National Child Welfare Workforce Institute

Learning, Leading, Changing

3 Tools to Guide Change Efforts

Ecomap

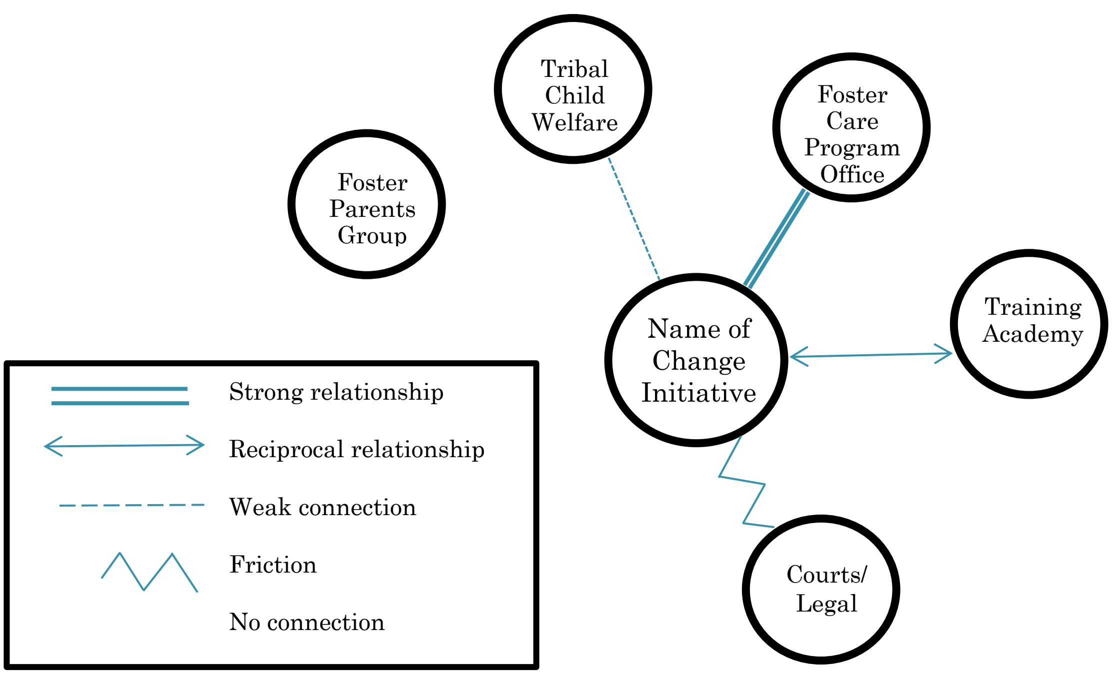
An Ecomap is a graphical representation of the stakeholders who can influence and impact the success of a change initiative. Eco mapping is most effective as a collaborative process. Use visuals to represent the current status of each relationship (directions below) and then use this information to design a strategy to engage stakeholders with different levels of interest and influence. For more information about how to do the latter, view the microlearning – Think Politically: http://bit.ly/2j9F5fY.

Directions

- The quality of the art work is not important – instead focus on using color, shape, or words that illustrate the relationship.
- On a flip chart, first draw a circle in the middle labeled with the focus of the change initiative (e.g. staff retention, leadership development, organizational climate, etc.).
- Now draw additional circles that orbit around the change initiative and label them with each group that may be impacted by the change and/or may influence success of the implementation. The size of the circle can be used to convey the power or influence of the entity in relationship to the change initiative.
- Next draw a line from each entity to the change initiative that illustrates the quality and strength of the relationship. We've listed some suggestions below but feel free to be creative – use symbols that best describe the nature of the relationship. Examples:
  - No lines means no relationship at all
  - Strong double lines means a strong and positive relationship
  - A jagged line means friction or conflict
  - A broken line means that there was once a relationship but it has now been broken
  - Dotted line means that there is a weak connection and no/low communication
  - Arrows can indicate the flow of influence

- Now indicate hot spots, bright spots and missing spots.
  - Hot spots are the sources of pressure that take up time and energy. These may be sources of needed pressure to change, e.g., advocacy groups or spokespeople. The goal here is to figure out how to mobilize that pressure for change. Or the hot spots may also be relationships that require a lot of work.
  - Bright spots are sources of positive energy where things work, people talk to each other, and services and programs are coordinated in a way that makes a difference to clients or colleagues.
  - Missing spots are relationships that do not exist; they are not positive or negative.
- Having completed the ecomap, the implementation team will now have a visual for engaging all the stakeholders in the change initiative process. The team may also want to ask:
  - Has the agency experienced a similar (or different) relationship with that system in the community? What factors influenced the relationship?
  - As this change initiative is implemented, what relationships will be essential to watch?
  - What cultural issues might arise?

