

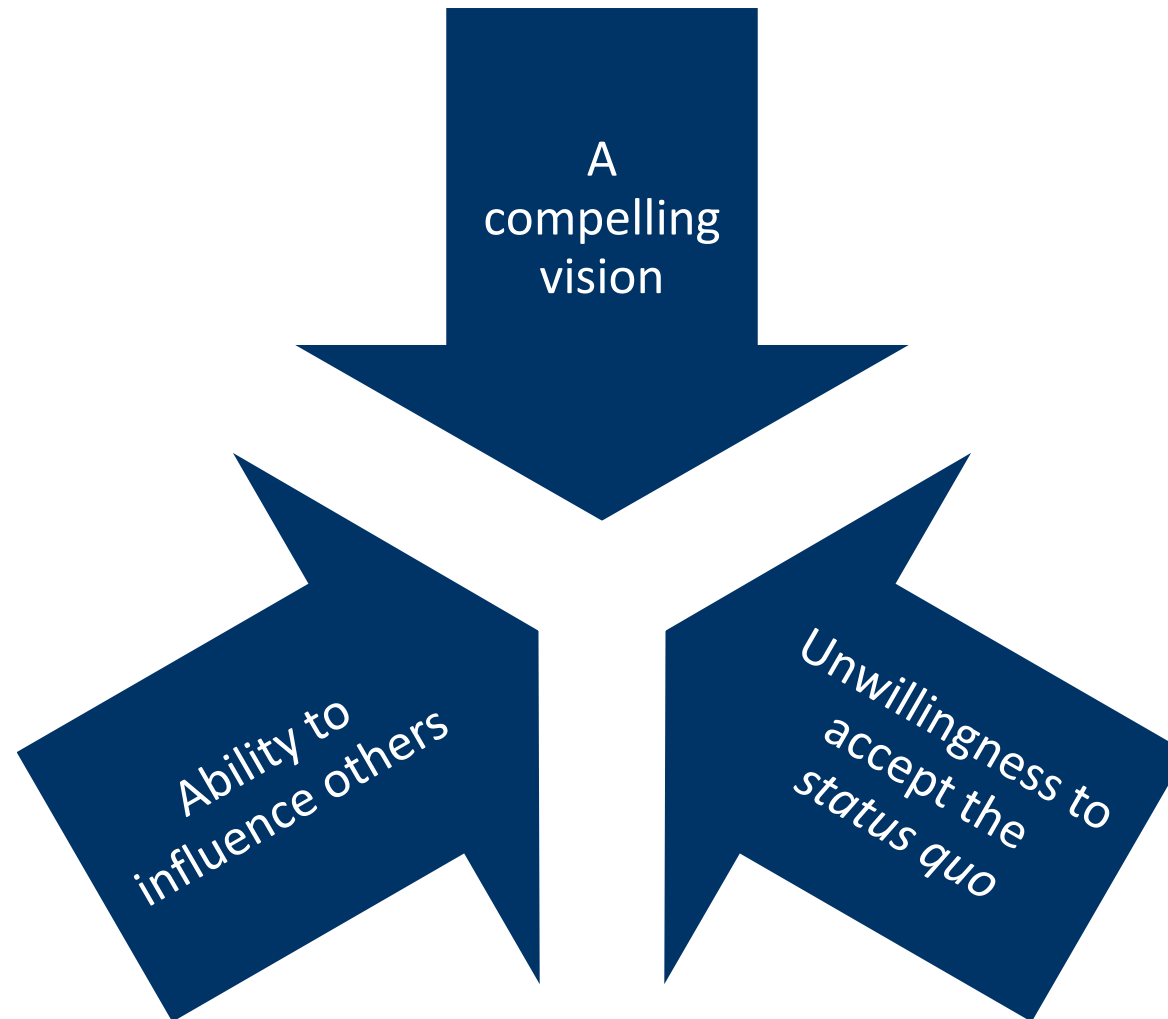



Effective Pharmacy Leadership: Leading Change

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Three Key Elements to Successful Leadership



A photograph of a desert landscape with a paved road leading into the distance under a clear sky. The road is dark asphalt with yellow double lines, curving slightly to the right. The desert floor is sandy with sparse green and brown shrubs. The sky is a clear, pale blue. A large, semi-transparent dark red rectangular box is centered over the image, containing the quote in white text.

