**Transcript**

Copy of Updated Spring Forward Podcast Ep 4.mp3

**Spring Richardson Perry 00:25**

Welcome to the Spring Forward podcast.

I'm your host, Spring Richardson Perry, the organizational change agent that is going to help your business achieve the excellence you desire.

If you're a business leader looking to take your business to the next level or simply looking for new ways, to spring your business forward then this is the podcast for you.

So let's get down to business and spring forward into excellence.

**Spring Richardson Perry 01:26**

Welcome guys to the Spring Forward podcast and it is your host, Spring Richardson Perry and today I have the lovely Dr.

Karen Hills prudent with me and we are talking about mastering management effective leadership strategies.

So doctor Karen, she is the CEO of prudent global business solutions consulting, which is home to the sister leader community, the sister leaders academy and the sister leaders conference.

So the the academy itself, the sister leaders academy helps female middle managers that are seeking senior leadership positions master the executive employment process by strategizing with them on how to articulate their successes in leading people, leading change using technology and analytics, and that's kind of where we're gonna be going with our conversation today.

In terms of talking about leadership strategies and such.

**Spring Richardson Perry 01:46**

But some of doctor Prudence's female clients, they get stuck and are stagnant in middle management due to a lack of knowledge of what is required in senior leader and so it's more to senior leadership than just, oh, I'm the CEO.

Okay.

Yes.

You have that title or I'm the COO.

Yes.

**Spring Richardson Perry 02:28**

You have that title.

But what does it take to actually master that c suite level position?

Right?

So she helps she helps women kind of work through that, you know, sometimes people like interest and motivation in their current job because they should be feel like they're impacting in a at a higher level and so, you know, she helps you to work through that and figure out how to be an effective leader in that space.

And she herself maybe about 15 years ago was stuck in middle management and in need of guidance.

**Spring Richardson Perry 03:04**

And so this is what kind of led her to making this creating this company and and doing what she does.

It turned out to be the start of her residency in the c suite, and she is now still in the c suite and committed to assisting women and obtaining their leadership goals, She is a confidential executive consultant, a global keynote speaker, she has over 30 best selling books and she's known as the C suite career strategist, so welcome, welcome, and thank you so much for being here doctor Karen.

**Dr. Karen Hills Pruden 03:08**

Thank you for having me.

This is exciting.

I look forward to the conversation.

**Spring Richardson Perry 03:30**

Absolutely.

And so today, again, we're gonna be talking about effective leadership strategies, but specifically, I wanna talk about how we measure our impact as a leader.

You know, how what does it what does it take to be an effective leader, Dr.

Karen?

**Dr. Karen Hills Pruden 03:59**

Well, I'm a data geek, so I love 2 types of data.

Qualitative data and quantitative data.

And so your qualitative data is your narrative.

What are people saying Sometimes it's the emotional aspect of what's going on in the workplace or going on with your business.

But the quantitative data is the numbers are you decreasing, increasing, are your sales moving up a percentage as required?

**Dr. Karen Hills Pruden 04:49**

Are you adding to attracting from?

What are you measuring and why are you measuring it and how does it impact your business?

And so the only way that you know whether or not your initiatives are effective or operating as planned is to once start off with a benchmark and then monitor and follow-up on that monitoring to see how things are going and tweak along the way.

You don't wait until the end of the process and and try to troubleshoot because it's at the end of the process.

You have to have ongoing monitoring and you week, and the only way you're gonna know what desires your attention is to have some type of numbers or metrics so that you'll know when it hit this particular metrics, I need to pay attention to this area.

**Dr. Karen Hills Pruden 05:12**

For instance, if you're turnover reaches a certain amount or the cost of your goods reaches a certain amount, then you know I need to pay attention in this particular area.

So 2 things you have to have benchmark numbers, what are you measuring and then you have to have a goal number where you're going to and then you have to follow-up on that throughout the process?

**Spring Richardson Perry 05:59**

Absolutely.

And so this sounds very familiar to me in terms of my leadership development and when I'm working with organizations and their their leaders developing helping to either develop their leaders or develop some of their, maybe, entry level candidates as they as they see them moving into leadership positions, and this is 1 of the main things I talk about.

You have to inspect what you expect and so you can't necessarily set a goal and then say, okay, we're gonna start here.

This is my benchmark.

The goal is x, and then we're gonna get there by, you know, in 3 months.

**Spring Richardson Perry 06:45**

And then in 3 months, you just go back and say, oh, we were here and now we're here.

That's not gonna work because if you don't follow-up, provide feedback and make sure that everybody's working towards the goal, then something's gonna happen along the way and you're gonna fall short.

