

## A Model for Change: Maine's Application

Part 2 of 3 – Parts 1 and 3 of this series appears in the November 2001 and February 2002 issues of the IPMA News.

The true aim of the Maine Management Service (MMS) lies not in implementing new programs and tools for managers; rather success lies in creating a new understanding of and appreciation for leadership in government. It requires a cultural change.

In our first article, we described the leadership challenges facing Maine and gave an overview of the Maine Management Service, Maine's solution to stimulate excellence in government leaders. In this article we will describe Maine's process to influence change among leaders throughout state government. A third and future article will outline the components (policies, programs, and implementation tools) that comprise the Maine Management Service.

By far, we have spent more time and effort in creating a climate for change than we have in developing new programs and tools. Our goal is to build an ever-expanding cadre of passionate champions –influential people who will go beyond mere acceptance of change, but who will energetically take up the cause as their own and carry the message to others.

Linkage Inc. of Cambridge, MA, our consultants, developed the model for change that Maine is using. This model is illustrated in Figure 1. It consists of expanding, concentric circles. Each circle represents a stage in the process where the organization moves from the status quo to enthusiasm and a willingness to commit to change. In the first circle or stage, which we call *building support*, we assemble the core group of people that will spread the message. In the second stage, we build *individual commitment* through personal growth and learning and

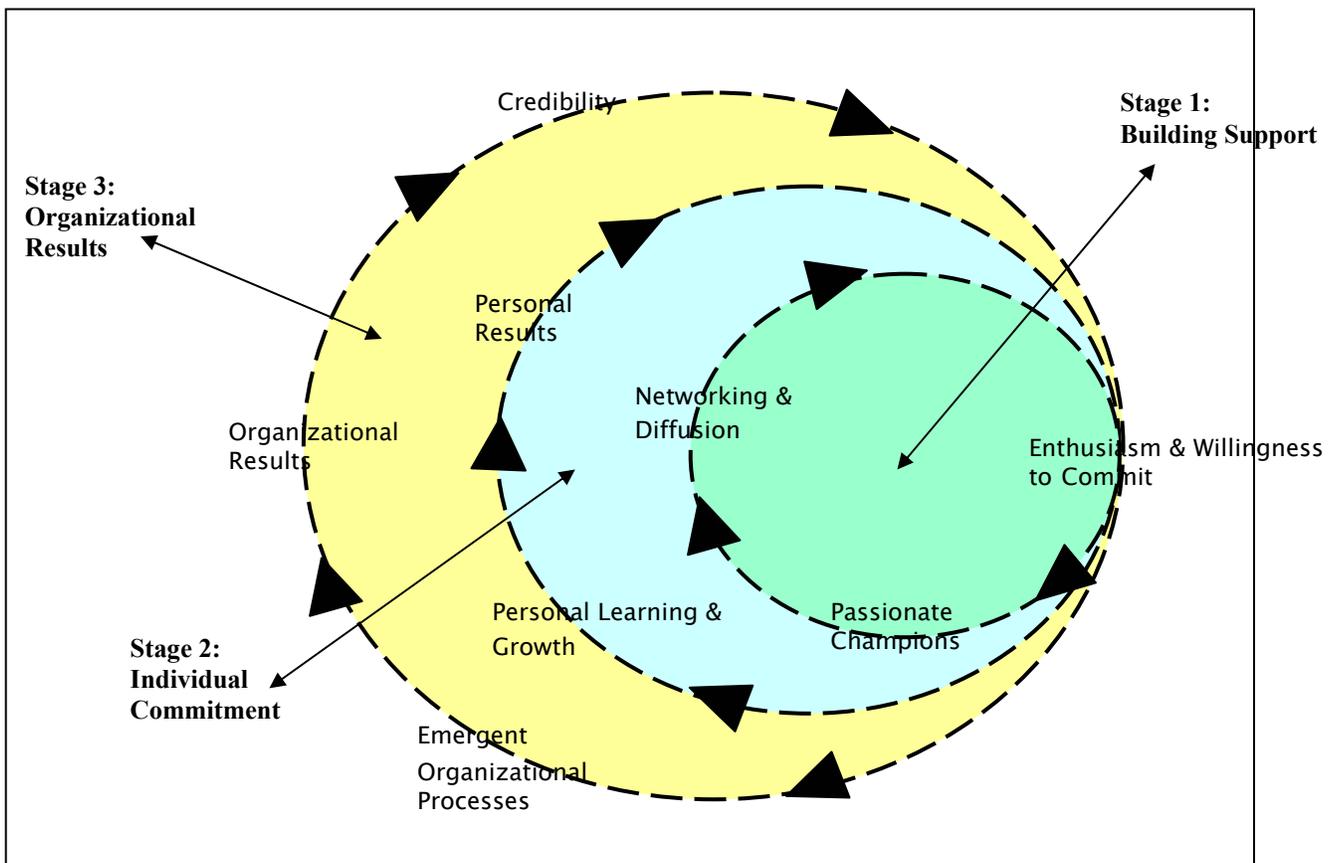


Figure 1: A Model for Change

personal results. It is in the third and final stage, *organizational results*, where the collective mindset is changed and new organizational processes and systems are in place that produce lasting change for the organization.

