



Envision the Revision: How to support change

First Things First Early Childhood Summit
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READY FOR SCHOOL. SET FOR LIFE.

Welcome

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Agenda

- Developing relationships and collaborations
- Facilitating positive change
- Increasing program quality

Activity

1. Cross your arms in the way that feels most natural to you.
2. Share your reflections on how this action feels.
3. Cross your arms in the opposite way to how you crossed them in step #1.
4. Share your reflections on how this action feels and the difference between the actions.

What defines a good
relationship?

Benefits of good relationships

- Enjoyable atmosphere
- Engaged and committed staff
- Welcoming to change
- Freedom

Devote a portion of your day to laying the foundation of good relationships. Even five minutes a day, if it's genuine, can help to build a bond between you and a colleague. Be honest, avoid gossip, and try to compliment people on a job well done. After all, the more you give in your relationships, the more you'll get back from those around you!

Difficult Conversations



Dealing with issues

Things get difficult when...

- Goals are not established or articulated
- Unrealistic expectations
- Unresolved conflict
- Insufficient attention to relationships
- Different expectations among group members

Difficult conversations

Do:

- Get the facts straight
- Clarify the message
- Acknowledge others' perspectives
- Slow down
- Be compassionate
- Give something back
- Be clear about what happens next

Preparing for difficult conversations



Difficult conversations

Don't:

- Put it off
- Label
- Write a script



What is your “operating style?”

– Thinker

- gathers data through the left brain channel

– Feeler

- picks up feelings through emotional antenna

– Sensor

- senses small stimuli in immediate environment

– Intuitor

- gains insight through the subconscious right brain

Emotional Intelligence (EI)

The ability to recognize your emotions, understand what they're telling you, and realize how they affect people around you.

Self-awareness

Self-regulation

Motivation

Empathy

Social skills

Daniel Goleman, Psychologist

How emotionally intelligent are you? Take the [quiz](#).

Activity

- What is your reaction when you hear **“opportunity?”**
- What is your reaction when you hear **“correction?”**
- Practice rephrasing

Intentional collaboration

Components of effective collaboration

1. Shared purpose
2. Shared power
3. Shared view of interdependence
4. Mutual respect and trust
5. Shared control
6. Shared indicators of progress

Center for Nonprofit Excellence, n.d.



Intentional collaboration

Tips

- Set ground rules – repeat
- Create agendas – less is more!
- Keep action minutes – document!
- Define roles and responsibilities

Memorandums of understanding (MOUs)

Evaluating collaboration

Wilder Collaboration Factors Inventory

Factor	Factor Average
Mutual respect, understanding, and trust	3.5
Appropriate cross section of members	3.5
Development of clear roles and policy guidelines	2.5
Open and frequent communication	4.3
Established informal relationships and communications links	3.5

As a general rule...

