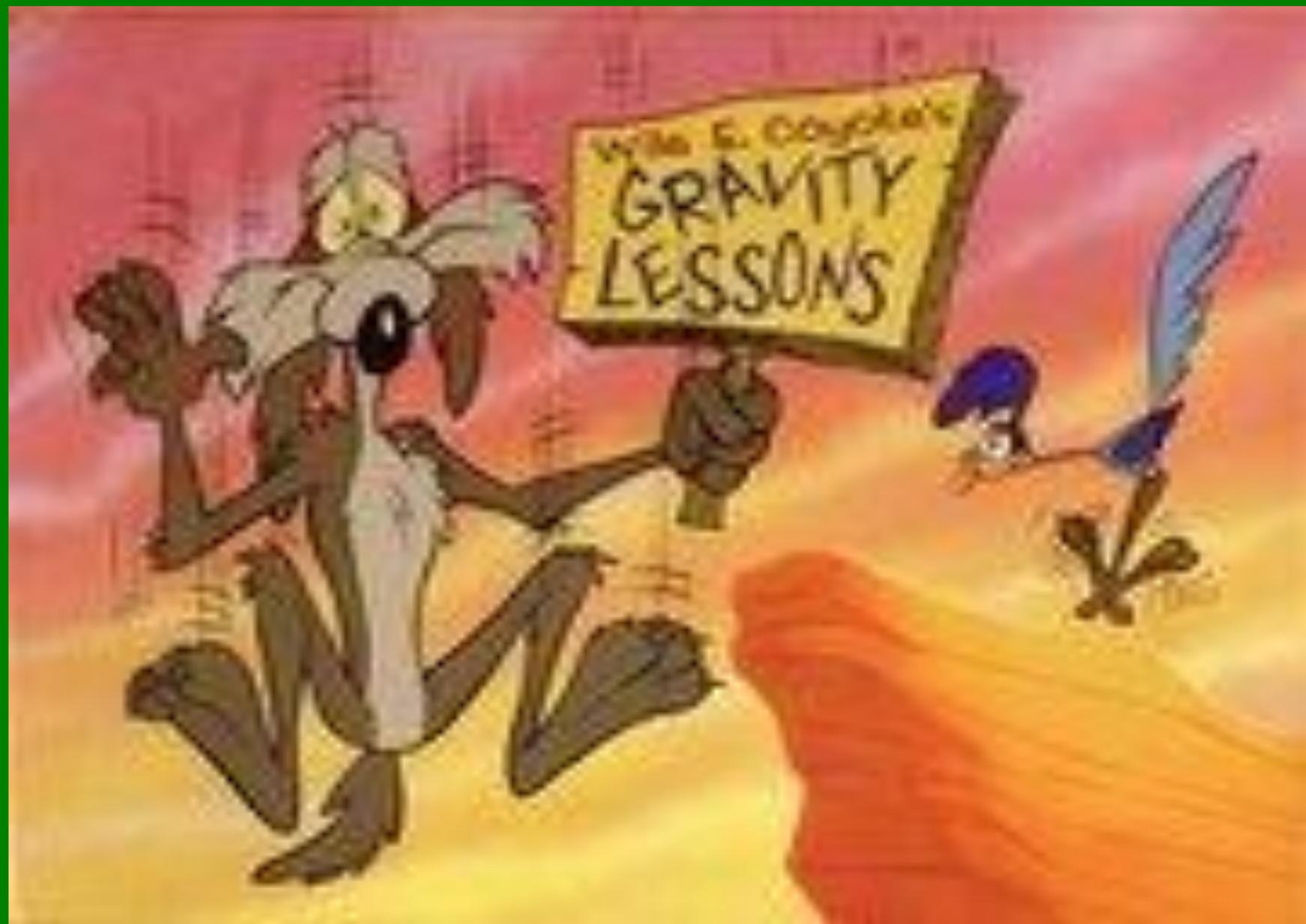


# Organizational Stages of Change regarding Providing Employment Services

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# The Challenge

- For many agencies the question is not, “Should we be providing employment services?”
- For many agencies the question is “What strategies do we use to start and continue providing employment services?”

# What is the Problem?

## QWERTY Keyboard



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# What Is the System Doing Right Now?

