

Organisational readiness for change: Measurement & strategies

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Aims

- Offer an overview of readiness for change
 - What it is – cover concepts of change and innovation
 - How to evaluate
 - How you can plan it

- Reflect on examples from your own experience



What is innovation?

Any thought, behaviour or thing that is new because it is qualitatively different from existing forms – which is conceived and brought into reality

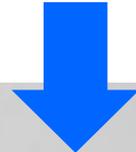
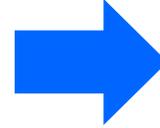
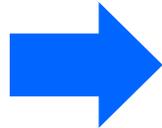


Rogers EM. Diffusion of innovations (5th ed). 2003

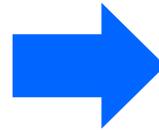
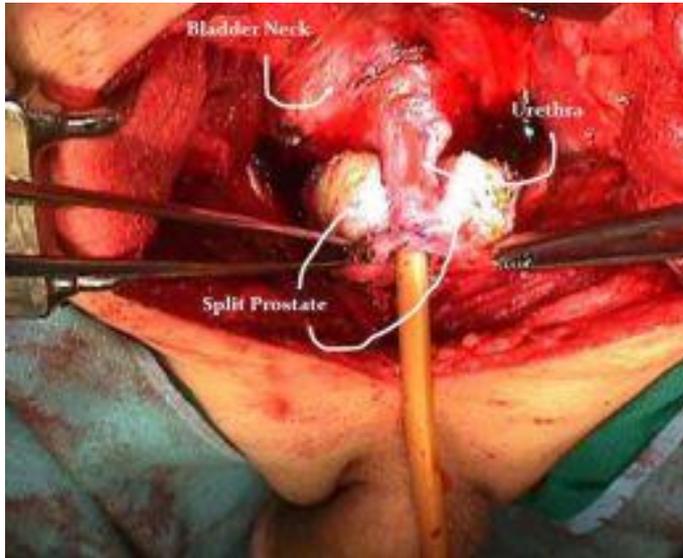
Innovation = Novelty = Disruption

Sometimes more, sometimes less – but always present

Disruption in how we make calls

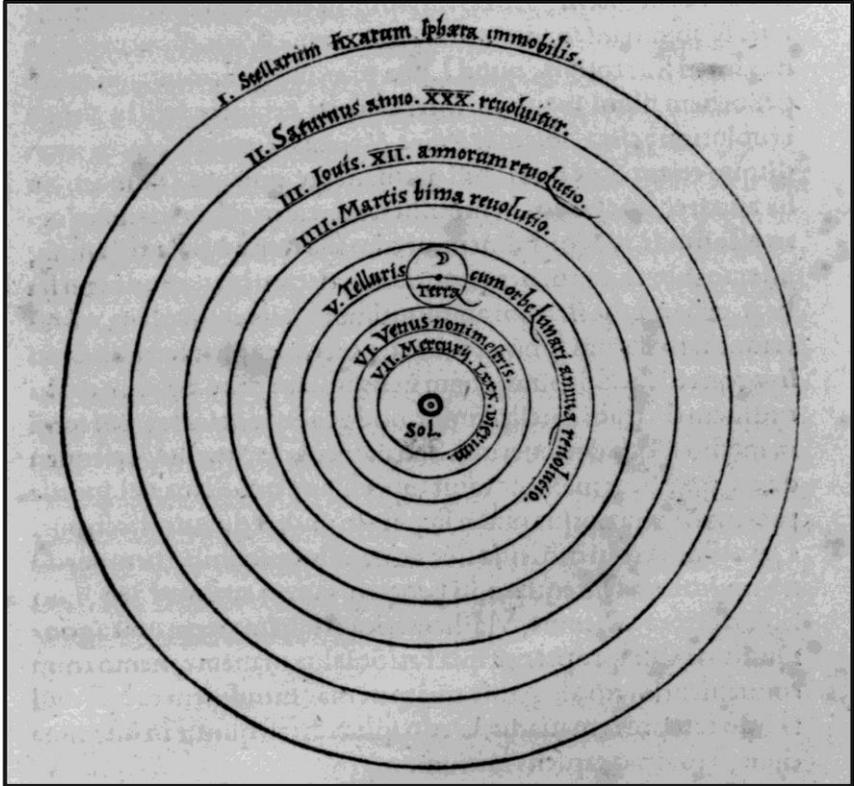
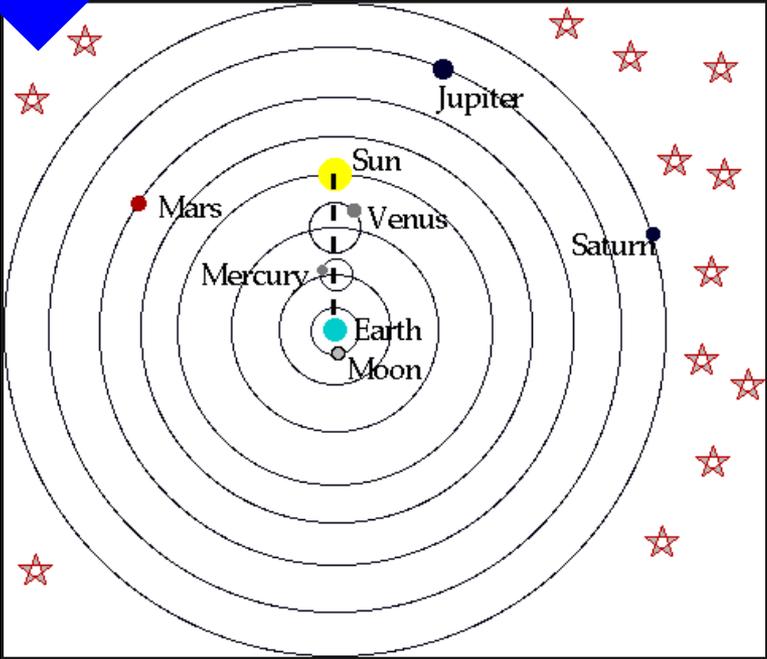


