



Child welfare agencies continually strive to achieve better outcomes by developing, implementing, and evaluating practices and programs. Assessing readiness for change is critical to successfully creating and sustaining change in child welfare systems. Such assessments can identify where supports are needed and help agencies set a strong foundation for interventions that address identified problems. This workbook and video series are part of a collection of resources designed to help child welfare agency leaders, managers, and assess agency readiness to put new programs and practices into place. Use this workbook to further your understanding of concepts and prepare to move learning into action with your team.

## Cultivating Skills – Readiness

### Getting Started and Understanding the Readiness Brief

This workbook is designed to support knowledge and skill development as you listen, reflect, and discuss what you have learned throughout the process. Use this workbook to spark ideas and collect your thoughts as you move through the following activities:

1. Reading the “Change and Implementation in Practice: Readiness” brief
2. Watching the video series on the essential functions and considerations for readiness
3. Viewing the recorded readiness webinar, “Motivation and Capacity: Factors that Influence Organizational Readiness”, and discussing it with your team

#### What’s in the Readiness Brief?

*The brief offers an overview of how teams are formed and how they function, including:*

1. Why readiness is important and key terms
2. How to consider the factors that contribute to readiness for change and implementation
3. How to develop a readiness assessment approach
4. How to conduct a readiness assessment
5. How to work together to guide the change and implementation process
6. How to analyze findings and determine next steps

#### How Can It Help You in Your Work?

*The “Change and Implementation in Practice: Readiness” brief offers user-friendly guidance on implementation concepts and their use to support child welfare system and practice improvements. The brief may be used as a foundational tool to support jurisdictions seeking to engage in readiness and support the jurisdiction’s capacity to engage in this process independently in the future.*

Linking the concepts in the series to your everyday work and experiences is an important element of understanding how to use this knowledge and these skills in practice. **Please review the following questions and consider your responses before you view the videos.**

<b>Can you think of a time when you had to make a decision about something and knew you were not ready? What happened?</b>	
<b>Have you ever tried to solve a problem and could not get others engaged in helping you? What did you do?</b>	
<b>Have you ever tried to solve a problem and realized that you may not have everything you needed in order to do so? What was missing?</b>	
<b>What did you do? How did you adjust plans?</b>	

## Video Series

As you work through each video in the series, use the questions and activities in each section to reflect on what you have learned.

### Module 1: Why Assess Readiness for Change and Implementation

During “Module 1: Why Assess Readiness for Change and Implementation,” record your thoughts here:

<b>How does the task of assessing readiness evolve throughout the change and implementation process?</b>	
<b>What strategies have you used or seen in your past work that engaged teams in assessing readiness for change and implementation?</b>	
<b>Think about a time when you knew that you or your team was not ready for a change but knew what you needed to do to get ready (for example, with external priorities like a program improvement plan). Did that make it easier to fulfill those expectations? Think about a time when you did not know what you needed to be ready. How was that experience different for you?</b>	
<b>What are your individual strengths or limitations in supporting readiness assessments for change and implementation? Where would you look for support in building your knowledge and skills in this area?</b>	

After you view “Module 1: Why Assess Readiness for Change and Implementation,” please answer the following additional questions before moving on:

<p><b>Have you or your team ever felt overwhelmed at the competing priorities and new initiatives that are engaged in without seeing significant results? What role do you think readiness may have had in these outcomes?</b></p>	
<p><b>Consider your own experience with engaging team members to complete a readiness assessment. What have been the barriers or challenges you have faced in convincing teams to take the time to assess readiness?</b></p>	
<p><b>What strategies do you think would help team members in completing an assessment to gauge overall organizational readiness? What about intervention-specific readiness?</b></p>	
<p><b>How might the approach for these two assessments be different? Are there any similarities?</b></p>	
<p><b>What questions, if any, do you have about why jurisdictions should engage in assessing readiness for change and implementation?</b></p>	

## Module 2: Consider the Factors That Contribute to Readiness

After you view “Module 2: Consider the Factors That Contribute to Readiness,” please answer the following reflection questions before moving on:

<p><b>In Module 1, we asked you about how overwhelming it can be when agencies continually engage in new initiatives without seeing significant results. How do you think this can impact motivation and buy-in for new interventions? How do you think a more comprehensive readiness assessment might help improve motivation for new initiatives?</b></p>	
<p><b>Consider the factors that influence general capacity. In your experience, which of these factors have had a larger impact on readiness?</b></p>	
<p><b>Consider intervention-specific capacity. In your experience, what is the impact on an intervention’s success when general capacity is not assessed in addition to intervention-specific capacity?</b></p>	

**What questions, if any, do you have about considering the factors that contribute to readiness?**

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### Module 3: Develop an Assessment Approach

After you view “Module 3: Develop an Assessment Approach,” please answer the following reflection questions before moving on:

**Consider the approach for assessing readiness for a long-term change initiative (for example, a strategic plan). What type of assessment approach, including what stakeholders might participate, would be better suited to a long-term initiative at the agency level?**

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**What about for a specific program initiative or intervention? What type of assessment approach, including what stakeholders might participate, might support better understanding of intervention-specific readiness at the program level?**

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**Consider the example in “Module #3: Develop an Assessment Approach.” Does the assessment approach selected seem to align with the agency’s needs? Why or why not?**

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**What questions, if any, do you have about developing the assessment approach?**

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### Module 4: Conduct Assessment

After you view “Module 4: Conduct Assessment,” please answer the following reflection questions before moving on:

**What types of stakeholders should teams include in a readiness assessment? What strategies have you seen that have helped engage key stakeholders in this process?**

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**Consider the variety of perspectives on organizational readiness that a diverse set of stakeholders could contribute to an assessment. What strategies can you think of or have you seen for planning for and incorporating this diversity into an assessment process?**

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**In your experience, have readiness assessments looked at factors on a continuum as described in the video? When teams rated items as fully ready, what kind of data supported this response?**

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In preparing to conduct an assessment, what strategies have you seen to be most effective at communicating the need for the assessment?	
What questions, if any, do you have about conducting readiness assessments?	

### Module 5: Analyze Findings and Determine Next Steps

After you view “Module 5: Analyze Findings and Determine Next Steps,” please answer the following reflection questions before moving on:

In your experience analyzing readiness findings, what strategies have you seen that support prioritizing areas of need and capitalizing on existing strengths to move forward with a change initiative?	
What can help shift the conversation from gaps equaling a stop in progress, to gaps in readiness equaling an opportunity to build support and continue to move forward in an informed way?	
Think about your own experience with assessing readiness. How have the assessment findings been used to support or adjust various change and implementation efforts? What other agency processes or reporting mechanisms could readiness assessment results support?	
Consider the example in “Module #5: Analyze Findings and Determine Next Steps.” Does the team clearly identify the readiness need that they may need to address before moving to implementation? What additional information might help support decisions about next steps?	
What questions, if any, do you have about analyzing assessment findings?	

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