Positioning CAAs for Innovative Antipoverty Approaches

Management and Leadership Conference
National Community Action Partnership
Jan 2016
Innovation in GCCAC

- What behavior or structure supports innovative practice?
- Innovation looks different to different people/organizations/communities
- Borrowing ideas
- Examples of Innovation for GCCAC
  - Services Integration
  - Two Generation approach
  - Electronic management
  - Community Economic Development
  - Social enterprises

Garrett Energy Solutions, LLC
Innovations for GCCAC

- **Services Integration**
  - No wrong door for all
  - Bundling services
  - Focus on mission rather than program performance
  - Moving from output, grant, program perspective to outcomes and holistic view
Innovations for GCCAC

- Two generation Initiative
  - Simultaneous focus on early child education and parent economic security
  - Gap and asset analysis and capacity building internally and with partners
Innovations for GCCAC

- Electronic document management
  - Business Operations
  - Records Retention
  - Utilization
Innovations for GCCAC

- Community economic development
  - Unaddressed need
  - Pivotal event
  - Building a team
  - Public perception of agency
Innovations for GCCAC

- Social enterprises
  - Sustaining agency capacity
  - Creating flexibility, nimbleness
  - Income
Common themes
Foundational Elements for GCCC

Elements that helped implement what for us were innovative practices—6 Cs

- Communication
- Champion
- Capacity
- Company
- Context
- Culture
Foundational Elements for GCCAC

- **Communication**
  - Cross agency committees
  - Information Technology
    - No wrong door
    - Bundling
    - Outcomes
    - Share data

- **Committees**
  - Communications
  - Coordinators
  - CSST Policy
  - Data Managers
  - Data Quality
  - IDMS monitors
  - Outcomes
  - Career Advance
Foundational Elements for GCCAC

- Champion
  - VP for Strategic Initiatives
- Connecting to strategic plans
- Tracking and follow up
- Scheduling

### Results Evaluation Report

<table>
<thead>
<tr>
<th>Result Title</th>
<th>Target</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A10a. Crisis A1 HH (rec emergency assistance) NPI6.1.1a</td>
<td>0</td>
<td>259</td>
</tr>
<tr>
<td># HH received any type of crisis assistance in 12 months. Crisis service includes—Motel, first months rent (rent to stop eviction, rent transitional housing, utility security payment, EA arreage (102), utility termination assistance (190), food pantry (57), (Other services from ETHS, HPP, and ESG are now included)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 1A10a-i. #HH receiving emergency food in timeframe                         | 2      | 83     |
| # HH receiving emergency food in timeframe                                 |

| 1A10a-ii. #HH emergency arreage (NPI6.1.1b)                                | 75     | 74     |
| # HH receiving energy assistance arreage in timeframe                      |

| 1A10a-jii. # HH utility assistance termination (NPI 6.1.1b)                | 30     | 19     |
| # HH receiving utility assistance termination in timeframe                 |

| 1A10a-v. # HH first months rent                                            | 45     | 74     |
| # HH rent to prevent eviction or foreclosure in the timeframe              |

| 1A10a-vi. Motel Stays (NPI 6.1.1d)                                         | 10     | 24     |
| # families receiving emergency temporary assistance (motel stays) in timeframe |

| 1A10a-vii. rent to prevent eviction or foreclosure (NPI)                   | 150    | 74     |
| # Families receiving prevent eviction in timeframe                        |

| 1A10b. Crisis Repeat past 12 months                                        | 50     | 53 (script) |
| Households who have received any crisis services more than 1 time in the past 12 months. Crisis service includes—Motel, first months rent (rent to stop eviction, rent transitional housing, utility security payment, EA arreage (102), utility termination assistance (190), food pantry (57) |

| 1A10c. % Crisis with follow up meeting - last 4 M                          | 40%    | 8.33% (27/108) |
| % HH received any crisis assistance in past 4 months that also follow up meeting |
Foundational Elements for GCCAC

- **Capacity**
  - Portfolio of services
  - Existing management structures and policies
- **Funding**

 GCCAC Summary Organization Chart 2015

[Diagram showing the organization structure of GCCAC]
Foundational Elements for GCCAC

- **Company**
  - Community credibility
  - History

- **Context**
  - Why innovate
    - Mission
    - Relevance
    - Sustainability
Culture

- Culture is “the totality of socially transmitted behavior patterns, ... beliefs, institutions, and all other products of human work and characteristics of a community or population.”

Why do human beings seem to create culture?
- “Human cultures emerge from people’s struggles to manage uncertainties and create some degree of order in social life.”
Organizational culture is…

- Norms of behavior **based on past successes** and embedded in beliefs about about the right way to interact with others and organize to get things done, as well as the appropriate way to approach our mission/desired results in the external world.
“Revealing Organization Culture” in order to Use it….

