

Change Leadership Vision Council

DECEMBER 4, 2019



**WELCOME &
CHECK-IN EXERCISE**

CHECK-IN EXERCISE (15 minutes)

In groups of about 4 participants, identify a notetaker and follow the prompts below.

If you had an Action Commitment related to the From-To Shift after the last VC mtg:

1. Tell your group what your Action Commitment was.
2. Describe how it went.
3. Share and document 1-3 takeaways from your experience.

If you learned about the From-To Shift from a fellow Vision Council member after the October meeting:

1. Tell your group who shared it with you.
2. Describe your reaction.
3. Share and document 1-3 takeaways about the From-To Shift.

Group Discussion: Do you have any input on the From-To Shift (refinements to suggest? additions to suggest?, keep as is?, etc.)

MEETING PURPOSE

Further strengthen the Vision Council's capacity to lead the "From-To" Culture Shift and develop work plans/next steps to further the prioritized FFPSA implementation opportunities.

MEETING RESULTS

1. The Vision Council is informed on stakeholder reactions to the draft of the “From-To” Culture Shift.
2. Action plans are drafted in support of prioritized Family First implementation activities.
3. The Vision Council is further equipped to be instruments of systems culture change.
4. Each Vision Council member is committed to specific action steps in support of the systems culture shift and FFPSA implementation.

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

AGENDA

DECEMBER 4, 2019

VISION COUNCIL MEETING

10:00 AM

Welcome and Check-in
Exercise

11:00 AM

FFPSA Implementation
Support: Action plan
development

12:15 AM

Lunch Break

12:30 PM

Practical tools and
actions to shift the
systems culture, Part 1

1:45 PM

Stretch Break

1:50 PM

Practical tools and
actions to shift the
systems culture, Part 2

2:35 PM

Check Out/Review
Action Commitments

3:00 PM

Check Out / Adjourn

1

SHARE

NAME | WORKPLACE | TITLE | ROLE

2

BRIEFLY SHARE

Who you shared the From-To Shift with or learned about it from.

One key takeaway from sharing/learning about the From-To Shift.

CHECK-IN EXERCISE

Group Report Out

Briefly describe key input your group has for the From-To Shift.

FFPSA

Implementation

ACTION

PLANNING

WORK PLANNING GRID

Change Leadership Vision Council - Work Plan – December 4, 2019

FFPSA Implementation Support Item:					
Task	Result sought from completion of task	Timeframe/Deadline (12/4 – 2/25)	Required individuals/entities	VC Lead	Notes

Milestone(s) to Keep in Mind	Timeframe	Notes

What one-time funding could support

What else to prioritize for Vision Council Support of FFPSA Implementation? (Identify using "Priorities for VC Support of FFPSA Implementation")



FFPSA

IMPLEMENTATION:

**Small group report out &
group discussion**

LUNCH BREAK

FROM-TO SHIFT:

**Practical tools and actions
to shift the system culture,**

Part 1

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

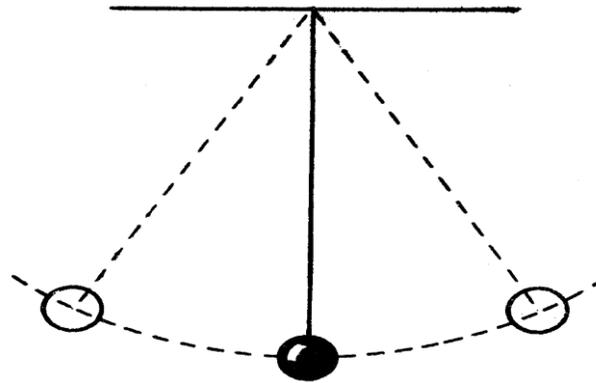
The Circumplex

Highly visual and consistent throughout the Integrated Diagnostic System.

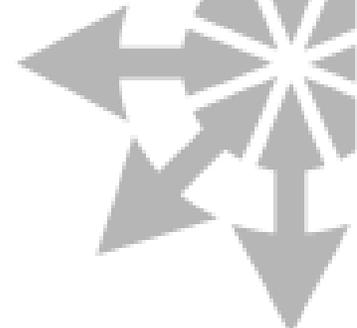
It breaks the factors underlying performance down into 12 ways or “styles” of thinking, behaving, and interacting.



