

# Personal Mission Statement

*“I hope to inspire my children,  
family and friends by leading a  
life of integrity and making a  
meaningful difference in the lives  
of others”*

# Personal Growth

*“ I don't think much of a person who  
is not wiser today than they were  
yesterday ”*

Abraham Lincoln

# Personal Growth

## *Kaizen or Six Sigma*

- Kaizen – Japanese philosophy of continuous improvement
- Sigma – Greek symbol used in statistics to signify standard deviation

# Personal Growth

*“Talent is Overrated” Geoff Colvin*

- Enron – talent-driven hires (Harvard MBA)
- Enterprise – Affective domain related advancement

# Personal Achievement

## *Attributes*

- High Standards
  - “The quality of an individual is reflected in the standards they set for themselves” – Lincoln
- Seek and Embrace Challenges
  - “to succeed, find something to hold on to, something to motivate you, and something to inspire you” – unknown

# Personal Achievement

- Constantly demand better of yourself
  - “it’s what you learn after you know it all that counts” – Wooden
- Purposeful preparation and practice
  - “failing to prepare is preparing to fail”  
– Wooden

# Personal Achievement

- Leadership!
  - “Nearly all men can stand adversity, but if you want to test a person’s character, give him power” - Lincoln

# Passion!

*Allow your* **passion**

*to become your*

**purpose,**

*and it will one day become your*

**PROFESSION.**

--Gabrielle Bernstein



# People who accomplish great things.....

*More often combine a passion for a single mission with an unswerving dedication to achieving success, whatever the obstacles and however long it takes --- what psychologists call grit.*

**Duckworth, "Grit: Perseverance and Passion for Long-Term Goals," Jnl of Personality and Social Psychology, 92(6), 2000**

*The most successful partners/faculty members are almost neurotically driven to make lasting achievements in their areas*

Richard H. Gelberman, MD  
Chair, Dept of Orthopaedic Surgery

# Team Building

*“Making the transition from Me to We”*



# Team Building

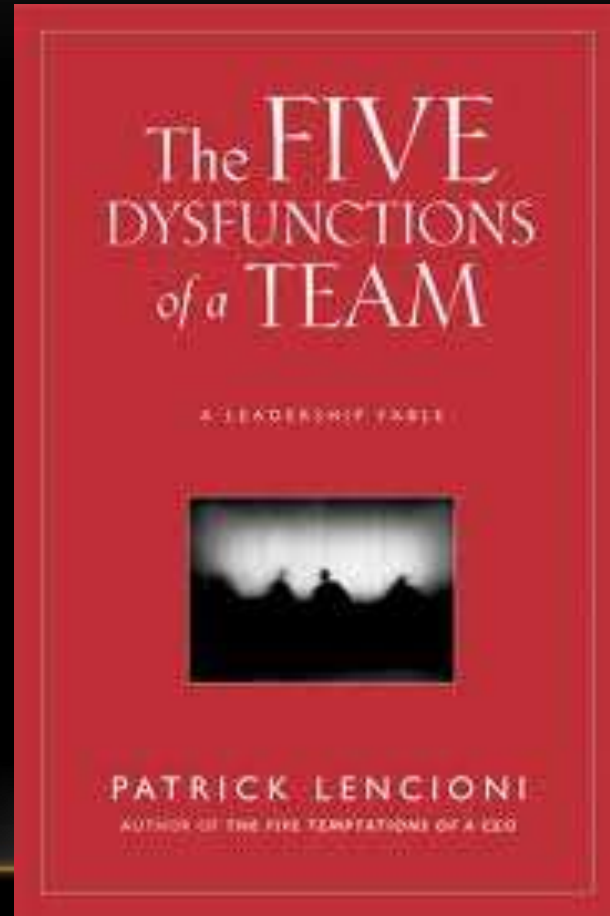
- Success as student and resident primarily dependant on individual accomplishments
- Success after training related much more to assembly of an effective team

# Team Building

## *Basics*

- Effective Leadership
  - Makes everyone around them better:  
inspires synergistic performance
- Selection of best people
  - Consider core values
  - Don't overemphasize talent/intelligence
  - Strongly consider compatibility

# BUILDING AN ACADEMIC TEAM



## The speech

“We have a more experienced and talented executive team than any of our competitors. We have more cash than they do. Thanks to Martin and his team, we have better core technology. And we have a more powerful board of directors. Yet in spite of all that we are behind two of our direct competitors in terms of both revenue and customer growth.”



*Ego and the desire for personal status become main motivators*

*Team members lower their standards*

*Ambiguity on goals and team targets*

*Artificial Harmony is Dominant*

*Team members strive to create an image of invulnerability*



# Absence of Conflict

## ▶ Peterson's observation

- » “Harmony is good if it comes as a result of cycling through conflict. If it is a result of people holding back their opinions and concerns then it is a bad thing.”

