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Understanding Organization Transformation in Evaluation and Program Planning

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Running Head: Organization Transformation

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Highlights

- An organization transformation model
- A discussion of transformation pillars and strategies
- A focus on organization capacity and its importance in organization transformation
- A distinction between organization outputs and organization outcomes
- Examples of organization-level and systems-level transformation

Abstract

Organization transformation is an increasingly important concept and process in human service organizations as they adapt to rapidly changing challenges and opportunities to enhance their effectiveness, efficiency, and sustainability. This article describes a four-component organization transformation model that incorporates transformation pillars, transformation strategies, organization capacity, and organization outputs and outcomes. The article includes examples of the model's use, and concludes with a discussion of valuable lessons learned to date.

1.Introduction

Human service organizations, such as those providing services and supports to persons with intellectual and closely related developmental disabilities (IDD), are currently experiencing challenges related to diminishing resources, increasing needs for services and supports, and shifting socio-political factors. In addition, one of their greatest challenges is to continue to evolve and make those changes that facilitate the organization's ongoing effectiveness, efficiency, and sustainability (Schalock, Verdugo, & Lee, 2016).

Viable organization change (i.e., transformation) requires continued organization development. As reflected in Figure 1, organizations initially develop rapidly in terms of providing services and supports based on their mission and value system. Despite their initial growth and emphasis on continuous quality improvement (CQI), human service organizations often reach a plateau in which development and improvement slows or ends, stagnation occurs, and organization personnel and stakeholders begin to realize that more of the same is not the answer. During this “critical inflection point” (see Figure 1), values and current approaches are challenged, and organization personnel come to realize that instead of doubling down and trying to improve what they currently have and do, it is necessary to transform their organization and create something significantly different. In that regard, organization transformation is all about wrestling with new ideas, believing that something better can be developed, and being willing to help it along (Reinders, 2008; Schalock & Verdugo, 2013).

<Figure 1>

The purpose of this article is to assist readers in understanding better the dynamics and strategies involved in organization transformation. We do this by describing a literature and experiential based organization transformation model whose four components include transformation pillars, transformation strategies, organization capacity, and organization outputs and outcomes. After describing the model’s components, we provide two examples of its use as a framework for organization transformation. The article concludes with a discussion of valuable lessons learned to date.

2. Organization transformation model

The four component organization transformation model is presented in Figure 2. Two of the model's components are context-based, and two are sustainability-related. The four components integrate current literature and reflect a systems approach that aligns transformation pillars and transformation strategies to increase organization capacity and global impact (outputs and outcomes).

<Figure 2>

As depicted in Figure 2, context and sustainability play key roles in organization transformation. *Context* is a complex, multifaceted, and highly interactive phenomenon encompassing social, historical, political, ecological, and cultural factors. Contextual factors interconnect and influence transformational thinking and action (Chouinard & Milley, 2016; Shogren, Luckasson, & Schalock, 2015). *Sustainability* refers to an organization's ability to adapt successfully to change and maximize its resources to provide a wide range of sound service delivery opportunities and practices that result in valued outputs and outcomes (Kim, 2015; Schalock et al., 2016).

3. Transformation pillars

Transformation pillars are values, critical thinking skills, and innovation. Table 1 describes these three, and indicates their influence on organization transformation.

<Table 1>

3.1. Values

Organizations receptive to transformation typically view themselves as a social enterprise that combines the effectiveness and efficiency of a business mind-set and the values and mission

of a not-for-profit organizations. Values are essential in organization transformation since they form the basis of mental models that are the deeply ingrained assumptions, generalizations, and images organization personnel have for understanding and action. Mental models form the vision and culture of an organization, including the belief that organizations can evaluate themselves and change (Cousins & Chouinard, 2012; Schalock & Verdugo, 2012 b).

Values also establish the parameters of best practices. At the individual level, best practices reflect the values of dignity, respect, equality, empowerment, self-determination, non-discrimination, and inclusion (Schalock & Keith, 2016). At the professional and organization level, best practices are characterized by focusing on justice (treating all people the same), beneficence (doing good), and autonomy (respecting the authority of every person to control actions that primarily affect him/herself (Schalock & Luckasson, 2014). At the managerial level, best practices involve a balanced approach to performance management that incorporates the perspective of the customer and the organization's growth, financial analyses, and internal processes (Schalock, Lee, Verdugo, Swart, Claes, van Loon, & Lee, 2014).

As a framework for evaluation, values provide the criteria for selecting objective and measurable categories and indicators that can be used to assess *organization outputs* related to creating inclusive environments that provide opportunities and support people, and *organization outcomes* related to enhanced personal, family, and/or societal well-being. This value-based framework also allows organizations to use output/outcome information for strategic planning and service delivery, and to align services and supports to an individual's support needs and personal goals.

3.2. *Critical thinking skills*

There is an extensive literature regarding the efficacy of critical thinking skills in education (Bloom, 1956; Passig, 2003, 2007), organization transformation (Schalock & Verdugo, 2013), and decision making (Schalock & Luckasson, 2014). Five critical thinking skills are most relevant to organization transformation since they provide the basis for the transformation strategies described more fully in Section 4. These five critical thinking skills are analysis, alignment, holism, systems, and synthesis. Table 2 defines each of these skills and indicates the transformation strategy associated with its use.

