United Way of Greater St. Louis

STRATEGIC TRANSITION PLANNING SERIES 2018-2019

11.8.18

Helping people.

United Way

United Way of Greater St. Louis

TRANSITION SERIES GOAL

Help member agencies gain competence in: navigating through environmental changes, better securing diverse & sustainable funding streams, and exploring/pursuing options, all of which enhance the fulfillment of community needs-based missions

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SERIES LEARNING OBJECTIVES

GAIN UNDERSTANDING
- About themselves, their environment and resources to be better equipped for adapting to a shifting funding environment

IMPROVE COMPETENCE
- In seeking funding from diverse sources, beyond the United Way

BUILD PROFICIENCIES
- That improve positioning, agility and navigation through environmental changes

ADVANCE EFFORTS
- To develop and implement a strategic transition plan

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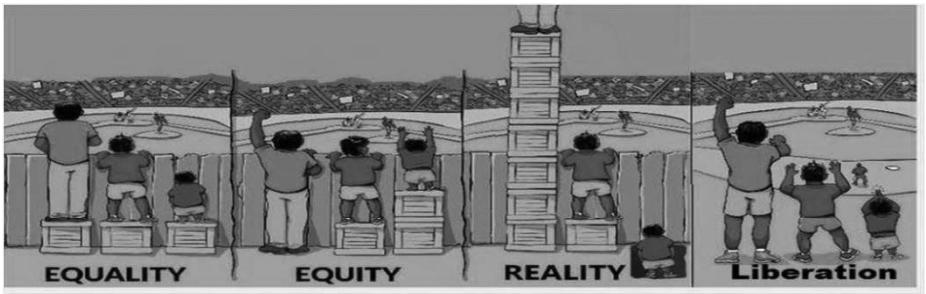
RACIAL EQUITY LENS CONTEXT



- Different communities (and individuals within communities) situated differently relative to each other
- Differences due to many factors, including history, education, language, access to community assets…
- While intent of policies & programs is to create access for all people (lifting all boats), in practice, universal policies create access to opportunity differently
- A rising tide brings less benefit or possibly hazard if one's boat is leaky or if one does not have a boat.
- Series sessions will provide an opportunity to apply a racial equity lens to topics in hopes of getting all members in our community a boat that floats so that all boats can be lifted.

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Member Agency Strategic Transition Planning Series

Stages progressively build toward culmination of helping agencies formulate a viable plan for better positioning in the current changing funding environment

Stages:	Assessing an Agency's Current Position	Creating Vision & Setting Strategic Direction	Exploring Resources	Operationalizing the Plan
Intent:	Identifies/refines critical factors that outline agency overall environmental standing, affects current success & future viability. Informs decision-making in subsequent stages	Builds understanding and approaches to change management and consider possibilities, aligned with agency position, to shape future vision & strategic direction	Uncovers resources to be utilized to leverage agency's position amidst change and augment its ability to plan for reaching vision	Aligns vision, priorities & agency position with resources to develop a strategic workplan, outlining actions helping agency better adapt to changing landscape
Sessions:	#1. Series Overview & SWOT #2. Financial Health #3. Fund Devp Tools/Techniques #4. Prgm Financial Sustainability #5. Contingency Planning	#6. Change Management #7. Innovation #8. Vision/Strategic Direction	#9. Board Engagement & Role in Fund Devp #10. Dive into Fund Development #11. Strategic Alliances - P1 #12. Strategic Alliances - P2	#13. Creating an Actionable Transiton Plan
Learning Objectives:	Participants will improve understanding about agency condition, including capabilities & vulnerabilities overall and in finance & fund development areas	Participants will shape their agency's future vision, leveraging position, in context of change, utilizing innovation, all to pursue improved mission fulfillment	Participants will identify resources (focusing on revenue generation & program/operational effectiveness) to help further mission fulfillment	Participants will utilize understanding & insight gained to frame strategic transition plan, better positioning agencies in the shifting environment
Correlating Quality Standards:	G: Board drives direction P: Effective program design G: Board financial oversight F: Financial stability F: Financial planning/oversight	G: Board drives direction G: Program effectiveness P: Program positive impact G: Community accountability A: Structure facilitates operations	G: Board meets strategic needs F: Financial stability F: Effective financial planning G: Board accountable to community	G: Board drives direction F: Financial stability P: Program positive impact G: Board accountable to community 5.11.18

