

# **Leading Change**

## **In Medical Education**

Developing Medical Educators for the 21<sup>st</sup> Century

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<b>Time</b>	<b>Activity</b>	<b>Method</b>
5 min	Readiness to Learn	Group Preparation
30 min	Review of Change Models	Point to Point
30 min	Change Teams Activity	Team Simulation
25 min	Change Teams Reports	Report/Discussion
15 min	Video and Workshop Wrap-Up	Discussion

# Agenda



- Understand the definition of change management.
- Describe Kotter's 8 stages of change.
- Apply Kotter's model to a change initiative.
- **Leave remembering that deliberate change management is worth thinking about.**

## Objectives

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We have no conflict of interest relevant  
to the presentations and workshop we  
offer today

**Disclosures**

The proposed solution to a long standing drought in your village is to travel the Deep Dark Forest to a new home.



<https://www.flickr.com/photos/joansorolla/20167582842>



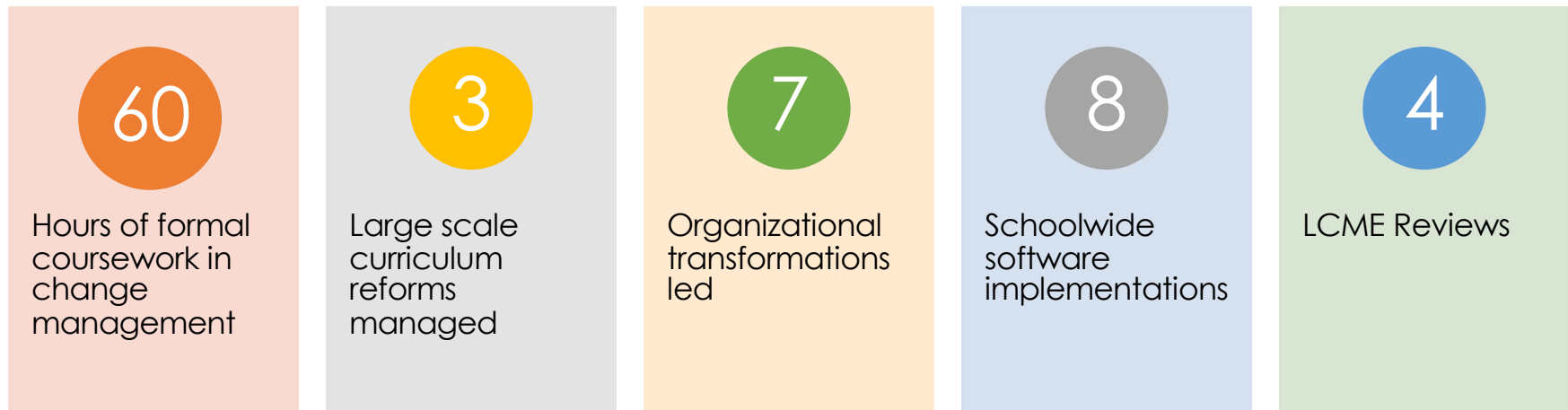
A process for transitioning  
individuals, teams,  
and organizations  
to a desired future state.

- John Kotter

# Change Management

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# Change by the Numbers



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2011

2012

2018

Medical student microbiology course director

## What I found?

- Society unaware of value of Med Ed or needs of clinician educator
- ID Med Ed colleagues with similar challenges

Search for ID Med Ed Community – Infectious Diseases Society of America?

