Visible. Vocal. Vital.
Leading Change with Impact

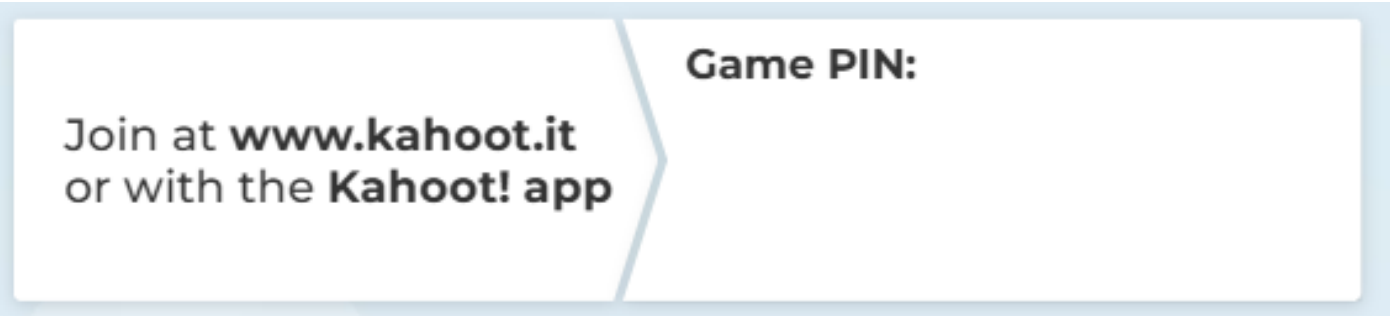
WSAC County Leaders | November 18, 2026

Seanna Sams • Tonia Sugarman

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Join the conversation with Kahoot!

Use the link and game PIN or scan the code



- QR code placeholder

Enter any name or nickname

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Welcome

- Brief introductions
- Changes county leaders navigate
- An interactive session

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Three ways leaders make change happen

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VISIBLE

Show commitment through action

VOCAL

Build trust through communication

VITAL

Remove barriers and keep momentum

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Kahoot – Who's joining us today?

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What's your primary role in county government?

A. Elected Leadership

B. Administration & Governance

C. Infrastructure & Planning

D. Community & Human Services

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Kahoot – Types of Change

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What type of change is having the greatest impact on your county right now?

A. Budget constraints & funding pressures

B. Legislative mandates & policy shifts

C. Workforce capacity & changing roles

D. Growing community needs & expectations

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Why leadership sponsorship matters

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Different changes. One common need.

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People need to understand, support, and do something differently.

Effective sponsors do more than approve the initiative. They actively lead, align others, communicate and follow through.

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Kahoot – Sponsor success

According to Prosci®, what percentage of projects with extremely ineffective sponsors met or exceeded objectives?

