



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

Office of Family Assistance | 330 C Street, S.W., Washington, DC 20201  
www.acf.hhs.gov/ofa

# CHANGE STRATEGIES:

DESIGNING TO SHIFT ORGANIZATIONAL  
CULTURE, MINDSETS, AND SKILLSETS

FACILITATED BY:  
JONATHAN MCCAY, MATHEMATICA

WEDNESDAY, JUNE 22, 2022



— Leveraging —  
America's Social &  
Economic Resilience



# OBJECTIVES FOR TODAY

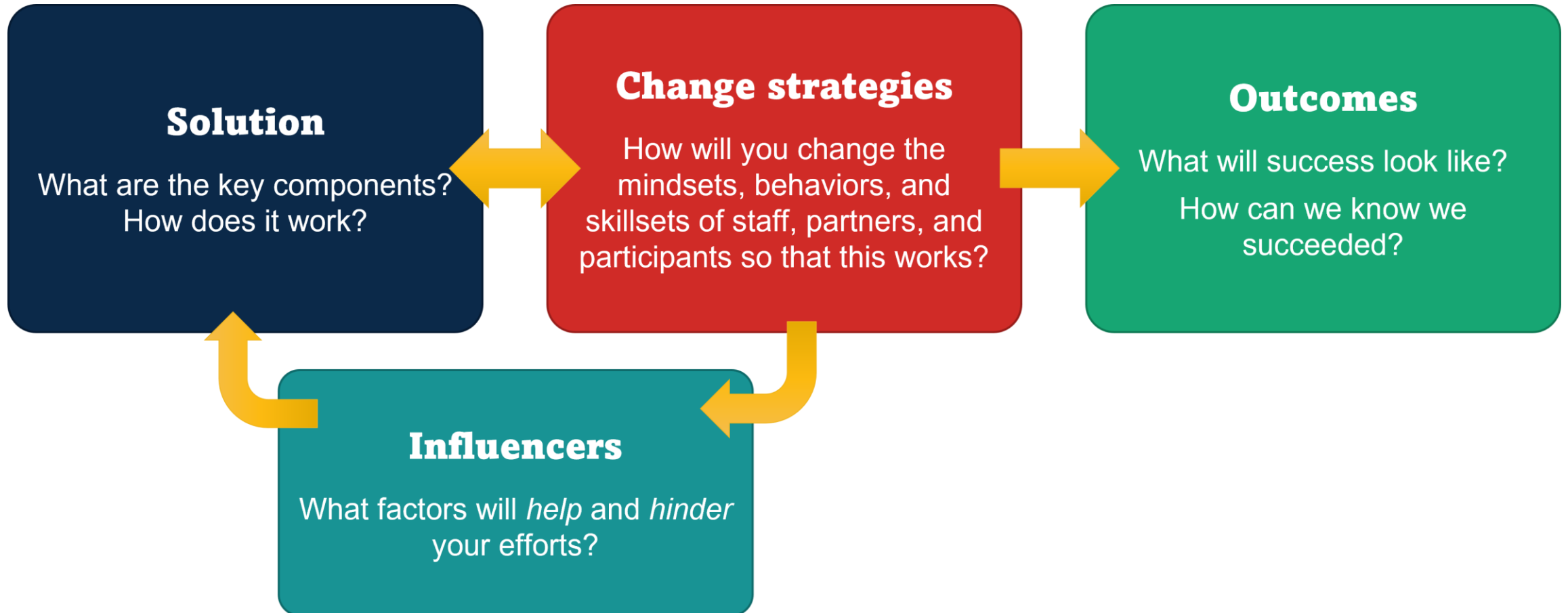
---



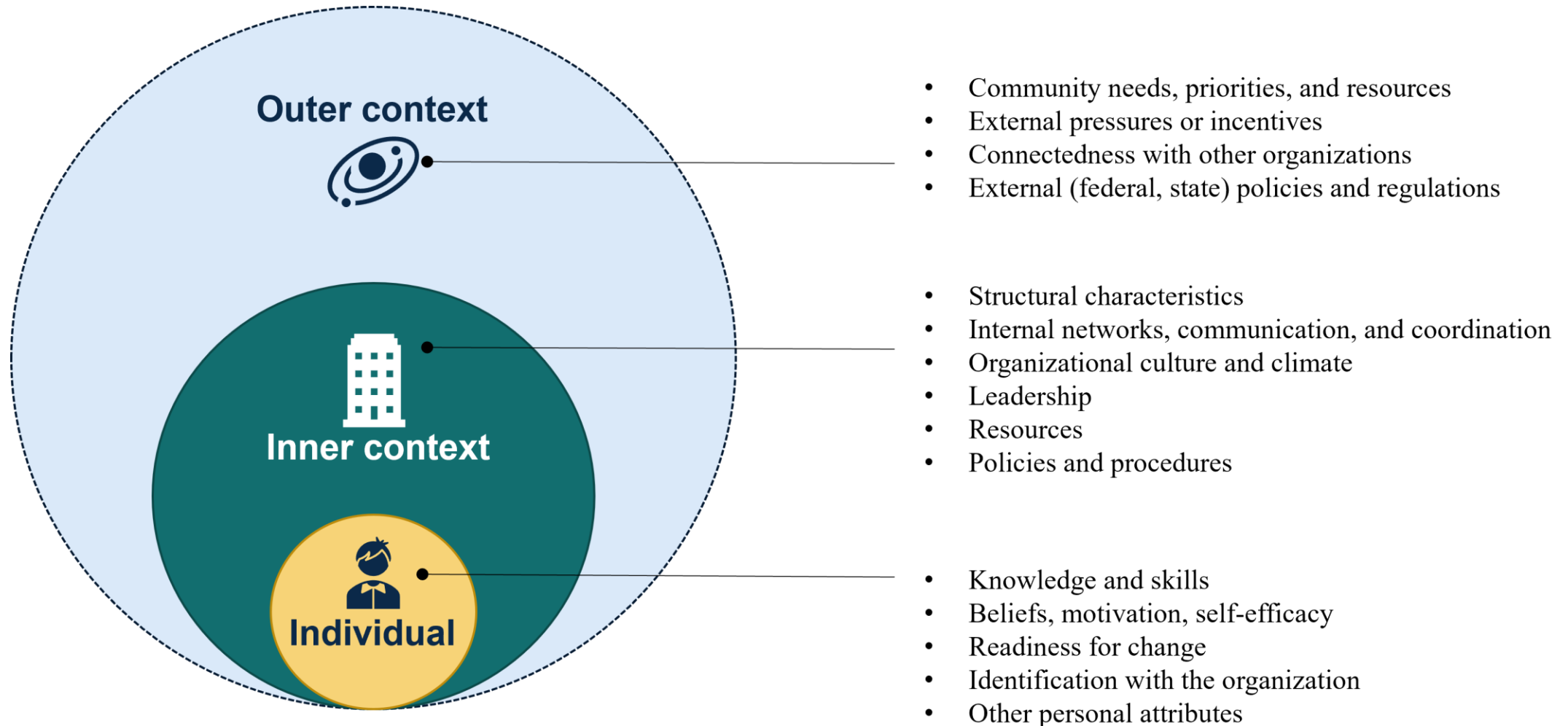
— Leveraging —  
America's Social &  
Economic Resilience

1. Understand what change strategies are and how to begin developing them
2. Learn from the experiences of New York City's Human Resources Administration and Iowa's Family Development and Self-Sufficiency program developing change strategies

# THE ROAD MAP FOR CHANGE



# CHANGE AT THE SYSTEM LEVEL



# CHANGE AT THE INDIVIDUAL LEVEL



Leveraging  
America's Social &  
Economic Resilience

## The solution

- What needs to change?
- Who needs to change?
- When?
- Where?
- How often?
- With whom?



## Capabilities

Knowledge & skills  
needed for the  
change



## Opportunities

What's going on  
around individuals



## Motivation

Beliefs, mindsets, and  
how individuals see  
the change

# EXAMPLES



— Leveraging —  
America's Social &  
Economic Resilience

## Innovation component

New participant coaching approach

Co-enrollment in TANF and WIOA

## Hinder factor

“This won’t last...it’s just the director’s flavor of the day...”

Explicit/implicit belief that TANF participants “bring down” WIOA performance measures

## Change strategies

- Incorporation of key coaching skills into staff performance reviews
  - Director uses the coaching approach with her direct-reports, and expects the same of them
  - Supervisors signal that participant feedback on their coaching experience will be an important accountability measure
- 
- Incentives for WIOA staff who co-enroll TANF participants at high rates
  - Biweekly success stories shared with all staff of co-enrolled participants
  - Creation of WIOA Engagement Lead role to support workforce advisers serving TANF participants with significant challenges

# PANEL OF PEERS

- Hear from TANF leaders' experiences designing and using change strategies



**Please pose questions or comments in the chat as we go!**



**Feel free to unmute your line and ask a question!**



*Dina Marie Zagari-LiMandri*  
NYC Human Resources  
Administration

*Lorie Easter and  
Paige Humphrey*  
Iowa Dept. of Human Rights



Leveraging  
America's Social &  
Economic Resilience

# BREAKOUTS

Two 20-minute breakouts to discuss this more in-depth with our panelists and your TLC peers

- Panelists will switch breakouts, so you will have time with NYC and Iowa
- Leave from the second breakout at 3:30pm EDT

