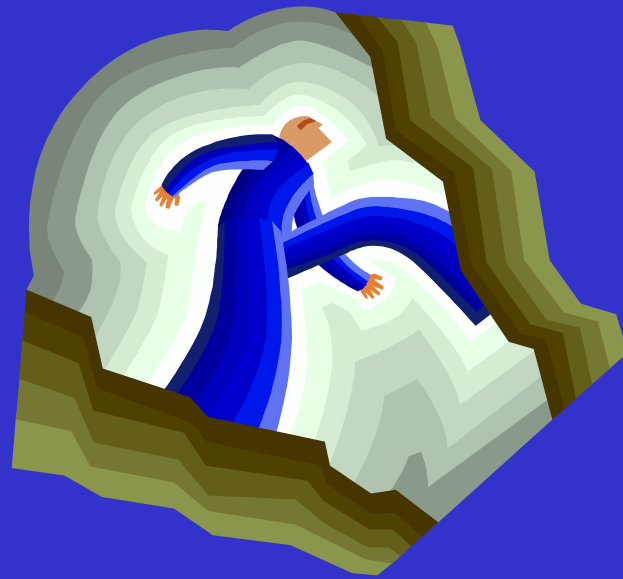


20th Annual Statewide Prevention Conference
'Passport to Prevention'

Strategic Systems Change



LeRoy Thompson
Top Management Assistance

Objectives

- **Share some insights into the requirements for successful systems change**
- **Impart a few tools and techniques to assist you in the process**
- **Be a source of encouragement to you**



CONSULTING

IF YOU'RE NOT A PART OF THE SOLUTION,
THERE'S GOOD MONEY TO BE MADE IN PROLONGING THE PROBLEM.

Prevention Issues

1. Complexity and dynamics within the factors that contribute to abuse
2. Diversity of stakeholders/ their constraints/the instability of their priorities, perspectives and politics
3. Difficulty in cascading the message and the methods throughout the system
4. Increasing 'chaos' within the social, political and economic make-up of a given community
5. Increased need for a common language and common approaches to needs assessment, etc.
6. Increased emphasis on outcome measurement
7. Increased need to build commitment to evidenced-based approaches

- **Others?**

Systems Change Priorities

1. Strategic Management

2. Operational Efficiency

3. A High Performance Culture(s)

Strategic Management

- **Strategic Thinking versus 'just' Strategic Planning**
- **Understanding the power of incremental change**

**Thinking Strategically
About How To
Position Our Efforts**

A Little "Trivia"

