Leading Organizational Change

Gina Brimner, MSW, LCSW

Robert Dare, Dare Consulting LLC

August 9, 2022

SAMHSA
Substance Abuse and Mental Health
Services Administration

Mountain Plains (HHS Region 8)
MHTTC Mental Health Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration
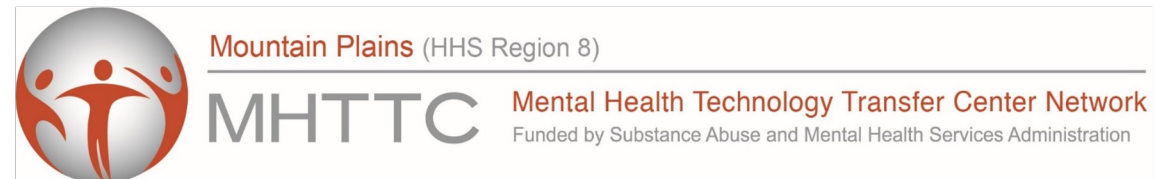
Disclaimer and Funding Statement

The Mountain Plains Mental Health Technology Transfer Center

The Mountain Plains Mental Health Technology Transfer Center (Mountain Plains MHTTC) provides training and technical assistance to individuals who serve persons with mental health concerns throughout Region 8 (Colorado, Montana, North Dakota, South Dakota, Utah and Wyoming).

We belong to the Technology Transfer Center (TTC) Network, a national network of training and technical assistance centers serving the needs of mental health, substance use and prevention providers. The work of the TTC Network is under a cooperative agreement by the Substance Abuse and Mental Health Service Administration (SAMHSA).
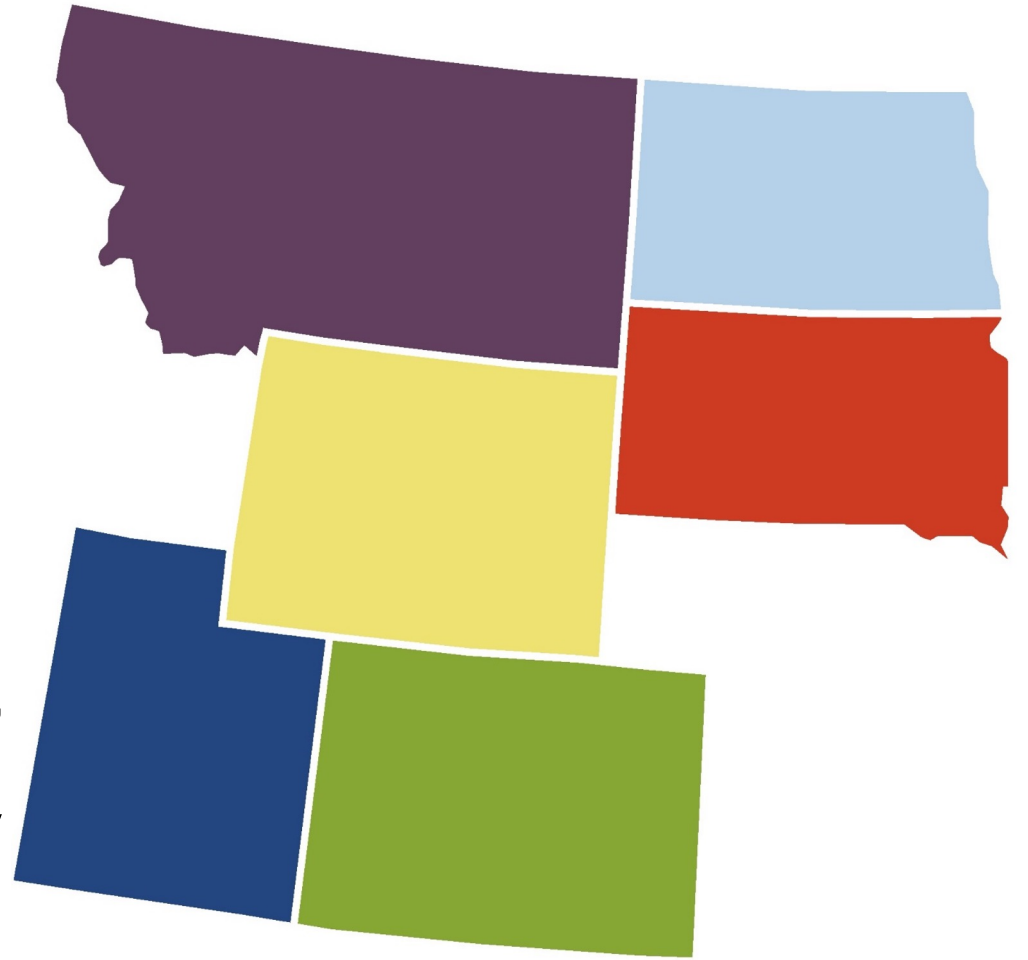
Mountain Plains MHTTC Leadership

