

Fighting Global Poverty through Community Spirit and Civic Capacity:
An Analysis of Outreach International's Participatory Human Development Process
as a Model of Organizational Change

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Introduction to Global Poverty: Progress and Opportunity

In 1990, as part of its global initiative to eradicate extreme poverty and hunger, the United Nations established its first Millennium Development Goal: to halve, by 2015, the proportion of people living in extreme poverty. This was an ambitious initiative - considering that at the time 43 percent of the world's population (1.91 billion people) lived on less than the equivalent of \$1.25/day. To spearhead this monumental effort, over the course of the next two decades the International Monetary Fund and World Bank partnered with nations to develop poverty reduction strategies that were founded on the following five core principles (International Monetary Fund, 2012):

1. *country-driven, promoting national ownership of strategies through broad-based participation of civil society;*
2. *result-oriented and focused on outcomes that will benefit the poor;*
3. *comprehensive in recognizing the multidimensional nature of poverty;*
4. *partnership-oriented, involving coordinated participation of development partners (government, domestic stakeholders, and external donors); and*
5. *based on a long-term perspective for poverty reduction.*

With a clear goal and its guiding principles established, the work of poverty reduction continued. However, it wasn't long before its momentum was stymied by a basic truth: that in the course of human ingenuity, agreeing on *what* to do is far less complicated than figuring out and agreeing on *how* to do it. In this case, considering that a key component of the UN's global initiative was the use of outside resources and foreign aid, it wasn't long before

passionate debates ensued about the most effective mechanisms for using foreign aid to lift masses of people out of poverty.

Commonly characterized as the “Sachs vs. Easterly” debate, the impassioned dialogue over how best to use foreign aid and intervention to assist those in need continues to this day. At one end of the spectrum lies Jeffrey Sachs, a prominent American economist and Director of the United Nations Millennium Development Project from 2002 through 2006. Sachs’ philosophy and approach to foreign aid centers on his belief in the existence of a poverty trap—an economic threshold below which individuals are not able to effectively and independently establish a trajectory toward higher future earnings. As a result, Sachs believes that effective aid should serve to lift people above this threshold so that they have the minimum means necessary to create a better life for themselves, their families, and their communities.

At the other end of the spectrum sits another prominent American economist, William Easterly. In his 2006 book *The White Man’s Burden: Why the West’s Efforts to Aid the Rest Have Done So Much Ill and So Little Good*, Easterly dismisses Sachs’ notion of a poverty trap, asserting that interventionist, do-good missions are largely ineffective and, if anything, actually contribute to the problem of global poverty. Instead of interventionist aid, Easterly argues, the primary requirement for economic health is a functioning free market - if we would just create the right market conditions and economic drivers (which are largely functions of government and policy), then the tide of poverty would naturally begin to recede.

Despite the existence of this philosophical divide, there has been considerable progress in the reduction of global poverty over the past two decades. In fact, according to the Millennium Development Goals Report of 2012 (United Nations, 2012):

- for the first time in history extreme poverty is falling in every region
- preliminary World Bank estimates indicate that the first MDG - cutting extreme poverty in half from its 1990 level - was actually met in 2010
- the percentage of people living on less than \$1.25/day reduced from 47 percent in 1990 to 24% in 2010
- the number of extreme poor in developing regions reduced from over 2 billion in 1990 to less than 1.4 billion in 2008

In many ways, this progress serves to validate the general effectiveness of the UN's globally coordinated approach to its Millennium Development Goals (despite the disagreement on exactly how to accomplish them).

On the other hand, a closer look reveals several indications that suggest we must be cautious not to rest on a false sense of accomplishment. First, within the above trends there are extreme regional differences. For example, while poverty rates in China alone fell from 60% in 1990 to only 13% in 2008, Sub-Saharan Africa has only seen a decline from 56% to 47% over the same period. Second, in the context of global population trends, we find that while the relative percentage of persons living in poverty may have declined, the absolute number continues to be significant. In fact, the World Bank estimates that even at the current rate of progress, nearly one billion people will still live in extreme poverty in 2015 (United Nations, 2012). Third, and perhaps most significant, is the fact that if we move the measure of poverty only slightly higher to a \$2/day threshold, we see far less encouraging progress:

between 1981 and 2008 the number of people living below the \$2/day threshold fell only modestly, from 2.59 billion to 2.47 billion (The World Bank Group, 2012).

Looking at global poverty from the perspective of absolute numbers adds a more personal dimension to the problem. This is fitting, since the experience of poverty is, in reality, a very personal one that continues to be lived out daily in a staggering number of homes, villages, and communities around the world. It is a sobering reality—that despite having achieved the UN’s first MDG five years early, there are still estimated to be more than *two billion* people who will be living on less than \$2/day in 2015.

An important dimension of the problem we face is that the world’s population continues to grow more rapidly than our pace of poverty reduction strategies can overcome. From the perspective of absolute numbers, it is this relationship between a steeper upward population curve and a more modest downward trend in poverty reduction that dilutes and diffuses our global efforts to eradicate the problem. In fact, the arithmetic reveals that even at a linear reduction rate of 2% per year, it would take nearly 350 years to reduce the number of people living in poverty to less than a few million. This leaves us with a simple reality: if we are to realize the goal of eradicating poverty in our lifetime, we must find a way to increase the rate of our progress.

