

Change Readiness Report

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PSYC 5334: Change and Organizational Development

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10/7/2017

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Executive Summary

The body of literature that addresses organizational change highlights the importance of assessing an organization's readiness for change prior to implementation of change initiatives. Under investigation in this article is the readiness for change at a regional academic health center. Twenty-six participants, most of whom were employed within the health center's Human Resources department, were assessed using the Melbec Readiness for Change survey. The results of the assessment indicate that the Human Resources department of the health center is recommended / or is not recommended to facilitate the discussion of the organization's readiness for change.

Introduction

Numerous studies have been conducted on various facets of change, and the readiness of organizations to introduce change. Organizational change is about the process of changing an organization's strategies, processes, procedures, technologies, culture, and the effect of such change on the organization. In light of this, change agents must minimize harm to the organization in such a way that it also minimizes employee resistance in the process. Typically, it is not the change itself that is difficult to accomplish; the difficulty often lies in the willingness of employees to change in the first place. Change on the organizational level can include external or internal circumstances. Therefore, the data gathered from the organization can depend on the people within but also the environment and location. This process of analyzing change in the organization can be conducted through observation, interviewing, and assessments and surveys. This adaptive process helps improve the system functioning and also establishes an alignment with the goal and strategy of the organization. It is important to seize opportunities from which to grow so the change process allows organizations to expand their capabilities and activities to match their market situation. There are many types of organizational change ranging from planned to unplanned, developmental change, transformational change and others. In the current study, a team of Industrial/Organizational Psychology graduate students will leverage the Melbec Readiness Survey on employees at a regional academic health center to assess their readiness for change.

Organizational Background

The primary mission of the organization focuses on health sciences education, medical research and medical care. Due to this organizational objective, the employees are faced with the task of changing frequently and rapidly. This need for change comes with new pressures that

arise in the external market and through breakthroughs in medical research. The Melbec Readiness Survey offers an idea of how malleable the selected department is in contributing towards the organization's objective and changing to meet patient needs.

Melbec Readiness Survey

The Melbec Readiness Survey is a brief questionnaire that assesses how ready a department or organization is for change. It is part of a larger program that takes course over several days and was developed as a way for organizations to take a snapshot of the organization's change readiness and to facilitate a discussion based on the survey results. This survey is not intended to be a diagnostic tool. This tool was selected for this organization as a means to start a conversation about the department's readiness for change and about the barriers they face. The goal of this study was to assess a department in the organization to see how much it is contributing towards the organization's goals through being ready for change.

Methods and Analysis

The survey was administered to 26 participants at the selected organization. The Melbec Readiness Survey has six columns in which a participant indicated whether or not they strongly agreed with the statement or disagreed with each statement. Only numbers were displayed next to the questions and strongly disagree was coded as a one, while strongly agree was coded as a six. From there, the grand total was calculated by adding the subtotals for each column, and then finding the grand total by adding all of the subtotals together. The grand total was then translated to one of three categories: red, amber, or green. The red category represents a high risk, meaning the organization will probably not respond well to significant change. Orange is the potential risk, where the organization might consider addressing the areas where you scored poorly. Lastly Green stands for a low risk, where the organization is well placed to respond to change. These categories

represent the organization's readiness for change and were plotted in a frequency distribution to better visualize the organization's readiness for change.

Findings

The average years of service of the participants was found to be 8.79, with a range from 1 to 33. The majority of the respondents reported working in the human resources department at the selected organization. As such, the Melbec survey will provide an idea how ready for change the human resources department during the time period the surveys were collected. The average grand total calculated was 72.88, which falls under the amber category of the survey.

