

Welcome!

Change - Opportunity or Crisis

New Hampshire Leadership
November 2011



HANDOUT #2

- COMPLETE QUESTIONS ON
HANDOUT

1) What is one change you have had in the past two years that has been good – and why.

2) What is one change you have had in the past two years that has been troublesome – and why.



Normalizing Change

Partner Activity...

- 1) If you could change who you are – who would you want to be? Or if you could now change something in your life, what would it be?
- 2) What is one change you have had in the past two years that has been good – and why.
- 3) What is one change you have had in the past two years that has been troublesome – and why.



Learning Objectives

Participants will:

1. Understand the different reactions taken to change in the workplace
2. Know their own personal strengths and weaknesses related to change and change management
3. Know the process of change and how to facilitate others through the process
4. Complete a development plan for a change they are experiencing.



Understanding Change

- Our WORK is constantly changing
- Poorly implemented change can result in conflict and poor morale
- Agency change is caused by staff turnover, state of the economy, rule changes, practice standards and philosophical changes
- Change can promote growth
- Change can cause crisis or crisis can be a catalyst for change



Change Management



SIMPLE Definition of change....

- Moving from one place to another!!!!



Likert Charts

- Take your strip of paper and complete one stem for each of the following statements and then post on appropriate chart:
- 1. To me, change means....**
 - 2. Emotion most common to me with change is....**
 - 3. Change in our organization is....**



Types of Change

Reactive

Proactive

Evolutionary



Reactive Change

- Imposed by others
- Response to crisis or other event
- Usually results in rash reactions that do not have line staff buy-in
- Supervisors must work with staff to help them understand the change and build their commitment to the change



Proactive

- Oriented toward a plan
- Involves collaboration with staff and stakeholders
- Supervisors should encourage staff to participate in the planning process
- Can be an excellent training and developmental tool



Evolutionary

- Change as a result of the course of business. I.e., staff turnover, caseload changes
- Supervisors should help staff understand and predict this change
- Staff should be involved in the planning process at the unit level



