP identifies the varying experiences of the staff and their capacity for meaningful leadership development, as well as the limited resources available to support the process, and APL can be a strong framework to apply when considering the possible collaborative solution. Staff can start from a place of comfort, no matter where their current capacity rests, and can have choice in planning their own development.

Financial resources and human resource focus will be required but can be phased in as the initiative grows. That is, current resources are likely sufficient to begin the process and, given the individual nature of the planning, can be distributed for most impact without being concerned about allocating resources evenly for each staff member. There is potential risk for perceptions of inequity if some staff members are more active in the process than others, or if certain staff members require more of the resources for their plans. This concern will have to be monitored. As well, there will need to be a way of ensuring that individual plans remain mindful of departmental functions and Kehillah as a whole, otherwise the system, efficiencies, and effectiveness might be compromised. It was noted earlier in this section that migrating issues from one part of Kehillah to another is not effectively improving the overall organization (Senge, 1994). Embedding this solution into individual and organizational performance evaluation will also ensure leadership development is an articulated priority of Kehillah, and that the planning is considerate both of individual success and of Kehillah’s departmental and overall operations.

**Table 1***Summary of Proposed Solutions to the PoP*

#	Solution	Description	Benefits	Drawbacks	Resource Impact
1	Slight Modifications	Increased promotion of existing opportunities and budget for engagement.	Greater awareness of offerings as well as support for participation.	Intended change is minimal and not strategic or culture changing.	Minimal impact on financial and human resources.
2	Prescribed Curriculum	Defined and required content and timing for leadership development activities.	Ensures consistency of content and expectations, and frames leadership development as a priority.	Limited staff engagement in developing the content. Proposes a single solution for a diverse staff team.	Initial increased expense for development of curriculum and promotion. Increased human resources for oversight and compliance of staff.
3	Collaborative Design with Customization	Collaborative process involving engagement of diverse staff voices to establish core content, customization options, and delivery model.	Diverse stakeholder engagement and ownership. High value to including different voices.  Initiative can be phased in and evolve; can be built with existing and enhanced resources.  Although more resource intensive over time, likely to yield improvements in organizational culture, staff performance, and financial and human resource development activities.	More complex solution, with more potential to stall at various points.  Risk of leaving out certain voices since it might be difficult to include everyone.  Optics to donors and other external stakeholders will need to be managed since resources will need to be redirected from frontline services.	From minimal to significant, depending on uptake of offerings. Can be controlled to mitigate significant one-time exposure. Will require enhanced financial, human, and time resources.

Through comparing and contrasting the three proposed solutions, a collaboratively designed program with customization options is clearly the best solution. It is well suited to address the PoP, and aligns within Kehillah's systems theory framework, my use of authentic-servant leadership, and the OIP's application of Lewin's model for change.

**Selected Solution**

In consideration of Kehillah's combined authentic-servant leadership approaches, the organization's high degree of organizational readiness for change, and the diverse nature of Kehillah's staff team, Solution 3 - Collaboratively Designed Program with Customization Options is the selected solution. Kehillah is very broad in its programs, services, and core purposes, and individualized professional development will demonstrate to its stakeholders a commitment to ensuring the right talent for each role or job, thereby instilling confidence in donors, service recipients, program attendees, funders, and the general community. This approach of addressing the needs, strengths, and deficiencies of individual parts of the organization aligns well and is supported by Kehillah's systems theory inclination.

It is important to engage in a solution that does not seem hierarchically driven from the senior leadership of the organization. Standard assumption is that change is led by leaders or managers (Erlingsdottir et al., 2018) which would apply if solutions 1 or 2 were being employed since they would result from a mandate from senior leadership. This would possibly result in some of the lack of engagement seen in cases of servant leadership (Gabriel, 2015) in which followers idolize the leader and delay active involvement until they feel prepared to model the leader's behaviour.

It is essential to recognize the opportunity to strategically address two issues that often seem mutually exclusive but can, in fact, be complementary – an organization can improve performance by shoring up its weaknesses and simultaneously also play to its strengths (Rutherford & Favero, 2020). Solution 3 acknowledges this and includes the recruitment and involvement of the staff team at all levels, while ensuring cross-organization commitment. Erlingsdottir et al. (2018) noted that more balanced relations between leaders and followers may lead to shared work in which both are compelled and feel obligated to take responsibility for organizational change, and Solution 3 will foster joint ownership of the change process. Therefore, Solution 3 aligns well with the prescribed authentic-servant leadership approach, and will benefit from employing Lewin's change model. As part of the change process, the plan laid

out by the OIP will be, in part, guided by the plan-do-study-act (PDSA) tool to provide timely assessment on the success of any changes, and to provide opportunities for reorientation of any specific change efforts that appear to be ineffective or heading off course.

### **Plan-Do-Study-Act**

Plan-do-study-act (PDSA) will be appropriate for guiding Kehillah's change process and evaluating how successful our efforts are each step of the way. According to Leis and Shojania (2017) "Plan-do-study-act (PDSA) cycles are the building blocks of iterative ... improvement" and "each cycle combines prediction with a test of change ... analysis and a conclusion regarding the best step forward – usually a prediction of what to do for the next PDSA cycle" (p. 572). The very nature of PDSA's focus on continuous improvement after proposing a solution, testing it, examining its impact, and determining if the change should be refined or embedded in practice, will assist in engaging the staff team and other stakeholders on the organizational change journey, creating opportunities to frequently correct course along the way.

The chosen solution for addressing the PoP is collaborative in nature, and the PDSA approach is more effective when it is well structured within a participative context (Walley & Gowland, 2004). As such, using PDSA will be effective in identifying specific change efforts, monitoring impact of implementing them, examining the results of doing so, and then determining if refinement is needed. PDSA will work well within the organizational context, and is in line with the nature of the OIP. Furthermore, PDSA is an appropriate tool to apply in coordination with Lewin's three-step Model for Change, which was previously identified as the change model for the OIP. PDSA is also effective in guiding and assessing change efforts to address strength and deficiency findings determined through Quinn's CVF in Chapter 1 and Nadler and Tushman's OCM in Chapter 2.

PDSA can be applied to specific tasks and small initiatives, but it can also be used to assess larger scale impact. Since PDSA cycles provide for iterative and reiterative assessment and recalibration, Kehillah will be able to see if and how various change initiatives impact



specific CVF quadrants, as well as how those impacts relate to the intersection of quadrants within Kehillah and the OIP as a whole. Initiatives that show promise and yield positive results and attitudes can be targeted for refreezing within Lewin's model, while those that are not yet showing desired results will continue in the first two stages (unfreezing and/or change) before being considered for refreezing. The PDSA model has a circuit breaker built into it so that the organization can prevent prematurely committing to a change that is either undesirable or incomplete. Remaining mindful of what is working and what is not will aid Kehillah in ensuring resources are allocated to the right functional areas and will minimize waste and misdirection in the change process.

Another important benefit to applying PDSA to Kehillah's change process is that development of its criteria and examining its analysis can and should include diverse stakeholders directly involved in the areas of impact. The PoP is focused on employee leadership development and wellbeing, and the identification of authentic leadership as a preferred style further connects Lewin's model with PDSA as an appropriate tool. Hussain et al. (2018) noted that "after getting out of the status quo, the leaders are required to support employees' involvement for accelerating change in the organization" and that "the employees' involvement will be more effective if employees are empowered in authority and responsibility" (p. 124). In terms of measurement, tracking, and growth, Bakari et al. (2017) highlighted that authentic leadership "emanates from positive organizational behaviour which states that peoples' behaviours depend on their strengths and capacities which are developable and measurable" (p. 158).

In examining different views of PDSA, Walley and Gowland (2004) noted key observations about an apparent large scale, high-level improvement process primarily led by senior staff, and a different process that was broken into PDSA mini projects over an extended period. The first example did not engage frontline or clinical staff in the process, using them only as information resources, and led to a PD (plan-do) cycle, without the SA (study-act)

components. The changes were not beneficial and, in the end, were not applied. The second example engaged staff more fulsomely, and relied on senior management for information, with the bulk of the process primarily orchestrated by the rest of the team. This approach, using smaller PDSA cycles, resulted in better success, as well as a commitment to ongoing process improvement through reiterative PDSA application. PDSA is therefore an appropriate tool to support tuning and adaptation, the types of change targeted in the OIP highlighted through OCM earlier in this chapter.

Applying PDSA to steward the changes necessary to address the PoP, and doing so within Lewin's three-step model, will provide ongoing opportunities to ensure any changes made gain traction and approval before undergoing refreezing. With the change process and preferred solution being approached collaboratively, and with much of the control residing with the senior leadership team, issues of ethics, equity, and social justice will need to be positioned as priority considerations. The next section discusses these issues, and highlights the trust, support, and empathy that must be established to infuse good will and constructive attitudes towards the OIP, and to ensure it is truly an inclusive initiative.

