

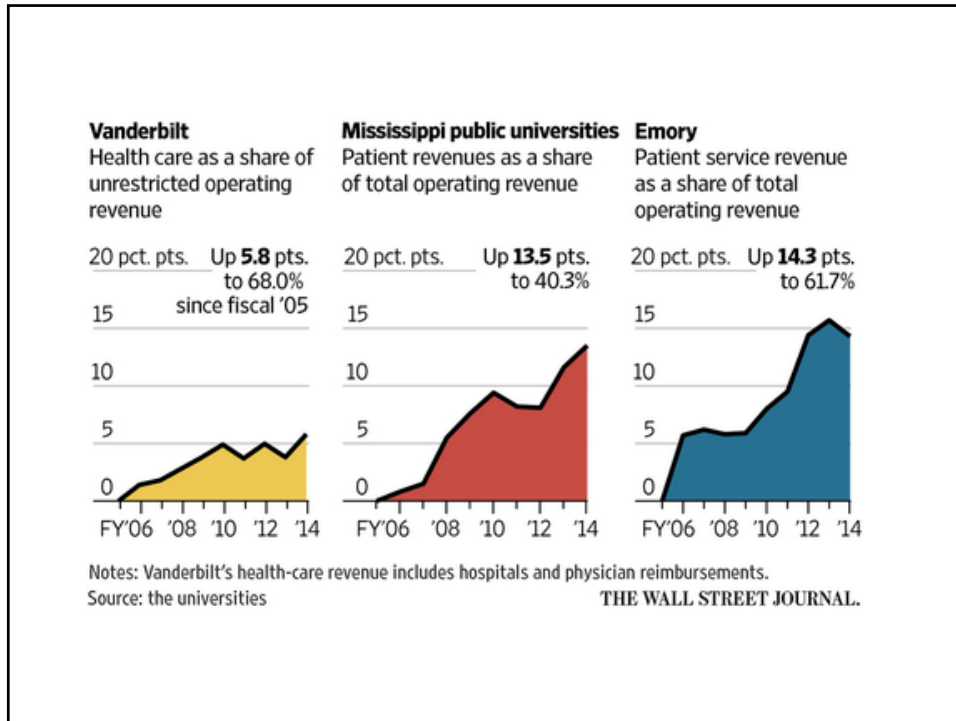
Aligning Missions to Advance Academic GIM

Katrina Armstrong, MD
Physician in Chief, MGH

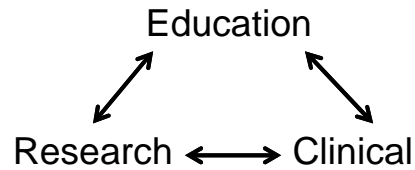
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Mission Alignment over Time

- Flexner Report and emergence of mission integration
- External and internal forces driving mission segregation since the mid 20th century
- “Success” of the 80-20 model encouraging a 100-0 model



Why Align Missions?



