
NTAR Leadership Center

National Technical Assistance and Research
Center to Promote Leadership for Increasing
the Employment and Economic Independence
of Adults with Disabilities

Leveraging Cross-Systems Collaboration to Drive Innovation

June 10, 2009

Audio Dial-In Information

866.740.1260

Access Code: 9324100

Webinar Classroom Layout

The screenshot displays the ReadyTalk Conferencing window. On the left, a chat box is visible with a 'Full Screen' button above it. A large black arrow points from the 'Full Screen' button to a text box on the left. Below the chat box, another text box points to the 'Chat with Presenter' input field. On the right, the main presentation area shows a slide titled 'NTAR Leadership Center' with the subtitle 'Access to Class Materials'. The slide content includes a bullet point about a direct link to class materials and the website www.ntarcenter.org. A black arrow points from a text box at the bottom to the presentation area. The bottom of the window shows a 'Public-Private Partnerships, February 4, 2009' footer and a small number '4' in the bottom right corner.

ReadyTalk Conferencing

ReadyTalk

Full Screen

From Chairperson: Hi!
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Raise Hand

NTAR Leadership Center

Access to Class Materials

- ▶ A direct link to the class materials, including web and audio content, will be posted on the NTAR Leadership Center website by 12:00 p.m. Eastern Time, Thursday, February 5, 2009

www.ntarcenter.org

Public-Private Partnerships, February 4, 2009

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Select **Full Screen** to maximize presentation; minimizes chat feature

Use **Chat box** to communicate with chairperson

Presentation Slide Area

How to Submit Questions

ReadyTalk

Full Screen

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NTAR Leadership Center

The NTAR Leadership Center

- ▶ Established in September 2007 through a grant from the U.S. Department of Labor's Office of Disability Employment Policy (ODEP)
- ▶ A collaboration of partners with expertise in workforce and economic development, disability employment, financial education and asset building, and leadership development
- ▶ Created for the purpose of building capacity and leadership at the federal, state, and local levels to enable change across workforce development and disability-specific systems that will increase employment for adults with disabilities

Public-Private Partnerships, February 4, 2009

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Use **Chat box** to send your question(s) to the chairperson

Click **Raise Hand** to ask a question

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Faculty

- **Phil Friedrich**, Executive Consultant, Take Charge Consultants Inc.

Moderator:

- **Maria Heidkamp**, Director, State Leaders Innovation Institute, NTAR Leadership Center

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Guiding Principles

- **Increasing partnerships and collaboration** among and across generic and disability-specific systems
- **Increasing the use of self-direction** in services, and integration of funding across and among systems
- **Increasing economic self-sufficiency** through leveraging work incentives, financial education, or other strategies that promote profitable employment and asset building
- **Increasing the use of universal design** in employment services and as a framework for employment policy
- **Increasing the use of customized and other forms of flexible work options** for individuals with disabilities and others with barriers to employment

Today' s Agenda

- Explore why change is the new normal
- Identify key strategies for leading change that differentiate the more effective change leaders from others
- Introduce analytical process that can be used with individuals or groups from different programs and/or professional/technical backgrounds to enable leaders to assess complex issues, break those issues into manageable concerns, and clarify actions needed to move forward with clear responsibilities.
- Questions and answers

Leveraging Cross-Systems Collaboration to Drive Innovation

How leaders in organizations with related but different mandates can work together across organizational boundaries to produce results

Agenda

First, a process to:

Assess, break down, and prioritize complex issues and plan action with clear responsibilities.

A process that can be used with individuals or groups from different program, professional, or technical backgrounds that will gain involvement and, through that, commitment.

Then,

Perspectives and considerations about leading change to enable you to be more effective in moving forward with those complex concerns.

Key strategies for leading change that differentiate the more effective change leaders from others.

Objectives

- Learn a systematic approach to handling complex concerns.
- Gain perspective about strategies for leading change that promote ownership and buy-in to enable you to be more effective in engaging and aligning others.

Today's Webinar

...is not about Developmental Disabilities funding, support services, legislation, vocational rehabilitation, workforce development, support systems...or anything related to those aspects of your work.

Today is about Leadership



Program Leader

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Before this: Kepner-Tregoe Inc., Princeton, NJ
Senior Consultant and Partner

Long ago and far away:

Pennsylvania Department of Public Welfare
Director, Human Resource and Organizational Development

Assessing Complex Concerns to Enable Action: Situation Appraisal

Adapted from the work of Chuck Kepner and Ben Tregoe, the RAND Corporation, published in the book *The New Rational Manager*, Princeton Research Press

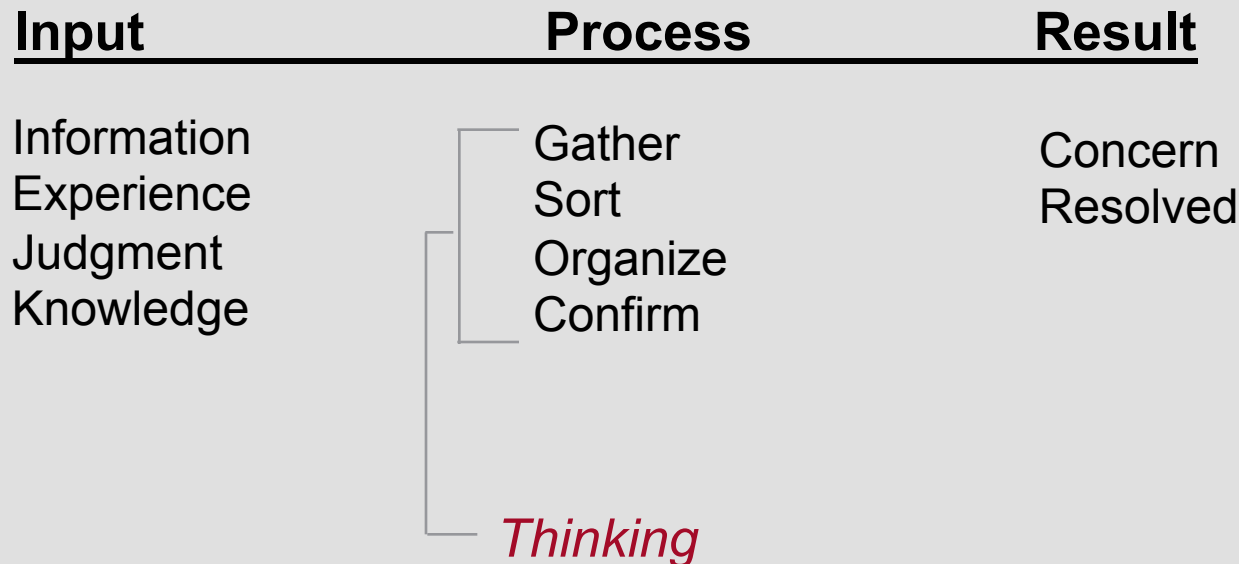
Assessing Complex Concerns

What is a Process?

- A systematic set of steps to meet a goal

Assessing Complex Concerns

Thinking Process



Assessing Complex Concerns

Questioning is a Key Skill

Success depends on using a systematic approach and asking questions effectively.

Effective questioners understand:

- The intent behind their questions
- The assumptions they have made
- The importance of choosing words carefully
- Where they are likely to get the answers

Situation Appraisal

A rational process for systematically planning the resolution of concerns

To help you to identify, sort, and prioritize complex concerns and plan resolution:

- Identify concerns
- Set priority
- Plan next steps
- Plan involvement

End result:

- Clear and complete list of concerns
- Action plan for resolving the concerns

Set a theme to help limit the scope

Situation Appraisal

List Concerns: *First, list threats and opportunities*

Identify concerns that require action or directly affect you

To make them visible, *ask:*

- What problems do we have to solve?
- What choices (decisions) do we face?
- What action do we have to take?
- What plans should be implemented?
- What changes are anticipated?
- What opportunities exist?
- What bothers me about...?