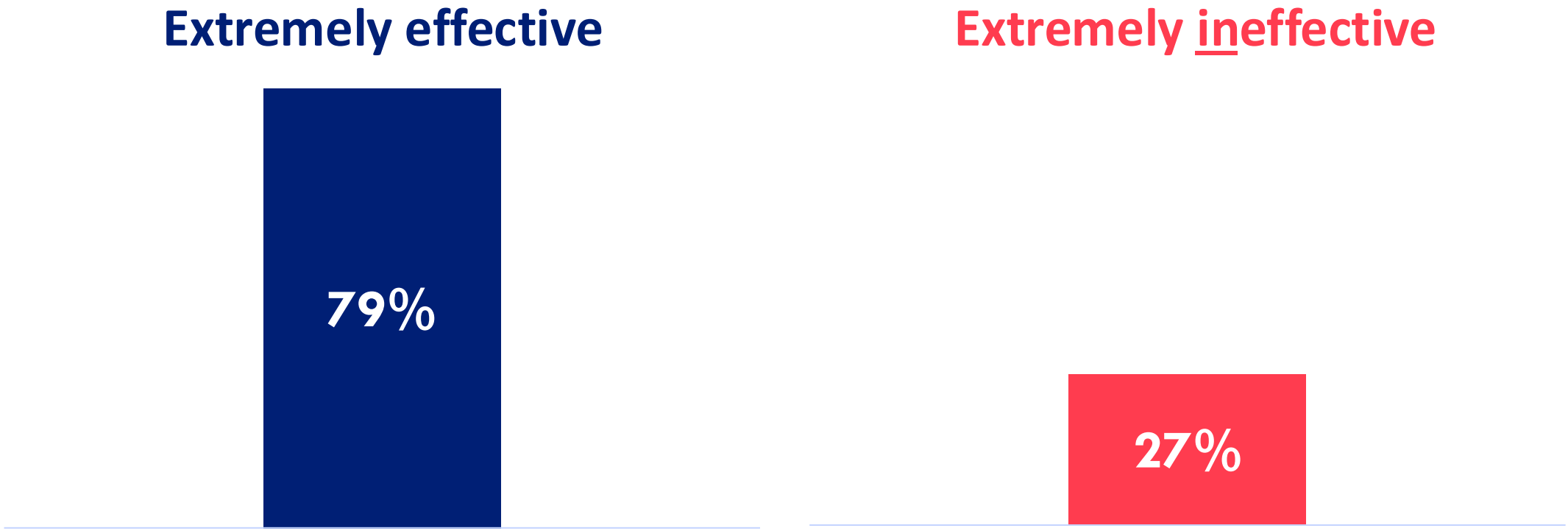


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Active sponsorship and outcomes

Sponsors who met or exceeded objectives



Prosci® research data 2023

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What effective sponsors actually do

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Participate	Build support	Communicate
Stay visibly involved from launch through results.	Align leaders and reinforce shared priorities.	Speak directly with people affected by the change.

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Demonstrating leadership commitment

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VISIBLE | Show leadership commitment

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- ✓ Be present beyond the announcement and kickoff.
- ✓ Make priorities and expectations clear.
- ✓ Model the change and follow through on decisions.
- ✓ Ask what employees and residents are experiencing.

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Kahoot – Visible sponsorship

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A county initiative is falling behind because departments have competing priorities. What should an active sponsor do?

A. Delegate the issue to the manager

B. Send a reminder about deadlines

C. Bring leaders together to resolve priorities

D. Wait for the next status report

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Building trust through communication

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VOCAL | Communicate with purpose

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Trust, alignment and confidence

- ❑ **WHY** does this change matter?
- ❑ **WHAT** will be different?
- ❑ **WHO** will be affected, and what will it mean for them?
- ❑ **HOW** will we help people succeed?

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Kahoot – Scenario

Which leadership message is most likely to build trust?

A. The decision is made. Please support it.

B. Details will follow; stay positive.

C. Here's why, what we know, and how to raise concerns.

D. Your supervisor will explain everything.

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Addressing risks and sustaining momentum

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VITAL | The risks of standing still

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Urgency without alarm

- Decisions wait while priorities conflict.
- Employees fill information gaps with assumptions
- Departments create workarounds and inconsistent service.
- Trust, resources and intended benefits are put at risk.

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Kahoot – Poll

Which consequence of leadership **inaction** concerns you most?

A. Delays and increased costs

B. Employee frustration and resistance

C. Inconsistent services or outcomes

D. Loss of employee or public trust

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Vital sponsors protect momentum

Three practical leadership moves

ALIGN

Clarify ownership, priorities and decision rights.

ACT

Remove barriers and address unresolved issues.

CHECK

Track adoption, feedback and service outcomes.

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County scenario: when priorities compete

Your county approves service changes amid budget pressures and growing demand.

Three months later…

- Departments struggle to adjust.
- Employees worry about workloads.
- Some managers stick with old practices.

How would you be Visible, Vocal and Vital?

Within your role and influence, identify one action for each behavior.

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Kahoot – Scenario

Employee confidence is declining and implementation is behind.

What action has the greatest impact?

A. Engage directly with employees and leaders

B. Clarify purpose, priorities and expectations

C. Resolve decisions and barriers

D. Coordinate all three actions

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Your next 2 weeks

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What is ONE thing you can do differently to support a change in your county?

