

# Change Leadership Vision Council

AUGUST 29, 2019



# **| WELCOME & INTRODUCTIONS**

# **KICK OFF MEETING PURPOSE**

Introduce the Vision Council members and prepare for the year's work to achieve the Project Goal and Project Result.

1

## SHARE

NAME | WORKPLACE | TITLE | ROLE

2

## BRIEFLY ANSWER

What **energizes** you about serving on the Vision Council?

What is one **possible change or development** in the Iowa system/systems landscape that is needed?

**CHANGE LEADERSHIP:** Engaging Thought Leaders and Leadership Teams to Prepare for **Family First** Funded by the **Mid-Iowa Health Foundation**

**AGENDA**  
**AUGUST 29, 2019**

**VISION COUNCIL KICK-OFF MEETING**

**10:50 AM**

CHANGE LEADERSHIP: Engaging Thought Leaders and Leadership Teams to Prepare for Family First Funded by the Mid-Iowa Health Foundation			
VISION COUNCIL KICK-OFF MEETING			
AGENDA AUGUST 29, 2019			
10:50 AM	11:00 AM	11:10 AM	12:00 PM
SET 2019 VISION COUNCIL MEETING SCHEDULE	TAKE A BREAK	DATA WALK Iowa Children, Families & Systems	WORKING LUNCH Vision Council Charge, Project Goal & Results
1:30 PM	2:00 PM	2:45 PM	3:00 PM
SET 2019 VISION COUNCIL MEETING SCHEDULE	CULTURE INVENTORY Ian Cummings Organizational Effectiveness Manager	ACTION COMMITMENT REVIEW	THANK YOU