List concerns without in-depth discussion

Situation Appraisal

Separate and Clarify: *Restate unclear concerns into specific, actionable elements*

To work on one at a time, ask:

- Can we be more specific?
- What do we, or you, mean by...?
- What else concerns us about...?
- What evidence do we have...?

Answers may be different words for the same concern, or a list of concerns

Keep a concern as is if already stated as a problem, decision, plan, or opportunity

Situation Appraisal

Set Priority: *Use facts and evidence to identify the relative importance of concerns*

To choose which issue to work on first, ask:

Which issue should we work on first?

If unclear, consider:

- **Current Impact**, i.e.: *Seriousness?*

What is the current impact on people, safety, cost, customers, productivity, reputation, etc.?

- **Future Impact**, i.e.: *Urgency?*

What evidence is there that the seriousness will change?

- **Time Frame**, i.e.: *Growth?*

When would resolution become difficult, expensive, or impossible?

Situation Appraisal

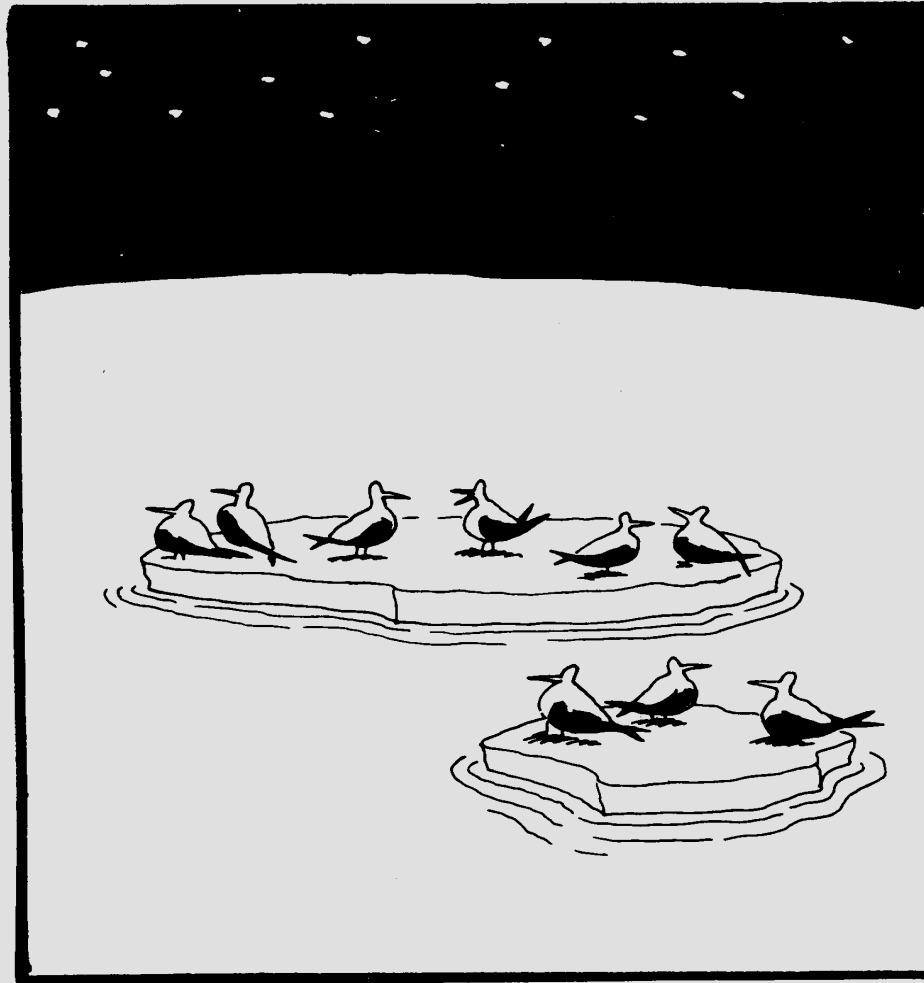
Plan Next Steps: *Determine analysis needed*

To use the best approach to work on each concern, ask:

- Do we have a problem, i.e.: a deviation from expectations, or the “should” for which the cause is unknown?
- Do we need to make a decision?
- Do we need further clarification?
- Do we need to initiate a project?
- Do we have an action, or plan, to protect?

What actions do we need to take??

Identifying the *Right* Action is Important:



“You imbecile... We flew 12,000 miles for THIS?”

Situation Appraisal

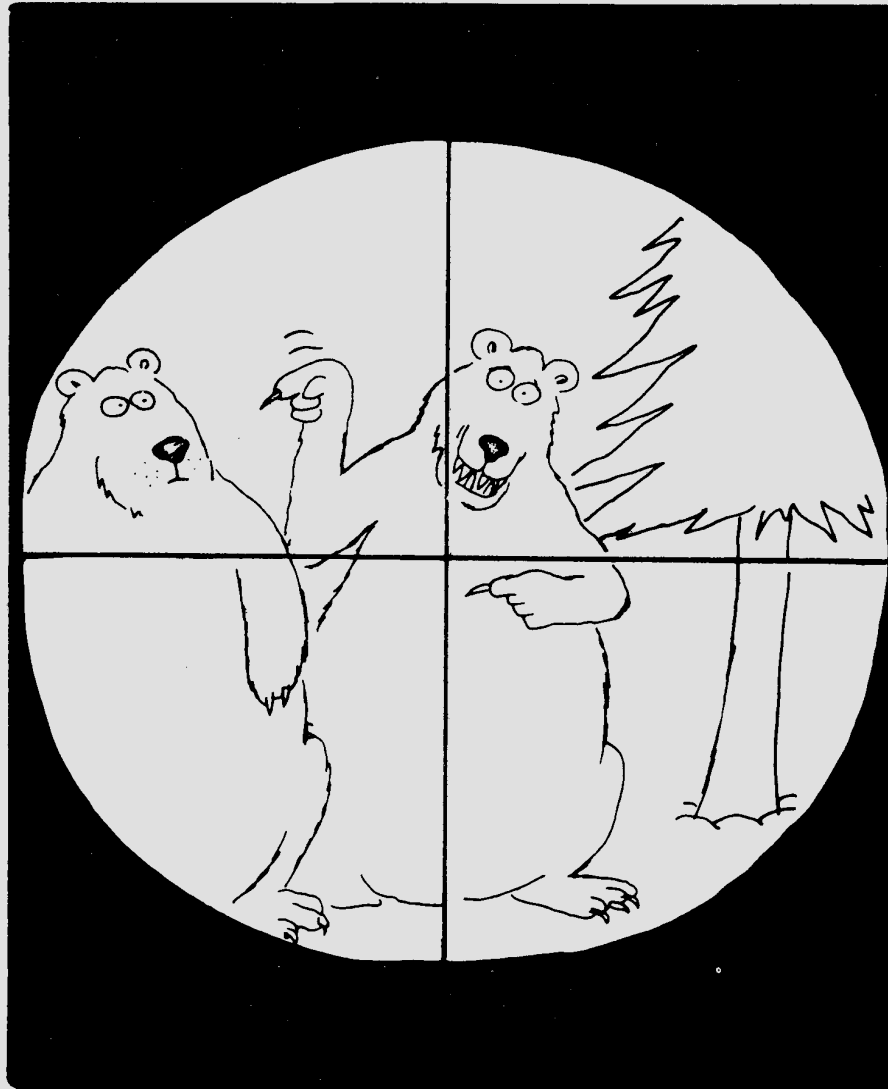
Plan Involvement: *Assign responsibility and schedule next steps*

To ensure appropriate involvement and commitment identify who does what, when and assign responsibility, ask:

- What needs to be done?
- When does it need to be done?
- Who should be involved for...