1. _____ To _____

2. _____ To _____

3. _____ To _____

4. _____ To _____

5. _____ To _____

6. _____ To _____

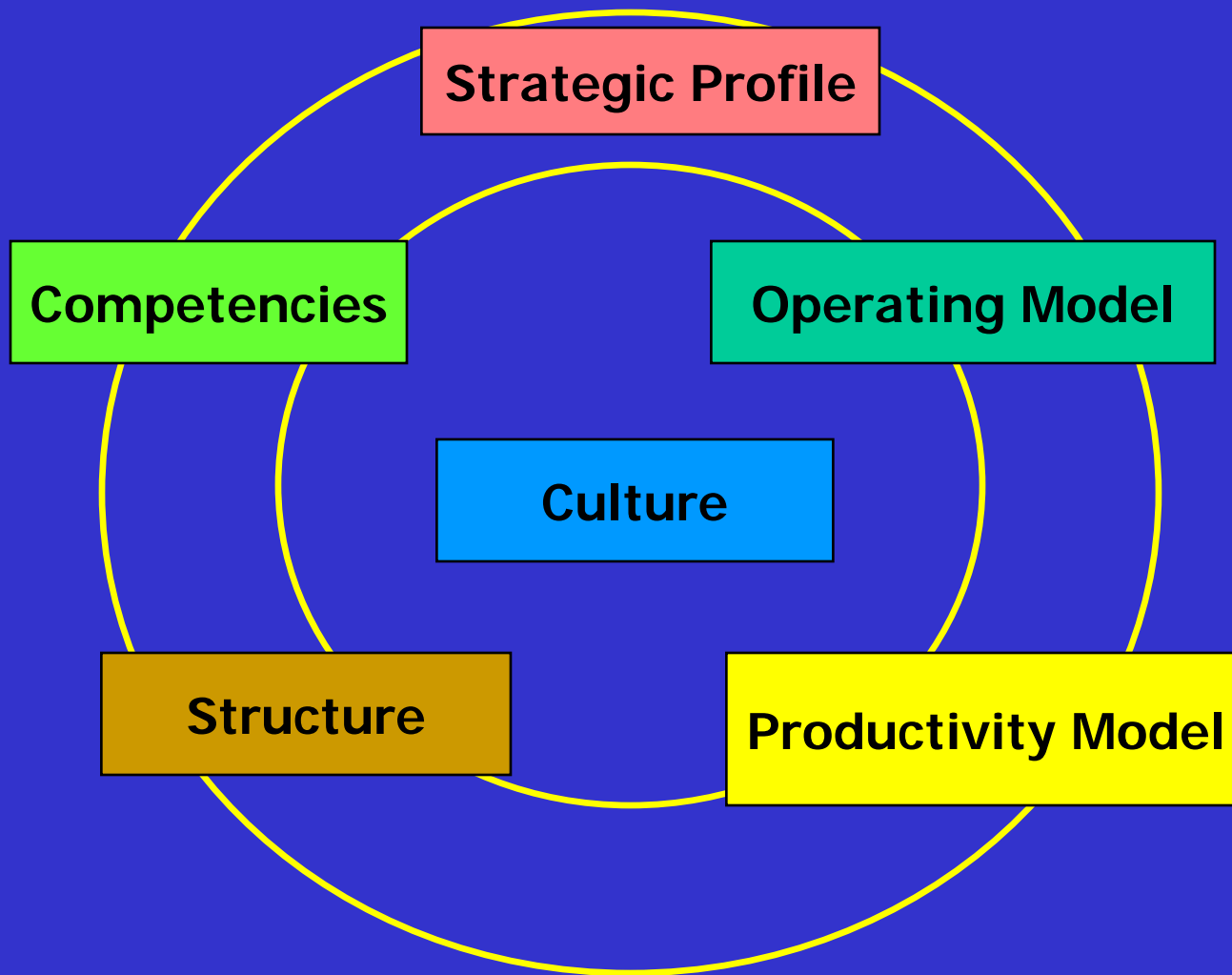
7. _____ To _____

8. _____ To _____

9. _____ To _____

10. _____ To _____

Systems Model



Strategy and Methods

Strategy


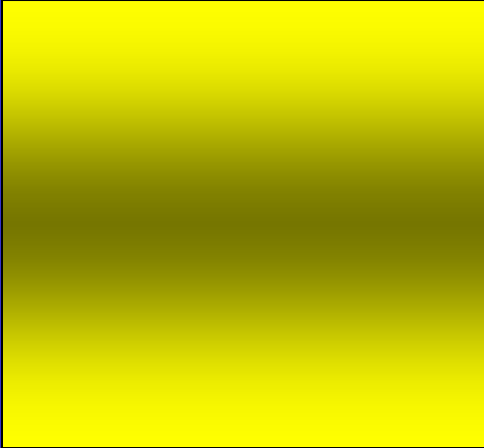
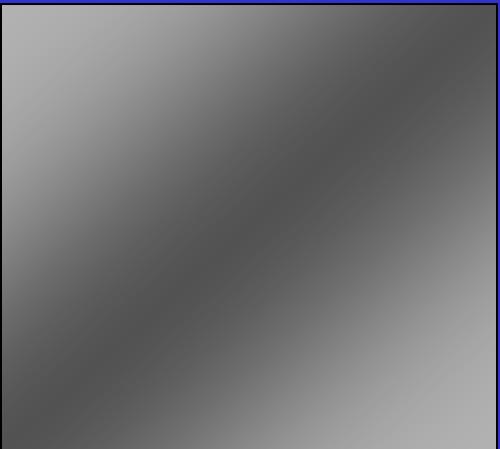