### **Leadership Ethics, Equity, and Social Justice Challenges**

In embarking on a change process, there is the possibility that people will feel voiceless, or that some voices will be left behind. Furthermore, in the preferred solution presented above, employees at all levels are imagined participating in the change process. For this approach to be effective, trust must be established on three levels – system, group, and individual (Takala, 2010). Establishing trust will enhance morale and will influence positive engagement in the change process. Being an ethical leader is purported to foster extra-role behaviours in employees, and trust is a key ingredient in that relationship (Zeng & Xu, 2020). It is important and possible to be both ethical and effective as a leader (Ciulla, 2009). This certainly is true within Kehillah as a charitable, caring, nonprofit organization, and high ethical standards must remain a priority throughout the OIP.

The OIP focuses on enhanced leadership development for all staff of the organization. The desired future state of Kehillah will result in greater capacity to address issues of social good and stakeholder wellbeing. There are some arguments that the connection between the business case of nonprofit organizations and their commitment to acting in diverse and socially just ways, creates a climate for failure and is exacerbated by greater demands of public accountability, as well as reduced resources (Tomlinson & Schwabenland, 2010). It is critical to ensure the change process within Kehillah is inclusive, recognizing the various power structures involved in making the change and mitigating systemic inequities which might result during the change initiative (McCray, 2020). It is critical to see and address problems of power and to mitigate potential conflicts of interest when addressing issues within an organization (Lewin, 1947), especially since the change leader is typically directly connected to the change and its outcomes.

In implementing Solution 3, a collaborative approach will be applied, and diverse stakeholder input and engagement will be imperative to ensure effectiveness and uptake in the change process. Zeng and Xu (2020) highlighted that during times of change, employees' value to an organization is not only their work, but their innovative ideas, and Kehillah will consider the voices of all employees in its change process. Zeng and Xu (2020) also noted that if leaders wish for employees to implement and embrace change, they must consider individual needs and circumstances. This requirement aligns well with the preferred authentic-servant leadership approach to be used in the change process.

Ethical leadership is an especially important topic in this OIP in that Kehillah is a charitable organization, and the planned change process is being initiated and led by me as the current Chief Executive Officer with significant leadership influence. Brown et al. (2005) defined ethical leadership as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (p. 120). In examining this notion,

Lawton and Paez (2015) differentiated between the moral person in terms of honesty and integrity, and the moral manager in terms of modeling ethical behaviour and communicating ethical standards.

In my role as change leader, and acknowledging my inherent power, I must ensure I remain aware of equitably engaging employees in the process, and that their personal and professional leadership development remain the priority of the change. Although the change is intended to improve organizational performance and enhance capacity, as well as address issues of succession, those must not supersede the personal growth of those embarking on the change journey. It will be important to identify key qualitative and quantitative metrics to evaluate personal development as well as organizational culture change in Chapter 3's implementation, evaluation, and communication planning. Setting those metrics and goals, and applying measurement tools and assessment will ensure ethical, equitable, and effective approaches remain priorities. Conditions must be cultivated in which employees trust the leadership and the process must be considered fair and just, with a leader who is caring and honest, and who makes balanced decisions (Ehrich et al., 2015). Once again, these conditions and traits are seen in authentic and servant leadership, and can be viewed holistically through a systems theory framework in which each person identifies their role in creating an organizational problem (Senge, 1994).

### **Chapter 2 Summary**

Chapter 2 identified authentic and servant leadership as combined approaches to support the OIP and change process. Two change model options were discussed, with Lewin's three-step model selected as a suitable framework through which to lead the change. To augment analyses conducted in Chapter 1, Nadler and Tushman's (1980) OCM was applied to Kehillah and the PoP, identifying key targets for change in the OIP. Based on this further analysis and on the organizational readiness for change assessment presented in Chapter 1, three possible solutions for addressing the PoP were presented. The PDSA tool was then

identified to ensure the selected solution will be effectively conducted. Issues of ethical leadership, equity, and social justice were discussed, highlighting direct connections to the identified leadership approaches, my personal leadership lens, and Kehillah's organizational context. Chapter 3 will move planning and development into action, providing direction on implementation of the OIP, as well as evaluation and communication of the change initiative. The chapter will conclude with an examination of next steps and future considerations.

### **Chapter 3: Implementation, Evaluation, and Communication**

Chapter 1 of the Organizational Improvement Plan (OIP) presented Kehillah as an organization, including its history, current prevailing leadership approaches and organizational context, and outlined the Problem of Practice (PoP) to be addressed. My personal approach to leadership, and my positional agency as change leader were also shared. Through the use of a change readiness tool, Kehillah was determined to be well positioned for the change intended through the OIP. Chapter 2 highlighted a combined authentic-servant leadership approach to be applied within Lewin's three-step change model, and articulated a selected solution to address the PoP. In determining the 'what' to change, issues of ethics, equity, and social justice were also explored.

Chapter 3 examines 'how' Kehillah will change to address the PoP. A time and action focused implementation plan is provided drawing on a matrix of Lewin's three-step change model and Quinn's Competing Values Framework (CVF). Within the plan, roles and responsibilities are highlighted for key stakeholders. Once the plan is articulated, the application of iterative plan-do-study-act (PDSA) cycles is selected to assist in monitoring and evaluating the change initiative. Communication and sharing of information throughout the process is critical to successful adoption, and planning and tools are addressed later in the chapter. Finally, next steps and future considerations for optimizing Kehillah's leadership development reorientation are explored.

#### **Change Implementation Plan**

Previous chapters noted Kehillah's meaningful place in its local nonprofit ecosystem, and acknowledged that the intended change process is one that addresses changes involving tuning and adaptation (Nadler & Tushman, 1989). These types of change are incremental, and can be introduced in ways that do not entirely disrupt current activities or put team morale at risk. However, there can be a risk with incremental change that some steps are barely noticeable, making the change process seem stagnant. The process requires a strategic

approach, and Stroh (2015) discussed that the patience and persistence related to perceived time delays are necessary but rare, noting that reactions to feeling stalled are either to “become impatient and push for premature results or to give up too quickly” (p. 51). The change implementation plan must pay particular attention to ensuring meaningful steps are initiated, assessed, and support the process as it unfolds. This section of the chapter presents an implementation plan that highlights key components of the selected solution, providing necessary steps, timelines, and champions required to offer a collaboratively designed leadership development program with customization options. To secure the confidence and belief in the process by our various stakeholders, the implementation plan must demonstrate a high level of feasibility, and must clearly show how the gaps between the current state and future state will be addressed through the change, providing a clear path to achieving specific outcomes.

The plan must align with Kehillah’s values, be developed within the organization’s systems theory framework, and should apply combined authentic-servant leadership, which was identified as the preferred approach to support the solution. The plan must also account for overall organizational context and strategy. The plan should engage various stakeholders and must include measurable and achievable steps to build momentum. Ensuring employees feel connected to the process and to Kehillah is crucial since employee engagement contributes to organizational success (Memon et al., 2021).

### **Context for Change**

Kehillah’s systems theory approach relies on the interconnected relations between departments, staff, and volunteer board members. As such, those operating within the system will directly experience the impact of any changes that are implemented. In applying an authentic-servant leadership approach, it important to make sure the process is being done *with* them, and not *to* them, and to involve the immediate stakeholders in establishing and endorsing the necessity and the urgency for the change. When making changes to address the gap from

current state to future state, it is imperative to be mindful of any influence on what Senge (1994) and Stroh (2015) referred to as *creative tension*; what is and what can be. Those acting within an organization driven by systems thinking attempt to identify the difference between what they say they want and what they are actually doing (Stroh, 2015). This context is conducive for the incremental tuning and adaptation changes being undertaken, and the measured pace of Lewin's three-step model makes it an appropriate framework through which to steward the change.

Drawing on the strengths of the combined authentic-servant leadership approach to enable and steward the change, Kehillah's team will feel supported and empowered by me while initiating a process to implement the preferred solution of a collaboratively designed leadership development program with customization options. To implement the solution, it will be critical to cultivate trust and ownership of the process by staff in all roles. Servant leaders seek to make meaning for others, put subordinates first, and embrace diverse attitudes (Gotsis & Grimani, 2016). Authentic leaders foster positive work culture, and are sensitive to the needs and values of followers, and nurture psychological safety in followers (Hoch et al., 2018; Milic et al., 2017; Wang et al., 2014). The context of the current and anticipated leadership approaches support the nature of the preferred solution, and will enable me as lead change agent to empower and engage staff in the change process.