Change is inevitable.
Growth is optional.

John C. Maxwell

 quote fancy





The 20-60-20 Rule of Change Management



20% On Board

Ready to do what's necessary
to implement the change

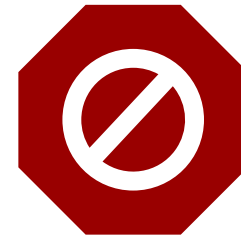
Engage



60% Hesitant

Understand the need for
change, but are skeptical

Influence



20% Resistant

Not on board and unlikely
to change

Minimize

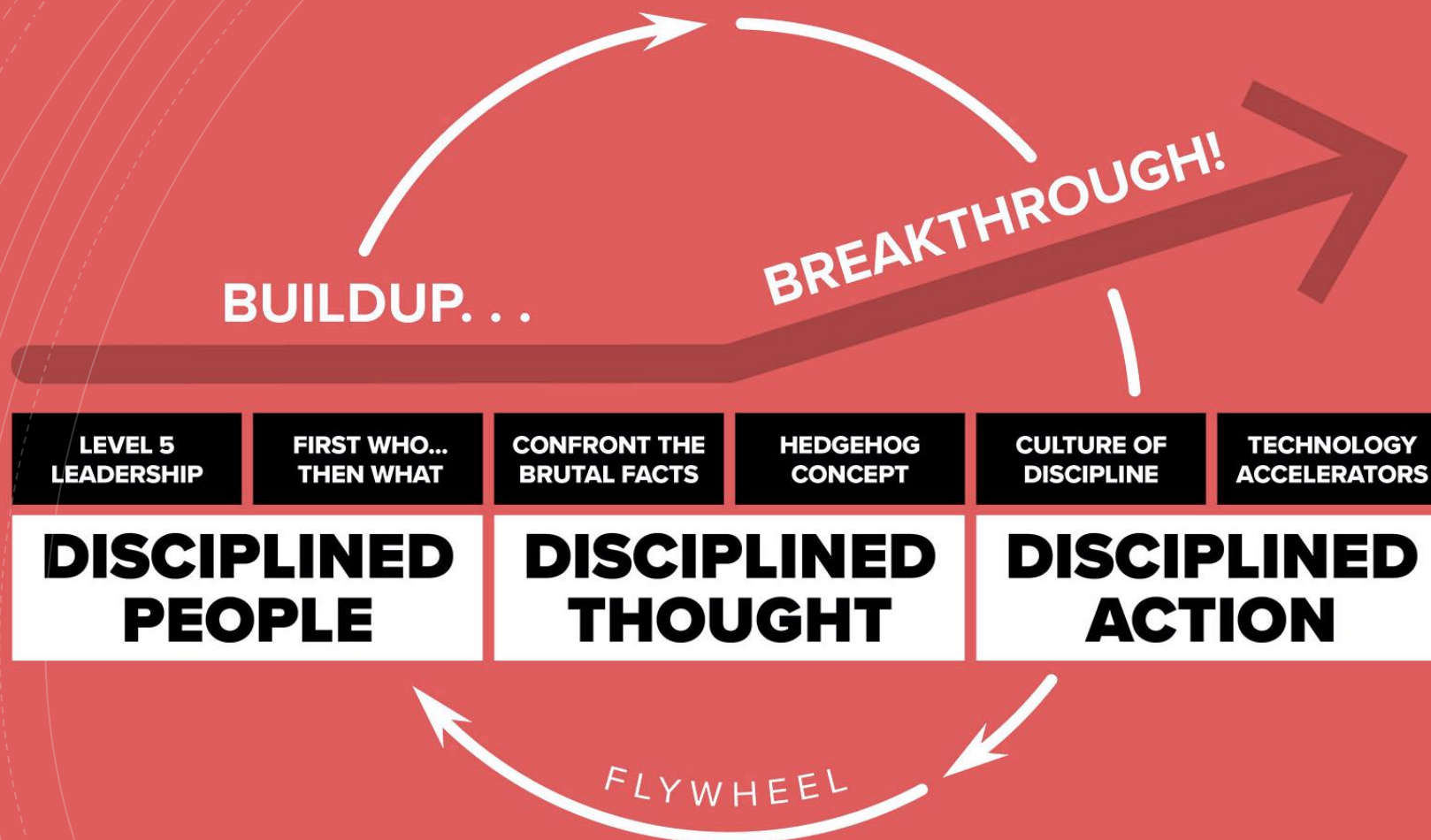
Learning Objectives



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.

My Leadership Bookshelf





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

