

# Change Leadership Vision Council

OCTOBER 28, 2019



# DATA WALK | Instructions & Questions

## Instructions

- Pick 1 or 2 data points from Question 1 and from Question 2 to share with the VC.
- Use Post-It Notes to post your answer(s) to Question 3.

**1** What **data points stand out to you** as you think about FFPSA implementation in Iowa?

**2** What **trend line can you imagine bending** through the implementation of FFPSA in Iowa?

**3** What do you **think about the Vision Councils' Reflections on the data** from the Kickoff Meeting?



**DATA REVIEW,  
WELCOME &  
CHECK-IN**

# **MEETING PURPOSE**

Draft a “From-To” Culture Shift and organize to support prioritized FFPSA implementation opportunities.

# MEETING RESULTS

1. A “From-To” Culture Shift is drafted by the Vision Council.
2. The Vision Council has steps planned for testing the framework for the Ideal Culture (“From-To” Shift).
3. Opportunities to support successful implementation of the FFPSA in Iowa are listed.
4. The Vision Council has identified ways it will be engaged in support of FFPSA implementation.

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

# AGENDA

**OCTOBER 28, 2019**

## VISION COUNCIL 2<sup>ND</sup> MEETING

**10:00 AM**

Data Review,  
Welcome &  
Check In

**11:00 AM**

Culture Inventory  
Results & Analysis

**11:15 AM**

Reflection on the  
Culture Inventory and  
Interpretation

**12:30 PM**

Building Consensus  
for the “From-To”  
Culture Shift

**1:00 PM**

Lunch Break

**1:30 PM**

Identify Essential Work  
for FFPSA  
Implementation by  
July 2020

**2:10 PM**

Small Group Work in  
Support of FFPSA  
implementation &  
Culture Development

**2:50 PM**

Check Out / Adjourn

**1**

## **SHARE**

**NAME | WORKPLACE | TITLE | HOW ARE YOU FEELING?**

**2**

## **BRIEFLY ANSWER**

**What data point stood out to you as you think about the implementation of FFPSA in Iowa?**

**What trend line can you imagine bending through the implementation of FFPSA in Iowa?**

# CULTURE INVENTORY

*Ian Cummings*

*Organizational Effectiveness Manager*



Saint Francis  
MINISTRIES

**CULTURE  
INVENTORY  
RESULTS &  
ANALYSIS**

**REFLECTION ON  
CULTURE  
INVENTORY AND  
INTERPRETATION**

**BUILDING  
CONSENSUS ON  
"FROM-TO"  
CULTURE SHIFT**

LUNCH  
**BREAK**

**VISION COUNCIL  
SUPPORT OF FFPSA  
IMPLEMENTATION**

**IDENTIFY  
ESSENTIAL WORK  
FOR FFPSA  
IMPLEMENTATION**

**VISION COUNCIL  
SUPPORT FOR FFPSA  
IMPLEMENTATION &  
CULTURE  
DEVELOPMENT**

| CHECK OUT

# 1

## **PREPARE YOUR ANSWER**

What is one step you will take to test the draft From-To Culture Shift? (from list)

# 2

## **WRITE DOWN**

**Your name and the item number you choose (or your “Other”)**

**Customize your answer, as indicated for each item.**

# OPTIONS TO TEST FROM-TO CULTURE SHIFT

1. Update and brief a VC member who isn't here today (*name*)
2. Practice an element of the ideal culture in an upcoming situation (*which one(s)*)
3. Present the From-To shift to a key group (*name, e.g. Board, Work Group, staff, etc.*)
4. Observe for a specific behavior pattern in an upcoming setting (*which behavior / which setting*)
5. Talk to someone about what the from-to shift means to you personally and how you want to practice it (*name accountability partner*)
6. Other?

# | RESOURCES

**Change Leadership Updated Data Set**

**Change Leadership October 28 Meeting Deck**

**Family First Act Tool Kit**

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

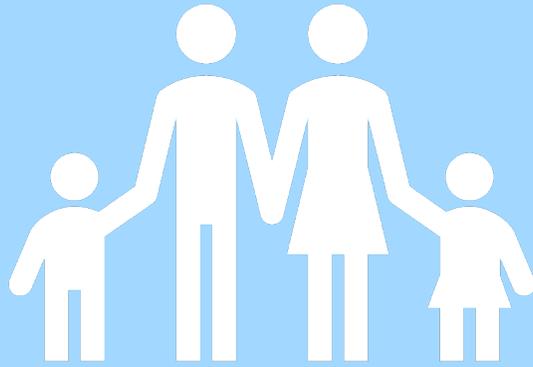
**If you have questions, please contact:**