Information?	Approval?
Analysis?	Training?
Development?	Creativity?
Commitment?	Implementation?

Clarify key stakeholder interests and needs



Situation Appraisal

A process to sort complex concerns and plan resolution:

- Identify concerns
 - List threats and opportunities*
- Separate and clarify
 - Restate unclear concerns into specific, actionable elements*
- Set priority
 - Seriousness? Urgency? Growth?*
- Plan next steps
 - Determine analysis needed*
- Plan involvement
 - Determine help needed*

Situation Appraisal

Situation Appraisal Debrief

- How can you use on the job?
- What will be easy? What will be difficult? ...
And, why?

Leading Change



Strategic and Operational Change

What are the types of change in your organization?

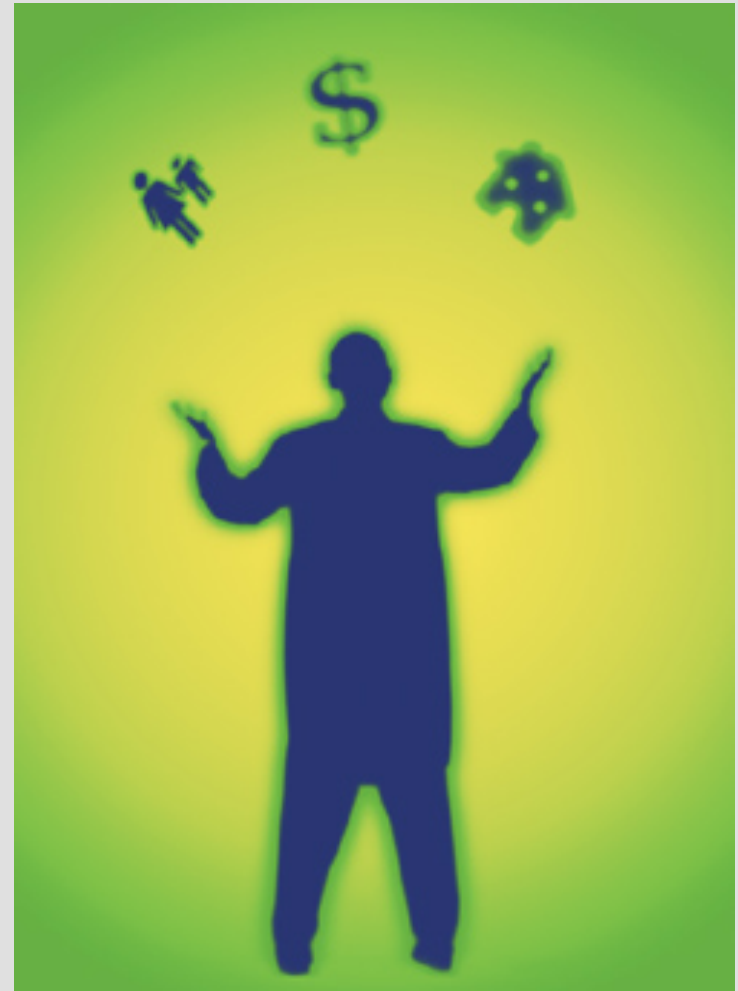
- Minor, easily manageable change?
- Major change?

...and how much?

Major Change Must be Orchestrated

Whether people see change as positive or negative depends on both the expected outcomes of the change and their:

- *Previous experience*
- *Trust in the sponsor(s)*
- *Capacity and resilience in the context of all of the change in their life*



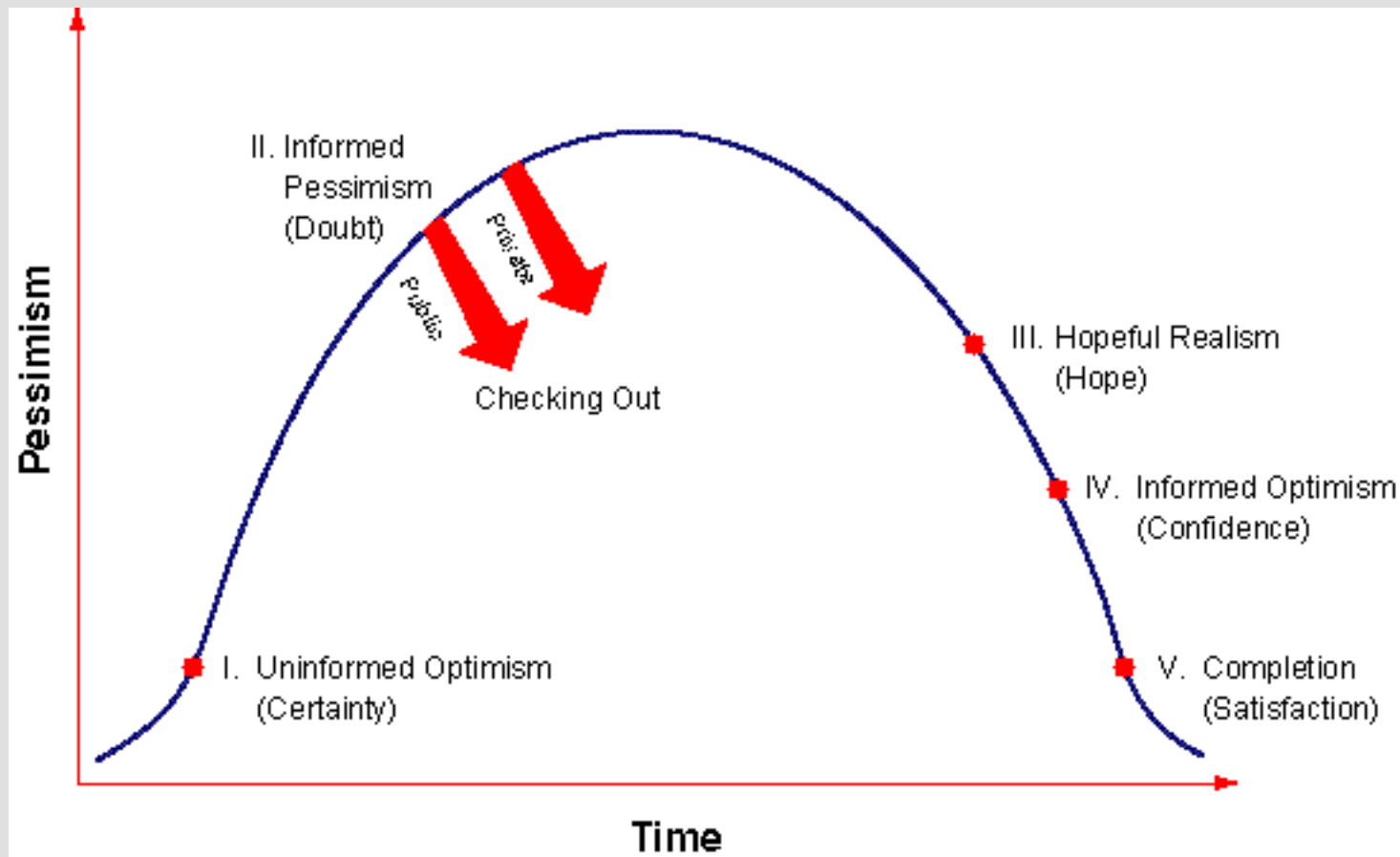
Major Change Must be Orchestrated

For both positively and negatively perceived change, there are *real* emotional responses that almost every person, or group, experiences.



