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- Please complete the evaluation at the end of the presentation. We value your input.

# Your host today:



**Casey Gwinn**  
Family Justice Center Alliance

# The FJC Alliance Team





# Thank You to Our Sponsor

Thank you to the US Department of Justice,  
Office on Violence Against Women  
for making this training possible!

This project is supported all or in part by Grant No. 2012-TA-AX-K017 awarded by the Office on Violence Against Women, U.S. Department of Justice. The opinions, findings, conclusions, and recommendations expressed in this publication/program/exhibition are those of the author(s) and do not necessarily reflect the views of the Department of Justice, Office on Violence Against Women.





# 2014 International Family Justice Center Conference

April 2-4, 2014 in San Diego, CA



[www.familyjusticecenter.org](http://www.familyjusticecenter.org)

The three-day conference will include discussions on issues related to the handling of domestic violence, child abuse, sexual assault, and elder abuse cases in the context of the Family Justice Center model.

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# Today's Presenter:



**Phil Eastman**  
Principal Advisor  
Leadership Advisors Group

# Effective Change Leadership

Phil Eastman II  
Principal Advisor  
Leadership Advisors Group



# Outcomes

- Understand:
  - Why change leadership matters
  - What leaders must do to ensure change success
  - How to evaluate your change leadership capability

# Agenda

- Why Bother Leading Change?
- What Is Change Engagement™?
- Using Change Engagement™

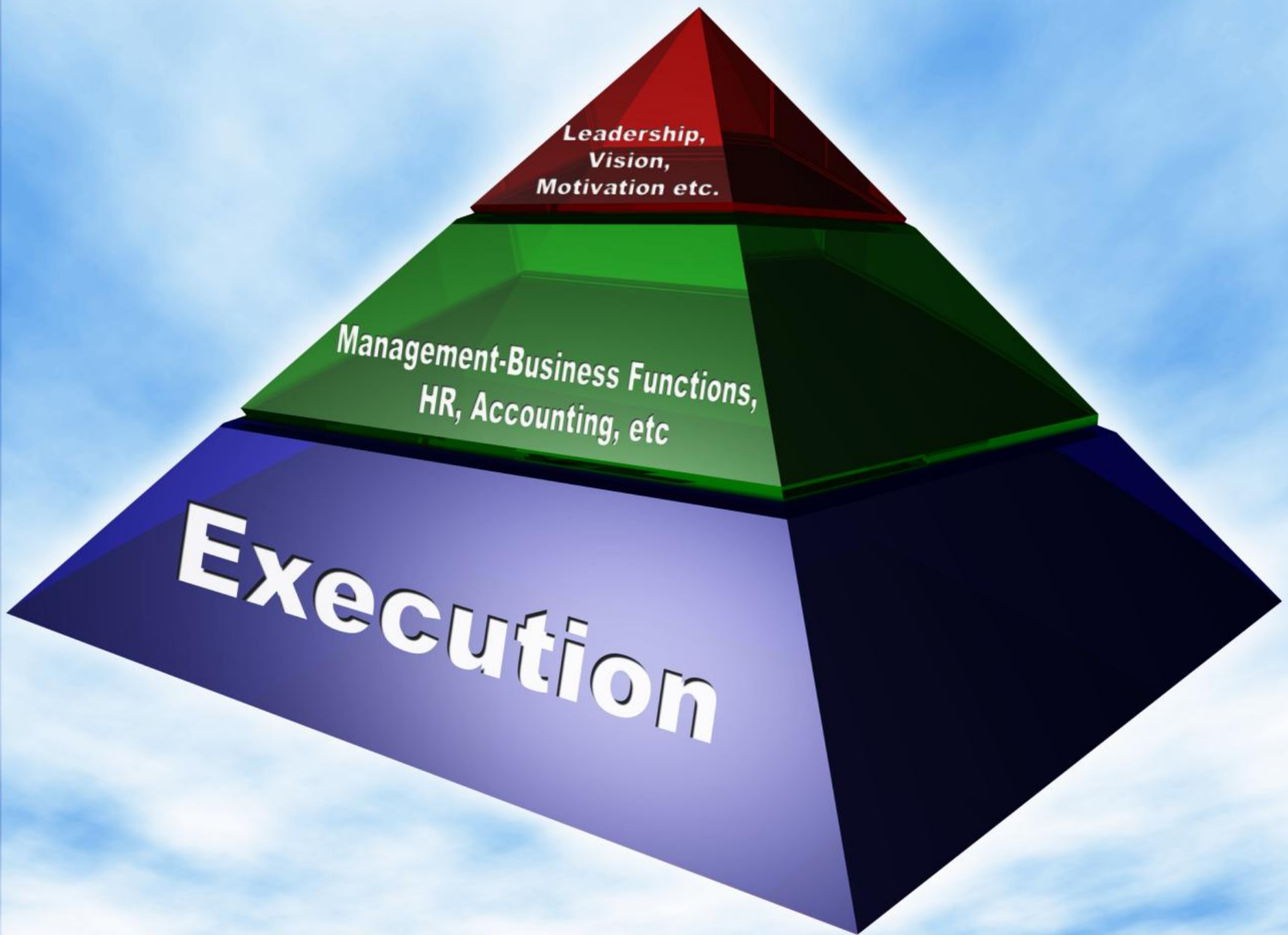
“There is nothing permanent  
except change.”

-Heraclitus 535-475 BCE

# Why Bother?

- The pace of change is accelerating
- The volume of change is building
- Complexity is increasing
- Resources are finite
- Change impacts our bottom line

