

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

The following links were shared during the chat:

- 8 Elements of an Effective Change Management Process <https://www.smartsheet.com/8-elements-effective-change-management-process>
- Strategic Plan and 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
- 12 Tips for Applying Change Models to Curriculum Design, Development and Delivery <https://www.tandfonline.com/doi/abs/10.1080/0142159X.2017.1391377>
- The 8-Step Process <https://www.kotterinc.com/8-steps-process-for-leading-change/>
- The Kurt Lewin Change Management Process https://www.change-management-coach.com/kurt_lewin.html
- Leadership Lessons from Curricular Change at the University of California, San Francisco, School of Medicine <https://www.ncbi.nlm.nih.gov/pubmed/17414186>



MedEd Chat [@MedEdChat9 hours ago](#)

Welcome to the [#mededchat](#) (US) I am your moderator for the next hour [@alliance4clined](#) [#meded](#)



MedEd Chat [@MedEdChat9 hours ago](#)

The [#mededchat](#) topic & questions will be announced in a moment...for now, please introduce yourselves [#meded](#)



Gary Beck Dallaghan [@GLBDallaghan9 hours ago](#)

[@MedEdChat](#) Gary here in North Carolina [#mededchat](#)



MedEd Chat [@MedEdChat9 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 [@DrKirtyBrown9 hours ago](#)

Kirsten from DC back for [@MedEdChat](#) [#mededchat](#)



A.J. Kleinheksel [@AJKleinhex9 hours ago](#)

[@MedEdChat](#) Good evening, [#MedEdChat](#)! I'm checking in from Augusta, GA.



MedEd Chat [@MedEdChat9 hours ago](#)

We will assume that all of your tweets during [#mededchat](#) are your own during this hour unless otherwise stated [#meded](#)



MedEd Chat [@MedEdChat9 hours ago](#)

T1 about to come up in a few moments [#meded](#) [#mededchat](#)



Sateesh Arja, MD, MPH [@ArjaSateesh9 hours ago](#)
[@MedEdChat](#) [#MedEdChat](#) Sateesh Arja from Curacao



MedEd Chat [@MedEdChat9 hours ago](#)
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 [@GLBDallaghan9 hours ago](#)
[@MedEdChat](#) 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 [#mededchat](#)



Alliance4ClinEd [@Alliance4ClinEd9 hours ago](#)
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](#)



MedEd Chat [@MedEdChat9 hours ago](#)
RT [@Alliance4ClinEd](#): T1 This article states right up front that the first step is to clearly identify what improvements need to be made htt...



A.J. Kleinheksel [@AJKleinhex9 hours ago](#)
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 [@DrKirtyBrown9 hours ago](#)
[@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 [@ArjaSateesh9 hours ago](#)
[@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 [@GLBDallaghan9 hours ago](#)
[@AJKleinhex](#) T1 Which approach do you think is more effective? Fear or inspiration? Why? [#mededchat](#)



R Klein MD MEHP [@RKleinMD9 hours ago](#)
[@MedEdChat](#) A1. [#mededchat](#). The problem I struggle with is that everything is presented with urgency. Lending to urgency fatigue.



MedEd Chat [@MedEdChat9 hours ago](#)

[@ArjaSateesh](#) T1 I completely agree, but how do you kick start the catalyst to initiate change outlined by strategic planning? [#MedEdChat](#)



Dr. Kirsten Brown [@DrKirtyBrown9 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 [@GLBDallaghan9 hours ago](#)

[@DrKirtyBrown](#) Or perhaps an accreditation visit....just sayin' [#mededchat](#)



A.J. Kleinheksel [@AJKleinhex9 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 [@DrKirtyBrown9 hours ago](#)

[@GLBDallaghan](#) [#mededchat](#) <https://t.co/HT91ubWRmO>



MedEd Chat [@MedEdChat9 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...



Dr. Kirsten Brown [@DrKirtyBrown9 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...



