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Supporting staff to:

ENCOURAGE ORGANIZATIONAL CHANGE

Encourage Organizational Change is a young person's experience in an organization that values their opinions and encourages them to engage in decision making.

Creating opportunities to influence organizations involves strategies such as, but not limited to, youth councils, youth advisory boards, and youth-led research and evaluation teams.

WHAT DOES ENCOURAGING ORGANIZATIONAL CHANGE LOOK LIKE AS A PART OF OUR PROGRAM?

Encouraging Organizational Change requires building transparent decision-making processes, practices, and policies. It also requires that organizations develop strategies and structures to engage young people in decision making to influence those facets of the organization.

RESEARCH-BASED EXPERIENCES

[ONE]

Build transparent decision-making processes, practices and policies within the agency or organization. Ensure that all young people know how decisions are made, who makes them, and when and how they can influence policies, processes and practices.

[TWO]

Develop strategies to engage young people in decision making about the agency or organization. When young people are engaged in organizational decision making, they strengthen organizational policies and programs. Ensure that adults understand the value of youth voice and have the skills necessary to create a safe and supportive environment for young people to bring forward their ideas, opinions, and suggestions. Encourage adults to become sensitive to power dynamics and nurture respectful two-way conversations.

[THREE]

Create sustained structures for young people to influence organizational policies, processes and practices. Create youth "seats" on advisory committees, boards, and leadership teams. Develop leadership pipelines that allow all young people to take on greater roles and responsibilities as their skills develop.

WHY IS ENCOURAGING ORGANIZATIONAL CHANGE IMPORTANT?

Young people who have opportunities to influence the world around them demonstrate higher career aspirations, increased self-esteem, strong problem solving skills, improved high school completion rates, and increased civic participation (Checkoway, 2011; Bloomberg, et al., 2003; O'Brien & Kohlmeier, 2003). When young people engage in organizational change they can strengthen the organization and its policies and programs (Benson et al., 2006; Mitra 2009; Sherrod et al., 2010; Youniss and Levine 2009; Zeldin 2004). In addition, under certain conditions, it can promote adult and staff development. For these reasons, engaging young people in organizational decision making has become increasing important in philanthropy (Coalition of Community Foundations for Youth 2002), local governance (National League of Cities 2010), nonprofit management (Kunreuther et al., 2009), social justice campaigns (Linds et al., 2010), and school reform efforts (Framework for Success for All Students 2006).

DISCOVERIES FROM HELLO INSIGHT

Hello Insight has found that encouraging young people to create organizational change is a focused experience that increases their likelihood to take action. Taking Action encapsulates Advocating for Change, Confidence to Mobilize, and Sociopolitical Participation, three interdependent capacities that are related to young people's disposition to take action. Young people who are inclined to take action in their communities have self-confidence, understand their social and political environment, and are more apt to become civically engaged.
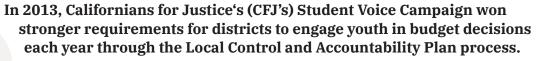
HOW

HAVE OTHER PROGRAMS INCORPORATED ENCOURAGING ORGANIZATIONAL CHANGE?

PYD, including Encouraging Organizational Change, is not a curriculum, it is a way of working with young people that has been proven to promote SEL. You can incorporate Encouraging Organizational Change in a wide variety of interventions and programs. Here is how some Hello Insight members have integrated this practice into their programs.

PROGRAM EXAMPLES

In 2013, Californians for Justice's (CFJ's) Student Voice Campaign won stronger requirements for districts to engage youth in budget decisions each year through the Local Control and Accountability Plan process.

Because of that victory, CFJ youth leaders are participating in some of the first-ever Student Advisory Committees to provide meaningful input into how school districts and schools are prioritizing funding.

Youth On Board's (YOB) Boston Student Advisory Council (BSAC) is a youth-led, adult supported body of elected student leaders who represent Boston Public Schools.

These young people identify and address pertinent student issues and have played a key role in advising the School Committee and the Superintendent on district policy, working with the Headmasters on student climate issues, and informing students of their rights and responsibilities under district rules.

HOW CAN OUR PROGRAM BEST SUPPORT STAFF TO ENCOURAGE ORGANIZATIONAL CHANGE?

Use this reflection guide with your staff to explore "bright spots"—practices that you already use to Encourage Organizational Change highlight potential "accelerators"—practices that could be easily incorporated into your work, and "challenges"—things that might make Encouraging Organizational Change difficult

PRACTICES Ways to support young people	BRIGHT SPOTS Examples of what the program already does	ACCELERATORS Ways you could easily incorporate this practice	CHALLENGES What might make this practices difficult to do
Build transparent decision-making practices and policies within the agency or organization			
Develop strategies to engage young people in decision making about the agency or organization			
Create sustained structures for young people to influence organizational policies and practices			

This guide is part of a set meant to help youth-serving programs incorporate PYD. Visit **www.ins.gt/pyd-exp** to learn more.

▎ View a full list of citations at **www.ins.gt/citations**

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