



Organizational readiness to change assessment

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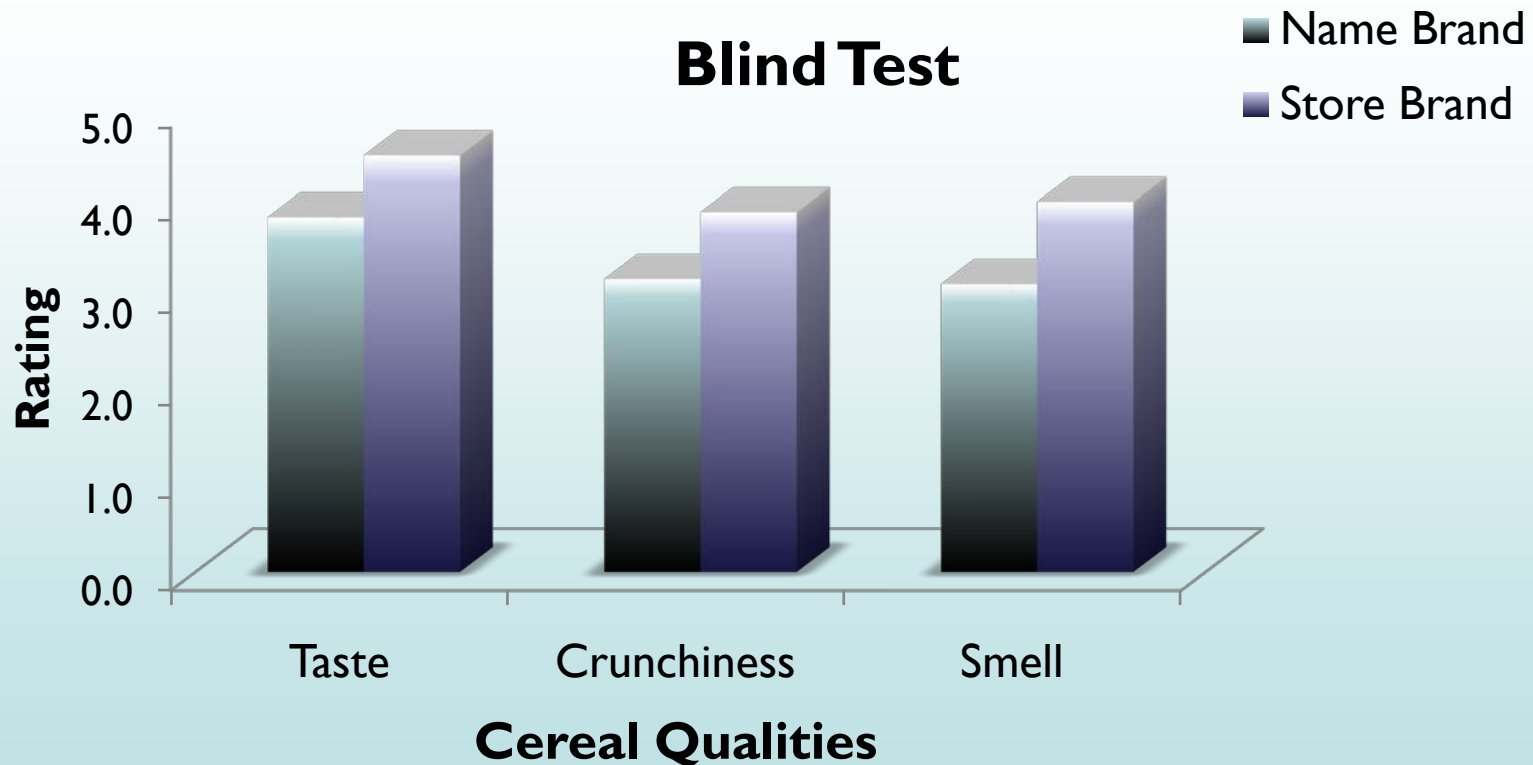
Issues and Efforts to Address

- Limited criterion validity and limited examples of use to guide implementation activities.
- **Concern over high correlation between context and facilitation scales.**
- Considered too long by some operations users.