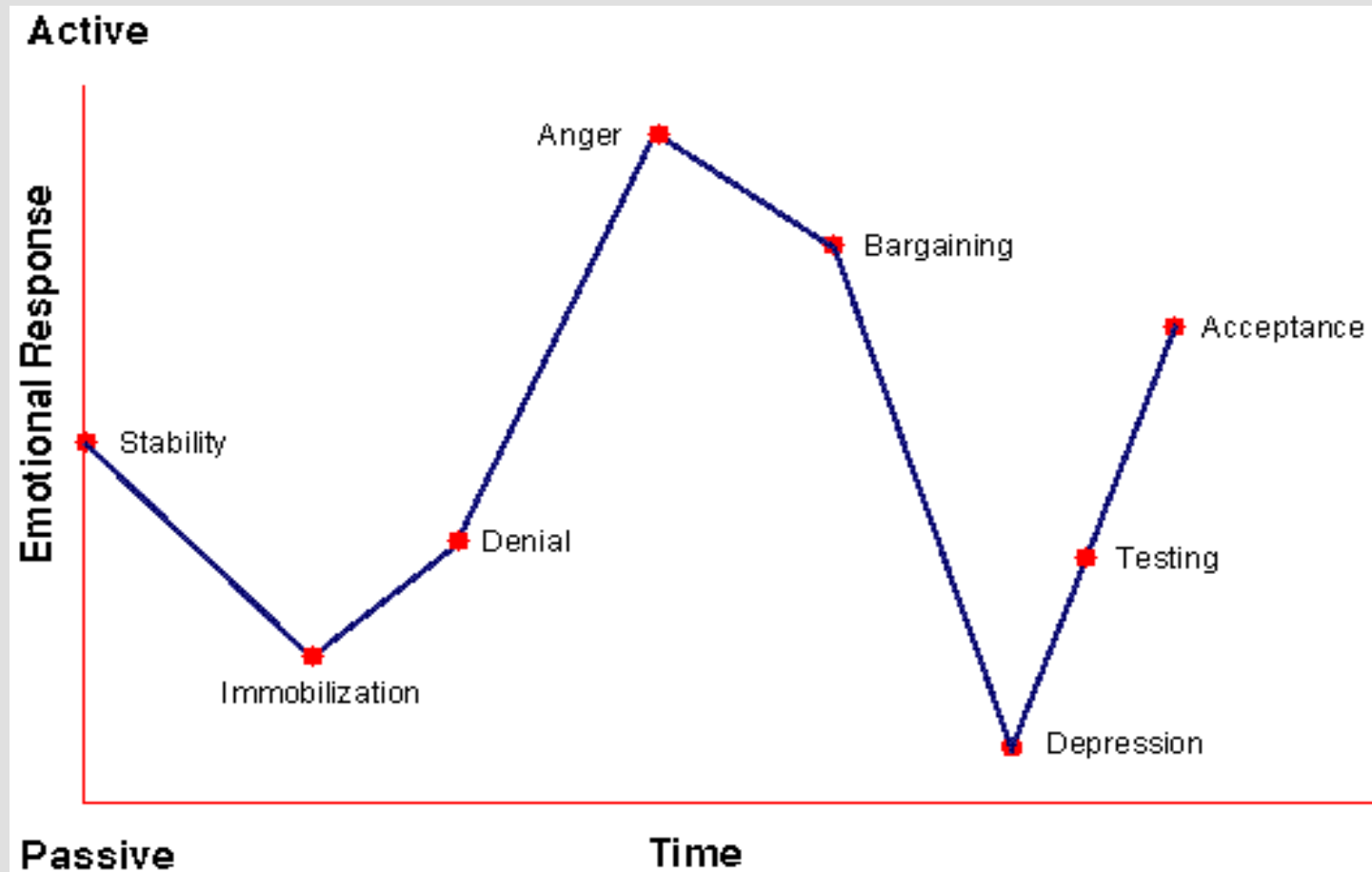
Major Change Must be Orchestrated

Response Significant Change Perceived as a Positive Change



Major Change Must be Orchestrated

Response to a Perceived Negative Change



The Reality of Significant Change

It takes **time** to move through all of the stages of emotional reaction



Managing Change - The Reality

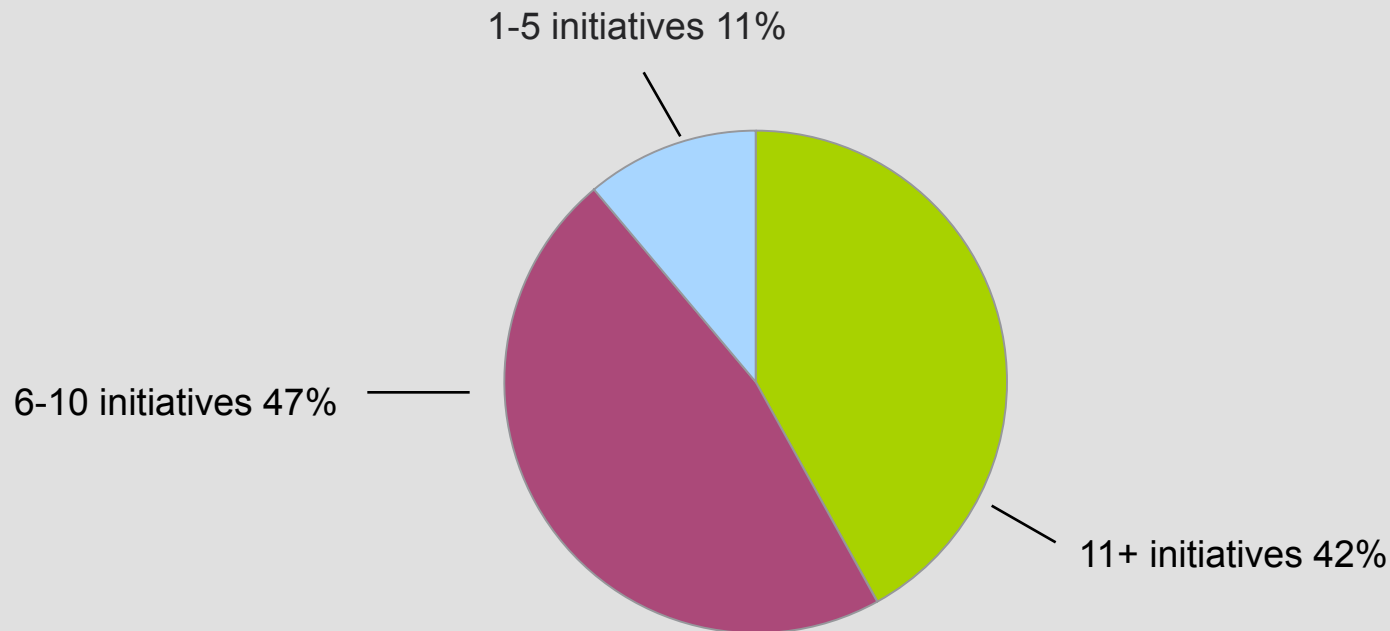
A snapshot of research from 150 organizations

Initiatives/Projects/Programs in the Past Five Years (mentioned most often)

- | | |
|--|-----|
| ■ Setting/implementing strategy | 84% |
| ■ Empowerment/employee involvement | 80% |
| ■ Cost reduction, including downsizing | 73% |
| ■ Customer service improvement | 70% |
| ■ Restructuring | 69% |
| ■ Productivity improvement | 68% |

