

Organizational Change & Development

PCRJP Session



SUFFOLK
UNIVERSITY
Center for Restorative Justice

Thursday, July 21, 2022

1 - 3PM

Welcome, Purpose & Objectives

Objectives:

- ❖ To learn about the levels of organizing and their relationship to organizational change/conflict
- ❖ To become sensitized to the concept of RESTORATIVE SYSTEMS CHANGE
- ❖ To begin to develop intrapersonal, interpersonal and organizational competencies for managing change

**What words come to mind when
you think of...**

Change?

Restore?

Restorative Change?

Restorative Justice & Organizational Change

Motivating Change:

“Two general sets of cultural conditions seem necessary for practices to be elevated to a status in which they are perceived to be legitimate and possibly superior. First, new practices must resonate with common experience. Second, proponents must make a compelling enough case for, and demonstrate through practice and experience, the benefits of what may be difficult change in behavior.”

Bazemore, Obrien & Carey, 2005

DISCUSSION IN BREAKOUTS

- *What do you notice?*
- *What resonates?*
- *What questions does this raise?*

RESTORATIVE SYSTEMS CHANGE



How does restorative (systems) change manifest in organizations?



← Disruption Opportunity →

Change Must Make Sense:

Karl Weick, Sensemaking

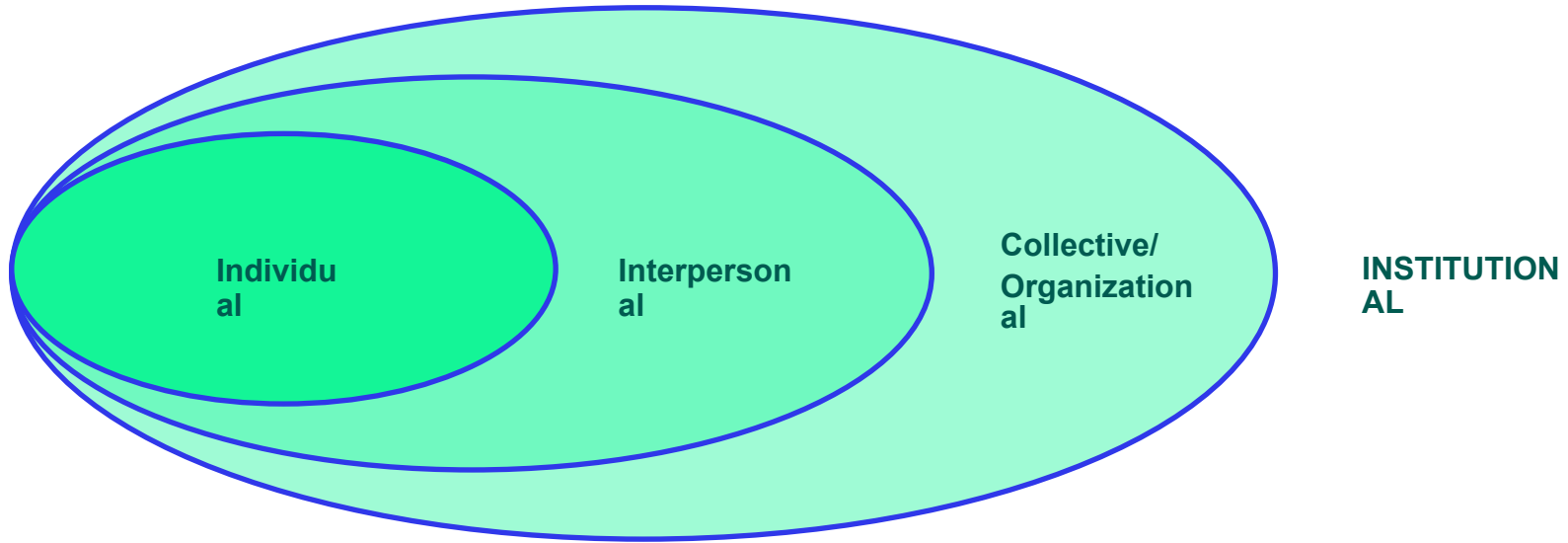
“**Sensemaking** involves turning circumstances into a situation that is comprehended explicitly in words and that serves as a springboard into action.”

