Resisting Arrest

A Tactical Guide to Continual Organizational Improvement

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> **Dead fish swim with the stream**
>
> Linda Ellerby

Organizational change. Everybody=s doing it. And if they are not doing it now, they will be soon. By the looks of things, most of us will be changing continuously. Even change is changing. It gets faster, less predictable, more ephemeral, and increasingly complex daily. This guide is designed to help organizations identify, manage, and survive critical change. This guide is in no way a complete package for change agents. It is designed to be used in conjunction with leadership training. Many of the finer points of the change and improvement process are covered in on-site training and consultation sessions. Every part of this guide is malleable in order to adapt to the unique culture and circumstance of each entity. This manual is based on the work of many distinguished leaders and practitioners, and on countless hours spent working with organizations from coast to coast.

A few observations about **teams, leaders, managers, and individual workers** in successful organizations:

- **They promote idea infusion and opportunity by consciously resisting stagnation (arrest) via creative partnerships throughout their communities;**

- **They focus more energy on the customer than on the internal workings of the company;**

- **They align organizational structure with organizational function;**

- **They create ad hoc job descriptions that allow for and promote invention;**

- **They consider a future very different from the past. They think about what comes after what comes next;**

- **They liberally invest in learning;**

- **They do not stop and start in reaction to the business environment; they continuously improve and help define the market.**

NOBODY IN HIS RIGHT MIND TRIES TO CROSS A BROAD DITCH IN TWO STEPS.

Clausewitz

GETTING READY

Substantive change is a process one leaps into cautiously. While planned change is a bit of a contradiction in terms (few of us can predict what will actually happen when the forces of change are put in motion), there are constructive steps that should be taken to determine the who's, what=s, when=s, and how=s. Too often, when organizational disruption is anticipated (typically caused by such external forces as the state=s adoption of new funding regulations, new practice methods such as supported employment, or increased competition) problem-solving strategies are instantly employed. Such action can solve the impending problem, but quick-fixes seldom last.

This guide slows down the process to create lasting, substantive, and continuous change. Practitioners undertaking a change program are advised to follow a commonsense triad in developing solutions. First, determine a ***Structure*** for the change program. That is, what formal processes will be used to identify key issues and communicate the need for change. Second, identify the ***Human Impact***, or psychology, of the change. Consider stakeholder reactions and plan for communication, involvement, and support over time. Finally, ***Meet the Challenge*** using formal problem-solving, Total Quality Management (TQM) techniques. Taking direct action to solve the problem is the last step, not the first. Once this three part cycle beings to flow, it becomes a continuous activity

The real challenge in crafting strategy lies in detecting the subtle discontinuities that may undermine a business in the future. And for that there is no technique, no program, just a sharp mind in touch with the situation.

Henry Mintzberg

of identifying issues progressively and designing the formal methods for communicating, managing the psychological impacts, and for taking substantive action.

A good first step is to determine a baseline for organizational performance and the organization=s ability to embrace change. This is actually a continuous process of checking on how personnel, customers, and other stakeholders are coping with, or hopefully, reveling in reformation. Involvement from all sectors, in sweeping change, is critical in overcoming departmental fragmentation, and in sculpting a common view of the future.

One simple tactic is to hold informal Focus Groups throughout the organization (this can include major stakeholders, such as consumers, funders, Board members, suppliers, et al.), asking such simple questions as: *AWhat=s Working?@* and *AWhat=s not Working?@* The answers are recorded, summarized, and utilized by various re-design teams to identify critical improvement areas. Focus groups are not gripe sessions, nor are they opportunities for management to "correct" the feelings or understanding of staff and stakeholders. If high degrees of conflict are present in the organization, an outside facilitator should be engaged to run the meetings.

