

Assignment #4: Ideal Change Process

Connecting Point

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Introduction

This paper describes a projected systemic change process for Connecting Point (CP). Through our team discussions we saw the need to focus our fuzzy image and develop a clearer vision for our system of interest. We also observed the need to facilitate a systemic rather than piecemeal change process. Subsequently, there are two important concepts we develop throughout this paper:

- Shared ownership and learning community: How can we involve CP staff and community stakeholders in addressing the crisis on homelessness? How can we elicit and enhance their learning and participation?
- Institutionalization of an ongoing capacity for change: How can we turn change into an evolving process rather than an isolated incident?

Based on these considerations, this paper will explain our change process in the following two parts:

1. Creation and sharing of a vision process
2. Implementation of a new design process

We have consulted *The Fifth Discipline; The Art and Practice of The Learning Organization* by Peter Senge and *Reengineering the Corporation* by Michael Hammer and James Champy for our description of the vision sharing process. Also, we have consulted *Knowledge Work Supervision* by Duffy, Rogerson, and Blick for our description of the implementation process.

Creation and Sharing of a Vision Process

The literature of Senge (1990) and Hammer and Champy (2001) guide the process to creating and sharing a vision process. The following section describes each concept as it applies to CP.

“A shared vision is the first step in allowing people who mistrusted each other to begin to work together. It creates a common identity...an organization’s shared sense of purpose, vision, and operating values establish the most basic level of commonality”
(Senge, 1990, p. 208)

- A shared vision could help guide CP in what it strives to become, create a sense of commonality, and give coherence to the various activities that take place within CP.
- By guiding the purpose, goals, and everyday functions of CP, a commitment to the shared vision could help to change mindsets, which in turn could promote change in behavior.
- Rather than utilizing a traditional “top-down” approach, the process of creating the shared vision could be more effective when initiated from the middle. This process may take more time; however Senge notes that “visions that are truly shared take time to emerge” and are a result of the collaboration of individual visions.
- A learning organization requires “people at every level” (Senge, 1990, p. 142) to be involved in the learning process. Personal visions from all sectors of and related to the program should participate in the shared vision of CP.
- As CP strives to become a learning organization, families must be actively engaged in the learning process. To encourage families to turn towards self-sufficiency, CP’s shared vision must promote learning that can result in long-term community-directed and self-directed change. This vision should facilitate personal mastery and competence in CP families.

- CP staff, CP families, and the Continuum of Care (or COC; a group consisting of all family homeless service provider, advocate and administrative constituents in the community) must be empowered throughout the process of giving and receiving services. “Jobs evolve from narrow and task-oriented to multidimensional,” which encourages individuals to make decisions on their own (Hammer & Champy, 2001, p. 69). Therefore, rather than being controlled and mindlessly moving through CP services, the vision should support families so they may move toward self-sufficiency throughout their time in CP.
- Creating a deep system process toward the willingness to learn and change: CP, families and the COC could participate in a consensus building process to address the needs of homeless families by creating omni-directional communication channels that transform CP into a change-oriented organization that institutionalize the capacity to reengineer by learning, redesign, and transition processes.

Implementation of Systemic Change

The following table describes our systemic change implementation process for Connecting Point (CP) based on Duffy, Rogerson, and Blick’s Knowledge Work Supervision Process to be suggested by the CP Systemic Change Facilitating Team (SCFT).

<i>Stage</i>	<i>Action</i>	<i>Purpose</i>	<i>Participants</i>	<i>Description</i>
Preparation and Input From Environment (PIE)	Selection of external SCFT	To prepare preliminary leverage toward the overall systemic change effort	Leaders of eventual SCFT SCFT Suggestions: → IU R667 NPO Team → CP Program Director → CCS Executive or Associate Director → DHS Homeless Programs Coordinator → Raphael House Shelter Director	Inception of SCFT leadership, potential instigators of systemic change effort
	SCFT review of Systems Thinking and Systemic Change theory and selected applications	To prepare preliminary leverage toward the overall systemic change effort	SCFT	Readings and discussion of philosophical and theoretical concepts
	SCFT review of the CP System of Interest (SOI), its environment, components, processes and social architecture	To prepare preliminary leverage toward the overall systemic change effort	SCFT	In depth analysis of SOI, its environment, components, processes and social architecture

