



IMPROVING OUTCOMES FOR CLIENTS

ONTARIO REGION
COMMUNITY INTEGRATION NETWORK

PRESENTED BY FATIMA FILIPPI
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**HOW CAN SETTLEMENT WORKERS OR
COUNSELLORS IMPROVE OUTCOMES FOR
CLIENTS?**

**ASIDE FROM POSSESSING THE NECESSARY
SKILLS, EXPERIENCE AND EDUCATION, WHAT
MORE CAN WORKERS BE EXPECTED TO OFFER
THEIR CLIENTS?**

**DOES A JOB DESCRIPTION ENSURE GOOD OR
IMPROVED OUTCOMES FOR OUR CLIENTS?**

**HOW DO WE SEE OURSELVES IN
RELATION TO OUR CLIENTS? OUR
EMPLOYER? THE SOCIAL EDUCATION
SYSTEMS? THE POLITICAL SYSTEM?**

**MANY FACTORS INFLUENCE HOW WE
APPROACH OUR WORK AND OUR OWN
PERSONAL DECISIONS ABOUT OUR
OWN LIVES.**

OUR VALUES GUIDE US THROUGH OUR LIFE.

**EACH ONE OF US BRINGS OUR OWN
PERSPECTIVE AND ANALYSIS TO CERTAIN
SITUATIONS.**

**WE MUST KNOW THIS. IT IS A FUNDAMENTAL
AND ETHICAL RESPONSIBILITY TO RECOGNIZE
OUR PRE-CONCEIVED IDEAS, THEORIES AND
BELIEFS WHEN WE SUPPORT OUR CLIENTS.**

CLIENTS AS VICTIMS?

Presented By: Fatima Filippi, Executive Director, Rexdale Women's Centre

IT IS TROUBLING AND UPSETTING WHEN WE REFER TO OUR CLIENTS AS INDIVIDUALS WHO ARE VICTIMS AND WITHOUT CAPACITY.

OUR CLIENTS ARE CAPABLE OF MAKING DECISIONS AND CHANGES NECESSARY **WHEN** THEY ARE PROVIDED WITH THE RIGHT TOOLS AND RESOURCES AT THE RIGHT TIME.

WHAT IS OUR ROLE IN RELATION TO OUR CLIENTS?

Presented By: Fatima Filippi, Executive Director, Rexdale Women's Centre

I CONSIDER US AS AN “**AGENT OF CHANGE**”

WE ASSIST OUR CLIENTS TO NAVIGATE
INFORMATION, SYSTEMS, AND PROCESSES.

WE ASSIST OUR CLIENTS TO CHANGE THEIR
BEHAVIOUR OR TO ACQUIRE KNOWLEDGE TO GET
FROM ONE POINT TO ANOTHER IN THEIR JOURNEY
TO SETTLE OR OVERCOME A PARTICULAR
CHALLENGE.

HOW DO WE ACHIEVE CHANGE IN OUR CLIENTS?

HOW BETTER TO IMPROVE OUR CLIENTS' OUTCOMES THAN BY ASSISTING OUR CLIENTS TO MAKE THE CHANGES NEEDED TO ADAPT TO THEIR CURRENT CIRCUMSTANCE.

IF WE ARE TO EXPECT THAT OUR CLIENTS MAKE NECESSARY CHANGES, **DO WE**, AS FRONTLINE STAFF, HAVE THE NECESSARY SKILLS TO BE THAT AGENT OF CHANGE FOR OUR CLIENTS?

FROM THE THEORY OF CHANGE, WE KNOW WHAT AN INDIVIDUAL DOES NOT UNDERSTAND OR FEARS, CAN CREATE RESISTANCE TO CHANGE.

IF WE AS COUNSELLORS OR FRONTLINE WORKERS EXPECT CHANGE FROM OUR CLIENTS, ARE WE OURSELVES CAPABLE OF MAKING THOSE VERY SAME CHANGES?

DO WE POSSESS THE SAME FEARS AND RESISTANCE?

HOW DO WE RECOGNIZE THIS IN OURSELVES SO WE CAN EMPOWER OURSELVES TO EMPOWER OUR CLIENTS?

