

PREPARING FOR A SYSTEM WIDE CHANGE

Spring Institute 2024

FACILITATORS



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AGENDA

Defining the Culture

Prepare for the Change Initiative

Motivating the Team

Activating the Change

Sustaining the Change Initiative

HOW DO YOU DEFINE CULTURE?

integrity

service

trust

members

teamwork

honesty

respect

innovation

community

caring

ethical

commitment

professionalism

quality

excellence

responsibility

stewardship

BREAKING NEWS- A CHANGE IS COMING!



Cultural landscape map

Aspect of Culture	What's it like here?	What could be the impact (of the proposed change initiative)?	Action Items
Values and Beliefs			
Norms and Assumptions			
Attitudes			
Behaviors			
Decision-making			
History and Artifacts			
Symbols			
Ceremonies and Celebrations			
Heroes			
Stories, Legends and Jokes			

ASPECT OF CULTURE	WHAT'S IT LIKE HERE?
Values and Beliefs	Veggies Only!
Norms and Assumptions	NO HAND HELD FOOD!
Attitudes	
Behaviors	Our team doesn't come into the office on Tuesdays.
Myths and Stories	
Icons and Artifacts	
Protocols	
Ceremonies and Rites	
Heroes	
Stories, Jokes, and Books	

Current
State

ASPECT OF CULTURE	WHAT'S IT LIKE HERE?	WHAT COULD BE THE IMPACT OF THE CHANGE?
Values and Beliefs	<p>Veggies Only!</p>	<p>Are There Meat Alternatives?</p>
Norms and Assumptions	<p>NO HAND HELD FOOD!</p>	<p>Can you eat a taco with a fork? How do we keep the place clean?</p>
Attitudes	<p>Our team doesn't come into the office on Tuesdays.</p>	<p>Are we exempt? Do we get to send the funds in another way?</p>
Behaviors		

Impact of the change on the culture

Impact of the change on the culture

ASPECT OF CULTURE	WHAT'S IT LIKE HERE?	WHAT COULD BE THE IMPACT (OF THE PROPOSED CHANGE INITIATIVE)?	Are Immediate Actions Needed
Values and Beliefs	Veggies Only!	Are There Meat Alternatives?	Who is the vendor? Is there a meatless option?
Norms and Assumptions	NO HAND HELD FOOD!	Can you eat a taco with a fork? How do we keep the place clean?	Is there a FTE available for housekeeping? Do we have to eat inside? Does it have to be tacos?
Attitudes	Our team doesn't come into the office on Tuesdays.	Are we exempt? Do we get to send the funds in another way?	Who is the decision-maker? What are the rules for spending the funds?
Behaviors			

Key Stakeholder	Role in Project Phase		
	Startup	Implementation	Evaluation

R= Responsible

Responsible designates the task as assigned directly to this person (or group of people). The responsible person is the one who does the work to complete the task or create the deliverable.

A= Accountable

Delegates and reviews the work involved in a project. Their job is to make sure the responsible person or team knows the expectations of the project and completes the work on time.

C= Consulted

Provide input and feedback on the work being done in the project. They have a stake in the outcomes of a project because it could affect their current or future work.

I= Informed

Stakeholder kept in the loop of the project of the project.

Key Stakeholder	Role in Project Phase		
	Startup	Implementation	Evaluation
Division Director	R	I	I
Chief Financial Officer	R	A	I
Office Manager	A	A	A
Human Resources Director	I	I	I
Employee Relations Committee Chair	C	C	C

Engage
the right
people

Barriers to Success

Type of Barrier	Specific Barriers to Success	Level of Impact	X	Level of Influence	=	Priority Score	Actions Needed
		High = 9		High = 9			
		Medium = 5		Medium = 5			
		None = 1		None = 1			
Physical Barriers			X		=	0	
			X		=	0	
			X		=	0	
Relationship Barriers			X		=	0	
			X		=	0	
			X		=	0	
Financial Barriers			X		=	0	
			X		=	0	
			X		=	0	
Political Barriers			X		=	0	
			X		=	0	
			X		=	0	
Policy Barriers			X		=	0	
			X		=	0	
			X		=	0	
Cultural Barriers			X		=	0	
			X		=	0	
			X		=	0	

