



School of Medicine

Integrating Change Management into Strategic Planning

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INTEGRATED FRAMEWORK FOR CHANGE

1. **Assess & Prepare:** Diagnose current culture and change readiness, identify the "burning platform" and define the change type.
2. **Develop & Vision:** Define the change/strategy and craft a clear, measurable vision.
3. **Implement:** Empower employees, communicate the vision, and manage the transition.
4. **Monitor & Embed:** Track outcomes, prevent backsliding, and embed new behaviors into the culture.



Change management is not a separate step. It must be integrated into every phase of the strategic planning cycle

CHANGE ACCELERATION

$$E = Q \times A$$

E = Effectiveness

Q = Quality (of your strategy or in this case strategic plan)

A = Acceptance (of the strategy or plan)

Even high quality will struggle without adoption and acceptance.

ASSESS & PREPARE THE ORGANIZATION

Diagnose the need for change and prepare the organization's mindset and capacity.

Awareness: Of the *why* the change is necessary. We must communicate the compelling reason and "burning platform."

Desire: To participate and support the change. This is built by engaging front-line employees and identifying change ambassadors.

Assess:

Culture & Readiness

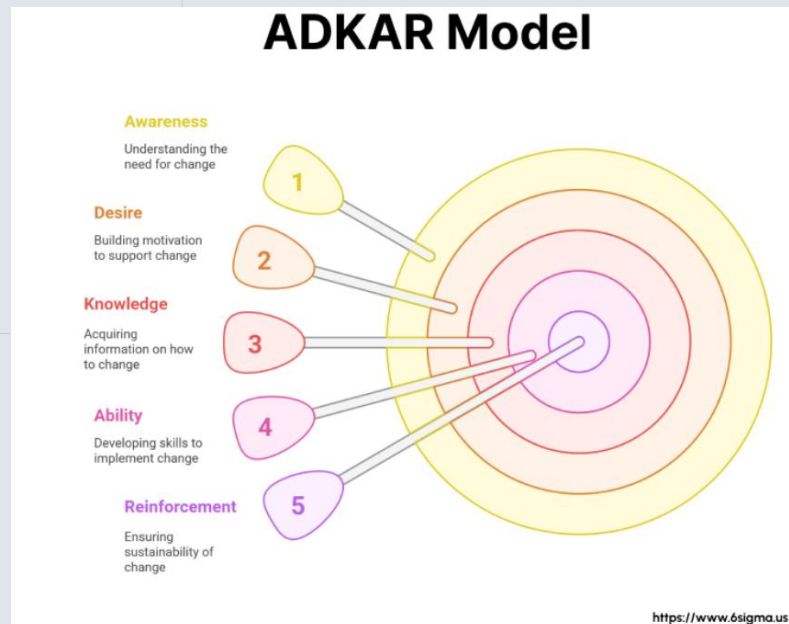
Identify the Type of Change required.

Mindsets, Skill sets, Tool sets, Coaching sets, Systems Sets

Prepare

Prepare your leaders

Prepare your organization – what new ways of thinking, doing, resources, practice, and systems will be required.



DEVELOP & CRAFT SHARE VISION

Define the future state and target culture required for success...

What does the new culture look like?

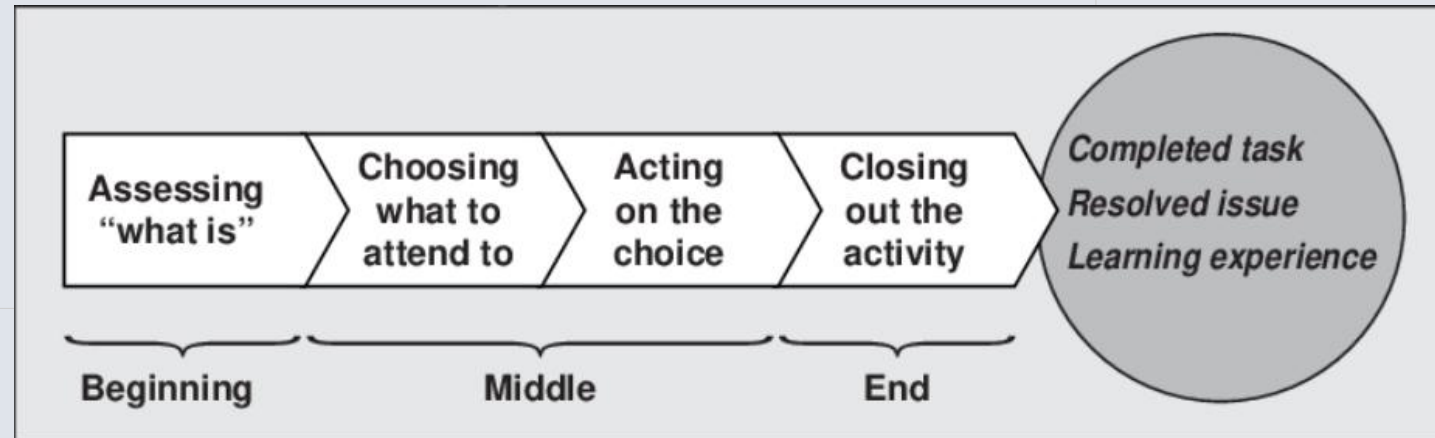
What are the mission grounded foundation that needs to endure?

What is the clear, measurable, and shared vision of the future?

Anticipate how you will support **Change Resistance** and navigate the “**Valley of Despair**”.

IMPLEMENT

Execute the plan and manage the transition by focusing on capability and support.



Knowledge: Knowing how to change. Provide training, education, and tools necessary for the new ways of working.

Ability: Provide resources and support to perform the new roles successfully.

Coaching & Practice:

Focus on Skills building (training), Tool sets (new technology), and Coaching sets (opportunities to practice new skills).

Empower managers to act as coaches and continually repeat the vision help those adjust to change

Learn:

Resistance as a resource to understand what people value.

MONITOR & EMBED

Make the change stick and prevent a backslide to the "old way."

Reinforcement: Sustain the change, recognize and reward new behaviors to embed the change into the culture

Sustain the Culture: What new systems sets are needed to align with the paradigm.

Make Change Last: Ensure the new culture is built upon the strong, mission-grounded foundation that endures, maintaining organizational identity continuity.