



# How to overcome organizational and individual stagnation

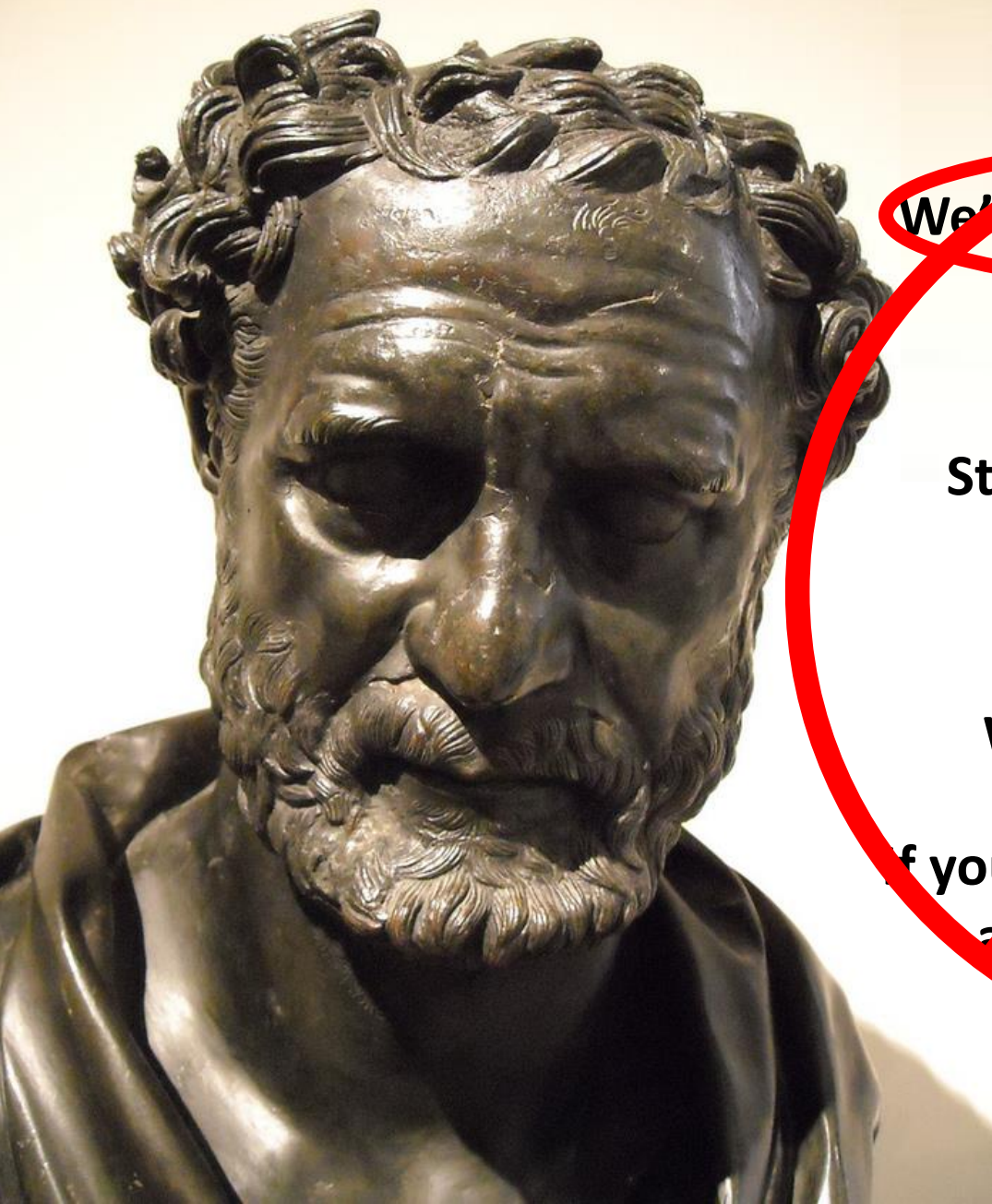
Jay Udelhoven, Executive Director  
East Multnomah Soil & Water Conservation District