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.

→ Think

→ Pair

→ Share

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

Fear

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

Strategies

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

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

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)

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



Retreat 1

Kotter's 8-Step Model



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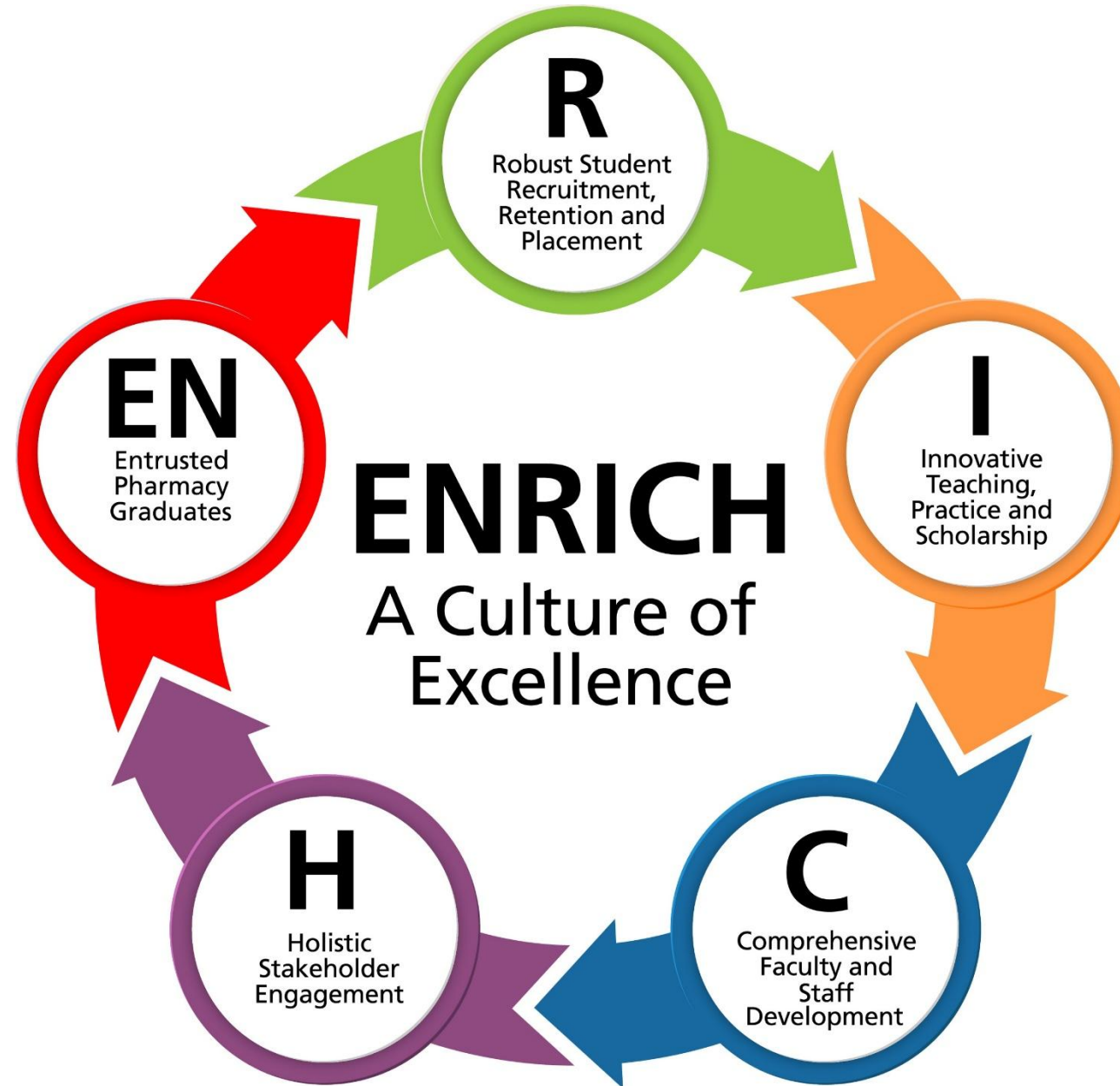
SUSTAIN

