



Aroostook County Action Program



The Good, the Bad and the Ugly: Behind the Scenes of Organizational Change

*Vermont Poverty & Opportunity Training Forum
April 11, 2024*





Getting a Better Feel for Where Organizational Change is Being Held Up

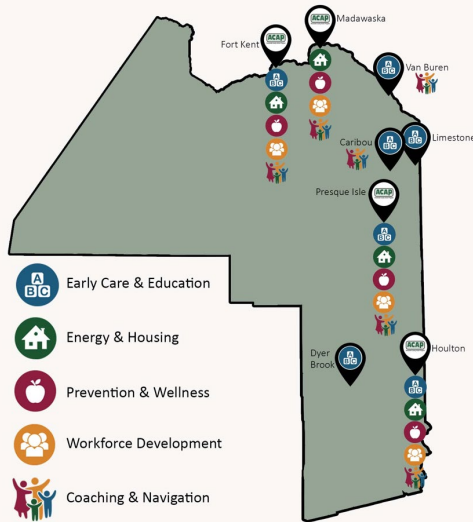
JP

**The single greatest impediment or
challenge in advancing organizational
change at my agency is...**



Aroostook County Action Program

Where is Aroostook County, Maine and who is ACAP?



HOME ABOUT US PROGRAMS & SERVICES





The Key “P’s” that lend themselves to the Good, the Bad and the Ugly...

- People**
- Past Practice**
- Process**
- Politics**
- Passion for the Work**

- Calling on the good that exists in people who come to work for CAA's**
 - **Understanding the five “w’s” of the work, especially the why (generally good)**

- Not everyone who starts the journey with you will be there for the full ride (good and bad)**

- Some will do Ugly things to derail the work**



Aroostook County Action Program

People - the Good, the Bad and the Ugly

JP

2016

- CEO Learns about Two-Gen
- **Begin Discussion on Organization Structure**
- Staff first introduced to concept of Two-Gen/Whole Family at Agency Day

2017

- Family Council Established & site visits by team to Strafford, NH and Garrett County, Maryland
- Strategic Planning includes WF and CSD
- **First Family Coach Hired and Whole Family Pilot Project Launched**
- MeCAP WF Committee developed shared assessment tool

2018

- **ACAP Joins NCAP COP**
- **Leadership Team introduced to Matrix Organization concept**
- Logic Model & Theory of Change Developed
- empowOR Go Live
- Expansion of family coaches county-wide
- Service Delivery Coordinator Position Established

❑ Letting staff have a voice – ACAP’s 2019 Employee Engagement Survey



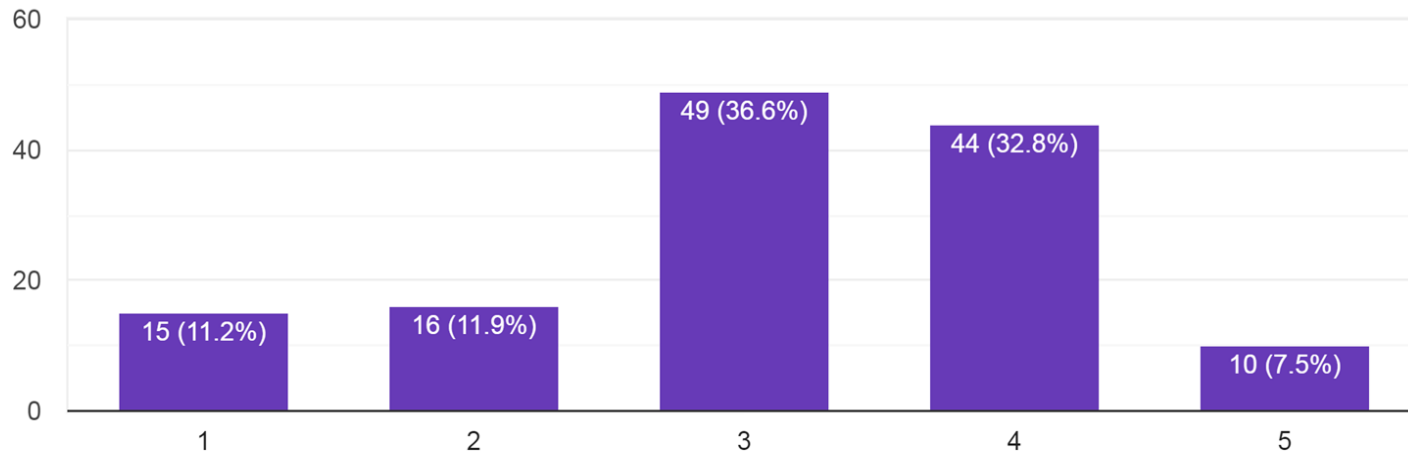
Overarching Takeaways:

- Staff accept and understand the rationale for the overarching changes. Most embrace the change.
- There is more work to do to adequately set staff up for success in performing their roles.
- Both of these were demonstrated in the survey results and the focus group outcomes.