A New Way of Thinking

Imagine an impoverished community that has been living for years with the effects of limited clean water. Crops are minimal, disease is rampant, and health is fragile. Many community members are not aware of the connection between clean water and health or prosperity, and those who are have so many daily priorities for survival that little, if any, progress has been made to alleviate this problem. From the perspective of Jeffrey Sachs, this

problem can be solved through planned intervention and foreign aid. If we send aid in the form of money, skill, and labor, we can quickly dig a new well for the community; and this well will produce cleaner water, better crops, and healthier lives. As a result, the community will break free of their poverty trap and embark on a course for greater health and prosperity. From the perspective of William Easterly, such foreign intervention is only part of the problem. Rather than providing resources to build the well for this community, outside forces should serve to create market drivers in the form incentives, accountability, and rewards that would result in the community building this well for themselves. There are merits and limitations to both perspectives, but the most important observation is that even if one or both of these interventions are successful we will have only helped one community solve one problem.

So how do we make more permanent and lasting change? Perhaps the answer is not found in solving a community's problems with outside aid nor in incentivizing individuals within the community to solve the problem for themselves. Perhaps, instead, the answer lies within the quality and strength of the community itself.

Outreach International

In 1978, Outreach International was founded as a charitable organization dedicated to serving the world's poor. Through the years, learning by means of hands-on experience in many of the world's poorest communities, Outreach International has developed a model of community organizing and participatory development that stands out from other models of organizational change. Through the use of native leaders, the organization focuses its efforts on working within communities to create a culture of hope, a model of collaborative problem solving, and a pathway to sustainable change. Outreach International is not focused on

delivering financial aid to people living in poverty. Instead, the organization's mission is to assist communities in identifying problems and developing, implementing and sustaining changes that lead to resolution of the root causes of poverty.

To create sustainable change the agency follows a community development model committed to employing local, native staff members who are fully meshed in the community which they serve. These native staff members are able to work at a grassroots level organizing community members and teaching new relationship skills in a culturally appropriate manner. The local staff person fosters community participation, collaboration and group decision making through the Participatory Human Development Process (PHDP) developed by Outreach International.

PHDP is designed to allow the village to shape the decision making process while learning a different way of identifying and solving its problems. Through this process, the changes become part of the village's self-identity. The community's improved skills at identifying and solving problems are the foundation of lasting changes. This allows Outreach International to quietly leave the community and the changes to be sustained by the community members.

Strengthening a community's culture and capacity for collaborative decision making requires a longer term investment than simply providing aid or incentivizing individuals within the community to get things done. Rather, such work is the product grass-roots community organizing, relationship building, and a significant amount of participatory engagement. As such, Outreach International anticipates investing at least 5 years as a member of the communities that they serve (for details of this five year timeline, please refer to Appendix A).

A Closer Look: The Participatory Human Development Model

During its time in a community, Outreach International employs their Participatory Human Development Model, leveraging the principles of community organizing as a mechanism for creating sustained change. With an emphasis on collaboration and participation, the nine steps of PHDP more generally follow a process of a) knowing the community, b) deciding on the problem to solve, c) planning for change, d) taking action and e) evaluation and reflection. It is important to note that the nine steps of PHDP are not necessarily linear or sequential; rather PHDP is customized in each community and moves at the pace of the community's change and empowerment. Steps can happen in parallel or in sequence.

Throughout PHDP, Outreach International is represented in the community by a Human Development Facilitator. The facilitator is a native leader, employed and coached by Outreach International to help guide the community through the PHDP process. Over the course of Outreach International's engagement, the facilitator's role evolves from a researcher/planner, to a facilitator/trainer, to a trainer/observer and finally to a consultant role as the community is able to sustain change. The facilitator is constantly monitoring the community's progress and ability to self-manage the changes. As the community is ready to take on more ownership in driving changes, the facilitator continues to step back and allow local leaders to drive the change process.

The following nine steps of the Participatory Human Development Process reveal Outreach International's vision and methodology for creating sustainable change.

Step 1: Integration

The first step is integration into the community. While PHDP is not a sequential process, Integration is always the first step and continues throughout Outreach International's work in a community. Using local, native staff, Outreach International seeks to understand the community, its decision making processes, and its readiness for change. During Integration, the native facilitator lives in the community, visits community members in their homes, and establishes direct communication with individuals. The Integration step is essential for developing mutual respect and a shared understanding of the role of the facilitator and the process. The program and timeline is dictated by the community and the integration step continues until the community members are ready to move forward to the Social Investigation phase (Labayen & Bolton, 2009).

Step 2: Social Investigation

Once a facilitator has developed a sufficient level of trust and rapport in the community, the opportunity exists to move into the second step of PHDP, Social Investigation. The purpose of the Social Investigation phase is to gather information about the issues facing the community. Data comes from the community through discussions, interviews and observation. Existing documents about the community and its local and national government are also used to help paint a complete picture of the community being engaged. The process of Social Investigation serves to ensure that the native facilitator has the awareness necessary to later assist community members as they begin to manage their own needs (Labayen & Bolton, 2009).

Step 3: Problem Identification/Prioritization

The Problem Identification and Prioritization phase is designed to help the community recognize issues and agree on the urgency of a needed solution. This process is different than a traditional needs assessment conducted by an external agency. Rather, in PHDP, problem identification and prioritization is driven by the community and is strengthened through the use of inclusive decision making. Through careful facilitation, people who were previously marginalized by the community are drawn in and engaged in the process. In this process the facilitator's role is an artful one, asking probing questions to help the community identify the root causes of problems facing the village and encouraging the selection problems that are solvable and that serve to further unify the community (Labayen & Bolton, 2009).