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STAGE 1: ASSESSING AN AGENCY'S CURRENT STATE

Four reasons for assessing the present state:

- Use current state as an input in planning for agency future
- Identify and prioritize areas that need to be improved and / or invested in to reach agency goals
- Explain to stakeholders why change is needed and the logic behind agency actions
- Create motivation and a common understanding among invested, impacted and interested stakeholders regarding agency conditions, capabilities, vulnerabilities, and opportunities

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SESSION 1: SWOT Analysis

5.17.18

Presented by: Rebeccah Bennett
Emerging Wisdom

- Grounds plan
- Provides realistic view of agency's capabilities and vulnerabilities
- Identifies internal strengths and weaknesses
- Examines external opportunities and threats

	Helpful	Harmful
Internal	Strengths S	Weaknesses W
External	Opportunities O	Threats T

© 2018 Rebeccah Bennett, Emerging Wisdom

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SESSION 2: Financial Health

6.14.18

Presenters: Judy Murphy & Amy Altholz
RubinBrown

Common financial sustainability benchmarks include:

- Operating reserves
- Liquidity evaluation
  - Days of Cash on Hand to Pay Expenses
  - Current Liquid Assets/Current Liabilities
- Funding gap analysis
- Diversified funding streams
- Budget vs. actual analysis

RubinBrown

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SESSION 3: Fund Development Tools & Techniques

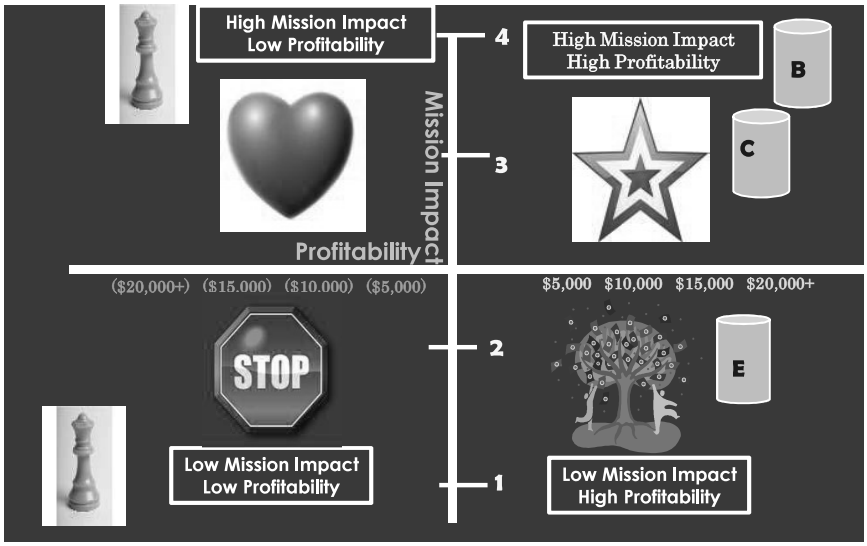
7.12.18

Presented by: Wendy Dyer,
Wendy Dyer Fund Development Consultants

Where Is Your Program?

FINANCIAL SUSTAINABILITY BUSINESS MATRIX

9.13.18



Presented by Dick Goldbaum, Transitions in Leadership

SESSION 5: Contingency Planning

October 11, 2018

Presented by: Pat Knoerle-Jordan
Experience on Demand

Definition: Risk mitigation process preparing an agency for potential challenges by navigating through worst-case scenarios to help ready itself for best responses if needed

Contingency Planning is used to:

- Achieve higher degree of shared experience and organizational learning
- Raise/challenge widely held beliefs & assumptions about agency and its direction
- Identify key levers to influence future course; incorporate change management into strategic analysis; & intentionally mitigate future negative impacts

Contingency Planning Model:

