



Improving Collaboration by Addressing Organizational Culture Change

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What do we mean by “organizational culture”?

- “We are what we repeatedly do.” – *Aristotle*
- “The way we do things around here.”
- “Organizational culture is the sum of values and rituals which serve as ‘glue’ to integrate the members of an organization.” – *Richard Perrin*
- “Organizational culture is civilization in the workplace.” - *Alan Adler*

Importance of culture: Integration & Adaptation

Assumptions, Values, and Artifacts

- **Assumptions:** Basic assumptions that lie below awareness, are taken for granted, and reflect beliefs about human nature and reality.
- **Values:** Shared principles, standards, & goals of an organization.
- **Artifacts:** Visible, tangible evidence that reflects organizational culture.

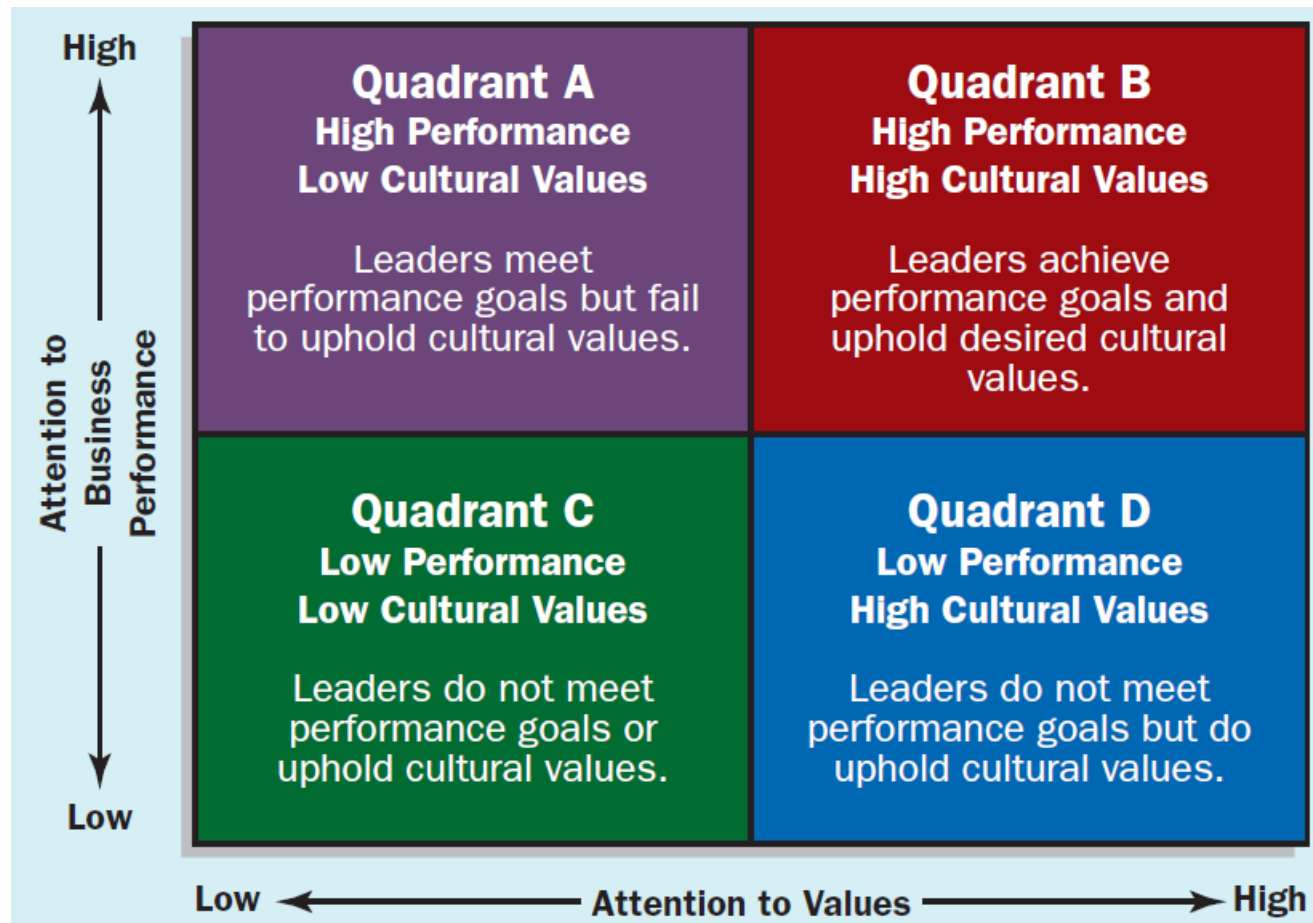
Discussion

- What do the people in your organization assume about CPS or JJ Services?
- What decision points are most contentious?
- Is there a lore or legacy related to these contentious points?
- What are the artifacts that reflect your organization's culture?

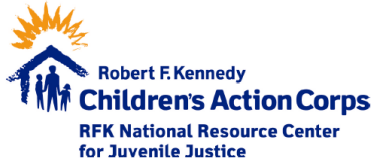
High Performance

- Organizations in which leaders intentionally manage cultural values outperform similar organizations whose leaders do not.
- Organizations that succeed have leaders who pay careful attention to both cultural values and performance.

