



Tomorrow's Doctors, Tomorrow's Cures

Strategy for Departmental Innovation

Driving towards sustainability

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Learn

Serve

Lead



Association of
American Medical Colleges

Learning Objectives

After finishing this portion of the course, participants will be able to:

1. Discuss core elements of successful leadership: values, integrity, authenticity, and commitment and understand their critical nature
2. Understand the need to assess and analyze organizational culture
3. Describe the unsustainable nature of the current system
4. Understand the critical need for an orientation towards the future
5. Understand how NOT to fail as a leader

Values

Values -- An individual's or organization's accepted standards of right or wrong

A principle, standard, or quality considered worthwhile or desirable

Core values – the most fundamental standards

Exercise

For the next 2-3 minutes, think about *your* core values

Write them down

For the next 2-3 minutes, think about *your organization's* core values

Write them down

Are your core values aligned with those of your organization?

If you are willing, share this information with others

Ethical principles may conflict

- Ethical principles may begin to compete with one another.

Example: Ethical principles in conflict

The state has no place in family life

~ *versus* ~

Children need to be protected from harm

Every day dilemmas

Day-to-day, we are often challenged by the competition between two or more ethical principles.

Politics should not drive decision making

Decisions based only on what is politically expedient:

- Come back to haunt us
- Are very hard to defend once the circumstances change
- Chip away at our integrity
- May be inconsistent with personal and organizational values

What is *integrity*?

Integrity Is Honoring Your Word

1. Keeping your word, and on time OR:
2. Whenever you will not be keeping your word, just as soon as you become aware that you will not be keeping your word (including not keeping your word on time) saying to everyone impacted:
 - a. that you will not be keeping your word, and
 - b. that you will keep that word in the future, and by when, or, that you won't be keeping that word at all, and
 - c. what you will do to deal with the impact on others of the failure to keep your word (or to keep it on time).

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Values and morals are normative

Integrity is not normative: It's
like the wheel of a bicycle



Integrity Is Honoring Your Word

Whenever you will not be keeping your word, just as soon as you become aware that you will not be keeping your word (including not keeping your word on time) saying to everyone impacted:

Tell Others -

- a. that you will not be keeping your word, and

- b. that you will keep that word in the future, and by when, or, that you won't be keeping that word at all, and

- c. what you will do to deal with the impact on others of the failure to keep your word (or to keep it on time).

Integrity is one of the
foundational elements of being a
good leader

What is *authenticity*?

Authenticity is being and acting consistent with who you hold yourself out to be for others, and who you hold yourself to be for yourself

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Authenticity is another one of the foundational elements of being a good leader

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Third foundational element:

Commitment to something bigger than self

- Commitment to self above all else places organizations in jeopardy
- Commitment to self creates risk for the organization

Something bigger than self

- Values
- Mission
- A “calling” (*vocation*)
- The well-being of others
- A cause
- A passion
- A ministry
- A purpose

Three elements are necessary for organizational performance

1. Integrity
2. Authenticity
3. Commitment to something larger than oneself

Zaffron S, Logan D. The three laws of performance. Jossey-Bass, 2009.

Organizational Integrity

A pre-condition for success

Not a virtue or something pursued – it must exist in for organization to reach its full potential

Organizational Integrity

Must honor the word of the organization:

Does what it says it will do

Lives as it holds itself out to be to
others

Lives as it holds itself out to be to itself

Sustainability

Means of arranging activity so that people are able to meet their needs and express their greatest potential in the present, while planning and acting for the ability to maintain these ideals in the long term.¹

¹Adapted from <http://en.wikipedia.org/wiki/Sustainability>

What does a *sustainable* research agenda look like?

What's the problem?

The world of academic medicine has changed

In one author's words "*Someone moved the cheese . . .*"

– Spencer Johnson, MD

What was necessary and sufficient for success in the past isn't working anymore

The future of research funding . . .

The world of academic medicine has changed

In one author's words "*Someone moved the cheese . . .*"

– Spencer Johnson, MD

What was necessary and sufficient for success in the past isn't working anymore

Research funding isn't what it used to be . . .

Campbell EG. The future of research funding in academic medicine. *New England Journal of Medicine*. 360(15): 1482-3, 2009.