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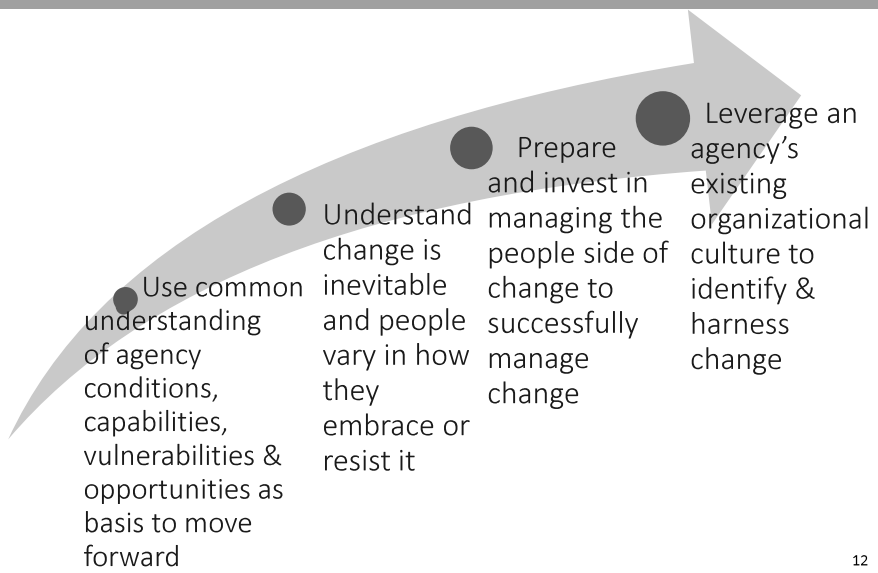
MOVING FROM STAGE #1: ASSESSING CURRENT STATE TO #2: PREPARING FOR CHANGE & INNOVATION



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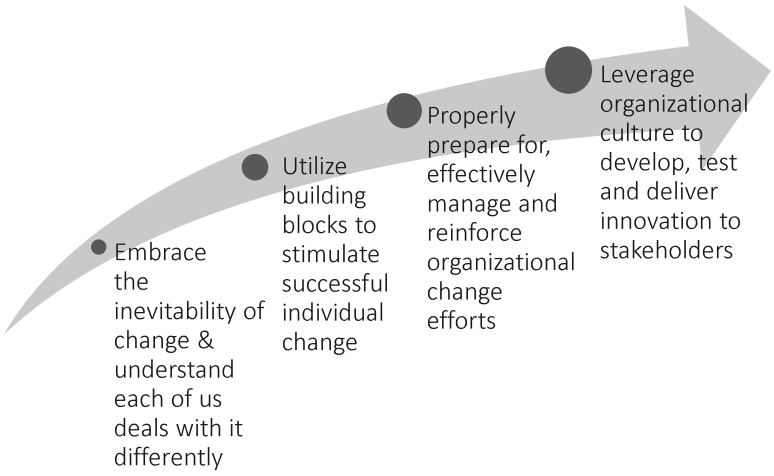
STAGE 2: PREPARING FOR CHANGE AND INNOVATION



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SERIES ROLES & RULES

Roles

Facilitators

- Guides learning and sharing
- Conducts exercises
- Maintains schedule

Participants

- Are open to learning
- Share knowledge & insight
- Check for understanding

Rules

- Manage your comfort
- Listen actively
- Ask questions and encourage others to share
- Minimize distractions
- Respect all views and opinions
- Enjoy yourself!

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United Way of Greater St. Louis

STRATEGIC TRANSITION PLANNING SERIES

Session #6: Change Management

November 8, 2018

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SESSION PURPOSE

- Using common understanding of our agency's current state, launch into Stage #2 "Preparing for Change and Innovation"
- Map out strategies, processes and plans to successfully lead/manage future change efforts

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LEARNING OBJECTIVES

Participants will:

- Gain insight about the elements that are critical to change management success
- Improve understanding about how to assess organizational readiness and risks associated with change
- Advance learning on strategies, modeling & planning future change efforts
- Increase knowledge about the essential components of a change management plan

Member Agency
Strategic Transition Planning Series

Please contact Julie Simon at
Julie.simon@stl.unitedway.org
with questions, comments or concerns

