

Welcome to the IAMSE Web Seminar

Tips for a Successful Presentation:

- Open web browser to: www.iamse.org/webcast
- Press F11 to increase screen size
- To ask questions – press 6 on your phone to un-mute
- Email questions to Julie@iamse.org

Thank you!

Leadership and the Complexity of Change

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Goals

- Share leadership lessons learned about curriculum change
- Construct strategies for continuous renewal

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- Kotter, J.P. Leading Change: Why Transformation Efforts Fail, Harvard Business Review 1995
- Academic Medicine, Vol. 73, No. 9 Supplement 1998
- Lewin, R. Complexity: Life at the Edge of Chaos. The University of Chicago Press, 1999
- The Education of Medical Students: Ten Stories of Curriculum Change, AAMC 2000

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Eight Steps to Transforming Your Organization

- Establishing a sense of urgency
- Forming a powerful guiding coalition
- Creating a vision

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Eight Steps to Transforming Your Organization

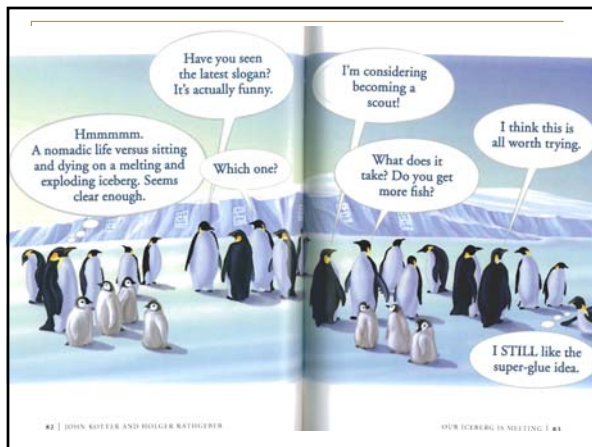
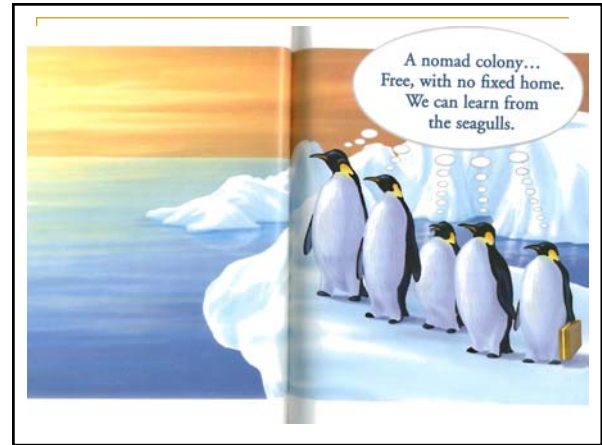
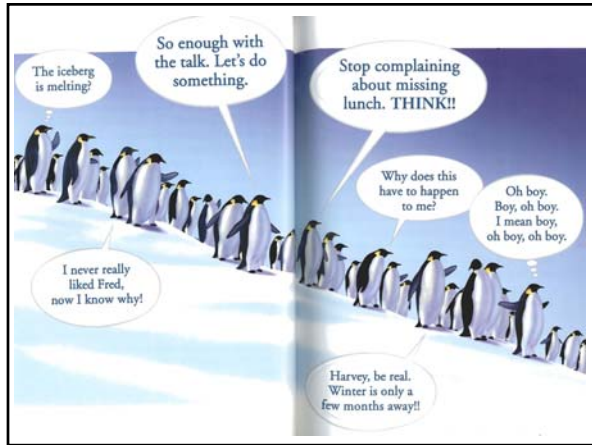
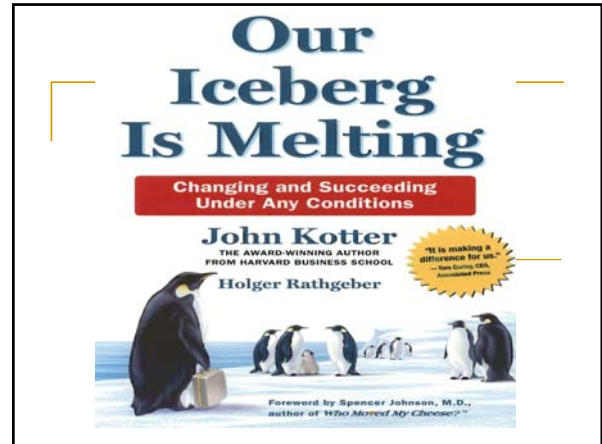
- Communicating the vision
- Empowering others to act on the vision
- Planning for and creating short-term wins
- Consolidating improvements and producing still more change
- Institutionalizing new approaches

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Eight Steps to Transforming Your Organization