Sateesh Arja, MD, MPH [@ArjaSateesh9 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 [@MedEdBot9 hours ago](#)

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



MedEdBot [@MedEdBot9 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](#)



MedEd Chat [@MedEdChat8 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](#)



MedEd Chat [@MedEdChat8 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 [@DrKirtyBrown8 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. Kleinhexel [@AJKleinhex8 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 [@Alliance4ClinEd8 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 [@DrKirtyBrown8 hours ago](#)

[@AJKleinhex](#) Love hearing your perspective! [#MedEdChat](#)



Sateesh Arja, MD, MPH [@AriaSateesh8 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 [@DrKirtyBrown8 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. Kleinhexel [@AJKleinhex8 hours ago](#)

[@GLBDallaghan](#) [@DrKirtyBrown](#) [@AriaSateesh](#) [@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 [@MedEdChat8 hours ago](#)

T2 [#mededchat](#) Interesting model, but it is quite elegantly stated <https://t.co/mGKbYCHfAc>



Gary Beck Dallaghan [@GLBDallaghan8 hours ago](#)

[@AJKleinhex](#) [@DrKirtyBrown](#) [@AriaSateesh](#) [@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 [@DrKirtyBrown8 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. Kleinhexel [@AJKleinhex8 hours ago](#)

[@GLBDallaghan](#) [@DrKirtyBrown](#) [@AriaSateesh](#) [@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 [@MedEdChat8 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 [@MedEdChat8 hours ago](#)

RT [@AJKleinhex](#): [@GLBDallaghan](#) [@DrKirtyBrown](#) [@AriaSateesh](#) [@MedEdChat](#) I mean, real talk, my first inclination is always the fist. But I've le...



MedEd Chat [@MedEdChat8 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 [@DrKirtyBrown8 hours ago](#)

[@AJKleinhex](#) [@GLBDallaghan](#) [@AriaSateesh](#) [@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 [@MedEdChat8 hours ago](#)

TOPIC 3: How do you achieve short term wins on the path to implementing change? [#MedEdChat](#) [#meded](#)



ShereeseM, MS/MBA [@ShereesePubHlth8 hours ago](#)

RT [@MedEdChat](#): TOPIC 3: How do you achieve short term wins on the path to implementing change? [#MedEdChat](#) [#meded](#)



Gary Beck Dallaghan [@GLBDallaghan8 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 [@DrKirtyBrown8 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 [@Alliance4ClinEd8 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/ewyhJ8qpFn> [#mededchat](#)



Dr. Kirsten Brown [@DrKirtyBrown8 hours ago](#)

RT [@Alliance4ClinEd](#): T3 "Wins are the molecules of results. They must be recognized, collected and communicated – early and often – to trac...



A.J. Kleinhexel [@AJKleinhex8 hours ago](#)

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 [@MedEdChat8 hours ago](#)

RT [@Alliance4ClinEd](#): T3 "Wins are the molecules of results. They must be recognized, collected and communicated – early and often – to trac...



Dr. Kirsten Brown [@DrKirtyBrown8 hours ago](#)

T3 me celebrating wins during change [#mededchat](#) <https://t.co/Vkczlcthdr>



Sateesh Arja, MD, MPH [@AriaSateesh8 hours ago](#)

[@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 [@MedEdChat8 hours ago](#)

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 [@MedEdChat8 hours ago](#)

RT [@AriaSateesh](#): [@Alliance4ClinEd](#) [#mededchat](#) T2 I really liked this article. But I also like the Loesers et al change process in the curri...



Dr. Kirsten Brown [@DrKirtyBrown8 hours ago](#)

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 [@MedEdChat8 hours ago](#)

T3 Even with incremental successes, how would you work with the persistent nay-sayers for change? [#mededchat](#)



Gary Beck Dallaghan [@GLBDallaghan8 hours ago](#)

[@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. Kleinhexel [@AJKleinhex8 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 [@DrKirtyBrown8 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 [@MedEdChat8 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 [@DrKirtyBrown8 hours ago](#)

[@AJKleinhex](#) T3 sounds like many of us have same solution grounded in reality [#MedEdChat](#)



MedEd Chat [@MedEdChat8 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 [@jpots8 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 [@AriaSateesh8 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. Kleinhexel [@AJKleinhex8 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 [@MedEdChat8 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 [@DrKirtyBrown8 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 [@DrKirtyBrown8 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 [@MedEdChat8 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 [@MedEdChat8 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 [@AJKleinhex8 hours ago](#)

[@ArjaSateesh](#) Never underestimate the power of public praise, a sincere compliment, or celebratory free food. [#MedEdChat](#)



MedEd Chat [@MedEdChat8 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](#)



MedEdBot [@MedEdBot8 hours ago](#)

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



MedEdBot [@MedEdBot8 hours ago](#)

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 [@RickHobbsMD7 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 [@SalemSamer7 hours ago](#)

RT [@Alliance4ClinEd](#): T2 This article addresses the importance of followers in curriculum change. It sort of hits on people who may present...