

CHAPTER 2

The Challenge of Change

CHAPTER OBJECTIVES

- Identify the impact of change on organizational life.
- Identify the manager's role as change agent.
- Review examples of successful change.
- Examine a major change having ongoing impact.
- Describe the organizational change process.
- Identify specific strategies for dealing with resistance to change.

THE IMPACT OF CHANGE

Change in the healthcare environment is continuous and challenging; the trends and issues in the healthcare setting reflect the reality in every stage of the life cycle of the organization, as well as in its attendant survival strategies. Trends and issues intensify, becoming mandates for change in patient care, setting, and administrative support. This affects workers at all levels. Such changes consume financial and administrative resources; they have the potential of draining emotional and physical energy away from primary goals. Thus, the managers accept the role of change agent, seeking to stabilize the organization in the face of change.

THE MANAGER AS CHANGE AGENT

Managers, as the visible leaders of their units, assume the function of change agents. This change agent role involves moving the trend or issue from challenge to stable and routine. This is accomplished in several ways:

- Mediating imposed change through adjusting patterns of practice, staffing, and administrative routines
- Monitoring horizon events through active assessment of trends and issues
- Creating a change-ready environment
- Taking the lead in accepting change

REVIEW OF SUCCESSFUL CHANGE

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