Another tool, included in this guide, is the **Organizational Status Assessment**, used to gather anonymous data throughout the agency. The answers are easily tabulated to give a basic, point-in-time view, of organizational perspectives, coherence to purpose (mission), and health. Trends in internal thinking about the organization are easily identified by using this instrument and will give the initial Change Team (typically the executive director, some upper management staff, and front line staff, occasionally joined by representative stakeholders such as Board members, consumers, funders, and partners) a few areas of turbulence or concern to target. The instrument can also reveal, as it did in one case, that staff do not always realize that there is any need to change. In this one case, funders were quite dissatisfied with service delivery, but management had kept this information concealed. When the state sued for misappropriation of funds and threatened to de-certify the agency, staff were finally informed of the history of bad management.

This self-analysis process will assist the change program by revealing areas of concern and organizational structure, including:

- **Decision making and work process improvement needs;**
- **Values conflicts and disconnectedness;**
- **The climate for change and growth;**
- **Morale issues that might serve to support or resist change;**
- **Physical environment concerns regarding accessibility, workflow, communication, etc.;**

- **Training and development needs to make re-engineering successful;**
- **Stakeholder involvement and ownership capacities and policies;**
- **Recruitment and hiring practices as they relate to building a changing and adaptive workforce;**
- **Alternative staff deployment scenarios for effective operation during and after the change program;**
- **Compensation and reward adjustment;**
- **Performance evaluation, job descriptions, and career path re-alignment;**
- **Communication systems improvement and refinements;**
- **Public relations and marketing efforts....**

Change is rarely an isolated event and the affected components grow daily during most re-alignment programs. This is why it is important to establish a Change Team that can focus on a few key areas for improvement, enlist and engage a variety of stakeholders, take action, re-think circumstances and policies in new ways, and create a sense of hope and daring at work.

> **Work is of two kinds: first, altering the position of matter at or near the earth's surface relative to other such matter; second, telling other people to do so. The first kind is unpleasant and ill-paid; the second is pleasant and highly paid.**
>
> Bertrand Russell

IMPROVING COMMUNICATION

Most change programs are managed from the top down. This is why most change programs fail. Effectiveness in re-engineering appears to increase when a variety of stakeholders are engaged in the required planning, implementation, evaluation, and redesign phases of organizational change. This involvement, from the moment it is known that change needs to occur (and before, actually) is the key to mass communication. By having the entire organization represented, information flow is critically enhanced, thereby minimizing the inescapable misunderstandings and rumors that surround any corporate shakeup.

Of course, there are many means of agency communication: internal newsletters, memos, meetings, training sessions, retreats (advances?), casual conversation, observation. All forms will play a role. Past experience *does* indicate that:

- **Substantive communication is critical if change is to be accomplished;**

- **Communication is typically poorly conceived and executed;**

- **Gaps in the timeliness and accuracy of communication results in gossip and rumor;**

- **Poor communication confuses, angers, and subsequently fuels doubt and cynicism regarding change and leadership.**

> **There are two fundamental sources of energy that can motivate organizations: fear and aspiration. Fear motivates reaction or adaptation. Aspiration is the source of invention.**
>
> Peter Senge

The mission of communication, internally and externally, is to achieve a common understanding of the organization=s purpose. Communication during times of transition tends to focus on the *AWhat@* of change, but experience shows that stakeholders care at least as much about *AWhy@* the change is occurring. The more significant the proposed change, the higher the degree of ambiguity, resistance, and anxiety. The need for a solid communication strategy increases in direct proportion to the seriousness of change and the preparedness of stakeholders to embrace and adapt to change. At the start of the change process, communicating the need for change is more important than telling people how or what will be changed. The planning process discussed throughout this guide will help establish communication tactics utilized throughout the planned changes.

Regardless of information flow, all of us pass through critical stages of grief over the past and acceptance of the future. Briefly, the Change Team should anticipate, honor, and support stakeholder movement through these phases. This team should also recognize that some people never quite make it through and must be reassigned, outplaced, or somehow exempted from the change. Change is a very personal process, and our reactions and circumstances are unique. People resist being changed and this fact alone should motivate the Change Team to engage stakeholders as responsible architects of the future. All the same, some resistance will occur and organizational accomplishment typically necessitates movement through the stages of growth. These stages include:

¬ **Denial**. Three critical questions arise for stakeholders: How serious are the changes? How could this happen to us (me)? Who=s fault is it?

