

Motivating Staff During the Change Process

Reentry in the State of Connecticut:

Partners in Progress

February 24 - 26, 2009

William Woodward

Center for Effective Public Policy © 2009

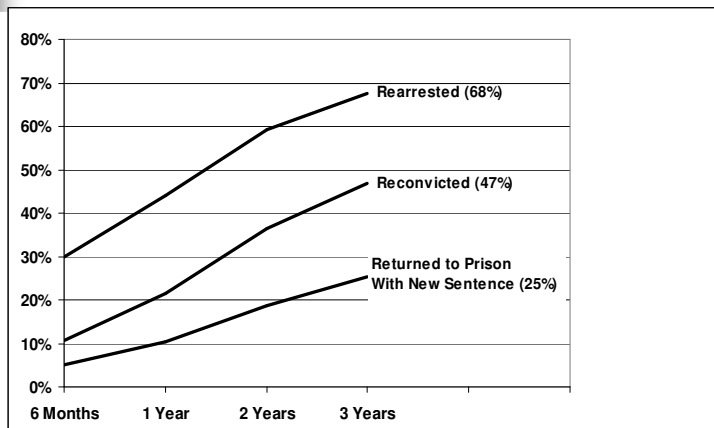


Overview

- The problem
- The Theory of Change
- Forming a Change Mgt. Work group. Policy and working group in sync
- *No Theory, no learning. (Edward Demming)*
- Mental Models
 - Managing Transitions: Change is about people – stages of change – Bridges
 - Leadership/vision essential – Kotter
 - Tipping point – Change like the “flu” – Conner
 - A learning organization necessary – systems theory - Senge

Center for Effective Public Policy © 2009

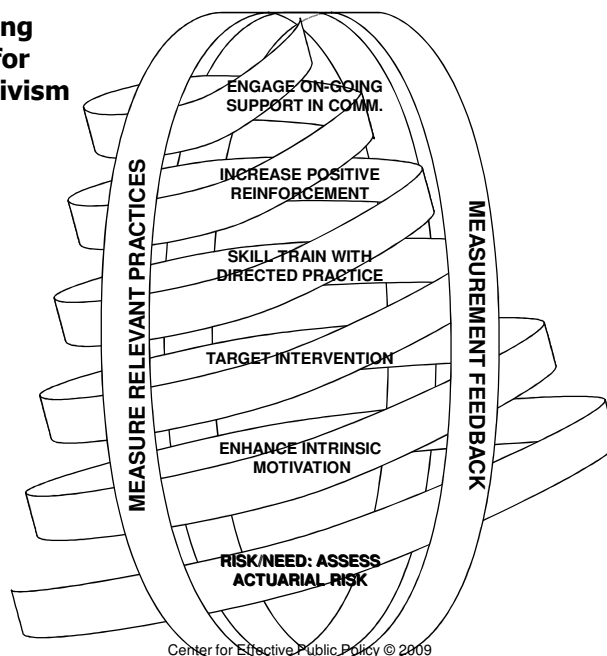
Problem – Recidivism Released Prisoners



(Source: BJS, 2002)

Center for Effective Public Policy © 2009

Eight Guiding Principles for Risk/Recidivism Reduction



Center for Effective Public Policy © 2009

Hawai'i's Interagency Council on Intermediate Sanctions
 Implementation of Eight Principles
 (April, 2007)

Principles	2002	2003	2004	2005	2006	2007	2008	2009	2010
1) Assess Actuarial Risk/Needs									
2) Enhance Intrinsic Motivation									
3) Target Interventions									
4) Skill Train with Directed Practice									
5) Increase Positive Reinforcement									
6) Engage On-going Support in Communities									
7) Measure Relevant Practices									
8) Provide Measurement Feedback									

Center for Effective Public Policy © 2009

Managing Transitions

PROMOTION!

Congratulations:

Due to your outstanding performance, you are being transferred to Isolation, Arkansas to restructure the fabrication plant...

Center for Effective Public Policy © 2009



Change for people – 3 Stages

- Endings – Losses and Letting go
- Neutral Zone – Chaos and Opportunity
- New Beginnings – Roles and Responsibilities

Center for Effective Public Policy © 2009



Endings

- Clarify what is the problem:
 - “It isn’t that they cannot see the solution, it’s that they cannot see the problem.” (G.K. Chesterton)
- What will change/who will lose what/temperaments
- Compensate for it
- Expect and accept mourning
 - Anger, bargaining, anxiety, sadness, disorientation, and depression
 - Acceptance only comes after some or all of the above. “He that lacks time to mourn, lack time to mend.” (Shakespeare)
- Mark endings

Center for Effective Public Policy © 2009



Neutral Zone

- Chaos and emptiness – Overlapping the new with the old
- People can be confused and immobilized
 - “Confusion is a word we invented for an order which is not yet understood.” (Henry Miller)
- Time of creative opportunity for innovation

Center for Effective Public Policy © 2009



Neutral Zone Work

“Illness strikes men when they are exposed to change.” (Herodotus, 5th Century B.C.)

