

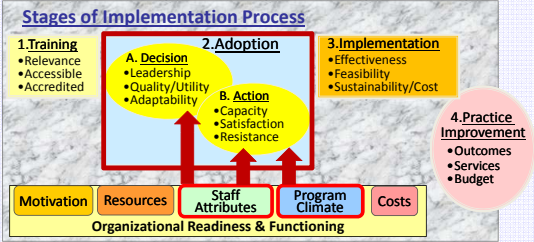
**AHSR 2010** Addiction Health Services Research Conference 2010

## Innovation Adoption as Facilitated by a Change-Oriented Environment

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### Top-Down vs. Bottom-Up Adoption

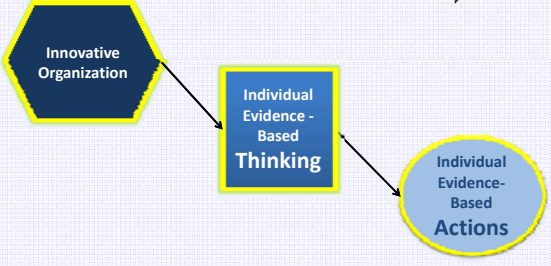


*“decision to use what was taught in training”*

Flynn & Simpson, 2009; Simpson, 2002; Simpson & Flynn, 2007; Simpson, 2009

### Is there a *Cascading Effect* for Individual Adoption?

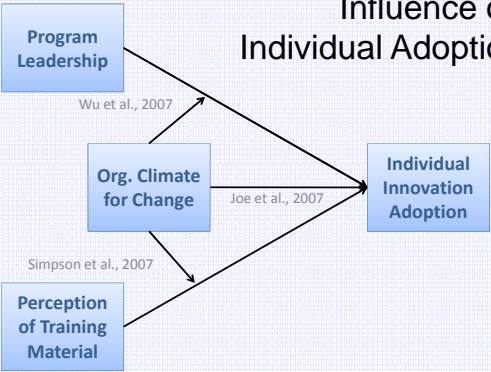
Avolio & Bass, 2004



### What innovative thinking can leaders promote?

- Confidence in ability to successfully complete tasks  
• (Bass, Avolio, Jung, & Berson, 2003)
- Actively influence others in organizational decision making  
• (Srivastava et al., 2006)
- Openness to trying new innovations  
• (Aarons, 2006)
- Actively seek professional growth opportunities  
• (Rowold & Laukamp, 2009)

