



Schulich  
MEDICINE & DENTISTRY

# PGME Retreat

May 25 2018

Preparing for the  
***“People Side of Change”***  
*of CBME*



# Session Facilitators

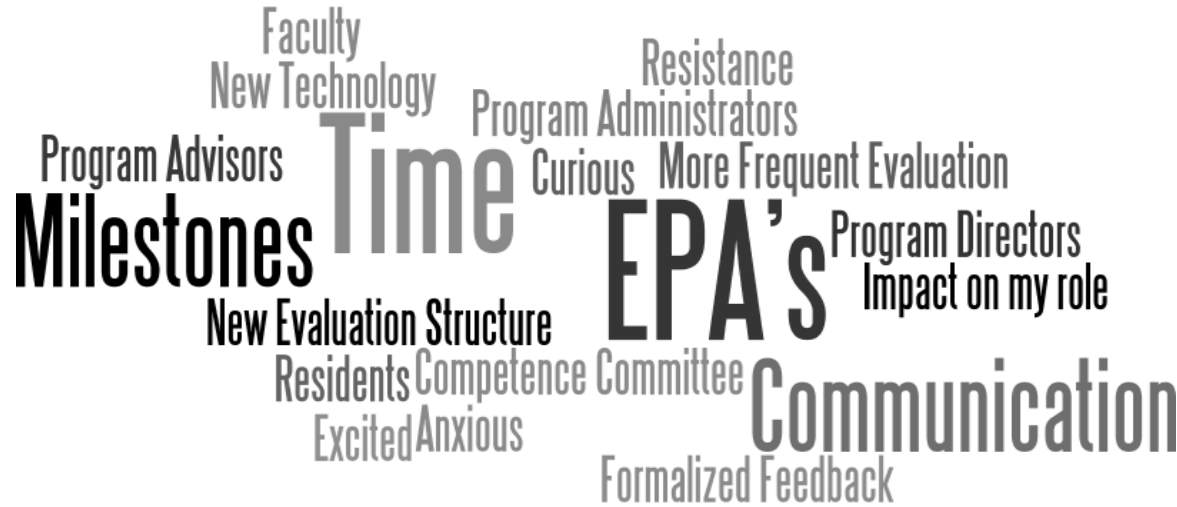
**Dr. Jennifer Vergel De Dios**  
CBME Lead  
Anesthesiology

**Jennifer Bernardo**  
Learning & Development

# Topics for today's session:

- Anesthesiology's transition to CBME. What does it mean for you?
- What is "Change Management"?
- Preparing Yourself for the Transition to CBME
- Leading Individuals in the Transition to CBME
- Building Relationships within Your Program
- Strategies for Managing Resistance