Step 4: Groundworking

Groundworking encourages a culture of participation in community transformation by creating an emotional and personal investment among community members. This, in turn, enables and prepares community members to participate in and lead collaborative change. In Groundworking, the role of the native facilitator is to use Socratic methods that help individuals connect personally and emotionally with the emerging changes. Through this process the facilitator uses relationships developed in earlier phases to further nurture leadership and problem solving skills of emerging community members. The goal of groundworking is not to agitate the community members to implement one change, but rather to create a climate of collective motivation which makes community action more embedded and sustainable (Labayen & Bolton, 2009).

Step 5: Collective Planning

The Collective Planning phase serves two major purposes. The first is to ensure that an effective strategy is developed to achieve the desired change. The second is to further strengthen trust and respect within the community by ensuring that all community members feel that they are a valued part of the planning process. In Collective Planning, community members and the facilitator hold a series of meetings to discuss solution alternatives to address the selected problem. Decisions are made about the best course of action (including whether to solve the problem from within the community or to collectively seek outside assistance). Another important outcome of Collective Planning is the consolidation of individual aspirations and personal perspectives into collective community goals. This results in a growing sense of common purpose and increased confidence in each person regardless of their position in the community (Labayen & Bolton, 2009).

Step 6: Role Playing

The Role Playing phase serves as a transition between Collective Planning and taking action. In this phase, the native facilitator works with community members to create realistic practice scenarios that provide the opportunity to build the skills and confidence necessary to achieve planned community changes. This may include things such as negotiation, making proposals, and/or requesting help from government officials or others with authority. The purpose of Role Playing is to prepare community actors for the real thing, while in the process continuing to foster a sense of community spirit and collective self-confidence (Labayen & Bolton, 2009).

Step 7: Action/Mobilization

Eventually, the community is ready to mobilize and take action. This significant phase is important on several levels. First, it results in meaningful progress toward collectively established goals. Second, the community begins to realize their collective power and capacity to effect change. After months or even years of community development and organizing, finally hopes and dreams begin to take shape in real life. As a result a newfound sense of dignity and self-respect emerges within the community which serves to empower and sustain change for the future. Third, and perhaps most importantly, such successful action illustrates to members of the community and the world at large that poverty does not need to make people helpless, less worthy, or less capable of making a positive difference. This final point is profound, as others who witness the success of such community power become inspired with a similar sense of capacity and self-confidence. The effect is one of change that becomes “contagious” as surrounding communities learn by example.

Step 8: Evaluation

Once action has been taken, community members engage in a process of Evaluation to determine whether the goals have been achieved and to determine ways in which the community action could have been more effective. The native facilitator plays the role of interviewer, posing questions such as: What did we set out to do? Did we succeed? Why or Why not? Through this process, the community collectively evaluates its strengths and opportunities to create more effective change in the future. This process of evaluation presents the opportunity for collective re-planning as the community continues to learn.

Step 9: Reflection

The final step in PHDP is the process of Reflection which draws out meaningful lessons of the action for the community. While the Evaluation phase is focused on the effectiveness of the action itself (and the practicalities of how it might be done better), the Reflection phase allows the community the opportunity to embrace new values, practices, and knowledge that will be required for sustaining all kinds of future changes. The community reflects on how things were before the implemented changes, how the changes were selected and implemented, and how similar actions might occur in the future. The role of the native facilitator may be to help lead the process of reflection; but eventually emerging community leaders are empowered to lead these sessions themselves (Labayen & Bolton, 2009).

PHDP as a Model of Organizational Change

As a “third alternative” in the Sachs vs. Easterly debate, Outreach International’s PHDP model brings to the forefront a new and different idea, boldly suggesting that the most important construct in the creation of sustainable change within an impoverished community is, in fact, the strength of the community itself and that the key to creating permanent, contagious, and exponential progress lies foremost in eradicating the poverty of community spirit and the collective lack of self-belief that all too often plagues those living under the pressures of extreme poverty. To accomplish this, PHDP reframes the problem of global poverty and encourages a philosophical shift away from being goal oriented (“Are less people living under \$1.25/day?”) and toward being more process oriented (“Is this community now better able to better solve its own problems?”). As such, PHDP is less of an

interventionist approach and more of organizational leadership framework that serves to facilitate large scale organizational change in the communities where it is applied.

PHDP Versus Other Models of Organizational Change

Unfortunately, such organizational change is not easy. In his seminal work, *Leading Change*, Kotter (1996) indicates that only 30% of organizational change initiatives are seen as successful. Despite the many years of change management leadership since, and an increasing body of work that emphasizes the importance of effective organizational change, recent statistics appear to indicate that not much has improved. In fact, a 2006 McKinsey Global Survey (as cited in Isern & Pung 2007) indicates that only 38% of global executives surveyed responded that their recent organizational change initiative had been “completely” or “mostly” successful. Organizational theorists have long tried to solve this “change problem,” with varying degrees of success. In the following section we look at how Outreach International’s PHDP model stacks up against five nationally regarded change models (a summary table of this comparison is included on page 29).