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**[marlo.nash@st-francis.org](mailto:marlo.nash@st-francis.org)** | main/cell 202.431.3532

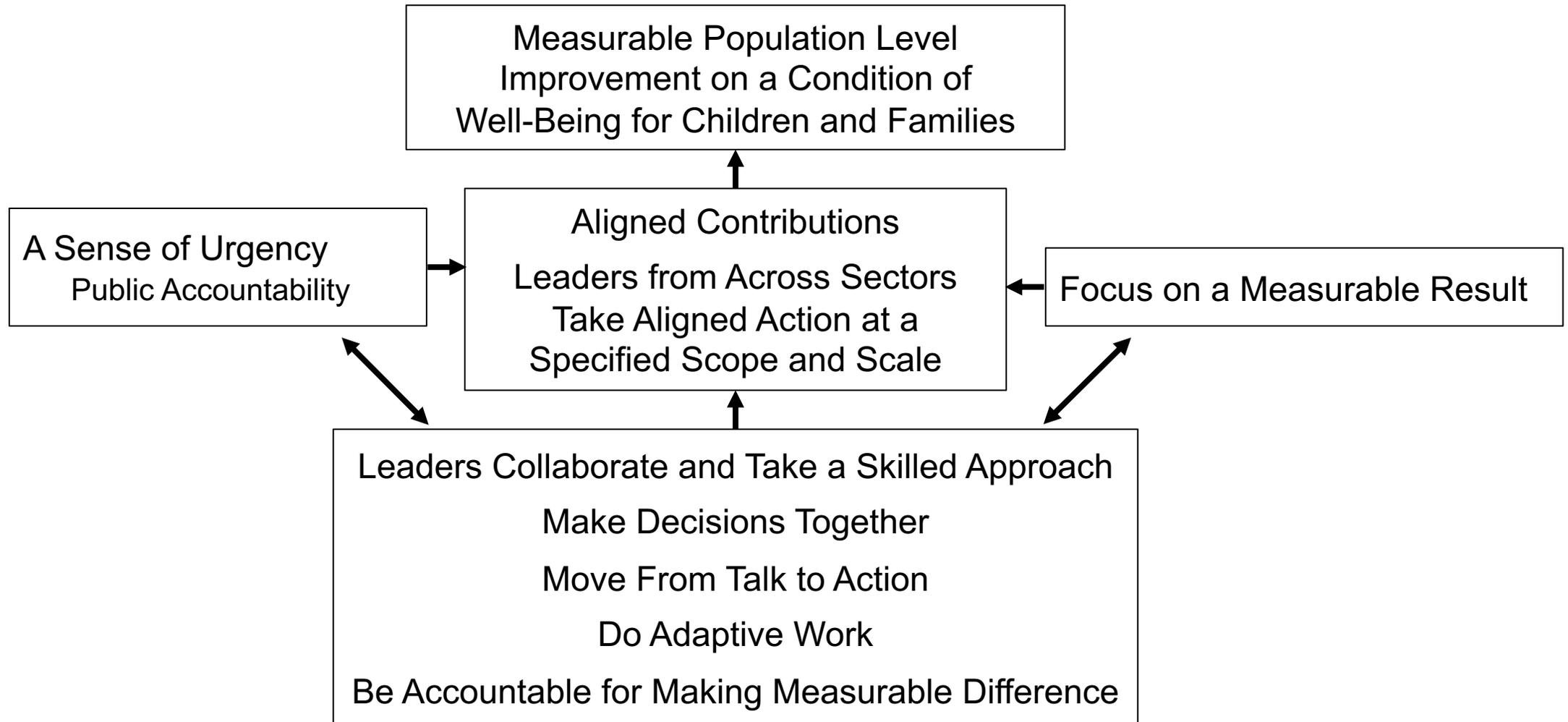


**THANK YOU**

**See you on Dec. 4!