

Chapter 9

Change Management Models for Multinational Projects

ABSTRACT

Leadership in the healthcare industry has an opportunity to improve following the outcomes of the global pandemic. This chapter explores transformational leadership and the models, frameworks, and tools to create the transformations needed to accomplish multinational electronic health records interoperability. Application of the models can be challenging at the organizational level when stakeholders are not informed or have not been prepared to embrace the new environment. In the multinational setting, the shared vision helps bridge understanding and promote collaboration. Case studies using fictitious organizations demonstrate how the models may be used to show a new way of managing the changes they will likely experience as they are implementing the proposed strategies. Sustainability of the new working environment will require stakeholders to operate as a team and distribute tasks to expedite the implementation. This chapter provides a recommendation for interdepartmental approaches within organizations and collaboration strategies for multinational proactive preparedness.

INTRODUCTION

The opportunity for leadership in healthcare has been recently highlighted by Forbes (Llopis, 2024). The title that catches the attention of the reader is, *Healthcare Leadership In Crisis: Time For Reinvention*. What would cause healthcare leaders to self-identify that healthcare leadership is in crisis? In the work environment following the pandemic, healthcare leaders are facing a fallout from working through

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crisis situations. These situations were not business as usual and exposed problems in operational processes. The awareness leaders gained showed opportunities for change, not just for the organizations but for themselves as leaders.

The new normal as described by Kotter et al. (2021), acknowledges a growing uncertainty and complexity in organizations following the COVID-19 pandemic. In response to the situation, many leaders became aware of the need to transform or reconstruct the organization. In healthcare organizations, employees struggled to adjust to the new and consistently evolving environment. Global leaders recognize the new normal as a continually changing environment (Bloom & Cadarette, 2021). The uncertainty of the future and the complexity of the organizations stretch the skills of the leader. In both situations, leaders are presented with the task of accomplishing an unprecedented feat in leveraging the best minds to ignite a sense of urgency, establish a coalition or team, create a shared vision of the future state, communicate the shared vision with stakeholders, eliminate the barriers in the way of change, celebrate quick wins, improve on the process in an iterative way, and maintain sustainability by connecting the culture of the followers with the new approach (Kotter, 2012). The shared circumstances of the new normal provides an opportunity for global leaders to face the opportunities as a team.

In Chapter 7, we introduced The GLOBE Model, Complexity Theory, Chaos Theory, The Holonic Model, and other related theories and frameworks to support the work of implementing multinational electronic health records interoperability strategies. Global leaders are coming together to agree on a common approach to pandemic preparedness (WHO, 2025). The agreement sets the stage for establishing multinational working groups to address some of the issues with communicating across borders. Now we will explore the needs of the leaders, stakeholders, countries, companies, and organizations related to implanting multinational interoperability strategies.

For multinational interoperability of EHRs, the coalition will need to include all stakeholders or at least a representation of the stakeholders. The leaders are those representing the world's countries, companies, and organizations who are impacted by or benefit from improving EHR interoperability. Benson & Grieve (2021) describe the horizontal and vertical challenges of interoperability, acknowledging the issues of multiple organizations with multiple locations. This collaboration presents an opportunity to manage change to scale. Large-scale transformation at scale will leverage methods, models, and theories beyond individual or even organizational needs and embrace the shared needs of the multinational stakeholders. While technological advancements continue to improve, leaders must manage the resulting change.

Multiple industries have a stake in the outcome at a multinational level (Bakker et al., 2021). The discussion of shared paradigm shift is just starting. For example,

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