**11:00 AM**

TAKE A  
BREAK

**11:10 AM**

DATA WALK  
Iowa Children,  
Families & Systems

**12:00 PM**

WORKING LUNCH  
Vision Council Charge,  
Project Goal & Results

**1:30 PM**

SET 2019  
VISION COUNCIL  
MEETING  
SCHEDULE

**2:00 PM**

CULTURE  
INVENTORY  
Ian Cummings  
Organizational Effectiveness Manager



**2:45 PM**

ACTION  
COMMITMENT  
REVIEW

**3:00 PM**

THANK YOU



| TAKE A  
**BREAK**

# **DATA WALK**

Iowa Children,  
Families & Systems

# DATA WALK | Instructions

1

In pairs,  
review data,  
consider  
questions

2

In pairs,  
identify 3-4  
takeaways

3

Join into small  
groups,  
discuss  
takeaways  
from pairs

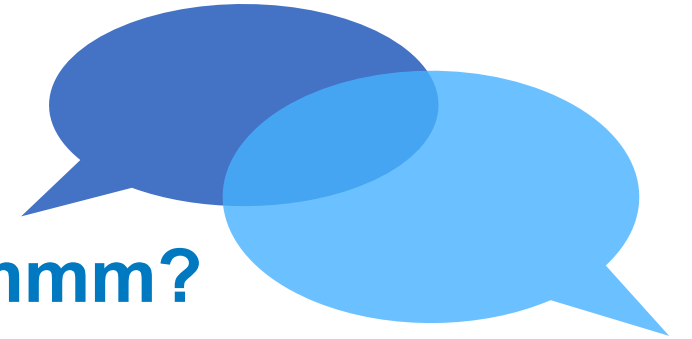
4

Come  
together as  
the Vision  
Council to  
discuss



# DATA WALK | Questions to Consider

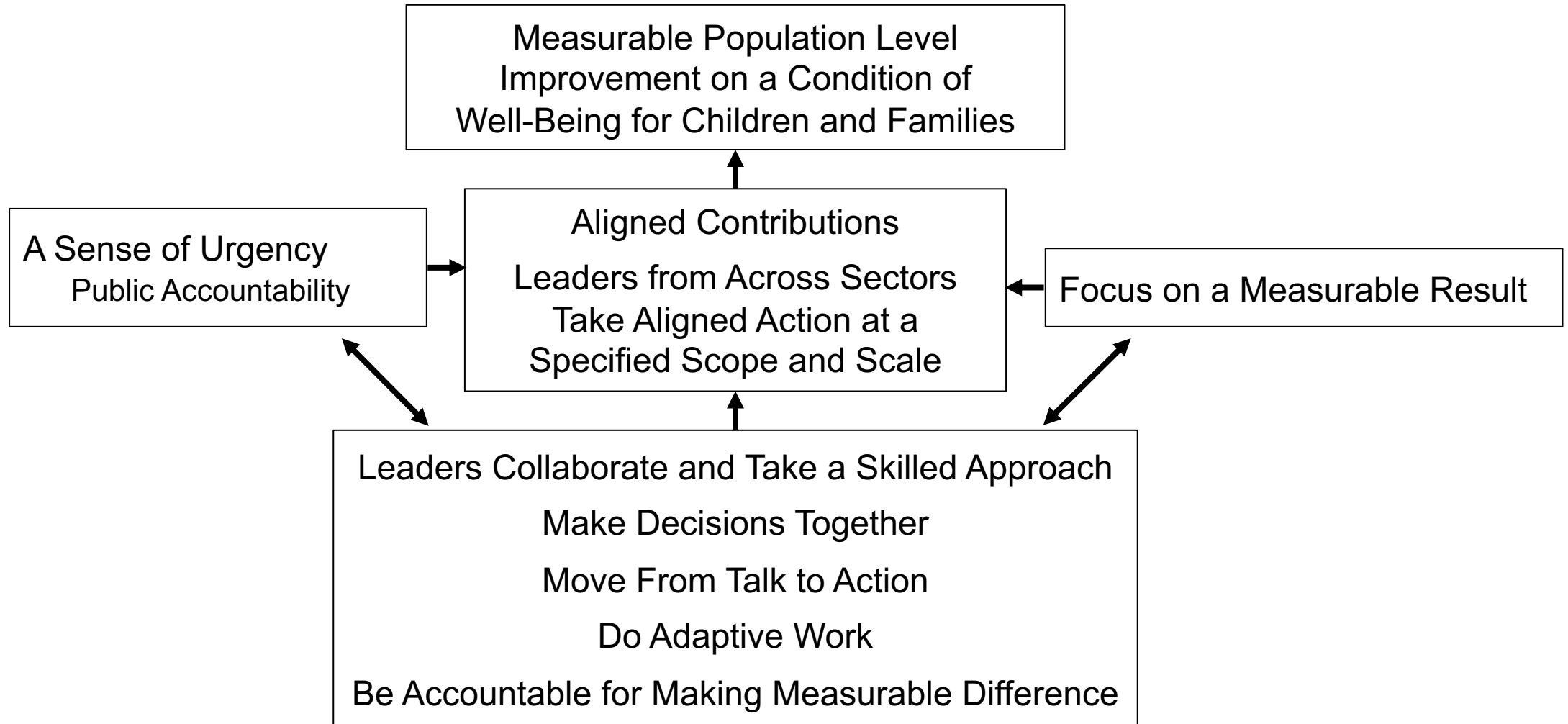
- 1 What **observations** do you have?
- 2 Any big **ahas** or things that make you say **hmmm**?
- 3 What are some of the **data-informed needs** of Iowa's children and families who are at risk?
- 4 What **indicators** would we be looking at to inform the Project Result?
- 5 What data is **missing**?



# **WORKING LUNCH**

Vision Council Charge,  
Project Goal & Results

# Theory of Aligned Contributions



# Assumptions of Theory of Aligned Contributions

**Population level changes** cannot be made by a single agency or organization; must be multi-sector, public-private\*

**Outcomes for children, families and communities** are not what they could be in part because key stakeholders are not yet fully aligned

**Seemingly intractable nature of problems**, social conditions, systems and challenges sap energy and sense of urgency

**Public accountability** can increase urgency and create a personal sense of accountability for taking aligned action and making an aligned contribution

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\**Shorr, Lisbeth, Common Purpose, 1997*

# Assumptions of Theory of Aligned Contributions

**Actions to “tip” the odds that good things** will happen can be generated by a small group of people with a common purpose, connected relationships and a sense of urgency\*

**Leaders given “permission” to engage** in action learning \*\* with a sense of urgency can use the depth of their experience and wisdom to galvanize change and forward movement

**Leaders can achieve progress through** their commitment to taking aligned actions and leveraging current relationships, resources and opportunities \*\*\*