The Culture Balancing Act



Aggressive/Defensive	Constructive	Passive/Defensive
Micro-managing	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 and constructively discussing disagreements	"Okay Boss" "Pocket-veto (Saying yes, and purposely doing nothing)"



Current Culture

All Respondents

N=23

Constructive

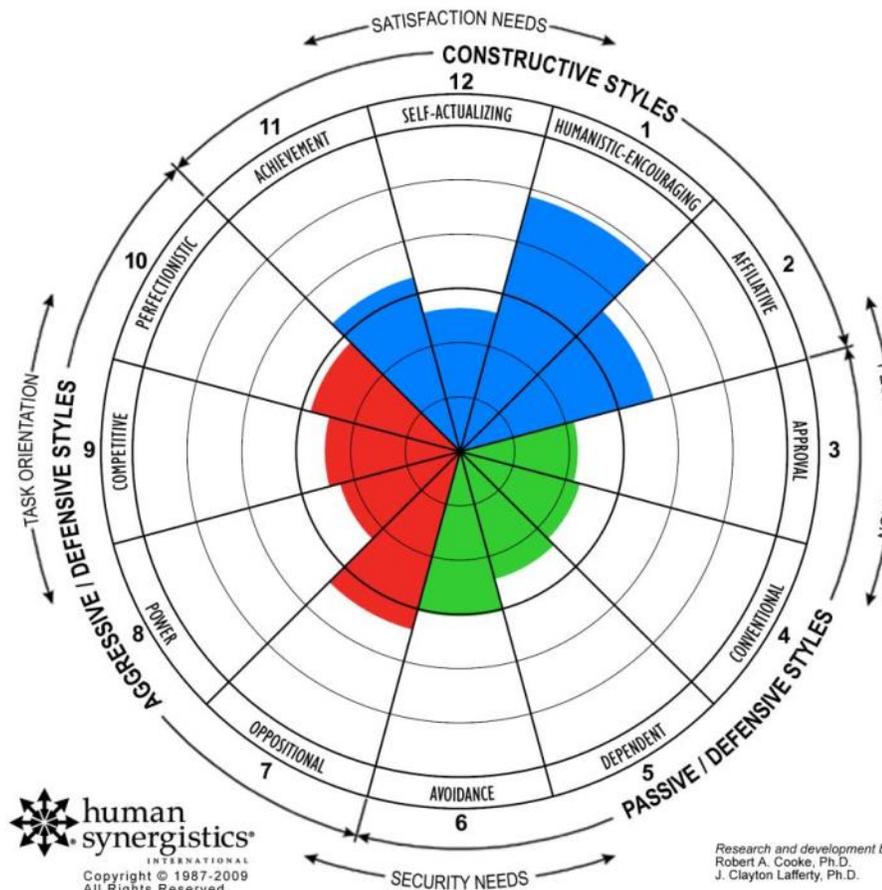
Cultures promote effective goal setting and achievement, growth and learning, and teamwork and collaboration.

Aggressive/Defensive

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

Passive/Defensive

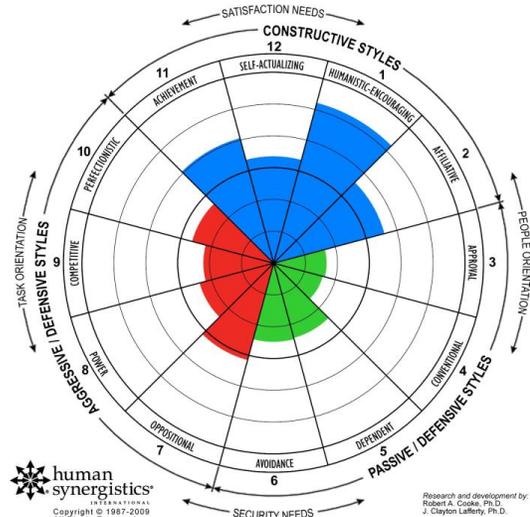
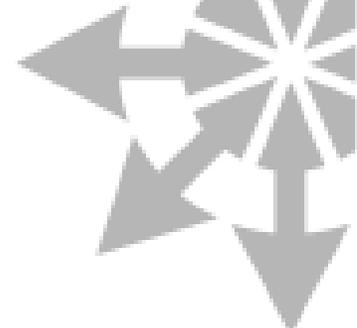
Cultures lead to conformity, rigidity, and lack of team member accountability and initiative.



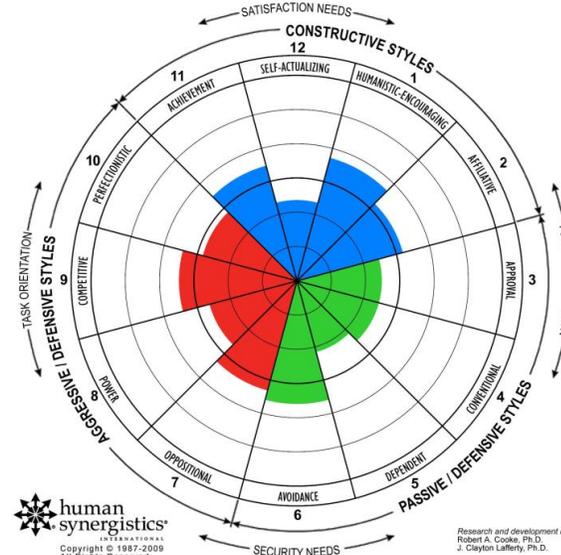
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J. Clayton Lafferty, Ph.D.

