



ADMINISTRATION FOR
CHILDREN & FAMILIES

 Office of Child Care

2025 State and Territory CCDF Administrators Meeting (STAM)

July 22–24, 2025

Hyatt Regency Reston
Reston, Virginia



Leading and Managing Change

What's Your Story?



Presenter Panel

- Brandy Ishmon, Early Childhood Program Administrator, Arkansas Department of Education
- Jill Marini, Interim CCDF Administrator, Connecticut Office of Early Childhood
- Heidi Quinata, Chief Children's Services Administrator, Guam Department of Public Health and Social Services
- Tyreese Nicolas, Deputy Commissioner Family Access & Engagement, Massachusetts Education and Early Childhood





Stories of Change

- Welcome to our discussion forum
- Participants' challenge
- Leaders' challenges
- What's the story?





Adaptive Leadership Framework

Key Ideas

- Leadership and authority are different things.
- Leadership revolves around opportunities and challenges.
- Leadership and adaptive challenges go hand and hand.

Principles

- Leadership is an activity, not a position.
- Anyone can do it—anytime and anywhere.
- It starts with you and must engage others.

Competencies and Dimensions

- 4 leadership competencies
- 24 dimensions within the competencies





Adaptive Leadership Competencies

1

**Diagnose
Situation**

2

Manage Self

3

**Energize
Others**

4

**Intervene
Skillfully**





Leadership and Systems Change



Policies



Relationships/Connections



Practices



Power Dynamics



Resource Flows



Mental Models

Changes requiring solutions to clearly defined challenges are technical challenges that must consider policies, practices, and resource flows. Adaptive challenges are often difficult to define and require attention to relationships, power dynamics, and mental models—the people side of change.



Leading and Managing Change

- Would you say your story of change is about systems-level change or more at the local level?
- Can you describe the existing conditions prior to the decision to make a change?
- Who is impacted by the change? Can you share any strategies used to assess impacts of the change?
- What leadership competencies or strategies have helped energize people and keep the work moving forward?



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Aspect	Current State	Future State
Processes	Project goals are not aligned with current implementation	Goals are specific, measurable, achievable, realistic, timebound
Systems	Data are mainly anecdotal	Integration of cloud-based solution to access and analyze data collected across programs
Tools	Inconsistency in program standards	New program standards guide with self-assessment
Job Roles	Roles are broad and undefined	New role titles and descriptions with defined responsibilities
Critical Behaviors	Unclear	Defined critical behaviors for each role
Mindsets, Attitudes, and Beliefs	Shared appreciation for the work exists but is not intentionally addressed	Co-created norms, values, mission, and vision
Reporting Structure	Largely the responsibility of one person	Shared laterally and horizontally
Performance Reviews	Varies by program	Clear, consistent protocols with templates
Compensation	Limited funding	Layered funding
Location	Scattered sites	Expansion to all areas of state

What's Your Story?

Source: Source: Adapted from Prosci. (n.d.). Change impact assessment worksheet.
<https://empower.prosci.com/change-impact-assessment-worksheet>



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Change Triangle

Success

- Start with what success looks like.

Sponsorship

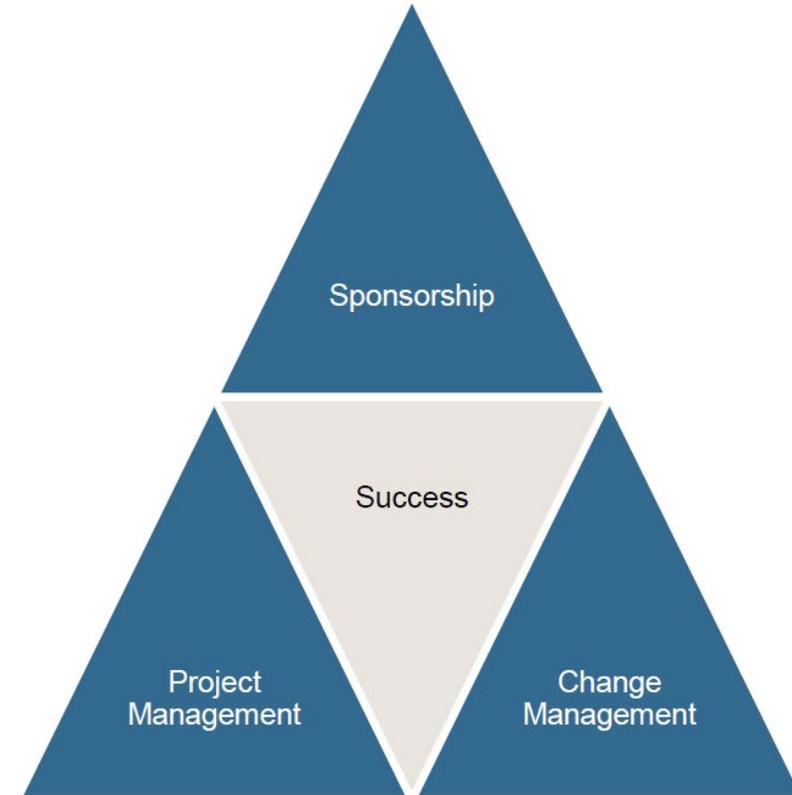
- Identify a champion.

Project Management

- Use tools and/or a project manager.

Change Management

- Conduct change impact assessment.



Source: Adapted from Prosci. (n.d.). *The Prosci change triangle (PCT) model*.
<https://www.prosci.com/methodology/pct-model>





Change Management

Figure 10. Kotter's Eight-Step Framework



Source: Adapted from Kotter. (n.d.). *The 8 steps for leading change*. <https://www.kotterinc.com/methodology/8-steps/>





Resources

- Systems Building Resource Guide: Leadership
[Leadership | Child Care Technical Assistance Network](#)
- Systems Building Resource Guide: Project Management
[Project Management | Child Care Technical Assistance Network](#)
- Systems Building Resource Guide: Change Management
[Change Management | Child Care Technical Assistance Network](#)
- Prosci Methodology, <https://www.prosci.com/methodology-overview>





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