**MHA 5040, Unit 6**

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**Content**

**Gap Analysis and Community Assessment**

**Introduction**

In Unit 6, we cover a lot of ground as we examine organizational structures, power dynamics, force-field analysis, stakeholder analysis, understanding resistance to change, and influencing internal stakeholders to become a master change agent (Cawsey, Deszca, & Ingols, 2016). All of these topics address the next step in our change management process model as outlined by Beckhard and Harris.

Any individual, at any level within the organization, can be a change agent. We will discuss four different types of change leaders: the emotional champion, the intuitive adapter, the continuous improver, and the developmental strategist (Cawsey, Deszca, & Ingols, 2016). Health care leaders will be expected to assume a greater change-agent role and will be required to use their positional power and expertise to lead their organizations forward in uncertain waters.

**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. Examine processes for navigating organizational change.
	2. Leverage knowledge of change-management theories.
	3. Summarize the essential characteristics of change leaders.
	4. Self-assess current and desired change-leadership characteristics.

Learning Activities

 **[u06s1] Unit 6 Study 1**

**Studies**

**Readings**

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

* 1. Chapter 5, "Navigating Change Through Formal Structures and Systems," pages 143–179.
	2. Chapter 6, "Navigating Organizational Politics and Culture," pages 182–211.
	3. Chapter 7, "Managing Recipients of Change and Influencing Internal Stakeholders," pages 215–252.
	4. Chapter 8, "Becoming a Master Change Agent," pages 256–294.

 **[u06s2] Unit 6 Study 2**

**Course Project: Part 2 Preparation**

The second assignment of your course project, the analysis of the case study, "Ellen Zane: Leading Change at Tufts/NEMC" is due at the end of Unit 7. In order to have sufficient time to successfully complete this assignment by its due date, you will need to begin your work in this unit. Refer to the Unit 7 assignment description and the scoring guide for a complete overview of the assignment.

During this unit, it is suggested that you complete the following portion of the Unit 7 assignment:

* 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.

**~~Resources~~**

[**~~[u06d1] Unit 6 Discussion 1~~**](https://courserooma.capella.edu/webapps/blackboard/content/launchLink.jsp?course_id=_121989_1&content_id=_6446722_1&mode=view)

**~~Course Project Part 1: Peer Review~~**

~~Post your Unit 5 assignment to this discussion thread.~~ I am doing this

**~~Response Guidelines~~**

~~Respond to the post of one learner and provide feedback and additional thoughts for their consideration for revisions for the Unit 9 assignment.~~

[**[u06d2] Unit 6 Discussion 2**](https://courserooma.capella.edu/webapps/blackboard/content/launchLink.jsp?course_id=_121989_1&content_id=_6446723_1&mode=view)

**Essential Characteristics of Change Leaders**

Review the six essential characteristics of change leaders as outlined in your *Organizational Change* text on pages 261–264. Summarize each of these characteristics. Reflecting back on your previous work experience, assess which attributes you possess and which attributes you wish to further develop.

Responses should range from **350words**, 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.~~