

10th Annual

# Commonwealth of Virginia CSA Conference

"And Still We Rise"

**October  
28-29, 2021**

**VIRTUAL PROGRAM**

## **FROM ONE PROBLEM TO THE NEXT:**

BUILDING AN INNOVATION CULTURE  
IN A COMPLIANCE-DRIVEN WORLD

AMANDA NOELL STANLEY, PRESIDENT & CEO  
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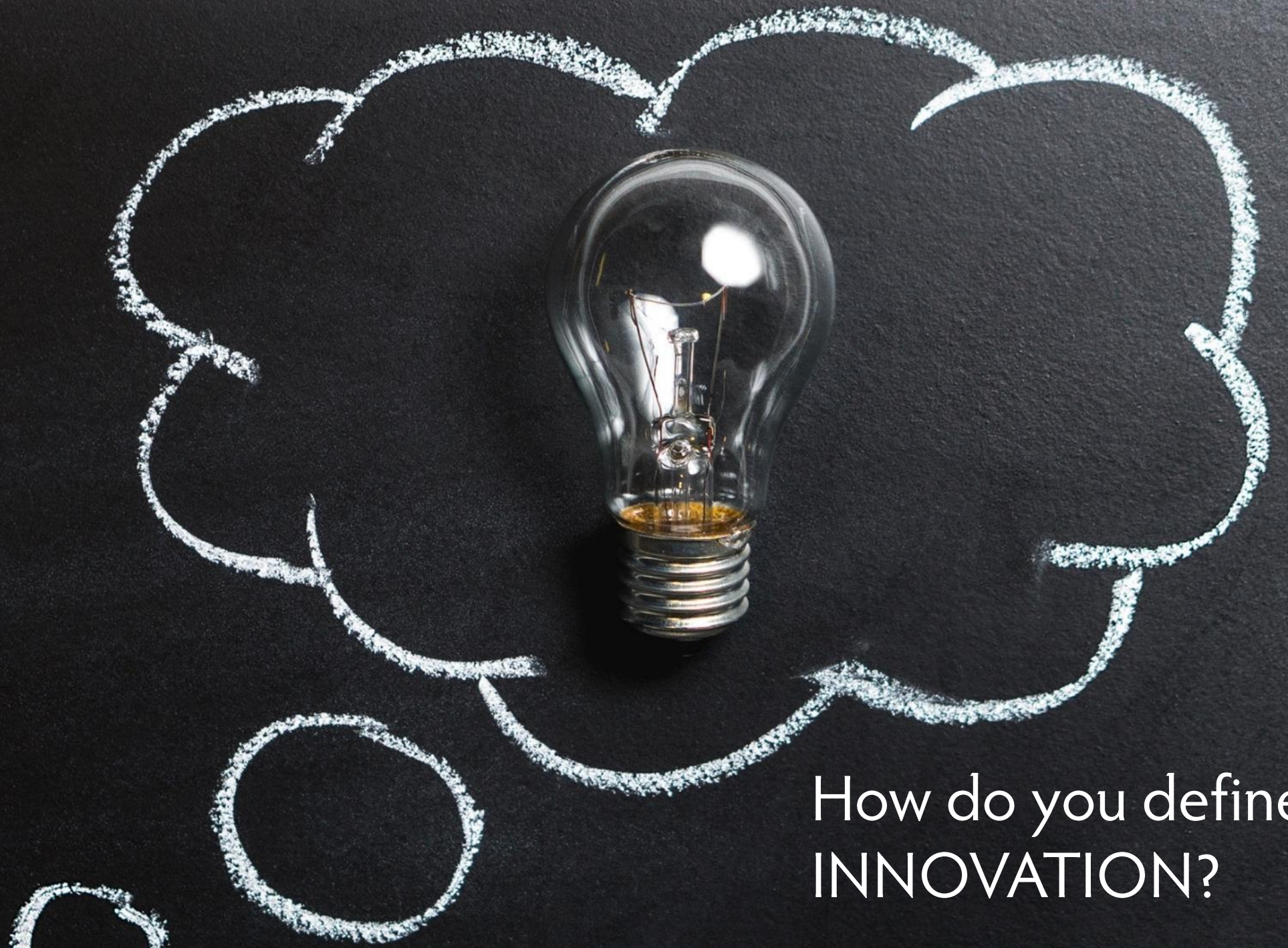


# Opening Poll – Getting to Know You





Small group  
discussion



How do you define  
INNOVATION?





Innovation can be expressed as:

Activity (thing to do)

Process (way of doing)

Lens (way of seeing)

Mindset (way of thinking)

Discipline (way of approaching)

It can be **incremental** or **disruptive**.

