‘s Anatomy of Change

Transforming Into a Trauma & Resiliency Informed Culture

Center for Nonprofit Management’s Bridge to Excellence 2016

May 12, 2016

By Stephanie Barger, representing Monroe Harding, Inc.
Today’s Agenda

• The Need & Organizational Readiness for Change

• Managing Transitions -- William Bridges’ Change Model

• Preparing for Change

• Implementing the Culture Change

• Hindsight is 20:20 – What We Wish We’d Known
Organizational Need

• New leadership at Monroe Harding in 2011

• Organizational assessment

• Strategic Planning Process Completed

• Use of the “Managing Transitions” model for understanding change
### Managing Transitions

by William Bridges

<table>
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<th>Endings</th>
<th>Neutral Zone</th>
<th>New Beginnings</th>
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<td>Losses</td>
<td>Confusion</td>
<td>New values</td>
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<td>Grief</td>
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<td>New roles</td>
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<td>Fear</td>
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<td>Letting go</td>
<td>Old patterns no longer adaptive</td>
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<td>Innovation most possible</td>
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Preparation

Create Capacity

- Leader - SB
- Team Effectiveness – Circle
- Developing a “Brain Trust”

Best Practices Research

- Alliance for Strong Families and Communities
- Local Experts
Preparation: Getting the Right Vision

- Brain Science: The Impact of Adverse Childhood Experiences (ACES)
- Trauma (and Resiliency!) Informed Care
Preparation
“Kotter’s Eight Steps of Change”

1. Increase Urgency
2. Build the Guiding Team
3. Get the Right Vision
4. Communicate for Buy-in
5. Empower Action
6. Create Short-term Wins
7. Don’t Let Up
8. Make it Stick

Creating a climate for change
Engaging and enabling the whole organization
Implementing and sustaining change

WHAT’S THE TRIC?

FIVE STEPS TO SUCCESSFUL TRAUMA & RESILIENCY INFORMED CARE

CO-REGULATE
SHARE THE EMOTIONAL BURDEN
Work together to process the difficult emotion and appropriately respond

Reflective Functioning
PAUSE & SEEK TO UNDERSTAND
Take a moment to reflect on the underlying meaning of actions

INTERACTIONAL AWARENESS
REFLECT ON COMMUNICATION
Be aware of your actions, both verbal and non-verbal; be empathetic

Work Through Disruption and Repair
MEND THE RELATIONSHIP
Use disruptions as opportunities to strengthen relationships

Positive Relational Reunions
HIGHLIGHT RESILIENCY
Give positive reinforcements; acknowledge ability to overcome adversity

MH
Monroe Harding
Changing Young People’s Lives!
Implementation: Communicate for Buy-In

• Board education

• Employee education

• Donor education
Implementation: Program Level

- Overcoming “If it ain’t broke, don’t fix it.”
- Write grant to fund staff training
- Immerse ourselves in training
- Identify early adopters / change allies
- Write grant to hire a clinician on staff
- Implement different client assessments
Implementation: Program Level

But we still struggled...
Implementation: Program Level

... so we eliminated all the staff positions in the program.
Implementation: Program Level

And started over.
Implementation: Program Level

- Employees welcome to reapply
- Redesigned application process
- Redesigned interview process
- New pay rate
- New job description and staff expectations
- New schedules
Implementation: Program Level

• New staffing pattern

• Frequent consultations

• Redesign of key program features
  ▪ TEAM
  ▪ “Youth Handbook” of policies and procedures
  ▪ “Skills and Privileges” model
  ▪ Reduced emphasis on imposed “consequences”
  ▪ Focus on “5 Core Competencies”
It’s a “Parallel Process”

Implementation: Organization Level

• Implementation of agency-wide data system to improve communication and connection
• Campus improvements
• TRIC art on the walls
• Flattening of the hierarchy
Implementation: Organization Level
Human Resources Adjustments

• Training processes changed

• Change in recruitment and hiring across the agency, seeking:
  - Emotional intelligence and regulation
  - Contextual decision making
  - Resilience
  - Ability to “repair”
  - Skill of using vulnerability well
Implementation: Organization Level
Human Resources Adjustments, cont.

- HR policies and concerns
- Employee pay and benefits
- EAP (Employee Assistance Program)
- Encourage use of health insurance via deductible
- Leave policy
- Employee feedback process
Hindsight

Trauma needs a witness.
Hindsight

Vicariously witnessing trauma exhausts staff.
Hindsight

• Staffing
  ▪ Staff ACE’s (Adverse Childhood Experiences)
  ▪ Increase staffing sooner

• Expenses
  ▪ Additional Staff
  ▪ Technology
  ▪ Staff overlap for support
  ▪ Benefits changes
Hindsight

• Time intensive
  ▪ Culture change takes time.
  ▪ Culture change takes years.

• Upheaval
  ▪ Sense of unease
  ▪ The change needs to be deeply worthwhile or it is just a very expensive distraction
Hindsight: And Yet...

- Culture Change Exceedingly Worthwhile
  - Reframed what we do and why
  - Gave us an overarching vision, a lens through which we see our work and make decisions
  - Brought new life and passion to the mission and team
  - Improved our impact on children and families
Implications for You

• Do you need a culture shift?

• Are you ready?

• How might you start?

• What are expected Supports? Barriers?
Time for Questions
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