

# **ORGANIZATIONAL CHANGE**

Changing Vision into Action

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**CHANGE IS DIFFICULT, BUT CHANGE IS NECESSARY.**



**It is easier to be the Changer,  
than the Change.**

# SUCCESS FACTORS



**Stay focused on the mission,  
and the individuals you support**

# WHAT USUALLY HAPPENS

Rate of acceptance varies by knowledge of what is happening.

- 10-20% will be In favor
- 60-80% will be on the fence
- 10-20% will be opposed

# NORMAL REACTIONS TO CHANGE

- Hope It's Not Real, "I Can Outlast Them"
- Impact on Me - Lots of Questions
- Fight It - Passive or Blatant
- "Prove It to Me"
- Support It
- Embrace It



# ORGANIZATIONAL CHANGE: RESISTANCE

- Resistance comes in different forms
- Don't take it personally
- Some will never accept
- Resistance is not necessarily bad



# ORGANIZATIONAL CHANGE: FEAR OF LOSING

HISTORY JOB FOCUS  
REPUTATION CONTROL  
PASSION FRIENDS  
RESPECT PRESTIGE  
CONNECTION CULTURE  
COMPETENCE EN

# WHY CHANGE FAILS

- Misunderstandings
- Power plays
- No “say” In process or outcomes
- Self interest overrides everything
- Fear of the unknown





# COMMUNICATION GUIDELINES

- Need champions
- Talk to people in person
- Tell the truth
- Let people express their feelings
- Discuss the real issues



# ORGANIZATIONAL CHANGE: YOU NEED AN ACTION PLAN

- Describe the change completely
- What is the best possible outcome?
- Timetable
- How will we recognize success?



“If I had an hour to  
**save the world,**  
I’d spend 55 minutes  
**defining the problem.”**

- Albert Einstein

# ORGANIZATIONAL CHANGE: FOCUS GROUPS

- Individuals
- Families
- Board of Directors
- Staff at All Levels
- Community Members
- Funders



# MEASURING ORGANIZATIONAL CHANGE: OUTCOMES DRIVE US

Outcomes defined by individuals  
with disabilities and their families:

- Home
- Work
- Volunteer
- Friends
- Money
- Safety

## The New Focus Is...

# DATA DRIVEN DECISION MAKING

	<b>2003</b>	<b>2006</b>	<b>+ or -</b>
<b>People Choose Services</b>	47%	87%	+40%
<b>People Realize Goals</b>	63%	100%	+37%
<b>Connected to Natural Sup.</b>	52%	81%	+29%
<b>Different Social Roles</b>	21%	50%	+29%
<b>People Have Friends</b>	58%	81%	+23%
<b>Use their Environment</b>	78%	100%	+22%

# WHY STUDY THE FUTURE?

- No one knows what will happen
- Opportunities as well as danger
- Change needs to be constructive

## KEY FACTORS & SUCCESS INDICATORS FOR PERSON-CENTERED SERVICES



Think about the 7 Key Factors and 34 Success Indicators listed. Place a check mark into the area where you believe they best fit for your organization.

Key Factors	Success Indicators to promote self-directed services and person-centered excellence	Contributes to success	would like	Presents a challenge
Assessment/Discovery	<ol style="list-style-type: none"><li>1. People feel welcomed and heard ★</li><li>2. People have authority to plan and pursue their own vision ☆ ☆</li><li>3. Assessment of needs is fair and accurate ☆ ☆</li><li>4. Assessment identifies personally defined quality of life ☆ ☆</li></ol>			

# BECOMING A LEARNING ORGANIZATION

- Learning Organizations take risks
- Learning Organizations partner with individuals who will challenge them
- For every person considered “too disabled” to work, someone somewhere has figured it out for a person with similar needs




# BECOMING A LEARNING ORGANIZATION - 2

- Every improvement in services for people with severe disabilities has been a movement away from institutions and segregation and toward community and inclusion
- Learning Organizations need leadership to move toward building social ties.

# WHAT LEARNING ORGANIZATIONS DO

- Relentlessly upgrade their team
- Use every encounter as an opportunity to evaluate, coach and build self-confidence.
- Make sure people not only see the vision,



- They **live** it.
- They **breathe** it.
- They **own** it.

