

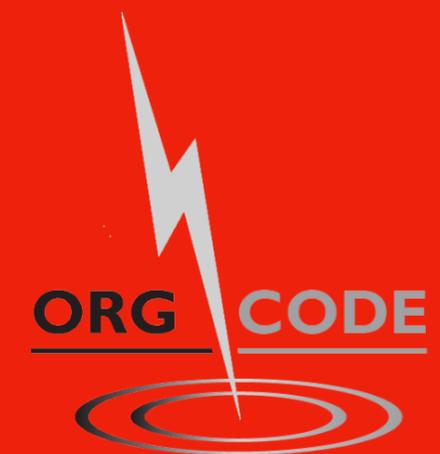
# Leading System Change

*NAEH 2019*

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# A Quick Primer on Systems



# System

By definition, a set of connected things; an organized scheme or methods.



# Every system...

...is perfectly designed to get the results it gets.

- Deming

# On the Same Page?

What is homelessness?

What is the problem(s) we are aiming to solve as a system of care?

What does it mean to “end homelessness”?





**WHAT ARE WE AIMING FOR?**



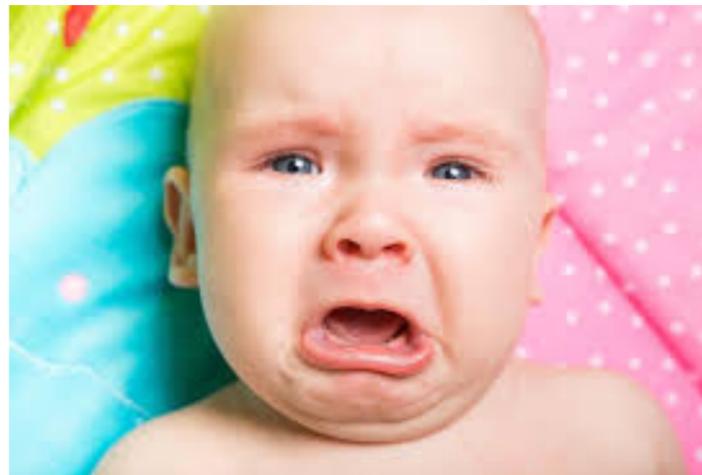
**WHY DOES IT FEEL SO HIT AND MISS?**

# Reality

- We talk a good game of “partnerships” and “collaboration” and “referrals” but rarely have intentional, predictable outcomes.
- The best support workers are often seen as those that can work around systems, not through systems.
- We have created a complicated web of side doors and luck.



# Three Systems at Work



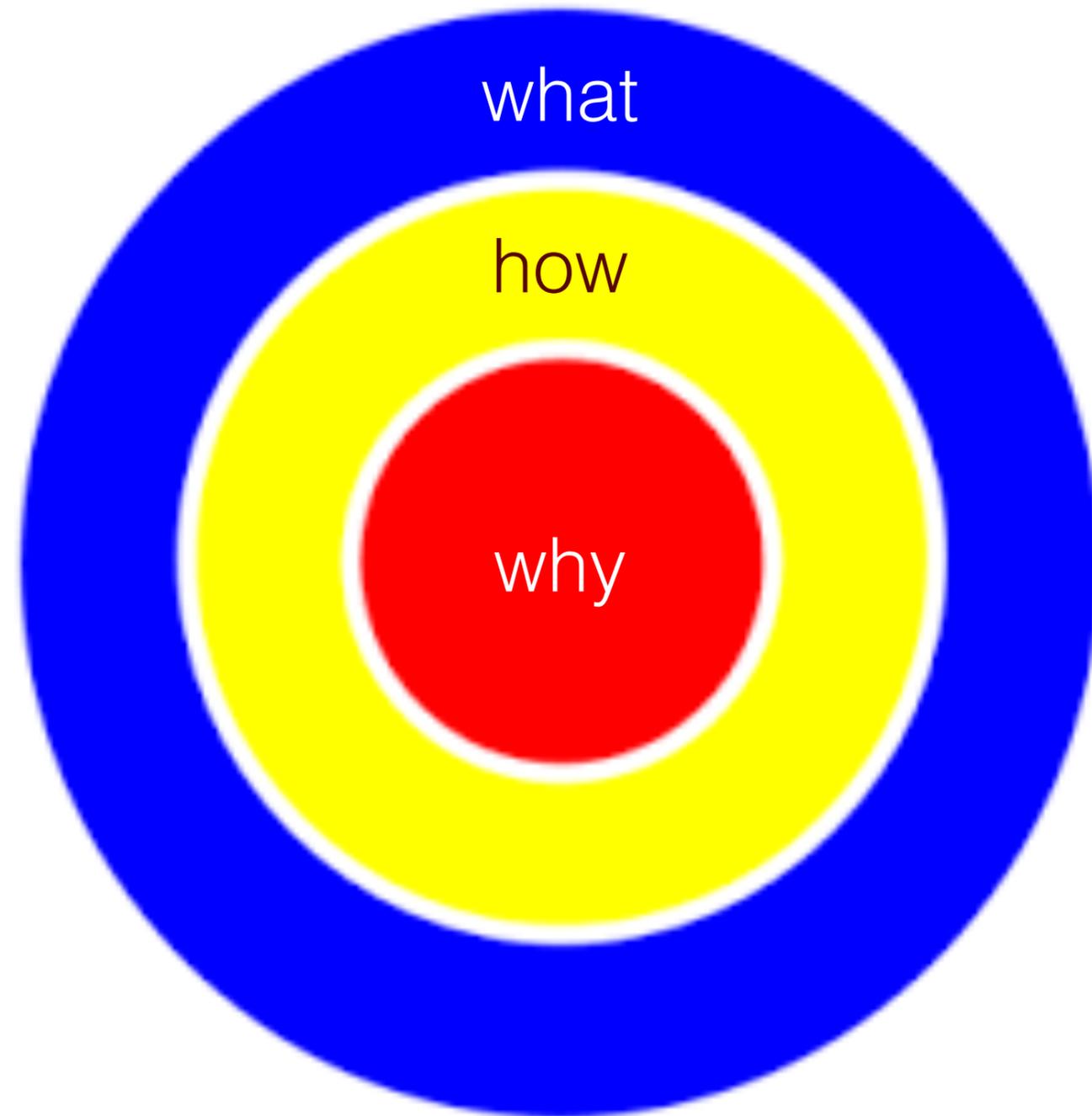
# Systems Leadership and Intractable Problems