**



# 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 \*\*\*

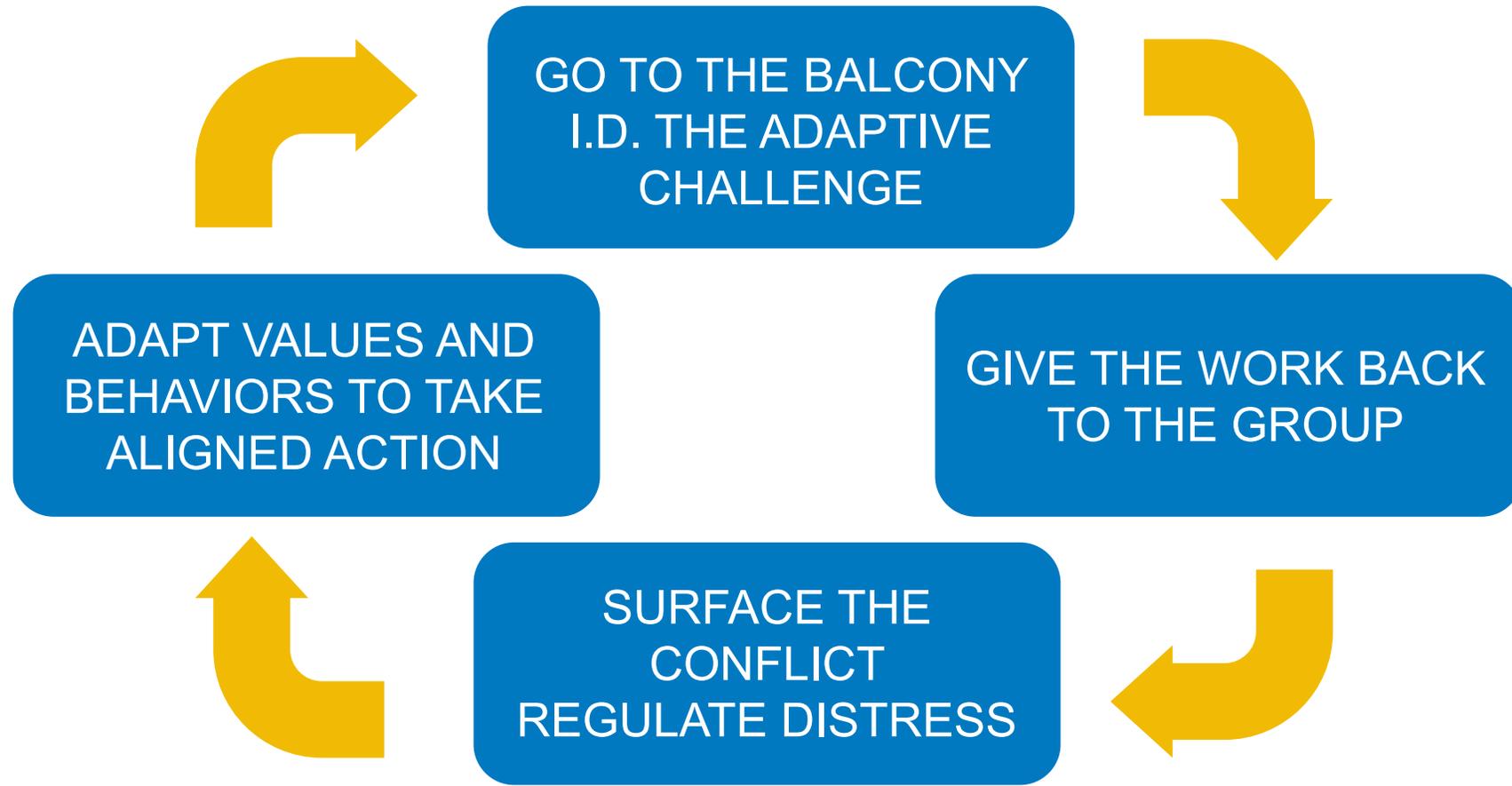
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\* **Gladwell, Malcolm.** *The Tipping Point: How Little Things Can Make a Big Difference*, 2002.