Scores of 4.0 to 5.0 - strengths, don't need attention

Scores of 3.0 to 3.9 - borderline, deserve discussion

Scores of 1.0 to 2.9 - concerns that should be addressed

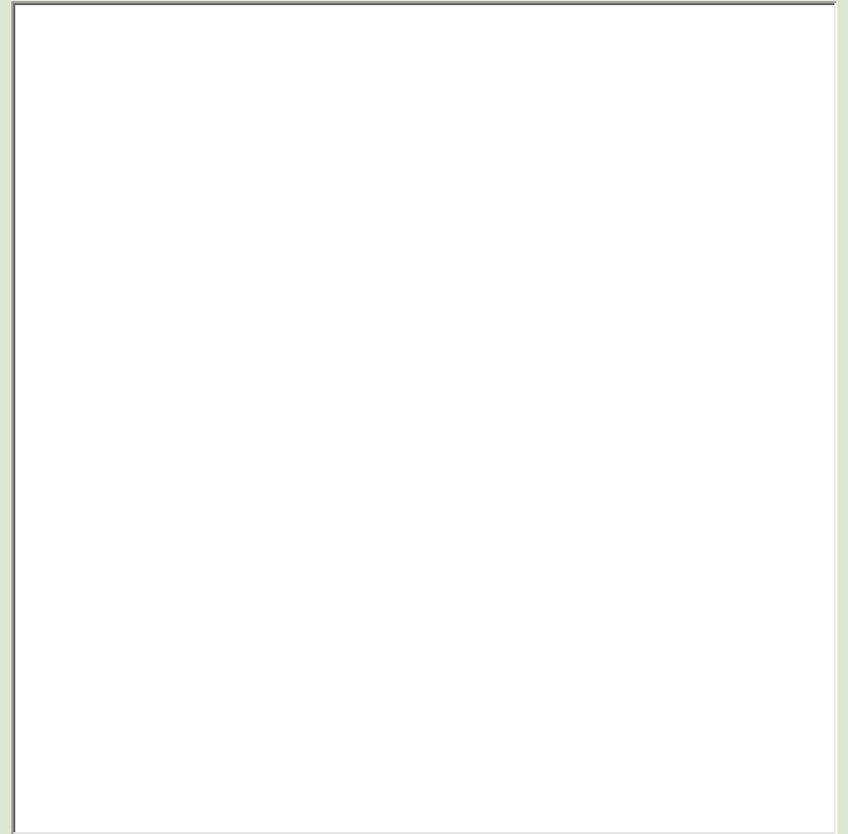
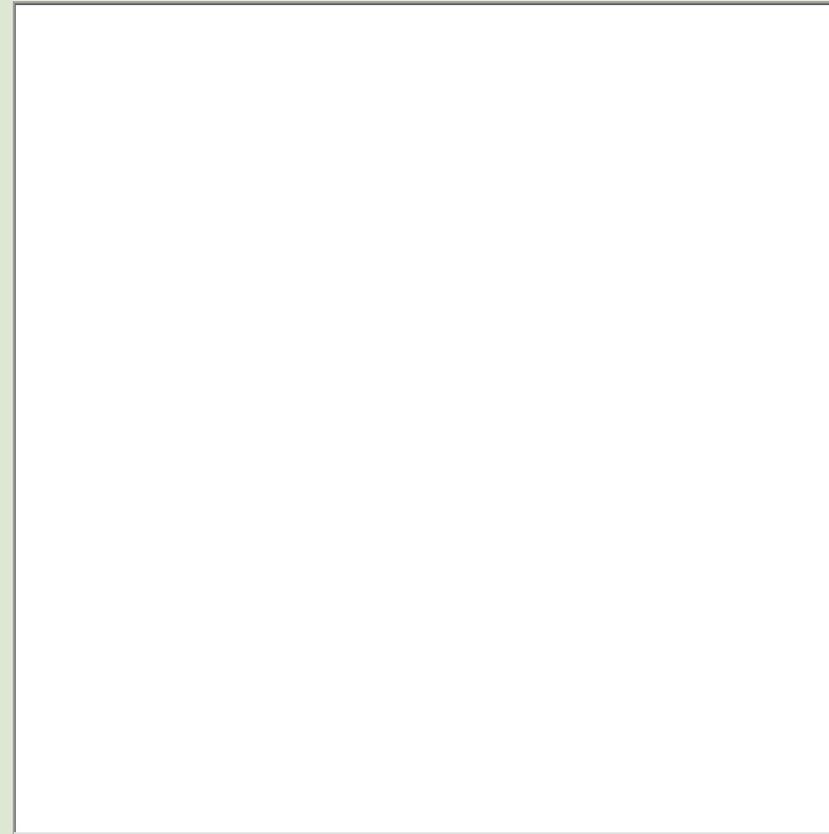
Activity

- Find a partner or a small group
- Talk about a change that you experienced. The change can be positive/negative and personal/professional.
- What made the change difficult or successful?

Facilitating positive change

Difficult

Successful



CQI/TQM

- Continuous Quality Improvement (CQI)/Total Quality Management (TQM)
 - Study published in 1995 by Shortell, et al.
 - 61 US hospitals
 - Connection between the organizational culture and a hospital's ability to implement quality improvement

Organizational approaches

- Four major classifications of organizational approaches to quality improvement:
 - Defender Approach
 - Analyzer Approach
 - Prospector Approach
 - Reactor/Opportunistic Approach

Organizational approaches

- Defender
 - fine-tuning the organization's existing quality assurance/improvement approaches.

Organizational approaches

- Analyzer
 - follows a relatively ordered sequence of steps from top management training to lower level employee training in which only a few highly focused QI projects would be undertaken at one time and carefully evaluated before further activities were initiated.