- Kotter’s 8-Step Change Model
- The McKinsey 7S Framework
- Lewin’s Change Management Model
- GE’s Change Acceleration Process, and
- The Social Change Model of Leadership Development

Kotter's 8 Step Change Model

Leadership researcher and Harvard Professor John Kotter developed the Kotter 8-Step Change model based on his own personal experience with failing change initiatives (Kotter, 1995). Kotter's well known and often cited model provides a step-by-step framework to help organizations avoid failure by quickly adapting to change (Kotter International, 2012):



Image Source: <http://danspira.com>

Step 1: Establishing a Sense of Urgency

Help others see the need for change and they will be convinced of the importance of acting immediately.

Step 2: Creating the Guiding Coalition

Assemble a group with enough power to lead the change effort, and encourage the group to work as a team.

Step 3: Developing a Change Vision

Create a vision to help direct the change effort, and develop strategies for achieving that vision.

Step 4: Communicating the Vision for Buy-in

Make sure as many as possible understand and accept the vision and the strategy.

Step 5: Empowering Broad-based Action

Remove obstacles to change, change systems or structures that seriously undermine the vision, and encourage risk-taking and nontraditional ideas, activities, and actions.

Step 6: Generating Short-term Wins

Plan for achievements that can easily be made visible, follow-through with those achievements and recognize and reward employees who were involved.

Step 7: Never Letting Up

Use increased credibility to change systems, structures, and policies that don't fit the vision, also hire, promote, and develop employees who can implement the vision, and finally reinvigorate the process with new projects, themes, and change agents.

Step 8: Incorporating Changes into the Culture

Articulate the connections between the new behaviors and organizational success, and develop the means to ensure leadership development and succession.

The Kotter 8-Step Change Model has several similarities to PHDP. In fact, based on a cross-comparison analysis, we find that all eight of Kotter's steps can be accounted for in similar phases of the PHDP process. For example Kotter's first step, "Establishing a Sense of Urgency", is essentially a byproduct of the PHDP process of Groundworking. The purpose of Groundworking is to create a personal and emotional investment in the needed change, which is fundamental to the sense of urgency referenced by Kotter. Kotter's second step, "Creating a Guiding Coalition" is at least partially related to PHDP's Collective Planning process. In Collective Planning the community comes together to strategize how the problems they are facing can be solved. Like Kotter, PHDP places a strong emphasis on teamwork and collaboration during this process. A difference here, however, is that while Kotter focuses on creating a separate team of leaders, PHDP focuses on making the community itself the unified and guiding coalition. Step 3, "Developing a Change Vision" and Step 4, "Communicating the Vision for Buy-in" are fairly similar to the PHDP process of Problem Identification and Prioritization during which the community comes together to agree on what needs to be done (and why). In this step, PHDP also emphasizes bringing previously marginalized members of the community into the group, thus increasing buy-in. In Step 5, "Empowering Broad-based Action", Kotter aims to remove obstacles to change and motivate individuals to take action. This is like the Role Playing phase of PHDP, during

which barriers to success are removed and the community is trained and inspired to take action. Step 6, “Generating Short-term Wins” is fairly similar in concept to the Action/Mobilization phase of PHDP. For Kotter, generating short-term wins is largely about building a sense of personal recognition and motivation which will inspire continued action. Similarly in PHDP, the Action/Mobilization phase is noted to be an important source for the development of personal and collective efficacy. Step 7, “Never Letting Up” is at least partially related to the PHDP process of Evaluation during which the community determines how their actions might have been more effective and makes adjustments for the future. Finally, Step 8, “Incorporating Changes into the Culture” is similar to the PHDP process of Reflection. The purpose of Reflection is to provide an opportunity for the community to integrate values-based lessons into the culture and to make systematic cultural changes that will serve to support sustainable change in the future.

Despite these many similarities, there are still fundamental differences between the two models. First, PHDP is very much *process* oriented while Kotter is very much *outcome* oriented (where Kotter tells us “what to do,” PHDP tells us “how to do it”). This type of focus on process is a hallmark of PHDP—one that undergirds its strength as a model for sustainable change. Similarly, Kotter’s model fails to incorporate the principles of PHDP’s first two steps, Integration and Social Investigation. These two steps are at the core of PHDP’s philosophy. Over many months of mindful and intentional community building, deep and meaningful relationships develop that create a foundation of trust and confidence upon which a sense of collective self-confidence and efficacy can be built. This is the seed from which sustainable change grows from within. Also in contrast to PHDP, Kotter’s model carries with it a tone of external influence, indicating a list of things that should be

done *to* a community (rather than *by* a community) in an effort to influence it more toward successful change. Consequently, Kotter's 8-Step Change Model has been criticized as being more authoritarian, not allowing room for stakeholder buy-in, and having a tendency to create change as a one-time output as opposed to an ongoing action (O'Keefe, 2011).

Additional Information: Consider the following resource for more information on Kotter's 8-Steps:

1. <http://www.kotterinternational.com/our-principles/changesteps/>

McKinsey's 7S Framework

The McKinsey 7S framework is a strategy change model, first developed by four business consultants in 1978 (Peters, 2011). It serves as an internal assessment and reconfiguration model consisting of the seven key constructs illustrated below (MindTools, 1996). This model is values-based, built on the notion that alignment and reinforcement of the seven constructs will create a more successful environment for organizational change. A core belief of McKinsey's 7S Framework is that shared values are to be placed at the center of the model because they are foundational to the other constructs (MindTools, 1996).