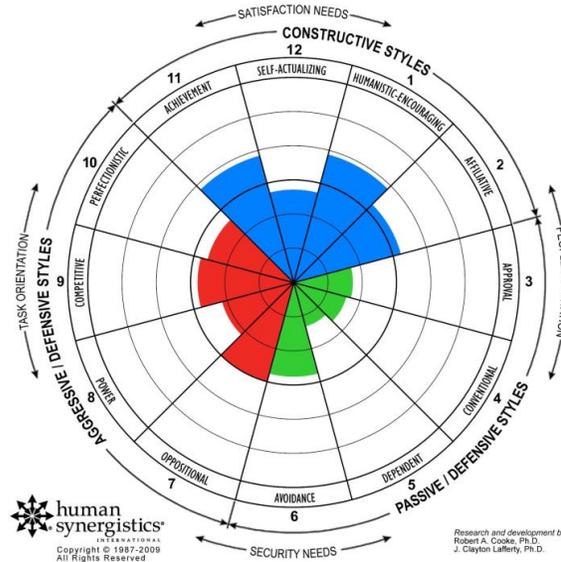
Subgroup Analysis (Current)



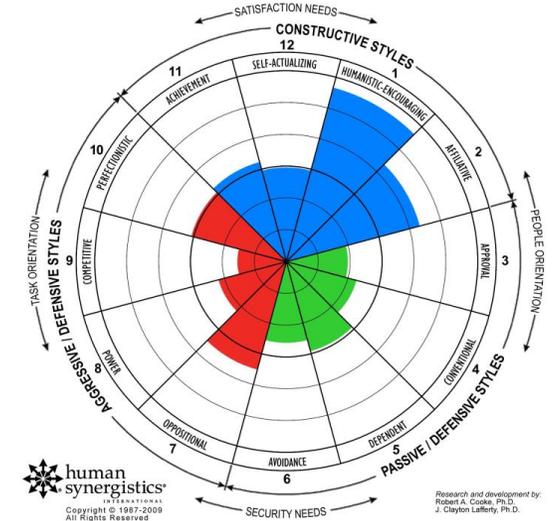
DHS



Vision Council

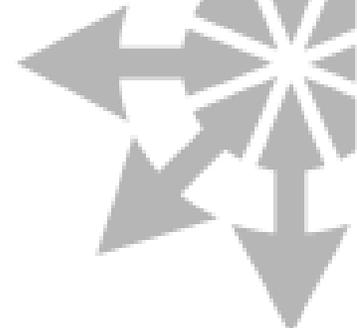


Providers

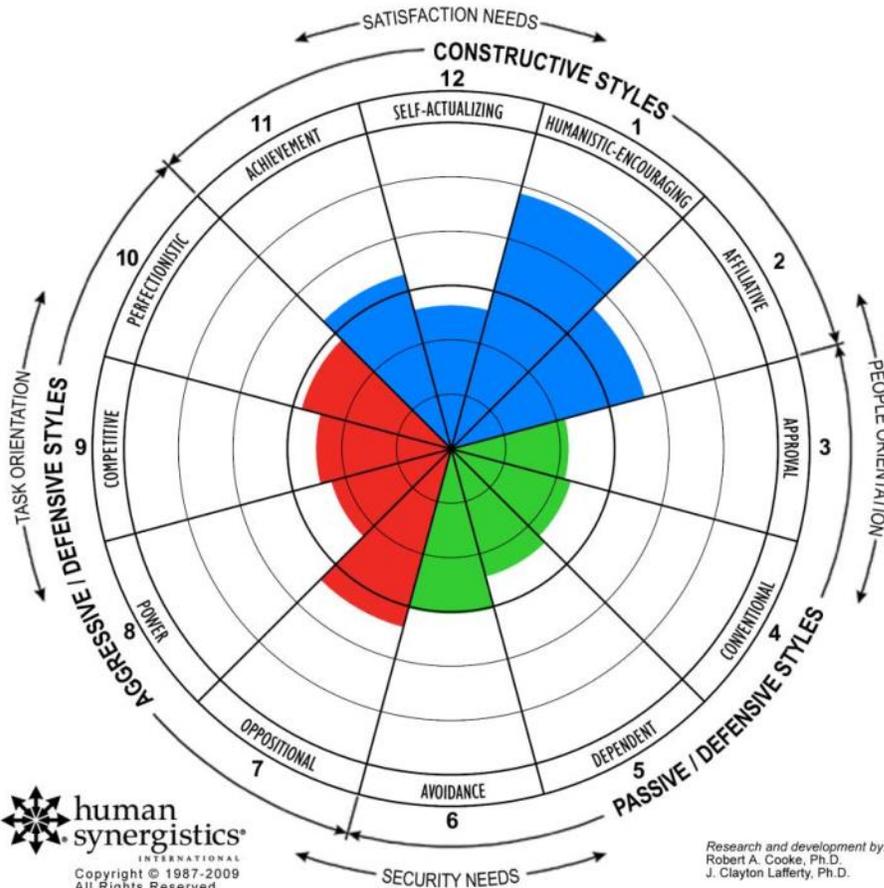


Non- Vision Council

Current Culture versus Ideal Culture



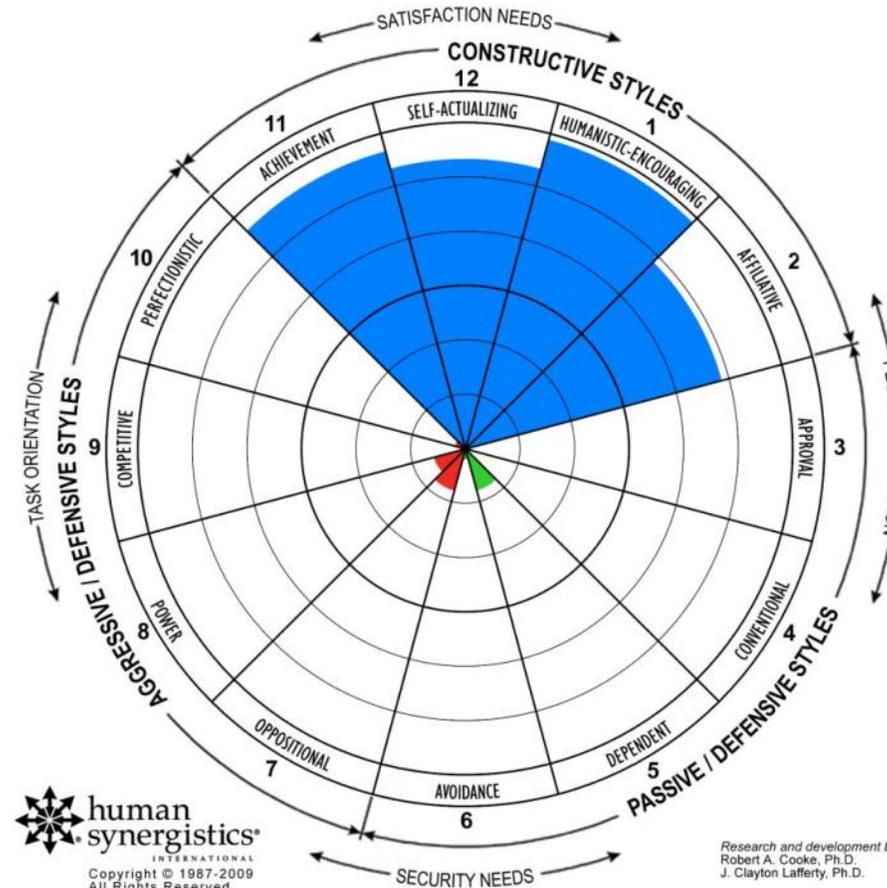
Current Culture
N=23



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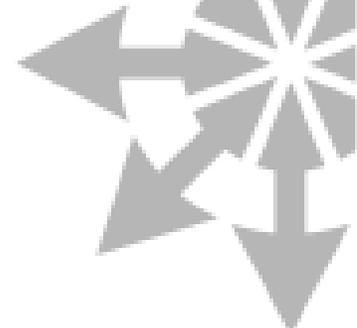
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Ideal Culture
N=14



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Style 1: Humanistic-Encouraging

Current Culture



Ideal Culture



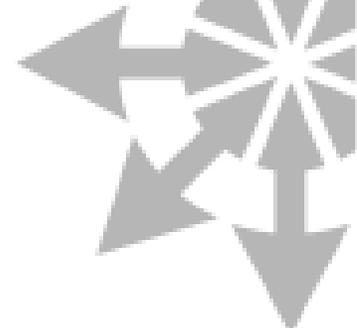
All Respondents	Current Mean	Ideal Mean	Gap Mean
help others think for themselves	3.70	4.50	-0.80
involve others in decisions affecting them	3.78	4.57	-0.79
resolve conflicts constructively	4.22	4.86	-0.64
help others to grow and develop	4.00	4.57	-0.57
give positive rewards to others	3.57	4.07	-0.51
take time with people	3.91	4.36	-0.44
be a good listener	4.35	4.71	-0.37
encourage others	4.04	4.36	-0.31