# Anesthesiology's Transition to CBME. What does it mean for you?

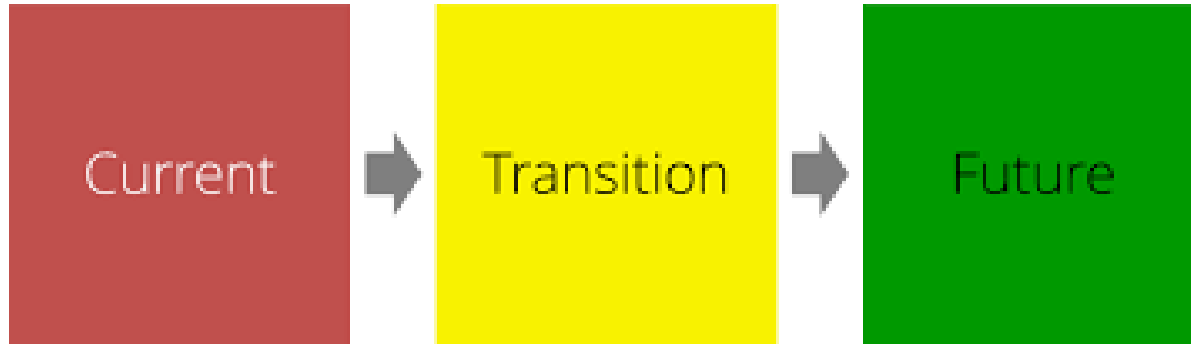


# What is Change Management

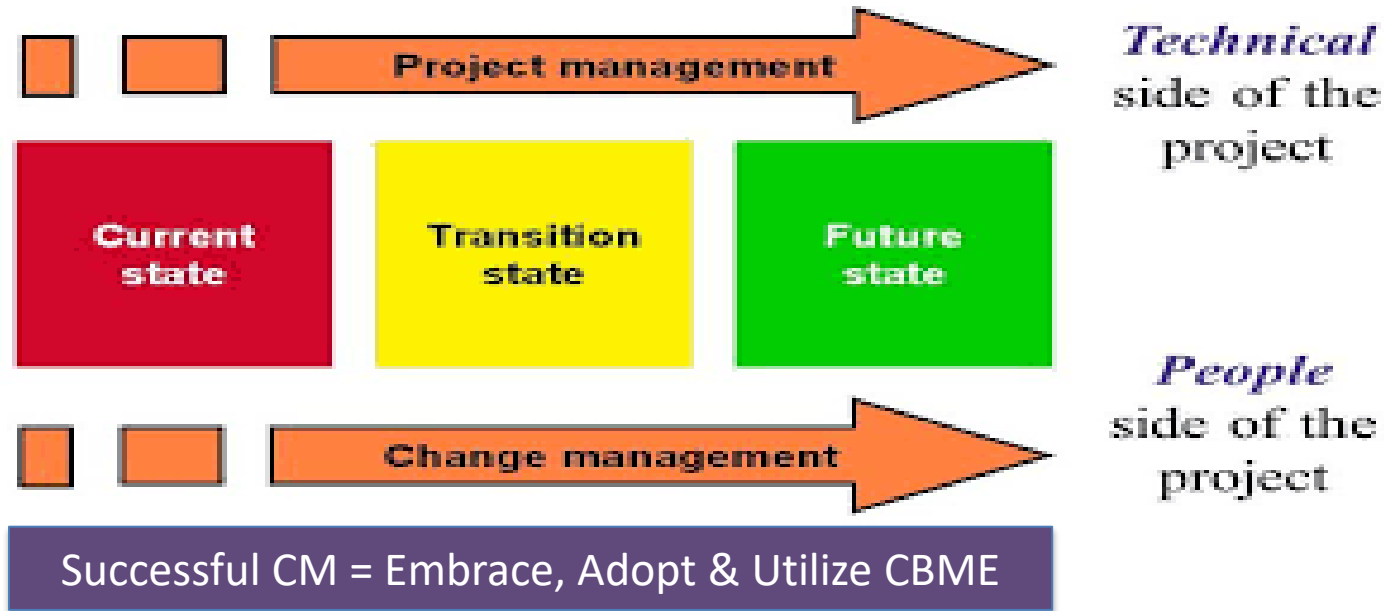
- The “3 States of Change”
- Differentiating between Project Management vs. Change Management
- Change is an individual process

# States of Change

States of Change



# Project Management vs. Change Management?



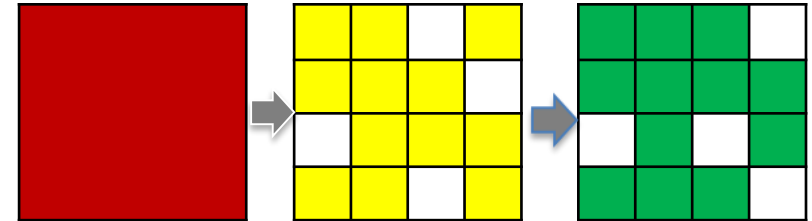


# Change is an “Individual Process”

The “Goal”



The “Reality”



**Preparing Yourself for Change:**  
**Are you ready for the transition**  
**to CBME?**

# Preparing Yourself for CBME

Are YOU  
ready for  
change?