### Organizational Climate as an Influence on Individual Adoption

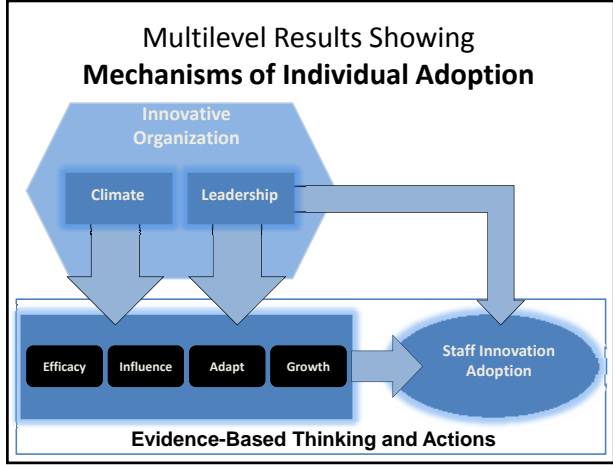
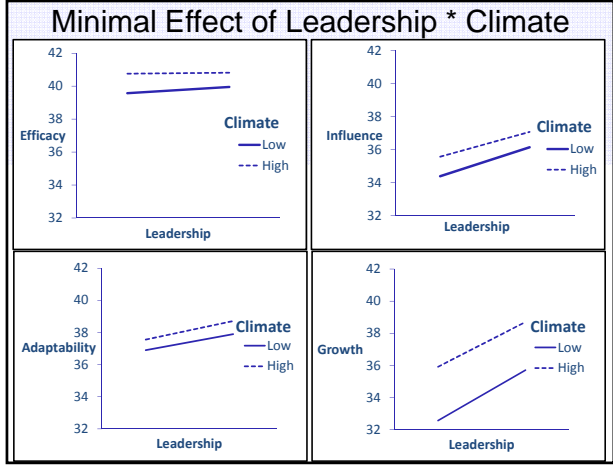
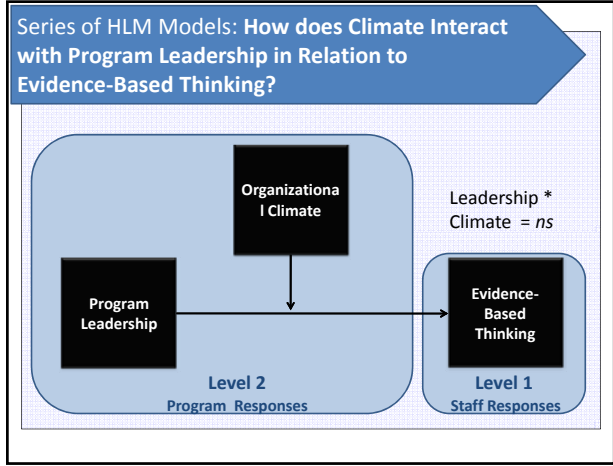
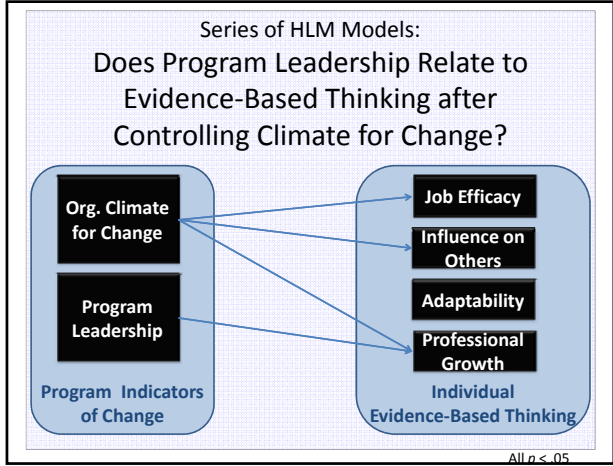
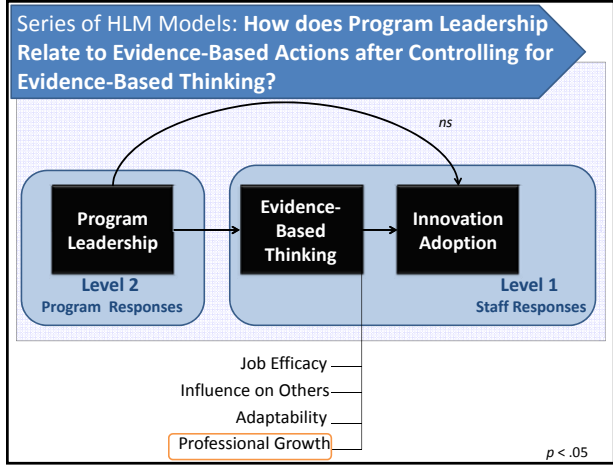
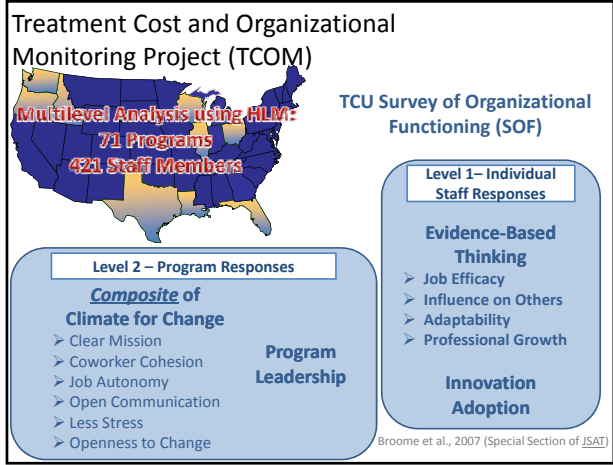


### Purpose

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?



### 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.

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