Example



Logic Model

A logic model is a visual to convey the rationale behind a change initiative. It depicts the actions and causes expected to lead to the desired results.

You can use any number of different templates for a logic model and language might differ slightly between models (output vs outcome). Reading from left to right, any logic model will follow the chain of reasoning, or if . . . then . . . statements, which connect the program's core components or actions to the outcome you want.

Directions

1. Inputs: Certain resources are needed to operate your program (people, technology, policies, etc.). Those are your inputs. If baking a cake, these would be the ingredients (flour, eggs, butter, etc.)
2. Actions: IF you have those resources or inputs, THEN you make an action plan that combines them into activities. You select actions shown by research, experience, or field wisdom that have promise for realizing your desired outcomes.
3. Outputs: IF you accomplish your planned activities, THEN you will deliver the product or services that you intended to deliver. Those deliveries are your outputs. They're concrete changes, and they'll usually happen by a certain time. The outputs need to be identified. You'll want to include in your plan a way to measure them and report back leadership. Remember to keep your measurement plan realistic given your available resources.
4. Initial & Intermediate Outcomes: IF you deliver your planned services to the extent and with the fidelity intended (as measured by your outputs), THEN your participants will benefit in certain predictable ways. Sometimes these are broken down into two steps—your intermediate and longer-term outcomes.
5. Results: IF you achieve these outcomes (or benefits), THEN you can expect certain changes in communities, organizations, or systems to occur. These are your results.

Example

Below is an example focused on engaging fathers. Download the Word template at http://bit.ly/2gfhZ4F.

Inputs

Community partners

Child welfare agency staff

Resources for Father Finder

Resources for father education classes

Former child welfare families to participate in planning

Data system

Agency vision, policies and practice model

Actions

Establish Father Finder position and key contact

Enroll interested fathers in father education program

Train supervisors and staff re: best practices in fatherhood engagement; provide mentoring and coaching

Incorporate feedback on effective father engagement data into daily supervisory practice

Include community partners in planning and defining the desired outcomes of fatherhood initiative

Recruit 2 former child welfare families to participate in planning

Review organizational systems, policies and practices for alignment with fatherhood initiative

Outputs

Father Finder hired and trained

Child welfare staff trained

Fathers enroll in father education classes; # of enrolled who complete

Revised pre-service curriculum

Internal policies revised to reflect fatherhood initiative

Stakeholder and families involved in planning committee are satisfied with participation and process

Initial Outcomes

Increased knowledge of child welfare staff on best practices in father engagement

Increase the % of removal cases where absent father's:

- name is identified
- have been contacted within one week of placement
- participate in initial team meeting
- have meaningful, on-going, contact with child

Case review results indicate supervisory and practice changes consistent with father engagement

Intermediate Outcomes

Fathers are active participants in placement decisions for children

Children are reunited with family more quickly

Results

Children experience safety, permanency and well-being

Action Plan

An action plan tracks the execution of the change initiative implementation plan and is informed by the ecomap and logic model. It lists the activities and tasks that need to be done, by whom and by when. A vital tool for keeping implementation on track. It also provides a tool for ongoing assessment and opportunities for modification to the plan.

Directions

1. Activities: These are the steps, strategies and actions selected to achieve the desired outcomes and should begin with a verb.
2. Tasks: This is the list of tasks necessary to achieve this activity.
3. All other columns: Don't let the simplicity of these columns fool you – accountability will be one of the single most important aspects to keeping the project on track so make sure these columns are kept up to date. Task assignments and due dates can be by groups or individuals.

Example

Below is an example. Download the Word template at http://bit.ly/2geYOaW.

Activity	Tasks	Group/Individual Responsible	Date To Be Completed	Date Started	Date Completed
Activity A: Create desired worker competencies and behaviors to guide recruitment and hiring.	A1: Identify competency resources available in child welfare.	Mary	1/7	1/1	1/7
	A2: Review competencies & behaviors in relationship to site needs, culture, etc.	Implementation team	1/7	1/7	1/14
	A3: Decide competencies worker is expected to demonstrate at hiring & by probation end.	Implementation team, managers & human resources	2/7	2/1	2/14
	A4: Review with workers, supervisors & managers.	Implementation team, supervisors & managers	2/30	2/14	
Activity B: Evaluate job descriptions and update if necessary.	B1. Update/create job descriptions to be consistent with competencies & behaviors.	Implementation team & human resources	4/10		
	B2. Review & revise performance evaluation in relationship to new or revised job descriptions.	Implementation team & human resources	4/30		
	B3. Meet with appropriate site staff to insure targeted changes are accurate, feasible, etc.	Implementation team	5/5		
	B4. Review new job descriptions & performance evaluations with all staff.	Implementation team & unit level communication system	5/15		