Acceleration



INSTITUTE

Change



Educational Renaissance

EN1: Revolutionize how students are assessed and receive feedback



I1: Transform teaching and learning across the curriculum



C1: Reform the school's faculty and staff development program



Educational Renaissance

Key performance indicators

1. Integrate PPCP throughout the entire curriculum
2. Define preferred active learning methods that promote critical thinking and self-directed learning
3. Implement a holistic revision of the curriculum that effectively uses preferred active learning approaches and the new facilities, ensuring exceptional training for present and future pharmacy practice models
4. Submit/publish at least two peer-reviewed articles related to innovative teaching



I1: Transform teaching and learning across the curriculum

Kotter's 8-Step Model



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INSTITUTE

Change

Guiding Coalition

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

Kotter's 8-Step Model



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Guiding Coalition



Workgroups established

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

Kotter's 8-Step Model



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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)

Kotter's 8-Step Model



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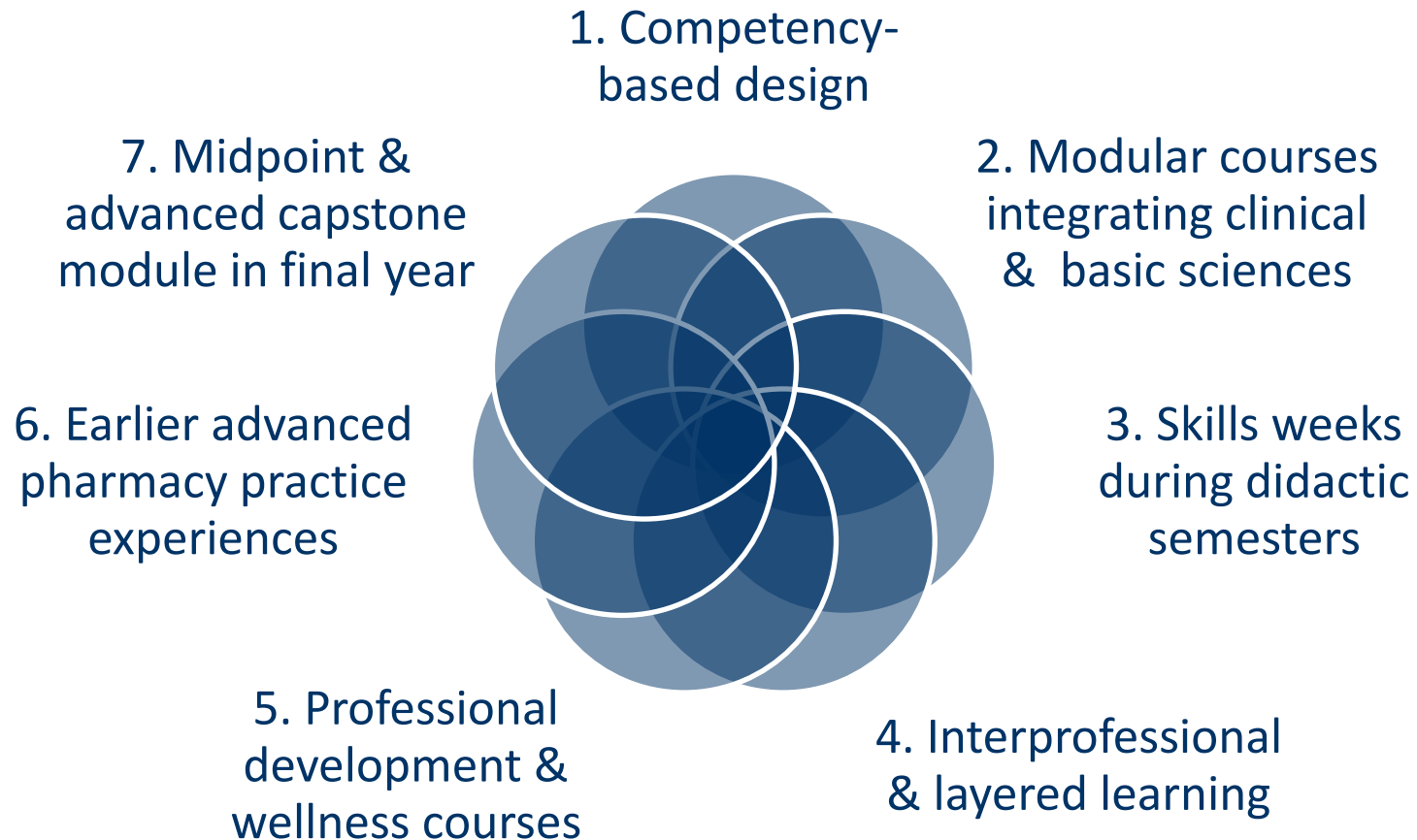
INSTITUTE

Change



Retreat 2

Practice & Team Ready Curriculum



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

Kotter's 8-Step Model



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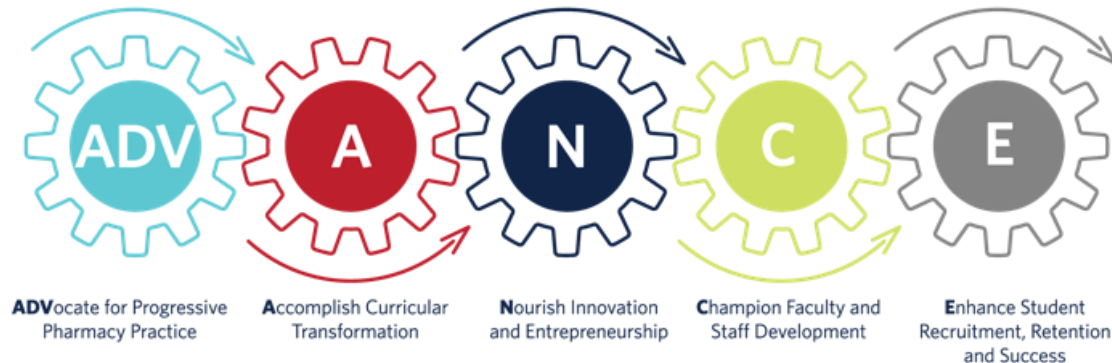
10 Year Blueprint: A Culture of Excellence



2017-2021



ADVANCE A Culture of Excellence



2021-2024

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
 1. Initiate the first year of the new curriculum
 2. Implement re-envisioned didactic elective courses as concentration tracks
 3. Initiate the second year of the new curriculum
 4. Initiate the third and fourth year of the new curriculum
 5. Revise APPEs to reflect a higher level of learning of the new didactic program

Kotter's 8-Step Model



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SUSTAIN

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INSTITUTE

Change



Retreat 3

The “Why” – We seek excellence!

