

AUPN-ANA Women Leaders in Neurology

*Overcoming Barriers to Success as a
Leader in Neurology*



AUPN
Association of University Professors of Neurology

Speakers

Page B. Pennell, MD, Chair of Neurology, University of Pittsburgh

Carlayne E. Jackson, MD, Chair of Neurology, UT Health, San Antonio

Amy Brooks-Kayal, MD, Chair of Neurology, UC Davis

Dawn Kleindorfer, MD, Chair of Neurology, University of Michigan



ANA 2024

149TH ANNUAL MEETING
of the American Neurological Association

ORLANDO • FLORIDA
September 14-17 • Opening Symposium September 14



ANA
AMERICAN
NEUROLOGICAL
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INNOVATORS IN DISCOVERY,
EDUCATION, AND CARE

Participants in this workshop will gain strategies to:

1. Increase skills in change management (Dr. Jackson)
2. Increase skills in negotiating and collaborating with other leaders in their AMCs (Dr. Brooks-Kayal)
3. Increase skills in conflict resolution (Dr. Kleindorfer)



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Change Management

Carlayne E. Jackson, MD
Chair and Professor of Neurology
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Change is an event that is situational and external

- Move to new location
- Organizational restructuring
- New project launch
- Merger
- Announcement of new policy
- Arrival of new staff member
- New payment scheme implemented
- EHR updates



The failure to implement lasting change frequently occurs because senior leaders underestimate the difficulty of changing an organization's culture.



Change....

Generates loss
and is often
painful



Takes time to
consolidate new
norms and
processes.
Requires
persistence.



Challenging

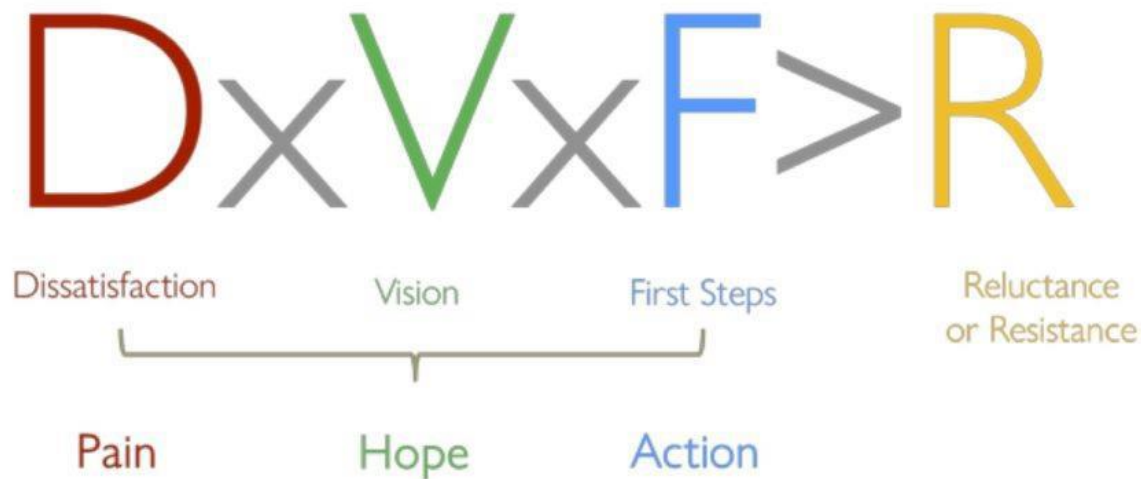
- *Difficult choices* and uncertainty – recasting relationships, culture, and identity
- *Challenges expectations* and status quo
- You might be **WRONG**
- Need to *engage hearts, minds, and bodies* – intellect, spirit, emotion, physical presence.



