

Influencing the Informal Curriculum: Experiencing Personal Formation and Appreciative Inquiry as Organization Change Strategies

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**Has the competency
curriculum realized the
IUSM goal?**

Relationship-Centered Care Initiative (RCCI)

- **Goal:** To transform the professional culture of IUSM
- **How:** By fostering positive relationships in all aspects of medical education and health care delivery
- **Why:** To guide the development of the emerging professional identity of health care providers



Theoretical Underpinnings of the Informal Curricular Change Process

- Personal and Community Formation:

 - To invite persons to show up fully in their professional lives

- Complex Responsive Processes of Relating:

 - To focus on patterns of relating and here-and-now conversations that define the professional culture of an organization

- Appreciative Inquiry:

 - To generate and propagate stories of our organization at its best

Personal Formation: Knowing Self

- Palmer's "Courage to Teach"/"Courage to Lead"
- Knowing and caring for "self"
 - Reflection: self-awareness
 - Attention to basic values, beliefs and expression of these in work and relationships
- "SHOWING UP": being fully present and *authentic*
- "Divided no more" in one's personal and professional life

Complex Responsive Processes of Relating

Focus on conversations describing how patterns

- patterns of meaning (e.g. organization's identity)
- patterns of relating (e.g. the way people talk with each other)

arise, propagate, and evolve spontaneously in the ongoing flow of human interactions

Changing Patterns of Relating

- Widespread practices to “humanize” meetings of the standing committees of IUSM
- Statewide competency directors and coordinators became a “relationship-centered learning community.”

Influencing Patterns of Relating

New conversational practices at meetings

- Check-in
- Negotiating an agenda
- Nominative group process
- Appreciative debriefing

Appreciative Inquiry (AI)

- **What it is:**

- A strategy of interviewing that identifies the best of "what is" to pursue dreams and possibilities of "what could be."

- **How it works:**

- The premise of AI is that "organizations change in the direction in which they inquire." It serves as "a way of seeing that is selectively attentive to and affirming of the best and highest qualities in a system, a situation, or another human being."

Basic Assumptions of Appreciate Inquiry

- Something is working.
- Finding what works well and doing more of it is better than looking for what does not work and trying to fix it.
- Systems move toward what they choose to focus on.
- The collective creation of a desired future is most powerful when based on the best of what already exists.

Methods

Phase I → a **Discovery Team (DT)** was established that conducted a series of comprehensive AI interviews with 100 faculty, residents, and students

Phase II → a **Student Engagement Team (SET)** was then undertaken conducting focused student-to-student AI interviews at campuses throughout the state

Interview Questions

- Please tell the story of a time when you were at your best
- Without worrying about being modest, please tell me what it was about you – your unique qualities; gifts or capacities; decisions you made; or actions you took – that contributed to this experience
- What did others contribute to make this possible?
- What about the learning environment helped?
- What wisdom do you take from this story about what you'd like to see more of at IUSM?

Discovery Team: IUSM's Credo

- Believing in the capacity of all people to learn and grow
- The importance of connectedness
- The importance of passion
- The wonderment of medicine

A Story Within IUSM's Story



**How have you evaluated
your informal curricular
change initiatives?**

Faculty Well-being

- Qualitative evaluation of all Professional Development activities offered through the RCCI
- Clear leader was the Courage to Lead formation retreats
- Change from the inside out

Personal Formation: Knowing Self

"RCCI does not necessarily teach me new behaviors or ways of relating as much as it frees me to be my best self."

~ Professional Staff

"Many of the stories we have collected are in a file on my computer. I often open the file and read a few stories. Doing so always relaxes me; with some I shed a tear owing to the pure emotion of what represents the very best of medicine..."

~ Dean IUSM



Reflections: Enriching
Ourselves, Inspiring Others

Indiana University School of Medicine
2005 - 2006