Adapt to the changed environment
Re-evaluations of the conduct of research
Strategic business decisions
Shift from dependence on federal \$\$
Increased self sustainability while promoting
the *core values* of academic medicine

How do we do it?

More efficient use of core facilities

Establish regional core facilities

Reduce redundant administrative activities

Promote a team environment

Facilitate resource sharing

Emphasize collaborative research efforts within and among organizations

What else can we do?

Focus on research where organizations have a competitive advantage

Withdraw from research where organizations do not have a competitive advantage

Implement programs to help scientists with budget shortfalls

Implement programs to help early career scientists have secure funding during start-up

“Even with the short-term burst of spending from the stimulus, few believe federal research funding can sustain the growth rates needed to fund the vast majority of trainees and researchers produced by medical schools and other life-science graduate programs.” – Tony Mazzaschi , AAMC Senior Director , Scientific Affairs

What is the answer?

A need for faculty members who are equipped to deal with these changes

People who can tolerate the risk . . .

An organizational culture reflective of a complex, adaptive system

Paying attention to organizational culture as much as we pay attention to strategy

What are the net benefits?

Survival . . .

Improved scholarship

Greater efficiency

Greater employment satisfaction

Improved patient experiences, outcomes,
and impact

Improved faculty *vitality*

What is culture?

" a pattern of shared basic assumptions"

*" the way we do things around
here"*

" the superglue that bonds an organization, unites people, and helps an enterprise accomplish desired ends" (Bolan & Deal)

