

No Wrong Door System
Tools and Resources for Managing
Change
May 11, 2015

Managing Change

Overview (William Bridges)

- **Change:** that external event that happens
 - Tsunami – cataclysm, unpredictable, devastating, hard to grasp
 - Grand Canyon – evolutionary, takes time, can be anticipated to an extent, but... still results in dramatic change
- **Transition:** the psychological process people go through as they adapt to change

The Stages of Transition

Ending	Neutral Zone	Beginning
With any change (<u>even a positive change!</u>) something is ending	Change means spending time in the neutral zone, in limbo between ending and beginning	With any change, something new is beginning
Think of a new parent – happy about their new child; sad that they can no longer sleep through the night!	Think of a trapeze artist mid-swing – you’ve let go of the bar behind you, but haven’t yet reached the other side!	Think a child on their first day of school –excited and nervous at the same time; may balk at first, but quickly gets used to the new routine
People mourn what’s ending to differing extents	Very uncomfortable for most people; also a unique space within which a lot of	People get comfortable with the new beginning at different paces

	creativity can emerge – if managed well!	
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Managing Transition – Take Advantage of the Neutral Zone

- To help staff, consumers, partners get the most benefit out of an uncomfortable time
- To empower yourself and your organization
- To make sure change doesn't happen *to you* – rather exerting what control you can over where the change takes you

Time to decide: will you be passive or active?

Keys to Success

- **Reframe It:** Focus less about how scary the middle is and more about the benefits that will come with the new beginning
- **Flip It:** Use coping strategies below to help others feel a part of making change happen and to address the uncomfortable emotions it can bring up

Strategy	Definition
Communicate	(Over?)communicate; updates – even those that say “nothing new to report” build confidence, calm nerves, signal transparency
Celebrate	Celebrate all the little wins – proactive steps in the direction of change, new ideas, changes in behavior, etc.
Context	Tap in to the human desire to feel part of something larger than oneself; use that bigger picture as a tool to inspire and anchor staff
Connect	Directly connect to dots to tasks of the individual or the program to the larger change and the results it can bring
Close the Loop	Get back to people, answer questions, don't leave anyone hanging
Consistency	Same message delivered consistently over time makes what feels uncertain start to feel predictable

Communications Plan Template

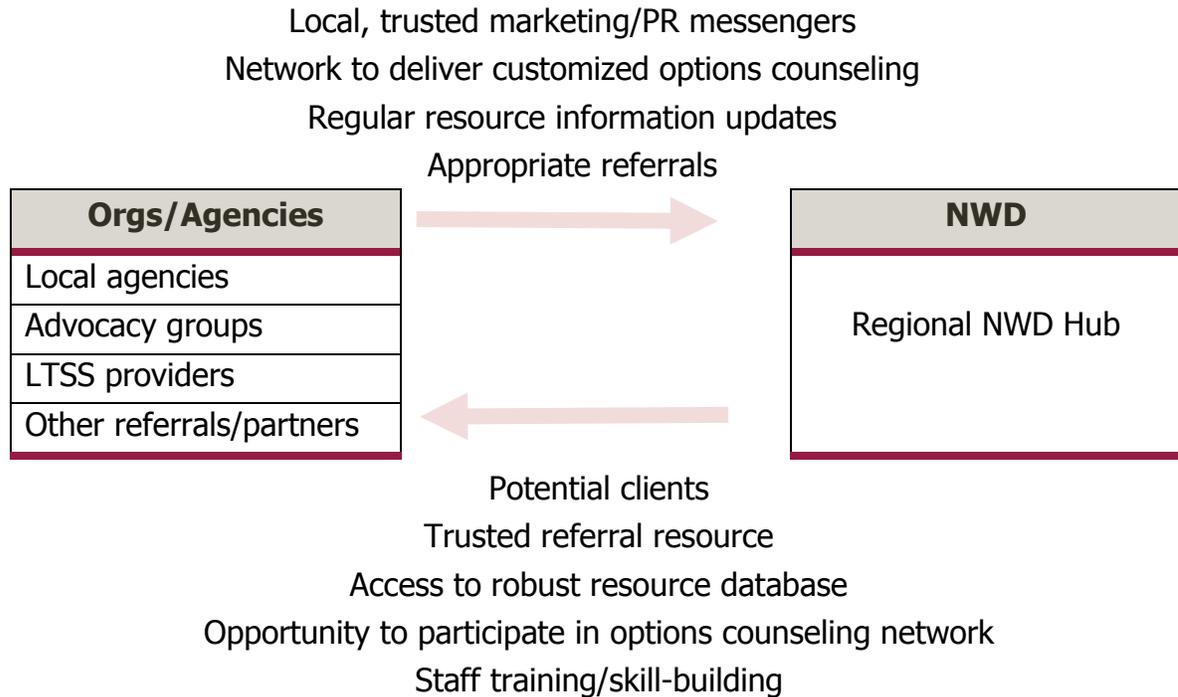
You can use a communications plan to stay organized and keep your staff, partners, or clients up-to-date on changes