❑ Letting staff have a voice – ACAP’s 2019 Employee Engagement Survey

7. To what extent do you feel like a partner in the changes the organization has undertaken as it seeks to put the ...omprehensive service delivery model?

134 responses





Aroostook County Action Program

People- the Good, the Bad and the Ugly

JP



Aroostook County Action Program

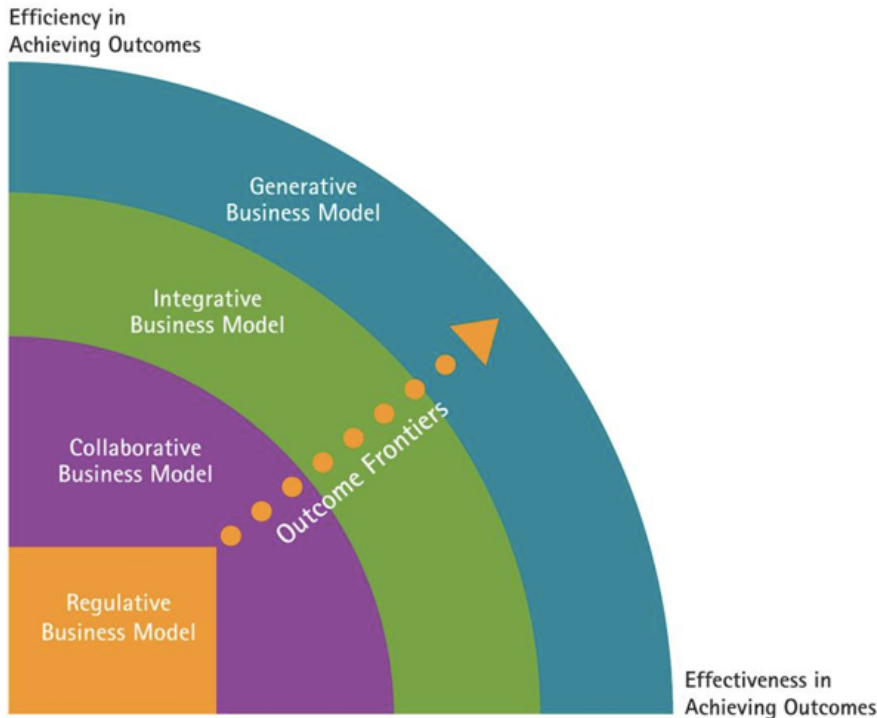
Outcomes the Focus Groups and Survey Responses have in common:

- **Adopt a single language to describe ACAP's approach and stick to it.**
- **Senior leadership needs to get on the same page – all having the same philosophy and culture – and lead. There are divisions and it shows.**
- **Trust employees to use their judgment and treat rules as useful, necessary guidelines – not always the final word when doing what is best for the customer.**
- **Find structural ways to reduce siloes. Reward collaboration.**
- **Get rid of favoritism – protecting underperformers. Re-balance workloads.**

- Compliance, regulatory and contract requirement considerations are key functional aspects of working for a CAA – which often results in stable organizations (good)**
- Same factors above reinforce siloing and result in and staff seeing themselves as not working for the agency, but rather the program (bad)**
- Staff and leaders will use this baseline to stop change from including their programs and services**

- ❑ Provide an alternative pathway - Human Services Value Curve, Matrix Organization, others...

Human Services Value Curve



Generative

Using a population-based health and well-being approach to find solutions that get at root causes and are implemented collectively with families and communities

Integrative

Working across sectors to address problems at their root through data analytics and a customized service array

