2019-03-14: Change Management and the Implementation of Strategic Plans

The following links were shared during the chat:

- Strategic Plan and Change Management [https://www.slideshare.net/hardyalexander1/strategic-plan-change-management](https://www.slideshare.net/hardyalexander1/strategic-plan-change-management)
- Key Steps for Managing Change in the Curriculum [https://www.researchgate.net/publication/272750660_Key_steps_for_managing_changes_in_the_curriculum](https://www.researchgate.net/publication/272750660_Key_steps_for_managing_changes_in_the_curriculum)
- The 8-Step Process [https://www.kotterinc.com/8-steps-process-for-leading-change/](https://www.kotterinc.com/8-steps-process-for-leading-change/)

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**MedEd Chat @MedEdChat** 9 hours ago
Welcome to the #mededchat (US) I am your moderator for the next hour @alliance4clined #meded

**MedEd Chat @MedEdChat** 9 hours ago
The #mededchat topic & questions will be announced in a moment…for now, please introduce yourselves #meded

**Gary Beck Dallaghan @GLBDallaghan** 9 hours ago
@MedEdChat Gary here in North Carolina #mededchat

**MedEd Chat @MedEdChat** 9 hours ago
If you are tuning in to the #mededchat, remember to use the #mededchat hashtag and try to answer with the Topic numbers (T1, T2, T3)

**Dr. Kirsten Brown @DrKirtyBrown** 9 hours ago
Kirsten from DC back for @MedEdChat #mededchat

**A.J. Kleinheksel @AJKleinhex** 9 hours ago
@MedEdChat Good evening, #MedEdChat! I’m checking in from Augusta, GA.

**MedEd Chat @MedEdChat** 9 hours ago
We will assume that all of your tweets during #mededchat are your own during this hour unless otherwise stated #meded

**MedEd Chat @MedEdChat** 9 hours ago
T1 about to come up in a few moments #meded #mededchat
TOPIC 1: The first step in change management is to create a sense of urgency. How do you do this with strategic planning? #MedEdChat #meded

Gary Beck Dallaghan @GLBDallaghan
T1 Seems to me the first step is to ask the question of what problem are we trying to solve? The next step is to have a rock solid answer #medchat

Alliance4ClinEd @Alliance4ClinEd
T1 This article states right up front that the first step is to clearly identify what improvements need to be made https://t.co/reru8Bu27i #mededchat

A.J. Kleinheksel @AJKleinhex
T1 To create a sense of urgency you paint a picture of the future. That picture can either strike fear (threats/disruptions) or inspire (opportunities to innovate). Once you have the landscape in front of you, you can all move forward. #MedEdChat

Dr. Kirsten Brown @DrKirtyBrown
@GLBDallaghan @MedEdChat T1. Exactly. Change for the sake of change without goals or problem solving is not easy. Otherwise it's why change? #mededchat

Sateesh Arja, MD, MPH @ArjaSateesh
@MedEdChat #mededchat T1 Strategic planning itself should have a culture of continuous improvement as an agenda. The improvement should be focused on evolving new educational models and innovation #meded

Gary Beck Dallaghan @GLBDallaghan
@AJKleinhex T1 Which approach do you think is more effective? Fear or inspiration? Why? #mededchat

R Klein MD MEHP @RKleinMD
@MedEdChat A1. #mededchat. The problem I struggle with is that everything is presented with urgency. Lending to urgency fatigue.
T1 I completely agree, but how do you kick start the catalyst to initiate change outlined by strategic planning? #MedEdChat

Dr. Kirsten Brown @DrKirtyBrown 9 hours ago
T1 sometimes that sense of urgency is a deadline or some other factor. Not saying it’s most effective but it happens in the real world. #MedEdChat

Gary Beck Dallaghan @GLBDallaghan 9 hours ago @DrKirtyBrown Or perhaps an accreditation visit....just sayin' #mededchat

A.J. Kleinheksel @AJKleinhex 9 hours ago @GLBDallaghan In my experience, it’s totally dependent on the culture of the org. You can work through the change cycle pretty efficiently either way. But if you have a shared vision, creative people, and intrinsic motivation, it’s more fun to paint a picture of opportunities. #MedEdChat

