MHA5040 - Unit 3

Content

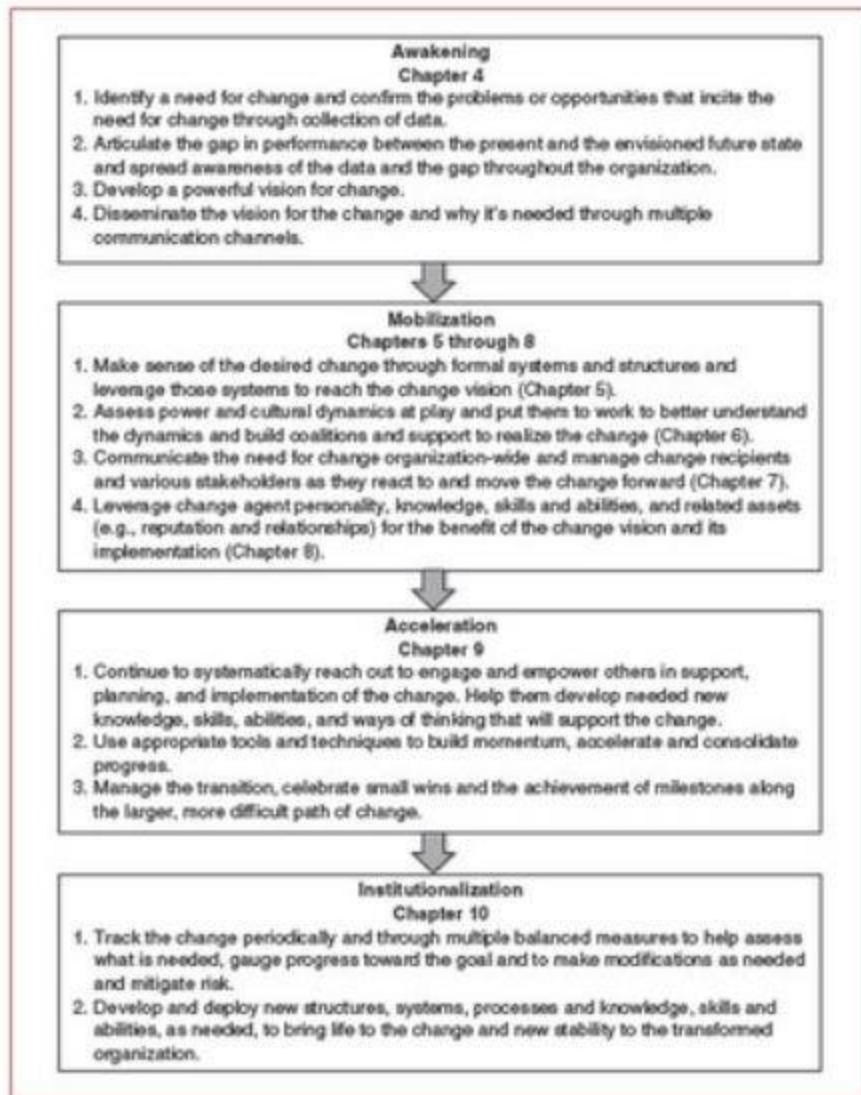- **Organizational Change Practices and Theories: HOW to Change**

Introduction

In Unit 3, we will explore the last set of change practices and begin our exploration of how leaders can lead their organizations through the change process. As we discussed in Units 1 and 2, after organizational leaders determine the desired change and most effective leadership style, they must then determine the best practices that will result in the most effective outcomes (Hickman, 2010). Institutional leadership, organizational learning, empowerment, and shared power are interrelated, and have been shown to be more successful than a top-down approach (Hickman, 2010).

Change-practice theories, such as Lewin's force field model, Kotter's eight stages of change, Schwartz's scenario building, and Cooperrider and Srivatva's appreciative inquiry will be explored. Similar to leadership theories, there is no single formula that will work in every situation. However, we will use Beckhard and Harris's change-management process as an example of how to frame our approach for the remainder of the course.

