The stakeholders

Key stakeholders	Role	Concerns
Pat Kelsoe, the new medical educator at State Medical University, and an experienced instructional designer in her own right	Designer	Be successful in her newly-created controversial role, by creating a national reputation for education in pediatric medicine Determine why the program works so well when there is an overall lack of methods to determine the success due to lack of formal documentation
Harry Lipsitz, the department chair for pediatrics at State Medical University	Client	Ensure his department is doing important pediatric research to earn widespread respect in the field Develop the junior educators on his team and ensure they secure tenure through new tenure channels to prove his hiring decision was the right one for his department
Jean Fallon, the new pediatric clerkship director at State Medical University	SME	Use technology, such as video case studies, to revolutionize the field of pediatric education and obtain a grant that supports this goal through the RFP process Immediately diagnose whether a pediatric patient is in need of urgent attention
Sam McConnell, a highly-rated, senior member of the pediatric faculty at State Medical University – and the long-time former director of the clerkship program that Jean now manages	SME	Produce more revenue through seeing more patients and securing grants, while not wasting money on programs that do not benefit the student population or the hospital's budget Do research in the field to gain a field-wide position of prominence and respect Continue to obtain and retain the best medical students available for pediatrics

Pediatric medical students going through their required fellowship in pediatrics at various pediatric facilities	Audience	Learn pediatric medicine through real-world experience as rotating members of a dispersed staff

Primary ID problem: analyzing the current program

The current pediatric program is largely successful at this time, although there is not currently any data that supports why students are successful as they proceed through the program. Data that supports the success includes:

- High quality of applicants and public ratings of the State Medical University program.

- Decreased hospitalizations for pediatric patients into the program.

- An increasing number of students in the program, to such a degree that many students must complete their fellowships at a variety of locations across the state rather than on-site at the primary hospital.

As the current pediatrics program is successful, performing an analysis is the key to this process. There is a crucial lack of understanding as to why the program is successful, and Pat wants to solve this problem in tandem with Jean's push towards implementing high technology learning solutions. This issue is aggravated by the wide dispersal of students across the state. Direct exposure to the pediatric residents appears to be an important part of why the students enjoy the program, but a lack of standardization across the various sites has left some students wondering whether they are receiving the same level of support as their peers.

Case-specific constraints

There are three major case-specific constraints that contribute to the analysis being necessary: first, a resistance to change that is exemplified by Sam; second, the need for the

pediatric program to maintain or increase its revenue; and third, an interpersonal issue between Jean/Pat and Sam.

The skepticism that Sam brings to the introduction of new technology is well-supported through his experience. He has seen colleagues waste years on attempting to build high-tech educational solutions, and sees his own role as teaching students as far outpacing the value of virtually any learning content development. His skepticism is also supported through his understanding that churning through a high number of high quality students will allow him greater time to get more actual money for State Medical University – and through his continued leadership on obtaining grants. Managing educational technology does not get students in and out the door, or the real-world experience that doctors desperately need.

Pat and Jean have the support of Harry, but Sam's significant experience cannot be discounted. Sam is part of a faction of tenured professors who disagree with the need for an educational technologist, and believe that the program's success can be directly attributed to teachers who have the knack for developing students into doctors. Harry needs the two of them to be successful; he has received some backlash for placing Jean in charge over very experienced educators. These constraints must be prioritized to solve the root problem of getting senior educators on board with any kind of technology learning initiative – regardless of whether the video project currently being discussed comes to fruition. These constraints are so intertwined with the ID issue – of a project that is not well-scoped, but simply desires to bring technology into vogue within State University Hospital – that we must prioritize them above the ID challenge itself.

1. **Minimize resistance to change.** Sam refuses involvement with this project, and will likely sway his colleagues to be steadfast in refusing to waste time on less important priorities. Without Sam's buy-in, this project cannot proceed.

2. **Prove the value of implementing technology.** By finding data to support the value of the implementation of technology, it will become possible to convince Sam of the various positive components of what Jean/Pat are trying to do as they support Harry's goals.

3. **Find parity between different levels of contributor.** Pat/Jean are lower-level within their current roles, but have their own experience levels and abilities that are not being respected by Sam at this time.

4. **Determine how to improve the program.** After overcoming these team-wide structural difficulties and attitudinal adjustments, then the program analysis can begin. This is not to say that all of the case-specific constraints must be completely resolved prior to improving, but that they must be started in order to allow for any kind of collaboration to occur between all parties.

Readings and experience

McLaren and Kenny (2015) corroborate the fictional Sam's priorities on the importance of research and how it ties to respect amongst their peers. Sam and the fellow senior members of the staff that he represents will not want to jump onto any kind of technology that requires them to step away from teaching. Their path to success has been apparent until this point; it is only with the involvement of an instructional designer and a fresh leader that will lead to the diffusion of new techniques. It is obvious that Sam is not anywhere on the innovator/early

adopter side of the adoption curve; however, changing classroom demographics and the rapid adoption of new consumer technologies will require new forms of learning to remain engaging at the university level.

Jean wishes to attack this problem through the use of supplemental videos to enhance traditional case studies – an approach of a single idea towards solving the larger problem of a lack of technology that could earn pediatrics a grant. Kotter (1998) supports the need for effective change management in organizational scenarios. Without creating a coalition between Jean/Pat and Sam, there is no way that change can be made to the design of the program. A coalition consisting of an ID SME and a medical SME will lead to better programming, and in the context of hitting the deadline for the grant money, can be the push the team needs to move with alacrity towards adoption of new technologically advanced content.

