

Change and Implementation at a Glance

Readiness



When organizational readiness is high, effective implementation of a new program is more likely; when readiness is low, change efforts are more likely to fail (Dymnicki, et al, 2014). Assessing and building readiness are an essential part of a successful change and implementation process.

Key Takeaways

- ◆ Readiness refers to the extent to which an organization is both willing and able to put new programs and practices in place (Dymnicki, et al., 2014).
- ◆ A growing body of research points to three components of readiness (abbreviated as R=MC²) (Scaccia, et al., 2015):
 - **Motivation** – willingness to change and adopt an intervention.
 - **General or foundational capacity** – aspects of an organization’s healthy functioning.
 - **Intervention-specific capacity** – conditions needed to implement a particular program or practice effectively.
- ◆ Readiness is multifaceted and dynamic. Agencies should assess, build, and reassess readiness over time.

What It Takes to Get It Done

- Consider factors that contribute to readiness.
 - Determine focus (readiness for change or readiness for implementation of a specific intervention).
- Develop an assessment approach.
 - Select or develop tool(s).
 - Identify participant groups.
 - Plan analysis approach.
- Conduct assessment and analyze findings.
 - Communicate why assessment is important and build buy-in.
 - Identify readiness strengths and areas for development.
 - Use findings for implementation planning and capacity building.
 - Reassess readiness over time.

Commonly Identified Factors That Contribute to Readiness for Implementation¹

Motivation	General Capacity	Intervention-Specific Capacity
<ul style="list-style-type: none"> ◆ Belief that change is needed/valuable ◆ Belief that a selected intervention is: <ul style="list-style-type: none"> ◆ Compatible ◆ Doable/manageable ◆ Important (a priority) ◆ Recognition that the intervention has: <ul style="list-style-type: none"> ◆ A relative advantage ◆ Visible outcomes 	<ul style="list-style-type: none"> ◆ Leadership ◆ Organizational innovativeness/receptivity to change ◆ Culture (shared behaviors and norms) ◆ Climate (staff perceptions of work environment) ◆ Resource availability/use ◆ Supportive structures ◆ Staff capacity 	<ul style="list-style-type: none"> ◆ Leadership buy-in and support ◆ Program champions ◆ Intervention-specific knowledge, skills, and abilities ◆ Implementation supports and structures ◆ Relationships and networks

¹ Adapted from work of Scaccia et al., 2015; this list is not exhaustive of all factors that may contribute to readiness.

Readiness Milestones

- ◆ Readiness has been assessed
- ◆ Strengths and needs have been identified

Once teams assess readiness and discuss findings, they can use that information to inform implementation planning and capacity building.

Need more information on readiness?

Detailed resources are available on the **Change and Implementation in Practice** website at <https://capacity.childwelfare.gov/states/focus-areas/cqi/change-implementation/readiness/>



Indepth **brief** offers step-by-step guidance. Learn the details of how to assess readiness.



Recorded **webinars** feature real world examples. Hear lessons learned and tips from experts and peers.

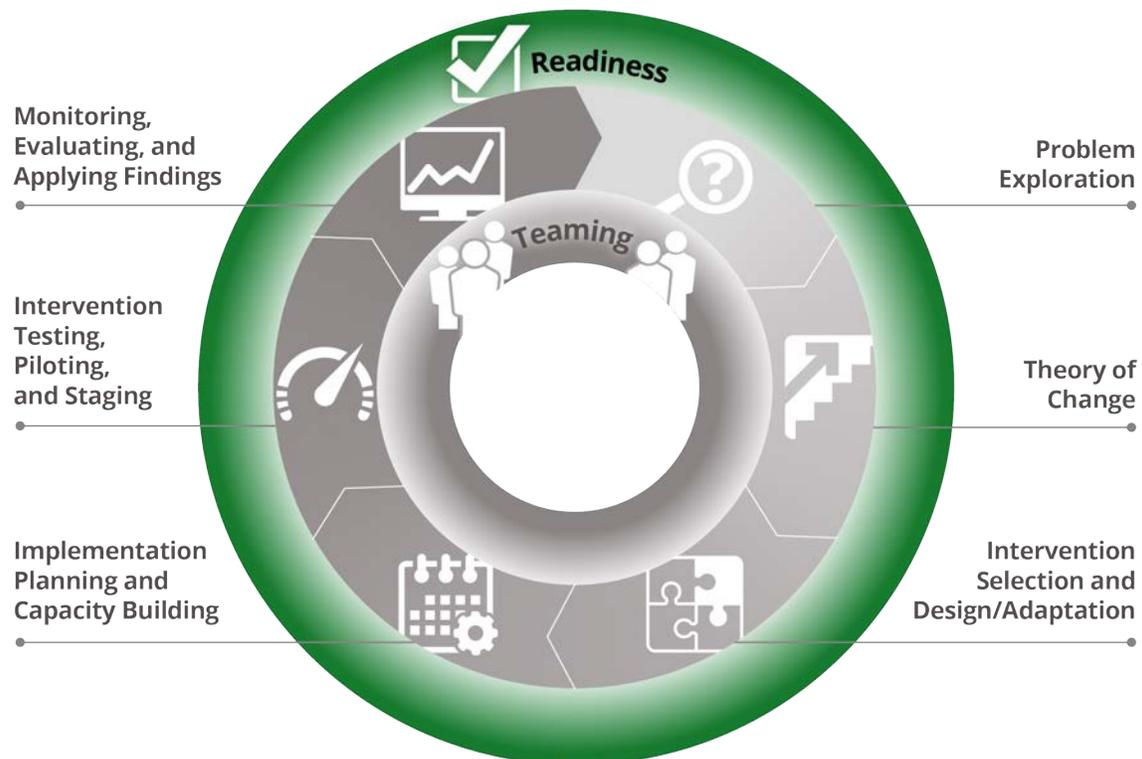


Short **videos** and a workbook reinforce key concepts. Use for training and to start thinking about application in your agency.



Assessment **tool** draws from research on readiness factors. Use for examining readiness for change and readiness for implementation in a child welfare agency.

Key Change and Implementation Topics



References

- Dymnicki, A., Wandersman, A., Osher, D., Grigorescu, V., & Huang, L. (2014). *Willing, able, ready: Basics and policy implications of readiness as a key component for implementation of evidence-based interventions*. Washington, DC: Office of the Assistant Secretary for Planning and Evaluation.
- Scaccia, J. P., Cook, B. S., Lamont, A., Wandersman, A., Castellow, J., Katz, J., & Beidas, R. S. (2015). A practical implementation science heuristic for organizational readiness: R=MC². *Journal of Community Psychology*, 43(4), 484–501.



For resources on other **Change and Implementation** topics, visit <https://capacity.childwelfare.gov/states/focus-areas/cqi/change-implementation/>