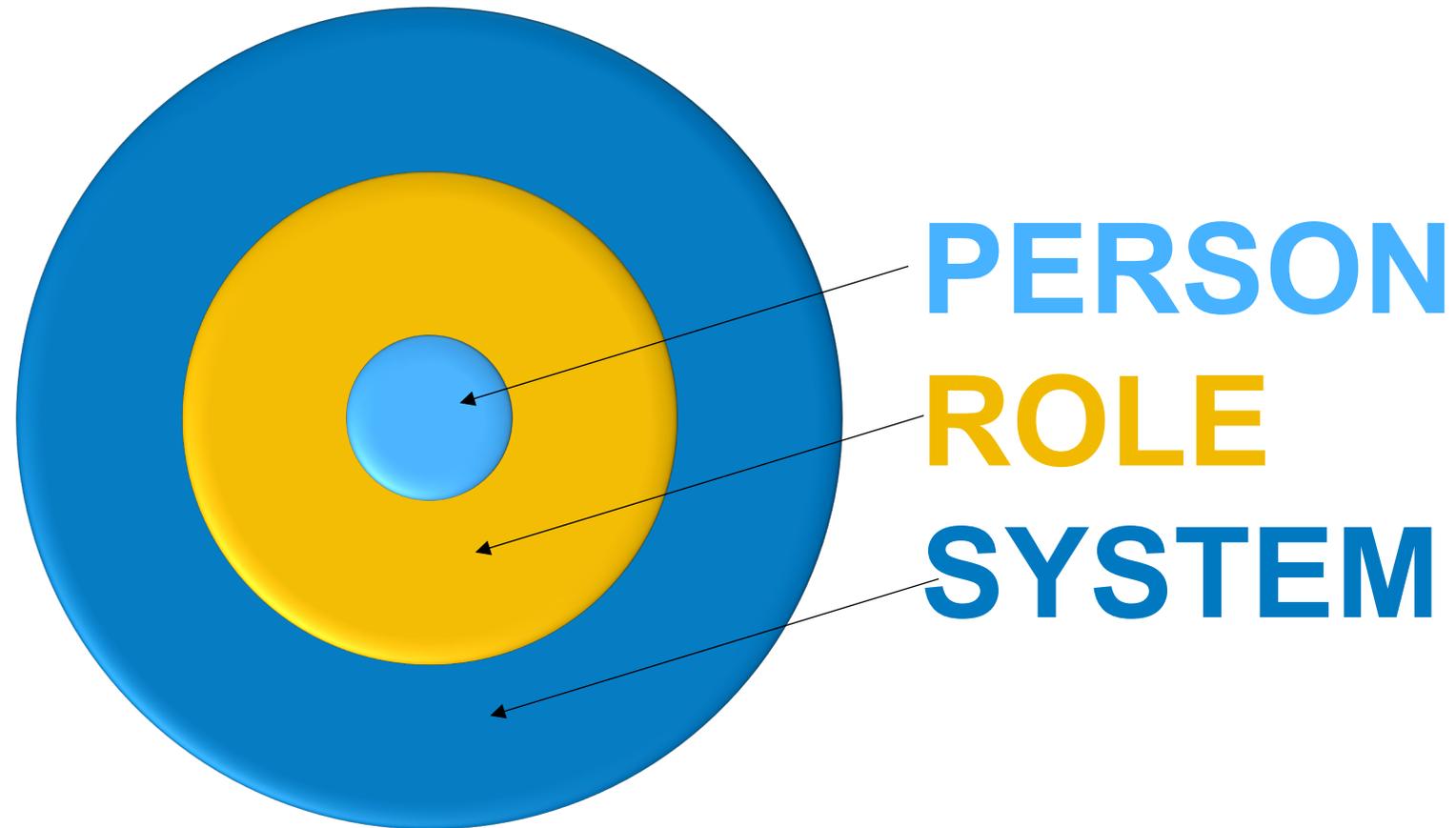
\*\* **Argyris, Chris,** *On Organizational Learning*, 1997.