Don't ignore the culture

- Know thyself – Socrates
- Know thy culture - Grigsby

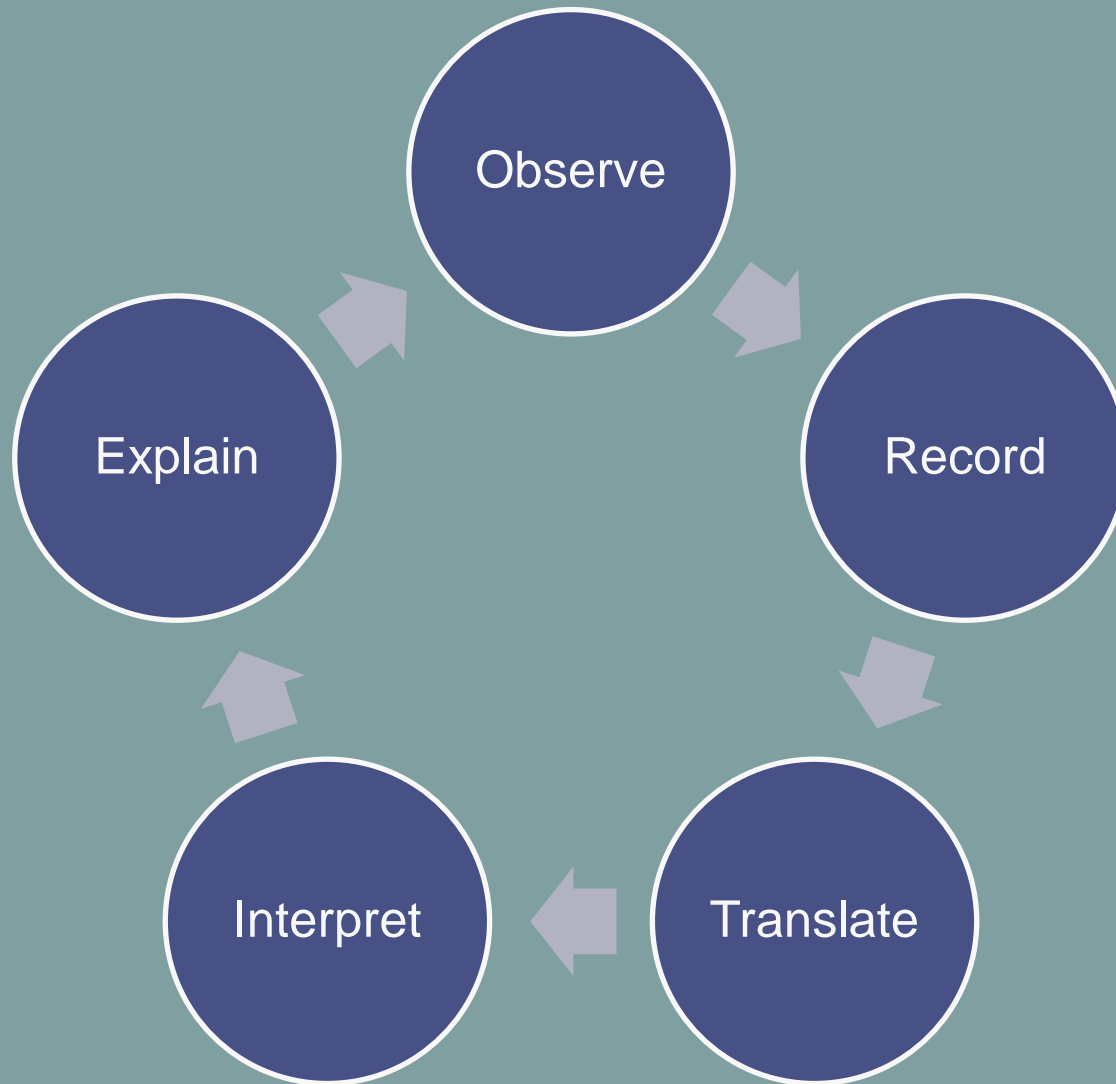
Leaders shape the culture

Good leaders shape a positive culture with positive consequences

BUT

Leaders, too, are shaped by the culture

Understanding Culture



The prevailing culture of academic medicine

What has been traditionally valued?

- *Individual accomplishment*
- *Autonomy*
- *Scholarship*
- *Expert-centered thinking/behavior*
- *Competition*
- *Focus on the specific*
- *High-achievement*
- *Hierarchy*

The Future Oriented Faculty Member

Faculty members equipped to deal with:

- the changed environment and
- the newly emerging culture of academic medicine

Part of a new community of faculty focused on *scholarship*

- It is critical that we not lose sight of the reason we exist!

Unifying theme

Scholarship is the unifying theme in this new community

The organization's mission – improving people's lives through scholarship – is its most fundamental reason for existence

- It becomes impossible NOT to be patient centered
- Traditionally, we have been institution centered

The demands of scholarship

Ernest Boyer proposed a broad definition of scholarship –

- He went beyond emphasizing pure discovery to one that included integration, application, and teaching

Greater emphasis is now placed on clinical and translational science

- less emphasis on basic science research

Individual characteristics of future oriented faculty members

1. Candidate's values align with organization's values
2. Professional training is of the highest quality
3. Is able to collaborate and work as a member of a team
4. Some degree of business savvy and/or entrepreneurial spirit
5. Understands clinical and translational research

Comparison of traditional versus future-oriented faculty

	Traditional	Future-oriented
Values	Self oriented	Aligned with organization
Demographics	White male	Diverse
Work orientation	Individualistic	Teamwork/collaboration
Career model	Clinician <u>or</u> basic science	Clinical/translational
Identity	Identity from career	Identity from family
Learning	Knowledge centered	Competence centered
Career path	Tenure track	Non tenure track
Demonstrates	Independence	<i>Interdependence</i>
Rewards	Status; titles, income	Balanced work/family life

Organizational change needed

“Right-sizing” of the research enterprise

Robust support for clinical and translational science

Promotion and tenure criteria that reward teamwork and collaboration

A culture promoting faculty health and well-being

The changed culture of academic medicine

Greater value will be placed on

- *collaboration*
- *transparency*
- *outcome-focused orientation* (I prefer *impact focused*)
- *mutual accountability; mutual rewards*
- *team-based (patient care and science)*
- *service-oriented*
- *patient-centered*

Exercise for exploring culture 1

Gather as groups of eight persons – select one person as “anchor” to stay in place

Discuss the first question

Come to agreement on a single word or phrase that answers the question

Write it on a Post -it

Exercise for exploring culture 2

Move on to the next group of eight and repeat the process for question 1 (anchor remains in place)

Move on to the next group of eight

Discuss question 2

Come to agreement on a single word or phrase that answers the question

Repeat for questions 3 and 4

Exercise for exploring culture 3

Place all of the Post-It notes for each question on a flip chart or on the wall

Sort into 4 groups and prioritize/synthesize the words/phrases into one phrase that summarizes the answers to the question

Post all four and come to an agreement over a *culture code* — “the unconscious meaning we apply to any given thing. In this case, that thing is the organizational culture of academic medicine and science.”