Disruption in how we take out a prostate



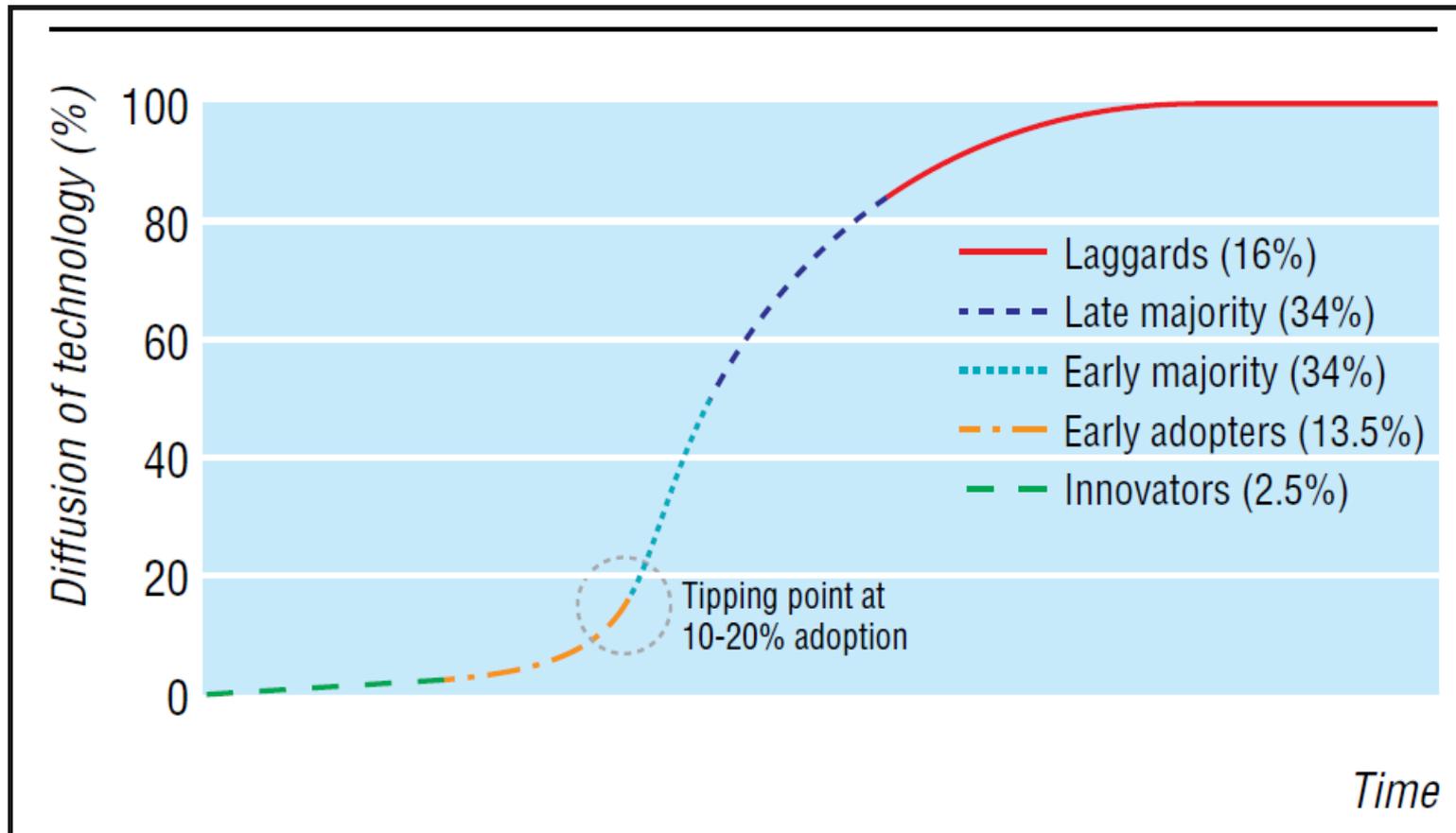
Disruption = a rethink of reality

Geocentric solar system

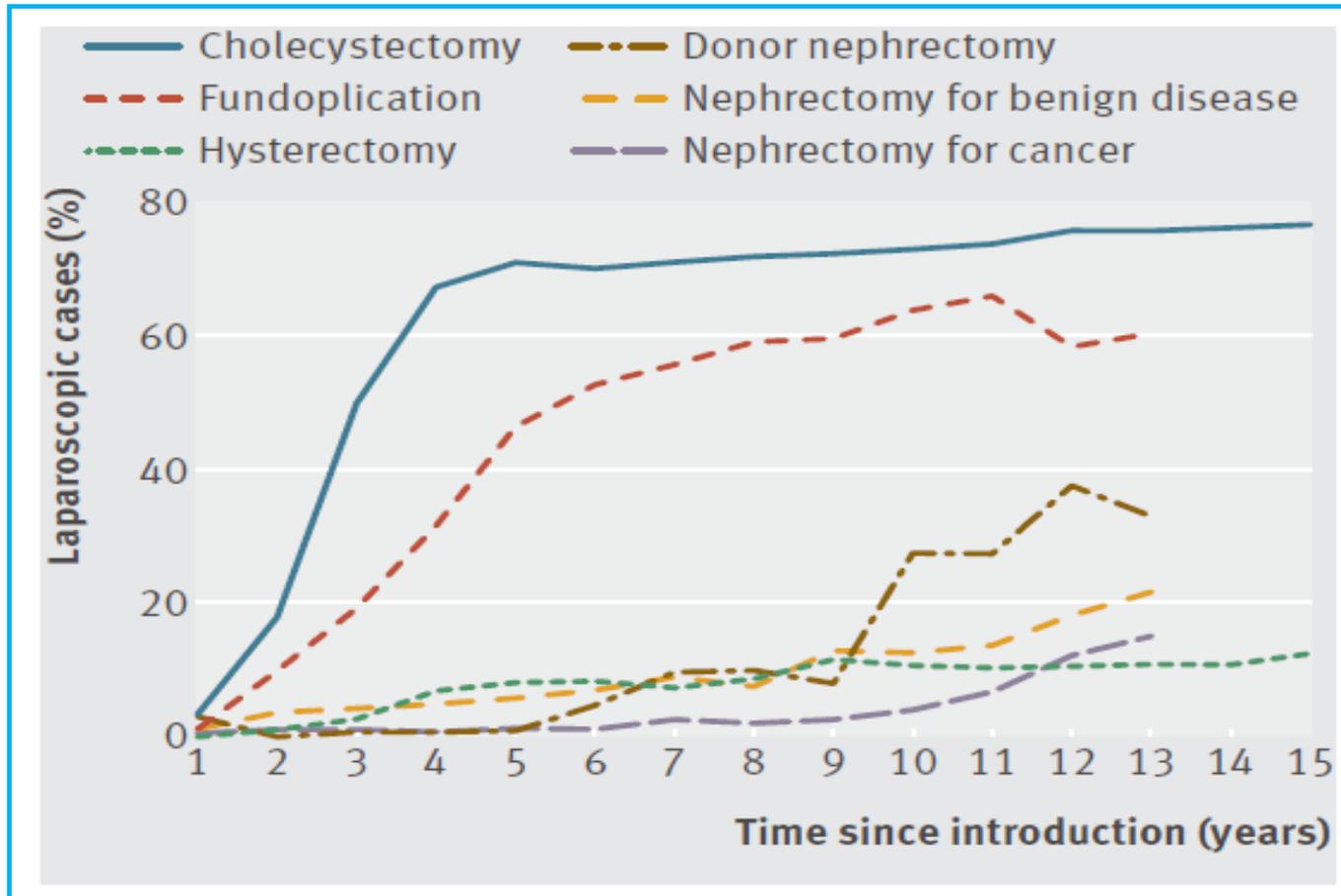


Heliocentric solar system
(‘Copernician revolution’)

Adopting innovation: in theory



Adopting innovation: in practice



Gap between R&D and 'real' life (services)



BELIE MELLOR 2012

ADAPTED FROM AN ORIGINAL BY B. MELLOR

Innovation = change = unwelcome?

- We have beliefs about reasons that drive our behaviour
- We have habits
- When we are asked to change our behaviour these beliefs and habits are challenged

"People don't like to see or hear things that conflict with their deeply held beliefs or wishes.

An ancient response to such bad news was to kill the messenger".

Aronson (1995)
Social psychologist

Ridiculed innovations

Cerf C, Navakky V, The Experts Speak. 1984 – Sacherman J 1997

"Louis Pasteur's theory of germs is ridiculous fiction"

Pierre Pachet, Professor of Physiology, France, 1872

Engineer Robert Lloyd, IBM 1968, commenting on the microchip

"But what hell is it good for?"

"There is no reason anyone would want a computer in their home"

Ken Olson, President of Digital Equipment Corp, 1977

"I laughed till. . . my sides were sore"

Adam Sedgwick, British geologist in a letter to Darwin in regards to his theory of evolution, 1857

"Space travel is bunk"

Sir Harold Spencer Jones, Astronomer Royal of Britain, 1957, 2 weeks before the launch of Sputnik

"Who the hell wants to hear actors talk?"

HM Warner, Warner Brothers Studios, 1927

Scientific American, 1910

"To affirm that the aeroplane is going to 'revolutionize' naval warfare of the future is to be guilty of the wildest exaggeration"

