#### CHAPTER 2

The Challenge of Change

#### CHAPTER OBJECTIVES

- · Identify the impact of change on organizational life.
- · Identify the manager's role as change agent.
- Review examples of successful change.
- · Examine a major change having ongoing impact.
- Describe the organizational change process.
- Identify specific strategies for dealing with resistance to change.

#### THE IMPACT OF CHANGE

Change in the healthcare environment is continuous and challenging; the trends and issues in the healthcare setting reflect the reality in every stage of the life cycle of the organization, as well as in its attendant survival strategies. Trends and issues intensify, becoming mandates for change in patient care, setting, and administrative support. This affects workers at all levels. Such changes consume financial and administrative resources; they have the potential of draining emotional and physical energy away from primary goals. Thus, the managers accept the role of change agent, seeking to stabilize the organization in the face of change.

#### THE MANAGER AS CHANGE AGENT

Managers, as the visible leaders of their units, assume the function of change agents. This change agent role involves moving the trend or issue from challenge to stable and routine. This is accomplished in several ways:

- Mediating imposed change through adjusting patterns of practice, staffing, and administrative routines
- Monitoring horizon events through active assessment of trends and issues
- Creating a change-ready environment
- Taking the lead in accepting change

REVIEW OF SUCCESSFUL CHANGE

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## **Table of Contents Section Chapter 2the Stage Is Set**

- 1. Understanding the eBook Section Chapter 2the Stage Is Set
  - The Rise of Digital Reading Section Chapter 2the Stage Is Set
  - Advantages of eBooks Over Traditional Books
- 2. Identifying Section Chapter 2the Stage Is Set
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
- 3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Section Chapter 2the Stage Is Set
  - User-Friendly Interface
- 4. Exploring eBook Recommendations from Section Chapter 2the Stage Is Set
  - Personalized Recommendations
  - Section Chapter 2the Stage Is Set User Reviews and Ratings
  - Section Chapter 2the Stage Is Set and Bestseller Lists

- 5. Accessing Section Chapter 2the Stage Is Set Free and Paid eBooks
  - Section Chapter 2the Stage Is Set Public Domain eBooks
  - Section Chapter 2the Stage Is Set eBook Subscription Services
  - Section Chapter 2the Stage Is Set Budget-Friendly Options
- 6. Navigating Section Chapter 2the Stage Is Set eBook Formats
  - ∘ ePub, PDF, MOBI, and More
  - Section Chapter 2the Stage Is Set Compatibility with Devices
  - Section Chapter 2the Stage Is Set Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Section Chapter 2the Stage Is Set
  - Highlighting and Note-Taking Section Chapter 2the Stage Is Set
  - Interactive Elements Section Chapter 2the Stage Is Set
- 8. Staying Engaged with Section Chapter 2the Stage Is Set
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - $\circ\,$  Following Authors and Publishers Section Chapter 2the Stage Is Set
- 9. Balancing eBooks and Physical Books Section Chapter 2the Stage Is Set
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Section Chapter 2the Stage Is Set
- 10. Overcoming Reading Challenges
  - o Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Section Chapter 2the Stage Is Set
  - Setting Reading Goals Section Chapter 2the Stage Is Set
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Section Chapter 2the Stage Is Set
  - Fact-Checking eBook Content of Section Chapter 2the Stage Is Set
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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