Managing the Change
EVLVES Curriculum Renewal Retreat

Vineet Arora MD MAPP
Dean for Medical Education
Why Does “Curriculum” Matter?

- It defines a school
- It creates and reflects culture and identity
- Teaching and learning flow from it
- It helps faculty align
- It keeps up with a changing world
- It opens the doors for collaboration
- It provides measurable outcomes of success

https://www.chalk.com/resources/7-reasons-why-your-curriculum-matters-more-than-you-think/
EVOLVES Launch Summer 2021: Kotter’s 8 Steps: One Model for Change

How Does Change Feel?

My Personal Example of Change:

*How did I feel as I transitioned into this job? How do I feel now?*
How it Started

OH MY GOD EVERY THINGS ON FIRE

How it’s Going

THIS IS FINE.
“The Four Room Apartment” Model of Change Dictates our Emotional Response

\begin{itemize}
    \item \textbf{Everything is fine}
    \item \textbf{Everything will be fine if we stay the course}
    \item \textbf{Uncomfortable and uncertain but important stage}
    \item \textbf{We will change and this is how we will do it}
\end{itemize}

by Claes Janssen
Room of Contentment

• We are in our comfort zone and have little desire to try different ways of working or learn new things
  • “if it’s not broken, don’t fix it”
  • “we know what we are doing”
  • “we don’t have any major problems”.

• Because there is no sense of urgency, you stop listening or ignore the outside world.

• The danger of this room is if you become too comfortable. You can become stuck in your ways and are unaware of new ways in which the world is moving.
Room of Denial

• We continue to believe that everything is OK and that it will eventually blow over. We fail to understand the potential impact to us.

• “It’s a fad or a trend”
• “It will be OK next month”
• “But we are just different”

• We blame others for the need to change versus focusing on why we must change.

• In our attempts to protect the status quo, we become defensive and may waste time and resources trying to identify others in greater need of change.
Room of Confusion

• We finally realize that something is different, but we still don’t know how to respond appropriately to it.
• Emotions run high with anxiety or fear as we experience a myriad of feelings associated with the fact change will occur.
• We need to manage and analyze our feelings around the change and learn to embrace it.
• Direct communication is key as there is a risk of jumping to conclusions with incomplete or indirect knowledge.
Two Pitfalls

• There is a risk we bury our heads in the sand and go into the Cellar of DESPAIR!

• The Room of Confusion also has a dungeon named the ‘Pit of Paralysis’.
  • we become overwhelmed with the numerous ways to change and end up doing nothing.
Room of Renewal

• This room is full of positive energy and ideas emerge!
• We share our thoughts and feelings openly and ideas of change. To get to the best idea, we need to be open and honest with each other, and receptive for feedback.
  • “Here is one idea for your feedback”
  • “Let’s figure out what could work”
  • ”Here’s a way to improve upon this”
• Teams become support each other through the change ideas and are now motivated to implement the best ideas.
My Personal Ask for Each of You

• Check in with yourself on your own feelings on change
• Be aware not everyone is in the room with you

• If you find yourself or see someone in the dungeon of despair or pit of paralysis, reach out for a lifeline!

• A lot of you may be in the Room of Confusion but we hope to change that today
• As ideas emerge, focus on the idea and the work ahead as a team
• Focus on working with your groups to get to the Room of Renewal