be supportive of others	4.22	4.43	-0.21
show concern for the needs of others	4.43	4.57	-0.14

1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

A negative (-) gap indicates that the current mean for a particular item needs to be increased.

A positive gap indicates that the current mean for a particular item is better than the ideal.

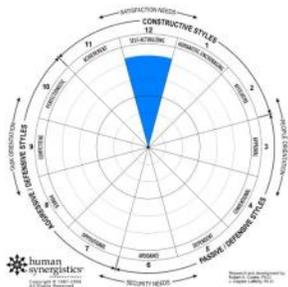


Style 12: Self-Actualizing

Current Culture



Ideal Culture



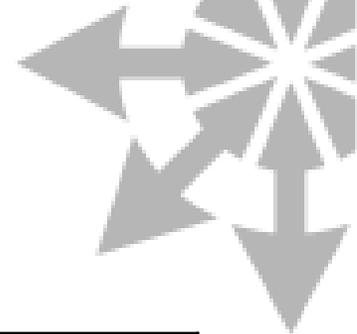
All Respondents	Current Mean	Ideal Mean	Gap Mean
think in unique and independent ways	3.26	4.43	-1.17
communicate ideas	3.96	4.71	-0.76
enjoy their work	3.39	4.14	-0.75
emphasize quality over quantity	3.26	4.00	-0.74
maintain their personal integrity	4.13	4.71	-0.58
be concerned about their own growth	3.26	3.79	-0.52
be open about self	3.00	3.50	-0.50
do even simple tasks well	3.78	4.21	-0.43
resist conformity	2.04	2.43	-0.39
be spontaneous	2.70	2.71	-0.02

1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

A negative (-) gap indicates that the current mean for a particular item needs to be increased.