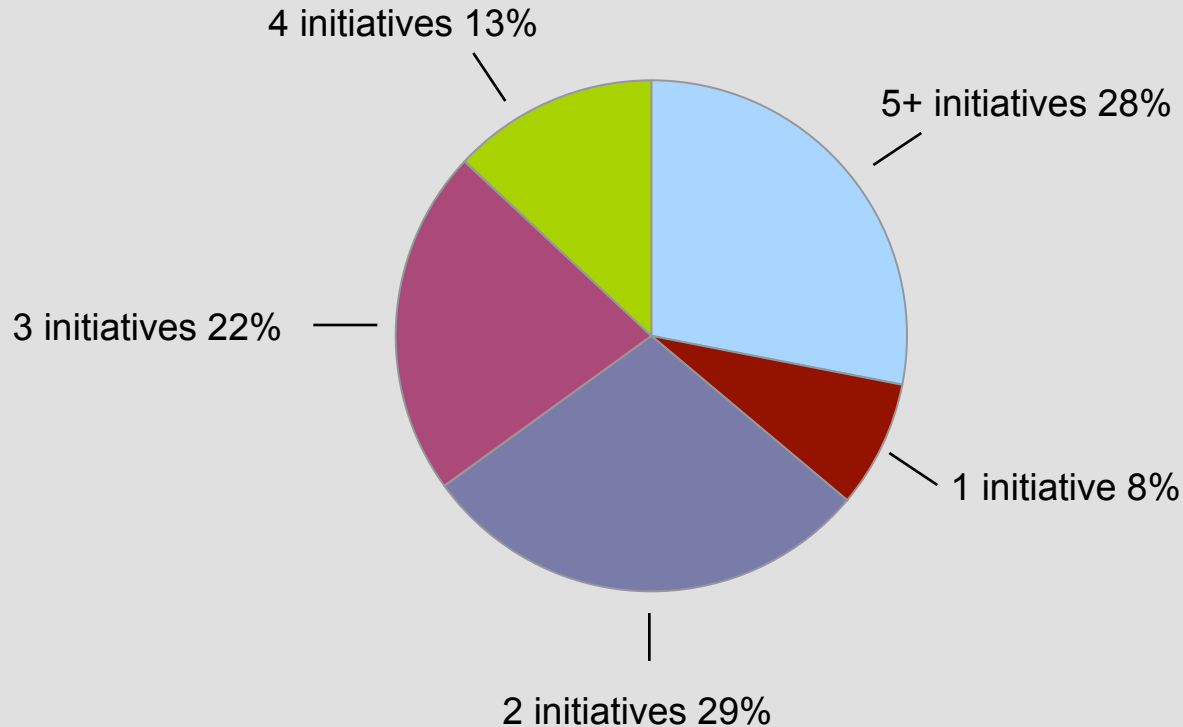
Research Results

Executive Response: Major initiatives undertaken in the past **five years**



Research Results

Executive Response: Major initiatives undertaken in the past **18 months**



Your Experience:

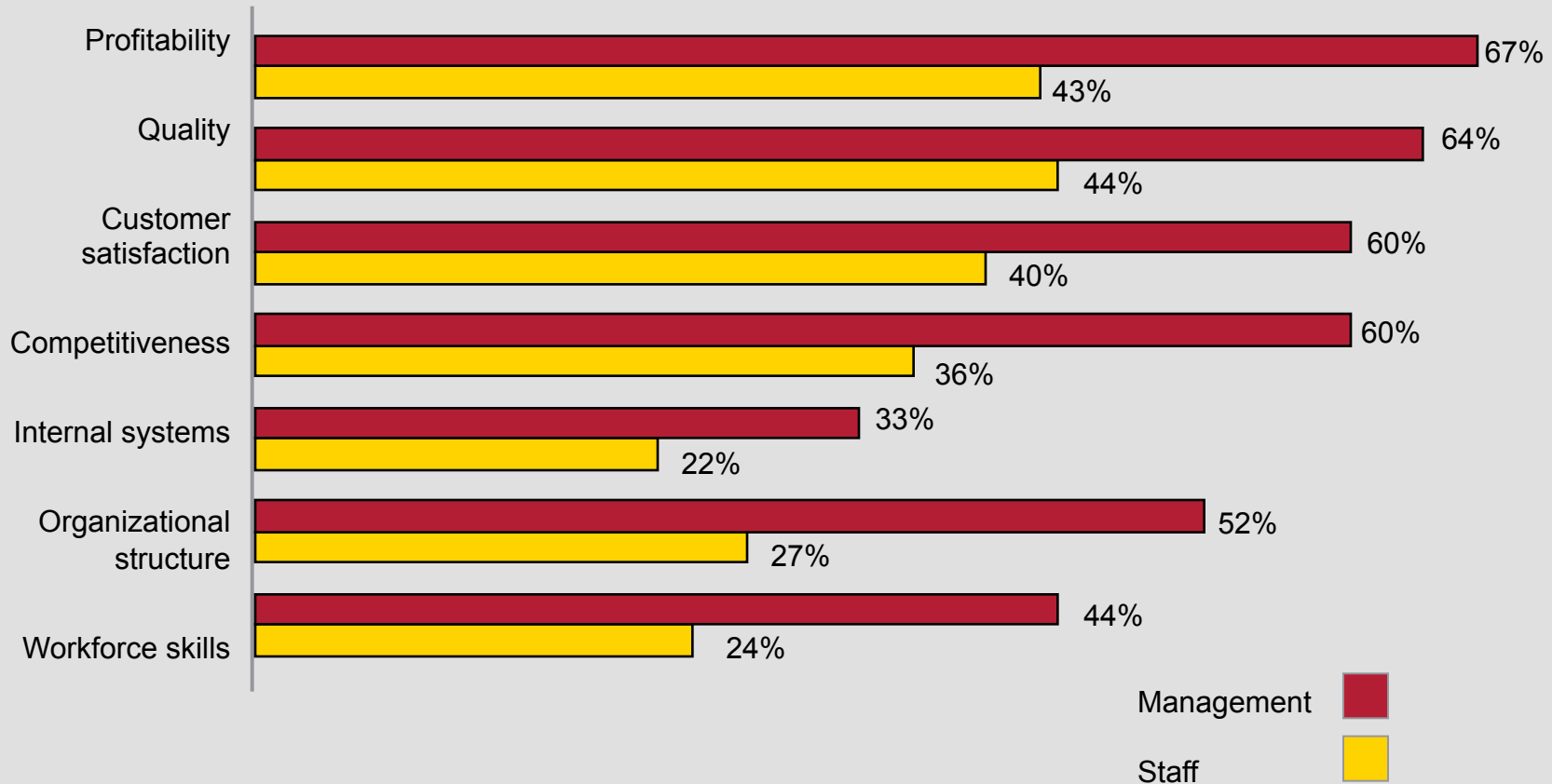
Major initiatives over the past 18 months

☐ Successful: _____

☐ Less than completely
successful: _____

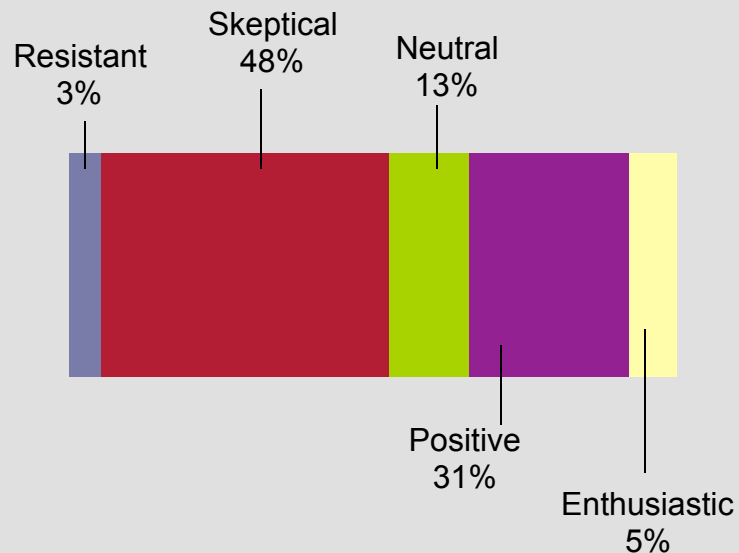
Positive Effects of Initiatives Reported