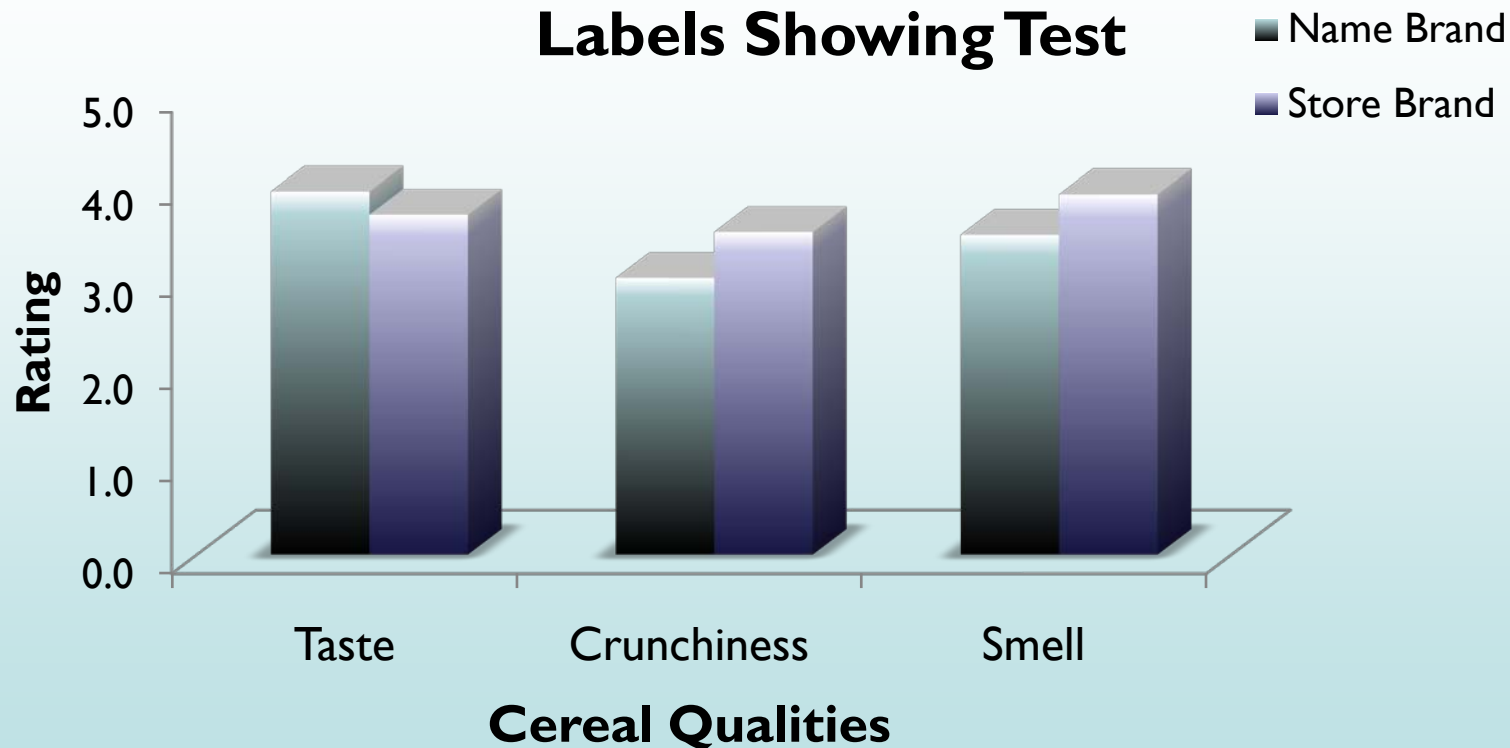
Halo effect

- “basic human tendency to make specific inferences on the basis of a general impression” (Rozenzweig 2007:7)
- Organizational constructs such as leadership, culture, climate, readiness to change and teamness may be particularly susceptible:
 - Inferred, not directly observed
 - Are relative
 - Have strong, popular normative connotations (e.g., there is generally no such thing as positive “weak leadership”)

Kayla Braverman's cereal experiment



Taste inferred from brand



What are we doing?

- Criterion validation using prospective, independent measures of implementation
- Criterion validation of theoretically congruent intermediary outcomes
 - Does evidence scale correlate with perceptions of validity of the EBP change?
 - Does resource scale correlate with implementation resources?
- Discriminant validation to test if ORCA scales are distinct from measure of job satisfaction

Citations

- Braverman, Kayla Levin . “Name Brand vs. Store Brand.” 5th Grade Science Fair, Seattle Jewish Community School, Seattle Washington. Teacher, Karlana Carpen. March 11, 2010.
- Cooper, W. H. (1981). "Ubiquitous Halo." Psychological Bulletin **90(2): 218-244.**
- Rosenzweig, P. (2007). "Misunderstanding the Nature of Company Performance: The Halo Effect and Other Business Delusions." California Management Review **49(4): 6-20.**