

# LEADERSHIP *at all levels* HAS IMPORTANT ROLES IN BUILDING READINESS FOR CPM IMPLEMENTATION



**Readiness for Change** needs *active support* to be developed, nurtured, and sustained. It involves establishing shared value, commitment, and the collective ability to support change. When people know what to do, how to do it, and perceive they have the resources they need, they are more likely to initiate change, exert more effort and persistence, and work together.

## Core Interdependent Components of Readiness for Change

### 1. COMMUNICATION FOR ENGAGEMENT!

- Actively ensuring that people see how CPM fits (“*so what does this mean for us here?*”), and aligning the agency’s mission, initiatives and work with the integrating vision for CPM
- Engaging people to help them *really see* CPM as it applies *to them*, no matter their role
- Ensuring people have pathways for action in implementation activities & to share CPM’s purpose

### 2. CLIMATE FOR “CHANGE” IN THE ORGANIZATION IS SET!

- People get to learn together, try together, and share examples of early practice together
- *Parallel process!* Leaders are demonstrating their role in CPM (Leadership Behaviors) as families are experiencing CPM (the Practice Behaviors). Visible commitment to change!
- Leaders are asking people what resources and supports they need to “set the stage” for change.
- Key messages echoing “*we are all a part of CPM, we are in this together, we are learning and growing together*” are actively demonstrated and shared. The time is right!

### 3. PEOPLE UNDERSTAND PRACTICE BEHAVIORS & FEEL “READY” TO TRY THEM ON

- The organization is setting up ways to pay attention to & apply the practice behaviors in key aspects of day-to-day work—from greeting a co-worker to making safety decisions to facilitating visitation to supporting reunification and more!
- People see how and when to use the practice behaviors – and see others doing them!
- People perceive they have the resources they need to be able to do this and get better

### 4. TEAMS HAVE CLEAR, DEDICATED, RESOURCED ROLES FOR IMPLEMENTATION

- People with specific roles to facilitate day-to-day coordination & management of implementing CPM *and* the decision making authority to guide and oversee it are working *together*
- Teams understand their specific purpose and how they connect to the work of other teams
- Teams are linked to each other, leadership, staff, and partners in ways that fit local context

### 5. FEEDBACK LOOPS

- Leaders are setting up ways to talk about how things are going - from gathering staff and partner feedback to figuring out how we document data to track progress and needs
- “*What do we need to know, and how are we going to know it?*” The organization is thinking about what to watch for and how to watch for it to learn from what we see and get better

# Ongoing Leadership Development for Building Organizational Readiness for CPM Implementation

*Webinar for Central Region's Managers and Key Leaders*

*Renée I. Boothroyd, Implementation Specialist*

*On behalf of CCTA's CPM Implementation Support Team (CIST)*

*September 27, 2019*



# Shared Agreements (examples)

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- ✓ **Each of us** has an important role and voice to share
- ✓ **Freedom** to ask questions, voice concerns, contribute best thinking
- ✓ Maintain **a learning environment** with appreciation and among each other's different experiences, wisdom, challenges.
- ✓ **Honest** with each other
- ✓ **"Present," supportive**, take the time to "check in" with each other
- ✓ **Solution focused** approaches.
- ✓ Active engagement & participation from all – be comfortable using CHAT
- ✓ Webinars and calls: Silence implies consent

# Objectives

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- Understand what Organizational Readiness Building (ORB) is, why it is important for implementation, and some key elements that make it real
- Explore the value of assessing ORB, not as judgment, but as a strategy for “knowing where we stand” and then planning for and addressing how to get better
- Set in motion some next steps for digging deeper about assessing ORB locally, then sharing our learning with each other at the next October webinar

