

Introduction to Organizational Readiness to Change

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June 24, 2010

Presentation to:
Community Support Program
/Recovery Pathways
Recovery Champions Training



Organizational Change



- Complicated!
- Simultaneous and coordinated change at many layers of the system:
 - Staffing, work flow, decision making, communication, reward systems (Institute of Medicine, 2001)
- Change experts and health care practitioners state: Organizational readiness to change is a critical component to successful implementation (Amatyakul, 2005; Klotter, 1996)

Defining Readiness to Change



- Individual level:
 - Readiness is the cognitive precursor to the behaviors of either resistance to, or support for, change....Readiness is described in terms of the individuals' beliefs, attitudes, and intentions. (Amenakis, et al., 1993)
- Organizational level:
 - Structural features of an organization that influence both the introduction of new interventions into clinical practice and **treatment outcomes** (as cited in Joe et al., 2007)

Defining Readiness to Change, Continued....



Readiness to change refers to organizational members' motivation and capability to implement organizational change.

More simply: Are you and others in your organization willing AND able to do something?

– (Weiner, Amick, Daniel Lee, 2010)

Individual Readiness



Findings at the Individual level:

- Positive attitudes toward 1) org. change and 2) acceptance of change were related to job satisfaction (Wanberg and Banas, 1997)
- Coping with org. change positively related to:
 - Salary and job level,
 - Job performance and job satisfaction, and
 - Org. commitment(Judge, Thoresen, Pucik, & Welbourne, 1999)

Organizational Readiness to Change (ORC) Measure



- 115-item self-report measure (Lehman, Greener, & Simpson, 2002)
- Rate each item from 1 (strongly disagree) to 5 (strongly agree)
- 18 subscales combined into 4 indices:
 - Needs & Pressures (Motivation for Change)
 - Resources
 - Staff Attributes
 - Organizational Climate

Sample - ORC Profile

Motivation for Change

PN – Program Needs
 TN – Training Needs
 PC – Pressures for Change

Resources

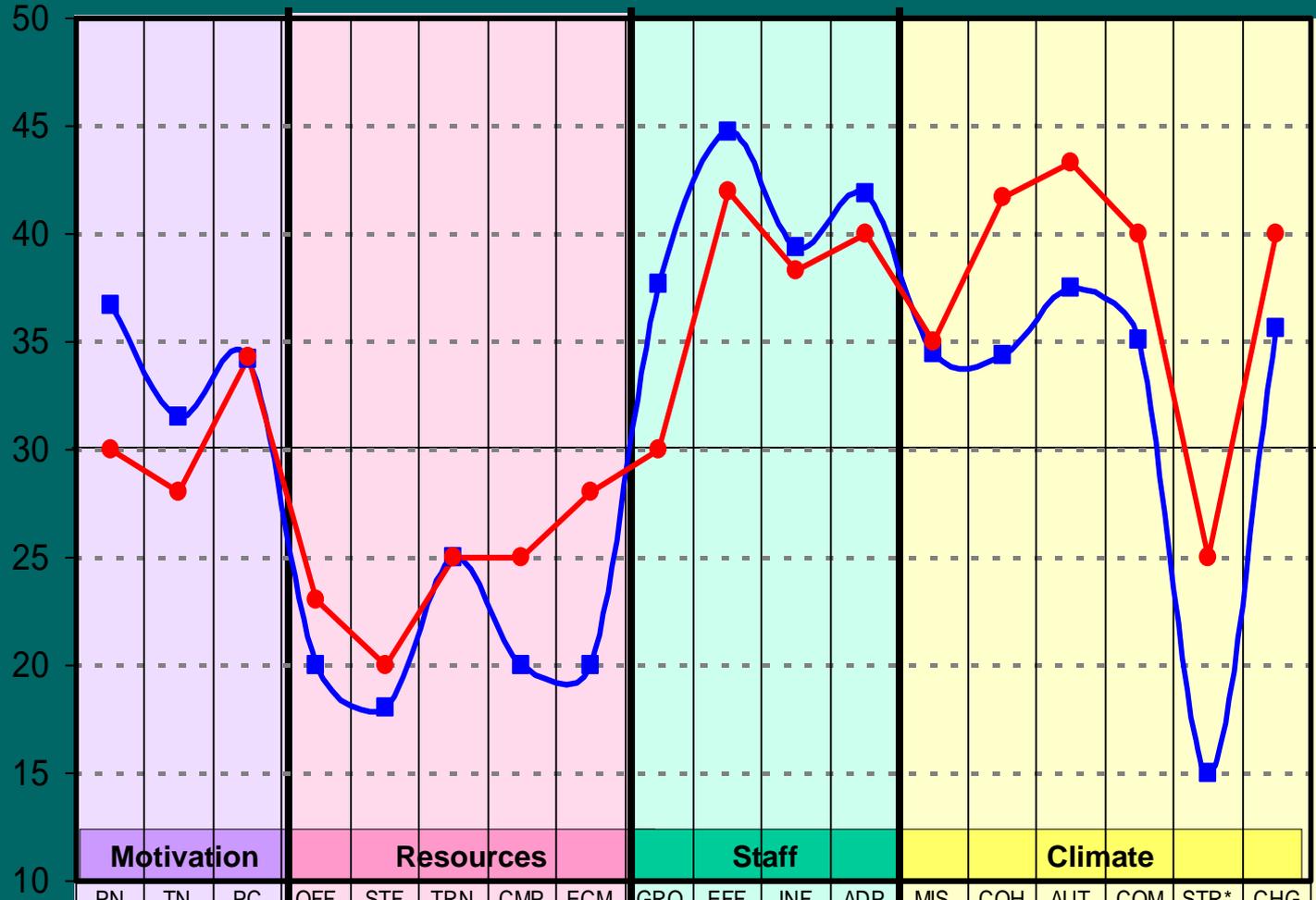
OFF - Offices
 STF - Staffing
 TRN - Training
 CMP – Computer Access
 ECM – e-Communicate