# Assess YOUR Change Readiness & Identify Action Items

PGME Retreat (May 25 2018)  
The “People Side of Change”  
Preparing Yourself to Lead the Transition to CBME



Consideration	Rating ( 1-5)  1= Strongly Disagree  5= Strongly Agree	Action Items
I can envision the “future state” of CBME within my Program		
I have the information and knowledge I require regarding the transition to CBME, <u>based on where my program is in the change process.</u>		
I have given thought as to what this transition “means to me” and how it may impact my role(s) within the Program (Faculty, Competence Committee, etc.)		
I have identified and addressed concerns, risks, and possible barriers for me personally, in order to be effective in leading		

# **Leading Others in the Transition to CBME**

# Leading Others in the Transition to CBME....

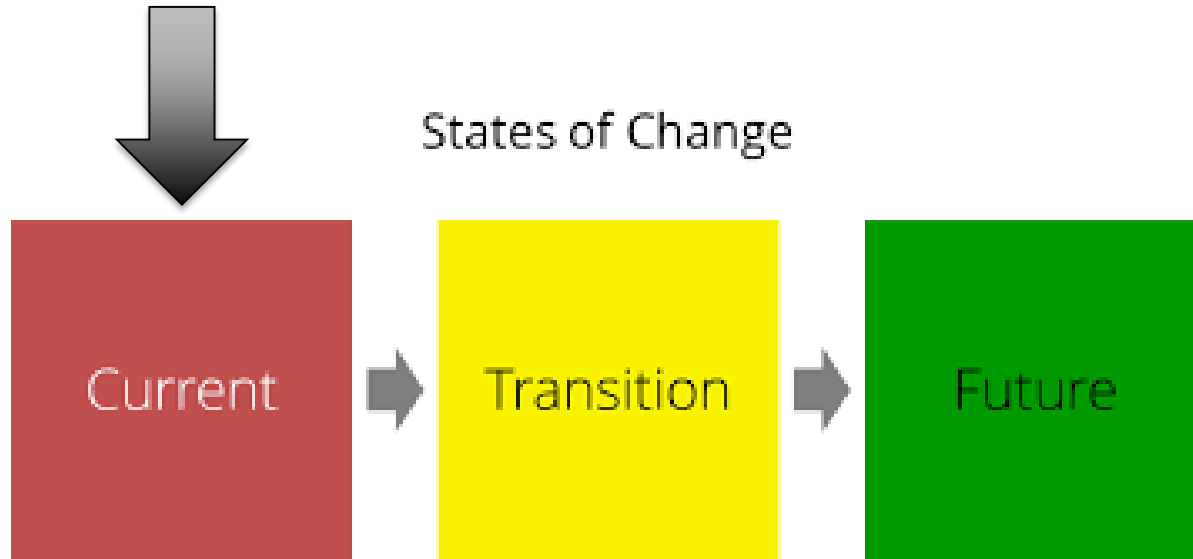


# Identify stakeholders in YOUR Program

**What IMPACT will the transition to CBME have on these stakeholders?**



# Involve Stakeholders Early in the Transition to CBME





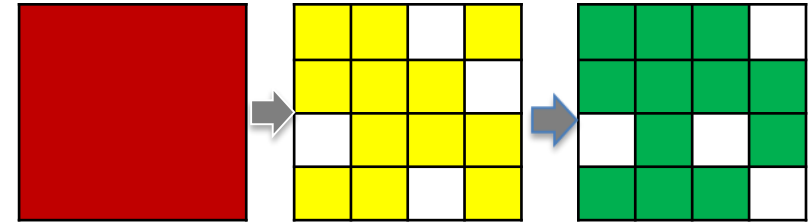
# Remember:

## Change is an “Individual Process”

### The “Goal”



### The “Reality”



# Anticipate What to Expect (Behaviours/Emotions)

Current State	Transition State	Future State
<b>Prior to Change:</b> <ul style="list-style-type: none"><li>• Confidence in abilities</li><li>• Comfortable with status quo</li><li>• Know what to expect</li></ul>	<ul style="list-style-type: none"><li>• Disoriented</li><li>• Conflict</li><li>• Stress</li><li>• Helplessness</li><li>• Innovation</li><li>• Learning</li><li>• Uncertainty</li><li>• Loss confidence</li><li>• Confusion</li><li>• Frustration</li><li>• Resentment</li><li>• Skepticism</li><li>• Lower productivity</li><li>• Ambiguity</li></ul>	<ul style="list-style-type: none"><li>• Commitment</li><li>• Re-energized</li><li>• Engaged</li><li>• Hopeful</li><li>• Acceptance</li><li>• Proud of Accomplishment</li><li>• Confident</li><li>• Increased proficiency and utilization</li></ul>
<b>Informed of Change:</b> <ul style="list-style-type: none"><li>• Why?</li><li>• Impact on me?</li><li>• Excitement</li><li>• Denial</li><li>• Anger</li><li>• Apathy</li><li>• Anxiety</li><li>• Curious</li></ul>		

# **Strategies for Leading Others in the Transition to CBME**

# Strategies for Leading Others in the Transition to CBME....



March 20, 2017

## CBD Conversations #1 - Change

*"Nothing will change, except the amount of paperwork we will need to do, but nothing meaningful will change."*