Clear

Unclear

Methods

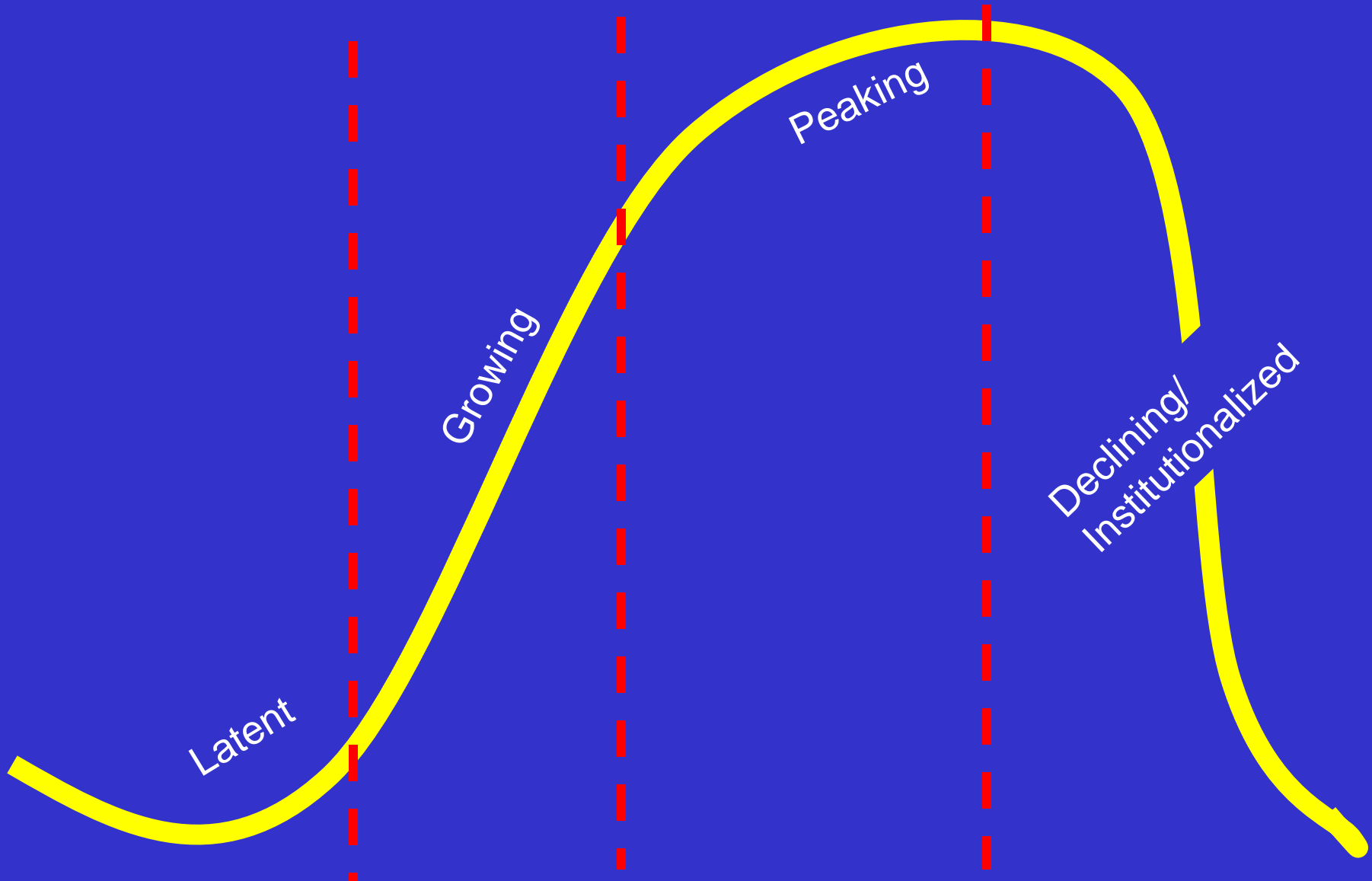
Effective

Ineffective

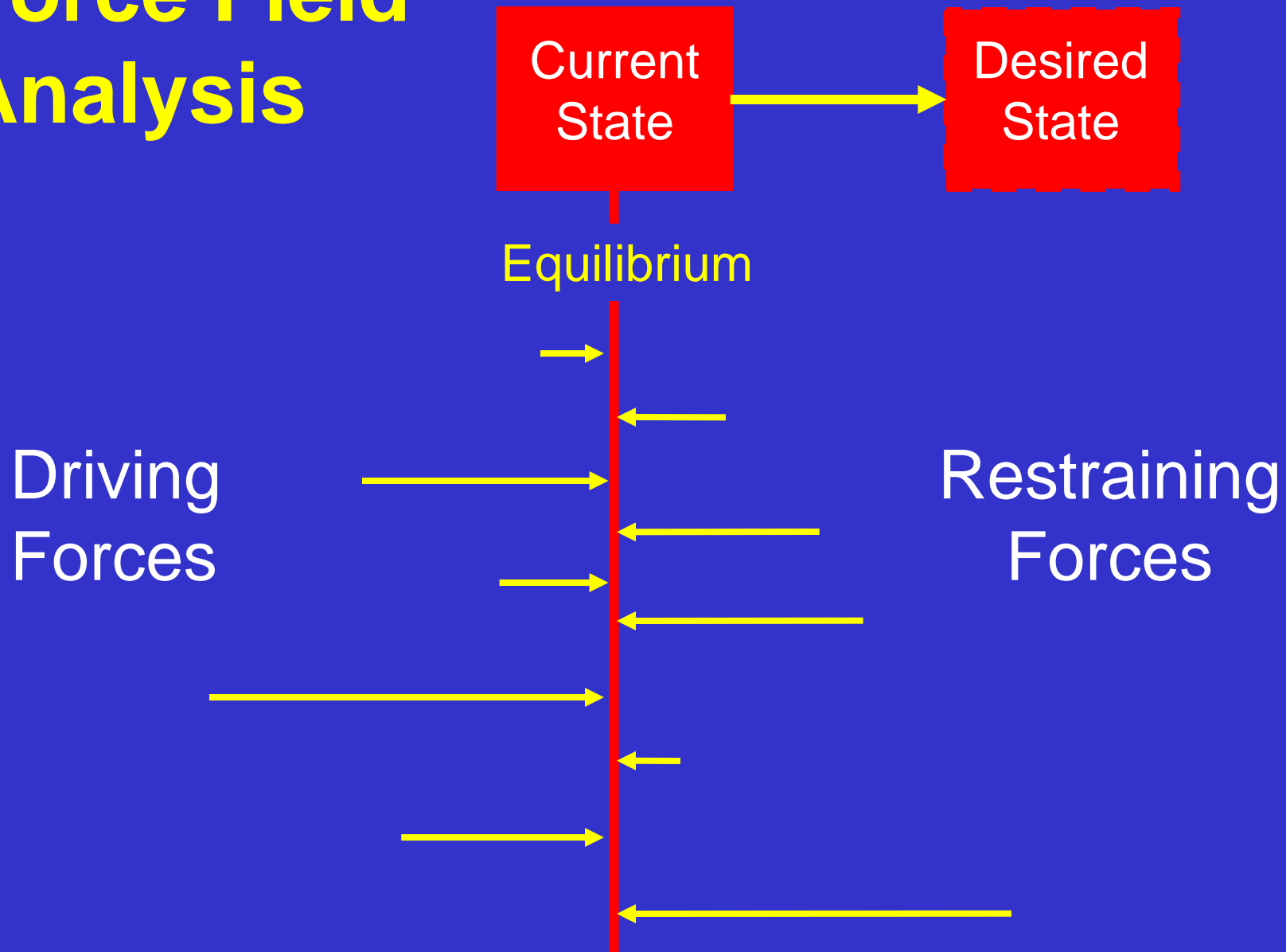
		
		

Understanding The Power Of Incremental Change

Cycles of Change