“Every system is perfectly  
designed to achieve the  
results it is achieving”

--Paul Batalden

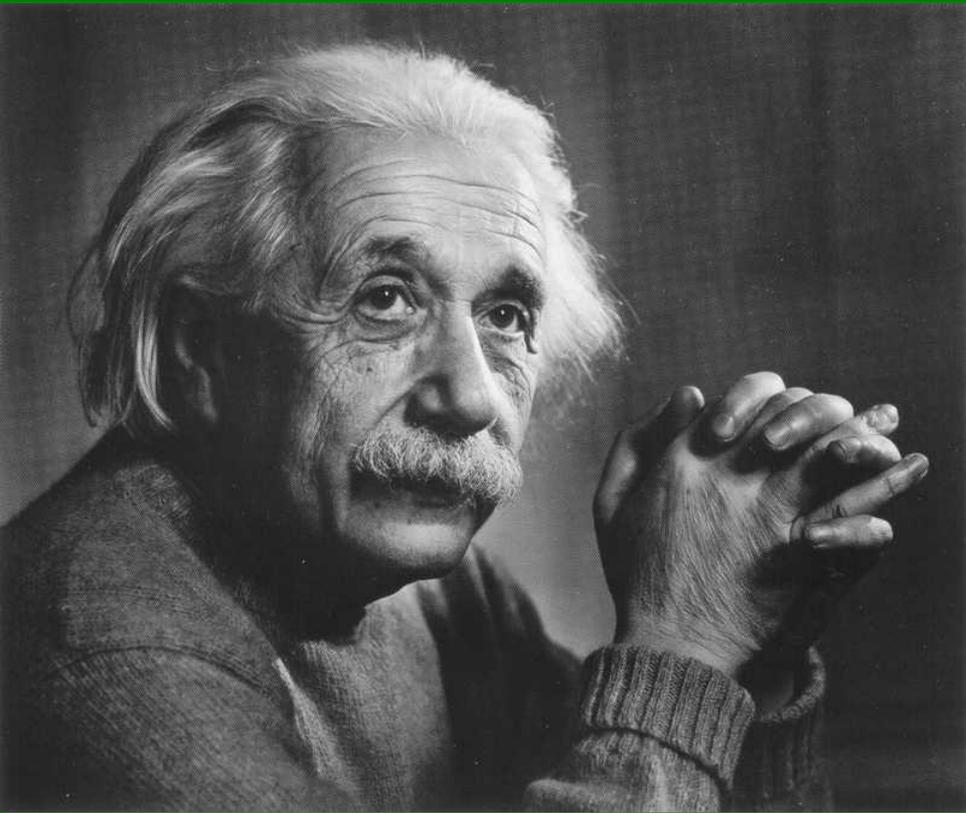


# Organizational Stages of Change

*Really Fast...*

# Stages of Change

- Pre-contemplation
- Contemplation
- Preparation
- Action
- Maintenance



"We can't solve problems by using the same kind of thinking we used when we created them."

