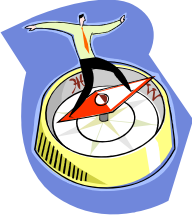


LEADING POSITIVE CHANGE



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FOUR STAGES OF CHANGE

- DENY IT "Whose dumb idea was that? That's never going to work? It will never last."
- RESIST IT "I don't have to go along with this. What I've always done works fine."
- EXPLORE IT "When I realize resistance is futile, I start looking for the pros and cons and decide a strategy for managing it."
- ACCEPT IT "I have this integrated into my way of doing things now."

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SIGNS OF RESISTING CHANGE?

- Using old rules to play a new game
- Ducking new assignments
- Working hard to control the uncontrollable
- Playing the role of victim
- Hoping someone else will make things better for you
- Paralyzed, overwhelmed by the change around you

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Leading change: a paradoxical but essential balancing act

Ensuring that stable, steady work conditions are supported and maintained
while
 Fostering positive change,
 that
 destabilizes the status quo and creates uncertainty

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DIFFERENT SCALES OF CHANGE

- Small scale - "Doing business" - frequent changes in policy, procedures, small changes in technology
- Medium scale changes, e.g., changes that significantly impact work flow, the way services are provided, the way performance is measured
- Large scale changes - reorganizations, major work redesign, major technological changes

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DIFFERENT TYPES OF ORGANIZATIONAL CHANGE

- Developmental change - Improvements on an organization's existing way of operating (e.g., increasing skills)
- Transitional change - Replace an inadequate old state with a KNOWN new state
- Transformational change - Dismantle the current way of operating and systematically put into place a fundamentally new way of operating

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PARTICIPATION LEVELS

- Upper management may invite full participation at early planning stages
- Upper management may announce the change and ask for implementation suggestions
- The decision to change may be initiated within your team, with lots of discretion
- Participation may be limited to working out the kinks after the CIDS call.

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DIFFERS IN POTENTIAL BENEFITS FOR CLIENTS

- Short-term: Change will immediately improve service to clients
- Long-term: Clients may suffer during the transition, but in the long run services to families will be better
- Change will improve organizational efficiency/save money/preserve funding
- Mixed bag: e.g., preserve funding but decrease service choice for some clients

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DEMANDS OF CHANGE

- How many changes at one time?
- What is the pace of change?
- Does it feel like the changes are consistent/part of a larger plan, or
- Are the demands contradictory, the changes inconsistent with each other?
- Is the organization constantly "changing horses midstream"?

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SUCCESSFUL CHANGE

- Builds upon strengths; consistent with values
- Specifics developed bottom-up, not top-down
- Systemic throughout, made in 'guts' of organization, supported by top management
- Planned, ongoing process
- Addresses stakeholders' perspective: "what's in it for me?"

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Successful change requires LEADERSHIP



- Seven Keys to Leading Positive Change

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Leading Positive Change: SEVEN KEY BEST PRACTICES

1. Establish/maintain positive climate
2. Analyze readiness for change
3. Create a shared vision and common direction
4. Communicate, communicate, communicate

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LEADING POSITIVE CHANGE BEST PRACTICES, CONTD.

5. Actively engage and advocate for your staff's participation in planning, implementing and evaluating the change at every opportunity
6. Implement the change, using strategies for generating commitment to change
7. Institutionalize the change


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KEY #1:

Establish a positive
CLIMATE for
change



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POSITIVE ORGANIZATIONAL DIAGNOSIS

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Change leaders need to be positive

- People more attracted to positive than negative forces
- People more likely to be agreeable and optimistic when the leader is agreeable and optimistic
- People more likely to say yes to a request when they have said yes to other requests

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Change: You first

- The organization is going to change - it must- if it is to survive and prosper.
- Rather than banging your head against the wall of hard reality and bruising your spirits, invest your energy in making quick adjustments.
- Turn when the organization turns. Practice instant alignment. Your own decisions may do more to determine your and your team's stress level than anything the organization decides to do.

Pritchard

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What Creates Positive Energy?