<Table 2>

3.3. *Innovation*

Organization transformation requires that organization personnel think differently and become more innovative in how they develop and implement transformation strategies. Such innovative thinking involves fostering creativity and exhibiting flexibility

Creativity is based on divergent (as opposed to convergent) thinking whereby organization personnel expand the range of alternatives and new approaches by standing outside the box and generating many possible alternatives. As part of the transformation process, it is essential that creativity and creative people are sought out and reinforced. Creativity is enhanced when organization personnel: (a) scan the environment continuously to maintain an up-to-date understanding of the broader issues affecting their field; (b) transfer implicit (i.e. experiential) and explicit (i.e. literature-based) knowledge throughout the organization via multilevel leaders; (c) use information obtained from self-assessments and evaluation as formative feedback to understand the influence of services and supports on organization performance; (d) reinforce

creativity and try new approaches through demonstration projects; and (e) take risks and reward risk taking and team efforts (Bradbury & Greaves, 2012; Schalock & Verdugo, 2012 b).

Flexibility impacts organization transformation at the level of individual processes, interactional processes, and actions (Sushil, 2016). In reference to individual processes, flexibility results in organizations creating inclusive environments that encourage growth and development and support people; providing individualized services and supports; moving to self-directed contract funding mechanisms; being more responsive to customer goals and values; and simplifying the personal plan process (Herpes, Buntinx, Schalock, van Breukelen, & Curfs, 2016). In reference to interactional processes, flexibility results in organizations establishing effective communication and information systems, employing knowledge-based decision and management processes, and creating innovative product designs such as high performance teams (Buntinx, 2008; Zeithaml, Bitner, & Gremier, 2006). In reference to actions, flexibility encourages organizations to implement multilevel leadership structures, create a learning culture, enculturate team spirit, and encourage social entrepreneurship (Baker, Salisbury, & Collins, 2016; Cousins & Chouinard, 2012; De Ruyscher, Claes, Lee, Cui, van Loon, De Maeyer, & Schalock, 2016; Kim, 2015).

4. Transformational strategies

Organization transformation occurs when organizations, despite the use of quality improvement strategies, reach the point in their service delivery process where development and improvement slows, stagnation occurs, and organization stakeholders begin to realize that significant change is necessary. During this “critical inflection point” (see Figure 1) organizations typically employ one or more of the model’s five context-based transformation

strategies: analyze environments, align organization functions, use a balanced approach to performance management, integrate ecological systems, and employ strategic execution.

4.1. *Analyze environments*

Organization transformation strategies are influenced by contextual factors that reflect personal and social values, social-political policies and practices, and stakeholder demands. Understanding these contextual factors is enhanced by conducting a contextual analysis that has recently emerged as a useful tool to facilitate organization transformation. For example, current disability policy stresses the need for organizations to develop inclusive environments related to living, work, and education (Shogren, Luckasson, & Schalock, 2017). As an increasingly important organization output, organizations can facilitate the development of inclusive environments through initially conducting a contextual analysis that involves identifying factors that hinder change, conducting a discrepancy analysis that identifies the disconnects between where one is where one wants to be, identifying the forces for change that increase momentum and receptivity, and developing ways to promote adoption and increase stakeholder participation. Examples of completed contextual analyses can be found in Shogren, Schalock, and Luckasson (in press), and Verdugo, Jenaro, Calvo, & Navas (2017).

4.2. *Align organization functions*

A key transformation strategy is to align the organization's service/support delivery functions by arranging programmatic components into a logical sequence of inputs, throughputs, outputs, and outcomes. Alignment is facilitated by using a logic model such as that summarized in Table 3. The example provided in Table 3 centers on the provision of person-centered supports and the evaluation of organization outputs and outcomes. The advantages of

using a logic model as an alignment framework is that the model articulates the operative relations among policies, practices, outputs, and outcomes; shows the logical sequence among program components; and enables all stakeholders to understand what must be done to achieve organization transformation (Duryan , Nikolik, van Merode, & Curfs, 2012; Schalock & Verdugo, 2012 a).

<Table 3>

4.3. *Use a balanced approach to performance management*

A balanced approach to performance management is a transformation strategy that incorporates the perspectives of the customer, and the organization's growth, financial analyses, and internal processes. The *customer* perspective focuses on personal goals, assessed support needs, individualized support strategies, and personal outcomes. The *growth* perspective focuses on program options, high performance teams, consortia, and partnerships. The *financial analyses* perspective focuses on a standardized approach to calculating unit costs, cost accounting, cost allocation, social capital, fixed and variable costs, overhead rate, and resource allocation formula. The *internal processes* perspective focuses on horizontal and vertical alignment of program components, capacity building, and multi-purpose data systems (International Research Based Consortium on Evidence-Based Practices, 2013; Schalock et al., 2016; Tsai, Chou, & Hsu, 2009; Wu, Lin, & Chang, 2011).