Force Field Analysis



Stakeholder Analysis

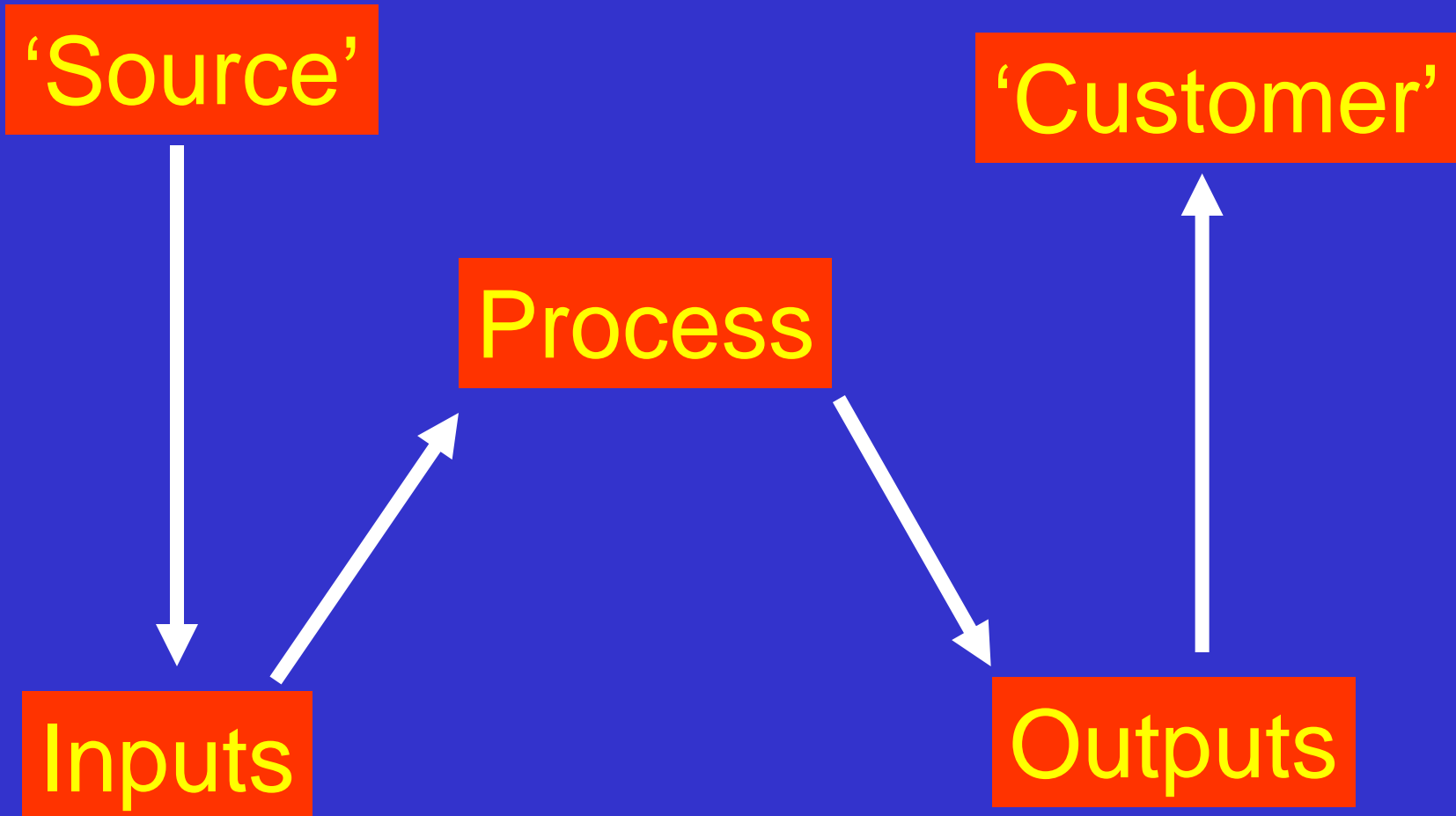
		Proposed Condition	
		Like	Dislike
Present Condition	Like	"Allies"	"Vocal Opposition"
	Dislike	"Lobbyists"	"Fence-Sitters"

