Implementing Change

FROM A PROGRAM MANAGEMENT PERSPECTIVE

Getting Started

- Who's in the room?
- What are your goals for the day?
- My path to this conference
- Acknowledging your experience

THE ART OF PROGRESS IS TO PRESERVE ORDER AMID CHANGE AND TO PRESERVE CHANGE AMID ORDER.

Alfred North Whithead

WHEN YOU'RE THROUGH CHANGING, YOU'RE THROUGH.

Bruce Barton

Roadmap to Change (1/2)

1. Clarifying expectations of executive leadership
2. Assessing your group's readiness for this specific change
3. Assembling your initial change management team
4. Operationalizing the change
5. Anticipating supports and obstacles

Roadmap to Change (2/2)

6. Creating your change plan
7. Preparing your group for the change
8. Advancing the change plan
9. Monitoring and providing feedback
10. Declaring victory

Clarifying Expectations of Executive Leadership

STEP ONE

Conversation with Your CEO

- Ask for your CEO's specific expectations regarding the change.
- Discuss how the change fits into the agency's short- and long-term strategic priorities.
- Discuss how agency culture will impact the change plan.
- Be direct about hesitation or concern, including if you think this is the wrong decision or just the wrong time.
- Identify the various forms of support you will need to create the change successfully.

Assessing Your Group's Readiness

STEP TWO

THERE HAS TO BE SOMETHING AT THE SOUL OF AN ORGANIZATION THAT DOES NOT CHANGE BUT THAT WILL ENABLE PEOPLE TO LIVE WITH CHANGE.

Stephen R. Covey

CULTURE EATS STRATEGY FOR BREAKFAST.

Peter Drucker

Questions to Ask About Your Group

- What factors will influence how this change is received right now?

- What similar changes have they faced before?

- What led to success or failure?

- What will they gain or lose as a result of this change?

- What knowledge, skills, and attitudes will they need as a result of this change?

- How does this change align with their values?

59% OF EMPLOYEES ARE UNABLE TO ARTICULATE WHAT THEIR ORGANIZATION STANDS FOR.

Gallup

Impact of Leadership

- An exploratory study found strong positive relationships between an employee's ratings of his or her immediate supervisor's transformational leadership and the employee's ratings of organizational climate, well-being, and employee commitment.

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  A.J. McMurray, A. Pirola-Merlo, J.C. Sarros, M.M. Islam, (2010) "Leadership, climate, psychological capital, commitment, and wellbeing in a non-profit organization", Leadership & Organization Development Journal, Vol. 31 Issue: 5, pp.436-457

Assemble Your Initial Change Project Team

STEP THREE

Assembling the Change Team

- Consider multiple options – a management level, a group of disparate temperaments, a collection of stakeholders, etc.

- Consider the impact of the team's membership on buy-in by the group.

- Include those who might be labeled as resistant.

- Consider how a role on this team allows an employee to demonstrate leadership and problem-solving skills.

Operationalization, Anticipation and Planning

STEPS FOUR THROUGH SIX

Force Field Analysis

- Developed in the early 1900's by German-American psychologist Kurt Lewin

- Provides a framework for analyzing forces that support or hinder a specific change.

- Guides you in devising strategies to lessen negative forces and enhance potential supports.

Force Field Analysis

- Operationalize your intended change by creating a SMARTT goal.

- Identify driving forces and restraining forces.

- Create strategies that activate potential driving forces or strengthen those in play.

- Create strategies that eliminate or lessen the impact of restraining forces.

Force Field Analysis

- Identify specific players who can provide needed resources or enact strategies.

- Create actions steps for team members related to players and resources.

- Using your SMARTT goal, identify milestones and metrics.

Example 1

- Change Project: Transition from a manual, paper-based case documentation system to a web-based system (Optima) shared between supervisor and advocate.

- SMARTT Goal: By X date, 90% of assigned advocates will maintain case documentation using Optima at the specified minimum level or above.

Driving Forces

- Agency growth requires more nimble communication among departments and more efficient use of supervisor time.
- Increased regulation calls for greater ability to monitor compliance with QA requirements.
- Presence of younger, tech-savvy staff members.
- Increasing prevalence of mobile devices.
- Increasing comfort with web-based technologies.
- Advocates embrace shared information.

Hindering Forces

- Current documentation practices are paper-based, e.g., taking notes on legal pad during court hearings. Web-based technology requires additional office time for data-entry and imposes new deadlines.

- Some volunteers do not have compatible devices.

- Some volunteers lack necessary technical savvy.

- Individual staff members may lack supervisor skills for motivating an advocate to change.

Change Plan Action Items

- **Driving Force**: Agency growth requires more nimble communication among departments and more efficient use of supervisor time.

- **Strategy**: Educate supervisors about the way their work flow impacts their non-supervisor co-workers.

- **Strategy**: "Give back" time by eliminating manual, monthly reports required of supervisors.

- **Strategy**: Create volunteer messaging around increasing capacity to serve.

Change Plan Action Items

- **Driving Force**: Presence of younger, tech-savvy staff members.