∧ **Confusion**. Another three critical questions dominate thinking and acting: How do we fix, comply with, or resist this? What impact will this have on our jobs? What could the future possibly look like?

∨ **Renewal**. The pieces begin to fall into place. New processes, policies, and outcomes help to clarify roles and responsibilities. The three critical questions here are typically: Why didn=t we do this sooner? Why weren=t we asked to participate more substantively? What should we do now to solidify these changes?

⇔ **Contentment**. All organisms need a rest period; a time to refuel, relax, and recreate. Contentment is a good thing, but remember that contentment can lead to complacency. The Alaw of recency@ maintains that people used to change, change more easily because they are used to changing. Keep the fires of continuous improvement burning just enough to keep forward movement necessary.

To support and guide people into, through, and beyond these stages of adoption, generate an interactive Change Plan that:

↓ Clearly and simply details the case for change, based upon market, best practice, and customer demands;

↓ Identifies and explains simply the market forces that the organization faces;

↓ Explains the planning process that will be used to meet this challenging future;

↓ Examines the consequences of success and failure to the best of the agency=s knowledge;

↓ Offers multiple scenarios for roles and responsibilities;

↓ Is accessible to everyone, and that is re-stated many times and in as many forums as possible.

We trained hard, but it seemed that every time we began to form into teams, we would be reorganized. I was to learn later in life that we tend to meet any new situation by reorganizing; and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency, and demoralization.

Petronius,, 66 A.D.

On-going communication is necessary regardless of organizational situation. There can never be enough of the right types of communication (there can certainly be enough bad communication, though). In times of great change, the importance of reinforcement and clarification increases. Managers should seek out staff, especially those most troubled with the changes, and anticipate that many personnel have a few core areas of concern. Initiate conversations that anticipate such questions as:

- **What are the most important parts of my job right now?**
- **How am I doing and how can I do better?**
- **Who cares about the quality of my work and why does it matter?**
- **How is my team/department doing?**
- **Where are we going; how will we know when we get there?**
- **How can I best support the organization=s purpose?**
- **What power do I have to help?**

Identifying the Critical Initiatives of Change

This step in the Change Plan process will generate a set of Critical Initiatives. Edwards Deming=s Fourteen Points for Quality Improvement (slightly modified to encourage management change) serve here as a starting point for identifying truly worthy activities.

↓ Create constancy of purpose based upon a long-term commitment to continuous improvement.

Experience tells us that executives and managers, no matter how skilled, only control resources. Those who make the product or provide the service control processes and results.

Jill Janov

↓ Adopt a new policy of leadership visibility and commitment to improvement.

↓ Cease dependence on external inspection. Enable personnel to do tasks right the first time and create systems that allow personnel and customers control over quality.

↓ Create long-term partnerships with internal and external suppliers to strengthen the value-chain.

↓ Decrease waste (cost) by constantly and forever improving processes and systems.

↓ Institute relevant on-the-job training.
↓ Institute leadership at all organizational levels.

↓ Drive out fear.

↓ Break down barriers between departments through cross-functional cooperation.

↓ Eliminate slogans and productivity targets. Create systems that support quality work.

↓ Emphasize results and positive outcomes, rather than arbitrary numerical targets.

↓ Remove barriers that rob people of their self-esteem. This means replacing quality control (Accreditation) with continuous improvement methods.

↓ Institute a vigorous program of education and self-improvement.

↓ Put everyone to work in the transformation process by communicating what needs to happen and why.

The Change Team will need to study the principles of TQM as applied to their unique circumstance. In anticipation of moving forward, the team should formally consider the following questions and construct responses based upon the long-term commitment to instituting continuous improvement principles. Some of the answers to these questions may not be known at this stage in the process. Asking these questions will begin to give shape to an initial plan, however.