Organizational approaches

- Prospector
 - seizing opportunities as they arise but within an overall planned framework of implementation.

Organizational approaches

- Reactor
 - quality improvement techniques and approaches may be used to address problems, but they are not part of an overall plan.

Organizational approaches

- Which organizational approach was found to be most conducive to implementing CQI/TQM?
 - Defender
 - Analyzer
 - Prospector 
 - Reactor

Org. climate vs. culture

- **Organizational Climate** is inferred by organization members based on how an organization *does its work* and what *goals it pursues*.
- **Organizational Culture** is a collection of *beliefs* organization members have and what they believe their organization *values*.

Dimensions of climate

- **The nature of interpersonal relationships.**
Mutual sharing and trust or conflict and mistrust?
- **The nature of the hierarchy.**
Are decisions made only by top management?
- **The nature of work.**
Is the work challenging or boring?
- **The focus of support and rewards.**
Are the goals of work and the standards of excellence widely known and shared?

Changing culture

- Organizational culture is more subtle and not directly visible, but is strongly connected to climate.
- Sustainable change occurs when tangible shifts are made to how the work is done.

“Culture can be changed through a focus on climate.”

“Organizations as we know them are the people in them; if the people do not change, there is no organizational change.”

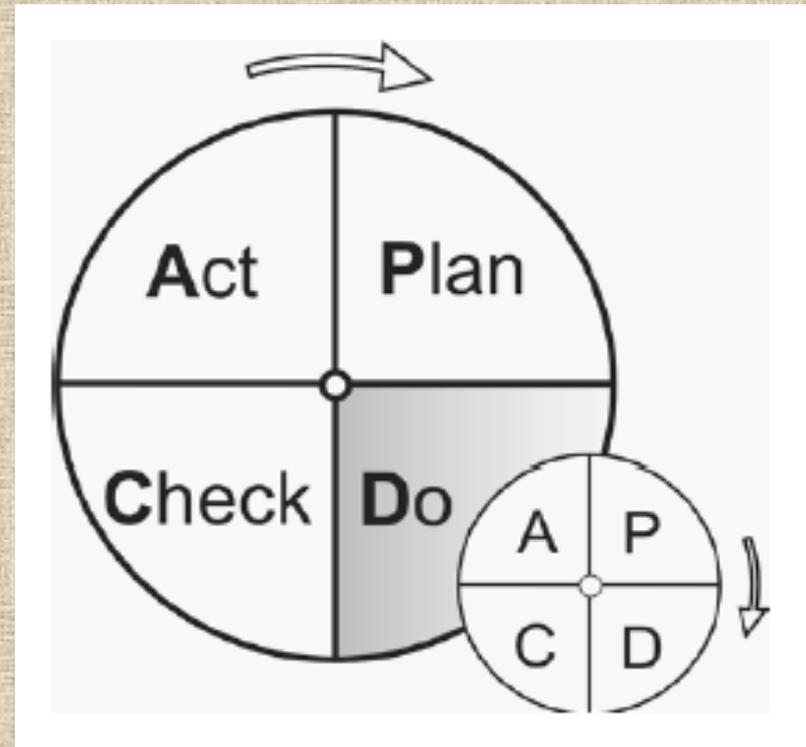
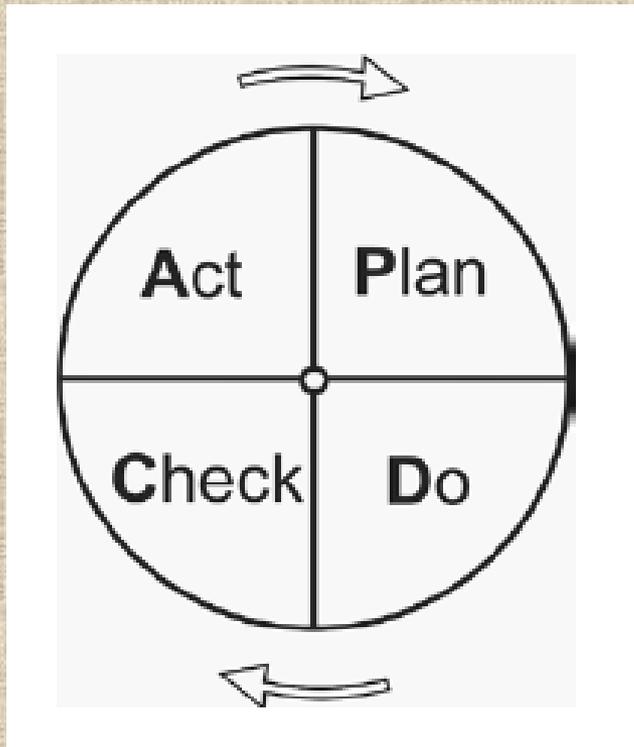
Benjamin Schneider, et al., (1996)

