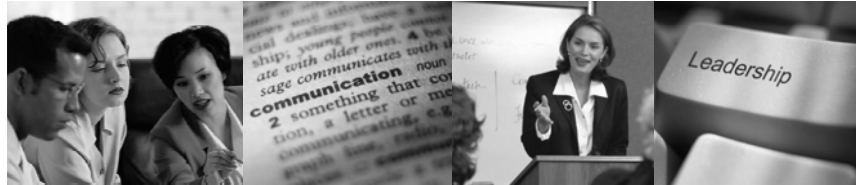


## Maternal and Child Health Leadership Skills Development Series



Women's and Children's Health Policy Center  
Department of Population, Family and Reproductive Health



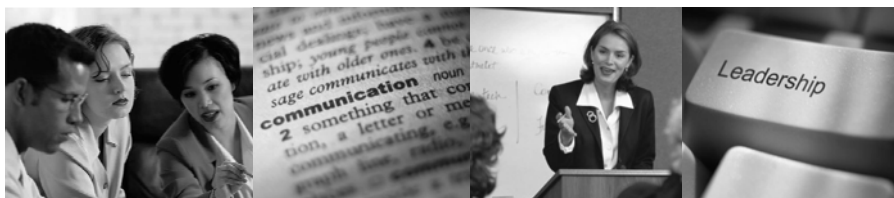
The MCH Leadership Skills Development Series was produced by Holly Grason and Marjory Ruderman for the Women's and Children's Health Policy Center. The series pulls together information from a wide variety of leadership training resources and draws on the knowledge and experiences of many MCH leaders.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

*This work was funded by the Maternal and Child Health Bureau, Health Resources and Services Administration, through an MCH Public Health Leadership Training Grant (#T76MC00003) to the Department of Population, Family and Reproductive Health at the Johns Hopkins Bloomberg School of Public Health.*

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 I: UNDERSTANDING OUR RESPONSE TO CHANGE**



Ann-Michele Gundlach, EdD  
Assistant Adjunct Professor  
Associate Director, MHS In Health Finance & Management  
Co-Director, MPH Health Leadership and Management Concentration  
Johns Hopkins Bloomberg School of Public Health

## Expecting the Unexpected



## Organizational Change Management

- Organizational change issues are often underestimated or ignored entirely
- Organizations do not change; people change
- Most people are nervous about change and resist it
- Change is an emotion-filled process

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

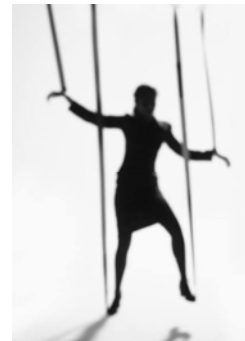
## Locus of Control

- Refers to the degree to which people believe they can control or influence the outcomes of their actions
- May determine a person's capacity to succeed professionally, personally, and socially

## External Locus of Control

Your own efforts don't matter since rewards in life are generally outside of your control

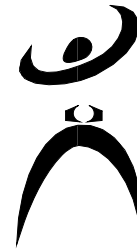
- Fear of unforeseen factors or powerful people
- Blame placed on others or circumstance
- Expressions of belief in fate or chance
  - Behavioral rigidity (*"I can't help it; I was born this way"*)
  - Limited to no risk taking



## Internal Locus of Control

Your own efforts do matter and generally lead to favorable outcomes

- Perseverance related to long-term achievement
- Comfortable with deferred gratification
- Believes efforts lead to positive results
  - Relies on own understanding
  - Moderate to calculated risk-taker



## The Resistant Door



## Change is Pain



### Working Memory

- “*Holding area*” where new ideas & information can be compared to old.
- Energy Intensive -- fatigues easily.

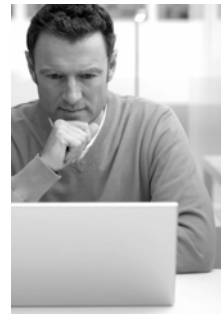
### Basal Ganglia

- Functions well without conscious thought
- Invoked by the familiar and routine
- Long-standing habits are formed & held
- Low energy.

Brain is a pattern-making organ.  
Error detection sets off an alarm!!

## Focus is Power

- The brain changes as a function of where “*you*” put your attention
- ATTENTION continually reshapes the pattern of the brain



## Expectation Shapes Reality



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