Dr. Kirsten Brown @DrKirtyBrown 9 hours ago @GLBDallaghan #mededchat https://t.co/HT91ubWRmO

Sateesh Arja, MD, MPH @ArjaSateesh 9 hours ago @MedEdChat #mededchat T1 The best way is involving all stakeholders in the discussions identifying the problems and finding the solutions. Once the stakeholders own the problems and solutions, it would be easier to initiate the change process. #meded

MedEdBot @MedEdBot 9 hours ago
RT @AJKleinhex: @GLBDallaghan In my experience, it’s totally dependent on the culture of the org. You can work through the change cycle pre...

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RT @MedEdChat: T1 about to come up in a few moments #meded #mededchat

MedEdBot @MedEdBot 9 hours ago
RT @MedEdChat: TOPIC 1: The first step in change management is to create a sense of urgency. How do you do this with strategic planning? #M...
Gary Beck Dallaghan @GLBDallaghan8 hours ago @ArjaSateesh @MedEdChat T1 Any advice on how to do that effectively? #mededchat

A.J. Kleinheksel @AJKleinhex8 hours ago @ArjaSateesh @MedEdChat Absolutely. Ownership (and a sense of agency) is so important. You’ll never get anywhere without buy-in from your stakeholders. #MedEdChat

Dr. Kirsten Brown @DrKirtyBrown8 hours ago T1 if you continually adapt and change then it’s not as big an huge issue bc you’re used to it. If you’re used to stasis that’s a MASSIVE paradigm and culture shift for everyone involved. There’s an evolution joke in there too...#MedEdChat

Dr. Kirsten Brown @DrKirtyBrown8 hours ago RT @AJKleinhex: @ArjaSateesh @MedEdChat Absolutely. Ownership (and a sense of agency) is so important. You’ll never get anywhere without bu...

MedEd Chat @MedEdChat8 hours ago @ArjaSateesh T1 This is very true, especially since no change occurs in isolation. It impacts the entire system so stakeholder buy in is critical https://t.co/dAQHiWRvRN #mededchat

Dr. Kirsten Brown @DrKirtyBrown8 hours ago @AJKleinhex @ArjaSateesh @MedEdChat How do you get buy-in from people who don’t want to change? What do you do? #MedEdChat

A.J. Kleinheksel @AJKleinhex8 hours ago @DrKirtyBrown I don’t know, I came from a tech company that completely re-org’d about every 6-9 months. We were used to it, but you also face new threats of skepticism, process exhaustion, and past change baggage. #MedEdChat

Gary Beck Dallaghan @GLBDallaghan8 hours ago @DrKirtyBrown @AJKleinhex @ArjaSateesh @MedEdChat T1 That's the million dollar question. For curriculum change it takes a lot of negotiating and diplomacy.....skills I feel I lack! :/ #mededchat

Sateesh Arja, MD, MPH @ArjaSateesh8 hours ago @GLBDallaghan @MedEdChat #mededchat T1 ours is an average size school. We do that meeting with students and faculty through student body meetings and faculty meetings. The same way we can involve patients, affiliated hospitals, NGOs, and other stakeholders #meded

MedEd Chat @MedEdChat8 hours ago TOPIC 2: How do you "remove" barriers to implementing change? #MedEdChat #meded
@MedEdChat 8 hours ago
RT @ArjaSateesh: @GLBDallaghan @MedEdChat #mededchat T1 ours is an average size school. We do that meeting with students and faculty throug…

Gary Beck Dallaghan @GLBDallaghan8 hours ago
@AJKleinhex @DrKirtyBrown Wouldn't you agree in academia there is also the threats to professional identity that might underscore some resistance to change? #mededchat

Dr. Kirsten Brown @DrKirtyBrown8 hours ago
@AJKleinhex How does it compare to your academy experience? I feel like we're so stuck sometimes but friends in other areas may not have same experiences. #MedEdChat