Homelessness appears to be an intractable problem. Systems leadership challenges us to think differently.

- *What is the opportunity for innovation in practice or interconnectivity that would provide a new way of examining homelessness and lead us to different results?*

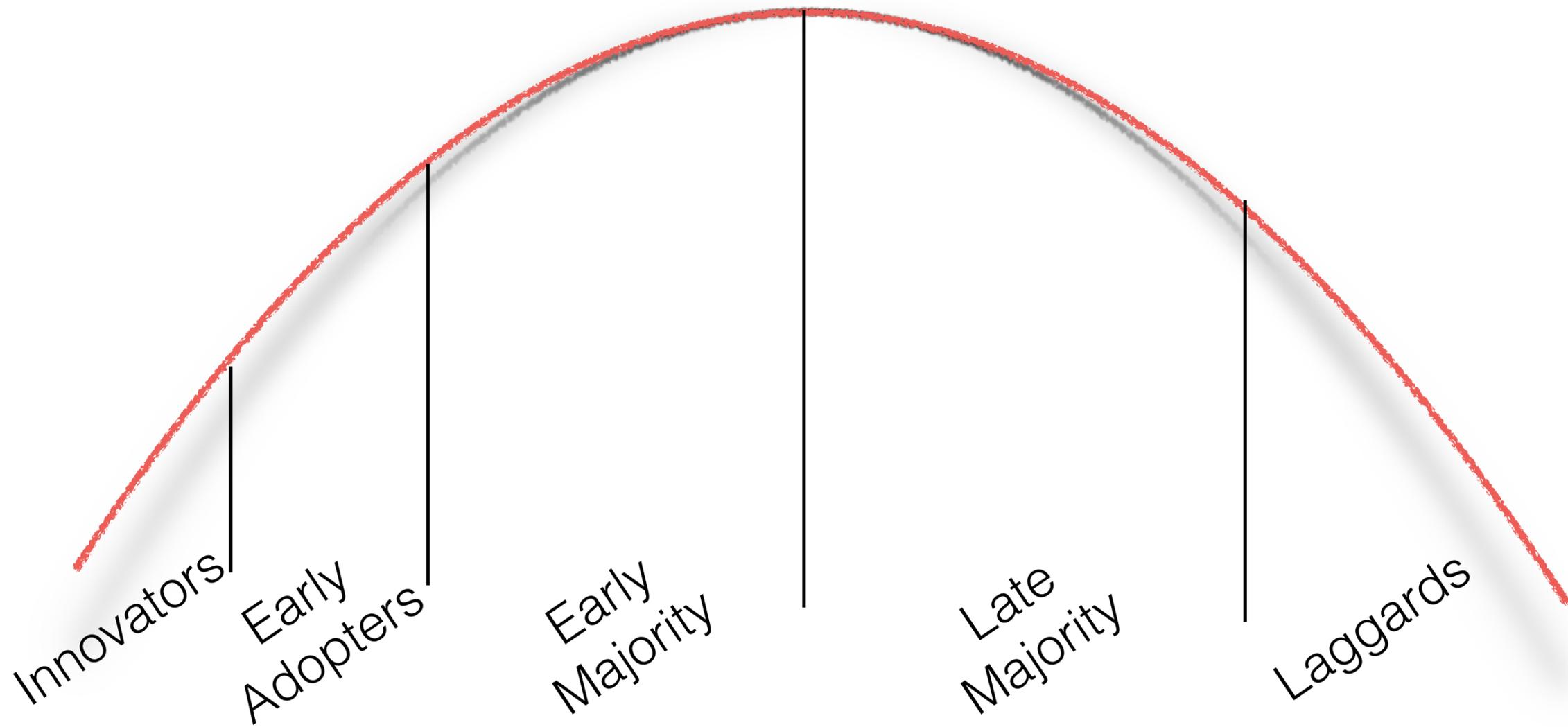


# The Magic of Inspired Leaders

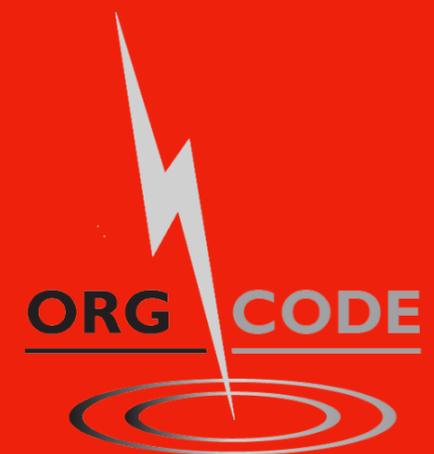


# Moving People to Your Why

## Law of Diffusion of Innovation



# How the System of Care is Supposed to Work



# Let's Begin With A Bathtub

In a metaphorical bathtub where the water represents people experiencing homelessness, our shared commitment to “ending homelessness” looks like draining the tub.

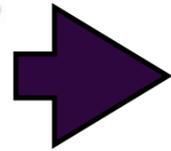
**GOAL = LESS WATER IN TUB**

**INCOMING WATER = INFLOW**

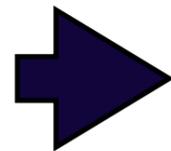