And it happens at many levels:

Personal

Interpersonal/relational

Cultural

Systemic

Etymological roots indicate a **sense of renewal, evolutionary change, distinct from invention and improvement.**



Vision Statement:

*Opening doors to hope and belonging*

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Child and Family Services Mission Statement:

We work to ensure **safety**, promote **permanency**, facilitate **healing**, and support **independence** for the children and families we serve. We do this through foster care, adoption, independent living, and community-based services.

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Core Values

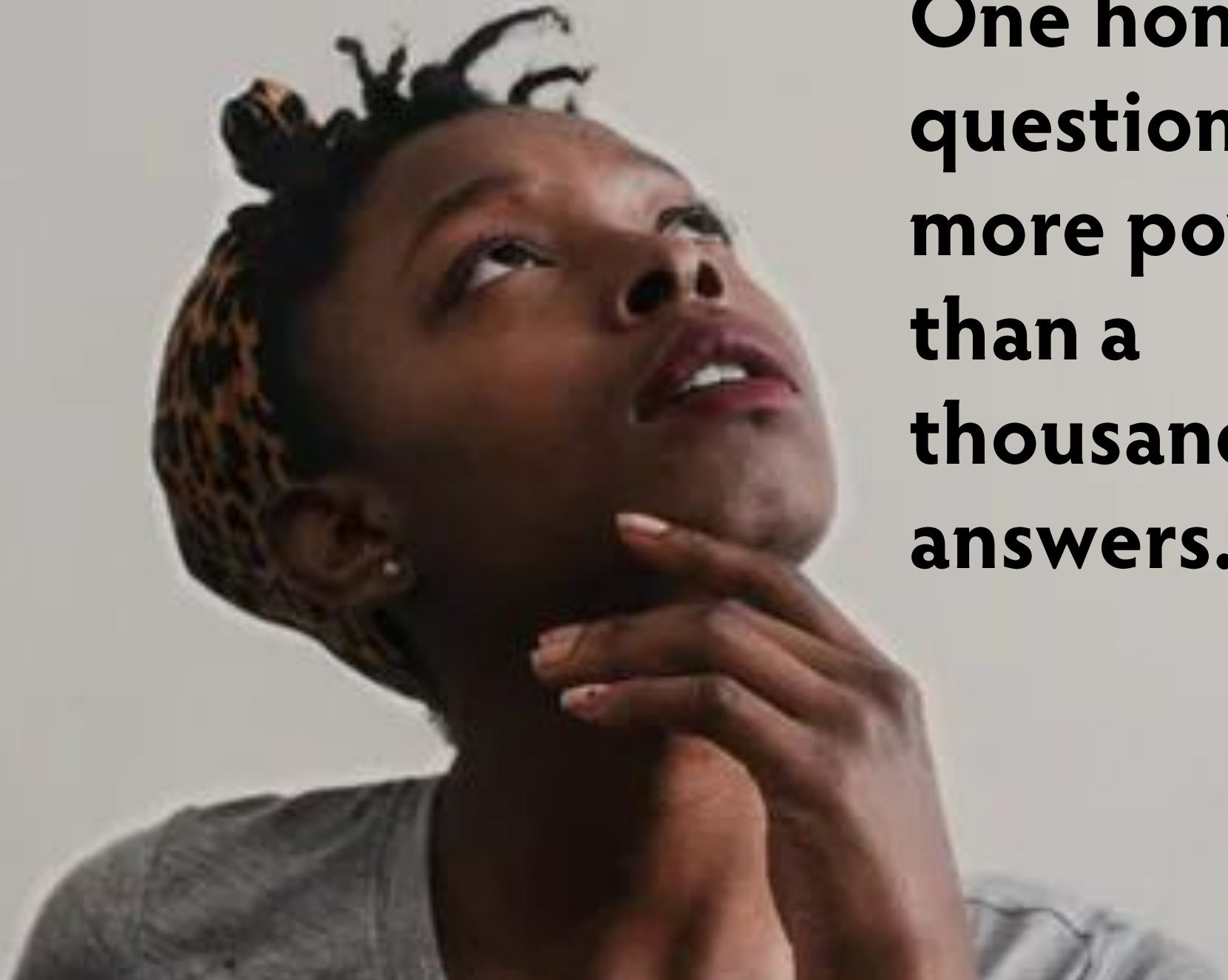
**F**airness

**I**ntegrity

**R**espect

**S**afety

**T**rust



**One honest  
question is  
more powerful  
than a  
thousand  
answers.**

**How much do you  
invest in what  
happened  
yesterday, what's  
happening today,  
and what will be  
happening  
tomorrow?**



PAST

PRESENT

FUTURE



The background of the slide features three large, solid blue chevrons pointing to the right, arranged in a row. They are positioned such that they overlap slightly, with the leftmost chevron being the largest and the rightmost being the smallest.

What if the distribution was evenly split?

What would be possible that isn't possible now?



Second Question:

What do you want to  
be different...

-at DePaul

-in our operating environment

and how would that  
change things for the  
people we serve?



