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Theory and methods for understanding organisational change: findings from the evaluation of a state wide health promotion programme.

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Context

- Participation in Sport and Active Recreation (PICSAR) program evaluation 07-11,

- Evaluation of 61 projects over 3 years,

- Funded organisations are diverse,

- 10 State Sporting Associations (SSA) out of a sub sample of 22 PICSAR funded organisations,

- PICSAR 07-11 funding requirements, arrangements and goals changed.

Evaluation questions

- Was there capacity building in organisations?

- Did understanding of the benefits and barriers increase?

- How did organisations and community groups change so they could provide increased opportunities?

- Did they provide increased opportunities?

Evaluation questions continued

- Did participation by disadvantaged groups increase?

- How did the program impact on the viability of S&R organistations?

- Are changes achieved likely to be sustained?

- Are the changes likely to contribute to health and wellbeing outcomes?

Triangulated data sources

- Project manager interviews,

- Partner interviews,

- Senior manager interviews,

- Team member interviews,

- Club leader questionnaire.

Data collection methods

- Semi-structured, one to one interviews (face-to-face and telephone),

- Group interviews,

- Progress reports,

- Organisational change recipients belief scale (OCRBS),

- Field notes,

- Member survey.

Leading change

1. Establish a sense of urgency,
2. Create a guiding coalition,
3. Develop a vision and strategy,
4. Communicate the change vision,
5. Empowering broad based action,
6. Generating short term wins,
7. Consolidating gains and producing more change,
8. Anchoring new approaches in the culture.

Source: (Kotter, 1996).

Group dynamics and forces

- Change is a constant with forces,

- Change initiatives to focus on groups,

- Lewin's 3 Step Model of organisational change:

  - Unfreezing (dissatisfaction)

  - Moving (action and research)

  - Refreezing (institutionalisation)

Source: (Lewin, 1951; Lewin, 1952).

Organisational culture

- Measuring culture,

   - Artifacts

   - Espoused beliefs and values

   - Underlying assumptions

-Repeated experiences of success or failure.

Source: (Schein, 2004).

Capacity building

- Organisational Development,

- Workforce Development,

- Partnerships,

- Resource Allocation,

- Leadership.

Source: (NSW Health, 2001).

Organisational learning

- Theories-in-use (govern behaviour),

- Single loop learning (detection and correction),

- Double loop learning (critical scrutiny, beyond existing parameters),

- Beneficial for analysis and interpretation.

Source: (Argyris & Schön,1978; Argyris & Schön, 1996)

Change recipients belief

- OCRBS process
    - Redevelopment
    - Point of use
    - Data analysis
    - Interpretation

Source: (Armenakis et al., 2007; Herscovitch & Meyer, 2002).

Summary

- Implications (systematic application),
- Challenges (evolution of the evaluation and adaptation),
- Moving forward (embedding in analysis).

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Contact details;   **Thank you!**

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