Our experience has been that each of these four perspectives is typically incorporated into the transformation process. For example, an organization's emphasis on person/consumer-centered services and supports becomes the central focus of the organization's policies and practices; the organization enters into partnerships to provide a wider range of program options;

the organization becomes more sophisticated in how it analyses program costs and allocates financial resources; and the organization internally aligns its service/supports delivery process to ensure that the services and supports provided address the personal goals and assessed support needs of the individual, and lead logically to personal and valued outcomes. This transformation process is facilitated by implementing best practices associated with each perspective. Table 4 provides a listing of exemplary best practice indicators that can be used for strategic planning and transformation action. The indicators listed in Table 4 are based on the extensive literature review summarized in International Research Consortium on Evidence-Based Practices (2013), Schalock et al. (2014, 2016), and Schalock, Gomez, Verdugo, & Claes (2017).

<Table 4>

4.4. *Integrate ecological systems*

Organization transformation cannot be separated from the multiple systems within which people live, interact, are schooled, work, and recreate (Bronfenbrenner, 1999; Shogren et al., 2015). These multiple systems are the microsystem (individual and family), the mesosystem (organization and neighborhood), and the macrosystem (the community and society).

Organization transformation involves integrating these three ecological systems. For example, valued, personal outcomes (microsystem) can be enhanced by organizations aligning their policies and practices to the individual's personal goals, assessed support needs, and elements of a system of supports (mesosystem), and creating inclusive living, work, and/or education environments that enhance personal well-being through participation, involvement, and development (macrosystem).

4.5. *Employ strategic execution*

Strategic execution involves communication, shared or multilevel leadership, networked partnerships, and data engagement.

- *Communication* involves clarifying and focusing on a shared vision, providing ongoing supports for transition and change, and transmitting throughout the organization the status of the transformation process (Bradbury & Greaves, 2012).
- *Shared or multilevel leadership* involves working with multilevel leaders to enhance teamwork and synergy, raise the performance bar, and foster a learning culture (Buntinx, 2008; Schalock & Verdugo, 2012 b).
- *Networked partnerships* involves partnering with policy makers, regulators, funders, service providers, consumers, researchers, for-profit organizations, and public entities (Schmitt, Glasgow, Lavinghouze, Rieker, Fulmer, McAleer, & Rogers, 2016; Verdugo et al., 2017).
- *Data engagement* involves combining metrics with performance feedback and employing a collaborative process that facilitates data collection, analysis, and utilization. The data engagement begins with assessing the individual's personal goals and support needs. Based on these data, the rehabilitation process focuses on implementing professionally-based therapies or interventions, creating inclusive environments and community networks, and providing specific support strategies. Output evaluation involves determining the degree to which individualized supports have been implemented and inclusive environments and networks created. Outcome evaluation involves the assessment of personal, family or societal benefits derived by program participants.

5. Organization capacity

As depicted in the organization transformation model (see Figure 2), organization capacity results from the combined influence of context-based transformation pillars and strategies. An organization's capacity is its ability to (a) provide a wide range of valued interventions, services, and supports, and (b) evaluate the impact of those services and supports (Kapucu, Healy, & Arslan, 2011; Millesen & Bies, 2007; Sobeck & Aguis, 2007).

The services and supports provided by a human service organization are influenced by the organization's values and the innovative and critical thinking skills employed by the organization's personnel. The impact of those services and supports is determined largely by the effectiveness of the strategies employed, including the degree to which the organization is sensitive to contextual factors, components of the service delivery system are aligned, the ecological systems are integrated, and strategic execution is employed (Schalock & Verdugo, 2013). The evaluation of the impact of those services and supports is based on the organization's evaluation capacity that involves the conceptualization and measurement of output and outcome indicators (Borgeois, Hart, Townsend, & Gague, 2011; Fetterman, Kaftarian, & Wandersman, 2015).

Capacity building is a major component of organization transformation. Indicators reflecting increased organization capacity provide a useful tool for strategic planning, monitoring, and trend analysis. Aspects of two organization capacity indicators (providing a wide range of services and supports, and the evaluation of the impact of the services and supports) are summarized in Table 5. The table is organized around what is required regarding the indicator, what enhancing the organization's capacity results in, and examples of the respective indicator.

<Table 5>

6. Organization outputs and outcomes

Evaluating organization outputs and outcomes is basic to organization transformation since data from the evaluations: (a) provide feedback to an organization regarding its effectiveness in creating inclusive environments, building community networks, and improving peoples' lives; and (b) guide subsequent capacity building and transformation strategies. There is an emerging consensus regarding best practice guidelines for assessing organization outputs and outcomes. As discussed by Gomez and Verdugo (2016) these involve a well formulated and validated conceptual model, culturally sensitive indicators, a standardized scoring matrix, acceptable psychometric properties, standardized administration and scoring procedures, and a clear indication of their intended uses.

There is also an emerging consensus regarding measurable indicators that can be used to assess organization outputs and outcomes. Table 6 summarizes the parameters of these two types of evaluation, with associated assessment categories and measurable indicators. The material presented in Table 6 is based on the work of Chiu, Seo, Turnbull, and Summers (2017), DeRuysscher et al. (2016), Schalock and Verdugo (2012b; 2013), Shogren et. al. (2015; in press), Shogren and Shaw (2017), and Summers, Poston, Turnbull, Marquis, Hoffman, Mannan, and Wang (2005).

