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HOW CHANGE AGENT ROLES DEPEND ON STRATEGY: INSIGHTS FROM THREE CASE STUDIES OF HOSPITAL TRANSFORMATIONS

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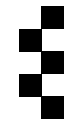
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For more information about this study, please see:

Tucker, D.A. and Cirella, S. (2018), "Agents of Change: Insights from Three Case Studies of Hospital Transformations", *Research in Organizational Change and Development (Research in Organizational Change and Development, Vol. 26)*, Emerald Publishing Limited, pp. 307-340.

How do middle manager change agent enable effective change?

- In the context of organizational change, identifying and organizing the various roles of agents remains a challenge for practitioners and scholars alike.
- This paper examines how different agents can enable an effective change process but **how** and **when** they are used depends on organisational change strategy.



3 year longitudinal case studies of three organisational case studies

Case Study A

UK National Health Service Hospital Trust, New acute care hospital



Case Study B

Non-profit healthcare provider in New Jersey, USA, new Women's and Children's facility



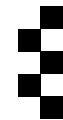
Case Study C

Health Authority in Western Canada, new inpatient facility



IDENTIFICATION AND POSITIONING OF AGENTS OF CHANGE

- *Identifying Change Agents: Where Do They Come From?*
- *Identifying Internal and External Change Agents*



THE ROLE OF DIFFERENT CHANGE AGENTS

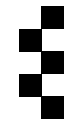
	Champion	Opinion Leader	Integrator
<i>Definition</i>	Motivator	Influencer	Facilitator/ boundary spanner
<i>Position</i>	Frontline or CEO	Frontline/lower management	Middle management or above
<i>Timing</i>	Early	Early	Implementation stages
<i>Formality</i>	Informal	Informal	Formal
<i>Personal Attributes</i>	Personal commitment; persistence in the face of adversity; willingness to fail	Likable and respected	Low ego needs; considered to be neutral/unbiased
<i>Experience</i>	Technical experience with innovation or initiative	Previous successful recommendations; high or rising status	Organizational experience in numerous units
<i>Skills and Knowledge</i>	Knowledge of the product or initiative	Considered an expert among their followers	Breadth of technical competence; understanding of organizational membership
<i>Interpersona l Skills</i>	Positive personal relationships; ability to translate technical detail to others	Able to influence others	Encourage cooperation; build influence; communicate effectively with other professional groups



DYNAMICS OF AGENT ROLES OVER TIME

Champions may do much of their most important work at the inception stage [of a project]. Their role in implementation may be less crucial... at this point it may be more helpful for them to hand over to other people to manage the practical problems of implementation

Locock et al. (2001: 747)



STAKEHOLDER ENGAGEMENT STRATEGY

Case study A

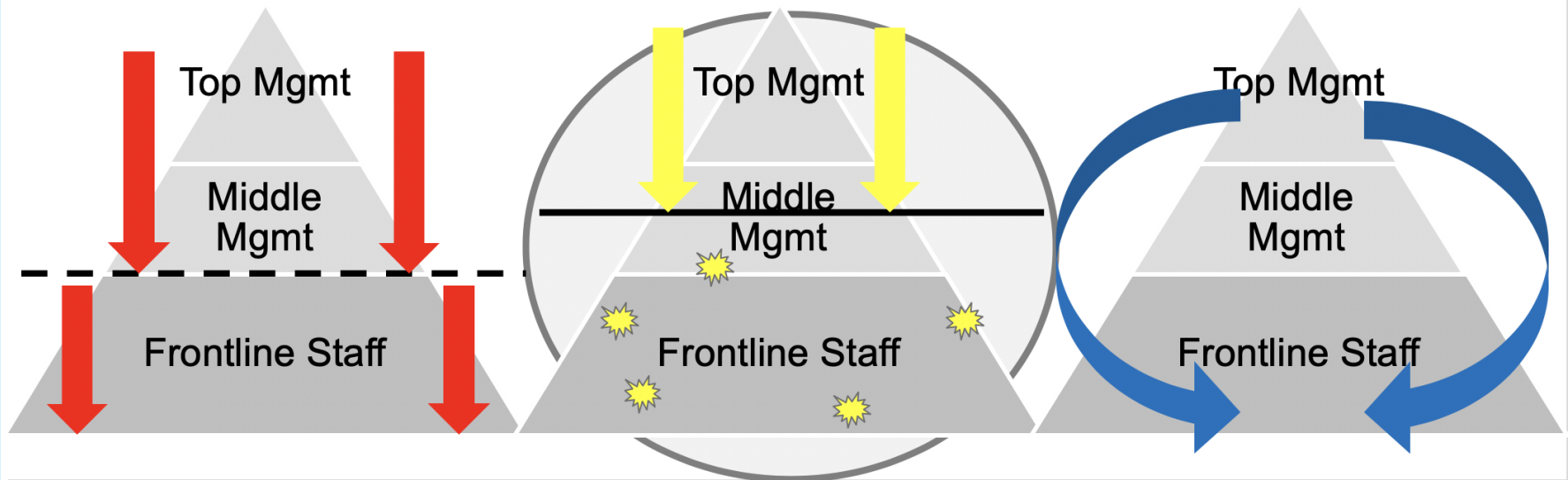
Aimed to engage all stakeholders in a cascade model through formal organisational structure. This resulted in good coverage but often disjointed engagement due to lack of alignment between top and frontline levels.

Case study B

Focused on gaining strong 'buy in' from senior and selected key staff. Organisation wide engagement relying on visionary local level change facilitators to gain acceptance across the rest of the organisation.

Case study C

Sought to gain direct ownership from front line staff and reduce the middle manager burden by circumventing this level. Resulted in consistent message throughout but middle managers lacked knowledge to solve problems.



Thank you for listening

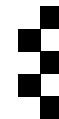
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