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Abstract



The medical fraternity has traditionally witnessed very little managerial change and dynamics as a result of the traditional governmental control and dominant hegemonic inflexibility. The reason for this was to maintain constant governmental appeal among the people as a body and authority charged with the capacity for management and leadership under the traditional architect of governmental control. The concept of change as a constant and gradual aspect of realism within organizations is nonetheless a traditional one in business. In this analysis, change introduction, change mainstreaming, and institutional restructuring are addressed from the perspective of new paradigm of organizational growth. New inventions in the practices of surgery have captured technological advancements and methodological approaches that are more efficient and economical. Growth and change, therefore, target higher efficiency, reduced costs, and institutional progress.

Key Words: Strategies of change introduction, organizational change, organizational culture, medical sector specific approaches, change as a constant aspect of growth.

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Introduction



Organizations engage in change as a result of institutional growth to accommodate new technologies and scientific advances and to sustain profitability in the light of changing demographic and economic circumstances. In the medical sector, the need for broad based institutional change may arise as a result of the progress in technical fields of surgery or anatomy and physiology, institutional management practices, demographic factors, and the economy. Whatever strategy an institution adopts to introduce, change must be in tune with the economy, industry, and technologies that are available in specific fields of trade. Nonetheless, it must be appreciated that organizations only change if their people change. Again, another fundamental aspect of change introduction and implementation is that of leadership. Since change is primarily a human endeavor, the institution must build mechanism for protecting those change missionaries who will step out of the traditional norm to bring new changes. They must be people willing to inject a new drive into administrative and operational systems of the organization with the aim of attaining desirable results as a desirable cause within the interest of the organization.

Part IV: Strategies for preparing for Change

Each organization has important variables to consider before undertaking any mechanisms for change. For instance, these factors could be the size of the institution, systems of management, industry traditions, the quality of workforce and requirements for the attainment of desired outcomes. First, it must be realized that there is a problem to be addressed within the organization. The management team must communicate problems to the junior staff in an appropriate manner to create the necessity for change introduction.

The process of institutional administration must be arranged in readiness for the preparations before the change is introduced. There is also a need to sustain synergy and team work in order for change mechanisms to be appreciated broadly within the organization. In addition, management teams must identify and remove hindrances to change before the mechanism is instituted. This could entail some promotions, transfers, dismissals, or any other forms of employee rewards like salary increments.

Before change is introduced, it is befitting that managers explore history of change within the organization. In this particular case, if surgery programs were done through a traditional mechanism, then the organization needs to expose its personnel to external environments for the purposes of familiarity and learning. It is also useful that those affected by change be adequately informed about the necessity for change and specific stems and mechanism defined for

them. Without specific and workable programs and breakdown of tasks and expectations, change may be hampered at preparation stage.

It is important that the organization avails equipments and sets in place systems that are necessary for the change outcomes to be attained. Moreover, specific change agents must be recruited and assigned specific functions and designations that are in line with the expected outcomes. These outcomes ought to reflect the very commitments and mission of the organization.

Broad based lobbying for support for the proposed changes must be undertaken to raise awareness and set the tone of emergency or crisis in the institutional culture. Institutional lobbying includes mechanisms through which change can be initiated within an organization, particularly of the changes that are supposed to be carried out gradually over a long period and affect a huge segment of personnel or organizational operations (Guest, 2011). If performed, the lobbying process must be well communicated through relevant personnel and administrative offices.

Management teams must be adequately prepared in terms of their levels of motivation, technical skills, and collaborations. Specific communication centers and missionaries must gradually undertake a review and communicate feedbacks to people of the progress of the organization. As a rule, change initiative needs to be tailored to the very mission of the organization and workers made to own the process of implementation.

Part V: Strategies for Implementing Change



The process of implementing change within an institution has to be tailored to specific circumstances and means of the organization. Nevertheless, broad approaches are applicable for many organizations as a part of the best practices in the field of management. However, managers must adapt conventional practices to the organizational culture of the institution for optimal outcomes. As appertain to the mechanisms of lung transplant, the traditional approach to change is sustainable in the sense that doctors keep updating themselves through conferences and sharing of ideas.

The institution should enter into strategic collaborations with research institutions and other private hospitals to always be abreast of new technologies and mechanism of organ harvest, organ preservation, and organ transplantation. These mechanisms must form a part of the overall organizational mission and objective if they are to be appreciated at all times. In this regard, incremental change is a desirable approach because new inventions and innovations come gradually over the stretch of time. Meanwhile, the mechanism for training and human resource development must be undertaken with the view of always sustaining high levels of efficiency and hence successful operations.

The overall timeline for all changes should never be rigid. However, management team must come up with simple benchmarks for employees to meet. In this regard, these simple tasks should measure

the degree to which positive progress is being attained. In addition, management teams must acknowledge the success attained gradually and reflect them against overall outcomes expected per individual change agent leaders. A sense of urgency is useful because it sustains high determination and commitment among employees to achieve the goals. Therefore, leaders and change stewards must be effective communicators and effective emotionally intelligent individuals capable of managing stress and occasional disagreements or discomfort among employees.

According to Guest (2011), the most obvious challenge in overhauling the mechanism of operations rooms could be the fact that doctors may feel fatigued by excessive work and new technologies. Other challenges could be in the form of increased cost of acquiring certain assets and increased remuneration or rewards to individual change agents. The financed department and executive managers, therefore, need to collaborate and effectively provide necessary resources before deficits are significant enough to stall the change process underway.

The approach to change should be undertaken in phases. These phases must be effectively planned and communicated to implementing teams and their specific designations spelled out. However, it must also be recognized that a change strategy must embrace all administrative functions within the organization because all departments of the organizations are interconnected. For instance, if institution is training its doctors, marketing and accounting departments must be involved in these operations for purposes of consolation and coordination.

Conclusion



A sense of urgency must be instituted if real change is to be initiated. This is due to the fact that many employees are resistant to change of whatever form of adjustment to their work would lead to low motivation, boredom, anxiety, or stress. Effective leaders should set measures for securing emotional tranquility within the organization as changes are being rolled out. The change process naturally creates opportunities as well as vulnerabilities. Managers should be able to maximize gains from the opportunities while minimizing or eliminating the distraction resulting from vulnerabilities. Operations to initiate leadership transformation as a result of change impetus cannot be gainsaid. Within medical fraternity, doctors who make up the bulk of critical mass of workers must also be compensated adequately during the process of transformation.