

GE Healthcare

# TiP-TV™ Training in Partnership Program Supplement and Test for Imaging Professionals

## Leadership Education

## Change: Managing Transition

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1.0 ASRT-approved Category A CE Credit



imagination at work

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## Program Summary

This page provides an overview of the program content and learning objectives. Please refer to the Table of Contents for a detailed list of the topics covered. We encourage you to file a copy of this Program Summary and the Table of Contents with your continuing education certificate. We also recommend that you provide a copy of this information to your manager as a record of your educational achievement.

## Program Description

Over the years, an alarming number of transition projects and reengineering initiatives were well supported in terms of resources, time, and organizational commitment, yet failed. This program explores causative factors and mistakes most commonly associated with these failures, and what might be done differently going forward. The complexity associated with changing direction, altering the status quo, and obtaining commitment from employees requires leaders to stimulate and inspire, rather than simply control and manage. This program includes interviews with administrators and selected reviews of current literature.

## Program Objectives

By the end of this program, the viewer should be able to:

1. Define several major challenges to successful change programs.
2. Recognize the impact of change on human behavior.
3. Describe the dynamics of communication styles from the perspectives of the speaker and the listener.
4. Classify change management recommendations to improve change outcomes.
5. Recognize future requirements necessary to plan for successful change ventures.

## Target Audience

The target audience is radiology administrators. Other managers and administrators may also benefit from viewing this program.

**NOTE:** While not limited to this audience group, the technical content is most effective when applied to people with this training. Regardless of your departmental specialty, you may apply for continuing education credit. Refer to the Continuing Education Credit page for additional information.

## Continuing Education Credit

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## Continuing Education Credit

After viewing the TiP-TV video presentation and reading this program supplement, please complete the required online CE credit activities (test and feedback form). The TiP-TV test measures knowledge gained and/or provides a means of self-assessment on a specific topic. The feedback form provides us with valuable information regarding your thoughts on the program's quality and effectiveness.

### Online Process for CE Credit



TiP-TV satellite broadcast subscribers can go online to obtain CE credit – quickly and easily!

**[hls.gehealthcare.com](http://hls.gehealthcare.com)**

1. View the entire video presentation – this is a requirement for obtaining CE credit. This supplement is **not** intended to replace watching the video presentation.
2. Go to the GE Healthcare Learning System (HLS) web site at **[hls.gehealthcare.com](http://hls.gehealthcare.com)** and complete the feedback form.
3. Complete the post-program test.
  - ♦ You have up to three attempts to successfully complete the test with a minimum passing score of 75% (ASRT-approved programs) or 80% (SNM-approved programs).
  - ♦ The test must be completed without aids or assistance of any kind; this is an **individual effort**.
4. Upon successful completion of the online CE information, you can instantly print a certificate.

### Continuing Education Credit Eligibility – Important Notice!

A GE Healthcare TiP-TV course may be available in several different formats, such as, but not limited to, a broadcast, online web course, or videotape. You may only be able to receive CE credit once for a particular course, regardless of the format in which it was viewed.

If you have already received CE credit for this course, you are encouraged to contact your CE certification organization (ARRT, ARDMS, NMTCB, etc.) to determine if you can repeat this course for CE credit.

Thank you for choosing GE Healthcare as your continuing education partner. We hope you will join us for other TiP-TV programs in the future. For more details and program schedule information, please visit our education web site (**[www.gehealthcare.com/education](http://www.gehealthcare.com/education)**).

If you have a question or comment on the program content, please send a message to:  
**[PSTIPApps-ct@med.ge.com](mailto:PSTIPApps-ct@med.ge.com)**

## Introduction

Managing change in organizations places an enormous responsibility on administrators, managers, and supervisors. No secret there, that is quite obvious, but what is not so obvious is how to manage that responsibility. Everyone knows why change has to happen; organizations simply must adapt and respond to new demands or risk failure. It's the "how" that disturbs leaders most and provides the biggest challenge. What is more, the circumstances that require change can pose very different challenges and call for varying approaches.

For instance, an organization may be required to implement changes based on external forces that do not provide control over the pace and execution of a plan. Or the more optimal "planned" change will be required in which there is time to strategize and exercise more control over the entire project. Either way, it turns out the change process is often very challenging and does not always turn out to be as successful as you would like.