A.J. Kleinheksel @AJKleinhex8 hours ago
@DrKirtyBrown @ArjaSateesh @MedEdChat An accessible problem to solve, a compelling vision, a clear strategy, and a few immediate, short-term wins. Then once you have momentum the train just keeps on chugging along. People will either get on board or, in cases of complete resistance, get left behind. #MedEdChat

Dr. Kirsten Brown @DrKirtyBrown8 hours ago
T1 this is one of the biggest things I see. Whatever you were doing before (successfully!) is now not as I'm pretty #MedEdChat

@MedEdChat 8 hours ago
RT @AJKleinhex: @DrKirtyBrown @ArjaSateesh @MedEdChat An accessible problem to solve, a compelling vision, a clear strategy, and a few imme…

Dr. Kirsten Brown @DrKirtyBrown8 hours ago
Not as IMPORTANT! #MedEdChat

Gary Beck Dallaghan @GLBDallaghan8 hours ago
@AJKleinhex @DrKirtyBrown @ArjaSateesh @MedEdChat T2 Very beautifully stated. Here's a question....how do you manage people who actively work to undermine changes....even if there is positive momentum? #mededchat

Gary Beck Dallaghan @GLBDallaghan8 hours ago
@DrKirtyBrown Priceless! Gotta love autocorrect! #mededchat

A.J. Kleinheksel @AJKleinhex8 hours ago
@GLBDallaghan @DrKirtyBrown Oh, definitely. But issues of self-concept affect industry change as well. It’s hard to get handed a totally new title/job description when you’re trying to plan a career. (It’s not always that dire, but I think it’s rooted in the same issues.) #MedEdChat
Dr. Kirsten Brown @DrKirtyBrown 8 hours ago
T2 Oof sometimes you make concessions bc it's easier. Then you (moi?) end up fixing the issue later. Sometimes you gotta get something done. NOT saying this is ideal #mededchat

A.J. Kleinheksel @AJKleinhex 8 hours ago
@DrKirtyBrown I went from university admin to a startup into a faculty/researcher position and there's stuck people everywhere. ;) Overall, there are things that are shockingly similar, and things that are polar opposites. And there are pros/cons in both categories. #MedEdChat

Alliance4ClinEd @Alliance4ClinEd 8 hours ago
T2 This article addresses the importance of followers in curriculum change. It sort of hits on people who may present as barriers. Ideas on how to get them to be followers? #mededchat https://t.co/gLD1Y9ZtG7

Dr. Kirsten Brown @DrKirtyBrown 8 hours ago
@AJKleinhex Love hearing your perspective! #MedEdChat

Sateesh Arja, MD, MPH @ArjaSateesh 8 hours ago
@MedEdChat #Mededchat T2 resistance for a change from people might be the biggest barrier. But if we involve all stakeholders and make them own the change, this can be solved. I really love Kurt-Lewin model of change process which involves unfreezing, change or transformation, and refreezing

Dr. Kirsten Brown @DrKirtyBrown 8 hours ago
RT @Alliance4ClinEd: T2 This article addresses the importance of followers in curriculum change. It sort of hits on people who may present...

A.J. Kleinheksel @AJKleinhex 8 hours ago
@GLBDallaghan @DrKirtyBrown @ArjaSateesh @MedEdChat My personal change management style? An iron fist in a velvet glove. Change causes a lot of anxiety and fear and you have to help people work through that. But you also have to remain focused on your vision so you don’t lose that momentum. It’s a hard balance, though. #MedEdChat

MedEd Chat @MedEdChat 8 hours ago
T2 #mededchat Interesting model, but it is quite elegantly stated https://t.co/mG KbYCHfAc

Gary Beck Dallaghan @GLBDallaghan 8 hours ago
@AJKleinhex @DrKirtyBrown @ArjaSateesh @MedEdChat T2 I lean more toward the iron fist without the glove. maybe that’s why my approach didn’t work so well ;) #mededchat