VISIBLE

Where should I show up?

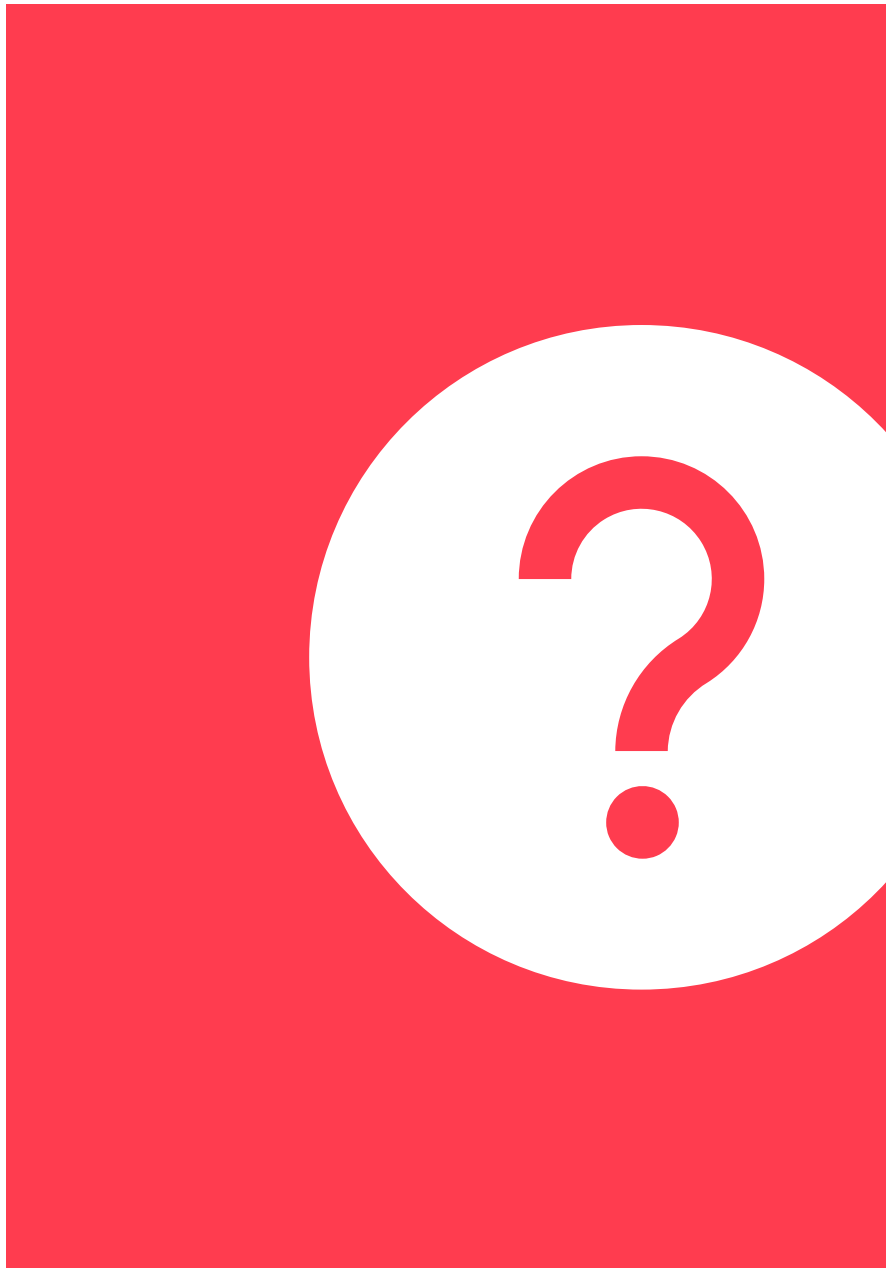
VOCAL

What must I communicate?

VITAL

What decisions cannot wait?

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Questions & discussion

What questions do you have about putting these ideas into practice in your county?

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Thank you for your time today.

We’re here when you need us.

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