Dennis Mohatt,
Co-Project Director

Dr. Rachel Navarro
Co-Project Director

Mountain Plains (HHS Region 8)

MHTTC Mental Health Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration

Land Acknowledgement Statement

Today, the University of North Dakota rests on the ancestral lands of the Pembina and Red Lake Bands of Ojibwe and the Dakota Oyate - presently existing as composite parts of the Red Lake, Turtle Mountain, White Earth Bands, and the Dakota Tribes of Minnesota and North Dakota. We acknowledge the people who resided here for generations and recognize that the spirit of the Ojibwe and Oyate people permeates this land. As a university community, we will continue to build upon our relations with the First Nations of the State of North Dakota - the Mandan, Hidatsa, and Arikara Nation, Sisseton-Wahpeton Oyate Nation, Spirit Lake Nation, Standing Rock Sioux Tribe, and Turtle Mountain Band of Chippewa Indians.

Stay Connected

Scan this QR code to follow us on Instagram, LinkedIn, Twitter, and Facebook. You can also join our e-mail newsletter!

SCAN ME

Leading Organizational Change

Gina Brimner, LSW

Robert Dare, Dare Consulting LLC

August 9, 2022

SAMHSA
Substance Abuse and Mental Health
Services Administration

Mountain Plains (HHS Region 8)
MHTTC Mental Health Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration
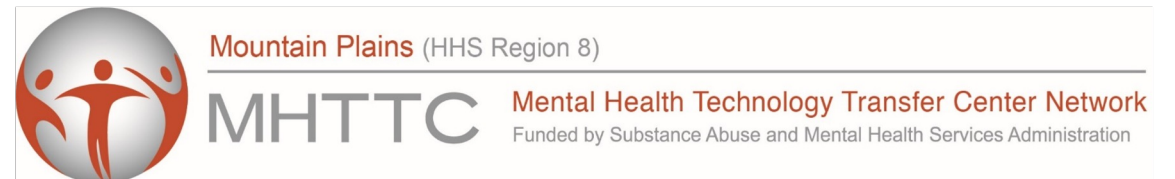
Leading Organizational Change
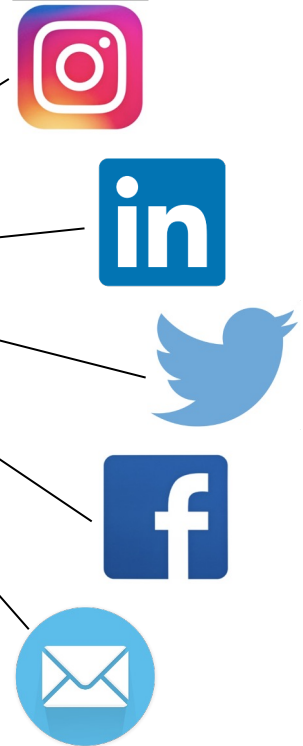
The leader of the past knew how to tell; the leader of the future will know how to ask.   – Peter Drucker

Agenda

1. Brief introductions

2. Attitudes about change

3. Key elements to planning and leading change

4. Adjourn

Introductions

- Who are you?

- What is your position & where?

- What kinds of change do you face in the work environment?

Who Moved My Cheese?

- Do you recognize Sniff, Scurry, Hem and Haw on your team? In yourself?

- What has helped you/challenged you during times of change?

- What are takeaway messages about attitudes towards change?

ADKAR Checkup

Awareness
- Is your team aware that change is needed?

Desire
- Are staff willing to participate in organizational change?

Knowledge
- Do team members understand how to change and what is necessary to do so?

Ability
- Do staff have the abilities or skills necessary to enact change?

Reinforcement
- How will you reinforce changes in a way that will sustain their success?