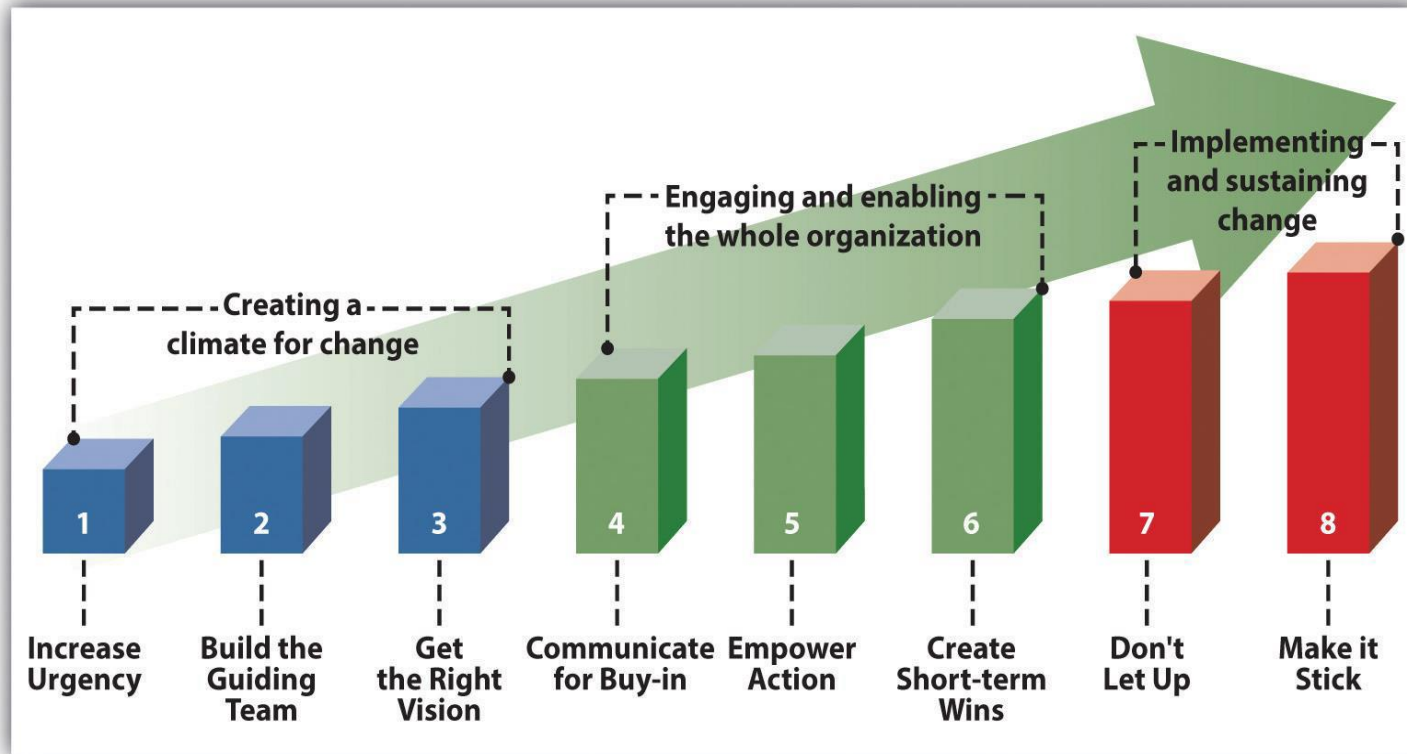
Using almost any model or framework is helpful...provides:

- A guideline or path to follow
- A checklist
- A vehicle for communication
- Ability to determine expected results

The Change Equation



Kotter's 8-Step Change Model



John Kotter, "Leading Change: Why Transformation Efforts Fail"

What Helps? Constant Communication: 2 C's and 4 P's

2 C's - maintain CONNECTION and show CONCERN

4 P's - clarify:

1. *PURPOSE* – why change? what is the problem?
2. *PICTURE* – what will the outcome be like? create the vision
3. *PLAN* – *what is the path?*
4. *PART* – what role does each person play?



Key Questions

1. Who has a stake in your proposed change effort?
2. What's happening for those people before, during and after change?
3. How can you more effectively engage people in change?



Action Steps

1. **Communicating** – why the change is needed
2. **Collecting information** – understand change's likely impact
3. **Auditing** organization's transition readiness
4. **Educating leaders** – how will change affect individuals in the organization to manage the transition effectively
5. **Monitoring** progress of individuals as they go through the three stages of transition
6. **Helping** individuals understand how they can positively contribute to the change and the importance of their role in the organization

“Nothing is so painful to the human mind as a great and sudden change.”

- Mary Shelley, author of Frankenstein

“I’m asking you to believe – not in my ability to create change, but in yours.”

- Barack Obama