Change and Implementation in Practice

Webinar Discussion and Activity Guide

Readiness

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. This guide and recorded webinar are part of a collection of resources designed to help child welfare agency leaders, managers, and stakeholders assess agency readiness to put new programs and practices into place. Gather your staff to watch the "Motivation and Capacity: Factors that Influence Organizational Readiness" webinar to learn about using a structured approach to understand organizational readiness, determine the best way to assess it, and identify and overcome barriers to assessment. Then, use this guide to facilitate discussions and lead your team to move learning into action.

Get Ready

Before viewing the webinar, prepare your team by sharing the "Change and Implementation in Practice: Readiness" brief to build a common understanding of the key concepts and terms related to readiness. Individuals can use the short readiness videos and workbook to reflect on the readiness assessment process and prepare for team discussions. Ask group members to compare their experiences planning or implementing something new with the structured approach described in the brief. As a group, identify the benefits and challenges of using a structured approach to assess for readiness. Consider the benefits and challenges for the agency, for families and children, and for each team member.

Help your team connect to concepts by asking members to think about these questions first and to make notes as they watch the webinar:

▶ Think about a time you had to make a change or implement something new but you or your team was not ready. What happened?

▶ Have you ever tried to solve a problem and could not get others engaged in helping you? What did you do?

▶ Think about a time when you began to work through a plan to solve a problem and realized midway that you didn't have everything you needed in order to be successful? What was missing? How did you adjust your plan?

Dive In

Watch the recorded webinar "Motivation and Capacity: Factors that Influence Organizational Readiness." The webinar explores the factors that influence readiness, how to conduct and analyze a readiness assessment, and common mistakes and strategies to avoid them.

Pause the video after the Putting Readiness Into Practice slide, when the presenters discuss their experiences in the field. Ask your team:

▶ In your experience, what are the biggest challenges to engage and sustain stakeholder involvement in readiness?

▶ What other strategies have you seen used to engage and sustain stakeholder involvement in readiness?

Continue viewing and make note of the responses from presenters and webinar participants.

Talk About It

After viewing the webinar, allow your team to reflect on their notes. Lead a conversation about the structured approach to readiness assessment, common missteps, and strategies to avoid them.

Select questions to spark dialogue and move toward action.

- What was the biggest takeaway from the webinar?
- Thinking about past initiatives, when have we used a structured process like this to assess for readiness before implementing changes?
    - Were we successful in identifying agency strengths where we were fully ready to support change?
    - How did we identify and address gaps in areas where we were not fully ready?
    - What challenges did we encounter? How did those influence the change implementation process?
    - What were our strongest areas?
    - What could we do differently?
- What, in your experience, are some of the barriers that prevent adequate readiness assessment?
- What are some strategies to overcome these barriers?
- What effective strategies have you seen to engage a diverse set of stakeholders in assessing readiness?
- How can we plan and prepare for a wide variety of responses on readiness when diverse stakeholders are involved?

    R=MC2 (Readiness equals one part motivation and two parts capacity.)

- Thinking about specific change initiatives on the horizon:
    - How might assessing motivation (willingness or desire to change) impact implementation?
    - How might assessing general/foundational capacity (leadership, resources, staff skills and abilities, communication, partnerships) impact implementation?
    - How might assessing Intervention-specific capacity (leadership support, champions, interagency relationships) impact implementation?

> **Recipe for Motivation**
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> Build your case for taking a "manageable risk" on making a change by using these strategies.
>
> **Prioritization:** Communicate why change is needed
>
> **Manageability:** Offer easy-to-follow steps
> **Compatibility:** Embed interventions into existing structures or practices
>
> **Relative advantage:** Communicate why the change is better than current practice
>
> **Visibility of outcomes:** Share data and initial successes to build buy-in and encourage motivation

> **Take the first step:**
> - What would it take to start using a structured approach to assessing readiness?
> - What next steps could our agency take to begin assessing readiness to manage change?
> - What strategies can we use immediately to improve practice?

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