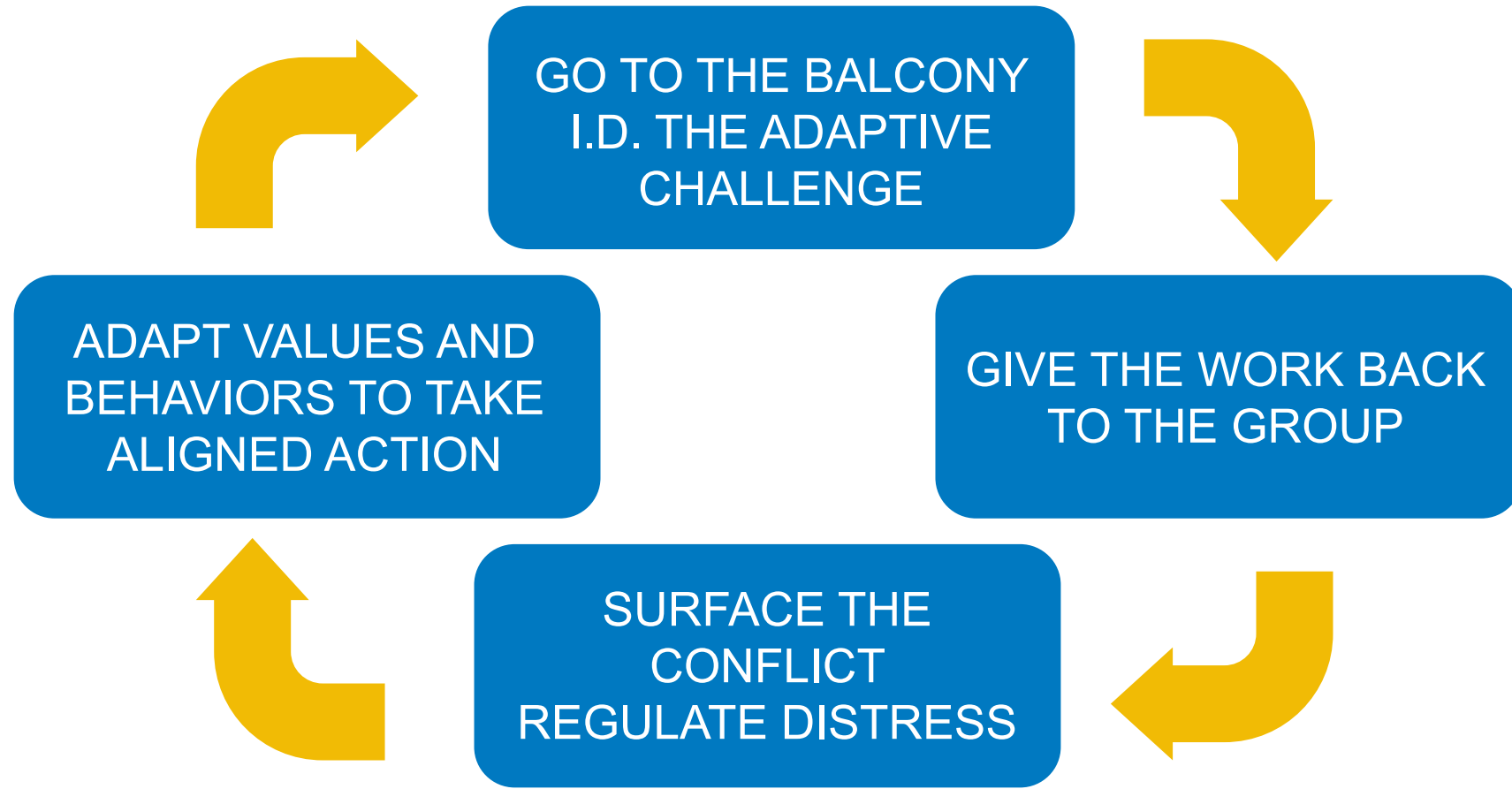
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\* Gladwell, Malcolm. *The Tipping Point: How Little Things Can Make a Big Difference*, 2002.

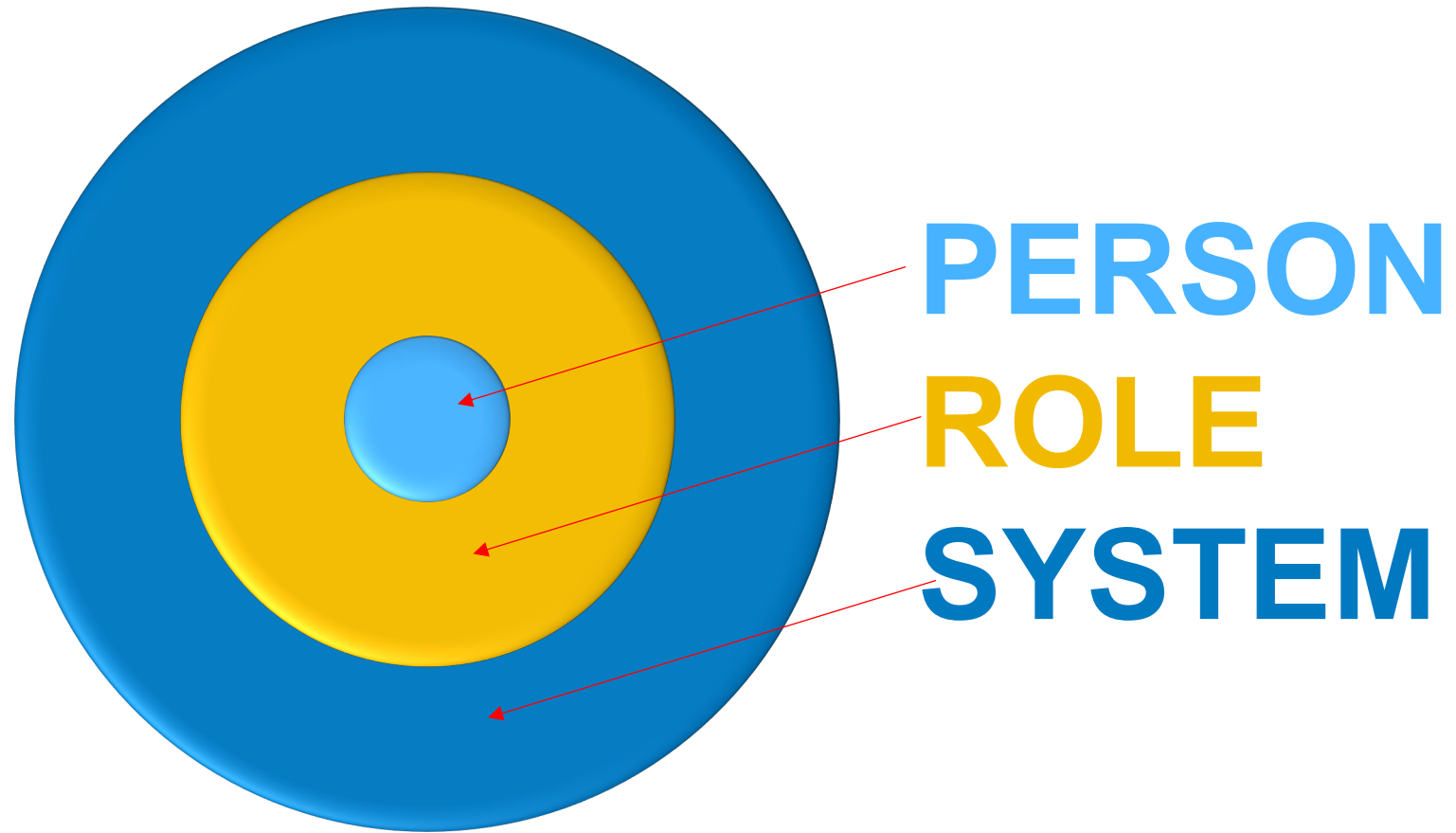
\*\* Argyris, Chris, *On Organizational Learning*, 1997.