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CHANGE MANAGEMENT

A Leadership Primer

Marissa Q. Paine, MSW

Executive Coach | Facilitator | Change Consultant

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About Me

- Native St. Louisan
- 20+ Year Career in Corporate, Nonprofit, Education & Faith-Based Environments
- Mezzo-Level Social Worker & Former Nonprofit Executive
- Seventh Year Consulting w/Specialty in Change & Transition Management
- New "Empty" Nester
- Passionate & High on Life

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Our Mission for Today: Beat the Odds

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Today's Learning Objectives

- Why Change Efforts Fail &
- What You Can Do to Increase the Probability for Success
- What Exactly is Change Management &
- The Three Elements Needed to Lead Change Successfully
- A Model & Strategies for Managing Individual Change & Resistance
- Components of a Change Management Plan

About You: What's Your Current Change Status?

WE DON'T HAVE ANY CHANGES PLANNED RIGHT NOW	WE'RE EXPECTING CHANGES SOON	WE'RE UP TO OUR ELBOWS IN CHANGE

Honorable Mention: We Recently Completed A Change

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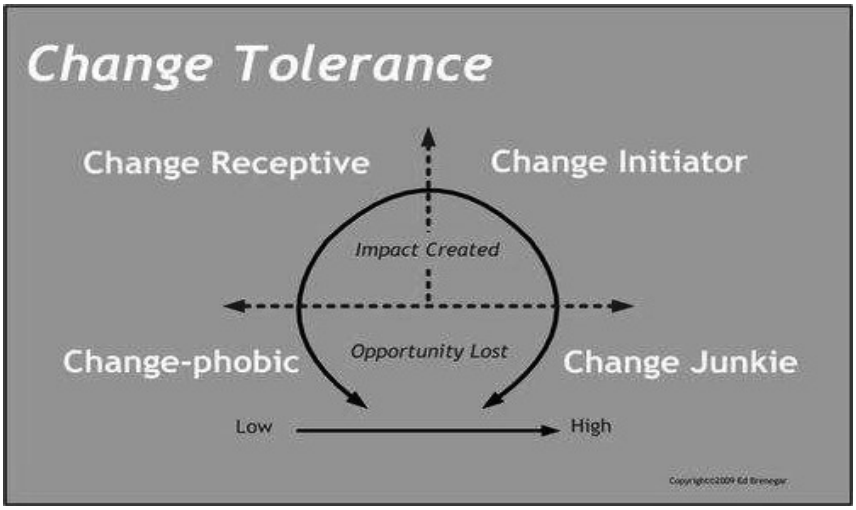
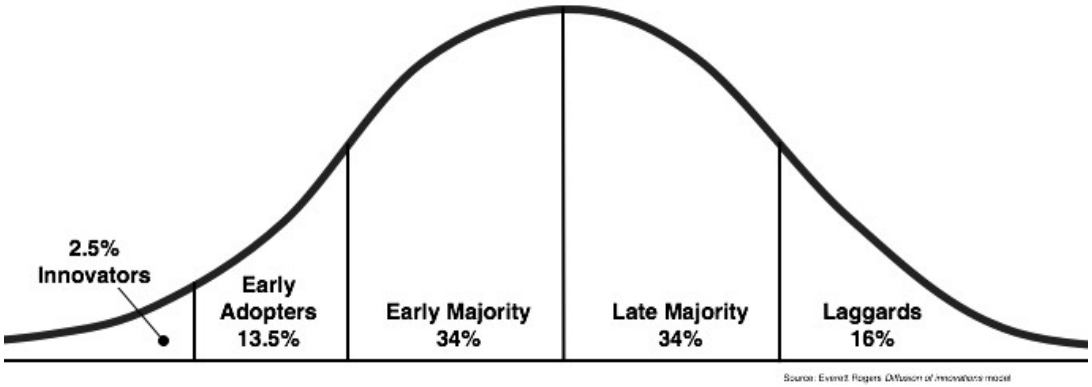
About You: What's Your Change M.O.?

