

Module 4

Change management

"Building your team, initiating change, and motivating team members"

Introduction:

In order to meet organizational goals, the organization should undergo constant change. Change in the organization can occur at many levels; changes in organizational structure, technology, competition, budgets, resources, etc. change at any level is usually accompanied with resistance. There are many reasons for this resistance, sometimes change is perceived as creating "imbalance" in the normal habits, sometimes it is more related to emotions and feelings. To achieve any kind of change in the organization, energized task forces are needed. Team building and motivation are essential components of the change initiative.

Assignment:

Organizations are constantly undergoing and implementing changes at different levels. Think of a recent change that took place in your department/hospital/ university, which you were part of as a team leader or a team member. Write a five pages analysis describing how the leader utilised the principles of team building, change management and motivation in establishing and implementing this change. **Your answer should include: (1) the change management process (as applied in your situation) and whether it lead to implementing successful change, (2) the team building process, (3) the type of the team, (4) the team dynamics, and (5) the motivation theory(ies) adopted by the team leader and how they were applied.**

Essential readings:

Armstrong, M. (2016). *Armstrong's handbook of management and leadership for HR: Developing effective people skills for better leadership and management* (Fourth ed., Business professional collection) [Fourth edition]. Philadelphia, PA: Kogan Page. (2016). **Chapter 9 and Chapter 12.** Retrieved February 8, 2019, from Maastricht Library on <https://eleum.maastrichtuniversity.nl/>

Cameron E., Green M. (2009). *Change Management, A complete guide to the models, tools & techniques of organizational change.* Kogan page. 2nd edition. Chapter 2: Team Change, PDF file (**PDF titled Team Building**).

JISC infonet (2005). *Change Management infokit* (**PDF file titled Change Management Infokit**).

Nichols F. (2007) *Change Management 101 A Primer.* (**PDF file titled Change management primer**)

Taylor, B. (2010). *Effective Medical Leadership.* Toronto: University of Toronto Press, Scholarly Publishing Division. Chapter 3 (Teams and teamwork). Retrieved from <http://login.ezproxy.ub.unimaas.nl/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=682767&site=ehost-live&scope=site>