

LEADERSHIP SKILLS SUMMIT INTERIM GATHERING

December 13, 2020 | 27 Kislev 5781
12:30 pm ET | 9:30 am PT | 19:30 IT

LEADERSHIP AND ORGANIZATIONAL CHANGE THE CASE OF CHILDREN'S HOSPITAL CASE

Professor Monica Higgins

This case brings together the topics of leading change through the use of teams in a high-stakes context. We will discuss the ways in which Julie Morath, the case protagonist, tried to change the culture of the organization she joined through the implementation of a hospital-wide initiative, the Patient Safety Initiative. We will discuss the underlying goals and values of this initiative and how these might generalize beyond this healthcare setting. We will also discuss this case as a change process and diagnose the effectiveness of her approach at various stages of the change process. The session will conclude with some in-press research that illuminates some of the qualities of organizational culture that can optimize learning for adults in highly uncertain, complex work environments.

Assignment:

- Read before the session: ["Children's Hospital and Clinics \(A\)"](#) (HBS Case# 9302050) (see landing page links)
- For the session, please consider the following:
 - What specifically would you recommend that Morath do and say in the meeting with Matthew's parents?
 - What is your assessment of the Patient Safety Initiative at Children's? What are its strengths and benefits for the organization? What are its weaknesses, costs, and risks? In particular, what do you think about blameless reporting?
 - What barriers did Morath face as she tried to encourage people to discuss medical errors more openly? How did she try to overcome these barriers?
 - What is your assessment of Morath's leadership of the organizational change process at Children's?
 - What are the most important actions that Morath should take moving forward?

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