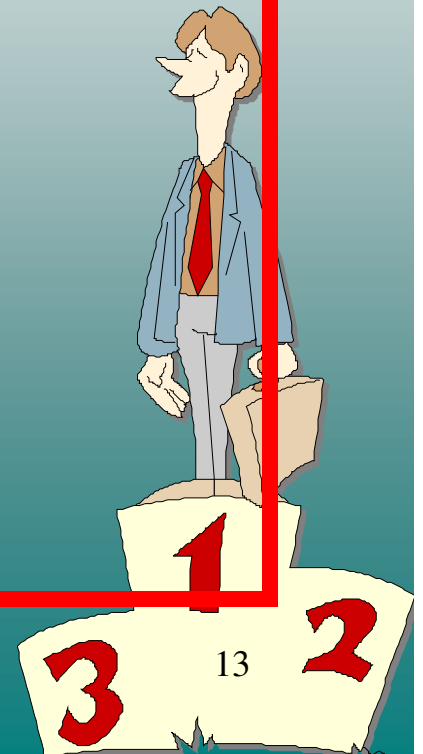
Two Catalysts of Change

- Self Inflicted
- Others Inflicted



SINCE YOU HAVE NO CHANGE!!!! PRACTICING CHANGE

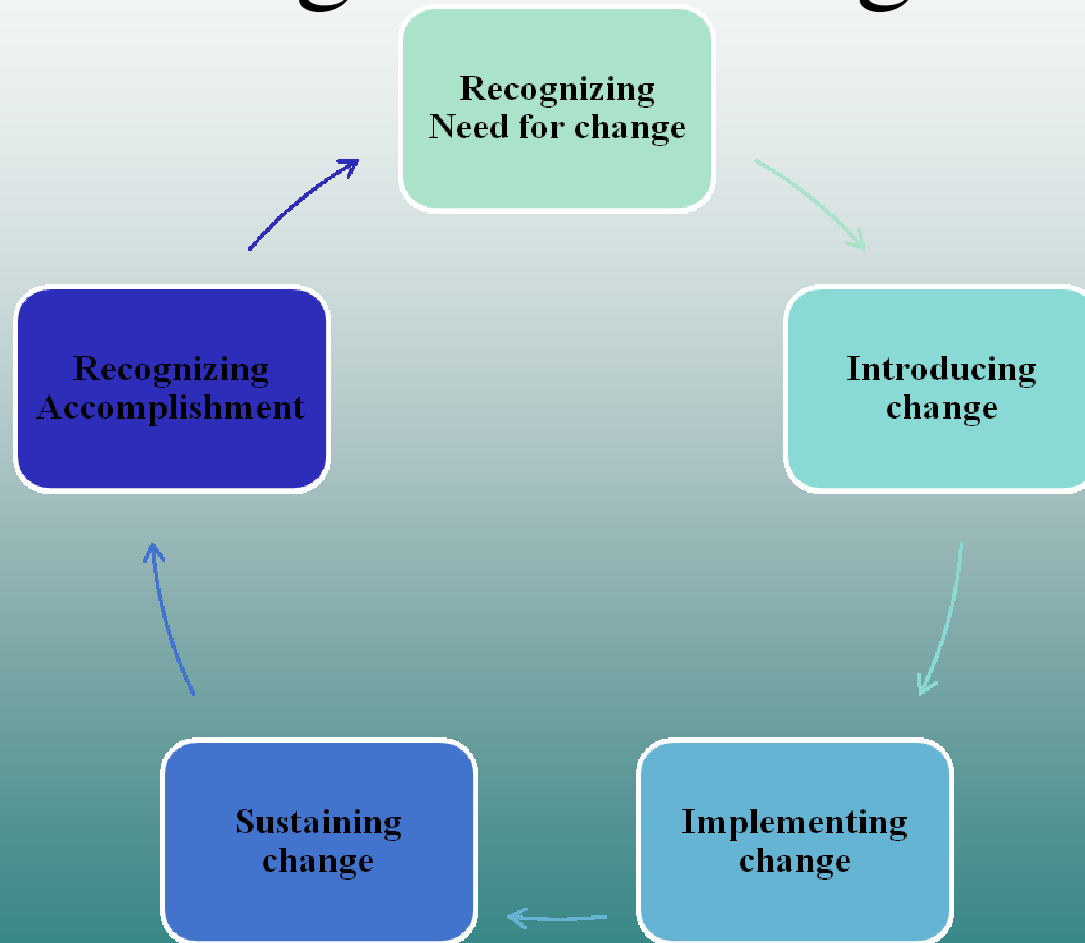
- ✓ Self Inflicted – change one thing you are doing right now.
- ✓ Others Inflicted – follow my **ORDERS**
- ✓ Hold for 2 minutes!!!



A curve in the road is not a bad thing unless you fail to navigate the turn.



Stages of Change



Catastrophic Expectations



Implementation of Change

- Change is scary,
people are often
resistant
- Let's Haiku about
change!



Change Management

- Implementation is generally easier if staff are involved in the planning process
- Staff commitment impacts how change is adopted
- Philosophical shifts must be well-planned and planning should include all agency staff



- It has often been said that the only sure things in life are:

DEATH and TAXES

- I believe that a third element needs to be added to the list:

C H A N G E



Video Clip

3 minutes



Roles in the Change Process

- Vision Keeper
- Culture Builder
- Co-designer and Change initiator
- Gatekeeper
- Builder of Engagement, ownership and commitment
- Coach, trainer, educator
- Provider of Feedback and advocacy to agency

With the implementation of the present practice model how would you carry out the role you are assigned?



Six Beliefs

What Change Does this Represent?