<Table 6>

The evaluation of organization outputs and outcomes not only requires evaluation capability, but also a systematic approach. Although beyond the purview of this article to discuss this systematic approach in detail, components of such an approach involve agreeing on

the perspective on evidence, defining the practice(s) in question, selecting outcome areas and outcome indicators, gathering evidence, establishing the credibility of the evidence, and evaluating the relation between practice(s) and outputs or outcomes (Schalock et al., 2017).

7. Examples of organization transformation

In the following examples we use components of the transformation model to describe transformational changes in two organizations. By way of review, the model's four components are transformational pillars, transformation strategies, organization capacity, and organization outputs and outcomes.

7.1. Transformation of a single organization

Arduin is a Dutch community based organization established initially in 1969 as a large residential facility serving persons with IDD. In 1994, it began a significant transformation based on values (quality of life focus, the supports paradigm, and the principles of self-determination, inclusion, and empowerment), critical thinking skills (alignment and holism), and innovation (e.g., familiarizing support staff with community resources, and renting rather than building community residences). The primary transformation strategies employed were to: (a) analyze environments to place individuals near their families and community-based employment and recreation opportunities; (b) align organization functions so there was a logical sequence of program services related to assessing support needs, providing a systems of supports and evaluating quality of life outcomes; (c) use a balanced approach to performance management that developed yearly performance audits based on the perspective of the customer, and the organization's growth, financial analyses, and internal processes; (d) integrate the organization's

services and supports with community businesses and recreational programs; and (e) empower multilevel leaders to be creative and innovative.

Currently, Arduin serves about 800 individuals in more than 150 houses in communities' spread over a wide range of Zeeland (The Netherlands). These individuals work full time in a variety of businesses or attend day centers, and are supported according to their personal goals and assessed support needs. The transformation has increased Arduin's capacity to provide a wide range of services and supports, and evaluate the impact of those services and supports. A description of this transformation process can be found in Claes, van Hove, Vandeveld, van Loon, & Schalock (2012), van Loon et al. (2008, 2009, 2010, and 2013), and van Loon and van Wijk (2016).

One of the characteristics of organization transformation is that it is a continuous process. For example, the context of the Arduin program changed dramatically in 2015 when it had to adapt to a significant decrease in funding, and numerous regulatory changes regarding client services and reporting requirements. Based on these contextual factors, the organization was challenged to change some practices, while maintaining quality services and supports. In reference to the transformation model components, the organization maintained its pillars related to core, quality of life values, but explained them more clearly and graphically throughout the organization. These core values were integrated into a more business-like model that combined the values with a stronger emphasis on the financial analysis and performance management perspectives. Critical thinking was encouraged and rewarded, as was innovation.

In terms of transformation strategies there has been an increased emphasis on strategic execution. The specific changes have involved: (a) changing the managerial structure to focus on

middle management cluster managers who have skills managing both people and money; (b) enhancing staff effectiveness by using an IT-based knowledge on demand strategies that provide user-friendly information about specific supports and their implementation; (c) restructuring support teams into geographically-based clusters that facilitate interaction and community involvement; and (d) streamlining the personal plan process. Arduin remains committed to enhancing organization outputs related to inclusive environments and community networks, and improving quality of life-related personal outcomes.

7.2. Transformation of multiple organizations

Although this article has focused on organization transformation, larger service delivery systems that involve multiple organizations are also transforming. For example, Plena Inclusion (<http://www.plenainclusion.org/>) is the major provider federation for persons with IDD in Spain. To clearly focus their transformation activities, and to become more effective, efficient, and sustainable in today's environment, the federation changed its name to emphasize its major systems-level transformation goal: "plain inclusion." The federation is composed of 19 regional federations and nearly 900 organizations. This associative movement brings together people with IDD (140,000), their families (235,000), professionals (40, 000) and volunteers (8,000). The mission of Plena Inclusion is to defend the rights and promote the quality of life of each person with IDD through employing the supports paradigm and striving for their inclusion as a full citizen in society.

Transformational pillars are central to Plena Inclusion organizations, which base their work on the principles of quality of life, quality management, and ethics. One of the main aspects of the strategic plan of Plena Inclusion (2015-2020) is 'the transformation towards

quality of life'. There are three inalienable elements emphasizing a person-centered service: a full citizenship role, personalized supports, and opportunities for inclusion. At this time, 648 different services (early education, occupational centers, day centers, employment, independent living, programs for the elderly, and family support services) are involved in the transformation process.

Many strategies have been implemented to facilitate an organization's transformation. The most effective strategies used thus far have been to: (a) provide specific training (e.g., seminars, conferences, master degree, counseling) to transform the role of professionals to learn useful tasks to analyze and work in community environments and establish inclusive environments for their clientele; (b) align the input (assessment of individual support needs), throughput (provision of individualized supports within community-based environments), and organization outcomes (quality of life indicators); (c) emphasize strategic execution that communicates and disseminates information (e.g., description of projects, interchange of experiences, meetings, and sharing data) about the project through Intranet; (d) develop common indicators to evaluate outputs and outcomes from each organization; and (e) integrate data systems that provide aggregated data about the outputs and outcomes of all the organizations involved. The data system uses the same assessment and evaluation tools (standardized scales of individual and family quality of life, questionnaires to evaluate how services are centered on the person, and how services and supports impact the quality of life of persons). In addition, as an on-going transformation strategy, organizations are establishing regular communication and joint projects with university research teams to implement initiatives, train professionals, and obtain and analyze output and outcome information.

