



Issue Selling

**An Organizational Change Strategy for
Sustainable Interprofessional Education
Programs**

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*All authors do not have any relevant financial disclosures.





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Those who purchase CE credit:

- **MUST** sign in to receive credit
- Will be sent a certificate after the Summit

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Learning Outcomes

1. Discuss leadership and faculty engagement as key challenges in implementation of IPE initiatives in educational organizations.
2. Use issue-selling as a framework to address challenges in the implementation of IPE, enabling successful deployment and sustainability of IPE initiatives in educational organizations.
3. Acquire knowledge and tools needed to implement issue-selling strategies, attending to Contextual Knowledge, Communication Strategies, Stakeholder Engagement, and Processes.





Think Pair Share

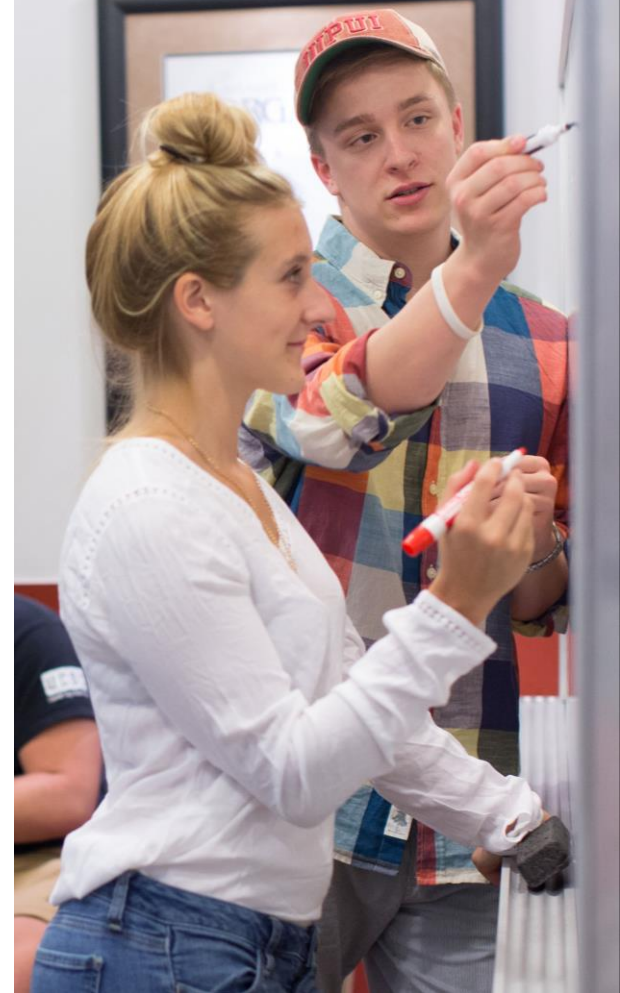


Why is it challenging to solicit institutional support for IPE?

Goals

- **Draw attention** to issues we deem important
- **Sustain interest** and support of these issues
- Build projects, programs, and **initiatives that last**