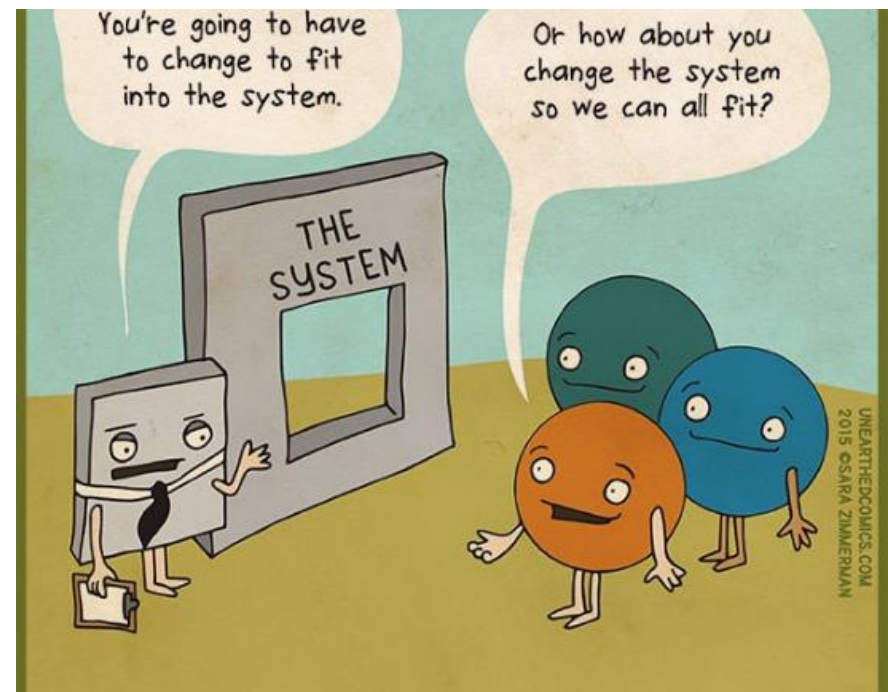
# As we are getting started, Some Background & Context