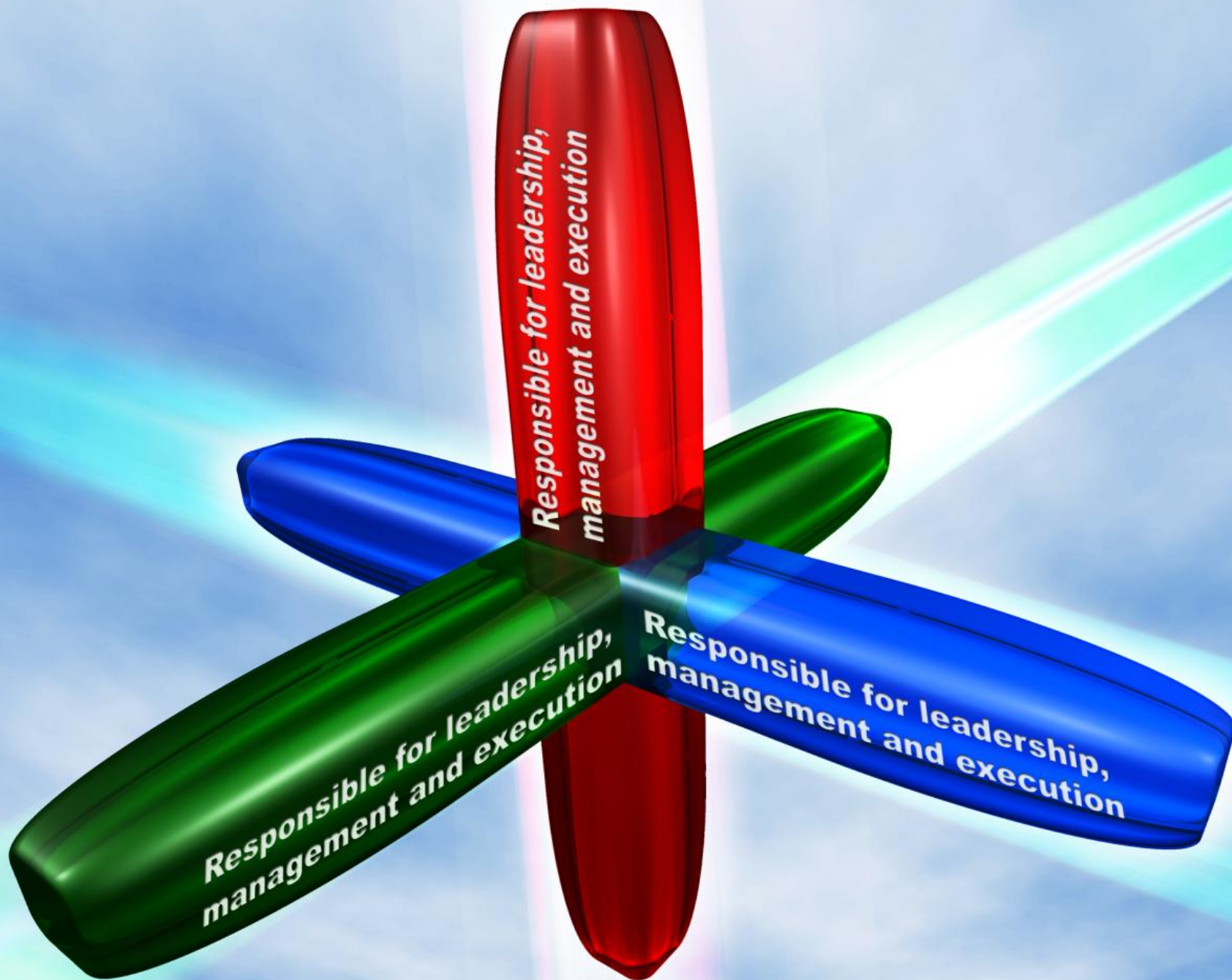




Leadership,  
Vision,  
Motivation etc.

Management-Business Functions,  
HR, Accounting, etc

Execution





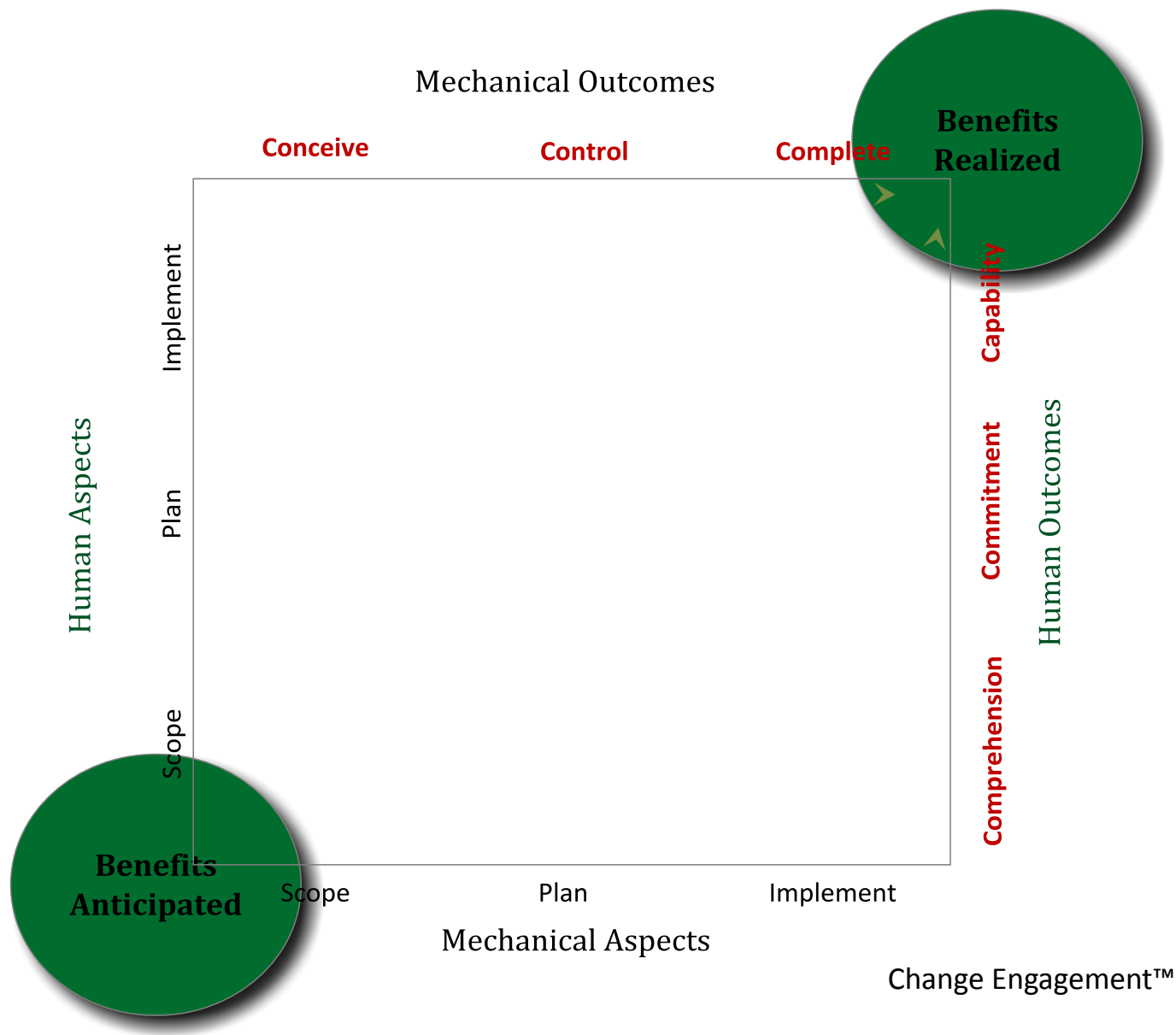


CHANGE  
C



# Change Engagement™

- Change engagement is an integrated framework for realizing benefits by anticipating, activating and accelerating people's success in a new environment.



# Change Engagement™

- Framework Assumptions
  - Organizations are alive
  - Culture devours changes
  - People can change
  - Resistance is typical
  - Communication is critical
  - Leadership really matters

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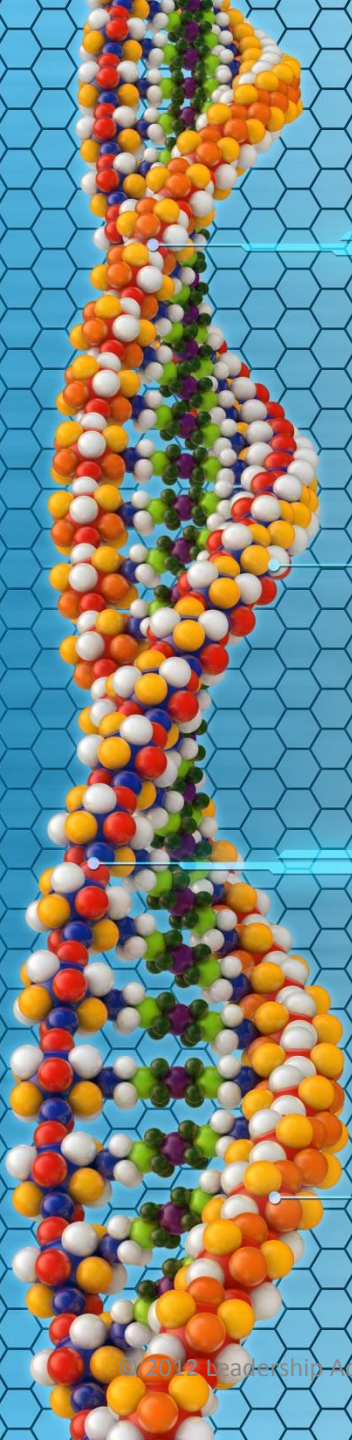


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# Resistance

# Resilience

CTAAAGATGATCTTTAGTCCCGGTTTCGAA  
TCTTTAGTCCCGGTTGATAACACCAACC  
GTAATACCAACCGGGACTAAAGATCCCG  
GGGACTAAAGTCCCACCCCTATATATATG

## Biology

TTCAAAATTTCTTCAAAAAAGAGGGGAG  
GTGATTACATACAAATCGGAGGTGCCTA  
TTTGTCATACTACATTTGCACCTATGTTTT  
GTAAGTTGATGAGAGAGAAAATGTGTGT

