

Culture matters in medical schools: how values shape a successful curriculum change

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CULTURE MATTERS IN MEDICAL SCHOOLS

HOW VALUES SHAPE A SUCCESSFUL CURRICULUM CHANGE

MARIELLE JIPPES

Stellingen

1. Both national and organizational culture influence successful curriculum change (*dit proefschrift*)
2. A certain level of risk-taking behavior is necessary for curriculum innovations to succeed (*dit proefschrift*)
3. Competition between staff members could be reduced by encouraging them to focus on organizational-level goals and to reward them accordingly (*dit proefschrift*)
4. Changing a curriculum requires collective learning in interdisciplinary teams (*dit proefschrift*)
5. Aligning curriculum change with national and organizational culture is more effective than the other way around
6. 'Culture is sometimes ambiguous, often slippery, and difficult to pin down' (*Scott, 2003*)
7. Every culture has its own Maslow pyramid of needs
8. The preference for top-down or bottom-up change initiatives is culturally bound.
9. Medical schools and hospitals need an Organizational Research and Development (R&D) department to facilitate the implementation of staff's change ideas.
10. Promoveren is van mislukking naar mislukking gaan zonder je enthousiasme te verliezen (*aangepast naar Churchill 1874 - 1965*)
11. Curriculum innovators and plastic surgeons are accused to be preoccupied with the outside, the esthetic issues, however, in reality, they are both unraveling complex patterns in social reality and in the human body.
12. Het hebben van vernieuwende ideeën is niet voldoende om te veranderen.