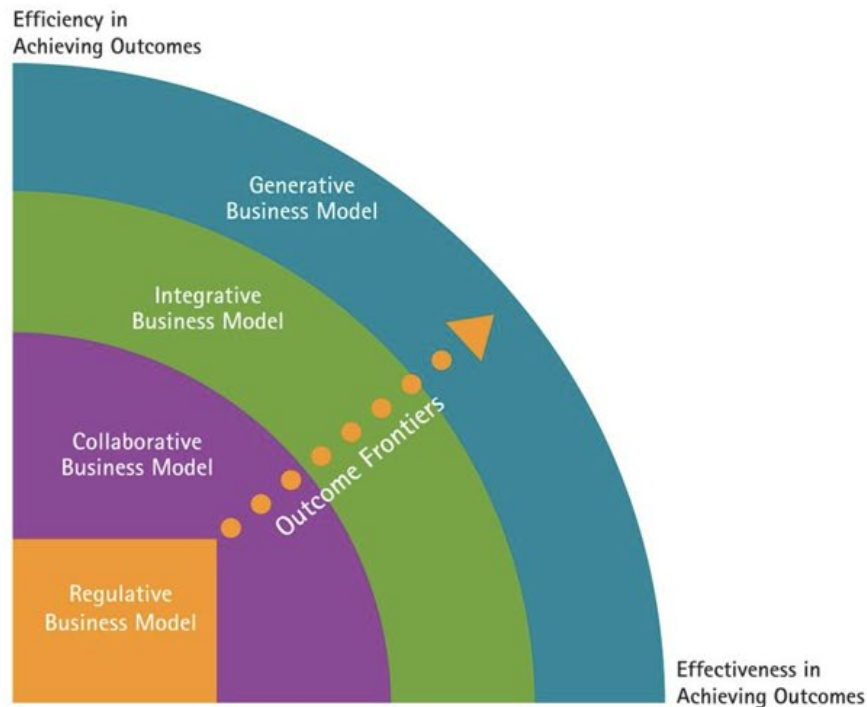
Collaborative

Working towards a single-door approach to link services across programs and agencies, easing access and reducing duplication

Regulative

Accurate and timely administration of programs to assure compliance and integrity; focus on efficiency and accountability for proper use of funds

Example: Staff Leadership



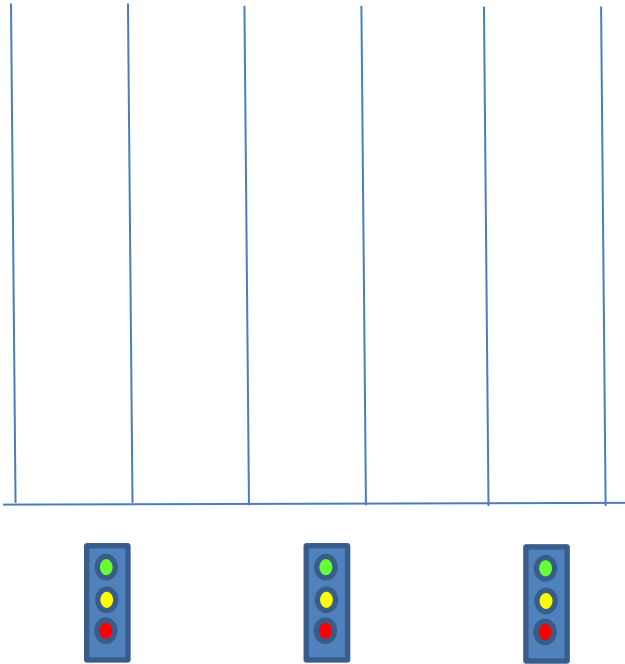
Generative: Leaders connect collective goals and strategies to partners, vendors, allies, and even competitors, towards more transformative changes

Integrative: Leaders are adaptive - they facilitate their staff towards collective development of shared goals, strategies and innovations

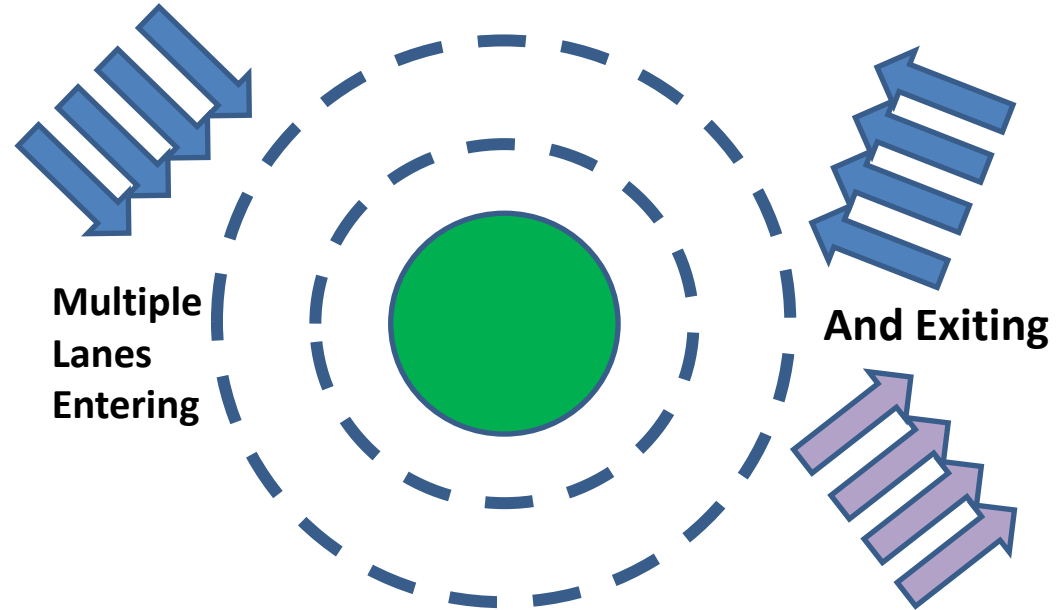
Collaborative: Leaders connect expectations to the bigger picture for staff, e.g., strategy and collective goals/metrics; teaming