## Neurology

TTTGCTAAACAAGGTTTTATAAAATAGTTG  
AAATAATAGAAAACAACTAAAATGAAAAT  
TATTACTTAACAAATAGTTTTTAAGAATTAT  
AATAAGATATCTTATAATTATTGTATGACT

## Temperament

ACGGTTTTTTTGACTCATGTAGATGGATC  
AGAGTTTATTGACGGCGTGCACTATTTTT  
TTTTATTGTGTCCATGCAATAAGTGTA  
TATTCATTCCACTTGTTTGAGTCGGGGT









# Change Engagement™

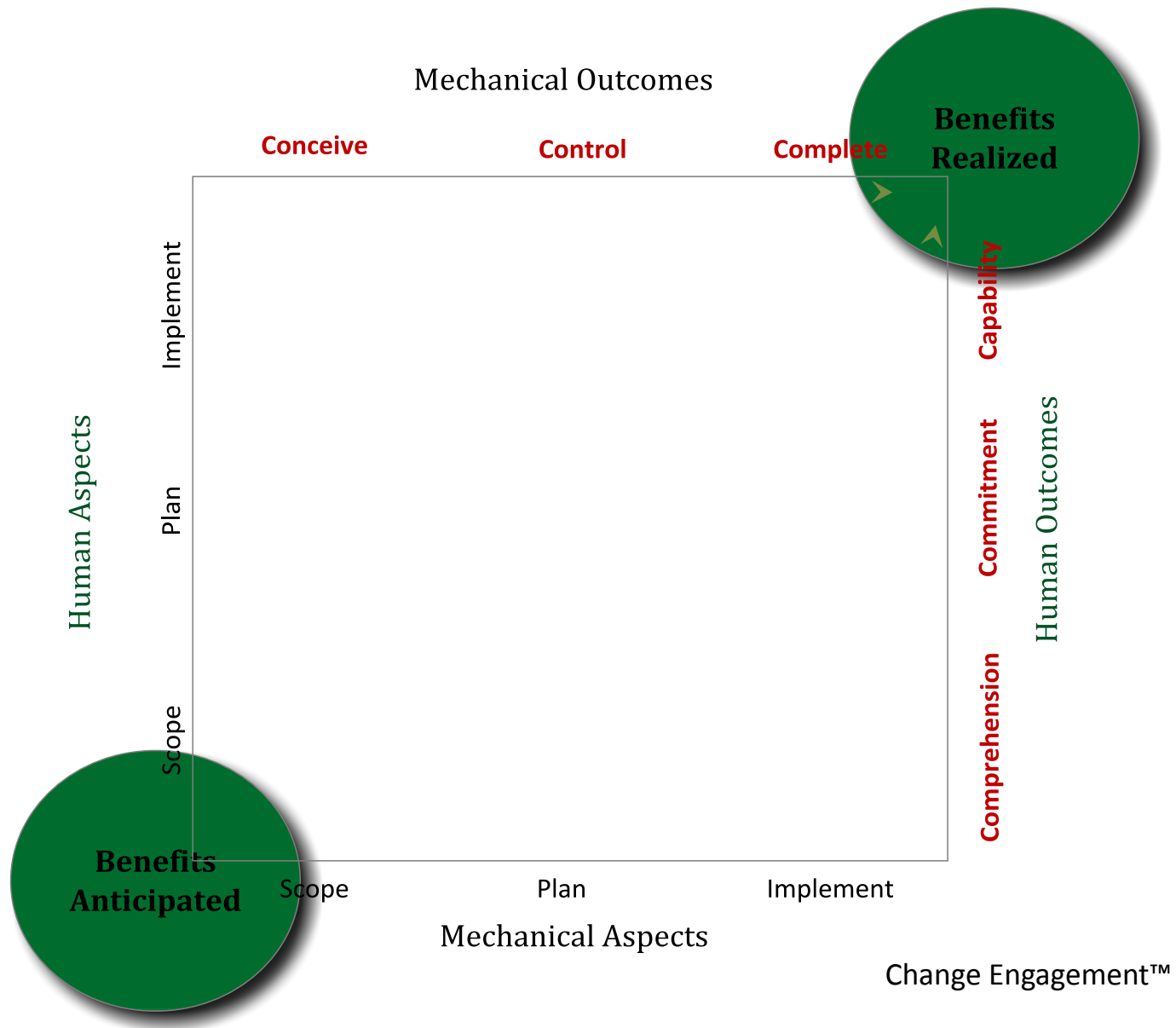
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# Individual Change

	Comprehension	Commitment	Capability
Leader's Action Plan			
Manager's Action Plan			
Communication Plan			
Training Plan			