\*\*\* Heifetz, Ronal A., & Linsky, Martin, *Leadership on the Line*, 2002.

# Focus of Adaptive Leadership



# The Person Role System Framework<sup>2</sup>



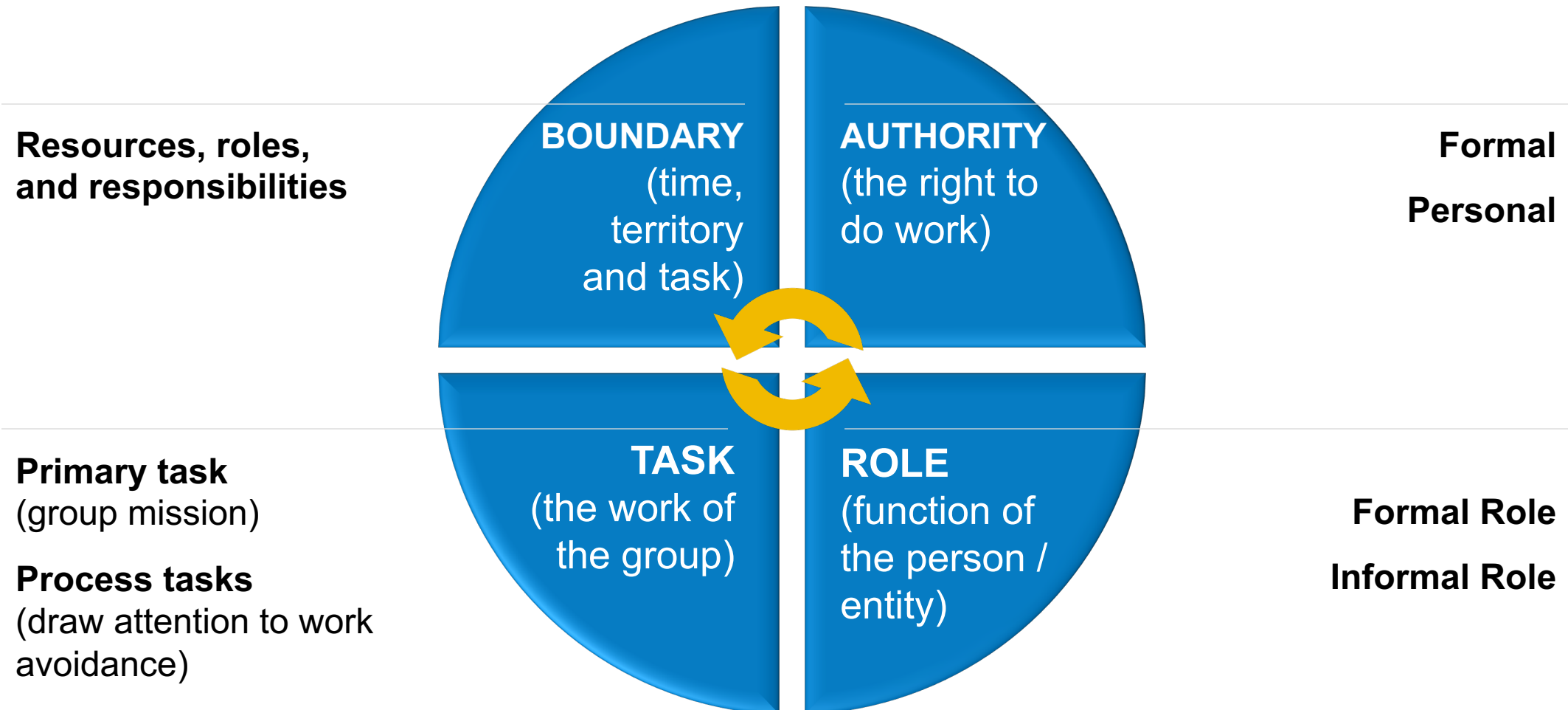
<sup>2</sup>Kathleen Pogue White, Person Role System Framework Briefing Note