# WHAT LEARNING ORGANIZATIONS ALSO DO

- Inspire risk taking
- Encourage learning by setting the example
- Celebrate success
- Establish trust with candor

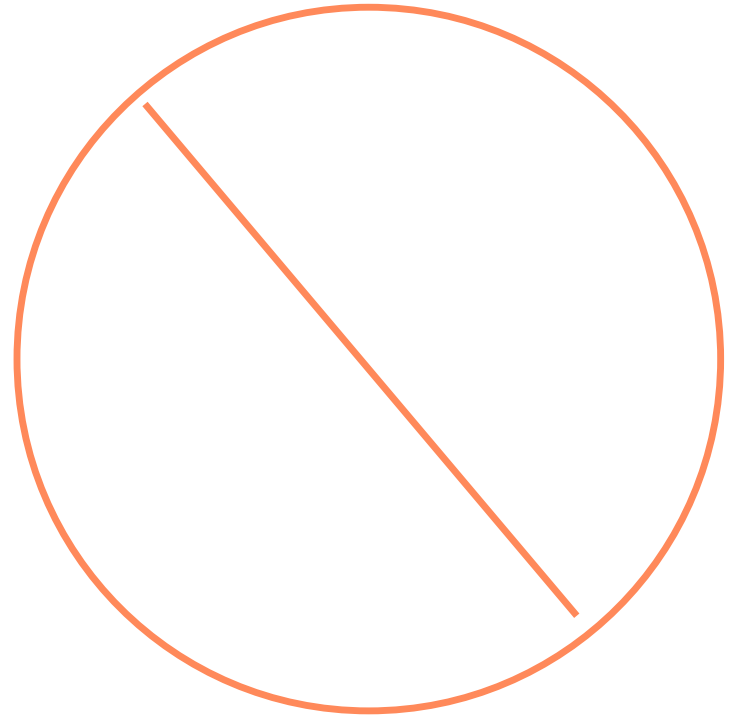
# LEARNING ORGANIZATIONS ALSO:

- Laugh
- Positive energy and optimism
- Have courage to make unpopular decisions and gut calls
- Probe and push with a curiosity that borders on skepticism
- Make sure questions are answered with action



# WHERE WE USED TO BE

- Lincoln State School
- The Rules if you left
- Notify us
- Don't drive a car
- Do not drink alcohol
- Do not get married
- Do not buy on lay away



# UNPRECEDENTED OPPORTUNITIES

- Live more than a century
- Conquer Disease
- Gold Among Gray
- Smart Houses



# THE SEAT OF THE SOUL

The club that kills can drive a stake into the ground  
**to build a shelter.**

The spear that takes a life can be used as a lever  
**to ease life's burdens.**

The knife that cuts flesh can be used  
**to cut cloth.**

The hand that builds bombs can be used  
**to build schools.**

The mind that coordinates the activities of violence  
**can coordinate activities of cooperation.**

“We have long recognized that  
**PEOPLE WITH DISABILITIES**  
are some of our nation’s greatest untapped resources.  
We believe that **ALL** persons with disabilities  
must be fully integrated into mainstream society,  
so they live **fulfilling** and **rewarding lives.**”

- President Bill Clinton, 1992



# INNOVATION IS AS AMERICAN AS APPLE PIE

- New products every 30 minutes
- YET, we still have so much technology untouched
- Global World
- YET, we can't convert sheltered workshops to models for building social capital.
- Computers can Drive Cars
- Yet, we are afraid to tear down brick & mortar to get to outcomes.

# CULTURAL GUIDELINES...

For Changing The Way You Handle Change:

- Stop the history
- Don't wait for instruction
- Don't Play it Safe
- Try not to break things
- Do what works
- Take initiative
- Take more risks
- Welcome destruction

# WORKFORCE ISSUES

- Vision
- Flexible Leaders
- Think Strategically
- Retain Best Employees
- Information Age
- Mentor Staff
- Balance Risk with Safety



# RETHINKING OUR INTERNAL POLICY

- Control
- Choice
- Dignity
- Rights
- Personal Goals
- Self-Advocates as Policy Makers



# OFF TO SEE THE WIZARD

- Friends
- Mutual Respect
- Interdependence
- Courage
- Informed Choices
- Freedom to go HOME



“Sometimes our light **goes out**.  
But it is blown again into flame  
by an encounter with another  
**human being**. Each of us owes  
the deepest thanks to those  
who have **kindled** this light.”

- Albert Sweitzer