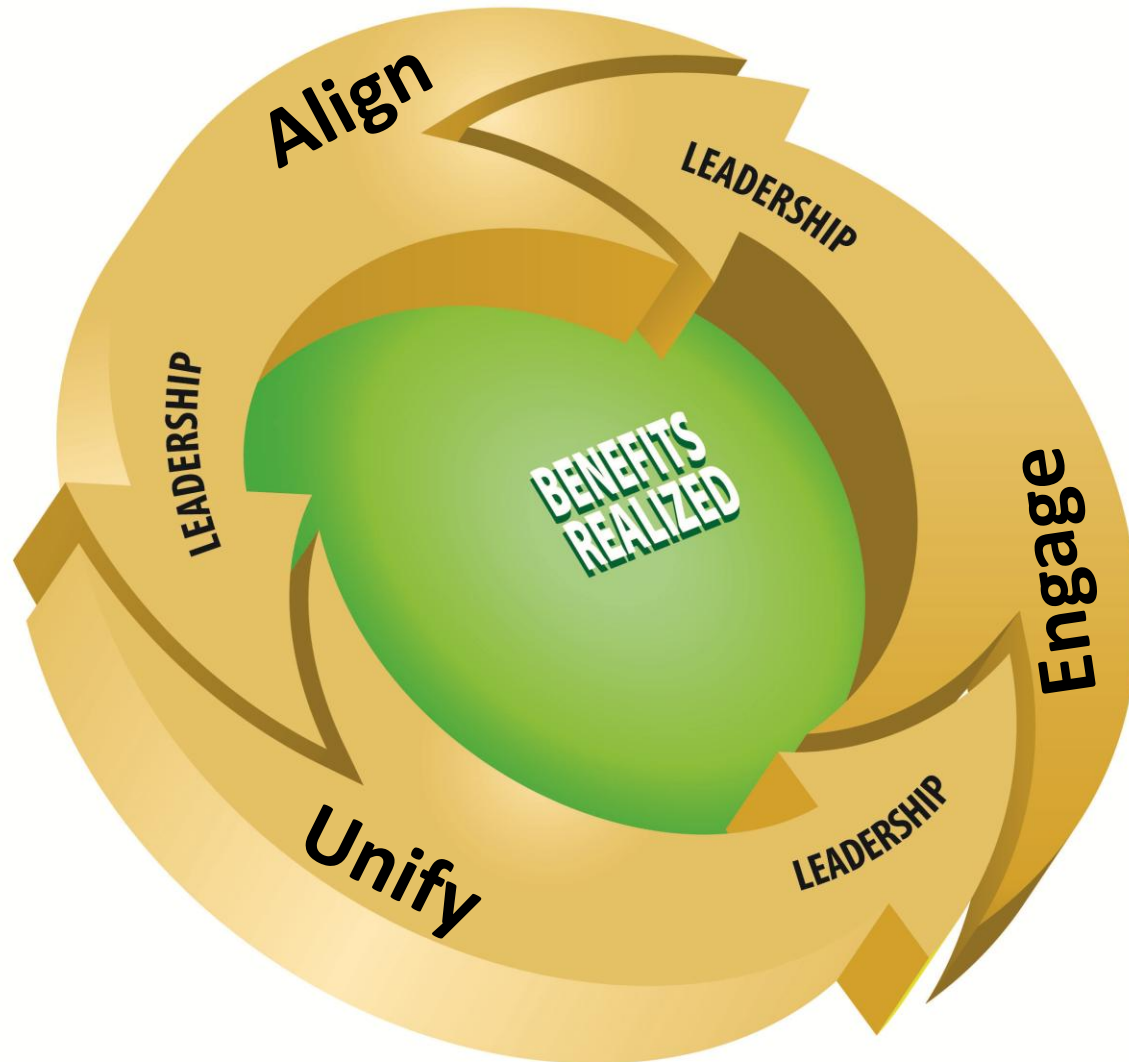


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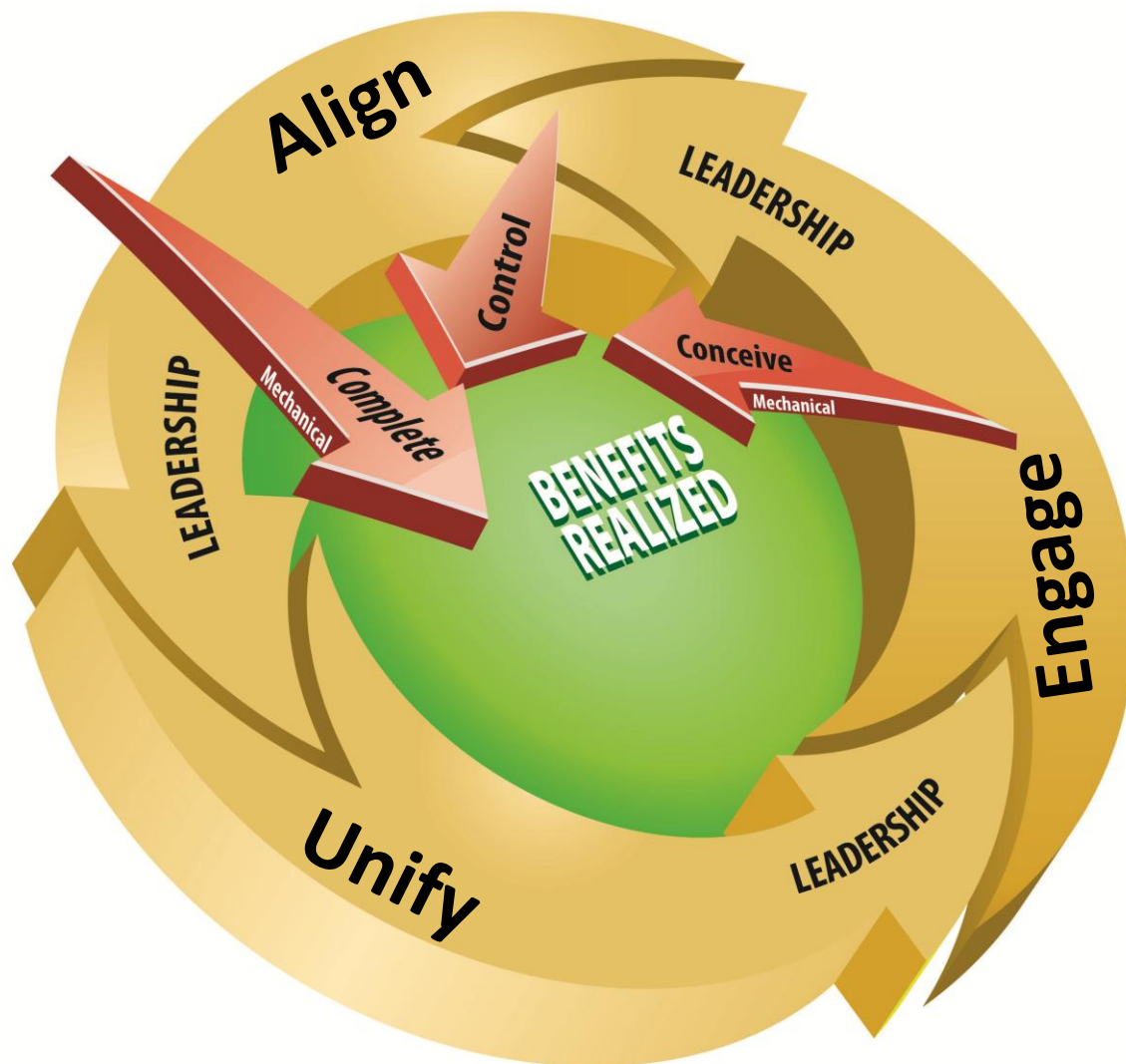
“Leadership is the single  
most powerful enabling force  
in any organization.”

“Leadership is the single  
most powerful enabling force  
in any change.”