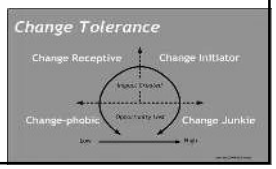


The Truth about Change

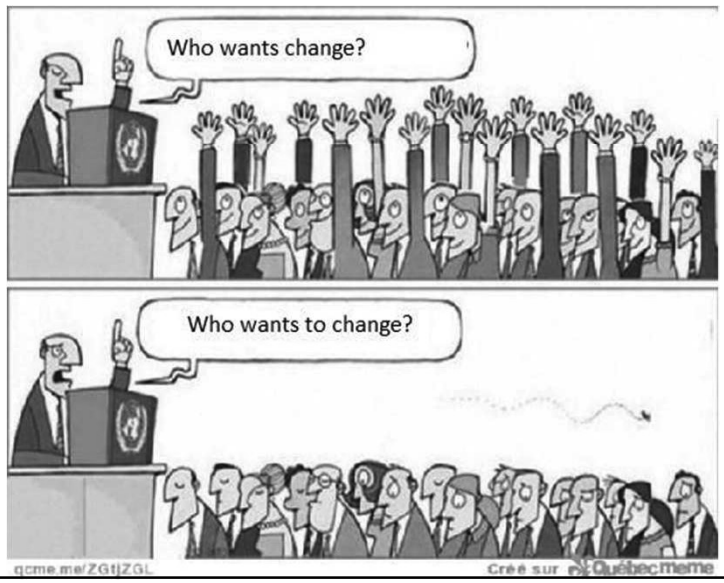
How ideas and technology spread



Source: Everett Rogers *Diffusion of Innovations* model



Most People Want Change… as Long as THEY Don't Have To



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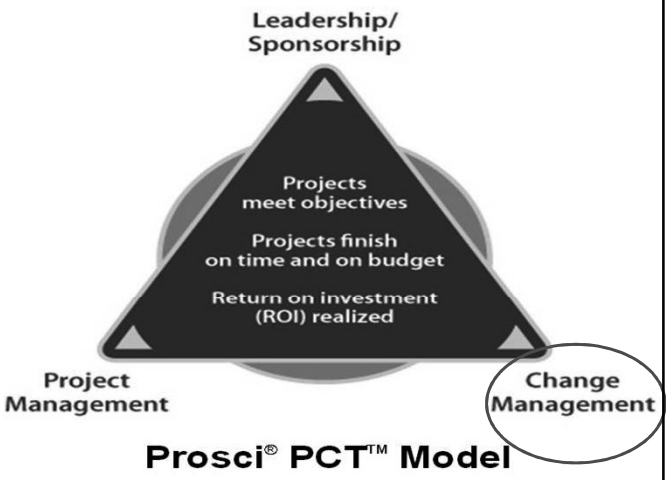
Three Elements Needed for Successful Change

- **Leadership / Sponsorship** authorizes the change and provides guidance, governance and support
- **Project Management** gives structure to the technical side of the change
- **Change Management** supports the people side of the change



The Prosci® Project Change Triangle (PCT) is a trademark of Prosci, Inc. All rights reserved.

Change management:

The set of tools, resources, processes, skills and principles for managing the people side of change in order to achieve the desired business results

SUCCESS FORMULA

1. Is there a compelling business case for the change?
2. Is there committed leadership for the change?
3. Are the people affected by and doing the work energized and on board with the change?

Why the People Side of Change?:

Organizational Change Can Be Represented By Three States

Current State	Transition State	Future State
How things are today	Moving from current state to future state	How things will be tomorrow

Often, we take a "project-based" approach to managing change

Current State	Transition State	Future State
Varied, Ad Hoc Processes	→	Documented, Uniformed Processes
Old Operating Model	→	New Operating Model
Generalists in the Program	→	Specialists in the Program
Paper Files	→	Online Portal
Two Different Companies	→	Merged Organization

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Successful Change Management **is not** the same as Successful Project Management.