- **How will this organization react to anticipated changes?**
- **Who will be the supporters of change, and why will they be supportive?**

> **If at first the idea is not absurd, then there is no hope for it.**
>
> Albert Einstein

- **What are the realistic expectations for this organization?**
- **Where will it be necessary for us to compromise in process design and change?**
- **How much time will we need to make the changes we anticipate?**
- **What is our timetable for change plan implementation?**
- **How much/what pieces of the organization needs to be changed?**
- **Should we target a specific department or function to test our ideas?**
- **Who needs to know about our plans?**
- **How should we inform them?**
- **Who else needs to be enlisted?**
- **Who else can help us?**
- **What milestones and measures will we use to determine improvement?**

Revisit these questions (add new ones, too) as the change process proceeds. The answers help produce a vision of how the organization might react to potential improvement projects and changes. These answers, and the questions too, will change or need refinement as time passes and corporate culture evolves. Quality improvement is a continuous process of **Planning, Acting, Evaluating, and Revising**

FUNCTION IMPACT

The next step requires identifying major organizational functions or activities and rating them based upon their potential to cause the greatest impact on performance improvement. The attached **Function Impact** chart is helpful in guiding the discussion. Identifying critical organizational functions and their use as levers or catalysts in the change process should be done with input from the Change Team and a variety of stakeholders. One hour discussions in groups of 10 to 20 people will quickly involve most staff and stakeholders in typical agencies. But, a well designed Change Team, again, with broad corporate representation, can also accurately identify key organizational components in need of attention.

Using the **Organizational Function Analysis** chart (transferring the format to a flip chart creates a more accessible format for team discussion), have the group list major organizational functions in the first column. Typically recorded items include: Community Job development, Benefits Management, Financial Management/Accounting, Residential programs, Consumer Power, Board of Directors functioning, Hiring & Recruitment, Consumer Behavioral Support, Public Relations/Marketing, Fund Raising, Business/Community Partnerships, Accreditation, Individualized Program Planning, Consumer Training, Transportation, et al. The group discusses and votes on which of these functions needs to be change-targets for the agency. Each individual in the group decides which specific organizational functions will cause a ***Great*** impact, a ***Moderate*** impact, or ***Little*** impact on overall quality improvement or change plan success.

In situations where there are many improvement needs and/or when time or opportunity for change is short, the attached **Priority Analysis** instrument can be used to rate the critical issues regarding the immediacy of required action.

At this point some images of the future are beginning to form for the Change Team and for stakeholders. Strong threats to the change program may become visible now as some departments, individuals, and beliefs are identified as subjects for investigation. Corporate Culture clashes can be expected and it is in this part of the process that the psychological impacts most often derail change plans. Tempers begin to flair, accusations are made, and over-reaction is common on all sides of the meeting table. Leaders play a profound role at this stage in maintaining objectivity, acting on facts not opinions, and by recognizing that human nature seems to be a struggle for the maintenance of power and equilibrium.

Reactions against change are quite predictable given our widely held belief that change happens because mistakes have been made. These beliefs are rooted in the theory of Evolution that clearly states that an organism=s flaws leads to extinction. Fear of mistakes (and punishment) is so emotionally traumatic that many people forget that survival is only accomplished by those who *do* evolve.

A few observations and assumptions about human behavior can assist Change Teams, managers, leaders, and co-workers in better understanding some of the reactions to change they will encounter. These are not scientific observations, mind you, but they are characteristics witnessed often enough to consider them legitimate.

- **Individuals act first. Group action typically follows someone=s lead and endorsement.**

- **People choose to change and cannot be forced to do so.**

- **People choose behaviors that are the most efficient in meeting their needs.**

- **Change adoption requires learning new behaviors that result in need fulfillment.**

- **Resistance is the movement toward what is known and away from the pain of loss.**

When we think of our organizations as systems that are in the process of becoming, we recognize that everything that has occurred previously is part of the system and needs to be honored and linked to the systemic initiative that is about to be undertaken.

