

All for One and One for All

CMHO Conference
Nov 22/10

“It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change”

Charles Darwin



Organization	Founded	Budget	Staff	Location	Other
Craigwood	1954	\$6.5M	140	Ailsa Craig London	Youth 12-21
OECYC	1987	\$3 M	40	Woodstock St. Thomas	Children & Youth 0-18 Oxford Children & Youth was awarded the ministry contract to serve Elgin County in 2008
WAYS	1967	\$10 M	220	London Chatham Sarnia	Children & Youth 0-21 Amalgamation 1996 Acquisition 2005
Vanier	1965	\$7 M	130	London	Children 0-14
TOTAL		\$ 26.5 M	530		

How did you ever start this?

How did you address the issue of your own interest, i.e. your job?

What were some of the key reasons you decided to venture on this path?

Getting Started (Brenda Hall)

Were there “absolutes” at the start that had to be part of this or there was no moving forward?

How did you decide who was in and who was out?

How did you get Board engagement? Staff engagement? Ministry engagement?

Has there been differential support among the organizations? How did you handle this?

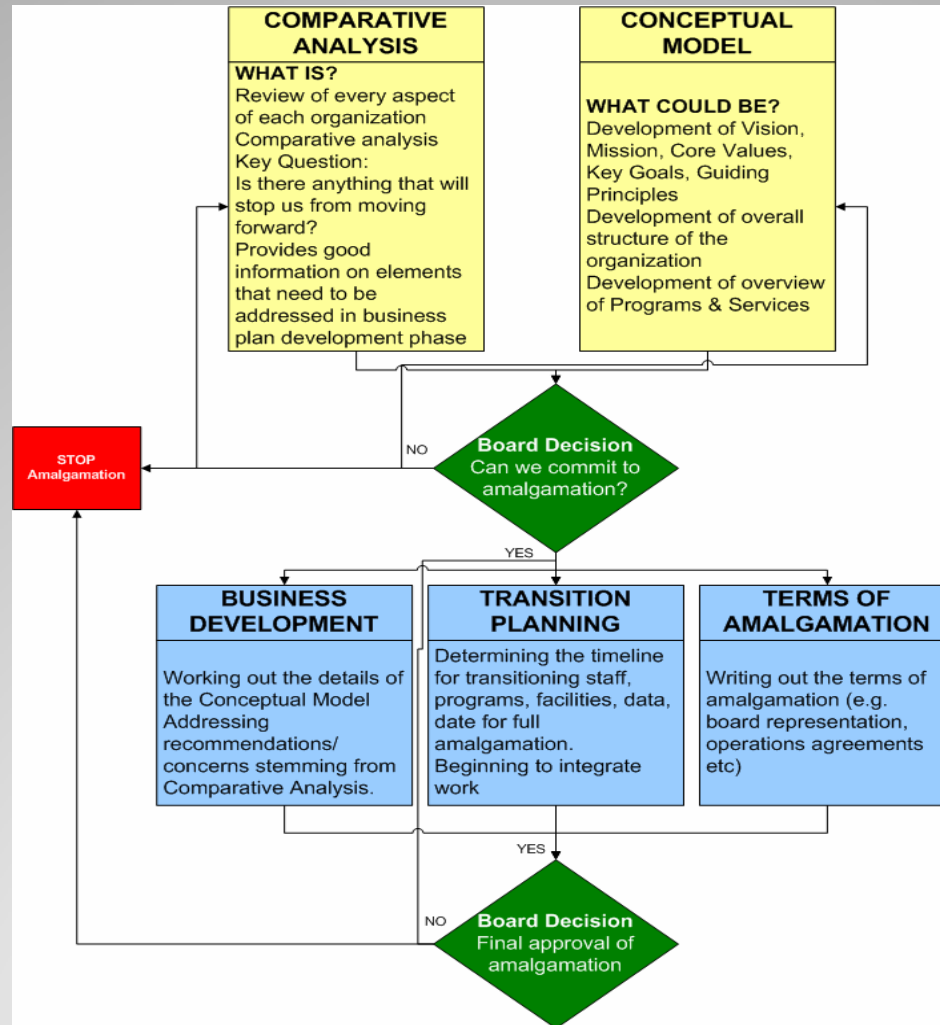
What has been the response of the community?

Getting Engagement (Willy Van Klooster)

How have you communicated during the process?

How did you choose a facilitator/project manager?

How have you organized your work?



How Have You Organized Your Work?

What about this “emergence” approach?

How is it possible to do something this complex while “emerging”?

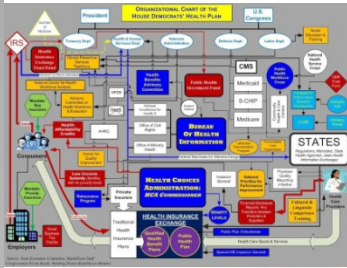
Why are we taking so long to do this?

What do you intend to achieve during this time?

What does “becoming” mean?

Emergence Model (Lothar Liehmann)

Balance Required



vmo0338 www.fotosearch.com

Conceptual Approach



Cynefin Framework

Involvement  Engagement

Time & patience (Resources)

Trust in people, faith in process

Leaders leading with confidence & conviction

Skill & courage in “holding the space”

Willingness to tolerate enormous uncertainty

Structure that supports flexibility & adaptiveness

What does an emergence approach require?

What have the difficult issues been so far? How have they been resolved?

How much work has this been so far?

How have you addressed the anxieties of those whose jobs may no longer be?

How have you approached the critical issue of different cultures?

Challenges (Marc Roberts)



When the forms of an old culture
are dying, the new culture is
created by a few people who are
not afraid to be insecure.

Rudolf Bahro

Where are you getting the funding from to do this?

How are you managing to keep your own agencies moving forward while undertaking this work with so much involvement? Personally?
Organizationally?

What kind of decision have you reached at this point? Is there still a possibility of this not working out? How does an organization exit?

What has worked really well so far?

What would you do differently if you could do it over again?

Learnings & Next Steps (Lothar)

How have you developed as leaders in this undertaking?

How have your organizations grown over the past year?

What do you think are going to be the big challenges moving forward?



**The first rule of life is also the first rule of
business:
*Adapt or die.***

Fast Company

Questions