


The background of the image is a spiral-bound notebook with a light beige, textured cover. The spiral binding is visible on the left side. The text is centered on the page.

*Staff Issues  
in Blending Clinical Practice*

*Research Into Daily Operation*

A spiral-bound notebook with a brown cover and a white page. The word "Change" is written in a black, cursive font in the center of the page. The spiral binding is visible on the left side.

*Change*

A silver metal spiral binding is visible on the left side of the page, looping through a series of holes in the paper.

*“People are not stressed out  
because of change ...  
but because of the way it is done...”*

*Peter Drucker, 2000*

*“It ought to be remembered that there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things ... The innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders among those who may do well under the new.”*

*Machiavelli, The Prince*

# *Staff Issues*

## *Challenges in Implementation*

*I. Change*

*II. Administration's Role in the Change Process*

*III. Staff's Role in the Change Process*

*IV. Training of Staff*

*V. Conclusions*

# *I. Change*

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*Accept it Yourself*

*Create Receptivity*

# *A. WHY?*

- *Managed Care*
- *Welfare Reform*
- *Regulatory Changes/Compliance*
- *Public Pressure*

*\*It might just help client outcomes!”*

## *B. Approaches*

### *Steps of Change*


- *Equilibrium*
- *Denial*
- *Anger*
- *Bargaining*
- *Chaos*
- *Depression*
- *Resignation*
- *Openness*
- *Readiness*
- *Re-emergence*



# *Signs of Change*

- *Anger*

- *Acknowledge the feeling*
- *Don't take on the blame*
- *Distinguish between acceptable feelings and unacceptable behavior*



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- *Stalling/Bargaining*

- *Recognize it for what it is*

- *Don't let it dissuade you*



- *Anxiety*

- *Manage anxiety with information*
- *Commiserate but don't be diverted*



- *Sadness*

- *Encourage the expression of feelings*

- *Sympathize but don't give unreasonable hope*



- *Confusion/Disorientation*

- *Give extra support and reassurance*

- *Allow staff to express the concerns they feel*



- *Depression*

- *Express your understanding and similar reaction*
- *Give back the ability to exert some level of control over decisions being made*

## *C. Motivation*

- *Fear - Money*
- *Appreciation - Concern*
- *Desire for different outcomes*

*\*It might just help client outcomes”*

# *Planned Abandonment*

- *On a regular basis...every organization should sit down, look at every product, service, policy and say – if we didn't already do this, knowing what we know now – would we still do this?”*
- *“Organize your abandonment – free resources from being committed to what no longer contributes to performance or produces results.”*

*Peter Drucker, 2000*



# *D. Transformation*

## *1. Planned Abandonment*

### *Anticipating Change Through Planned Abandonment*

- A. List your 5 top products or services*
- B. For each product or service, ask yourself: "If we didn't do this already, knowing what we now do, would we do it?"*
- C. Based on your answer to the preceding question, which products or services should be abandoned? Why?*
- D. Pick tentative dates to end those that will be abandoned*
- E. What might replace the abandoned product or service?*

## 2. *Innovation* *Creativity*

*Verses the 'same old thing'*

- *Explore/focus on unexpected successes*
- *Incongruity – if clients at a certain point continue to relapse – examine your assumptions.*  
*“Insanity is doing ....”*
- *Process Need*  
*“If only we could... If only there was a way ...”*
- *Change in Society/Clients*  
*Are clients today the same as before?*

### 3. *Change is an Opportunity*

- *Unexpected successes, failures, & outside events*
- *Incongruity*
- *Process need*
- *Changes in industry or market structure*
- *Demographics*
- *Changes in perception, mood and meaning*
- *New knowledge, scientific and non - scientific*
- *What significant changes do you think are likely to occur in the next 5 to 10 years*
- *Which of these changes might be an opportunity for your organization?*

*Peter Drucker, 2000*

# *Linking Opportunities to People & Resources*

- 1. Who are the ablest, most committed people in the organization to pursue the identified opportunities?*
- 2. If you cannot answer this question, list the people you will consult to help you identify these individuals*
- 3. Make notes about the people & resources your organization currently has that will enable it to pursue each of the opportunities.*
- 4. What resources does your organization need to develop to pursue the selected opportunities?*

