

WEBVTT

NOTE duration:"01:25:47"

NOTE recognizability:0.846

NOTE language:en-us

NOTE Confidence: 0.948991445

00:00:00.000 --> 00:00:00.710 You're welcome.

NOTE Confidence: 0.919696

00:00:03.660 --> 00:00:05.484 All right, ladies and gentlemen,

NOTE Confidence: 0.919696

00:00:05.484 --> 00:00:07.753 thank you all for your.

NOTE Confidence: 0.919696

00:00:07.753 --> 00:00:09.800 Attend your virtual attendance

NOTE Confidence: 0.903114562727273

00:00:10.020 --> 00:00:12.258 and to those who are in

NOTE Confidence: 0.903114562727273

00:00:12.258 --> 00:00:14.290 person in the room here.

NOTE Confidence: 0.903114562727273

00:00:14.290 --> 00:00:16.320 This is the my name's Jack Hughes.

NOTE Confidence: 0.903114562727273

00:00:16.320 --> 00:00:18.622 I'm an associate director along with

NOTE Confidence: 0.903114562727273

00:00:18.622 --> 00:00:20.995 Doctor Sarah Hull for the program

NOTE Confidence: 0.903114562727273

00:00:20.995 --> 00:00:23.302 of program for Biomedical Ethics,

NOTE Confidence: 0.903114562727273

00:00:23.302 --> 00:00:26.751 which is headed by Doctor Mark Mercurio

NOTE Confidence: 0.903114562727273

00:00:26.751 --> 00:00:29.240 who is here also just to remind

NOTE Confidence: 0.903114562727273

00:00:29.240 --> 00:00:32.236 you that we have sessions at least

NOTE Confidence: 0.903114562727273

00:00:32.236 --> 00:00:33.910 once and sometimes twice a month.
NOTE Confidence: 0.903114562727273

00:00:33.910 --> 00:00:37.423 Our next session will be Doctor
NOTE Confidence: 0.903114562727273

00:00:37.423 --> 00:00:40.718 Sarah Hall who is here today.
NOTE Confidence: 0.903114562727273

00:00:40.720 --> 00:00:45.510 And that will be in two weeks.
NOTE Confidence: 0.903114562727273

00:00:45.510 --> 00:00:47.379 June 8th OK.
NOTE Confidence: 0.953506525

00:00:49.690 --> 00:00:53.950 Today we are privileged to have.
NOTE Confidence: 0.953506525

00:00:53.950 --> 00:00:58.254 Mark, excuse me David Berg who is an
NOTE Confidence: 0.953506525

00:00:58.254 --> 00:01:01.750 organizational psychologist he has.
NOTE Confidence: 0.953506525

00:01:01.750 --> 00:01:05.418 He is a former professor at the at the
NOTE Confidence: 0.953506525

00:01:05.418 --> 00:01:07.488 School of Organization and Management.
NOTE Confidence: 0.953506525

00:01:07.490 --> 00:01:11.741 He is has been a consultant and
NOTE Confidence: 0.953506525

00:01:11.741 --> 00:01:15.887 he is interested in Group and
NOTE Confidence: 0.953506525

00:01:15.887 --> 00:01:18.860 organizational dynamics. He is.
NOTE Confidence: 0.953506525

00:01:18.860 --> 00:01:23.680 He is currently a clinical professor
NOTE Confidence: 0.953506525

00:01:23.680 --> 00:01:25.160 in the Department of Psychiatry.
NOTE Confidence: 0.953506525

00:01:25.160 --> 00:01:28.492 He's won several teaching awards

NOTE Confidence: 0.953506525

00:01:28.492 --> 00:01:32.359 and he is quite well known

NOTE Confidence: 0.953506525

00:01:32.359 --> 00:01:34.078 among undergraduate students,

NOTE Confidence: 0.953506525

00:01:34.080 --> 00:01:37.168 medical students, medical residents,

NOTE Confidence: 0.953506525

00:01:37.168 --> 00:01:39.662 psychiatry, residents, and faculty.

NOTE Confidence: 0.953506525

00:01:39.662 --> 00:01:47.030 He is a facile lecturer and has.

NOTE Confidence: 0.953506525

00:01:47.030 --> 00:01:48.340 Made us all very appreciative

NOTE Confidence: 0.953506525

00:01:48.340 --> 00:01:50.270 that he is joining us here today.

NOTE Confidence: 0.953506525

00:01:50.270 --> 00:01:54.578 He's going to talk about the.

NOTE Confidence: 0.953506525

00:01:54.580 --> 00:01:58.055 Ethical challenges of organs of

NOTE Confidence: 0.953506525

00:01:58.055 --> 00:02:02.070 organizations to right sorry.

NOTE Confidence: 0.953506525

00:02:02.070 --> 00:02:05.940 So our plan is for Professor

NOTE Confidence: 0.953506525

00:02:05.940 --> 00:02:09.010 Berg to speak for a few moments.

NOTE Confidence: 0.953506525

00:02:09.010 --> 00:02:11.747 If at any point you have questions,

NOTE Confidence: 0.953506525

00:02:11.750 --> 00:02:15.764 please send them to the chat or the no

NOTE Confidence: 0.953506525

00:02:15.764 --> 00:02:19.310 excuse me to the Q&A Q&A
and we will

NOTE Confidence: 0.953506525

00:02:19.310 --> 00:02:22.190 feed those questions to Professor Berg.

NOTE Confidence: 0.953506525

00:02:22.190 --> 00:02:25.058 He will also be asking questions

NOTE Confidence: 0.953506525

00:02:25.058 --> 00:02:28.730 to which we hope you will respond.

NOTE Confidence: 0.953506525

00:02:28.730 --> 00:02:31.047 David, anything else you want to add.

NOTE Confidence: 0.953506525

00:02:31.050 --> 00:02:32.828 He will not be wearing a mask,

NOTE Confidence: 0.953506525

00:02:32.830 --> 00:02:35.476 I assume because he's going to be

NOTE Confidence: 0.953506525

00:02:35.476 --> 00:02:37.707 safely distanced from the rest of us.

NOTE Confidence: 0.953506525

00:02:37.710 --> 00:02:40.620 So thank you, Jack. Thank you very much.

NOTE Confidence: 0.87846389

00:02:40.730 --> 00:02:43.550 I'm going to talk to the people in the room.

