



Neighborhood House Association

"A neighbor you can count on...since 1914"



Managing the Team in a Black Belt Transformative Process

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President and CEO



About NHA

- NHA is one of the largest social service agencies in San Diego.
- Last year we celebrated 110 years of service to the San Diego community!
- NHA has an employee base of over 800 and we have over 120 locations.
- NHA operates over 28 programs which range from early childhood education, youth development, mental health services, senior services, and more.
- NHA is the Head Start grantee for San Diego County, educating approximately 4,000 families yearly.
- NHA's Nutrition Services program prepares and delivers nearly 1 million meals each year.



Change History

- In 2006, NHA's President and CEO had a 33-year tenure.
- The corporate culture was in disarray.
- NHA's service footprint was much larger than the current footprint under my leadership.
- Manual systems were still being utilized.
- The Executive Leadership Team was in transition.



Managing and Overseeing Change

- Remain nimble - have the ability to shift gears quickly
- Paint a picture on a blank canvas
- Change is a process- layout the road map (Create a vision)
- Execute the plan (Execution is key)
- Nimble and flexible leaders realize change is inevitable
- Get ahead of “bad news” and respond effectively
- Assess high risk areas (Reduce your risks)



Effective Leadership During Change

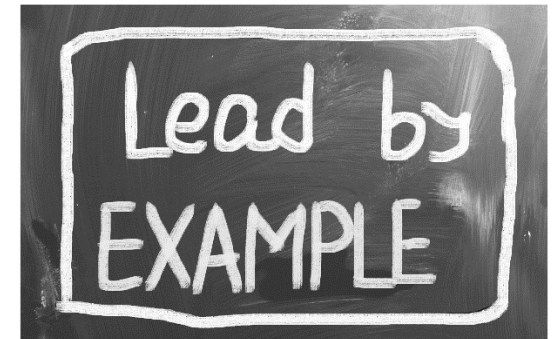
- Develop a common touch with the people around you (i.e. key stakeholders and direct reports). Everyone should be on the same page.
- Develop a personal style that enables others to relate to you – but there is a delicate balance you must maintain.
- Different situations call for different leadership styles: captain, coach, cheerleader.
- Practice makes perfect: work at being nimble everyday to become good at it.



Live Your Creed

By Langston Hughes

I'd rather see a sermon than to hear one any day.
I'd rather one walk with me than just to show the way.
The eye is a better pupil and more willing than the ear.
Advice may be misleading but examples are always clear.
And the very best of teachers are the ones who live their
creed,
For to see good put into action is what everybody needs.
I can soon learn to do it if you let me see it done.
I can watch your hand in motion but your tongue too fast
may run
And the lectures you deliver may be very fine and true
But I'd rather get my lesson by observing what you do.
For I may misunderstand you and the fine advice you give
But there's no misunderstanding how you act and how
you live.



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