On
organization's

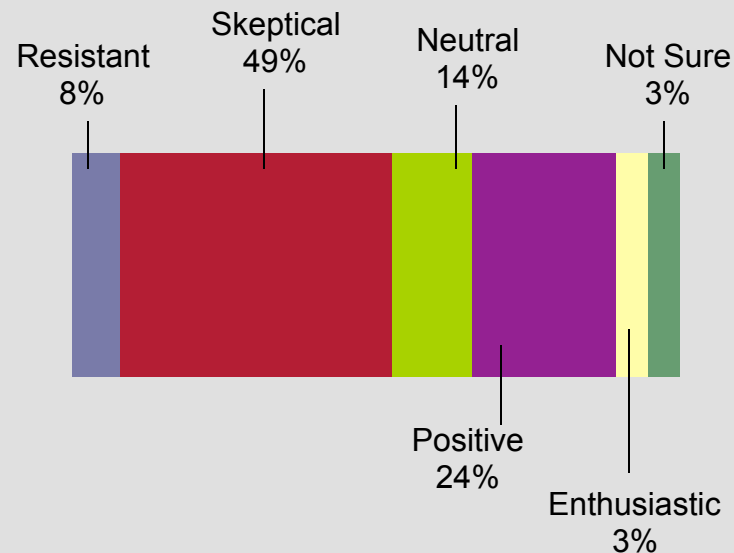


Perception of Initiatives Reported

Executive Perception: Reaction of employees to initiatives



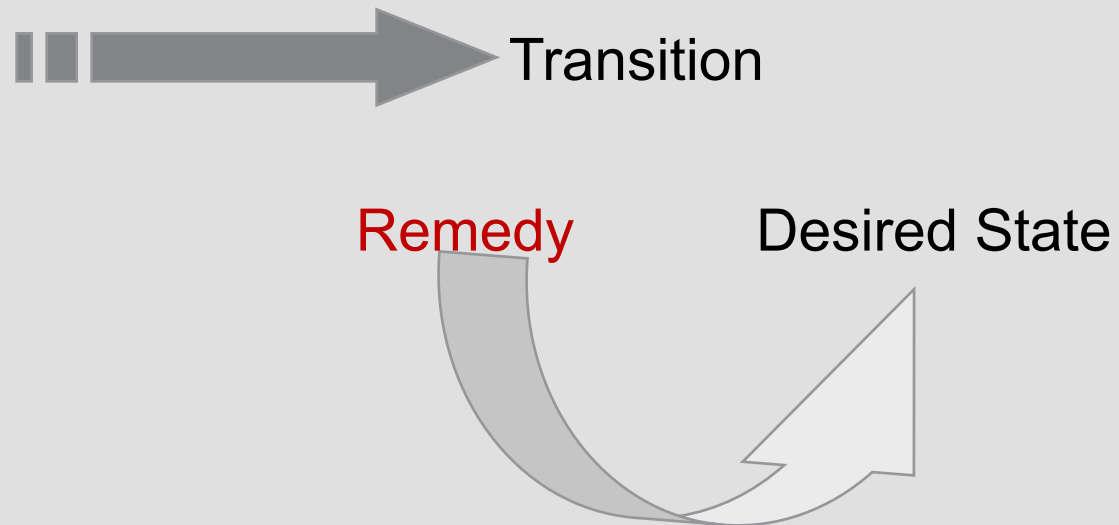
Staff Perception: Reaction of employees to initiatives



Successful Change

Real, long-lasting change will occur only when it is clear to everyone that the price for maintaining the status quo is higher than the price of transition to the new state

Present State — Pain



Effective Change Management

Requires Managing to Institutionalization



Effective Change Management

Two cornerstone responsibilities of leadership:

#1. Recognize resistance factors and work against them

#2. Engineer your performance environment to support your change initiatives

#1 - Manage Resistance

Resistance to change will be high(er) when individuals or groups affected by the change

- Do not feel a need for the change
- See personal cost as too high relative to the perceived reward
- Are not involved in planning
- Lack confidence in their personal capacity to implement
- Fear failure due to significant changes in key job characteristics

Manage Resistance

Resistance to change will be high(er) when:

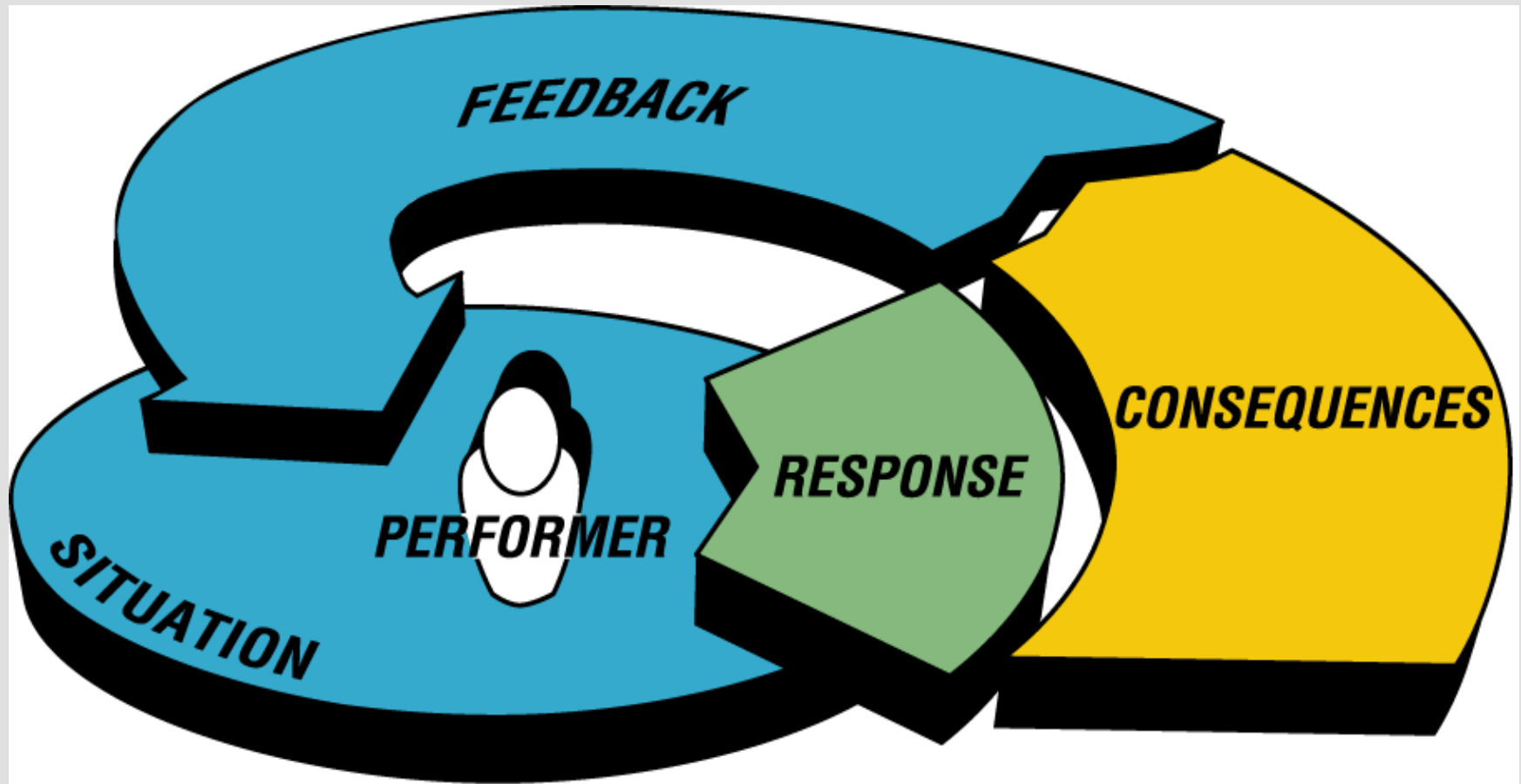
- The purpose of the change is not clear
 - *Poorly communicated. Not specific about the “Why”*
- Key people are not seen as true advocates
- Sponsors lack trust or respect
- The change is (seen as) incompatible with existing values
- Inadequate resources support the change
- The speed of change is too fast for the environment