8. Lessons learned

We have learned at least four valuable lessons based on the literature reviewed in developing the transformation model presented in Figure 2 and our experiences in observing and evaluating its use. First, *organization transformation involves triggers, drivers, and barriers*. The primary *triggers* are personal or consumer-centered values such as enhanced quality of life or increased human and legal rights (Schalock, Bonham, & Verdugo, 2008; Schalock & Keith, 2016; United Nations, 2006; Verdugo, Navas, Gomez, & Schalock, 2012). A desire for increased organization effectiveness and efficiency can also be a trigger, but such an emphasis needs to be based on person-centered values (Schalock et al., 2014; Schalock & Verdugo, 2012 b). The *drivers* of organization transformation are those strategies discussed in this article and involve analyzing environments, aligning organization functions, using a balanced approach to performance management, integrating ecological systems, and employing strategic execution. The potential barriers are many, but typically involve: (a) the entrenchment of the traditional center-based service delivery model (Duryan et al. 2012; Schalock & Verdugo, 2012 b) and the practice of externally-based evaluation of the organization's compliance with rules and regulations rather than outcome-focused, internal, and participative evaluation that is used for multiple purposes including organization transformation (Cousins & Chouinard, 2012; Schalock & Verdugo, 2013); (b) the lack of a stable and well-trained work force (Bogenschutz, Hewitt, Nord, & Hepperlen, 2014; Larson, Nord, Salmi, Dolarae, & Hewitt, 2008); (c) the lack of resources (i.e., time, money, expertise) for outcomes-based research and evaluation (Claes et al., 2012; Fetterman et al., 2015; Materia, Miller, Runion, Chesnut, Irvin, Richardson et al., 2016); and (d) on-going challenges related to leadership change, funding deficits, competing internal practices, political will, and time (Baker et al., 2016). This "dynamic trio" of triggers, drivers, and barriers interact in ways that can support transformation, hinder transformation, or change

the focus of transformation (such as described in Section 7.1). The trio also explains why organization transformation is not about attempting to improve what is already in place (i.e., quality improvement); rather, organization transformation is all about wrestling with new ideas, believing that something better is yet to come, and being willing to help it along.

Second, *one cannot separate the organization process described in this article from the significant changes that are occurring within the workplace.* According to a recent Gallup Report (O’Boyle & Mann, 2017), these changes are due in part to the new and emerging expectations regarding organizations, the emphasis on subjective well-being, and the technologies that are transforming the type of work employees perform as well as where and how works gets done. As an essential transformation strategy, organization leaders using strategic execution can build on and incorporate these changes into the transformation process by becoming more flexible and collaborative than before; breaking down the long-established structures and policies that have traditionally influenced the workday; being clearer and more concrete about future directions, required skills, and job duties; and responding to the anticipation among employees that their work has meaning and purpose, and that their job fits their life style and contributes to their quality of life.

Third, *some transformation strategies are easier to implement than others.* For example, analyzing environments is complex, but facilitated through employing the five-step contextual analysis process outlined in the article and discussed more fully in Verdugo et al. (2017) and Shogren et al. (in press). Aligning organization functions requires partnering with policy makers, funding sources, service providers, and consumers. In addition, alignment requires the use of logic models, systems thinking, and understanding the difference between horizontal alignment *within each level* (i.e., individual, organization, and system) and *vertical alignment*

across system components (i.e. input, throughput, output, and outcome; Schalock & Verdugo, 2012 a). A balanced approach to performance management requires understanding the perspectives of the customer and the organization's growth, financial analyses, and internal processes, plus a systematic approach to the assessment and enhancement of these four perspectives (Schalock et al., 2016). Integrating ecological systems is challenging unless the organization's culture is systems-oriented rather than organization-centered. The challenge involved in employing strategic execution is to have organization leadership embrace what is involved in strategic execution: clear and consistent communication, shared or multilevel leadership, networked partnerships, and data engagement.

Fourth, and because of the influence of the 'dynamic trio of triggers, drivers, and barriers' described above, *most organizations do not attempt to implement all five of the transformation strategies simultaneously*. The decision as to which strategy or strategies to implement is based in part on the complexity of understanding and acting on the "trio", and in part to the organization's management practices. Practices facilitating the implementation of specific strategies include the organization's openness to change, the willingness of leaders to be participative leaders, the level and clarity of communication within the organization, and the organization's 'morale' or the emotional or mental state of workers (Chilenski, Olson, Schulte, & Perkins, 2015; Gomez, Verdugo, Arias, & Navas, 2013; Zeithaml et al., 2016).