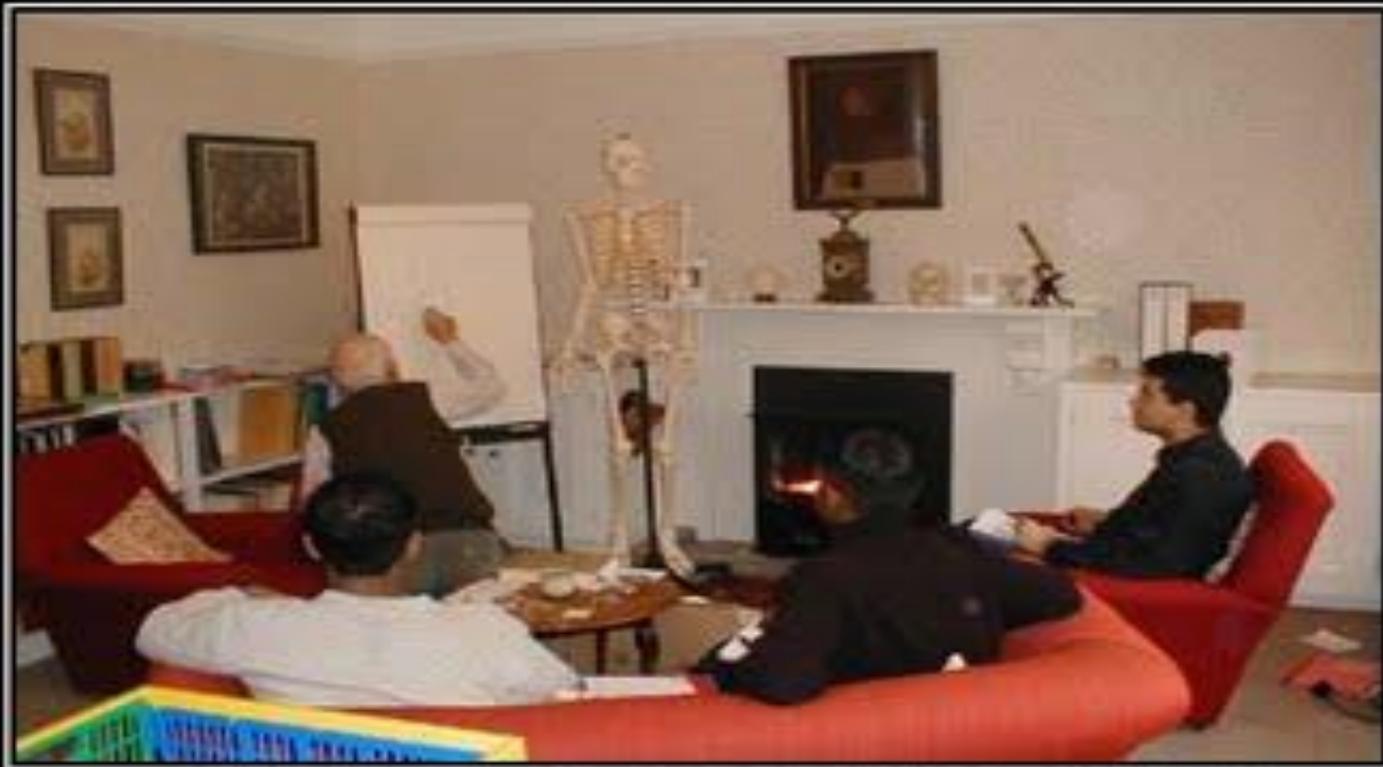
# Transformation Challengers



# Change Challengers



# Transformation Challengers



# SUPERVISION

An hour of your life you'll never get back.