Weick, 2005

Sensemaking involves resolving equivocality (i.e. conflicts in perceptions, attitudes, commitments and values).



Change Happens in Embedded Dimensions



Intrapersonal: Developing Self-Awareness and Conflict Skills

Our Readiness for Change:

Emotional Intelligence (EI) - Self-Awareness

- Self-awareness is the foundation for emotional intelligence
- Self-awareness is a competency
- Reconnecting with our body/instincts is an integral part of developing self-awareness.



Maslow's Hierarchy of Needs

Meeting My Needs Personal Reflection Exercise:

Maslow's Hierarchy of Needs Worksheet

Hierarchy of Needs	Ways You Currently Meets These Needs	New Practices to Meet These Needs
Physiological needs <i>"Basic human needs~ food, water, and comfort."</i>		
Safety needs <i>"The desire for security, stability, and safety."</i>		
Social needs <i>"The desire for affiliation including friendship and belonging."</i>		
Esteem needs <i>"The desires for self-respect, and respect and recognition from others."</i>		
Self-actualization needs <i>"The desire for self-fulfillment"</i>		



Activating “Compassionate Curiosity”

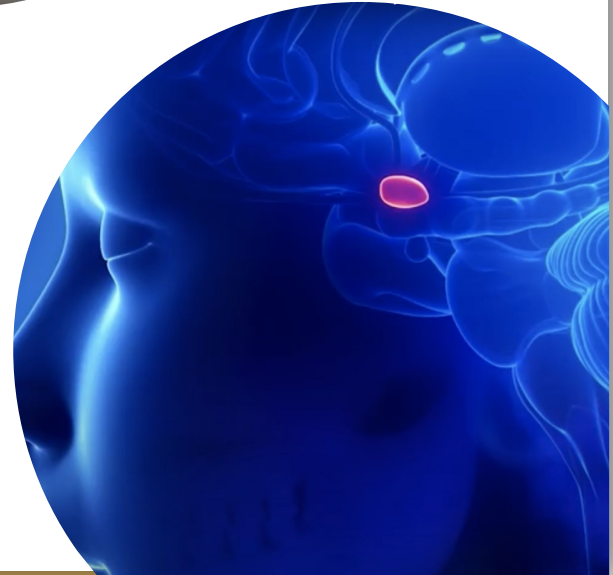
<https://www.youtube.com/watch?v=F6Zg65eK9XU&t=427s>

Compassion in the Midst of "Cereal-Gate"



Let's discuss.

- What did you notice?
- How did this resonate with you?
- What questions does this raise?





Practical Guidance: Preparing for Restorative Systems Change and Constructive Conflict

1. Adjust your frame of mind.
2. Consider your counterpart's viewpoint.
3. See what's going on in the organization.
4. Develop your message based on different scenarios.
5. Choose the right time and place.
6. Express your feelings ahead of time.

Excerpt From: Daniel Goleman. "Conflict Management: A Primer"

Interpersonal: Developing Relational Competencies



**RESTORATIVE SYSTEMS CHANGE
(INTERPERSONAL)**

**SHARED
AUTHENTICITY**

**EMOTIONAL
ATTUNEMENT**
Relationship &
Conflict Management
Competencies

**INTERPERSONAL
TRUST &
PSYCHOLOGICAL
SAFETY**



Shared Authenticity

Take 5 - 7 minutes (individually) to reflect on the following prompts:

1. I believe my calling is...
2. The rituals that are most critical to my everyday well-being are...
3. The values that are most important in my partnerships with colleagues are...

We will discuss these in small breakout groups.

