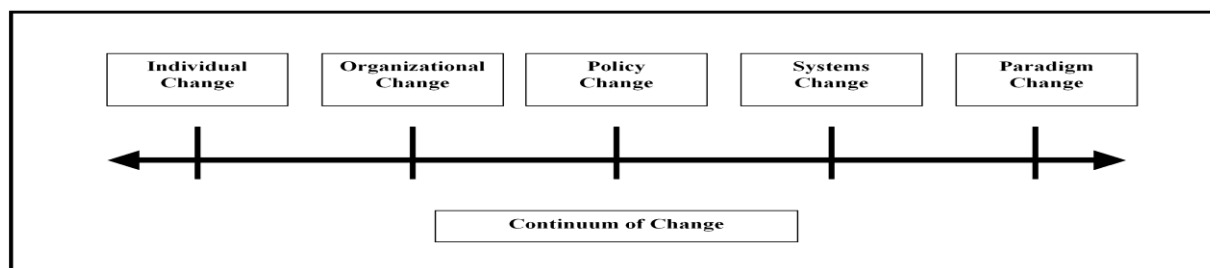


The Question of Change:

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Change and levels of change are broad concepts that require a clear definition. In the model presented here, change is conceptualized as being a continuum ranging from “Individual Change” at one end and “Paradigm Change” at the other as illustrated in the figure below.



Individual change is obvious and refers to changes in an individual's behavior.

Organizational Change refers to changes within an organization and how it carries out its mission. Markers of organizational change include:

1. Changes in the strategies used to achieve the mission
2. Changes in the level of client involvement
3. Changes in allocation of resources within the organization
4. Changes in the perceptions of staff and board about clients

Policy Change is a level of change that is wedged between organizational change and system change and is, in fact, often identified as systems change. Essentially, policy change occurs when the “rules of the game” change. Signs of policy change are:

1. A change in program funding levels
2. A change in the funding mechanisms and/or processes
3. Changes in contracting process
4. A change in eligibility requirements for or access to means-tested programs
5. Addition of new programs or the termination of existing programs
6. Changes in regulations

System change is a bit more complex and occurs when “people *habitually* do new things, using resources, authority, technology, and ideas that are routinely associated with the new activity (Greiff, Proscio, & Wilkins, 2003 p. 7).” Where policy changes involve a change in the “rules of the game,” systems change requires changing the game. The signs of system change are:

1. A change in power: People with formal authority are responsible for the new activity.
2. A change in money: A routine and standard mechanism exists for the funding of the new activity.
3. A change in habits: The new activity is carried out in a routine fashion and does not require a special command.
4. A change in technology or skills: The new activity has practitioners skilled at the new activity at all levels of the delivery chain and there is a set of delivery standards

Paradigm¹ change occurs when there is a change in ideas or values including a new definition of cause, how the problem should be dealt with, and the criteria for success. You know the paradigm change has occurred when these new ideas and values are no longer in dispute and are considered the “normal way” of doing things.

¹ Greiff, Proscio, & Wilkins, 2003 include “change in ideas and values” in their definition of system change while this analysis considers this to be a higher level of change.