And then that's when people start to go crazy, hit, start to roll, people start to get fired, get nervous.

You know what I mean?

So absolutely agree with you on that, you know, when you say, yes, we started a benchmark, yes, we set a goal, But as we're working to reach that goal, we definitely need to have checkpoints along the way to make sure that we're on track.

**Dr. Karen Hills Pruden 07:15**

And so I also wanna share that I have a acronym that I share with my clients to help them to remember the process and it's interesting you have to kinda roll with me because it's an interesting acronym.

The acronym is pimp, PIMP So you can remember this pam.

And so pam means p is plan and prepare.

Plan and prepare are your benchmark numbers.

I is implement.

**Dr. Karen Hills Pruden 07:49**

So you're implementing based on the this this actions, and tasks that you have determined will get you towards your goal numbers.

And then m is monitored.

That is the ongoing monitoring so that you can pivot in the middle of the process as opposed to wondering what happened at the end of the process.

And then the other p is post debrief, which a lot of people do not do a lot of post debrief.

Post debrief is to assess the whole process to determine did the process run as envisioned.

**Dr. Karen Hills Pruden 08:38**

And if it didn't, what were the barriers or what impacted how you envisioned it versus how it actually happened.

And is it something within your control?

If it's within your control, then you put something in place so that the next time that you rinse and repeat, because successful things we rinse and repeat And so the next time you will employ whatever it is that you need to put in in place so you won't have those particular barriers.

And so the post debrief is where you analyze everything that actually happened against what you said was gonna happen and you make changes accordingly.

So when you repeat that process, repeat that sales transaction, repeat that customer involvement or employee transaction that you will employ those things that will make it super successful the next time.

**Dr. Karen Hills Pruden 08:43**

So PIMP, plan and prepare, implement, monitor post debrief.

**Spring Richardson Perry 09:01**

I love it.

We are pimping no gold.

I love it.

I love it.

I mean, but that's easy to remember because the to me, the part that stands out the most here is the post debrief, the reflection piece.

**Spring Richardson Perry 10:12**

Right?

And so if we're not reflecting on the process because there's always room for improvement.

If we're not reflecting on that process, and what are we really doing you know, did this process work the way we said it was supposed to work like you said and if it did, great, let's try to rinse and repeat and replicate this.

But also remember at the same time that every situation is unique, and so even if what worked the first time doesn't work the second time, it doesn't mean that it's a complete failure, it means it was a different situation and different strategies were needed, and so that's when you you know that and that's what that reflection that post debrief piece is for and so I absolutely love that.

Because I think sometimes leaders forget that part as well to reflect on what was effective and what maybe wasn't effective and a lot of times leaders get caught up in not wanting to look as if they don't know, you know, something.

**Spring Richardson Perry 10:26**

Right?

As a leader, people are looking to you for answers.

And so people don't wanna look like, oh, well, this didn't work because then they feel like it's a reflection on them that they're a failure, but that's not true.

You know, we're human.

**Dr. Karen Hills Pruden 11:38**

III absolutely and what what is more challenging is that usually when things go wrong, or you don't obtain your goals, there is a certain degree of post degree even if it's just people talking about what did not go accordingly.

Where you have to remember the post debrief is when you make money and when you achieve the goals because you may have achieved the goal, but maybe you left a couple of million dollars on the table because you would have achieved more had you did something different.

And so it is remembering that it is required whether you achieve your goals or not because although you may have been successful in achieving your goals, your you may have undercut your goals because you could have gotten 2 times, 3 times more of what you had planned for, had you accounted for certain things gonna come out in a post debrief.

And so we have to remember that even when we're successful, we still need to have that after hours conversation, I'll say, you know, even when we're all popping our collar and everything and just saying, hey.

But let's look and see how we planned it.

**Dr. Karen Hills Pruden 11:58**

And let's look at did we leave money on a table?

Did we leave customers out there who were unaddressed or even when you are successful and so you just have to remember it comes automatically when you don't achieve those goals.

But even when we're partying, when we're successful, we have remember to have that post degree because we may be leaving money on a table.

**Spring Richardson Perry 12:23**

Absolutely.

And I can personally attest to that in terms of business strategy and thinking about success and those sorts of things.

And so, you know, for me I achieved a certain amount of success life year and it blew my mind.

Right?

But when I reflected on what I did to get there, and what could have been done differently.

**Spring Richardson Perry 13:29**

Like you said, money was left on the table, and it was because I didn't have certain structures in place, certain processes in place, certain key personnel in place, right?

And so this year, that is what the focus is to scale even more, right?

