

CASA Peer Coordinator Model: Annotated Bibliography of Additional Resources on Implementing and Managing Systems Change

Recent publications, research, and reports on planning, implementing, and evaluating systems change in child welfare and other human service systems.

Adaptive Leadership

This article from Creelman Research defines and captures the essence of the challenges and rewards of asserting Adaptive Leadership in environments which may be hostile to change. It provides a summary of Ron Heifetz's new book, *The Practice of Adaptive Challenge*. <http://westpac.fmhi.usf.edu/docs/AdaptiveLeadership.pdf>

ADKAR Model: A change management tutorial series

Describes the building blocks of the ADKAR model and describes how to build Awareness, create Desire, develop Knowledge, foster Ability and Reinforce changes in an organization. <http://www.change-management.com/tutorial-adkar-overview.htm>

Awake at the Wheel

This article posits three types of systems change and the need for a conscious approach to move beyond developmental change to transformation. Such requires personal changes and ongoing pursuit of learning for both leaders and the workforce.

<http://westpac.fmhi.usf.edu/docs/Awake%20at%20the%20Wheel%20article.pdf>

Building Upon the Theory of Change for Systems of Care

This paper outlines the organizational philosophy of systems of care for children with serious emotional disturbance and their families and expands the theory of change underlying systems of care to enhance understanding of what they can be expected to accomplish.

<http://westpac.fmhi.usf.edu/docs/lv1arios%20Article.pdf>

A Closer Look

This series of short reports provides information that communities nationwide can use in planning, implementing, and evaluating effective child welfare driven systems of care, and is intended as a tool for administrators and policymakers leading systems change initiatives.

<http://www.childwelfare.gov/svstemwide/service/soc/communicate/initiative/closerlook/>

Critical Factors in Systems of Care Implementation

This issue brief presents cross-site patterns of system implementation. These patterns emerged from the analysis of locally identified implementation factors that stakeholders considered critical to system of care development, and are grouped into four categories: Values and Beliefs Factors, Goals Factors, Structures Factors, and Information Factors. <http://westpac.fmhi.usf.edu/docs/2CriticalFactors.pdf>

Implementation Research: A Synthesis of the Literature

This monograph describes the current state of the science of implementation, and identifies what it will take to transmit innovative programs and practices to mental health, social services, juvenile justice, education, early childhood education, employment services, and substance abuse prevention and treatment.

http://www.fpg.unc.edu/~nirn/resources/publications/Monograph/pdf/Monograph_full.pdf

Kotter's 8- Step Change Model

Describes Kotter's eight-step change process from his book, "Leading Change," published by Harvard Business School Press, 1995. http://www.mindtools.com/pages/article/newPPM_82.htm

Leadership Qualities in Successful Systems of Care: The Role of Leadership in System Implementation

This issue brief identifies four factors critical to transformational leaders who are successful in implementing system of care. <http://rtckids.fmhi.usf.edu/rtcpubs/study02/issueBrief3.pdf>

Organizational Change through Influencing Individual Change

Organizational change effort needs to be approached as a process of identifying individual sub-groups; these sub-groups will require a change process tailored to the needs of the individuals within the group. <http://www.entarga.com/orgchange/InfluencingIndividualChanRe.pdf>

An Overview of Change Management

This document describes change management, and how it differs from project management. <http://westpac.fmhi.usf.edu/docs/Changemgmt final.doc>

Scale of Change

This document presents case studies that highlight how child welfare authorities can be engaged in strengths-based, respectful collaboration with foster parents, young people, and parents accused of abuse and neglect, exploring how the reforms were conceived, implemented, and expanded across the district or state. <http://westpac.fmhi.usf.edu/docs/ScaleOfChange web.pdf>

A Survival Guide for Leaders

This "survival guide" offers tactical advice about relating to your organization and the people in it and about focusing on your own human needs and vulnerabilities as you lead major organizational change. <http://westpac.fmhi.usf.edu/docs/LeaderSurvivalGuide.pdf>

Survival Guide for Leaders

This article from the Harvard Business Review highlights ways in which leaders can steer an organization through difficult change and offers guidance on a leaders' management of one's environment and oneself. <http://westpac.fmhi.usf.edu/docs/SurvivalGuideForLeaders.pdf>

TriEthnic Center Stages of Community Readiness

This handout outlines nine stages of readiness identified in prevention research, with stage one being the least supportive of prevention efforts and stage nine being the most advanced and supportive. <http://westpac.fmhi.usf.edu/docs/14StagesCommReadiness.pdf>

Why Organizational Change Fails

This list identifies the most common reasons why organizational change fails; allowing you to prevent mistakes in future attempts at change. <http://www.marksanborn.com/blog/why-organizational-change-fails/>