

MGT 522 Influencing Change in Organizations

Term:	Fall 2019
Credits:	3 quarter credits
Instructors:	Eugene Cardi, M.S. (cardie@ohsu.edu)
Course meets online:	Monday September 23, 2019 – Friday December 13, 2019
Face-to-Face Dates:	Friday September 27, 2019 4:00pm – 9:00pm Friday September 22, 2019 4:00pm – 9:00pm

NOTE: This course shares face-to-face time with MGT 535 Career Management as they are complementary courses. If you plan to take only one of the two, register for the course through SIS and plan on attending the entire face-to-face time.

Required Materials

Hiatt, J. ADKAR: A Model for Change in Business, Government and Our Community. Prosci Learning Center Publications, 2006. ISBN-10: 1930885504. MSRP: \$35.00.

J. Kotter & D. Cohen. The Heart of Change: Real-Life Stories of How People Change Their Organizations. Harvard Business Review Press. ISBN- 10: 1422187330. MSRP: \$32.00.

Pricing for textbooks may vary by retailer. Additional information about pricing, electronic options (e.g., Kindle), rentals, and used copies is available through your favorite online vendor. Additional readings will be made available through OHSU Library and the Sakai learning platform.

Course Description

It is no secret that healthcare is a state of change and reform. Healthcare professionals are on the frontline of the shift from Fee-for-Service (FFS) to Value-Based Care (VBC) delivery and reimbursement models. Accordingly, healthcare leaders must find innovative ways to deliver healthcare services to populations that are exerting their voices as consumers and demanding increased value. Over the course of the next decade we can expect to see fundamental shifts in the delivery of care including; the growth of digital health, concierge services, increased personalized care, and in home care. This shift is challenging the conventional wisdom of how we view and design healthcare organizations. Change does not happen in a vacuum. It affects each of us differently. Manifesting meaningful change in an organization demands we engage a willingness to first see ourselves as change agents. We must reflect on our aptitude for and attitude toward the rapidly changing world around us. When we initiate change with authentic clarity and passion, others willingly follow our lead. Enabled and empowered, we are capable of transforming organizations in ways we may never have thought possible. The

tools of change come easily to us. The change-cycle model fits comfortably in our language. We learn and grow. Isn't that what change is all about?

We will engage primarily with two models for leading change; Kotter's Eight-Step model and the ADKAR model. Over the course of the ten weeks we will explore change on both the individual and organizational level seeking to find comfort and familiarity with the tools and awareness necessary to lead change in a complex healthcare environment.