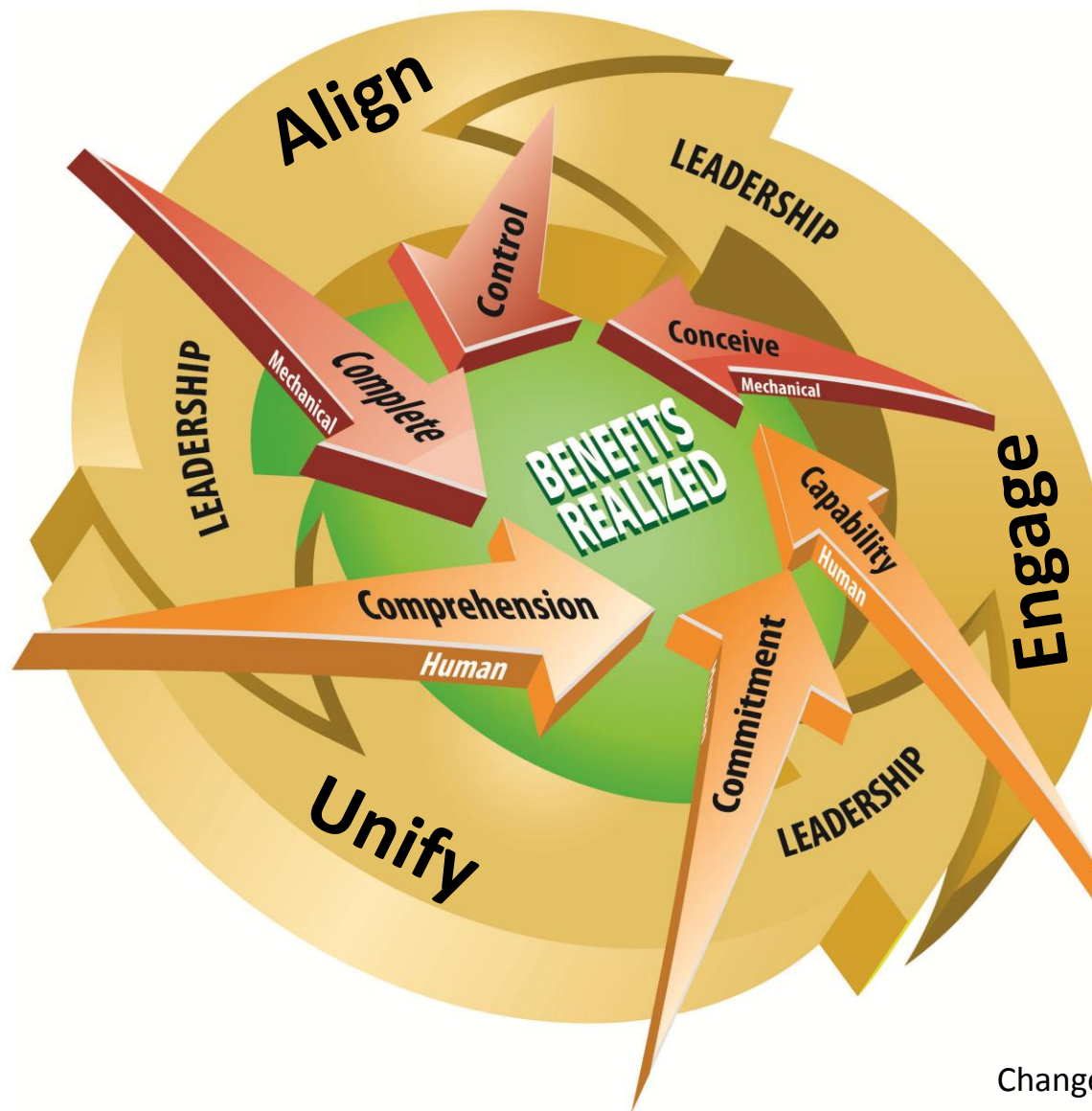


Change Engagement™





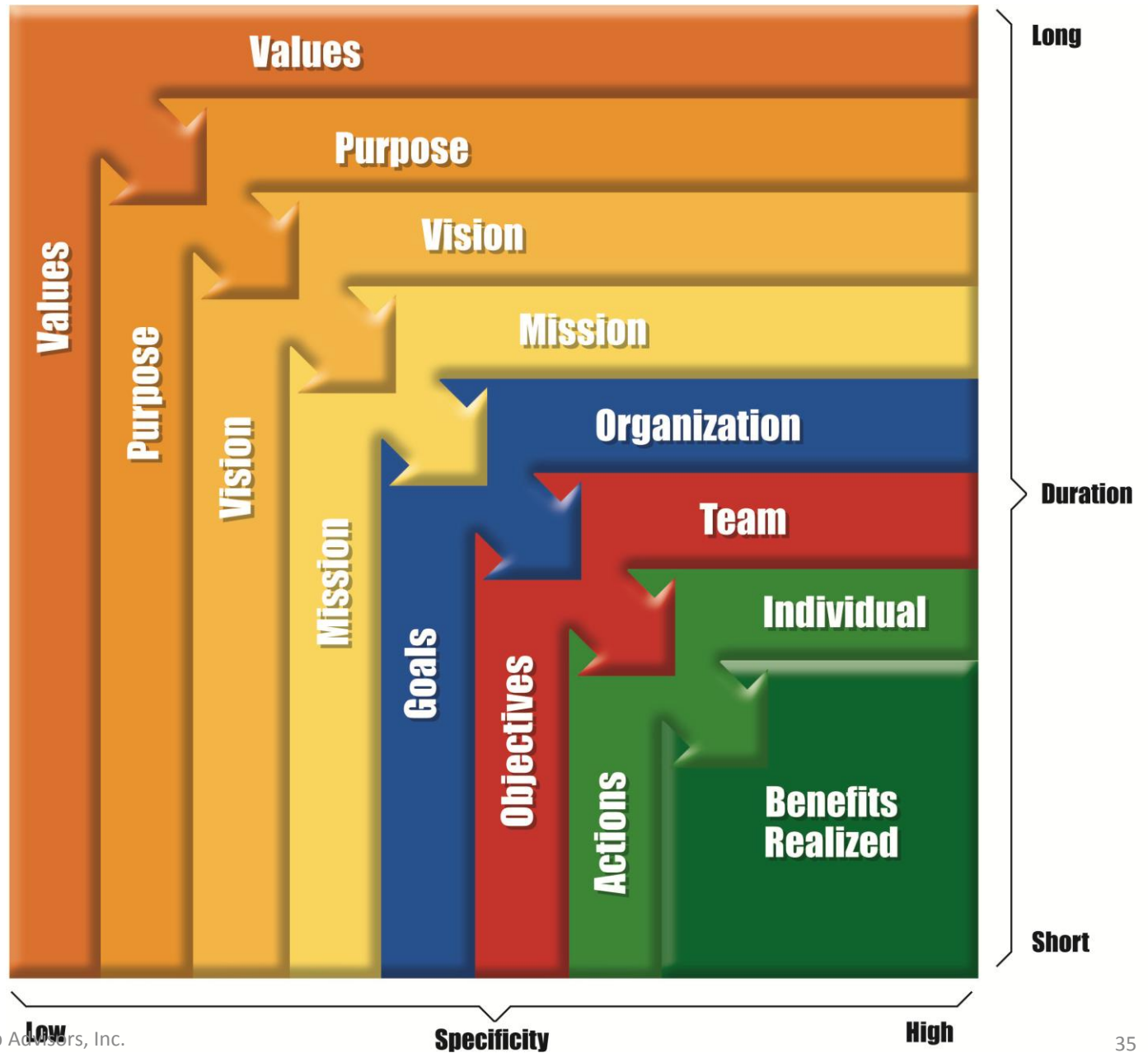
Change Engagement™



Change Engagement™

# Change Engagement™

- Leaders ***align*** the change with the:
  - Values, purpose, vision and mission
  - Strategic goals of the organization
  - Other changes anticipated and underway



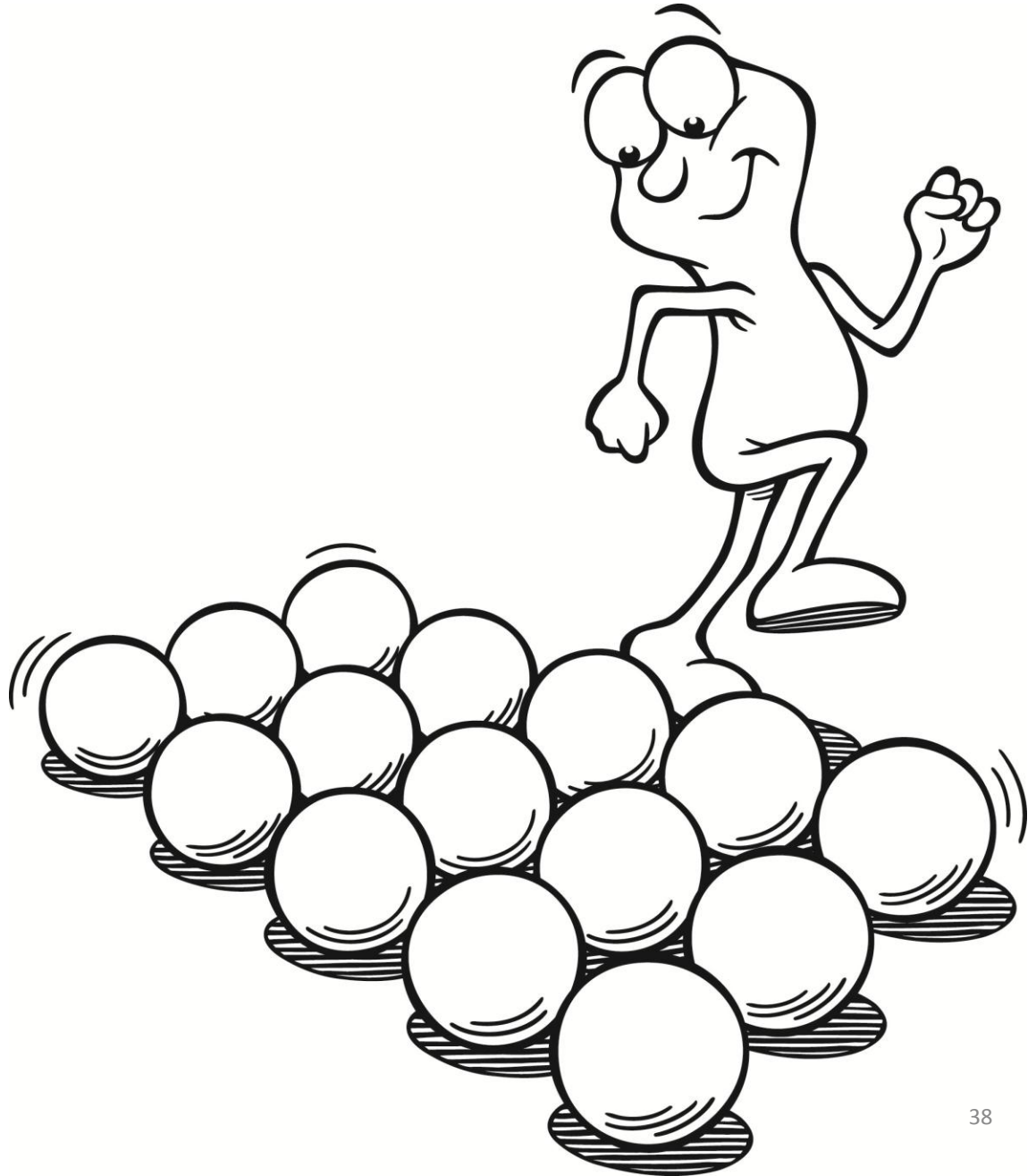
# Align



# Change Engagement™

- Leaders ***unify*** the organization around the change by:
  - Articulating the anticipated benefits
  - Gaining support of other leaders and managers

