



**The O'Brien Institute for Public Health &
the Department of Community Health Sciences present:**

Microdynamics of implementing change on organizations' frontline

Speaker: Jo-Louise Huq

**Friday, April 6, 2018 - 12:00 to 12:50 p.m.
G500 - Health Sciences Centre, 3330 Hospital Dr NW**

Implementing a planned change successfully is critical to organizations' performance and depends on all members' participation.

Most research has studied top-level and middle managers' role in change, and not how frontline managers and staff ultimately implement it. Yet, understanding how managers and staff at the frontline of organizations actually encourage planned change is important, especially in organizations where frontline staff are professionals and occupational experts. These staff have substantial autonomy over their work, and planned change that alters how they work cannot simply be imposed.

Through a comparative case study, we examined how and why some acute care hospital units were more successful in implementing a planned change. Comparing more and less successful units, we identified change-promoting and change-impeding manager–employee microdynamics.

Jo-Louise Huq is a postdoctoral scholar at Haskayne School of Business. Her research interests are at the intersection of institutional/organizational change, social innovation, and the professions. She is a qualitative researcher with expertise in multi-level, multi-site case studies. Most of her research is conducted in health care. Jo-Louise's dissertation investigated how established, institutionalized arrangements and practices of professional work were interrupted through disrupting work, and how these interruptions were then used to encourage innovation and change. Her work has been published in *Organization Studies*, *Business and Society*, and *Leadership*.

Objectives:

1. Understand the important role of frontline managers and professionals in the implementing and encouraging of planned change.
2. Understanding how microdynamics—interactions, relations and interpersonal processes—among groups of managers and frontline staff affect the implementation of planned change.
3. Understand how different interactions, relations and interpersonal processes shape change-facilitating and change-impeding microdynamics, which affect how change unfolds at the front line.

This event is a self-approved group learning activity (Section 1) as defined by the Maintenance of Certification Program of the Royal College of Physicians and Surgeons of Canada. This seminar is also available via an online AdobeConnect session: To attend the seminar from another location via your computer, click on this link:

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