

Developing Faculty to Lead and Manage Change: Models for Leading Change

Joint Faculty Development & Leadership
Development SIG Workshop

March 28, 2009

Objectives

- Compare different models for leading and managing change
- Apply leadership models to a reality-based case scenario
- Discussion current methods at participant institutions for leading change

Session Agenda

- Welcome, introductions, agenda
- Explanation of case-scenario
- Address from Dean Yoder
- Dean's councils discussions
- Reports from councils
- Description of change models
- Closing remarks

Southern International Tech College of Medicine (SITCOM)

- 75 year old private medical school
- Well-respected reputation nationally
- Low-faculty turnover
- Located in Midwest community
- Outreach programs around state
- Produces good Family & Internal Medicine physicians
- Connected to Secant Healthcare System

Future Direction

- New Dean
- Facilities old & need upgrading
- Fewer number of applicants past 5 years
- Declining matching numbers
- Barely passed latest LCME review
- Cost of education rising
- Additional specialty rotations needed

Dean's Opening Remarks

Ernest Yoder, MD, MPH, FACP

Current Med Ed Environment

- Accelerating pace of scientific discovery
- Calls for more public accountability
 - Racial/ethnic disparities
 - Shortfalls in health care quality
- Economics
 - Rising cost of health care
 - Rising burden of chronic illness/disability
 - Current Rs: RIFs, reductions, and reality
- Increasing competition for best medical students (new schools, ↑ class size)



Our Tasks

1. Re-define foundation science of medicine
2. Facilitate problem solving and self-directed learning skills
3. Assure students experience continuity of care
4. Students need skills in continuous improvement and safety
5. Increase emphasis on community-based education rather than the hospital



Our Tasks

6. Prepare students to work as team members (interprofessional teams)
7. Increase knowledge of public health and non-biological determinants of health and disease
8. Foster long-term relationships between students and faculty
9. Develop teaching and mentoring skills of faculty

Charges to Exec. Councils

Leader: Dean Stalburg

- Change the curriculum, adding clinical rotations in surgery, diagnostic imaging, and ob/gyn by answering:
 - Are there opportunities for facilitating learning in areas on the previous slides?
 - Are there opportunities for improving our relationship with our clinical partner – Secant Health System?
 - Can we modernize the learning system through simulation or other technologies?



Charges to Exec. Councils

Leader: Dean Riddle

- Upgrade our library, educational, & research facilities to take advantage of new technology that address:
 - Where should these facilities be located?
 - What new technology has proven value?
 - What competencies (skills, knowledge, attitudes should be addressed)?
 - What scholarly opportunities are indicated?

Charges to Exec. Councils

Leader: Dean Huggett

- Create effective faculty development programs responding to these questions:
 - What critical new knowledge, skills, and attitudes are needed for an effective and motivated faculty?
 - What new sciences/domains must we acquire?
How best to acquire?
 - Where should these programs be located?
 - Opportunity with Secant?

Charges to Exec. Councils

Leader: Dean Simpson

- Revamp the student/faculty evaluation system in response to these questions:
 - How can evaluation be structured to identify opportunities for improvement of programs and faculty?
 - How do we structure evaluation to support improvement, and to mitigate the threatening aspects linked to evaluation? (culture change)
 - How do we best link the evaluation system to rewards/consequences to drive achievement of our mission and vision?



Questions?

- I want to thank each of you for your anticipated commitment to the improvement of our school...for helping us to modernize our school to achieve our mission and vision...
- Any questions?