Identify your barriers

Type of Barrier	Specific Barriers to Success
Physical Barriers	Lack of a kitchen Taco truck too big to get into parking lot Staff not working in the office on Tuesdays
Financial Barriers	Funds were not provided for tacos FTE not provided to cook tacos FTE not provided to clean up taco mess

Type of Barrier	Specific Barriers to Success	Level of Impact	X	Level of Influence
		High = 9		High = 9
		Medium = 5		Medium = 5
		None = 1		None = 1
Physical Barriers	Lack of a kitchen	9	X	1
	Taco truck too big to get into parking lot	9	X	5
	Staff not working in the office on Tuesdays	9	X	9
Financial Barriers	Funds were not provided for taco ingredients	9	X	5
	Funds not provided for vendor or taco truck	5	X	5
	FTE not provided to cook tacos	5	X	1

Level of impact-
What is the impact of the barrier on your project?

Level of influence-
What your influence to decrease or remove the barrier?

Type of Barrier	Specific Barriers to Success	Level of Impact	X	Level of Influence	=	Priority Score	Actions Needed
		High = 9		High = 9			
		Medium = 5		Medium = 5			
		None = 1		None = 1			
Physical Barriers	Lack of a kitchen	9	X	1	=	9	
	Taco truck too big to get into parking lot	9	X	1	=	9	
	Staff no working in the office on Tuesdays	9	X	9	=	81	New schedules! Staff come into the office on Tuesdays!
Financial Barriers	FTC not provided to cook tacos	9	X	1	=	9	
	Funds not provided for vendor or taco truck	5	X	5	=	25	
	Funds were not provided for taco ingredients	9	X	5	=	45	Taco Tuesday POTLUCK!!

BUILD THE NEED FOR CHANGE

		Threats If we do nothing	Opportunities With success
		Short term	Long term

		Threats If we do nothing	Opportunities With success
Short term 3 Months	<p>Lose opportunities for team building</p> <p>Team doesn't get a paid lunch</p>	<p>Team building activity</p> <p>Have fun with the office</p> <p>Networking opportunity</p> <p>Retention strategy</p>	
Long term 3+ months	<p>Lose the funds for Taco Tuesday</p> <p>Seen as a non-team playing department</p> <p>Division director is disappointed</p>	<p>Build rapport with leaders who advocated for Taco Tuesday</p> <p>Leaders see a ROI, advocate for other funding for team building activities</p> <p>Recruitment strategy</p>	

SOLICITING SUPPORT AND INVOLVEMENT *STAKEHOLDER ANALYSIS*

SOLICITING SUPPORT AND INVOLVEMENT

STAKEHOLDER ANALYSIS

Stakeholder Name	Resistant	Skeptical	Neutral	Supportive	Enthusiastic	Issues or Concerns	"Wins"	Action Items/Strategy to Influence
Division Director				X O			Willing to work with us.	Invite to initiative roll out.
Chief Financial Officer		X		O		Where will money come from?		Talk w/Div. Dir. over funding possibilities.
Office Manager		X		O		Unsure of how this will even work.	Is open to suggestions.	Assure bulk of work not dumped on them.