Operational Efficiency

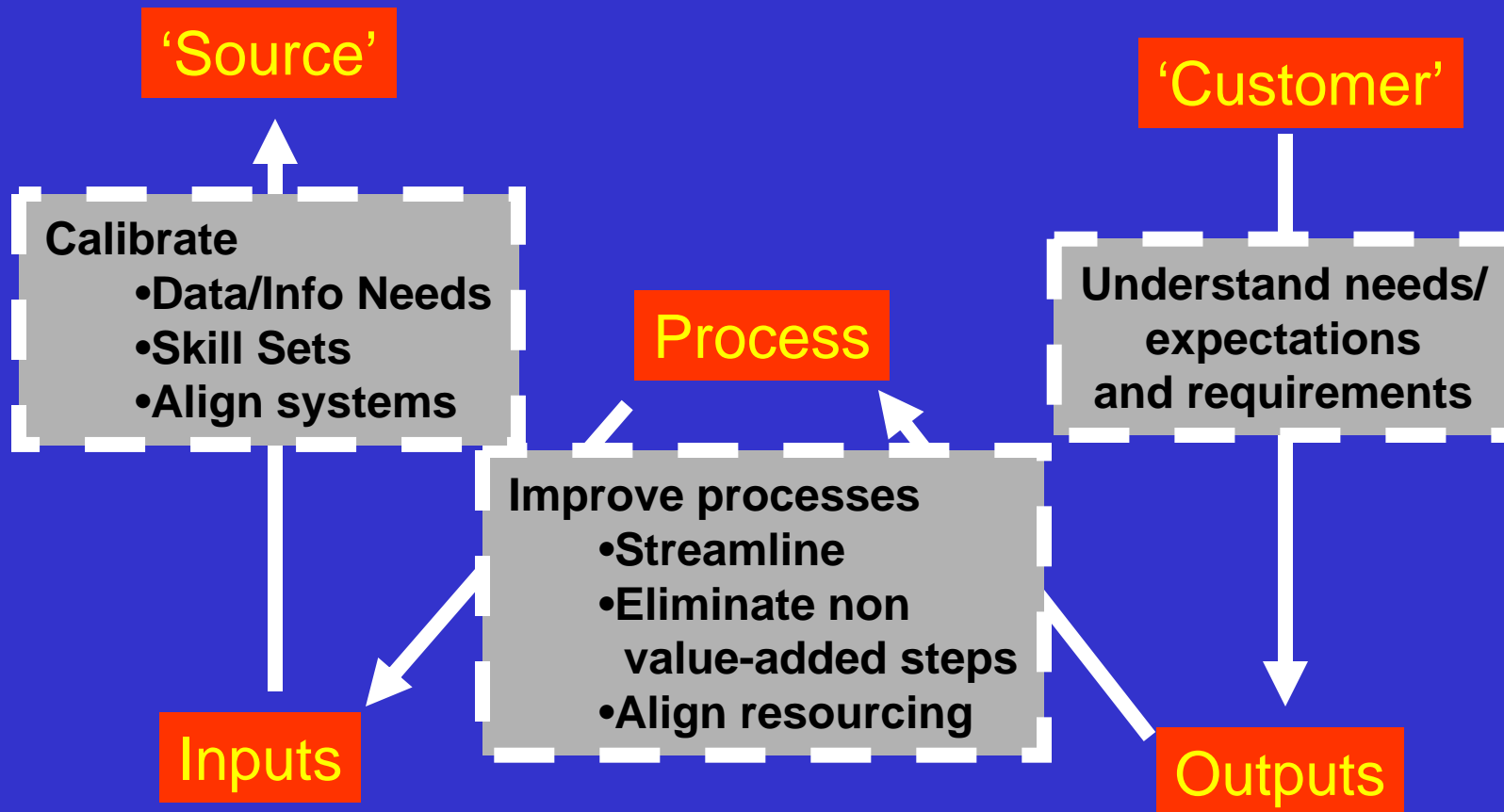
- Improving unworkable processes
- A Change Management 'mentality'

