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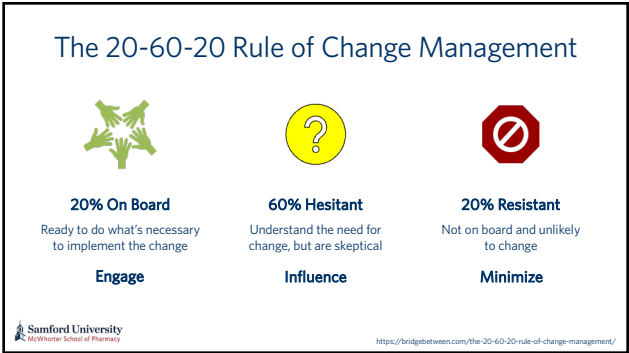
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### Learning Objectives



1. Describe the characteristics of a strong and durable organization.
2. Choose strategies to alleviate common fears associated with change.
3. Create methods for implementing effective change using Kotter's 8-step change model.

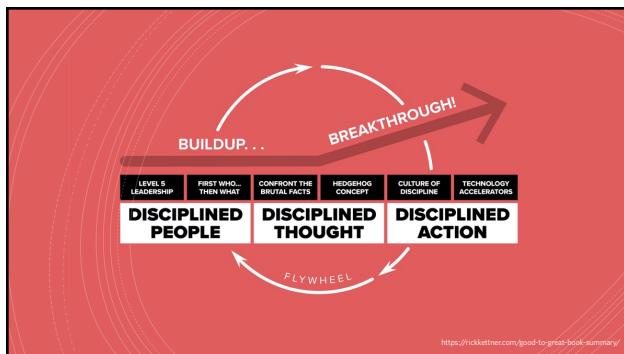
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### My Leadership Bookshelf




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1. All of the following characteristics describe a strong and durable organization, **EXCEPT**?
  - A. A culture of discipline
  - B. Avoids change
  - C. Holds true to the mission
  - D. Seeks progress


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### Learning Objectives



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→ Think

→ Pair

→ Share

What common fears are associated with change, and how can they be lessened?

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### Fear

- The unknown
- Loss of control
- Past experiences
- Peer pressure
- Comfort zones

### Strategies

- Educate yourself
- Reframe mindset
- Take small steps
- Seek support
- Embrace failure




<https://thespot.com/facing-your-fear-of-change/>  
<https://jay.grovesolutions.com/making-change-overcoming-your-fear-of-transformation-04d4a79b44c5>

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2. Each phrase below describes strategies to alleviate fear of change, **EXCEPT**?


- A. Good empathy
- B. Effective communication
- C. Quick transitions
- D. Strong support systems




<https://www.samford.edu/schools-and-colleges/mcwhorter-school-of-pharmacy/>

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### Learning Objectives



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### Popular Change Management Models









Lewin's Change Management Model	The McKinsey 7-S Model	Nudge Theory	The ADKAR Change Management Model
The Kübler-Ross Change Curve	Bridges Transition Model	Satir Change Model	Kotter's 8-Step Theory
Maurer 3 Levels of Resistance and Change Model	Deming Cycle (PDCA)		




<https://whatfix.com/blog/10-change-management-models/>

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### Kotter's 8-Step Model

							
<b>CREATE</b>	<b>BUILD</b>	<b>FORM</b>	<b>ENLIST</b>	<b>ENABLE</b>	<b>GENERATE</b>	<b>SUSTAIN</b>	<b>INSTITUTE</b>
A Sense of Urgency	A Guiding Coalition	A Strategic Vision	A Volunteer Army	Action By Removing Barriers	Short-Term Wins	Acceleration	Change

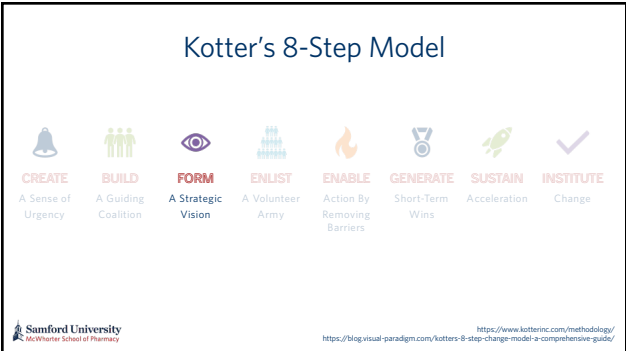


<https://www.kotterinc.com/methodology/>  
<https://blog.visual-paradigm.com/kotters-8-step-change-model-a-comprehensive-guide/>

