Edwards, J.R., Knight, D.K., & Flynn, P.M.
Facilitating Innovation Adoption through Leadership and Change-Oriented Climate

Symposium--Organizational Characteristics Affecting Behavioral Health and Service Delivery
Chair: Dr. Patrick M. Flynn
Addiction Health Services Research (AHSR) Conference
Lexington, KY  October 25-27, 2010

Top-Down vs. Bottom-Up Adoption

What innovative thinking can leaders promote?

Organizational Climate as an Influence on Individual Adoption

Purpose
Glimpse into the process by which counselors decide to try new innovations in their clinical work as facilitated by a change-oriented environment

Research Questions
- What is the combined effect of individual evidence-based thinking and program level innovative leadership in determining whether a staff member will adopt a new innovation?
- Which mechanism of an innovative organization is more connected with evidence-based thinking: leadership or climate?
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Implications and Future Directions

- Results support the process of “bottom-up” adoption.
  - Counselors who report more evidence-based thinking tend to engage in more evidence-based actions.
- There is a “cascading effect” of innovation adoption across levels of an organization.
  - In which a leader’s support of innovative thinking and action results in employees strengthening their own change-oriented skills and carrying this “EB thinking” into action by trying new innovations in their clinical work.
- A climate supportive of change serves as a “Front Door” to the adoption process.
- Future studies should use a longitudinal design to examine the process of innovation adoption.
- Packaging of innovations (e.g., level of re-inventiveness) should be considered in association with a change-oriented environment and level of adoption.