Performance & Cultural Values



Addressing Organizational Culture



A Better Way to Do Business:

Changing Organizational Culture to Promote Integrated Service Delivery in Child Protection and Juvenile Justice Systems

By Mark Mertens and Melissa Blom

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Introduction

A previous Robert F. Kennedy National Resource Center for Juvenile Justice publication, *From Conversation to Collaboration: How Child Welfare and Juvenile Justice Agencies Can Work Together to Improve Outcomes for Dual Status Youth*, demonstrated how multi-system conversations provide the starting point for collaboration. The compelling examples described in the whitepaper made it clear that juvenile justice and child welfare systems must work together in order to improve outcomes for the youth and families they have in common. But how do we create the impetus for organizational change that will promote collaboration across both systems? How do we train for and encourage family engagement and information sharing across divisions? What do leaders need to do in order to move the needle of reform at the local level?

By highlighting insights and lessons learned in Outagamie County, Wisconsin, this brief aims to describe how a human service agency can move from early conversations about working together to developing protocols for how teams work with dually involved youth, and eventually to the establishment of a new way to "do business" by changing the organizational culture. We will examine the common needs and necessary tasks of personnel at each level of the organization as they relate to the promotion of transformative reform. Since it is often an administrator's job to see the big picture and guide the agency toward better practices and improved outcomes for youth and families, we will focus on recommended tasks for administrators in promoting and enacting organizational change. In addition, we will describe some of the salient needs of supervisors and direct service staff that must be identified and addressed.

About the Robert F. Kennedy National Resource Center for Juvenile Justice

The Robert F. Kennedy National Resource Center for Juvenile Justice, led by Robert F. Kennedy Children's Action Corps, provides consultation, technical assistance, and training to enhance the performance of youth-serving systems and improve outcomes for youth and families touched by the juvenile justice system. The array of services and resources delivered by the RFK National Resource Center addresses: (1) youth with prior or current involvement in both the child welfare and juvenile justice systems, known as dual status youth, (2) the review and improvement of juvenile probation systems, and (3) the use of a model framework to address the state and national laws and policies governing the exchange and sharing of data, information, and records for youth and families.

For additional information, please visit:

www.rfknrcji.org

Mark Mertens (Manager of the Youth and Family Services Division) and Melissa Blom (Manager of the Children, Youth, and Families Division) collaboratively serve the Outagamie County Health and Human Services Department in Appleton, Wisconsin. Both authors are members of the RFK National Resource Center's Dual Status Youth Practice Network and provide expertise nationally to advance reform throughout the country.

Administrative Tasks:

1. Form an Alliance.
2. Establish Common Goals.
3. Clear, Consistent, Unified Messaging.
4. Tie Work to Proven Practices.

Supervisor Needs:

1. Clarity of Goals & Expectations
2. Opportunities for Leadership
3. Permission to Navigate the Pace of Change.
4. Ability to Measure Progress & QA

Staff Needs:

1. Give Input & Show Commitment
2. Clear Expectations
3. Greater Efficiency & Improved Practice
4. Assured Sustainability.



