

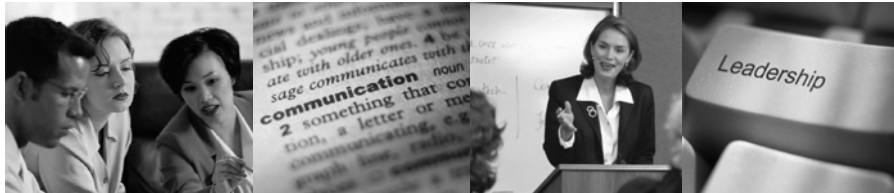
The MCH Leadership Skills Development Series was produced by Holly Grason and Marjory Ruderman for the Women's and Children's Health Policy Center. The series pulls together information from a wide variety of leadership training resources and draws on the knowledge and experiences of many MCH leaders. Please refer to the User Guide for more information on our sources and inspirations.

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The Module 5 video features Ann-Michele Gundlach, EdD, Co-Director of the MPH Health Leadership and Management Concentration AND Associate Director of the MHS Degree in Health Finance and Management in the Department of Health Policy and Management at the Johns Hopkins Bloomberg School of Public Health. A recognized authority on organizational change and leadership development, Dr. Gundlach specializes in guiding leaders in the development of new ventures and programs and in their organization's response to marketplace and regulatory changes.

## Module 5: Organizational Change

### PART 2: PLANNING FOR CHANGE



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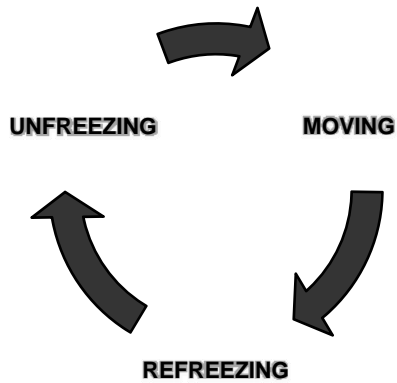


## Types of Organizational Change

- Adaptive Change \*
  - Reintroducing a familiar practice
- Innovative Change \*\*
  - Introducing a practice new to the organization
- Radically Innovative Change \*\*\*
  - Introducing a practice new to the industry

\* Degree of complexity, cost and uncertainty. Potential for resistance to change.

## Organizational Change Model



- Change is a process of learning & unlearning
- Behavior change is at the core of all organizational change
- Resistance to change is present *even* when the goals of change are desirable.

## Burning Platform



# Change Leadership

Create a sense of urgency around a clear vision/goal of the desired future

Align the people in the organization around that vision

Communicate clear, simple, and consistent messages

Mobilize action for achieving the *vision*

Insure actions follow words

Source: Washington, M, S. Hacker, & M. Hacker (2001). Five Components of Successful Change.

# Change Plan: How will we get there?

Analyze the current situation and describe what should be different

*Where are we now and where should we be?*

Conduct a gap analysis between the current & future state

*How much and what kind of work do we have to do?*

Develop action plans to close the gap

*Are they specific, measurable & responsible?*

Create review system

*Did we do what you said? What gets measured is what will change.*

Source: Washington, M, S. Hacker, & M. Hacker (2001). Five Components of Successful Change.

# Political Plan: How will you enroll/engage others?

Develop a “support” & “resistance” analysis

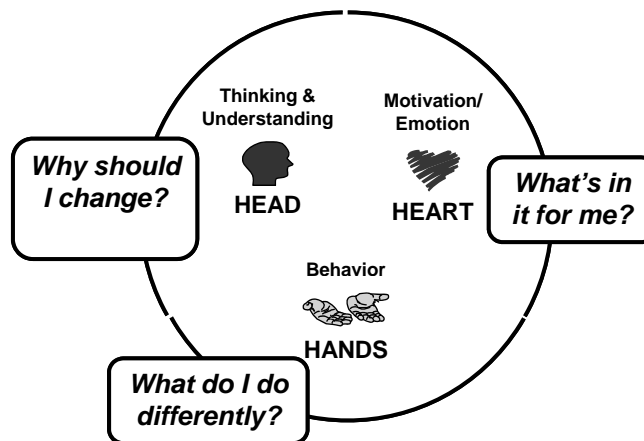
Develop an “involvement” plan and implement at appropriate levels

Create a communication strategy to communicate your vision and your plan

Set the stage/create the frame

Source: Washington, M, S. Hacker, & M. Hacker (2001). Five Components of Successful Change.

# Framework for Change *Head, Heart & Hands*



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