2015 Gathering for Conservation

Tuesday, November 3, 2015

11:00 - 11:45 am





**We've always done it that way**

**People don't change.**

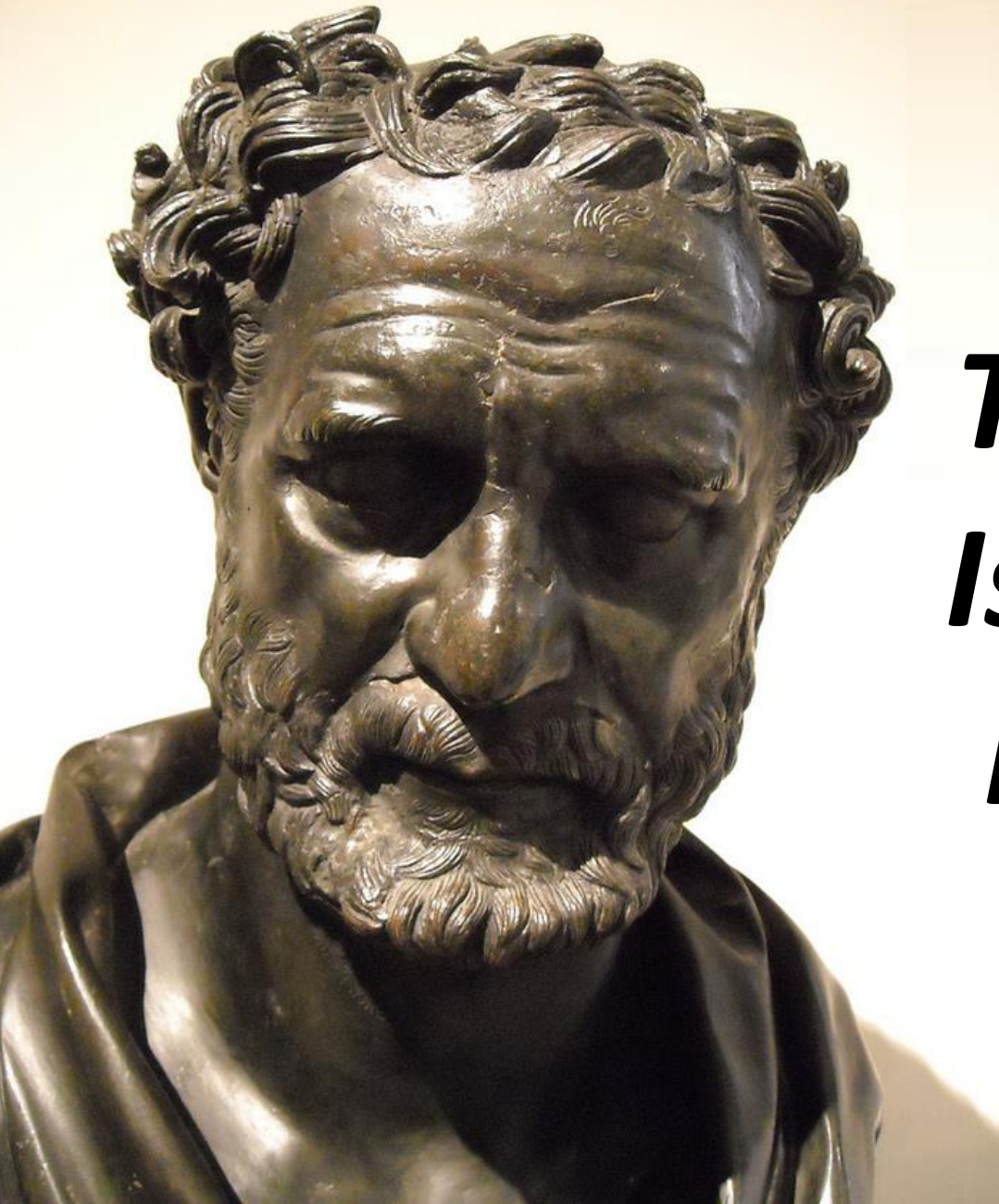
**Status quo is good enough.**

**I am what I am.**

**We've tried that before.**

**If you love someone, you should  
accept them as they are**





***The Only  
Thing That  
Is Constant  
Is Change.***



## Organizational Change and Development (Managing Change and Change Management)

### Introduction

- Why Is It Critical for Leaders and Managers to Be Successful at Organizational Change? Because It's Their Job
- Focus and Scope of this Library Topic

