

Based on
**TCU Mapping-Enhanced Counseling
Manuals for Adaptive Treatment**

As Included in NREPP



MAPPING ORGANIZATIONAL CHANGE: A GUIDEBOOK ON PROGRAM NEEDS

A collection of mapping tools that guide discussions among organizational leaders and key staff to systemize the communication, goal setting, and change process.

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TCU Mapping-Enhanced Counseling manuals provide evidence-based guides for adaptive treatment services (included in National Registry of Evidence-based Programs and Practices, NREPP, 2008). They are derived from cognitive-behavioral models designed particularly for counselors and group facilitators working in substance abuse treatment programs. Although best suited for group work, the concepts and exercises can be directly adapted to individual settings.

When accompanied by user-friendly information about client assessments that measure risks, needs, and progress over time, *TCU Mapping-Enhanced Counseling* manuals represent focused, time-limited strategies for engaging clients in discussions and activities on important recovery topics. These materials and related scientific reports are available as Adobe PDF® files for free download at <http://www.ibr.tcu.edu>.

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Introduction

This guidebook is a supplement to *Assessing Organizational Functioning as a Step Toward Innovation* (Simpson & Dansereau, 2006) and includes graphic tools for planning and implementing change in seven steps (see Figure 1). The graphic tools (maps) are designed to be filled in and used to guide discussions among organizational leaders and key staff. Their main purpose is to systematize the change process and provide a “paper trail” that can act as an organizational memory, and as a foundation for explaining changes to appropriate constituencies, including accrediting agencies.

Mapping Organizational Change describes a logical sequence of steps similar to that presented in *The Change Book* (Addiction Technology Transfer Center Network, 2004), a well regarded publication that details barriers to change and how to overcome them. In order to improve communication and memory during change, the “mapping” approach described herein focuses on providing a concrete, easy to use set of activities to keep change visible and on track. Consequently, the two books are complimentary, one providing details on implementing specific steps and the other a method for keeping the process systematic.