To get to achieve the success I had last year and then some.

And 1 thing 1 thing I always like to point out too is that as leaders, we're visionaries.

We are people that see the big picture and then we have to set in our mind, okay, here's where we're starting, this is my goal, but I have to think outside of the box sometimes to get there and that's okay, we can't be afraid of that outside of the box thinking that outside of the box changed because I find a lot of leaders wanna follow a blueprint and there's not necessarily always a blueprint for what it is that you're trying to do, and it's okay to be innovative and to sort of, I guess, create your own rules.

**Spring Richardson Perry 14:07**

I guess that's the gemini in me where I'm just, like, you know, yes, it's great if there's a framework there, but if it's not, I'm a create 1 and we're gonna make it work, and if it doesn't work, we're gonna go back and tweak it.

So that's another thing I think I wanna touch on with leaders is not being afraid of innovation and and especially the work that you're doing with, you know, those that are stuck in mental management and wanna move forward They there has to be a level of, I guess, cautious innovation in a sense.

What is it?

**Dr. Karen Hills Pruden 14:40**

Well, I I don't know because if you're cautious then you won't I believe in taking risks.

I do believe in taking risks because the truly innovative people are the people who are standing on the island by themselves.

You know, that nobody understands what they're talking about.

People can't see their vision, but they truly believe in what it is that they're putting on the table as way that they should go, the way that the company should go, and they stand behind it.

I think about people like Steve Jobs who was fired.

**Dr. Karen Hills Pruden 14:43**

And then hired back later because they didn't see his But

**Spring Richardson Perry 14:45**

his own company just

**Dr. Karen Hills Pruden 15:02**

slowly.

They fired him and then brought him back later.

And so as a innovator, you gotta be willing to stand on a island by yourself.

And the only way that you're gonna be able to do that and keep your mental health is you got to really believe that this is what it takes.

You gotta have that confidence level.

**Dr. Karen Hills Pruden 15:55**

A lot of people are talking about mindset mindset now, but really as a leader, when it comes to the innovators, no 1 because no 1 has walked that path before, if there's a blueprint front 4, that means someone has done it before.

But for those who are truly innovators, innovators are those who have created a new path.

And there's a lot of risks that's associated with that, and there's a lot of ostracism that's associated with that because people can't see your vision because it's never been done before.

And so you have to believe what you believe what you believe that it will work and stand behind it and that's why some people go bankrupt, put their own money towards something that other people that they can't get investors and different things, and they end up being successful.

Because there's a large degree of risk that's associated with those that are truly innovative.

**Dr. Karen Hills Pruden 16:02**

But if there's a blueprint, that means that somebody has done it and that's not very innovative.

All you're doing is tweaking what someone else has done.

**Spring Richardson Perry 17:02**

Exactly.

And so, I've always you know, and it's funny you say this, doctor Karen, because I've always been this person who kinda felt like I'm standing on an island shouting and nobody is listening to me and then and then as things start to like fall into place, people are looking at me like, oh, that's what you were saying and that's what you meant and oh, it's working out and like people and then like all of a sudden, like, as I had this great success last year, people looked up and they were like, Sprint, I didn't know you were doing all of this and I'm like, well, I mean, I tried to tell you.

Mhmm.

And so it you know, I love that you say that that reminds me of of Kanye in like what he's going through right now and then just the type of innovator that he is, you know, People think he's crazy.

Nobody sees his vision, but he sees it, he stands behind it, and he moves forward with it, and it works for him every single time.

**Spring Richardson Perry 17:03**

And so

**Dr. Karen Hills Pruden 17:20**

strategic and intentional.

So a lot of things that we label as crazy.

It's only crazy to us because we don't know what the end game is.

But a lot of individuals who are making those type of moves, they're very strategic and intentional.

And even with the example they used with Kanye.

**Dr. Karen Hills Pruden 17:27**

Kanye wanted to get out of his contract.

So here's what he needed to do to get out of his contract.

**Spring Richardson Perry 18:06**

Exactly.

And then but then they had to come crawling back because the company it was literally getting ready to go belly up without him.

So, you know, like you said, the Steve Jobs, the Kanye's people think that they're crazy but you don't understand the vision that lives inside of their head until it really starts to come to fruition.

And then you start to understand, oh, this is why he did this, and this is why they said that, and blah blah blah blah blah blah blah.

But that's what makes for a phenomenal leader.

**Spring Richardson Perry 18:30**

Yeah.

Because you're going to always these types of leaders are always going to give others the space to bring their vision to life as well.

And so I this is I mean, this is great.

I love what we're talking about here.