### Broad Context for Organizational Change and Development

- Understanding Organizations, Leadership and Management
- Understanding Organizational Performance Management
- Systems Thinking

### Professionalism of Practitioners Focused on Organizational Change and Development

- About the Field of Organization Development (OD)
- Understanding Yourself as an Instrument of Change
- Consulting -- Professionalism and Ethics

### Approaches and Methods for Managing Change

#### Overview of Change Management

- Clearing Up the Language About Organizational Change and Development
- An Orientation to Change Management
- Specific Types of Organizational Change
- Key Roles During Change Management
- An Example Philosophy and Some Various Perspectives and Models From Which to Choose
- Miscellaneous Perspectives on Organizational Change

#### Example of a Planned, Systemic Change Process -- Action Research

- Phase 1: Clarifying Expectations and Roles, Assessing Readiness, RFPs, Contracts and Getting Buy-In
- Phase 2: Joint Discovery and Feedback to Identify Priorities for Change
- Phase 3: Joint Planning of Organizational Development Activities to Address Priorities
- Phase 4: Change Management and Joint Evaluation

#### Possible Organizational Development Activities ("Interventions") to Use in Change Management Processes

- How People Choose Organizational Development Activities
- Human Process Interventions (Group and Individual Human Relations)
- Technostructural Interventions (Structures, Technologies, Positions, etc.)
- Human Resource Management Interventions (Individual and Group Performance Management)
- Strategic Interventions (Organization and Its External Environment)

### General Resources

#### General Resources

- Service Organizations Focused on Organizational Change and Development
- Online Groups
- Toolkits, Etc.
- Bibliographies of Books About Change Management

Today... in 45 minutes

- My background
- What can change
- Why change
- How to change

View all programs within: Leadership

Programs

## Leading Organizational Change

1 &

Nov 30, 2015 - Dec 03, 2015

Philadelphia

\$2,300

## Organizational Change Management Methodology



Tools and Techniques to aid  
Project Implementation

# THE POWER OF PEOPLE

LEARNING SOLUTIONS THAT DRIVE EMPLOYEE PERFORMANCE  
AND BUILD CUSTOMER ENGAGEMENT











6

**LIFE, THE  
UNIVERSE &  
EVERYTHING  
ELSE**



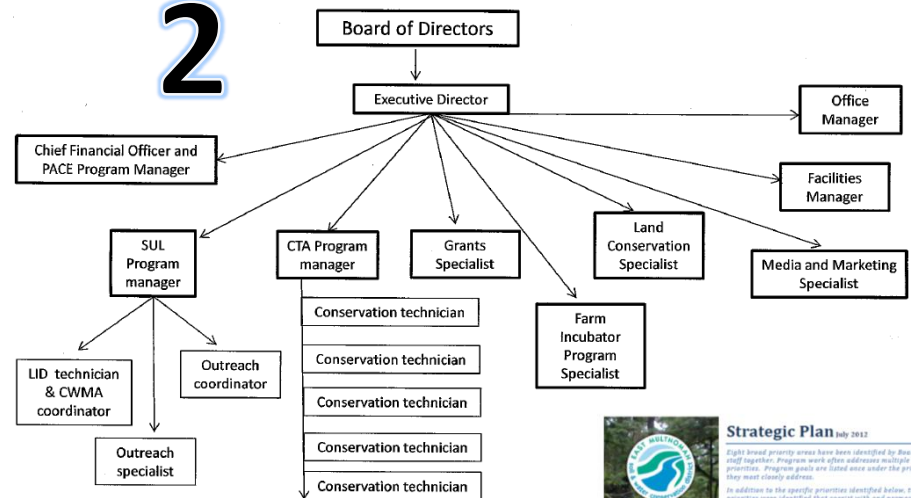
## ***What can be changed?***



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2



## Oregon Soil & Water Conservation Society

*The Oregon Chapter of the Soil & Water  
Conservation Society*

4



SOIL AND WATER  
CONSERVATION  
SOCIETY

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For Life

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3



Strategic Plan July 2012

*Eight broad priority areas have been identified by Board and staff together. Program work often addresses multiple priorities. Program goals are listed once under the priority they most closely address.*