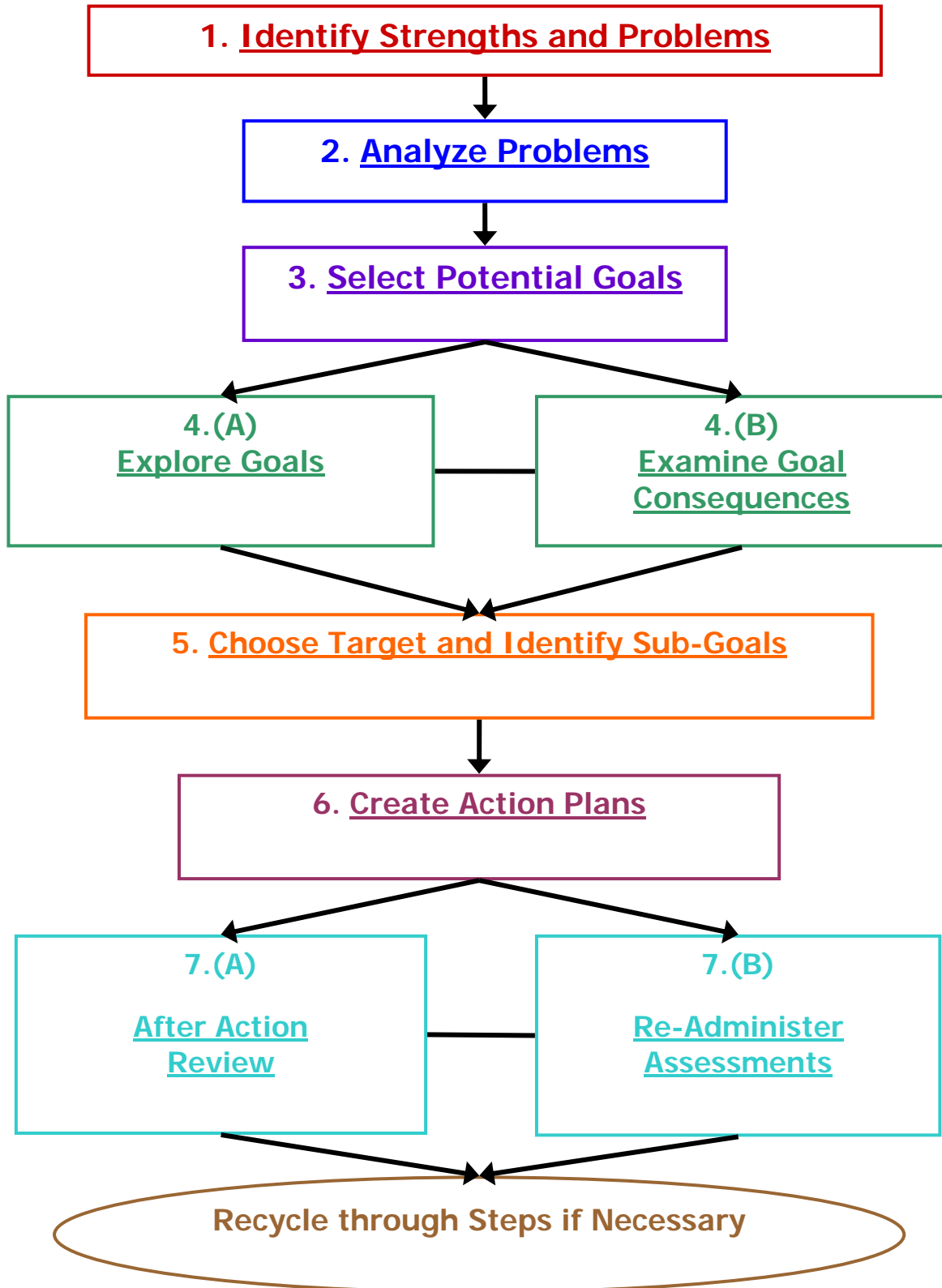
Since change can be viewed recursively (i.e., the same processes operating at different levels), we have also used a systematic mapping approach in developing a method for facilitating client change. *Mapping the Journey* (Dansereau & Simpson, 2005) contains a set of graphic tools analogous to those used in the present guidebook. These tools are completed (filled-in) by counselors and clients over a series of sessions. As at the organizational level, the approach is designed to make progress visible and to keep it moving in the right direction. The reader is referred to the appendix of *Mapping the Journey* for an extensive example of the use of maps in facilitating change. A perusal of this example can clarify how to use maps in improving organizational functioning.

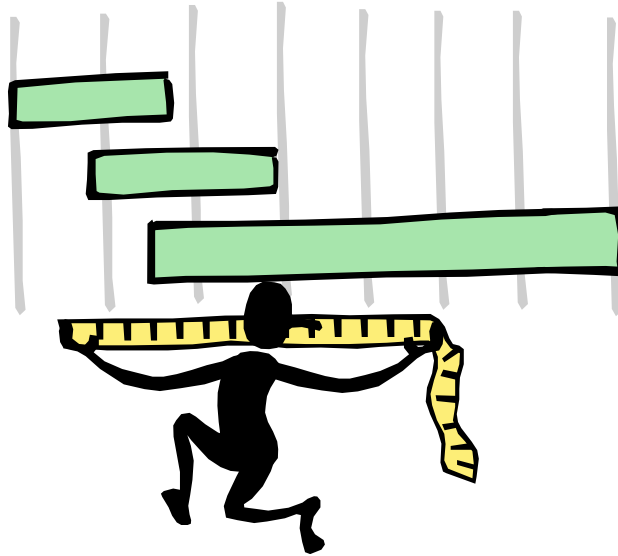
The Mapping Organizational Change Guidebook is designed to be used flexibly. The maps can be tailored for specific organizational issues, they can be used out of sequence, and they can be used partially or skipped altogether. In each of the subsequent sections the graphic tools for each step are presented. One word of caution however: These steps may appear so obvious and simple that they don't seem necessary. Please note, however, that if completed they will be useful in systematizing the change process in a way that avoids unnecessary ambiguity and backtracking.