NOTE Confidence: 0.87846389

00:02:43.550 --> 00:02:45.320 Those of you who are watching.

NOTE Confidence: 0.87846389

00:02:45.320 --> 00:02:48.128 I hope this will work for you as well.

NOTE Confidence: 0.87846389

00:02:48.130 --> 00:02:49.810 But talking to people I can't

NOTE Confidence: 0.87846389

00:02:49.810 --> 00:02:52.282 see is is a challenge that I'm

NOTE Confidence: 0.87846389

00:02:52.282 --> 00:02:53.988 really not up for at the moment.

NOTE Confidence: 0.87846389

00:02:53.990 --> 00:02:55.727 So I'll talk to the people in the room.

NOTE Confidence: 0.87846389

00:02:55.730 --> 00:02:57.090 I'm glad to be here,
NOTE Confidence: 0.87846389

00:02:57.090 --> 00:02:58.690 especially given that I'm not.
NOTE Confidence: 0.87846389

00:02:58.690 --> 00:03:00.568 On a physician,
NOTE Confidence: 0.87846389

00:03:00.568 --> 00:03:03.698 I'm not a professional ethicist.
NOTE Confidence: 0.87846389

00:03:03.700 --> 00:03:06.004 I'm an organizational psychologist
NOTE Confidence: 0.87846389

00:03:06.004 --> 00:03:08.796 and what I'd like to try to do is
NOTE Confidence: 0.87846389

00:03:08.796 --> 00:03:11.488 talk a little bit about how what
NOTE Confidence: 0.87846389

00:03:11.488 --> 00:03:15.044 I see as the normal aspects of
NOTE Confidence: 0.87846389

00:03:15.044 --> 00:03:17.516 organizational life that create
NOTE Confidence: 0.87846389

00:03:17.516 --> 00:03:20.228 challenges for ethical practice.
NOTE Confidence: 0.87846389

00:03:20.230 --> 00:03:21.106 Before I start,
NOTE Confidence: 0.87846389

00:03:21.106 --> 00:03:22.858 I'm going to ask this people
NOTE Confidence: 0.87846389

00:03:22.858 --> 00:03:24.797 in the room if there's anything
NOTE Confidence: 0.87846389

00:03:24.797 --> 00:03:26.682 they want to know about me,
NOTE Confidence: 0.87846389

00:03:26.682 --> 00:03:28.824 or because we don't have a relationship
NOTE Confidence: 0.87846389

00:03:28.824 --> 00:03:31.062 here and we're about to do some

NOTE Confidence: 0.87846389

00:03:31.062 --> 00:03:32.310 work without a relationship,

NOTE Confidence: 0.87846389

00:03:32.310 --> 00:03:34.170 and that that sort of violates

NOTE Confidence: 0.87846389

00:03:34.170 --> 00:03:36.317 the core tenant of mine that has

NOTE Confidence: 0.87846389

00:03:36.317 --> 00:03:38.270 to do with how work gets done,

NOTE Confidence: 0.87846389

00:03:38.270 --> 00:03:40.734 but if anything you want to know or

NOTE Confidence: 0.87846389

00:03:40.734 --> 00:03:43.480 anything you want to tell me about this this.

NOTE Confidence: 0.87846389

00:03:43.480 --> 00:03:44.140 This seminar,

NOTE Confidence: 0.87846389

00:03:44.140 --> 00:03:46.780 or this series that would help me get

NOTE Confidence: 0.87846389

00:03:46.849 --> 00:03:49.697 oriented to the process that would be great.

NOTE Confidence: 0.87846389

00:03:49.700 --> 00:03:51.919 Anybody wanna help me out here so

NOTE Confidence: 0.87846389

00:03:51.920 --> 00:03:53.962 we have honored guests come here

NOTE Confidence: 0.87846389

00:03:53.962 --> 00:03:56.196 and speak to us about their area of

NOTE Confidence: 0.87846389

00:03:56.196 --> 00:03:59.800 expertise and then we heard that but you,

NOTE Confidence: 0.76279445

00:03:59.810 --> 00:04:00.830 my friend, have license

NOTE Confidence: 0.76279445

00:04:00.830 --> 00:04:03.640 to say whatever you feel.

NOTE Confidence: 0.76279445

00:04:03.640 --> 00:04:04.610 He said on the subject
NOTE Confidence: 0.76279445

00:04:04.610 --> 00:04:05.890 we are very interested.
NOTE Confidence: 0.76279445

00:04:05.890 --> 00:04:07.546 Several of us in the programmer
NOTE Confidence: 0.76279445

00:04:07.550 --> 00:04:10.521 specifically in organizational ethics.
NOTE Confidence: 0.76279445

00:04:10.521 --> 00:04:11.930 Still, you're allowed,
NOTE Confidence: 0.76279445

00:04:11.930 --> 00:04:12.718 and you're certainly allowed
NOTE Confidence: 0.76279445

00:04:12.718 --> 00:04:13.900 to ask US questions and give
NOTE Confidence: 0.76279445

00:04:13.939 --> 00:04:14.765 us a bit of a hard time.
NOTE Confidence: 0.76279445

00:04:14.770 --> 00:04:15.439 By all means.
NOTE Confidence: 0.821423506666667

00:04:15.490 --> 00:04:19.090 OK, I probably won't give you a hard time.
NOTE Confidence: 0.821423506666667

00:04:19.090 --> 00:04:21.820 I hope to stimulate the way
NOTE Confidence: 0.821423506666667

00:04:21.820 --> 00:04:23.838 you think about. And that song.
NOTE Confidence: 0.821423506666667

00:04:23.838 --> 00:04:25.806 OK, now you're telling me how
NOTE Confidence: 0.821423506666667

00:04:25.806 --> 00:04:27.464 this system works here, right?
NOTE Confidence: 0.821423506666667

00:04:27.464 --> 00:04:28.640 OK, I appreciate that.
NOTE Confidence: 0.818710023125

00:04:31.030 --> 00:04:34.254 Right exactly so let me what I have

NOTE Confidence: 0.818710023125

00:04:34.254 --> 00:04:37.485 here that you can't see which is OK,

NOTE Confidence: 0.818710023125

00:04:37.490 --> 00:04:39.794 is a rough, meandering outline for

NOTE Confidence: 0.818710023125

00:04:39.794 --> 00:04:42.849 my 35 or 40 minutes, and it starts

NOTE Confidence: 0.818710023125

00:04:42.849 --> 00:04:44.367 on the left with an introduction,

NOTE Confidence: 0.818710023125

00:04:44.370 --> 00:04:46.505 which we're sort of almost done with.