SOLICITING SUPPORT AND INVOLVEMENT

ELEVATOR SPEECH

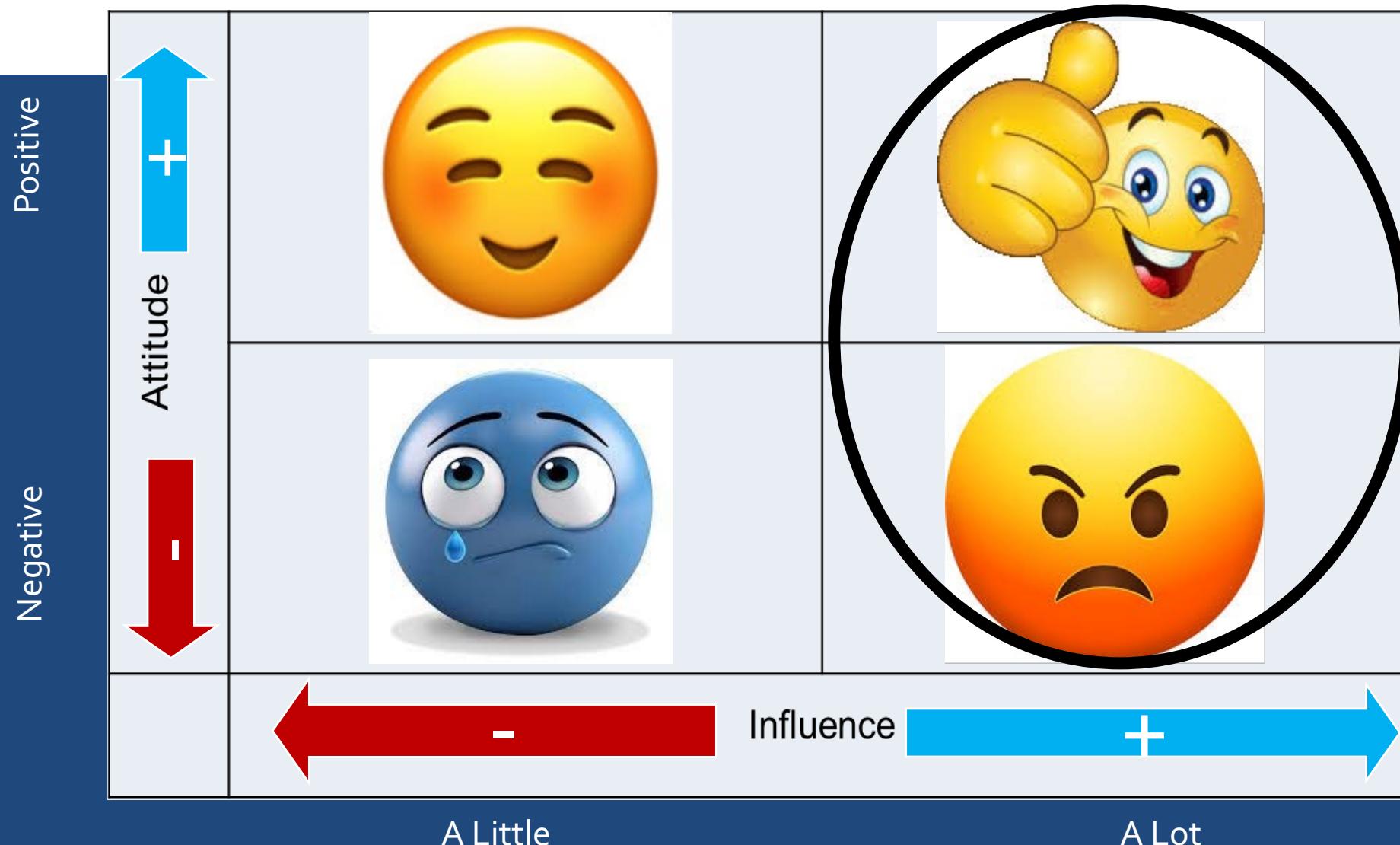
- ❖ Our project is important because...
- ❖ Our project is about...
- ❖ What we will need from you is...
- ❖ Success will look like...