Change & Emotional Intelligence: A RELATIONAL VIEW



Emotional Intelligence (EI) competencies (*Goleman & Boyatzis, 2001*)

- Operates within integrated model of EI competencies
- Competencies evolve and adapt based on the context

Human Values as social standards, are fundamental beliefs that help to distinguish right and wrong for human beings in action.

Emotional intelligence (EI) is the ability to identify and manage your own emotions and understand the emotions of others.

TEDxSHMS

<https://www.youtube.com/watch?v=4YCAo8kxOHs>

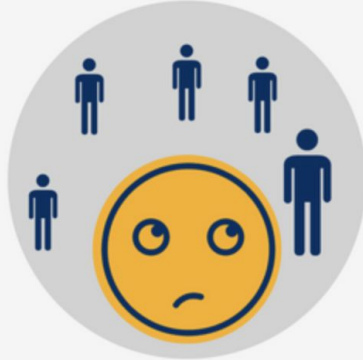
BUILDING PSYCHOLOGICAL SAFETY & TRUST

WHAT'S THE DIFF? Trust and Psychological Safety

Psychological safety is the belief that your environment is safe for interpersonal risk-taking. It's similar, but slightly different from, trust.

TRUST

Will **YOU** give others the benefit of the doubt when you take a risk?



PSYCHOLOGICAL SAFETY

Will **OTHERS** give you the benefit of the doubt when you take a risk?



**We need both
interpersonal trust and
psychological safety to
become a generative
team.**

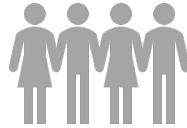
Edmondson, A. C., & Lei, Z. (2014). Psychological safety: The history, renaissance, and future of an interpersonal construct. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 1(1), 23-43.

Collective/Organizational: Developing Leadership for Change

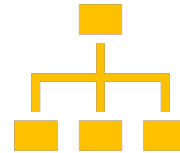
Restorative Change Leadership: Organizational Levels of Action



**(Intra)Personal
Strategies**

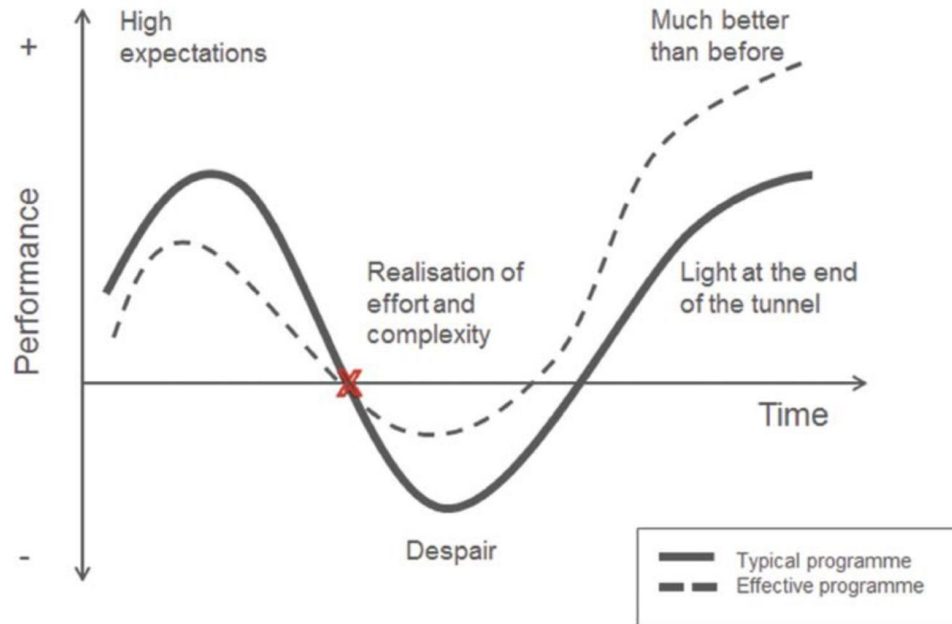


**Interpersonal
Strategies**



**Leadership &
Organizational
Strategies**

The Change Curve



Implementing Change in Your School/ Organization

Morrison, Blood & Thorsborne, 2006

Table 1. Stages of implementation.

