



# Using Change Leadership to Transform Child and Family Serving Organizations

A Transformational Cohort of the Alliance  
January 2017

**Deadline for Applications: SPECIAL EXTENDED DEADLINE Friday, February 24**

## Opportunity Overview

The Alliance for Strong Families and Communities is pleased to invite both member and non-member organizations to submit an application to participate in a Transformational Cohort: *Using Change Leadership to Transform Child and Family Serving Organizations*. This cohort is appropriate for child and family serving organizations that are looking to develop systems, strategies, and interventions focused on increasing family stability, permanency for children, and putting families and children on a pathway to wellbeing. The Transformational Cohort will use the principles of change leadership to achieve the goals for family engagement and stability, permanency and wellness.

The Alliance is pleased to invite interested organizations to submit an application to participate in *Using Change Leadership to Transform Child and Family Serving Organizations*. This cohort is appropriate for your organization if you are seeking:

- Assistance in understanding and responding to the major trends in the field:
  - Funders buying evidence-based or promising services
  - Moving away from child-centered and towards family-focused perspectives
  - Redesigning existing services to ensure durable results
  - Providing coordinated aftercare supports
- To better understand ways to develop a capacity within yourself and your leadership team to use change leadership skills to help engage families and guide them towards stability, permanency, and wellness
- Support in helping both you and your team identify the skills and capacities you will need to develop and install by 2020
- Help to change your organizational identity and culture to your staff can support these changes

This Alliance Transformation Cohort Learning Experience will:

1. Help everyone better understand the major trends in the field
2. Develop change leadership skills to effectively respond to the trends
3. Help select “driving force goals” to guide your transformation
4. Help develop a transformation plan to install needed skills and capacities
5. Offer methods to help change organizational identity and culture

The Alliance will select up to ten (10) organizations for participation in this cohort. *Organizations who are minority-led and who serve minority populations are especially encouraged to apply.*

## The Alliance Cohort Model

The central focus of the cohort model is a focus on building the capacity of leaders to address the adaptive challenges they face in moving towards a service model that puts the results important to children and families at the center of their work, and builds the capacity of youth to thrive in home and community-based settings. These adaptive challenges may include re-negotiating the organization's values, identity, and culture. The cohort model provides support on the technical aspects of transformation as well as building transformational leadership capacity to drive change through the organization that allows for best supporting the long-term success of children, families, and communities.

Key components of this cohort include:

- 1. Engagement and partnership of key leadership:** The kind of transformational change which is required needs the support and guidance of key organizational leadership; including the CEO/Executive Directors; senior program leadership; and board members. This leadership team will be engaged from the start of the cohort and will be invited to participate in in-person, teleconference, and webinar-based learning opportunities. Each leadership role plays a critical part in the transformation process. Board members will be prepared to champion the shaping of organizational identity, mission, and values. Executive Directors/CEOs will develop tools to shape and direct the strategic direction that aligns with the organizational identity, mission, culture, and values and serve as the chief spokesperson and change-agent with staff and community members about the need for these changes. Senior program leaders will be supported to align program practices to the strategic direction and ensure that operational staff have the appropriate skills to deliver on the new direction.
- 2. Development of the Transformational Blueprint:** The Alliance will use the [Transformations We Live By Study Guide](#) to help leaders develop and guide their transformation blueprint. This guide outlines ten universal items that produce transformation. Each organizational member of the cohort will develop their individual organizational goals and develop a three-year Transformational Blueprint which outlines the key organizational priorities, tactics, execution timeline, and indicators of success. The Blueprint will serve as guide for monthly individual coaching sessions between organizations and Alliance faculty. The Blueprint will also integrate concepts related to applying an equity lens in analysis, decision making, and engagement as a component of advancing wellbeing for children and families.
- 3. Coaching and Peer Learning:** Each organizational member of the cohort will benefit from the guidance from two coaches; a peer coach who has current and/or past experience leading a transformational change effort with an Alliance cohort, and the project facilitator. Coaching sessions will occur monthly by teleconference. *It is key to success that each organization participate in their scheduled monthly teleconference.* To support the coaching, cohort organizations will have the opportunity to learn from each other on quarterly teleconference calls organized around issues of common interest.
- 4. Evaluation of Transformational Efforts:** Each organization must agree to monitoring and evaluation by the Alliance during the 15-month cohort. All individual participants will complete a pre- and post-project assessment that gauges leadership team's attitudes and perceptions of how they perform across transformational change. The evaluation process will also capture

progress made towards advancing the outcomes of improving well-being and permanency for children and families.