References

- Addiction Technology Transfer Center Network. (2004). *The Change Book: A blueprint for technology transfer*. Kansas City, MO: ATTC National Office.
- Dansereau, D.F., & Simpson, D.D. (2005). *Mapping the Journey: A treatment guide book* (Brief Interventions, on-line manual). Texas Christian University, Institute of Behavioral Research. Web site: <http://www.ibr@tcu.edu>.
- Simpson, D.D., & Dansereau, D.F. (2006). *Assessing Organizational Functioning as a Step Toward Innovation*. Science and Practice Perspectives.

Figure 1
Guidebook Steps for Mapping Organizational Change

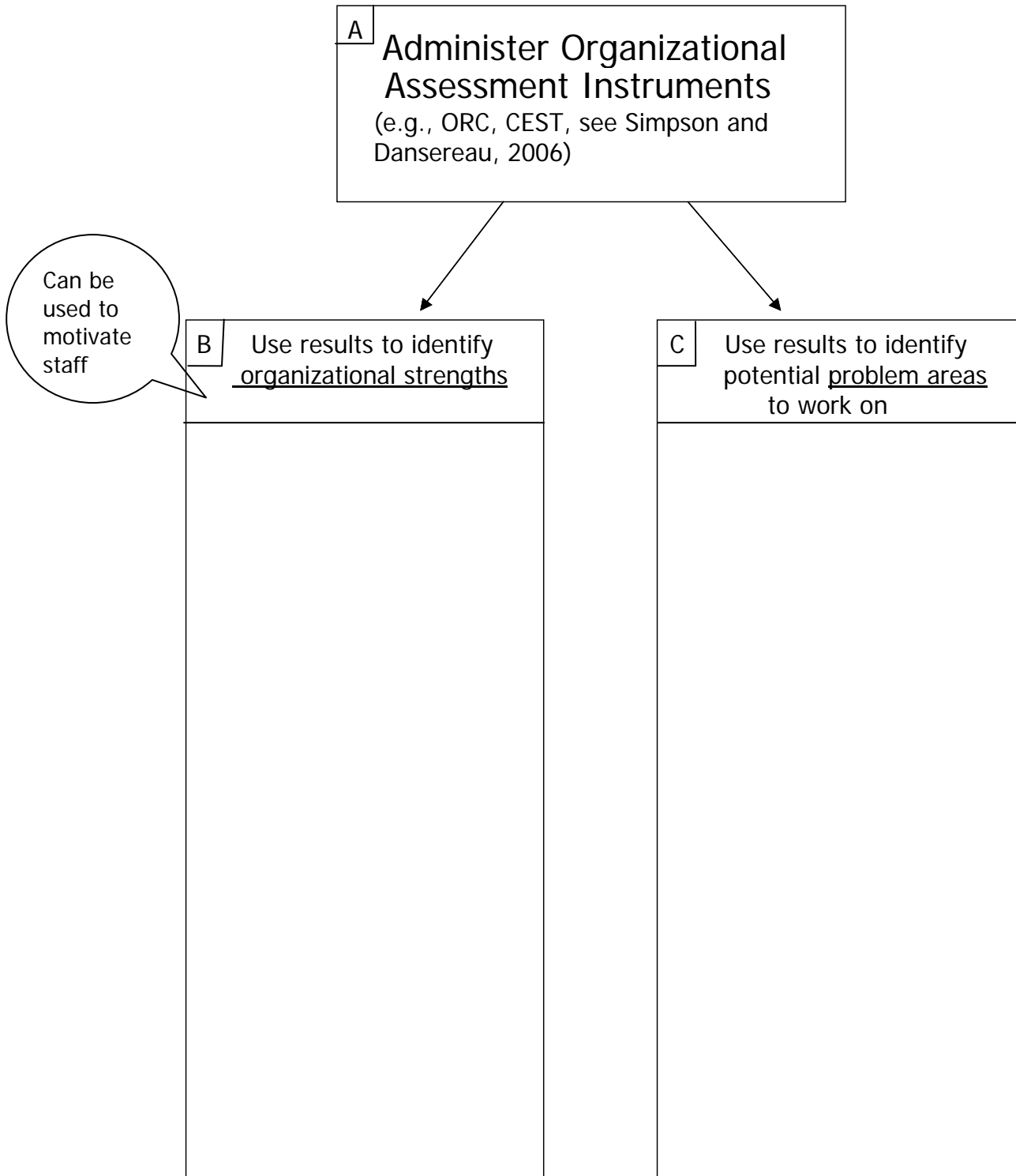




Step 1: Identify Strengths and Problems

In this step you will administer assessment instruments to members of your organization and examine the results to develop a list of your organization's strengths and problems. This step will provide a basis for initiating activities to remediate or avoid problems that may be interfering with your organization's effectiveness. It also provides an opportunity for increasing motivation and commitment via positive feedback on strengths.

MAP 1:
Identify Strengths
and Problems



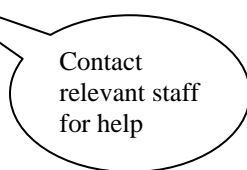
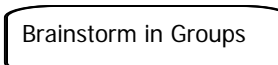


Step 2: Analyze Problems

In this step you will look at causes and consequences of each problem area identified in Step 1. Possible solutions will be brainstormed at this time.

MAP 2: Problem Analysis

INSTRUCTIONS: Pick a potential problem area from the assessment of functioning (Map 1). State and describe the problem as specifically as possible. Then complete the remaining boxes. Complete a map for each problem area.

A	Detailed statement or description of the <u>problem</u> (elaborate information in Map 1)		
			
B	<u>Consequences</u> of problem	Ways of eliminating or reducing consequences	
C	Likely <u>causes</u> of problem	Ways of eliminating or reducing causes	



Step 3: Select Potential Goals

Each problem is listed and potential goals (solutions to work toward) are selected for further analysis.

MAP 3: Potential Goals

INSTRUCTIONS: After completing problem analysis maps for each area, re-write problems here and select specific goals from remediation ideas.

Draw from ideas to eliminate causes or consequences in Map 2

Select Potential Goals (based on problem analysis)

State the Problem (from Map 2)	What are the <u>specific</u> goals to resolve the problem?
#1	
#2	
#3	