1. Children and Youth Should be Safe
2. Children and Youth Belong With Their Family
3. Prevention Reduces Child Abuse and Neglect
4. Everyone Deserves to Be Treated with Courtesy and Respect
5. All Families Have Strengths
6. All Children and Youth Deserve Permanency



SUMMARY OF CHANGE....



- **Constant and never-ending**
- **Sometimes gradual and sometimes fast and furious**
- **Can bring joy, success, gain**
- **Can bring loss, failure or sorrow**
- **Can be self-selected or imposed**
- **Involves both content/process and transitions**
- **Change is getting from here to there!!!!**

- **CHANGE is NEUTRAL!**
- *Change by itself is neither positive or negative.... however:*
- Our **REACTION to Change** will **determine** whether the change is positive or negative.
- Are we **Pro-Active** or **Re-Active**



Process

- Steps
- Plans
- Activities
- Details
- Costs
- Benefits
- Goals
- Measures
- Outcomes
- Deadlines
- Etc.

Transition

- Feelings
- Personal wants/needs
- Values
- Likes
- Dislikes
- Family
- Confidence
- Commitment
- Friends
- Family
- Colleagues



Change Management Assessment Handout – Page 3,4



- Whether we like it or not **CHANGE** is happening all around us:
 - Environment
 - Economy
 - Politics
 - Workforce
 - Technology
- *The real question is whether we are ready to adapt to a changing world?*

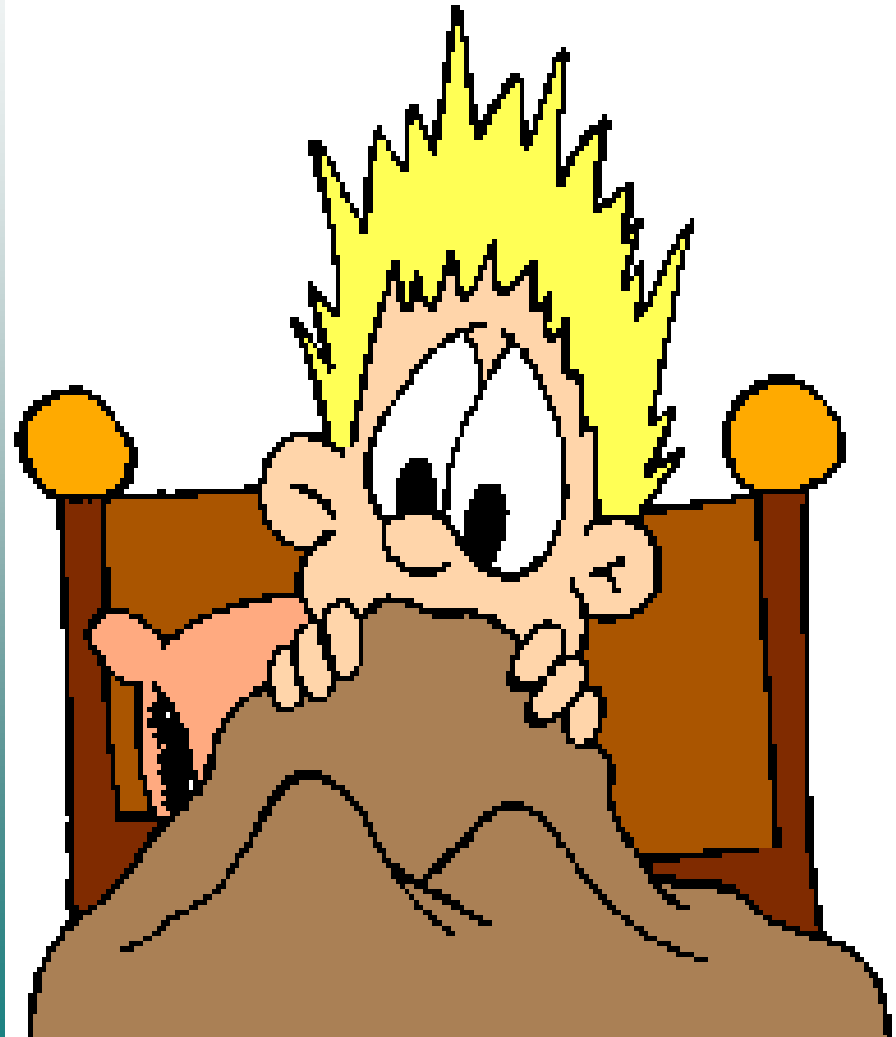


ORGANIZATIONAL CHANGE...

