Managing Initiatives vs. Creating Systems Change

Leading Implementation for Systems Change

December 3rd and 4th, 2008

Albuquerque, NM

Leadership: to what ends?

➢ Requirements

➢ Agreements with partners

➢ Programs you proposed in logic model

➢ Local and National Evaluation data

Management level

➢ Carry out the activities

➢ Collect process and outcome measures, including GPRA

➢ Conduct CMT/partnership meetings

➢ Report to the Federal Project Officer

➢ Serve kids and families

➢ Train staff in evidence based interventions and practices

Management outcomes

➢ School building security improved

➢ Kids participate in ATOD prevention curricula

➢ Kids and families receive mental health services

➢ Kids in afterschool programs experience positive behavioral rewards

➢ Kids in preschool learn social skills

Those outcomes over time....

➢ Things break in the school buildings

➢ Teachers drop some of the prevention lessons; new teachers don't implement

➢ Mental health staff go back to their clinics

➢ After school staff turn over and return to negative discipline

➢ Preschool staff turn over and stop teaching social skills

Consultant-itis

- Outcomes: while the consultant is there
- After the consultant leaves
- Over time????
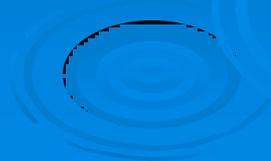
What if.....

- Understand business objectives

- How does it operate now?

- How does the change the consultant has in mind align with these objectives?

- Who needs to be involved in making the changes?

- What best practices might apply?

To lead systems change...

➤ Knowledge of the system, it's culture, priorities, and ways of operating and regulating itself

➤ Data about concerns

➤ An alliance with levels of leadership within the system

➤ Effective ways of introducing change that develops ownership and leadership

➤ Vision about the outcomes

➤ Use a data-based decision making process

"Systems change" outcome

➢ Leadership engages staff and addresses their concerns

➢ Best practices of skills training: evidence based; supported by practice and coaching; training institutionalized

➢ Develop and institute policy

➢ Create feedback loop about changes to continue evidence based decision making

Improved school building security

➢ Shared objectives about security

➢ What do they need from each other to reach those objectives?

➢ What best practices do they each want to see in place?

➢ What are the tasks they need to complete to implement those best practices?

➢ What policies/MOAs/agreements are needed to ensure that building safety is maintained?

Kids and families receive mental health services

➢ Kids more able to learn

➢ Schools need brief counseling models that don't interrupt learning; counselors need appropriate referrals and dependable access to kids; juvenile justice and law enforcement need to be able to share information and connect with services for kids in their systems

➢ What best practices can be used?

➢ Tasks: release forms and info sharing; services implemented; data collection for decision making

➢ What policies/MOAs needed to continue

Table discussions

➢ Where can you see the distinction between management and leading for systems change in your initiative?

➢ What would it take to extend implementation to achieve systems change?

➢ Is the project aligned more closely with some systems than others?