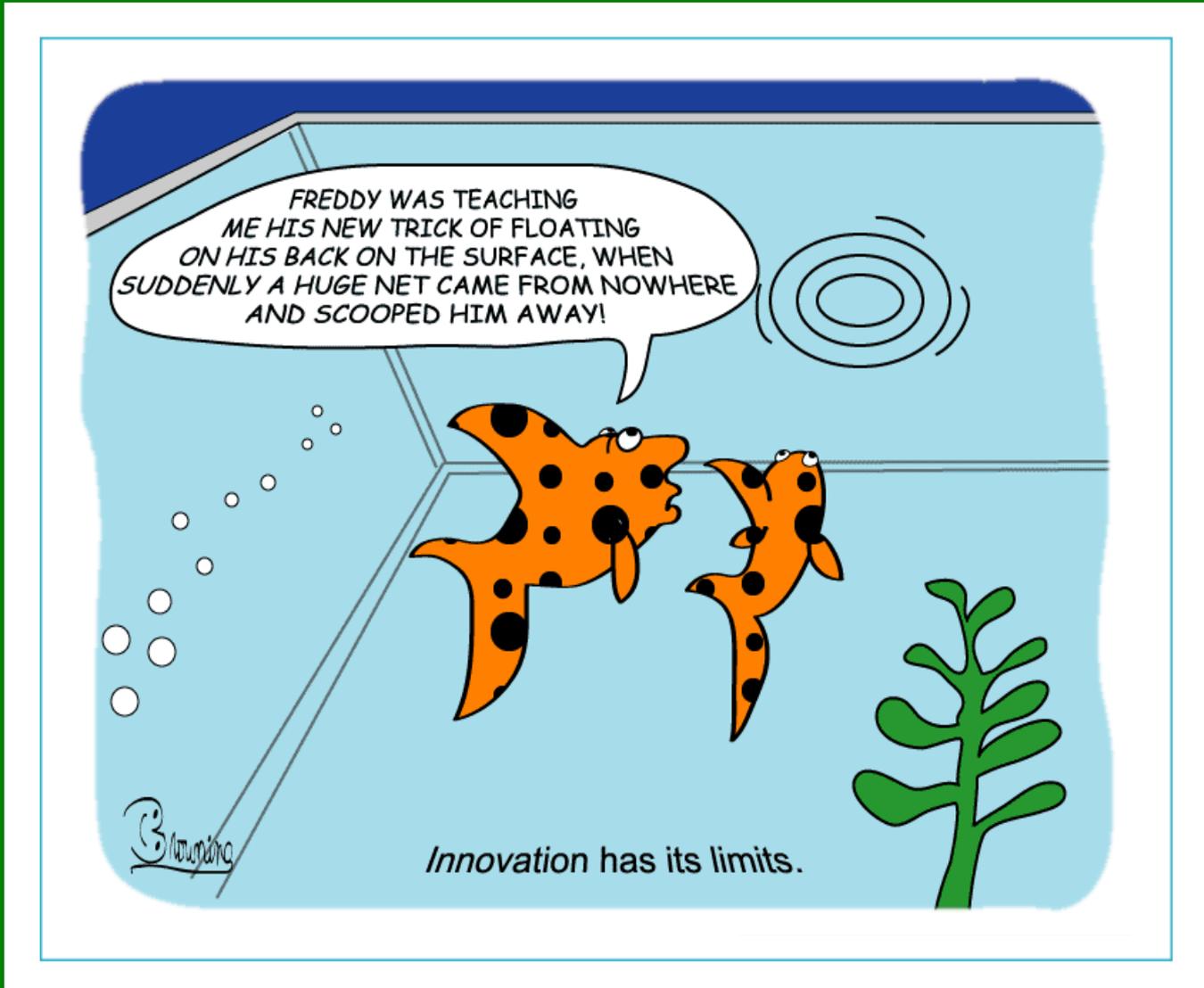
# Transformation Challengers



# Transformation Challengers



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# Transformation Challengers