- Optimism
- Compliments
- Recognition of progress
- Acknowledgment of strengths
- Breaking task down into "small wins"
- Celebrations of success

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Positive Energy

Ratio of positive to negative comments



- In high performing teams 5:1
- In medium performing teams 1:1
- In low performing teams 1:3

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KEY ATTRIBUTES OF A POSITIVE CLIMATE FOR CHANGE

- **Compassion:** noticing, feeling, responding when people are suffering or having difficulty
- **Forgiveness:** capacity to abandon justified resentment, bitterness, and blame, moving beyond blame or past harm
- **Gratitude:** noting, expressing thanks frequently and conspicuously, even for small acts and successes, keeping track of things that go right

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MAINTAINING POSITIVITY

- Take frequent stock of assets, strengths, improvements (Positive Organizational Diagnosis)
- Learn to focus on the positive aspects of change
 - Requires skill and practice
 - Goes against our natural tendency to look at, deal with, prioritize the negative, problems and obstacles

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KEY #2: ANALYZE

Analyze the organization: its need and capacity for change

- *Who's for? Who's against?*
- *Why? How to overcome resistance?*


FOR **MIDDLE** **AGAINST**

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- Assess your OWN attitudes/readiness
- Assess the organization
 - Management
 - Caseworkers
 - Support staff/information folks
 - Providers/foster parents/etc.
- What strengths/positive experiences with change can your organization/team draw upon?

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KEY #3 : VISION & DIRECTION



Become clear about the organizational future the change is to bring about

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What's Necessary for a Vision?


Statement of core values and principles that guide the team

Something that team members can get committed to/even feel passionate about

Gives a sense of direction

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VISION



- Involve others in creation of the vision
- Develop your "elevator speech"

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KEY #4:

COMMUNICATE

COMMUNICATE

COMMUNICATE

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" People need to know what the prize is, what they are aiming for, what are the benefits or the advantage to them of changing some established tradition... You cannot over-communicate about why ... or how we're going to do it and what is the advantage we're getting from this."

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Five Levels of Change Communication

- Information sharing
- Building understanding
- Identifying implications
- Gaining Commitment
- Altering Behavior
- Telling (memo, presentation)
- Dialogue (small groups, staff questions)
- Introspection (team, immediate supervisors)
- More discussion with peers, supervisors and management
- Training; coaching; new policy

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Can every person on the team answer the question:

"What are we trying to achieve?"

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KEY #5 INVOLVE!

- Identify/enlist and support strong leaders/team ("champions for change")
- Line up political support: managing your boss may be key

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Enlist Support for Change : Task-Facilitating Team roles

- | | |
|-----------------------|---------------------|
| ■ Direction giving | ■ Monitoring |
| ■ Information seeking | ■ Process analyzing |
| ■ Elaborating | ■ Reality testing |
| ■ Urging | ■ Enforcing |

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Change Roles for the Team: Relationship-Building

- | | |
|---------------------|----------------------|
| ■ Supporting | ■ Energizing |
| ■ Harmonizing | ■ Developing |
| ■ Tension relieving | ■ Consensus building |
| ■ Confronting | ■ Empathizing |

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KEY #6 IMPLEMENT

Craft an Implementation Plan that:

- 1) is easy to grasp
- 2) gives people the opportunity to contribute
- 3) gives people choices where possible
- 4) has clear and measurable goals
- 5) involves everyone in measuring the change

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Small Wins

When the change is **BIG**, use the "*small wins*" strategy:

- Identify changes that are easy to implement, that build momentum by creating minor, quick victories
- Start with something small and visible

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THE SMALL WINS FORMULA

1. Find something easy to change
2. Change it
3. Recognize it publicly
4. Find a second thing that's easy to change
5. Repeat the process

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THE SMALL WINS FORMULA

Why it works:

1. Reduces the importance of any one change "it's no big deal to make this change"
2. Reduces demands on any group or individual "there isn't a lot to do"
3. Increases the confidence of participants "at least I can do that"