Jean's experience is fundamentally similar to a project where I am a lower-to-mid-level member working with my boss, my boss' boss, a writer one level below me from a parallel team, and her manager. Our goal is to improve the quality of content that is seen by our end users when they access various apps across devices. This content is viewed as exceptionally low quality, due to poor customer satisfaction rates. My boss and I have formed a coalition to solve the issue, but have tried to stress to her boss that the expectations surrounding this content is unrealistic. Consider a user who has virtually no experience with technology, then they are asked to solve their own problem; this already is a situation where the user is predisposed to negative feelings towards the company. My boss and I have had to find compromise with her boss so that we can create updates to the content that we desire, while minimizing the time concerns she has expressed surrounding the timeline before success. This project is still in

progress, and has no resolution that I can share at this time; we are just now getting to the

point where cross-level parity is beginning to become established.

Two solutions

Solutions to the case	Solving the design issue	Solving case-specific issues	Pros for the solution	Cons for the solution
Pat and Jean need to regroup with Harry. They need to find similar prestige programs that showed growth after the implementation of high-tech solutions. They can then present this to Sam (et al) again with a more convincing argument.	There is a scoping problem with the case at this time. There is a distinct lack of available data to support the inclusion of the video cases – and putting technology in for technology's sake is not a good reason to do so. Analysis is needed to see if this plan is the right one, and what the approach to technology integration should be.	Finding justification for this type of material will allow Pat to create a plan for design that incorporates respect for Sam's time. It will also earn the hospital money through the grant, and uses Harry's authority to smooth the initial rough patches with Sam. By re-honing the analysis, they will be able to make a solid case for additional technology – especially if it has immediate benefits for Sam.	Harry's authority extends to all department initiatives; if this is important to Harry, then it is important to the department. It gets the right data to ensure that the way they approach technology is pedagogically and medically sound. If they earn this grant, they not only gain potential prestige but also additional money that could help drive enrollment. Jean, Pat, Sam, and Harry all accomplish their goals and create a better learning environment for the students.	The use of escalation appears to go over Sam's head, and is rife with potential to ruin the relationship between Sam and Jean. Pat is already fighting for relevance and could be further dismissed if the technology does not work. Analysis can take considerable time to complete, and there is no set timeline for the relationships. Sam may still yet be unconvinced as to the value of the video or any subsequent plans.
Jean needs to assert to Sam that she is in charge of the program, and	Jean knows what must be done to solve the lack of technology	By incorporating SME input from Sam, she gets the solution and the grant –	Jean and Pat can begin working on their content, and the RFP process, to	This plan fully depends on a senior-level employee being willing to

that she believes this is the route that their program needs to take. It is a hard line, but a necessary one.	problem: the use of videos. She has a clear idea as to what these cases look like, and Pat's doctoral-level experience with problem-based learning justifies her thoughts in getting this project off the ground.	solving both of their problems. It creates a new organizational dynamic where Jean is able to complete the tasks she was brought in for – expressly because she is good at her work and shows signs of potential. The levels of contributor do not matter when everyone is on the same time working towards a commonly shared goal. Accepting the change is hard, but makes the students have a better experience.	begin improving the content for all students. Sam is able to increase his prestige through maintaining the reputation that State University Hospital has as a premier learning institution. He is able to impact more students and improve the program while maintaining influence without a title to support it. He plays a pivotal role in working on the content without sacrificing time on technical details such as delivery methods.	acquiesce to a new, lower-level, external hire. Sam is likely to be feeling a bit passed over for a promotion, and it's likely he can go to Harry and tell him so. He is already unwilling to work on this project; if he's not, and he extends this to his fellow faculty members, this entire endeavor could be a non-starter for Jean. That's a problem if she wants to keep her job – possibly more so for Pat.

Final recommendation

I recommend that Jean return to the drawing board with Pat and Harry, and find the data that they will need to make a convincing case. They need Harry's approval to ensure that Jean's proposal is backed by Harry's authority over Sam. Their approach will need to be gentle, and tailored to Sam's concerns on being out of the classroom and away from grant-getting. The goal is to bring Sam over to the side of the video plan without alienating him further, and by showing him how the benefits far outweigh the costs. This is how the relationship can be

maintained, while simultaneously helping Jean and Sam understand their respective roles in this project. This sets up Jean for success down the road, as she and Pat already have a rapport and vision for the design and development of the video content. By giving Sam the opportunity to work on this content and impact more individual students, they can promise him a certain amount of publicity on the hospital website and in news bulletins. Should Sam still prove to be obstinate, it is Harry who will be able to bring him in line and tell him that this touches all of them and ensures that their institution remains in its position in the top ten. This solution is the best because it accounts for changing Sam's feelings of revulsion to ones of promotion, and mitigates the risk of his misbehavior through the use of authority. Jean and Pat are able to create their program and get the grant money they need, while creating a public program that shows the commitment to both technologically advanced education and solving real-life problems. It also meets the audience need for better content to facilitate a feeling of connectedness, and improves their satisfaction within the program, creating a self-sustaining cycle of student praise. Sam may still be unhappy with what he is doing; however, as a doctor, he should respect the research that Jean/Pat find to support the use of video cases within the curriculum.

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