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

# Focus of Adaptive Leadership



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

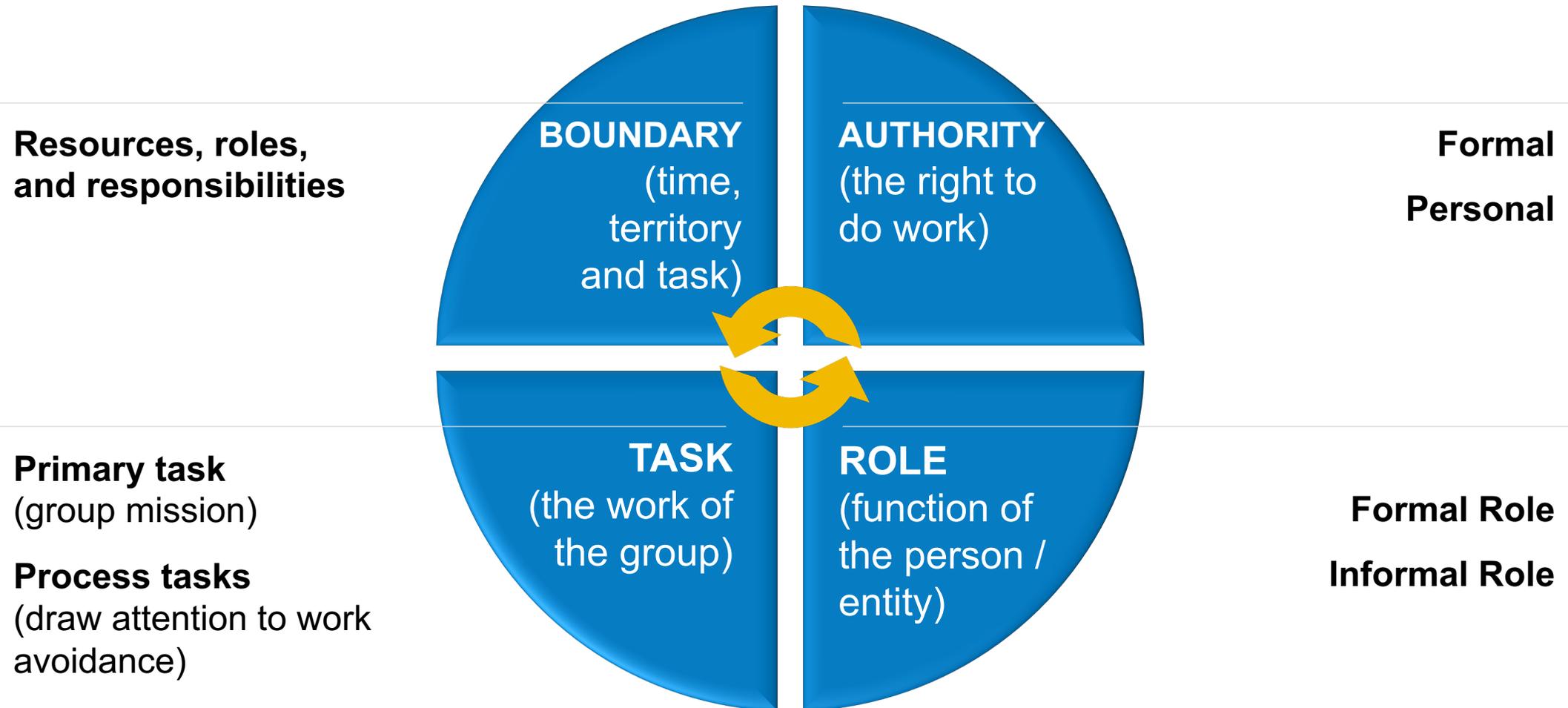


<sup>2</sup>Kathleen Pogue White, Person Role System Framework Briefing Note

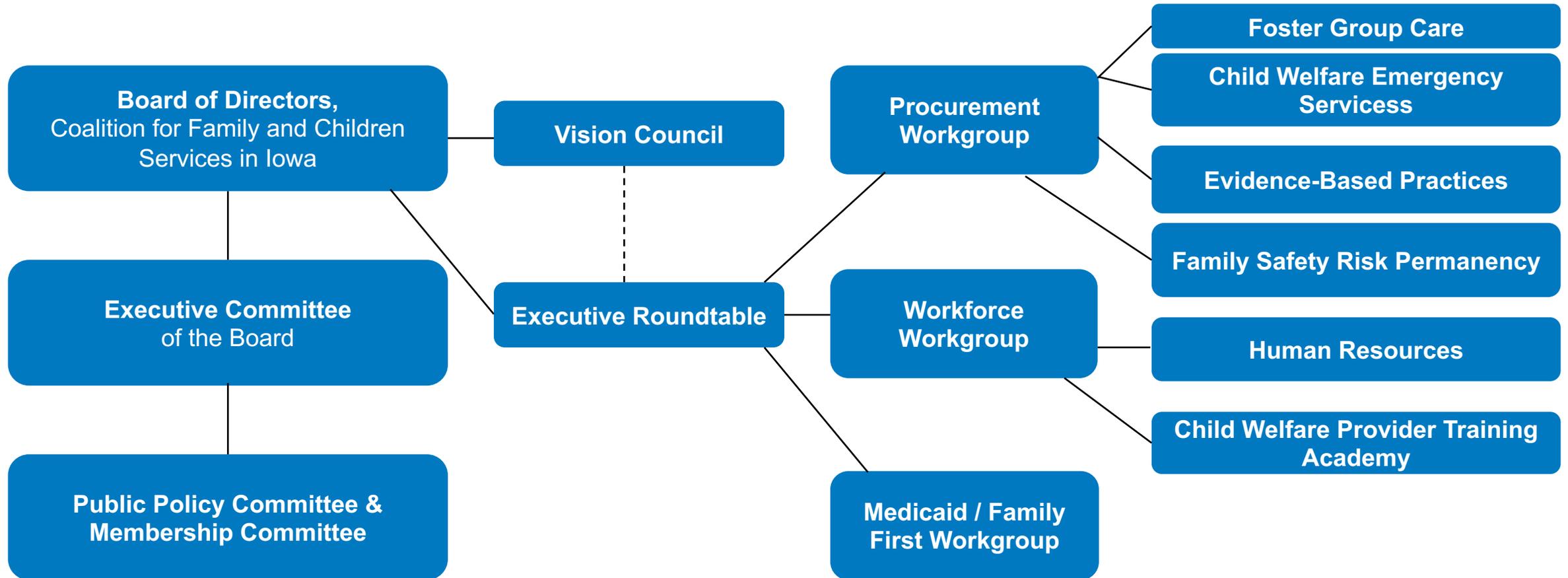
# Levels of Action and Alignment

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

# 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**

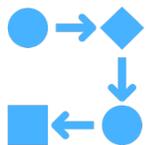
# Why Measure Culture?