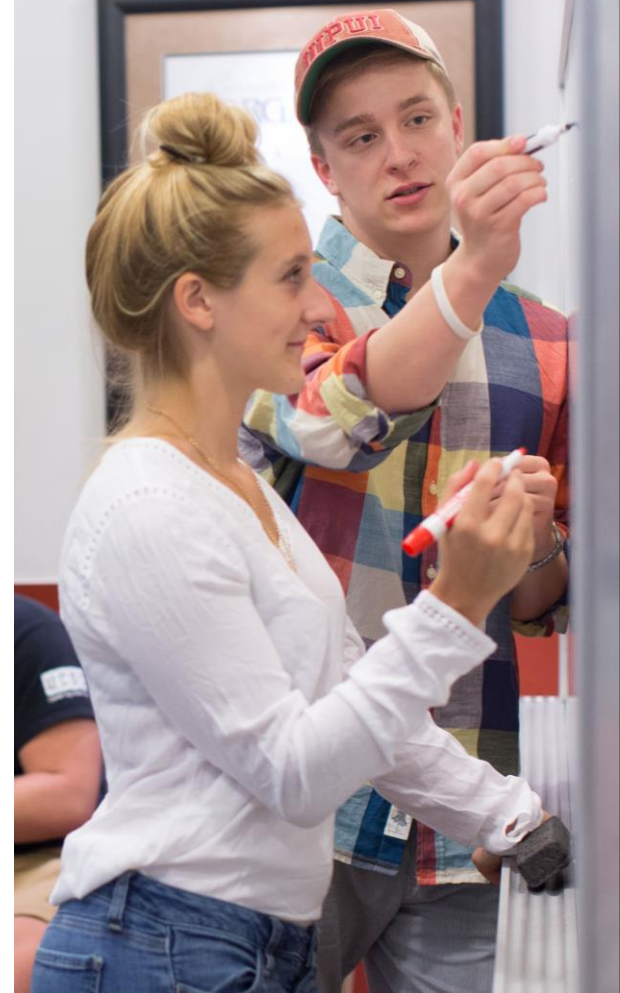
(Slapcoff, Winer, & Dobler, 2014)



What is an issue?

- Event, development, trend or project that could affect an organization's performance
- Not inherently important or strategic

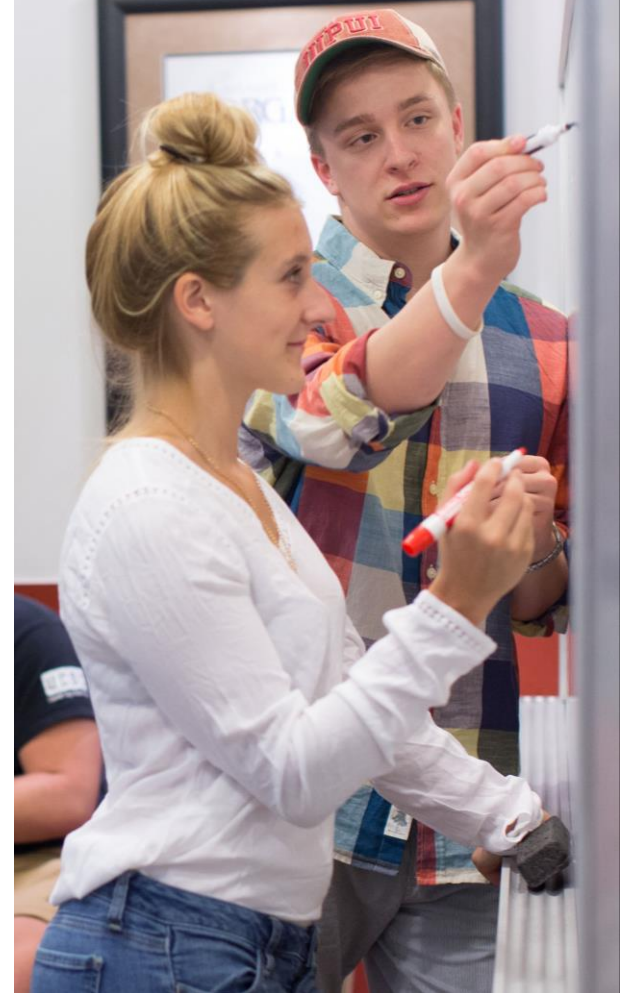
(Dutton et al., 2001)



What is issue selling?

- Process used to **direct attention to certain events or projects**
- Involves a repertoire of “moves” to “sell issues” and affect decision makers’ attention

(Dutton et al., 2001; Slapcoff et al., 2014)



**Universities and hospitals
are not the same
as for-profit companies.**

Adapting Issue Selling Language for Education

Organizational Development		Education	
Selling	→	Building	
Issue	→	Project/Program	
Promotion	→	Communication	
Moves	→	Strategies	

(Slapcoff et al., 2014)



Dimensions of Issue Selling

1.
Contextual
Knowledge

2.
Communication
Strategies

3.
Involvement &
Engagement

4.
Developing
Processes





Let's try it!

