

From Medicine to McKinsey to Meaning:

Personal Reflections From an Ongoing Journey

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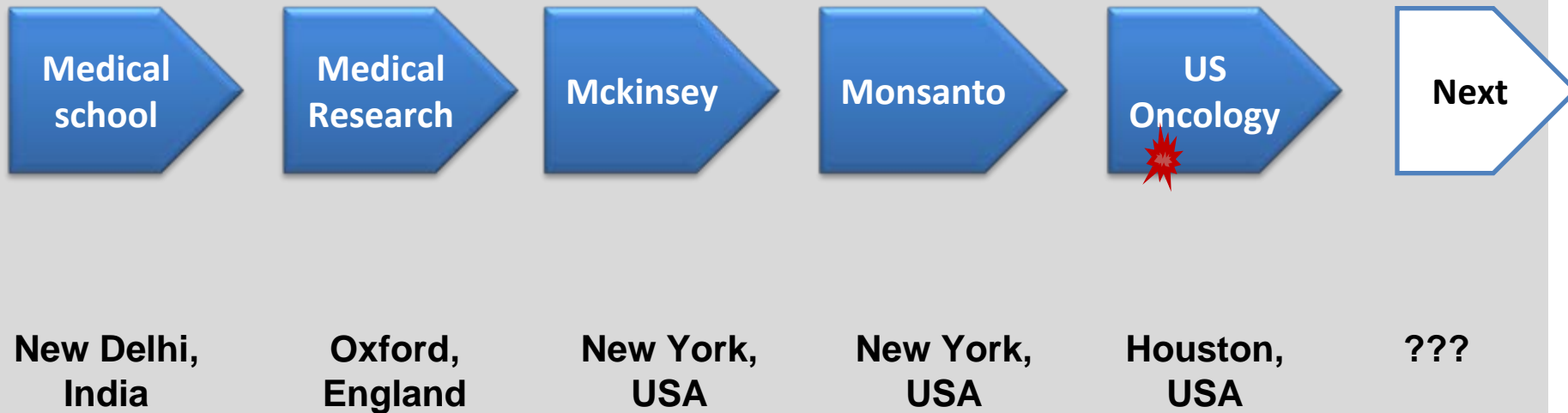
Key Questions

- What are the inner processes and practices of true leadership?
- What are the underlying Conditions and Experience of a positive state of health?