Dr. Kirsten Brown @DrKirtyBrown 8 hours ago
T2 I’m not immune to issues. I recruited new people and I have to check myself when they want to try something new. It's a process and I work hard to not be a Negative Nelly (as my mom would say) #MedEdChat
A.J. Kleinheksel @AJKleinhex 8 hours ago
@GLBDallaghan @DrKirtyBrown @ArjaSateesh @MedEdChat I mean, real talk, my first inclination is always the fist. But I've learned that it's not as efficient as you might think. Taking the time to coach people through change is actually less work in the long run and yields immensely better outcomes. #MedEdChat

MedEd Chat @MedEdChat 8 hours ago
RT @DrKirtyBrown: T2 I'm not immune to issues. I recruited new people and I have to check myself when they want to try something new. It's…

MedEd Chat @MedEdChat 8 hours ago
RT @AJKleinhex: @GLBDallaghan @DrKirtyBrown @ArjaSateesh @MedEdChat I mean, real talk, my first inclination is always the fist. But I've le…

MedEd Chat @MedEdChat 8 hours ago
@DrKirtyBrown T2 #mededchat That is a really great point that we also need to check ourselves with changes. Sometimes we may too exuberant and other times want to put on the brakes

Dr. Kirsten Brown @DrKirtyBrown 8 hours ago
@AJKleinhex @GLBDallaghan @ArjaSateesh @MedEdChat T2 my first inclination was to just do it myself but that burned me out (novice I know!). Over time I've worked very hard to be more fist and glove. Not perfect by any means but I try #MedEdChat

MedEd Chat @MedEdChat 8 hours ago
TOPIC 3: How do you achieve short term wins on the path to implementing change? #MedEdChat #meded

ShereeseM, MS/MBA @ShereesePubHlth 8 hours ago
RT @MedEdChat: TOPIC 3: How do you achieve short term wins on the path to implementing change? #MedEdChat #meded

Gary Beck Dallaghan @GLBDallaghan 8 hours ago
T3 #mededchat I think the short term wins are critical. If people are hesitant to change, small victories can help change minds

Dr. Kirsten Brown @DrKirtyBrown 8 hours ago
T3 Bargain! Throw out the perfect vision. Try to see it as a continual process and this is step 1 (pun intended). Also listen to colleague to get to a somewhat middle ground. #MedEdChat

Alliance4ClinEd @Alliance4ClinEd 8 hours ago
T3 "Wins are the molecules of results. They must be recognized, collected and communicated – early and often – to track progress and energize volunteers to persist." https://t.co/ewyhJ8gpFn #mededchat
Dr. Kirsten Brown @DrKirtyBrown
RT @Alliance4ClinEd: T3 "Wins are the molecules of results. They must be recognized, collected and communicated – early and often – to trac…"

A.J. Kleinheksel @AJKleinhex
T3 In my biggest change management challenges, I’ve called almost anything a win. It’s kind of like faking it till you make it. Everyone made it to the planning meeting on time? WIN We got a design document put together? WIN It’s Taco Tuesday? WIN #MedEdChat

MedEd Chat @MedEdChat
RT @Alliance4ClinEd: T3 "Wins are the molecules of results. They must be recognized, collected and communicated – early and often – to trac…"

Dr. Kirsten Brown @DrKirtyBrown
T3 me celebrating wins during change #mededchat https://t.co/Vkczlcthdr

Sateesh Arja, MD, MPH @ArjaSateesh
@Alliance4ClinEd #mededchat T2 I really liked this article. But I also like the Loesers et al change process in the curriculum development. We used this change process when we moved to an integrated curriculum. https://t.co/ldF7GGNyGd #meded

MedEd Chat @MedEdChat
RT @AJKleinhex: T3 In my biggest change management challenges, I’ve called almost anything a win. It’s kind of like faking it till you make…

MedEd Chat @MedEdChat
RT @ArjaSateesh: @Alliance4ClinEd #mededchat T2 I really liked this article. But I also like the Loesers et al change process in the curri…

Dr. Kirsten Brown @DrKirtyBrown
T3 recognize the people when you make the change! Shout out, formal ceremony, thanks, all of the above! Everyone is still part of the process#mededchat

MedEd Chat @MedEdChat
T3 Even with incremental successes, how would you work with the persistent nay-sayers for change? #mededchat