- **Strategy**: Enlist tech-savvy staff members in change team regardless of management level.

- **Strategy**: Enlist tech-savvy staff members as "super users" who agree to train and provide tech-support to peers.

Change Plan Action Items

- **Hindering Force**: Current documentation practices are paper-based, e.g., taking notes on legal pad during court hearings. Web-based technology requires additional office time for data-entry and imposes new deadlines.

- **Strategy**: Purchase tablet computers for staff members so that they can accomplish data entry between court hearings or appointments.

Change Plan Action Items

- **Hindering Force**: Some volunteers lack necessary technical savvy.

- **Strategy**: Create a short YouTube training video.

- **Strategy**: Create step-by-step manual for advocates with screen images.

- **Strategy**: Supervisors use court time with advocates to build in 1:1 coaching and demonstrations with mobile devices.

Change Plan Action Items

- **Hindering Force**: Individual staff members may lack supervisor skills for motivating an advocate to change.

- **Strategy**: Create milestones that allow supervisors to develop skills gradually.

- **Strategy**: Identify star performers and share the communication and management decisions that led to their success.

- **Strategy**: Meet individually with staff who are struggling for 1:1 coaching.

Preparing Your Group for the Change

STEP SEVEN

NOTHING SO UNDERMINES ORGANIZATIONAL CHANGE AS THE FAILURE TO THINK THROUGH THE LOSSES PEOPLE FACE.

William Bridges

THE SINGLE
BIGGEST
PROBLEM IN
COMMUNICATION
IS THE ILLUSION
THAT IT HAS
TAKEN PLACE

George Bernard Shaw

IF IT STINKS AT THE TAIL, IT STINKS AT THE HEAD

Jim Lozier

Preparing Your Group for the Change

- Establish the "WIIFM" factor for group members
- Identify and agree upon the change narrative with your change team
- Create the necessary reference materials and other tools and make those available.
- Deploy leadership endorsement and clear behavioral expectations.
- Schedule trainings and check-ins.

WHEN GROUPS FOCUS ON SOLVING PROBLEMS, THEY BECOME DEPRESSED, BUT WHEN THEY FORMULATE PLANS BY WORKING BACKWARD FROM WHAT THEY WANT TO CREATE, THEY DEVELOP ENERGY, ENTHUSIASM, OPTIMISM AND HIGH COMMITMENT.

Gallup

Pay Attention to Words

"The language used in the process of defining change and the vision is critical. When we define change as problems, we find more problems. However, if we define change as the pursuit of new ideas, new dreams and visions, the focus is on how we can make change happen."

-- Gallup

PEOPLE WHO DISCOURAGE CHANGE ARE LIKELY NOT CONSCIOUS OF DOING SO. THEY BELIEVE THAT THEIR DECISIONS ARE FOR THE GOOD OF THE COMPANY.

Doug Walton

IN THE CONTEXT OF CHANGE, THE PEOPLE MAINTAINING THE EXISTING SYSTEM ARE OBSTRUCTIONISTS.

Doug Walton

KEY PEOPLE MUST EMBRACE THE CHANGE AND NOT FEEL THREATENED. FEELING SAFE ALLOWS THEM TO BE VULNERABLE TO CHANGE WITHOUT WORRYING ABOUT LOSING THEIR PLACE.

John Gibson

Why Do People Resist Change?

- Fear of being challenged or tested.
- A sense of ownership in the current state of things.
- Prior experience with poorly planned or executed change.
- Mistrust in current leadership.
- Perceived loss of status or convenience.
- The change might actually be a bad idea.

Working with Change-Resistors

- ▶ Listen to them. They might have a point.
- ▶ Recognize that their resistance provides stability to a complex system.
- ▶ Involve them in planning and implementation.
- ▶ Consider how powerful their endorsement could be.
- ▶ Clarify that a positive workplace attitude is a job performance requirement.

Advancing Your Change Plan

STEP EIGHT

BLAME IS NOT FOR FAILURE. IT IS FOR FAILING TO HELP OR ASK FOR HELP.

Jorgen Vig Knudstorp

Suggested Implementation Strategies

- Align communication with group values.
- Include the voice of clients or stakeholders who benefit from the change.
- Move implementation into peer networks.
- Broaden your change management team and available tools as more employees become engaged in the change.
- Ensure that those who work against the change bear the cost.

Suggested Strategies

- Lean heavily on public recognition and thanks.

- Recognize people as entire teams.

- Consider a brief pilot with a sub-group to iron out the kinks before a wide release.

- Consider the different communication styles of your group members.

- Remember that nobody reads long email messages.
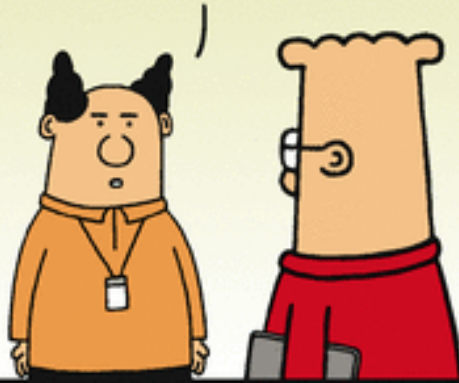
Three-Step Email Message Format

1. Here it is.
2. This is why it is relevant to you.
3. This is what you should do with it.

Example

- (1) Enclosed is a volunteer advocate user guide for our new case management system. (2) The guide was created as a response to your feedback that volunteers will need visual, step-by-step instructions. (3) Please forward the guide to all advocates you supervise and incorporate it into your communication and training efforts.