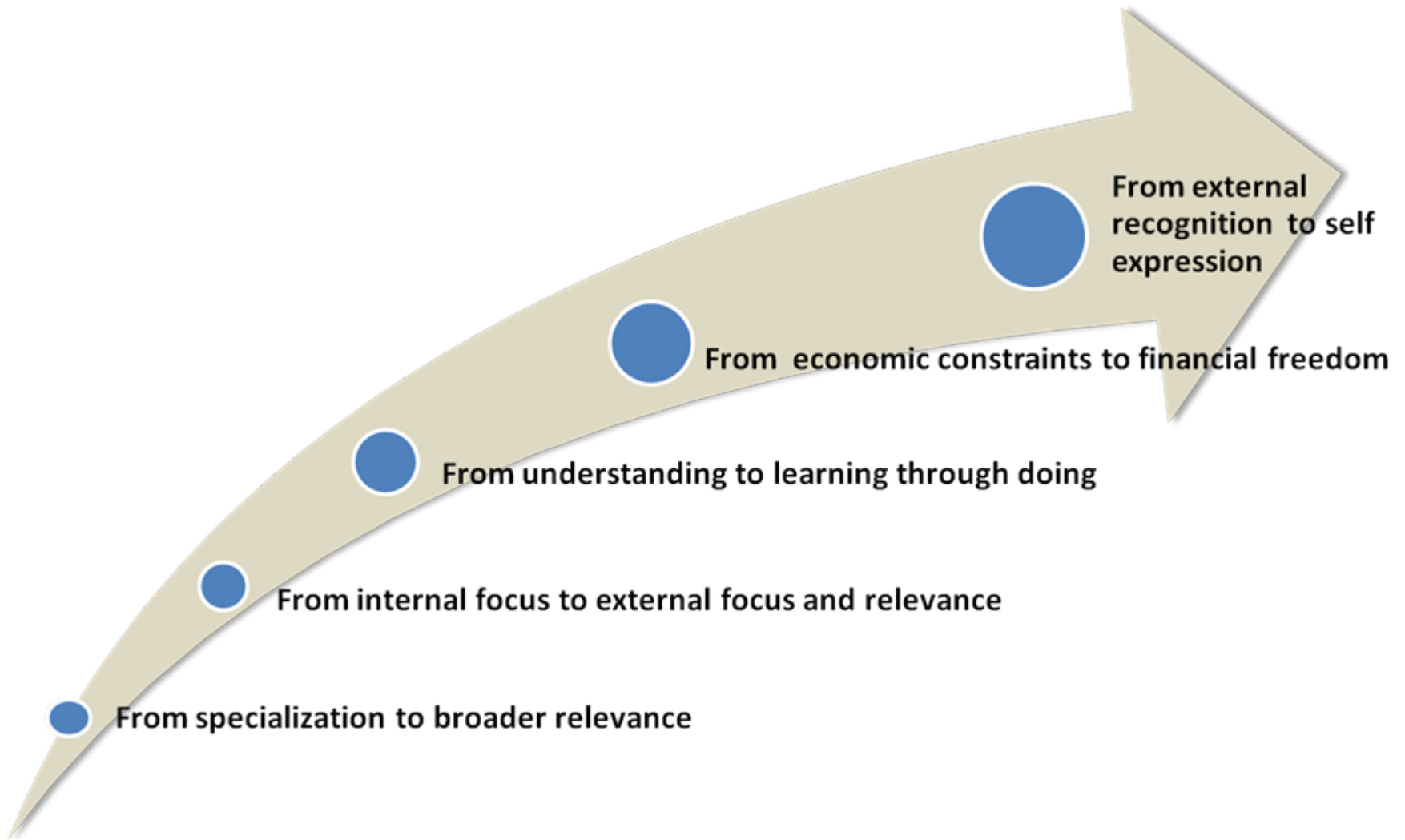
Life can only be understood backwards;
but it must be lived forwards