- Rapaille C. *The culture code*. New York: Broadway Books, 2006.

Addressing Four Questions - #1

What do we say to *others* about ourselves?

Addressing Four Questions - #2

What do we say to *each other* about ourselves?

Addressing Four Questions - #3

What do we say about *ourselves* – but only behind closed doors?

Addressing Four Questions - #4

What do we NOT say about *ourselves* – but should?

Leadership Training

- Most leadership training is learning *about* leadership
- *Being and acting* as leaders is different
- It's how we enact leadership
 - It's about *behavior*
 - An enhanced behavioral repertoire is needed

What Leaders Need to Know

- Organizational integrity, values, and ethics
- Legal issues
- Organizational behavior

What Leaders Need to Know

- Human resources*
- Communication*
- Finance*
- “Leadership Tools”

* Identified as critical needs by interim leaders

5 Ways New Leaders Fail . . .

1. Ignore the culture
2. Focus too much on quick wins
3. Stop listening; start squawking
4. Ignore conflict
5. Create a strategic plan that is not strategic and is not a plan

Ignore the culture

- What worked in one organization may not work in another organization
- “Don’t just do something, stand there!” is an important consideration
- Advice: Have a formal assessment of the culture completed by a third party

Focus too much on quick wins

- One year budget cycles force this issue
- Gathering “low hanging fruit” will not contribute to solving the lurking, long-term, complex problems
- Advice: Balance the portfolio of short and long term investment

Stop listening; start squawking

- Anxiety leads to too much talking
- Lack of knowledge of what to do can lead to “talking all around the problem”
- Advice: God gave us two ears and one mouth – we should be listening twice as much as we talk

Ignore conflict

- You can not avoid conflict
- You can oppress, repress, suppress it, BUT, you are only postponing it
- Advice: Don't all prey to the enduring fantasy (it's not a delusion) that conflict will “just go away” if you ignore it

Create strategic plans that are neither

- Russell Ackoff and his group found only 15% of strategic plans are implemented
- Most so-called strategic plans are statements of aspiration, not grounded in the reality of available resources
- Advice: Concentrate on *strategic action* rather than strategic planning and align strategy with resources

Leaders need strategy that works . . .

Slipping of target is common

- From time to time, leaders should reassess commitments
 - Personally
 - Organizationally
- It is very easy to be thrown “off target”
 - Two dangers are lurking . . .

The Tyranny of the Urgent

Something always needs to be done RIGHT NOW!

Sometimes called “putting out fires”



The Conspiracy of Interruption

Just when you get to the point of thinking you can do what you *want* to do –

Another urgent need for action appears in your path!