Use your worksheet as a guide to walk through each of the dimensions of issue selling.



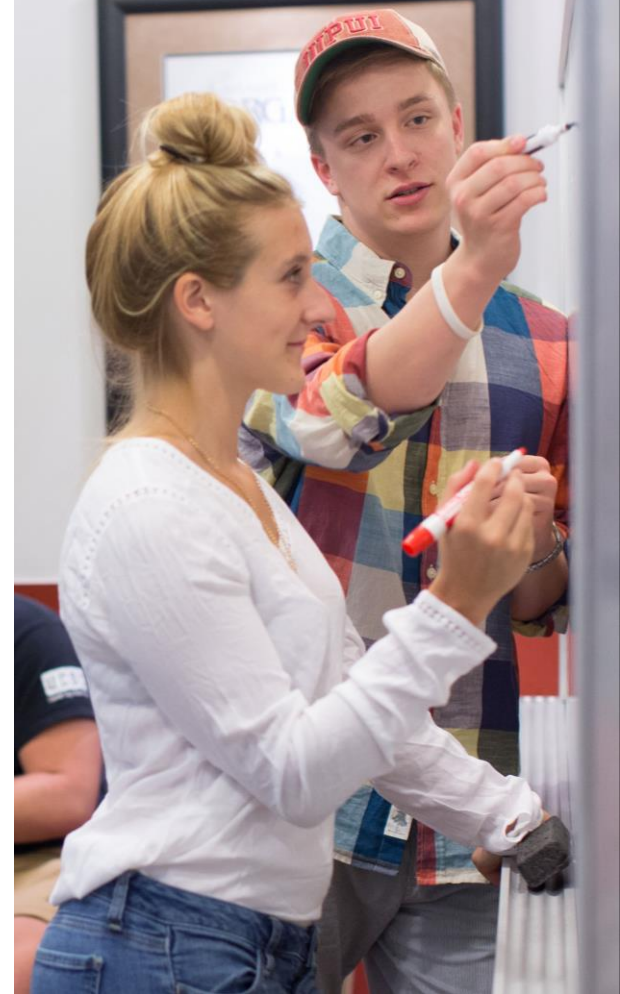
Process

- We'll define each dimension.
- Give our example.
- Let you talk through your ideas with a partner.
- Report out one idea from the group.



Defining Your Issue

1. Describe a situation where you wanted or would like to direct attention of leadership to a particular project or issue.
2. Identify your motivation. Why was/is it important to you?
3. Share your thoughts with a partner.



Our Issue

Rolling out the TEACH! Framework at
Indiana University



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Dimensions of Issue Selling

1.
Contextual
Knowledge

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1. Gathering Contextual Knowledge

- a) Who is involved and how to motivate
- b) Formal/informal communication channels and norms
- c) History and culture



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2. Communication Strategies

- a) Connect to existing values
- b) Incremental vs. Transformative
- c) Message adaptation for various stakeholders
- d) Tailoring message over time



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3. Involvement & Stakeholder Engagement

- a) Who needs to be at the table?
- b) How will you keep them engaged?



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4. Developing Processes

- a) Which processes can you use to promote? What structures exist?
- b) Anticipating roadblocks
- c) Timing
- d) Resources





Think Pair Share



How could issue selling be a useful tool for gathering institutional support and reflecting on challenges?

References

- Dutton, J. E., Ashford, S. J., O'Neill, R. M., Lawrence, K. (2001). Moves that matter: Issue selling and organizational change. *Academy of Management Journal*, 44(4), 716-736.
- Slapcoff, M., Winer, L., Dobler, E. (2014, November 7). Leveraging organizational development theory: Faculty developers as change agents. Presented at the Professional and Organizational Development Network in Higher Education.





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FULFILLING *the* PROMISE