**The Overwhelming
Need For
Process
Improvement**

Traditional Process Model



Customer Service Model



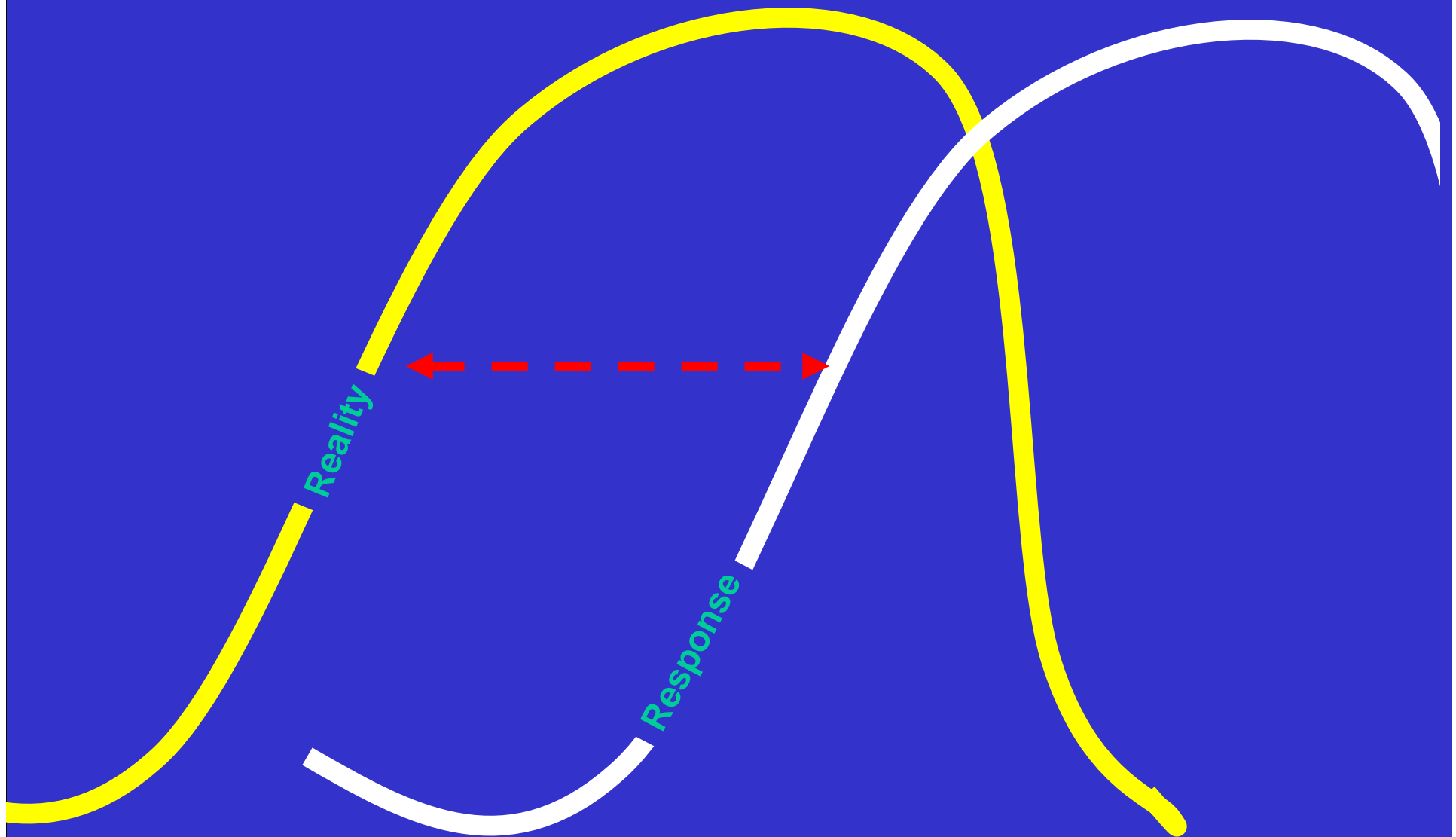
**Decreasing The Time
It Takes The System
To Respond
To Change**



CHANGE

IT'S A SHORT TRIP FROM RIDING THE WAVES OF CHANGE TO
BEING TORN APART BY THE JAWS OF DEFEAT.

Response to Change



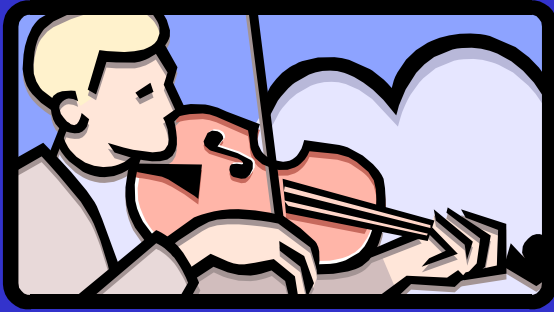
Types of Change

Strategic- change that affects the nature, direction and purpose of the organization

Methodological- change that affects the systems, processes and procedures of an organization