You can manage the project-side of change well and still not achieve the desired results

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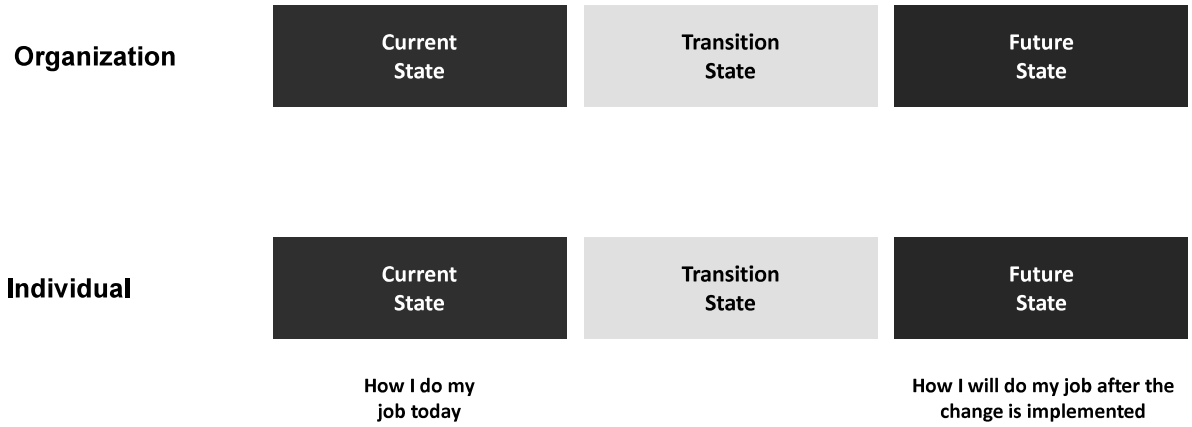
In reality, each impacted individual has his or her own current and future state



The organization's future state is actually the collection of many individual future states.

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How Well You Manage the People Side of Change Will Determine How Well Your Change Is Implemented

Individuals

C	T	F	Andy
C	T	F	Becky
C	T	F	Charlie
C	T	F	Debbie

The Human Element of Change

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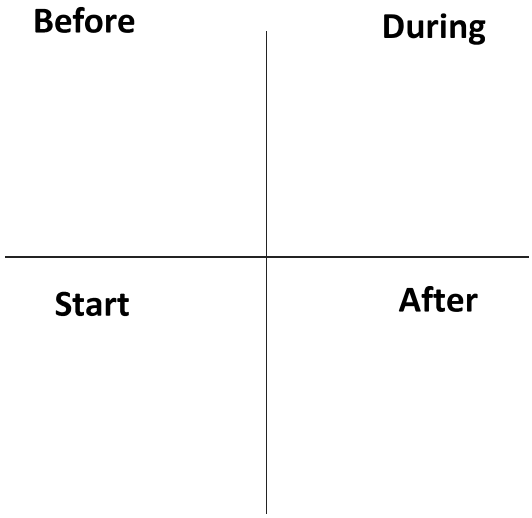
Debrief: The Emotions of Change



Intensity of Feeling Chart

	Happy	Sad	Angry	Confused	Afraid	Weak	Strong	Guilty
High	Elated Excited Overjoyed Thrilled Exuberant Ecstatic Fired up Delighted	Depressed Disappointed Alone Hurt Left Out Dejected Hopeless Sorrowful	Furious Enraged Outraged Aggravated Irate Seething	Bewildered Trapped Troubled Desperate Lost	Terrified Horrified Scared stiff Petrified Fearful Panicky	Helpless Hopeless Beat Overwhelmed Impotent Small Exhausted Drained	Powerful Aggressive Gung Ho Potent Super Forceful Proud Determined	Sorrowful Remorseful Ashamed Unworthy Worthless
Medium	Cheerful Up Good Relieved Satisfied Contented	Heartbroken Down Upset Distressed Regret	Upset Mad Annoyed Frustrated Agitated Hot Disgusted	Disorganized Foggy Misplaced Disoriented Mixed up	Scared Frightened Threatened Insecure Uneasy Shocked	Dependant Incapable Lifeless Tired Rundown Lazy Insecure Shy	Energetic Capable Confident Persuasive Sure	Sorry Lowdown Sneaky
Mild	Glad Content Satisfied Pleasant Fine Mellow Pleased	Unhappy Moody Blue Sorry Lost Bad Dissatisfied	Perturbed Uptight Dismayed Put out Irritated Touchy	Unsure Puzzled Bothered Uncomfortable Undecided Baffled Perplexed	Apprehensive Nervous Worried Timid Unsure Anxious	Unsatisfied Under par Shaky Unsure Soft Lethargic Inadequate	Secure Durable Adequate Able Capable	Embarrassed