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



Drive overall group effectiveness and goal accomplishments.

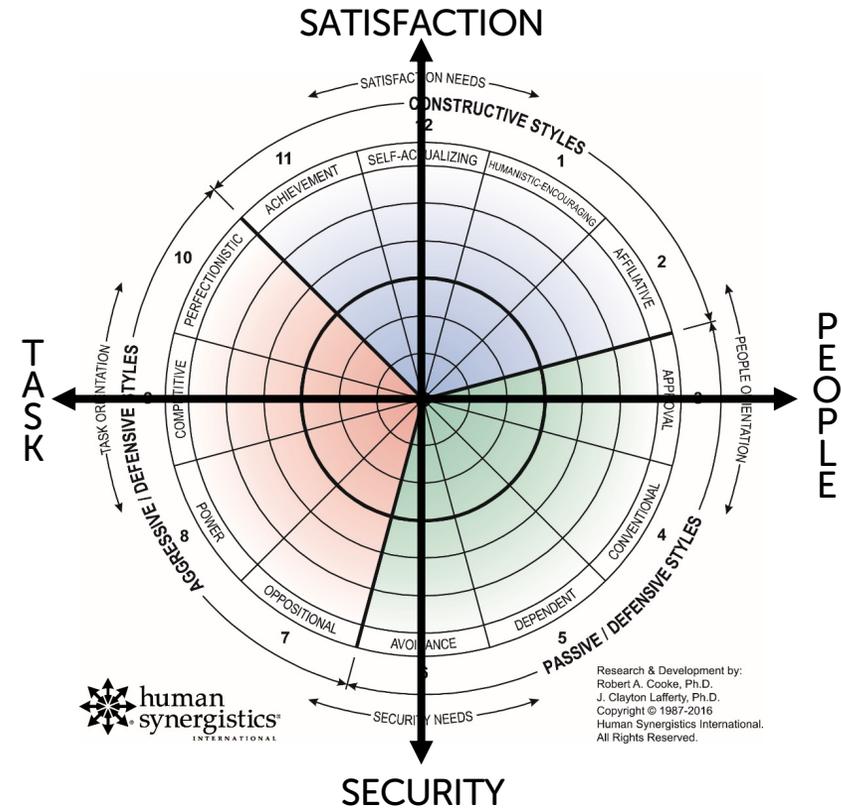


Set a road map for **how** the work gets accomplished with increased effectiveness.

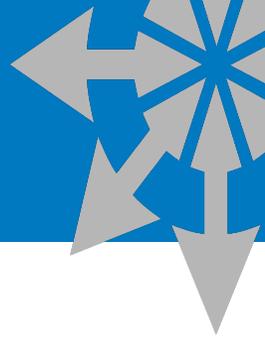
# The Circumplex

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.



# The General Clusters of Behavior



## Constructive

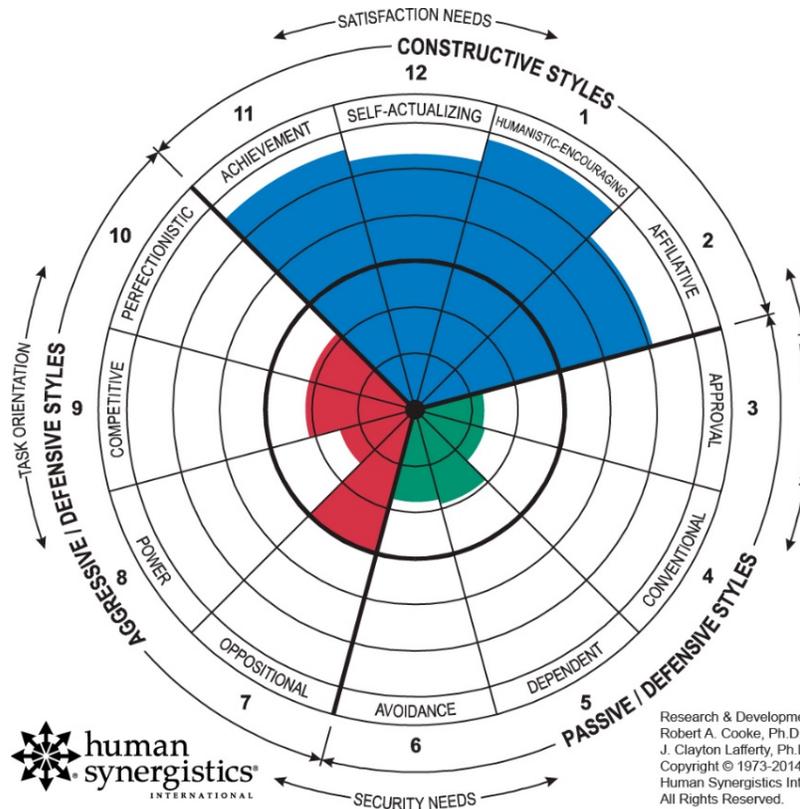
Cultures promote effective goal setting and achievement, growth and learning, and teamwork and collaboration.