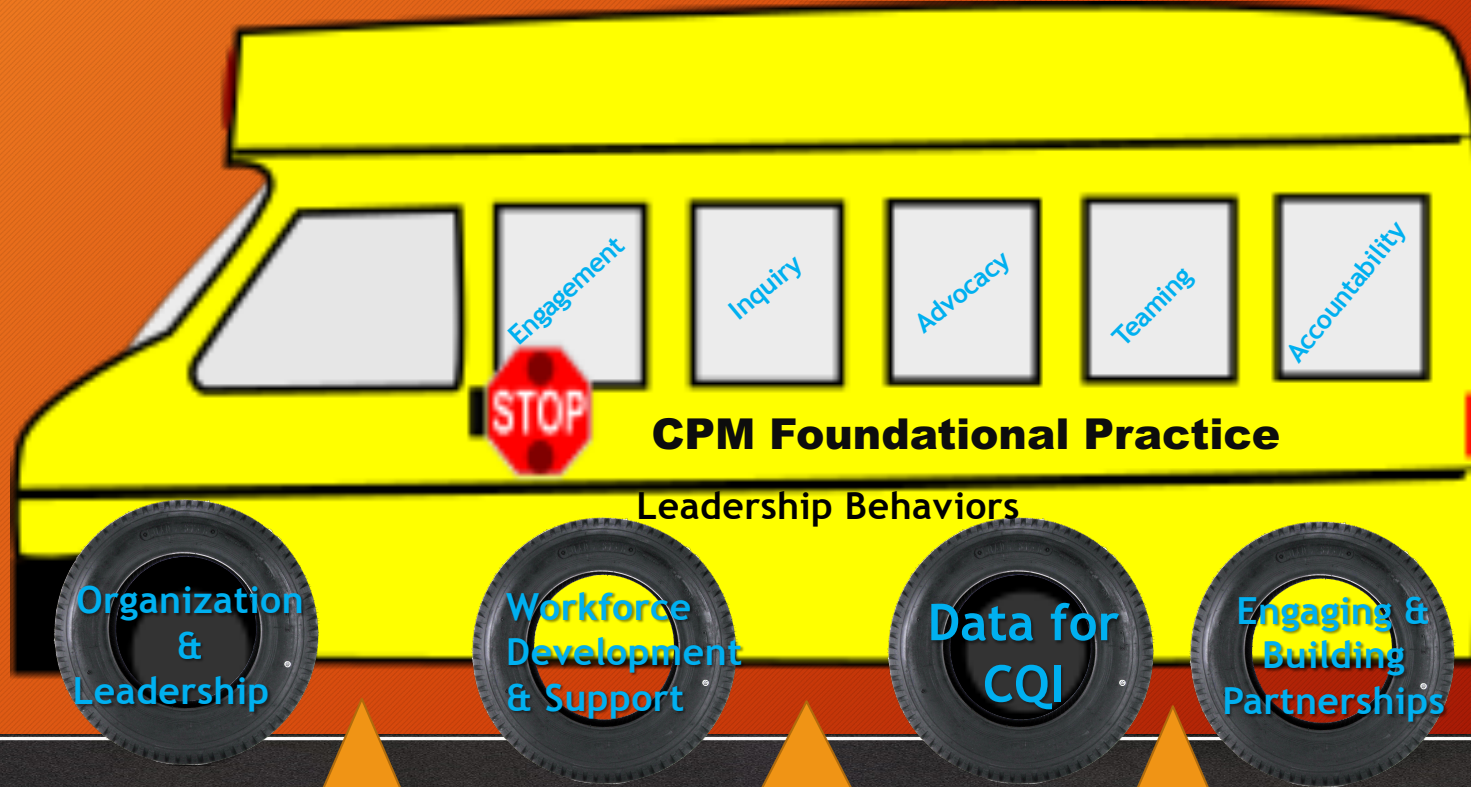
## CA Child Welfare Core Practice Model

- Practice behaviors
- Leadership behaviors
- Organizational standards

## Leadership

- Highlights the need to focus on the organization - leadership, policies, practices - as “host” to effective practice of *any* program





SOP

CFT

CANS

QPI

CCR

# How can we ensure CPM's integration as the foundation of county child welfare practice?

## Integration

means leaders adopting and using the CPM's leadership and practice behaviors in the agency's administrative/executive, day-to-day, and cross-agency functions to fully implement the CPM in alignment with other required or desired initiatives.



# How CPM Offers an Organizing Framework

- Drawn from thinking of Central RTA Implementation Support Team

Leadership & Practice Elements	SAMPLE ILLUSTRATIONS <b>(that eliminate practice “silos” and shift the focus to collaborative practice with families instead of “tasks”)</b>
<b>INQUIRY</b>	Explore with families and children how the CFT process (Teaming) might need to be adapted for the family to maximize their/their team’s participation; how CANS questions might need to be adapted to fit the family’s understanding and context.
<b>ENGAGEMENT</b>	Engage the family and their network in planning for initial and ongoing CFTs where all the responses to the CANS will be compiled & reviewed by the team in one setting
<b>TEAMING</b>	In the CFT context, using a collaborative framework, orient the team to the “teaming process” ( <i>a meeting is not a Team on its own</i> ), and affirm their role and commitment. Discuss and plan as a team how the CANS will be updated, revisited, and how it will inform the case plan, support plans, and be documented/described in court reports
<b>ADVOCACY</b>	Ensure that the CANS is a tool that lifts up both resiliency and needs that the family and their network identify, and that the subsequent plan for intervention is in line with the family’s overall goals
<b>ACCOUNTABILITY</b>	Ensure that the CANS is physically completed either in the CFT or immediately following, and that it is reflective of the team’s individuals and collective feedback and prioritization. Ensure that the CANS informs the case plan, support plan, and is reflected in appropriate documentation and reports



# Getting Clear: Organizational Readiness

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**“Readiness”** is a developmental point at which a person, organization, or system has the capacity and willingness to engage in a particular activity. It is *not* a pre-existing condition waiting to be found or an enduring aspect of a person, organization, or system. It needs active support to be developed, nurtured, and sustained.

