Change cannot be avoided in life. So do not resist change, *embrace* it.

Life is changing all the time, and certainly the day-to-day conditions are changing now in ways we could not have expected. So the fact of change is real, and very present.

**Our opportunity is to not let changes get us down, but to lift us up, and move past them.**
CHANGE CAPACITY
Leads self and others through change by navigating ambiguity appropriately and adapting well to new situations, obstacles, and opportunities.

WHAT DOES IT LOOK LIKE?

FOR EVERYONE
- Takes responsibility for implementing and supporting change.
- Embraces the importance and relevance of change for the good of McGaw and the community.
- Acts on change as an opportunity for personal growth and work enhancement rather than viewing it as a problem to be avoided or resisted.

FOR MANAGERS AND DIRECTORS
- Recognizes the need for and acts to build trust and credibility as a foundation for leading change efforts.
- Manages resistance to change by seeking input from stakeholders, communicating clearly, and showing enthusiasm for the change.
- Actively supports and remains accessible to others during times of change or stress.
- Provides resources, removes barriers, and acts as an advocate for those initiating change.

FOR VP’S AND BRANCH EXECS
- Deals with ambiguity successfully.
- Creates a sense of urgency and positive tension to support change initiatives.
- Manages implementation of change by understanding and addressing the impact of change on cultures, systems, and people.
- Works comfortably with broad concepts and complex issues at individual, team, and organization-wide levels.
- Plans for resistance as part of the change process and develops strategies to help people adapt and accept change initiatives.

FOR CEO/COO
• Drives change, maintaining organizational effectiveness.
• Effectively manages the amount of change the organization can handle at any one time.
• Intentionally utilizes change as a strategy to expand options and opportunities and better leverage McGaw resources and capabilities.
• Creates a compelling vision for McGaw that inspires and motivates others to embrace change.
• Creates sustained change by aligning structures, systems, and processes that are linked to the McGaw YMCA’s objectives and plans.

LEARNING AND DEVELOPMENT OPPORTUNITIES (LDO)

We have developed a few options if you want to start now. The options we have available are:

SELF STUDY
Self study is all about you. Whether you like to read or volunteer, these options can be completed without supervisor approval.

  Suggested Readings
  Service Learning/Volunteering

SUGGESTED READING FOR CHANGE CAPACITY

COMPETENCY LIBRARY. A library of suggested readings has been created for the use of the Y Staff. A complete list of books is available on the public server. Books may also be checked out at your local library.

Listed below are the books we have identified as a perfect source of information for Developing Others.

STARTING OUT

FOR NEW TEAM LEADERS

**FOR BRANCH, MULTI-TEAM AND ORGANIZATION LEADERS**


**GENERAL**

**Y-USA NATIONAL TRAININGS AND Y-EXCHANGE**

As a staff member of the McGaw YMCA, you are able to access the national database of YMCA information (aka Y-Exchange). The Y-Exchange website has information related to trainings, branding, and programs.

Training events need prior approval from your supervisor before you can attend. Please talk with them about any upcoming trainings you feel are good opportunities.

**SIGNING UP FOR Y-EXCHANGE**

If you are a full-time, salaried, staff member, you should already have access. Visit [www.yexchange.org](http://www.yexchange.org) to retrieve your information. For everyone else, you will need to be granted permission to the site. Look below for detailed instructions.

1. Visit the website [www.yexchange.org](http://www.yexchange.org).
2. Click on the link below the New Account area. Link says “click here to register.”
3. Complete all information on the form.
4. Email will be sent to your Y’s Exchange Administrator.
5. Once approved, you will be able to login using the information you provided.
USING THE Y-EXCHANGE TO LOCATE TRAININGS

1. Login at www.yexchange.org using your information from above.
2. Under the “Running Your Y” tab, mouse over “Leadership Development.”
3. On this page, on the middle-left, there is a section title “CourseQuest”
   Click on any of the following to do:
   CourseQuest Overview
   CourseQuest Descriptions
   Course Availability
   eLearning

Using the Y-Exchange and the community, you can attend trainings or seminars to help develop your competency.

YMCA COURSE DESCRIPTION
LC215D - Leading Change
LC216D - Leading Change Institute
This course is designed to equip Organizational Leaders with the knowledge and skills they need to lead organization-wide strategic change, and to lay the foundation to advance a specific change project. Leading Change is designed specifically for solo participants from small and mid-sized YMCAs, who will carry the change-related tools and concepts back to their branches or offices.