NOTE Confidence: 0.818710023125

00:04:46.510 --> 00:04:48.526 And then it goes to the general

NOTE Confidence: 0.818710023125

00:04:48.526 --> 00:04:49.830 topic of professional ethics,

NOTE Confidence: 0.818710023125

00:04:49.830 --> 00:04:51.090 and I'm going to tell you

NOTE Confidence: 0.818710023125

00:04:51.090 --> 00:04:52.509 what I mean by that term,

NOTE Confidence: 0.818710023125

00:04:52.510 --> 00:04:54.190 which I assume means something

NOTE Confidence: 0.818710023125

00:04:54.190 --> 00:04:55.870 very different to everybody who

NOTE Confidence: 0.818710023125

00:04:55.924 --> 00:04:57.906 is a regular attendant of this of

NOTE Confidence: 0.818710023125

00:04:57.906 --> 00:04:59.686 this program and this seminar.

NOTE Confidence: 0.818710023125

00:04:59.690 --> 00:05:00.690 But just so you know.

NOTE Confidence: 0.818710023125

00:05:00.690 --> 00:05:02.783 Where I'm coming from then I'll move

NOTE Confidence: 0.818710023125

00:05:02.783 --> 00:05:05.757 to a brief discussion of what I mean
NOTE Confidence: 0.818710023125

00:05:05.757 --> 00:05:07.762 by an organization for organizations.
NOTE Confidence: 0.818710023125

00:05:07.770 --> 00:05:09.840 And then the specific subtext
NOTE Confidence: 0.818710023125

00:05:09.840 --> 00:05:13.041 category of that which is the general
NOTE Confidence: 0.818710023125

00:05:13.041 --> 00:05:15.149 topic of intergroup relations.
NOTE Confidence: 0.818710023125

00:05:15.150 --> 00:05:16.774 And from that I'll go to something
NOTE Confidence: 0.818710023125

00:05:16.774 --> 00:05:18.755 that I've set up here is called
NOTE Confidence: 0.818710023125

00:05:18.755 --> 00:05:19.369 worldly philosopher.
NOTE Confidence: 0.818710023125

00:05:19.370 --> 00:05:21.306 I want to talk about a guy named
NOTE Confidence: 0.818710023125

00:05:21.306 --> 00:05:23.510 Albert Hirschman, who is an economist.
NOTE Confidence: 0.818710023125

00:05:23.510 --> 00:05:26.770 I don't like economists, so this is a real.
NOTE Confidence: 0.818710023125

00:05:26.770 --> 00:05:28.744 This is a testimony to Albert Hirschman
NOTE Confidence: 0.818710023125

00:05:28.744 --> 00:05:30.895 that I'm going to talk about Albert
NOTE Confidence: 0.818710023125

00:05:30.895 --> 00:05:33.905 Hirschman and and then if we have time,
NOTE Confidence: 0.818710023125

00:05:33.910 --> 00:05:36.124 I'll I'll talk briefly and make
NOTE Confidence: 0.818710023125

00:05:36.124 --> 00:05:38.260 reference to the to concept.

NOTE Confidence: 0.818710023125
00:05:38.260 --> 00:05:41.410 Of descent in organizations and
NOTE Confidence: 0.818710023125
00:05:41.410 --> 00:05:43.930 it's rolling ethical behavior.
NOTE Confidence: 0.818710023125
00:05:43.930 --> 00:05:48.536 OK. Ready OK? So far so good.
NOTE Confidence: 0.818710023125
00:05:48.540 --> 00:05:49.051 OK,
NOTE Confidence: 0.818710023125
00:05:49.051 --> 00:05:50.073 professional ethics.
NOTE Confidence: 0.818710023125
00:05:50.073 --> 00:05:52.628 I'm going to define professional
NOTE Confidence: 0.818710023125
00:05:52.628 --> 00:05:55.724 ethics for the purposes of of of
NOTE Confidence: 0.818710023125
00:05:55.724 --> 00:05:58.257 today's talk in conversation as the
NOTE Confidence: 0.818710023125
00:05:58.257 --> 00:06:00.552 guiding moral and practical standards
NOTE Confidence: 0.818710023125
00:06:00.552 --> 00:06:03.270 to which members of a profession
NOTE Confidence: 0.818710023125
00:06:03.270 --> 00:06:04.590 hold themselves accountable.
NOTE Confidence: 0.876058477647059
00:06:06.870 --> 00:06:08.870 The guiding moral and practical
NOTE Confidence: 0.876058477647059
00:06:08.870 --> 00:06:11.765 standards to which members of the of
NOTE Confidence: 0.876058477647059
00:06:11.765 --> 00:06:13.825 a profession hold themselves account.
NOTE Confidence: 0.913211212
00:06:16.470 --> 00:06:18.590 The other thing I'm going to say about
NOTE Confidence: 0.913211212

00:06:18.590 --> 00:06:20.967 that is that I believe these standards,
NOTE Confidence: 0.913211212

00:06:20.970 --> 00:06:23.504 both the moral and the practical ones,
NOTE Confidence: 0.913211212

00:06:23.510 --> 00:06:24.858 are negotiated.
NOTE Confidence: 0.913211212

00:06:24.858 --> 00:06:26.880 They're always negotiated.
NOTE Confidence: 0.913211212

00:06:26.880 --> 00:06:29.780 They're negotiated across time,
NOTE Confidence: 0.913211212

00:06:29.780 --> 00:06:32.088 across cultures, across people.
NOTE Confidence: 0.913211212

00:06:32.088 --> 00:06:34.662 So this is where we might
NOTE Confidence: 0.913211212

00:06:34.662 --> 00:06:36.730 have some conversation.
NOTE Confidence: 0.913211212

00:06:36.730 --> 00:06:40.114 I I take as axiomatic that moral and
NOTE Confidence: 0.913211212

00:06:40.114 --> 00:06:42.169 practical standards are negotiated.
NOTE Confidence: 0.913211212