- Circumscribe the work to be accomplished
 - Soon last voyage of the “containment” ship – pride of a job well done; soon a new voyage of the EBP ship
 - Examining policies and procedures, and making necessary changes
 - Skill building, career reorientation, management training
 - Description of the new intended future, over and over again.
- Creativity – Time to take stock, retreats, policy reviews, surveys, don’t push prematurely for certainty
- Timetable - The greater the identity loses, the longer the neutral zone
- Clear and compelling vision draws people out of the neutral zone
- Trust is what holds things together during the neutral zone process
- Effective use of ad-hoc structures
 - Rumor control, brown bag lunches, committee change based stress, EBP Newsletter
- Continuing communication from and contact with leaders.

Center for Effective Public Policy © 2009



New Beginning

- Communicating new beginning – 4 “P”s
 - Purpose of EBP
 - Picture – How will it look and feel
 - Plan – Each step – checklist
 - Part to play for each person
 - Thinking types will want reasons
 - Intuitive types need a picture
 - Sensing types need steps
 - Feeling types need to know that people are being looked after

Center for Effective Public Policy © 2009



Leadership and Vision

(John Kotter)

- Establish a sense of Urgency
- Form a powerful guiding coalition
- Create a vision
- Communicate the vision
- Empower others to act
- Plan for and create short term wins
- Consolidate gains and produce more change
- Institutionalize new approaches

Center for Effective Public Policy © 2009

Learning Organization

Systems Approach

"Reality is made of circles, but we see straight lines." (Peter Senge)

- Tipping point relies heavily on systems thinking – and feedback loops
 - Reinforcing – Steady growth or decline
 - For example, employee performance goes up, gets more support, which drives performance up
 - Balancing – Moves toward equilibrium
 - Furnace and thermostat
 - "Simureal" simulation is often helpful to explore a new policy and its implications
 - Checklist for system change
 - Building feedback loops – Principles 7 and 8

Center for Effective Public Policy © 2009

5 Disciplines of Learning Organizations

(Peter Senge)

1. Personal Mastery
2. Mental Models
3. Building a Shared Vision
4. Team Learning
5. **Systems Thinking**

Center for Effective Public Policy © 2009



Personal Mastery

Continually clarifying and deepening our personal vision, focusing our energies, developing patience, and seeing reality objectively

Center for Effective Public Policy © 2009



Mental Models

Understanding the deeply engrained assumptions, generalizations, or mental images that influence how we understand the world and how we take action (management of offenders)

Center for Effective Public Policy © 2009



Building a Shared Vision

Collaborative creation of organizational goals, identity, visions, and actions shared by members

Center for Effective Public Policy © 2009



Team Learning

Creation of opportunities for individuals to work and learn together (collaboratively) in a community where it is safe to innovate, learn and try anew

Center for Effective Public Policy © 2009



Systems Thinking

Senge emphasizes the 5th discipline as the most important

- View of the system as a whole (integrated) conceptual framework providing connections between units and members
- The shared process of reflection, reevaluation, action, and reward

Center for Effective Public Policy © 2009



Tipping Point

Perceived Problem x
Vision x Steps >
Resistance to Change

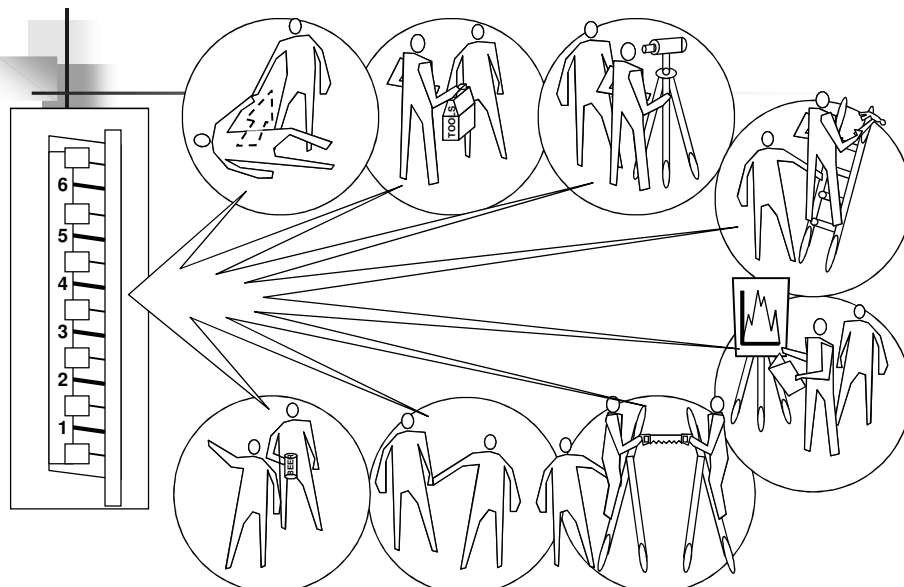
Center for Effective Public Policy © 2009

Tipping Point Levers

- Advocates, apathetics, and resisters
 - Increase contacts between advocates and apathetics
 - Mass exposure for all employees of new vision
 - Hire advocates
 - Triage resisters
 - Walk the talk
 - Reward and recognition for advocates
 - Build infrastructure based on vision
- "Goldilocks" test for levers (don't under or over use)
- Tipping point >1 for successful change effort

Center for Effective Public Policy © 2009

7 MEASURE RELEVANT PRACTICES



Center for Effective Public Policy © 2009

What gets MEASURED is what gets DONE

If you can't MEASURE it
you can't MANAGE it

Center for Effective Public Policy © 2009