According to Cawsey, Deszca, and Ingols (2016), the Beckhard and Harris change management model walks us through the following questions:

1. What is happening in the organization?
2. Why change?
3. What is the gap between the existing and desired states?
4. How do we close the gap?
5. How do we manage the transition?

Familiarize yourself with Figure 2.2 (The Change Path Model by Hickman) on page 55 in your *Organizational Change* text as we begin our journey through each of the steps.

Awakening
Chapter 4
1. Identify a need for change and confirm the problems or opportunities that incite the need for change through collection of data.
2. Articulate the gap in performance between the present and the envisioned future state and spread awareness of the data and the gap throughout the organization.
3. Develop a powerful vision for change.
4. Disseminate the vision for the change and why it's needed through multiple communication channels.

Mobilization
Chapters 5 through 8
1. Make sense of the desired change through formal systems and structures and leverage those systems to reach the change vision (Chapter 5).
2. Assess power and cultural dynamics at play and put them to work to better understand the dynamics and build coalitions and support to realize the change (Chapter 6).
3. Communicate the need for change organization-wide and manage change recipients and various stakeholders as they react to and move the change forward (Chapter 7).
4. Leverage change agent personality, knowledge, skills and abilities, and related assets (e.g., reputation and relationships) for the benefit of the change vision and its implementation (Chapter 8).

Acceleration
Chapter 9
1. Continue to systematically reach out to engage and empower others in support, planning, and implementation of the change. Help them develop needed new knowledge, skills, abilities, and ways of thinking that will support the change.
2. Use appropriate tools and techniques to build momentum, accelerate and consolidate progress.
3. Manage the transition, celebrate small wins and the achievement of milestones along the larger, more difficult path of change.

Institutionalization
Chapter 10
1. Track the change periodically and through multiple balanced measures to help assess what is needed, gauge progress toward the goal and to make modifications as needed and mitigate risk.
2. Develop and deploy new structures, systems, processes and knowledge, skills and abilities, as needed, to bring life to the change and new stability to the transformed organization.

References

Cawsey, T. F., Deszca, G., & Ingols, C. (2016). *Organizational change: An action-oriented toolkit* (3rd ed.). Thousand Oaks, CA: Sage.

Hickman, G. R. (2010). *Leading change in multiple contexts.* Thousand Oaks, CA: Sage.

Objectives

To successfully complete this learning unit, you will be expected to:

6. Describe how a specific organization monitors community wellness and anticipates community needs.
7. Analyze how the specific drivers of change relate to the purpose of an organization.
8. Identify traditional leadership models that are predominantly used throughout an organization to prepare and support it through the change process.
9. Synthesize the concepts and practices of leading change that are being used by an organization to challenge the status quo, prepare the organization for change, and energize stakeholders for this change.
10. Leverage knowledge of change management theories to analyze a current health care change-leadership situation.

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Learning Activities

[u03s1] Unit 3 Study 1

Studies

Readings

Change Practices

[Launch Presentation](#) | [Transcript](#)