Creating Culture Change

Step I: Forming an Alliance & Establishing Common Goals

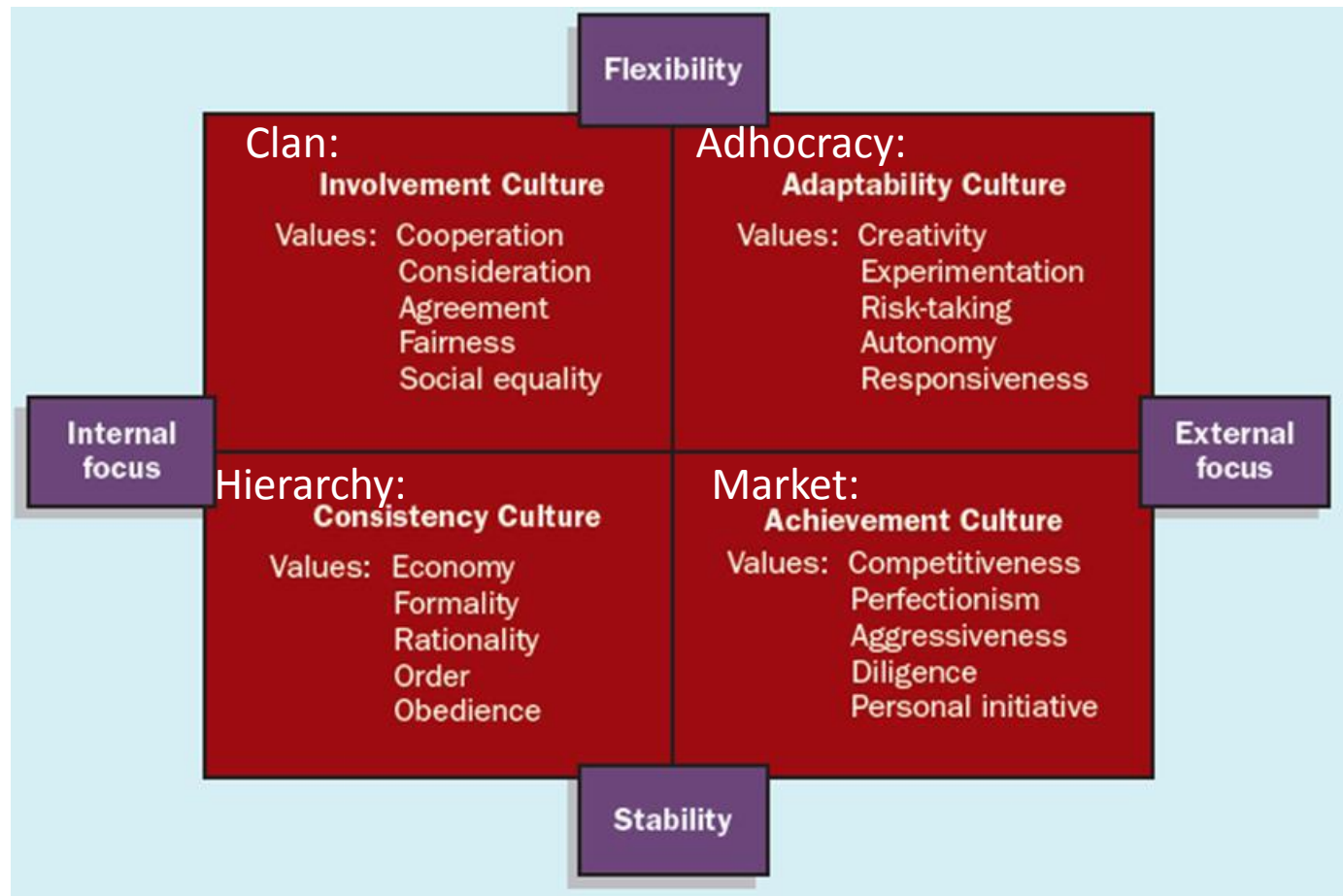
- Leaders identify a need to work together to improve performance, values, or both.
- Leaders demonstrate the courage to have difficult, critical conversations.
- Leaders form an alliance around pursuing shared values & desired outcomes.
- Leaders establish common goals.

Creating Culture Change

Step 2: Unified Messaging & Creating Urgency

- Use data to outline the scope of the problem & create urgency.
- Use case examples to illustrate need for collaboration to improve outcomes.
- Find simple themes that summarize the message. Outagamie County: “Letting go of the old and embracing the new.”; CYF “reaching forward” and YFS “reaching back” to assure that youth do not fall through the cracks.
- Resonance: Speak to the **head, heart, and feet!**
- Demonstrate **unity & singularity of commitment** of the leaders!

Competing Values Matrix



Exercise & Discussion

- Determine where you think your agency is located on the Competing Values matrix.
- Compare with your partner and discuss the strengths and weaknesses of the competing values from the matrix.
- Construct a common message that would resonate across two competing cultures on the matrix (“clan” vs “market”, “adhocracy” vs “hierarchy”, etc)

Creating Culture Change

Step 3: Engaging, Connecting, and Empowering the Supervisors

- Tasked with minding the Culture GAP.
- Shift toward more adaptive values:
 - Recognize when people are adhering to the wrong values or important values are not held strongly enough*
- Provide clarity of the reform efforts goals and expected outcomes and tie to research.
- Give them opportunities for leadership.
- Permission to navigate the pace.
- Seek their input regarding progress and QI.

Creating Culture Change

Step 4: Mapping, Early Adopters, and Work Groups

- Peer-led mapping and protocol training resonates ownership.
- “Confusion is the enemy of culture change”.
- Pay attention if you want something to improve.
- Periodic testimonials.
- Re-mapping exercises.

Creating Culture Change

Step 5: Establishing New Expectations Through Cross-Training and Protocols

- Establishing Buy-In: Allow the supervisors and direct service staff to develop protocols after managers have outlined the vision.
- Cross-training is a good way to create cohesion and develop a ritual of collaboration.

Creating Culture Change

Step 6: New Practices & Rituals

- Joint supervisor meetings.
- Collaborative work groups identify gaps in services & develop strategies to address them (examples: trauma – informed care, family finding).
- Unified messaging from managers is the new standard practice (ritual).

Creating Culture Change

Step 7: Sustaining Change

- Data Collection.
- Quality Assurance.
- Keeping the collaboration going during difficult times.
- Supervisors feel safe engaging in critical conversations.

Minding the GAP

- Culture is the way we do things around here...
- How has scarcity affected our work?
- Are people within the organization rewarded for vulnerability?
- Fostering creativity, innovation and engagement.
- A culture of honest, constructive, and engaged feedback.

The El Dorado Experience

- Identify the Common Cause
- Reframe the Discussion and Preconceptions
- Unified and Hands-On Leadership
- Cross Pollinate Opportunity at All Levels
- Hearts and Minds (Present the “WHY”)
- Don’t Underestimate Jurisdictional Culture
- Just When You Think You’ve “Arrived,” Think Again (Maintenance)



Questions and Discussion

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