Soren Kierkegaard

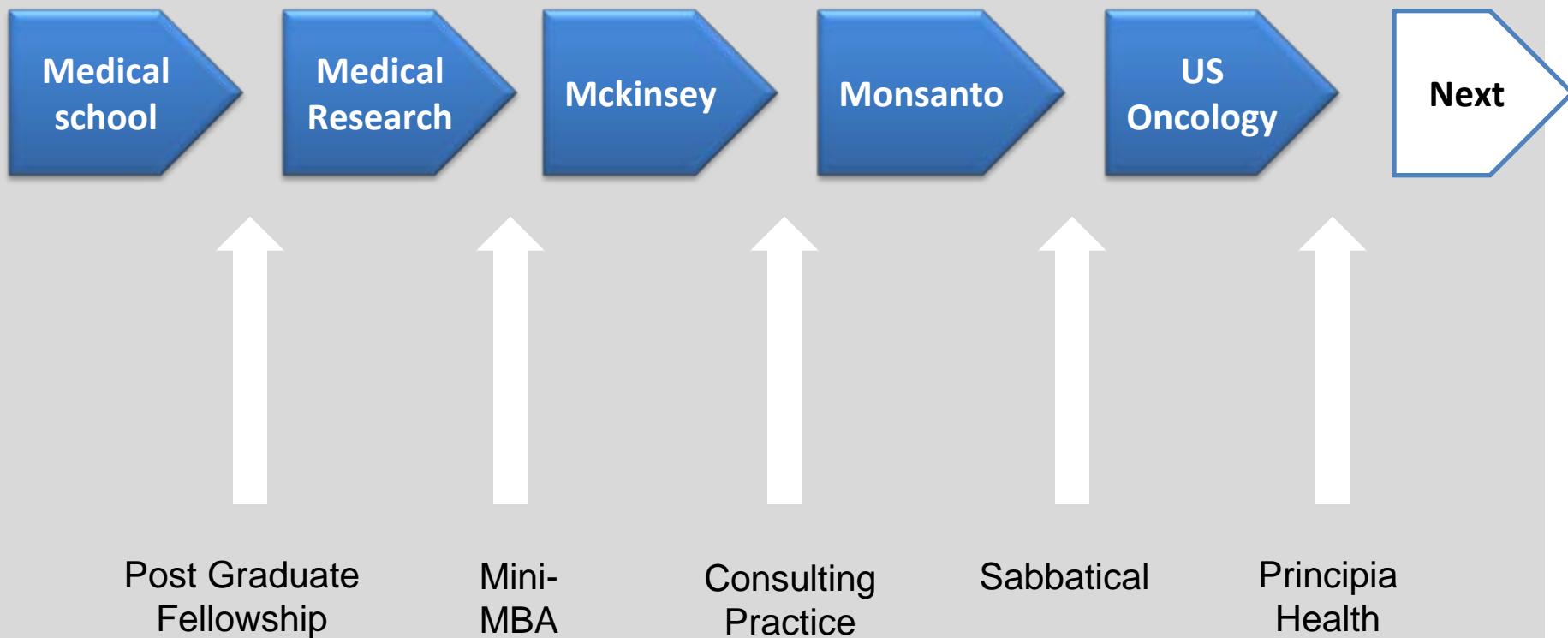
Evolution of a Career



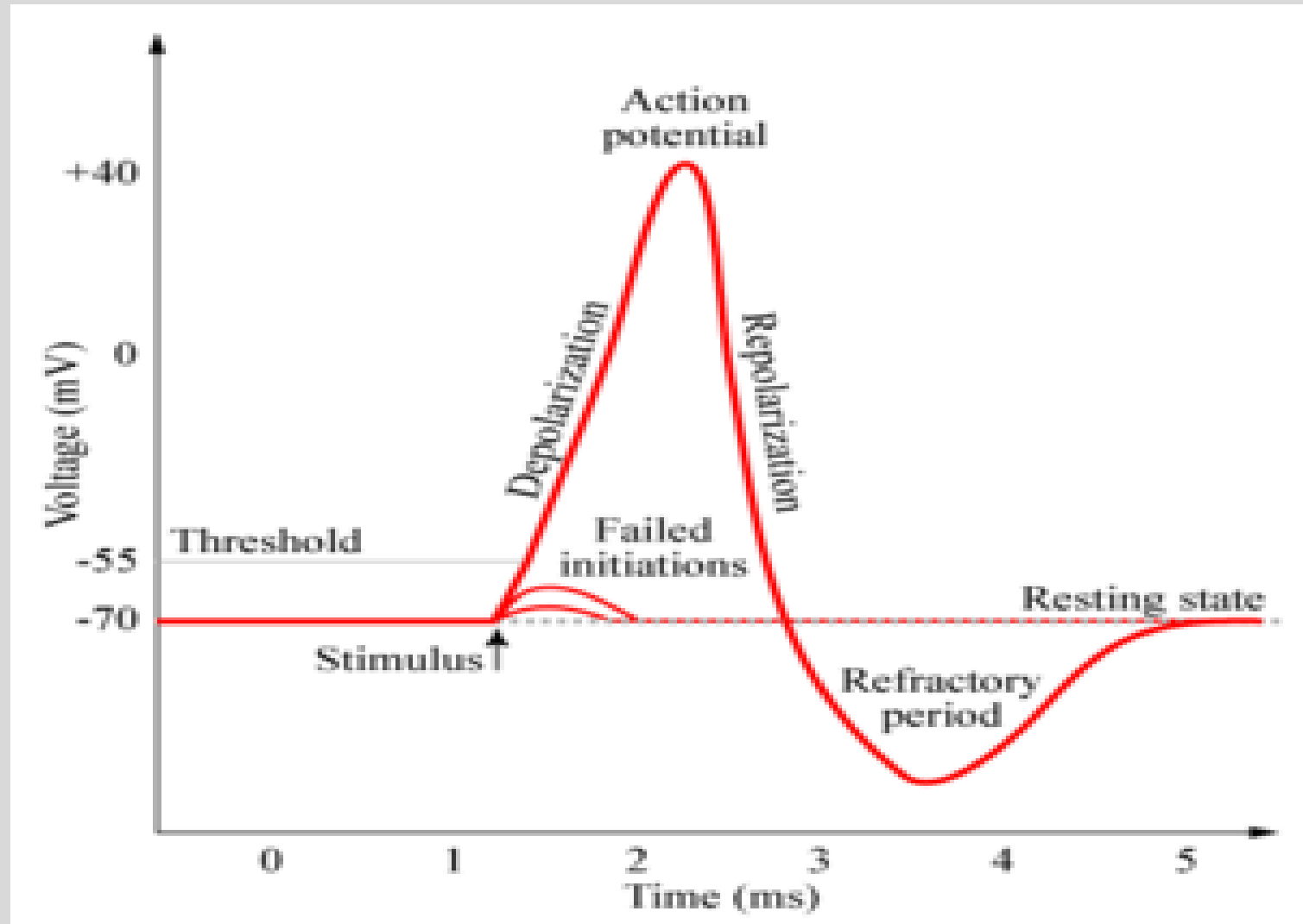
Trajectory of Leadership Development



“The Silence Between the Notes”



Action Potential in Human Biology



What Happens During the “Pauses”

Purpose:

- Clarify and reconnect with your personal vision
- Take care of your self – physically and mentally
- Connect with family and friends
- Integrate lessons learned
- Open yourself to new ideas and possibilities

Key practices:

- Journaling and writing
- Extensive reading
- Conversations with close family and friends
- Seminars and personal coaching
- Seeking out people I admire/respect
- Meditate

Leadership Questions I am Interested in?

- How does one retain clarity and alignment with his inner vision and values while in the midst of active professional work ?
- Independent of your particular job, how does one build a durable personal platform for purposeful self - expression?

Reflections on Healthcare

Balancing the Tensions in Healthcare Organizations

Whole person orientation



Specialization

Community focused



Individual focused

Behavior focused



Technology focused

Long term focused



Short term focused

Systems view



Local view

Autonomy (decentralization)



Control (centralization)

Proactive



Reactive

Reflection



Doing

What is Health ?

Health is defined as being "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity."

WHO 1948

Health is "a resource for everyday life, not the objective of living. Health is a positive concept emphasizing social and personal resources, as well as physical capacities."

WHO 1986

What is a Fundamental State of Positive Health?

Symptoms

- **Physical Energy**
- **Mental focus and attention**
- **Mental Clarity**
- **Emotional Balance**
- **Quality of core relationships**

Signs

- **Quality and type of Breath**
- **Physical stillness**
- **Quality of Listening**
- **Number and type of relationships**
- **Time audit of activities – self focused vs other focused**