*"This is just a vehicle for someone's pet project at the Royal College."*

# Strategies for Leading Others in the Transition to CBME

Assess Stakeholder Change Readiness

Communicate

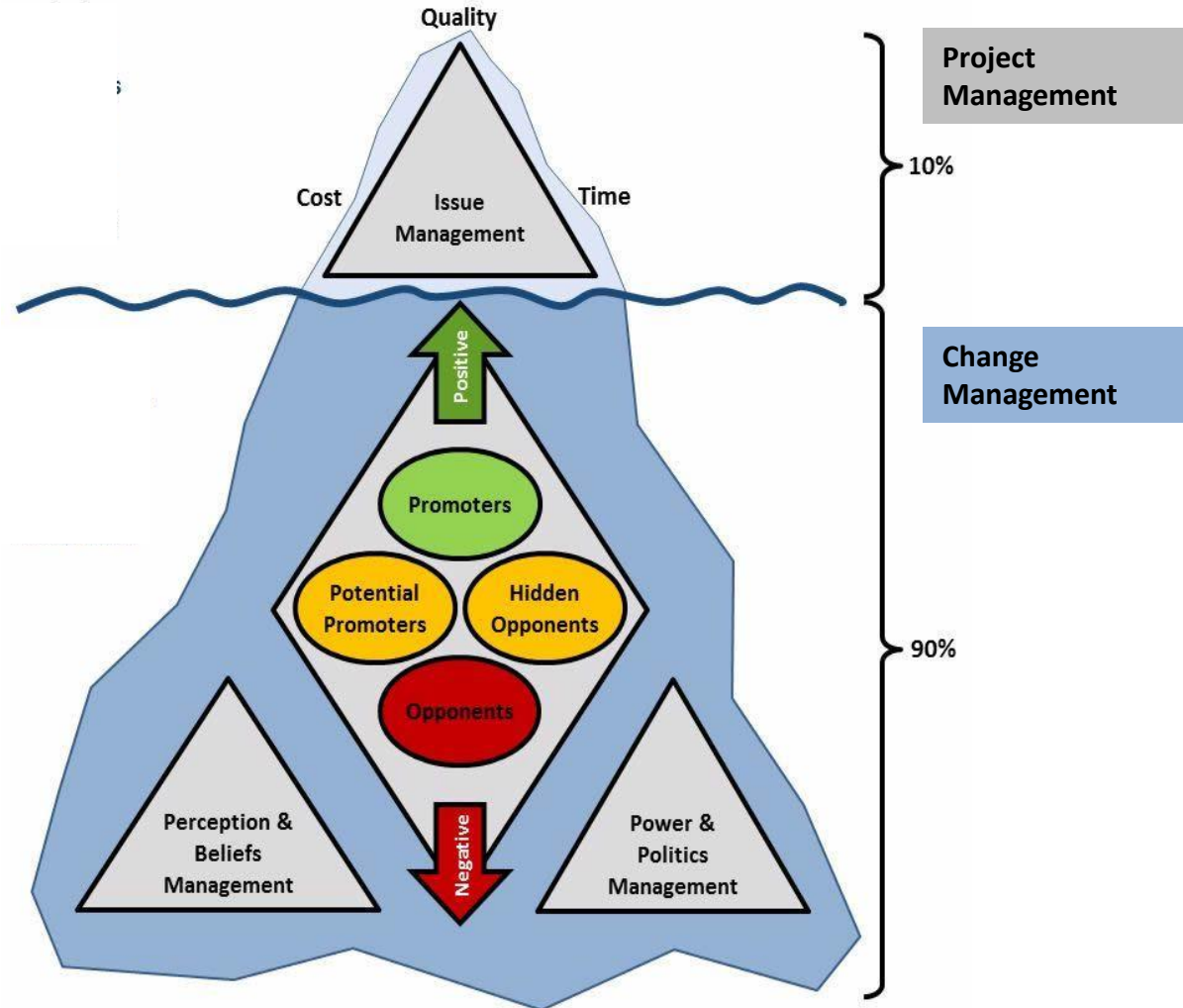
Coach Individuals

Build Relationships within Your Program






Manage Resistance

# Assess STAKEHOLDER Change Readiness

Wilfried Kruger's  
"Iceberg Model of Change"



# Communication is Key!

Individuals need information to make the transition to CBME happen		Without information EARLY in the process individuals tend to maintain the status quo, or make assumptions on how to move forward
Individuals tend to be more committed to change, when they understand the “why”		Addressing the “why” is a first step in change management
Sharing information gives individuals opportunity to more fully participate and have ownership in the transition to CBME		Individual commitment may be impacted without opportunities to participate and have ownership in the transition
Regular, candid, and timely communication enhances credibility		Lack of information breeds uncertainty, anxiety, which interferes with focus, productivity, and engagement
“All information” may not be available at a particular moment in time related to the transition to CBME		Lack of transparency about available information and possible “unknowns” moving forward may build distrust

# Communication Pitfalls

1. Believing that communicating a message once or twice is enough....
2. Waiting till you have all the answers...you likely won't
3. Underestimating the “Grapevine” as a source of information considered reliable for stakeholders
4. Relying too much on email, reports, etc.
5. Avoiding “resistant” stakeholders

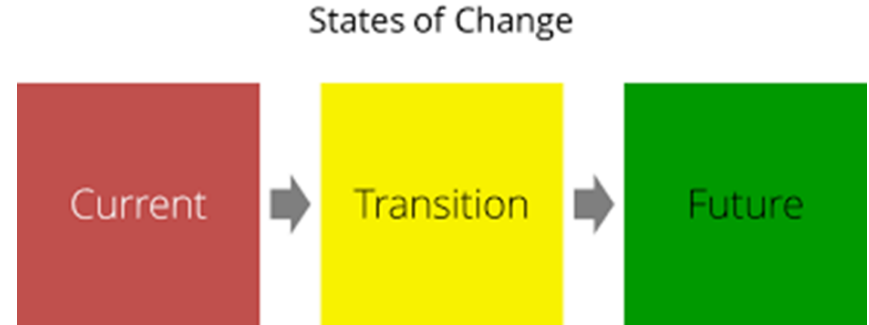


# Communication- Action Items

## Communication Checklist

- ☐ Silence is not an option
- ☐ Build up to the details (start general to build a foundation)
- ☐ Articulate a vision of the “future state”
- ☐ Be Candid
- ☐ Build in Opportunities for two way communication
- ☐ Repeat key messages

## Communication Activities

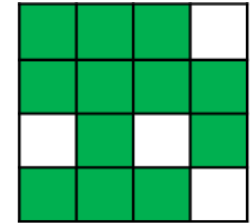
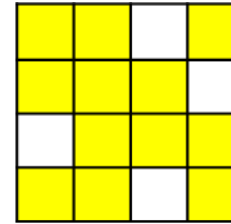
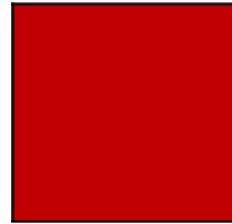


