Organizational change readiness and resistance: Models, frameworks, and theories

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Disclosure Statement

I have no affiliation (financial or otherwise) with a pharmaceutical, medical device, or communications organization

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Definition

- Organizational readiness for change refers to an organizations members change commitment and change efficacy to implement a change

  - High org. readiness can facilitate an org. change effort
  - Low org. readiness can lead to resistance to change

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Objectives

- Identify major models, frameworks, and theories (M/F/T) on organizational readiness and resistance

- Reflect on the potential value of these M/F/Ts for public health practice

Methodology

Search strategy

- Broad review level search
- Supplemental searches
  - Targeted search
  - Reference lists
  - Google scholar
- Outreach to key informants

Databases searched
Business Source Complete
ABI/Inform Complete
Web of Science
Medline
ERIC

Methodology

Data extraction

Facets	
Perspective of change	Model/Framework/Theory*
Level of change	Level of knowledge needed
Nature of change	Applied in a health setting
Type of organization	Measurement
Change agent	Visual diagram
Stage in the change process	Outcomes

*M/F/T classified according to: Nilsen, P. (2015). Making sense of implementation theories, models and frameworks. *Implementation Science*, *10*(1), 53.

Preliminary findings

- 54 Models/Frameworks/Theories
    - 16 organizational readiness
    - 38 organizational resistance
- Examples:

Readiness
- Factors relevant in creating readiness for change (Armenakis, et al., 1993)
- Multilevel framework of the antecedents and consequences of readiness for change (Rafferty, et al., 2013)

Resistance
- Ten reasons people resist change (Kanter, 1985)
- Mode and response to change (Graetz, 2006)

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Preliminary findings

Facets	
Perspective on change	Positive, **+** neutral, negative
Level of change	**+** Individual, **+** individual + organizational, **-** organizational
Nature of change	**+** Planned change, **-** emergent change
Type of organization	**+** Hierarchical, **-** flat
Change agent	**+** Top-down approach, **-** bottom-up approach
Stage in the change process	**=** Planning, implementation
Model/Framework/Theory	**=** Model, framework, theory
Level of knowledge needed	**-** Novice, **+** intermediate, **+** expert
Applied in a health setting	**+** Yes, **-** no
Measurement	To assess the M/F/T: **-** yes, **+** no
Visual diagram	**-** Yes, **+** no
Outcomes	**-** Clear, **+** unclear, **+** not mentioned

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Summary/Looking forward

- Many different M/F/T available

- Help support larger organizational change project
- Look next to: attitudes toward change

Questions?

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