

Leading Change in Human Service Organizations

Illinois CQI Community
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Contingent Model of Change Management

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

Agenda

- 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

Frame-breaking



Technical

Adaptive



Procedural

Structural



Discreet

Complex



Application Exercise #1

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

Accreditation

Annual assessment of overall risk

IM~CANS

Significant event reporting

Personnel policies

Behavior treatment plan

Medication security

TF~CBT

Program~outcomes

ARC

Family~finding

Family~engagement

Risk management plan
Electronic prescribing

Strategic plan

Secure mobile devices
Mobile device security
Complex passwords

Managed~care~readiness

Clinical~outcome~measures

Visit~coaching

Organizational~performance~measurement

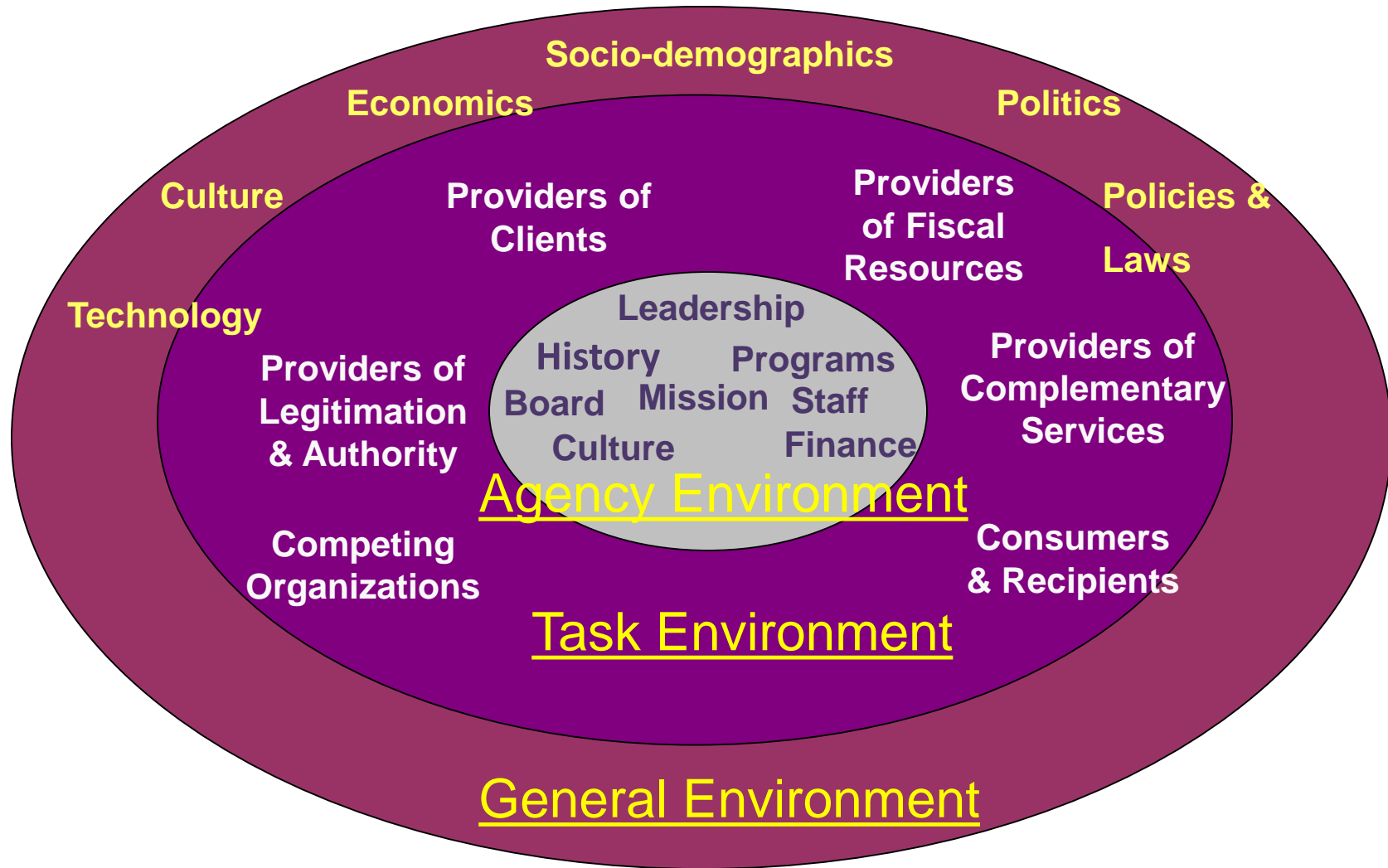
Organizational Context for Change in Human Service Organizations