Jill Janov

◻Change does not happen simply because current methods are not working; there must be compelling evidence to support change.

◻People perform to the level allowed within organizations. Poorly conceived and executed management systems often create mediocrity.

◻Personal responsibility has been systematically stripped from people by unrewarding and incomprehensible management systems.

◻Organizations are organic. They exhibit the personalities of those comprising the organization.

◻Healthy organizations reflect an interdependent community working toward a shared purpose.

◻People do not resist change; they resist *being* changed.

◻Imagination is more important than knowledge.

◻People want to succeed, to experience joy in their work, and to have authority and responsibility.

◻Perfection is not the point of most lives.

◻Change is easier when past accomplishment is publicly and privately revered by the change agents.

◻People need to know *how* to change, as well as why to change.

◻Some people will never be convinced that this change is necessary, wise, or timely.

◻Some people will leave.

> **If we could first know where we are, and whither we are tending, we could then better judge what to do, and how to do it.**
>
> Abraham Lincoln

IDENTIFYING ALLIES AND RESISTERS

At this juncture, the Change Team should have a sense of who will support the initiative and who will resist, what management structures to investigate, and what policies and procedures must be addressed. All of these components involve allowing and/or asking someone to change. As such, it makes sense to strategically identify stakeholders, internally and externally, as:

◻***Promoters*** (those who will likely act first),

> **That which does not kill me makes me**

▫*Supporters* (those who follow the Promoters),

▫*Neutrals* (those who will go along without fanfare or resistance),

▫*Analyzers* (those who will sharply question each action, but may or may not support the change),

▫*Resisters* (those who will work to actively challenge and even derail the change program), and

▫*Don=t Knows* (those who cannot yet be classified).

This exercise is not meant to produce an Enemies List. Rather, it is an interactive process that identifies people and their reasons for adopting or resisting change. It also helps the Change Team target efforts to increase interaction, collaboration, education, and training about the change program and to bring serious concerns into focus. ***Resisters are not necessarily wrong***. They often point out serious flaws in thinking, over-reaction, and political action. **All Change Teams are strongly cautioned to identify and involve Resisters in the process.** Human beings typically have rational reasons for being cautious.

Change is personal. Leaders who forget this create organizational arrest. A key element of successful improvement involves the redesign of employment expectations, duties, and conditions. This can never be done from above, but is a partnership activity conducted throughout the organization. Individualized and team meetings to outline new work formats are critical for improvement to proceed. Key job changes that typically require exploration:

▫*Core Duties*: What tasks must now be done; what does not need to be done; where is there confusion over assignments?

▫*Decision Making*: How does this change; how much authority does each person have; what processes are to be used; who has the final say?

▫*Knowledge and Skills*: What new skills do personnel need; who teaches; how soon?

▫*Recruitment*: What new staff are needed; what are their knowledge and experience requirements; how are candidates identified, screened, and assigned; how do they compliment and partner with current personnel?

Dreaming is of zero value. I mean anyone can dream. Vision is free. And it's therefore not a competitive advantage in any way, shape, or form. The big thing I do is I write down in a fairly crisp fashion what I believe the company should do. I let people know the basic framework we're in and then I review projects.

Bill Gates

EVALUATING BEST PRACTICES

If you have built castles in the air, your work need not be lost; that is where they should be. Now put foundations under them.

Henry David Thoreau

Change is as much about increasing excellence as it is about eliminating waste. As such, the Change Team should create a best-practices inventory for the organization. This process involves listing those key organizational functions again, identifying key quality indicators for these functions, suggesting benchmarks for comparison, and then recommending courses of action that will improve each function over time. The **Best-Practices Inventory** is attached.