A positive gap indicates that the current mean for a particular item is better than the ideal.



Style 7: Oppositional

Current Culture



Ideal Culture



All Respondents	Current Mean	Ideal Mean	Gap Mean
look for mistakes	2.87	2.07	0.80
point out flaws	3.04	2.36	0.69
oppose things indirectly	1.96	1.29	0.67
remain aloof from the situation	1.96	1.29	0.67
be hard to impress	1.87	1.29	0.58
oppose new ideas	1.91	1.43	0.48
refuse to accept criticism	1.61	1.21	0.39
play the role of the "loyal opposition"	1.96	1.64	0.31
stay detached and perfectly objective	2.83	2.57	0.25
question decisions made by others	2.61	2.79	-0.18

1 = Not at all; 5 = To a very great extent

Gap = (Current - Ideal)

A positive gap indicates that the current mean for a particular item needs to be decreased.

A negative (-) gap indicates that the current mean for a particular item is better than the ideal.

Change Leadership Vision Council

System Culture Shift

DRAFT

10/28/19

<p style="text-align: center;"> ↓ FROM ↓ Defensive Style </p>	<p style="text-align: center;"> TO ↑ Constructive Style </p>
<p style="text-align: center;">Current Assessed State: Compliance Mindset</p>	<p style="text-align: center;">Overall Goal for the System: Move to a Value-Based Mindset</p>
<p>Current Assessed Behaviors:</p> <ol style="list-style-type: none"> 1. Communicating only “What” 2. Fix-it Mindset 3. Fear of risk and change 4. Geographic Alignment 5. Outcomes measured by negative indicators 	<p>Ideal Behaviors:</p> <ol style="list-style-type: none"> 1. Communicating “What and Why” 2. Progress Mindset 3. Be an agent of change, be proactive and increase advocacy 4. Goal Alignment 5. Outcomes measured by positive indicators

This System Culture Shift proposal was drafted by the Change Leadership Vision Council, a public-private initiative convened by The Coalition for Family and Children Services in Iowa, funded by the Mid-Iowa Health Foundation.

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FROM-TO SHIFT:

**Practical tools and actions
to shift the system culture,**

Part 1

TAKE A
BREAK

FROM-TO SHIFT:

**Practical tools and actions
to shift the system culture,**

Part 2

Processing the From-To Practice

- How much did the scenarios resonate – both the situations and the dynamics when role playing through them?
- What were some of the key takeaways from your practice using the scenarios?
- What did this exercise surface for you about what it will take to actually cause the culture shift to happen?
- What would you like to work on in future meetings? Learn more about?

OPTIONS TO SUPPORT FROM-TO CULTURE SHIFT (12/4 – 1/8)

1. Enlist an individual or group as partners in the Culture Shift work, making a specific request of them (*name; request, if you know*)
2. Return to an individual or group you've already presented the Culture Shift Work to and take another step (name)
3. Practice an element of the ideal culture in an upcoming situation (*which one(s)*)
4. Use the From-To Shift framework and other tools to address a challenging situation that is a barrier to the "To," or future, culture.
5. Present the From-To shift to a key group (*name, e.g. Board, Work Group, staff, etc.*)
6. Observe for a specific behavior pattern in an upcoming setting (*which behavior / which setting*)
7. Other?

1 **SHARE** THE ACTION COMMITMENT YOU SELECTED

2 **BRIEFLY SHARE**

What is one thing that needs to happen to call others into action with the Vision Council for the Systems Culture Work?

What is at least one support you need to call others into action for the Systems Culture Shift work?