In the 1990s, data indicates that up to 70% of what were termed "re-engineering" initiatives failed. Since that time much research has been carried out to find the causes of these failed projects. The majority of data acquired indicated that employee resistance and lack of training were the two most common causes of failed change processes.

Add to these issues the fact that the organization enters a zone where the institution is no longer what it was, but is not yet what it wants to be. This is the transition zone where there is great potential for attitudes, behaviors, and actions to be varied and unpredictable. It is also, fortunately, an area where great opportunity can be found.

Change management requires constant vigilance and alertness on the part of leaders, and necessitates a solid plan be in place to not only capture the intent and execution of change, but to also provide the time necessary to support and listen to the fears of employees enveloped in the transition zone.

The first section of this program looks at elements that play a pivotal role in change and also assess ideas that may contribute to a more successful change plan.

## Change and Culture

*New Oxford American Dictionary* definition:

Culture – the attitude and behavior characteristics of a particular social group.

The key word here is behavior. When significant change occurs its impact on behavior can be viewed as a singular, or indivisible, effect, or it can be viewed as a set of dynamics that differ significantly from person to person.

Will each employee process in the same way important information about changes that need to be made? The fact is, they will not. People tend to react according to their own needs at any given time. Additionally, these reactions may not always be logical. So the first important idea to keep in mind is that reactions to change will more than likely differ from person to person. Does that cancel out the idea of a uniformly defined culture? Not totally, but it is advisable to think in terms of behaviors, rather than in strictly cultural terms, which tend to be more singular in nature.

Another important component in the discussion of culture is, even though change messages need to be consistent through all levels of the organization, it is a fact that executives and upper level administrators lead in a distant fashion with many layers between them and the people that are at the grass-roots level do the actual work of the organization.

The "C" level (chief executive officer [CEO], chief operating officer [COO], etc.) view of organizational culture is often very different and can be somewhat depersonalized. Employees do not see change in the same way the executive does. Executives tend to see a systems perspective; employees see it more in terms of how change will affect them personally. Moreover, research reported by Leadership IQ indicates that mismanagement of change is one of the primary reasons CEOs get fired.

Change management is, without a doubt, a substantial and complicated issue. The next section looks a bit more closely at the behaviors that are likely to be encountered in the transition zone.

## Human Elements

It is evident that the personal aspect of change management is of critical importance. If a primary change initiative is carried forth as a "technical" process, with little regard for the reactions of human beings, there is little chance the change initiative will succeed.

The most prominent thought processes held by employees in the midst of change are as follows:

- "There are going to be power shifts, some people will gain, some will lose."
- "I may lose my job or be transferred to one I don't like at all."
- "My comfort zone is going to be violated. There will be no more status quo."
- "I may be given responsibilities I am not equipped for, nor am I ready for."
- "I may fail in the newly created organization."
- "I could become very frustrated by all of this."

If these thought processes and concerns, as well as other issues, are not forthcoming, the very common reaction of employees will be to resist change.

Organizational change is really based on changes that take place in each employee, and these changes can often be of a gradual nature. Of benefit is that people are adaptable if time is allowed to assimilate new information and processes into their lives.

It is very important to note that a normal progression of events related to change is to be expected. Any significant change should begin with a preparation stage. Oftentimes this stage is not completely organized and may even be overlooked, yet it is, without a doubt, an extremely important element.

Laying the foundation for any change requires that a healthy organization exists in the first place. Managers who possess credibility and a track record as effective decision makers provide that groundwork. The stage needs to be set by describing the vision, strategy, and goals of the organization, as well as why the direction chosen is needed. Demographic, economic, technical, competitive, and industry trend information should also be part of this presentation.

## Fear and Resistance

Fear of change, coupled with some elements of resistance, are inevitable emotional components for most employees. In order for leaders to manage effectively, they should be proactive by anticipating the caliber of resistance and then planning for it.

To understand the nature of resistance, managers should make every attempt to "walk in the other person's shoes" for a period of time. This is empathetic behavior that requires managers to simply understand the reactions of employees, while not judging, lecturing, or imposing sanctions. Using empathy does not mean the manager agrees with what is being said, rather, he or she is simply trying to understand employee reactions, emotions, thoughts, and ideas.

Using empathy has a couple of important returns for the manager. Empathy helps:

- Employees feel they are being heard and are supported by management personnel.
- Managers understand the caliber of resistance that may be incurred.
- To plan for the kinds of resistance anticipated.