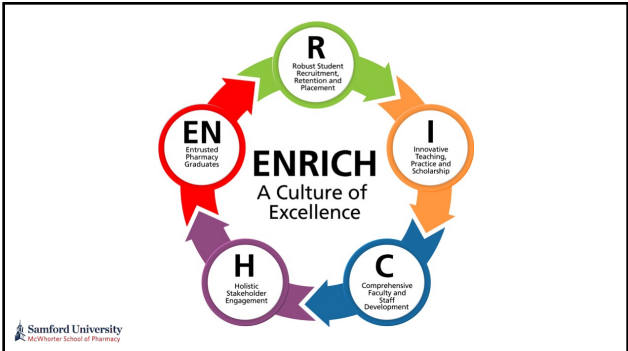
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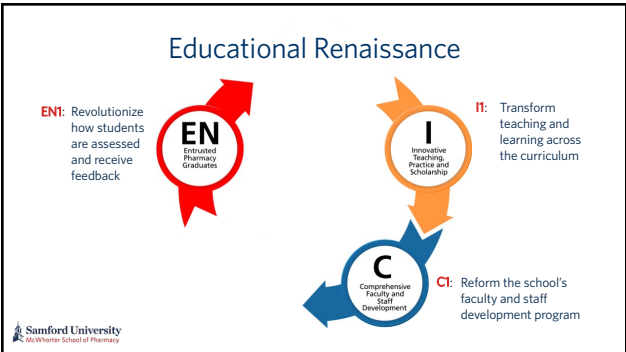
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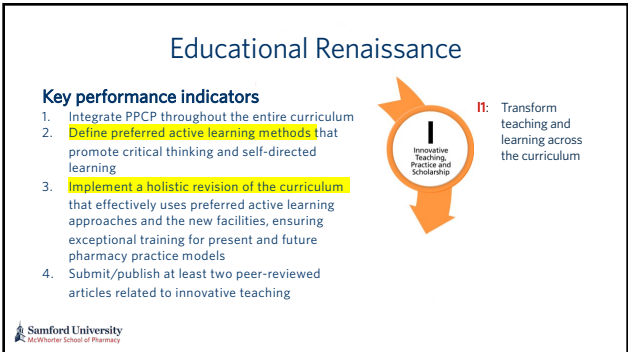
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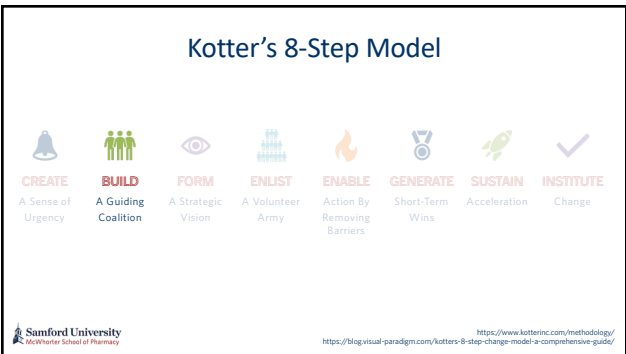
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### Kotter's 8-Step Model




**CREATE**  
A Sense of Urgency




**BUILD**  
A Guiding Coalition




**FORM**  
A Strategic Vision




**ENLIST**  
A Volunteer Army




**ENABLE**  
Action By Removing Barriers




**GENERATE**  
Short-Term Wins



**SUSTAIN**  
Acceleration



**INSTITUTE**  
Change



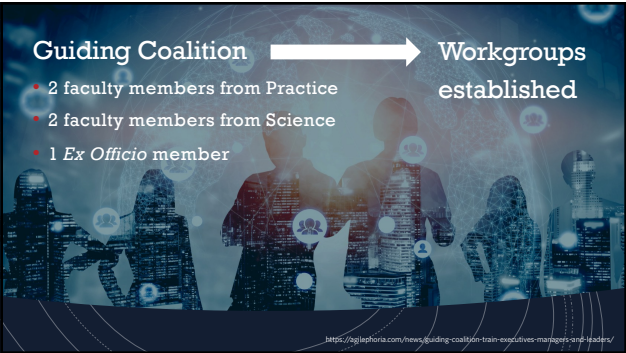
<https://www.kotterinc.com/methodology/>  
<https://blog.visual-paradigm.com/kotters-8-step-change-model-a-comprehensive-guide/>

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### Guiding Coalition

- 2 faculty members from Practice
- 2 faculty members from Science
- 1 *Ex Officio* member