- Build community and morale
- Foster innovation
- Build leadership

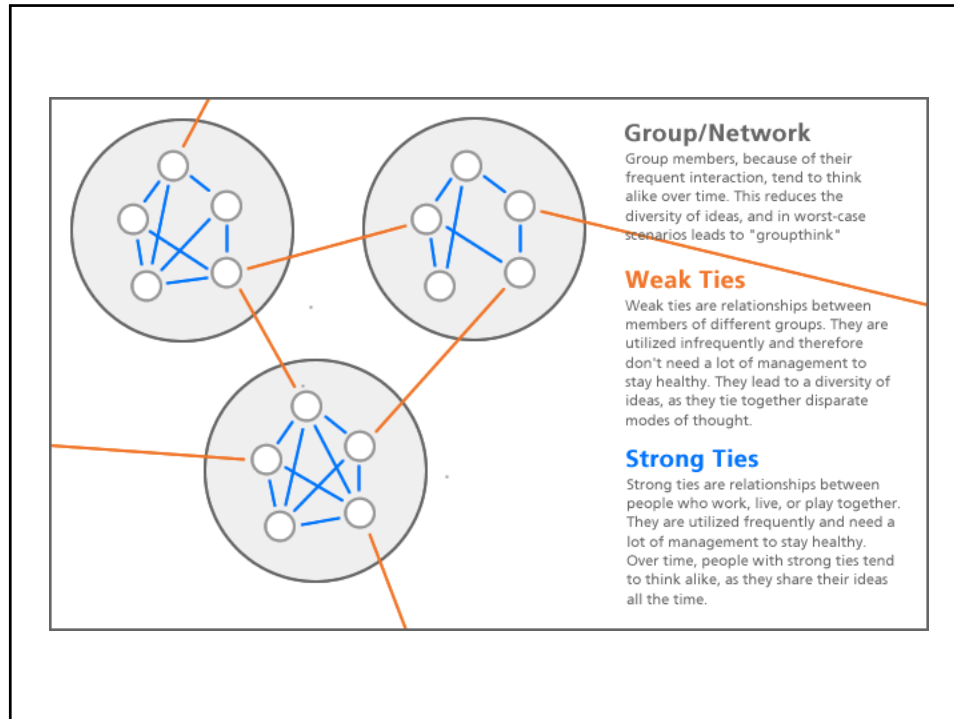
The Strength of Weak Ties¹

Mark S. Granovetter
Johns Hopkins University

Analysis of social networks is suggested as a tool for linking micro and macro levels of sociological theory. The procedure is illustrated by elaboration of the macro implications of one aspect of small-scale interaction: the strength of dyadic ties. It is argued that the degree of overlap of two individuals' friendship networks varies directly with the strength of their tie to one another. The impact of this principle on diffusion of influence and information, mobility opportunity, and community organization is explored. Stress is laid on the cohesive power of weak ties. Most network models deal, implicitly, with strong ties, thus confining their applicability to small, well-defined groups. Emphasis on weak ties lends itself to discussion of relations *between* groups and to analysis of segments of social structure not easily defined in terms of primary groups.

A fundamental weakness of current sociological theory is that it does not relate micro-level interactions to macro-level patterns in any convincing way. Large-scale statistical, as well as qualitative, studies offer a good deal of insight into such macro phenomena as social mobility, community organization, and political structure. At the micro level, a large and increasing body of data and theory offers useful and illuminating ideas about what transpires within the confines of the small group. But how interaction in small groups aggregates to form large-scale patterns eludes us in most cases.

I will argue, in this paper, that the analysis of processes in interpersonal networks provides the most fruitful micro-macro bridge. In one way or another, it is through these networks that small-scale interaction becomes



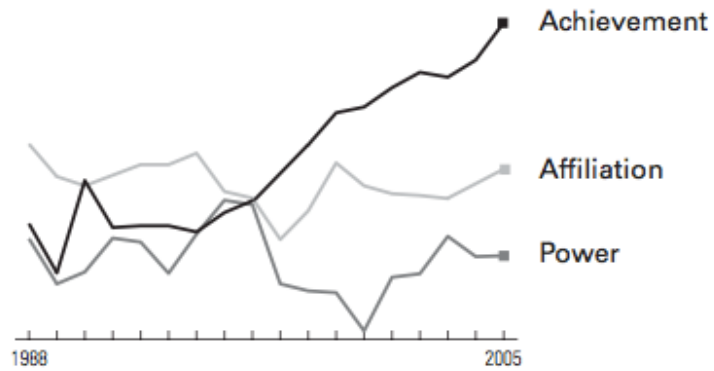
Build Leadership

Three types of internal motivation

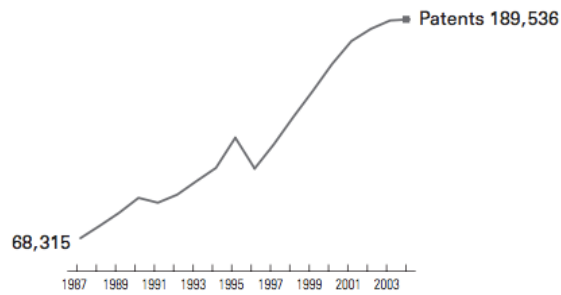
- Achievement
- Affiliation
- Power (influence)
 - Personal
 - Social

McClelland, David C. Human motivation. 1987.