Stage 1: Gaining Commitment—
Capturing Hearts and Minds

1. Making a case for change
 - 1.1. Identifying the need (the cost of current practice)
 - 1.2. Identifying learning gaps
 - 1.3. Challenging current practice
 - 1.4. Debunking the myths around behaviour management and what makes a difference
 - 1.5. Linking to other priorities
2. Establishing buy-in

Stage 2: Developing a Shared Vision—
Knowing where we are going and why

1. Inspiring a shared vision
2. Developing preferred outcomes aligned with the vision
3. Building a framework for practice
4. Developing a common language

Stage 3: Developing Responsive and Effective Practice—Changing how we do things around here

1. Developing a range of responses
2. Training, maintenance and support
3. Monitoring for quality standards

Stage 4: Developing a Whole School Approach—
Putting it all together

1. Realignment of school policy with new practice
2. Managing the Transition
3. Widening the lens

Stage 5: Professional Relationships—
Walking the talk with each other

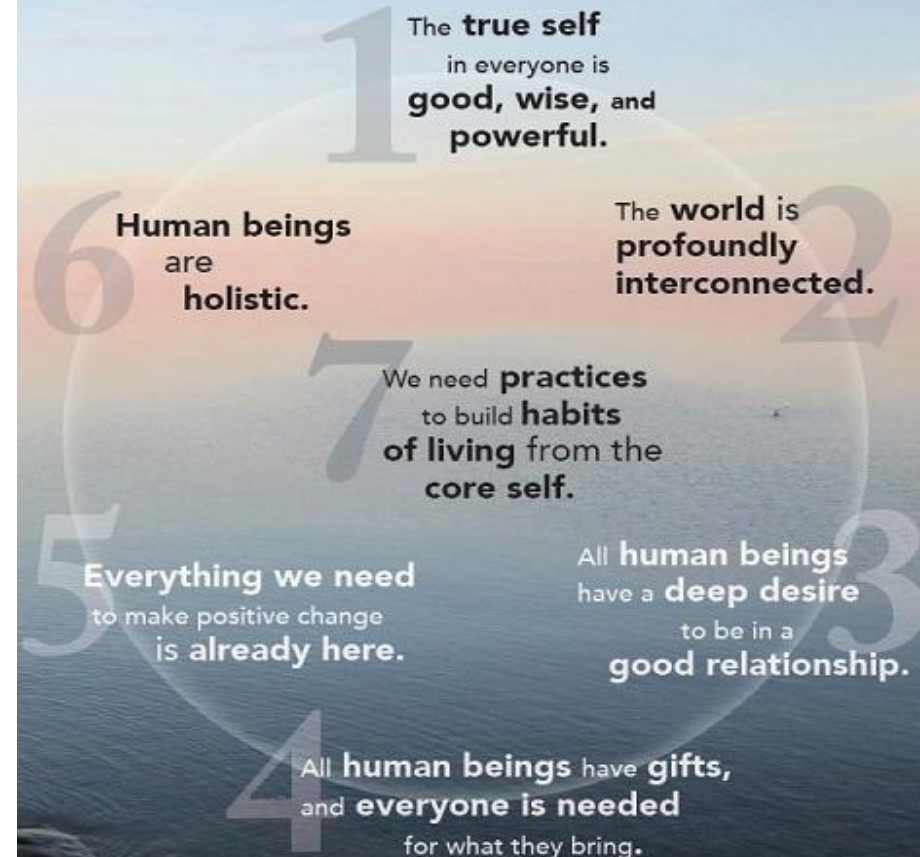
1. Promoting open, honest, transparent and fair working relationships
2. Using restorative processes for managing staff grievance, performance management and **conflict**
3. Challenging practice and behaviour—building integrity

Closing Activity

How can these values/core assumptions support restorative change in your personal, interpersonal and organizational lives:?

Seven Core Assumptions

What We Believe to Be True



Discussion & Questions