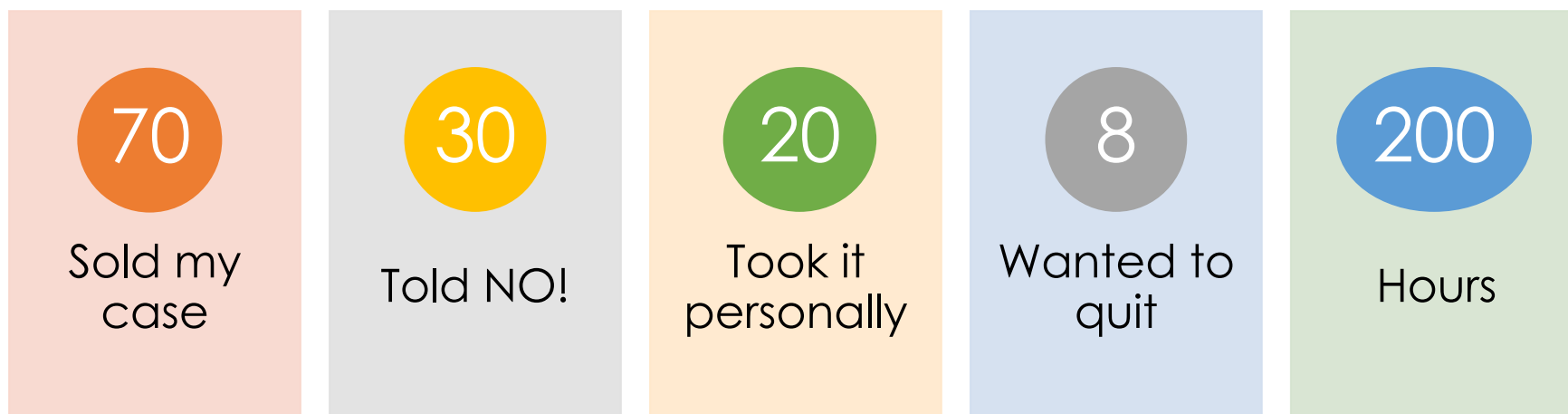
- IDSA Med Ed Community
- Med Ed sessions at conference
- Struggling for support

# Building an ID Med Ed Community



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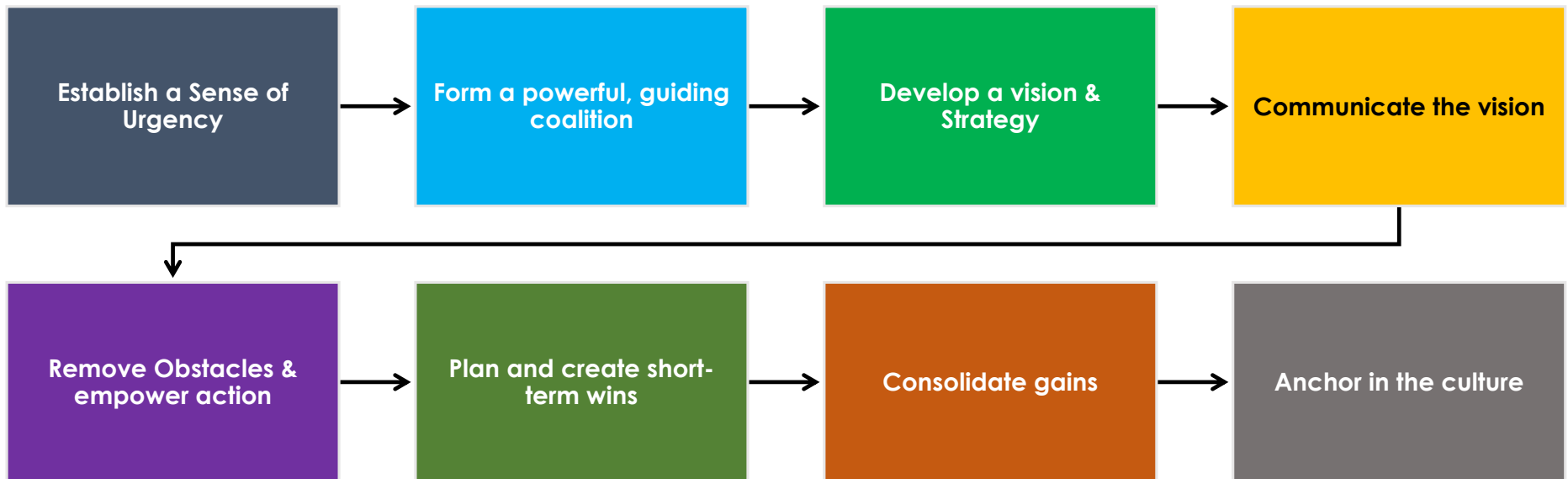
## Change by the Numbers