# Levels of Action and Alignment

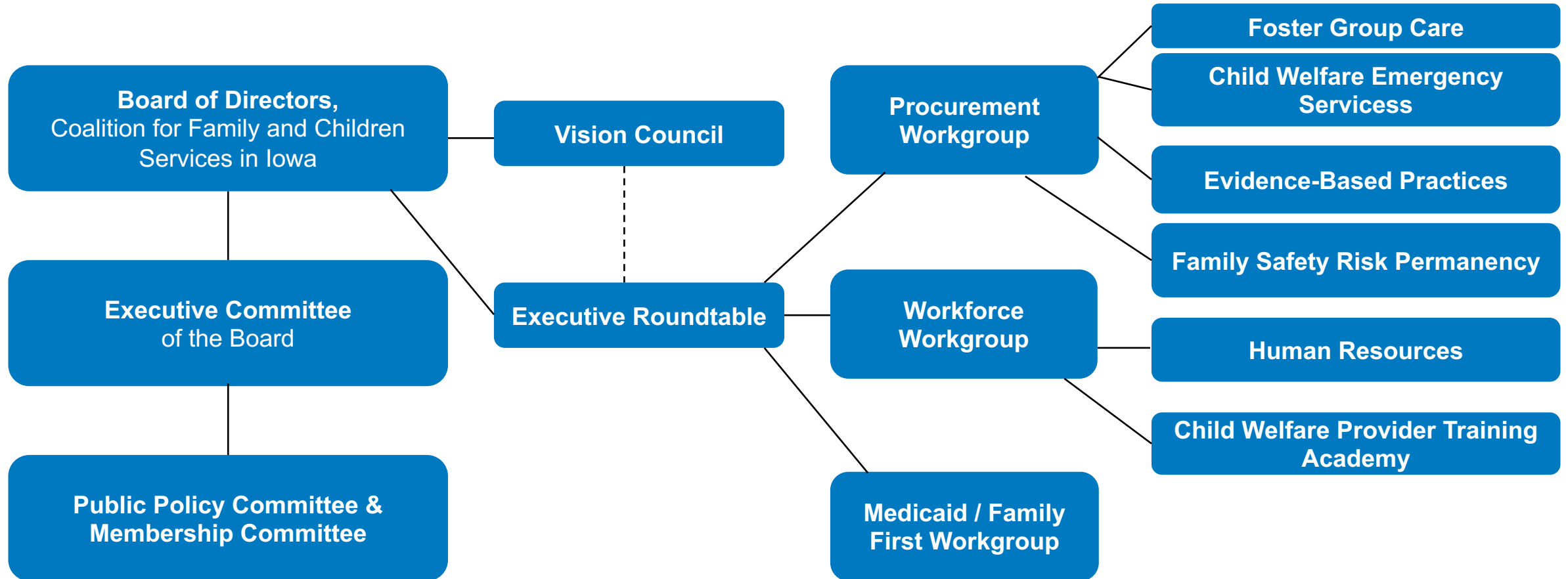
Takes actions that contribute to results	HIGH	<p>High level of action that contributes to improved results</p> <p>Does not work to be in alignment with others</p> <p><b>(High action, low alignment)</b></p>	<p>High level of action that contributes to improved results</p> <p>Works to be in alignment with others</p> <p><b>(High action, high alignment)</b></p>
	LOW	<p>Low level of action that does not contribute to improved results</p> <p>Does not work to be in alignment with others</p> <p><b>(Low action, low alignment)</b></p>	<p>Low level of action that does not contribute to improved results</p> <p>Works to be in alignment with others</p> <p><b>(Low action, high alignment)</b></p>
		LOW	HIGH
Works to be in alignment with others			



# Boundary, Authority, Role & Task (BART)



# The Coalition Org Chart



## **PROJECT GOAL**

To engage the public and private sectors to collaborate and be solution-focused to create a child welfare system to meet the needs of Iowa's children and families at risk.

## **PROJECT RESULT**

Iowa has a child and family driven, culturally competent, trauma informed and responsive system to best meet the needs of children and families.

| TAKE A  
**BREAK**

**SET 2019**

VISION COUNCIL  
MEETING  
SCHEDULE

# CULTURE INVENTORY

*Ian Cummings*

*Organizational Effectiveness Manager*



Saint Francis  
MINISTRIES

# What Is Culture?

## ACCOMPLISHED

Culture is the spoken and unspoken ways things are accomplished in a group.

## ACTION

Vision and mission in action.

## BEHAVIORS

Group and individual behaviors that facilitate or restrict progress towards a goal.





**HOW** the work is  
ACCOMPLISHED

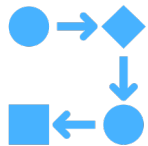
# Why Measure Culture?



Determine blind spots in group behaviors.  
What behavioral expectations are getting in our way of success?



Drive overall group effectiveness and goal accomplishments.