**DRAINING WATER = OUTFLOW**



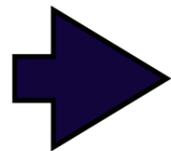




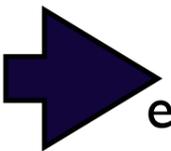
Parents  
for Shelter



Diversion  
Attempted



Shelter Admission if  
Diversion Unsuccessful



Minimal Service  
(housing encouragement) for  
7 days



WHAT ABOUT LONG-TERM  
PEOPLE THAT  
RETURN TO  
STAYERS OR PEOPLE  
LIVING OUTDOORS?

Prioritization  
Determine



- 1. Housing first/PSM
- 2. Rapid Re-Housing
- 3. No Housing Assistance



Acuity  
Determined



Housing  
Triggers

Client Notified  
Priority Status



Assigned Case  
Manager



Report on  
Housing



Housing  
Search



Lease Signing

Monitor Results



Goal setting Linked to  
Higher Acuity Areas



Case Management  
Begin in Earnest



Move in





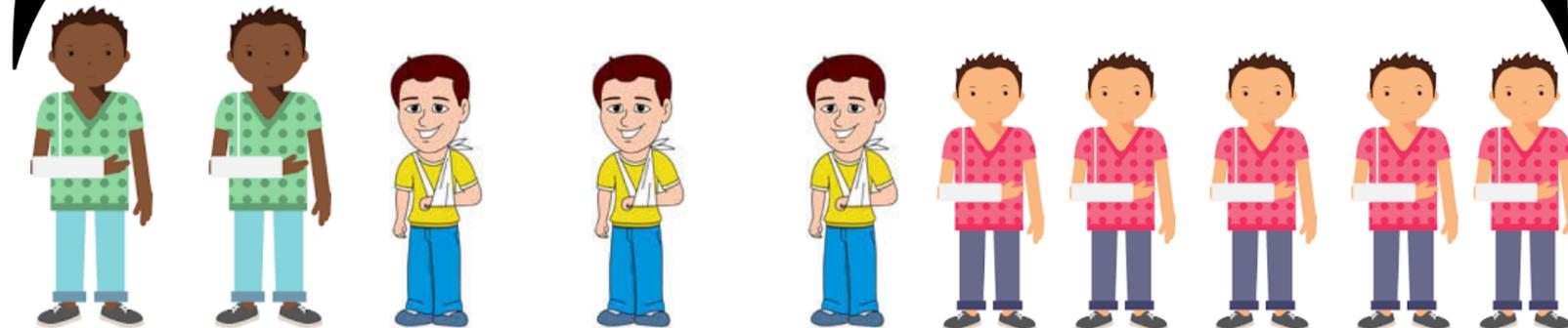
Is this an outpatient service? Short term stay?

Longer term, more involved situation?