# Coaching Individuals- Action Items

## Coaching Checklist

- ❑ Remember change is an individual process – everyone is different in how they will transition to CBME
- ❑ Assess Change Readiness of key stakeholders throughout the transition to CBME
- ❑ Ask questions – what do they need to be successful in this transition to CBME
- ❑ Provide information, training, resources, and support and other strategies in the transition to CBME

## Coaching Opportunities

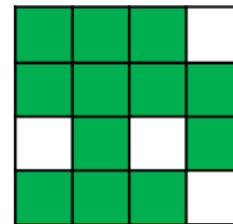
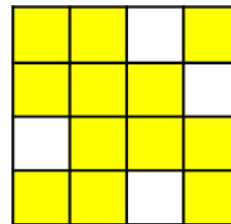
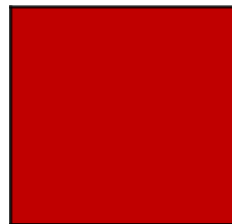


# Building Relationships Within Your Program – Action Items

## Checklist

- ❑ Ongoing and regular communication, updates, and information (preferably face to face if possible!)
- ❑ Acknowledge challenges or setbacks, ask questions and check in regularly to assess barriers to your program's transition to CBME
- ❑ Recognize & celebrate key milestones in moving towards the “future” state
- ❑ Engage stakeholders who may be creating tension, negativity, or generally preventing the team in moving forward

## Opportunities to Build Relationships Within Your Program



# Strategies for Leading Others in the Transition to CBME in YOUR Program:

**PGME Retreat (May 25 2018):  
Preparing for the “People Side of Change” of CBME  
Participant Worksheet**



Stakeholders (Who is Impacted?)	Impact of CBME? (What is changing for this individual— process, role, time, technology, culture?)	Change Readiness Assessment? (Promoter, Potential Promoter, Hidden Opponent, Opponent)	Strategies for Leading Others in the Transition to CMBE (How!)				Resources
			Communication	Coaching	Building Relationships	Managing Resistance	
Resident							<a href="#">Royal College of Physicians and Surgeons of Canada - CBD</a>  <a href="#">Schulich PGME CBME Resources</a>  <a href="#">CBD Anesthesiology</a>
Faculty							
Competence Committee							
Program Director							

# Strategies for Managing Resistance

# Managing Resistance

*Change is never painful,  
only the resistance to  
change is painful.*

~ Buddha ~

”  
OkDay.com



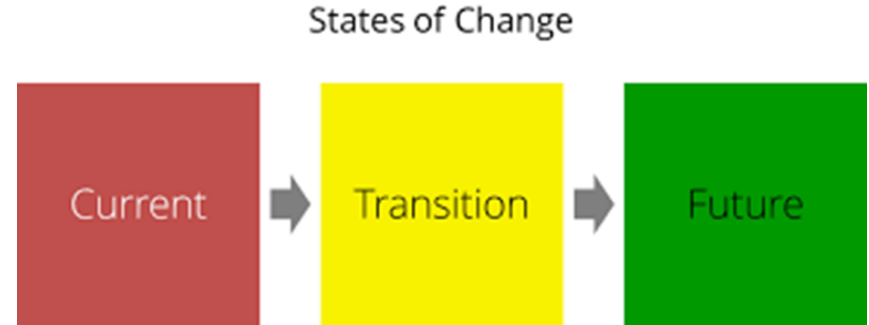
# Why Resistance?



# Managing Resistance - Action Items

## “Stakeholder Resistance” Checklist      Strategies to Managing Resistance

- ❑ Try to understand the “Why(s)” and root causes of resistance
- ❑ Remove “Barriers” where possible
- ❑ Early intervention is key, do not let resistance escalate
- ❑ Provide education & support, but also clearly outline expectations and hold accountable
- ❑ Engage, do not avoid resistance





# Final Thoughts

- Remember you are not alone!
- Know where to access resources and support
- Share Best Practices with other Programs who have transitioned/are transitioning to CBME
- Resilience

# Questions....





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