THE POWER OF AN AGENT OF CHANGE

Presented By: Fatima Filippi, Executive Director, Rexdale Women's Centre

*THE NEED TO INNOVATE.
THE POWER TO
CHANGE*

CHRIS REED OF CSR MEDIA STATES IN HIS ARTICLE:

***“INNOVATION IS DIFFERENT THAN CHANGE.
PEOPLE GENERALLY DISLIKE AND RESIST
CHANGE. CHANGES ARE EVENTS -
INNOVATION IS A PROCESS. INNOVATING
INVOLVES CHANGING PHILOSOPHIES,
METHODS, PRACTICES, AND OVERALL
FUNCTIONS OF THOUGHT.”***

CHARACTERISTICS OF A CHANGE AGENT

Presented By: Fatima Filippi, Executive Director, Rexdale Women's Centre

“WHAT IS A CHANGE AGENT?”

BY DENNIS STEVENSON (APRIL 15, 2008)

DENNIS STEVENSON PROPOSES THAT A CHANGE AGENT POSSESSES **FOUR** VERY IMPORTANT CHARACTERISTICS.

1. A CHANGE AGENT LIVES IN THE FUTURE, NOT THE PRESENT

A CHANGE AGENT HAS A VISION OF WHAT COULD OR SHOULD BE AND USES THIS TO DETERMINE A COURSE OF ACTION. A CHANGE AGENT IS DISSATISFIED WITH THE CURRENT VISION AND WILL WORK TOWARDS BUILDING A BETTER VISION OF THE FUTURE. WITHOUT THIS VISION, A CHANGE AGENT CAN GET LOST ALONG THE WAY.

2. A CHANGE AGENT IS FUELED BY PASSION AND INSPIRES PASSION IN OTHERS

**WE KNOW THAT CHANGE TAKES HARD WORK
AND IT TAKES ENERGY TO INSPIRE OTHERS.**

3. A CHANGE AGENT HAS A STRONG ABILITY TO SELF-MOTIVATE

A CHANGE AGENT NEEDS TO FIND IT WITHIN THEMSELVES TO GET UP, GO TO WORK AND BE MOTIVATED TO TACKLE THE EVERY DAY AND CHALLENGING SITUATIONS THEY FACE

4. A CHANGE AGENT MUST UNDERSTAND PEOPLE

CHANGE IS ABOUT PEOPLE. YOU CANNOT BE EFFECTIVE IF YOU CHANGE THE SYSTEM, BUT NOT THE PEOPLE.

CHANGE WILL “STICK” WHEN PEOPLE EMBRACE IT.

ROLES OF A CHANGE AGENT

Presented By: Fatima Filippi, Executive Director, Rexdale Women's Centre

**HEATHER STAGL ASSERTS THAT THERE ARE
SEVEN ROLES FOR A CHANGE AGENT.**

1. A CHANGE AGENT MUST BE A DETECTIVE; MUST DIAGNOSE PROBLEMS

**LOOK FOR CLUES AND DIG BELOW THE SURFACE
TO UNDERSTAND THE ISSUE.**

2. A CHANGE AGENT MUST BE AN ADVOCATE: MUST SET THE LEADERSHIP AGENDA

BE THE PERSON WHO SPEAKS UP IN FAVOUR OF YOUR CLIENTS' NEEDS AND GET THE SUPPORT NEEDED AND ENCOURAGE PEOPLE TO PARTICIPATE. AN ADVOCATE IS VOCAL AND PRESENT (VISIBLE).

3. A CHANGE AGENT MUST BE A COUNSELOR: MUST BUILD A RELATIONSHIP OF TRUST

CHANGE HAPPENS WHEN PEOPLE ALTER THEIR OWN ACTIVITIES, BEHAVIOURS AND ATTITUDES. A CHANGE AGENT PROVIDES THE SUPPORT NEEDED BY LISTENING AND ENCOURAGING PEOPLE TO MAKE THE CHANGES THEY CAN EMBRACE.

