Leading Change in Human Service Organizations

Illinois CQI Community
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Shaun Lane
The selection of change strategy is contingent on the level or type of change, organizational context for change, and potential sources of change support and resistance.

Our challenge as change agents, then, is to carefully analyze each proposed change initiative and intentionally select from among different change management strategies.
• Introductions
• Definitions and typology of change
  – Application exercise #1
• Organizational context for managing change
  – Part I Operating environment
  – Application exercise #2
  – Part II Human service workers
  – Part III Organizational culture
  – Application exercise #3
• Change Management Models
  – Application exercise #4
Definitions and Typology of Change or “What are we talking about here?”
Change and Innovation Defined
(Webster’s Third New International Dictionary)

• **Change**: the **action of making something different** in form, quality, or state: the fact of becoming different: introduction of novelty: a **departure from a norm**: a deviation from established character, sequence, or condition

• **Innovation**: the **introduction of something new**: something that deviates from established doctrine or practice
Levels or Types of Change (Jick; Kotter; and Heifetz)

- Convergent
- Technical
- Procedural
- Discreet

- Frame-breaking
- Adaptive
- Structural
- Complex
1. What is a change initiative you’ve led or participated with?
2. What is the scale and scope of the change?
3. How would you characterize the level or type of the change initiative?
   a. Convergent vs. frame-breaking
   b. Technical vs. adaptive
   c. Procedural vs. structural
   d. Discreet vs. complex
Family~First~Act

TF~CBT

Program~outcomes

ARC

Family~finding

Managed~care~readiness

IM~CANS

Family~engagement

Clinical~outcome~measures

Visit~coaching

Organizational~performance~measurement
Organizational Context for Change in Human Service Organizations

Part I

or

“Why are we having to change all the time?”
(I’m exhausted...)
The Task Environment for Human Service Organizations
(Hasenfeld, 1983)

Providers of Complementary Services
- D97 (Education)
- The Children’s Clinic (Health Care)
- THRIVE (Therapy)
- YMCA and Park District (Recreation)
- HCA Volunteers

Recipients & Consumers
- Children and families referred by DCFS (GH, FC, IFS)
- Children and parents in HS and After School Day Care

Organization
- Hepzibah Children’s Association

Competing Organizations
- Park District and for-profit firms providing local afterschool care
- Peer CW agencies serving like population

Providers of Clients
- DCFS
- CFEC and other local organizations
- D97
- Peer CW agencies
- Word-of-mouth among parents for the afterschool day care program and HS

Providers of Authority and Legitimation
- DCFS Licensing, Monitoring, and Contracting
- CH+A (Head Start)
- COA
- NAEYC
- Network of relationships with key community leaders and elected officials
- State and municipal licensing and inspections

Providers of Financial Resources
- DCFS
- D97 (Program space)
- Private fees (Afterschool Day Care)
- Donors and Foundations
- CH+A (Head Start)
- CMHB
Using the Task Environment diagram as a guide, explore the following questions:

1. What is the task environment for your organization?
2. What elements of the task environment place demands on your organization that may require change initiatives?
3. What elements of the task environment support or enable your organization’s change initiatives?
Organizational Context for Change in Human Service Organizations
Part II
or
“Why won’t they do what I tell them to do?”
Human Services Work is Emotional Work (Guy, et. al.; Lipsky)

- Emotional work is the engagement, suppression, or evocation of the worker’s emotions necessary for the work.

- Emotional work requires direct interactions, emotive sensing, perceptiveness, active listening, negotiating, empathizing, developing rapport, and monitoring one’s own affect as well that of others.

- Emotional work requires artful sensing of other’s emotional state and crafting one’s own affective expressions so as to elicit the desired response of the other.

- Emotional work is a specialized form of knowledge work and is characterized by high degrees of **autonomy and discretion**.
Levers for Change with Human Service Workers (Lipsky)

Administrative Controls

Worker Discretion and Autonomy

Allegiance to Mission
Enabling Conditions
Goal Congruence
Professional Identity
Leadership Credibility
Intrinsic Motivation

Core Job Characteristics

Skill variety
Task identity
Task significance
Autonomy
Feedback from job

Critical Psychological States

Experienced meaningfulness of the work
Experienced responsibility for outcomes of the work
Knowledge of the actual results of the work activities

Outcomes

High internal work motivation
High “growth” satisfaction
High general job satisfaction
High work effectiveness

Moderators: 1) Knowledge and skill, 2) Growth need strength, and 3) “Context” satisfaction

Hackman and Oldham, 1980
Organizational Context for Change in Human Service Organizations

Part III

or

“Why is change so hard around here?”
Organizational Culture
(Schein; Himmelgarn, et. al.)