Tactical- small adjustments to existing systems, processes and procedures

Types of Equilibrium



Technical

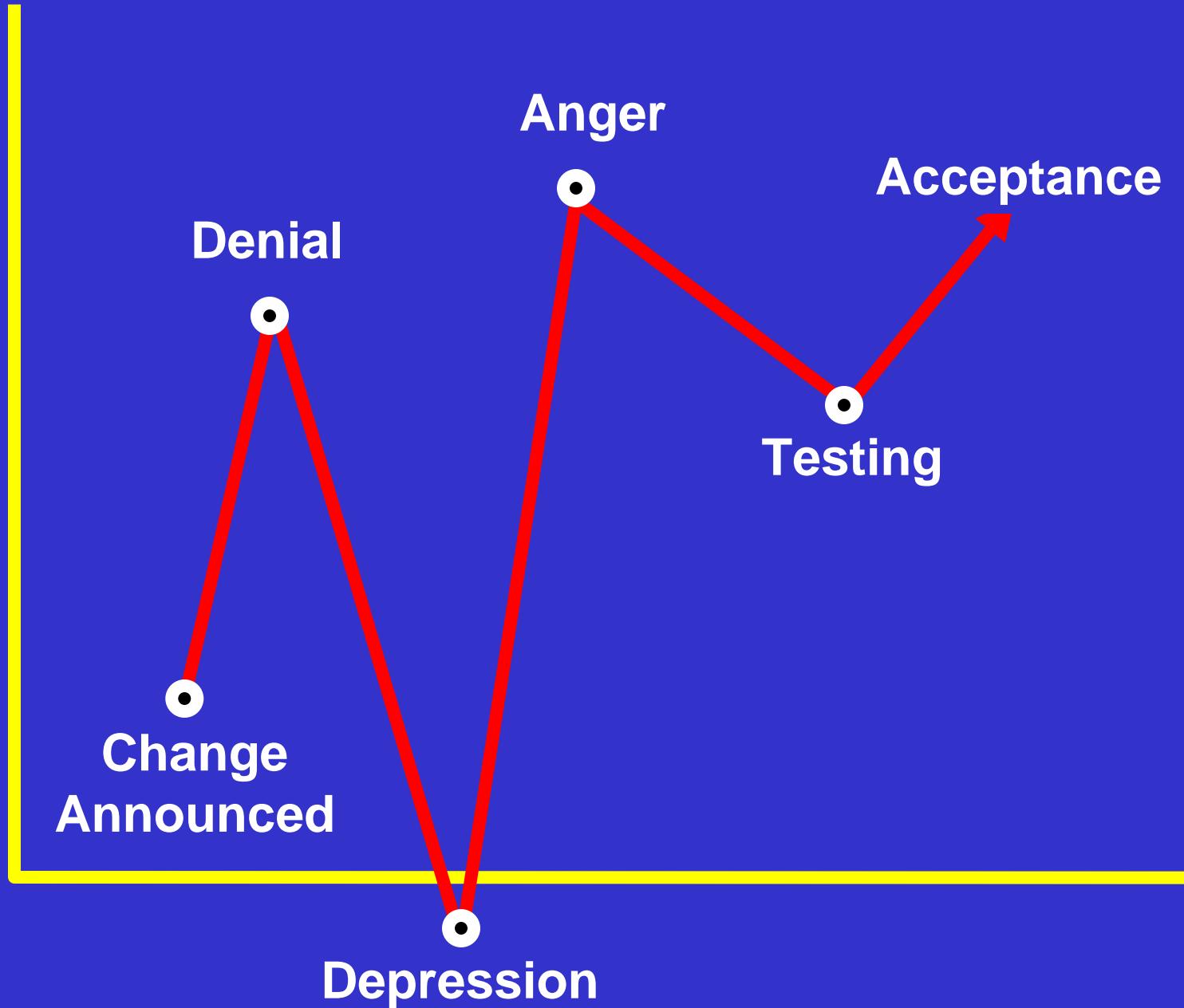


Social



Personal

Emotional Response



A High Performance Culture

- **Dismantling barriers**
- **Creating a performance ethic**

**The Necessity Of
Establishing A
True Sense
Of Empowerment**



ACHIEVEMENT

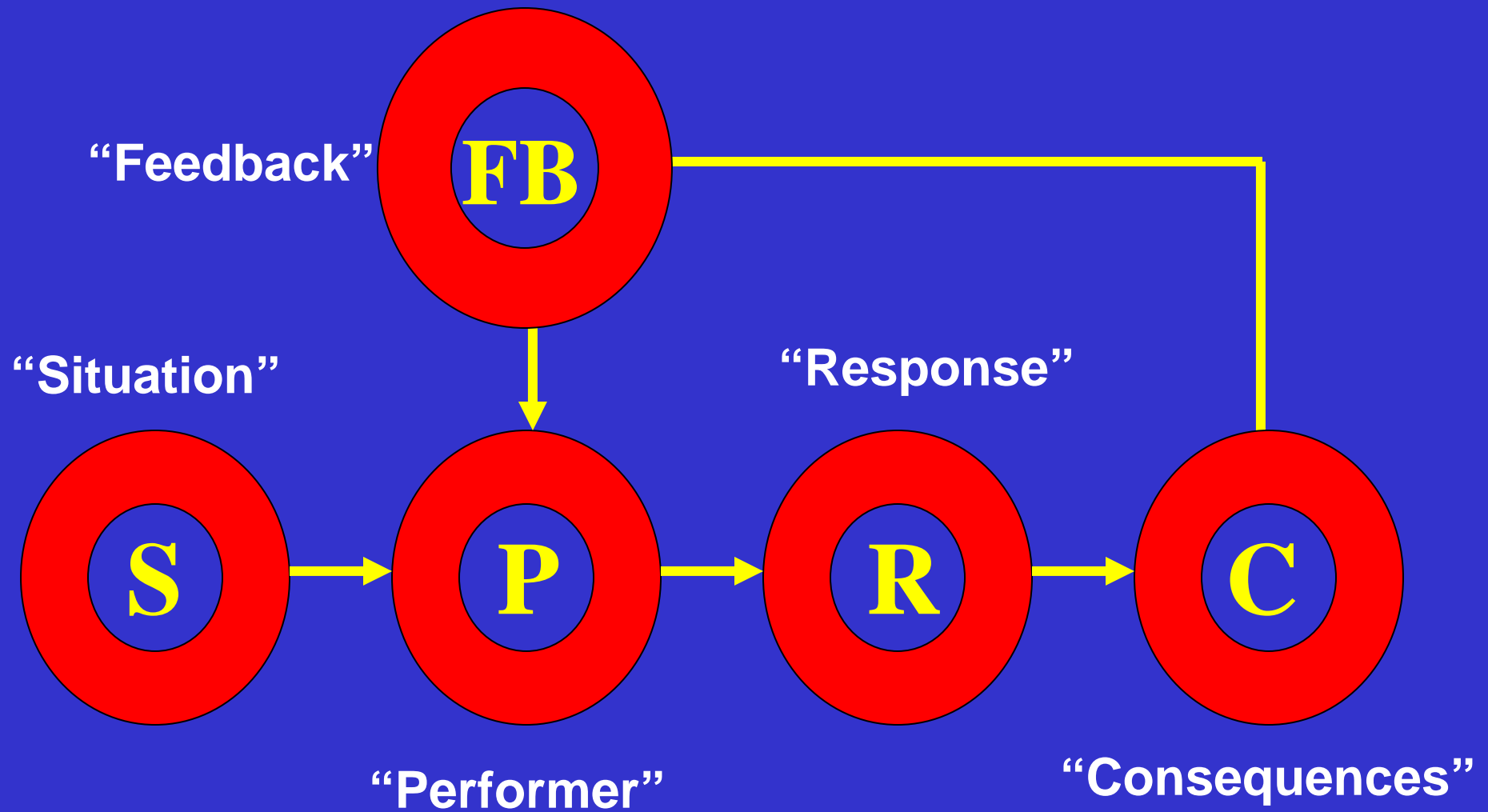
YOU CAN DO ANYTHING YOU SET YOUR MIND TO WHEN YOU HAVE VISION,
DETERMINATION, AND AN ENDLESS SUPPLY OF EXPENDABLE LABOR.

The Impact of Structure

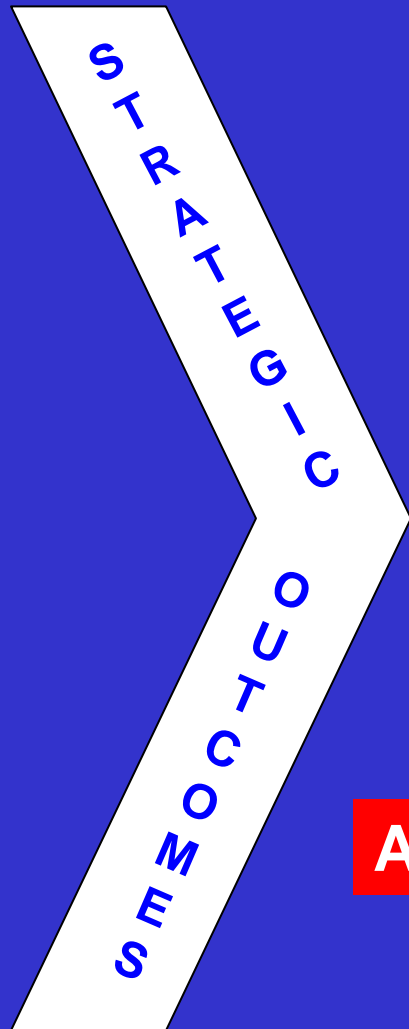


**Minimizing The
Number Of Folks
'Drilling Holes
In The Bottom