- John Kotter's 8 Stages of Change
- Rogers Technology Adoption Curve
- Kubler- Ross Five Stage Model
- William Bridges Transition Model
- Gisela Wending's Liminal Pathway

## Models





# Kotter's 8 Stages of Change



1. Each table is a Change Management Team.
2. You have been charged by senior leadership to implement a large scale change.
3. Outline a change strategy using the first three stages of John Kotter's model.



## Group Activity Instructions



To build a culture that supports employee work-life balance, we have decided to implement an Email Embargo. The Embargo will restrict the delivery of email to the hours of 8am to 5pm. Email sent outside of this window will be stored and sent when email business hours resume.



## Email Embargo Project



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Describe how your team will approach leading this change.



**Debrief**




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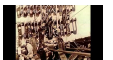
# Bridging Transitions



**LJ Moore**  
Student Assessment Coordinator  
UCSF School of Medicine

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## **Meeting in the Middle**



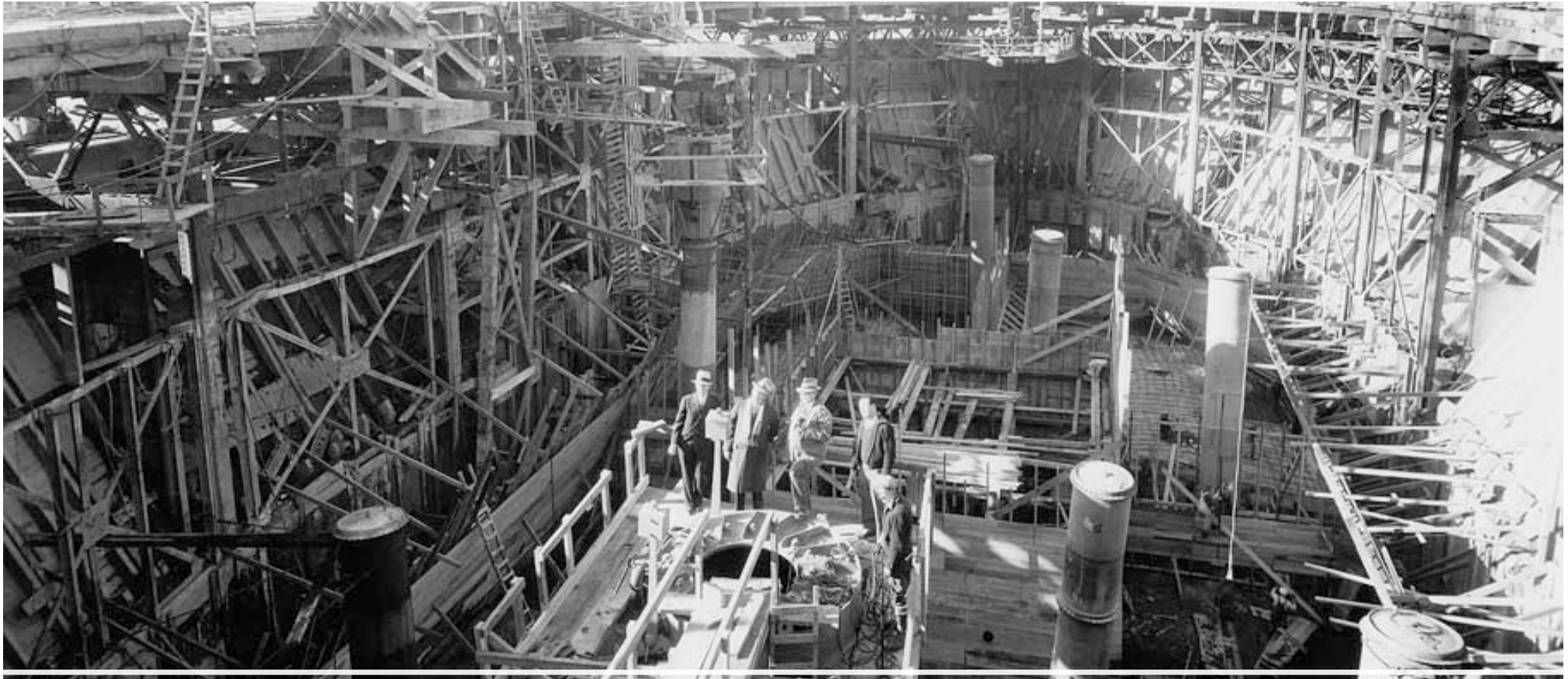
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# Working in Teams



