

# PRINCIPLES OF CHANGE FACILITATION

(5-5 AND 5-23)

[Time Allotted: 55 Minutes]

## CASE STUDY

When long-time victim advocates were informally surveyed regarding what they anticipate will bring major changes to our field in the near future, the most cited response was "professionalization of the field," including the development of standards and certification (please refer to page 5-23).

In this exercise, imagine that your organization or jurisdiction has developed a Task Force to address the development of standards and certification, and you are a key member. Consider the benefits of and barriers to this initiative, as well as key stakeholders who will be affected by this proposed change.

## LEARNING ACTIVITY

The full group will be divided into four sub-groups. Each group will take *fifteen minutes* to address one "guiding principle for managing change" as it relates to the development of standards and certification, utilizing the participant work sheets.

You will brainstorm with your group to identify how a strong leader would apply the core elements of this principle in addressing the development of standards and certification for your jurisdiction.

Your sub-group will present its findings to the full group in a *five-minute presentation*, with *five minute full group discussion* provided for feedback.

The "Guiding Principles for Facilitating Change" section of this chapter (page 5-5) provides you with an overview of the four principles that will be addressed in this exercise.

## MATERIALS NEEDED

- C Participant work sheets.
- C Tear sheets and markers.
- C Overhead transparencies and pens.
- C Other presentation resources requested by participants.

# FOUR GUIDING PRINCIPLES FOR FACILITATING CHANGE

## PARTICIPANT WORK SHEET

<b>KEY PRINCIPLE # 1: <i>ENGAGING PEOPLE</i></b>	<b>HOW TO EFFECT THIS PRINCIPLE</b>
<p>C Link the changes to people’s needs.</p> <p>C Let people plan their own part of the journey.</p> <p>C Prepare people for the tasks required of them.</p> <p>C Prepare people to deal with the stresses of change.</p> <p>C Welcome “resistance” as a sign of personal struggle, not as opposition to the goal.</p> <p>C Celebrate progress and make it fun.</p>	

# FOUR GUIDING PRINCIPLES FOR FACILITATING CHANGE

## PARTICIPANT WORK SHEET

<b>KEY PRINCIPLE # 2: <i>PROVIDING LEADERSHIP</i></b>	<b>HOW TO EFFECT THIS PRINCIPLE</b>
<p>C Establish a clear, practical vision of the desired future state.</p> <p>C Ensure that leaders strive to act as role models for others.</p> <p>C Align recognition and reward systems with the goals.</p> <p>C Make the change process a team effort.</p> <p>C Provide for an ongoing, open, two-way flow of information.</p>	

# FOUR GUIDING PRINCIPLES FOR FACILITATING CHANGE

## PARTICIPANT WORK SHEET

<b>KEY PRINCIPLE # 3: <i>CHANGE SUPPORT STRATEGIES</i></b>	<b>HOW TO EFFECT THIS PRINCIPLE</b>
<p>C Build partnerships involving all the key stakeholders.</p> <p>C Maintain the support of committed sponsors.</p> <p>C Strive for small early successes.</p> <p>C Focus effort where it can be most effective.</p> <p>C Cement the changes by neutralizing entrenched opponents.</p>	

**FOUR GUIDING PRINCIPLES FOR FACILITATING CHANGE**  
**PARTICIPANT WORK SHEET**

<b>KEY PRINCIPLE # 4:</b> <b><i>PROJECT MANAGEMENT</i></b>	<b>HOW TO EFFECT THIS PRINCIPLE</b>
<p>C Assign responsibility for orchestrating the process.</p> <p>C Develop a plan that addresses both human and technical issues.</p> <p>C Establish structures both to drive and to support the process.</p> <p>C Establish reliable systems for measurement, follow-up, feedback and learning.</p>	

# OVERCOMING RESISTANCE TO CHANGE

(5-10 AND 5-11)

[Time Allotted: 55 Minutes]

## CASE STUDY

A grant you recently wrote was fully funded by the state. Its goal is to establish a specialized division within your agency that provides services and support to victims of juvenile offenders. While your agency has seldom provided assistance to this population, and has limited experience dealing with the juvenile justice system, you feel—as a leader—that this change is long overdue, vital and welcome.

The 24-month grant funds a new professional staff position; a half-time administrative support position; computer equipment; and money for training, victim education, and community outreach.

Your staff knows nothing about the grant except that you are excited and committed to the new initiative.

## LEARNING ACTIVITY

The full group will be divided into seven sub-groups. Each group will take *15 minutes* to address one "common resistor to change" described on pages 5-10 to 5-11, utilizing the participant work sheets.

You will brainstorm with your group to identify as many *possible staff resistors to the change* proposed in this case study and, for each resistor, *develop a list of things a good leader can do overcome resistance to change*—to help your individual staff and organization prepare for and respond to this new program.

Your sub-group will present its findings to the full group in a *three-minute presentation*, with *two minute full group discussion* provided for feedback.

The "Threats to Change" section of this chapter (pages 5-8 to 5-10) may provide you will helpful background information for this exercise.

## MATERIALS NEEDED

- Participant work sheets.
- Tear sheets and markers.
- Overhead transparencies and pens.
- Other presentation resources requested by participants.

**OVERCOMING RESISTANCE TO CHANGE**  
**PARTICIPANT WORK SHEET**

<b>1. COMFORT WITH THE STATUS QUO</b>	
<b>POSSIBLE STAFF RESISTORS</b>	<b>WAYS TO OVERCOME RESISTANCE TO CHANGE</b>

**OVERCOMING RESISTANCE TO CHANGE**  
**PARTICIPANT WORK SHEET**

<b>2. FEAR</b>	
<b>POSSIBLE STAFF RESISTORS</b>	<b>WAYS TO OVERCOME RESISTANCE TO CHANGE</b>



**OVERCOMING RESISTANCE TO CHANGE**  
**PARTICIPANT WORK SHEET**

<b>3. LACK OF KNOWLEDGE</b>	
<b>POSSIBLE STAFF RESISTORS</b>	<b>WAYS TO OVERCOME RESISTANCE TO CHANGE</b>

**OVERCOMING RESISTANCE TO CHANGE**  
**PARTICIPANT WORK SHEET**

<b>4. LACK OF TIME AND RESOURCES</b>	
<b>POSSIBLE STAFF RESISTORS</b>	<b>WAYS TO OVERCOME RESISTANCE TO CHANGE</b>

**OVERCOMING RESISTANCE TO CHANGE**  
**PARTICIPANT WORK SHEET**

<b>5. NO BELIEF IN THE ADVANTAGES OF CHANGE</b>	
<b>POSSIBLE STAFF RESISTORS</b>	<b>WAYS TO OVERCOME RESISTANCE TO CHANGE</b>

**OVERCOMING RESISTANCE TO CHANGE**  
**PARTICIPANT WORK SHEET**

<b>6. ROLE CONFLICT</b>	
<b>POSSIBLE STAFF RESISTORS</b>	<b>WAYS TO OVERCOME RESISTANCE TO CHANGE</b>

**OVERCOMING RESISTANCE TO CHANGE**  
**PARTICIPANT WORK SHEET**

<b>7. KEEPING UP WITH THE CHANGE</b>	
<b>POSSIBLE STAFF RESISTORS</b>	<b>WAYS TO OVERCOME RESISTANCE TO CHANGE</b>