Total Departmental Results

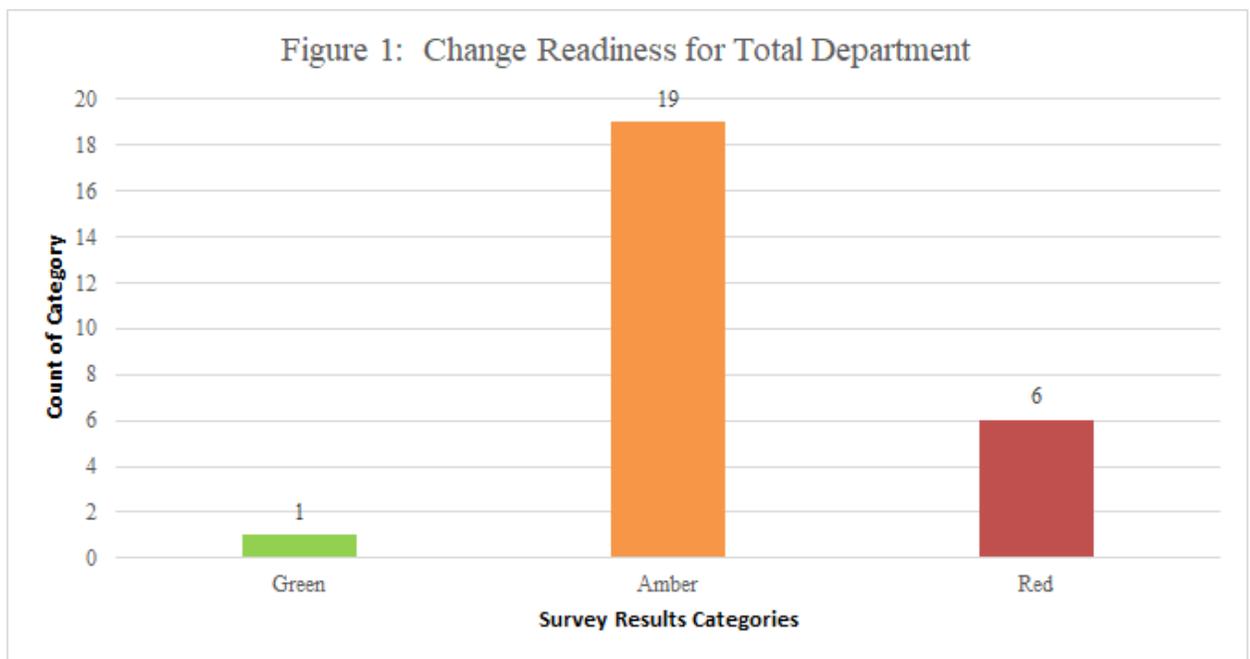
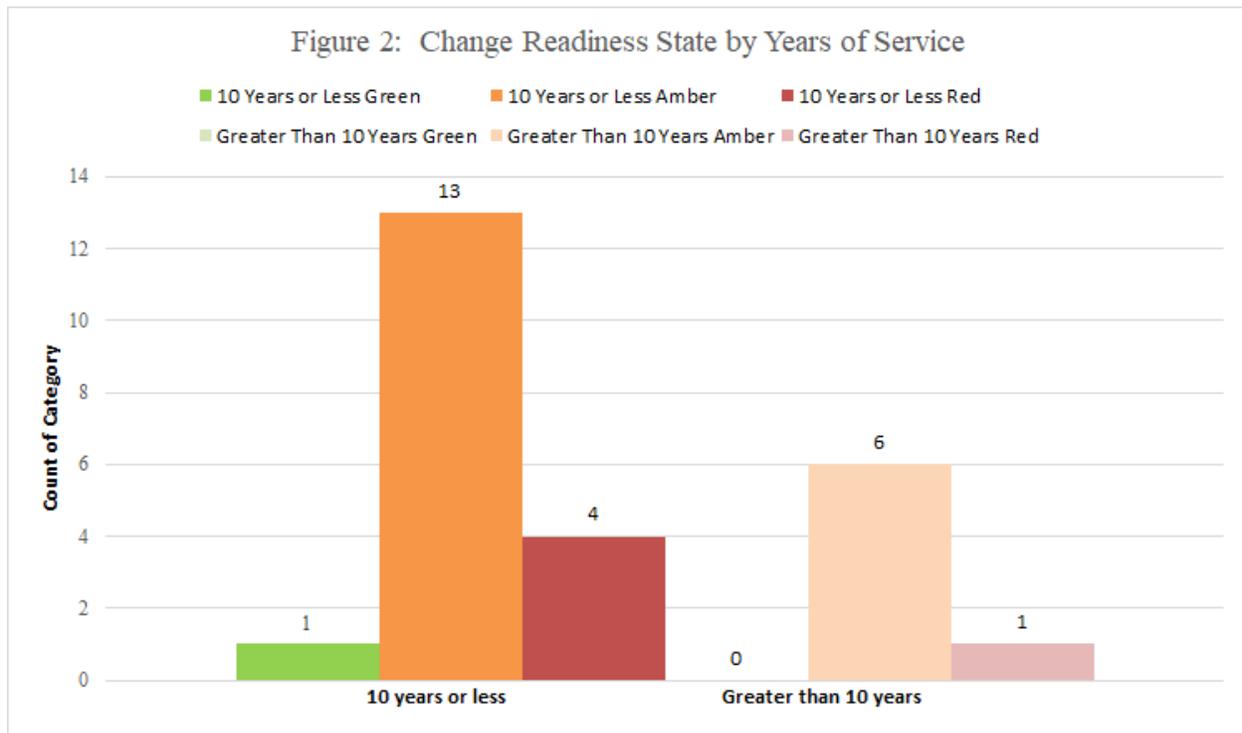


Figure 1 shows the distribution of the scores. The results of the survey showed the majority of the results categories were amber range, then red, and finally, green. The amber category shows that the department is a potential risk in their change readiness at this current period of time.

Results by Years of Service



The results were then grouped by years of service categories to see if there was difference based on seniority. Figure 2 shows the results grouped by 10 years of service or less, or greater than 10 years.. There were no changes by grouping the grand totals by years of service.

Discussion of Results and the Next Step

Survey Limitations

The Melbec survey was intended to be used as a tool to facilitate discussion and not to be used to diagnose underlying problems. As such, looking at only the human resources department at the selected organization only give an idea of how ready the department is to begin a discussion about change. The results of the Melbec Readiness Survey show that the department

needs to begin their discussion about their barriers to change and focus on these barriers before attempting as change initiative. This raises the question if this is survey is a reflection of the department alone, or if it is reflective of the organization as a whole. The survey would need to be distributed to other departments in the organization to see if this is true. One limitation of this study was the size of the sample. The organization chosen has around 13,000 employees and a sample size of 26 is not adequate to get an idea of how ready the whole organization is for change. However, focusing solely on the human resources department also raises some questions about how effective a change initiative would be if the department that would most likely be involved with the initiative itself is not ready for change.

The Next Step

The organization that was surveyed can attempt to improve their change readiness through starting a dialog with the individual in the department and look at where they scored poorly on the survey. Starting a discussion on the matter is the first step into initiating readiness for change, and can help alleviate some initial resistance to change. This discussion can be facilitated through a question by question breakdown of the survey results to better address the weak areas while highlighting the positive or strong areas.

References

Melbec (2007) *Change Readiness Questionnaire* [Measurement instrument]. Retrieved from

http://melbecdevelopment.co.uk/pdf_resources/pdf/Change%20Readiness%20Questionnaire.pdf