1. Be clear/really clear what you want to change or be different
   - continue to refine this as you move forward with innovation
2. Develop a list of beliefs relevant to your proposed change that describe part of your organization’s culture
   - Use pivot/survival stories, creation story, disconnect between espoused values and behavior, and general nonprofit organization culture questions
3. Consider how those beliefs help and hurt your efforts moving toward the change
4. Develop action ideas based on analysis
GCCAC Organization Culture Shift

- We work as **one organization** to **seamlessly integrate** and help people access services and set goals to **move toward economic self sufficiency and independent living**. (beyond referral to joint staff work)

- Want to use data and information and technology to help us better know and work together and to make decisions. (focus on outcomes)
  - Client data system
  - Organization restructuring
<table>
<thead>
<tr>
<th>Espoused Beliefs</th>
<th>Benefits—how can beliefs be leveraged and related to change</th>
<th>Risks—ways beliefs act as barriers to change</th>
</tr>
</thead>
<tbody>
<tr>
<td>People want to succeed Everyone deserves a second chance</td>
<td>Focus on outcomes/success for customers</td>
<td>Focus on people paramount and lead to under investment in technology and organization to improve</td>
</tr>
<tr>
<td>People can succeed w- self esteem, knowledge, tools, supports, &amp; oppty for living wage</td>
<td>Technology can help us know what customers are eligible for and the other resources available</td>
<td>Can feel like “we already do this” instead of a shift in practice</td>
</tr>
<tr>
<td>Understand what our clients want, their definitions of success, and then help ..paths to success.</td>
<td>Case management tools (technology) can help with this</td>
<td></td>
</tr>
<tr>
<td>Creating personal, social connections</td>
<td></td>
<td>Technology can be a barrier to personal connection</td>
</tr>
<tr>
<td>Treated with respect and dignity</td>
<td></td>
<td>knowing all services someone has received can result in lack of respect</td>
</tr>
<tr>
<td>We will go the extra mile.</td>
<td>New structural ideas should enable staff to more easily go the extra mile</td>
<td>Structure creates confusion or resentment</td>
</tr>
</tbody>
</table>
### Ideas for how to use this info?

<table>
<thead>
<tr>
<th>Cultural Beliefs (unconscious)</th>
<th>Helps w/ changes</th>
<th>Hurts changes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Partnership and collaboration are critical to our success as an agency.</strong></td>
<td>Become a model for partners and have better data to work with partners.</td>
<td>Spend significant time and money on our capacity and technology reduces focus on partners.</td>
</tr>
<tr>
<td><strong>There is little reason to collect anything except what our funders require</strong></td>
<td>Some experience with good quality data collection</td>
<td>Experiences in past with data and technology led staff to belief it won’t be helpful to their jobs</td>
</tr>
<tr>
<td><strong>Long standing department directors have knowledge of program and community and should be ultimate arbitrators of how programs operate (Depts are king/queen)</strong></td>
<td>If Directors are “on board” with changes, then they are powerful allies.</td>
<td>Institutionalized interests in doing things as they have been done. Potential for internal ‘turf’ fights when trying to ‘bundle services’</td>
</tr>
<tr>
<td><strong>It is worth an investment of resources toward the possibility of successfully meeting need. RISK is ok.</strong></td>
<td>Tradition of risk and changes in approach yield flexibility and openness (at least at higher levels) to ‘failure’</td>
<td>Not well developed belief at mid and lower levels of agency</td>
</tr>
</tbody>
</table>
How did we develop those beliefs that we analyzed?
Reveal Organizational Culture—sources of information

- Tell creation story
- Tell the survival or ‘pivot’ stories
- Identify areas where the organization says one thing and then does something else…

Use these stories as source for answering question about deeply held beliefs.
Worksheet
Use Stories and Broad experiences...

- Ambiguous relationships with primary government funders
  - To what extent are government funders the “primary customer” of the agency? How does agency approach disagreements with major funders about program operations?
  - What role does innovation in program development and delivery play at the agency?
Use Stories and Broad experiences...

- **Equity and Fairness**
  - What is the ‘right’ way to determine where the organization spends its scarce resources and time?
    - Those with most need? Those with motivation? Those able to make change? Those in crisis?
    - Should the organization serve as many people as possible; should it facilitate as much “change”/improvement as possible for those ready for change?
  - What is the organization’s overall engagement/approach/understanding of the role of “the market” in determining people’s quality of life?
Use Stories and Broad experiences...

