Leadership in Medical Education
Future of the Health Professions Workforce

Introduction and Welcome
Module 1:
Lead at the Edge of Uncertainty

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Nothing is intractable.
Leadership in Medical Education
Leadership in Medical Education

Module 1: Lead at the Edge of Uncertainty
Leadership in Medical Education

Module 1: Lead at the Edge of Uncertainty

Module 2: Work Better Together
Leadership in Medical Education

Module 1: Lead at the Edge of Uncertainty

Module 2: Work Better Together

Module 3: Find the Fix that Fits
Leadership in Medical Education

Module 1: Lead at the Edge of Uncertainty
Module 2: Work Better Together
Module 3: Find the Fix that Fits
Module 4: Make the Good Better
Module 1:
Lead at the Edge of Uncertainty

► What is uncertainty in medical education?
  ▶ Challenges and opportunities
  ▶ Sticky Issues
► So what can we know, even in uncertainty?
  ▶ Complex Adaptive Systems
  ▶ Finite and Infinite Games
► Now what can you do to lead in uncertainty?
  ▶ Inquiry
  ▶ Adaptive Action
Module 1: What are your questions?
What is uncertainty in medical education?
Sticky Issue

- Challenges old assumptions
- Won’t stay solved for long
- Is too big to think of all at one time
- Has too many pieces to manage
- Involves massive interdependencies
- Has some aspect that is within your scope of influence
So what can we know, even in uncertainty?
Complex Adaptive System (CAS)
Complex Adaptive System (CAS)

- System-wide patterns emerge
- Agents interact
Complex Adaptive System (CAS)

System-wide patterns emerge

Agents interact

To influence future interactions
CAS Examples

► Team
► Culture
► Community
► Group decision
► Family
► Political party
► Faith community
► And . . .

What are the agents?
What are the interactions?
What are the patterns?
Your Adaptive Action

► What are the:
  ► Agents
  ► Interactions
  ► Connections

► So what are the tensions?
► Now what can you change to release the tension?
  ► Agents?
  ► Interactions?
  ► Connections?
<table>
<thead>
<tr>
<th>Finite Game</th>
<th>Infinite Game</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.jpg" alt="Finite Game Image" /></td>
<td><img src="image2.jpg" alt="Infinite Game Image" /></td>
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### Finite Game

<table>
<thead>
<tr>
<th>Feature</th>
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</thead>
<tbody>
<tr>
<td>Clear boundaries</td>
</tr>
<tr>
<td>Beginning and ending</td>
</tr>
<tr>
<td>Constant rules</td>
</tr>
<tr>
<td>Known opponents</td>
</tr>
<tr>
<td>Single measure of success</td>
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<tr>
<td>Provide expertise</td>
</tr>
<tr>
<td>Give the right answer</td>
</tr>
<tr>
<td>Purpose: WIN</td>
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Purpose: **WIN**
Finite Game Examples

► In leadership:
  ► Vision
  ► Outcome objectives
  ► Scorecards

► In medical education:
  ► Tests
  ► Performance criteria
  ► Simulations

► In medicine:
  ► Acute care
  ► Predictable, repeatable procedures
  ► Best practices

How do you play and win Finite Games?
Finite Game

- Clear boundaries
- Beginning and ending
- Constant rules
- Known opponents
- Single measure of success
- Clear expertise
- Purpose: WIN

Infinite Game
<table>
<thead>
<tr>
<th>Finite Game</th>
<th>Infinite Game</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear boundaries</td>
<td>None, or shifting, boundaries</td>
</tr>
<tr>
<td>Beginning and ending</td>
<td>Continuing</td>
</tr>
<tr>
<td>Constant rules</td>
<td>Changing rules</td>
</tr>
<tr>
<td>Known opponents</td>
<td>Everybody plays</td>
</tr>
<tr>
<td>Single measure of success</td>
<td>Multiple kinds of success</td>
</tr>
<tr>
<td>Provide expertise</td>
<td>Ask questions</td>
</tr>
<tr>
<td>Give the right answer</td>
<td>Find a fix that fits</td>
</tr>
<tr>
<td>Purpose: WIN</td>
<td>Purpose: Keep playing</td>
</tr>
</tbody>
</table>
Infinite Game Examples

► In leadership:
    Ethics
    Empathy
    Innovation

► In teaching and learning:
    Inquiry
    Relationship
    Clinical experience

► In medicine:
    Palliative care
    Interdisciplinary teams
    Patient experience

How do you play and win Infinite Games?
Now what can you do to lead in complexity?
Inquiry

- turn judgment into curiosity
- turn disagreement into shared exploration
- turn defensiveness into self-reflection
- turn assumptions into questions
Adaptive Action

- What are current patterns?
- What do you observe?
- What is the research?
- What . . .
So what are the effects of the conditions?
So what are the tensions?
So what is important?
So what options do we have?
So what does success look like now?
So what . . .
Now what will we do to shift the patterns?
Now what will we measure or communicate?
Now what . . .
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Lead at the Edge of Uncertainty

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  ➤ Challenges and opportunities
  ➤ Sticky Issues
► So what can we know, even in uncertainty?
  ➤ Complex Adaptive Systems
  ➤ Finite and Infinite Games
► Now what can you do to lead in uncertainty?
  ➤ Inquiry
  ➤ Adaptive Action
Your Health and Well Being

Feeling overwhelmed?
Take one **Adaptive Action** and call me in the morning!
Before we meet again . . .

► Complete your first Adaptive Action Experiment
► Engage in dialogue online
► Review others’ Experiments
► Read Module 2: Work Better Together
► Be in touch!