Involves system-wide change -

Possibly:

- Mission
- Restructuring practice
- New technologies
- New clients or practices for clients
- New programs
- Re-engineering



Organizational Change

- In looking at the impact of change on an organization and how to manage the change an important factor needs to be considered:
- Organizations are merely a collection of people..... therefore:
- **Organizations don't change but PEOPLE in them do!!**



Change – Big Brother Watchers

- Three groups....
- Birmingham, Alabama
- San Juan, Puerto Rico
- Toronto, Ontario



1. Immediate reactions – record
2. Immediate feelings – record
3. What to do first – record
4. What do you need right now – record
5. What will help you most right now - record

BIG BROTHER WATCHERS CHANGING YOUR CHEESE





To understand change...
let me tell you a story



Page 5

- Complete the questions...





How did Sniff & Scurry Respond to the Change?

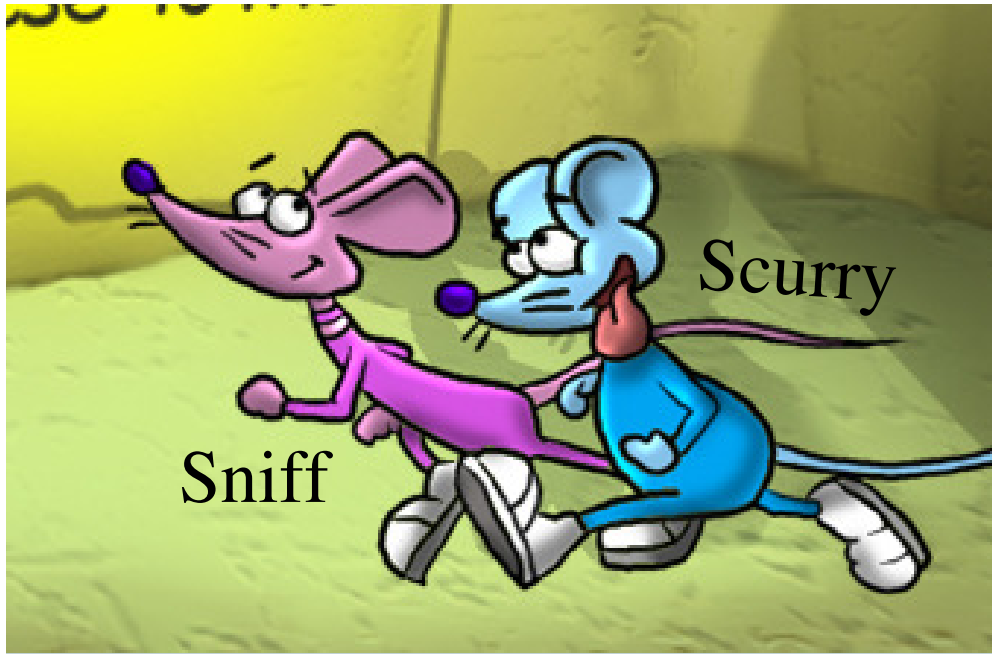
- Expected that change would happen
- Accepted that change did happen
- Put on their running shoes & went looking for new cheese
- Used 'trial & error' method to find cheese
- Didn't let set backs stop them from looking for new cheese



How did Hem & Haw Respond to the Change?