Hiatt, 2006. ADKAR: A Model for Change in Business, Government and Our Community

Individuals Experience Change over Time

Person A

Awareness	Desire	Knowledge	Ability	Reinforcement

Person B

Awareness	Desire	Knowledge	Ability	Reinforcement

Person C

Awareness	Desire	Knowledge	Ability	Reinforcement

Person D

Awareness	Desire	Knowledge	Ability	Reinforcement

Time ⟶
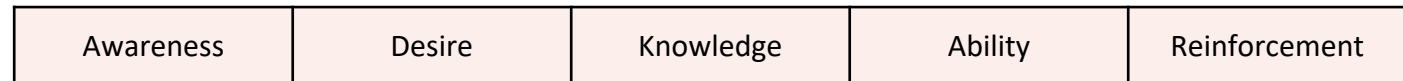
- Some learn about changes later than others
- Some are early adaptors and move quickly through the process
- Some may take longer through phases of change

Hiatt & Creasey, 2012. Change Management: The People Side of Change.

Change Management Model Crosswalk

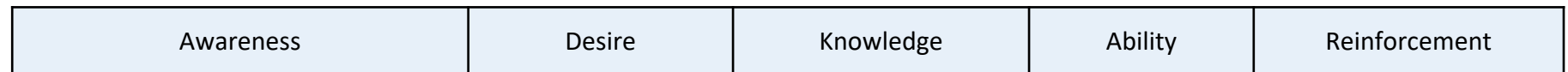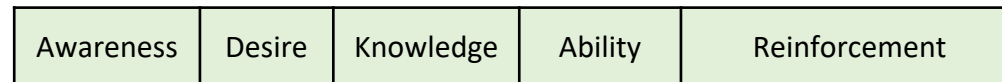| Kotter	Rosen	Hiatt & Creasey	Larue & Solomon	Larue & Solomon
Establish sense of urgency	Vision	Awareness	Work yourself out of your job – make team less dependent on you over time	Purpose – strategic direction • Strategic priorities • Outcome-based criteria • Performance expectations linked to priorities
Create guiding coalition	Trust	Desire	Integrated solutions require integrated operations	Why will change benefit • Customers • Organization • Individuals (what's in it for me?)
Develop vision & strategy	Participation	Knowledge	Focus on outcomes rather than inputs	HOW – crafting the roadmap • Ask team to create the roadmap • Assess who's on the bus & who would I rehire tomorrow
Communicate change vision	Learning	Ability	From command and control to strategic intent	Create self-organized teams
Empower employees for broad-based action	Diversity	Reinforcement	Whole systems perspective	Feedback loop • What is working well • What's not working well • What should we do differently • What do we need from each other
Generate short term wins	Creativity		Ask – don't tell	
Consolidate gains and produce more change	Integrity			
Anchor new approaches in culture	Community (Commitment)			