*In addition to the specific priorities identified below, two other priorities were identified that coexist with and permeate all of the above. They are:*

*Equitable access to services and to nature*  
*Sound District operations*

### 1. Water Quality

As a non-regulatory district working on water quality, EMGWCD has developed targeted programs to address several specific water quality concerns and opportunities in both rural and urban areas. We work with ODA and our constituents to meet agricultural water quality goals in the District, in more urban areas we work on stormwater management (rain gardens, etc.) and toxics reduction (naturescaping). Erosion control is a major focus of water quality conservation in Oregon west of the Cascades, this is addressed under soil conservation below. Riparian planting is also a major strategy to improve water quality in certain areas (see Riparian and Habitat Restoration).

### Five year LID/Basis Gardens goals

- Increase overall attendance at Rain Garden classes by an average of 5% each year.
- Work with partners to install one additional demonstration rain garden site per year.
- Two Rain Gardens for Landscape & Building Professionals classes per year.
- Two rain garden classes in high priority areas outside of Portland each year.
- In five years to have 75% of workshop attendees install a rain garden.

- Increase total attendance by an average of 5% each year

- Increase attendance by low income and minority homeowners/renters by 5% each year, identifying areas of the region to focus our efforts to serve a more diverse group of attendees. See marketing plan for more information on how we plan to reach a wider audience.
- Thoroughly review and update Naturescaping materials at least once during the 5 year planning cycle.
- Present naturescaping content to facilities and campus management professionals at least once per year, work to increase awareness within these groups.

 Strategic Plan 2012-2017 [2012-13 SMOFT strategic plan.docx](#) | [2012-13 SMOFT strategic plan 2012-13 SMOFT strategic plan](#)  
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**You can't  
stop  
the waves,  
but  
you can  
learn  
to surf.**

