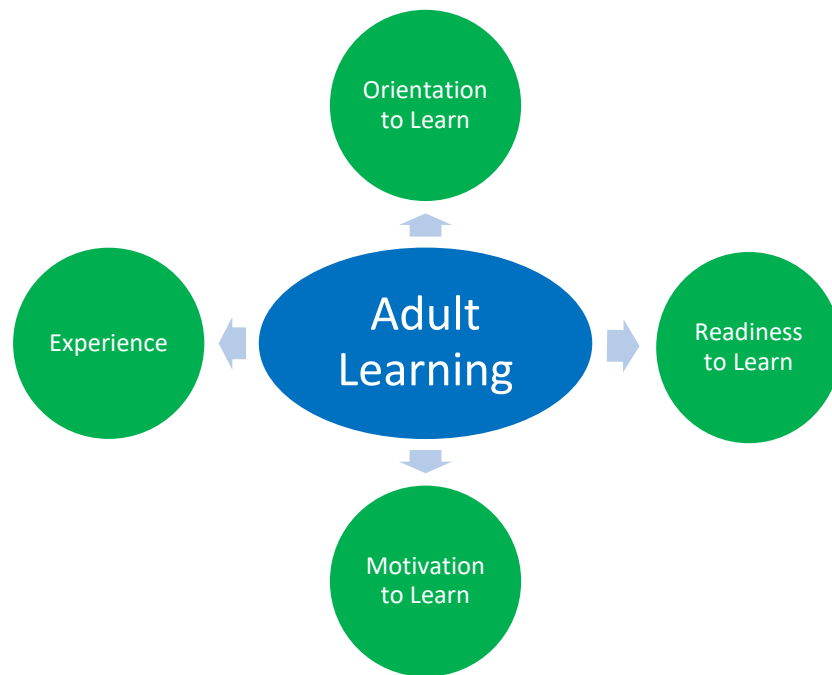


Turn the Frown Upside Down! *Successful Methods to Improve Program Morale and Change Culture*

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Objectives:

1. List short and long term tools to change low program morale
2. Cite examples of successful methods used to improve morale and build positive culture
3. Develop a realistic timeline for culture change
4. Identify factors that contribute to program morale and culture



Principles of Androgogy:

1. Adults need to be involved in the planning and evaluation of their instruction
2. Experience (including mistakes) provides the basis for learning activities
3. Adults are most interested in learning about subjects that have immediate relevance to their job or personal life
4. Adult learning is problem-centered rather than content-oriented

Knowles, M. (1996). Adult Learning. In Robert L. Craig (Ed.), *The ASTD Training and Development Handbook* (pp. 253-264). NY: McGraw-Hill.

Characteristics of Millennials

1. Special
2. Sheltered
3. Confident
4. Team-oriented
5. Pressured
6. Achieving

Learning Style

1. Active Learners
2. Small groups better than large
3. Technology in learning

Negative Attributes

1. Narcissistic/entitled
2. Unmotivated
3. Inpatient
4. Incurious
5. Unprepared for independence
6. Academically disengaged
7. Deficient in time management

*DiLullo C, McGee P, Kriebel RM. Demystifying the Millennial student: a reassessment in measures of character and engagement in professional education. *Anat Sci Educ.* 2011. Jul-Aug; 4(4):214-26

| Characteristics | Traditionalists Born 1925-1945 | Baby Boomers Born 1946-1964 | Generation X Born 1965-1977 | Millennials Born 1978 or after |
|-----------------------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| Age Span | 65 to 86 years old | 46 to 64 years old | 33 to 45 years old | 32 or younger |
| Traits | Conservative Believe in Discipline Respect for authority Loyal Patriotic | Idealistic Break the rules Time stressed Politically correct | Pragmatic Self-sufficient Skeptical Flexible Media/Info/Tech savvy Entrepreneurial | Confident Well-educated Self-sufficient Tolerant Team builders Socially/politically conscious |
| Defining Events | Great depression World War II Korean War | Vietnam War Woodstock Watergate | Missing children Latch Key Kids Computers in school | School shootings Terrorism Corporate scandals |
| To Them Work Is | If you want a roof and food.... | Exciting adventure | Difficult challenge | To make a difference |
| Work Ethic | Loyal/dedicated | Driven | Balanced | Eager but anxious |
| Employment Goals | Retirement | Second career | Work/life balance | Unrealistic |
| Education | A dream | Birthright | Way to get to an end | A given |
| Communication | Face to face | Telephone | Email | IM/Text messaging |
| Time at Work is defined | Punch clock | Visibility | Why does it matter if I get it done today? | Is it 5 PM? I have a life. |
| Most need in the workplace | Continued involvement past 65 | Recognition! | More information | Praise and fun; or is that fun and praise? |

Pathman's Pipeline for Knowledge Translation



Summary

1. It's both a sprint and marathon. Some changes make others possible, don't give up
2. Make your priorities and values clear. Identify allies and barriers.
3. Resident ownership, transparency, and communication key. Emphasize listening to your residents.
4. Every decision not matter how small is deliberate and targeted for effect based on resident characteristics. Perception is reality
5. Don't just try it. Have an implementation plan that anticipates yet fluid.
6. Hire and fire right
7. Celebrate your victories, strategize how to use your defeats