- Fear of failure
- Lost their edge
- Become angry & frustrated
- Blamed each other
- Took their worries & frustrations home
- Stress & sleeping problems
- Adopted a “wait & see” attitude
- Became immobilized
- Were active but not productive





*when it comes to thinking
about the changes at work, who are you?*





*So, what have we learned
from this story...*





Change Happens
They Keep Moving
The Cheese!



Anticipate Change
Get Ready For
The Cheese To Move!



Monitor Change

Smell The Cheese Often
So You Know When
It Is Getting Old!



Adapt To Change Quickly
The Quicker You Let Go
Of Old Cheese,
The Sooner You
Can Enjoy New Cheese!



Change
Move With The Cheese!



Hold your
vision of
"New Cheese"
until it
becomes
a reality.



Change happens.



Enjoy Change
Savor The Adventure
And The Taste Of
New Cheese!





Enjoy the taste of "New Cheese"



Be Ready To
Quickly Change
Again And Again.
They Keep Moving
The Cheese!

Go for it!
Go for it! **Go for it!**





Change and win!

In every maze,
there is always "New Cheese"



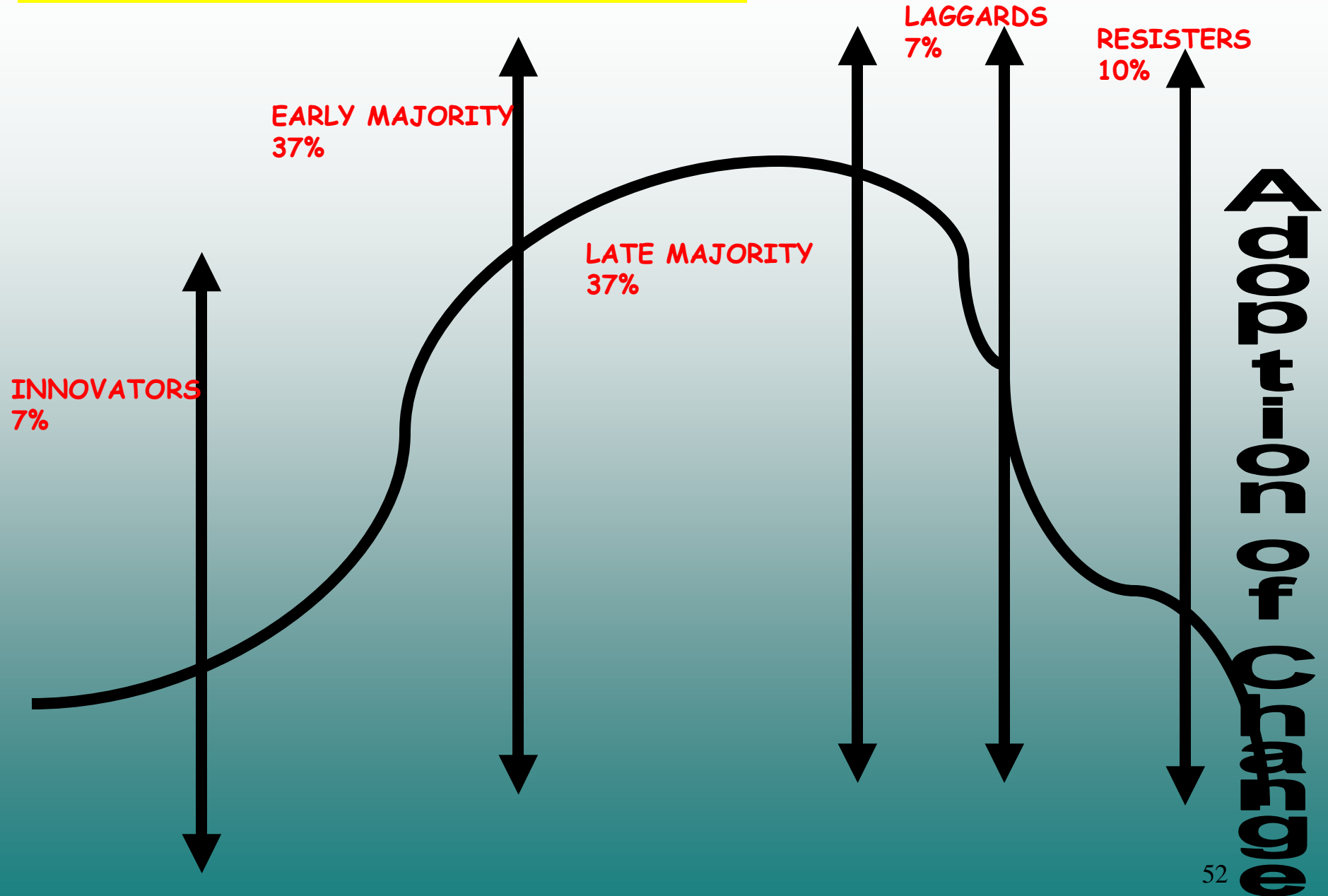
A 3D illustration of a maze made of light brown stone walls. In the center of the maze, there are several large, bright yellow mounds of cheese. A small white sign with a yellow border and the letter 'N' is mounted on a post in the background. The sky is a clear blue. The overall scene is brightly lit, suggesting a sunny day.