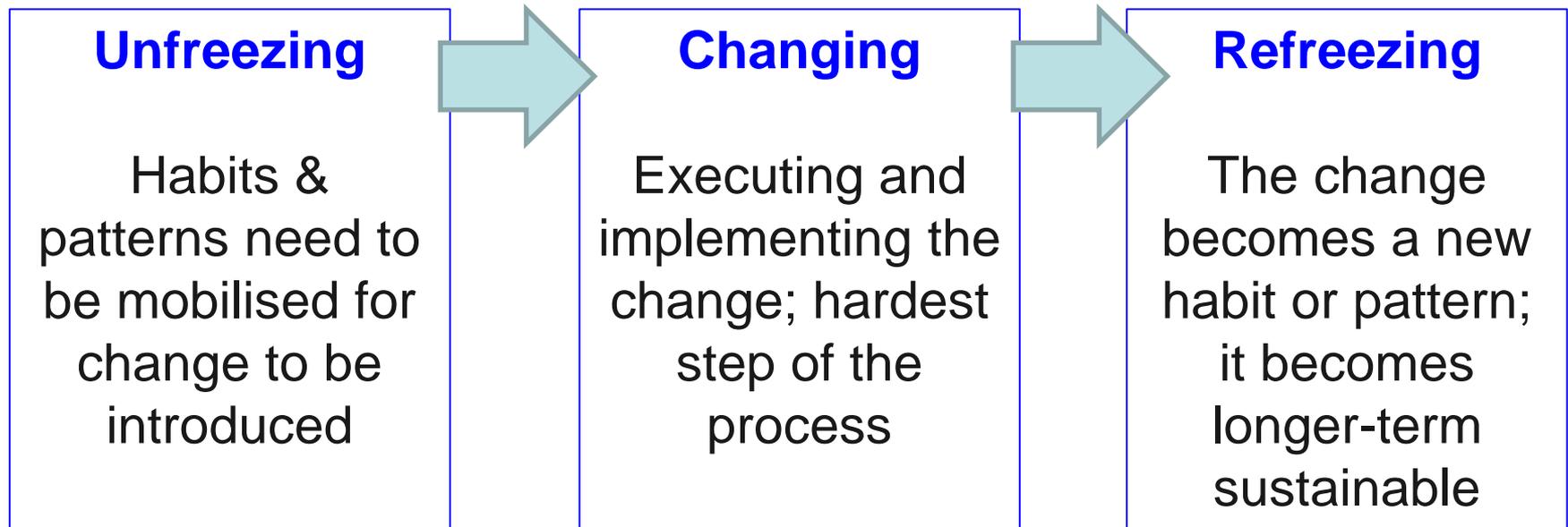
70 years ago... someone developed a theory

- **Organisational change: a difference in form, quality or state over time in an organisational entity** Poole & van de Ven, 2004
- Assumption: all change is difficult and will be met with resistance
- If not planned for sustainability, change can be transient – i.e., short-lived
 - Things will return to prior status quo