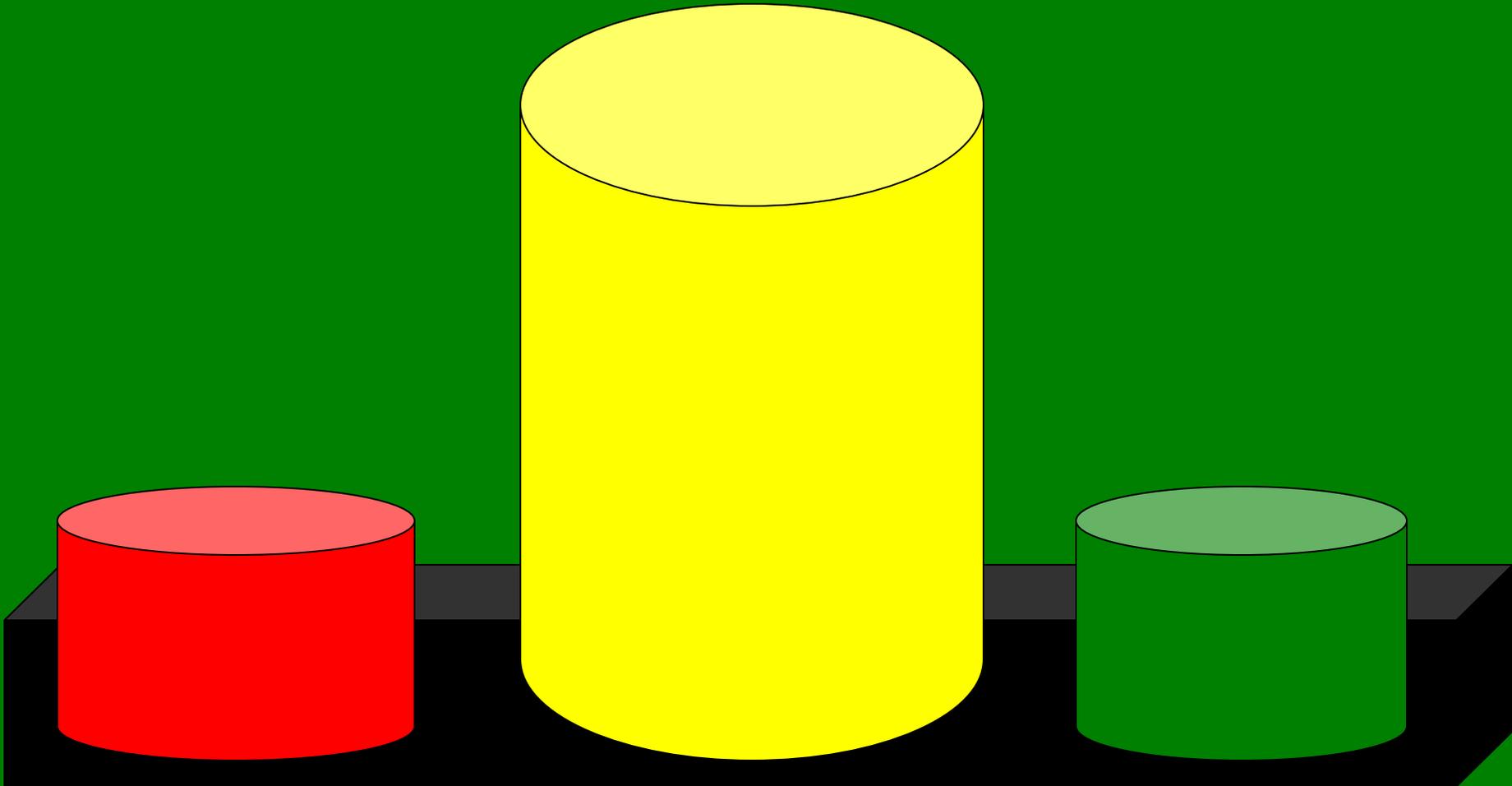


# Organizational Change Signals



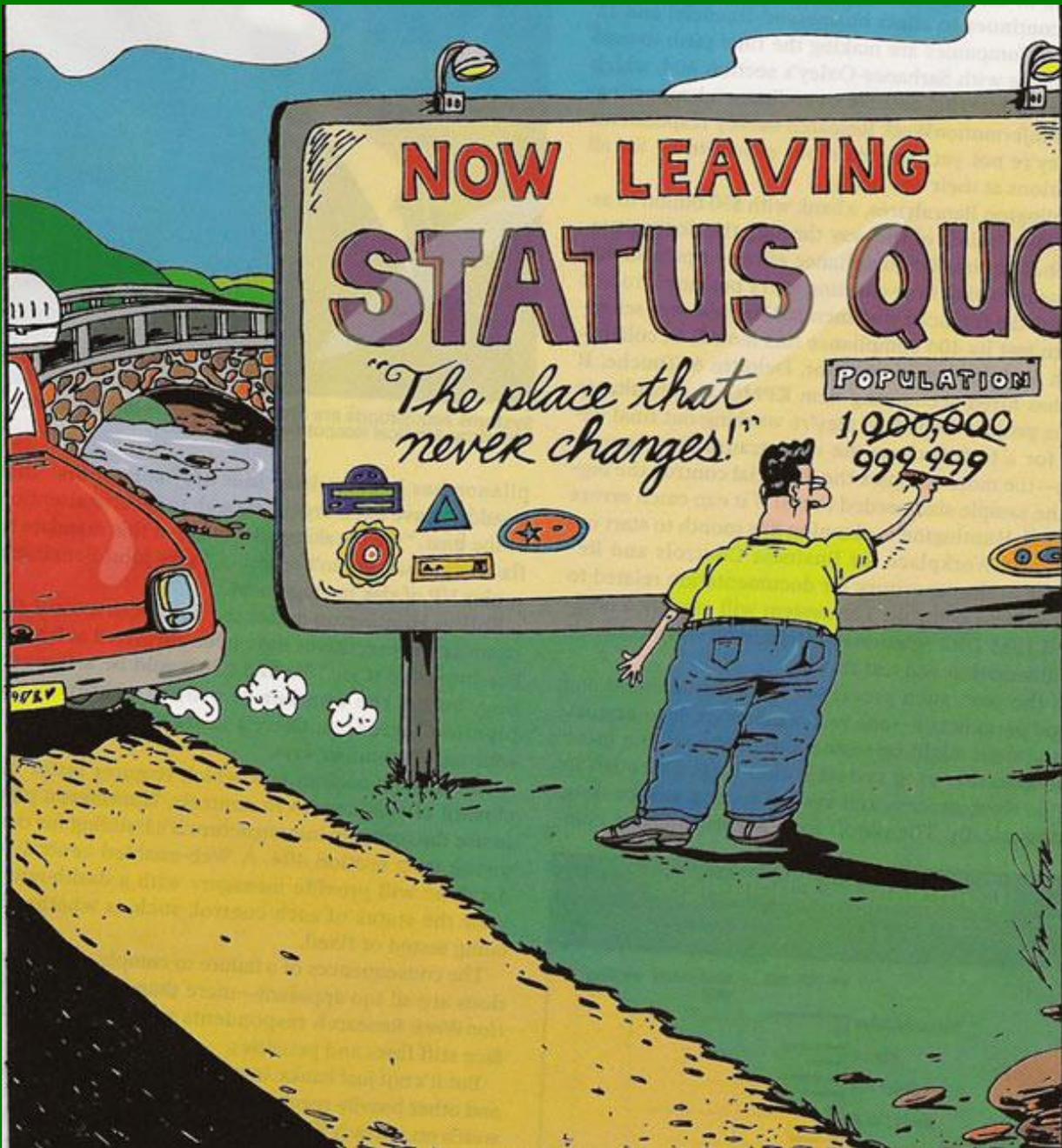
# Another View

## Organizational Change Signals



# Status Quo

“Why do we want to change the status quo. After all, that is what got us where we are today?”

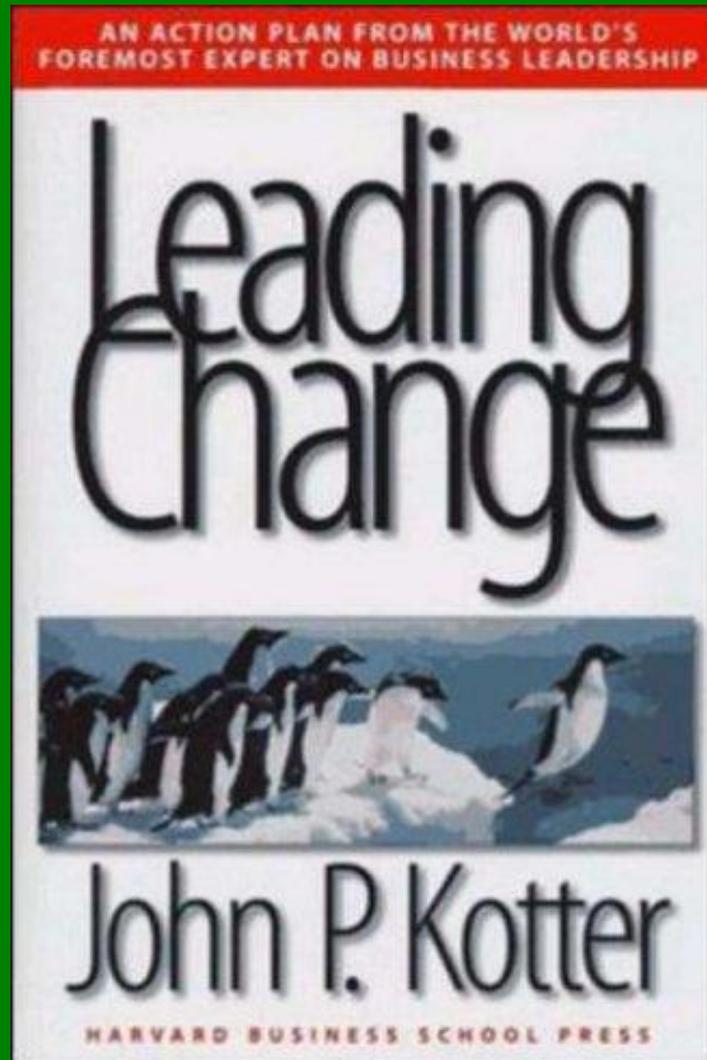


# Changing the Status Quo

# Leading Transformation

“A good rule of thumb in major change effort is: *Never underestimate the magnitude of forces that reinforce complacency and that help maintain the status quo.*”

# Leading Change



# Stages of Change at Work



# Stages of Change

- Fundamental component of Change process
- Inform effective interventions for consultants and trainers
- Explain disconnect with change attempts
- Different people within organization may be at different places with changes
- Occur over time

# Stages of Change

- Precontemplation
  - Agency sees no problem with current services
  - Agency sees no opportunity in Employment Services

# Stages of Change

- Contemplation
  - Agency beginning to think about what is happening with current vocational services, if they exist
  - Agency evaluating pros and cons of changing Employment Services

# Stages of Change

- Preparation
  - Agency collecting information about Employment Services
  - Agency collecting outcome information about their current vocational services

# Stages of Change

- Action
  - Agency actively taking steps to make Employment Services happen
  - Agency aligning policies and procedures to facilitate Employment Services
  - Agency actively collaboration with Employment Services consultant and trainer

# Stages of Change

- Maintenance
  - Agency has implemented Employment Services
  - Agency monitoring and evaluating Employment Services to sustain and improve Employment Services
  - Agency actively monitoring and using fidelity (if applicable) and outcomes

# Stages of Change

## Precontemplation

### Goal

- To establish a sense of value between the agency, the agency mission, and Employment Services

# Stages of Change

## Precontemplation

- What is the mission of this agency?
- What is the relationship between the mission and recovery?
- What is the agency philosophy regarding recovery and competitive employment?
- How does that relate with Employment Services?