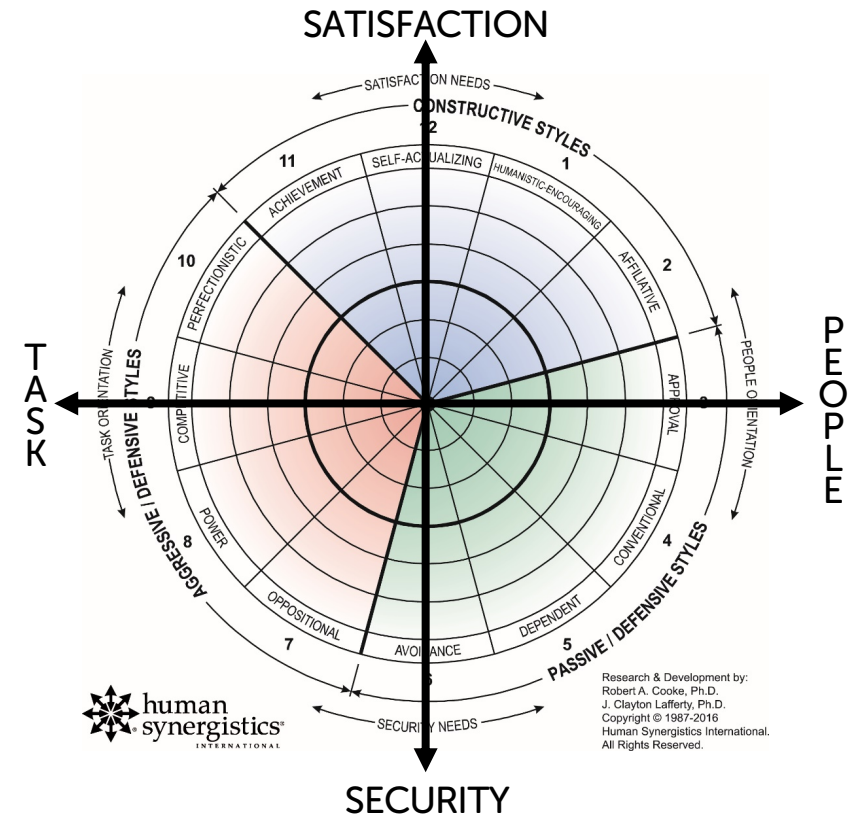


Set a road map for **how** the work gets accomplished with increased effectiveness.

# The Circumplex

Highly visual and consistent throughout the Integrated Diagnostic System.

It breaks the factors underlying performance down into 12 ways or “styles” of thinking, behaving, and interacting.



Cultures promote effective goal setting and achievement, growth and learning, and teamwork and collaboration.

Cultures lead to internal competition, management by exception, and short-term emphasis as opposed to long-term effectiveness.



Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D.  
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Cultures lead to conformity, rigidity, and lack of team member accountability and initiative.

# Constructive Styles

Interacting with others and approaching tasks in ways that will help them to meet their higher-order satisfaction needs

## 11 Achievement

Stakeholders are expected to set realistic goals and solve problems effectively

## 12 Self-Actualizing

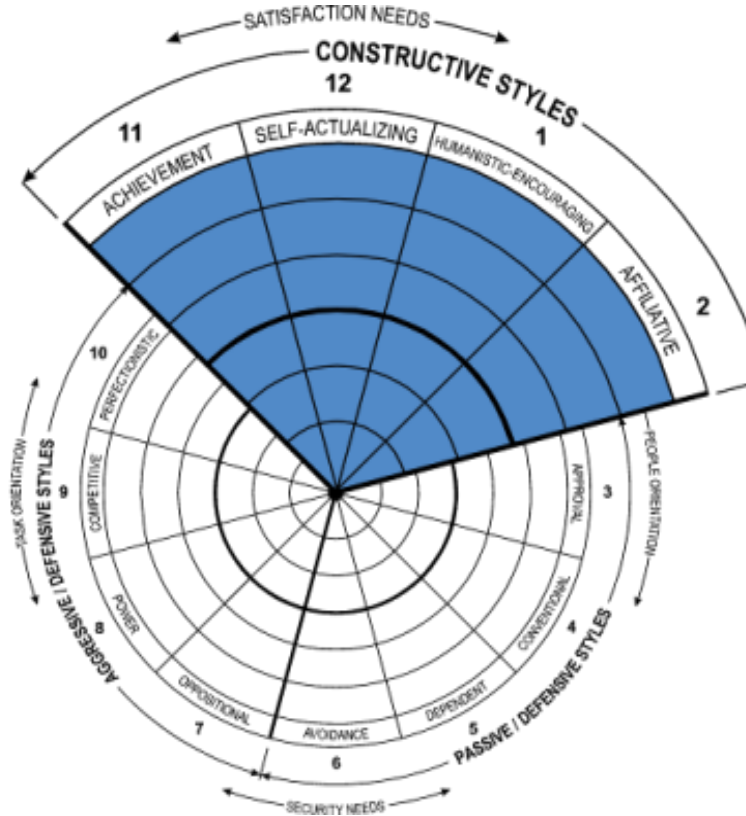
Stakeholders are expected to gain enjoyment from their work and produce high-quality products/services