Strategy: *the plan devised to maintain and build competitive advantage over the competition.*

Structure: *the way the organization is structured and who reports to whom.*

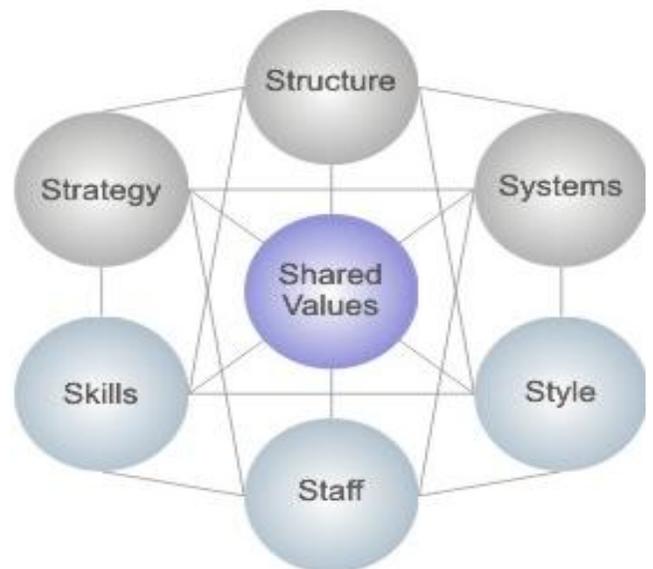
Systems: *the daily activities and procedures that staff members engage in to get the job done.*

Shared Values: *called "superordinate goals" when the model was first developed, these are the core values of the company that are evidenced in the corporate culture and the general work ethic.*

Style: *the style of leadership adopted.*

Staff: *the employees and their general capabilities.*

Skills: *the actual skills and competencies of the employees working for the company.*



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The whole of McKinsey's 7S Framework can also be accounted for in the PHDP model. Structure, Systems, and Style are constructs that are explored through the process of Social Investigation; Shared Values are elicited and aligned through the process of Groundworking; Strategy is developed through Collective Planning; and both Staff and Skill Development occurs through the process of Role Playing and Mobilizing Action. However, there remain several key aspects of PHDP that are not contained within the 7S Framework. Foremost is the lack of emphasis on community building and participation. Organizational alignment across the seven elements is essentially the primary objective of McKinsey's 7S Framework. From the perspective of PHDP such alignment is a necessary but insufficient precursor to facilitating the development of a community's capacity for self-sustaining and permanent change. Also, with McKinsey's 7S Framework there is little mention of how to go about the business of actually organizing and as a result the model has been criticized for its lack of detail (12Manage, 2007).

Additional Information: Consider the following resource for more information on McKinsey's 7S Framework:

1. http://www.mindtools.com/pages/article/newSTR_91.htm

Lewin's Change Management Model

Universally recognized as the founder of Social Psychology, Kurt Lewin created his Change Management Model in the 1940's. Despite it being one of the older models, Lewin's Change Management Model is still in demand and revered as a simple three-step change model (Levasseur, 2001). Lewin is cited as making the assumption that "motivation for change must be generated before change can occur," (Longo, 2011 p. 1). Lewin's model critically examines the process of change in three phases; Unfreeze, Change, and Refreeze.

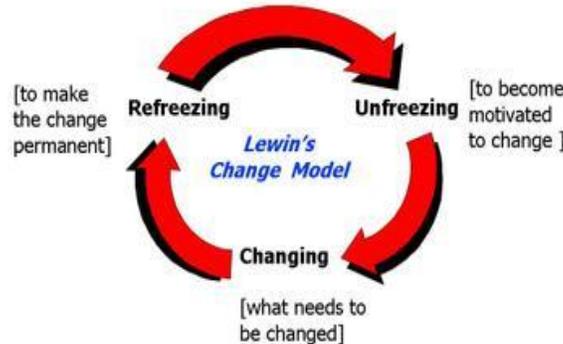


Image Source: <http://ic-pod.typepad.com/>

Below is an outline of the practical application of Lewin's Change Model

(MindTools, 2012):

Unfreeze

1. Determine what needs to change
2. Ensure there is strong support from upper management
3. Create the need for change
4. Manage and understand the doubts and concerns

Change

1. Communicate often
2. Dispel rumors
3. Empower action
4. Involve people in the process

Refreeze

- 1. Anchor the changes into the culture*
- 2. Develop ways to sustain the change*
- 3. Provide support and training*
- 4. Celebrate success*

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There are some similarities between Lewin's Change Model and PHDP. For example Lewin's "Unfreeze" stage aligns, at least to some degree, with PHDP's Problem Identification/Prioritization and Groundworking. The "Change" stage aligns with some elements of PHDP's Collective Planning and Action/Mobilization phases, and the "Refreeze" stage aligns with some elements of PHDP's Evaluation and Reflection phases. However, much like the Kotter 8-Step Change Model, Lewin's approach is very much an interventionist one, carrying with it a more authoritarian approach than is inherent in PHDP. Moreover, unlike PHDP, in Lewin's model there is no mention of integration and little (if any) emphasis is placed on building the strength of the community itself. It follows that researchers have begun to question the effectiveness of Lewin's model due to its simplicity and inability to generate sustainable, long-term change (Longo, 2011).