Staff Attributes

GRO - Growth
 EFF – Efficacy
 INF – Influence
 ADP - Adaptability

Organizational Climate

MIS – Mission
 COH – Cohesion
 AUT – Autonomy
 COM – Communication
 STR – *Stress-Reversed
 CHG – Change



	PN	TN	PC	OFF	STF	TRN	CMP	ECM	GRO	EFF	INF	ADP	MIS	COH	AUT	COM	STR*	CHG
—■— STAFF	36.7	31.5	34.2	20	18	25	20	20	37.7	44.7	39.4	41.9	34.5	34.4	37.5	35.1	15	35.6
—●— DIRECTORS	30	28	34.29	23	20	25	25	28	30	42	38.3	40	35	41.67	43.33	40	25	40

Scale Scores
 (10-Low; 50-High)

ORC Research Findings



- More than 4,000 ORC surveys administered in more than 650 organizations over the past 5 years (Simpson, Joe, and Rowan-Szal, 2007)
- Counselors categorized as more isolated had lower scores on professional growth opportunities, less influence on peers, and less positive views of program ‘climate’ (Joe, et al., 2007).

Research Findings- ORC



- Programs with higher needs and pressures were most likely to engage in change strategy.
- Org. with greater staff consensus on ratings of org. climate were more likely to engage in change (Ortega Courtney, et al., 2007).

What steps can improve your agency's ORC?



- Increase communication
- Strive for transparency
- Build support
- Involve employees in decision-making
- Engage in other preparatory activities
- Earmark additional resources
- Decrease stress

(Weiner et al., 2010 review)

Understand Your Organization's Stage of Change



A parallel process to individual change, or the pathway to recovery

Big system changes are built upon a series of small, incremental changes in philosophy, policies, and individual practices

Understanding Org. Stages of Change



Pre-Contemplation: 'Business as usual'; unaware or uninterested

Contemplation: Increase awareness and interest

Preparation: Create motivation; encourage participation

Action: Implement

Maintenance: Sustain

(Ohio SAMI CCOE, Case Western Reserve University, 2006)

Once upon a time....



There was an implementation shepherd.

A Champion story continued.



- Communication
 - Consumers, direct-care staff on Board
 - Minutes go to everyone in agency
 - Kick-off for all staff with project naming
- Cohesion
 - Retreats by each clinic
 - Communication interventions
- Stress
 - Retreats by each clinic
 - Agency added clinical & support position; added “floater”

Lessons learned....



- In this case, the Champion worked to:
 - Frequently elicit barriers
 - Consult with Trainers
 - Facilitate the development of solutions with the project Advisory Board
 - Review solutions & revisions & seek more feedback....