**Organizational readiness** refers to ‘the extent to which organizational members are **psychologically and behaviorally prepared** to implement organizational change.’

HIGH: More likely to initiate change, exert greater effort, exhibit greater persistence, and display more cooperative behavior.

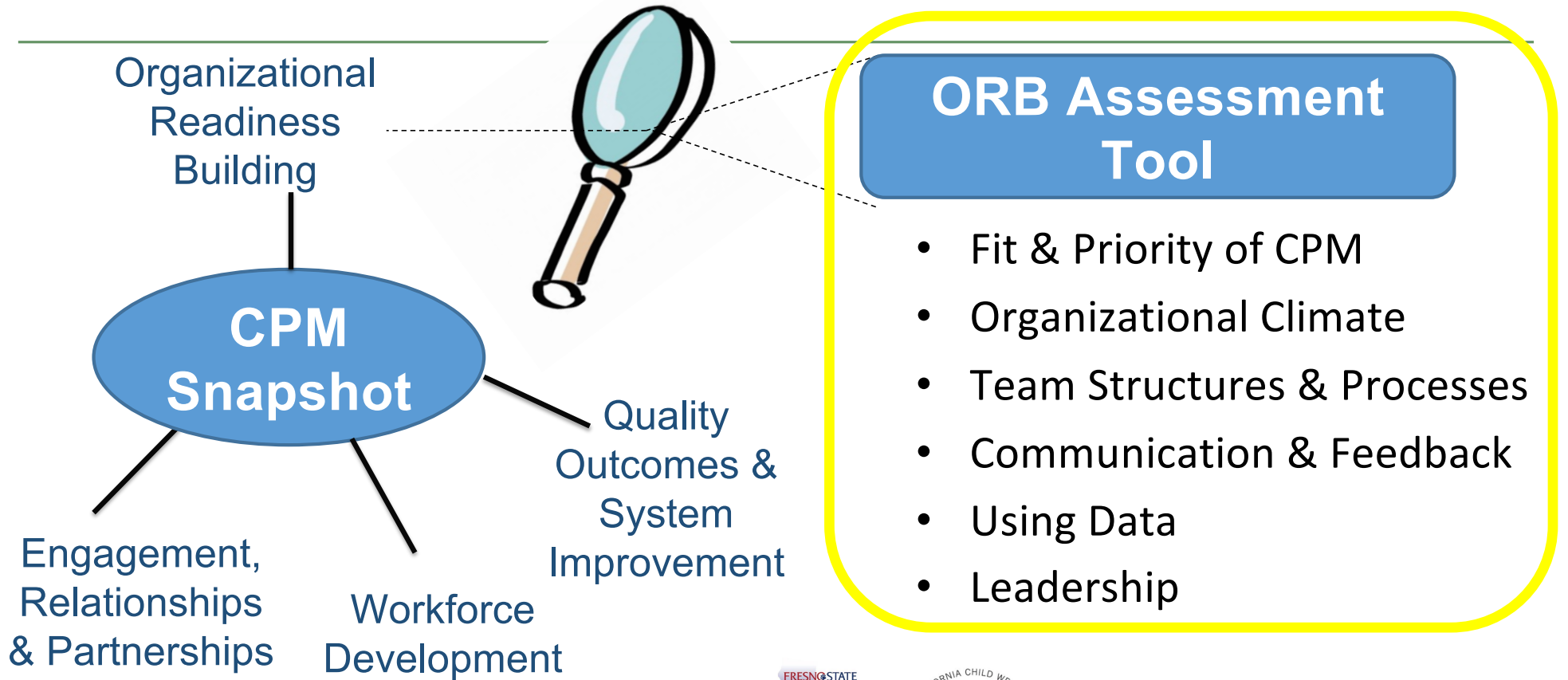
LOW: More likely to view the change as undesirable and subsequently avoid, or even resist, planning for the effort and participating in the change process.