# Unify





**“The only valid reason for investing in change is to generate benefits.”**

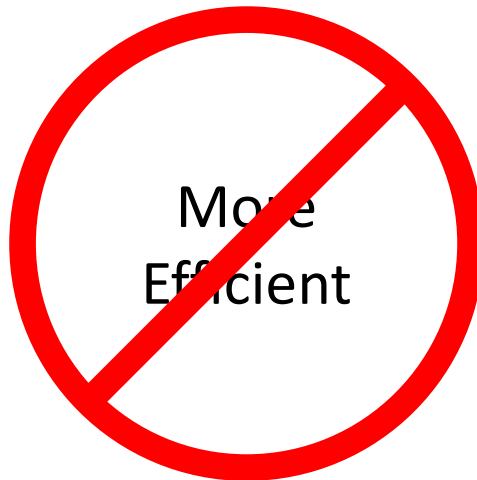
**— Gerald Bradley**

# Benefit Realization

- Major components
  - Anticipated benefits
    - Quantifiable and/or qualitative
    - Measurable
    - Meaningful
  - Measuring benefits realized
    - Data
    - Anecdotes

# Benefit Realization

- What's Out
- What's In



# Benefit Realization

- What's Out



- What's In



# Benefit Realization

- What's Out



- What's In

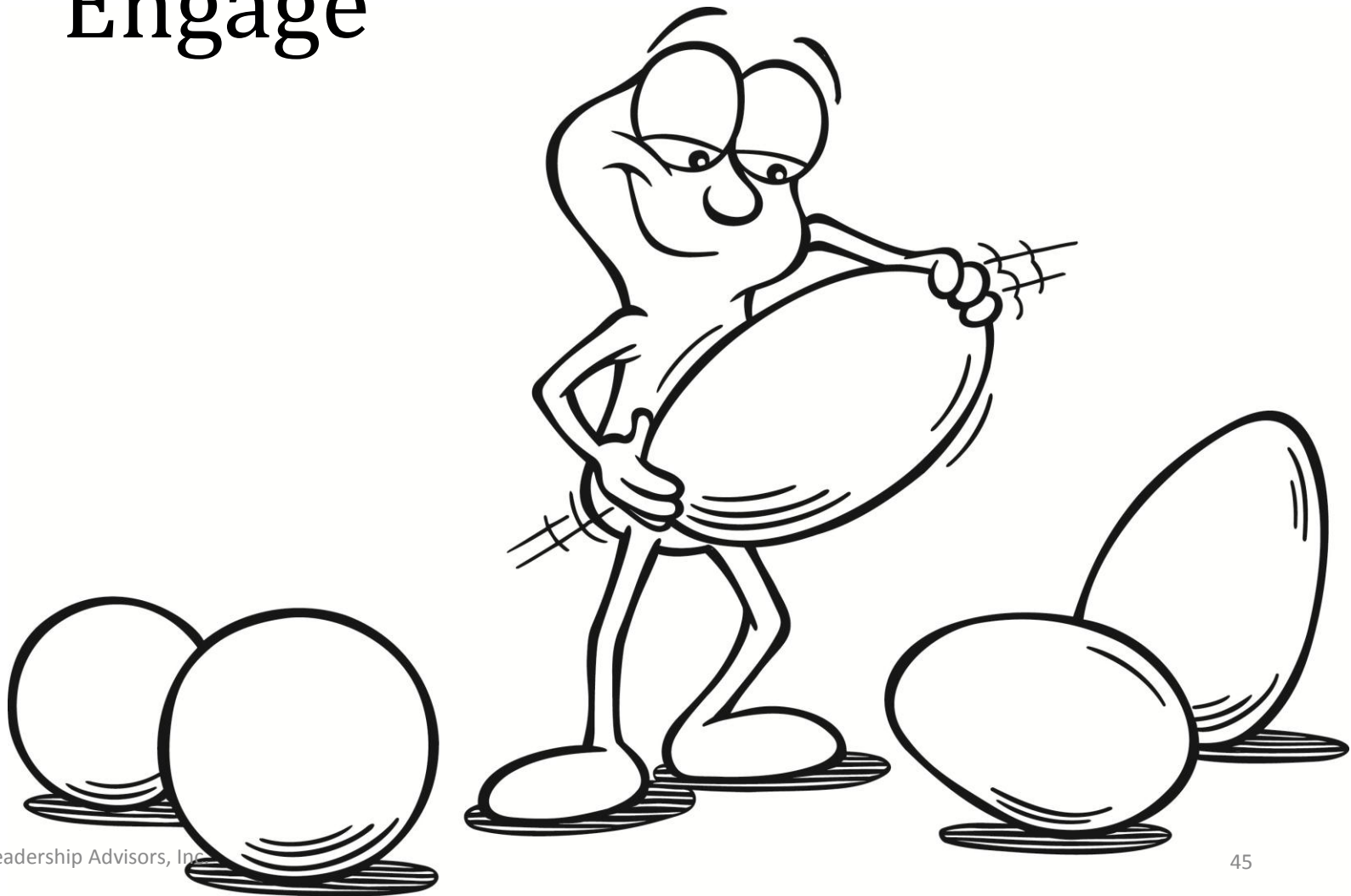




# Change Engagement™

- Leaders ***engage*** in the change by:
  - Marshaling resources
  - Chartering teams
  - Maintaining accountability
  - Measuring progress
  - Addressing stakeholders

# Engage



# Now What?

- Request a copy of the Change Engagement Overview
- Use the Change Leadership Assessment to evaluate leader's strength

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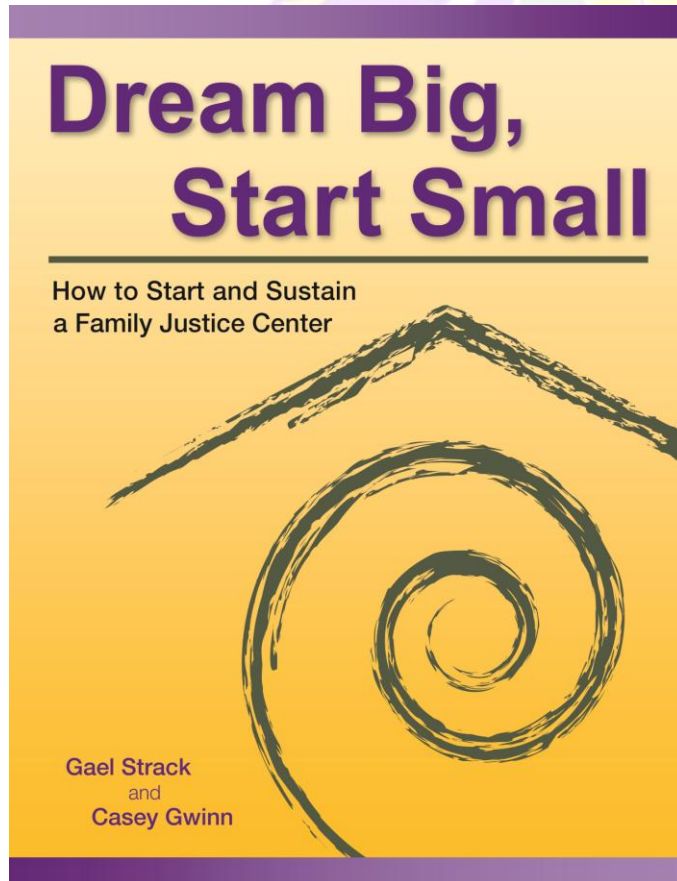
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# Dream Big, Start Small: How to Start and Sustain a Family Justice Center



In *Dream Big, Start Small* the visionaries behind the Family Justice Center movement use the outcomes and lessons learned from a decade of starting Centers in the United States and around the world to show the road to a better way to help victims of violence and abuse- by bringing all the community services for family violence, elder abuse, stalking, and sexual assault under one roof. Any community can do it. *Dream Big, Start Small* will show you the way.