## Aggressive/Defensive

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

## Passive/Defensive

Cultures lead to conformity, rigidity, and lack of team member accountability and initiative.



Research & Development by:  
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# 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

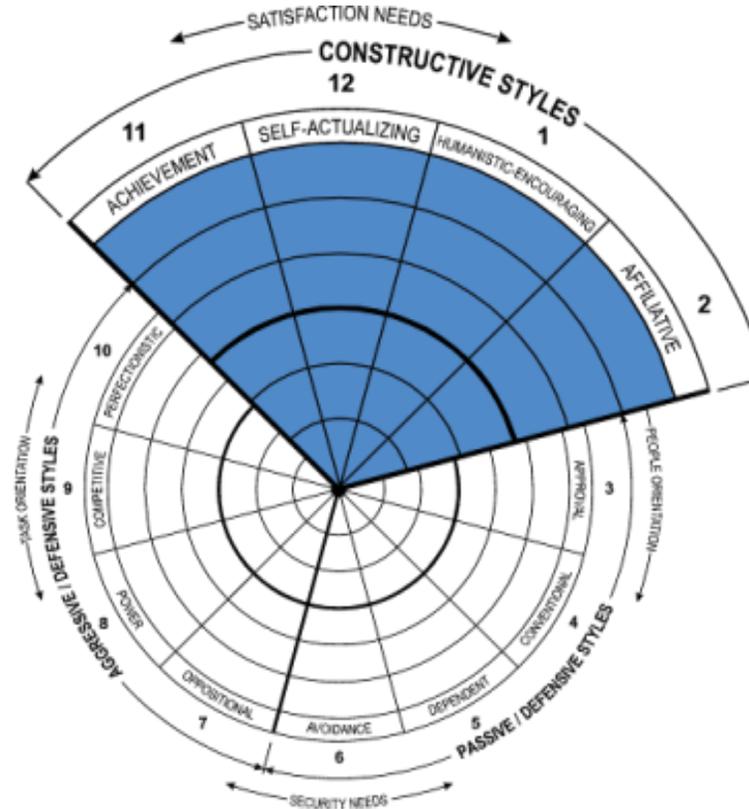
Stakeholders are expected to gain enjoyment from their work and produce high-quality products/services

## 1 Humanistic-Encouraging

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

## 2 Affiliative

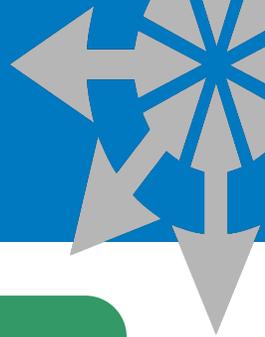
Stakeholders are expected to be friendly, open, and sensitive to the satisfaction of the work group