N

**Congratulations on changing and
finding your “New Cheese”!**



People in the change process



ASSIGNMENTS....

A = Innovators

B = Early Majority

C = Late Majority

D = Laggards

E = Resisters

F = The Change Leaders



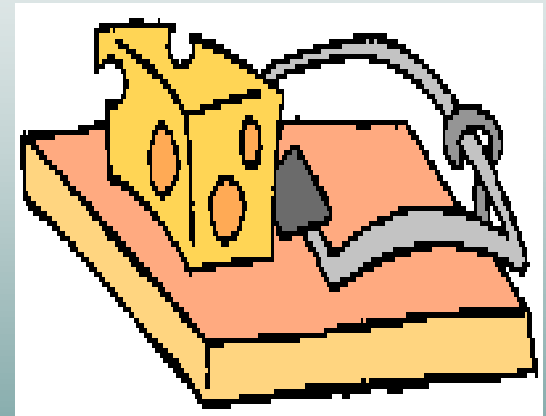
CHANGE CHEERLEADERS

- Go to your *NEW* group:
A,B,C,D,E, or F
- Create a cheer that has both words and actions.
- This cheer must reflect your place in the change process.
- Be creative and give us the true message!



MAJOR DIFFICULTIES IN ACCOMPLISHING CHANGE

- PEOPLE
- CONTROL/INFLUENCE
- CONFUSION AND/OR LACK OF PLANNING



MAJOR BARRIERS TO CHANGE

1. Low skill
2. Low resilience
3. Too many
4. Unclear purpose
5. Low involvement of staff
6. No performance measures
7. Closed system
8. Fear of failure
9. Rigid paradigms
10. Unconscious incompetence
11. Insufficient resources

16 Ideas to Consider

- 1. Get an expert**
- 2. Talk about change**
- 3. Get feedback**
- 4. Engage in meaningful change only**
- 5. Dive in and act**
- 6. Use a team focus**
- 7. Delegate leadership**
- 8. Plan for flexibility**
- 9. Allow time**
- 10. Keep focused on benefits/mission**
- 11. Remember transitions**
- 12. Caution about area of influence**
- 13. Ask for volunteers**
- 14. Give kudos**
- 15. Action Research focus**
- 16. Create a closure plan**

Think about... Action Plan

Are there any changes you
have to make at work?

- *What are they?*
- *When do you need to make the change?*
- *Who do you need to talk to about the change?*
- *Regardless of these changes, is there anything that will stay the same at work?*



“I THOUGHT THIS
CHANGE WOULD
BE EASY!!!