Go to the “Store” at [www.familyjusticecenter.org](http://www.familyjusticecenter.org) to purchase *Dream Big, Start Small*



# Thank You

Thank you for joining today's presentation

Family Justice Center Alliance

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# Change Engagement™

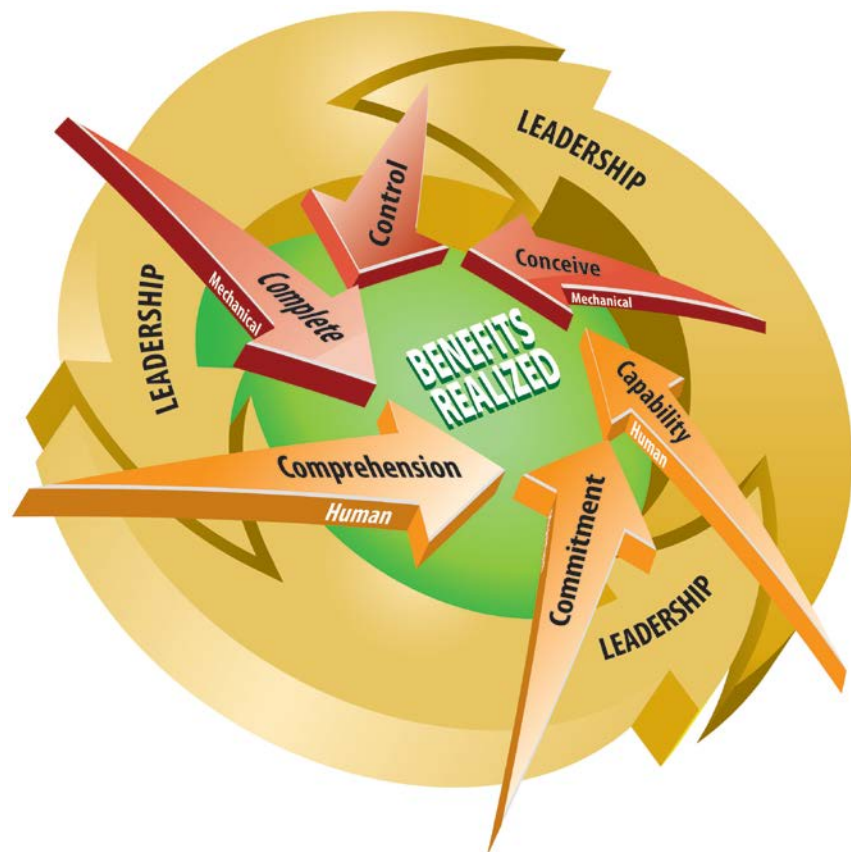
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A Leadership Approach to  
Successful Change

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Overview

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# Change Engagement™

## A Leadership Approach to Successful Change

### Overview

There is perhaps no hotter subject in organizations today than change. It is not a new subject but it certainly is popular. There are two reasons for the current trend. The first is that every organization and leadership team is looking for the secret sauce that will allow them to survive, excel, compete and thrive. The second is that leaders and workers alike are

recognizing that although organizations have been long treated like machines, the real power for success lies in the ability to successfully engage and motivate people to change. The bottom line is that no matter the type of organization you are in or the type of product or service you deliver you are really in the people business.

*Regardless of the type of organization you are in or the type of product or service you deliver you are really in the people business.*

We do not intend to convince you of this reality, our work begins with your realization in place and your desire to find a model for engaging people that will get you the results you aim for.

*Change Engagement is a framework for realizing benefits by anticipating, activating and accelerating people's success in a new environment.*

Given that, your job as a leader is to move your people, through non-coercive means, to an end that is in the best interest of everyone. To meet that challenge requires you to enable and engage people to achieve your organization's change objectives.

Our work in the area of change is practical and built on research about change documented elsewhere. We provide an

organizational framework for engaging individuals in new environments created by the change so that the changes deliver their intended organizational benefits.

There is risk of moving forward with Change Engagement™. This is because the research about the human aspect of successful change is so clear that the use of Change Engagement™ will confront your current leadership philosophies and practices in ways that may be uncomfortable.

# Change Engagement™

## A Leadership Approach to Successful Change

So as you read on and consider Change Engagement™ I encourage you to ask yourself not only the questions about whether ours is the right approach for you and your organization but whether you are willing and able to shift your thinking, time, money and priorities toward the full use of the framework. It is important to consider this because moving down the path of change capability creates both expectations and skepticism in the organization. In other words don't start if you are not going to finish.

### Benefit Realization

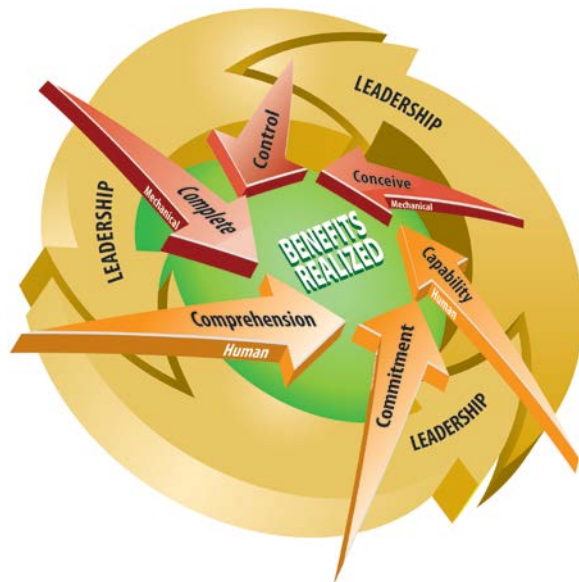
Organizations continually adjust to meet demands or grasp opportunities placed in front of them. Changes are initiated to take advantage of opportunities or to respond to challenges. These adjustments vary in size, scope and specificity but each contains a benefit that the organization is determined to achieve. Those benefits can take many forms. The benefits can be financial or numeric. The benefits can be rooted in compliance with regulatory

guidelines or increased market share. Benefits could be improved employee or customer satisfaction scores. The benefits could be singular or multiples of these things. Regardless of how they are expressed, every change has intended benefits.

To succeed a change must begin with a clear, compelling articulation of the benefits that the change should deliver to the organization. Too many changes begin without this articulation of benefits and as such, most changes are implemented while the benefits go unrealized.

Unless the benefits are comprehensible and compelling to the people impacted there is very little chance that the change will produce the intended benefits. In other words, it is possible to finish a change and not have it deliver its benefits. How can this be? It occurs because our efforts in bringing about change are lopsided.