Reframing Organizations

Bolman & Deal, 2003

Caren M. Stalburg M.D., M.A.
Depts of Ob/Gyn and Medical Education
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Advantage of Multiple Perspectives

- **Organizations are multifaceted**
 - **Structure**
 - **Human component**
 - **Political arena**
 - **Cultural context**
- **“Reframing” allows a variety of perspectives**
- **These frames guide your change efforts**
- **Multiple tools to increase effectiveness of management and leadership**

From Bolman and Deal, Reframing Organizations (2003), 3rd edition

Structural Frame

- **Established goals and objectives based on technology, context, workforce**
- **Specialization and division of labor**
- **Coordination and control**
- **Rational basis for decisions**
- **Circumstances dictate structure**
- **Deficiencies addressed thru analysis and restructuring**

From Bolman and Deal, Reframing Organizations (2003), 3rd edition

Human Resource Frame

- **People's skills, attitudes, energy, and commitment are vital resources**
- **Good fit between the organization and its people encourages productivity**
- **Poor fit leads to withdrawal, resistance, rebellion**
- **Maslow's needs: physiology, safety, belongingness, esteem, self-actualization**

From Bolman and Deal, Reframing Organizations (2003), 3rd edition

Political Frame

- **Coalitions of diverse individuals and interest groups**
- **Enduring differences + Scarce resources lead to.....**
- **Conflict and exercise of power**
- **Goals and decisions emerge by bargaining, negotiation, jockeying for position**

From Bolman and Deal, Reframing Organizations (2003), 3rd edition

Symbolic Frame

- **Meaning of what happens is important**
- **Activity and meaning are loosely coupled**
- **People create symbols to resolve conflict, increase predictability, find direction, anchor hope and faith**
- **Expressions of stories, ceremonies, myths**
- **Shared values and beliefs unify**

From Bolman and Deal, Reframing Organizations (2003), 3rd edition

Overview of Four-Frame Model

	Structural	Human Resource	Political	Symbolic
<i>Metaphor for organization</i>	Factory or machine	Family	Jungle	Carnival, temple, theater
<i>Central concepts</i>	Rules, roles, goals, policies, technology, environment	Needs, skills, relationships	Power, conflict, competition, organizational politics	Culture, meaning, metaphor, ritual, ceremony, stories, heroes
<i>Image of leadership</i>	Social architecture	Empowerment	Advocacy	Inspiration
<i>Basic leadership challenge</i>	Attune structure to task, technology environment	Align organizational and human needs	Develop agenda and power base	Create faith, beauty, meaning

From Bolman and Deal, Reframing Organizations (2003), 3rd edition, page 16

Primal Leadership

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Emotional Intelligence and Leadership

- ◆ Emotional intelligence – how leaders handle themselves and their relationship
- ◆ “Leaders who maximize the benefits of primal leadership drive the emotions of those they lead in the right direction.”

Positive emotions ...

- ◆ Optimize attention, flexibility and creativity
- ◆ Emotions people feel while they work reflect the quality of work life

Domains of Emotional Intelligence

◆ Self-awareness

- “Take your own pulse first”

◆ Self-management

- Focused drive needed to achieve goals

◆ Social awareness

- Empathy

◆ Relationship management

- Handling other people’s emotions – persuasion, conflict management, collaboration

Resonant Leadership Styles

- ◆ **Visionary** – moves people toward shared dream
- ◆ **Coaching** – connects what a person wants with organizational goals
- ◆ **Affiliative** – creates harmony by connecting people with each other
- ◆ **Democratic** – gets commitment through participation



Leading Change

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Organizational Change

“There is nothing wrong with change, if it is in the right direction.”

Winston Churchill

“Change is one of the few areas where experts have been in violent agreement for decades.”

David A. Garvin

Robert and Jane Cizik Professor of Business Administration
Harvard Business School

3 Phases of Organizational Change

1. Initial Stage: Recognition and preparation
2. Implementation
3. Consolidation

(Morgan, 2001)

The Process of Change

- Many models to choose from
- 8 Step Process of Successful Change
- Developed by John Kotter
- Professor, Harvard Business School
- Leading Change (1996) presents the eight steps, based on extensive research about highly successful change efforts.
- A Sense of Urgency (2008)

The Eight Step Process



Set the stage

1. Create a sense of urgency
2. Pull together the guiding team.

Decide what to do

3. Develop the change vision and strategy.

The Eight Step Process



Make it happen

4. Communicate for understanding and buy in.
5. Empower others to act.
6. Produce short-term wins.
7. Don't let up.

Make it stick

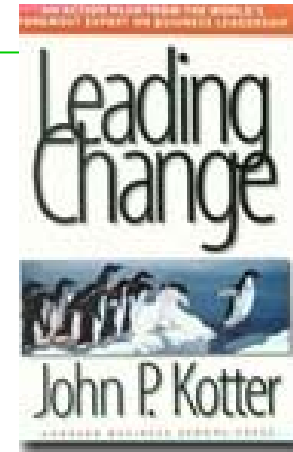
8. Create a new culture

Where can I find this?