Consider the following resource for more information on Lewin's Change Model:

1. http://www.mindtools.com/pages/article/newPPM_94.htm

GE Change Acceleration Process

The GE Change Acceleration Process was developed by Jack Welch, former CEO of General Electric. In an effort to make his organization more responsive to change, Mr. Welch commissioned his leadership team to investigate and uncover best practices within the industry of organizational change and to produce a toolkit, based on those best practices, that could be easily implemented by his employees (Von Der Linn, 2009). The result was the Change Acceleration process as outlined below:

The Change Acceleration Process Model

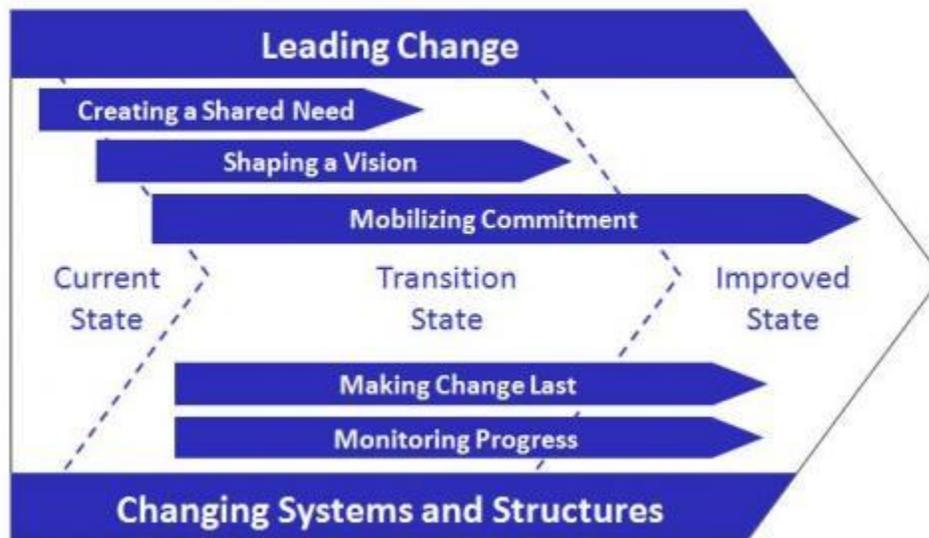


Image Source:

<http://bvonderlinn.wordpress.com/2009/01/25/overview-of-ge-change-acceleration-process-cap/>

GE Healthcare's Change Acceleration Process Model is founded on the Formula for Transformation:

$$Q \times A^3 = E$$

which suggests that Effective Results (E), are equal to the Quality (Q) of the solution times the Acceptance (A) of the idea and the Accountability (A) and Alignment (A) of the

implementation (Holland, 2011). In order to create quality, acceptance, accountability, and alignment, the GE Change Acceleration Process uses the following constructs (GE Healthcare, 2003):

Leading Change

Having a champion who sponsors the change. Leadership provides the time, passion and focus for the effort.

Changing Systems & Structures

Making sure that the management practices are aligned to complement and reinforce the change (staffing, development, measures, rewards, communication, organizational design, resources, systems).

Creating a Shared Need

The reason to change, whether driven by threat or opportunity, is instilled within the organization and widely shared through data, demonstration, demand or diagnosis. The need for change must exceed its resistance.

Shaping a Vision

The desired outcome of change is clear, legitimate, widely understood and shared.

Mobilizing Commitment

Key stakeholders are identified, resistance is analyzed, and actions are taken to gain strong commitment from key constituents to invest in the change and make it work.

Making Change Last

Once change is started, it endures and flourishes. Learnings are transferred throughout the organization. There is consistent, visible and tangible reinforcement of the change.

Monitoring Progress

Progress is real. Benchmarks are set and realized. Indicators are established to guarantee accountability.

The GE Change Acceleration Process has many similarities to Outreach International's PHDP model. In fact each of the seven elements of GE's model can be accounted for in PHDP. "Creating a Shared Need" and "Shaping a Vision" are nearly

synonymous with the PHDP concepts of Social Investigation, Groundworking and Problem Identification/Prioritization. “Mobilizing Commitment” is similar to PHDP’s Action/Mobilization phase, “Monitoring Progress” and “Changing Systems and Structures” are akin to PHDP’s Evaluation phase, and “Making Change Last” has several elements of PHDP’s Reflection phase. Additionally, in “Leading Change” GE’s model leverages a facilitator whose role is to effectively instill change management skills into leaders within the organization.

However, as with other change models, the GE Change Acceleration Process differs from PHDP in that it fails to emphasize the value of integration as a precursor to leading change. Also, while the GE Change Acceleration Process focuses largely on the success of the change itself, the primary focus of PHDP is on the quality of community spirit and collective self-efficacy.

Additional Information: Consider the following resources for more information on the GE Change Acceleration Process:

1. http://www.gehealthcare.com/usen/service/performance_solutions/docs/CAP_And_Workout.pdf
2. <http://bvonderlinn.wordpress.com/2009/01/25/overview-of-ge-change-acceleration-process-cap/>
3. http://nextlevel.gehealthcare.com/Prescription_For_Effective_Change-WP-0811.pdf

Social Change Model of Leadership Development

Helen and Alexander Astin created the Social Change Model for Leadership Development in 1993, through their study with the Higher Education Research Institute at the University of California Los Angeles (Wagner, 2006). The model is based on the assumption that social responsibility, collaboration, process over position, inclusivity, value-based leadership and community service are interlocking elements leading to constructive social change (NCLP, 2012). Further, the model's framework espouses seven values of leadership woven between three interlocking dimensions (NCLP, 2012). The interlocking dimensions of the Social Change Model as adapted from NCLP (2012) are:

Individual Values: Examines the personal qualities needed for the collective action leading to positive social change.