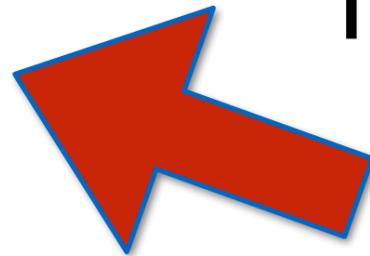
If yes, how ill or injured are they compared to everyone else seeking service?

If yes, do they need to be at a hospital?

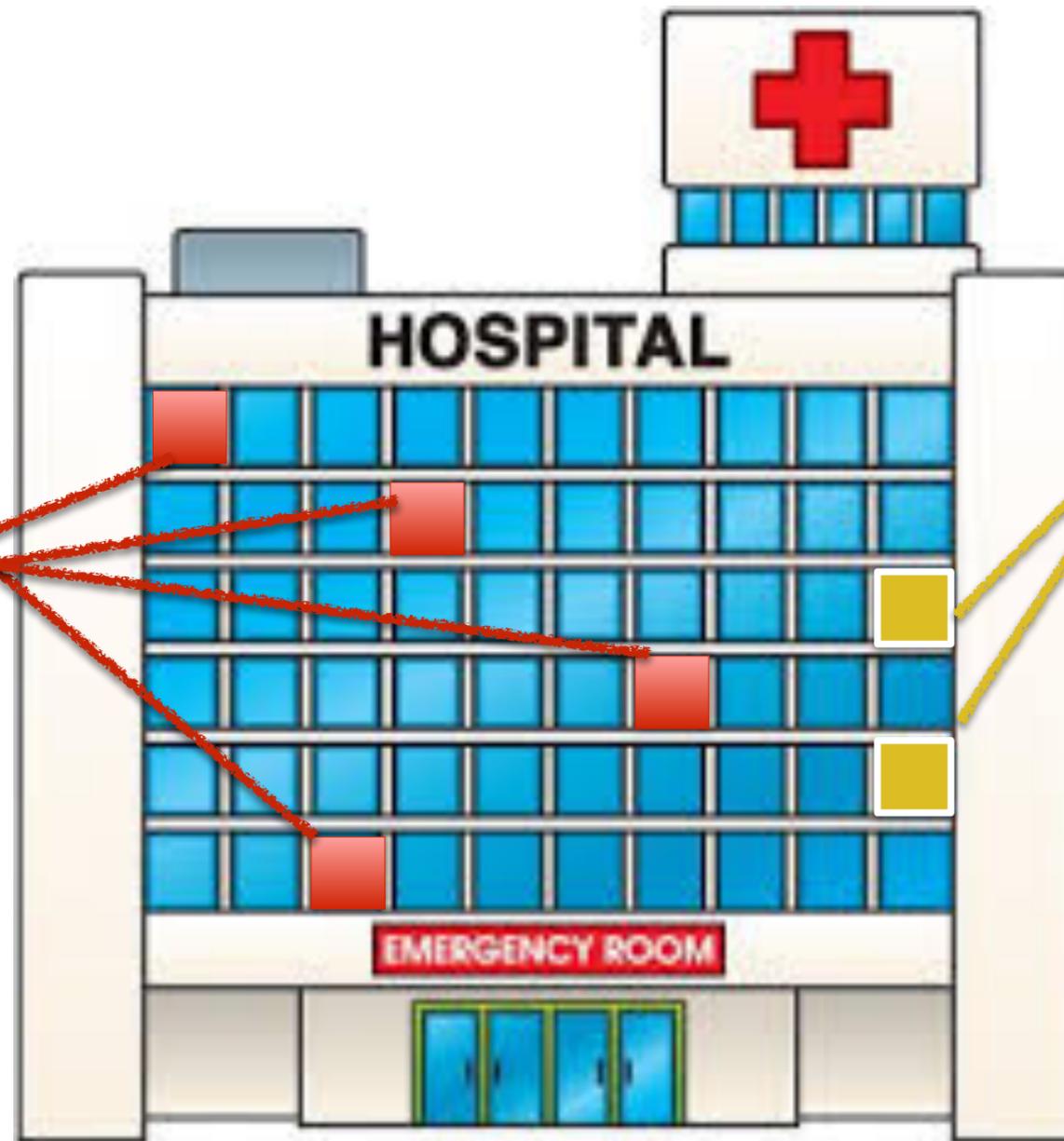
Are they ill or injured?