Overlap of States of Leadership, Health and Personal Excellence



Tools and Practices of Positive Health and Leadership

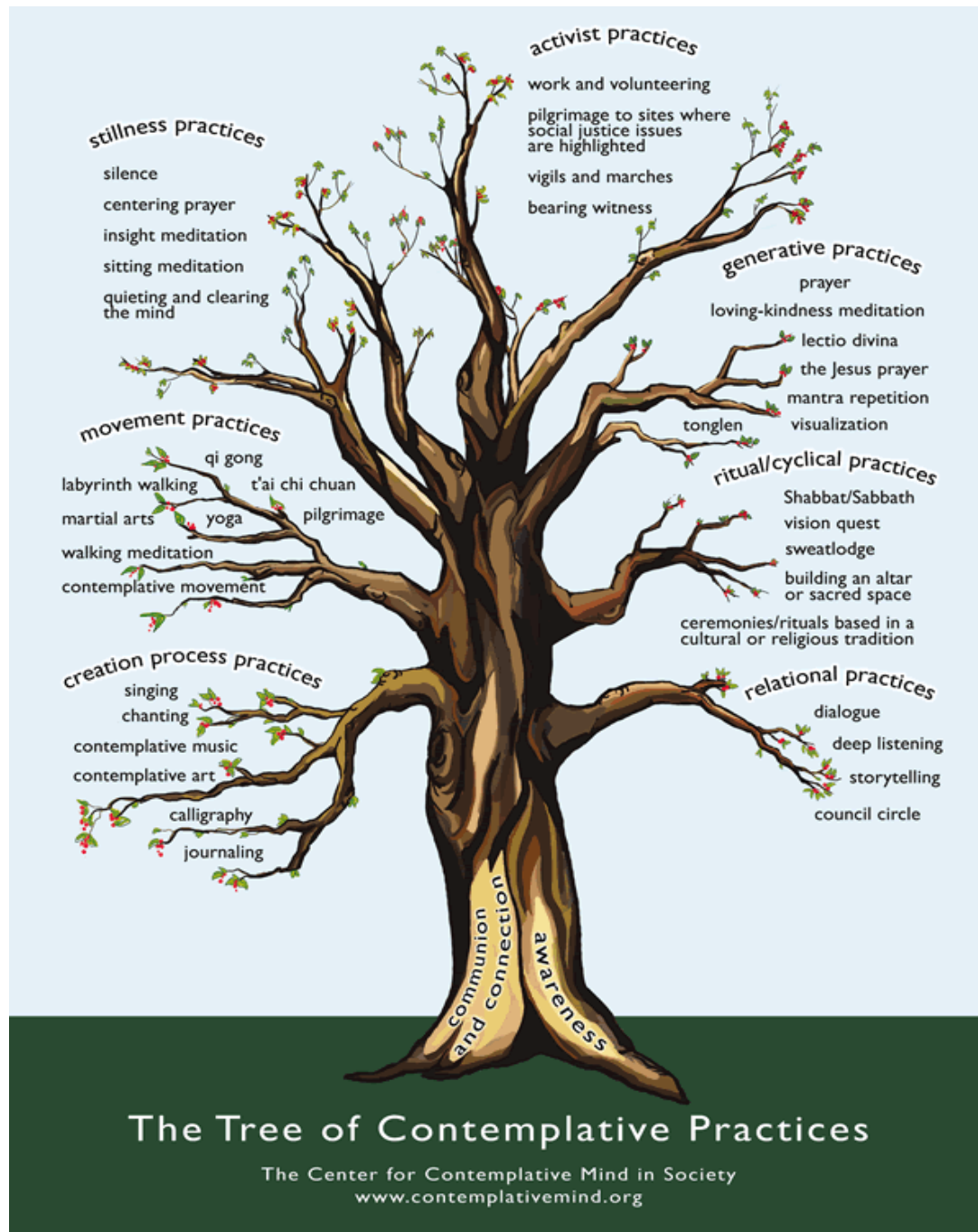
Personal Practices

- **Contemplative Practices**
- **Eating Rituals**
- **Journaling**
- **Mental Triggers**
- **Reading**
- **Exercise and Sport**

Group Practices

- **“Support” Group**
- **Reading Groups**
- **Service Groups**

Mindfulness and Self Awareness



The Tree of Contemplative Practices

The Center for Contemplative Mind in Society
www.contemplativemind.org

My Emerging Hypothesis

- There is a significant overlap in the skills and practices required to achieve fundamental states of Leadership, Personal Excellence and Positive Health
- We will have to broaden our focus on institutions, beyond the traditional healthcare organizations, to promote positive health
- Businesses organizations have many of the attributes that may make them as powerful platforms for promoting health
- Interdisciplinary leadership programs in Business Schools, such as POS, may have a powerful role in promoting good health in the society

Potential Areas for Collaboration

Develop leadership training programs that promote the development of leadership, personal excellence and positive health in:

- Business Organizations
- Schools
- Healthcare Organizations

Ithaca

As you set out for Ithaca
hope your road is a long one,
full of adventure, full of discovery.

Laistrygonians, Cyclops,
angry Poseidon - don't be afraid of them:
you'll never find things like that on your way
as long as you keep your thoughts raised high,
as long as a rare excitement
stirs your spirit and your body.

Laistrygonians, Cyclops,
wild Poseidon - you won't encounter them
unless you bring them along inside your soul,
unless your soul sets them up in front of you.

By K. Kavafis