Group Values: Investigates the leadership processes needed to create positive social change. **Community Values:** Involves finding a synergy between desired outcome and group motivation.

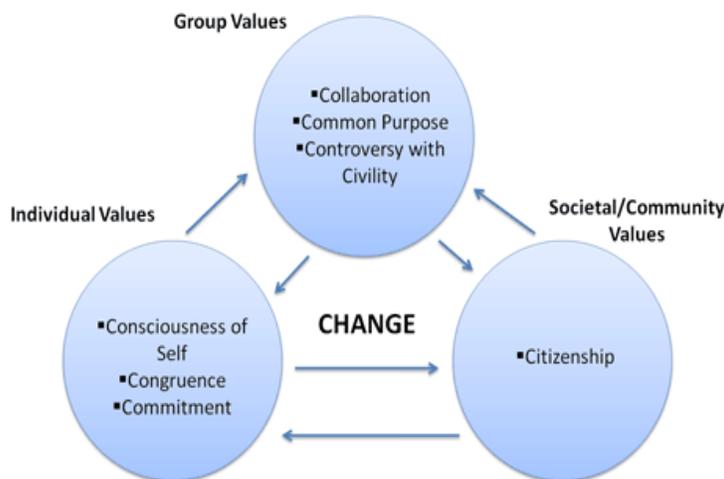


Image Source: <http://www.gsu.edu/leadership/>

Below are the 7C's of the Social Change Model of Leadership Development as described by Wagner (2006).

Individual Values

Consciousness of Self: Awareness of beliefs, values, attitudes and emotions that motivate one to take action. Remaining mindful of personal lens, emotional state and behavior.

Congruence: Behaving a way that aligns with your thoughts, feelings and values. Expressing authenticity and honesty toward others.

Commitment: Exemplifying motivational energy and investment of time into other people and their ideas.

Group Values

Collaboration: Working with others and sharing responsibility toward a common effort. Empowering yourself and others to create solutions.

Common Purpose: Having shared values and aim. Utilizing the ideas of others to build a groups vision and purpose.

Controversy with Civility: Recognizing two fundamental realities of creative group effort a) differences are inevitable b) differences must be openly and civically aired.

Community Values

Citizenship: Process whereby an individual and the collaborative group become responsibly connected to the community through activity.

Change: Change is the “value hub” of the model. Positive Social Change is the result of a deliberate meshing of individual, group and community values for social action.

Of all the change models reviewed in this analysis, the Social Change Model (SCM) is the only one that keeps pace with PHDP's emphasis on citizenship and participatory community development. Both of these approaches place great value on the process of organizing, the role of citizenship, and the importance of collaboration, common purpose, and building of strong relationships within the community. Still there are a couple of key differences. As usual, PHDP stands out by using Integration and native facilitation as fundamental tools for seeding sustainable change from within the community. On the other hand, SCM is unique in that it places nearly a third of its emphasis on the individual. By focusing on individual members' personal values, consciousness of self, and level of congruence, SCM opens the door to a new opportunity for personal transformation as one important component of sustainable community change. Compared to PHDP, this adds an entirely new area of focus—one that centers on the powerful work of personal development.

Additional Information: Consider the following resources for more information on the Social Change Model of Leadership Development:

1. http://students.berkeley.edu/files/osl/Student_Groups/Understanding%20the%20SCM.pdf

Summary Comparison of PHDP to Five Other Organizational Change Models

PHDP	Kotter's 8-Step Change Model	McKinsey's 7S Framework	Lewin's Change Mgmt Model	Change Acceleration Process	Social Change Model
Employs a Facilitator	-	-	-	Leading Change	-
Emphasis on Community Spirit/Civic Capacity	-	-	-	-	Citizenship
Integration	-	-	-	-	-
Social Investigation	-	Structure/Systems Style	-	Creating a Shared Need	Common Purpose
Problem Identification and Prioritization	Step Three: Create a Vision for Change	-	Unfreeze	Shaping a Vision	Common Purpose
Groundworking	Step One: Establish a Sense of Urgency	Shared Values	Unfreeze	Creating a Shared Need	Commitment
Collective Planning	Step Two: Form a Guiding Coalition/Step Four: Communicate the Vision	Strategy	Change	-	Collaboration
Role Playing	Step Five: Empowering Broad Based Action	Staff/Skills	-	-	-
Mobilization/Action	Step Six: Create Short-term Wins	Staff/Skills	Change	Mobilizing Commitment	-
Evaluation	Step Seven: Don't Let Up	-	Refreeze	Monitoring Progress/ Changing Systems and Structures	Controversy with civility
Reflection	Step Eight: Incorporate Changes into the Culture	-	Refreeze	Making Change Last	Citizenship
Not addressed in PHDP					Consciousness of self/ Congruence/Controversy with Civility

Summary

Over the past two decades, the world has made great progress in the fight against global poverty. Even so, given the rapid rate of population growth in many impoverished areas, the absolute number of people living in poverty continues to be of great concern. Despite our significant progress, one thing has become clear: to win the battle, we must find a way to accelerate our progress.