Part I

or

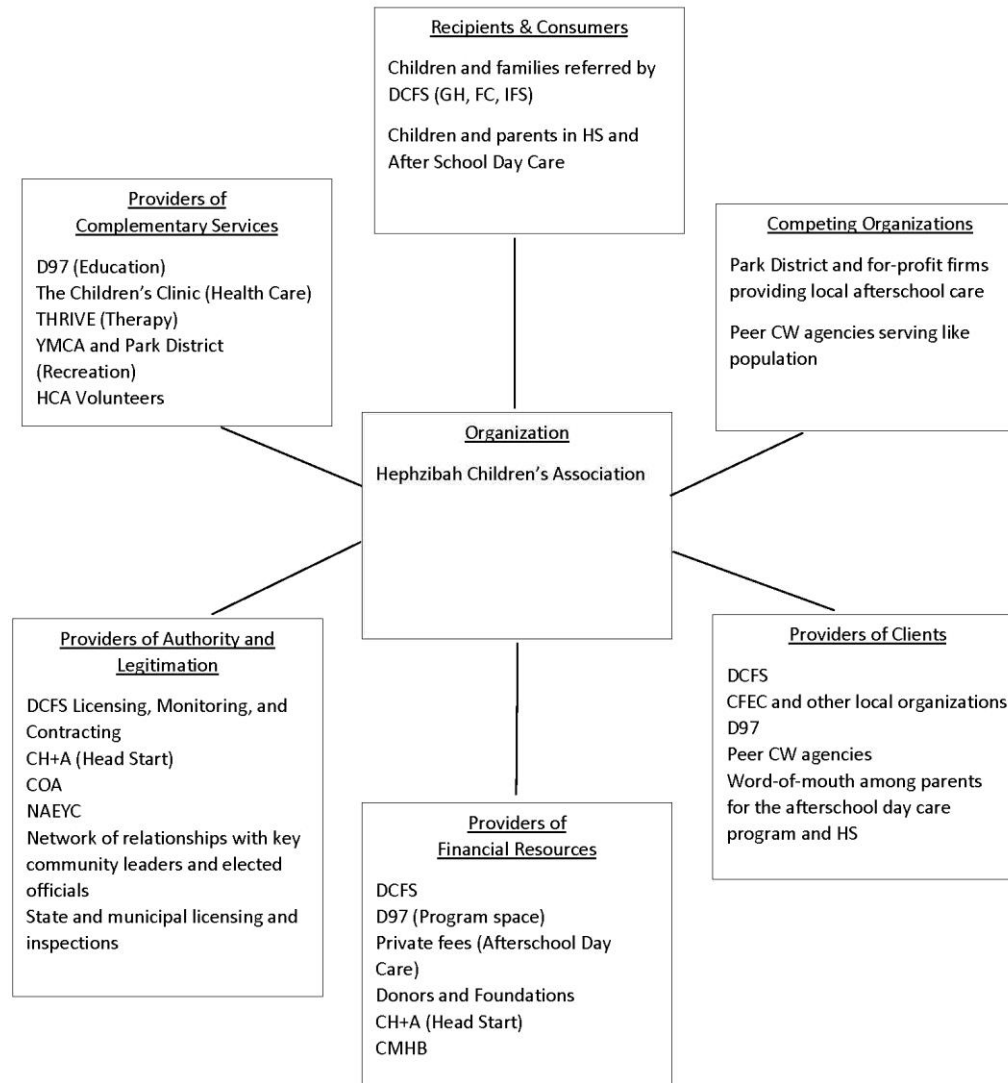
*“Why are we having to change all the time?”
(I’m exhausted...)*