Each department, along with various Change Team members and other stakeholders, first lists out the major functions and the sub-activities that accomplish those functions of the individual departments (a list for the Administrative Department would include such sub-activities as: planning, motivation, leadership, communication, etc.). Next, participants create a list of quality indicators, rate the work components (sub-activities) by identifying "What we are doing Best" by recording "What others are doing Best" and then by comparing columns, identifying possible items "We need to Improve." Each department thereby continually evaluates its efforts in comparison to others (internally and externally) and formulates improvement plans to increase quality.

This is a broad-based activity that involves all employees over time. It is an evolutionary process of identifying what is working and what needs improvement. Budget allocations will be required to increase staff awareness of best-practice through training, visits to other organizations, upgrades in technology and processes, and promotion of collaborative relationships with other potential partners.

Further refining the targets of change programs is possible by asking additional questions of those potential targets. Asking questions gives a variety of stakeholders the opportunity to voice their opinions and share their experiences. Asking questions also helps clarify the issues and better pinpoints improvement efforts: organizational change should be surgical in nature. Suggested questions include:

- **What information (fact Vs opinion) indicates that change is necessary?**
- **Who wants this change to occur? Why?**
- **Are the reasons for the change consistent with our Values and Purpose?**
- **What stakeholders will benefit from the change? Who might be injured?**

Will a higher authority be needed to support the proposed change?

CHANGE PROGRAM PURPOSE STATEMENT

At this point, the Change Team should have collected enough information to construct a Purpose Statement for the Change Program. Basically, a Purpose Statement is short and focused on what needs to happen and why. A Purpose Statement for the conversion of a sheltered workshop to 100% community integrated employment might read: "Pursuant to the organizational values and mission of Employment Exchange, Inc., we are engaging in a four year strategic process that guarantees community employment for all consumers." The Change Program Plan is ready to be drafted.

> **The question "Who ought to be boss?" is like, "Who ought to be a tenor in the quartet?" Obviously the one who can sing tenor.**
>
> Henry Ford

THE CHANGE PROGRAM PLAN

Because the preliminary work actively engaged representative stakeholders, the Change Team typically develops the plan and then holds meetings to discuss its refinement. A functional change plan details the activities that must occur to achieve the goal of continuous improvement. Plans are not static documents. As one step is undertaken, new circumstances are created that typically dictate adjustments to actions, objectives, processes, and goals. The formal plan serves as a reference point - a continually evolving reference point that reflects new knowledge, opportunities, and threats. The following components are generally required in a workable plan:

- **An analysis of strengths and weaknesses**
- **Strategies to remediate weakness and to build strength**
- **An analysis of barriers to change**
- **An analysis of training and education needs**
- **A communications and public relations strategy**
- **Concrete goals and objectives with measurable outcomes assigned to key players**
- **Milestones and timelines**
- **Financial impacts and projections**

Most organizations are familiar with these components, but some exploration is warranted due to the often negative consequences of proposing massive change. In particular, overcoming the barriers to change proves so difficult that many agencies cease systemic change and fall back on quick-fixes and modest remodeling. The two most obvious types of barriers are:

If restaurants were managed the way many organizations are, the waiter would tell you what to eat.

CoNexus Company

Structural: Internal and external rules and polices, some of which the organization can change, and some that must be changed by higher authority.

Cultural: The combination of tradition, past success, fear of failure, and routine behavior.

Common barriers exemplified by these two categories include:

Senior management commitment: Any serious change process must have leadership endorsement and encouragement to succeed.

Focus on today: Management is too often crisis oriented. Organizations must find time to change by taking the long view. This often means a conscious act of performing tasks that support the change and eliminating tasks that arrest improvement. Another tactic is to firmly set aside one entire day per week to concentrate on change activities.

Target the Customer. Internal issues consume organizations. Over time personnel can forget who they work to satisfy. A shift from rule-based management to customer-driven management is necessary.

Aversion to job-streamlining and elimination. Non-value added activities must be identified and eliminated. Poor work processes need to be improved through re-training, re-engineering, and the use of technology.