A Comparison of Four Models of Change

A Comparison of Four Models of Change — CAPELLA UNIVERSITY

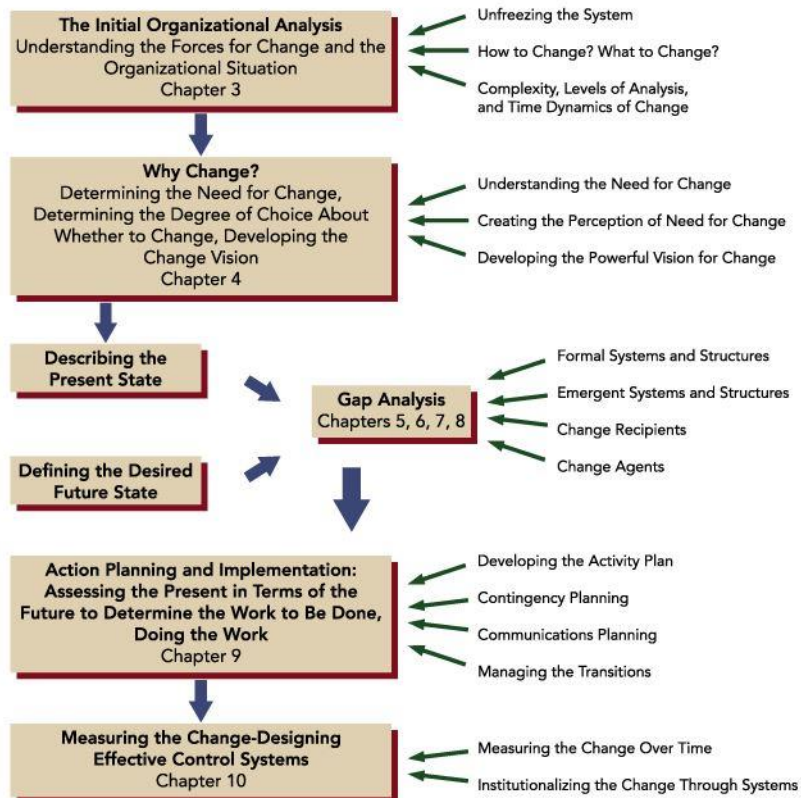| Beer's Six Steps for Change (1990).	Kanter et al.'s Ten Commandments for Change (1992).	Kotter's Eight-Stage Process for Successful Organizational Transformation (1996).	Lueck's Seven Steps for Change (2003).
Mobilize commitment to change through joint diagnosis of problems.	Analyze the organization and its need for change.	Establish a sense of urgency.	Mobilize energy, commitment thought joint identification of business problems and solutions.
Develop a shared vision of how to organize and manage for competitiveness.	Create a vision and a common direction.	Create a guiding coalition.	Develop a shared vision of how to organize and manage for competitiveness.
Foster consensus for the new vision, competence to enact it, and cohesion to move it along.	Separate from the past.	Develop a vision and strategy.	Identify the leadership.
Spread revitalization to all departments without pushing it from the top.	Create a sense of urgency.	Empower broad-based action.	Focus on results, not activities.
Institutionalize revitalization through formal policies, systems, and structures.	Support a strong leader role.	Communicate the change vision.	Start change at the periphery, and then let it spread to other units pushing it from the top.
Monitor and adjust strategies in response to problems in the revitalization process.	Line political sponsorship.	Generate short-term wins.	Institutionalize success through formal policies, systems, and structures.
	Craft an implementation plan.	Consolidate gains and produce more change.	Monitor and adjust strategies in response to problems in the change process.
	Develop enabling structures.	Anchor new approaches in the culture.	
	Communicate, involve people and be honest.		
	Reinforce and institutionalize change.		

Reference

Cawsey, T. & Deszca, G. (2007). Toolkit for Organizational Change. Thousand Oaks, CA: Sage Publications, Inc. Page 314.

A Summary of How to Change

A Summary of "How" to Change
CAPELLA UNIVERSITY

The Initial Organizational Analysis
Understanding the Forces for Change and the Organizational Situation
Chapter 3

- Unfreezing the System
- How to Change? What to Change?
- Complexity, Levels of Analysis, and Time Dynamics of Change

Why Change?
Determining the Need for Change, Determining the Degree of Choice About Whether to Change, Developing the Change Vision
Chapter 4

- Understanding the Need for Change
- Creating the Perception of Need for Change
- Developing the Powerful Vision for Change

Describing the Present State

Gap Analysis
Chapters 5, 6, 7, 8

- Formal Systems and Structures
- Emergent Systems and Structures
- Change Recipients
- Change Agents

Defining the Desired Future State

Action Planning and Implementation:
Assessing the Present in Terms of the Future to Determine the Work to Be Done, Doing the Work
Chapter 9

- Developing the Activity Plan
- Contingency Planning
- Communications Planning
- Managing the Transitions

Measuring the Change-Designing Effective Control Systems
Chapter 10

- Measuring the Change Over Time
- Institutionalizing the Change Through Systems

Reference Cawsey, T. & Deszca, G. (2007). Toolkit for Organizational Change. Thousand Oaks, CA: Sage Publications, Inc. Page 368.

