Transition Guide

Organizational Behavior and Theory in Healthcare: Leadership Perspectives and Management Applications, Second Edition

Stephen L. Walston and Kenneth L. Johnson

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Changes in the 2nd Edition:

All chapters are updated and have an introductory story, two small end-of-chapter cases, discussion questions, and activities. Almost all non-healthcare examples were deleted and exchanged for healthcare examples.

Chapter 1 Introduction	A new introductory story added, along with more information on bureaucracies, Fayol's principles of management, and examples from the 2020 pandemic.
Chapter 2 Theories of Managing	A new introductory story added, along with more information on qualities of healthcare leaders, the impact of bureaucracy on healthcare costs, resource dependency theory, decision-making theory, and institutional theory.
Chapter 3 Supporting Diversity, Equity, and Inclusion	The focus has changed to "Supporting Diversity, Equity, and Inclusion". Material added to examine the way organizational culture contribute to this focus. Examples from Cleveland Clinic and other organizations were included. Ways to improve gender and racial equity in healthcare are addressed.

Chapter 4 Individual and Organizational Learning	Examples of organizational learning, experiences from the 2020 pandemic, and the concepts of exploration and exploitation have been added.
Chapter 5 Attitudes and Satisfaction – **NEW CHAPTER**	A new chapter exploring further in-depth attitudes and satisfaction. Issues of organizational commitment, measuring attitudes, employee engagement, and related theories are presented.
Chapter 6 Ethics and Values	Examines the ethical purposes of corporations, ethical situations created by the COVID pandemic, issues of surprise billing, and compliance and training requirements by some of the largest healthcare corporations.
Chapter 7 Motivation	Discussion of job crafting, motivation differences among generations, and the impact of the COVID pandemic on motivational factors.
Chapter 8 Emotions, Moods and Stress	More material on moods, relaying emotions, emotional intelligence, stress and its sources on healthcare workers.
Chapter 9 Paradigms and Perceptions	Introduction of COVID examples and how the different political perceptions impacted behaviors, self-fulling prophecies, multicultural settings.
Chapter 10 Decision Making	More on anchoring bias in healthcare, the bandwagon effect, and improving decision making.
Chapter 11 Creativity and Innovation	Additional healthcare innovation examples, predicted healthcare innovations, and the diffusion of healthcare innovation.
Chapter 12 Group Behavior	Additional materials on groups in healthcare, interdependence, and their functions.
Chapter 13 Work Teams – **NEW CHAPTER**	A new chapter on work teams that includes in-depth information on the nature of teams, team composition, diversity in teams, team formation, team building, and team assessment.
Chapter 14 Communication	More information on healthcare communication problems, surgical timeouts, nonverbal communication with patients, the impact of wearing masks during the pandemic on communication, and challenges in virtual/online communication.
Chapter 15 Leadership	Information added regarding transformational leadership among millennials, the impact of the pandemic on leadership, and servant leadership.
Chapter 16 Power, Politics, and Influence	Addition of politics in discussion, issues of consensus, sexual harassment and coercion, and harassment of nurses, and related policies and practices to eliminate these.
Chapter 17 Conflict Management – **NEW CHAPTER**	A new chapter on conflict management and negotiation. Explores causes of conflict, positive and negative conflict, ways to deal with conflict, contributing factors to conflict in healthcare, conflict created by the pandemic, managing conflict, negotiation skills, and emotions in negotiations.

Chapter 18 Design & Structure	More on corporation in healthcare, span of control in healthcare, functional structures in healthcare, conflicts that can be caused by structures, team-based structures, and modular structures.
Chapter 19 Performance Management	Additional information on healthcare performance processes, key performance indicators in healthcare, and balanced scorecards.
Chapter 20 Mentoring, Coaching, and Delegation	More on effective coaching, healthcare mentoring, challenges of delegation, and micromanagement.
Chapter 21 Organizational Culture	More cultural healthcare examples and issues of cultures and mergers.
Chapter 22 Human Resources Policies and Practices – **NEW CHAPTER**	A new chapter focused on the practice and policies associated with human resource management in healthcare. These include job descriptions, testing, interviews, training, and HR's leadership functions.
Chapter 23 Strategy and Change Management	Updated examples that highlight the importance of mission, values, and vision.
Cases	29 distinct cases are provided at the end of the book. Most are longer than the smaller cases at the end of each chapter. The extended cases allow a greater exploration of book topics that will enrich the learning and class discussion.