ACTION

COMMITMENT

REVIEW

2020

**INITIAL VISION
COUNCIL MEETING
SCHEDULE**

January 8

February 25

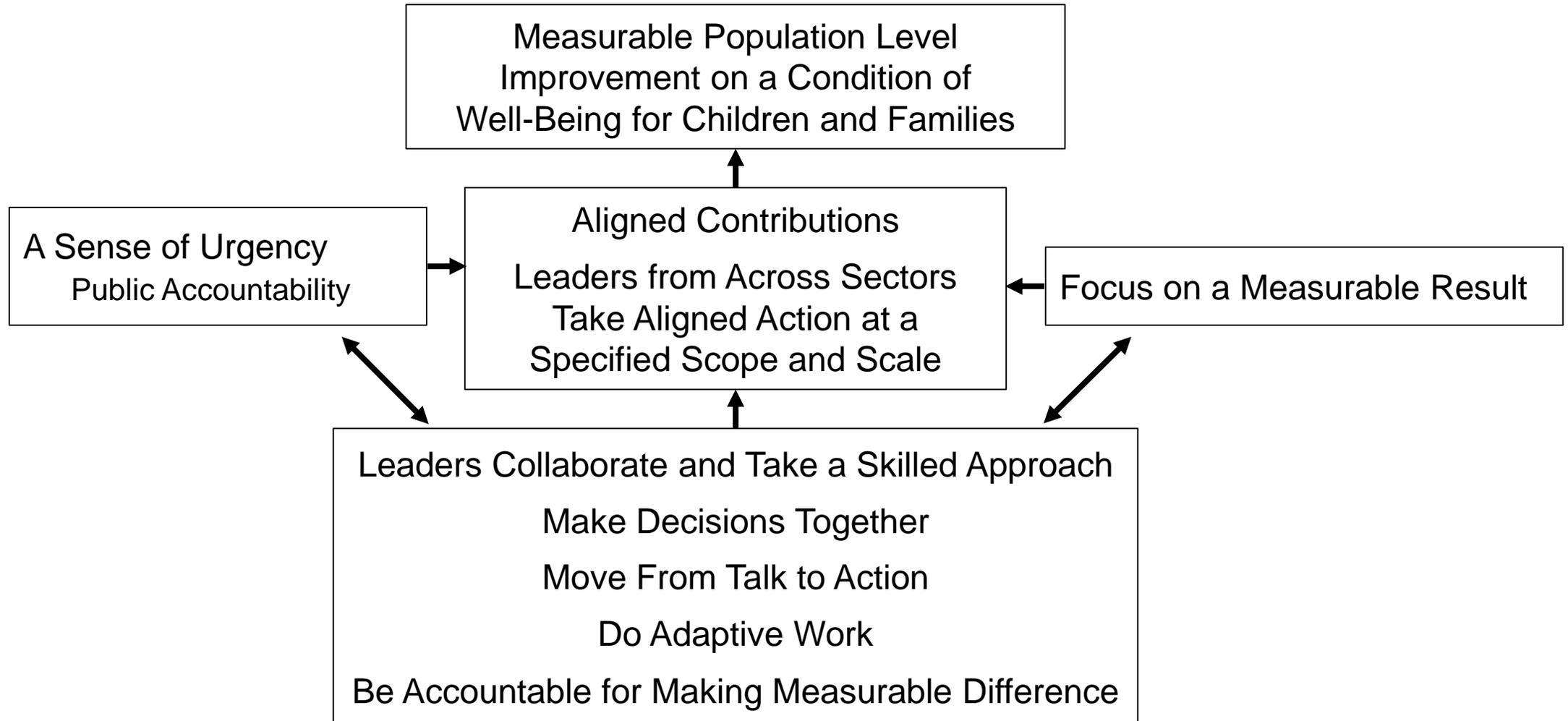
April 1



THANK YOU



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

* *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

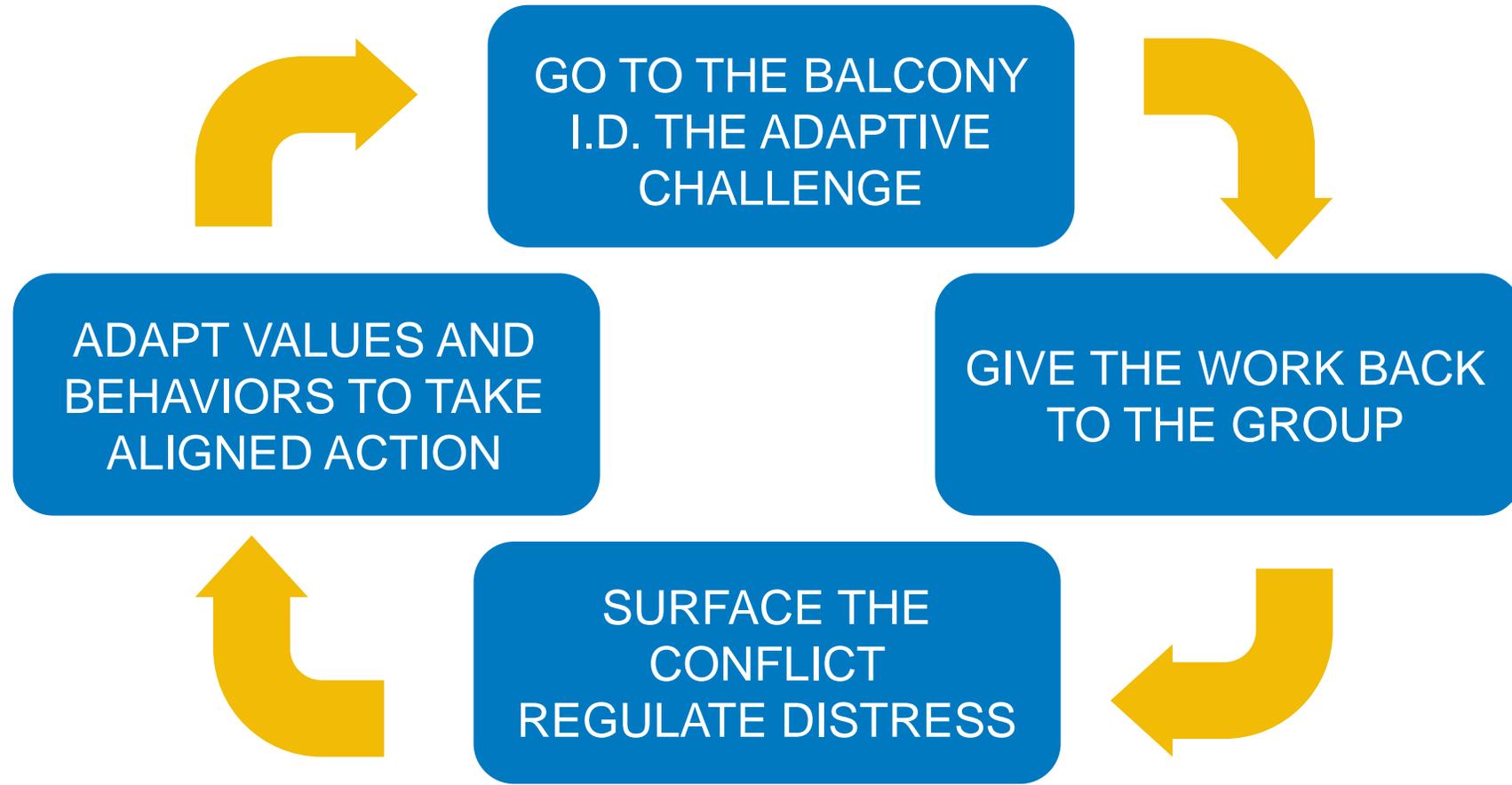