# Organizational Readiness: Measure (Ex.)

- Are committed to implementing this change
- Are determined to implement this change
- Are motivated to implement this change
- Want to implement this change
  - Can manage the politics of implementing this change
  - Can support people as they adjust to this change
  - Can coordinate tasks so that implementation goes smoothly
  - Can keep track of progress in implementing this change
  - Can handle the challenges might arise in implementing this change

*Shared value and commitment  
Collective ability to support change*

# How Will We Know It When We See It?



# What does Visible, Active Leadership for Effective **Implementation Support** look like?

**Leadership** is about me as an individual (my own actions and behaviors to *lead people*). It is also about the practices, procedures, and policies that I ensure so that the broader organization enables implementation supports with counties for their use of the practice model (*leading the organization*). I can use functional structures and strategic processes to develop a “*culture and climate*” in this organization that facilitate implementation supports for counties use of the practice model and integrated initiatives.



# Role of Leadership in Building Organizational Readiness

1. Communication for engagement
2. Climate for “change” in the organization is set
3. People understand the practice behaviors and feel “ready” to try them on
4. Teams have clear, dedicated, resourced roles for implementation
5. Feedback loops



HOSTING ENVIRONMENTS FOR CHANGE:  
BUILDING IMPLEMENTATION CAPACITY

Building "Organizational Readiness"  
(for CPM Implementation)

Leadership Behaviors  
System-Level Intervention

(I)CPM Practice Behaviors

Family-Level Intervention  
informed by the theoretical  
framework, stakeholder  
input, and guided by  
CPM values

Workforce  
Development  
Systems

Engagement, Relationships,  
and Partnerships

Quality  
Outcomes and  
System  
Improvement

Using Data for  
Understanding  
and Guidance

All of this is at the  
County-Level.

COUNTIES are  
implementing the (I)CPM  
**Practice Behaviors**  
(family-level intervention)  
& **Leadership Behaviors**  
(their agency's system-  
level intervention) . . .

. . . And building local  
**implementation  
capacities** that are  
needed to support the  
use of (I)CPM as  
intended for improved  
outcomes.

# Role of Leadership in Building Organizational Readiness



*Hhhmmmm . . .  
What has or might this look  
like for me in my county?*



## ***Making This Real: Thinking About Getting a Sense of Where Are We Starting (Assessing Organizational Readiness)***

### **ORB Assessment Tool**

- A. Fit and Priority of Implementing CPM
- B. Organizational Climate
- C. Team Structures & Processes
- D. Communication & Feedback
- E. Using Data for Understanding and Improvement
- F. Leadership

### **ORB Elements Handout**

1. Communication for engagement (A&B)
2. Climate for “change” in the organization is set (B)
3. People understand the practice behaviors and feel “ready” to try them on (A,D,F)
4. Teams have clear, dedicated, resourced roles for implementation (C)
5. Feedback loops (D&E)

# CalSWEC

## Organizational Readiness Building Tools and Resources

### Resources and Tools

[Communication for Engagement in Organizational Readiness Building Key Messages](#)

These messages are intended to serve as potential "places to start" that people can tailor for their own needs and contexts as they explain CPM to colleagues and partners, explain the role of leadership and the organization in supporting the implementation of CPM, and to prompt others to be actively involved.



[Assessing Organizational Readiness Building \(ORB\) for Implementing the CPM: A SAMPLE of Assessment Items](#)

This ORB assessment tool is a comprehensive set of questions (that can be shortened, tailored for use within counties) that look in-depth and specifically at the organizational factors that are likely to influence CPM implementation.

