The Role of Organizational Processes in Dissemination and Implementation Research
Gregory A. Aarons, Jonathan D. Horowitz, Lauren R. Dlugosz, and Mark G. Ehrhart

in Dissemination and Implementation Research in Health: Translating Science to Practice

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Drawing from the business, management, and organizational literatures, this chapter considers several of the more common and well-researched organizational constructs and processes that may impact the uptake and sustainment of evidence-based practices (EBPs) in organizations. In particular, it focuses on organizational culture, organizational climate, strategic climates, leadership, organizational readiness for change, attitudes toward EBP, organizational development, and organizational process improvement. These factors are considered in relation to the questions and challenges of EBP implementation in health care, behavioral health, and social service settings. It is argued that leaders within organizations must pay attention to the context in which the implementation takes place to increase the likelihood of implementation success and long-term sustainment.

Research on Organizational Context
Lawrence A. Palinkas

in Translation and Implementation of Evidence-Based Practice

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This chapter considers the methodological challenges and strategies at the organizational level of the translation process. Organizational factors include organizational structure, culture and climate, work attitudes,
leadership, social influences, and readiness or support for innovation. We review the quantitative and qualitative methods used to examine these associations and to influence the process of translating research into practice. The challenges to conducting translational research resulting from these associations are examined, along with a case study of a statewide randomized clinical trial of the effectiveness of an evidence-based practice designed to reduce child neglect and out-of-home placements by child welfare agencies. A mixed-methods study conducted in parallel with the effectiveness trial highlights the effects of the participating agencies on EBP implementation and the reciprocal effects of EBP implementation on the culture and climate of the agencies. Finally, suggestions for developing the infrastructure for conducting such research are offered.

Pro-Environmental Organizational Culture and Climate

Thomas A. Norton, Hannes Zacher, and Neal M. Ashkanasy

in The Psychology of Green Organizations

This chapter reviews the concepts of organizational culture and climate and applies them to environmental sustainability. Though culture and climate are often used interchangeably, the chapter identifies key distinctions between them and highlights how they can complement one another. The two concepts are used to discuss how the organizational context for environmental sustainability, and employee perceptions thereof, influence individual pro-environmental behavior. Organizational climate is integrated with a dynamic model of organizational culture to describe how pro-environmental cultures and climates emerge. The chapter also highlights how organizations with different motivations can create pro-environmental cultures and climates. The chapter uses the Sierra Nevada Brewing Company as an archetype of an organization with a pro-environmental culture and climate. In the course of the discussion, the chapter nominates several imperatives for research and recommendations for practice.

Building Cultures and Climates for Effective Human Services

Anthony L. Hemmelgarn and Charles Glisson
This book explains how organizational culture and climate affect the quality and outcomes of human services and describes the Availability, Responsiveness, and Continuity (ARC) model of organizational effectiveness that the authors developed for improving social service, behavioral health, health care, and other human service organizations. The authors summarize decades of practice and research experience, including organizational improvement efforts, randomized controlled trials, and nationwide studies with hundreds of human services organizations. The book provides a balance between the use of empirical data and applied examples in explaining how human services can be improved. By combining numerous case examples and experiential knowledge with decades of organizational research, readers learn about empirically proven approaches tested in real organizations that are supported with case examples of organizational change. The book explains that creating the organizational social contexts necessary for providing effective services requires three types of organizational strategies. These strategies include organizational tools for identifying and addressing service barriers, principles for aligning organizational priorities to guide improvement, and the development of shared mental models among organizational members to support the principles and tools.

Boundary-Breaking Collaboration
Steven C. Currall, Ed Frauenheim, Sara Jansen Perry, and Emily M. Hunter

in Organized Innovation: A Blueprint for Renewing America’s Prosperity

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This chapter starts with the case of University of Minnesota professor Kim Stelson and his Center for Compact and Efficient Fluid Power. Stelson, a controls specialist, embodies Boundary-Breaking Collaboration. So does the advanced hydraulics research center he directs, which has produced technologies that are shaking up industries including package delivery, energy, and medicine. Boundary-Breaking Collaboration refers to facilitating information flow and collaboration among individuals representing different disciplines and perspectives to make new research discoveries more innovative. The chapter defines this pillar and explains how to achieve it. The following actions are key to Boundary-Breaking Collaboration: lead through persuasion and trust; create interdependence; promote collaboration across academic disciplines; connect with industry; link universities; seek active dialogue with
government representatives. Anecdotes from Stelson and his colleagues show the importance of boundary-spanning research and development.

A Heuristic Model of School Violence and Bullying in Evolving Nested Contexts
Ron Avi Astor and Rami Benbenishty

This chapter presents an integrated ecological theoretical model of school violence in evolving and nested contexts. In contrast to other models that put the student in the center, this heuristic model puts the school in the center of nested contexts, such as the student body, family, community, and culture. The school is also embedded in a hierarchical organizational structure, being part of a district, county, state, and country that also affect the school. All these outside contexts overflow into the school and influence internal school violence and safety. The school’s internal context, including the school organization and climate, moderates and mediates outside influences and helps shape the students’ experiences, perceptions, emotions, and behaviors. Finally, the model suggests that school violence, bullying, safety, and student outcomes are dynamic and ever evolving, reflecting changes in norms and contexts. The dynamics of the school context impact all the external ecological layers as well.

Orchestrated Commercialization
Steven C. Currall, Ed Frauenheim, Sara Jansen Perry, and Emily M. Hunter

This chapter opens with the artificial retina, describing how it gave new sight to an Italian man blind for thirty-six years. The device, developed in large part at the Biomimetic MicroElectronic Systems research center at USC, is the product of Orchestrated Commercialization. This third pillar of the Organized Innovation framework refers to coordinating complementary players—such as researchers, technology transfer
professionals, and entrepreneurs—to maximize the success of the technology commercialization process. The chapter defines this pillar and explains how to achieve it. The following actions are key to Orchestrated Commercialization: coordinate the network; elevate role models; revisit incentives for commercializing academic research; appoint an industrial liaison officer; improve technology transfer and administrative execution; bring in entrepreneurial and business expertise. The story of the artificial retina highlights how smart coordination is vital to bringing breakthrough technologies to society.