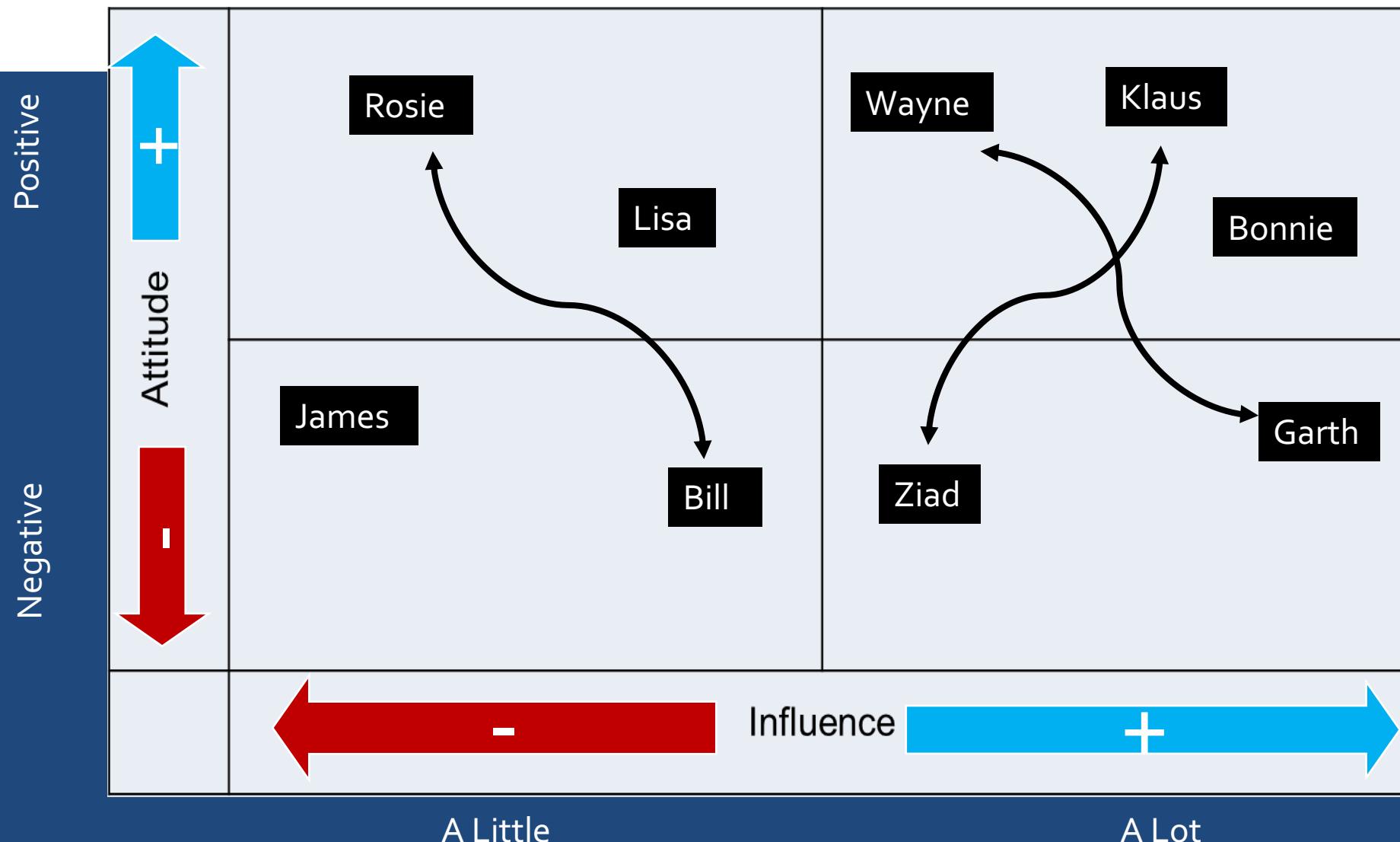
ELEVATOR SPEECH FOR TACO TUESDAY

- Taco Tuesday is important because it's an opportunity to bring the workforce together in a fun activity to boost staff morale.
- Taco Tuesday is about bringing people together to eat and be merry.
- We need your financial support in funding Taco Tuesday.
- A successful Taco Tuesday will have numerous people working together to make the event successful and smiling co-workers eating together.