**Hawaiian Proverb**

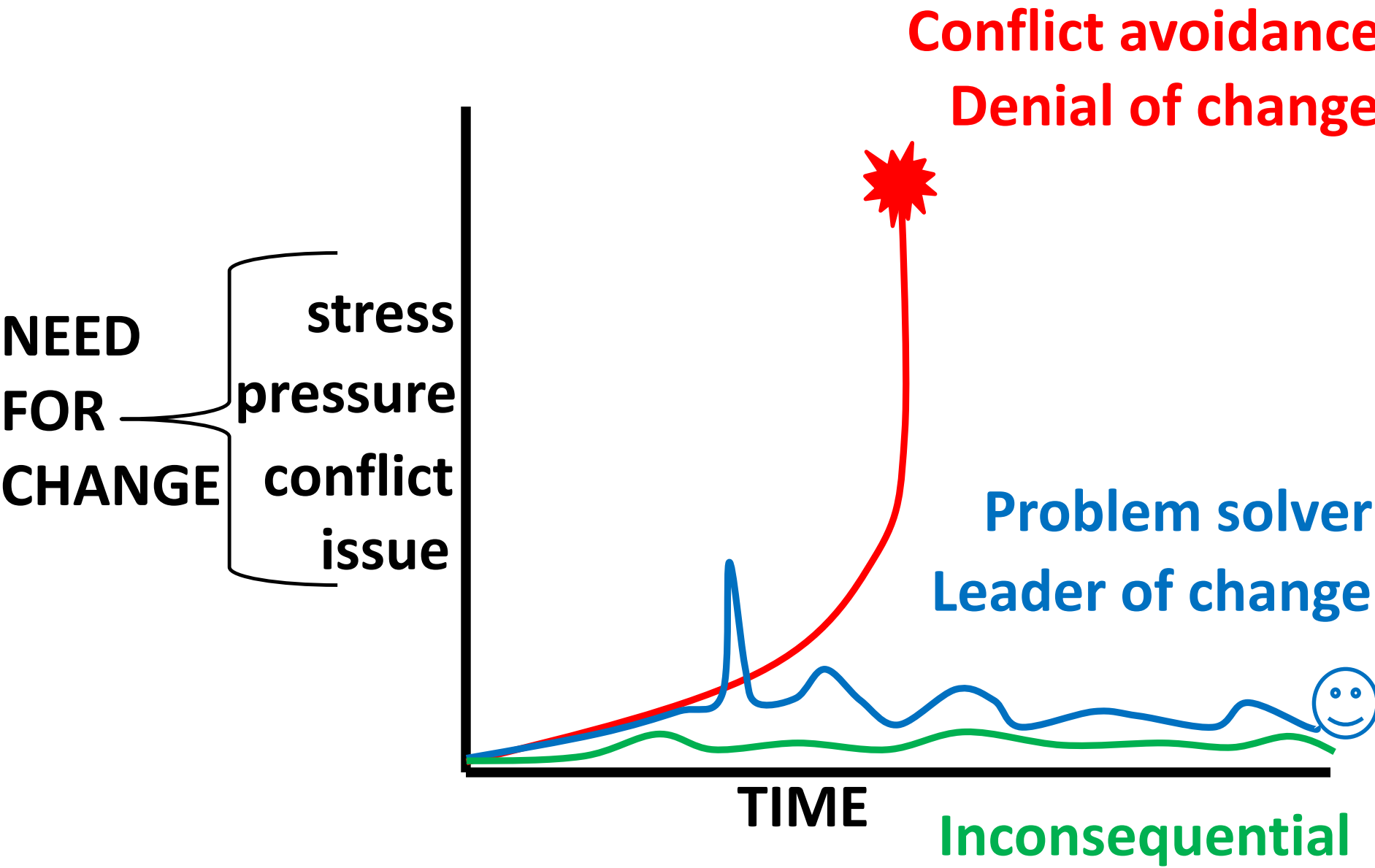


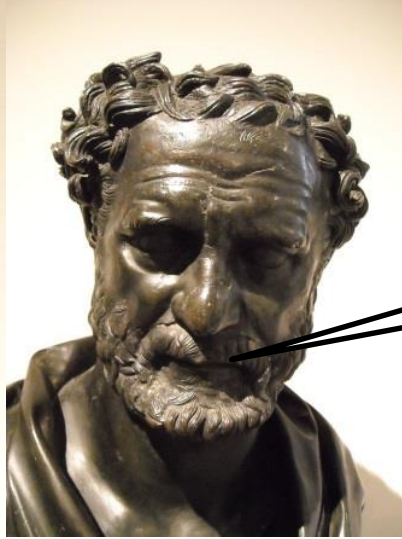




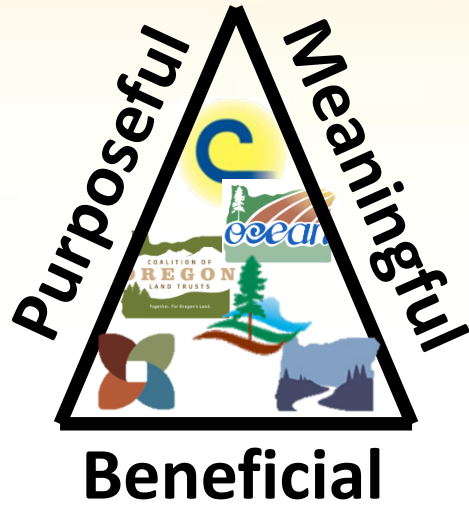


# Graphic?

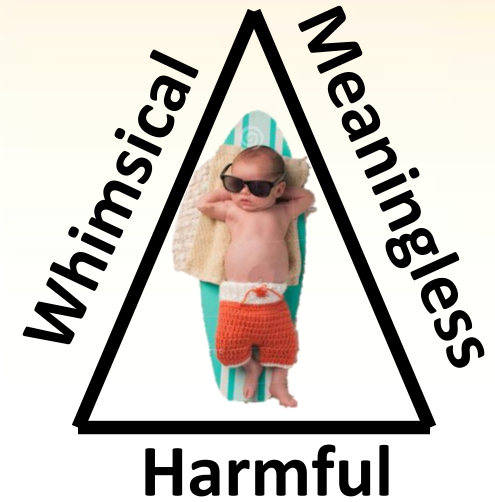




*Change is inevitable, but  
it might not be the  
change you want.*



**Leading Change**



**Soon-to-be former Mgr  
and current Mgr**



**Highly paid former CEO  
and current CCO**