Not only does empathy provide necessary information to build into a change plan, but it also can serve to reinforce commitment and loyalty on the part of employees. Customarily, being heard and understood are important elements in employee satisfaction survey data.

Here's an additional item of importance: if the change process is unable to assimilate issues, recommendations, or concerns voiced by employees, be certain to readdress these issues to explain that employee points were heard, were taken seriously, and that the requirements of the change superseded these concerns.

If these employee-related issues are not addressed, or are completely ignored, employees will more than likely become more angry and the change effort will encounter more resistance than would originally be encountered. It is important to think of change not as an event, but rather as an emotional, intellectual, and physical set of challenges. Moreover, change can happen only through the actions and commitment of people.

It's recommended that managers give up some control during the change process. Loosening of control allows employee teams to align their talents toward the work necessary to obtain the change goal that is defined by the leader. Human beings tend to work favorably toward a goal if they are part of the decision process and have some power to affect implementation. In this scenario, leaders can set up a monitoring system to be certain milestones are met, yet also allow employee teams to work independently.

There are many very important elements to consider when formidable change is in the offing, and the role of communication is right up there near the top.

## Communication

Communication has been referred to as the cornerstone of leadership. Getting a verbal message across properly is not conveyed by words alone. Tone of voice, body language, physical actions, and demeanor all contribute to the color of the message. Add to that, the fact that words are often filtered through the listener's preconceptions and subsequently are perceived in a way that may not have been intended. It is paramount to listen carefully as ideas are reflected back to the communicator, to be certain the message was received as designed. Again, this is where empathetic listening can be helpful.

To further support the role of empathy, Stephen Covey, in his book *The Seven Habits of Highly Effective People*, stressed the role of empathetic communication by stating the single most important communication principle was to seek first to understand, then to be understood. This indicates that it is important to come to a thorough understanding before, during, and after stating a case.

## Listening

Good listening skills are a critical element of most encounters in life. Unfortunately, people often listen with the intent to reply, not the intent to fully understand, at face value, what is being said. They are often filtering what is being stated through their own experience and not allowing the message to stand on its own merit, free of any bias or color that may be added to it. Conversations then risk becoming, as Covey states, "collective monologues."

If you are a good listener, or if you are working to improve your listening skills, and you do take the time and effort to understand many aspects of the story, you still must accomplish what you initially set out to do: deliver the message effectively and be certain it's understood properly. This aspect may become even more difficult, because not only does the filtering process mentioned earlier come into play, but the nature of most employee groups is diverse in terms of:

- Personal background
- Age
- Intelligence
- Attitude
- Compassion
- Wellness
- A host of other factors

Add to the mix the kind of person you are and the approach you take, it then becomes easy to see there are innumerable variables at play. To further complicate the issue, there is personal diversity within employee groups, with many behavioral styles exhibited by people that have been categorized by researchers, authors, and investigators over the years. Here's an example.

## DISC

This idea was developed by William Marston in 1928 and is still used today. Marston postulated there are four broad behavioral styles categorized by the letters DISC, defined with the following characteristics:

- D – dominant, decisive, direct, ambitious, forceful, and willing to face challenges head-on.
- I – influential, imaginative, optimistic, idea-oriented, and trusting.
- S – submissive, steady, supportive, slower-paced, modest, sociable, self-effacing, and methodical.
- C – compliant, cautious, contemplative, analytical, consistent, critical, conforming, fearful of criticism.

These categories become important if they are taken into consideration before an important change message is communicated. They may provide ideas on how to best present information, and offer the most effective overall experience.

Here is further information that may be of assistance:

- "D" people comprise about 18% of the general population.
  - They do not like small talk and want to stay focused. They want clear, concise statements.
  - Tend to be high-energy and outgoing.
  - More work focused
- "I" people comprise about 28% of the population.
  - They want to be recognized, want attention, enjoy conversing, and want to have fun. They'll look at your enthusiasm to decide whether or not to buy in to an idea.
  - Tend to be high-energy and outgoing.
  - More people focused.