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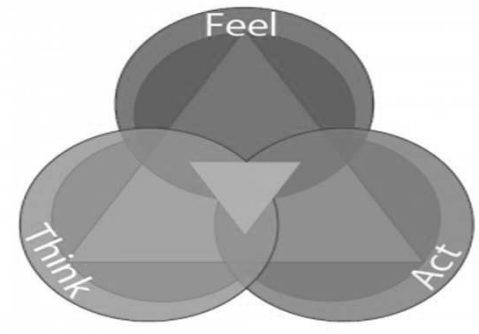
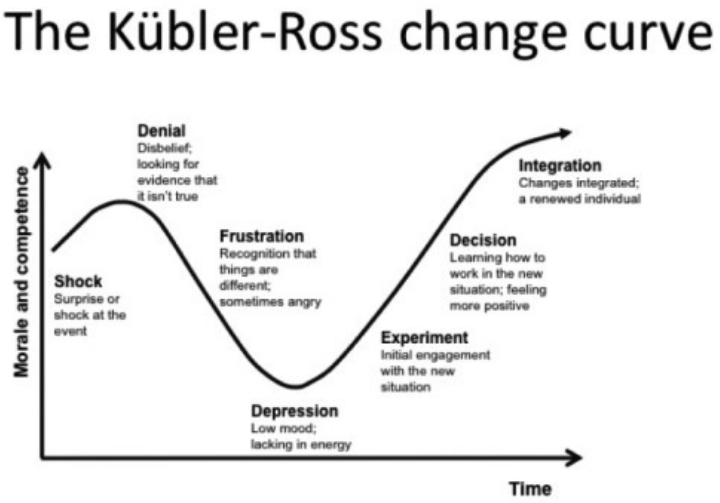
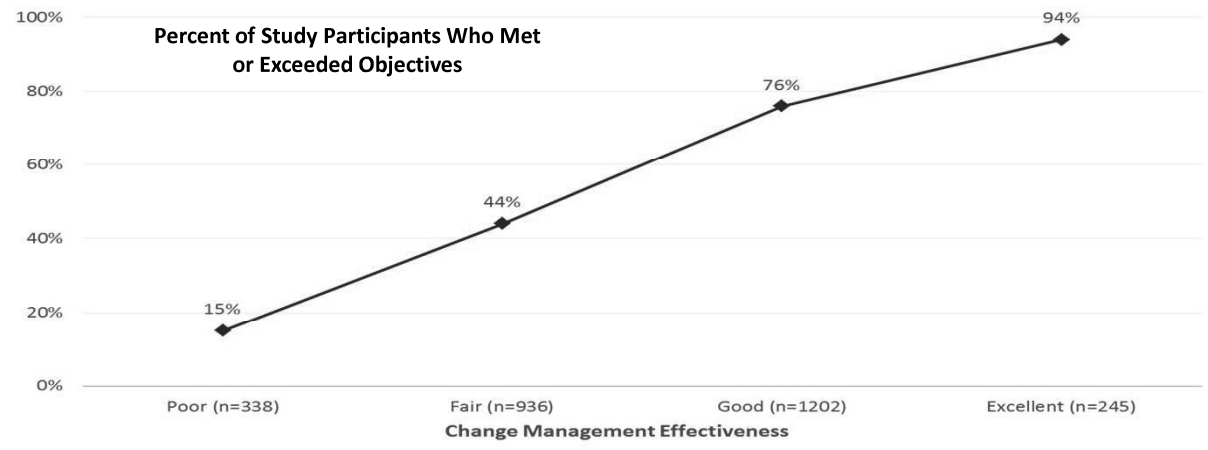
Why Feelings & Emotions Matter





