Implementation Models, Theories & Frameworks

Organisational Readiness for Change

Organisational Readiness for Change describes the shared commitment and confidence of a team or organisation to implement a change, focusing on both motivation and capability.

Type

Implementation theory

Purpose

To anticipate, diagnose, and support the uptake of evidence-based innovations, knowledge translation activities, and quality improvement/learning health system initiatives by assessing the psychological and structural determinants of change readiness.

Elements

Core constructs include:

- **Change commitment** (readiness/willingness to change): belief that change is desirable and worth the effort.
- **Change efficacy** (change-related self-efficacy): belief in the organization's collective capability to implement the change.
- **Change valence** (perceived value of the change to stakeholders).
- **Leadership engagement and availability of resources** (human, financial, information) to support change.
- **Organisational climate and culture** (psychological safety, learning climate, collaboration) as contextual barriers or enablers.
- **Availability of knowledge/information** and access to necessary training or coaching.

- **Change procedures and processes** (change management capacity, governance structures, stakeholder engagement).

Use with

- Consolidated Framework for Implementation Research (CFIR): to structure assessment of inner/outer settings, readiness constructs, and implementation climate. Organisational readiness for change concepts map onto CFIR domains like inner setting, readiness for implementation, and leadership management.
- Implementation Outcomes Framework: Organisational readiness for change helps explain why outcomes such as adoption or feasibility are high or low.
- Knowledge-to-Action (KTA)
- i-PARIHS
- Expert Recommendations for Implementing Change (ERIC)

Strengths and Limitations

STRENGTHS

- Provides a structured, evidence-based lens to anticipate barriers and tailor implementation strategies before or during change.
- Emphasis is on both psychological readiness and organisational capabilities, enabling assessment beyond resource inventories.
- Validated measures of organisational readiness for change enable comparison and benchmarking across settings.
- Adaptable to diverse health contexts and countries (with appropriate cultural adaptation).

LIMITATIONS

- Considerable heterogeneity in how readiness is defined and measured.
- Readiness instruments often require rigorous validation in specific clinical domains or contexts to ensure validity for implementation outcomes.
- Contextual factors may overshadow internal readiness in some implementations.

See it in practice

Models of care for musculoskeletal health: a cross-sectional qualitative study of Australian stakeholders' perspectives on relevance and standardised evaluation (Briggs et al., 2015).

The influence of organisational readiness on knowledge translation and implementation of innovation in a social hospital: a case study (Barreto et al., 2025).

Find out more

Organizational readiness for change: a systematic review of the healthcare literature (Caci et al., 2025).

A theory of organizational readiness for change (Weiner, 2009).

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