00:06:42.170 --> 00:06:44.977 Now it's a leisure to see practical
NOTE Confidence: 0.913211212

00:06:44.977 --> 00:06:47.476 standards as negotiated since they are
NOTE Confidence: 0.913211212

00:06:47.476 --> 00:06:49.516 constantly revised with new knowledge
NOTE Confidence: 0.913211212

00:06:49.516 --> 00:06:52.506 or with new methods or new discoveries,
NOTE Confidence: 0.913211212

00:06:52.510 --> 00:06:54.448 it's sometimes a little harder to
NOTE Confidence: 0.913211212

00:06:54.448 --> 00:06:56.589 look at moral standards as negotiable,

NOTE Confidence: 0.913211212

00:06:56.590 --> 00:06:58.525 but that's my observation of

NOTE Confidence: 0.913211212

00:06:58.525 --> 00:07:00.460 human history and human culture,

NOTE Confidence: 0.913211212

00:07:00.460 --> 00:07:03.280 and I just lay it out for you that that.

NOTE Confidence: 0.913211212

00:07:03.280 --> 00:07:06.700 Moral standards too are negotiated.

NOTE Confidence: 0.913211212

00:07:06.700 --> 00:07:09.563 So the question then is what in

NOTE Confidence: 0.913211212

00:07:09.563 --> 00:07:12.709 the makeup of organizational life.

NOTE Confidence: 0.913211212

00:07:12.710 --> 00:07:16.761 Makes holding yourself accountable

NOTE Confidence: 0.913211212

00:07:16.761 --> 00:07:18.796 to certain moral and professional

NOTE Confidence: 0.913211212

00:07:18.796 --> 00:07:20.220 standards a challenge.

NOTE Confidence: 0.913211212

00:07:20.220 --> 00:07:22.446 And I think there are things and

NOTE Confidence: 0.913211212

00:07:22.446 --> 00:07:24.275 the challenge is not something

NOTE Confidence: 0.913211212

00:07:24.275 --> 00:07:25.879 that you can eradicate.

NOTE Confidence: 0.913211212

00:07:25.880 --> 00:07:28.808 It's something that you need to

NOTE Confidence: 0.913211212

00:07:28.808 --> 00:07:30.760 manage because the characters

NOTE Confidence: 0.913211212

00:07:30.840 --> 00:07:33.160 of organizations that I will.

NOTE Confidence: 0.913211212

00:07:33.160 --> 00:07:37.150 Layout or create these challenges.
NOTE Confidence: 0.913211212

00:07:37.150 --> 00:07:39.706 So unless you don't have organizations
NOTE Confidence: 0.913211212

00:07:39.710 --> 00:07:42.938 you can't avoid the challenges so.
NOTE Confidence: 0.913211212

00:07:42.940 --> 00:07:47.038 Organizations. All right, this is Karen.
NOTE Confidence: 0.913211212

00:07:47.040 --> 00:07:48.097 I hope you're going to tell me
NOTE Confidence: 0.913211212

00:07:48.097 --> 00:07:51.000 if you can see this. So this.
NOTE Confidence: 0.913211212

00:07:51.000 --> 00:07:53.440 Is bird's simple picture.
NOTE Confidence: 0.8437565

00:07:56.880 --> 00:08:00.936 Of an organization. It takes its name
NOTE Confidence: 0.8437565

00:08:00.936 --> 00:08:03.130 from the picture that I just drew.
NOTE Confidence: 0.8437565

00:08:03.130 --> 00:08:05.050 What kind of organizational
NOTE Confidence: 0.8437565

00:08:05.050 --> 00:08:06.490 organization is this?
NOTE Confidence: 0.8437565

00:08:06.490 --> 00:08:08.175 I'm asking the seven people
NOTE Confidence: 0.8437565

00:08:08.175 --> 00:08:10.540 in the room for a project.
NOTE Confidence: 0.8437565

00:08:10.540 --> 00:08:14.037 Yeah, it's a pyramidal organization, right?
NOTE Confidence: 0.8437565

00:08:14.037 --> 00:08:16.059 Meaning technically I would draw this,
NOTE Confidence: 0.8437565

00:08:16.060 --> 00:08:17.206 you know, whatever.

NOTE Confidence: 0.8437565

00:08:17.206 --> 00:08:19.116 But it's a pyramidal organization,

NOTE Confidence: 0.8437565

00:08:19.120 --> 00:08:21.640 and it defines traditionally

NOTE Confidence: 0.8437565

00:08:21.640 --> 00:08:24.160 meaning 19th century sociological

NOTE Confidence: 0.8437565

00:08:24.160 --> 00:08:25.420 bureaucratic organization.

NOTE Confidence: 0.8437565

00:08:25.420 --> 00:08:29.608 It defines two types of groups.

NOTE Confidence: 0.8437565

00:08:29.610 --> 00:08:34.140 It defines a group by hierarchy.

NOTE Confidence: 0.855339416666667

00:08:37.280 --> 00:08:40.664 Which means one's level of authority

NOTE Confidence: 0.855339416666667

00:08:40.664 --> 00:08:43.740 in the institution, and that defines

NOTE Confidence: 0.855339416666667

00:08:43.740 --> 00:08:46.850 another set of groups. By function.

NOTE Confidence: 0.6688653

00:08:50.210 --> 00:08:54.338 Now, part of the reason why organizations

NOTE Confidence: 0.6688653

00:08:54.338 --> 00:08:57.013 exist and look like this is not because

NOTE Confidence: 0.6688653

00:08:57.013 --> 00:09:00.286 somebody drew it up in the 19th century,

NOTE Confidence: 0.6688653

00:09:00.286 --> 00:09:03.370 but because human organization formed out

NOTE Confidence: 0.6688653

00:09:03.453 --> 00:09:06.768 of a specialization and differentiation.