*Begin with a clear understanding of what is changing, why it is changing, the risk of not changing and the benefits the organization will receive.*





# Change Engagement™

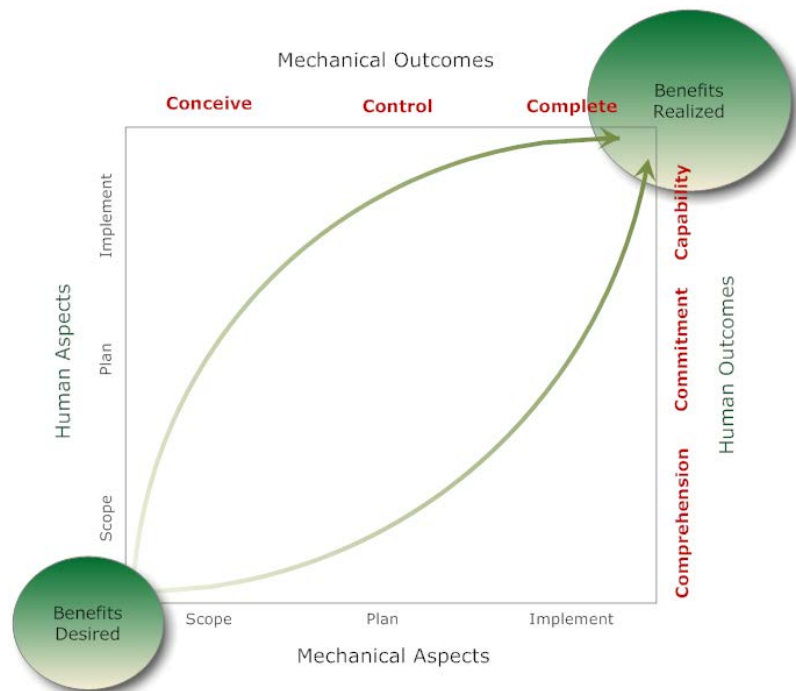
## A Leadership Approach to Successful Change

### The Change Engagement™ Framework

Every change has two aspects; mechanical and human. The mechanical portions of the change are handled by the various disciplines and processes organizations use to assure change happens on schedule and within the intended budget and scope. Often the mechanical and human aspects are submitted to formal methodologies to help an organization control the change. Project management methodologies, business process reengineering, Six Sigma, Lean processes and others are often used to deal with the mechanical aspects of the change. To be sure the effective control of the mechanical aspects will be critical to the change delivering its intended benefits.

The other aspect of every change is human. This is the subject of our work. Engaging people to embrace a change is just as challenging and just as important as managing the mechanical aspects. The human aspect is most often overlooked because at first blush the human aspect seems too hard or unimportant. Organizations make assumptions that the wisdom of the change, the dictates of the leader or the importance of the change to the organization will win people over. The reality is that just like we manage the mechanics of the change we must engage the people if we want to deliver the change's intended benefits.

We took a simple approach to depicting Change Engagement™ as a framework. We began by showing the two aspects; mechanical and human as the x and y-axis of the framework and describing the methodology for structuring the mechanical and human aspects in three sweeping phases; Scope, Plan and Implement. Even though the framework is simple, do not underestimate the effort, resources and resulting power of tackling each phase with gusto. Since our approach is not about the management of the mechanical aspects of a change, we will leave the deeper description of those methodologies to





## Change Engagement™

### A Leadership Approach to Successful Change

others. Suffice to say that there are an abundance of methodologies in existence for managing the Scope, Plan and Implement phases related to the mechanical aspect of a change.

Our concern here is the description of the essential decisions, timing and results for the three phases of Change Engagement™. In the first phase; Scope, several important analyses are completed so that in the Plan phase four essential plans can be constructed. Those plans; leadership, management, training and communication are then put to work in the Implementation phase where they are used to facilitate individual change.

The strength of Change Engagement™ is its focus on individual change. An individual can only be successful with a change when that person *comprehends* the change, is *committed* to the change and has the *capability* to be successful in the changed environment. The Change Engagement™ framework consequently focuses its four tactical plans (leadership, management, training and communication) on positively influencing individual comprehension, commitment and capability. Because individual change is the purveyor of the change's intended benefits it is the focus of Change Engagement™.

## Contact

For more information about Change Engagement™, please contact [avery@leadershipadvisors.com](mailto:avery@leadershipadvisors.com).



## Change Engagement™ Leadership Assessment

### Overview

The single most powerful enabling force in any organization is leadership. This truth plays out dramatically when change is underway. Strength in leadership during change implementation is the defining factor in whether the change ultimately delivers its intended benefit. Given that, it is imperative that leaders comprehend their change responsibilities, commit to leading change effectively and develop their change leadership capability.

Using the following statements, evaluate the strength of your change leadership by rating your level of agreement with each. Base your ratings on a change that is currently underway or just completed for which you are/were the leader.

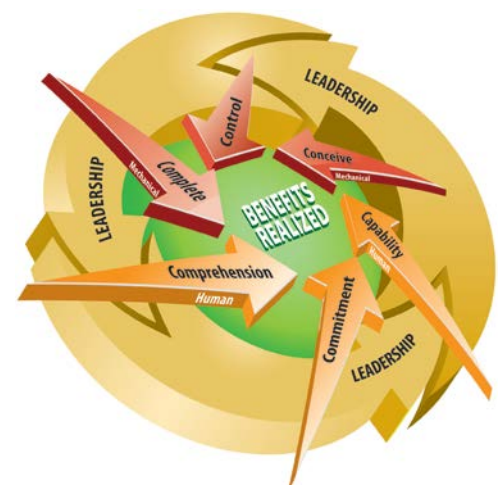
### Assessment

Rate your level of agreement with each statement from 1-10 using the scale description below.

1	2	3	4	5	6	7	8	9	10
Completely Disagree	Strongly Disagree	Disagree	Somewhat Disagree	Mildly Disagree	Mildly Agree	Somewhat Agree	Agree	Strongly Agree	Completely Agree

	Statement	Rating
Align	1. I have articulated how this change aligns with our organizational values, purpose, vision and mission.	
	2. The alignment with our values, purpose, vision and mission has been shared with the teams carrying out the change and with the stakeholders.	
	3. I have articulated how this change aligns with the strategic goals of the organization.	
	4. The alignment with our strategic goals has been shared with the teams carrying out the change and with the stakeholders of the change.	
	5. This change has been aligned with other changes anticipated and underway in our organization to avoid confusion, overlap and saturation for teams carrying out the change and with the change's stakeholders.	
Align Total		

	Statement	Rating
Unify	6. The anticipated organizational benefits of this change have been articulated and shared with stakeholders.	
	7. The anticipated individual benefits have been articulated and shared with the stakeholders.	
	8. The organization's leaders are unified in their support of this change.	
	9. The organization's managers are unified in their support of this change.	
	10. I have acted to maintain unity with leaders and managers throughout the change.	
	<b>Unity Total</b>	
Engage	11. I have marshaled the needed resources (time, money, talent) to assure the change is successfully implemented and adopted.	
	12. The necessary teams have been assembled and provided a clear charter for the change's implementation.	
	13. I have and will continue to hold teams and stakeholders accountable for their part in this change.	
	14. The necessary systems have been established and will be used to measure adoption and to assure benefits are achieved and sustained.	
	15. I have communicated with stakeholders to foster their comprehension of why this change is necessary and secure their commitment to its success by addressing their questions and concerns.	
	<b>Engage Total</b>	



## Biography-Phil Eastman II

Phil Eastman combines more than 30 years of leadership experience with his passion developing leaders, building teams, and enhancing performance.

Phil has served in numerous corporate and community leadership roles. His corporate experience includes 17 years in the banking industry. After achieving progressively more responsible corporate positions, Phil chose to pursue a career where he optimizes the individual and organizational effectiveness of leaders.



As an advisor, author and, teacher Phil works with a growing and diverse group of organizations in a variety of industries and countries. His experience, expertise and thought leadership have made him a sought after teacher, speaker and, advisor to organizations in the United States, Canada, Asia, Europe and Australia.

Phil is the author of *The Character of Leadership: An Ancient Model for a Quantum Age* and *Dimensional Strategy: A Leader's Guide to Building a Strategic Plan*.

Phil earned a Bachelor of Business Administration degree in Management and Organization from Idaho State University and holds a Master of Arts degree in Theological Studies from Bethel Seminary. He is a graduate of and instructor for the Pacific Coast Banking School at the University of Washington. Phil is also a Master Instructor for Prosci's Change Management Learning Center.

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National Family Justice Center Alliance  
*Webinar Training*

**Leading Effective Change**

*Presented by Phil Eastman*

October 15, 2013

**Certificate of Attendance**

1.5 Hours

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**Gael Strack, JD**  
Co-Founder and CEO  
Family Justice Center Alliance

**Natalia Aguirre**  
Director of Technical Assistance  
Family Justice Center Alliance

Date of Issue: October 15, 2013