**Create a gap.**



One

# Where to begin?



**RIGHT WHERE WE WERE.**





“Dreams  
don’t  
work  
unless  
you do.”

*John Maxwell*

AND:

At times, the work is not on the dream. Sometimes the work is **making space for the dream**, creating appetite, and readiness, and capacity to hold it so that when the time comes to work on the dream, you are in an environment that can **carry it to completion with the care it deserves.**



# SIGNIFICANT MILESTONES

## INNOVATION



Vision of Garage is born  
(and rejected)



Strategic plan includes  
innovation goal



First Garage is held

## LEADERSHIP AND CULTURE



New CEO begins



Site tours and early conversations

Focus on operational imperatives



Leadership team renamed and reduced



Vision and mission revised

Program division structure and teams created



New strategic plan developed with financial,  
cultural, and brand health imperatives.



Leadership team norms shift to include  
elimination of artificial harmony



Organizational values named



Supervisor groups and training begins

Directors group begins meeting

# SIGNIFICANT MILESTONES

## INNOVATION



CEO trained in design thinking



Second Garage is held

Coffee shop idea vetted



Staff recognition program vetted and launched



A thousand COVID-19 related innovations

Design thinking used to create new performance review tool



Children's book published



Garage becomes year-round embedded program

## LEADERSHIP AND CULTURE



New CFS division VP begins

CFS services grow and change (IL/CBS)



Business Unit Calls initiated



Supervisor groups shift to adaptive learning and peer coaching



DEI training begins with leadership

A thousand COVID-19 related cultural shifts



New performance review tool launched



Coaching competencies taught and embedded into practice

Chief of Staff/Managing Director hired



Staff storytelling workshops launched



Hybrid workplace model rolled out



Internal communication re-design





Break – 5 minutes





**What if I'm not the CEO or  
an executive?**

**Listen first.**



**Then get  
curious.**



**How might you  
make the  
familiar  
unfamiliar?**



# SIGNIFICANT MILESTONES

## INDIVIDUAL

## LEADERSHIP AND CULTURE



New CEO begins



Vision and mission revised



New strategic plan developed with financial, cultural, and brand health imperatives.

- Hired as Director of Quality -



Leadership team norms shift to include elimination of artificial harmony



Attended Design Thinking Course



Organizational values named



Led annual planning with RBA tools



Supervisor groups and training begins

Storm & Norm → Strengths

Directors group begins meeting

# SIGNIFICANT MILESTONES

## INDIVIDUAL

- Hired as Director of FC/IL -

Asked "what if" with FC/IL



Second Garage is held  
Coffee shop idea vetted



All hands on-deck to help adapt



All staff feedback effort



Garage becomes year-round  
embedded program

## LEADERSHIP AND CULTURE



New CFS division VP begins

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# SACRED SHIFTS

## FROM...

## TO:

Conversations are	answer-centric	question-centric
Innovation is	exclusive	inclusive
	rare	normal
	episodic	ongoing
Leadership is	role	practice
Leaders	have arrived	are still learning
Our best days	are behind us	are still to come
Most important is	what we know	what we value
We fear	change	not changing
We can have	either/or	both/and
Limits are	confining	freeing
Failure is	avoided	encouraged as a way to learn

A photograph of a child standing on a set of wide, light-colored stone steps. The steps lead up to a wall made of large, rectangular stone blocks. A strong shadow of the wall is cast onto the steps from the right. The child is wearing a cap and overalls, looking down at the steps.

Small group  
discussion

Where might  
you start?



# FIVE BIG INSIGHTS on innovation

**#1 – What it is:** Innovation is different from invention and different from improvement. It is about renewal. It can be incremental or disruptive. Curiosity is a prerequisite for innovation – questions are more powerful than answers.

**#2 – Where it is:** Innovation is imperative to and embedded in the work. Your organization does not have to have the word in its mission, vision, or values statement for this to be true.

**#3 – What it looks like:** The work of innovation looks a lot like the work of culture and leadership. It is 90% daily discipline and capacity-building, 10% cool new stuff.

**#4 – How it grows:** Innovation grows best in certain conditions. Those conditions often look different from what's 'normal.' Patient leadership that holds the tension of the in-between time is critical.

**#5 – Whose it is:** Innovation does not belong to the creative ones or the special ones or the young ones or the new ones. It does not belong to the CEO. It is not only about idea generation. Innovation is as inclusive as it gets.



Questions or  
Comments?



# RESOURCES: *available at conference website*

## For team development:

Strengths Finder

Lencioni Team model

## For organizational development:

Coaching books

Growth Mindset

Adaptive Leadership (Heifetz and Linksy)

Immunity to Change

## Innovation-specific tools:

Design Thinking

HBR articles (links to specifics)

# STAY IN TOUCH

Learn more about  
our work at  
[www.depaulcr.org](http://www.depaulcr.org)



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