YMCA LEADERSHIP COMPETENCY ASSESSMENT
We encourage all McGaw team members to take the assessment in order to better understand the competencies and identify strengths and weaknesses. https://competency.ymca.net/Portal.jsp
You will need an authorization number which you acquire from Randy in IT. Email your request to randyk@mcgawymca.org.

SERVICE LEARNING/VOLUNTEERING
Community Learning Opportunities are a great ways to grow in a given competency is by both watching others who do it well and trying out new skills in a small way. As you know, we have many volunteer opportunities at McGaw. Think about ways to increase this competency by volunteering. If
you’d like to work on a competency by volunteering be sure to complete the form on the next page and let our Events and Volunteer Manager, know before you start.

Staff can use community events and seminars as a way to develop competencies. Community events are defined as: events/seminars that are within driving distance, support a specific job improvement need, and must have a person enrichment element.

CURRENT VOLUNTEER OPTIONS FOR CHANGE CAPACITY
Volunteer to be on a SWAT (strategic work against time) team.

LEARNING GROUPS/POWER HOURS
Join a group of like-minded staff who are looking to develop together. Participate in a group with other individuals looking to build and develop a competency. Affinity groups are self-directed with group leadership split amongst the members. Learning groups will work towards a common goal agreed upon by all members. Participation in a Learning Group will last about 6 – 8 weeks.

The Affinity Group for CHANGE CAPACITY has not yet been scheduled. We are currently testing this model to see if it works, if it does, there will be a CHANGE CAPACITY affinity group at some point.

COACHING
Launching January 2013. Be matched with a staff member of the Y as a mentor. Find a staff member who exemplifies CHANGE CAPACITY and using them as a mentor to help you develop your competency. This program should take about 6 – 8 weeks.

This program is not yet implemented but will be tested in early 2013. If you just can’t wait that long, and have identified a staff member who you believe
has the CHANGE CAPACITY skills that you would like to develop, please feel free to approach them about some informal coaching sessions.

**RECORD KEEPING**

Once you have completed your volunteer experience, please fill out the Volunteering to Increase Competency Form. This form is available on the next page and copies can be printed from the public server.

Keep this as a record of your experience and as a tool to reflect/share with your supervisor.
SELF STUDY

VOLUNTEERING TO INCREASE YOUR COMPETENCY

Step 1: Fill out your name, date, competency and what will you do and bring to Volunteer Manager.

Name: ____________________________________________ Date: ______________________

Competency that you are working on: _____________________________________________

What will you do: ______________________________________________________________

Step 2: Fill out this portion after event and bring to Volunteer Manager for signature.

Did this help you to think about the competency in a new way? If so, how?
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

Were you able to practice something to do with this competency? If so, how’d it go?
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

Overall, was this helpful?
_______________________________________________________________________________

What might you do differently as a result of this experience?
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

Volunteer Coordinator Signature __________________________ Date ________________
**APPROVAL PROCESS**

Complete and submit the LDO request and goals form to your supervisor. A meeting prior to approval or denial is required with the supervisor to discuss opportunity.

**RECOGNITION**

We encourage all supervisors to recognize their staff for the willingness to seek these opportunities even if the request is denied. We also encourage staff to speak with their supervisor regularly to discuss development opportunities.
- Avoid the temptation to find a quick fix when problems arise. Cultivate
- Be a problem-solver rather than a problem-reactor.
- Actively support change initiatives by showing interest and commitment.
- View change as an opportunity for personal growth.
- Realize and accept that change is a foundational principle of life — everything changes.
- Seek out challenging situations in which you must be adaptable.
- Be open to practicing different coping strategies to see which ones work for you.
- Break problems down into manageable parts and handle things one thing at a time.
- Function effectively with less than complete or perfect information.
- Do not view outcomes as either a total success or a total failure; things are rarely that cut and dry.
- Because change fosters discomfort and uncertainty, keep lines of communication open with peers and team leadership.
- Challenge yourself and others to find new ways to do everyday processes.
- Listen to your YMCA’s stakeholders to understand their needs and concerns.
- Strive to understand the impact of change on you.
- Listen to your staff to understand the impact of change on your program participants, staff, volunteers, and community.
- Accept that there will be times when goals and objectives may not be met. Change means risk and risk means growth; some failure is inevitable along the journey.
- Reinforce and reward progress and support.
- Be specific about the implementation process.
- Stay focused. It is easy to move straight to tactics before you have completely defined a vision.
- Have a positive attitude.