Leaders can achieve progress through their commitment to taking aligned actions and leveraging current relationships, resources and opportunities ***

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

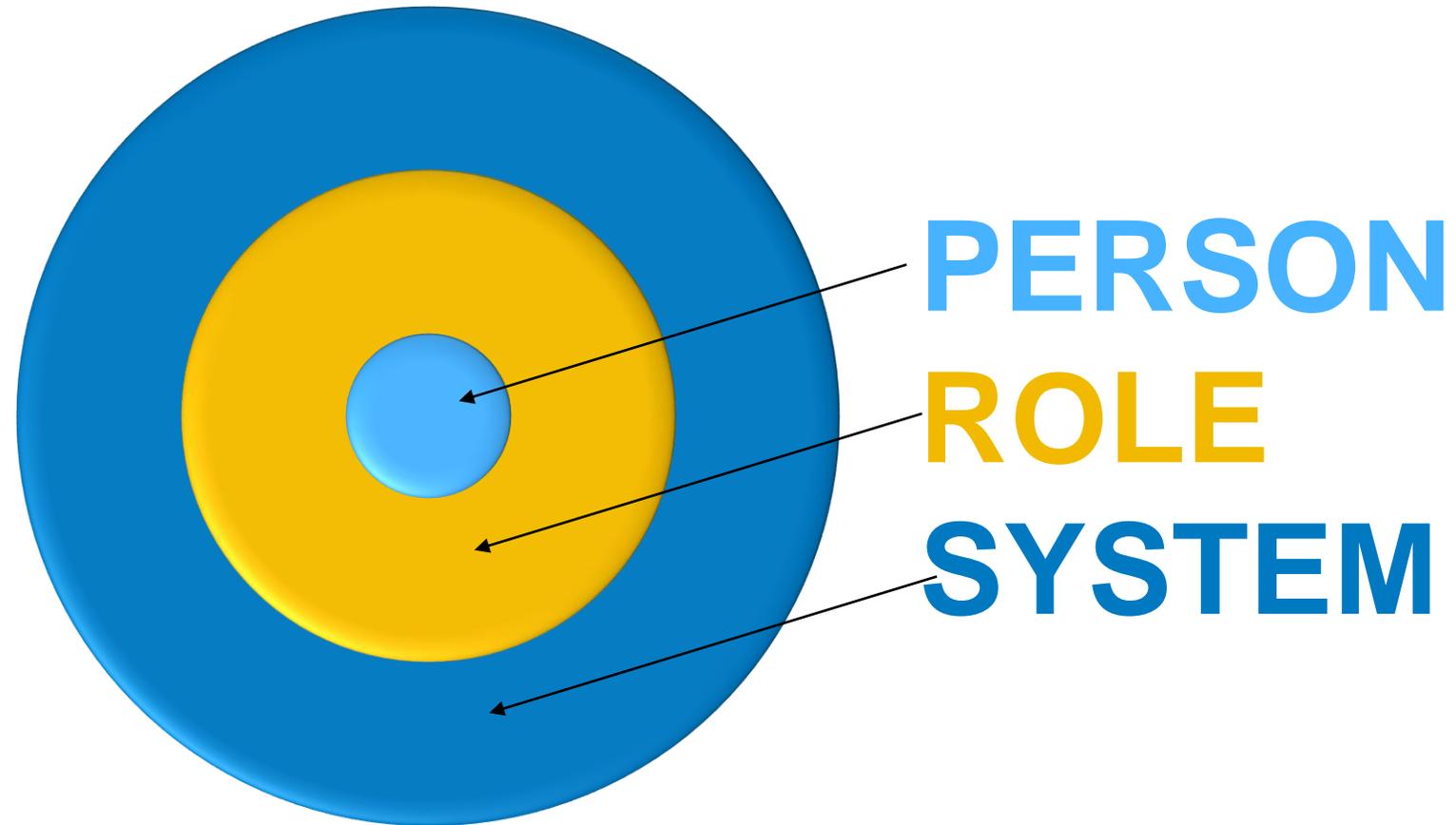
** **Argyris, Chris,** *On Organizational Learning*, 1997.

