You Are Now Entering the Growth Zone Implementation Science and Culture Change

Ohio Justice.. October 11, 8:30 am Desirae Belleville

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Leadership



Looks different in Implementation Science

Growth Zone

TECHNICAL

- Mechanical
- Process/Policy driven
- One heroic leader
- Expertise

ADAPTIVE

- Complex
- Vague
- Mobilize
- Relationships

Implementation Team: What is the Problem?

Institutional/Residential Scenario:

 Current State: There are multiple facilities with numerous staff. Management is concerned that there is a staff turnover problem. Staff frequently indicate that they do not feel appreciated. In response Management has implemented a weekly spotlight email that highlights staff achievement. They also have implemented monthly and annual employee recognition ceremonies. Many staff do not feel the recognition reaches the work they do every day. Furthermore, staff express concerns that the people recognized are favored by management and not for their hard work. Recognition is not consistent across facilities. In some facilities it is seen as a popularity contest. Some facilities do not nominate people for recognition at all. In general, people are unclear what the recognition was for.

Parole/Probation/Non-Residential Program Scenario:

• Current State: There are multiple units that service justice involved individuals in the community. Management is concerned with the continuity of practice between the different units. Management have issued numerous policies regarding the issue. Earlier this year, an email directive went out to all staff with specific guidelines. However, there are informal and different guidelines that dictate processes between the units. Staff report frustration when a justice involved individual moves to another unit's area and by practice should be transferred to a receiving unit. The receiving unit often rejects the case for technicalities that are defined by policy. Staff are less concerned about what is best for the JII than trying to keep the person from coming into the unit. This has created frustration with staff and more failure with Ills.

Implementation
Team
Meeting One:

What technical solutions have been attempted to fix the problem?

What is the adaptive problem?

- Residential:
 - Technical: Spotlight email, recognition ceremonies
 - Adaptive: Most staff do not feel appreciated for their work, which contributes to staff turnover
- Non-Residential:
 - Technical: Policy, Email directive
 - Adaptive: Staff are not trying to do what is best for the JII across units which leads to frustration of staff and failure of JIIs



Implementation
Team
Meeting Two:

What is the ideal state?

(Magic Wand, everything is perfect?)

Residential:

 Recognition is fair and across the board and reaches all staff. Be less vague, less subjective in recognition. Staff buy in to our recognition. We spotlight employees performing a little above job duties. Staff are immediately recognized with specific reasons for the recognition.

Non-Residential:

 We do what is best for the supervisee. We act as one team vs separate units. We use tech to facilitate communication. Make a cultural shift for a more positive approach. Professional courtesy and open communication are key.

Adaptive Leadership

What gets in the way?

- The Gap between desired values and actual behaviors
- Competing commitments
- Speaking the unspeakable
- Work avoidance



Implementation
Team
Meeting Three:

What adaptive challenges do you see in your scenario?

- The Gap between desired values and actual behaviors
- Competing commitments
- Speaking the unspeakable
- Work avoidance

The Implementation Team



- 1. Policy/mandates/directives person
- 2. Keeper of the vision
- 3. Communication/Cultural Influencer
- 4. The Team Builder
- 5. Data/Fidelity Champion
- 6. EBP Champion
- 7. Divergent/Critical Thinker

Implementation
Team
Meeting Four:

What is your role and Why?

What is missing from your team?

- 1.Policy/mandates/directives person
- 2. Keeper of the vision
- 3.Communication/Cultural Influencer
- 4. The Team Builder
- 5. Data/Fidelity Champion
- 6.EBP Champion
- 7. Divergent/Critical Thinker

There is no growth in the comfort zone



There is no comfort in the growth zone

Implementation
Team
Meeting Five:

What are our strengths?

What opportunities exist?

Residential:

Staff are honest about the situation.
 Management are motivated to fix the situation. Technology available.
 There are staff who do feel recognized. Some facilities do have a good recognition.

Non-Residential:

Management shows concern.
 Technology is available. Staff care about quality of work. Staff take pride in their units. Management are concerned about client success.

Focus

Look Here: THIS IS ALL WRONG



Ideal State

Implementation
Team
Meeting Six:

When do you focus on weakness?

What is something that you can do to focus on strengths and opportunities?

Strengths

Opportunities

Ideal state

Test Yourself

Adaptive Thinking? yes

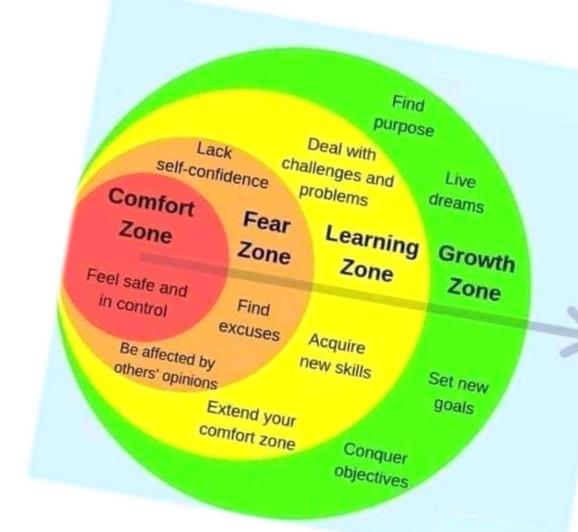
Ideal State? yes

Have difficult conversations? Yes

Define team by skills? Yes

Look for strengths and opportunities? Yes

Focus? Yes



Welcome to the Growth Zone

Continuity

Staff appreciation

QUESTIONS?

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THANK YOU

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