WELCOME & CHECK-IN EXERCISE

MEETING PURPOSE

Identify the VC's "north star" outcome, then continue to align and strengthen the VC's contributions to FFPSA implementation contributions and system culture shift work to achieve the outcome.

MEETING RESULTS

1 The Vision Council defines its "North Star Outcome."

2 VC FFPSA implementation priorities are finalized and approved.

3 VC Work groups are established to advance the Results-Based Plan and VC Family First implementation activities.

4 The VC is further equipped to be instruments of systems culture change.

5 Each VC member is committed to a VC Short-Term Work Group and at least one other specific action step in support of the systems culture shift.

Vision Council Artifacts & Tools

- ❖ From-To Shift
- ❖ VC Overview Slide Deck (coming soon)
- ❖ Accountability Pathway
- ❖ BART
- ❖ Levels of Action and Alignment
- ❖ Acknowledge, Rephrase, Explore (ARE)

- ❖ Theory of Aligned Contributions
- ❖ Person/Role/System Framework
- ❖ National Foster Youth and Alumni Coordinating Council's Guiding Priorities
- ❖ Making a Powerful Request

- ❖ Data set
- ❖ Ten Conversations
- ❖ Proposal-Based Decision Making
- ❖ Countering Work Avoidance
- ❖ VC Overview Slide Deck

CHANGE LEADERSHIP: Engaging Thought Leaders and Leadership Teams to Prepare for Family First Funded by the Mid-Iowa Health Foundation

AGENDA
JANUARY 8, 2020

VISION COUNCIL MEETING

9:30 AM

Welcome and Check-in Exercise

10:00 AM

Strengthening Leadership Capacity for the Systems Culture Shift

10:45 AM

Defining the VC's Desired Outcome of Well-Being (or "North Star Outcome")

12:00 PM

Lunch Break

12:15 PM

Deciding the Scope of the Vision Council

1:45 PM

Recap Decisions/Finalize Action Commitments

2:00 PM

Check Out

2:30 PM

Adjourn

1 **SHARE**
NAME | WORKPLACE | TITLE | ROLE

2 **BRIEFLY SHARE**
One way that I "showed up" as a VC leader since the last meeting I attended.

Strengthening Leadership Capacity for the Systems Culture Shift

Leadership and Authority

Leadership Defined

- Leadership is mobilizing people to make progress on deep, daunting, and adaptive challenges.

- Leadership is an activity, not a position.

- Anyone can do it, anytime, anywhere.

- It starts with you and must engage others.

- Your purpose must be clear.

- It's risky.

Authority Defined

- Authority can be positional
- Authority provides safety to members of an organization through policies, rules, and 'final decision making'.

The Distinction between Leadership and Authority

- Leadership and Authority are not the same, though both are necessary.

- One is not better than the other, they are required in different situations.

- Using authority when leadership is required and vice-versa may lead to a lack of progress.

Reflections

- When have you experienced leadership? How was it different than authority?

- What assumptions have you made about the differences between leadership and authority in the past?

- Why is it easier to lean on authority than to exercise leadership?

Technical and Adaptive Work

Adapted from the Kansas Leadership Center. Visit
kansasleadershipcenter.org

Technical and Adaptive Work

- When you think about our work today, what are your:
  - Concerns?
  - Aspirations?
- What makes leadership difficult in the gap we identified?

What is an Adaptive Challenge?

- An adaptive challenge consists of a gap between the aspiration and current reality that demands responses outside of the repertoire. In other words, there is not a single, flip-of-the-switch solution.

- *Adaptive challenges are about changing priorities, beliefs, habits, and loyalties for a compelling purpose.*

What is a Technical Challenge?

- Technical Challenges are easy to recognize and quickly discernable. You either know how to solve them or can access experience to solve them.

Side-by-Side Comparison

DISTINGUISHING TECHNICAL AND ADAPTIVE

	TECHNICAL WORK	ADAPTIVE WORK
THE SOLUTION	...is clear	...requires learning
THE PROBLEM	...is clear	requires learning
WHOSE WORK IS IT?	experts or authority	stakeholders
TYPE OF WORK	efficient	act experimentally
TIMELINE	ASAP	longer term
EXPECTATIONS	fix the problem	make progress
ATTITUDE	confidence and skill	curiosity

- If you find yourself dealing with the same issues repeatedly, you are probably putting a technical solution to an adaptive problem.