Kehillah's financial resources have been steady and strong for the last several years, its board governance and development has been a priority and has advanced, and the organization's reputation within its constituent community has been holding steady at a time when many organizations are experiencing significant challenges. Furthermore, the PESTE analysis (Cawsey et al., 2016) explored in Chapter 1 presented various external environmental factors that impact Kehillah's operations and service provision, and the conditions expressed frame the necessity and possibility for the change. As such, and in line with the readiness



assessment explored in Chapter 1, Kehillah is ready to begin implementing the change required to address the PoP and advance the OIP.

### **Change Planning and Identifying Priorities**

In addressing the desired change, Kehillah's steps will be mapped against components of CVF's core quadrants – *human resources, internal processes, rational economic, open systems* – and will be organized on a timeline aligned with Lewin's three steps – unfreeze, change, refreeze – indicating priorities, specific activities, and key constituents involved in and supporting the change. Applying Quinn's CVF presents a full-picture assessment, instead of a narrow view (Quinn & McGrath, 1982), and ensures Kehillah's change effort will impact multiple dimensions of the organization as the change is implemented. The OIP places a focus on collaborative leadership development in Kehillah, which includes cultivating an organizational culture of care, support, aspiration, and innovation. Applying CVF aids in tracking how the changes are impacting positive culture (Felipe et al., 2017), which will assist in the change, especially during the refreezing phase. Using a combined matrix of CVF quadrants and key elements matched with Lewin's stages creates a path for stakeholders to follow, and presents key milestones to drive next steps and to inform communication and feedback efforts.

The planning cycle for Kehillah is proposed to be implemented over two fiscal years, or twenty-four months. Kehillah's fiscal year runs September 1<sup>st</sup> through August 31<sup>st</sup> and implementing the change aligned with this timing is logical in that it can be tied to yearly budget, program activities, and allocation of staff resources, as appropriate. The unfreezing phase will be six months from September through February of year one, the *change* phase is planned for the next twelve months from March of year one through February of year two, and if the change is deemed to be gaining momentum and yielding results, refreezing will take place over six months from March through August of year two. Initial priorities involve cultivating the appetite for change, identifying and empowering change champions and participants, collecting data and

developing messaging to the process, and assessing the readiness for each particular part of the change.

Addressing the gaps and key concerns that have created the PoP and have been identified as critical to address for Kehillah and its constituents will require a collaborative process in which broad stakeholders must be involved. Placing strategic focus on leadership development is intended to enhance opportunities for staff, reduce burnout, cultivate internal confidence, and improve overall organizational culture and performance (Baba, 2015; Paton et al., 2007; Stahl, 2013). Strategy infers intention, and the OIP's application of Lewin's three-step change model combined with CVF will guide the process to include consideration of comprehensive factors, as well as set forth a manageable timeline and a commitment to the change.

This section continues with an examination of high-level planning within the three phases of Lewin's model. Table 2 provides more specific details about the planned change targets and timing, demonstrating the intersection between Lewin's model and the CVF quadrants. This approach ensures focus is maintained on a plan and related tactics that consider the systems theory orientation of Kehillah, and that there is balance within the quadrants. For example, the changes are not positioned as only internal or external, not solely reliant on financial resources but also not devoid of financial implications, and that the organization and its human resources are supported and motivated when reaching the refreezing stage.

### ***Unfreeze***

The first phase of Lewin's model involves identifying the need for change and cultivating support. The need for change must be evident, so there is no doubt about its importance (Hussain et al., 2018). Bakari et al. (2017) highlighted that "status quo is the main stage of driving and restraining forces where leaders and employees interact with each other as the former strives to break it and the latter to maintain it. Lewin proposed that the process of change

starts with the process of unfreezing the current state of organization” (p. 156). For Kehillah, this phase is planned for the first six months of year one, based on a September start date. At its simplest, the proposed solution of creating and implementing a collaborative leadership program would seem to be something to which the staff team would aspire. However, with such a diverse staff team in terms of experience, roles, and background, it is expected that there will be mixed response. In addition, the current success of the organization will not, on its own, highlight the need for change. In fact, as Kehillah continues to meet its goals and provide exemplary services and programs, calling for change becomes that much more difficult.

As identified in the detailed plan shown in Table 2, the unfreezing phase is focused on two key elements – cultivating awareness through education, and the recruitment and empowerment of champions and small working groups from both the staff and board. During this phase it will be critical to engage a breadth of stakeholders, and to foster trust and willingness by employing the prescribed authentic-servant leadership approach. This phase will require me, as CEO and change leader, to both lead and step back, knowing that there is a chance my positional power and agency might cause others to remove themselves from active participation. It will be important for me to provide opportunities for engagement, and to empower others to assist with or lead the education components, and steer the work groups. Setting strong monitoring and evaluation goals and processes will be necessary to drive and assess the change, and open communication will be essential in establishing goodwill through engagement and transparency. These items are addressed in later sections of this chapter.

### ***Change***

Once the appetite for change has been developed and the working groups have been recruited, the change can begin. Through the educational awareness research, as well as staff and board engagement, curriculum and tactics will be designed. For example, opportunities will be identified for staff to assume more active leadership responsibility despite hierarchical or departmental roles, and core topics in leadership development will be determined as key areas

of focus for training and staff meeting discussions. Next, the small working groups will come together, staff and board, to move the change forward and to ensure staff intentions and dedication align with board commitment of strategy and resources. As change champion, I will be directly involved in all processes. To cultivate staff engagement, I will empower others to assume more responsibility to ensure I am not the sole driver of the change, and that broader ownership is embedded in the process. This will not be a forced or coerced change. Rather, there will be strategic efforts to provide opportunities for the team to own the change and its outcomes.

The change phase will take place over twelve months spanning year one and year two. The process will involve the coalescing of a joint working group with staff and board members, and will implement the curriculum and tactics noted above. The pilot program will set a goal of engaging one-third of the staff team more intensively as early adopters and, at the same time, ensure the remaining staff members are exposed to aspects of the initiative in order to cultivate interest and acceptance. The change implementation will be guided and refined by PDSA cycles, which have already been discussed in this OIP and which will be highlighted when monitoring and evaluation are examined. Frequent and meaningful communication will be essential throughout the change, with a focus on transparency and on milestone achievements.

### ***Refreeze***

Lewin's refreezing phase only commits to the change once implementation has been well received and has resulted in improvement. In the case of Kehillah, different parts of the change might refreeze asynchronously. That is, efforts deemed to be successful and sustainable will be refrozen, while others might take longer to refreeze or might require additional PDSA cycles to guide them. Democratic decision making is critical in effectively refreezing the change once it has successfully occurred and once the change has been embedded into Kehillah's organizational culture (Burnes, 2020). Once again, the use of a combined authentic-servant leadership approach will support staff as they exercise their

democratic approval of the new state, in a sense endorsing refreezing once a change has successfully occurred.

As demonstrated in Table 2, the refreezing phase includes significant communication, recognition of the first cohort and planning for additional cohorts, commitment of budget and strategic priorities, and the embracing of a new organizational culture. As change champion, I must continue to encourage and support the working group, and must also connect the change to a new view for Kehillah. The change will be aligned with the systems that drive the organization, and it will be very important to highlight improvements to performance and culture through the implementation of the change. To ensure successful implementation I must keep the organization focused on, and aware of, the strategic management of the process. The next section addresses managing the transition, explores potential challenges, and comments on initial required resources.