### **Participation Fees & Expenses**

The Alliance Permanency and Well-Being Cohort is underwritten in part by the generous support of the Annie E. Casey Foundation. The organizational fee for this 15-month cohort project is **\$10,000**. This fee will cover:

- Access to a dedicated peer coach who will be available for 15 monthly coaching sessions
- Monthly consultations with Alliance Faculty
- Registration fees for two in-person convenings (Participants will be expected to cover their travel and lodging expenses for a total of two convenings)
- Program materials

The Alliance will prepare two invoices over the course of this program with the option to either pay in full or by two installments. The dates below reflect the due dates for all payments.

- **\$5,000 due March 15, 2017**
- **\$5,000 due December 15, 2017**

**At the discretion of the Annie E. Casey Foundation, a limited number of scholarships may be made available to help underwrite the costs to agencies. If there are special circumstances with your ability to pay the full fee, but a strong desire to participate, please note this in your application transmittal email.**

### **Faculty**

The primary faculty and coach for this initiative is Tom Woll, a national consultant who currently assists child and family serving agencies, including residential providers, in Ohio, Minnesota, Wisconsin, Pennsylvania, Illinois, Iowa, Maryland and New York to identify and respond to strategic change challenges. Tom is the Facilitator of [The Strategic Change Initiative](#) that was borne out of Tom's experience as the leading executive of a merger of 21 separate and competing entities in Northeast Ohio into a single Catholic Charities Services Corporation. Under his leadership, 21 entities learned how to operate as an integrated service delivery system out of 42 different sites in eight counties, covering 3,500 square miles.

Tom's projections and principles are based on 42 years of experience in the field and has conducted over 2,800 interviews with public sector leaders, private agency executives, public and private sector family service practitioners, youth care workers, foster parents, families receiving services and elected public officials and their staff members over the last four years. Tom is experienced in strategic planning, leadership team development, executive coaching and futures forecasting in the field of human services.

Tom will be supported by two executive leaders in the Alliance network who will serve as peer faculty and coaches for participating organizations to be announced in March 2017.

### **Application Process**

**Eligibility:** To be eligible for participation in this initiative, applicants must be a nonprofit organization whose mission is child- and family-focused. Priority will be given to Alliance member organizations in good standing, however, all nonprofits may apply. *Organizations who are minority-led and who serve minority populations are especially encouraged to apply.*

**Submission Deadline:** The deadline for submitting applications is **February 24, 2017**. Unless a technical issue or system failure originating at the Alliance occurs, no applications, attachments or emails with application content will be accepted after this deadline.

**Submission Instructions:** Completed applications and related attachments should be sent by email to Peter Metzger, Project Manager at [pmetzger@alliance1.org](mailto:pmetzger@alliance1.org). A confirmation email will be sent in no less than 24 hours after receipt of applications during Alliance business hours [Monday-Friday, 8:30am – 5pm Central Time].

**Selection Process:** As part of the selection process, semi-finalists will be asked to participate in a 60-minute phone interview with project facilitator, Tom Woll, at a mutually agreeable time.

**Notification:** All applicants will be notified of the selection decision no later than **March 6, 2017**.

**Contact Information:** For questions pertaining to the project goals or application process, please contact Peter Metzger, Project Manager at [pmetzger@alliance1.org](mailto:pmetzger@alliance1.org).

### **Project Timeline**

Application Available	January 20, 2017
Application Deadline	February 24, 2017
Notification of Application Status	March 6, 2017
First Group Teleconference	March 8, 2017 1:00pm – 2:30pm Central Time
First/Total Payment Due to the Alliance	March 15, 2017
First In-Person Convening	April 3-4, 2017 <i>Location TBD</i>
Second Group Teleconference	July 2017 <i>Date and Time TBD</i>
Second In-Person Convening	September, 2017 <i>Location, Date, and Time TBD</i>
Second/Final Payment Due to the Alliance	December 15, 2017
Third Group Teleconference	February 2018 <i>Date and time TBD</i>
Final Group Teleconference/Graduation	May 2018 <i>Date and Time TBD</i>