**Unit 7**

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**Content**

* **Developing Complex Plans of Action**

**Introduction**

In Unit 7, we will explore various plans for action, including implementation tactics and project management tools. Henry Mintzberg suggests three generic approaches when thinking about an action plan:

* 1. Think first: When the issue is clear, data are reliable, and the context is structured.
  2. See first: When many elements have to be combined into creative solutions.
  3. Do first: When the situation is novel, confusing, and complicated and rules are needed to move forward (Cawsey, Deszca, & Ingols, 2016).

[Full Introduction](https://courserooma.capella.edu/webapps/blackboard/content/listContent.jsp?course_id=_121989_1&content_id=_6446661_1&mode=reset)

Nohria presents three different generic strategies to change:

* 1. Programmatic (similar to "think first"): When context is clear, well defined, and incremental.
  2. Discontinuous: When the environment is shifting dramatically and existing assumptions will not work.
  3. Emergent (similar to "do first"): Incremental in nature and creates ambiguity (Cawsey, Deszca, & Ingols, 2016).

Michael Beer offers six steps to effective change:

* 1. Mobilize commitment.
  2. Develop a shared vision.
  3. Foster consensus for the new vision.
  4. Spread revitalization to all departments.
  5. Develop formal policies, systems, and structures.
  6. Monitor and adjust strategies (Cawsey, Deszca, & Ingols, 2016).

Finally, specific action-planning tools to review include:

* 1. To-do lists.
  2. Responsibility charting.
  3. Contingency planning.
  4. Surveys and survey feedback.
  5. Project planning.
  6. Force-field stakeholder analysis.
  7. Leverage analysis (Cawsey, Deszca, & Ingols, 2016).

As you can see, this chapter offers several different planning tools to help health care leaders move to the action phase of the change management process. You will have the opportunity to explore each of these in detail and apply them to specific situations.

**Reference**

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

**Objectives**

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

* 1. Review action planning and implementation processes.
  2. Analyze how an organization used structures and systems to deal with environmental uncertainty and complexity.
  3. Identify how various departments were impacted by a proposed change.
  4. Discuss how change disrupted the psychological contract that existed in an organization.
  5. Identify various conflicts and resistance to change.
  6. Outline potential actions designed to prevent or mitigate an identified conflict.

**[u07s1] Unit 7 Study 1**

**Studies**

**Readings**

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

* 1. **Chapter 9, "Action Planning and Implementation," pages 297–337 ATTACHED**

[**[u07a1] Unit 7 Assignment 1**](https://courserooma.capella.edu/webapps/assignment/uploadAssignment?content_id=_6446696_1&course_id=_121989_1&group_id=&mode=view)

**Course Project: Part 2**

Your second course project assignment is due at the end of Unit 7. After reviewing the case study "**Ellen Zane: Leading Change at Tufts/NEMC**," complete the following:

* 1. Analyze how the organization used structures and systems to deal with environmental uncertainty and complexity.
  2. Identify which types of power were at play within the organization.
  3. Describe how the various stakeholders and departments were impacted.
  4. Discuss how the change disrupted the psychological contract that existed in the organization.
  5. Identify the various conflicts and resistance to change.
  6. Determine whether the change is programmatic, discontinuous, or emergent.
  7. Review **pages 319 -324 of your *Organizational Change* text** **ATTACHED** regarding communication and the impact on the change management plan. Analyze Ellen Zane's communication practices throughout the change management process and synthesize the best practices outlined in the text. Was her communication strategy effective?

**Assignment Requirements**

* 1. **Written Communication:** Written communication should be free of errors that detract from the overall message.
  2. **APA Formatting:** Resources and in-text citations should be formatted according to APA style and formatting.
  3. **Font and Font Size:** Arial, 12-point, double-spaced. Use Microsoft Word.
  4. **Number of Resources:** 3â€“5 scholarly, peer-reviewed articles.
  5. **Length:** 7 pages.

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

[**[u07d1] Unit 7 Discussion 1**](https://courserooma.capella.edu/webapps/blackboard/content/launchLink.jsp?course_id=_121989_1&content_id=_6446697_1&mode=view)

Applying Influence Strategies

Review the six influence strategies outlined on pages 322 -323 of your *Organizational Change* text. Analyze each of these strategies and apply each to a situation you have personally experienced in the workplace. What was the outcome of this strategy? Assess the effectiveness of the strategy and predict the outcome if a different strategy had been used.

Responses should range from 350 - 450 words, with APA formatted in-text citations and accompanying, congruent APA formatted references.

**~~Response Guidelines~~**

~~Peer responses should be substantive and need to include one peer-reviewed source that aligns with the discussion thread. You may feel free to add an additional source that is new or provides a completely different perspective. "I agree" and "Thanks for sharing your insights" are examples of responses that do not contribute content for enhanced learning, and thus cannot be eligible for points. Word count should be a minimum of 125 words. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.~~