Organizational Context



The Task Environment for Human Service Organizations

(Hasenfeld, 1983)



Application Exercise #2

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

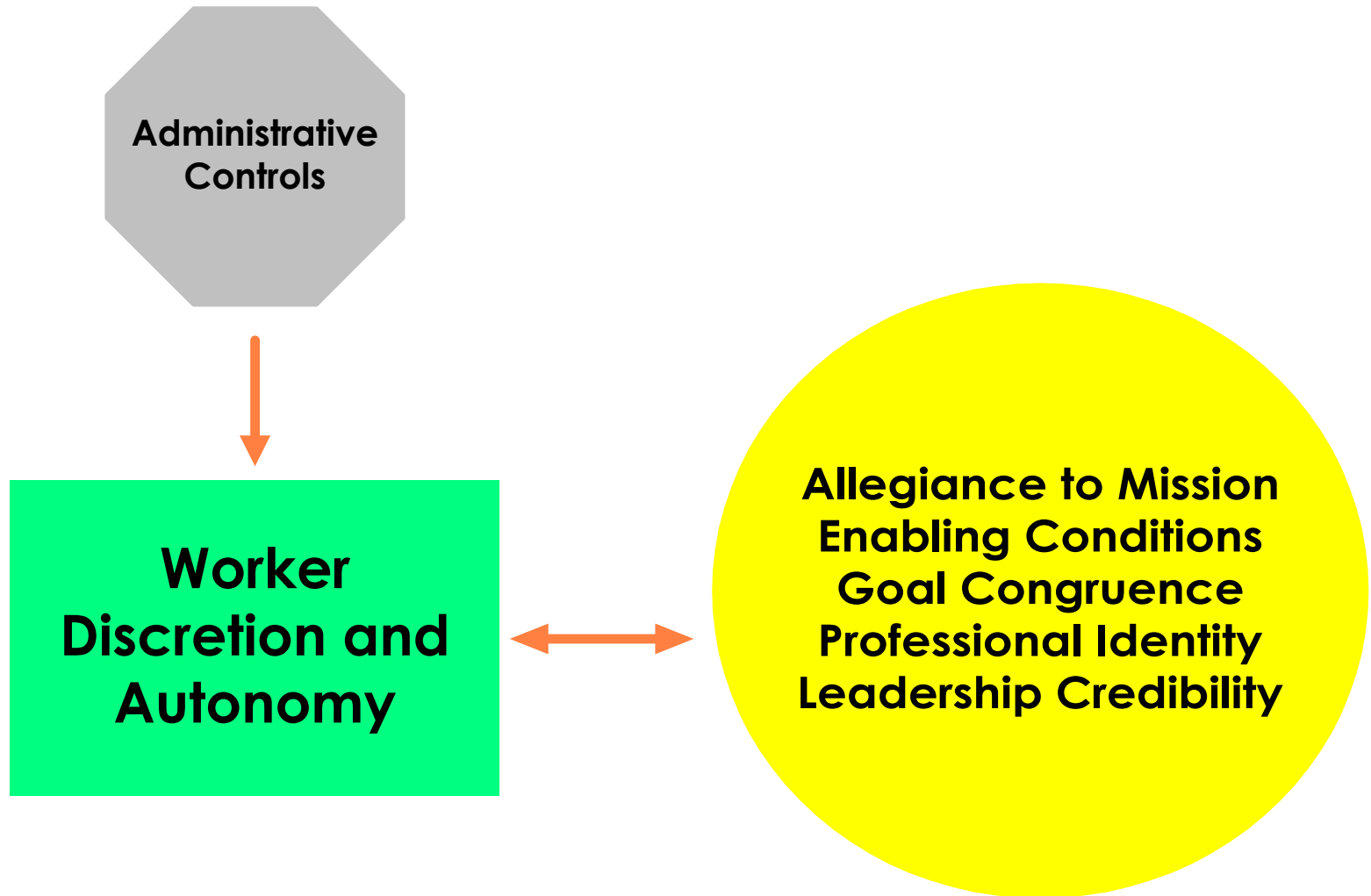
or

“Why won’t they do what I tell them to do?”