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

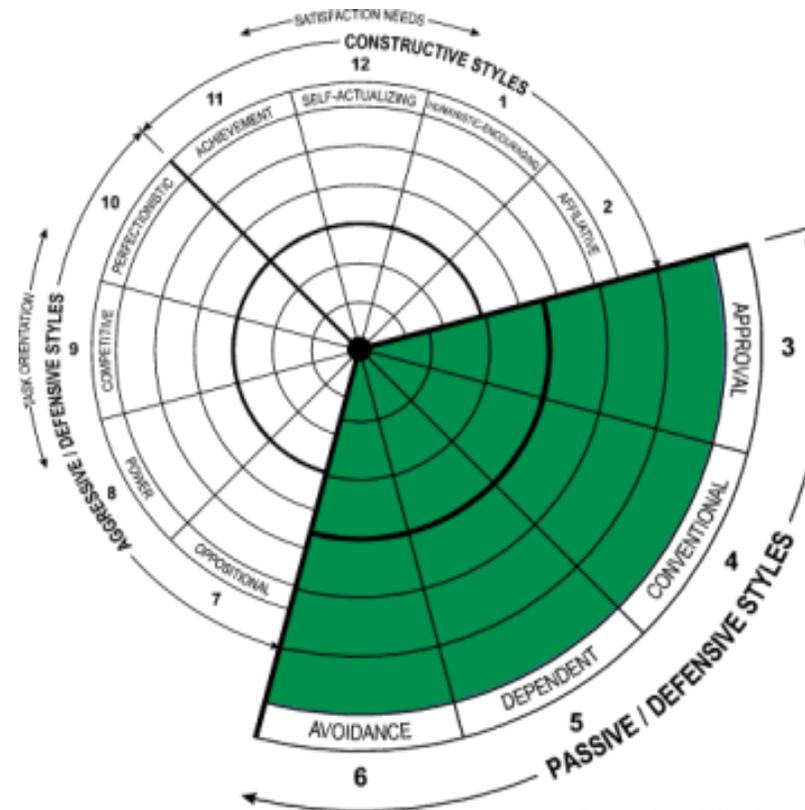
### 5 Dependent

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

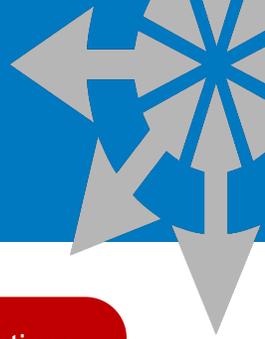
Effective organizations show **WEAKER** tendencies along Passive/Defensive styles



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

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# Aggressive / Defensive Styles



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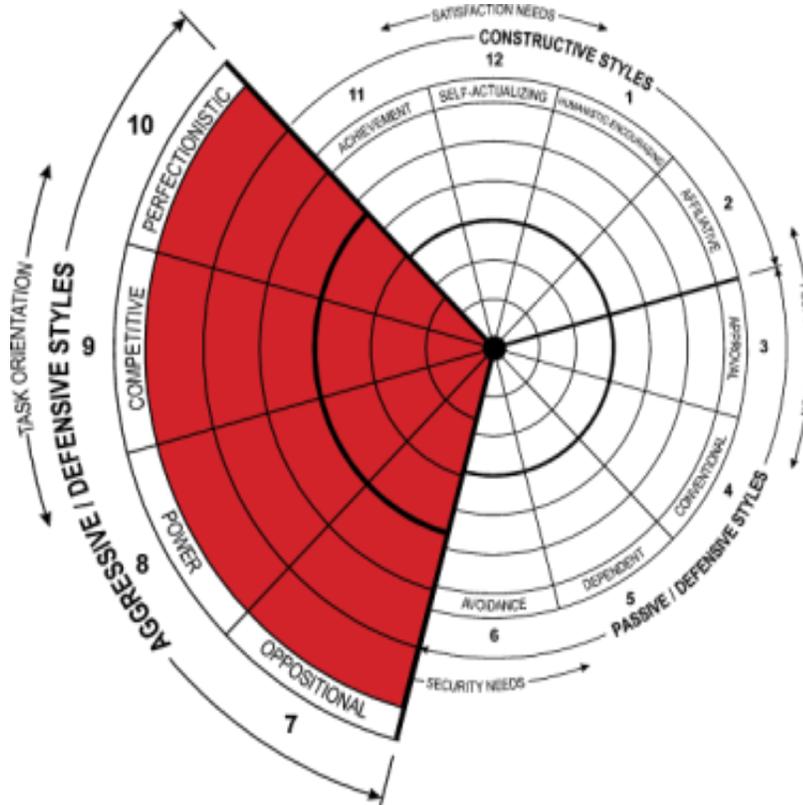
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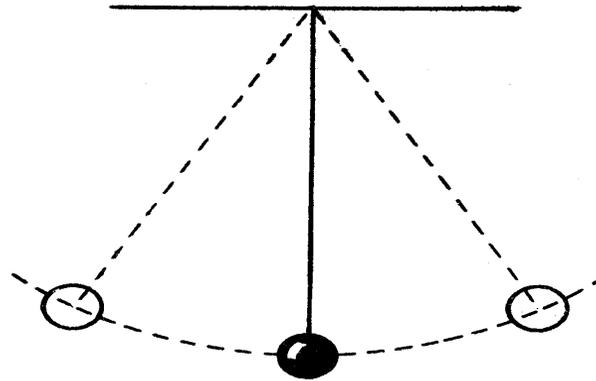


Effective organizations show **WEAKER** tendencies along Aggressive/Defensive styles

Organizational **Volatility** through Members “Looking Good”

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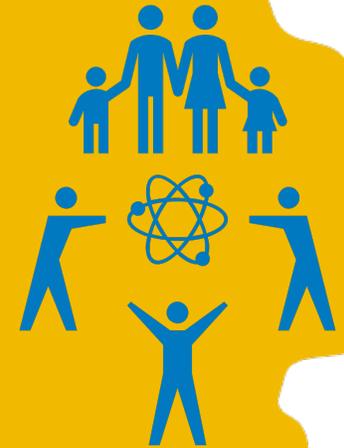
# The Culture Balancing Act



<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.