["SO WHAT?" Considering Next Steps after Assessing Organizational Readiness Building \(ORB\) for Implementing CPM](#)

This planning guide helps counties and partners engage in discussion and planning based on priority areas that emerged from the ORB assessment.

## ***Making This Real: Some Big Ideas from Peer Counties About Getting a Sense of Where Are We Starting (Assessing Organizational Readiness)***

### **ORB Assessment Tool**

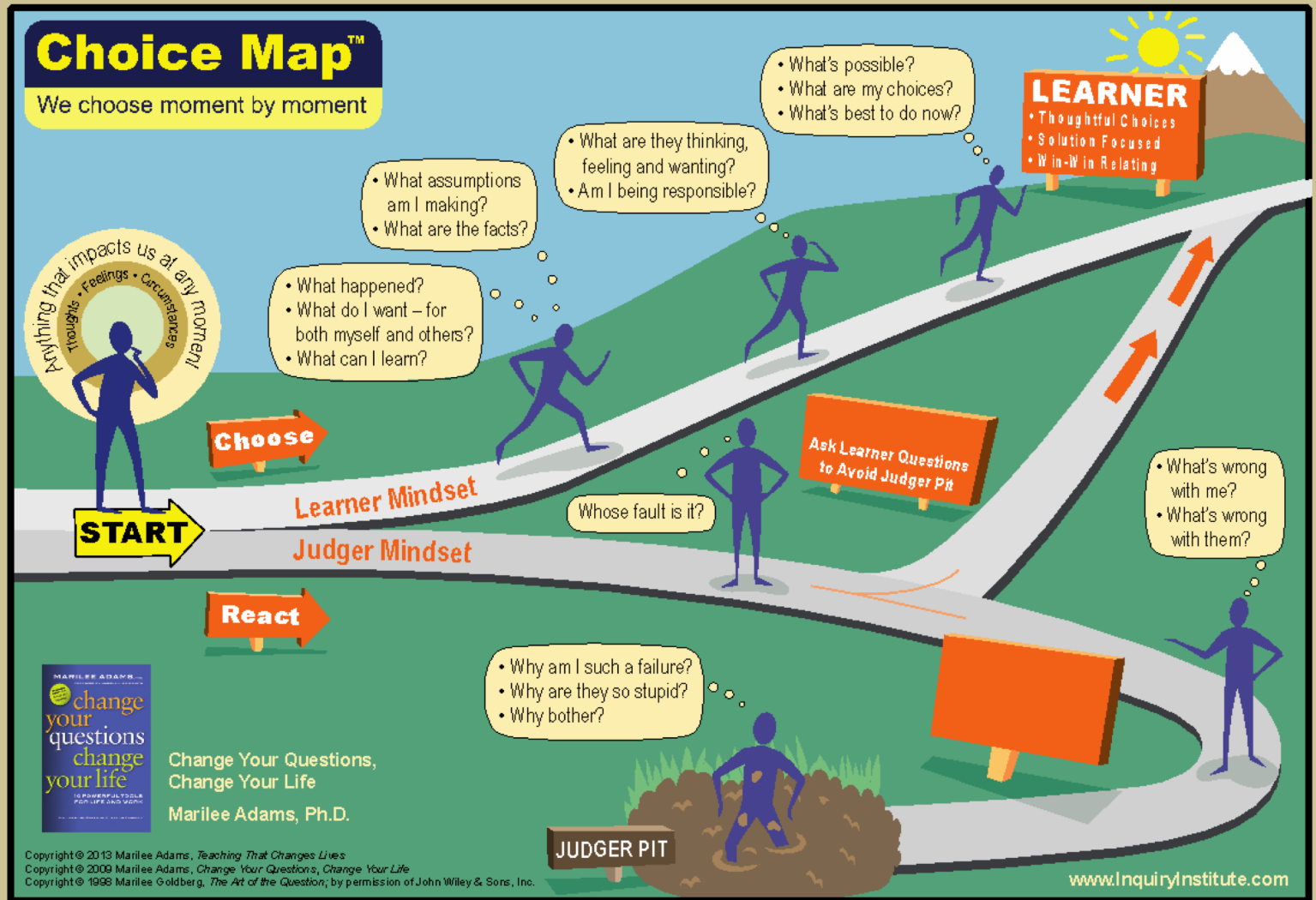
- A. Fit & Priority of Implementing CPM
- B. Organizational Climate
- C. Team Structures & Processes
- D. Communication & Feedback
- E. Using Data for Understanding and Improvement
- F. Leadership