Inconsistent values and work methods. Management has to refine its beliefs and create systems that guarantee success. Education and communication, improved hiring and recruitment, creative partnerships all play a role in high performance.

Funding. The most sacred cow of all. Too many organizations have dependent relationships with government funders. Blame and political intrigue dominate these organizations that fail to utilize the wealth and capacity of the community, collaborative agreements, and creative partnerships. A spirit of scarcity dooms these agencies and prevents risk taking and invention. They fall far behind when rapid, substantive change occurs.

POLITICAL TACTICS

Each organization has its own set of unique barriers and challenges. The Change Plan identifies these barriers specifically. The Change Team creates goals and objectives, complete with measures and milestones, to overcome, circumvent, or minimize the barriers. The team also utilizes a

Perplexity is the beginning of knowledge.

Kahlil Gibran

variety of formal problem-solving approaches over time to address the issues. Such tools include flow charting, Ishikawa diagrams, functional analysis, Pareto charts, story-boarding, and force-field analysis. In face-to-face meetings with resisters to the change, a few political tactics are recommended (political here is defined as the interactions of two or more human beings).

The first helpful tactic is the ***Transition Technique***. Recurrent conversation is structured to: reinforce why the change is required, discuss opportunities for small successes and incremental agreement, provide accurate information and updates, involve resisters in plan refinement, allow for airing of concerns, focus on the future by repeating why change is necessary, reward those who support the change, and provide reasonably attainable target goals for resisters to meet.

The second tactic is the ***Wedge Technique***. Recurrent communication is used to reinforce the fact that not changing is no longer an option. Critical components include: explaining the challenges and opportunities as they stand, validating the fact that the past was good, presenting as clear a picture of the future as possible and answering the Awhat if@ questions, specifically indicating what actions are required of the resister and of the organization in order to survive, and making it uncomfortable to continue resisting.

The third tactic is known as the ***Magnet Technique***. Simply stated this approach moves quickly away from the past by: showing that upper management wants the change to occur, that those who move forward receive rewards and recognition for progression, and presents concrete plans for the elimination of old work methods while offering substantial support to help resisters adopt new work routines.

Each of these strategies requires honesty, sincerity, and a firm belief that change is in the customer=s best interests. Resistence to change is resist being changed. Consider opposition as a sign that typical communication is failing. Look at these behaviors as messages: AI like my job the way it is,@ AI don=t know how to do that new job,@ AWhy are you treating that department better than us.@ Change is inherently messy. Planning and communication can make it less so.

When inspiration does not come to me, I go halfway to meet it.

Sigmund Freud

When the Change Plan is finally ready for implementation, key components should include:

↓ **A change purpose statement that is in absolute alignment with overall organizational purpose and values**

↓ **Clearly stated goals and objectives with measures and milestones directly related to customer service improvement, work**

Experimentation doesn't use up possibilities; it creates more.

Margaret Wheatley

Everything has both intended and unintended consequences. The intended consequences may or may not happen; the unintended consequences always do.

Dee Hock

process refinement, organizational design changes, and stakeholder education

↓ **An action component for overcoming barriers and challenges**

↓ **A resource allocation component for supporting the change process**

↓ **A thorough communications strategy**

↓ **Acknowledgment that the process is evolutionary and that the Plan will need continuous evaluation and refinement**

CONCLUSION

There is no one correct way to plan for change. Every organization is unique. This guide is offered as reinforcement for those who have learned that leadership is a constant process of invention and discovery; that life is pretty messy sometimes and that solutions are seldom permanent; that we are given far more opportunities than time; that change is never isolated or without consequence; that planning can have the effect of leading us towards what we *already* know instead of what we *need* to know; that there is no one right answer or way of getting things done; that our accomplishments are the results of interdependent relationships that must change as circumstances change; and that stability is not the goal of management, improvement is.