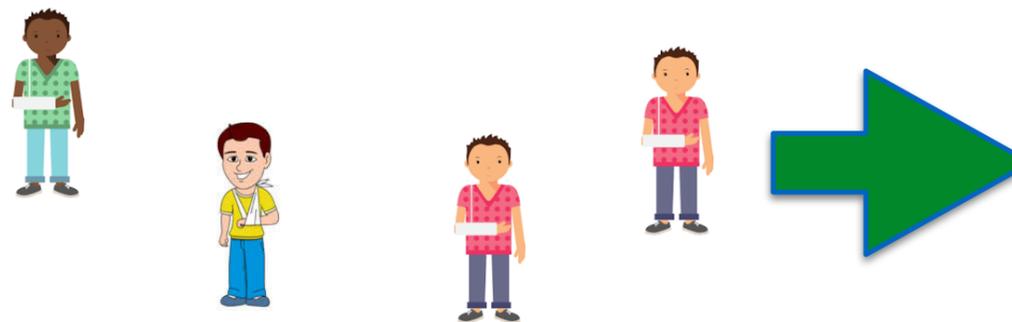
The ER knows who each of these 10 people are by-name if they are ill or injured and need to be at a hospital. The rest of the hospital does not know them. And, the ER does not know all the people who are ill or injured in the community but ARE NOT at the hospital.



**Brief interventions.  
No ongoing, long-term  
or permanent support  
required.  
Expected to recover.**



**Who does what  
specialties?  
Who has space?  
What will be the  
treatment protocol?  
Does the patient  
want it?**



**Diverted or quickly  
treated and  
discharged, the  
rest of the hospital  
does need to know  
these people.**

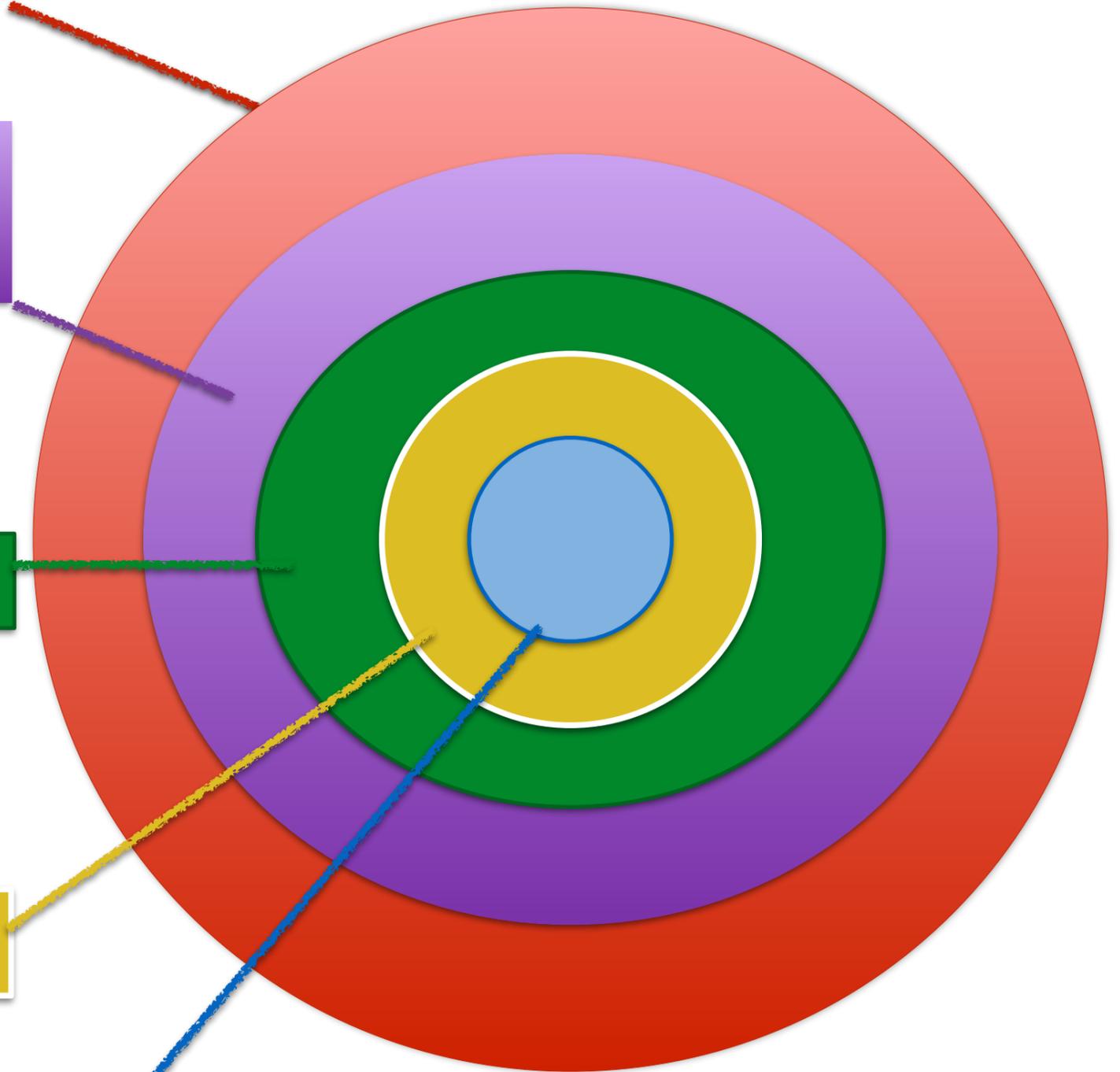
The Universe of All  
Experiencing Homelessness

