

# United Way of Johnson & Washington Counties CEO Breakfast

Thursday, August 25, 2022



## United Way of Johnson & Washington Counties



Jacki Townsend, Director of Operations, P&G Power Oral Care & UWJWC Board Chair

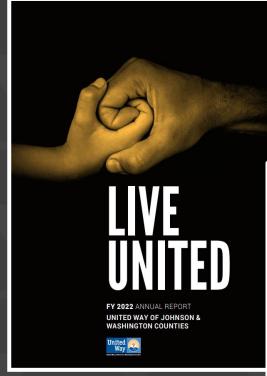
### Special Thanks To:







## 2021 Annual Report



Mary Westbrook
UWJWC Interim President & CEO





There is no hiding the fact that the COVID-19 pandemic increased stressors that were already present and brought up new ones. Anxiety, depression, and other mental health illnesses can affect anyone. At United Way of Johnson & Washington Counties, we are committed to putting a light on what some perceive as "invisible disorders" and work with our community to provide access to vital support services.

The following pages contain mental health stats we are trying to address.



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# Managing Change . . . Without Losing Your Mind or Your People

Amy Kristof-Brown, Ph.D. Henry B. Tippie Dean University of Iowa





Introducing change in an organization is an exciting and yet formidable venture, and adventure. The lives and well-being of many are affected, including those who are at the cutting edge of driving change.

T. Jick, Managing Change





### **Three Groups**

#### **Change strategists:**

Responsible for identifying the need for change, creating a vision for change, deciding what is feasible to change and who should carry it out.

### **Change implementers:**

Responsible for managing the day-today process of change.

### **Change recipients:**

Responsible for adopting and adapting to the change.

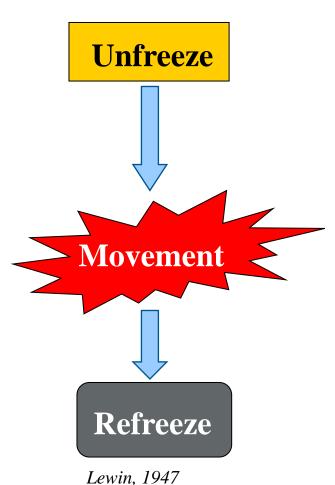








## The Strategists' View: Process Model of Planned Change



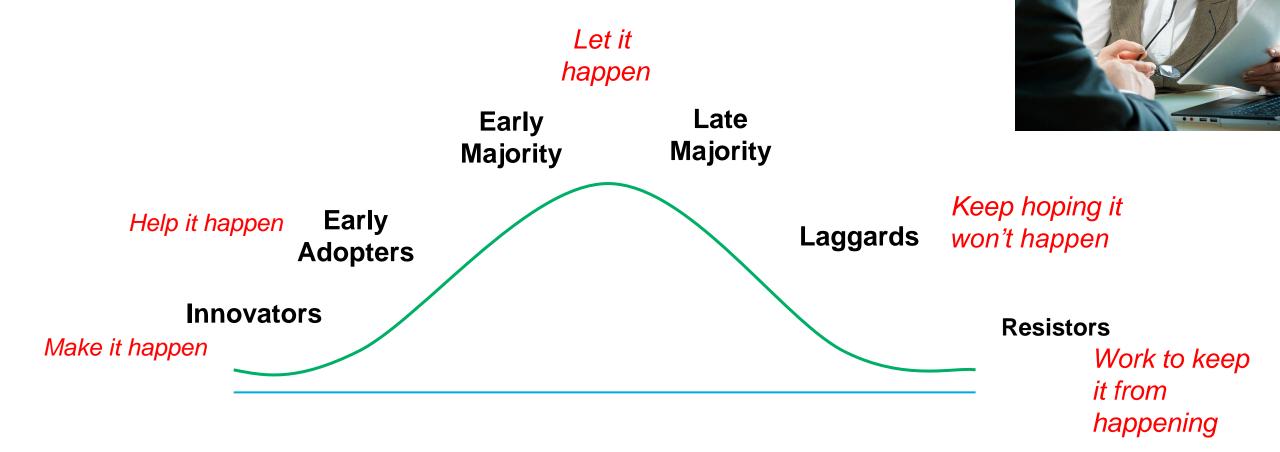
- 1. Create a sense of urgency.
- 2. Form a powerful coalition to lead the change.
- 3. Create a vision.
- 4. Communicate the vision.
- 5. Empower others to act on the vision.
- 6. Include short-term wins.
- 7. Consolidate improvements, while still improving.
- 8. Institutionalize new approaches.