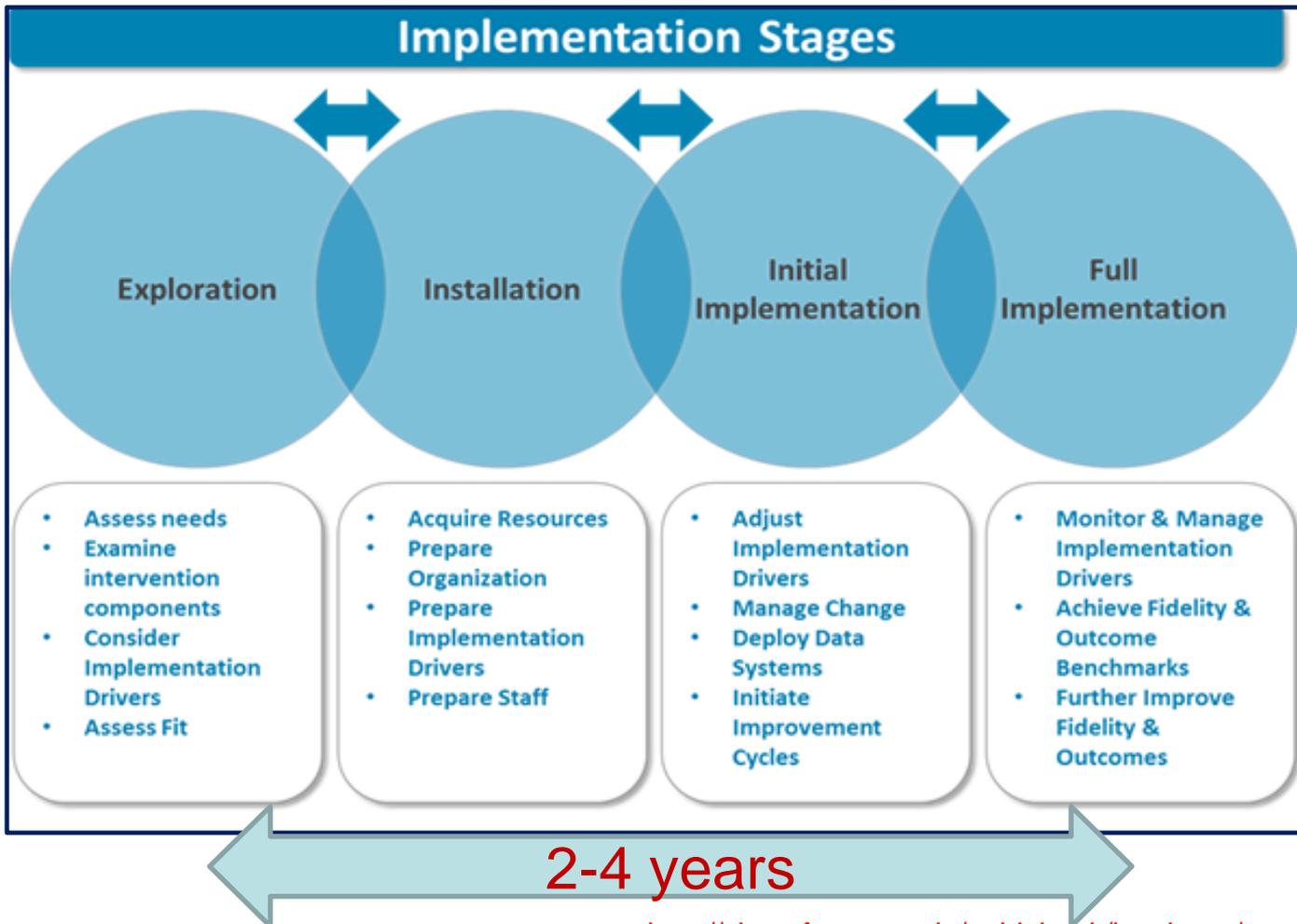


Kurt Lewin, Psychologist

Lewin's 'classic' theory



Key element: change has a time element



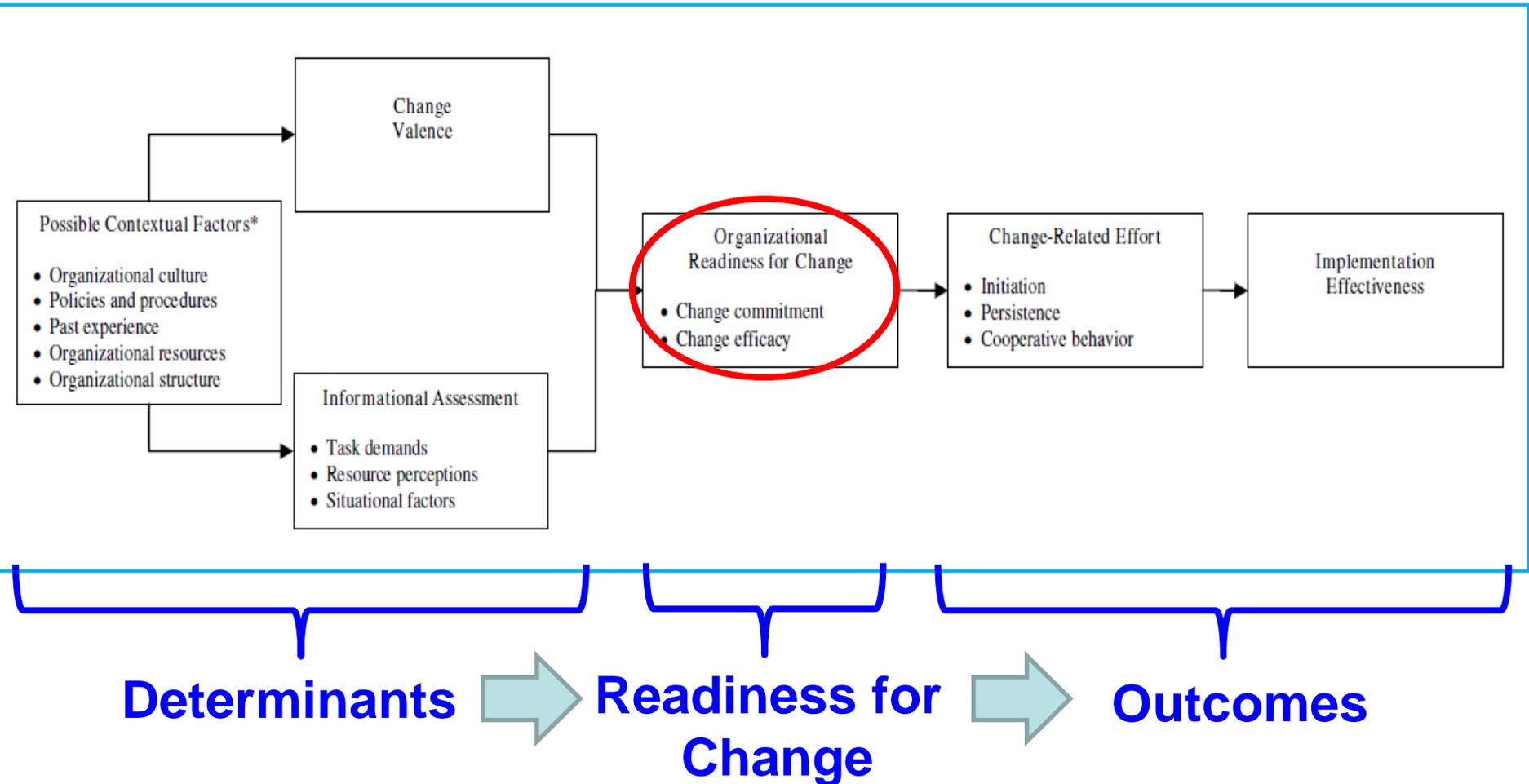
Modern theory: Weiner

- **Readiness for change = change efficacy:** organisational members' shared beliefs in their collective capabilities to organise and execute the courses of action involved in change implementation

Modern theory: Weiner

- **Readiness for change = change efficacy:** organisational members' shared beliefs in their collective capabilities to organise and execute the courses of action involved in change implementation
- Simply: *do we collectively feel we can actually do it?*
- A **psychological** perspective; other perspectives:
 - *Financial*: can we afford to do it?
 - *Infrastructure*: do we have the procedures-systems-estates to do it?
 - *Human resource*: do we have the right people/skills mix to do it?
 - And others

Weiner's model of readiness for change



Organisational Readiness for Implementing Change (ORIC)

1. People who work here feel confident that the organization can get people invested in implementing this change.	1	2	3	4	5
2. People who work here are committed to implementing this change.*	1	2	3	4	5
3. People who work here feel confident that they can keep track of progress in implementing this change.	1	2	3	4	5
4. People who work here will do whatever it takes to implement this change.*	1	2	3	4	5
5. People who work here feel confident that the organization can support people as they adjust to this change.	1	2	3	4	5
6. People who work here want to implement this change.*	1	2	3	4	5
7. People who work here feel confident that they can keep the momentum going in implementing this change.	1	2	3	4	5
8. People who work here feel confident that they can handle the challenges that might arise in implementing this change.	1	2	3	4	5
9. People who work here are determined to implement this change.*	1	2	3	4	5
10. People who work here feel confident that they can coordinate tasks so that implementation goes smoothly.	1	2	3	4	5
11. People who work here are motivated to implement this change.*	1	2	3	4	5
12. People who work here feel confident that they can manage the politics of implementing this change.	1	2	3	4	5