In conclusion, these four lessons learned to date underscore the complexity of—and dynamics involved in—organization transformation. Understanding organization transformation in evaluation and program planning is not just about pillars, strategies, organization capacity, and outputs and outcomes; it is also about appreciating the key roles played by organization stakeholders who are significant players in incorporating those values that drive change;

implementing those strategies that truly enhance an organizations effectiveness, efficiency, and sustainability; and helping to overcome those barriers that hinder the transformation process.

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Biographical Sketch: Robert L. Schalock, Ph.D.

Bob is Professor Emeritus at Hastings College (Nebraska) where he chaired the Psychology Department and directed the Cognitive Behavior Lab from 1967 to 2000. He currently has adjunct research appointments at the University of Kansas (Beach Center), University of Salamanca (Spain), Gent University (Belgium), and University of Chongqing (Mainland China). Bob has been involved in the field of intellectual disability for the last 40 years. Initially, he was a research psychologist studying the biochemical and behavioral basis of cognitive disabilities. Since 1972, his work has focused on the development and evaluation of community-based programs for persons with disabilities and the key roles that the concept of quality of life and the supports paradigm play in planning and delivering individualized supports within a service delivery system. Bob has published widely in the areas of personal and program outcomes, the supports paradigm, adaptive behavior, clinical judgment, quality of life, and the transformation of disabilities organizations.

Bob has been actively involved in the American Association on Intellectual and Developmental Disabilities since 1972. He has served as AAMR President (1997-1998) and President of the Academy on Mental Retardation (1988-1991). He is currently a member of the following AAIDD Committees: Terminology and Classification, Supports Intensity Scale, and Diagnostic Adaptive Behavior Scale.

Bob is a frequent speaker at national and international conferences and has assisted a number of jurisdictions in their efforts to develop community-based programs for persons with intellectual and closely related developmental disabilities within the context of the supports paradigm, the quality of life construct, and outcomes-based evaluation. Bob and his wife Susan are “semi-retired” and live in the mountains of northeast Washington State. His hobbies include gardening, camping, fishing....and writing.

Table 1**Transformation Pillars: Description and Impact on Organization Transformation**

<i>Pillar</i>	<i>Description</i>	<i>Impact on Organization Transformation</i>
Values	<ul style="list-style-type: none"> -Improving individual's lives -Improving family lives -Improving society 	<ul style="list-style-type: none"> -Determine the organization's culture -Establish parameters of best and evidence-based practices -Provide a framework for outcomes evaluation
Critical Thinking Skills	<ul style="list-style-type: none"> -Analysis -Alignment -Holism -Systems -Synthesis 	<ul style="list-style-type: none"> -Provide the conceptual basis for and implementation of transformation strategies
Innovation	<ul style="list-style-type: none"> -Fosters creativity -Encourages flexibility 	<ul style="list-style-type: none"> -Fosters a learning culture -Reinforces creativity and knowledge production -Creates inclusive environments that encourage growth and development and support people -Builds community networks that build organization capacity and enhance an organization's effectiveness, efficiency, and sustainability

Table 2**Critical Thinking Skills and Associated Transformation Strategies**

<i>Critical Thinking Skill</i>	<i>Definition and Focus</i>	<i>Associated Transformation Strategy</i>
Analysis	-Examine and evaluate component parts of a phenomenon -Determine factors that hinder or facilitate change	Analyze Environments
Alignment	-Place or bring organization processes/ functions into a logical sequence of input, throughput, output, and outcome	Align Organization Functions
Holism	-Approach organization transformation from the perspective of a complete system -Incorporate multiple perspectives on performance management	Use a Balanced Approach to Performance Management
Systems	-Focus on the multiple systems that affect human functioning and organization performance -Integrate the micro, meso, and macrosystem into thinking and acting	Integrate Ecological Systems
Synthesis	-Integrate information from multiple sources -Base strategic execution on communication, multilevel leadership, networked partnerships, and data engagement	Employ Strategic Execution

Table 3

The Alignment of Organization Functions

<i>Component</i>	<i>Functions</i>
Input	<ul style="list-style-type: none"> -Implement person-centered policies and practices -Maximize resources that include time, expertise, technology, and social and financial capital
Throughput	<ul style="list-style-type: none"> -Develop personal support plans on the alignment of personal goals and assessed support needs to the elements of a system of supports -Implement a system of supports that involves professionally-based interventions, inclusive environments, and specific support strategies (natural supports, technology, prosthetics, education across the life-span, reasonable accommodation, dignity and respect, and personal strengths/assets) -Employ Support Teams
Output	<ul style="list-style-type: none"> -Create inclusive environments that enhance personal well-being through participation, involvement, and development (e.g., supported living, supported employment, inclusive education, aging in place) -Evaluate community building indicators (e.g. social capital, networked partnerships, degree of inclusion and community involvement)
Outcome	<ul style="list-style-type: none"> Assess personal or family measures of well-being (e.g., quality of life domains) -Assess indicators of socio-economic status, health, and/or subjective well-being

Table 4**Best Practice Indicators Associated with Multiple Perspectives on Performance Management**