Kotter (1996), <u>Leading Change</u>





# The Implementors' View: Employee Enrollment Curve





## Not all resistance is bad. How can you tell the difference?

### **SKEPTICS**



Use logic + emotion for persuasion Start with 1-on-1 communication Solicit involvement Provide socio-emotional support

### **RESISTERS**



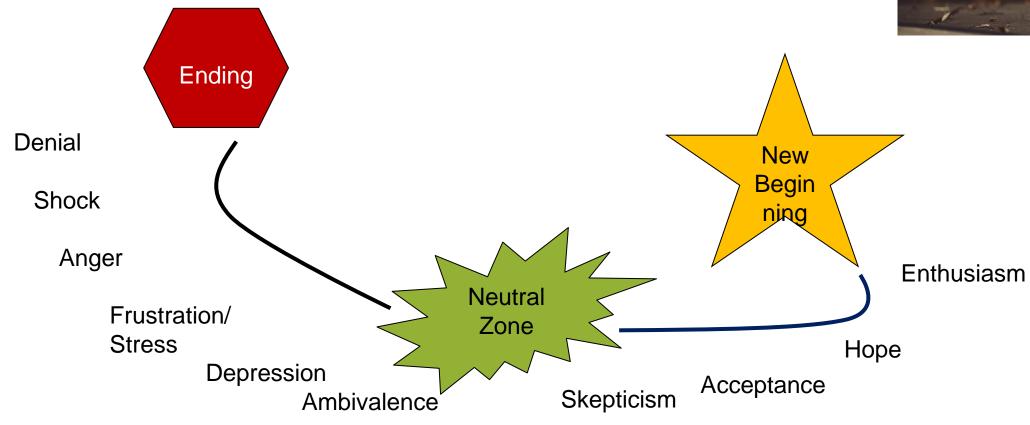
Negotiation and incentives Follow-through on consequences

Consider socio-emotional support



## The Recipients' View: Help Movement through Transitions







Leading organizational change can be a difficult, painful process. It is akin to the transformation that a caterpillar goes through to become a butterfly:





Ghoshal & Bartlett, 2000



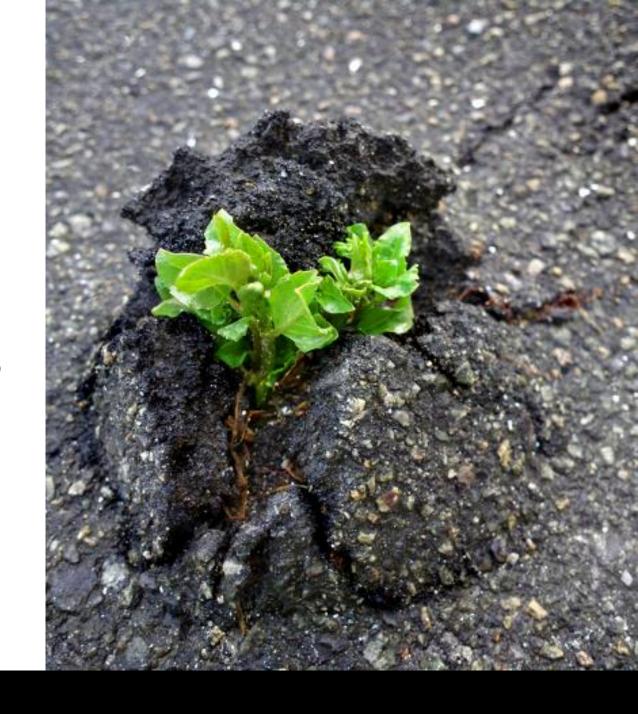


# Change leaders must have resiliency

#### Resilience

- Seeing even the challenges of the world as reality, interesting and messy
- Believing in one's ability to influence events
- Viewing all new experience as opportunities to learn and develop

This is particularly difficult when people are already burned out and suffering from compassion fatigue



## The Making of a Corporate Athlete

J. Loehr & T. Schwartz, HBR, 2001

- Highlights that energy management is a key need for executives/change leaders, just as much as for athletes.
  - Increased performance relies on OSCILLATION between energy expenditure (stress) and energy renewal (recovery).
  - Rituals can be used to promote oscillation.
- Use oscillation and rituals to build capacity:
  - Physical capacity capacity to do work
  - Emotional capacity internal climate that facilitates work
  - Mental capacity focus, time management & positive & critical thinking skills
  - Spiritual capacity energy unleashed by tapping into your values and a deep sense of purpose



# Dealing with Compassion Fatigue

- Find a balance between your professional and personal life and taking time off if you can
- Following self-care routines—get enough sleep, choose healthy food, exercise regularly and nurture social relationships
- Avoiding information overload and paying attention to how stressful or traumatic information affects you
- Identifying your priorities and engaging in activities that replenish and rejuvenate you
- Practicing gratitude and being in the present moment
- Understanding that suffering and pain are a part of the collective human experience, and that you do not always have control over them
- Focusing on areas that you have control over, including your thoughts and feelings, rather than having unrealistic expectations about changing things that might be beyond your control
- Seeking professional help if you need it

Yazhini Srivathsal, MD, <u>Banner Behavioral Health Hospital</u>





## 

United Way of Johnson & Washington Counties 2022-23 Campaign for Our Community



Campaign Co-Chair Tom Rocklin



Campaign Co-Chair Barbara McFadden



### Your Investment in United Way



Transparent | Efficient | Trusted

**Volunteering | Disaster Response | Local Impact** 





Take Aim | 3300 Donors | \$2.2 Million





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