**Trust**





**The Work Can Be Incredibly Complicated**





# Continuous Problem Solving

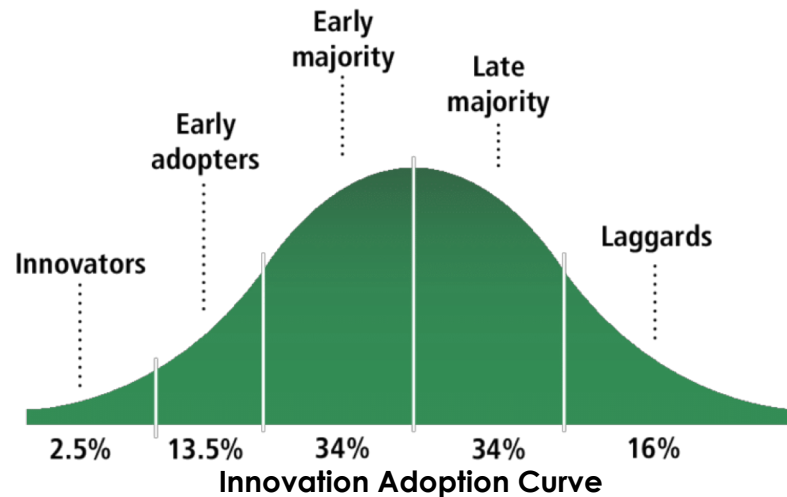
**Temporary  
Structures Not  
Part of the  
Final Vision**

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The Transition  
is not the  
Destination