4. A CHANGE AGENT MUST BE A FACILITATOR

FIND WAYS TO HELP PEOPLE CHANGE. YOU FACILITATE THAT PROCESS. A CHANGE AGENT CLARIFIES THE CHANGE AND BREAKS IT DOWN TO MAKE IT EASIER TO PERFORM. “AS A *FACILITATOR, YOU DESIGN SYSTEMS, TOOLS, FORMS AND PROCESSES TO ENABLE PEOPLE TO SUCCEED AS THEY GO THROUGH CHANGE*”. THE FACILITATOR IS HELPFUL AND CREATIVE.

5. A CHANGE AGENT MUST BE A MEDIATOR

A CHANGE AGENT MANAGES CONFLICT BY HELPING DIFFERENT PARTIES SEE THE SITUATION FROM THE OTHER POINT OF VIEW, AND BY FINDING COMMON GOALS / GROUND. THE CHANGE AGENT WORKS TO IMPROVE UNDERSTANDING AND REDUCE FRICTION.

A CHANGE AGENT IS A MEDIATOR AND IS A PEACEMAKER.

6. A CHANGE AGENT MUST BE AN EXPERT

THEY ACQUIRE KNOWLEDGE AND EXPERTISE TO BUILD AUTHORITY ON ISSUES THAT NEED TO BE ADDRESSED. THEY SHARE KNOWLEDGE, AND DEMONSTRATE THAT THEY CAN BE RELIED UPON TO GUIDE PEOPLE IN THE RIGHT DIRECTION.

THE EXPERT IS CONFIDENT AND KNOWLEDGEABLE.

7. A CHANGE AGENT KNOWS THE LAW (ACCOUNTABILITY) / AND IMPLEMENTS PLANS TO ACHIEVE GOALS

ENSURES THAT THERE ARE GOALS, TARGETS AND DUE DATES FOR THEIR PROJECTS/WORK. THEY CAN KEEP PEOPLE ON TRACK AND KEEP THEM ACCOUNTABLE.

HOW TO MANAGE ROLES AND HOW TO ACQUIRE CHARACTERISTICS

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THE CRITICAL ELEMENT IS TO KNOW WHICH HAT TO WEAR AND WHEN TO BE EFFECTIVE IN DIFFERENT SITUATIONS.

WITH EXPERIENCE AND MATURITY, COMES VERSATILITY FOR EFFECTIVENESS.

AN EFFECTIVE CHANGE AGENT HAS THE RIGHT ATTITUDES, POSSESSES THE RIGHT KNOWLEDGE AND HAS OR ACQUIRES THE RIGHT SKILLS SETS NEEDED TO ASSIST CLIENTS.

LAST WORDS AND THOUGHTS

Presented By: Fatima Filippi, Executive Director, Rexdale Women's Centre

**THIS WORK CAN BE EMOTIONALLY DRAINING AND
SUCCESSSES ARE NOT ALWAYS IMMEDIATE.**

**IN ORDER TO STAY IN OVER THE LONG HAUL, YOU
WILL NEED TO HAVE THE ENERGY TO STAY ON
COURSE.**

**IT IS IMPORTANT TO TAKE TIME AWAY FROM
WORK STRESSES AND DEVELOP INTERESTS
THAT OUR OUTSIDE OF THE PARAMETERS OF
OUR WORK THAT WE DO EVERY DAY.**

KNOW WHAT YOU KNOW.

**KNOW WHAT YOU DON'T KNOW; BUT KNOW
HOW TO FIND WHAT YOU DON'T KNOW OR TO
HAVE IT AROUND YOU.**

CONSULT, CONSULT, CONSULT.

**FIND A MENTOR OR MENTORS AND LEARN
FROM THEIR EXPERIENCES.**

**BE OPEN TO CHANGE AND TO DIFFERENT
POINTS OF VIEW.**

THANK YOU

RESOURCES

Heather Stagl. “Seven Roles of a Change Agent” (January 6, 2011)

<http://www.enclaria.com/2011/01/06/seven-roles-of-a-change-agent/>

Dennis Stevenson. “What is a “Change Agent”?” (April 15, 2008)

<http://it.toolbox.com/blogs/original-thinking/what-is-a-change-agent-23764>

The Manager.org: “What Makes a Good Change Agent?” (2001)

http://www.themanager.org/strategy/change_agent.htm

Chris Reed, of CSR Media (2003). “The Need to Innovate: The Power to Change”

<http://www.csrmedia.com/assets/innovate.pdf>