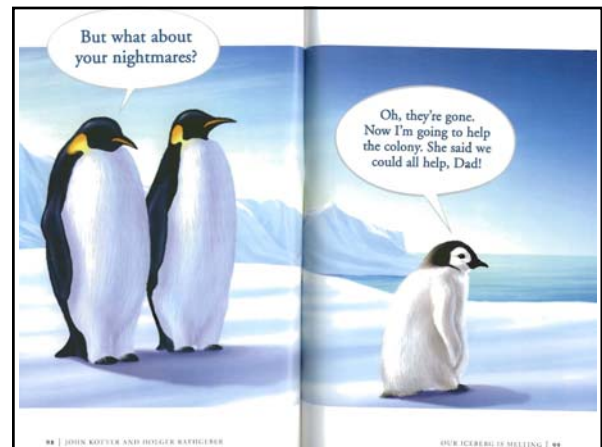
- Institutionalizing new approaches

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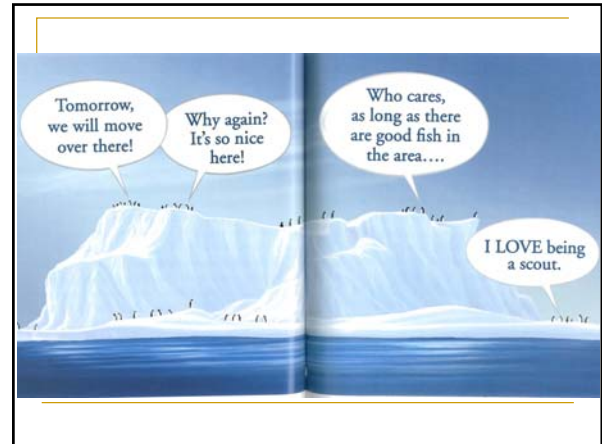
82 | JOHN KOTTER AND HOLGER RATHGEGER

OUR ICEBERG IS MELTING | 83



84 | JOHN KOTTER AND HOLGER RATHGEGER

OUR ICEBERG IS MELTING | 85



Facilitating Factors

- **Strong Leadership**
- **Effective Communication**
- **Centralized Governance/Resources**
- **Faculty Involvement**
- **Well-planned Process**

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Facilitating Factors: Strong Leadership

- **Change is a political and social process that depends on power from:**
 - **A position of authority**
 - **Charismatic leadership**
 - **External forces**

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Strong Leadership

- **Lack of power can be compensated by**
 - **Delegating power to another**
 - **Spreading power through committees**
 - **Borrowing power from an important person**

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Strong Leadership

- **Successful leadership**
 - **Creates a vision for reform**
 - **Broadens leadership ranks**
 - **Looks to leaders who inspire confidence**
 - **Understands and plans for barriers**
 - **Strategically bypasses pockets of resistance**

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Facilitating Factors: Effective Communication

- Builds recognition of the problem and need to change
- Creates buy-in of new vision
- Helps develop solutions and designs

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Effective Communication

- Promotes ownership of change by
 - Involving face to face interaction
 - Building planned, open, frequent, bi-directional and redundant communication

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Facilitating Factors: Centralized governance/Resources

- Advantages of a centralized system
 - Systematic quality control
 - Balances instruction, avoids overlap
 - Addresses curricular deficiencies
 - Ensures equity of faculty assignment

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Centralized governance/Resources

- Should create centralized control of budget
 - Facilitates centralized governance
 - Shifts power from departments
- Underscores institutional responsibility
- Can broaden with student perspective

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Facilitating Factors: Faculty Involvement

- Empower faculty to represent the institution
- Buy-in will minimize resistance
- Create tangible incentives and rewards

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Faculty Involvement

- A faculty involvement plan is essential for sustained renewal
 - Diverse approaches can be successful
 - Go slowly, look for natural opportunities
 - Institutionalizing faculty development should be a goal

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Facilitating Factors: Well-Planned Process

- **Changing current cultures requires shifts in organizational structures**
 - Redefine roles
 - Creates task forces
 - Establishes faculty responsibility
 - Which creates a forum for generating a new culture

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Well-Planned Process

- **Develop a plan to evaluate outcomes**
 - Use multiple methods, including formative evaluation
 - Be judicious in what you evaluate
 - Close the feedback loop

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Leadership Lessons learned

- **Create and promote the vision for educational reform**
- **Create tangible incentives and rewards for education**
- **Identify formal and informal leaders who are “doers”**
- **Broaden the leadership ranks**

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More Lessons Learned

- **Don't undervalue or rush the planning phase**
- **Adopt a flexible process of change**
- **A good change design**
 - Minimizes the # of people who lose position, status or influence
 - Maximizes the # who stand to gain

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More Lessons learned

- **Be flexible**
- **Take your time**
- **Learn from your mistakes**

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Thanks for your participation

Now it's time for your questions and comments

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