



SWK456/556 GENERALIST
PRACTICE WITH GROUPS,
ORGANIZATIONS, AND
COMMUNITIES

Chapter 13: Organizational Change

- Organizational change can range in scale from *large to small* and from *short-term to long-term*.
- What are some examples of possible organizational change efforts (either from the textbook OR from your experiences in organizations?)
- After completing the engagement, assessment, and planning processes, social workers and allies can form a *working group* of people who are willing to work toward organizational change. This working group will need to (this serves as a 'framework for organizational change'):
 - consider possible solutions,
 - develop a proposal for change (i.e., intervention),
 - select a detailed organizational intervention strategy,
 - and help lead the implementation, termination, and evaluation of the intervention.



Self-Learning Approaches:

rational; seek and use evaluative feedback from internal and external sources.



The Systems Model: a change in one area will lead to changes in other areas; be ready to facilitate such secondary and tertiary changes.



Perspectives on Power: shared power vs. strategic power (limited resources).

Three Approaches to Organizational Change

When social workers practice with organizations, they rarely use only one approach or model to facilitate organizational change.

The Structure of Change Proposals

Policy: A formally adopted statement that reflects goals and strategies or agreements on a settled course of action.

Program: Prearranged sets of activities designed to achieve a set of goals and objectives.

Project: Similar to programs but have a time-limited existence and are more flexible so that they can be adapted to the needs of a changing environment.

Personnel: Persons who are in interaction within the change arena.

Practice: The way in which organizations or individuals go about doing business. Practices are less formalized than policies and may be specific to persons or groups.

Strategies (with Tactics) for Organizational Change

Collaborative: Decision-makers and the working group agree (or are easily convinced to agree) that change is needed and that resources must be allocated for a change.

- Implementation
- Capacity Building (Participation, Empowerment)

Campaign: Decision-makers are willing to communicate with the working group but do not agree that a change is needed or that resources are needed for a change.

- Education
- Persuasion (Co-optation, Lobbying)
- Mass Media Appeal

Conflict: Decision-makers oppose change and/or allocation of resources and are unwilling to communicate with the group working for change.

- Bargaining and Negotiation
- Group Actions



Challenges to Implementation

Implementation is an important step in the change process; it is one thing to propose change, and another all together to implement and monitor the proposed changes.

Staff Member Resistance
(change is hard!)

Generality of the Change
(vague policy statements)

Organizational Supports (low levels of support)

Process Evaluation: A process evaluation focuses on the degree to which the change effort went well. For example, did the group have a sufficient number of persons for the work involved? What methods were used to recruit persons to the group? If evaluating a program, a process evaluation could focus on whether sufficient resources were available for the program, the ways in which decisions were made, or whether there was sufficient and timely communication between staff members implementing a program.

Outcome Evaluation: An outcome evaluation focuses on specific results that the effort achieved. Questions to be answered may be: did the group successfully arrange meetings with decision-makers? Create educational materials? Were there any policy changes? Were new programs or projects created as a result of policy changes? An outcome evaluation for a program focuses on the results of program efforts. For example, did support groups meet? Were educational trainings held? The objectives for the program should be reviewed, and success in their achievement should be noted.

Impact Evaluation: An impact evaluation reviews the impact of the efforts, such as individual or community-level behavioral changes (Edwards & Yankey, 2006). For example, in relation to advocacy efforts, is there a new decision-making process in the organization that is more participatory? Have clients or community members experienced behavioral or social changes as a result of a new policy, program, or project? Have specific changes occurred in the community, such as decreased graffiti in public areas or increased involvement in community programs?

Three Types of Evaluation

Termination of a change effort can occur after a change proposal has been accepted or after the implementation of the change.