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This guide is in no way a comprehensive model for planning. It is a companion piece to on-site recurrent consultation and training. For additional information, please contact Cary Griffin, Griffin-Hammis Associates, LLC.; 5582 Klements Lane, Florence, MT 59833; (406) 273-9181; cgriffin@griffinhammis.com

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ORGANIZATIONAL STATUS ASSESSMENT

Date:___________________ Title, Position, or Department:____

Please indicate your level of agreement with the following statements by entering the number score which most closely represents your feelings and experience regarding each statement.

KEY:

1 = Agree Strongly
2 = Agree
3 = Agree Minimally or Conditionally
4 = Neutral
5 = Disagree Minimally or Conditionally
6 = Disagree
7 = Disagree Strongly

______ 1. The values & goals of this organization are clearly stated.

______ 2. The values & goals of this organization guide services and supports to customers.

______ 3. My Co-workers understand the values & goals of this organization.

______ 4. I am/was involved in developing the goals of this organization.

______ 5. The organization has a clearly stated purpose.

______ 6. Consumers/Parents were involved in the development of this purpose.

______ 7. The goals of this organization relate directly to the stated purpose .

______ 8. The division of labor in this organization is flexible.

______ 9. All personnel work towards the common purpose.

______ 10. My immediate supervisor is supportive of my efforts.

______ 11. My immediate supervisor understands my daily routine.

______ 12. My relationship with my supervisor promotes shared knowledge & responsibility.

______ 13. I have a harmonious relationship with my supervisor.

______ 14. My job offers me the opportunity to grow professionally.

______ 15. My opinions matter in this organization.

______ 16. I regularly receive training that makes me more successful in my job.

______ 17. I have easy access to information vital to my job performance.

______ 18. The pay scale and benefits in this organization treat each employee equitably.

______ 19. Work tasks in this organization are divided equitably.

______ 20. There is strong, progressive leadership in this organization.

______ 21. The opportunity for promotion exists in this organization.

______ 22. Management favors and promotes change.

______ 23. The organization is structured in an understandable and efficient manner.

______ 24. Other organizational departments are helpful whenever assistance is requested.

______ 25. Occasionally I enjoy making changes in my job.

______ 26. I receive support from my supervisor when I want to make these changes.

______ 27. There is no evidence of unresolved conflict in the organization.

______ 28. This organization has the ability to change quickly & successfully.

______ 29. Change in this organization takes place after a review of purpose and goals.

______ 30. Change in this organization takes place after staff have been consulted.

______ 31. Change in this organization takes place after consumers/parents have been consulted.

______ 32. This organization has the ability to accomplish its purpose.

______ ***Total divided by 32 =______*** ***(This number represents an average overall score. Ratings for each individual statement are more critical, however, because they specifically indicate which points require attention.)***

Please Indicate:

How long have you worked here?______
Comments you=d like to make:

Organizational Function Analysis

List all major organizational functions. Prioritize these functions as targets of the Change Program that will have either a ***Great*** impact, a ***Moderate*** impact, or ***Little*** impact on overall quality improvement or change plan success.

Function	Great Impact	Moderate Impact	Little Impact

PRIORITY ANALYSIS

Priority/Item List	A: Seriousness of Priority on a 1 to 5 scale with 1 lowest & 5 highest (based upon agency Mission)	B: Intensity of Problems arising if not Prioritized on a 1 to 5 scale	A x B =	Rank of Items	Actions required to Address Priority/Item. Critical dates?	Person(s) Responsible
1.						
2.						
3.						
4.						
5.						
6.						
7.						

Note: A rating of 15 or greater indicates a Critical Priority/Item that should be addressed immediately.

BEST-PRACTICES INVENTORY

DEPARTMENT:______________________ **MAJOR FUNCTION:**______________________ **DATE:**_____________

SUB-ACTIVITIES OF THE MAJOR FUNCTION	QUALITY INDICATORS	WHAT WE=RE DOING BEST	WHAT OTHER=S ARE DOING BEST	WHAT WE NEED TO IMPROVE