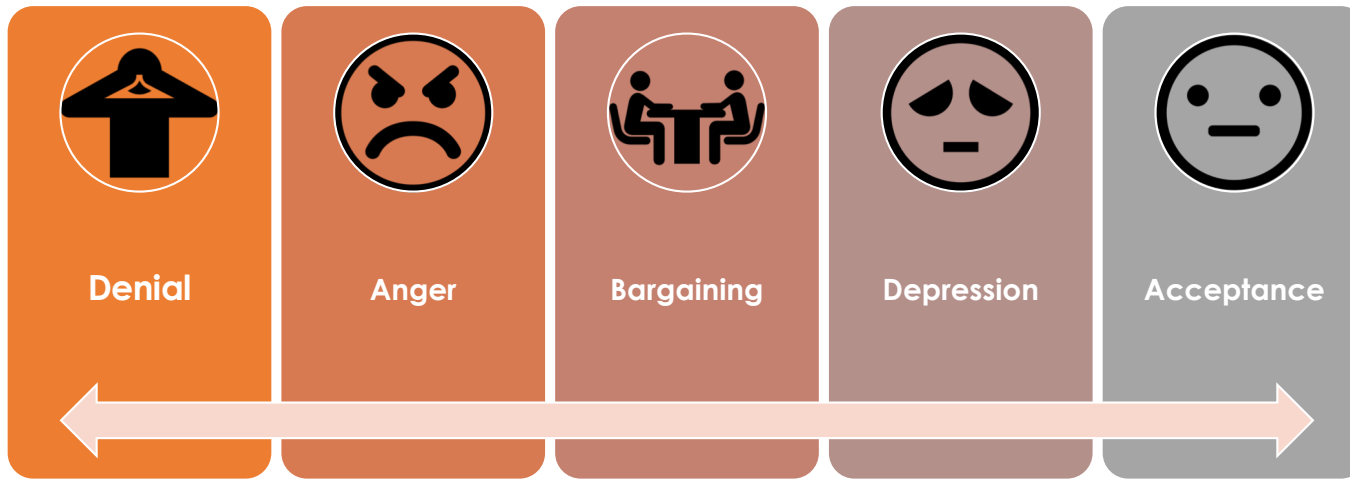


Benefits	Limitations
Defines different sectors of stakeholders so you can better leverage innovators and early adopters and focus strategies on the late majority and laggards.	People shift between these categories depending on the change or its complexity. These can be hard to predict and often are visible only in hindsight.

# Rogers Technology Adoption Model

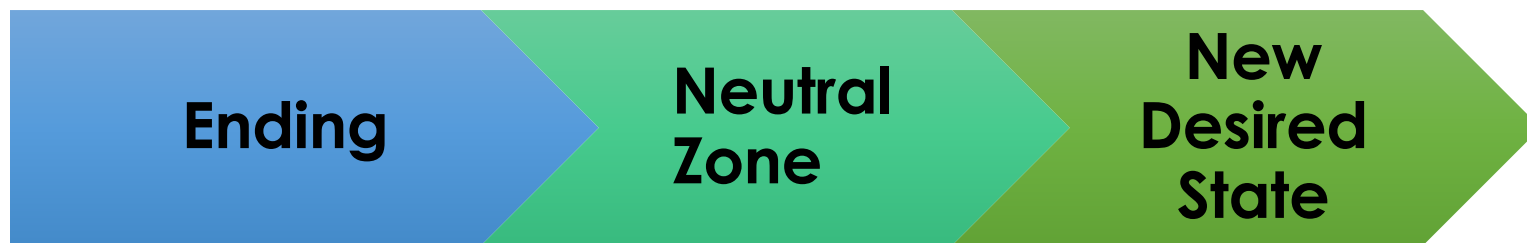






Benefits	Limitations
<p>Focuses on how people react to change and helps leadership develop appropriate communication strategies.</p>	<p>The model assumes that the change is bad and it will be met with the worse reaction. It is difficult to identify transitions between these stages and they may not occur in order.</p>