Reflection

- How can you apply the difference between technical and adaptive work in your day-to-day activities?

- How can you help guide your teams and others to solve daunting challenges knowing the difference between technical and adaptive work?

- What about the quote "If you find yourself dealing with the same issues repeatedly, you are probably putting a technical solution to an adaptive problem" resonates with you?

Defining the Vision Council's Desired Outcome of Well-Being (or "North Star Outcome")

Change Leadership Vision Council
System Culture Shift

FROM ↓ ↓ *Defensive Style*	**TO** ↑ *Constructive Style*
Current Assessed State: Compliance Mindset	Overall Goal for the System: Move to a Value-Based Mindset

Current Assessed Behaviors:

1. Communicating only "What"

2. Fix-it Mindset

3. Fear of risk and change

4. Geographic Alignment

5. Outcomes measured by negative indicators

Ideal Behaviors:

1. Communicating "What and Why"

2. Progress Mindset

3. Be an agent of change, be proactive and increase advocacy

4. Goal Alignment

5. Outcomes measured by positive indicators

The Coalition
Coalition for Family and
Children's Services in Iowa

North Star Outcome – a North Star outcome (AKA Big Hairy Audacious Goal, or BHAG) is setting a goal so big (but not "un-achievable") that everyday you need to spend some time working towards achieving that goal. I like to call this goal "its not about the destination, but about the journey" goal. There are so many intricate steps and so many hours of work involved in achieving this goal, that you learn and earn so much more in the journey towards the goal, than actually achieving the goal itself. Most serious goal-setters use this type of goal-setting in conjunction with SMART goals that serve as sub-tasks to the larger North Star Goal.

Program Population to Whole Population[1]

Children and Families Involved in the Iowa Child Welfare System

WHOLE POPULATION
All Iowans

VISION COUNCIL POPULATION FOCUS
All children and families involved in the Iowa Child Welfare System