Because, again, in order for you to really be an effective leader, you have to sort of be this transformationist.

**Spring Richardson Perry 18:52**

And you have to be able to allow people the space to envision things and then bring that vision to life without ridicule or critique or judgment.

Is really what I'm what I'm thinking about here is without judgment.

But supporting judge

**Dr. Karen Hills Pruden 19:17**

The judgment comes from the judgment comes from a lack of understanding because they can't see what you see.

You know?

And they may never see what you see until you've reached the end game and you bring it all, you know, it's all visible.

And so it's it's not a bad thing that they're in a position of judgment.

But just know that you gotta keep moving forward if you believe in your vision.

**Spring Richardson Perry 19:34**

So when we're on this island bar, selves.

Right?

And we're starting to feel like, well maybe I am crazy.

Maybe what people are saying is right.

How do we bring it back to the center and measure our impact as a leader.

**Spring Richardson Perry 19:37**

How do we do that?

To to to keep our sanity?

**Dr. Karen Hills Pruden 20:18**

It depends whether or not it's a team sport.

So if you can achieve what you're trying to achieve with your individual actions, then you can show and tell later.

So you can keep moving towards your goal and then tada, this is what I was talking about.

Most times, we can't do that because we require others, we require the role, the task, the actions of others that help walk us to that overall vision.

And if they don't do their tasks, then we can't get to the overall vision and so it's a team sport.

**Dr. Karen Hills Pruden 21:01**

It's not an individual sport.

It's a team which most organizations are.

And so what you have to do is do your research, use data, examples, close enough examples that they can kinda see where you're going even if they may not thoroughly see where you're going.

And then and only then if they still don't see the vision, but you know it's the best decision for the company then you ask them to follow through with it regardless of whether they see it because you are the boss.

And there are certain decisions that have to be made for the betterment of the company and year of the head, and we're talking about senior leadership.

**Dr. Karen Hills Pruden 21:19**

I focus on senior leadership.

And I asked people, are you willing to make the decision to tell your staff to move towards it even though all of them are against it?

And that's a hard decision to make, but you have to stand on your ground and know that you know that this is best for the company.

**Spring Richardson Perry 22:08**

Yeah.

I've seen a lot of people between a rock and a hard place in that in that position where you know, nobody understands what the vision is, what the goal is, and nobody wants to achieve it because they're like, well, why are we doing this?

And this is not gonna work, and I know it because I'm doing this and I'm doing that.

And it's like the head of the organization is saying, you know, it it may seem like not gonna work and it may seem like, you know, this is an epic fail, but just know that there is more to this than what you're able to see, what you're able to understand.

And so trust me when I tell you, we need to move forward doing this and you'll see as we continue to do it how it really starts to play out.

**Spring Richardson Perry 23:07**

And so that's definitely a a hard place to be, but that's when those leadership development skills come in where the leader has to have some sort of emotional intelligence, right, to be able to express that calmly, effectively, and firmly, and then also set some boundaries to say, you know, well, this is what we're doing moving forward.

We're no longer doing this, but we're doing that.

And if you're not going commit to doing this, then perhaps we need to have a conversation about, you know, what your next career move is?

What is it that you're looking to get out of this company and your career and talk about what direction you wanna go and, you know, those are hard conversations to have.

But again, change is necessary when you're looking at growing a company and continuing to move this company forward.

**Spring Richardson Perry 23:18**

And as a leader, again, you have to be able to make those hard decisions and have those hard conversations.

Otherwise, you're gonna be stuck.

**Dr. Karen Hills Pruden 23:56**

Absolutely.

So I, in a previous life, I had a leadership position that was titled The Troubles Shooter.

And so what I did was I went into nonprofitable companies and I turned them around within 2 years.

So that position was an interesting position because when I walked in the door, I was hated because people knew that change was coming.

They knew that my role was to not do this as usual because business as usual was not working for that organization and that, you know, people call them disruptors now.

**Dr. Karen Hills Pruden 24:12**

But, really, when I walked into an establishment, you're talking about a person on the island by themselves.

That's what I was.

And you mentioned the word trust.

And and and that's where I'm moving towards.

Yeah.

**Dr. Karen Hills Pruden 25:19**

A leader can make the decision that, yeah, we're gonna move towards this because this is best for the organization.

But hopefully, before you have to make that decision, you have had the opportunity to build a rapport build a trust or build a track record of even minor successes so that even though people don't understand your vision, they trust your past performance, the success of your past performance that you know what you're talking about.