We dedicate ourselves to graduating exemplary pharmacists

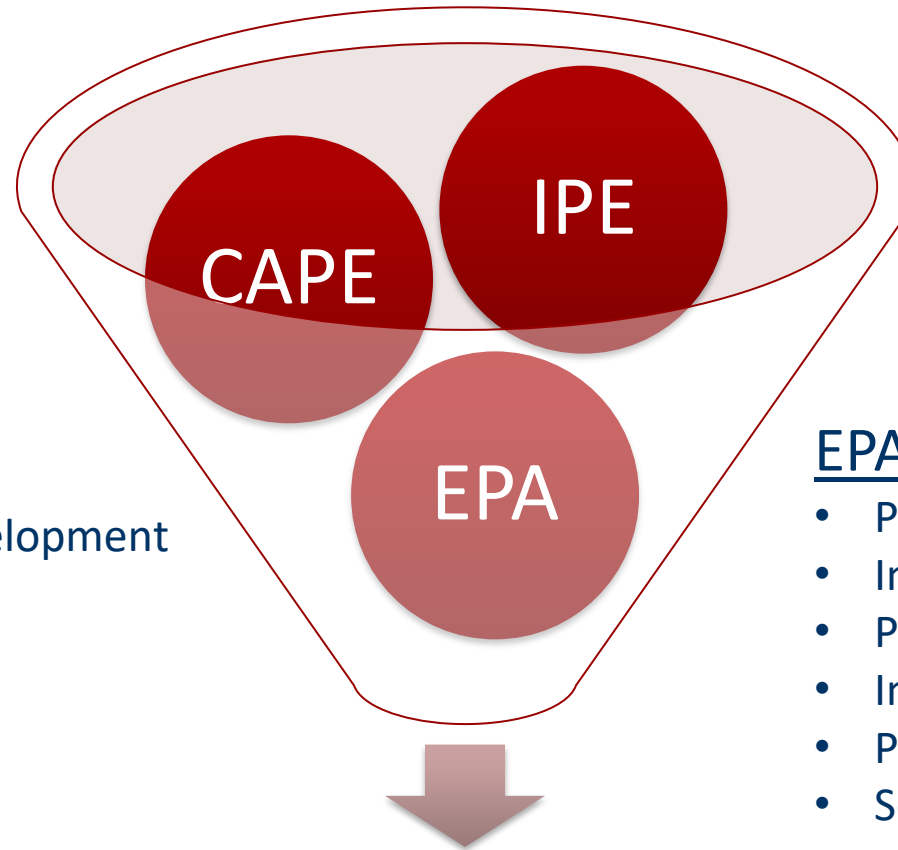
We strive to be a leader in pharmacy education attracting the best & brightest students

We commit to interprofessional education and full use of our facilities

Competency-based Education

CAPE (ACPE Standards)

- Foundational knowledge
- Essentials for practice & care
- Approach to practice & care
- Personal & professional development



