Key Term Review

- The **change agent model** includes building a relationship of trust, diagnosing the problem through consensus, assessing resources, setting goals, selecting strategies, and reinforcing change.
- During the **change phase** of the change process model, the nurse leader encourages experimentation, provides a supportive climate and feedback, preserves confidentiality, energizes the group, and helps it return to freezing tactics when resistance arises.
- The **change process model** is divided into three phases: freezing, changing, and refreezing.
- An **innovation** is the introduction of something new.
- In the **normative model for planned change,** all members of the system are active participants in the change process, rationality is only one of the many factors that influence change, the system can resist or modify change, and education alone is not enough to implement change.
- In an **open systems framework,** change is possible in any work setting, and what happens in one part of the system will affect the whole system, including the nurse leader.
- The **power-coercive model** uses sources of power that are most available to the have-nots.
- Assumptions underlying the **rational model for planned change** are that people are logical and behave rationally; ignorance and superstition are the main roadblocks to change; and once people are informed, they will adopt a change willingly.
- The purpose of the **refreezing phase** is to make sure that the change becomes part of the system's everyday functioning.
- **Rogers's diffusion of innovation model** includes three steps: invention of the change, diffusion or communication of information about the change, and adoption or rejection of the change.
- The nurse leader **unfreezes the system** by using disconfirmation, guilt and anxiety, and psychological safety procedures.

Leadership Development Exercises

Leadership Development Exercise 14-1

Explain the nature of change in nursing.

Leadership Development Exercise 14-2

Discuss planned-change theories and their relevance to nursing.

Leadership Development Exercise 14-3

a. Try out different change theory measures discussed in this chapter.
b. Share your results with at least three colleagues, and obtain feedback.

Leadership Development Exercise 14-4

a. Choose at least two methods for dealing with resistance to change.
b. Discuss the pros and cons of each method with at least three colleagues.

Leadership Development Exercise 14-5

a. List innovation strategies.
b. Choose two, and try them out.
c. Discuss your findings with at least three colleagues, and obtain feedback.

Advanced Leadership Development Exercises

Leadership Development Exercise 14-6

a. Find an acceptable teaching situation to teach peers or less experienced nurse leaders principles for introducing change. (One possible experiential exercise generates emotional responses to a merger, teaches about environmental turbulence and uncertainty, and allows participants to understand various change concepts, including bases of power and influence tactics. The exercise is available in K. S. McDonald & D. Mansour-Cole, Change requires intensive care: An experiential exercise for learners in university and corporate settings. *Journal of Management Education*, *24*[1], 127–148.)
b. Teach the principles.
c. Obtain feedback from the learners.
d. Share your findings with at least three colleagues.

Leadership Development Exercise 14-7

a. Design a problem statement to study change or innovation.
b. Share your problem statement with at least three colleagues, and obtain feedback.
c. Revise your problem statement, if needed.

Leadership Development Exercise 14-8

a. Develop a research project to answer the problem statement you developed in Leadership Development Exercise 14-7.
b. If possible, complete a pilot study.
c. Share your findings with at least three colleagues.

References

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Ford, J. D., Ford, L. W., & McNamara, R. T. (2006). *Resistance and the background conversations of change*. Retrieved December 7, 2006, from http://www.12manage.com/methods_kotter_change_approaches.html