- Social Justice and “Hero Mentality”
  - Does the organization see itself as “saving” people in need?
  - What are the assumptions about the people who choose to work at the agency? Why are they there? What is the implication about resource allocation?
Use Stories and Broad experiences…

- Participation and Diversity ➔
  - Who knows the “right” set of interventions that will make a difference?
  - Who is engaged in making fundamental decisions about program, resource allocation and changes? Why?
  - What is the role of diversity of people and/or experiences in the organization and its decision making processes?
Use Stories and Broad experiences...

- Risk and Failure
  - What does the organization’s behavior suggest about its beliefs about the role of risk taking?
  - Failure?

- Using Data
  - What has the organization’s experience been in collecting, managing and using data in the decision making process? What does it suggest about beliefs around importance of data?
Use Stories and Broad experiences...

- **Success**
  - What is ‘success’ for a director? How do they know that is success? How are they rewarded? (attah boys)
  - What is ‘success’ for a manager? How do they know that is success? How are they rewarded? (attah boys)
  - What is ‘success’ for a frontline staff person? How do they know that is success? How are they rewarded? (attah boys)
Use Stories and Broad experiences...

- Power mapping
  - Who suggests changes in program, in process, in operations?
  - Who needs to be engaged in discussion of changes?
  - Who has veto power?
  - (think really honestly about directors of departments or programs and their power within the agency)
Listen to the following story… see if you can identify at least 1 deeply held belief
Pivot story

Bradley Manor
Personal connections
Perseverance
Distrust of federal govt.
Distrust of “outsiders”
Complex financing & focus quality

Bradley Manor
Before

Bradley Manor
After
Pairs--think about an organization that you know well…doesn’t have to be CAP

- Identify a Deeply Held Belief (short cut)
  - Identify an Espoused Value that you believe is deeply embedded
  - Answer to one of the specific questions on worksheet

- Let’s say the change is…
  - better use of data outcome and programmatic/management information across the agency to make decisions about program mix.
Better use of data outcome and programmatic/management information across the agency to make decisions about program mix.

- How does the belief you identified help or hurt with implementation of this change?
- What action might you take based on this analysis?
Recap—6 C’s are Foundational Elements Necessary for Innovation

- Communication
- Champion
- Capacity
- Company
- Context
- (Organization) Culture
“Revealing Organization Culture” in order to Use it….

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As you are implementing or based on past experience trying to implement....

Consider

- Where are you getting “Lip service” but not change?
- What were you trying to do when you got “stuck”…i.e. nothing happened, roadblocks were thrown up, or people just said it was “too hard”?
Are these about

- Communication/ Why?
- Champions—leadership and accountability
- Capacity
- Coordination—processes

Is there an underlying belief at work ‘against’ your change?
Tools and Techniques...An Example

The Case Of CAPStone

Organization:

The Challenge—Executive Transition.
New executive is interested in shifting to a more "results-based" framework for the work from a programmatic/siloed/services framework and wants to use data can help guide decision making.
Step 1: Define organizational culture

Step 2: Define objective

- CAPStone Objective: to have directors, managers and frontline staff access data about clients and their progress/results, and to have specific client centered progress discussions with staff from different departments
Step 3: Gather Information

Find mind maps at your table…
The Community
The Organization

- What you See
  - Staff, Leadership, Programs
  - Meetings
  - Reach/Scope
  - Technology

- What People Say
  - Go the extra mile; meet people where they are
  - Important for people to have a second chance
  - Human connection
Step 5: Organizational Culture
Summary

- We’re from the community; we’re committed to helping; we believe relationships/human connections are key to success.
- Personal relationships over long periods of time can make change possible.
- Don’t particularly need data; we’ve lived it.
- Our success is dependent on partners. Truly.
- Commitment to staff and of staff, particularly to resolve immediate need.
We have to be better; higher quality.

Government is not a solution; community can be a solution.

We take care of those in our community.

Without funders and meeting their requirements we can’t do anything else.

Distrust of technology; if you want it right, do it yourself by hand; must know each detail and the best way to do this is to have done it by hand.

Persistence (sometimes over many years), friendly connections and interaction has equaled
Example of Using Organizational Culture Summary

- Know that the use of technology to support is going to be a hard sell; be prepared, train, find champions
- Reinforce the “helping people to succeed” at every opportunity
- Engage Directors in planning
- Have funders actively support, if possible
- Actively and intentionally work to change mistrust of technology
- Show data; make it as transparent as possible
- Make sure staff know technology won’t replace them but will make them more able to help clients
Few Key Points about Organizational culture

- Any group together for sufficient period of time will develop culture
- Based on success
- We’re all “multi-organizational-cultural”
- Does not have to be internally consistent
- It is the property of the group
- Impressionistic views of portions of organizational culture
Organizational Culture

- Artifacts—the things and processes that you see
- Espoused Values & Beliefs—what people say
- Underlying beliefs and assumptions—usually unconscious (forgotten)