**Table 2***Mapping of CVF Quadrants and Key Change Activities with Lewin's Three-Step Model*

<b>Lewin's Three-Step Change Model – Phases Specific Activities and Key Stakeholders Involved</b>			
<b>CVF QUADRANTS</b>	<b>UNFREEZE</b> (Year One: September – February)	<b>CHANGE</b> (Year One/Two: March-February)	<b>REFREEZE</b> (Year Two: March-August)
<b>HUMAN RESOURCES</b>			
<b>Staff</b>	<p>Survey team (individual and focus group) to assess appetite of staff, knowledge about current opportunities, and interest in both participation and leadership. Report on initial findings.</p> <p>Build leadership working group (to include staff of all hierarchical and functional areas). This should be a broad group, including those already participating in leadership development, as well as those who are not. This group will begin to form core offerings of a collaborative program, as well as identify opportunities for customization.</p>	<p>Working group will continue to develop and pilot core program, complete with customized opportunities. Curriculum to include small group education/lunch-and-learn sessions, case studies and online modules, mentoring sessions, cross-departmental/management opportunities. These will be built based on unfreezing phase data collection and surveying, and metrics will be set by the group in partnership with the CEO (me) and volunteer board delegates. A reasonable goal for the first pilot will be to engage one-third of the staff team intensively, and another one-third in less intense programming – creating an opportunity to develop goodwill and interest within that group without seemingly mandating participation.</p>	<p>Leadership development integrated into performance evaluation and staff recognition. Opportunities to share learnings in staff and board meetings. Collection of resources and assets established to assist other team members (and other organizations) in mapping future leadership development activities.</p> <p>Celebration of staff achievements and overall implementation of program.</p>
<b>Board Volunteers</b>	<p>I will provide education in terms of benefits (reduction of burnout, improved performance, enhanced organizational culture). I will cultivate an understanding of the cost/reward benefit to individuals, Kehillah, and service recipients/other stakeholders.</p> <p>Champions recruited to support the process in terms of governance, strategy, and budget.</p>	<p>I will continue to work with select delegates of the board as part of the working group, and members of the group will consistently report at board meetings on the uptake/ impact of the leadership development change initiative. Ensure through the change phase that leadership development is embedded in strategy and budget of Kehillah. Establish and measure metrics related to board activities and expectations.</p>	<p>Standing agenda item at board meeting, case studies are shared, staff engage with board to highlight impact. Connections are drawn between change initiative, improved organizational culture, and enhanced overall performance of Kehillah.</p>
<b>Other Stakeholders</b>	<p>Begin education process to build a culture of pride that Kehillah supports its team, and develops leaders to support organizational sustainability and service excellence.</p>	<p>Report to all stakeholders that the change is underway, and highlight benefits and challenges. Concrete pieces of the initiative will be prominent in electronic and print promotion/vehicles.</p>	<p>See above. Focus on data-driven evidence of improved service/program delivery, as well as enhanced organizational sustainability.</p>

<b>CVF QUADRANTS</b>	<b>UNFREEZE</b> (Year One: September – February)	<b>CHANGE</b> (Year One/Two: March-February)	<b>REFREEZE</b> (Year Two: March-August)
<b>INTERNAL PROCESSES</b>  <b>Organizational Culture &amp; Practices</b>	Gaps in strategic leadership development will be identified within Kehillah, and contrasted with practices of best-in-class organizations (similar sector and size). This will establish urgency, inspire 'unfreezing', and demonstrate risks/rewards – opportunity to excel contrasted with potential to fall behind or become irrelevant as an organization. A small staff working group will establish baseline measures of organizational culture ranking (i.e., critical categories, strengths, deficiencies). A repository of relevant information will be gathered by the working group for all phases and audiences, tailored for appropriate use.	Independent (small) group will be engaged to steward the organizational culture assessment started in unfreezing phase, and identifying best practices, opportunities, and barriers. This group will work with the leadership development working group to ensure the change initiative is embedded in the culture shift and that it is woven into Kehillah's strategic priorities and budget. The group should be comprised of a mix of staff and board members.  Again, consistent communication to broad stakeholders about Kehillah's culture shift and the benefit of staff leadership development activities will be of high priority.	Leadership development embedded as a measure in assessing program and service delivery, as well as staff performance. Expectations overtly articulated to cement leadership development as a key element of Kehillah's culture, and shared with internal and external stakeholders.  A source of pride and strength, lessons learned are shared broadly.
<b>RATIONAL ECONOMIC</b>  <b>Financial Resources &amp; Compliance Controls</b>	Connection between means and ends will be drawn for staff and board, marking evident shortcomings. It will be evident an unfreezing is required, noting the challenges and threats ahead if leadership development is not made a priority. Benefits within this quadrant will also be shared with broader stakeholders to demonstrate committed stewardship of donations from donors and other funders, and showing that Kehillah is not cannibalizing resources or redirecting them away from frontline services.	With the advancement of the change, as leadership development activities are proposed and embraced by staff and board, rational economic elements will become more aligned with the efforts. New budgets and performance metrics will reflect leadership development participation, staff performance evaluations will include leadership development components, and strategic priorities will embed these expectations into plans for Kehillah as an organization.	Budget for next fiscal year reflects leadership development activities, as do program and service plans. Staff invited to share knowledge with board at each board meeting.  Annual report demonstrates positive financial and service provision impact of leadership development, including narrative and financials.
<b>OPEN SYSTEMS</b>  <b>Innovation, Flexibility, External Orientation</b>	As part of the research and cultivation of appetite with staff and board, it is critical to identify which functions of Kehillah are appropriate for initial changes that will be both innovative and non-disruptive at the same time. Creating urgency should be balanced, flexible, and mapped as feasible in order to inspire participation.	Sharing of strategic embedding of leadership development at all levels of Kehillah and in all departments will be regularly communicated to broad stakeholders and in all materials (electronic and other). Profiles of participating staff to be highlighted.  Initiate knowledge-sharing with external funders and sector-similar organizations.	Development of infographics/collateral materials to be shared with broader community and other similar-sector organizations. Programs and services, as well as positive culture to be directly tied to the change effort. Refreezing to be set when Kehillah's culture IS one of growth and development in all areas.

Table 2 not only lays out the change journey as prescribed by Lewin, but also identifies a number of individual tactics and targets for change to drive Lewin's three-steps. By examining the components in each of the phases of Lewin's model and mapping them to the quadrants within CVF, the monitoring and evaluation plan discussed later in this chapter will be informed, and opportunities for specific communication efforts will come into focus. As such, this approach is deemed to be an effective plan for mapping the entire process, including implementation, monitoring and evaluation, and providing key elements for communication.

### **Managing the Transition**

The selected solution of a collaborative leadership development program is complex in that it requires full engagement by, and relies on support from, the targets of change – the staff team. Not only is there the need to cultivate feelings of urgency, but there is the additional need to recruit staff members to assume active leadership roles in the change process. As CEO, I have the agency to position the change as necessary and as leading to positive outcomes for the individuals and the organization. The aspirational future state should inspire the many different stakeholders it impacts (Krogh, 2018). My inherent and prescribed authentic-servant leadership approach will be effective at ensuring a breadth of voices are engaged, and that staff at all hierarchical levels and within various departments of Kehillah feel comfortable participating fully and honestly in our new approach to enabling and supporting them in their leadership journey.

### ***Understanding Stakeholder Reactions to Change***

As CEO and change leader, I must be mindful that not all stakeholders will be equally ready to embrace the change at the same time, which might lead to resistance (Armenakis & Harris, 2009). Resistive reactions are expected given the current composition of the staff team, and noting the legacy nature of Kehillah as an organization. Resistance to change, however, can be analyzed and used as a feedback mechanism, and can be applied in forming the process, content, and structures of the change initiative (Bareil, 2009; Ford & Ford, 2009).



Through reframing resistance and identifying the source(s) of resistance, the change process can be adjusted to address concerns earlier in the process, and in advance of progressing down an unsuccessful path.

Understanding that my professional position in the organization assigns me a level of expected influence (Cawsey et al., 2016), I must apply that influence constructively and also engage others in the process. It is critical to recruit a small but diverse group of staff and board members to partner in developing and promoting the change, as well as celebrating achievements and correcting deficiencies in the process. A mid-senior level staff member will be paired with a board member (possibly chair of the strategy committee) to steward the process, and to work in partnership with me, as CEO and change champion, to keep the process on track. Regular feedback loops will be intentionally built into the change process at all stages of the initiative. Burnes (2020) noted that democratic decision making is critical in effectively freezing the change once it has successfully occurred and has been accepted by the organization. Lewin argued for an ethical, fully participative approach to change, rather than trickery or coercion (Burnes et al., 2018), which aligns well with Kehillah's mission, vision, and values as a nonprofit organization. As such, the success of the change rests, in large part, with the performance of the collaborative team and the appetite of its members for the change.

Table 2 maps the evolution of the project across all of Lewin's three-step model, only committing the change as new practice once conditions and results are deemed appropriate. As well, Table 2 highlights key CVF quadrants that must be considered in order for results to resonate throughout all of Kehillah's departments, and with the organization's diverse stakeholders. The application of plan-do-study-act as a monitoring and evaluation tool will be discussed later in this chapter, and its use will guide the change activities iteratively to ensure testing, validation, and revisiting are done before an activity is deemed to achieve its intent. The small collaborative team recruited during the unfreeze phase will continue to manage the

change, with many defined check-in points and advanced sharing and communication opportunities scheduled over the twenty-four-month implementation period.

### ***Required Resources and Additional Supports***

The selected solution is focused on mobilizing the staff team toward a collaborative attitude toward leadership development, as well as Kehillah committing to a strategic approach to developing and supporting its human resources. As such, the change process is more about redirecting concentration and time, than requiring a complete restructuring or significant injection of additional financial resources. For the initial steps of the change, the main resource required is time. I must provide dedicated time to the small collaborative cohort to drive the research, surveying, and cultivating an appetite for change, and Kehillah's board of directors must support both the staff approach, as well as assign a key board volunteer to join the process.

