



MONDAY MORNING MEMO

Monday, August 6, 2007 ☞ Volume 2, Issue 12

One Thing That's Constant: Change -- or $D \times V \times F > R$

There's an old saying: If you want certainty in life, jump in front of a train. With apologies to Amtrak, the message is that the process of living brings with it nearly constant change. Yet human nature is to resist or ignore that process, rather than embrace and prepare for it.

There are many studies and theories on the change process, and what can assist with personal, professional and systemic change. One of the first came from social psychologist Kurt Lewin's in the late 1940's. His three-step model for change was based on the "force field analysis," looking at what forces drive and resist change. While it may seem obvious that in order for change to succeed, driving forces must outweigh resistance, the act of bringing that awareness into consciousness can make all the difference with respect to the speed and acceptance of change. As an agent of change in any setting, you must clearly delineate the need for and benefits of change rather than just fighting resistance.

Lewin talks about a three-stage process for change. The first stage is "unfreezing," overcoming inertia and breaking down existing mindsets. The second stage in which change occurs is often one of confusion; we know old ways are being challenged but have no clear picture of what's ahead. The third stage is "refreezing," in which new patterns are crystallized.

The mathematical formula above breaks this down even further. Dissatisfaction (D) with the present situation, Vision (V) of what is possible in the future, and First Steps (F) that are achievable in moving toward that vision – all combined – must be greater than the Resistance (R) to change. David Gleicher, Richard Beckhard, and Reuben Harris's theory, which builds on Lewin's, brings you back to your early math lessons: what happens when you multiply anything by zero? If any one of those items -- D, V or F -- equal zero, then that side of the equation is zero, and resistance will dominate.

Research shows that problems with the people dimension of change are the most commonly cited reason for project failures. In a study with 248 companies, effective change management with employees was listed as one of the top-three overall success factors for the project. Helping managers be effective sponsors of change was considered the most critical success factor overall.

The ADKAR model for individual change management was developed by ProSci based on research with more than 1,000 organizations from 59 countries. This model describes five required building blocks for successful changes. They include:

- A Awareness of why the change is needed
- D Desire to support and participate in the change
- K Knowledge of how to change
- A Ability to implement new skills and behaviors
- R Reinforcement to sustain the change



Critical to utilizing this theory is being aware that sometimes what may look like resistance is simply a lack of a clear communication of the vision or lack of needed skills to implement the change. This gives managers other techniques and tools to apply when faced with blocks to change.

For some additional resources on change, go to:

www.change-management.com/tutorial-adkar-overview.htm. This website provides an overview of the ADKAR model, including some useful exercises.

www.12manage.com Details organization and change models and theories.

www.lamarsh.com Describes change management approaches.

www.prosci.com/scart/index.pl?t=cm Provides a number of change management resources.

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To Frank and Nancy Woods on the adoption of their new family. Gayle, age 10 and Michael, age 12 were adopted on Monday, July 23rd in Rensselaer County Surrogate's Court.

Pictured from left to right are: attorney Christine Kiesel, Frank Woods, Gayle Woods, Michael Woods, Nancy Woods and the Hon. Christian F. Hummel.

Frank Woods is Assistant Coordinator, for the NYS UCS Office of Alternative Dispute Resolution and Court Improvement Programs. His wife, Nancy Woods, is Associate Computer Applications Programmer for the NYS UCS Division of Technology. Christine Kiesel is Statewide Project Manager for the Child Welfare Court Improvement Project.

To Tom and Jackie Boissonnault on the birth of their daughter Tessa Rae Boissonnault. Tessa was born July 25th at 7:55 am, at 7 pounds 10 oz.

Jackie, Director of Children's Advocacy Services at the Mental Health Association in Westchester County, oversees the CASA Program there. She and Tessa are home and doing well. In her absence, Benita Marks, Advocate Supervisor, is directing the CASA program in Westchester County. She can be reached at marksb@mhawestchester.org.





Courts Pilot Electronic Transfer of Protective Orders

Family Courts in Erie, Onondaga, Nassau, Westchester and Albany counties and in New York City in Kings, Richmond and New York counties are participating in a pilot program providing for the electronic transmission of orders of protection for faster service by sheriffs.

As reported in the *NY Law Journal*, courts in Pennsylvania and Illinois have had successes with similar experiments, which have been found to speed up the process of filing and service. Often, such orders are sought by domestic violence victims who need them immediately for protection against spouses or partners.

The pilot project was authorized by legislation (A7554/S4704) signed recently by Governor Eliot Spitzer. In addition to allowing Family Courts to convey the orders to sheriffs electronically or by fax machine, the new law will also let people in the affected counties fill out much of the needed paperwork outside the courthouse and transmit it to the court electronically.

Under the pilot program, the state's chief administrative judge must report to the Legislature on the experiment's progress by April 1, 2009. The program will expire on July 1, 2010, unless extended by the Legislature and the Governor.

🌸🌸🌸 NYS UCS Court Rules and Contract Primer 🌸🌸🌸

CASA Programs Structure and Affiliation

§117.2 Program Requirements of the Administrative Order of the Chief Administrative Judge of the Courts states the structure of a CASA program “shall be a not-for-profit corporation affiliated with, and in compliance with, the standards set forth by the National and New York State CASA Associations. Such a program may be part of a legally incorporated not-for-profit organization or be incorporated (or in the process of being incorporated) as a free-standing not-for-profit organization.”

The State Standards were written before there were Court Rules for CASA in New York State, but the National CASA standards also do indicate that programs must comply with state statutes and rules. In this way the court rules reinforce the standards, bringing them into the force of law, and the standards reinforce the rules.

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Fall Meeting Schedule and Contact Information

- **CASA Program Directors’ Meeting: Sept. 10-11, Albany, NY.**
 Sponsored by CASA: Advocates for Children of NYS (CASANYNYS) and the NYS Unified Court System CASA Assistance Program, the fall meeting for local CASA Program Directors is coordinated by CASANYNYS. Contact 518-426-5354 to register or email backus@casanynys.org.



CASA ASSISTANCE PROGRAM

- The Forgotten Victims of Sexual Abuse; Sept. 18, Batavia, NY.**
 Sponsored by Genesee County CASA for Children, the training will feature Dr. Wayne Duehn, and will discuss the victimization of young males and children and adults with disabilities. Contact Marcia McGaughey at 585-344-2550 ext. 2331 to register, or email casa@co.genesee.ny.us.
- Healthy Beginnings: Creating Positive Attachments in Children; Sept. 27-28, Painted Post, NY.**
 Sponsored by CASA of the Southern Tier, the program will focus on infant advocacy. Speakers include Dr. Steven Blatt and Dr. Art Becker-Weidman. To register, call 1-888-936-CASA or email casasoutherntier@aol.com.
- Individual Donor Appeals: The Cornerstone of Agency Fundraising; Oct. 2-3, Saratoga Springs, NY.**
 The second in a series of annual resource development trainings for Community Dispute Resolution Centers, Children’s Centers, and CASA Programs by The Office of Alternative Dispute Resolution and Court Improvement Programs. For more information, contact Darlene Ward at 518-238-4360 or email daward@courts.state.ny.us.

Next Issue

Because of August vacations and the Labor Day holiday, the next issue of the Monday Morning Memo will be published on Monday, September 10th. Past issues are available on the CASA Assistance Program Website, www.nycourts.gov/ip/casa/

Quote of the Week

"If you're trying to achieve, there will be roadblocks. I've had them; everybody has had them. But obstacles don't have to stop you. If you run into a wall, don't turn around and give up. Figure out how to climb it, go through it, or work around it."

- Michael Jordan

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