NOTE Confidence: 0.6688653

00:09:06.770 --> 00:09:09.864 And once people found the both the

NOTE Confidence: 0.6688653

00:09:09.864 --> 00:09:12.722 efficiencies and the quality that comes
NOTE Confidence: 0.6688653

00:09:12.722 --> 00:09:15.786 from people deepening their expertise or
NOTE Confidence: 0.6688653

00:09:15.786 --> 00:09:18.930 their capabilities in a particular area,
NOTE Confidence: 0.6688653

00:09:18.930 --> 00:09:20.130 they confronted the problem
NOTE Confidence: 0.6688653

00:09:20.130 --> 00:09:21.330 of how to coordinate.
NOTE Confidence: 0.6688653

00:09:21.330 --> 00:09:23.553 Those increasingly separate
NOTE Confidence: 0.6688653

00:09:23.553 --> 00:09:25.776 areas of expertise.
NOTE Confidence: 0.6688653

00:09:25.780 --> 00:09:27.655 This should sound familiar to
NOTE Confidence: 0.6688653

00:09:27.655 --> 00:09:29.465 everybody in the room, right?
NOTE Confidence: 0.6688653

00:09:29.465 --> 00:09:31.295 They have modern terms for this,
NOTE Confidence: 0.6688653

00:09:31.300 --> 00:09:33.526 but it's an old problem with
NOTE Confidence: 0.6688653

00:09:33.526 --> 00:09:34.639 respect to organization,
NOTE Confidence: 0.6688653

00:09:34.640 --> 00:09:36.736 which is if you if not if everybody
NOTE Confidence: 0.6688653

00:09:36.736 --> 00:09:38.798 doesn't do anything which is a Guild.
NOTE Confidence: 0.6688653

00:09:38.800 --> 00:09:39.874 I make something,
NOTE Confidence: 0.6688653

00:09:39.874 --> 00:09:43.163 but if I specialize then I see my part

NOTE Confidence: 0.6688653

00:09:43.163 --> 00:09:45.971 much more clearly than I see some other

NOTE Confidence: 0.6688653

00:09:46.047 --> 00:09:48.936 part I know my part much better than I

NOTE Confidence: 0.6688653

00:09:48.936 --> 00:09:52.290 know somebody else's part and someone.

NOTE Confidence: 0.6688653

00:09:52.290 --> 00:09:54.720 Or some function needs to

NOTE Confidence: 0.6688653

00:09:54.720 --> 00:09:56.664 coordinate among the different

NOTE Confidence: 0.6688653

00:09:56.664 --> 00:10:00.390 parts if the service or product is.

NOTE Confidence: 0.6688653

00:10:00.390 --> 00:10:01.521 Requires that coordination.

NOTE Confidence: 0.6688653

00:10:01.521 --> 00:10:04.986 So if I smelt the metal and you solder

NOTE Confidence: 0.6688653

00:10:04.986 --> 00:10:07.248 it and somebody else engraves it,

NOTE Confidence: 0.6688653

00:10:07.250 --> 00:10:09.134 that's a coordination where I used

NOTE Confidence: 0.6688653

00:10:09.134 --> 00:10:11.528 to do all of those by myself.

NOTE Confidence: 0.6688653

00:10:11.530 --> 00:10:13.672 But we can make more pewter mugs

NOTE Confidence: 0.6688653

00:10:13.672 --> 00:10:15.569 if we do it that way.

NOTE Confidence: 0.6688653

00:10:15.570 --> 00:10:17.786 Then if I'm the only one doing them

NOTE Confidence: 0.6688653

00:10:17.786 --> 00:10:20.250 one at a time, I may not be as nice.

NOTE Confidence: 0.6688653

00:10:20.250 --> 00:10:21.570 They may not be as collectible,
NOTE Confidence: 0.6688653

00:10:21.570 --> 00:10:25.260 but I can do more. So.
NOTE Confidence: 0.6688653

00:10:25.260 --> 00:10:29.340 That also requires I'm going
NOTE Confidence: 0.6688653

00:10:29.340 --> 00:10:30.465 to use a particular word.
NOTE Confidence: 0.6688653

00:10:30.470 --> 00:10:33.375 It requires the parts by sort of
NOTE Confidence: 0.6688653

00:10:33.375 --> 00:10:36.697 explicit or tacit contract to subordinate
NOTE Confidence: 0.6688653

00:10:36.697 --> 00:10:40.017 themselves to the coordinating function.
NOTE Confidence: 0.6688653

00:10:40.020 --> 00:10:41.368 That is to say,
NOTE Confidence: 0.6688653

00:10:41.368 --> 00:10:44.880 I'm going to give you the legitimate right.
NOTE Confidence: 0.6688653

00:10:44.880 --> 00:10:47.106 To compel my behavior as it relates
NOTE Confidence: 0.6688653

00:10:47.106 --> 00:10:49.520 to the other parts of this system,
NOTE Confidence: 0.6688653

00:10:49.520 --> 00:10:51.385 because you are seeing the
NOTE Confidence: 0.6688653

00:10:51.385 --> 00:10:53.680 system and I'm seeing the part.
NOTE Confidence: 0.6688653

00:10:53.680 --> 00:10:54.194 OK,
NOTE Confidence: 0.6688653

00:10:54.194 --> 00:10:55.222 standard organization.
NOTE Confidence: 0.6688653

00:10:55.222 --> 00:10:57.278 Now what standard organization

NOTE Confidence: 0.6688653

00:10:57.278 --> 00:11:00.210 theory did not do was describe what

NOTE Confidence: 0.6688653

00:11:00.210 --> 00:11:02.899 I would call a third kind of group,

NOTE Confidence: 0.6688653

00:11:02.900 --> 00:11:05.588 which is implicit in this chart.

NOTE Confidence: 0.6688653

00:11:05.590 --> 00:11:08.698 But not articulate.

NOTE Confidence: 0.6688653

00:11:08.700 --> 00:11:10.356 Those hundreds in the room wanted,

NOTE Confidence: 0.6688653

00:11:10.360 --> 00:11:10.638 wanted,

NOTE Confidence: 0.6688653

00:11:10.638 --> 00:11:12.862 wanna take a guess as to what I'm

NOTE Confidence: 0.6688653

00:11:12.862 --> 00:11:15.194 giving you a hint by drawing a

NOTE Confidence: 0.6688653

00:11:15.194 --> 00:11:16.518 boundary around the organization.

NOTE Confidence: 0.850167085

00:11:18.820 --> 00:11:20.992 3rd type of group.

NOTE Confidence: 0.850167085

00:11:20.992 --> 00:11:24.250 3rd type of group yeah more.

NOTE Confidence: 0.850167085

00:11:24.250 --> 00:11:25.156 There are you.