Because if you don't have that trust, what you have to do, which is even difficult, which I had to do in that troubleshooter position is you have to put some things in place so that you can basically follow-up on your people because they will revert back to old behaviors They will use old systems they're not supposed to be using, or they won't straight abort and not even do anything, any of the new processes because they don't believe in it.

And so you have to put things in place to follow-up on them to make sure that they are following using the programs that are established, using the processes that have been established.

That the company can move forward, and that requires a lot as well.

**Dr. Karen Hills Pruden 25:55**

But if you have that trust, just a little bit of trust.

If you have the opportunity to build that, And that's why when I would go into organizations, I wouldn't make any changes for the first 6 months.

I only had 2 years to turn it around.

But the first 6 months, I wouldn't make any changes, but what I would do is have 1 on 1 meetings.

I would go into various work areas, talk to all different levels of individuals, look at do a forensic analysis of all of the reports, see where they are leaking money, see what they're paying for inventory and different things, and then we will talk about what I see in the reports.

**Dr. Karen Hills Pruden 26:19**

But I didn't make any changes.

But 6 months in 1 day, I had a plan and I could articulate to them why I was proposing the changes that I was proposal, and then I would move into implementation mode.

But by that time, I've had a degree of trust because hadn't made any major changes within that 6 months and I learned the company.

**Spring Richardson Perry 26:26**

And that was your plan and prepare time.

Right?

And then you move into implementation mode -- Yep.

**Spring Richardson Perry 26:27**

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**Spring Richardson Perry 26:35**

and so that it makes sense.

It made sense.

Yes.

Oh, this is awesome.

I am so excited.

**Spring Richardson Perry 27:05**

So glad that we got to chat to the doctor Karen.

She has dropped so many jobs y'all in terms of leadership and good effective leadership strategies pimping your goals.

Remember that plan and prepare, implement monitor and post debrief and and don't forget about the post debrief even if that implementation was successful, you know, you wanna make sure that you reflect to make sure that like like we said, nothing was left on the table.

Right?

**Dr. Karen Hills Pruden 27:06**

Yep.

**Spring Richardson Perry 28:00**

And so of course, reflection comes naturally if something goes wrong, but when something goes right, you gotta make sure to to reflect on those things too.

And then also as leaders remember, you're gonna be faced with hard decisions and so you have to be prepared to take control and make those decisions and be prepared to be on an island by yourself as a visionary, but stand firm in what your belief is and what it is that that your your vision is and continue to execute and once you've established that level of trust with your with your company, with your staff, with your organization, they will follow your lead.

So Absolutely.

Thank you so much, doctor Karen.

I am so glad we had an opportunity to chat.

**Spring Richardson Perry 28:09**

How do people get in touch with you if they want to, you know, utilize your services or just reach out to you in any way, shape, or form?

**Dr. Karen Hills Pruden 28:39**

Absolutely.

So you can find me by my name dot the karen hillsprudent dot com.

I actually have a website And I have a free Facebook community, which is for men and women who are committed to increasing the numbers and and senior leadership of women, and it's called Sister Leader Community, and that's on Facebook.

And I post everything.

We have We have a CPA that's gonna be speaking on May fourth, talking about tax tips for your business as entrepreneurs.

**Dr. Karen Hills Pruden 28:56**

And so that's the free community where the community members pour into each other.

We all collaborate together.

We partner with 1 another, but the goal is for us to be more effective leading people, leading change using technology and analytics.

**Spring Richardson Perry 29:19**

That's awesome, guys.

This is a way to expand your network get in the midst of some like minded individuals and just be able to really leverage the support that's offered there.

So get in touch with doctor Karen for your leadership strategies and, you know, her her her previous life her trouble, what was it?

The troubleshooter?

**Dr. Karen Hills Pruden 29:20**

Yeah, troubleshooter.

**Spring Richardson Perry 29:38**

She has lots of knowledge, guys.

Again, she has written over 30 books, and so She is essentially the leadership guru.

I'm so glad we got a chance to talk talk and thanks for tuning in today guys.

We will See you next time.

**Dr. Karen Hills Pruden 29:39**

Bye.

**Spring Richardson Perry 30:25**

Thanks for listening to the Spring Forward podcast.

I hope you were able to capture some of the gems that were dropped and are excited to start using the information to help your business spring forward into excellence.

I would love to hear some of your biggest takeaways from this episode So connect with me on LinkedIn or Facebook or tag me on Instagram at springy underscore springtime, and don't forget to subscribe to the show so you don't miss an episode.

And if you'd like to learn more about how we can work together, visit the website at time 2 spring forward dot org.

That's TIMET0SPRINGF0RWARD dot org.

**Spring Richardson Perry 30:25**

And until next time on the spring forward podcast.