<i>Perspective</i>	<i>Best Practice Indicators</i>
Customer	<ul style="list-style-type: none"> -Aligns services and supports to identified support needs -Reports number of clients residing in different environments (e.g. supported employment) -Measures personal outcomes -Reports and analyzes aggregated personal outcomes -Uses technology to enhance outcomes
Growth	<ul style="list-style-type: none"> -Articulates the organization's mission and intended results -Enters into partnerships -Develops program options -Utilizes and evaluates high performance teams -Monitors job satisfaction and develops job enrichment programs
Financial	<ul style="list-style-type: none"> -Computes unit costs across different locations and service delivery platforms -Reports percent of budget allocated to client-referenced supports -Monitors the relationship between social capital and agency-based fiscal capital -Uses fixed and variable cost data to establish a baseline cost rate -Analyzes overhead rate to increase efficiency
Internal Processes	<ul style="list-style-type: none"> -Horizontally aligns program components -Vertically aligns program components -Demonstrates relations between throughputs and outputs/outcomes -Uses data for multiple purposes -Uses evidence-based indicators for strategic planning and developing policies and practices

Table 5
Organization Capacity Indicators

<i>Indicator</i>	<i>Requirement</i>	<i>Results</i>	<i>Examples</i>
Wide range of services and supports	<ul style="list-style-type: none"> -A holistic approach to the individual -A system of supports -User friendly personal support plans -A learning culture 	<ul style="list-style-type: none"> -Enhancement of human functioning -Attainment of valued personal outcomes 	<ul style="list-style-type: none"> -Professional interventions -Inclusive environments -Individualized support strategies
Evaluation of impact of services and supports	<ul style="list-style-type: none"> -Reliable and valid assessment of person-referenced or family-referenced evidence-based indicators -Data management system for collecting, analyzing, and reporting assessment results 	<ul style="list-style-type: none"> -Information that can be used for multiple purposes -Purposes include reporting and monitoring, quality improvement, organization transformation, and research 	<ul style="list-style-type: none"> -Person-referenced outcomes related to quality of life domains or human functioning areas -Family-referenced outcomes related to quality of life domains or family unity/functioning -Socio-economic status indicators related to education, occupation, income, health, or subjective well-being

Table 6**Parameters of Organization Output and Outcome Evaluation**

<i>Type of Evaluation</i>	<i>Assessment Category</i>	<i>Measurable Indicators</i>
Output	<ul style="list-style-type: none"> -Creating inclusive environments that provide opportunities and supports -Building community networks 	<ul style="list-style-type: none"> -Involvement in supported employment, supported living, and inclusive education -Partnership networks -Mutual support systems -Community ties/affiliation
Outcome	<ul style="list-style-type: none"> -Improving individual's lives Improving family lives Improving society 	<ul style="list-style-type: none"> -Individual quality of life domains (personal development, self-determination, interpersonal relations, social inclusion, rights, emotional well-being, physical well-being, material well-being) -Family referenced quality of life domains (family interactions, parenting, emotional well-being, physical well-being, financial/material well-being, and family supports) -Socio-economic position (education, occupation, income) -Health (longevity, wellness, access to health) -Subjective well-being (life satisfaction, positive affect (happiness, contentment), absence of negative affect (sadness/worry, helplessness))