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WHY IT WORKS

4. Helps avoid resistance or retaliation "even if I disagree, this part of the change represents only a small loss"
5. Attracts allies and creates a 'bandwagon effect' "I want to be associated with this success"
6. Creates the image of progress "things seem to be moving forward"

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WHY IT WORKS

7. If the small change doesn't work out, it only represents a small "flop" *"No major harm done, no long-lasting effects."*

AND

8. *If the small wins are spread around, this builds momentum in multiple areas; makes less likely that a big pocket of resistance takes hold*

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Your implementation strategy should include a TIMELINE

Do the basics of overall timeframe for the change to be implemented, along with target times for steps along the way

Outline what is urgent, what can be addressed later or delayed

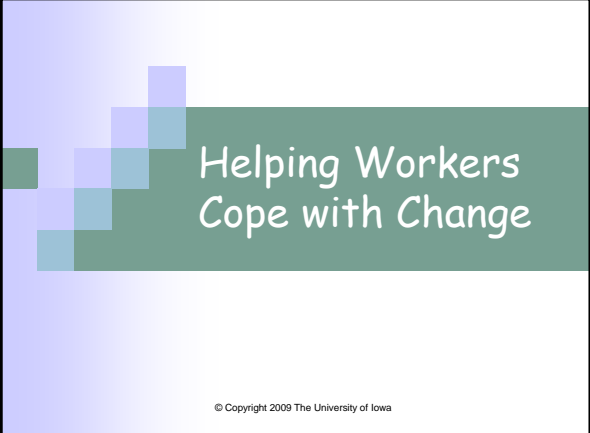
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KEY #7

Institutionalize the change

- Hold people accountable
- Celebrate successes
- Give credit to the team

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Helping Workers Cope with Change

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LEARNING STYLES AND CHANGE

Four learning styles:

- * **Activists**
- * **Reflectors**
- * **Theorists**
- * **Pragmatists**

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ACTIVISTS

- Learn through experience
- Jump in and do new things without first learning about them
- Tend to be comfortable with mistakes
- In transitions, often among the first to volunteer for projects

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REFLECTORS

- Learn through observing and thinking
- Like to view others doing a new task
- Analyze the situation before trying it
- Learn by watching someone else do it first

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THEORISTS

- Want to understand the theory driving the change
- Want to know how something works
- Want to read the manual
- Want to understand the process, the mechanics, the details of a change

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PRAGMATISTS

- Like to experiment
- Want to see the practical value of what they learn
- Not very interested in details
- Happy learning by following a procedure as long as they understand the benefit of following that procedure

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Exercise: Learning Styles and Change: You and Your Team

- Using handout Learning Styles and Change Worksheet, take a few minutes to identify your own and your workers' preferred learning style of change
- Share your observations, results with a colleague

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EMPOWERING WORKERS FOR CHANGE

We know change brings resistance and resistance can result in negativity, underperformance, and conflict

How can supervisors apply their empowerment skills in leading positive change?

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Empowering Workers Through Transitions

Give accurate information

Involve workers in every step possible

Share the importance of the change to long-held values (constants)

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Keep Communicating

"Frequent checks" to determine:

- Levels of agreement
- Obstacles
- Dissatisfactions
- Needs
- Interpersonal or team issues

"Take Five"

- Set aside five minutes daily for a staff member

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FROM NEGATIVE TO POSITIVE

Suggest

Ask open-ended questions

Listen

Ask clarifying questions

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FROM NEGATIVE TO POSITIVE

- Help narrow the focus to the top 3, then 2, the # 1 concern
- Think out loud
- Play, use humor
- Model the attitude you want from others

