

# Changing Programs Means Changing People



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# Why Change Programs?



- New knowledge about best practices
- Funder mandates
- Reorganization

Changing programs  
often means changing practice



# Changing Practice is Difficult!



- Lack of practitioner knowledge
- Lack of time / funds for learning / training
- Organizational culture that resists change
- Leadership is ineffective and/or opposed
- Practitioner inertia or active resistance
- Service system barriers



# What to do?



- Leadership
- Technical assistance
- Supervision
- Education and training
  - Pre-service
  - In-service



Jim Kouzes & Barry Posner  
*The Leadership Challenge*



# The Role of the Leader



- Articulate a vision
- Create policies to sustain and elevate all
- Institute procedures that support the work
- Maximize involvement and participation
- Look beyond your program



# Organizational Strategies



- Create a learning organization
- Facilitate learning
  - Knowledge acquisition
  - Skill development
  - Attitude change



# Learning Best Practices



1. Didactic instruction
2. Competency-based training
3. Transformative learning



# 1. Didactic Instruction



- Scaffold knowledge
- Design interactive lessons
- Help learners apply new info
- Allow discovery



## 2. Competency-Based Training



- Tell, show, do
- Scaffold skill development
- Support job-relevant learning, practice
- Use real-life problems, scenarios
- Space practices and feedback over time



### 3. Transformative Learning



- Be clear about the goal and motivation
- Design disruptive learning experiences
- Include self-assessment in all practices
- Require reflective dialogue
- Create safety
- Allow plenty of time, including follow-up



# Assess Your Program / Agency



- How do your workers excel?
  - What do you do right that feeds excellence?
- How do your workers need to improve?
  - How can you better develop those areas?
- What is your next action step?
  - Specific, immediate, and without permission



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See handout for notes and references