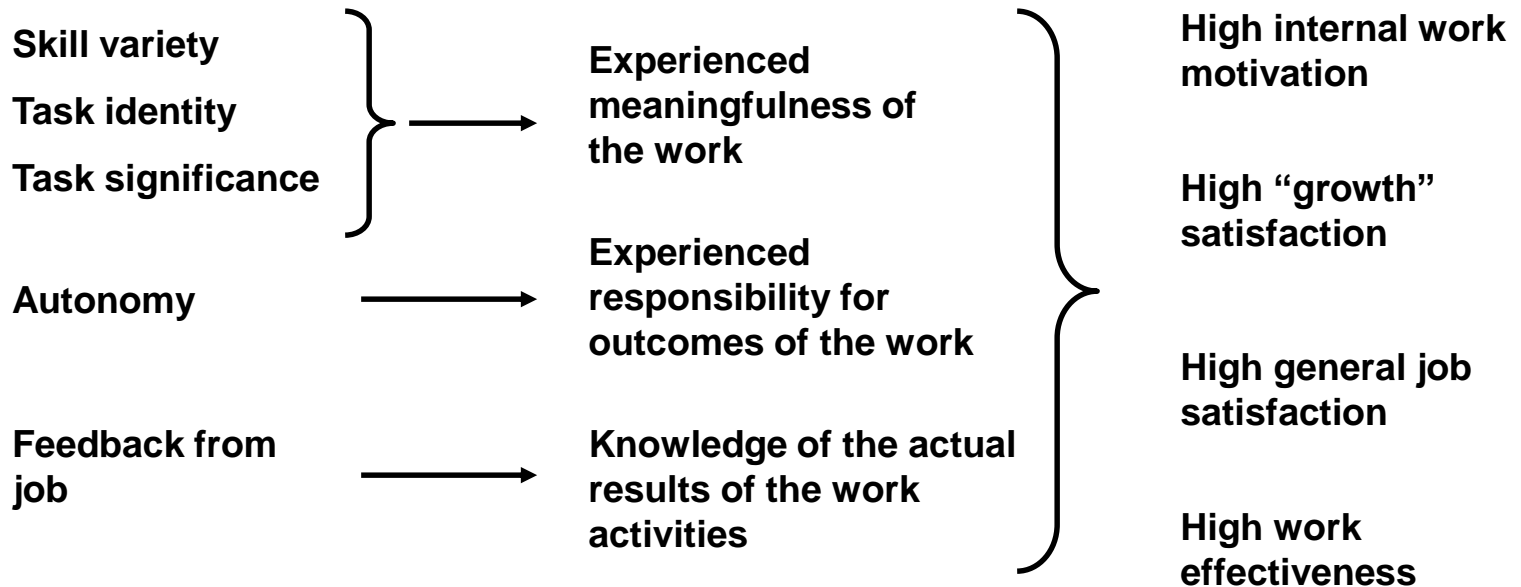
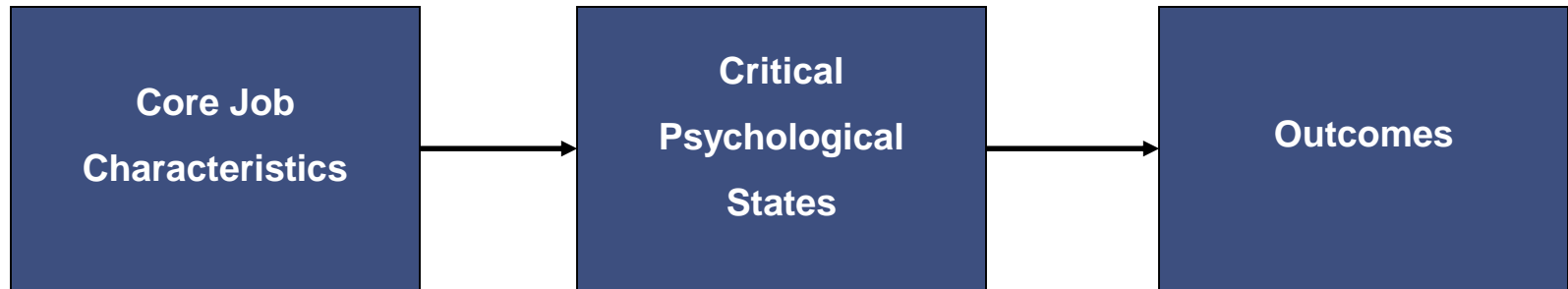
Human Services Work is Emotional Work (Guy, et. al.; Lipsky)

- 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)



Intrinsic Motivation



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

Organizational Context for Change in Human Service Organizations

Part III

or

“Why is change so hard around here?”