- "S" people comprise about 40% of the population.
  - They are the largest group and want you to develop a relationship with them. They want to be cared about and have their plight recognized. They're friendly but can be skeptical. They are sensitive to others and do not want to be pushed into risky situations without clear statements of intent, effect, and outcome.
  - More introverted and reserved.
  - More people focused.
- "C" people comprise about 14% of the population.
  - They like toned down statements that lack emotionalism and are factual. They want even more in-depth information than D types and want to take their time to make a decision. They want to be respected for their attention to detail, and self-discipline.
  - More introverted and reserved.
  - More work focused

Many times important messages need to be delivered en masse without benefit of individualization. However, when possible, using DISC characteristics as a guide, communication style can be adapted to that of the person directly spoken to, thereby improving the chances of accomplishing the objective.

Another important categorization technique uses what is known about age-group variances such as those exhibited by baby-boomers and generation X and Y populations. These are crucial elements in determining what appeals to, and what is needed by, your direct staff as you communicate with them.

## Style

Another important part of the puzzle relates directly to your personal style. Are you passive, aggressive, or assertive in your approach? Are you a combination of these? Are you none of the above? The differences in approach are as follows:

- Passive person – takes the approach that allows others to essentially violate inherent rights. People walk all over this person. Passive people desire to be liked and avoid conflict at all costs.
- Aggressive person – stands up for his or her own rights while stomping all over the rights of others. They are self-centered, bullying types that conquer at all costs.
- Assertive person – stands up for his or her own rights while respecting the rights of others. He or she is careful to preserve the dignity of all involved and wants to win in a way that benefits everyone. Conflicts are seen as growth opportunities that provide the potential to attain better levels of cooperation.

## The Grapevine

It is imperative that leaders understand the damaging effect of the grapevine. If early, frank, and complete information is provided to employees on a regular basis, the sketchy, often erroneous, information contained in the grapevine will be reduced. Incorrect information passed in the grapevine tends to produce anxiety and often foments distrust of organizational leaders. Simply stated, if important elements are left unsaid, the gap will be filled with speculation, rumor, and innuendo. This phenomenon places a significant need for managers to be trained to anticipate these and many other scenarios.

The intent of this section is to reinforce the message that to communicate effectively, there are elementary precepts to be considered that include knowing well who you are and who your intended audience is. It is definitely to your advantage to communicate early and often and realize that good communication processes provide the best tool in the change management arsenal.

## Managing Change

How does change affect managers themselves?

Managers can experience a competition between the continual need for change in order to remain competitive, and their own personal principles that guide patterns of behavior. Personal patterns such as these tend not to change all that frequently.

Some researchers have remarked that the victor in this dilemma is the leader that can manage, on a daily basis, the balance between change and principle-based progress. This means small decisions made daily are critical to the final decision made further along in the process. It is hoped that the final decision is based upon many reactions to present phenomena, over time, coupled with personal values, which are a matter of habit. It's not easy to adapt to changing situations of a major scale while keeping principles steadily in mind. The manager who can do so will be in a decidedly advantageous overall position.

Managers can, and often do, experience the same emotions and reactions to change that employees experience. Stress is part of the job, but it's important for managers to realize, in times of change, additional stress will be experienced by everyone. It will be very important to maintain the same or even better levels of effectiveness as the organization enters the transition zone.

The importance of leadership cannot be overestimated, especially if employees are angry and participating in either overt or covert resistance to the changes required. Leaders must help work through the anger in order to accomplish the objectives of the change initiative. If that does not happen, it's possible the anger and resistance stage will be lengthy, if not indefinite.

## Participation

Participation is another key to the change paradigm. Usually after the initial shock has worn off, and reactions, actions, concerns, and problems have been addressed, employees will be more apt to participate by offering input, and perhaps even exercise some control over the change process.

This stage is important because not only does it build commitment from staff members, it also allows the people who actually do the work to consider elements that may not work properly, or their involvement may allow them to offer suggestions to improve proposed changes.

Change can offer opportunities that were never imagined and perhaps make the job better in many ways. It's getting past the feeling of impending personal incompetence or losing something, that is so critical to being able to move on to bigger, and potentially better, things.

## Motivation

Motivation comes from many sources, some of which have already been mentioned. An organization's success depends to a great degree on the commitment employees make toward company goals and objectives. This entire picture has complexity, but it is not quantum physics; a lot of what happens in change can be tied directly to the fact that if employees see that what benefits the company also benefits them, the chances for success are excellent.

Another motivating factor is that top-down authoritarian management styles are not well received by employees, nor are they as effective as participatory management styles that build team-oriented and collaborative work environments.