Change models

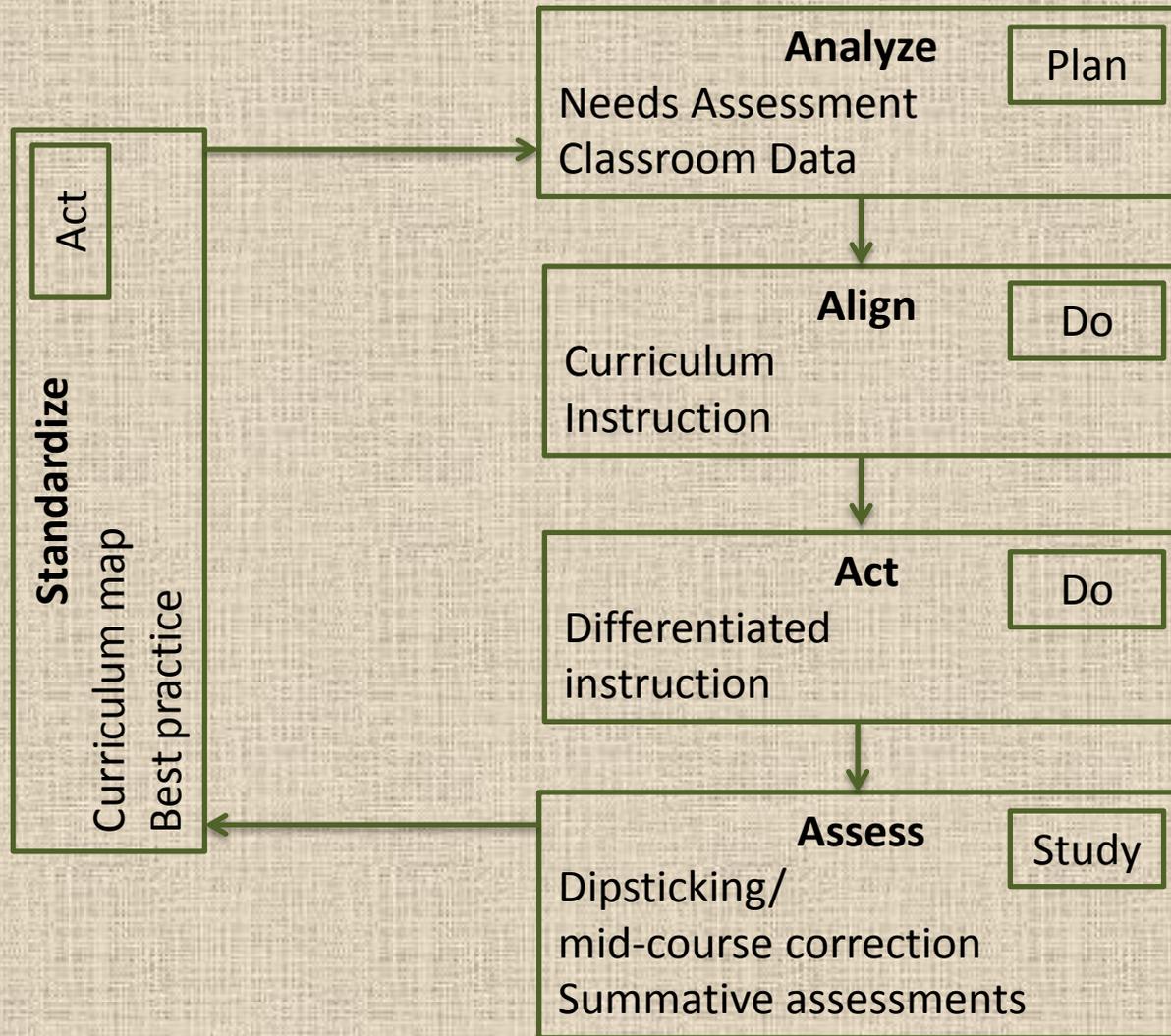
- Lean manufacturing
 - Systematic process of waste elimination by using a set of tools
 - The anticipated result is a streamlined system in which end users receive finished products/services on time with little to no waste