Organizational Culture (Schein; Himmelmarn, 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

Culture → Change (Hemmelgarn, et, al.)

Passive/Defensive Culture

- Rigid
- Routinized
- Conformity
- Hierarchical clearances
- Criticism and sanctions
- Depersonalization
- Role overload
- Role conflict

Engaged/Positive Culture

- Flexible
- Participative
- Autonomy
- Trust
- Collaborative and non-threatening
- Risk-taking
- Active problem-solving
- Capacity

Adaptive Culture (Kotter & Heskett)

- 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.

Application Exercise #3

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?”

Sequential Change Process (Jick)

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

Managing Resistance (Kotter & Schlessinger)

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

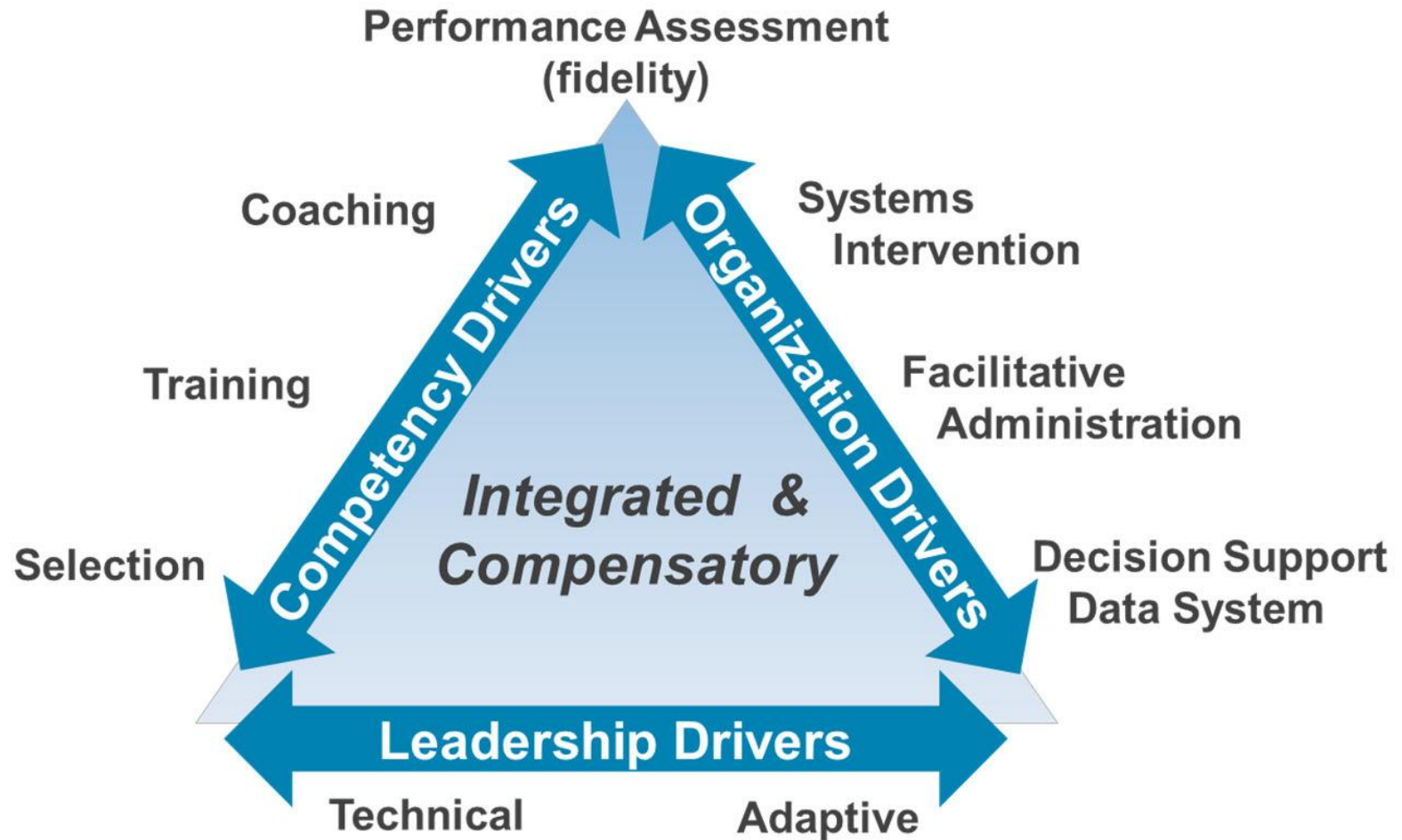
Sources of Resistance

- Parochial self-interest
- Misunderstanding and low trust
- Different assessments
- Low tolerance for change