Here are key words and phrases for the wise leader:

- Collaborate.
- Communicate.
- Delegate.
- Give up some control.
- Know yourself.
- Know your staff.
- Do not under-manage and just hope it works out.
- Do not overreact when faced with resistance.
- Do worry if there is no resistance, because this most likely means that feelings are being hidden.

## What's Next?

Transparency is another of the key words for change. Providing a line-of-sight perspective for all healthcare consumers, insurers, and providers are certainly important elements going forward. Transparency entails an ongoing change process that requires continuous vigilance.

Looking toward the future, could it be that leadership models will again undergo metamorphosis to a complete new reality? Who knows, but a "change in the change" dynamic is actually upon us. This type of change depends very little on hierarchical structures, rather it pays attention to practicality. Key words and concepts include the following:

- Champions.
- Not senior level controlled.
- Peer group members.
- Opinion leaders.
- Possess lots of influence but not be the boss.
- Sometimes bottom-up approach.
- Reduce mistakes.
- Do more with less.

The idea of champions and opinion leaders that provide leadership in change scenarios is part of a model developed by Dr. Leandro Herrero, a psychiatrist, and former pharmaceutical executive. It's called Viral Change™ and possesses the following characteristics:

- Life in an organization is not linear.
- There is a disproportion between cause and effect, which is also non-linear.

An example of linear organizational behavior is the idea that big issues need big actions, and big changes need big interventions. These are commonly held ideas. Yet contrary to this postulate, very often, small interventions can cause big impacts. This is what is meant by the non-linear concept.

- Another concept that's pivotal in the scenario is to dispel the notion that changes in behaviors will follow as a consequence of whatever change has been initiated. To the contrary, it is argued new processes and systems will not lead to behavior patterns that are sustainable, they are simply reactive behaviors.
- Collaborative behavior needs to be pre-built into the organization prior to any significant change initiative.
- Dr. Herrero believes there really is not an organizational culture per se, there are only behaviors. Behaviors can create culture, but the only thing really observable is behavior. A collective set of behaviors could be labeled as "culture" but it really makes sense only when spoken of in terms of behavior.

These concepts form the foundation for Viral Change™, an alternative, modern approach to change management. This process is called viral change because organizations are compared to a biological organism in which change is the infection causing an internal epidemic.

What is the process of viral change?

The spread of change behaviors occurs through internal networks of connections in which behaviors are the currency for change. Small sets of individuals are champions within these networks. Champions are chosen according to what is termed "power law."

A well-known fact is that within an organization a small number of people (staff employees) are highly connected, while a fairly large number are not connected at all. It's these highly connected people that exercise a larger influence and are sought out to become champions. This is power law.

The result of power law is that small behaviors exhibited by a small number of people working within the viral network of the organization leads to big change. The result is totally non-linear in nature. New forms of leadership, distributed across the organization, become the new paradigm.

Conventional top-down management structures are still in place, but many of those administrators provide facilitation and support, not command and control. There does, indeed, need to be planning, idea sharing, champion development, and careful vigilance, so there is a degree of social engineering that takes place.

Dr. Herrero stresses that for Viral Change™ to work properly, it has to be fairly informal and even somewhat invisible. The process serves to enhance the hierarchy, yet it provides a scenario where organizational life is an emerging discovery of potential and possibility, beyond the formally developed dictates of rigid structure.

What is known for certain, is that change is always inevitable. What is not known, is to what extent change will require an entirely new mindset regarding how managers manage, and how workers work.

## Appendix A: Presenters

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## Appendix B: Resources

### References

Covey, S.R., *The Seven Habits of Highly Effective People*, Simon and Schuster, New, York, New York, 1990.

Herrero, L., *Viral Change: The Alternative of Slow, Painful and Unsuccessful Management of Change in Organizations*, Meeting Minds, Beaconsfield, United Kingdom, 2006.

Kotter, J.P., *Leading Change*, Harvard Business School Press, Boston, Massachusetts, 1996.

### Electronic Resources

American Healthcare Radiology Administrators: <http://www.ahraonline.org>

Change Management Association: <http://cmassociation.org>

TiP-TV Leadership Series: <http://www.gehealthcare.com/usen/education>

**NOTE:** The Internet is an ever-evolving environment and links are subject to change without notice.

## Appendix C: Post-Test

LMS Course Number: 3309

To be eligible for CE credit, you MUST view the video presentation first. Then complete the post-test on the GE Healthcare Learning System ([hls.gehealthcare.com](https://hls.gehealthcare.com)) by the due date listed online.