<i>Stage</i>	<i>Action</i>	<i>Purpose</i>	<i>Participants</i>	<i>Description</i>
Phase 1: Building Support for Innovation	Selection of key leaders and participants of the systemic change effort: Strategic Leadership Team (SLT) and Knowledge Work Coordinator (KWC)	To elicit community acceptance and support of key leaders and participants	Leaders of SCFT and key community members SLT Suggestions: → CP staff member → CCS staff member → DHS Homeless Programs staff member → MOH Director or representative → Advocacy Group Director or administrator → SF City Funded Shelter Director → Formerly homeless person / former CP client KWC Suggestions: CP Director, DHS Homeless Progs. Coord., or RH Director	Diverse community involvement in the selection deliberations and decision-making process
	Selection of CP Advisory Committee (CPAC) and CP staff key leaders and participants of the systemic change effort:	To develop Continuum of Care (COC), Compass Community Services (CCS) and CP participation and support throughout the redesign and implementation phases	Leaders of SCFT and key community members CPAC/CP Suggestions: Staff representation from CP, CCS, DHS, MOH, Coalition on Homelessness (COH) or Family Rights & Dignity (FRD), Raphael House Shelter, Hamilton Family Center Shelter (HFC), Homeless Prenatal Program (HPP), Grievance Advocate	Strategic selection of COC, CCS and CP members who could facilitate and/or lead community and CP efforts toward systemic change
	SLT, KWC, and key members of CPAC and CP review of Systems Thinking and Systemic Change theory and selected applications	To prepare leadership leverage toward the overall systemic change effort	SLT, KWC, and key members of CPAC and CP	Readings and Discussion of philosophical and theoretical concepts
	SLT, KWC, and key members of CPAC and CP review of the CP System of Interest (SOI), its environment, components, processes and social architecture	To prepare leadership leverage toward the overall systemic change effort	SLT, KWC, and key members of CPAC and CP	In-depth analysis of SOI, its environment, components, processes and social architecture

<i>Stage</i>	<i>Action</i>	<i>Purpose</i>	<i>Participants</i>	<i>Description</i>	Feedback to the Environment^a Inform all members of the CP environment about all major planning, implementation, and evaluation stages
Phase 2: Redesigning for High Performance	<ul style="list-style-type: none"> → Redesigning → Piloting → Implementing New Environmental Relationships New Social Architecture New Knowledge Work System	To simultaneously initiate top-down and bottom-up SOI redesign efforts that consider and address all aspects and relationships within CP and with its environment	SLT, KWC, and key members of CPAC and CP	Facilitate leadership cluster and overall leadership participation redesigning of all aspects of CP and its environment	
Phase 3: Achieving Stability & Diffusion	Raising awareness and planning for phase 3. Sharing value of systemic change pacing and assimilation	To prepare for supporting and facilitating the community's assimilation of CP partial changes and systemic change	SLT, KWC, key members of CPAC and CP, COC and the community overall	Elicit a shared vision of systemic change through intermittent phases of successful change stability and diffusion	
Phase 4: Sustaining CP Improvement	Raising awareness and planning for Phase 4. Sharing value of systemic change pacing and assimilation	To prepare for supporting and facilitating the community's sustenance of CP partial changes and systemic change	SLT, KWC, key members of CPAC and CP, COC and the community overall	Elicit a shared vision of systemic change through a subsequent and continuous phase of the sustenance and improvement of the new CP	

Conclusion

This document has projected a systemic change process for CP. Efforts were focused on developing a clearer vision and facilitating a systemic rather than piecemeal change process for the SOI. Two important concepts were developed throughout, that of building shared ownership and a learning community, and institutionalizing an ongoing capacity for change in CP. Specifically, this paper broke down the projected change process in two parts: the creation and sharing of a vision process, and the implementation of a new design process based on concepts excerpted from the work of Senge, Hammer, et al. and Duffy, et al.

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^a Our depiction of feedback to the environment (FTE) occurring throughout phases 2 through 4 represents a deviation from Duffy's Knowledge Work Supervision Process model, which calls for FTE to occur following phase 4. It is our belief that communicating feedback to the environment concerning the systemic change effort is vital to maintaining positive public relations necessary for successful implementation. We have chosen not to proactively seek to communicate feedback to the environment until phase 2 in order to avoid "letting the cat out of the bag" too soon.