As we move forward, we have a new mental model of what makes a Department of Surgery successful: A community where all individuals are given resources to flourish, promoting inclusion, new endeavors, and diversity of thought.

**What is a Mental Model & Why are They Important**
A mental model is a representation of something in the real world, using discrete concepts to help people understand that phenomenon. Mental models guide our behavior, often subconsciously. They can be used to help people understand common leadership challenges in a productive way, by reframing situations in an adaptive direction.

**Competing Values Model**
The Competing Values model describes four competing forces in an organization:
- Robust Results
- Collaborative Communities
- Strategic Structures
- Creative Change

**Fundamental State of Leadership**
This model describes leadership as a state that can be entered by anyone, rather than an innate trait of certain individuals.

Questions to transition from normal state to the Fundamental State of Leadership:
- What is the result I want to create?
- Am I internally directed?
- Am I other-focused?
- Am I externally open?

**Mental Models to Guide Behavior & Change Culture**
As we move forward, we have a new mental model of what makes a Department of Surgery successful:
A community where all individuals are given resources to flourish, promoting inclusion, new endeavors, and diversity of thought.

---

Joceline Vu, MD
Justin B. Dimick, MD, MPH
Department of Surgery
November 12th, 2018