STRATEGIC POPULATION FOCUS
TBD

PROGRAM POPULATION
TBD
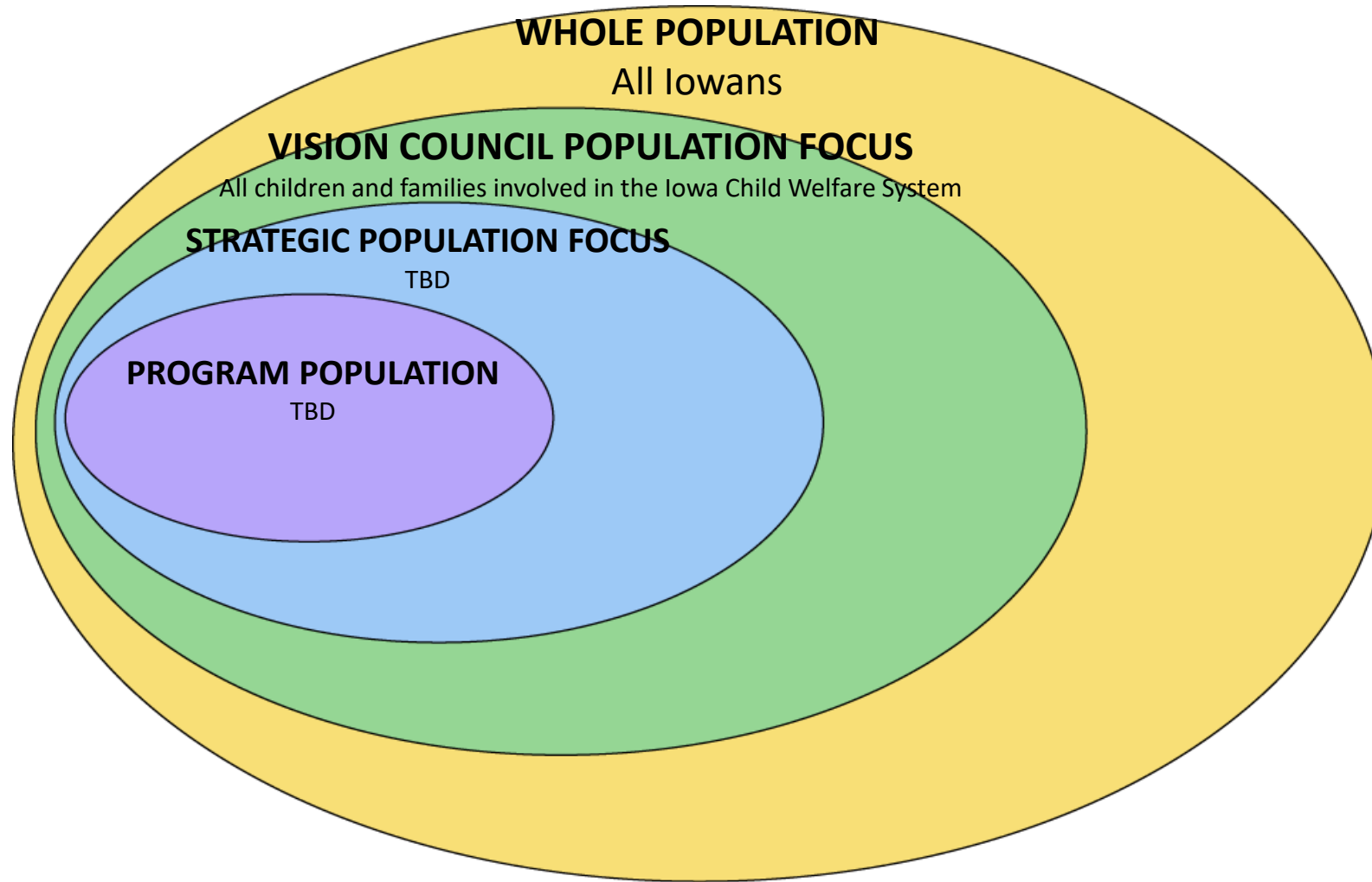
[1] **Trying Hard is Not Good Enough**, Friedman, Trafford Publishing, 2005

