



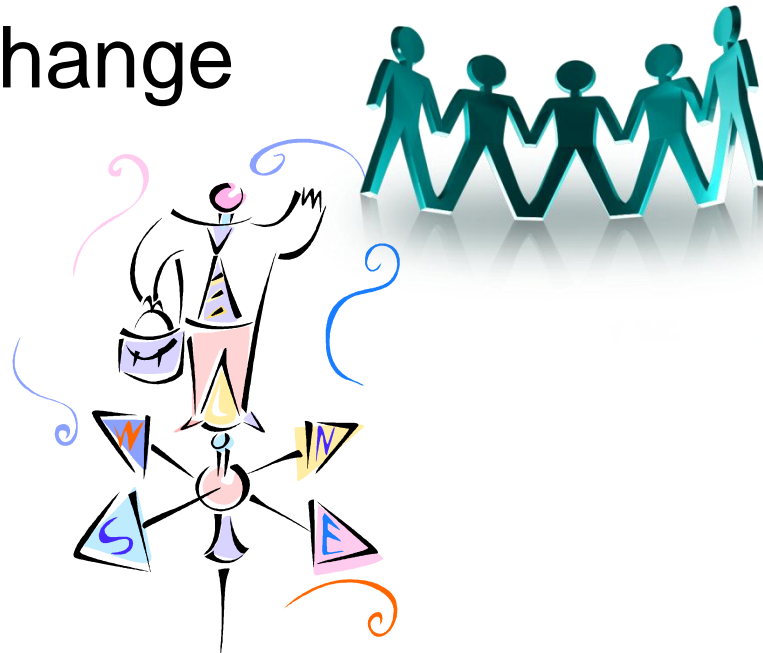
National Center
for Mental Health
Promotion and
Youth Violence
Prevention

Leadership for Implementing Systems Change

December 3-4, 2008
Albuquerque, N.M.

Three concepts

- Leadership
- Partnership
- Systems Change



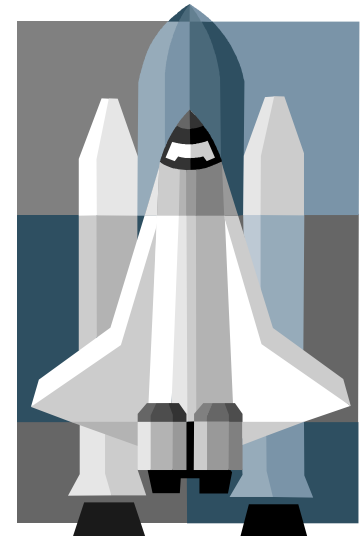
Leadership

- What is it?
- What makes a leader?
- Who is/are the leader(s) in your initiative?
- Is all leadership the same?
- Why care about leadership for SS/HS?



Apollo 13 Clip

- Describe the leadership in this situation.
- What does it add to/modify your description of leadership?



Partnership

- What are the artifacts of your partnership?
 - ☐ Management Team
 - ☐ MOA
 - ☐ \$\$\$\$
 - ☐ Cross discipline
- Shared leadership
 - ☐ What does that mean?
 - ☐ Why bother?



5 Leadership Practices

- Challenging the Process
- Inspiring a Shared Vision
- Enabling Others to Act
- Modeling the Way
- Encouraging the Heart



TOOL: Personal Inventory

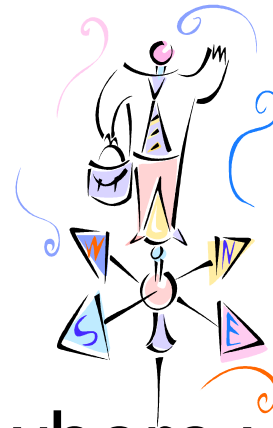
- Kouzes and Posner
- Test it out
- Shared Leadership





**“STOP ASKING ME IF WE’RE ALMOST
THERE! WE’RE NOMADS, FOR CRYING
OUT LOUD!”**

Systems Change



- Why do it?
- Why do you need to know where you're going.
- Which systems are you changing?
- How are you changing how your partners interact?
- What will systems change look like in your initiative

TOOL: Principles of Change: Concerns Based Adoption Model (CBAM)

■ CHANGE:

- Is an ongoing **PROCESS**, not an event
- Occurs in **INDIVIDUALS**, then in institutions
- Is highly **PERSONAL**
- Is **DEVELOPMENTAL**
- Interventions can be designed to support changing concerns



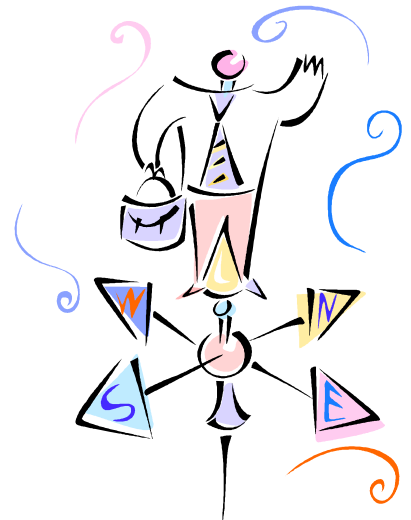
STAGES OF CONCERN

EXPRESSIONS

IMPACT	6. REFOCUSING	I have some ideas about something that would work even better.
	5. COLLABORATION	How can I relate what I am doing to what others are doing?
	4. CONSEQUENCE	What impact am I having? How can I refine it to have more impact?
TASK	3. MANAGEMENT	I seem to be spending all my time getting materials ready.
	2. PERSONAL	How will using it affect me?
SELF	1. INFORMATIONAL	I would like to know more about it.
	0. AWARENESS	I am not concerned about it.

TOOL: Elements for Effective Change

- Perceived Need
- Attributes of the Initiative
- The Implementation Process



Need

- Dislike current situation
- Evidence of challenges
- Problems understood and/or experienced by many
- View need as urgent



Attributes

- **Relative advantage**
- **Evidence-based**
- **Compatibility**
- **Simplicity**
- **Trialability**
- **Observability**

Implementation

- **Leadership**
- **Vision, Mission, and Strategy**
- **Monitoring and Feedback**
- **Evidence-based decision-making**
- **Communication**
- **Professional Development or Training**

Three concepts: Where will you stand?

- Leadership
- Partnership
- Systems Change