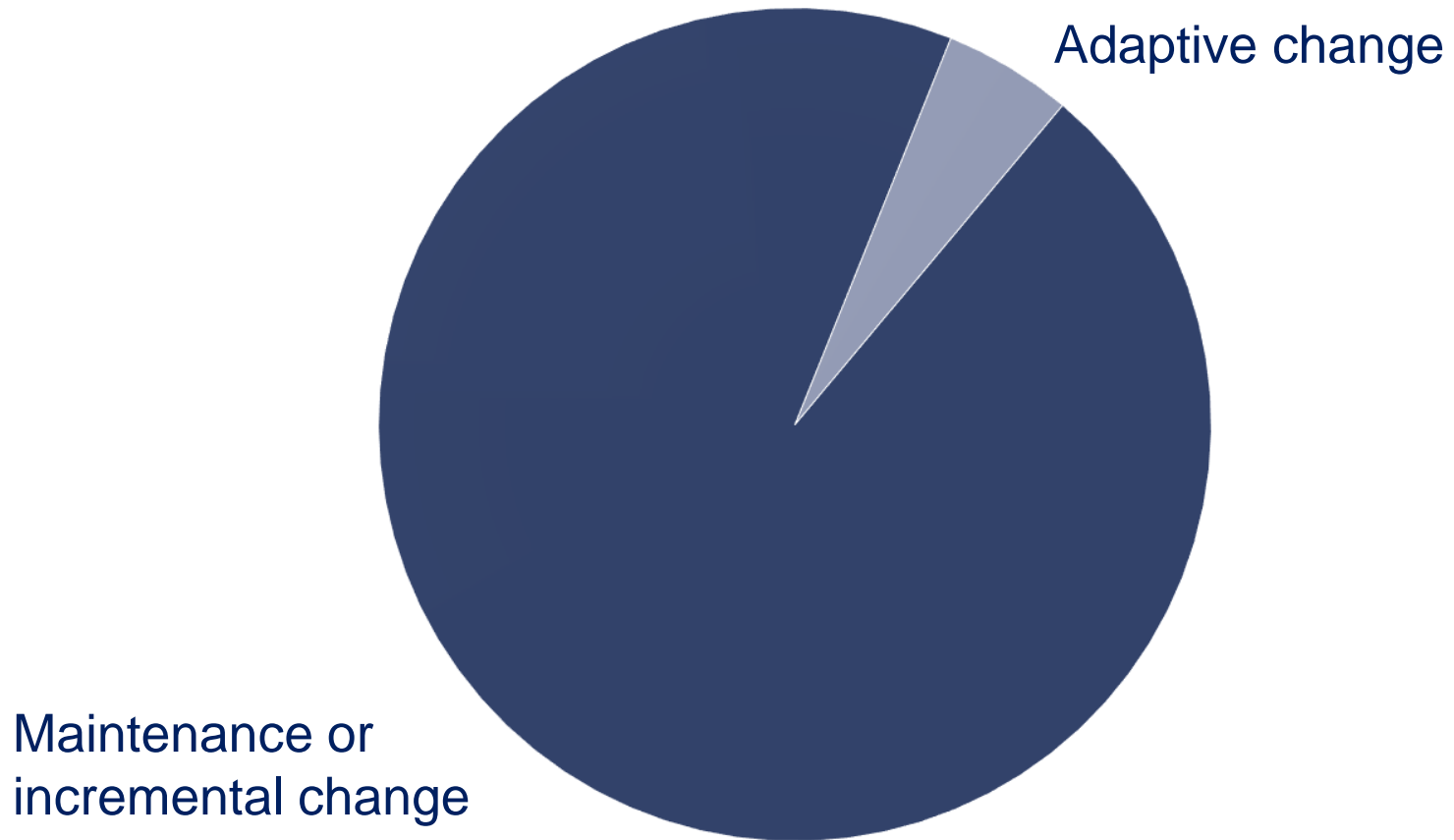
Strategies for Managing Resistance

- Education and communication
- Participation and involvement
- Facilitation and support
- Manipulation and cooptation
- Explicit and implicit coercion