Vision Setting

Communication

Staff Engagement

Sustaining Change

Change Management Basics

Leadership

Strategic Planning

Communicating

Getting Staff Input

Stabilizing Change

Continuously Improving

Tools

Integrator Leader

Work yourself out of a job

Ask – don't tell

Integrated solutions require integrated operations

Whole systems perspective

Focus on Outcomes rather than inputs

From command and control to strategic intent
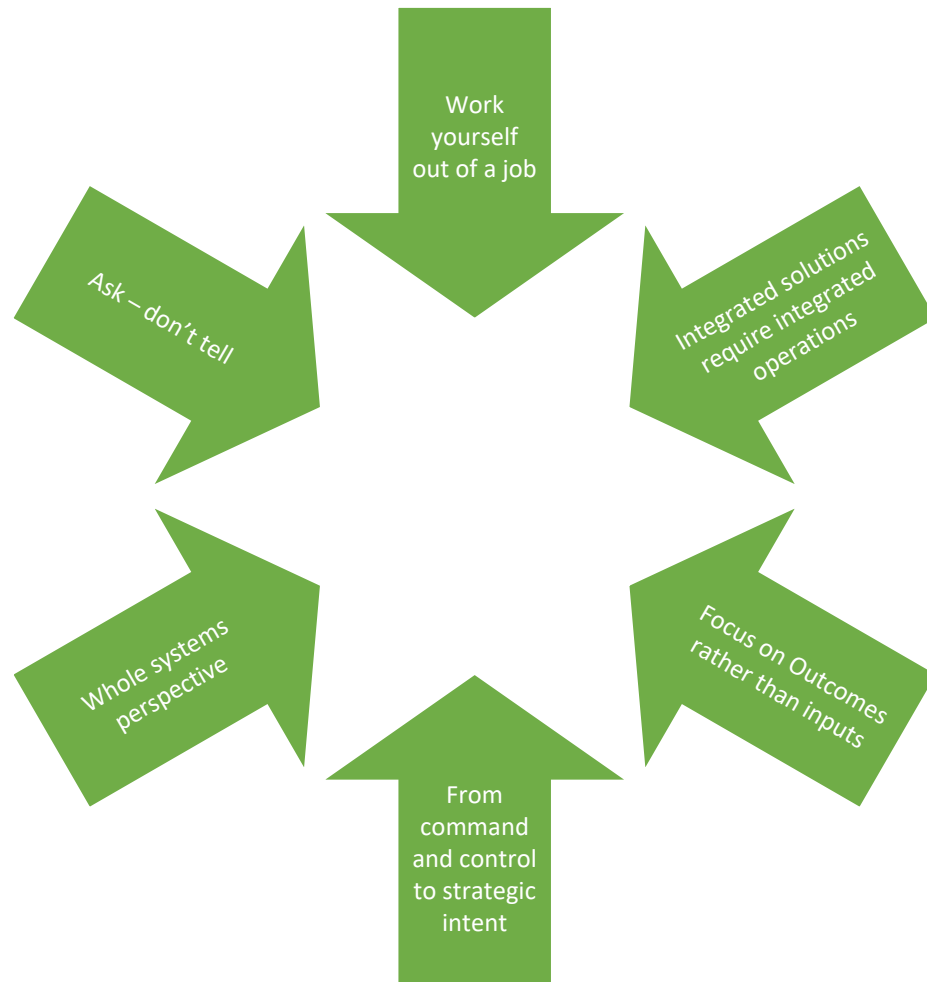
- Focus on Mission

- Scan environment to strategically leverage efforts

- Recognize patterns

- Focus on what, not how

- Develop contextual awareness
  - See circumstances in context of the whole and in alignment with mission

- Take time to reflect

Larue & Solomon, 2019. Seeing What Isn't There: A Leader's Guide to Creating Change in a Complex World.

Strategic Planning

Strategic Direction Set By Leadership

Mission
What we do

Vision
What we hope to achieve

Focus Areas
General areas to be addressed to accomplish the mission

Measure of Success
How we will know we are there

Values/Guiding Principles
How we operate and make decisions

Staff Input on How to Achieve Changes

Goals
How we will achieve focus areas

Needs to Achieve Goals
• Knowledge/new skills
• Time
• Resources

Action Plan to Implement and Sustain Change
Who will do what by when

Characteristics of an Effective Vision

Imaginable	Conveys a picture of what the future will look like
Desirable	Appeals to long-term interests of employees, customers and other stakeholders
Feasible	Comprises realistic, attainable goals
Focused	Clear enough to provide guidance in decision-making
Flexible	General enough to allow individual initiative and alternative responses to changing conditions
Communicable	Easy to explain within five minutes

Kotter, 2012. Leading Change.

Setting Clear Direction

WHAT is to be accomplished?

- Strategic priorities

- Outcome-based success criteria

- Expectations of performance linked to priorities

WHY change?

- How will change benefit customer, organization and individuals?

- What is risk of not changing?