VC North Star Outcome:
Small group discussion and proposal development

LUNCH BREAK

Defining the Scope of the Vision Council

Results-Based Leadership Approach

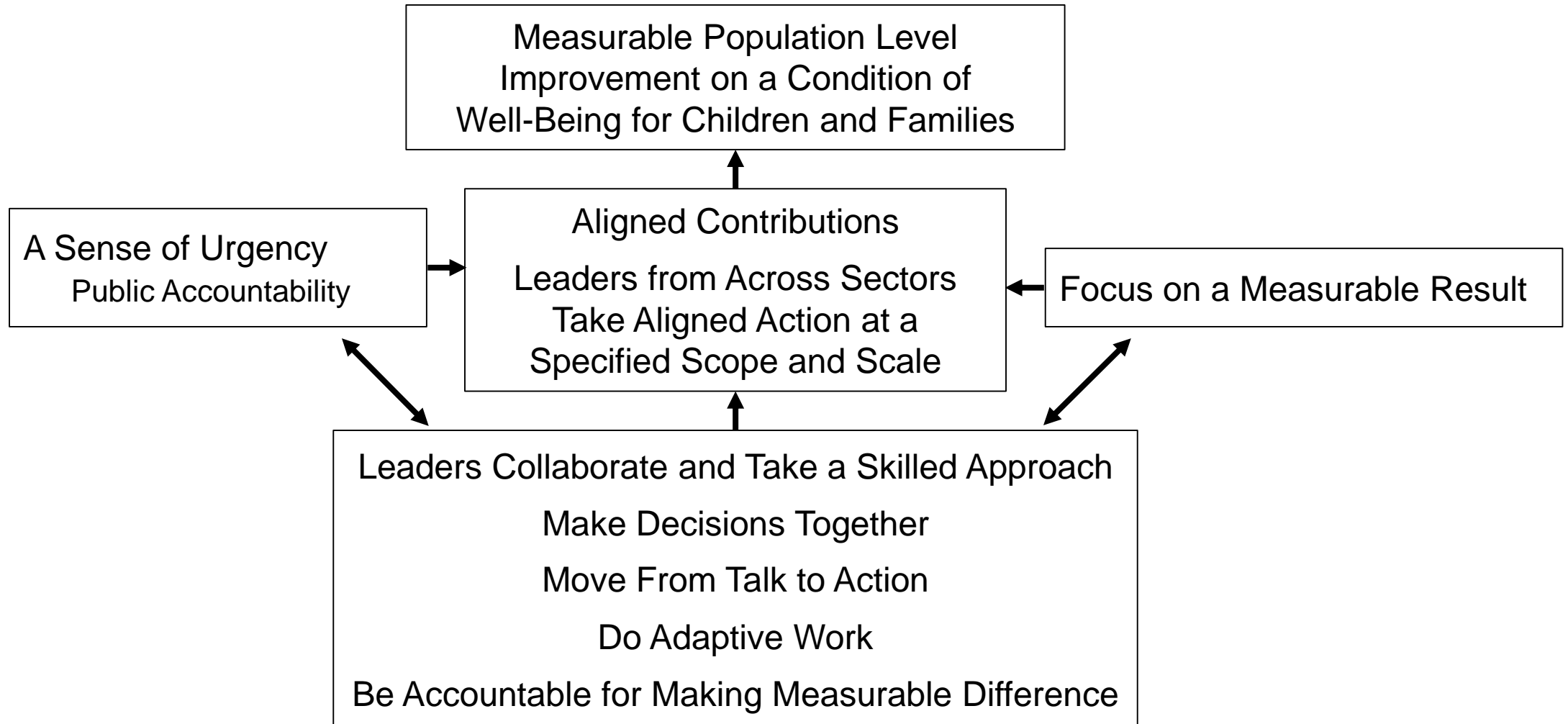**Beliefs**

1. People want to make a difference.

2. People want to KNOW that they are making a difference.

3. People need the Results Accountability and Race, Class Culture competencies to help them know and track that they are making a difference.

Key Principle

If we perform better in our roles and if we align our actions as partners, then we have greater impact with the people we serve.

Theory of Aligned Contributions

Measurable Population Level Improvement on a Condition of Well-Being for Children and Families

Aligned Contributions

Leaders from Across Sectors Take Aligned Action at a Specified Scope and Scale

A Sense of Urgency
Public Accountability

Focus on a Measurable Result

Leaders Collaborate and Take a Skilled Approach

Make Decisions Together

Move From Talk to Action

Do Adaptive Work

Be Accountable for Making Measurable Difference

Collaborative Work Cycle

POPULATION RESULT

PROGRAM RESULT

BE ACCOUNTABLE

4

PROGRESS
Work occurs when VC members are accountable for keeping commitments

Check in with results

BEGIN WITH RESULTS

1

PURPOSE
Call people to action
Define/align VC meeting results
Define/align VC results

3

COLLABORATIVE WORK
Occurs when people work together to take aligned action

ALIGNED ACTION
(High Action/High Alignment)