Ringed clear through the noisy debates about the role of humanitarian organizations and the best use of foreign aid to solve this problem, Outreach International brings to the table a new way of thinking. Recognizing that the most powerful tool in the fight against global poverty is the potential strength of the impoverished community itself, Outreach International's PHDP model has opened the door to a more collaborative and grass-roots approach to poverty alleviation. Even as a model of organizational change, PHDP stands apart; unique in its focus on native facilitation, integration, and the artful influence of community organizing. PHDP is not an interventionist approach and it does not directly solve the problems faced by communities living in extreme poverty. Rather, PHDP serves to create pathways in these communities for self-led solutions to be made real. By fostering this sense of community spirit, civic capacity, and collective efficacy, PHDP lays a foundation of long term, sustainable change that serves as a model for other communities and future generations. Making change more permanent and more "contagious" is a great way to accelerate our progress in the fight against global poverty.

About Outreach International

Outreach International is a 501(c)(3) nonprofit human development agency with an annual operating budget of \$3 Million in 2011(\$3.5 Million in 2010, \$2.5 Million in 2009).

The vast majority of the operating budget is funded through private donations (88% in 2011) with the remainder coming from a combination of grants, gifts-in-kind and other sources such as investments. Consistent with the agency's mission, 84% of operating expenses are used directly for poverty intervention work. The remaining expenditures are for administrative expenses (5% in 2011) and fundraising (11% in 2011). While the precise spending varies each year, the overall allocation of resources is consistent. Approximately half of the agency's operating budget is used for salaries and benefits paid to field service and administrative staff. Program Services expenditures fluctuate across the geographic areas which Outreach International serves. In 2011, 36% of Program Service funds were spent in the Caribbean. Asia received 23% and Africa received 20%. The remainder of funds were spend in Central America (9%), North America (7%) and South America (6%).

Outreach International has been awarded the Independent Charities Seal of Excellence for meeting the highest standards of program and cost effectiveness; fewer than 0.2% of all U.S. charities have earned this Seal. In addition, Outreach International has received the highest rating by Charity Navigator and is a Better Business Bureau accredited charity, meeting all 20 standards for accountability set by the BBB.

For more information, visit: <http://outreach-international.org/>

Appendix A

	Phase I SITE SELECTION	Phase II GROUNDBREAKING	Phase III CONSOLIDATION	Phase IV PHASING OVER	Phase V EXITING/PHASING- OUT
	First Two Months	Year 0 to Year 2: (2 Years)	Year 2 to Year 4: (2 Years)	Year 4 to Year 5: (1 Year)	After Year 5
Major Activities	<ul style="list-style-type: none"> ❖ Country and regional study ❖ Site selection ❖ Community study and planning of Organizer's intervention 	<ul style="list-style-type: none"> ❖ Integration ❖ Issue mobilization on simple community issues) ❖ Informal (issue, sectoral, geographical) group formation ❖ Project development on simple and small scale ❖ Informal hands-on trainings based on needs of mobilizations and projects ❖ Development of alternative (ad hoc) leadership ❖ Definition and clarification of partnership relationship (HDF-Community) 	<ul style="list-style-type: none"> ❖ Formalization of community organizing ❖ Tackling of more complex issues ❖ Expansion/scaling up of projects ❖ Technology and farming systems adoption and mainstreaming ❖ Financial capability building ❖ Advanced/consolidating training and capability building ❖ Alternative leadership development ❖ Building of informal networks and linkages 	<ul style="list-style-type: none"> ❖ Redefinition of relationship/partnership during and after phasing-out. ❖ Capability enhancement ❖ Leader-facilitated issue and project development ❖ Tackling or participation in broader issues (municipal, provincial, national) ❖ Institutionalization of networks / linkages/federation building with other groups ❖ Updating of strategic and operations plan ❖ Monitoring/observation and training inputs. 	<ul style="list-style-type: none"> ❖ People's own continuation of activities and interventions ❖ Occasional visits and monitoring of the HDF
ROLE OF ORGANIZER	<ul style="list-style-type: none"> ❖ Researcher, planner 	<ul style="list-style-type: none"> ❖ First 6 months: learner and facilitator ❖ Onwards: facilitator and trainer 	<ul style="list-style-type: none"> ❖ Trainer, facilitators, resource linker 	<ul style="list-style-type: none"> ❖ Observer, trainer 	<ul style="list-style-type: none"> ❖ Partner, consultant
DURATION of STAY/VISIT in COMMUNITY	<ul style="list-style-type: none"> ❖ 1-2 days a week 	<ul style="list-style-type: none"> ❖ 4-5 days per week 	<ul style="list-style-type: none"> ❖ 3-4 days per week 	<ul style="list-style-type: none"> ❖ 1-2 days/week (1st 4 months) ❖ 1 day per month (2nd 4 months) ❖ 1 day per 2 months (last 4 months) 	<ul style="list-style-type: none"> ❖ Initially 1 day per quarter ❖ Onwards: need based
NATURE OF STRUCTURES	<ul style="list-style-type: none"> ❖ None 	<ul style="list-style-type: none"> ❖ Informal and ad-hoc organization, i.e., issue-based group, sectoral group and/or geographical group 	<ul style="list-style-type: none"> ❖ Formal and permanent Community Organizations 	<ul style="list-style-type: none"> ❖ Alliances or membership in networks 	<ul style="list-style-type: none"> ❖ Continuation

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