Impact of Training

- A study in the Journal of Organizational Change Management found that both work motivation and organizational climate were strongly increased as a result of training for supervisors in managing change.

- Constanza Beatriz Veloso-Besio, Alejandro Cuadra-Peralta, Francisco Gil-Rodríguez, Felipe Ponce-Correa, Oscar Söberg-Tapia, (2019) "Effectiveness of training, based on positive psychology and social skills, applied to supervisors, to face resistance to organizational change", Journal of Organizational Change Management, Vol. 32 Issue: 2, pp.251-265, https://doi.org/10.1108/JOCM-04-2018-0099

Monitoring and Providing Feedback

STEP NINE

Milestones and Measurements

- Your change plan must include metrics based on the SMARTT goal that you created.

- It should also include milestones that are of an emotional, symbolic or structural nature – for instance, a resource is created, a program is launched publicly, or the first client is helped.

- Milestones allow for celebration and recognition.

- They also provide impetus for check-in and coaching.

Declaring Victory

STEP TEN

When is Your Change Complete?

- For a change project to be bearable from the start, it must have a foreseeable end date.

- Left to its own devices, a system may return to its prior state as soon as you stop focusing on it.

- The change has been accomplished when relevant behavior is incorporated into daily work habits.

- Your change

Example 2

COLLABORATIVE FAMILY ENGAGEMENT

Example 2: Collaborative Family Engagement

Collaborative Family Engagement (CFE) is a set of guiding principles for working child welfare cases, and a set of tools for enacting those principles across a series of team meetings. As opposed to approaches that focus on influencing the permanency outcome, CFE focuses on facilitating social supports for whichever outcome is decided by the courts.

SMARTT Goals

- A completed CFE assessment will be present in the case record of 100% of cases being served by Dallas CASA on 7/1/2020.

- Among cases closed between 1/1/2020 – 6/30/2020, 75% will have additional permanency or safety connections that were facilitated by Dallas CASA.

Driving Forces

▶ Texas CASA provides training, tools, and a coach.

▶ Outcome measurement for CASA programs is shifting toward connectedness.

▶ The tenets of CFE have long been considered best practices in child welfare.

▶ Child Protective Services is on board and provides some of the facilitation.

▶ CFE is well-received by stakeholders who prefer we focus our energies in this way.

Hindering Forces

- The CFE process can be time-consuming and may involve five to six additional meetings in each case.

- In some cases, options are limited or the parties are resistant, dooming those cases to fail from the start.

- Some staff members have limited comfort with the facilitation aspects of the model.

Change Plan Action Items

- **Driving Force**: Texas CASA provides training, tools, and a coach.

- **Strategy**: Hold a series of trainings so that all staff members can attend.

- **Driving Force**: The tenets of CFE have long been considered best practices in child welfare.

- **Strategy**: In the change narrative, include elements of building upon the expertise and prior training of the staff.

Change Plan Action Items

▶ **Driving Force**: CFE is well-received by stakeholders who prefer we focus our energies in this way.

▶ **Strategy**: Hold brown-bags for attorneys, with continuing legal education credit, to inform them of the project and to increase the likelihood that they will turn to CASA for a CFE referral.

Change Plan Action Items

- **Hindering Force**: The CFE process can be time-consuming and may involve 5-6 meetings.

- **Strategy**: Create a staff position to coordinate CFE activities and to provide some of the facilitation and communication in each case.

- **Hindering Force**: In some cases, options are limited or the parties are resistant, dooming those cases to fail from the start.

- **Strategy**: Create a tiered approach to CFE that identifies when we have done what we can.

Change Plan Action Items

- **Hindering Force**: Some staff members have limited comfort with the facilitation aspects of the model.

- **Strategy**: Use the CFE coordinator position to provide coaching and side-by-side mentoring for supervisors to increase comfort.

- **Strategy**: Use team meetings to review successes and model the necessary skills.

What's in it for Them?

- A new set of skills for helping clients (value-aligned motivation)

- A way for staff and advocates to feel additive in a complex, difficult system.

- Appreciation and recognition by the courts, CPS, and attorneys.

Metrics

- Percentage of supervisors trained.
- Percentage of completed CFE assessments.
- Percentage of cases with documented improvements in connectedness due to CFE efforts.

Change Narrative

- Model of service that adds tools and supports to what you already do to help families.

- Working as a team with stakeholders.

- Assistance provided internally and externally.

- Communicating a compelling message about the value of CASA.

Milestones

- All staff members trained.
- Creation of the CFE assessment.
- First CFE process completed.
- Each of the ten teams has at least one team member who has completed a CFE process and can provide guidance to others.
- Completion of the metric goals.