### **Potential Implementation Issues and Limitations**

It has been noted in chapters one and two that the very cause of the PoP and driver of the OIP is the observation that Kehillah's staff team currently does not strategically or equally place focus on leadership development. There are risks to the implementation due to the fact the change type is incremental and, therefore, seemingly unnoticeable, so cultivating the urgency could be difficult. Furthermore, since immediate benefit might not be evident in the unfreezing stage, gaining momentum might prove challenging. As well, as noted earlier in the OIP, partial concerns related to the deficiency of leadership development in Kehillah and other small nonprofit and human service organization are directly connected to ever-increasing service demands (Firestone & Angela-Cole, 2016), which might make the seemingly elective nature of the change less of a priority for many.

The potential also exists for external stakeholders to surmise that financial resources are being diverted away from serving the core mission. This highlights the necessity to make effective and consistent communication a priority. It is important to support the change and to

concurrently mitigate risk to funding by connecting the change process to improved and innovative service delivery and enhanced organizational capacity (Despard, 2017; Witmer & Mellinger, 2016). Employing authentic-servant leadership within the organization and to the change process will place the needs of the staff team at the centre of the change, and will demonstrate a commitment from me and Kehillah to the well-being of those involved in the leadership development initiative (Greenleaf, 1998; Panaccio et al., 2015; Yadav & Dixit, 2017). This combined leadership approach will be essential for fostering the trust necessary for the change process to gain traction. Furthermore, ensuring the systems theory framework underpinning Kehillah's structure and operations will ensure the organization's interconnected and interdependent parts (Jung & Vakharia, 2019) are considered through each part of the change.

This section outlined a framework for implementing the change based on the selected solution. Lewin's three-step model positioned the change over a twenty-four-month timeframe, and CVF was used to ensure important elements remain in focus throughout the change process. Management of the transition was explored, including the anticipation of resistance, the necessary resources, and potential limitations. To advance the plan and ensure its short (unfreeze), medium (change), and long-term (refreeze) goals are achieved, strong monitoring and evaluation tools and processes must be applied. The next section discusses the change monitoring and evaluation plan, including the use of PDSA to guide and fine-tune the activities, and the setting of metrics against which to evaluate successful implementation.

### **Change Process Monitoring and Evaluation**

The selected solution in the OIP involves a collaborative approach to leadership development, including engagement of the staff team and volunteer board in the process, and providing broad access to the initiative complete with opportunities for individuals to customize the experience. The change initiative is equally balanced between being tactical and a process within itself and, at the same time, focused on changing Kehillah's overall organizational culture.

To assess the effectiveness of the change, as well as identify resistance or stalling points, it is critical to apply monitoring and evaluation throughout the process. Cawsey et al. (2016) acknowledged that assessing the impact of a change initiative requires a focus on measuring the process and the outcomes as they occur. Even if a change is deemed necessary, it is often challenging to implement, and the process and outcomes are not properly observed (Hall, 2013). It is therefore critical to monitor and evaluate both the process of implementation and the overall results of the change initiative to anticipate resistance, to keep the plan on course, and to assess the degree to which the change has been achieved.

With respect to the OIP, *monitoring* refers to tracking the process and results of the change implementation plan, and *evaluating* assesses the degree to which specific outcomes and metrics have been achieved (Markiewicz & Patrick, 2016). Gopichandran and Krishna (2012) noted that key differences between monitoring and evaluation are that monitoring is an ongoing surveillance of the change tactics and activities, and evaluation is “a process of episodic assessment of achievement” (p. 31) against established criteria. Furthermore, monitoring and evaluation starts as a process of monitoring the change implementation and then evolves into evaluation of the impact of the change (Gopichandran and Krishna, 2012). In order to monitor and evaluate the change, a functional and user-friendly tool such as plan-do-study-act (PDSA) must be used successfully and consistently.

### **Plan-Do-Study-Act**

As discussed in Chapter 2, plan-do-study-act (PDSA) will be applied as a tool to track the change process and its effectiveness. Elements to be tracked include successful change implementation activities, stakeholder sentiment while experiencing and participating in the change, and the degree to which targeted outcomes have been achieved. PDSA will assist in informing when it is an appropriate time to move from Lewin’s model’s unfreeze phase to the change phase and, finally, identifying when it is time to effectively refreeze components into the future state.

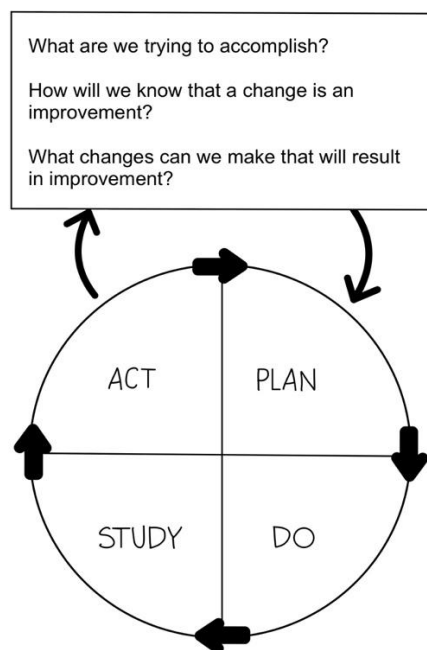
PDSA is an appropriate tool to apply with the types of change being targeted, notably tuning and adaptation (Nadler & Tushman, 1989). Both types of change are incremental in nature, and PDSA provides for continuous improvement while concurrently assessing the effectiveness and correct orientation of the steps of the change plan in real time (Leis & Shojania, 2017). Furthermore, PDSA is more effective within a participative context (Walley & Gowland, 2004), and provides opportunities to engage stakeholders throughout the process in terms of assessing the experiences and feelings of staff and others as various activities in the change are conducted. As such, using PDSA to monitor and evaluate the change process and outcomes will create opportunities for me, as change leader, to build engagement with the staff team, as well as assess comfort levels for moving onto future steps. The nurturing focus of servant leadership (Greenleaf, 1998; Panaccio et al., 2015) and the empowerment, self-awareness, and motivating factors of authentic leadership (Mehmood et al., 2016; Milic et al., 2017) are supported by PDSA, thereby aligning with the OIP's prescribed authentic-servant leadership approach.

Speroff and O'Conner (2004) noted that the PDSA model "advocates the formation of a hypothesis for improvement (Plan), a study protocol with the collection of data (Do), analysis and interpretation of the results (Study), and the iteration for what to do next (Act)" (p. 17). Monitoring and evaluation of Kehillah's change within the OIP will involve cross-referencing PDSA with the activities in each step of Lewin's model, and will consider the CVF quadrant items highlighted in the change implementation plan shared earlier in this chapter. Moving forward from unfreeze to change to refreeze will be dependent upon a minimum of two PDSA iterative cycles per step indicating if and when conditions are appropriate to advance to the next step. No advancement in the plan will be recommended until minimum experience (qualitative) and outcome (quantitative) thresholds have been achieved. As seen in Figure 3, the PDSA cycle is continuous and frames key questions throughout each stage of the process by guiding change leaders and participants to think about questions like: *What are we trying to*

*accomplish? How will we know that a change is an improvement? What changes can we make that will result in improvement?* (Speroff & O'Connor, 2004).

### Figure 3

#### Sample PDSA Cycle and Guiding Questions



*Note:* Reproduced from Speroff and O'Connor (2004)

As the elements of implementation are initiated, the use of PDSA cycles will assist in guiding and fine-tuning each step to ensure success has been achieved in that activity. Only once two or more PDSA cycles have been applied, will the next step be deemed suitable. This approach will ensure there is an assessment of success, as well as an assessment of resistance at each stage before moving forward. This process will mitigate potential missteps during the process that might set back the change effort, or result in unintended consequences.

### Tracking and Assessing the Impact of the Change

The next section presents a monitoring and evaluation plan highlighting Kehillah's tactical activities within each step of Lewin's three-step model, and sets out both quantitative achievement goals and qualitative sentiment goals. The specific activities of the implementation

plan such as establishing committees, developing curriculum items, conducting presentations, establishing budget and human resource commitment from the board, and more will be monitored and evaluated. In addition, during each step, staff and board experience, stakeholder satisfaction, organizational culture, and community reputation will be assessed in order to collect data about how the changes are resonating with those directly involved in or connected to the process itself, and not only the outputs and outcomes.

To connect the monitoring and evaluation process to the change implementation plan shared earlier in Chapter 3, it is critical to consider the activities in each step of the process, as well as the organizational culture and climate as the change effort unfolds. This is especially necessary to support the chosen framework for the OIP of Lewin's three-step model so that it is clear when to move from step to step. Premature advancement of the change before the team is ready can yield disastrous results or, at a minimum, result in change that is short lived and inconsistent (Batras et al., 2014).