#2 - Engineer Performance Environment

How will you

- Engineer your performance environment to support your change initiative?

Align Performance Environment to Support Your Change Initiative



Leadership Drives Change

A significant body of research identifies “strong leadership” and the “active and committed participation of leadership” as cornerstones of successful change

- *American Productivity & Quality Center, PwC, Opinion Research International, John Kotter-Harvard University*

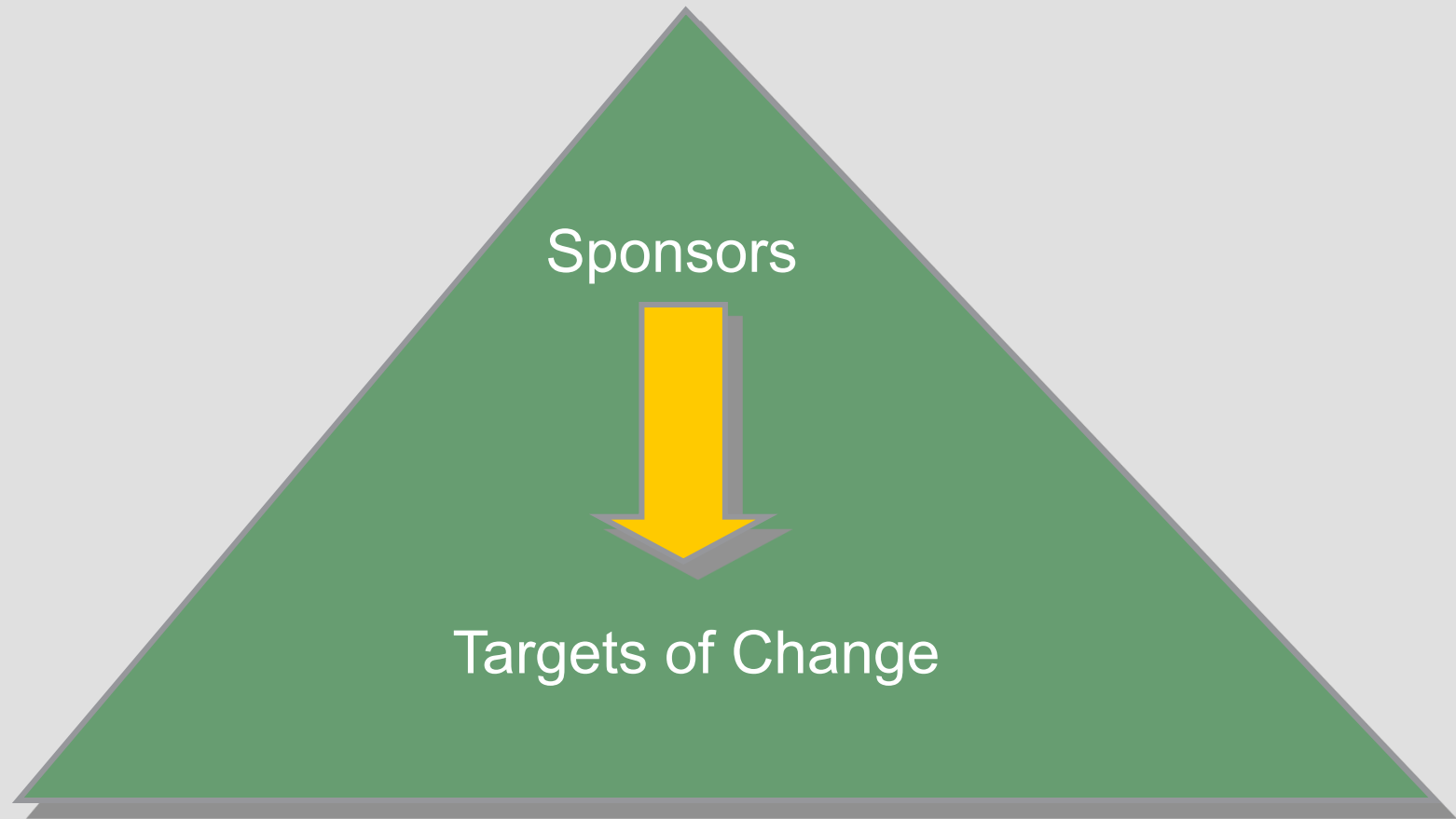
Roles in the Change Process

Sponsors — individuals or groups who have the power to sanction or legitimize change

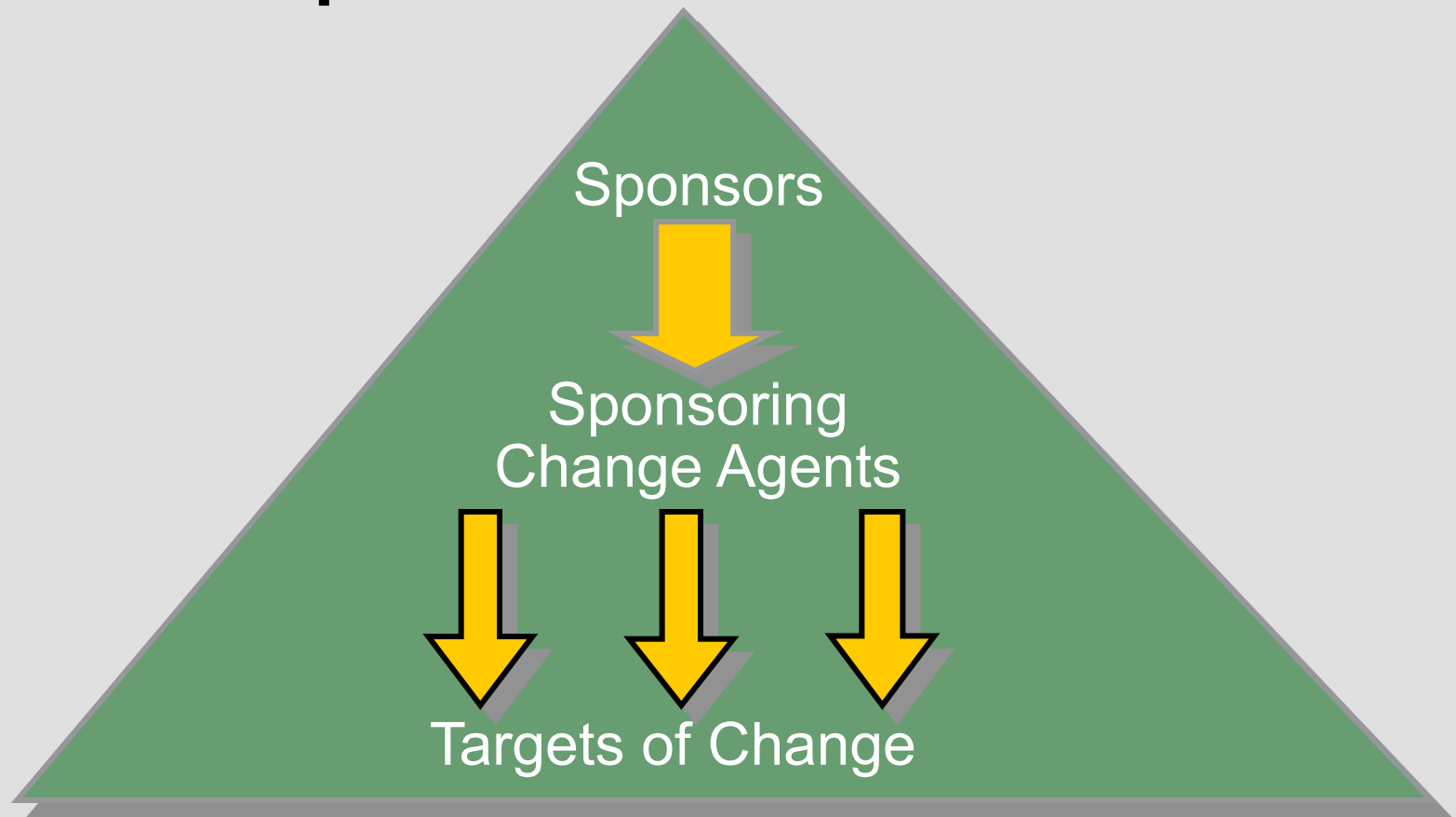
Agents — individuals or groups responsible for carrying out the change