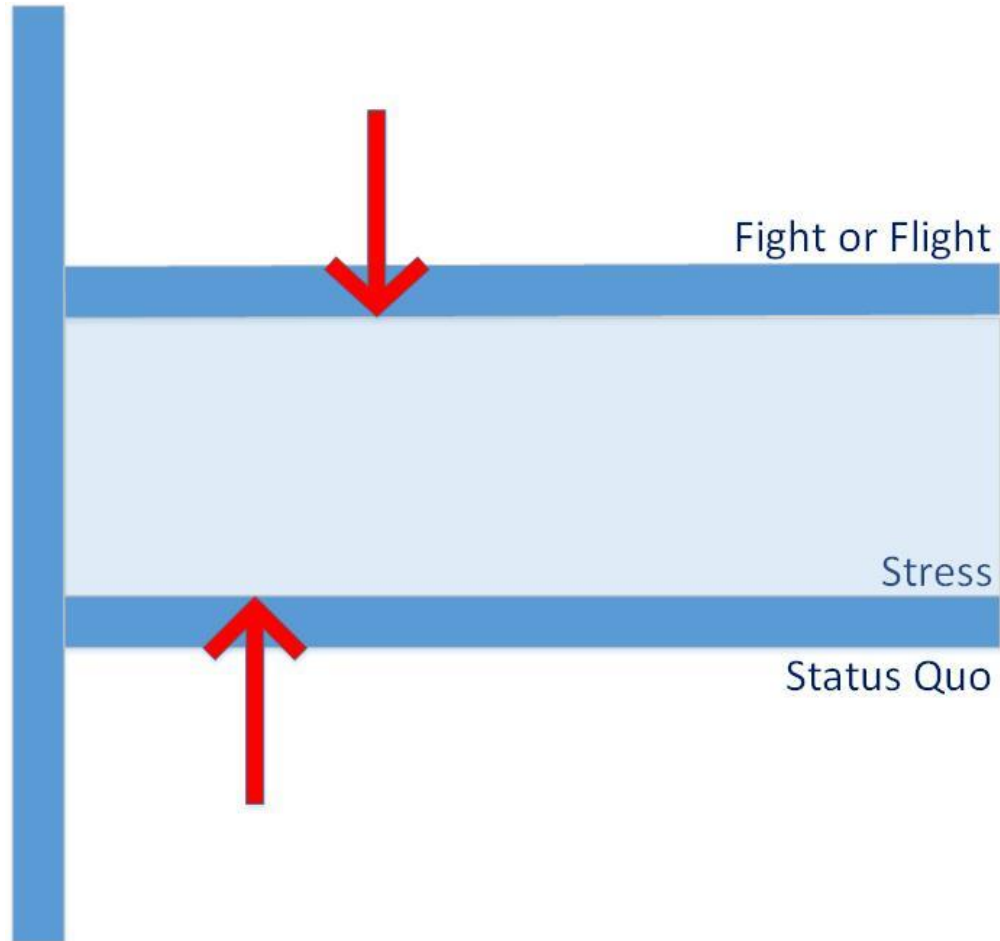
Implementation Drivers (Fixsen, et. al.)



Scope and Scale of Change



Pace of Change



Application Exercise #4

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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