Change models

- PDCA cycle

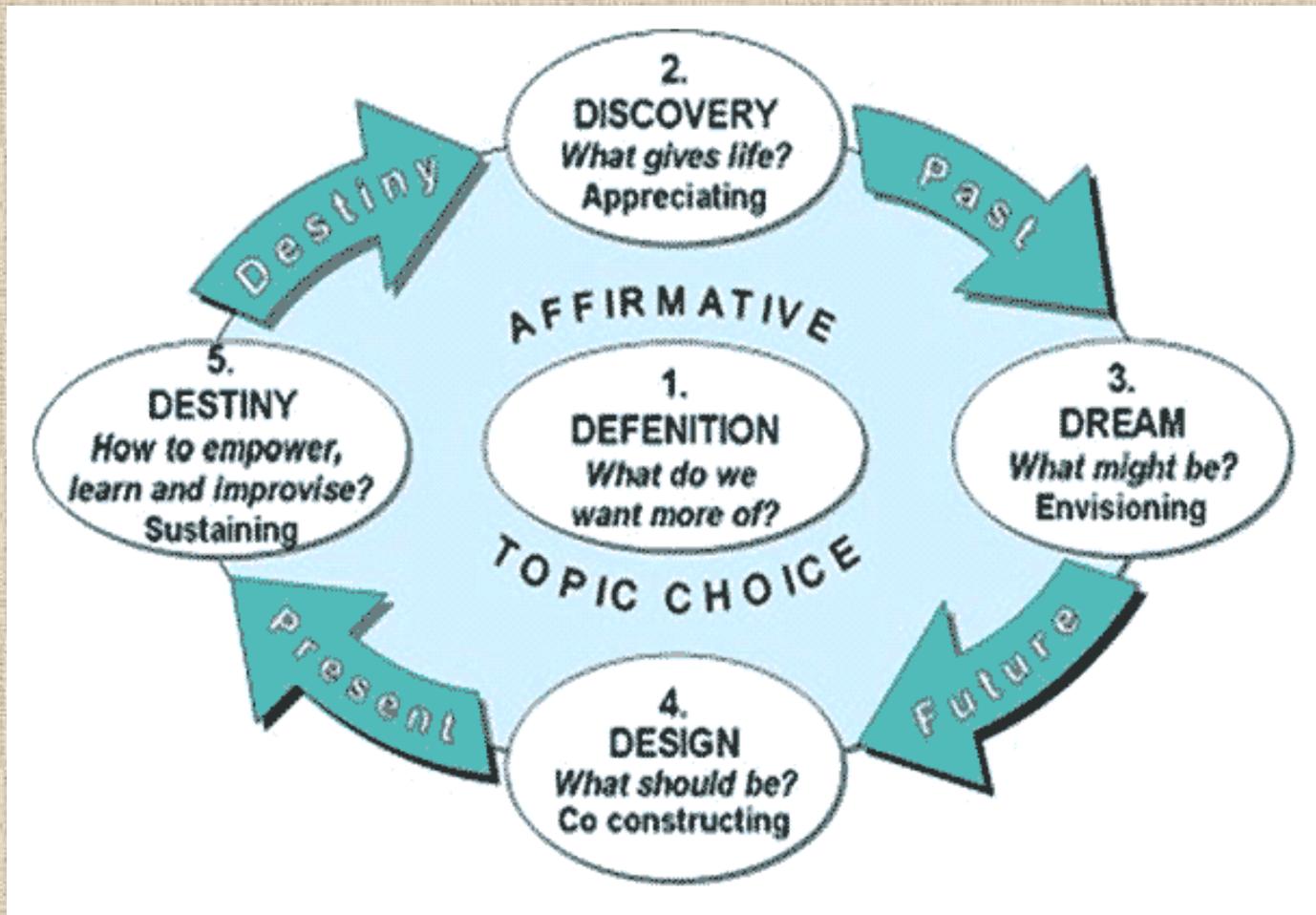


Pearl River, NY School District



Change models

- Appreciative Inquiry



Did you know....