*Peter Drucker, 2000*



• *Let Go ...*

*Let It Happen ...*

*Make It Better*

## *II. Administration Role*

*“The administrators cannot make choices for staff... but must give them the opportunity to choose.”*

*“You can't manage change ...*

*You can only make and be ahead of it.”*

*“You will find no better way to coach employees on what a new culture must look like than by how you carry yourself.”*

*Harrison Owen, Open Space Technology, 1992*

# Challenges

1. *Institute policies to make the present create the future - Planned Abandonment*
2. *Provide systematic methods to look for and anticipate change - Organized Improvement*
3. *Know the right ways to introduce change, inside & outside your organization*
  - *Exploit Opportunities*

# *Challenges - Continued*

- 4. Balance change and continuity - Preserve Trust*
- 5. Motivate and retain top performers and create a positive change mind-set among employees.*



# *To Do List*

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- *Practice Planned Abandonment*
- *Focus on investing in opportunities, not problems*
- *Match opportunities with people*
- *Preserve institutional values/trust*  
*Always go back to the Mission statement*
- *Attract/motivate good employees*

# *What Kind of Leader Are You?*

*“Leaders’ Attitudes → Change People”*

- *Reactive*: *Sometimes Works*    *Results not Guaranteed*  
*Stays the Same*
- *Responsive*: *Comfortable*    *Don't fix if it ain't broke*
- *Pro-active*: *Impressive*    *Rational*    *Planning*  
*Control*    *Power*
- *Interactive*:    *Visionary*    *See the World*  
*The Big Picture*
- *Inspired*:    *Creative*    *New Ways to Be*  
*When it happens you know it*

# *Understanding Your Staff*

- *Can current staff provide new treatment protocols?*
- *Which current staff need increased training?*
- *Will new staff be heard?*

*Integration of Old with New*

### *III. Staff's Role in Change Process*

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*Knowledge Workers*

# Ownership

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- *Acknowledge change*
- *Understand that change can and will be beneficial to staff, clients, and agency*
- *Be part of the change process*  
*Ownership reduces change resistance*

# *IV. Training of Staff*

## *Technology/Strategy*

- *Improved efficiency of office operations*
- *Greater productivity from staff*
- *Cost savings*
- *Strengthened relationships with constituents*
- *Improved program outcomes*
- *Building of organizational capacity*
- *Enhance service delivery*
- *An increase in civic engagement*

# *Ethics and Values*

- *Respect*: *Autonomy* *Courtesy* *Civility* *Decency*  
*Understanding* *Acceptance*
- *Responsibility*: *Accountability*  
*Pursuit of Excellence* *Self-Restraint*
- *Caring*: *Compassion* *Generosity*
- *Justice & Fairness*: *Procedural Fairness*  
*Impartiality* *Equity*
- *Trustworthiness*: *Honesty* *Integrity* *Loyalty*  
*Promise-keeping* *Avoid Conflicts of Interest*

# Do

- *Use Equipment*
- *Talk to Your Audience*
- *Know Your Audience*
- *Work in Sections*
- *Know Your Material*
- *Love Your Material (or Fake It!)*
- *Boomerang questions back to your audience*
- *Be Positive – Compliment your Audience*



# *Don't*

- *ASSUME Anything*
- *Put your audience on the spot*
- *Overwhelm your audience*
- *Overburden the “willing” staff*

# *V. Conclusions*

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*Letting Go ...*

*Empowerment of Staff & Agency ...*

*Monitoring Efficacy ...*

# *Guidelines for Change*

## *Guidelines for Letting Go*

- *Define what's over and what isn't – be specific*
- *Show how the endings ensure continuity of what really matters*
- *Identify who's losing what*
- *Acknowledge losses*
- *openly & sympathetically*
- *Compensate for the losses – create a win-win situation in reaching for the vision*
- *Give people information – again and again; give them the opportunity to commit personally as well as listen intellectually*