Table 3 articulates the activities within each step of the change implementation, the activities to be conducted before moving to the next step, and minimum qualitative criteria to consider the change to be successfully embraced by those engaging in the process. This approach builds on the benefits of using an authentic-servant leadership approach, and will provide useful information for the communication plan and tools discussed later in this chapter. Providing stakeholders with meaningful updates about the positive benefits of the change, while also providing updates on tangible and measurable outcomes, will aid in cultivating support and driving the process toward the refreezing stage. This especially holds true for those most directly engaged in the change process, providing me as the change leader with key opportunities to demonstrate transparency, share an openness to feedback, and highlight quick wins which should fuel staff and board motivation. Monitoring and evaluating the process in real time, as opposed to evaluating only as an end result, will provide the collaborative group and me with opportunities to pause, fine tune, or speed up along the journey.

Table 3

*Mapping Monitoring and Evaluation Process and Targets Within Lewin's Three-Step Model*

<b>Lewin's Three-Step Change Model – Phases Monitoring and Evaluation</b>			
	<b>UNFREEZE</b> (Year One: September – February)	<b>CHANGE</b> (Year One/Two: March-February)	<b>REFREEZE</b> (Year Two: March-August)
<b>MONITORING</b>	Working committee of 4-6 members (combined staff and board) established.	The working group will apply a checklist to ensure key elements of the change implementation plan are executed well and in a timely manner. These elements include continuation/expansion of the committee, curriculum development, board education sessions, and inclusion of the change in the budget.	Leadership development plan and supporting committee continue with regular feedback and communication to internal and external stakeholders.
<b>Quantitative/ Results Focus</b>	Meeting schedule planned during the unfreeze step.		
<b>Qualitative/ Experience Focus</b>	Survey team (individual and focus group) to assess appetite of staff, knowledge about current opportunities, and interest in both participation and leadership. Report on initial findings. Content will address attitude toward change and the process, and aim to identify champions and resisters.  Progress on both quantitative and qualitative outcomes/feedback will be consistently shared with staff and board to identify when to move to change step. Plan will also be embedded in communication to broader stakeholders.	Internal and External communications report and messaging will be developed to keep the process on track and to continue establishing buy-in from a variety of stakeholders. Levels of engagement of staff, board, and community stakeholders will be monitored through feedback opportunities like surveys, focus groups, and one-to-one conversations.	Checklist continues to be used to determine if inputs and outputs align and if the process has embedded into organizational practice. Programs, services, and budget all demonstrate the change has been implemented and remains a focus. Leadership development requirements are embedded in staff evaluations.  All communications include opportunities to survey if the change is being well-received and yielding favourable results and support.
<b>EVALUATION</b>	Successful initiation of committee. Regular meetings and update sessions occur as planned. Broader support is deemed to be ready and with little identified resistance.	The checklist will continue to demonstrate completed tasks as per the implementation plan, and will be shared with different audiences on a regular basis. 80% completion rate with 100% of the tasks either completed or underway will be deemed successful. Advancement to next step will not occur without meeting these metrics.	Leadership development has a set budget as per the committee's determination. The change is regularly featured in articles and is evident in the strategic plan of Kehillah.
<b>Quantitative/ Results Focus</b>			
<b>Qualitative/ Experience Focus</b>	Committee reports at least 80% positive endorsement of the process and its intention. Direct stakeholders report at least 80% in support of the urgency for change and the endorsed plan. Repeat PDSA cycles will be aimed at yielding 90% satisfaction rates.	Satisfaction rates with the process and levels of confidence with the leadership development program will be assessed, and must rate 90-100% before moving to the next step.	Through survey and feedback opportunities, internal and external stakeholders report 90-100% in satisfaction with and support for the change.



The monitoring and evaluation plan for the OIP is intentionally focused on tactical interventions combined with how the targets of change, primarily the staff with secondary focus on the volunteer board members, experience the change. This aligns with the preferred authentic-servant leadership model, as well as the systems theory framework that underpins Kehillah. Through monitoring and evaluating direct outcomes as well as placing value on the process of achieving the outcomes, staff will not only see tangible impact, but will also feel empowered in the process. This will assist with achieving support for the change, and advancing the initiative through Lewin's three-steps, ultimately cultivating the appropriate conditions for the final refreezing step. In addition, deploying a holistic approach that considers not only the desired change, but accounts for the organization as a whole including its competing and complementary parts, will serve Kehillah well in demonstrating to its broad stakeholders how its overall system will be impacted by the change. Applying a minimum of two PDSA cycles will enable me as leader, in partnership with our working committee, to arrive at a process and outcomes which are more likely to be successful, and which learn from previous and ongoing efforts.

Monitoring and evaluating the change implementation provides an iterative path to success for Kehillah. Doing so assists in stewarding the process and gathering data about when and how designated milestones are achieved, as well as how various stakeholders feel at the time of execution. A successful change effort, especially one that is focused on motivating people and operating through an authentic-servant leadership approach, requires strategic communication with its stakeholders (Barret, 2002; Saruhan, 2014). It is critical to keep those connected to Kehillah informed and up to date about the change, what it is, why it is being attempted, and how it is progressing (Cawsey et al., 2016). The next section notes the critical need for transparent and effective messaging, and explores the type of communication, the targets of communication, and the purpose of communication needed to support the OIP.

### **Plan to Communicate the Need for Change and the Change Process**

The OIP is primarily a human resource and behavioural realignment initiative. The change implementation plan is focused on engagement of staff and board as key drivers of the process, and the monitoring and evaluation plan is aimed at assessing attitudes and sentiment as much as activities and outcomes. Another critical element of the OIP is its intended impact on the overall organizational culture of Kehillah, which will benefit from fulsome engagement of staff and volunteers, as well as transparent and timely communication. Lewis (2019) noted the incredibly important role and problematic nature of communication practices in how an organization conducts itself, and commented that “organizations are socially constructed largely through the communicative interactions of internal and external stakeholders” (p. 7). This is certainly accurate with respect to Kehillah as a systems driven, nonprofit human service organization.

Lewis (2019) acknowledged that there are divergent and conflicting demands placed on nonprofits by stakeholders, making clear and inclusive communication important for success of the change initiative. It is common for stakeholders to communicate with one another as they experience the initiative. As they undergo the experience and imagine how the change will impact them directly, it is common for them to “jointly or individually mobilize to accept, support, resist, or alter the path of the change efforts” (Lewis, 2019, p. 12).

This section discusses a number of communications purposes, targets, and messages related to the OIP, with the understanding that “as communication shortcomings escalate, so too do downstream implementation difficulties” (Cawsey et al., 2016, p. 265), providing incentive for Kehillah to communicate effectively throughout the change process. Consistent, strategically worded, well executed communications also demonstrate the preferred authentic-servant leadership approach, in that these efforts establish a sense of trust, fairness, and confidence in the change leader, and build interest and enthusiasm in the proposed change (Cawsey et al.,

2016). In applying Lewin's three-step model for change, the first step in the unfreezing is to establish an understanding of, and enthusiasm for, the need for change.

### **Building Awareness of the Need for Change**

The OIP addresses the lack of intentional and strategic leadership development in Kehillah, and creates the opportunity to improve organizational culture and overall performance by making change. Establishing awareness of the need for change is reliant on cultivating creative tension (Senge, 1994; Stroh, 2015), through which Kehillah and its stakeholders will be motivated to initiate change by establishing where they are compared to where they want to be, and to what they want. Furthermore, within a systems theory framework, individual employees identify the role they might play in creating or providing energy to a problem, and are challenged to note ways in which they might be part of the remedy.

As the change leader applying a combined authentic-servant leadership approach, I must work with the committee established in the unfreezing step of the implementation plan to ensure broad communications are focused on multiple internal and external stakeholders. Nelissen and van Selm (2008) referred to a study in which employees reported opinions about their organization at the introduction of a change (the unfreezing phase), as well as several months after implementation of the change (the refreezing phase). It was determined that in most cases the test employees' opinions trended from negative (during unfreezing) to positive (during refreezing). This further highlights the critical importance of communicating the need for change within diverse stakeholder groups from the outset.

Chapters 1 and 2 confirmed Kehillah's readiness for change, and it is important that strategic communications leverage this readiness by challenging the status quo and demonstrating the benefits of change outweigh any negatives that might be experienced in the process (Batras et al., 2014). If conducted successfully, the next two steps of Lewin's model will be well supported by a solid foundation of purposeful and inclusive change, and the organization will identify the need for change as necessary and, ultimately, beneficial. This

cultivation of purpose and need must include sharing of information about the need for change, and must also request feedback from diverse stakeholders as described in the implementation plan and the monitoring and evaluation plan.