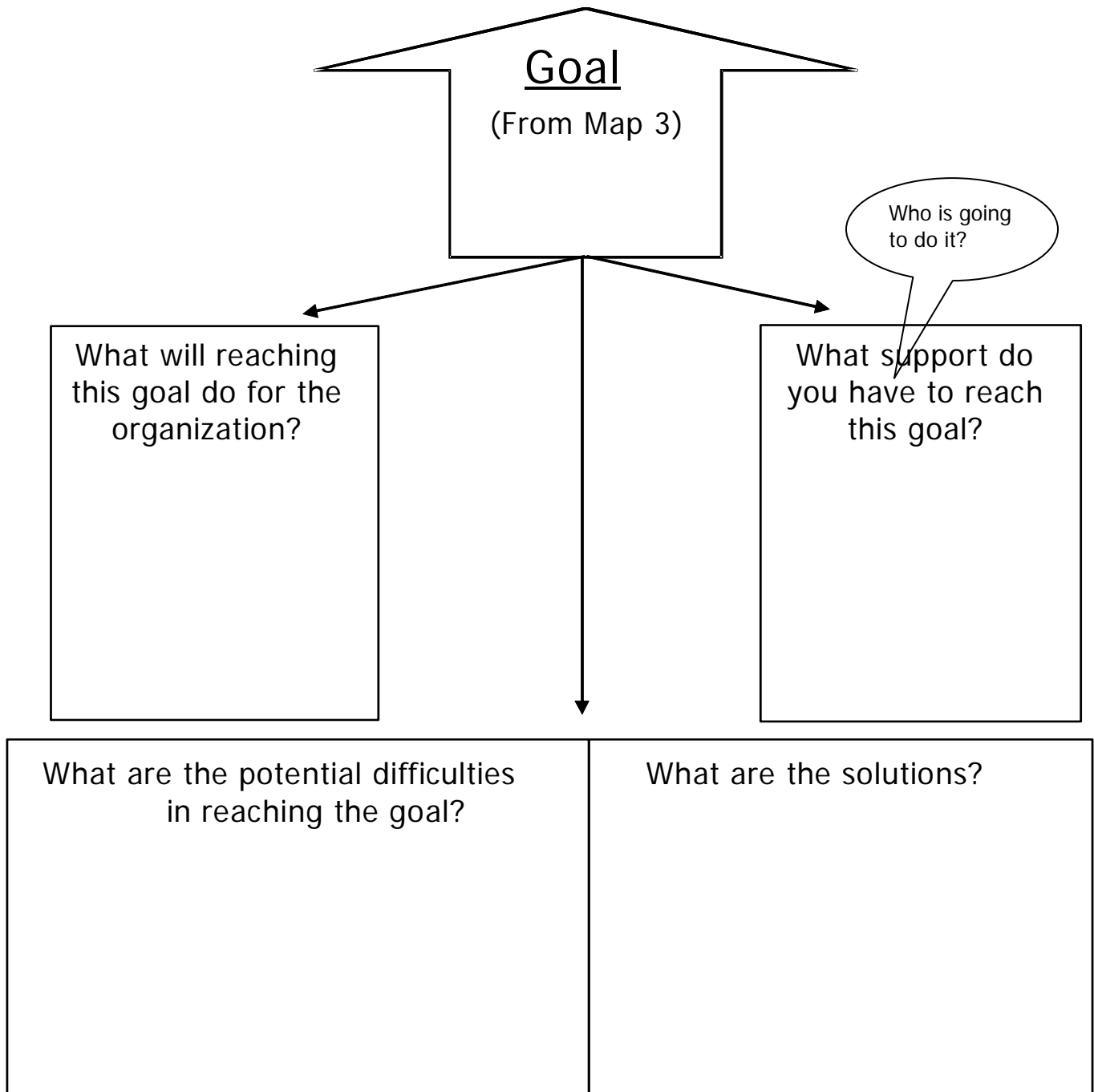
Step 4 (A) Explore Goals (B) Examine Goal Consequences

Look at each goal in more detail to determine its feasibility and issues that may arise. Then, check out if a goal is worth pursuing by looking at its negatives and positives.