Transcript (Attached)

Lewin's Model of Change

Lewin's Model of Change

CAPELLA UNIVERSITY

Sixty years ago, Kurt Lewin wrote about the problem of how to bring about change. He described a three-stage model of change:

Unfreeze → Change → Refreeze

Lewin stated that we need to understand the situation and system as a whole as well as the component parts that make up the system. Before change can occur, an unfreezing process must happen within that system. This focuses on the need to dislodge or upend the beliefs and assumptions of those required to participate in the change, and engage in systemic alterations of the status quo. The unfreezing process might occur because of some crisis. For example, a major government cutback to a funded social service agency or new competitive products that are attacking the major profit producers of a private enterprise might be sufficient shocks to these organizations to "unfreeze" the patterns. In both examples, the balance in the system must be disrupted or broken in order to permit conditions for change to develop. Some top managers even talk about "creating a crisis" in order to develop the sense of cogency around change.

When unfreezing occurs, the systems and the people who are embedded in those systems become susceptible to change. Systems and structures, beliefs and habits, become fluid and thus can shift more easily.

Reference Cawsey, T. & Deszca, G. (2007). Toolkit for Organizational Change. Thousand Oaks, CA: Sage Publications, Inc. Page 41.

Use your *Leading Change in Multiple Contexts* textbook to complete the following:

- Chapter 4, "Organizational Change Practices," pages 79–96. (Attached)

Use your *Organizational Change* text to complete the following:

- Chapter 2, "Frameworks for Leading the Process of Organizational Change: "How" to Lead Organizational Change," pages 37–58. (Attached)

Research

- Research the Capella University Library to find a recent journal article (published within the last two years) that discusses a health care organization that is undergoing a significant change (do not use the same article you used in Unit 1). Be prepared to share your findings during the first discussion in this unit. Make sure you have a link or citation for your selection that you can post in the discussion for your peers.

Multimedia (Attached to the PDF)

- Click **Launch Presentation** to view the *Change Practices* diagram.
- Click **Launch Presentation** to view *A Comparison of Four Models of Change*.
- Click **Launch Presentation** to view *A Summary of How to Change*.
- Click **Launch Presentation** to review *Lewin's Model of Change*.

[u03a1] Unit 3 Assignment 1

Interview with a Health Care Leader

Interview a health care leader in your local community. Review Figure 1.1 on page 21 of your *Leading Change* text and reflect on what you have learned during Units 1 through 3. In your paper, address the following:

- o Identify the purpose of the leader's organization and describe how this organization is changing in response to organizational, community, political, social, and global needs and evaluates the effectiveness of its efforts.
- o Analyze how well an organization monitors community wellness and anticipates community needs. Analyze specific drivers of change identified by the leader and relate those drivers to the purpose of the organization.
- o Identifies traditional leadership models that are predominantly used throughout an organization to prepare and support the organization through the change process. Evaluates the effectiveness of those models and offers suggestions regarding the use of those models if appropriate. Analyzes how well an organization monitors community wellness and anticipates community needs.
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- o **Assignment Requirements**   *Diana Wilson*
- o **Written Communication:** Written communication should be free of errors that detract from the overall message.
- o **APA Formatting:** Resources and in-text citations should be formatted according to APA (6th edition) style and formatting.
- o **Font and Font Size:** Arial, 12-point, double-spaced. Use Microsoft Word.
- o **Number of Resources:** 3-5 scholarly, peer-reviewed articles.
- o **Length:** 7 pages

Review the scoring guide to learn the grading criteria for this assignment.

Resources

[u03d1] Unit 3 Discussion 1

Employing Change Management Processes

In the studies for this unit, you were directed to find one journal article from the past two years that discusses a health care organization that is undergoing a significant change (do not use the same article you used in Unit 1). Summarize the article and then use the article to illustrate one of the change management processes you studied in this unit.

Responses 350 words, with APA formatted in-text citations and accompanying, congruent APA formatted references.