Larue & Solomon, 2019. Seeing What Isn't There: A Leader's Guide to Creating Change in a Complex World.
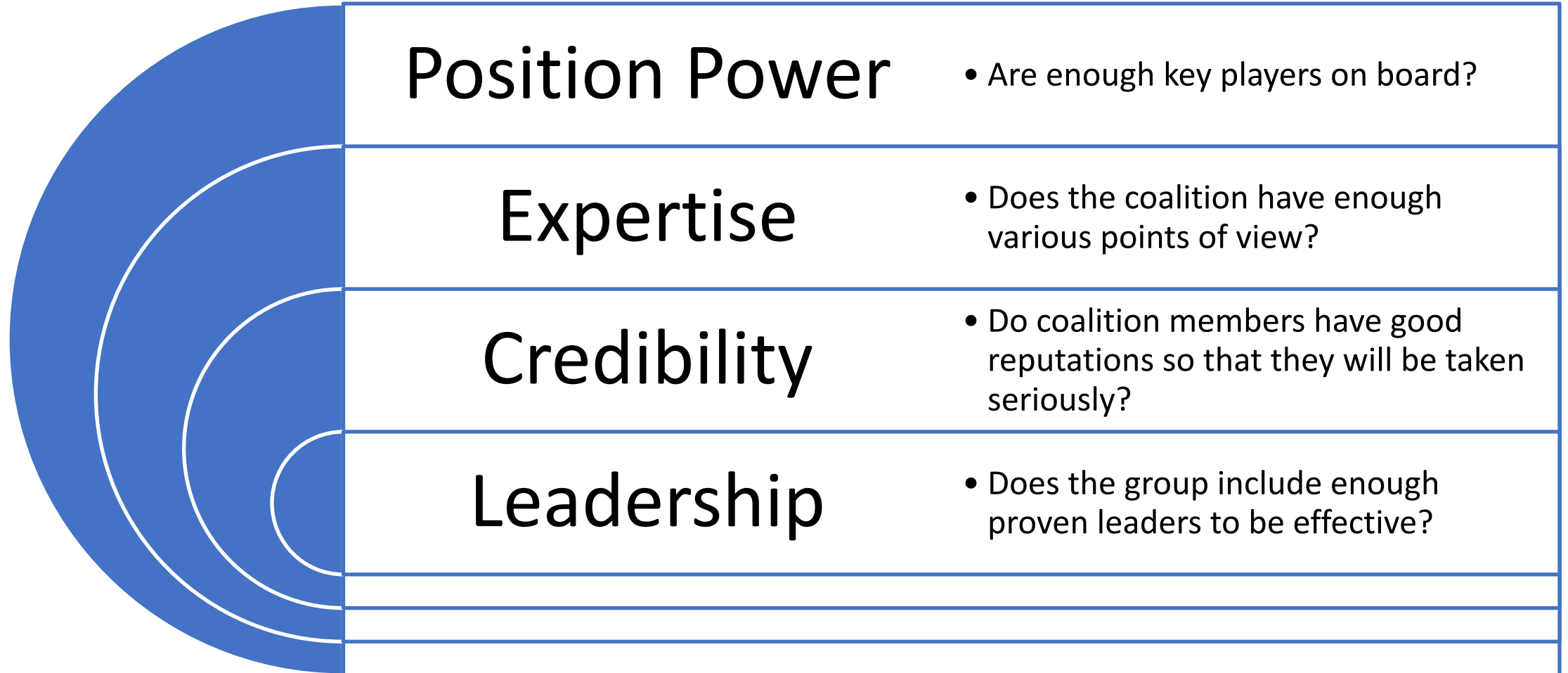
Communicating

1. Identify your target audiences and their varied perspectives and interests

2. Assess how the message will be heard by receivers

3. Share information and power to build trust

4. Know your own biases and strive to be inclusive of all

5. Maintain a whole systems perspective and encourage cross-team communication

6. Convey and model a moral compass

Communication Methods

Face – to – Face

Group Meetings

One – on – one

Virtual Meetings

Behavior

Emails

Trainings

Newsletters

Others?

Creating a Guiding Coalition

Position Power	• Are enough key players on board?
Expertise	• Does the coalition have enough various points of view?
Credibility	• Do coalition members have good reputations so that they will be taken seriously?
Leadership	• Does the group include enough proven leaders to be effective?

Kotter, John P., 2012. Leading Change.

Getting Staff Input on HOW to Change

- Equip managers to be change leaders

- Facilitate teams to develop their own solutions

- Encourage creative and critical thinking

- Create self-organized team

- Ask, don't tell

- Generate short-term wins

- Support knowledge and skills development needed to promote changes
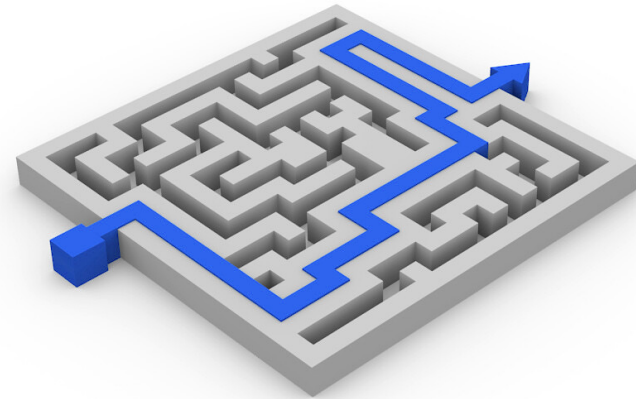
Sustaining Change

Anchor New Approaches in Culture *(Kotter)*
- Culture change follows transformation
- Culture change depends on results
- Culture change requires a lot of ongoing communication

Build Community *(Rosen)*
- Cultivate maturity
- Inspire pride and performance
- Care beyond yourself