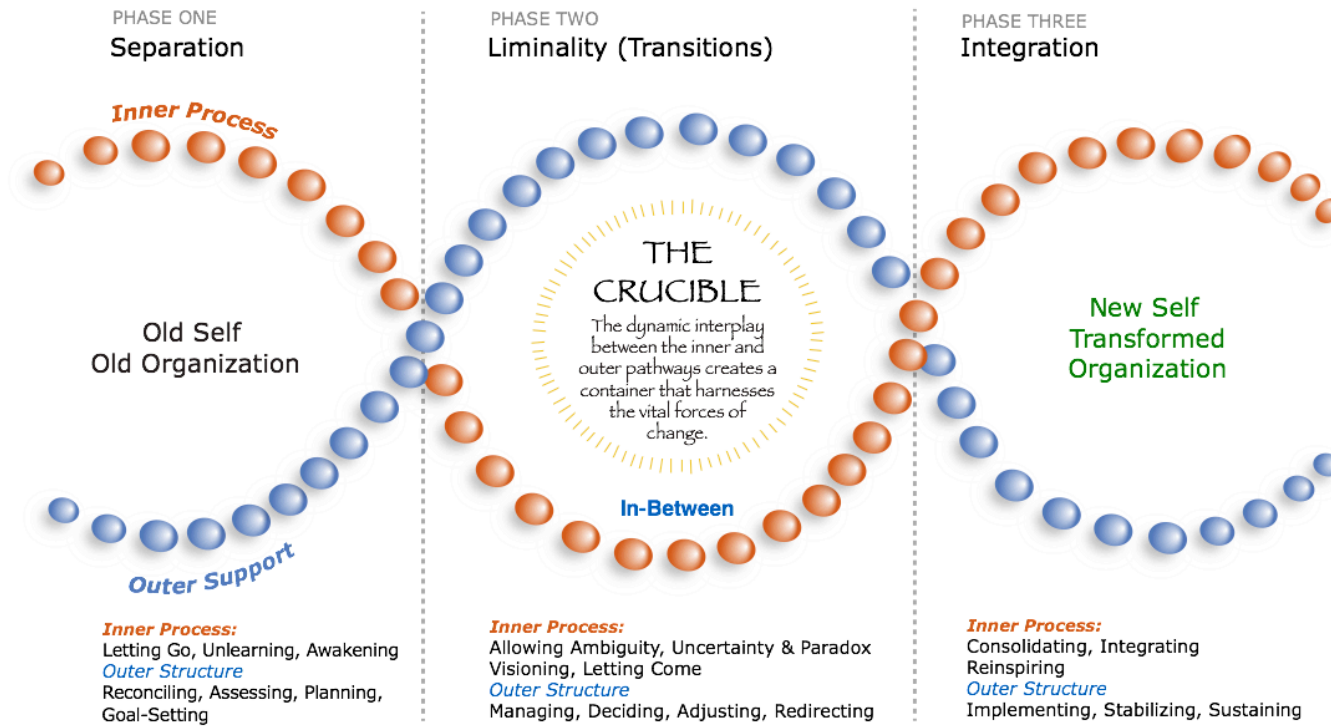
## Kubler-Ross Five Stage Model



Benefits	Limitations
Focuses on how people feel as you guide them through change. It clarifies the psychological effects of change.	Does not stand alone as a change management model and should be used along with a procedural model.

# William Bridges Transition Model





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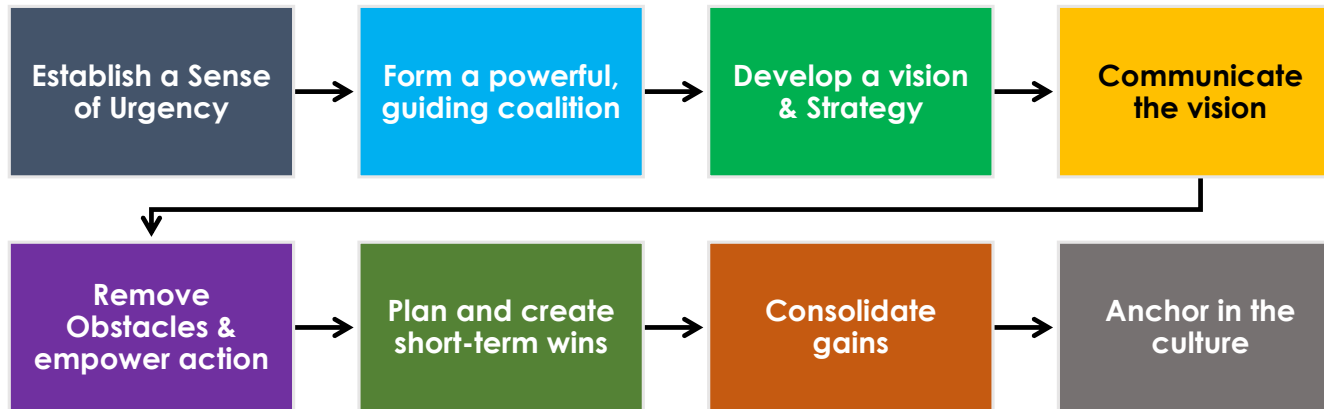
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# Liminal Pathways



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Benefits	Limitations
<ol style="list-style-type: none"> <li>1. Clear steps which can give a guidance for the process</li> <li>2. Fits well into the culture of classical hierarchies like universities</li> </ol>	<ol style="list-style-type: none"> <li>1. Top-down, limits co-creation or other forms of true participation.</li> <li>2. Frustrated stakeholders if the way people feel and transition through change is ignored.</li> </ol>

# Kotter's 8 Stages of Change