Check out with commitments

2

RESULTS
Are accomplished when the VC and other stakeholders move from talk to action commitments
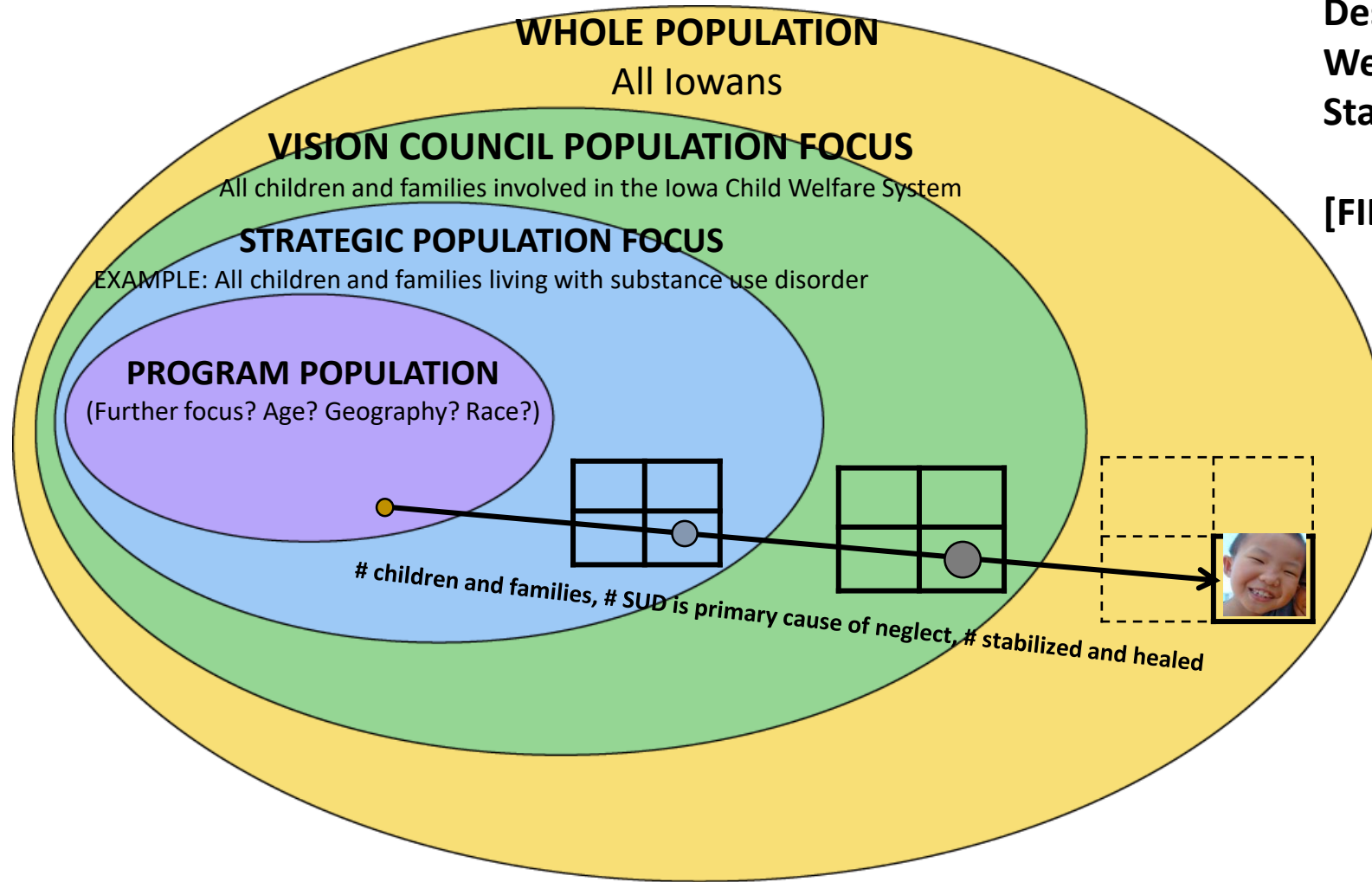
MAKE ACTION COMMITMENTS

1 Pillsbury, J., *Results Based Facilitation: Book 2 - Advanced Skills - 2nd Ed*, Sherbrooke Consulting Press, p
2 Pillsbury, J., *Results Based Facilitation: Book 1 - Foundation Skills - 2nd Ed*, Sherbrooke Consulting Press, p
3 Pillsbury, R., *Action Commitment Form, http://www.rbl-apps.com/ActionCommitmentAnalyzer.php*
4 Pillsbury, J., *The Theory of Aligned Contributions,* Sherbrooke Consulting Press, 2007
5 Pillsbury, J., and Chawla, R., http://*www.rbl-apps.com/HighActionHighAlignment.php*
6 Goddard-Truitt, V., and Pillsbury, J., http://*www.rbl-apps.com/HAHAAssessmentTool.php*
7 Pillsbury, R., *Action Commitment Form, http://www.rbl-apps.com/ActionCommitmentAnalyzer.php*
8 Pillsbury, J., *Accountability Pathway, http://www.rbl-apps.com/AccountabilityPathway.php*
9 Pillsbury, J., *Book 2, opcit,* p

