Mobilization & Change Guide

We recommend taking a Change Management Approach to implementing the Operating Principles. We’re created this guide (and an accompanying Power Point presentation) to help.

## Tips

Start with the Self-Assessment. If you choose, share it with other leaders on your team.Decide what to tackle first.

Start with the one you’re most interested in pursuing. It might be the one that needs the most significant change, it might be one that you don’t have to go far to get a quick win, or it might be the one you’ve wanted to do now for a while but have not had the chance to commit time and energy. Follow your interest, you’ll be more likely to see the first thing through. Getting started will be the hardest part.

Recruit a small task team made up of various stakeholders to tackle alignment with one or all of the principles: people with lived experience, staff at various levels, an officer, a neighbor, another service provider/partner, a leader who has the authority to implement any new policies and procedures.

As a leader, be sure that you’re actively fostering a supportive learning environment in your Ministry Unit. Create a group of people who feel safe being honest with each other and thinking analytically about how you operate.

Ask this group to commit to a 5 step process. You may find that your team can tackle alignment all at once, or you may find that each principle may need its own cycle. Take your time. What’s worth doing is worth doing well.

At the end of each cycle, you’ll start again with another principle or an evaluation of the work you’ve done so far. Hopefully each cycle will flow naturally out of the last – it might be the principle which has become the most urgent in the meantime, or the one for which the building block has just been laid by your last cycle. If appropriate, follow the momentum wherever it leads.

## The 5 Step Process[[1]](#footnote-1)

### Reflect

Spend time reading, reflecting, and praying individually or as a group. Are there books, articles, scripture passages, films, prayers, songs, or poems that you think might inspire or enhance the group’s reflection on this topic? That might help them decide what to do? This is a time for looking inward and upward: what would God have us do? What is the right way forward for us, in this time and place? Here we’re looking for exploration, honest encounter, creative thinking.

### Describe

What is the current reality? Describe it. Use participant observation, job shadowing, system mapping, interviews and surveys to send people to places and functions within the shelter they may be unfamiliar with. Have them watch, listen and report back on what they have learned in relation to the chosen priority principle. Maybe you’ll need to visit other spaces and places too, to learn what happens elsewhere, or to learn what gaps exist in your community. Describe the current situation in your shelter and your community as fully and as clearly as possible.

### Decide

Bringing together all that you have learned so far – what you have learned by observing, describing, reflecting. Compile a list of all the possible ways forward, attempt to cluster similar ideas together. And then for every item on the list, ask yourself: should we tackle this? Do we need to address it now, soon, later, not at all? Some tasks may be dismissed or downgraded in priority more easily than others. After you’ve narrowed down the list, ask yourselves questions like: Are these the issues/steps that will help us implement the Operating Principles? Do we agree on a way forward? What are your objectives? What values will undergird our plan? What ethical issues need to be considered as we proceed? Who will this effect? And how might it affect them? How will they respond to the change? And how will we prepare to face/address those anticipated reactions?

### Plan

Break down your path into its main elements. What will be your main messages when communicating this plan? How will you know when you’ve made an impact? How will you track progress? Make sure the change takes hold? And continually improve now, soon, and later?

### Act

What actions will you take, and in which order? Who will be responsible for what? And by when do expect those tasks to be completed? By what measures will you know if you have been successful? What policies and procedures need to be in place to support this change/principle? How will barriers to change be tackled? How will you track and communicate the benefit of the change? Reinforcing how it has made for better client outcomes?

### (Repeat)

Start all over again. Which principle will you work on next? Do you feel like you’re in good shape in all 7 areas? What else would you like to improve about shelter operations?

1. Based on Faith-Based Facilitation method from IHQ. We also gratefully acknowledge insights into change management and planning from Lt. Col. Susan Van Duinen, Sharon Jones-Ryan, and Graham Moore. [↑](#footnote-ref-1)