

Case Study

Healthcare Organization

Project Title: Leadership Change Utilizing the Change Diagnostic Index

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Description: This client is an Outpatient Surgical Facility that has employees equally divided between three sets of responsibilities--clinical, nursing, and front office—in addition to doctors. The employee reactions measured were as a result of three leadership changes over a period of nearly 5 years. The average length of employment for these individuals was 7+ years.

This Study Included:

The Change Index® was chosen as the quantitative tool to follow the impact of leadership change and to provide measurable data throughout the process.

- The Change Diagnostic Index was administered ten times in this engagement. The first was to establish a baseline prior to the first leadership change. The additional surveys were administered at three to six month intervals during two leadership changes over nearly three years.
- The overall response rate among the invited participants was 100%. This sample size is considered to be representative of those Staff members directly impacted by the change.

Value Delivered:

- The Change Diagnostic Index identified behavioral perceptions and attitudes in the introduction of new leadership that unrecognized would have allowed the problems to escalate in the first case. Lessons learned in the first leadership change were used to improve the success in the second leadership change. The data provided by the Change Diagnostic Index was utilized to evaluate the first leadership change while it was in process and proactively in the second leadership change.
- The Change Diagnostic Index highlighted the employee reaction to a new office manager, and the “poor fit” nature of her relationship to the existing staff. The Change Index® scores showed a willingness to accept the recruitment of a new leader to the organization, and later their inability to accept her leadership style. In the second case, prior experience caused a short exacerbation of symptoms with the arrival of the new leader (as a result of the negative first experience), but steps taken on the second occasion led to a rapid acceptance of their new leader.

- The Change Diagnostic Index provided all the employees impacted by the organizational change the opportunity to influence the change implementation plan through the cumulative results of the Change Diagnostic Index at the baseline and beyond. This opportunity is consistently cited by employees in their respective organizations as the primary motivation for completing the survey. We attribute this response to our consistently higher than average response rate.