NOTE Confidence: 0.850167085

00:11:25.156 --> 00:11:26.666 You could say there are.

NOTE Confidence: 0.850167085

00:11:26.670 --> 00:11:28.790 There are relationships with other

NOTE Confidence: 0.850167085

00:11:28.790 --> 00:11:30.486 blobs outside the organization,

NOTE Confidence: 0.850167085

00:11:30.490 --> 00:11:31.951 interorganizational relationships of
NOTE Confidence: 0.850167085

00:11:31.951 --> 00:11:34.386 people belonging to another organization.
NOTE Confidence: 0.850167085

00:11:34.390 --> 00:11:36.950 I would say that's a special case of
NOTE Confidence: 0.850167085

00:11:36.950 --> 00:11:39.626 a general type of group which I would
NOTE Confidence: 0.850167085

00:11:39.626 --> 00:11:42.330 call for the moment and identity group,
NOTE Confidence: 0.850167085

00:11:42.330 --> 00:11:44.050 or some people would call
NOTE Confidence: 0.850167085

00:11:44.050 --> 00:11:45.426 it a historical group,
NOTE Confidence: 0.850167085

00:11:45.430 --> 00:11:47.595 meaning the groups to which
NOTE Confidence: 0.850167085

00:11:47.595 --> 00:11:49.760 people belong that they bring
NOTE Confidence: 0.850167085

00:11:49.838 --> 00:11:52.268 with them into the organization.
NOTE Confidence: 0.850167085

00:11:52.270 --> 00:11:53.986 So for example,
NOTE Confidence: 0.850167085

00:11:53.986 --> 00:11:57.418 if you're working in an organization,
NOTE Confidence: 0.850167085

00:11:57.420 --> 00:12:00.115 there are a whole bunch of group
NOTE Confidence: 0.850167085

00:12:00.115 --> 00:12:02.480 memberships that you bring with you
NOTE Confidence: 0.850167085

00:12:02.480 --> 00:12:05.640 when you come into that organization.
NOTE Confidence: 0.850167085

00:12:05.640 --> 00:12:10.520 Example. Take the easy simple ones.

NOTE Confidence: 0.850167085

00:12:10.520 --> 00:12:12.417 Depends on what you mean by easy

NOTE Confidence: 0.850167085

00:12:12.417 --> 00:12:16.560 and simple stay in the camera OK?

NOTE Confidence: 0.850167085

00:12:16.560 --> 00:12:17.856 In front of the yellow stuff.

NOTE Confidence: 0.850167085

00:12:17.860 --> 00:12:21.600 OK, it's kind of cool to hear my voice no OK,

NOTE Confidence: 0.850167085

00:12:21.600 --> 00:12:22.755 I'll stay in front of the camera.

NOTE Confidence: 0.850167085

00:12:22.760 --> 00:12:25.736 OK, some examples of these of

NOTE Confidence: 0.850167085

00:12:25.736 --> 00:12:28.520 these other kinds of groups?

NOTE Confidence: 0.850167085

00:12:28.520 --> 00:12:32.174 For example, I come into this

NOTE Confidence: 0.850167085

00:12:32.174 --> 00:12:34.610 organization as a psychologist.

NOTE Confidence: 0.850167085

00:12:34.610 --> 00:12:36.202 You could say, well,

NOTE Confidence: 0.850167085

00:12:36.202 --> 00:12:37.396 that's a function.

NOTE Confidence: 0.850167085

00:12:37.400 --> 00:12:38.724 Unless there are no

NOTE Confidence: 0.850167085

00:12:38.724 --> 00:12:39.717 functions for psychologists,

NOTE Confidence: 0.850167085

00:12:39.720 --> 00:12:42.960 in which case I come in as a psychologist.

NOTE Confidence: 0.850167085

00:12:42.960 --> 00:12:45.296 But the point is, even when I leave,

NOTE Confidence: 0.850167085

00:12:45.300 --> 00:12:47.380 I'm still a psychologist.
NOTE Confidence: 0.850167085

00:12:47.380 --> 00:12:50.500 That identity that group membership comes
NOTE Confidence: 0.850167085

00:12:50.586 --> 00:12:52.880 with me when I'm inside the organization
NOTE Confidence: 0.850167085

00:12:52.880 --> 00:12:55.490 and when I'm outside the organization.
NOTE Confidence: 0.850167085

00:12:55.490 --> 00:12:57.428 There are lots of such groups,
NOTE Confidence: 0.850167085

00:12:57.430 --> 00:12:59.190 right?
NOTE Confidence: 0.850167085

00:12:59.190 --> 00:13:01.910 Race, gender background nationality
NOTE Confidence: 0.850167085

00:13:01.910 --> 00:13:06.570 politics religion there are lots of them.
NOTE Confidence: 0.850167085

00:13:06.570 --> 00:13:08.826 We bring those into the organization.
NOTE Confidence: 0.850167085

00:13:08.830 --> 00:13:11.734 The reason this is I add this group
NOTE Confidence: 0.850167085

00:13:11.734 --> 00:13:14.360 is because the the point here is
NOTE Confidence: 0.850167085

00:13:14.360 --> 00:13:17.272 that the groups to which we belong
NOTE Confidence: 0.850167085

00:13:17.272 --> 00:13:20.216 inside an organization mediate our
NOTE Confidence: 0.850167085

00:13:20.216 --> 00:13:23.781 experience of that organization and
NOTE Confidence: 0.850167085

00:13:23.781 --> 00:13:26.579 the organizations experience of us.
NOTE Confidence: 0.850167085

00:13:26.580 --> 00:13:28.092 So having worked in a medical

NOTE Confidence: 0.850167085

00:13:28.092 --> 00:13:29.100 school for 20 years,

NOTE Confidence: 0.850167085

00:13:29.100 --> 00:13:31.175 I'm very familiar with what

NOTE Confidence: 0.850167085

00:13:31.175 --> 00:13:33.744 happens the first time you walk

NOTE Confidence: 0.850167085

00:13:33.744 --> 00:13:36.192 into a group of medical residents

NOTE Confidence: 0.850167085

00:13:36.192 --> 00:13:38.649 and say you're a psychologist.

NOTE Confidence: 0.850167085

00:13:38.650 --> 00:13:41.100 They treat you very respectfully.

