**Administration in a Change Environment**

Lecture presented at Cambodian Social Work Conference

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***Why is change important?***

* Systems become stagnant and ineffectual
* Systems are no longer relevant to contemporary issues
* Systems are not culturally appropriate
* Systems are too traditional due to previous leadership
* Systems might address fragment of a much larger issue when greater social impact is sought

***Must know the system you are seeking to change:***

* Must have a deep understanding of organizational process and culture
* To accurately assess and justify why change in required
* To determine whether major overhaul is needed or just some sectors
* To determine if it’s a systems issue, implementation/operations issue, personnel matter, or resource issue
* To realize the relationship between the organization being assessed in relation to the community of related organizations
* To assess your organization relative to the field and state of art

***Having a Vision***

* Visualize the type of high functioning organization you seek and how you attain that
* Imagine the personnel that will help you get there
* Imagine your organization in relation to the community of consumers and society at-large

***Leadership and Effective Personnel: CURE***

* Conscientious – awareness of social issues local and global, social intelligence, interpersonal intelligence
* Urgent – having a timeframe, having a deep passion, take risks and strong advocacy, realizing the temporal nature of things and wanting to make a difference
* Relational – good at developing and maintaining relationships, working with adversaries or holding them close
* Eclectic – having multiple skills sets, interests, ability to integrate

***Obstacles:***

* Complacency and Safety – civil service stereotypes, institutionalization, job security
* Vested stakeholders – those who benefit from existing system; draw advantage, resources, and status from it
* Ignorance – lack of awareness of viable options; values systems and philosophy for helping (charity vs. empowerment)
* Lack of Organizational Alignment – management vs. board of directors, staff
* Lack of Time and Resources – no time to test new ideas; no resources for innovation and experimentation
* Timing and Organizational Readiness – where is organization in developmental cycle? Are there elements/pressures in place that encourage a change process? How tolerant is system for rapid change (or maybe must pace change)? What types of compromises are needed to ensure critical change?

***Strategies for Change***

* Internal and External Scan/Assessment – Contemporary ideas/innovations, internal sentiments, exposure to new ideas
* Communications – Conceptualization (use of graphics, charts),
* Articulating for different audiences, Demonstrating Success through Evidence
* Relying on Tools of the Trade – translating data into program design (R&D), dashboard systems, branding/marketing
* Science of Innovation – deliberate and disciplined process
* Convening – relying on native intelligence of practitioners to channel brilliance into action
* Acquiring right level and types of resources, but not make it the deal breaker; developing Social Capital; social engagement
* Partnerships for pooling resources and merging strengths