Numerous scales – consult a review & experts

**Over 40 instruments to measure
organisational readiness for change!**

Review

Conceptualization and Measurement of Organizational Readiness for Change

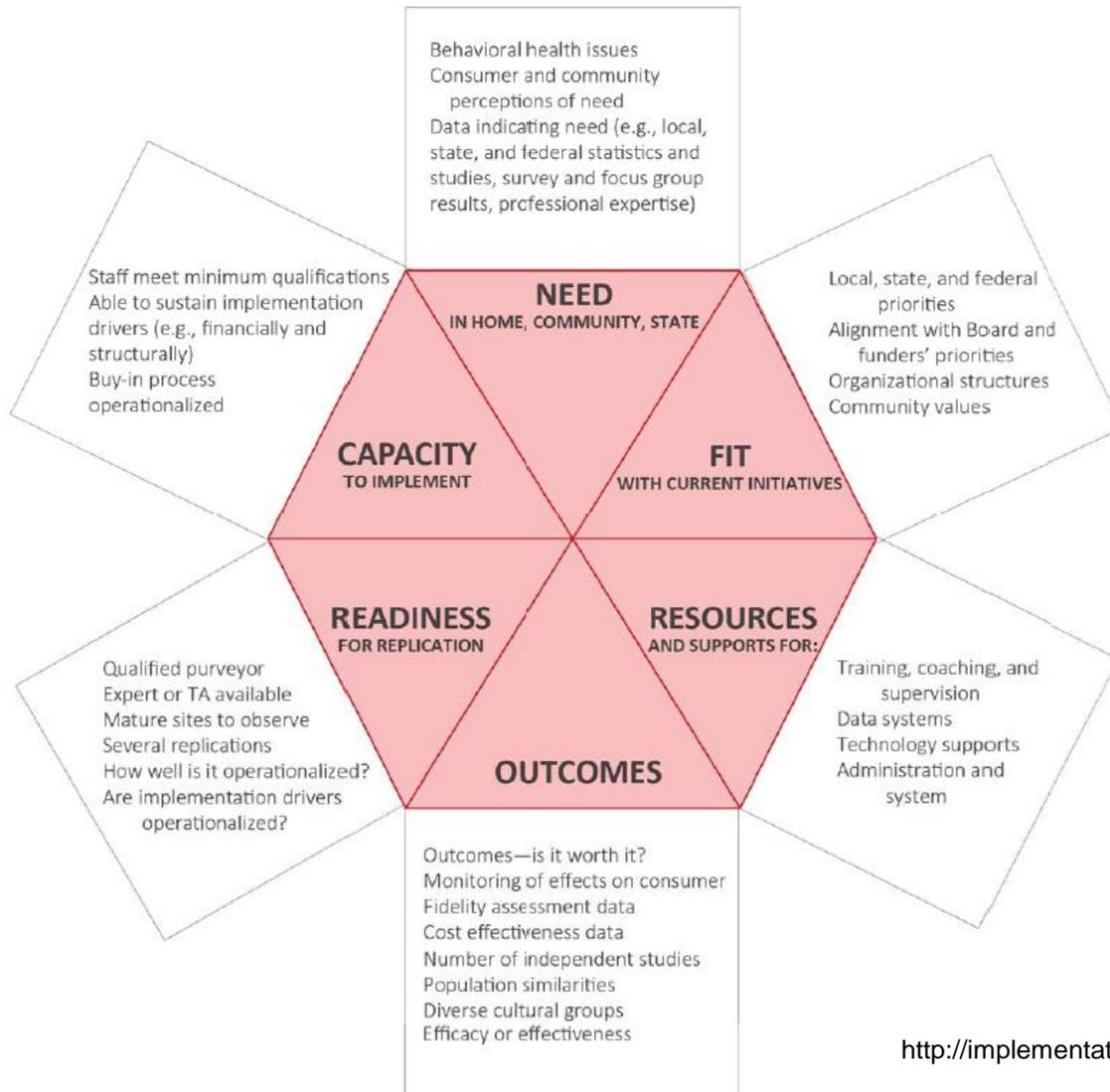
**A Review of the Literature in Health
Services Research and Other Fields**

Bryan J. Weiner
Halle Amick
Shoou-Yih Daniel Lee
University of North Carolina at Chapel Hill

Medical Care
Research and Review
Volume 65 Number 4
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<http://online.sagepub.com>

Planning change: Hexagon tool

- Originally for school interventions, at district level (USA)
- Now used in health contexts



EBP:			
5 Point Rating Scale: High = 5; Medium = 3; Low = 1. Midpoints can be used and scored as a 2 or 4.			
	High	Med	Low
Need			
Fit			
Resource Availability			
Evidence			
Readiness for Replication			
Capacity to Implement			
Total Score			



Guy's and St Thomas' NHS Foundation Trust
King's College Hospital NHS Foundation Trust
St George's Healthcare Trust
South London and Maudsley NHS Foundation Trust



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Your experiences

- Have you tried to introduce an innovation or improvement in your services and faced low 'readiness for change'?
 - How did you know?
 - What were the signs?
 - How did you address it (if you did)?
- Discuss within your tables
- If time allows, we share experiences and discuss as a group