NOTE Confidence: 0.850167085

00:13:41.100 --> 00:13:43.410 But they have no idea what

NOTE Confidence: 0.850167085

00:13:43.410 --> 00:13:44.565 you're doing there.

NOTE Confidence: 0.850167085

00:13:44.570 --> 00:13:47.465 Because they don't really know

NOTE Confidence: 0.850167085

00:13:47.465 --> 00:13:50.360 what a psychologist is doing

NOTE Confidence: 0.850167085

00:13:50.465 --> 00:13:53.017 in a medical organization.

NOTE Confidence: 0.850167085

00:13:53.020 --> 00:13:57.364 Or it it the example I use about

NOTE Confidence: 0.850167085

00:13:57.364 --> 00:13:59.219 the role of these groups is

NOTE Confidence: 0.850167085

00:13:59.219 --> 00:14:01.217 imagine that you were about to

NOTE Confidence: 0.850167085

00:14:01.217 --> 00:14:04.318 write an early retirement memo.

NOTE Confidence: 0.850167085

00:14:04.320 --> 00:14:05.964 You're about to write a memo
NOTE Confidence: 0.850167085

00:14:05.964 --> 00:14:07.060 to the organization saying,
NOTE Confidence: 0.850167085

00:14:07.060 --> 00:14:07.268 hey,
NOTE Confidence: 0.850167085

00:14:07.268 --> 00:14:08.516 we're offering a plan if you
NOTE Confidence: 0.850167085

00:14:08.516 --> 00:14:09.960 want to take early retirement,
NOTE Confidence: 0.850167085

00:14:09.960 --> 00:14:12.018 you get this number of years.
NOTE Confidence: 0.850167085

00:14:12.020 --> 00:14:14.243 Do you imagine a 55 year old is gonna
NOTE Confidence: 0.850167085

00:14:14.243 --> 00:14:16.116 write that memo the same way a 35
NOTE Confidence: 0.850167085

00:14:16.116 --> 00:14:18.110 year old is gonna write that memo?
NOTE Confidence: 0.83406024125

00:14:20.320 --> 00:14:22.632 We certainly figure that a 55 year old's
NOTE Confidence: 0.83406024125

00:14:22.632 --> 00:14:24.633 gonna read that memo differently than a
NOTE Confidence: 0.83406024125

00:14:24.633 --> 00:14:27.019 35 year old memo is going to read it.
NOTE Confidence: 0.83406024125

00:14:27.020 --> 00:14:29.470 And there is a sort of small example of how
NOTE Confidence: 0.83406024125

00:14:29.536 --> 00:14:31.876 everything that happens in organizations.
NOTE Confidence: 0.83406024125

00:14:31.880 --> 00:14:33.120 From my point of view,
NOTE Confidence: 0.83406024125

00:14:33.120 --> 00:14:34.900 is experienced differently through the

NOTE Confidence: 0.83406024125

00:14:34.900 --> 00:14:38.075 lens of the of the of the three broad

NOTE Confidence: 0.83406024125

00:14:38.075 --> 00:14:40.320 types of groups that people belong to.

NOTE Confidence: 0.8699753

00:14:42.970 --> 00:14:47.906 Now. I'm gonna expand a little bit.

NOTE Confidence: 0.8699753

00:14:47.910 --> 00:14:49.446 On these three types of groups,

NOTE Confidence: 0.8699753

00:14:49.450 --> 00:14:51.766 because it's in these three types

NOTE Confidence: 0.8699753

00:14:51.766 --> 00:14:54.082 of groups that the challenges

NOTE Confidence: 0.8699753

00:14:54.082 --> 00:14:56.070 of organizations. Exist?

NOTE Confidence: 0.81535124625

00:14:59.710 --> 00:15:02.415 What affects people's sort of

NOTE Confidence: 0.81535124625

00:15:02.415 --> 00:15:04.038 behavior in organizations?

NOTE Confidence: 0.81535124625

00:15:04.040 --> 00:15:05.320 From my point of view,

NOTE Confidence: 0.81535124625

00:15:05.320 --> 00:15:07.985 is the current and historical

NOTE Confidence: 0.81535124625

00:15:07.985 --> 00:15:10.117 relationships between the many

NOTE Confidence: 0.81535124625

00:15:10.117 --> 00:15:12.409 groups to which they belong.

NOTE Confidence: 0.881906252

00:15:14.440 --> 00:15:15.980 Again, in a simple form,

NOTE Confidence: 0.881906252

00:15:15.980 --> 00:15:19.276 if there's a if there's a an impending

NOTE Confidence: 0.881906252

00:15:19.276 --> 00:15:21.998 strike with a unionized workforce,
NOTE Confidence: 0.881906252

00:15:22.000 --> 00:15:24.360 then the relationships between bargaining
NOTE Confidence: 0.881906252

00:15:24.360 --> 00:15:27.134 unit people and management are probably
NOTE Confidence: 0.881906252

00:15:27.134 --> 00:15:29.910 going to be strained in the weeks leading
NOTE Confidence: 0.881906252

00:15:29.910 --> 00:15:32.357 up to whatever the negotiation is.
NOTE Confidence: 0.881906252

00:15:32.360 --> 00:15:34.925 Because there's a historical relationship
NOTE Confidence: 0.881906252

00:15:34.925 --> 00:15:38.340 between union and management in a hospital.
NOTE Confidence: 0.881906252

00:15:38.340 --> 00:15:40.325 And there's a current situation
NOTE Confidence: 0.881906252

00:15:40.325 --> 00:15:41.913 between unity and management,
NOTE Confidence: 0.881906252

00:15:41.920 --> 00:15:43.156 namely impending negotiations.
NOTE Confidence: 0.881906252

00:15:43.156 --> 00:15:46.040 But it is true about all of
NOTE Confidence: 0.881906252

00:15:46.115 --> 00:15:48.390 these different kinds of groups.
NOTE Confidence: 0.881906252

00:15:48.390 --> 00:15:52.170 There's a history between various functions.
NOTE Confidence: 0.881906252

00:15:52.170 --> 00:15:55.402 Meaning, you know, I don't.
NOTE Confidence: 0.881906252

00:15:55.402 --> 00:15:56.770 I don't want to offend anybody,
NOTE Confidence: 0.881906252

00:15:56.770 --> 00:16:00.220 but everybody knows that their relationships

NOTE Confidence: 0.881906252

00:16:00.220 --> 00:16:02.985 between different functional groups take

NOTE Confidence: 0.881906252

00:16:02.985 --> 00:16:05.701 the finance people and the clinical people

NOTE Confidence: 0.881906252

00:16:05.701 --> 00:16:12.506 or the surgeons and the GI of the section.

