**Case Study**

**Leading Through Change**

**Purpose**

This case study is intended to give you a scenario to think through as you consider the strategies outlined in the Leading through Change module of the on-demand learning series and what it means to your work as a leader in chronic disease prevention and health promotion. This case is intended to be something you can work through with a group of your peers or on your own.

**Case**

Your health department recently hired a new State Health Officer, Dr. Show. Dr. Show has expressed she is primarily interested in infectious diseases, the state lab, and the preparedness programs. She seems to have limited interest in non-communicable disease issues, with the exception of HPV.

While you have a relatively supportive supervisor, Deborah Division, it is clear that some things above and around the chronic disease unit are going to continue to change. In addition, your chronic disease unit just was awarded a large new CDC cooperative agreement with different strategies and measures than were used previously. This award replaced a 5-year cooperative agreement that recently ended, and it was awarded contingent on some amendments to your state’s application. Paula Project from CDC has given your state 90 days to submit a revised work plan.

On top of all this, your agency recently switched from a paper to an electronic travel system, CONCORD. The new system is electronic, but it requires an employee’s entire chain of command to each approve the travel within 3 days, or the system starts the approval process over again. Frustrations in your unit around travel are rising quickly. Eli the Executive Assistant is doing everything he can to try to help everyone, but he wasn’t prepared for the change either.

**Questions**

1. A peer whose role is to carry out day-to-day program activities comes to you about their travel frustrations. Without approval for their travel, they can’t do their job. What idea from the Leading through Change module would you offer her? Why?

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1. You are one of the managers responsible for implementing the new cooperative agreement. Even though staff seem to have known this change was coming, some seem to want to continue the work they were doing under the old cooperative agreement. How would you handle this? What approaches would you use to communicate about the change?

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1. As the Chronic Disease Director, you notice Deborah Division seems to disagree with Dr. Show. You often get two different sets of direction. What strategies would you use to navigate this situation?

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1. You have been appointed by the Chronic Disease Director to a group to consider how all of the changes can help your department better achieve its chronic disease prevention goals. What are the key messages you would want to relay to the group? Why?

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**Opportunity for Additional Technical Assistance**

### If you would like technical assistance from NACDD in thinking through this case study and your experience with the Leading Through Change module in the on-demand learning series please complete the below form and email this document to [phlp@chronicdisease.org](mailto:phlp@chronicdisease.org).

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