Seeking information and feedback from those directly impacted by the proposed change will provide valuable information at the *unfreezing* step, while also underscoring my authentic-servant leadership approach and building trust with those deemed to be most impacted by the change. Although consistent communication messages and tools are necessary, it is also critical to customize the tools and precise content being shared or requested so that the messaging resonates with diverse stakeholder groups. The OIP requires engagement and endorsement from several groups, both internal and external. There are many stakeholders involved in the change process throughout all steps. As change leader, I have identified in the next section several critical sub-groups, and have noted messaging, tools, purpose, and timing in the process.

### **Tailored Communication for Specific Groups**

The OIP aims to engage the staff team, with volunteer board support, in strategic and intentional leadership development. Given the scope and limited timing of the OIP, these two groups are the primary internal stakeholders, and the broader Jewish community and philanthropic support base for Kehillah, including program participants and service recipients, comprises the primary external stakeholder group. As noted earlier in this chapter, overall messaging should be consistent, but must be tailored for specific groups in terms of timing, content, and platform/vehicle. As well, as demonstrated in Table 4, each group will be engaged and informed throughout all of Lewin's steps with distinct purposes of collecting information, sharing information, and broadcasting process successes and challenges.

### **Staff Team**

The staff are the key targets for change, and the OIP requires a small working committee to be recruited in which most are staff members, and some are volunteer board

members. Formation of this group is essential to the success of the change since I will partner with the committee to lead and implement the change. There must be a balance of communicating broadly with the entire staff team, and in more detail with the working committee. There is a risk that the differential in perceived (or actual) power and access to information might negatively impact the change process. This is why mechanisms like surveys, focus groups, and full staff town hall sessions during which two-way communication (Saruhan, 2014) can occur must be part of the communication plan. Applying these tools will ensure we are not simply pushing out information, but also collecting feedback. In addition, collecting information from the staff team throughout the process will assist in assessing if the team is engaged in the process, or simply going through the motions.

There must also be regular communications between the working group and the entire staff team, as well as strategic communications from me, as CEO, and from the volunteer board leadership to demonstrate a commitment to transparency and open lines of communication throughout the process. Timely and informative sharing and requests should come directly from management and senior leadership so that employees need not rely on rumours for information (DuFrene & Lehman, 2014). The OIP will be positioned as a tangible way to support the current and future growth of the staff members individually and as a team. The messaging must be clear that this initiative is not due to any specific deficiency but, rather, is geared to support and acknowledge the challenging work Kehillah's team does to serve others, and the tools and energy required to do the work.

### ***Volunteer Board of Directors***

The board members hold fiduciary responsibility for Kehillah, as well as place focus on overall health of the organization. As such, it is important to provide ongoing updates about the change process, noting the board's involvement in the working group, in setting and supporting a future budget for the efforts prescribed in the OIP, and in sharing a unified message with broader stakeholder groups. Communication will be consistent and frequent throughout the

entire change and all three steps of Lewin's model. This group will also be engaged in providing feedback and information through surveys, focus groups, and face to face presentations. The working committee will provide updates and engage in discussions, alongside me as change leader.

In many organizations it is difficult to maintain the distinct difference between governance and operations, and Kehillah occasionally experiences this overlap. To mitigate this concern, communication content and purpose will be mindful of reinforcing the different roles. Doing so will ensure greater opportunities for success by not proposing ambiguous expectations. Rather, specific requests for and sharing of information will be tailored through a governance lens for the board, and through an operations lens for the staff.

### ***Broad Community Stakeholders and Philanthropic Supporters***

Kehillah is supported by, represents, and serves a very broad and diverse stakeholder base. Communication regarding the change for this group, however, differs from the internal groups noted above. This broad group will likely be concerned with two areas: *How, at all, will the programs or services I use be impacted? Or will this divert my philanthropic support away from direct service programs – will impact be compromised?* It will therefore be necessary to address these two key areas in communication content, and to provide education about the intended positive results of the change, paying particular attention to upgraded services and enhanced staff skills and capacity, as well as increased overall efficiencies and community reputation.

### **Communication Tools and Timing**

To be effective at sharing the message, appropriate tools and timing must be used, ensuring frequent, stakeholder appropriate communication and feedback opportunities are embedded in the communications plan and are informed by the monitoring and evaluation plan. Tools must include two-way opportunities for communication like surveys, as well as more engaging platforms like video messages and progress dashboards. The tools must vary to include

preferred consumption methods for key sub-groups of stakeholders, including those who prefer print, those who prefer social media, and those who prefer more active content like videos or virtual education sessions. Kehillah will also be able to provide case study information to be communicated and feature staff members who have benefited from the change, and who have enhanced their abilities to better serve those in need. These messages will build bridges with the broader stakeholder group, as well as demonstrate the effectiveness and the successful path toward and adoption of the change.

As shown in Table 4, message content, timing, and tools will be aligned with the needs of each of Lewin's steps, and will be connected to the change implementation plan and the monitoring and evaluation plan. This process begins with a small group engaging in the work over a two-year period, which lays the foundation for successive cohorts to continue in a future state that looks different after the refreezing occurs. The process cannot overlook the estimated one-year period of change between the unfreezing and refreezing steps. While the cultivating the appetite for change is essential for the change to gain momentum, and assessing the timing related to committing the change as the new (future) state, the work being done and the maintenance of the change process between the two is where much of the initiative can either fail or move toward success. Communication during this period of time will be focused on celebrating achievements, highlighting challenges that have been overcome, educating about best practices, and admitting setbacks, especially if remedies have been found. Table 4 identifies examples of key communications activities within each step, purpose for the communication, and notes tools and frequency/timing. Table 4 also continues with the understanding that some items are qualitative, or experience driven (Denny & Weckesser, 2019), and some are quantitative, or outcomes driven.

**Table 4**

*Communications Plan Within Lewin's Three-Step Model*

<b>Lewin's Three-Step Change Model – Phases Communications Plan</b>			
	<b>UNFREEZE</b> (Year One: September – February)	<b>CHANGE</b> (Year One/Two: March-February)	<b>REFREEZE</b> (Year Two: March-August)
<b>Quantitative/ Results Focus</b>	<p>Communicate the concept of the change with the staff team and board, seeking participants for the working committee through staff meetings and frequent electronic updates. Form committee based on interest and composition needs.</p> <p>Survey team to assess appetite of staff to engage in more leadership development activities, knowledge about current opportunities. Report on initial findings. Content will address attitude toward change and the process, and aim to identify champions and resisters. Surveys, face-to-face focus groups, staff, and board meetings.</p>	<p>Establish internal and external audience dashboard reporting. Communicate on a set schedule (every two months) to update on progress. Tailor message and tools/vehicles for diverse audiences. Leverage for philanthropic support as reasonable.</p> <p>Share highlights of curriculum and provide feedback opportunities for set stakeholders – partner agencies, funders, service recipients. As staff engage in the leadership development material, it will be valuable to determine if they are perceived to be providing better services and programs.</p>	<p>Leadership development plan and supporting committee continue with regular feedback and communication to internal and external stakeholders.</p> <p>Checklist continues to be published and used via different tools to demonstrate progress with the initiative. Service recipient/program participant satisfaction levels will be canvassed and shared broadly.</p>
<b>Qualitative/ Experience Focus</b>	<p>Progress on both quantitative and qualitative outcomes/feedback will be consistently shared with staff and board to identify when to move to change step. Plan will also be embedded in communication to broader stakeholders.</p> <p>Ensure regular social media content to highlight progress, feature staff, and educate broader stakeholders about the change and potential benefits of enhancing organizational skills and capacity.</p> <p>Consistent agenda item at staff and board meetings.</p>	<p>Internal and External communications report and messaging will be developed to keep the process on track and to continue establishing buy-in from a variety of stakeholders. Levels of engagement of staff, board, and community stakeholders will be monitored through feedback opportunities like surveys, focus groups, and one-to-one conversations.</p> <p>Continue to celebrate the process with the committee and overall staff and board, communicating when key milestones are achieved such as curriculum developed, staff leaders appointed, etc.</p> <p>Consistent agenda item at staff and board meetings.</p>	<p>All communications include opportunities to survey if the change is being well-received and yielding favourable results and support.</p> <p>When deemed ready to refreeze, solicit feedback and endorsement from the community at large via surveys and select focus groups.</p> <p>Final report to be presented by the working committee. Different presentations for internal (board) and external audiences.</p> <p>Consistent agenda item at staff and board meetings.</p>



The communications plan will be fluid depending on results, opportunities, and points of resistance. Appropriate messages, messengers, and tools will be used to ensure maximum impact. For example, it is important for me in my organizational and change leadership capacity to present certain high-level messages to demonstrate transparency and to inspire the change (DuFrene & Lehman, 2014; Saruhan, 2014), while it will be equally important for the working committee to provide messaging at various times directly to the broader staff team. Reiterating an important point from earlier in this chapter, frequent, honest, and informative communication must be provided throughout the entire change process. As well, vertical communication (downward and upward) must be a model that shapes Kehillah's efforts, providing information that is shared from senior leadership, but also providing opportunities for those who reside in lower hierarchical positions to share updates, ask questions, and comment on their experiences with the change effort (Saruhan, 2014). By engaging a breadth of stakeholders in ways they are accustomed to consume and share information, the process is less alienating and more inspiring to them. Through this sensitivity and awareness, Kehillah will be more successful at collecting and sharing information, and ultimately making the desired changes in partnership with the staff and board.