Gary Beck Dallaghan @GLBDallaghan
@MedEdChat T3 For this I tended to start marginalizing them. For some they started changing their attitudes, but for others it just ignited more of a fire of resistance. #mededchat
A.J. Kleinheksel @AJKleinhex 8 hours ago
T3 If you can’t win them with logic, ply them with incentives. If they can’t be bought, put the carrot away and get a really big stick. (metaphorically!) #MedEdChat

Dr. Kirsten Brown @DrKirtyBrown 8 hours ago
@MedEdChat In ideal world continue to provide them with data, info, etc. In real world I have tuned them out. Although sometimes after a while they can come around #MedEdChat

MedEd Chat @MedEdChat 8 hours ago
RT @DrKirtyBrown: @MedEdChat In ideal world continue to provide them with data, info, etc. In real world I have tuned them out. Although so…

Dr. Kirsten Brown @DrKirtyBrown 8 hours ago
@AJKleinhex T3 sounds like many of us have same solution grounded in reality #MedEdChat

MedEd Chat @MedEdChat 8 hours ago
We have about 5 more minutes left in our discussion. Please feel free to give some final thoughts #meded #mededchat

Jeannie Poterucha Carter @jpots 8 hours ago
Step one in creating urgency is to know the change is tied to a problem needing to be solved. #MedEdChat

Sateesh Arja, MD, MPH @ArjaSateesh 8 hours ago
@AJKleinhex #Mededchat T3 agree. Small celebrations when we reach every small milestone worked out for us. It kept the enthusiasm alive among the faculty members and other stakeholders. Not only that, it changed the nay-sayers also to some extent #meded

A.J. Kleinheksel @AJKleinhex 8 hours ago
@GLBDallaghan @MedEdChat The hardship is that we can’t always get the right people on the bus (i.e., the wrong people off). But we can put people into positions where they can still contribute while minimizing their capacity to poison the well. If they can’t cook, get them to set the table. #MedEdChat

MedEd Chat @MedEdChat 8 hours ago
RT @AJKleinhex: @GLBDallaghan @MedEdChat The hardship is that we can’t always get the right people on the bus (i.e., the wrong people off)…

Dr. Kirsten Brown @DrKirtyBrown 8 hours ago
Change is challenging BUT it creates opportunities. As a Jr Faculty I've created my career through it.. And I have loved (most) of it. It's an different skillset and one that requires training. #mededchat
Dr. Kirsten Brown @DrKirtyBrown 8 hours ago
RT @AJKleinhex: @GLBDallaghan @MedEdChat The hardship is that we can’t always get the right people on the bus (i.e., the wrong people off)…

MedEd Chat @MedEdChat 8 hours ago
The #MedEdChat will be off next week due to me attending @COMSEPediatrics #meded Join us next Thursday at 9PM Eastern/NYC!

MedEd Chat @MedEdChat 8 hours ago
RT @DrKirtyBrown: Change is challenging BUT it creates opportunities. As a Jr Faculty I've created my career through it.. And I have loved…

A.J. Kleinheksel @AJKleinhex 8 hours ago
@ArjaSateesh Never underestimate the power of public praise, a sincere compliment, or celebratory free food. #MedEdChat

MedEd Chat @MedEdChat 8 hours ago
That's a wrap...I will post the #mededchat transcript tomorrow morning on https://t.co/mJivoK9NyX on the Resources page. Thanks everyone for participating! #meded

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RT @MedEdChat: The #MedEdChat will be off next week due to me attending @COMSEPediatrics #meded Join us next Thursday at 9PM Eastern/NYC!

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RT @MedEdChat: That's a wrap...I will post the #mededchat transcript tomorrow morning on https://t.co/mJivoK9NyX on the Resources page. Tha…

Rick Hobbs @RickHobbsMD 7 hours ago
@MedEdChat My approach has been to build champions that naysayers can see. If that doesn’t work, a one on one to directly discuss how the new change could be beneficial has sometimes helped. #MedEdChat

Dr Samer Al-Bothaigi @SalemSamer 7 hours ago
RT @Alliance4ClinEd: T2 This article addresses the importance of followers in curriculum change. It sort of hits on people who may present…