Failing to plan for the emotion & people side of change **is planning for your project to fail**



Prosci 2016 Benchmarking Data
Date from 2007, 2009, 2011, 2013, 2015

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Consequences of ignoring or ineffectively managing the people side of change

- Lower productivity
- Passive resistance
- Active resistance
- Turnover of valued employees and/or board members
- Disinterest in the current or future state
- Arguing about the need for change
- More people taking sick days or not showing up
- Changes not fully implemented
- People finding work-arounds
- People revert to the old way of doing things
- Divides are created between 'us' and 'them'

An Ounce of Prevention is Worth a Pound of Cure

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Pair & Share: What does it take for YOU to be ready, willing and able to change?

Do's

Fill in the blank:

I need _____

so I can_____

Dont's

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The Five Building Blocks for Successful Individual Change

- **A** — **Awareness**
- **D** — **Desire**
- **K** — **Knowledge**
- **A** — **Ability**
- **R** — **Reinforcement®**

ADKAR and "Awareness Desire Knowledge Ability Reinforcement" are a registered trademarks of Prosci, Inc. All rights reserved.

ADKAR – A Linear Model for Accelerating Individual Change

- **Awareness** of the need for the change
- **Desire** to participate and support the change
- **Knowledge** about how to execute the change
- **Ability** to implement new skills and behavior
- **Reinforcement** to keep the change in place

Managing Resistance & Creating Desire

- Listen to Understand Objections
- Focus on the What & Let Go of the How
- Remove Barriers
- Provide Simple, Clear Choices and Consequences
- Create Hope
- Show Benefits in Real, Tangible Way(s)
- Make a Personal Appeal
- Convert the Strongest Dissenter(s)
- Demonstrate Consequences
- Use Incentives

Change Management Plans: Putting It All Together

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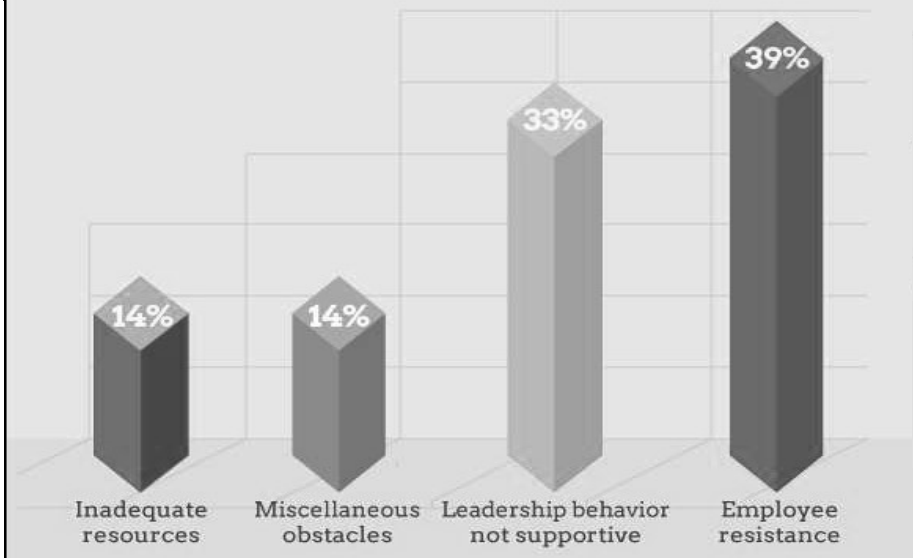
Change Management Planning Tool

Project	Purpose	Particulars	People
What is the project	Why we are changing	What specifically has to change	Who has to do the changing (who will the change affect)?

Plans: Sponsorship, Communications, Training, Coaching, Resistance Management

Why Do Change Initiatives FAIL?



Prosci® PCT™ Model

Success Factors
1. Compelling Business Case
2. Leadership Involvement
3. Impacted Employees on Board

Source: McKinsey Quarterly

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Closing Activity: A Change Challenge (Optional)

1. If you accept the challenge (a taste test), you have to finish it.
2. Maintain eye contact with your group during the process

Questions?

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