Those That You Know Exist  
(Though May Not Know Name)

Provided Consent & Know Name

Engaged in Services (Active)

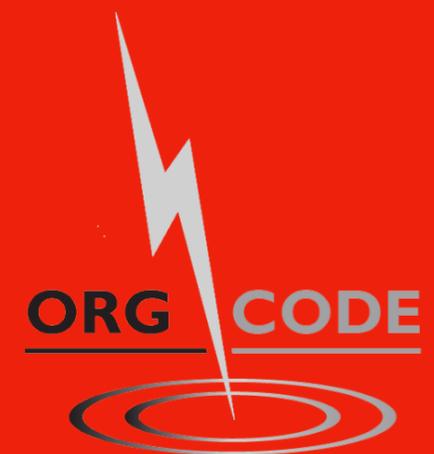
Imminently House-able (All  
Paper Work in Order)



# Everyone that is homeless



# Morality, Values & System Leadership





# How Morality Influences Systems

1. Harm/Care
2. Fairness/Reciprocity
3. In-group Loyalty
4. Authority/Respect
5. Purity/Sanctity



# **5 Elements Influence How Others Change Habits and Rewards**

**5 elements inform the leader you are and are influenced by what you value:**

- 1. How you make decisions**
- 2. How you communicate**
- 3. How you relate to followers**
- 4. How you respond to and feel about change**
- 5. How you handle pressure**



# Decision-Making

## Leaders influence and make decisions:

- How sure must you be that you are making the correct decision?
- Do you gather input from others in your decision-making - and how open are you to perspectives different from your own?
- When it comes to important decisions (for example: staffing, financial resources, etc.) do you reach decisions quickly and decisively or do you process over quite some time and work through pros and cons?



# Communication

## Leaders communicate internally and externally:

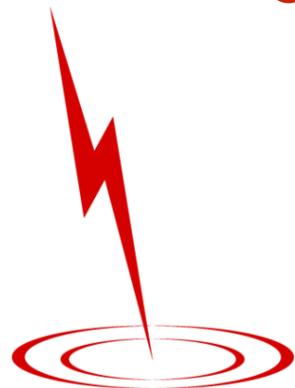
- Do you prefer to be the spokesperson or have others be the spokesperson?
- For important announcements (for example, new initiatives or projects, funding decisions, accomplishments) do you painstakingly work through every possible anticipated question, or are you more free-wheeling?
- How do the people you work most closely with communicate to you (formally vs informally, usually in person vs electronically) and how do you most frequently communicate with them?



# Followers

## **A leader is not a leader without followers:**

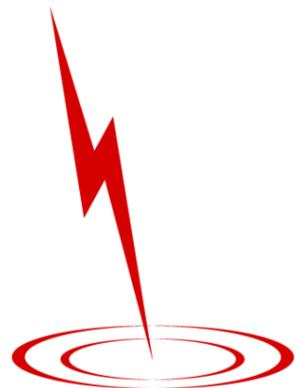
- Do people need to be told that you are in charge?
- Are you the leader even though someone else may technically be the boss?
- Even though people may report to you, do they trust you as their leader - and if so, how do you know?



# Change

## Leaders create, adapt, and lead change:

- Are you more of a caterpillar or a butterfly when it comes to the change process?
- Most often, does change energize you or fatigue you?
- How do your followers react to you when change is happening?



# Pressure

## Leaders face internal and external pressures:

- Are you calm or frazzled publicly? Are you any different behind the scenes or with followers that know you well?
- Do you rise to the challenge of pressure and find it exhilarating, or do you find it exhausting?
- After you have worked through a pressure situation, do you replay all that happened?



# **How You Respond to the Five Elements**

**How you respond to the five  
elements is how YOU respond to  
the five elements, not anyone else.**



# **New Thinking**

- **Where are you looking to anticipate change?**
- **How do you understand trends and their impact?**
- **In which ways are you managing diversity of people and opinion?**
- **Are you developing relationships with people different from yourself?**
- **Are you courageous to give up the past - and are you open to reinventing your work?**



# Leadership Through Comparison or Competition

- The “comparison mandate” is crushing: be like everyone else, but better. You should fit in AND stand out.
- Comparison is the thief of happiness and success.
- Comparison and competition is short-lived as a leadership strategy. When surpassed, then what?