# Stages of Change

## Precontemplation

- What does the agency leadership know about Employment Services?
- What are the principles of some Employment Services?
- What are some types of Employment Services?

# Stages of Change

## Contemplation

### Goal

- To improve sense of value between the agency, the agency mission and Employment Services

# Stages of Change

## Contemplation

- How does the agency identify clients who want competitive employment currently?
- How many clients in your agency are interested in help with their employment goals?
- What are our current employment outcomes?
- Who are the Employment Services stakeholders?

# Stages of Change

## Contemplation

- What is the State Mental Health Authority perspective on Employment Services ?
- What is the State Vocational Rehabilitation Administration perspective on Employment Services?
- What is national perspective on Employment Services?
- What are pros & cons of implementing Employment Services?

# Stages of Change

## Preparation

- To motivate agency, especially agency leadership, to commit to providing effective Employment Services services

# Building Motivation

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**"I'm looking for a motivation consultant who advocates screaming, blackmail, and violence."**

# Stages of Change

## Preparation

- Leadership gathering current employment outcomes data
- Leadership gathering information on how many clients want help with employment goals
- Leadership identifying Employment Services as priority in words and actions

# Stages of Change

## Preparation

- Agency getting information about Employment Services
- Agency committing resources to training
- Agency securing stakeholder involvement

# Stages of Change

## Preparation

- Agency understanding how technical assistance is a resource for implementation
- Agency discussing collaboration with VR
- Agency completing Employment Services fidelity assessment (if applicable)

# Stages of Change

## Preparation

- Agency identifying Employment Services Implementation Leader
- Agency identifying Employment Services Team Leader
- Agency identifying Employment positions or Employment strategies
- Leadership convening local Employment Services Leadership Team

# Stages of Change

## Action

- To facilitate the effective implementation and delivery of Employment Services in agency in collaboration with local Vocational Rehabilitation agency that is supported and directed by agency leaders

# Training

## A Humble Perspective

**“We now have thousands of experiments across the country which have proven that in mental health, training by itself, is not enough to create change.”**

# Stages of Change

## Action

- Agency using Employment Services fidelity reviews (if applicable) for planning
- Employment Services Overview training provided across broad spectrum of agency and VR staff
- Employment Services skills training for Employment Services Team Leader, Employment Specialists and Vocational Rehabilitation Counselors

# Stages of Change

## Action

- Plan for how other services will support Employment outcomes
- Clear agency definition and monitoring of “Employment outcomes”
- Employment Services supervision training

# Stages of Change

## Action

- Agency evaluating and making necessary policy and procedures changes
- Agency developed reimbursement process for Employment Services services
- Incorporating Employment Services into daily work flow across the agency

# Stages of Change

## Action

- Staff understand that helping people with employment goals is everyone's job
- Job descriptions and Job Evaluations incorporate new Employment Services

# Stages of Change

## Maintenance

- To sustain progress achieved in providing effective Employment Services services and to improve Employment Services continuously

# Stages of Change

## Maintenance

- Implementation of Employment Services supervision
- Recognition for employed clients
- Rewards for effective Employment Services services for staff
- Consistent evaluation of employment outcomes in continuous quality improvement process

# Stages of Change

## Maintenance

- Employment Services orientation and training process for new and existing staff
- Consistent evaluation of fidelity to Employment Services model
- Infusion of most current information re: Employment Services

# Old Lesson: Leadership is Essential



# New Lesson: Leadership is Essential



# The Need to Change

“Major change is never successful unless the complacency level is low. A high urgency rate helps enormously in completing all the stages of a transformation process.”

# The Need to Change

“The combination of valid data from a number of external sources, broad communication of that information inside an organization, and a willingness to deal honestly with the feedback will go a long way towards squashing complacency.”