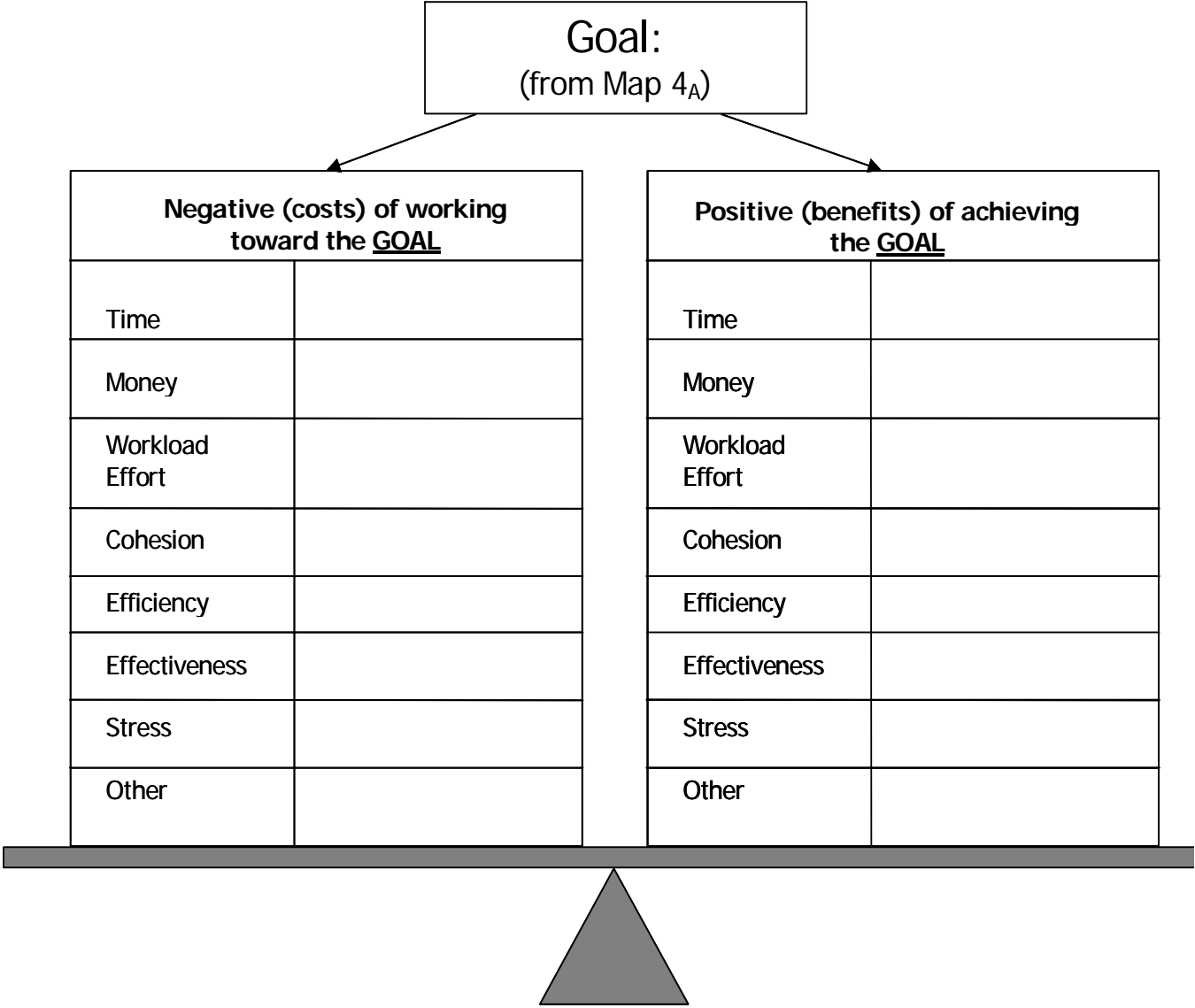
MAP 4(A):
Goal Map

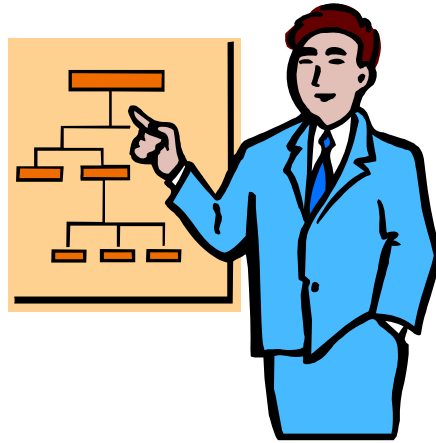
Instructions:

Put in specific goal at top (see Map 3) and fill in remaining boxes. Do this for each goal.



MAP 4(B):
 Goal Consequences
 Map





Step 5: Choose Target and Identify Sub-Goals

Break down larger goals into a sequence of sub-goals.

MAP 5:
Identify
Sub-Goals

Target Goal
(Decide based on Steps
4^{A and B})



Sub-Goals (Break down target goal into
Sub-Goals)



Step 6: Create Action Plans

For each goal or sub-goal list the specific actions that need to be done and when they need to be started and finished.

MAP 6:
Action Plans

WHAT'S THE <u>SPECIFIC</u> GOAL OR SUB-GOAL (see Map 5)?
Here are the <u>actions</u> we will take to get to this goal:

<i>WHAT will you do?</i>	<i>BEGINNING when?</i>	<i>ENDING when?</i>
#1		
#2		
#3		
#4		
#5		



Step 7: (A) After Action Review (B) Re-Administer Assessment

As you are completing actions to reach a goal it is important to assess your progress so that you can make “mid-course” corrections. It is also valuable to repeat the overall assessment to formalize the effects of change efforts and identify additional problems.