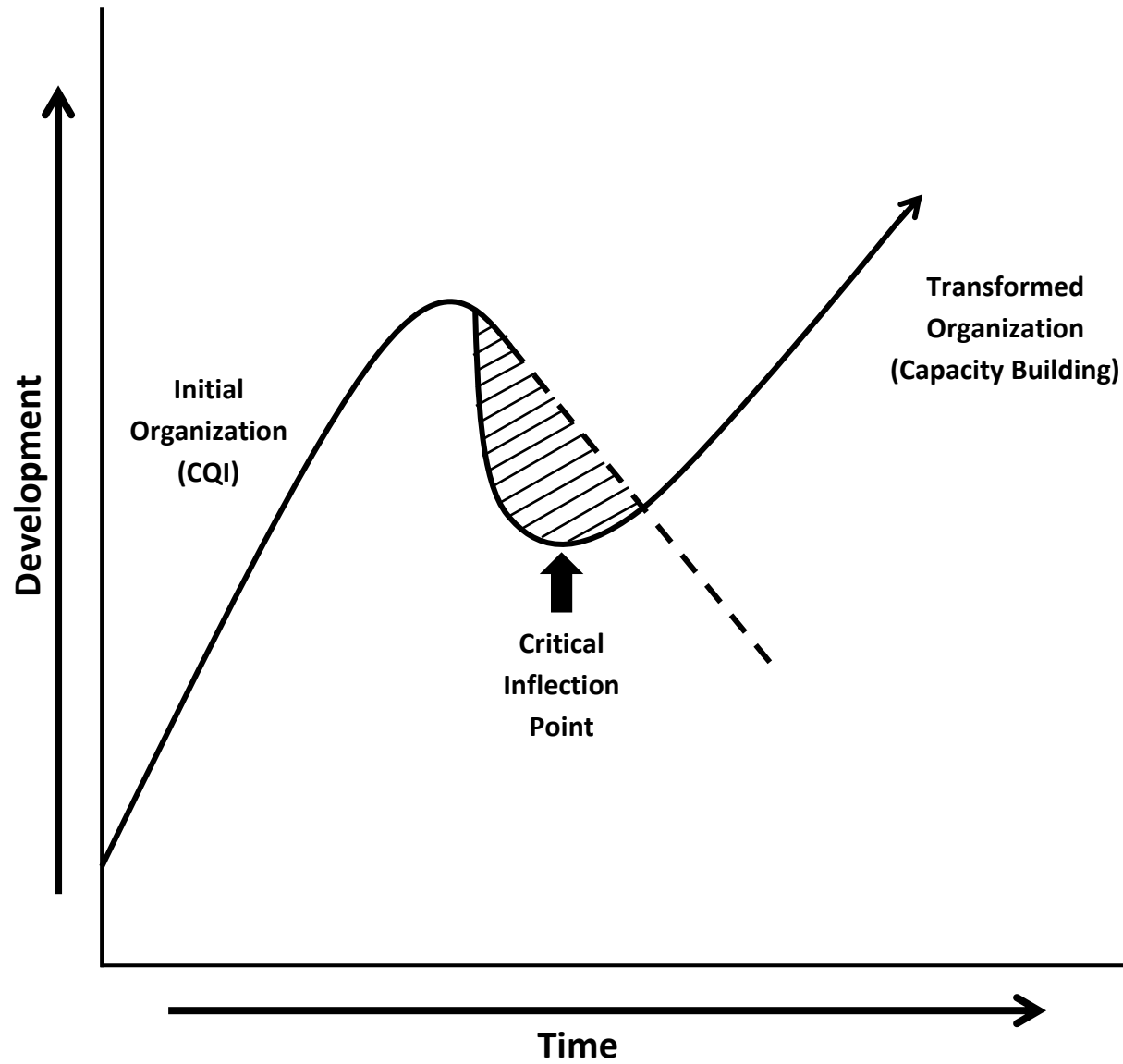


Figure 1. Transformational Process

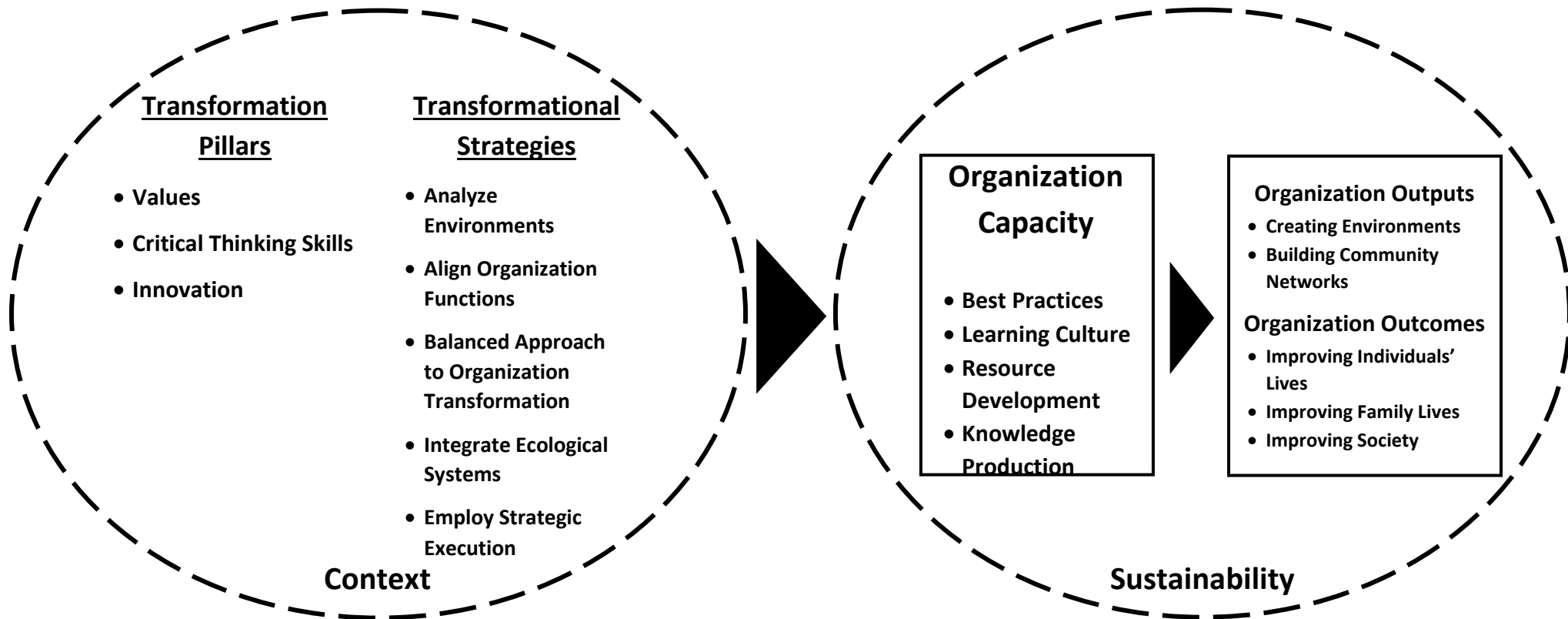


Figure 2. Organizational Transformation Model