Audiences	Their Interests in Your Work	What You Need from Them	Communications Plan (content, means, frequency)

What Will NWD Mean to Us?

NWD Plan Implications

What you Get; What you Give



How Will You Relate to NWD?

At this point in time, it appears that agencies, organizations, and providers will be able to relate to the NWD System in a number of different ways:

- Be a part of a Regional Referral Network
- Participate on a Regional Advisory Group
- Contract to have staff be included in NWD Network of Certified PCC/PCTCs
- Actively promote NWD in support of the marketing plan
- Reinvent to become a NWD Regional Entity
- Opt not to actively relate to NWD

There likely will be other ways to relate with NWD as implementation unfolds.

Deciding How to Move Forward

There's no one right answer for every organization, agency, or provider. NWD will roll out over a number of years. And other things are changing at the same time that likely impact you! Whatever your right answer is, it falls somewhere on the continuum below

Continuum of Responses

Stay the Course	Align Capacity	Reinvent
Don't make any changes; keep doing what you're doing	Make changes to some aspects of your capacity to align with or take advantage of changes that occur	Redefine who you are, what impact you will make, and how you will do that in the changed operating environment
Most relevant to those who don't want to actively relate to NWD	Most relevant to those who want to be actively engaged (referrals, PCC/PCTs, etc.)	Most relevant to those who want to become a Regional NWD Entity
Should probably still keep tabs on changes and how they might impact you	Consider what NWD means for you – What will you do more of? Less of? Then reallocate your resources.	Requires a deliberate reinvention process (analysis, decisions, business plan/model, implementation plan)

The one right answer that does exist is that your leadership team needs to start tracking these changes and discussing what they mean for you. Below are some questions for leaders to consider

Big Picture Questions for Leadership

- As it is currently planned, what does a fully-functioning NWD system imply for your organization?
- What would you start doing less of (or stop doing all together)? What would you start doing that you aren't doing now (or do more of)?
- In what ways does NWD overlap with your mission? With your strategic goals?
- Is NWD critical to achieving our mission, a "nice to have" or somewhere in between?
- What results from the NWD System do you most care about?
- What results are most important to the people you serve and why?
- When we think about the implications of NWD (what we'd likely start doing more of or less of, etc.) – what does that mean for your finances?
- What additional information do you need in order to make informed decisions?

Opportunity Management Plan Template

You can use this template to track, evaluate, and make decisions regarding the different opportunities that arise during NWD implementation

Step 1: Opportunity Identification & Assessment

List of Potential Opportunities	Type (\$/who/how many)	Likelihood (H/M/L)	Impact (H/M/L)
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
<i>Date to be reviewed</i>			
<i>Responsible for review</i>			

Step 2: Opportunity Review & Action Plan

List of Potential Opportunities	What are we already doing to leverage it?	What more can we do?	What will we do (decision)	Timeframe	Responsible person
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					