Leading Change (1996)

John P. Kotter

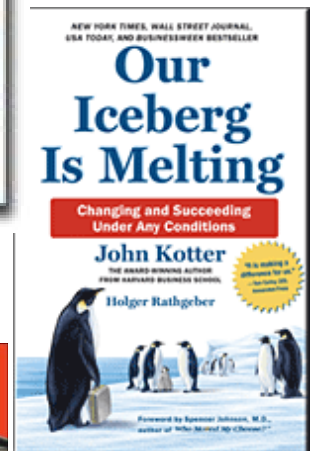
Harvard Business School Press



Our Iceberg is Melting (2007)

John P. Kotter and Holger Rathgeber

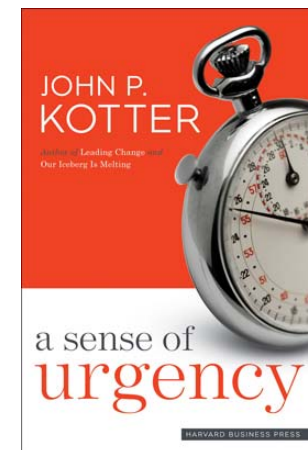
St. Martin's Press



A Sense of Urgency (2008)

John P. Kotter

Harvard Business School Press



Managing by Values

How to Put Your Values into Action for Extraordinary Results

Deb Simpson, PhD

Office of Educational Services

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Blanchard K. O'Connor M. Managing by Values 1997, 2003



Manage By Values (MBV)

◆ Fortune 500 vs Fortunate 500 Companies

- Defined by profitability +
 - ◆ By the quality of service provide to customers
 - ◆ By quality of life it provides to employees

◆ MVB = Performance

- By focusing employee/company efforts in holistic approach – achieve ↑ customer satisfaction, employee productivity & accountability

Why Manage By (Core) Values?

- ◆ Influence behavior
- ◆ Communicate what we really believe
 - Moral compass
 - Provide continuity through change
- ◆ Help in making tough decisions
 - Decentralize decision making
 - Help people be more proactive

Three Phases to MBV

◆ Defining Values

- Core values are a set of beliefs that influence the way people and groups behave
- Organizations/medical schools exist to create “value” for constituencies

◆ Communicating Values Effectively

- Use multiple modalities to assure people understand and believe in values
- Standardize: define and give examples

◆ Aligning Values

- Align practices & systems (e.g., processes, meetings, teams, rewards)
- People behave = measurement/metrics

Applying MBV

Each day faced with decisions

◆ What happens when “values” conflict?

- Patient Care; Research; Education?
- Excellence? Integrity?
- Profit Margin?
- Prioritized

◆ How MB^{Prioritized}V allows us to make tough decisions

Example: Thanks to K. Marcdante Transport Team & Bad Weather

- ◆ Major tertiary care center in region
Accepts “all” transport calls
- ◆ Pt. admitted to outside hospital, would benefit from transfer for subspecialty care. Referring MD anxious to transfer care.
- ◆ However, weather is bad.
 - Unable to fly.
 - DoT declares majority of roads “hazardous”
- ◆ How do you decide whether to go?

Transport Team (Prioritized) Values

1. Safety
2. Excellence in Patient Care
3. Professionalism
4. Active Learning

Imagine if our _____ MB^{Prioritized} Values?



Closing Remarks

- Dr. Ernest Yoder, Dean
- Katie Huggett, Faculty Development SIG
- Jeff Pettit, Leadership Development SIG



THANK YOU!