## 1 Humanistic-Encouraging

Stakeholders are expected to be supportive, constructive, and open to influence in dealing with others

## 2 Affiliative

Stakeholders are expected to be friendly, open, and sensitive to the satisfaction of the work group



Effective organizations show **STRONGER** tendencies along Constructive styles

Organizational Sustainability through Members "Doing Good"

# Passive / Defensive Styles

Interacting with people in ways that will not threaten their own security

## 3 Approval

Stakeholders are expected to agree with, gain the approval of, and be liked by others

## 4 Conventional

Stakeholders are expected to conform, follow the rules, and make a good impression

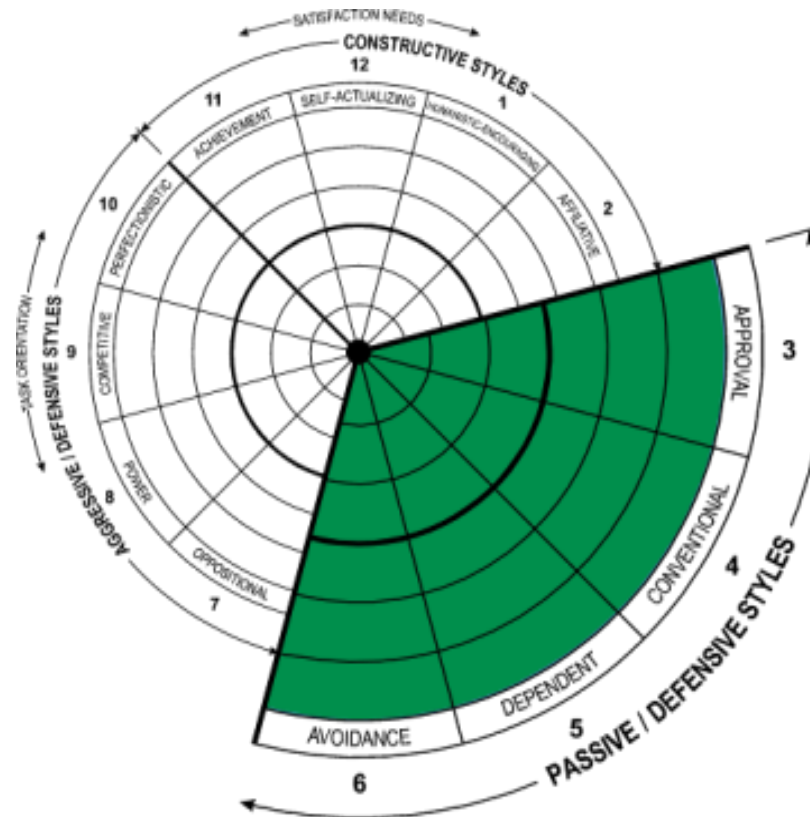
## 5 Dependent

Stakeholders are expected to do what they are told and clear all decisions with supervisors

## 6 Avoidance

Stakeholders are expected to shift responsibilities to others and avoid being blamed for mistakes

Effective organizations show **WEAKER** tendencies along Passive/Defensive styles



Organizational **Vulnerability** through Members “Being Good”

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# Aggressive / Defensive Styles

Interacting with people in ways that will not threaten their own security

## 7 Oppositional

Employees are expected to gain status and influence by being critical and constantly challenging one another

## 8 Power

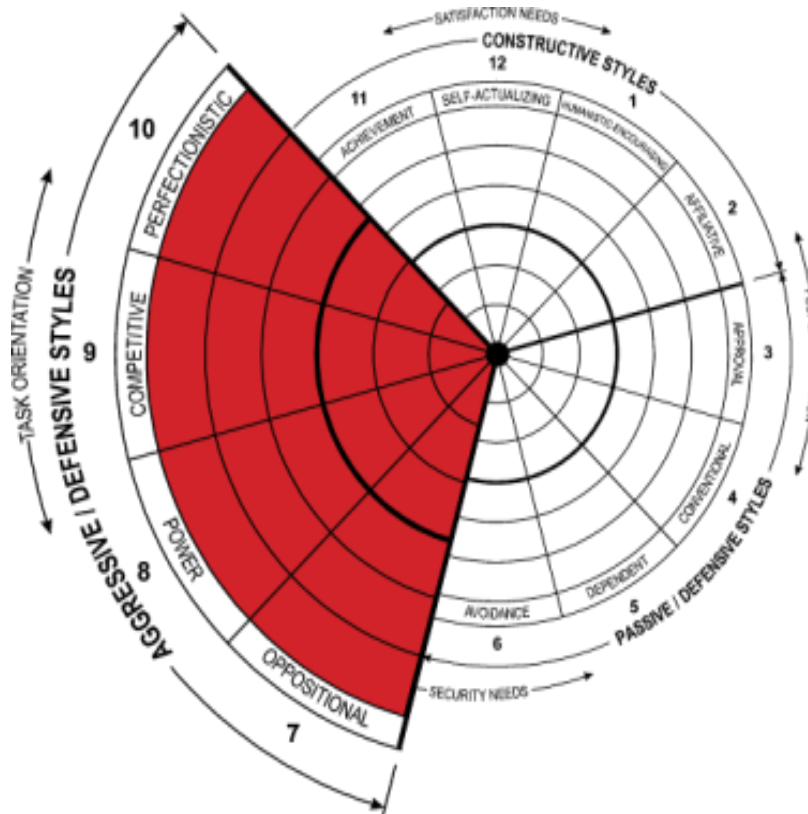
Employees are expected to take charge and "control" others, and make decisions autocratically