*Started with different groups,  
different approaches*

*No one-size-fits-all*

*This process is flexible, needs to  
be tailored to local context, and  
needs to be locally anchored to  
“what do we want to know?”*

Taking a  
LEARNER  
tone and role  
with ORB  
Assessment



## ***Making This Real: Getting a Sense of Where Are We Starting?***

### **BREAKOUT GROUPS**



When you first get into your ZOOM breakout room,

- ✓ Introduce yourselves
- ✓ Choose a Facilitator
- ✓ Identify a Reporter

(who will report out on your group's behalf when we come back together)

# *Digging Into Organizational Readiness Building BREAKOUT Discussion Prompts*

1. *“Where in ORB are we starting from?”*  
Why might you want to explore ORB?  
What is the benefit?
2. How might you use an ORB assessment tool/process? What do you hope to gain? What do you want to know, need to know? What pieces of assessment might you focus on?
3. Who would be important to involve in this kind of ORB assessment right now?
4. What is my role as a leader in this?



*NOTE: Facilitators ask participants to be thinking about 1-2 next steps they might do when they bring this back to their county.*

# SO WHAT?

Quick Takeaways  
from Each  
Breakout Group



- Organizational climate – understand where staff are, range of exposure to CPM, how survey staff at different levels (maybe start with supervisors). Also want to message CPM as foundational, not something new, how we as agency behave
- Looking at what's in place, feedback loops of what is already established (celebrate); create culture of learning and transparency, working together. Think of this as mid-point assessment. Think about staff at all levels and partners. Think about different participants depending on focus of the questions (might vary)
- Lift up sections that ask about what CPM is, ask social workers and supervisors to inform communication planning. Starting small works!

# Next Steps Together (Counties with CIST support)

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- Define and carry out some steps locally to dig deeper about where we stand in terms of key aspects of Organizational Readiness Building (ORB). So . . .
  - County Teams (you and who else?) regroup about ORB planning ideas during the first part of Oct (i.e., who is the small team? What might be a natural opportunity for this work?)
  - County Teams carry out some next steps to explore ORB during the second week of Oct
  - County Teams figure out what they learning and what to share with each other at the Oct webinar
    - What ORB planning/ORB assessment activities did you undertake?
    - What did you learn?
    - What is a next step for you in ORB planning/assessment? Why?



# Looking Ahead

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- CIST facilitators from your ZOOM breakout will be emailing you after today's webinar to guide and support your ORB assessment efforts
- Oct webinar (currently scheduled for Oct 23) – County Voices for bringing ORB assessment thoughts and lessons back got learning; guiding development of December Managers Summit
- December 4 Managers Summit

*... Speaking of the Oct webinar ... (revisit date, either Oct 23 or Oct 30)*

# Thank you!

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# ***Digging Into Organizational Readiness Building BREAKOUT Discussion Prompts***

1. Why might you want to explore where are you starting from in Organizational Readiness? What is the benefit?
2. How might you use a tool like this? What do you hope to gain? What do you want to know, need to know? What pieces of assessment might you focus on?
3. Who would be important to involve in this kind of ORB assessment right now?
4. What is my role as a leader in this?



*NOTE: Facilitators ask participants to be thinking about 1-2 next steps they might do when they bring this back to their county.*