### ***Building Support - We are well on our way***

Change starts with a few key people who are not only willing to commit their time and resources, but who also believe in the change being introduced. We call these individuals "passionate champions." Our approach has been to use current managers to help us develop and implement solutions, expanding the number of people involved each time.

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**"The Maine Management Service will make managers in Maine State Government the best in the country, it is one of the achievements that the Governor is most proud of."**

**--Kay Rand, Governor's Chief of Staff**

With the Governor's go-ahead, we approached the deputy commissioners of the state's executive branch departments about serving as the steering group to oversee the change effort. This group sponsored a statewide survey of Maine's 13,000-strong workforce that, not only helped us define the problem areas, but also provided a way for individual employees to participate.

Early on in the process, we asked 50 of our current senior managers to identify the traits of a successful manager. These became the basis for our leadership competencies. Then we asked the state's human resource managers to set priorities for change. They chose three areas on which to focus: selection and succession, leadership development, and the state's position classification system. We convened a third group who worked off-site for a week to define the project, determine its focus, and develop solutions to address concerns in each of the three priority areas. This is the group that conceived the idea of creating a Maine Management Service and has since become the Coordinating Committee for the effort. They are perhaps our most passionate champions.

From the core group, we moved outward, spreading the message throughout the organization. We began weekly briefings for the Governor's Chief of Staff and the Commissioner of the Department of Administrative & Financial Services. We provided an overview of the Maine Management Service concepts to the Governor's Cabinet where we asked for (and received) their support. We briefed the senior management teams of all the executive departments, the State's human resources managers, and the alumni of the Maine Executive Institute (a two-week, residential, professional development program for senior managers). In March 2001, 400 state managers attended a half-day forum, hosted by the Governor, who introduced the Maine Management Service, and answered questions. Members of the MMS Coordinating Committee hosted two open briefings for managers providing an overview of MMS and answering questions. We created a web site and newsletter to provide ongoing, current information.

### ***Individual Commitment - We have begun to make inroads***

In February 2001, we launched the Maine Leadership Institute (MLI). While we will describe MLI in more detail in the next article, it is the foundation for the leadership development system that supports the Maine Management Service. It is where a participant's leadership journey

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**"The leadership assessment stimulates self reflection, guiding you to opportunities for personal growth."**

--Brooke Barnes, Deputy Commissioner,  
Department of Environmental Protection

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starts. The first class became the faculty for subsequent classes. From later classes, we recruited department liaisons who became contacts in their department to promote the Institute, answer questions, and enroll department participants. As class after class graduates, we create an ever-expanding cadre of supporters that includes faculty, department liaisons, and participants.

### ***Organizational Results - A few systems are in place***

While it is still early, we are beginning to put in place the new administrative procedures that will support the culture change we hope to bring about. The goal of these systems is to hand over much of the authority to agencies (away from the centralized control of the state's administrative services department) for selecting, classifying, compensating, assigning, and developing their senior managers.

We have begun the legal process to create, by rule, the Maine Management Service and its classification system. Once adopted, management positions will be reclassified and departments will have the flexibility to identify the appropriate pay ranges for their management positions. We have created a new, competency-based selection process and are training managers in its use. Once fully implemented, departments will recruit and select the candidates based on the ten leadership competencies and in a way that best meets their needs. In addition to the Maine Leadership Institute, other professional development programs are being devised (more on these next month) and, for the first time, we will be able to take a systematic, comprehensive approach to management development. We envision other system changes, too, including implementing a workforce succession plan.

### ***Conclusion***

We have already seen enthusiasm and a willingness to commit to organizational change. Managers throughout state government have embraced the concept, especially as they begin to see personal results and an organizational commitment. The challenge ahead lies in our ability to

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**"I appreciate the recognition of our professionalism and commitment to the state service."**

--William A. Peabody, Deputy Director, Bureau of  
Labor Standards, Maine Department of Labor

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produce organizational results that will provide credibility and produce lasting change. When each of the three stages represented by the concentric circles in our change model are completed, our organization will be transformed.

***Source: Donald A. Wills, Director of Human Services and Elaine Trubee, Director of Training and Development and Jody Harris, Strategic Planning Coordinator, State of Maine. IMPA News. International Personnel Management Association: Washington, D.C., January 2002.***