Change Reinforcement (*Hiatt)*
- Reward successful change
- Reinforce change competency
- Manage resistance to change
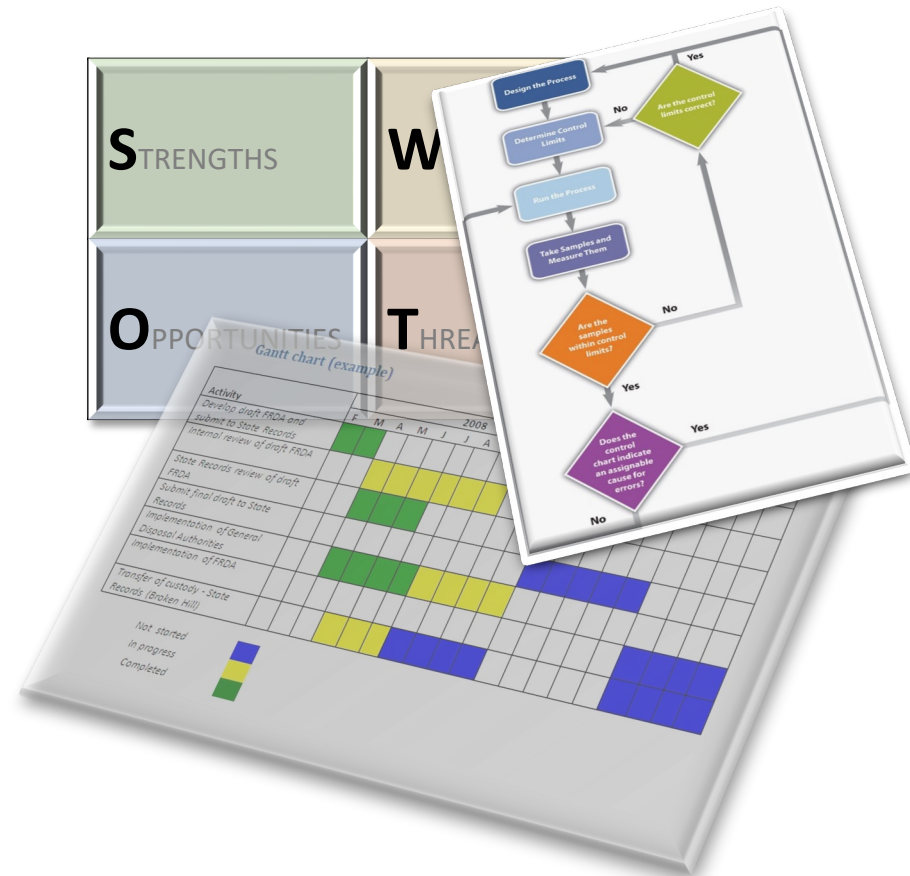- Create culture of change as 'business as usual'

Continue to Learn, Grow, Change

- What is working well?

- What's not working well?

- What should we do differently?

https://deming.org/explore/pdsa/.

Tools to Support Change Management

- SWOT Analysis

- Survey

- Focus group

- Formal and informal meetings

- Flow Chart/Process Map

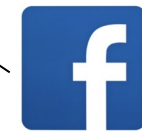- Gantt Chart/Action Plan

CHECK OUT

Resources

Hiatt, Jeffrey M. *ADKAR: How to Implement Successful Change in Our Personal Lives and Professional Careers.* Prosci Learning Center Publications, 2006.

Hiatt, Jeffrey M. and Creasey, Timothy J. *Change Management: The People Side of Change*. Prosci Learning Center Publications, 2012.

Johnson, Spencer. *Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and In Your Life*. G.P. Putnam's Sons, 1998.

Kotter, John P. *Leading Change*. Harvard Business Review Press, 2012.

Larue, Bruce and Solomon, Jim. *Seeing What Isn't There: A Leader's Guide to Creating Change in a Complex World*. Deeds Publishing, 2019.

Rosen, Robert H. *Transforming Business From the Inside Out.* Penguin Group, 1996.

Sarazin. *Action with Traction: A User's Guide for Getting Results in Your Organization*. Olympic Performance, Inc., 2009.

Solomon, Jim and LaRue, Bruce. *Thrive Today, Thrive Tomorrow.* Chambers Bay Institute. https://www.chambersbayinstitute.com/2022/01/31/thrive-today-thrive-tomorrow/.

Stay Connected

Scan this QR code to follow us on Instagram, LinkedIn, Twitter, and Facebook. You can also join our e-mail newsletter!

SCAN ME

Thank you for joining!