Of The Boat'**

The Performance System



Performance Measurement Process



Evaluate processes to identify key outputs

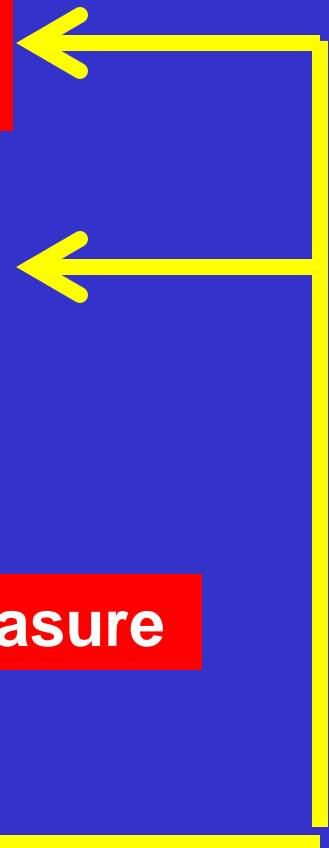
Specify accomplishments for each output

Develop requirements for accomplishments

Define measures

Agree upon standards for each measure

Actively manage the performance system



**It Always Comes
Down To
Leadership**



LEADERS

LEADERS ARE LIKE EAGLES. WE DON'T HAVE EITHER OF THEM HERE.

The Need For Leadership



Externally...

1. Build alliances, coalitions, and networks
2. Champion change

Internally...

3. Answer the “two key questions
4. Work people through the change process