INSPIRING PEOPLE ATTITUDE/INFLUENCE MATRIX

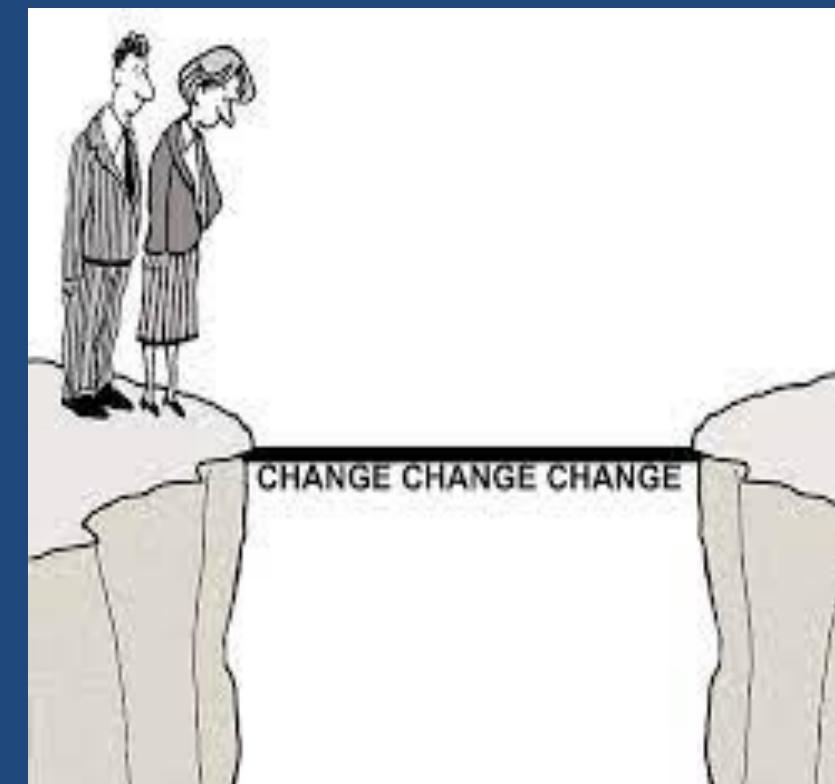


INSPIRING PEOPLE ATTITUDE/INFLUENCE MATRIX

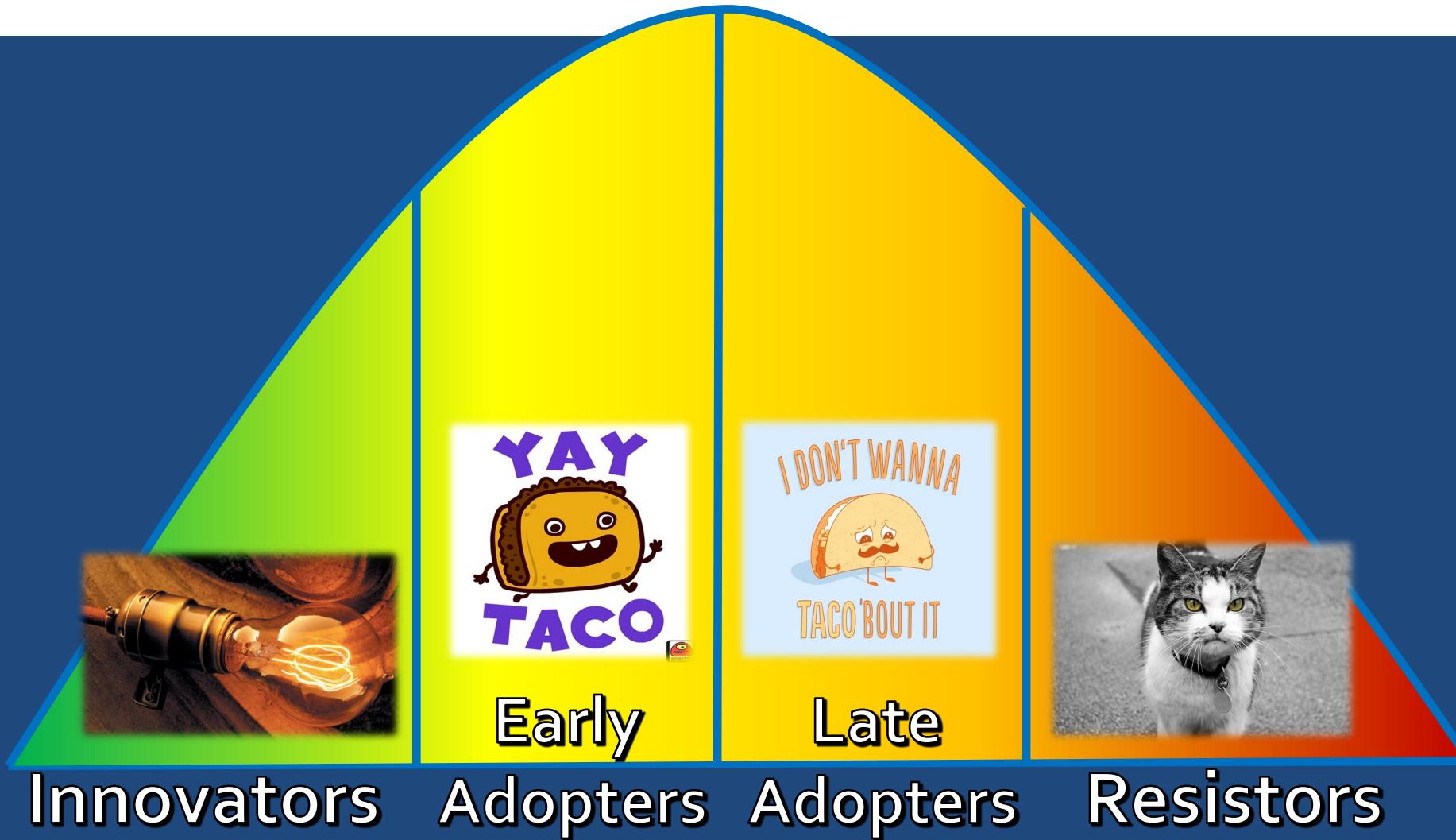


LOOKING FOR RESISTANCE

- People resist change for several different reasons
 - Fear of the unknown
 - Self-preservation
 - Lack of trust
- Seek out the opinion of other staff members
 - What do you hear?
 - What is the real meaning behind what you hear?



BELL CURVE OF CHANGE



WHERE ARE YOU ON THE (TACO) BELL CURVE OF CHANGE?



LOOK FOR RESISTANCE

TIPS FOR OVERCOMING RESISTANCE

Do

- ✓ Address resistance when you see/hear it
- ✓ Reach out to resistors, listen to their concerns
- ✓ Validate concerns
- ✓ Acknowledge and thank early adopters
- ✓ Provide opportunities for beta testing
- ✓ Honor and acknowledge the past

Don't

- ✗ Underestimate the power of perception, gossip, and rumors
- ✗ Be closed off to feedback
- ✗ Discount the feelings of others
- ✗ Attack people
- ✗ Have different standards for some
- ✗ Assume logic and data are all you need

LOOK FOR RESISTANCE

RESISTANCE ANALYSIS

Resistance Analysis	
Types of Resistance	Reasons for Resistance
Technical	
Political	
Cultural	
Individual	

LOOK FOR RESISTANCE RESISTANCE ANALYSIS

Resistance Analysis	
Types of Resistance	Reasons for Resistance
Technical	<p>We don't have a kitchen to make tacos. Where will we get money for taco supplies?</p>
Political	<p>We are being FORCED to eat tacos. Now we have to add "taco maker" to our job duties?</p>
Cultural	<p>We've never served food here. But Tuesday is pizza day!</p>
Individual	<p>I don't like tacos. I'm a vegetarian.</p>



KEEP
CALM
AND
FOLLOW
DIRECTIONS



THANK YOU FOR ATTENDING SUPPORTING
CHANGE IN STATE GOVERNMENT!



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