# APPROACHING CHANGE

Evolution >>>>>>>>>>>>>>> versus >>>>>>>>>>>>>>> Revolution

Issue	Steady and methodical			>>>>>		>>>>>		
	1. Performance	2. Social	3. Cultural	4. Policy	5. Political	6. Financial	7. Legal	8. Injury /death
Work hours	X		X					
Goals			X	X	X			
Credit card	X			X		X	X	
Reckless driving	X	X		X		X	X	X

## STEPS?

1. Identify issue

2. Learn about  
issue

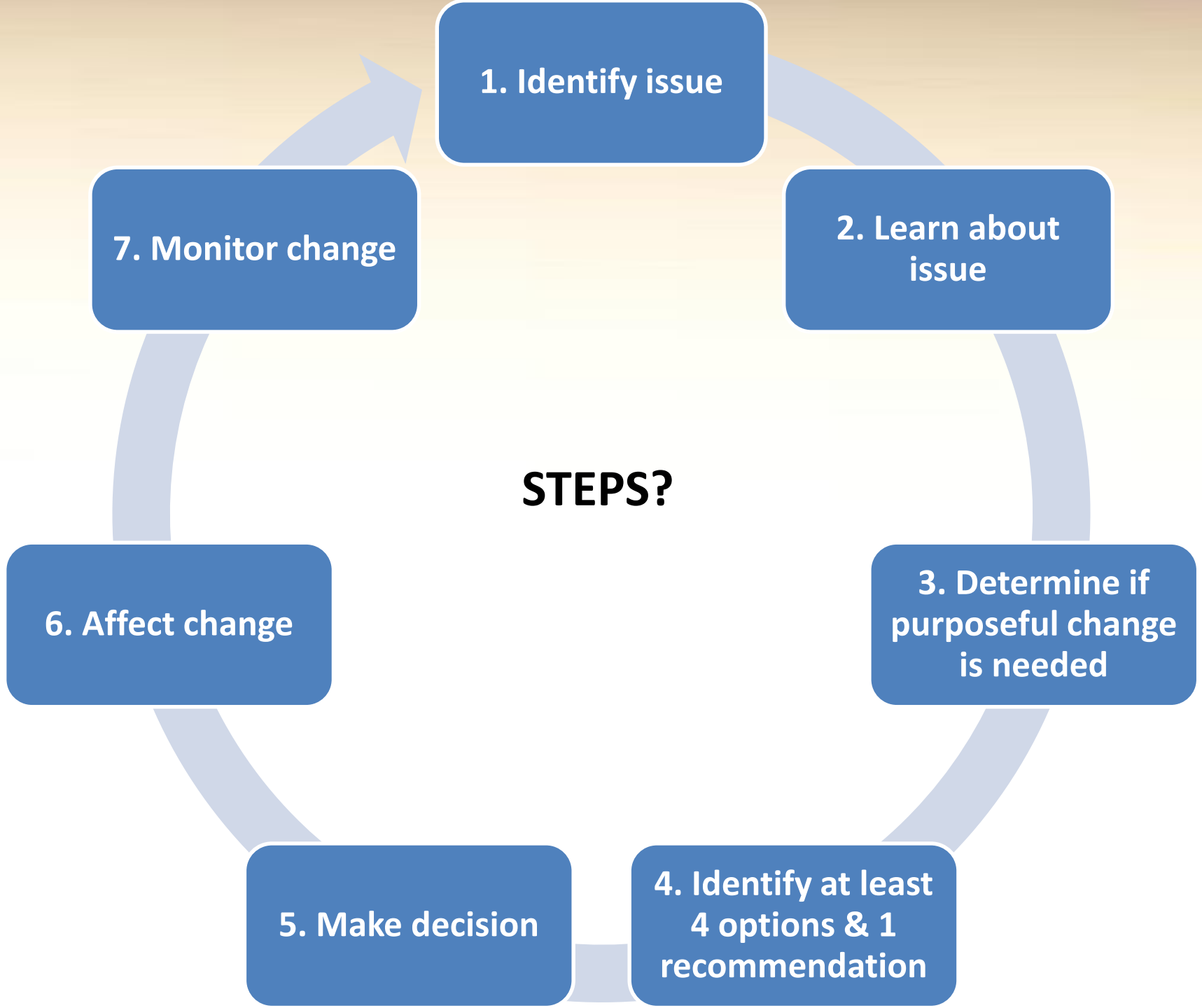
3. Determine if  
purposeful change  
is needed