• A pattern of shared norms, beliefs, and behavioral expectations that drive behavior and communicate what is valued in organizations

• Communicated through organizational artifacts
  a. Physical environment
  b. Language
  c. Technology and products
  d. Dress style
  e. Manners of address
  f. Emotional displays
  g. Myths and stories
  h. Published values
  i. Rituals and ceremonies
Setting and Reinforcing Culture (Schein)

- What leaders pay attention to, control, and measure
- React to critical incidents and crises
- Modeling, teaching, coaching
- Allocate scarce resources
- Allocate recognition, rewards, and status
- Criteria for recruitment, selection, advancement and separation
- Design and structure
- Systems and procedures
- Rites and rituals
- Design of physical space
- Stories, legends, and myths
- Formal statements of philosophy, values, and creed
<table>
<thead>
<tr>
<th>Passive/Defensive Culture</th>
<th>Engaged/Positive Culture</th>
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<tbody>
<tr>
<td>• Rigid</td>
<td>• Flexible</td>
</tr>
<tr>
<td>• Routinized</td>
<td>• Participative</td>
</tr>
<tr>
<td>• Conformity</td>
<td>• Autonomy</td>
</tr>
<tr>
<td>• Hierarchical clearances</td>
<td>• Trust</td>
</tr>
<tr>
<td>• Criticism and sanctions</td>
<td>• Collaborative and non-threatening</td>
</tr>
<tr>
<td>• Depersonalization</td>
<td>• Risk-taking</td>
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<tr>
<td>• Role overload</td>
<td>• Active problem-solving</td>
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<tr>
<td>• Role conflict</td>
<td>• Capacity</td>
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</tbody>
</table>
Adaptive organizational culture requires the exercise of leadership at multiple levels of the organization and both attunement and responsiveness to the main constituencies of clients, funders, stakeholders, and employees.
Discuss the culture of your respective organizations.

a. How is the culture communicated and reinforced?

b. What works well about the culture, and what would you change?

c. To what extent does the culture of your organization support and/or impede change initiatives?
Change Management Models
or
“Really, isn’t there a formula for change?”
1. Analyze the organization and its need for change
2. Create a shared vision and a common direction
3. Separate from the past
4. Create a sense of urgency
5. Support a strong leader role
6. Line up political sponsorship
7. Craft an implementation plan
8. Develop enabling structures
9. Communicate, involve people, and be honest
10. Reinforce and institutionalize the change
### Situational Factors:
- Amount and type of resistance anticipated
- Relationship between change initiator and potential resistors (power, trust, history)
- Degree of reliance on potential resistors for information, commitment, and action necessary to implement change
- Immediacy and level of stakes

<table>
<thead>
<tr>
<th>Sources of Resistance</th>
<th>Strategies for Managing Resistance</th>
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<tbody>
<tr>
<td>• Parochial self-interest</td>
<td>• Education and communication</td>
</tr>
<tr>
<td>• Misunderstanding and low trust</td>
<td>• Participation and involvement</td>
</tr>
<tr>
<td>• Different assessments</td>
<td>• Facilitation and support</td>
</tr>
<tr>
<td>• Low tolerance for change</td>
<td>• Manipulation and cooptation</td>
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<tr>
<td></td>
<td>• Explicit and implicit coercion</td>
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Scope and Scale of Change

Maintenance or incremental change

Adaptive change
Pace of Change

Fight or Flight

Stress

Status Quo
1. What is a change initiative you are planning?
2. What is your assessment of the scale and scope of the change?
3. What is your assessment of the sources for support and resistance?
4. Based on your assessment, what change management strategies are the best fit for your change initiative?
Q&A and Key Take-aways

• Contingent model of change management
• Change typology
• Organizational context
  – Operating environment
  – Attributes of human service workforce
  – Organizational culture
• Change management models
  – Sequential change
  – Managing resistance
  – Implementation drivers
  – Calibrating change

Questions & Discussion
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