1. The data cited in this program indicate that employee resistance and \_\_\_\_\_ were the two most common causes of failed change processes.
  - a. lack of awareness
  - b. lack of training
  - c. insufficient salary
  - d. apathy
2. Reactions to change will more than likely \_\_\_\_\_ from person to person.
  - a. be passed
  - b. be the same
  - c. differ
  - d. evolve
3. If a primary change initiative is carried forth as a/an \_\_\_\_\_ process, with little regard for the reactions of human beings, there is little chance the change initiative will succeed.
  - a. technical
  - b. growth
  - c. internal
  - d. quality improvement
4. Organizational change is really based on changes that take place in \_\_\_\_\_.
  - a. the chief executive officer (CEO)
  - b. the chief financial officer (CFO)
  - c. the quality improvement program
  - d. each employee
5. Laying the foundation for any significant change requires \_\_\_\_\_.
  - a. departmental administrators to lead all initiatives
  - b. the CEO to lead all initiatives
  - c. a healthy organization exists in the first place
  - d. significant increases in monetary outlay
6. It is important to think of change not as an event, but rather as \_\_\_\_\_.
  - a. an emotional, intellectual, and physical set of challenges
  - b. a difficult endeavor
  - c. an easily achieved goal
  - d. a resource depletion maneuver

7. It's recommended that managers \_\_\_\_\_ during the change process.
  - a. exercise complete control
  - b. give up some control
  - c. delegate all control
  - d. always be present
8. \_\_\_\_\_ has been referred to as the cornerstone of leadership.
  - a. Control
  - b. Creativity
  - c. Finance
  - d. Communication
9. Of the Marston behavioral styles categorized by the letters DISC, which of the following sets of characteristics is most representative of the I or influential style?
  - a. Cautious, contemplative, analytical, consistent, critical, conforming, and fearful of criticism.
  - b. Steady, supportive, slower-paced, modest, sociable, self-effacing, and methodical.
  - c. Need to be recognized, want attention, enjoy conversing, and want to have fun.
  - d. Decisive, direct, ambitious, forceful, and willing to face challenges head-on.
10. DISC behavior theory indicates \_\_\_\_\_ style types exhibit more introverted and reserved behavior than do the other styles.
  - a. D
  - b. S and C
  - c. D and I
  - d. I
11. According to DISC theory, D and C people are more work focused, while I and S people are more people focused.
  - a. True
  - b. False
12. \_\_\_\_\_ provide(s) the best tool in the change management arsenal.
  - a. Delegation of responsibilities
  - b. Monetary resources
  - c. Good communication processes
  - d. Being visible
13. If employees see \_\_\_\_\_, the chances for success in major change initiatives are excellent.
  - a. personal financial compensation
  - b. personal recognition
  - c. fewer responsibilities
  - d. that what is benefits the company also benefits them
14. Top-down authoritarian management styles are not well received by employees, nor are they as effective as \_\_\_\_\_.
  - a. improvement-related teams
  - b. participatory management styles
  - c. purely incentive-based motivators
  - d. flat hierarchical management structures
15. One of the primary postulates contained in Dr. Leandro Herrero's theory of Viral Change is \_\_\_\_\_.
  - a. all employees have similar network connections
  - b. champions need to do all the work
  - c. managers need to completely step out of the process
  - d. cause and effect in an organization is not linear in nature

16. Dr. Herrero believes there is not an organizational culture per se, there are only \_\_\_\_\_.  
a. hypotheses  
b. people  
c. behaviors  
d. power relationships
17. Within an organization a small number of people are highly connected, while a large number are not connected at all. The highly connected people exert more influence. This is called \_\_\_\_\_.  
a. power law  
b. exclusion  
c. preference  
d. mentoring
18. Transparency is one of the key words that will play a much more important role in future discussions of change in healthcare.  
a. True  
b. False
19. According to Charles Washington, the number one problem encountered in change initiatives is \_\_\_\_\_.  
a. poor planning  
b. lack of interest  
c. not enough resources  
d. lack of communication
20. According to Jeff Palmucci, it is absolutely essential for all managers and supervisors to \_\_\_\_\_ during the change process.  
a. impart only relevant information to employees  
b. be approachable  
c. provide continual surveillance  
d. stay out of the way