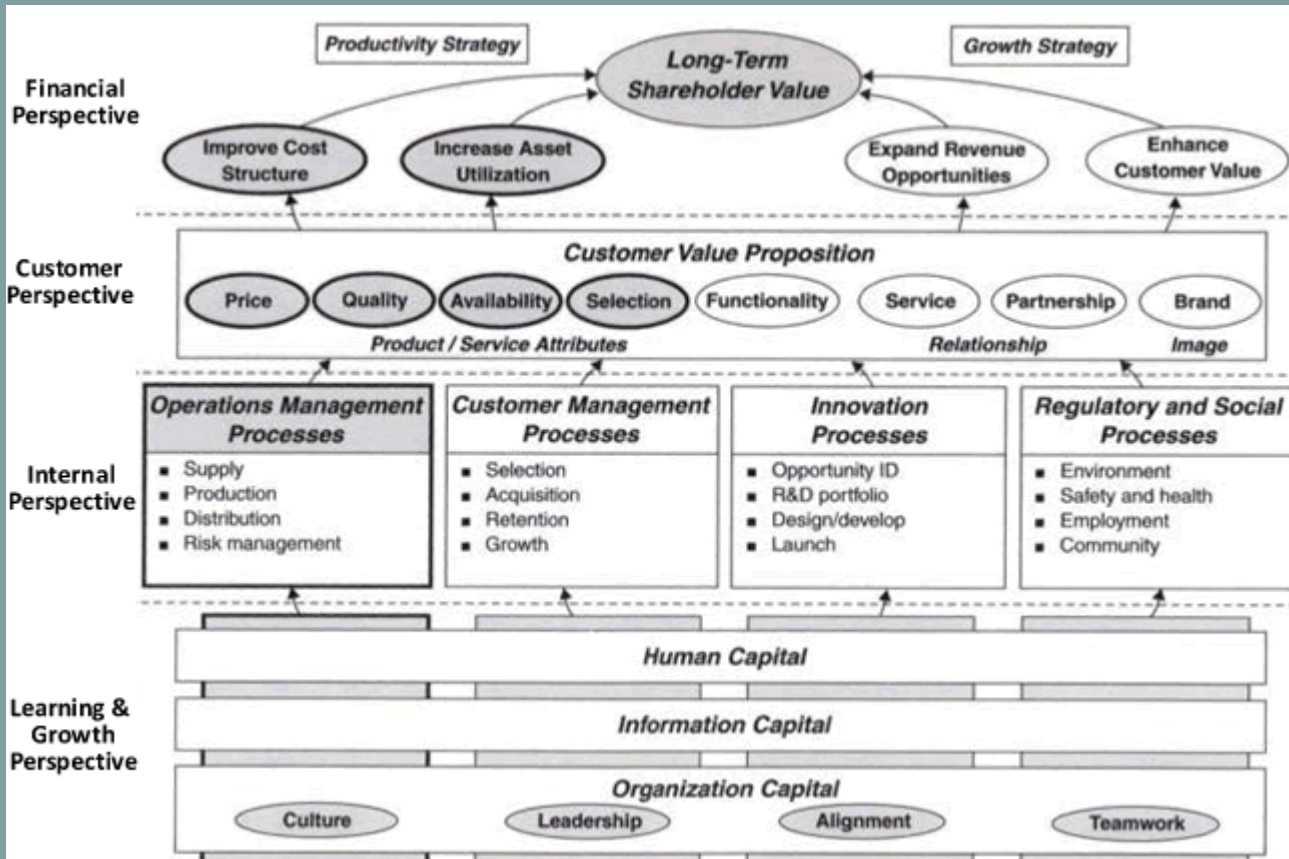


Strategy is needed

Graphic representations are often of games
(chess, poker)

Other graphic representations are highly technical
and jargon filled (engineers appear to love these!)