- In 1881, Maria M. Love established the Fitch Crèche, at 159 Swan Street in Buffalo, New York.
- Overall, children have been around for a VERY long time...



FTF's Mission to increase quality

FTF Mission

- “First Things First is one of the critical partners in creating a family-centered, comprehensive, collaborative and **high-quality** early childhood system that supports the development, health and early education of all Arizona's children birth through age five.”



Why high quality?



Achieve high-quality... Why?

What research has found on continuity of care:

More likely to:

- Play
- Explore
- Interact with adults



Activity

1. Take a sheet of paper
2. Close your eyes and fold the sheet of paper in half
3. Tear off the upper right hand corner
4. Fold your paper in half again.
5. Tear of the lower right hand corner.
6. Fold your paper in half.
7. Tear off the upper right hand corner

Hold up your creation!

Greeting/departing

Example A: Parents and children need a warm, welcoming, and pleasant atmosphere to make the daily greeting and departing routine a happy one. It is important that parents see and experience the environment in which children spend their day. Positive greetings help to promote the children's self-esteem and create a welcoming environment for parents. Caregivers should be sensitive to separation anxiety by parents and children alike. Caregivers should request information from parents upon arrival and freely share information about the children's routines and activities while they are in their care.

Example B: Upon arrival greet parent/child and inquire about the child's routine.

Just a little humor...



Her Diary:

Tonight, I thought my husband was acting weird. We had made plans to meet at a nice restaurant for dinner. I was shopping with my friends all day long, so I thought he was upset at the fact that I was a bit late, but he made no comment on it. Conversation wasn't flowing, so I suggested that we go somewhere quiet so we could talk. He agreed, but he didn't say much. I asked him what was wrong; He said, 'Nothing.' I asked him if it was my fault that he was upset. He said he wasn't upset, that it had nothing to do with me, and not to worry about it. On the way home, I told him that I loved him. He smiled slightly, and kept driving. I can't explain his behavior I don't know why he didn't say, 'I love you, too.' When we got home, I felt as if I had lost him completely, as if he wanted nothing to do with me anymore. He just sat there quietly, and watched TV. He continued to seem distant and absent. Finally, with silence all around us, I decided to go to bed. About 15 minutes later, he came to bed. But I still felt that he was distracted, and his thoughts were somewhere else. He fell asleep – I cried. I don't know what to do. I'm almost sure that his thoughts are with someone else. My life is a disaster.

His Diary:

Motorcycle won't start...can't figure out why.

What's the difference?

Policies

- Identify company rules
- Explain why they exist
- Process to how it applies
- Describes who is responsible
- Gives context to the rules
- Describes the consequences
- Provides description by utilizing simple sentences or paragraphs

Procedures

- Identify specific actions
- Explain when to take actions
- Describes alternatives
- Shows emergency procedures
- Includes warning & cautions
- Gives examples
- Shows how to complete forms
- Are normally written using an outline format

Benefits of P&P manual

1. Freedom to carry out their job and make decisions within defined boundaries.
2. Understand the constraints of their job without using a 'trial and error.'
3. Clear understanding of individual & team responsibilities (which saves on time and resources).
4. Creates exception rather than being 'micro-managed.'
5. Sends a "We Care!" & want you to be successful message!

Examples

- Documentation
- Creating a care plan
- Incident reporting
- Transitioning a child
- Completing an intake or assessment (example: ASQ)
- Greeting/Departing

Proactive vs. reactive



Sustainable practices

INITIATING & IMPLEMENTING SUSTAINABLE PRACTICES AT YOUR BUSINESS

- Communicate
- Educate
- Lead by example
- Monitor



Reviewing your processes

Reviewing:

- **What** went well? Or could be improved?
- **Why** were they effective? Or weren't effective?
- **Analyze** the results, and make modifications.
- **Include** employees in this analysis period. By engaging them, you're encouraging them to fully embrace the new way of working (which they created).



Benefits:

- More likely to receive feedback from employees, which could dramatically help **boost your bottom line.**
- Creates a cultivating and **positive collaborative culture.**

Activity

- Identify one best practice or idea that you are not currently doing in your work that would enhance the quality
- Use the Action Plan Template to create a specific list of next steps and due dates
- The presenters will follow up with you by email in three months to remind you of your goal and check in

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THANK YOU!

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