Regulative: Leaders are directive - they ensure staff are clear about expectations of them, both task and relationship-oriented

Traditional Hierarchical Organizations:

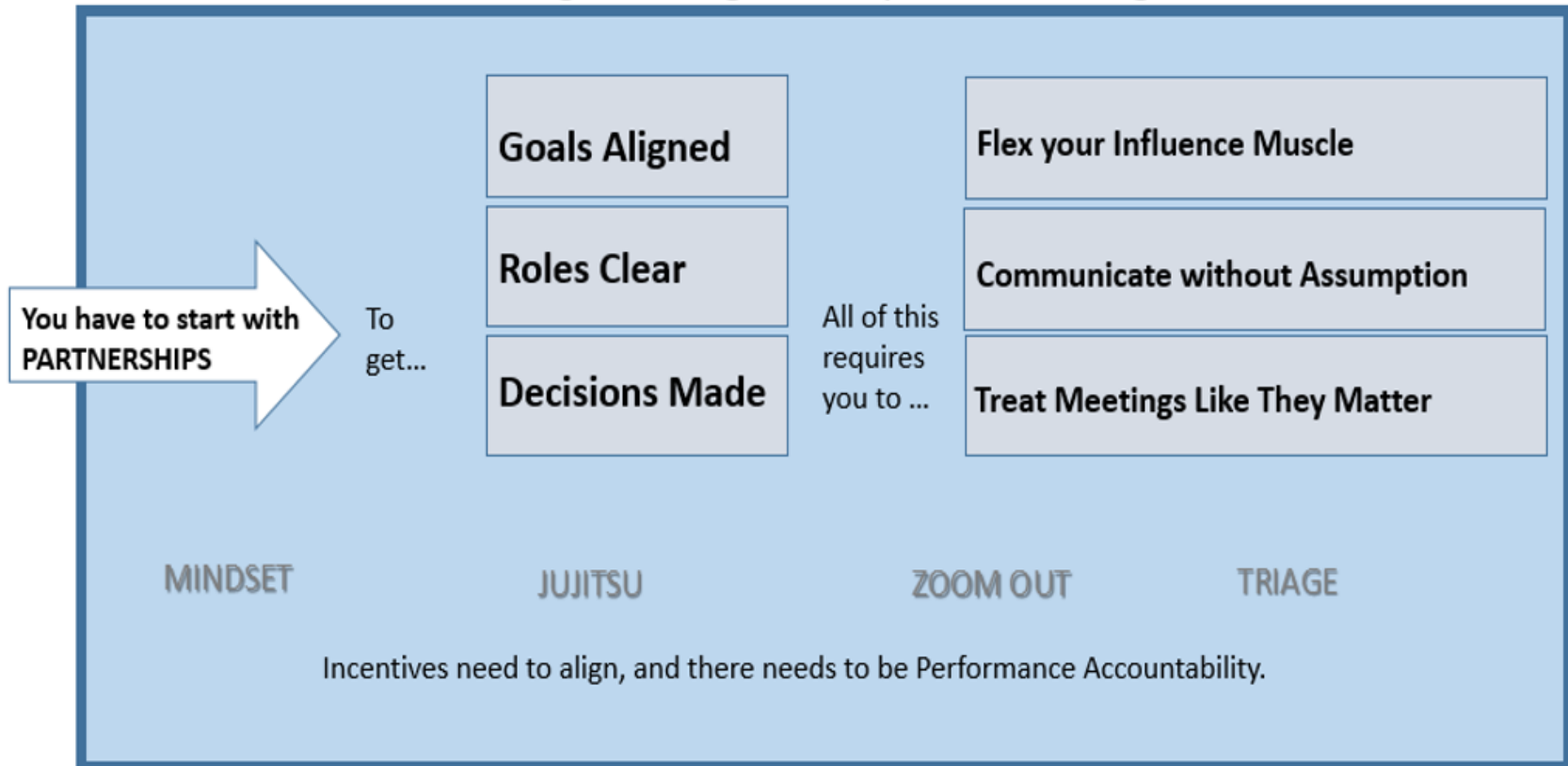


Matrix Organizations:



Matrix Mystery – I Mean *Mastery*

Learning to Leverage its Competitive Advantage



- Making changes to organizational roles can re-energize team members (good)
- The prospect of changes to organizational structure and individual roles do cause apprehension for many (bad)
- Leaders and others in positions of authority not following through with change process and re-organization in their downline (ugly)

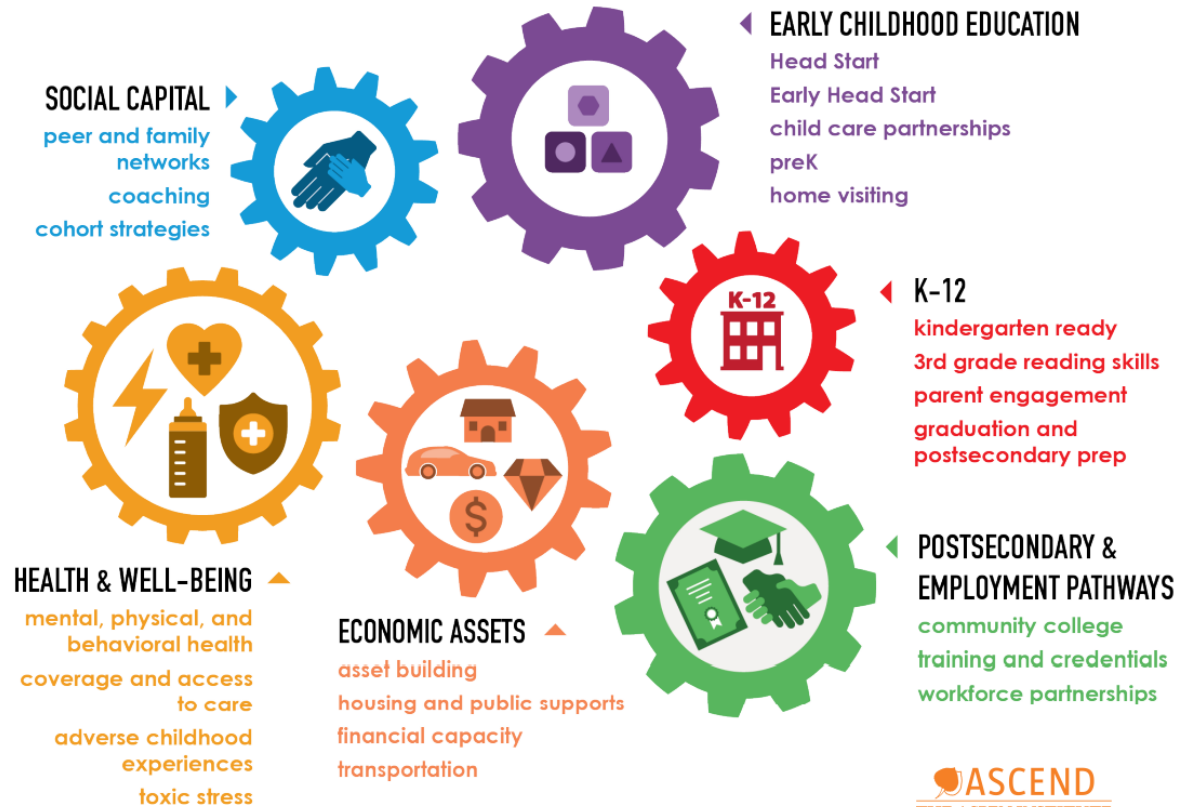


Aroostook County Action Program

Process - the Good, the Bad and the Ugly ^{JP}

□ Be thoughtful in letting best practice guide your process work

2GEN CORE COMPONENTS





Aroostook County Action Program

Process - the Good, the Bad and the Ugly ^{JP}

Health and Wellbeing:

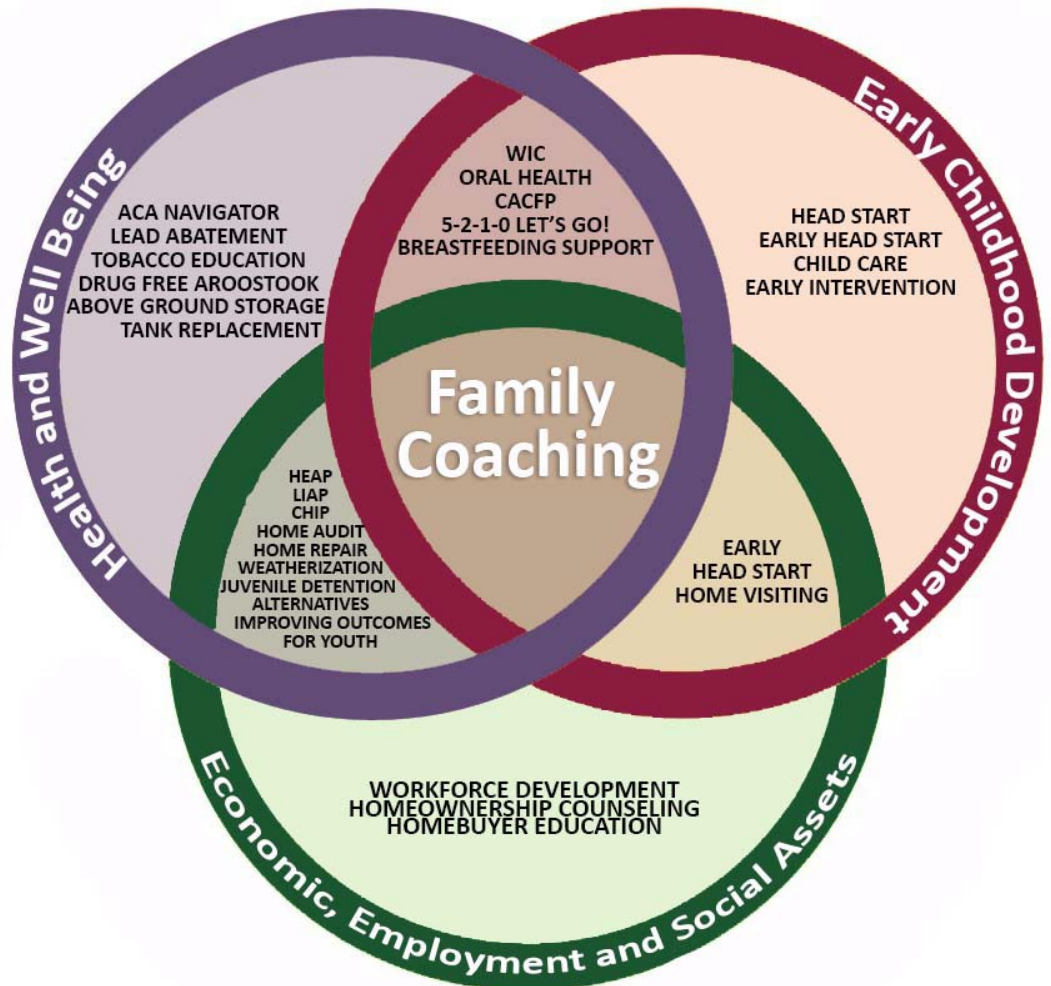
- Prevention Programs
- Wellness Programs
- Housing/Energy Programs

Early Childhood Development:

- Head Start
- Early Head Start
- Child Care
- Early Intervention
- CACFP

Economic/Employment/Social:

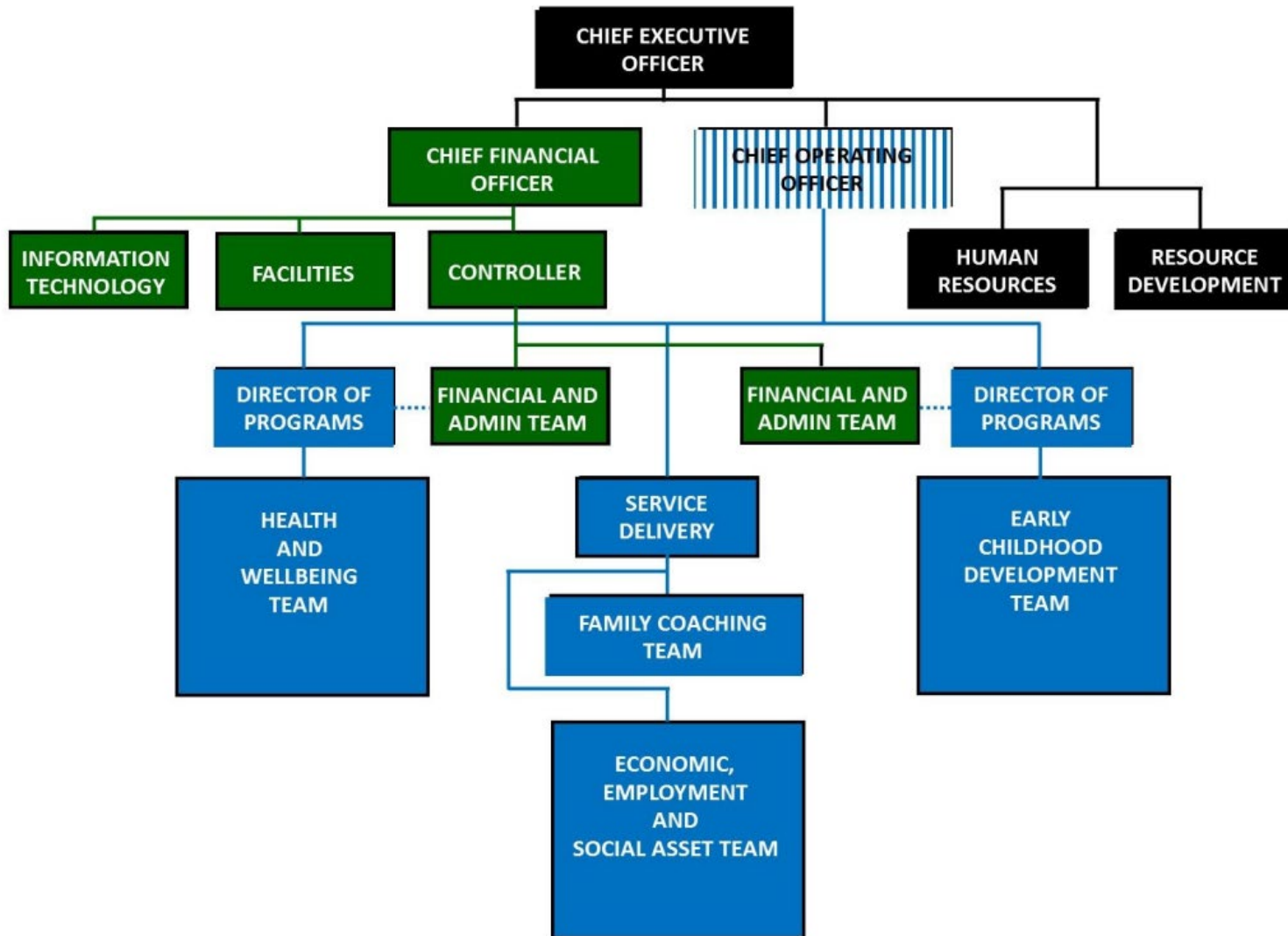
- Workforce: WIOA/Opioid Response
- Homebuyer Education
- Homeownership Counseling





Aroostook County Action Program

Process - the Good, the Bad and the Ugly ^{JP}





Aroostook County Action Program

Process - the Good, the Bad and the Ugly ^{JP}

☐ Like Eating an Elephant – One Bite at a Time...

Comprehensive Intake - Agency Training Modules	2023	Goal: Maximize positive customer experience with the least number of return visits to reach desired eligible services
Coaching and Related Program Review - Employee Survey (Navigator Slide)	2022	
Consultant Climate on Comp. Intake - Changes to Administrative Support	2021	
Navigators Introduced - Cross Functional Teams	2020	More Customers/Greater Intensity - CARES ACT- Pandemic Response
Presumptive Eligibility/Push Intake - Employee Survey "Lets Go"	2019	Mostly Main St. - PI/ECE - Low Participation Customer Follow-Through
Coaches Added County-Wide	2018	ECE Families with Coach
First Coach Hired	2017	Central Aroostook Pilot Families in Early Head Start

- Focused, successful campaign wins the race (good)**
- All that applies to “politicking” today applies (bad)**
- All that applies to “politicking” today applies (ugly)**

BEST ADVICE:

**Get a great campaign advisor = consultant to take the
journey with you**

**Get a great campaign manager = internal lead whose
key job is to advance change effort**



Politics - the Good, the Bad and the Ugly (Internal)

JP

- ❑ **“Objective” and “Empowered” voices to move the change when it might otherwise get stuck...**

Consultant (Campaign Advisor)	Internal Lead (Campaign Manager)
Initial & Follow-up Climate Assessments	Leads Campaign Committee (Family Council)
Facilitates Key and Difficult Discussions and Change Management Strategic and Planning Sessions	Empowered to break through organizational resistance and dreaded silos
Role and work varies through organizational change process	Role and work varies through organizational change process
Strategically place the dynamite in the obstacles to the new path forward to detonate a controlled explosion	With firm resolve, clear and pave the new path forward using the materials rendered useful from the explosion