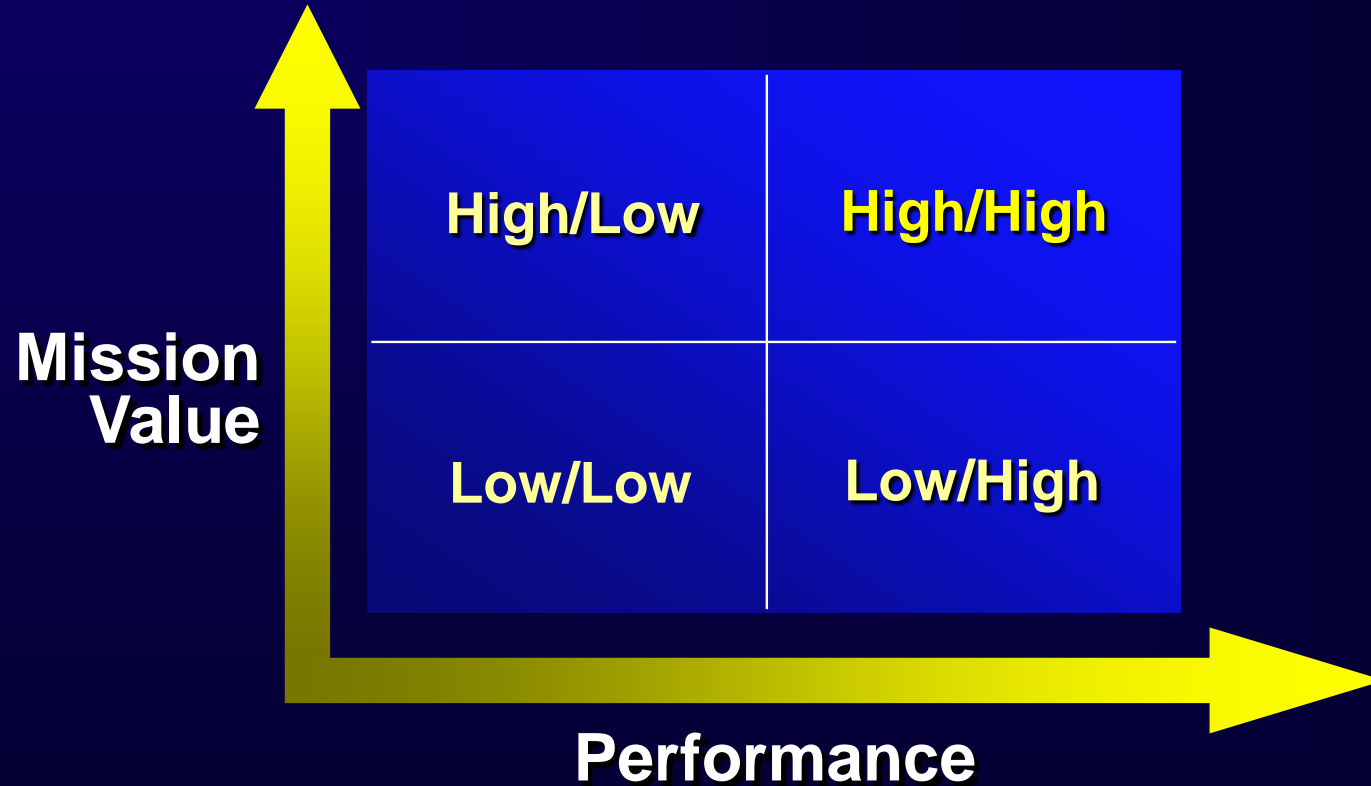


From: Strategy Maps: Converting Intangible Assets Into Tangible Outcomes by Robert S. Kaplan, David P. Norton - 2004

Exercise

1. For the next 2-3 minutes, think about *your* commitment (in the professional environment) to something *bigger than yourself*.
2. Write down the something.
3. Try to remember when you first made that commitment. Was it conscious/intentional?
4. Assess the degree to which you believe you demonstrate that commitment in your day to day work.
5. Share this information with someone seated near you.

Program Assessment



PENNSSTATE



Milton S. Hershey Medical Center
College of Medicine

Strategic Abandonment

Peter Drucker is often associated with this concept

Process abandonment refers to understanding strategy as not only what we will do, but what we *won't do* or *what we won't do anymore . . .*

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Sources:

Celebrating the Peter F. Drucker Centennial. Leader to Leader. Special Issue, Winter 2010.

-Peter F. Drucker, *On The Profession of Management* (Boston, MA, Harvard Business School Press, 1998).

-Peter F. Drucker, *Managing in a Time of Great Change* (New York, NY, Dutton, 1995).

Interactive Planning and Idealized Design

Reactive planning is bottom-up planning that consists of identifying deficiencies in an organization's performance and removes or reduces them

Pre-active planning is top-down prediction and preparation *for* the future, not planning the future itself

Interactive planning is directed at *creating* the future

Ackoff RL. A Brief Guide to Interactive Planning and Idealized Design.
<http://www.ida.liu.se/~steho/und/htdd01/AckoffGuidetoIdealizedRedesign.pdf>

8 steps to transform organizations*

1. Create sense of urgency
2. Recruit/appoint a guiding coalition
3. Articulate a compelling vision
4. Communicate the vision
5. Empower others to enact the vision
6. Create short term wins
7. Consolidate improvements
8. Incorporate new approaches into the organizational culture

*Kotter JP. Leading Change. Harvard Business Press, 1996.

7 steps for getting change right*

1. Communicate it so people get it and spread it
2. Energize your most valuable players
3. Understand the territory of change
4. Accelerate change through communities that perform
5. Generate dramatic surges in progress
6. Break through logjams
7. WorkLifeSuccess to sustain high performance in the midst of change

*Kahan S. Getting change right. Jossey-Bass, 2010.