# A Guiding Coalition

- Position Power
  - key managers on board to prevent others from blocking the process
- Expertise
  - variety of perspectives
- Credibility
  - good internal reputation
- Leadership
  - includes proven leaders

# A Guiding Coalition

- Select the Right People
- Develop Trust with the Coalition
- Develop a Shared Vision

# Aligning Systems to Support the Change Vision

- Performance Evaluations for staff incorporate the change vision
- Compensation is based on useful changes not just not making mistakes
- Promotion Decisions are related to the change vision
- Recruiting & Hiring support the change vision

# Short Term Wins

- Provide evidence that sacrifices are worth it
- Reward change efforts & evidence
- Fine tune the vision
- Undermine change cynics
- Keep supervisors & managers on board
- Build momentum

# Resistance: Always Waiting

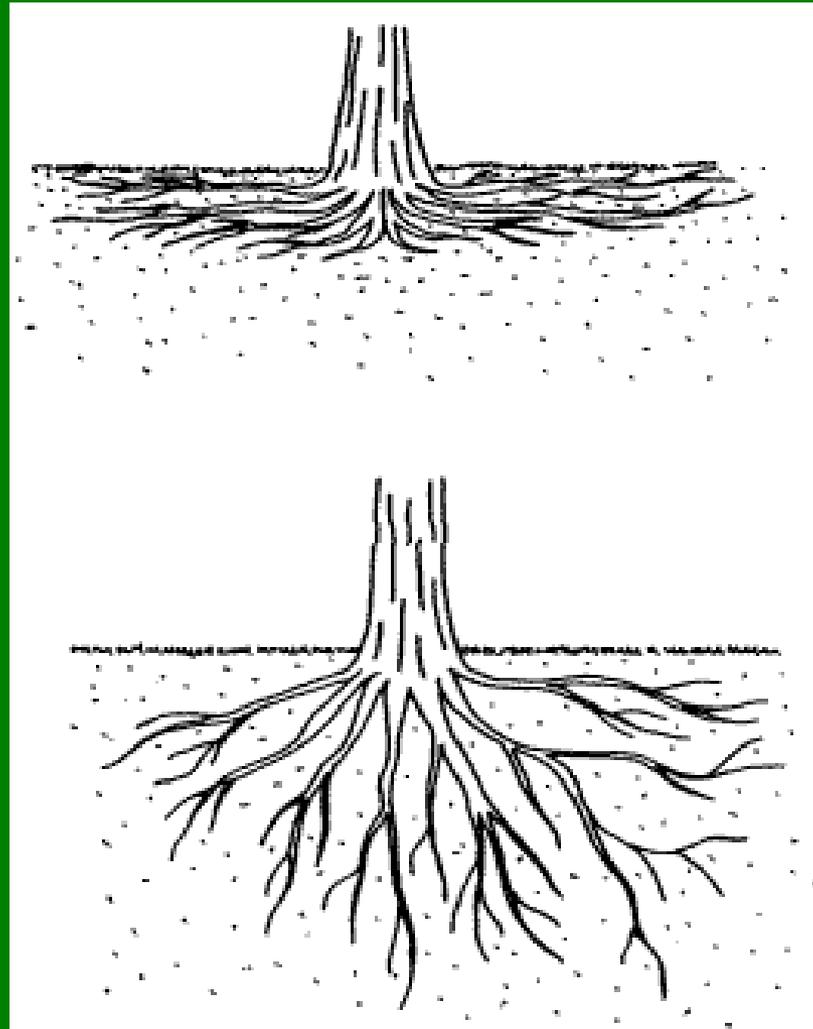
“I’m confident of one cardinal rule:  
*Whenever you let up before the job is done, critical momentum can be lost and regression may follow.*”

“Until changed practices attain a new equilibrium and have been driven into the culture they can be very fragile.”

# Anchoring the New Culture

“...little if any effort was made to help the new practices grow deep roots, ones that sank down into the core culture or were strong enough to replace it. Shallow roots require constant watering.”

# How Do You Want to Anchor Your Change?



# Anchoring the New Culture

- Norms & Values change at the end of the transformation not the beginning
- Results are Important
- Requires a lot of Communication
- Sometimes the only way to change a culture is Turnover
- Promotion & Recognition matches the new not the old culture

# Recovery & Hope

“If people are treated as capable, they often surprise everyone and live up to expectations.”

- Ken Steele “The Day the Voices Stopped.”