### Workgroups established




<https://gigamonitors.com/news/guiding-coalition-train-execlutives-managers-and-leaders/>

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### Kotter's 8-Step Model




**CREATE**  
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**BUILD**  
A Guiding Coalition




**FORM**  
A Strategic Vision




**ENLIST**  
A Volunteer Army




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**SUSTAIN**  
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### Resources

- People** → ensured a student-to-faculty ratio of less than 10:1
- Time** → performed a workload analysis and updated position descriptions
- Facilities** → improved study areas, classrooms, and related spaces
- Finances** → expanded funding for faculty development
- Technology** → verified key functions (LMS, ExamSoft, power for devices)




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Retreat 2

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### Practice & Team Ready Curriculum

1. Competency-based design

2. Modular courses integrating clinical & basic sciences

3. Skills weeks during didactic semesters

4. Interprofessional & layered learning

5. Professional development & wellness courses

6. Earlier advanced pharmacy practice experiences

7. Midpoint & advanced capstone module in final year

Let us run with perseverance the race marked out for us.—Hebrews 12:1

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### Kotter's 8-Step Model

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### 10 Year Blueprint: A Culture of Excellence

**ENRICH**  
A Culture of Excellence  
2017-2021

**ADVANCE**  
A Culture of Excellence  
2021-2024

Advocate for Progressive Pharmacy Practice  
Accelerate Curricular Transformation  
Recruit Innovation and Entrepreneurship  
Empower Faculty and Staff Development  
Enhance Student Recruitment, Retention and Success

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### A-1: Implement the “Practice and Team Ready” curriculum

- Curricular Mission: “To inspire students in an **active, competency-based, interprofessional, and layered learning** environment to be exemplary pharmacists who transform lives.”
- Key performance indicators
  - Initiate the first year of the new curriculum
  - Implement re-envisioned didactic elective courses as concentration tracks
  - Initiate the second year of the new curriculum
  - Initiate the third and fourth year of the new curriculum
  - Revise APPEs to reflect a higher level of learning of the new didactic program

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### Kotter's 8-Step Model

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The “Why” – We seek excellence!

We dedicate ourselves to graduating exemplary pharmacists

We strive to be a leader in pharmacy education attracting the best & brightest students

We commit to interprofessional education and full use of our facilities

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Competency-based Education

CAPE (ACPE Standards)

• Foundational knowledge

• Essentials for practice & care

• Approach to practice & care

• Personal & professional development

CAPE

IPE

EPA

Future Pharmacist

IPE

• Communication

• Values & ethics

• Teams & teamwork

• Roles & responsibilities

• Faith & calling

• Quality & safety

EPA

• Patient care


• Interprofessional team member

• Population health promoter

• Information master


• Practice manager


• Self-developer


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Kotter's 8-Step Model


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Curricular Transformation

Fall 2021


Curriculum Development (3 years)

Launch (2 years)

Midcourse Corrections (4 years)


Major Adjustments (1 year)


Let us run with perseverance the race marked out for us. (Hebrews 12:1)


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Kotter's 8-Step Model


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Applied Science and Pharmacotherapy

• Applied Science and Pharmacotherapy introduction and I to VII

– Integrates medicinal chemistry, pharmacology, and pharmacotherapy

– Students apply their understanding to make rational decisions in the medication management of patients

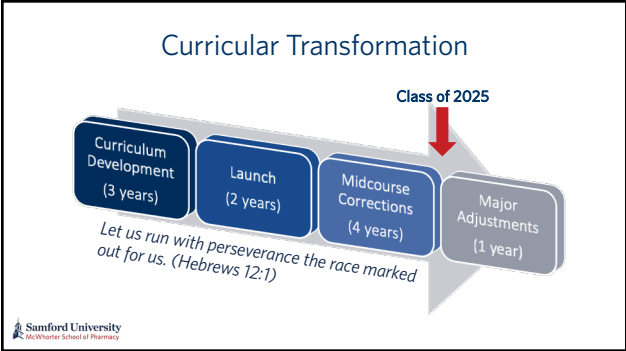


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[https://www.samford.edu/pharmacy/files/PHAR-Course-Descriptions\\_2024-May.pdf](https://www.samford.edu/pharmacy/files/PHAR-Course-Descriptions_2024-May.pdf)

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3. According to Kotter’s 8-step change model, which of the following steps is the **MOST** important to leading change?

- A. Create a sense of urgency
- B. Enlist a volunteer army
- C. Sustain acceleration
- D. Institute change

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