### **Chapter 3 Summary**

Chapter 3 has brought together the contextual and analytical pieces of the previous chapters, leading to the articulation of the OIP's change implementation, monitoring and evaluation, and communication. All strategic components are framed within Lewin's three-step change model, and apply a combined authentic-servant leadership approach. The change plan is based on the preferred solution of a collaborative leadership development program designed with customization options, and Kehillah's existing systems theory framework is considered throughout.

In order to steward the process to successful delivery, a monitoring and evaluation plan was shared, complete with key communications planning concerns during each step and phase

of the change. In addition, stakeholder groups were identified based on their direct or indirect involvement in the change and appropriate tools, messages, and timing for relaying and collecting information were noted. Finally, the strategic necessity to intentionally plan, track, measure, and communicate about the change was acknowledged, positioning the change effort for success.

### **Next Steps and Future Considerations**

The OIP falls within a two fiscal year scope and is intended to be a pilot initiative upon which future cohorts can build and refine. As written, the plan provides for an opportunity to empower staff of all functions and at all levels to partner with me as CEO and change leader, as well as with Kehillah's board of directors. This will lead to a different approach to building staff and organizational capacity, and will hopefully cultivate a climate of innovation, respect, and renewed commitment.

Next steps include continuing with monitoring and evaluating the change process and ensuring the refreezing is well timed and is holding steady. Plans to continue enhancing leadership development will be considered based on lessons learned, and those lessons will be shared with external colleagues and with internal audiences. Based on our learnings, Kehillah will determine the best leverage for use of testimonials, process documents, and reports from the working committee. It is my hope that the OIP will be applicable to other small nonprofit human service organizations, and that knowledge will be mobilized and shared. Exploring the application of the OIP to other organizations stands out as a focus for future areas of research and action. This is especially interesting in that the OIP and its defined leadership approaches and selected change model were determined, in large part, by Kehillah's organizational context and culture. While the OIP's overall intention and prescribed steps should resonate with a diverse group of organizations, there will certainly be nuances to consider within each individual case, and this will provide additional avenues for academic and practical inquiry.

It will also be important to determine budgetary and service delivery impact and evaluate whether there is meaningful return on investment. Despite seeming like a straightforward training program, the OIP requires significant time and social capital from staff, board, and me as CEO and change leader, and Kehillah must determine measures through which value of the change can be assessed. Additional future considerations include the ability to continue the change in its new state, thoughts about what to do once all staff have made the initial change – does this change continue to evolve and upgrade, or is a baseline established and once achieved, the focus shifts to maintaining the status quo? Another future consideration for research is an exploration of the faith-based nature of Kehillah, and a determination of whether the core values infused by this element of Kehillah's purpose influence how the change is conducted, and how it is viewed. This can hold true for exploration of other organizations underpinned by faith, including a comparison with Kehillah.

A final consideration is whether the OIP positions Kehillah as a training and knowledge hub for other nonprofits and, if so, what does that mean for its core business? As Kehillah engages in the change process and shares its learnings along the way with other organizations, it not only enhances its own capacity but enables others in the sector to redefine their culture and leadership. Investing more time and resources in developing employees as leaders and cultivating a positive organizational culture leads to improved retention and, ultimately, improved services and programs (Selden & Sowa, 2015).

### **OIP Conclusion**

This organizational improvement plan (OIP) focuses on the importance of leadership development within a small nonprofit human service organization. The OIP is relevant not just for Kehillah, but for smaller organizations in the nonprofit sector as a whole, especially noting that a lack of intentional leadership development is likely to lead to poor succession planning, uninspired program and service provision, and deficient staff capacity and commitment. By placing leadership development as an intentional strategic imperative, and by including the staff team and the volunteer board in shaping the process and desired outcomes, small human service nonprofit organizations will improve their odds for stronger performance and enhance operational strength.

This OIP provides a blueprint for assessing an organization, determining the preferable leadership approaches and change models to engage staff and volunteers in the leadership development process, and implementing, monitoring, evaluating, and communicating the change to diverse stakeholders. The use of PDSA iterative cycles throughout the process will be helpful for any organization, especially ones that make incremental changes toward a desired goal and whose key change types are tuning and adaptation, as noted in Chapter 3. Although the PoP stems from Kehillah as an organization and the OIP is developed based on factors specific to Kehillah's context and unique factors, the plan and tools provided will be helpful for any small nonprofit looking to improve its culture, develop its staff team, and provide greater capacity and improved performance to its constituents.

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### Appendix A: Readiness-for-Change Questionnaire

Readiness Dimensions	Readiness Score	Kehillah Score
<b>Previous Change Experiences</b>		
1. Has the organization had generally positive experiences with change?	If yes, Score +1	+1
2. Has the organization had recent failure experiences with change?	Score -1	n/a
3. What is the mood of the organization: upbeat and positive?	Score +1	+1
4. What is the mood of the organization: negative and cynical?	Score -2	n/a
5. Does the organization appear to be resting on its laurels?	Score -1	n/a
<b>Executive Support</b>		
6. Are senior managers directly involved in sponsoring the change?	Score +2	+2
7. Is there a clear picture of the future?	Score +1	n/a
8. Is executive success dependent on the change occurring?	Score +1	+1
9. Has management ever demonstrated a lack of support?	Score -1	n/a
<b>Credible Leadership and Change Champions</b>		
10. Are senior leaders in the organization trusted?	Score +1	+1
11. Are senior leaders able to credibly show other how to achieve their goals?	Score +1	+1
12. Is the organization able to attract and retain capable and respected change champions?	Score +2	+2
13. Are middle managers able to effectively link senior managers with the rest of the organization?	Score +1	+1
14. Are senior leaders likely to view the proposed change as generally appropriate for the organization?	Score +2	+2
15. Will the proposed change be viewed as needed by the senior leaders?	Score +2	+2
<b>Openness to Change</b>		
16. Does the organization have scanning mechanisms to monitor the environment?	Score +1	+1
17. Is there a culture of scanning and paying attention to those scans?	Score +1	+1

18. Does the organization have the ability to focus on root causes and recognize interdependencies both inside and outside the organization's boundaries?	Score +1	+1
19. Does "turf" protection exist in the organization?	Score -1	-1
20. Are the senior managers hidebound or locked into the use of past strategies, approaches, and solutions?	Score -1	n/a
21. Are employees able to constructively voice their concerns or support?	Score +1	+1
22. Is conflict dealt with openly, with a focus on resolution?	Score +1	+1
23. Is conflict suppressed and smoothed over?	Score -1	n/a
24. Does the organization have a culture that is innovative and encourages innovative activities?	Score +1	+1
25. Does the organization have communications channels that work effectively in all directions?	Score +1	+1
26. Will the proposed change be viewed as generally appropriate for the organization by those not in senior leadership roles?	Score +2	+2
27. Will the proposed change be viewed as needed by those not in senior leadership roles?	Score +2	+2
28. Do those who will be affected believe they have the energy to undertake the change?	Score +2	+2
29. Do those who will be affected believe there will be access to sufficient resources to support the change?	Score +2	n/a
<b>Rewards for Change</b>		
30. Does the reward system value innovation and change?	Score +1	+1
31. Does the reward system focus exclusively on short-term results?	Score -1	n/a
32. Are people censured for attempting change and failing?	Score -1	n/a

<b>Measures for Change and Accountability</b>		
33. Are there good measures available for assessing the need for change and tracking progress?	Score +1	n/a
34. Does the organization attend to the data that it collects?	Score +1	+1
35. Does the organization measure and evaluate customer satisfaction?	Score +1	+1
36. Is the organization able to carefully steward resources and successfully meet predetermined deadlines?	Score +1	+1
<b>The scores can range from -10 to +35</b>		<b>+30</b>
The purpose of this tool is to raise awareness concerning readiness for change and is not meant to be used as a research tool.		
If the organization scores below 10, it is not likely ready for change and change will be very difficult.		
The higher the score, the more ready the organization is for change. Use the scores to focus your attention on areas that need strengthening in order to improve readiness.		
Change is never "simple," but when organizational factors supportive of change are in place, the task of the change is manageable.		

*Note:* Questionnaire from Cawsey et al. (2016). Completed by CEO for initial assessment.