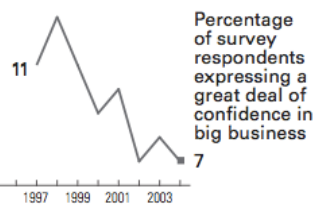
Change in Motivation over Time



Spreier S, Fontaine M, Malloy R. HBR June 2006



Source: U.S. Patent and Trademark Office

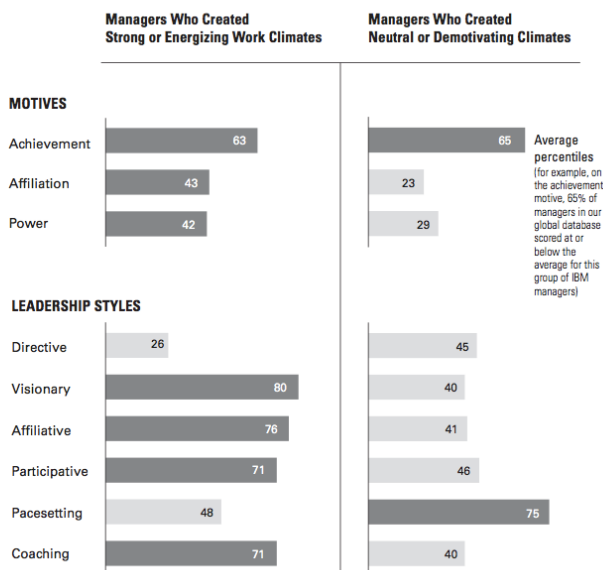


Source: Roper Center for Public Opinion Research, University of Connecticut

Profiles of Successful Leaders

When we studied 21 senior managers at IBM, we found that 11 of them created strong or energizing work climates. These leaders were driven primarily by the desire to achieve, but they were also driven more by the need for affiliation and power than the other executives, who created neutral or demotivating climates.

Moreover, the 11 managers employed at least four of the six leadership styles described in this article, using each when appropriate to the circumstances. IBM has incorporated these leaders' behaviors into a new competency model.



Challenge for Academic Medicine

- Emphasized achievement in a single mission in order to maximize (and measure) individual success
- But promoting affiliation and social influence is key for effective leadership

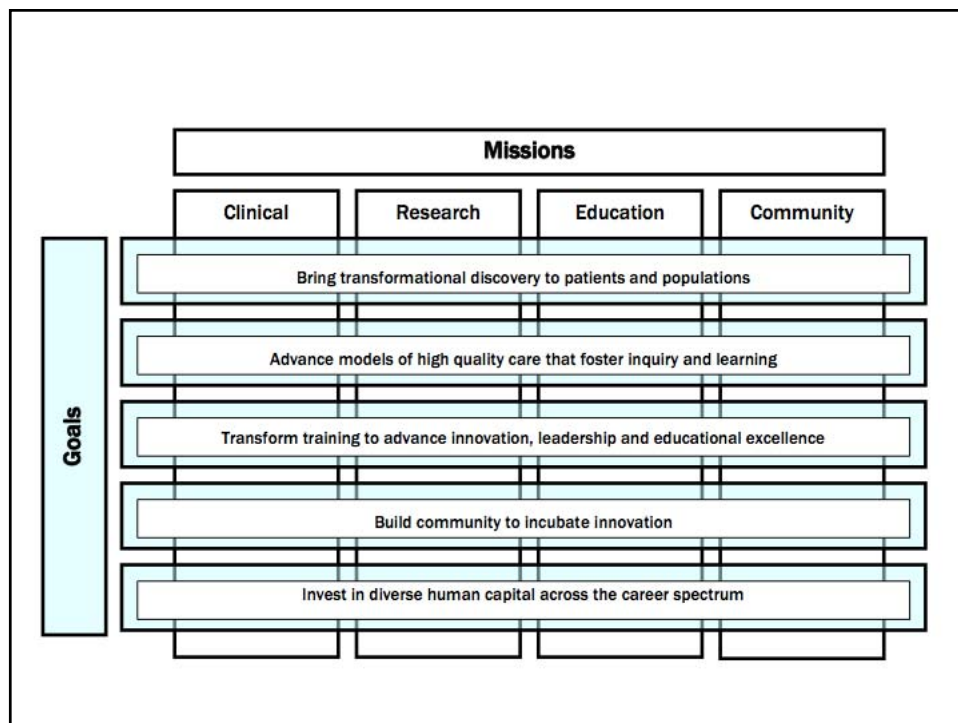
How Could You Align Missions?

- Build community and morale
- Foster innovation
- Build leadership

- Imagine you are given \$250,000 by a donor. What are three experiments you might try?
- What if it was a million dollars?

Examples of Experiments

- Individual faculty:
 - Support clinicians to engage in scholarship and education
 - Maintain clinical practice for research faculty
- Division
 - Encourage cross fertilization between faculty on educational or clinical programs
 - Incentivize inclusion of clinical faculty in grants
 - Develop trans-mission programs



Examples of Experiments

- System
 - Space planning
 - Infrastructure support
 - Innovation centers
 - Health system leadership

“Not everything we count, counts. Not everything that counts can be counted.”

25 November 1967

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Papers and Originals

Medical Science: Master or Servant?*

Lord PLATT, M.D., M.SC., F.R.C.P.

Brit. med. J., 1967, **4**, 439-444

Hilliard, Jason. Attributed to Dr. Stephen Ross in "The Current and Potential Use of Course Examinations" JAMA 1966