CHANGE MANAGEMENT

Adapting Your Coalition In the Era of COVID-19

May 7th, 2020
LEARNING OBJECTIVES

• Explore change management strategies to apply to your coalition work
• Identify ways to adapt your coalition functioning in light of COVID-19
• Understand what tactics other coalitions are using to adapt during COVID-19
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DEPUTY DIRECTOR, CENTER FOR HEALTH LEADERSHIP AND PRACTICE

Professional Overview

• 20+ years in community health, non-profit sector, and school-based programs and family centers
• Develops strategy and overall operations of CHLP
• Thought leader applying strategic design and industry leading approaches (systems, triple impact, human design)

Education and Certifications

Master of Arts in Education, San Francisco State University
Concentration: Adult Education

Bachelor of Arts, Hampshire College
Socio-cultural and Women’s Studies

Myers-Brigg Training Institute Certified
Organizational Development Certificate
Triple Impact Practitioners Program

Integrated Services Specialist Certificate
San Francisco State University
CHANGE MANAGEMENT MODEL

Kotter's theory

1. Build a core coalition
   - Create a sense of urgency

2. Get everyone on board
   - Form a strategic vision

3. Generate short-term wins
   - Remove barriers and reduce friction

4. Set the change in stone
   - Sustain acceleration

California Opioid Safety Network
A project of the Public Health Institute
WAYS ORGANIZATIONS WORK TOGETHER

Cooperation  Coordination  Collaboration

Complexity and Intensity

Low  High
WHY DO CHALLENGES ARISE?

- Passionate members
- Burnout
- External issues
- Conflicting agendas

- Previous bad relations
- Control (identity, ideology, and strategy)
- Who gets recognition and resources
TOOLS AND TIPS

Vision and Purpose
Stakeholder Development
Turf, Trust and Relationships
Process, Structure Communication
TOOLS AND TIPS: VISION AND PURPOSE

➢ Shape collective identity/vision/purpose
  • Build a common focus and commitment among members
  • Have a plan for bringing in new members/sharing history/recruitment
  • Work to ensure all necessary stakeholders are involved

Recommended tools:
Big Picture, Partnerships Map, Elevator Pitch, Defining Sustainability
TOOLS AND TIPS: STAKEHOLDER DEVELOPMENT

➢ Stakeholders & Power-Holders
  • What stakeholders (individuals and institutions) are critical to include to get the work done?
  • What ‘power brokers’ are key to getting the work done?
Work to ensure all necessary stakeholders are involved

➢ Stakeholder and Mindsets
  ◦ Who are the key stakeholders?
  ◦ What are there perspectives?

Recommended tools:
Big Picture, Partnerships Map, Membership Roster
TOOLS AND TIPS:
TURF, TRUST AND RELATIONSHIPS

➢ Acknowledge potential turf issues and challenges (membership characteristics and orgs)
  • Have honest conversations about the history of relationships between organizations
  • Create multiple layers of participation/roles
  • Discuss appropriate rate of development and funding
  • Spend time to develop trust
TOOLS AND TIPS: PROCESS AND STRUCTURE

➢ Establish process and structure
  • Decide how formal your structures and agreements need to be (see joint systems section and template)
  • Collaborative structure (see worksheet and definitions)
    • Form a structure (table or wheel)
    • Level of authority and roles
TOOLS AND TIPS: PROCESS AND STRUCTURE

➢ Agree on a decision-making process before decisions must be made:
  - Unilateral
  - Consultative
  - Democratic (Majority) vote
  - Unanimous vote (Gradients of agreement)
  - Delegation
TOOLS AND TIPS: COMMUNICATION

➢ Talk details (communication)

- Openly discuss intentions and motivations for participation/being at the table (individual and/or organization)
- Establish informal and formal communication channels
- Purpose and role of agenda
- Role of conversation
- Conflict resolution
TOOLS AND TIPS: COMMUNICATION

➢ Reward partners and celebrate success
  • Set milestones and acknowledge successes
  • Early successes help build commitment

➢ Remember your shared purpose:
  • Common goals and collective vision serve to unify the group, especially during challenging times
DISCUSSION –
CONTRIBUTE AN AH-HA/COMMENT/ OR QUESTION

WHY
CHALLENGES
ARISE

VISION AND
PURPOSE

STAKEHOLDER
DEVELOPMENT

TURF, TRUST AND
RELATIONSHIPS

PROCESS,
STRUCTURE AND
COMMUNICATIONS