Targets — individuals or groups affected by the change

Effective Change Requires Committed Sponsors



Committed Sponsors and Cascading Sponsorship



Leading Change





Leading Organizational Change

You can't leave footprints on the sands of time if you are sitting on your butt in your office. And, who wants to leave butt-prints on the sands of time?

Bob Mowad

Change: A Retrospective View



- Before 1,000 A.D., a paradigm shift took thousands of years to unfold (Iron Age, Bronze Age)
- By the year 1,000, a shift occurred every 100 years
- In 1800s, more change than previous 900 years
- By 2000, a massive paradigm shift each decade_

Change: The New Normal

A Prediction

There will be 1,000 times more change in the 21st century than there was in the 20th.

Ray Kurzweil

Pragmatic futurist and author (*Age of Intelligent Machines*)



Change: The New Normal

As we entered the 21st Century who would have predicted...

- September 11th
- Over 238 million web users in North America alone!
- Economy trust crash
- Over 60 billion searches conducted worldwide per month (over 37 billion on Google)
- USA in Iraq and Afghanistan
- Free telephone calls over Internet: Skype
- Four and a half web sites created EVERY SECOND
- Daily e-mail messages sent and received that exceeds population of the planet

What Does All This Mean???



SHIFT HAPPENS!

Why People Don't Naturally Embrace Change

- Change = Death
- Organisms that don't fear death perish faster
- Organisms that do fear death... reproduce and pass fear on
- Human nature to fear situations with unexpected changes



Six Powerful Strategies for Leading Organizational Change

- You Go First
- Increase Urgency
- Paint a Positive Picture
- Communicate-Communicate-Communicate
- Dis-Own the Change
- Pay Attention



Action: You Go First

Everyone wants to go to heaven, but no one wants to go first!

- First answer the tough question
- Take visible, dramatic action that signifies you are 100% in charge of your future
 - Action demonstrates commitment
 - Commitment = Control and Accountability (vs. victimization)

Action: Increase Urgency

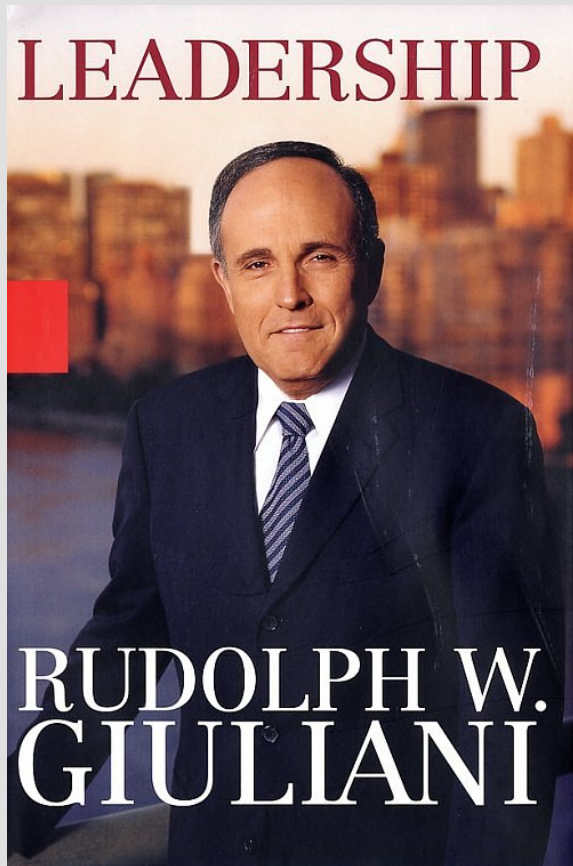
- Show the need for change in a compelling visceral way
- Provide valid dramatic evidence from outside
- Identify cheap and easy ways to reduce complacency

Action: Paint a Positive Picture of the Future - The Vision Thing

- Leadership requires followership.
- Followers grant leadership to those who can paint a picture of something better.



Action: Paint a Positive Picture



On September 11, our world changed forever. However, as a united global community, we will rise above this tragedy. As a whole, we are good, honest people striving for peace, striving to care for our families and to understand and appreciate the differences in those around us.

N.Y. Mayor Rudolph Giuliani
in the wake of the 9-11-01
attack on Twin Towers

Action: Paint a Positive Picture

OK, so you are not Rudy Giuliani, you can still avoid

- Negative Absolutes
- Mind-Reading
- Awfulizing
- Catastrophizing
- Shoulding



Action: Communicate-Communicate-Communicate

- Communicate for buy-in
 - Acknowledge choice:* I can't make you change.
 - Ask:* What do you hope to gain?
- Immediately reinforce desired behaviors with appropriate intensity
- Share your insights: ask about and listen to insights of others

Action: “Dis-Own” the Change

$D + V + FS > \text{Resistance}$

Give people opportunity to express their **D**issatisfaction.

Then ask them what it would look like if the change was working the way they want it to - their **V**ision?

Finally, ask what can you do to get things to where they are working? - **F**irst **S**teps

Ownership reduces powerlessness.



Action: Pay Attention

- Create short-term wins
- Build on the wins
- Expect setbacks
- Celebrate progress

Effective Leaders Continually Evolve



***He who is not
busy being
born is busy
dying.***

- Bob Dylan

Avoid Routinization

Constantly revitalize and reinvent yourself

- Evolve daily
- Learn a different language
- Mate
- Fight fat
- Imagine your blessings

Leading Change

**Whether you think you can,
or you think you can't.**

You are right.

*It's not the strongest
species that survive, nor
the most intelligent, but
the most responsive to
change.*

- Charles Darwin



"Instead of waiting for the next big thing to transform our lives, why don't we give it a shot ourselves?"

Contact Information

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NTAR Leadership Center Website

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