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

Focus of Adaptive Leadership



The Person Role System Framework²

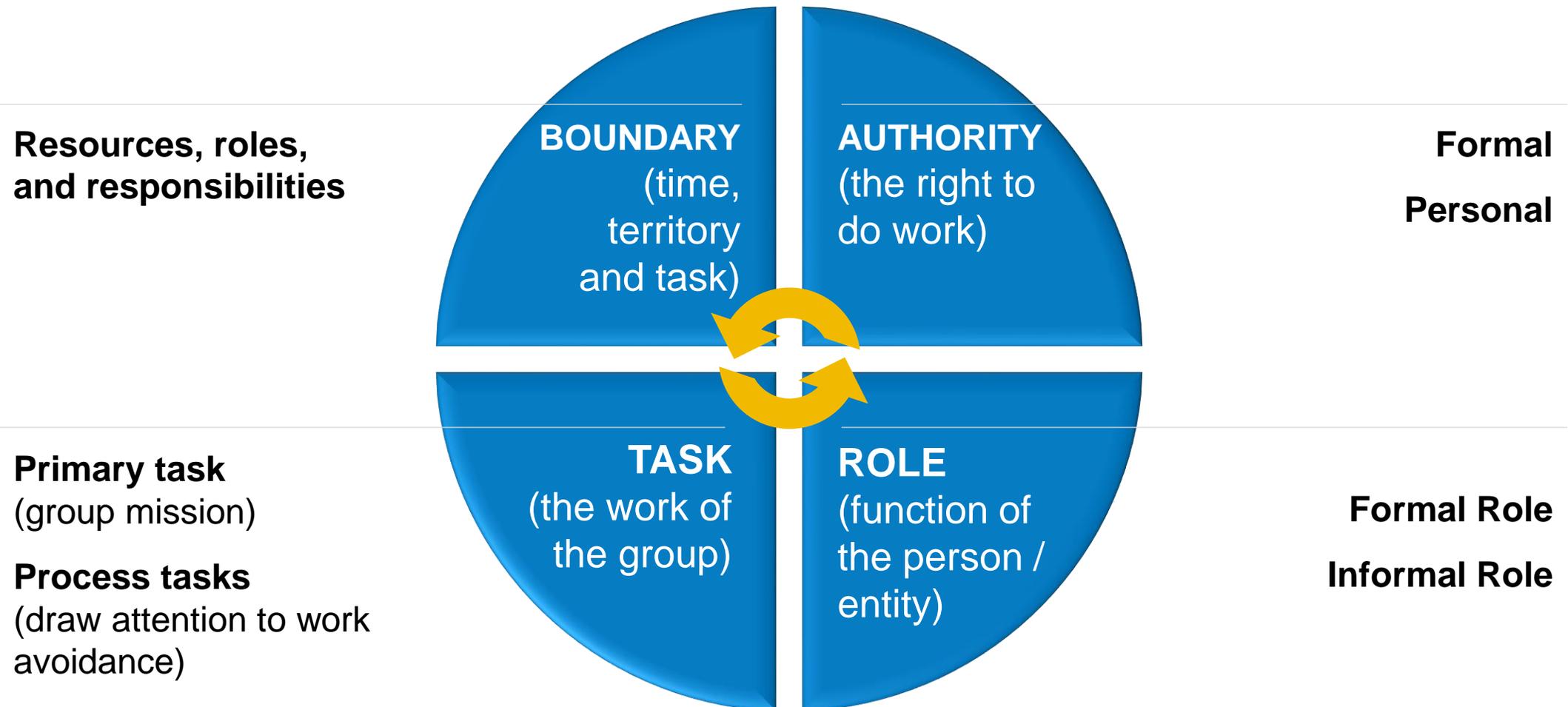


²Kathleen Pogue White, Person Role System Framework Briefing Note

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

Boundary, Authority, Role & Task (BART)



The Coalition Org Chart