# Resistance to Change and the Tension of Change





**CONSERVATION**



**CREATIVE  
DESTRUCTION**



# **RENEWAL & RE-ORGANIZATION**



**REBIRTH**

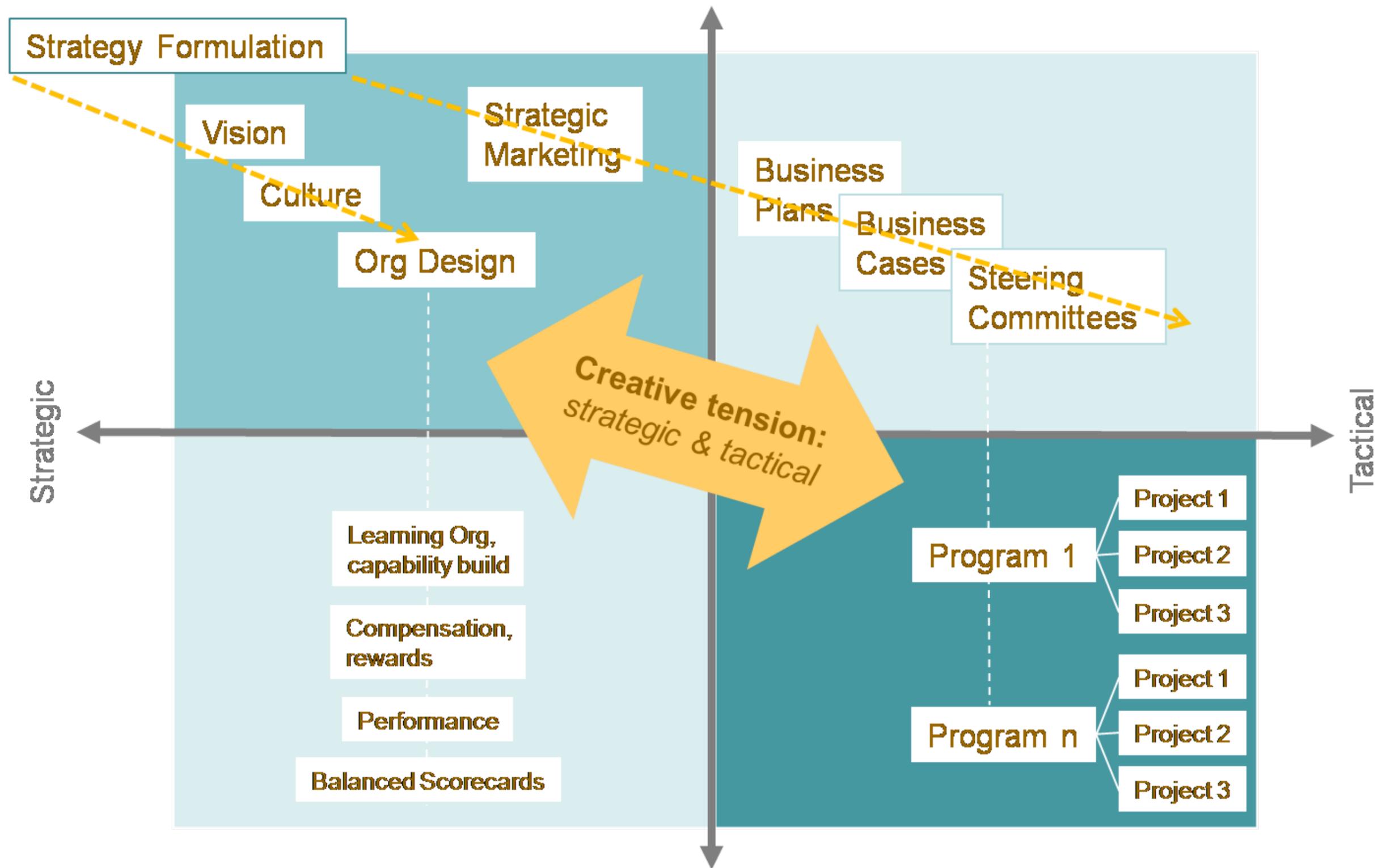
**Personal Advocacy**

**Community Development**

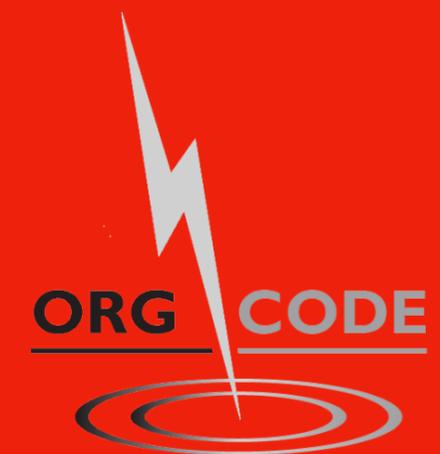
**Needs Assessment**

**Bureaucratic Responding**

**Charity**



# Questions for You & Me



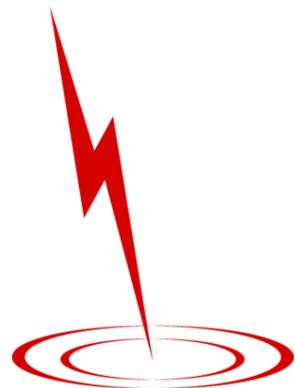
# Questions for You

**How can you get a good read on the interests and motivations of others in the change process?**

**What are the signs that change fatigue is setting in?**

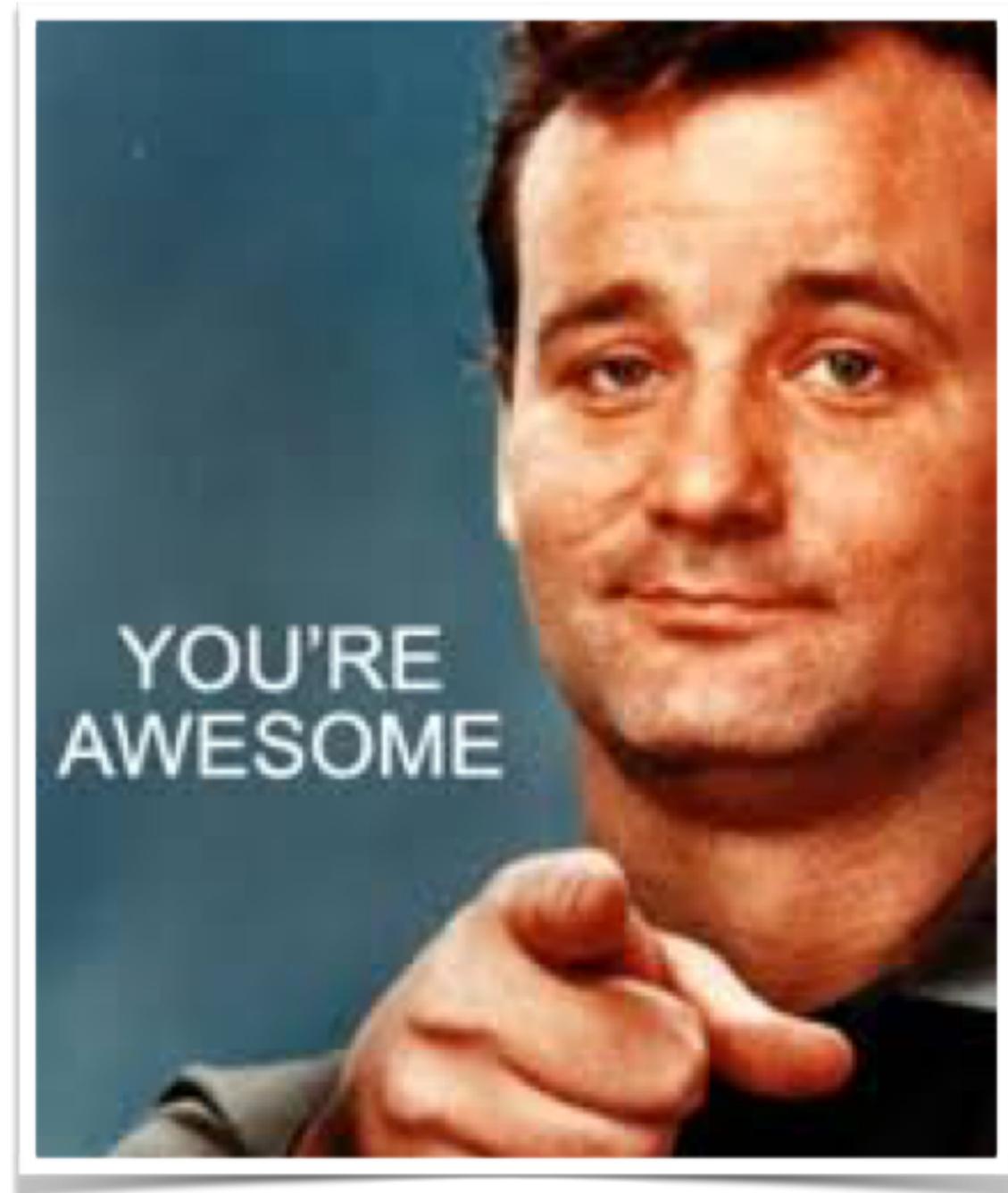
**Where do you go to find support?**

**How do you ensure racial and gender equity in system leadership?**



# Closing Questions

*What is still unresolved for you that we should chat about?*



# Upcoming Leadership Event



# **A Gathering for Senior Leaders**

**Designed specifically for managers and above, this gathering is facilitated by Ann Oliva and Iain De Jong to enrich leadership skills and establish a solid leadership network.**

**November 13-15, 2019**

**Pittsburgh, PA**

**Go to [eventbrite.com](https://www.eventbrite.com) and search for OrgCode  
Leadership Gathering**





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