## 9 Competitive

Employees are expected to operate in a "win-lose" framework and work against their peers to be noticed

## 10 Perfectionistic

Employees are expected to avoid making mistakes, work long hours, and keep "on top" of everything

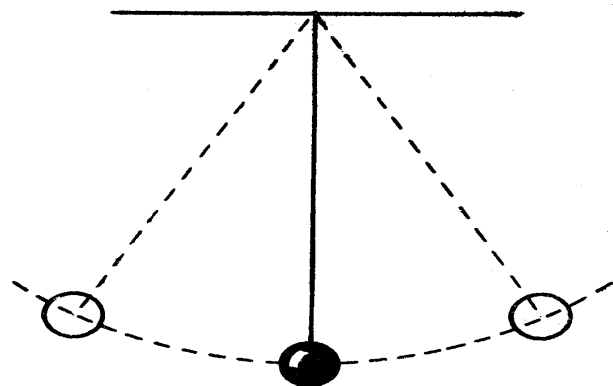


Effective organizations show **WEAKER** tendencies along Aggressive/Defensive styles

Organizational **Volatility** through Members "Looking Good"

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# The Culture Balancing Act

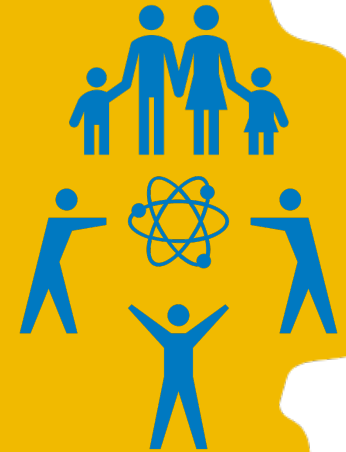


<u>Aggressive/Defensive</u>	<u>Constructive</u>	<u>Passive/Defensive</u>
Micro-managing and management by exception	Setting Expectations and Holding Accountable	Not addressing poor performance
Always disagreeing to avoid changing practices or appear incompetent	Debating ideas to arrive at a visionary solution	Agreeing with the first idea/avoiding debate
Not communicating anything to stay 'in power'	Communicating 'why', what you know, and what you don't know	"I'm just the messenger!" or "this came down from leadership..."
"I don't agree so I'm not doing it.", "You don't understand what it is I do."	Seeking clarification from your boss and constructively discussing disagreements	"Okay Boss" "Pocket-veto (Saying yes, and purposely doing nothing)



# Reviewing The Change Leadership Project Goal

To engage the public and private sectors to collaborate and be solution-focused to create a child welfare system to meet the needs of Iowa's children and families at risk.



# How Does the Circumplex and this Project Intersect?

IOWA PROJECT GOAL	CONSTRUCTIVE CULTURE STYLE
Engage	Affiliative
Collaborate	Affiliative
Solution-Focused	Achievement
Meet the needs . . .	Self-Actualizing

By establishing a language for our desired culture,  
we can put the goal of the project into action.

# Process for the OCI

**Determine** who will take the inventory.

**Fill out** the OCI Current and the OCI Ideal

Will be on separate days; participants will take the Current on day one, then receive a separate email for the Ideal.

**Debrief** results and develop a “**From-To Shift.**”



# **ACTION COMMITMENT REVIEW**

1

## SHARE

One word about how you're feeling

2

## BRIEFLY ANSWER

What stands out for you from today that seems especially important for the Vision Council to consider going forward?

Is there anything you need to support you in completing your action commitments?

# | **RESOURCES**

**Change Leadership Data Set**

**Change Leadership August 29 Meeting Deck**

**Family First Act Tool Kit**

**[saintfrancisministries.org/ffpsa-toolkit](http://saintfrancisministries.org/ffpsa-toolkit)**

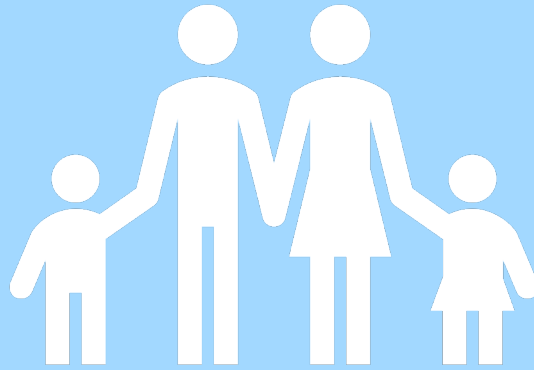
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**THANK YOU**