Program Population to Whole Population[1]

Children and Families Involved in the Iowa Child Welfare System

Vision Council Desired Condition of Well-Being or "North Star Outcome"

[FILL IN]

WHOLE POPULATION
All Iowans

VISION COUNCIL POPULATION FOCUS
All children and families involved in the Iowa Child Welfare System

STRATEGIC POPULATION FOCUS
EXAMPLE: All children and families living with substance use disorder

PROGRAM POPULATION
(Further focus? Age? Geography? Race?)

children and families, # SUD is primary cause of neglect, # stabilized and healed

[1] **Trying Hard is Not Good Enough**, Friedman, Trafford Publishing, 2005

Applying Results Accountability: Using Data to Do the Work

Four Core Skills of Results Accountability:

1. Differentiating between Whole Population and Program Population

2. Using Trend Lines to deepen Factor Analysis, including race/class/culture

3. Using Factor Analysis to INFORM the development of Strategies, including necessary partners/stakeholders

4. Using Performance Measures to track progress
   - How much?
   - How well?
   - What difference did it make?

Adapted from the work of Mark Friedman. See: Friedman's *Trying Hard is Not Good Enough* (2006).

"Moneyball"

VC Strategic FFPSA Implementation Priorities (to date)

- Identify meaningful outcomes and positive data points
- Shift the systems culture according to the Vision Council's From-To Shift
- Address gap in substance use disorder services
- Provide EBPs to older kids and their families
- Connect with adult and family mental health services
- Ensure FFPSA implementation and system design allows children and families to receive the specialization they need, e.g. EBPs are delivered with fidelity to populations based upon their identified needs

Proposal: Short-term Small Group Work (Jan 8 – April 1)

Premise: The work of the VC is complex and needs some deeper, more detailed attention to various aspects of the work.

Proposal: VC members self-select into Strategy/Planning Groups

- ❖ Meet once in person in February (2/5, 2/6, 2/7; The Coalition will assist with scheduling)

- ❖ Meeting design and facilitation support available

- ❖ Meet additionally, if needed, by phone or in person (Work Group Members' choice)

- ❖ Another practice opportunity for the Culture Shift leadership skills

- ❖ Present progress and proposal to VC on April 1
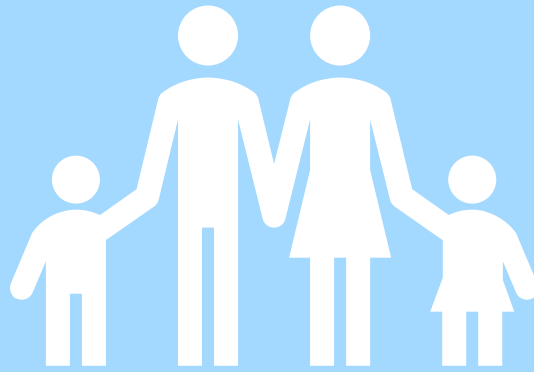
RECAP OF DECISIONS

ACTION COMMITMENT REVIEW

OPTIONS TO SUPPORT FROM-TO CULTURE SHIFT (12/4 – 1/8)

1. Enlist an individual or group as partners in the Culture Shift work, making a specific request of them (*name; request, if you know*)
2. Return to an individual or group you've already presented the Culture Shift Work to and take another step (name)
3. Practice an element of the ideal culture in an upcoming situation (*which one(s)*)
4. Use the From-To Shift framework and other tools to address a challenging situation that is a barrier to the "To," or future, culture.
5. Present the From-To shift to a key group (*name, e.g. Board, Work Group, staff, etc.*)
6. Observe for a specific behavior pattern in an upcoming setting (*which behavior / which setting*)
7. Other?

1 **SHARE**
THE ACTION COMMITMENT YOU SELECTED

2 **BRIEFLY SHARE**
How would you describe the impact that you believe the Vision Council needs to have?

THANK YOU