

# Selecting Leaders

## *(In Whose Image?)*

### *The Dilemma:*

Currently, in the School of Medicine, many leaders are selected for their outstanding scientific reputation, recognizing that excellence in science and research are valued and essential components of a faculty appointment. These criteria provide leaders with professional credibility but do not guarantee visionary leadership or outstanding organizational management.

### *Discussion Questions:*

- What do we want/expect from our leaders in the School of Medicine? How does this vary in the basic or clinical science departments or programs?
- How does the priority we put on scientific vs. administrative talent in making leadership appointments impact the School of Medicine? If our priorities are not serving the School, why are we getting this wrong and what can be done about changing it?
- What would it take for scientists and faculty at an institution like Stanford to follow a leader who may not also be a great scientist?