4. Identify at least  
4 options & 1  
recommendation

5. Make decision

6. Affect change

7. Monitor change







6

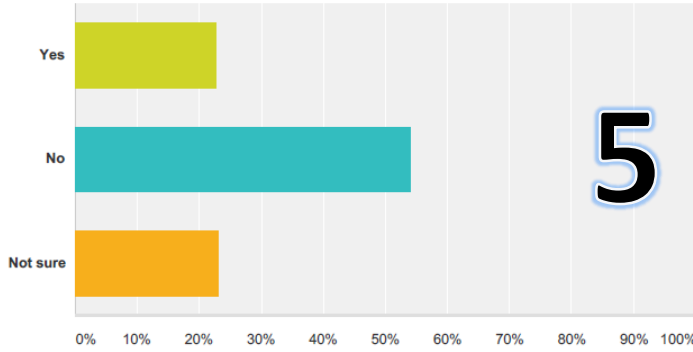
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*What has changed at EMSWCD?*



Q8 The EMSWCD logo is shown above. Do you recognize this logo?

Answered: 194 Skipped: 0



5

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NACD  
OACD  
OR SWCC  
SDAO  
OR SWCS  
OCEAN

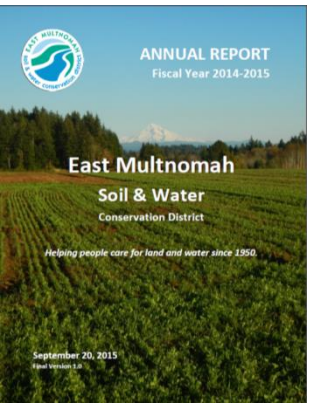
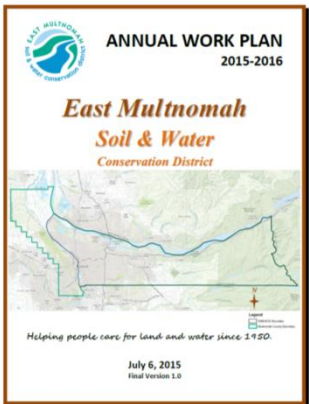
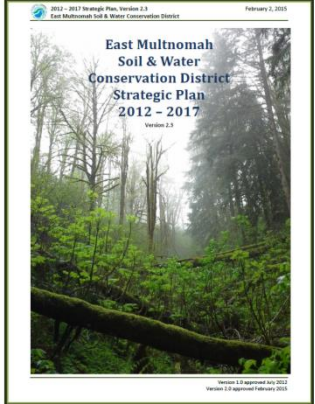
OFB?  
OAN?



2

EMSWORD Board			
Executive Director			
Finance & Operations	Urban Lands	Rural Lands	Conservation Legacy
Budget Management	Landowner Consultations	Landowner Consultations	Land Legacy
Office Management	Demonstration Projects	Habitat Restoration	Grants
Facilities Management	Workshops and Events	Weed Control	Headwaters Farm
Marketing and Media	Outreach	Outreach	

3





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1. Change will happen; learn to surf.
2. Think about the 6 Ps.
3. Take a conscious approach.
4. Be informed.
5. The pace of change depends.
6. Identify options and recommendation.
7. Be adaptive regarding outcomes.
8. Be receptive to making positive changes in yourself.