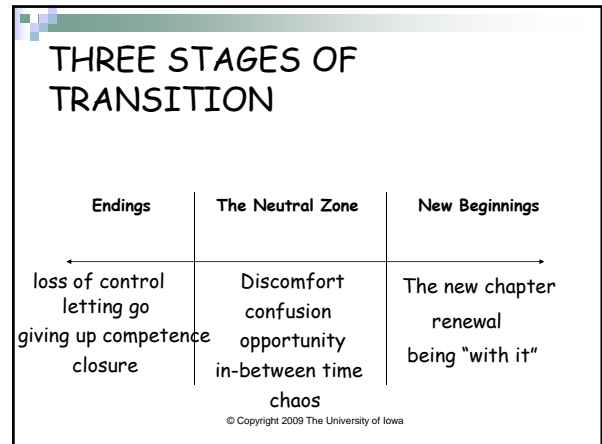
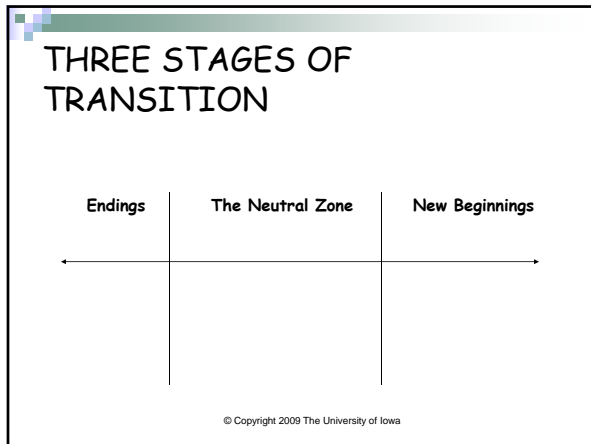
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CHANGE and TRANSITION

It is the transition, not the change, that most people resist:

- Leaving their "comfort zone"
- Loss of skills, role identity, or professional "fit"
- Risk of failing in new areas

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TRANSITION

Endings: Loss of control, letting go, giving up areas of competence, closure, saying good-bye

Neutral Zone: Discomfort, confusion, opportunity, in-between time, chaos

New Beginnings: The new chapter, renewal, being "with it"

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TRANSITION ASSESSMENT

Each stage of transition--Endings, Neutral Zone, and New Beginnings--has feelings, behaviors and words that are descriptive and typical responses in that stage.

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- ### Supervisory approaches for ENDINGS
- Acknowledge feelings
 - Be clear about "done deals"
 - Offer empathy and validations re losses
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- ### Supervisory approaches for the NEUTRAL ZONE
- Establish transition teams
 - Create 'small wins'
 - Coordinate communication among groups
 - Move anxiety to action
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Supervisory approaches for NEW BEGINNINGS

- Develop a picture, map or chart of the changes
- Link changes to slogans/symbols that unify
- Celebrate success of establishing changes
- Recognize workers' role in success

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ACTION PLAN FOR POSITIVE TRANSITION

Strength-focused, do-able action steps that are measurable for:

- 1) Working to create a positive climate
- 2) Creating readiness in others to pursue positive change
- 3) Generating commitment to a vision of the future that is energizing

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ACTION PLAN

Review stages of transition

Pick one key transition area or issue to assess where you and your workers are

Action Plan to help move more quickly and positively to New Beginnings

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THE SCORPION AND THE FROG



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WHAT GREAT MANAGERS KNOW

Each person is true to their unique nature
 Each person differs in thinking, in motivation, in relational style

so

Capitalize on this, don't bemoan it!
 Help workers become *MORE* of who they already are: build on strengths

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WHEN STUCK, CONSIDER:

Using the **AIA** model:

Action/Insight/Acceptance

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AIA MODEL

ACTION

Have you taken all the *action* you can take?

Have you considered all options for things you can do?

Are there more choices available to you?

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AIA MODEL

INSIGHT

Have you got all the insight you can in order to gain understanding?

Will further discussion and assessment be useful?

Is there more information you need, more people to access?

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AIA MODEL

ACCEPTANCE

If no more action can be taken or insight gained, move to *acceptance*.

Surrender, stop fighting what will be and go with it.

Don't take it personally.

Use your energy for the tasks ahead.

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PEER CONSULTATION

Pick a partner to mutually consult with about one key area of change that is challenging for you

Use the AIA model to briefly discuss and assess steps taken, needed

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SUMMARY

- Leading positive change involves skillful planning and intervention in both the process of change and attitudes about change
- Supervisors are key to worker response to change and transition
- There are specific steps and skills that can aid, enhance, and empower staff throughout

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