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

Future Pharmacist

Kotter's 8-Step Model



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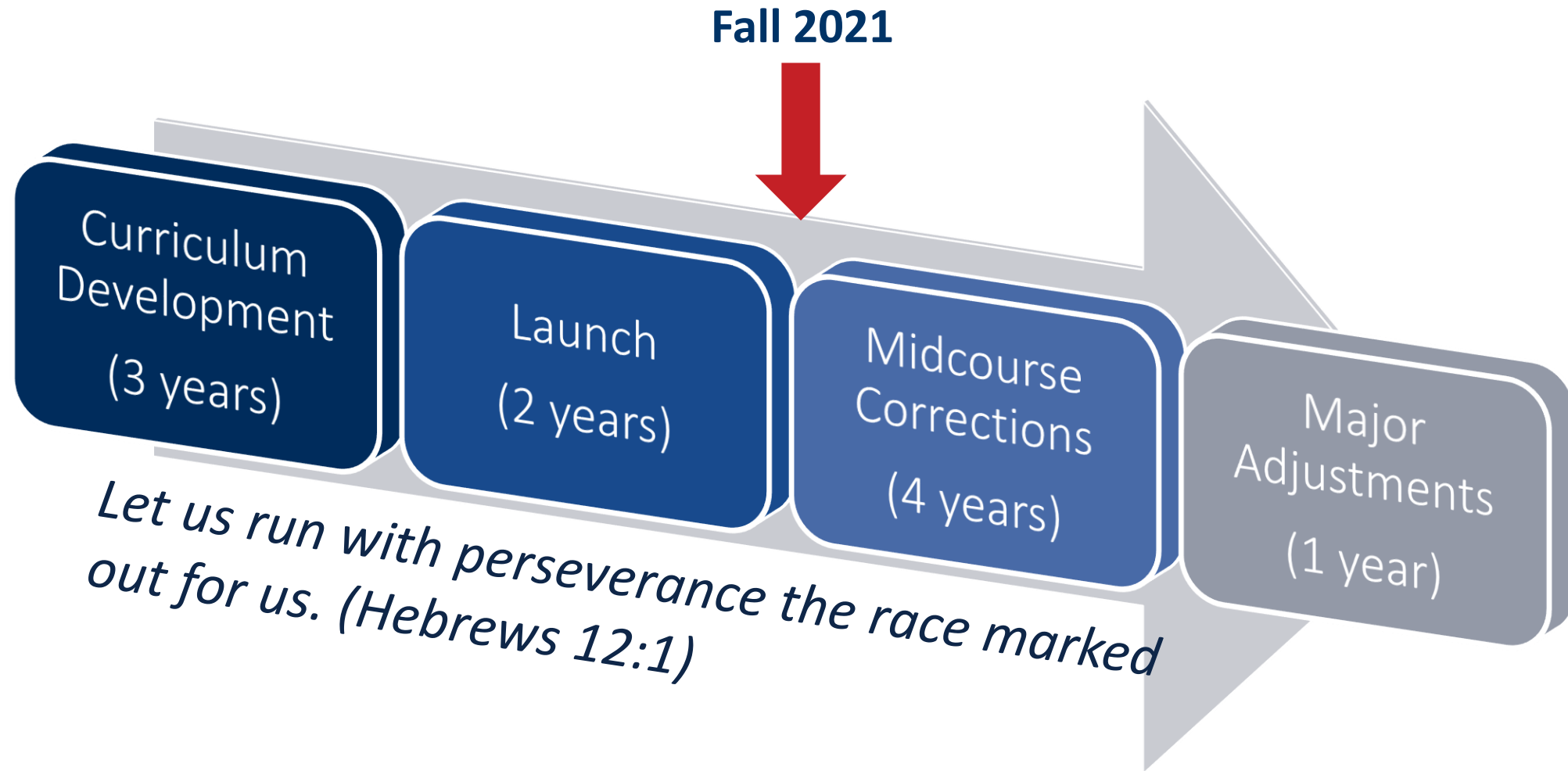
Acceleration



