

Creating a Change Readiness Strategy

The goal of this activity is to have participants develop an understanding and appreciation for the importance of preparing an organization and its members for change. This is a small group activity, best done in groups of three or four people.

Directions:

1. Identify a change that will take place or is currently taking place in the participants' organization. You may want to ask the group to identify this change. (approximately 10 minutes)

Examples of changes:

- *Changes in the funds allocation mechanisms for distributing money from the state to the local level for provision of MCH services (e.g., formula allocation is replaced with performance-based contracts)*
- *Changes in the acceptable uses of funds (e.g., the CSHCN program has long provided grants to tertiary hospitals for clinic support but now expects funds to be used more explicitly for outreach and infrastructure building)*
- *Relocation of the MCH unit (or subunit) into another agency or administration*
- *Other changes in the organizational structure (e.g., creation of multi-disciplinary teams, agency or program reorganization)*
- *Other changes in the organizational culture (e.g., shifting priorities, performance reporting within the agency, new expectations for collaboration, professional development, or quality improvement)*

2. Have the participants break into small groups to develop a "readiness strategy" for this change using the "change readiness strategy worksheet" on the following page. Give the groups about 30 minutes to work. (approximately 30 minutes)

3. Bring the groups back together to discuss their work. (approximately 20 minutes)

Suggested discussion questions:

- What do you think is most challenging about creating a readiness strategy?
- How do you create a readiness strategy that will help diminish resistance and build acceptance of the change?
- What recommendations do you have for ensuring all stakeholders are on board with the change?
- Given that "people will resist change" even when it will be beneficial to them, what are your recommendations for dealing with their resistance?
- What is the most useful "take away" about change and how you react to it that you have gained from this learning experience?