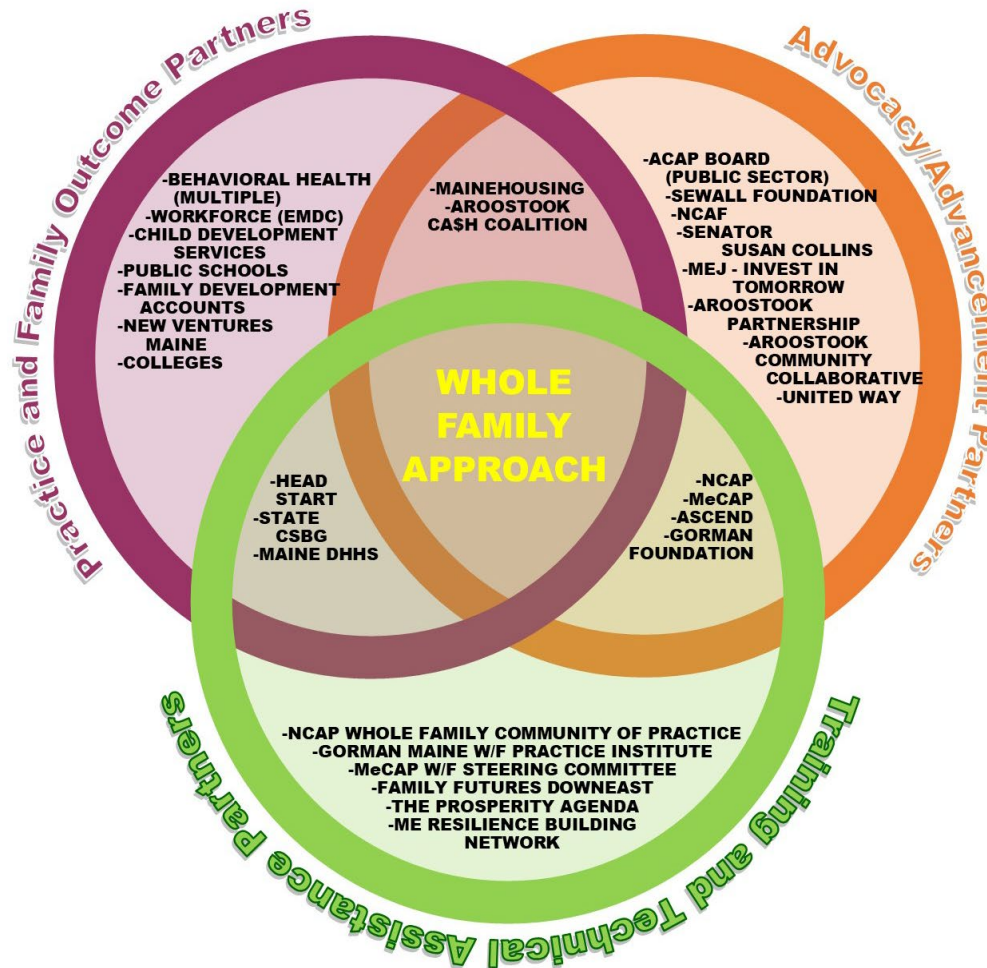


Aroostook County Action Program

Politics - the Good, the Bad and the Ugly (External)

JP

□ Understanding and Mapping Out Your Change Partners





Passion for the Work^{JP}

- Putting customers and community we serve at the center of the work (good)**
- Those who feel just as or more passionate for the status quo (bad)**
- When the two passionate individual and groups collide (ugly)**

- ❑ Don't underestimate the power of storytelling...





Keys to embracing the GOOD, getting through the BAD and surviving the UGLY...

JP

- Always keep the WHY in the center for yourself, leaders, team members and change partners
- Put people in positions to drive change
- Be thoughtfully incremental, yet sufficiently bold when the time comes
- Don't get overwhelmed by the magnitude of the change and learn to value that the every mile gets you closer to the destination
- Let the experience advise the outcome and the form follow the function
- Don't underestimate the need for organizational culture change and that the science of change is impossible without the art!



Getting a Better Feel for Where Organizational Change is Being Held Up

JP

**The single greatest impediment or
challenge in advancing organizational
change at my agency is...**



Aroostook County Action Program



The Good, the Bad and the Ugly: Behind the Scenes of Organizational Change

*Vermont Poverty and Opportunity Training Forum
April 11, 2024*