INSTITUTE

Change

Curricular Transformation



Kotter's 8-Step Model



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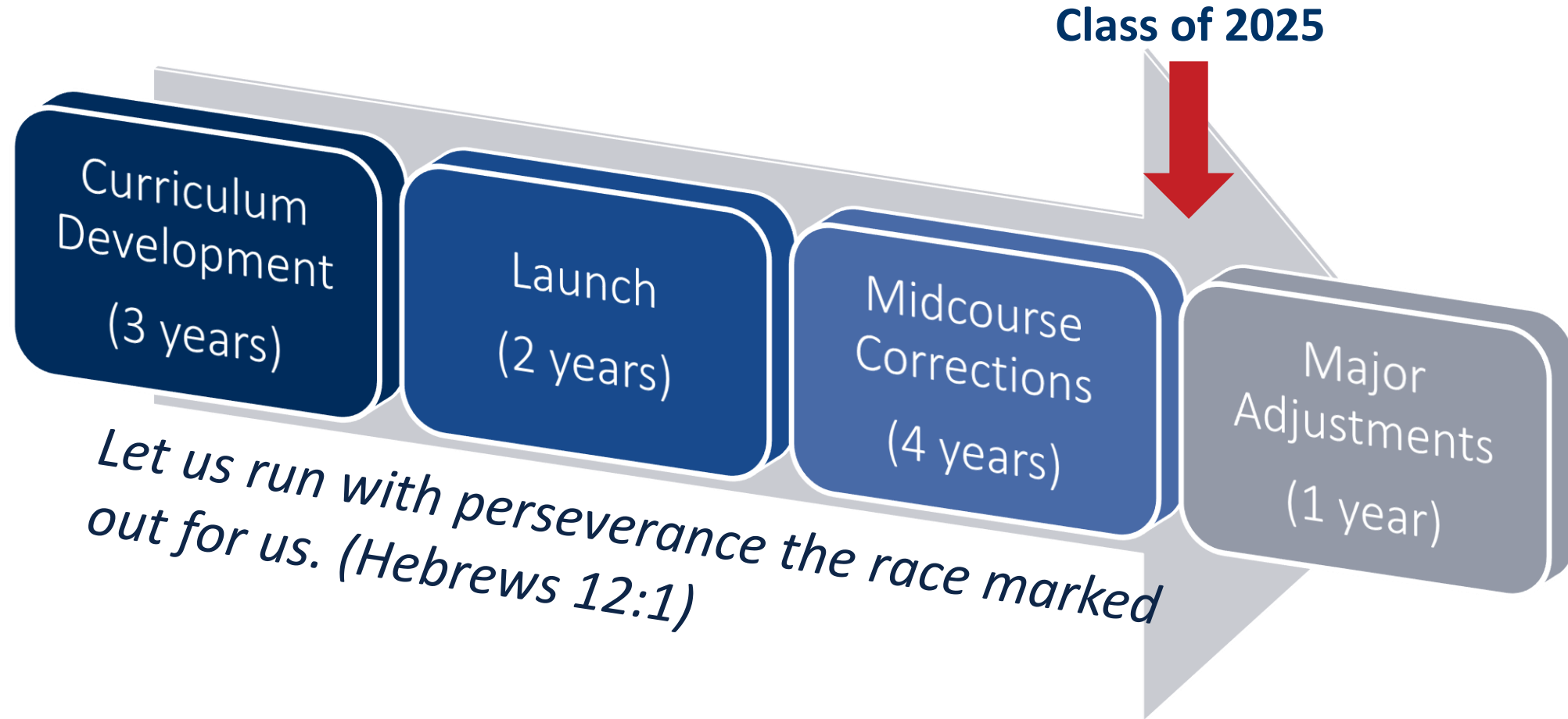
Change

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



Curricular Transformation



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

An aerial photograph of a university campus during the 'golden hour' of sunset. In the immediate foreground, the top of a large, ornate building dome is visible, featuring a dark, patinated metal roof and a white, classical-style lantern with arched windows. The sun is positioned directly behind the lantern, creating a strong, warm glow and lens flare that bathes the entire scene in a golden light. Below the dome, a lush green lawn is crisscrossed by stone paths. In the background, a dense forest of trees covers the hills, with several university buildings visible, including a prominent clock tower on the left and a spire in the distance. The overall atmosphere is peaceful and celebratory.

Thank you!