# ***“SO WHAT?”*** Considering Next Steps after

# Assessing Organizational Readiness Building (ORB) for Implementing CPM

Introduction. Organizational Readiness is a developmental point at which an organization has the resources, abilities, and willingness to engage in a particular activity. Here, it is about being prepared for the process of implementing the CPM. Organizational readiness is *not* a pre-existing condition waiting to be found or an existing aspect of an organization that lasts on its own. It needs active support to be developed, nurtured, and sustained across stages of the implementation process (Exploration & Readiness, Installation, Implementation, Sustainment).

## VISION

* People are specifically resourced and tasked to come together and attend to the leadership, management, and day-to-day tasks of implementing the CPM
* Teams of executive leaders, staff, and partners have functional roles and dedicated resources for the process of implementing the CPM
* Organizational practices create a climate that facilitates progress and problem-solves challenges related to implementing the CPM

*The CPM Implementation Snapshot and the ORB Assessment (separate tools) each assess factors influencing CPM implementation. The Snapshot looks more generally across four sets of factors influencing CPM implementation – one of which is ORB. The ORB Assessment looks more in-depth specifically at organizational factors. It may help you better understand certain elements of ORB than the Snapshot provides, especially if ORB capacities emerge from the Snapshot as a priority for your county to address. Both tools include a section for identifying priorities and next steps. In the Snapshot, the Scoring and Analysis section encourages you to think about next steps based on a general assessment across four sets of factors. This* SO WHAT? Matrix *encourages you to think more specifically about ORB details.*

Attending to ORB for Implementing the CPM begins with understanding what it is and where you are based on them (ASSESSMENT). Drawing from key elements of ORB from implementation research and practice, the form (i.e., focus on a particular or set of key elements) and process of carrying out an ORB Assessment (i.e., online survey, focus group) is designed based on the relevance and fit with local context.

The purpose of the SO WHAT? Matrix is to describe what you learned and to identify priority areas for action based on ORB Assessment findings. Local Leadership and Implementation Teams can use the SO WHAT? Matrix over time (e.g., every 3-6 months) to come together . . .

* To debrief about assessment, planning, and tracking process,
* To review findings and define current strengths and areas for development,
* To define relevant and timely priorities, and
* To consider, define, and monitor next steps to spread successes and address ORB areas for development.

# *SO WHAT? Considering Next Steps from ORB Assessment*

TEAM COMPLETING: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ DATE: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

| **Key Element** | **What did you learn?**  **(strengths & areas to develop)** | **Priority Rating (H/M/L) & Why** | **GOAL: What kind of change do you want to see?** | *Actions: What can we do in the next 3-6 months to address the goal* |
| --- | --- | --- | --- | --- |
| **Understanding the CPM**: What it is, what it looks like, how it fits with other agency efforts and priorities |  |  |  |  |
| **Leadership.** Demonstrated commitment; active and ongoing support by people to model CPM behaviors, remove barriers, foster supportive pathways, streamline approaches, and recognize and reward action |  |  |  |  |
| **Communications.** Written plans with defined feed-forward and feed-back loops among multiple groups for specific purposes - communicate progress, celebrate success, report barriers that need assistance from others people, report on actions taken to address key issues |  |  |  |  |
| **Using Data for Understanding and Improvement.**  Gathering, analyzing, and using data and information for decision-making to improve CPM implementation |  |  |  |  |
| **Team Structures and Processes.** Formal, organized, aligned leadership and staff support with the authority, capacities, and abilities to coordinate and support CPM implementation activities. |  |  |  |  |
| **Organizational Climate.** Values, assumptions, attitudes perceptions (CPM importance, own skills to do it, leadership and organization’s support for change) and the actual policies, practices, procedures, behaviors, and resources related to and influencing them. |  |  |  |  |