NOTE Confidence: 0.881906252

00:16:12.510 --> 00:16:16.608 Those historical and then current functions.

NOTE Confidence: 0.881906252

00:16:16.610 --> 00:16:18.367 Influence how people behave in the moment.

NOTE Confidence: 0.881906252

00:16:18.370 --> 00:16:20.655 So let me take hierarchical

NOTE Confidence: 0.881906252

00:16:20.655 --> 00:16:22.786 because hierarchical groups are,

NOTE Confidence: 0.881906252

00:16:22.786 --> 00:16:25.054 in my opinion,

NOTE Confidence: 0.881906252

00:16:25.054 --> 00:16:28.078 arguably in modern organizations.

NOTE Confidence: 0.881906252

00:16:28.080 --> 00:16:32.100 Probably I don't understand a very

NOTE Confidence: 0.881906252

00:16:32.100 --> 00:16:35.276 important effect upon people's behavior,

NOTE Confidence: 0.881906252

00:16:35.276 --> 00:16:37.260 especially their ethical behavior.

NOTE Confidence: 0.881906252

00:16:37.260 --> 00:16:40.315 So why would hierarchy affect

NOTE Confidence: 0.881906252

00:16:40.315 --> 00:16:42.148 people's ethical behavior?

NOTE Confidence: 0.881906252

00:16:42.150 --> 00:16:43.745 Now everybody in this room's

NOTE Confidence: 0.881906252

00:16:43.745 --> 00:16:46.027 got to know this from the lived
NOTE Confidence: 0.881906252

00:16:46.027 --> 00:16:48.176 experience of being a physician or a
NOTE Confidence: 0.881906252

00:16:48.176 --> 00:16:50.660 a health care person in a hospital,
NOTE Confidence: 0.881906252

00:16:50.660 --> 00:16:52.305 so this is actually not a I'm
NOTE Confidence: 0.881906252

00:16:52.305 --> 00:16:53.938 going to give you my examples.
NOTE Confidence: 0.881906252

00:16:53.940 --> 00:16:55.440 I have dozens of them,
NOTE Confidence: 0.881906252

00:16:55.440 --> 00:16:57.212 but we all know them, right?
NOTE Confidence: 0.881906252

00:16:57.212 --> 00:16:58.300 We all know when.
NOTE Confidence: 0.881906252

00:16:58.300 --> 00:17:00.640 You've been challenged because of.
NOTE Confidence: 0.881906252

00:17:00.640 --> 00:17:02.195 Of of the hierarchical groups
NOTE Confidence: 0.881906252

00:17:02.195 --> 00:17:03.439 to which we belong,
NOTE Confidence: 0.881906252

00:17:03.440 --> 00:17:06.288 and I would say what that usually means
NOTE Confidence: 0.881906252

00:17:06.288 --> 00:17:09.452 is the people in the lower position
NOTE Confidence: 0.881906252

00:17:09.452 --> 00:17:11.817 in the hierarchy are vulnerable,
NOTE Confidence: 0.881906252

00:17:11.820 --> 00:17:13.208 structurally vulnerable in their
NOTE Confidence: 0.881906252

00:17:13.208 --> 00:17:15.580 relation to the people at the top.

NOTE Confidence: 0.881906252

00:17:15.580 --> 00:17:17.210 That means they write recommendations

NOTE Confidence: 0.881906252

00:17:17.210 --> 00:17:19.176 they have something to do with

NOTE Confidence: 0.881906252

00:17:19.176 --> 00:17:20.556 their pay and their career.

NOTE Confidence: 0.881906252

00:17:20.560 --> 00:17:22.700 They that's a structural vulnerability,

NOTE Confidence: 0.881906252

00:17:22.700 --> 00:17:25.160 has nothing to do with personalities.

NOTE Confidence: 0.881906252

00:17:25.160 --> 00:17:27.080 It has nothing to do with

NOTE Confidence: 0.881906252

00:17:27.080 --> 00:17:27.720 interpersonal relationships.

NOTE Confidence: 0.881906252

00:17:27.720 --> 00:17:30.560 It has to do with the structural nature.

NOTE Confidence: 0.881906252

00:17:30.560 --> 00:17:32.080 And if you go back to what I said before,

NOTE Confidence: 0.881906252

00:17:32.080 --> 00:17:33.950 that's built into any organization,

NOTE Confidence: 0.881906252

00:17:33.950 --> 00:17:35.680 that vulnerability is built in.

NOTE Confidence: 0.89641998

00:17:37.790 --> 00:17:41.138 So I'll give you my example.

NOTE Confidence: 0.89641998

00:17:41.140 --> 00:17:42.532 Years and years ago,

NOTE Confidence: 0.89641998

00:17:42.532 --> 00:17:45.430 a chief resident comes to me and with

NOTE Confidence: 0.89641998

00:17:45.430 --> 00:17:47.926 with the with the following distress.

NOTE Confidence: 0.89641998

00:17:47.926 --> 00:17:52.588 She has had an end of life
NOTE Confidence: 0.89641998

00:17:52.588 --> 00:17:54.208 conversation with a family,
NOTE Confidence: 0.89641998

00:17:54.208 --> 00:17:56.104 how they want to handle a
NOTE Confidence: 0.89641998

00:17:56.104 --> 00:17:57.977 terminally ill patient with cancer.
NOTE Confidence: 0.89641998

00:17:57.980 --> 00:18:00.218 They've had a long conversation conversation.
NOTE Confidence: 0.89641998

00:18:00.220 --> 00:18:02.440 She was trained for professional
NOTE Confidence: 0.89641998

00:18:02.440 --> 00:18:04.216 standards and and ethics,
NOTE Confidence: 0.89641998

00:18:04.220 --> 00:18:06.632 and they've come to decide it's
NOTE Confidence: 0.89641998

00:18:06.632 --> 00:18:09.109 going to be comfort care only.
NOTE Confidence: 0.89641998

00:18:09.110 --> 00:18:10.795 A couple of minutes after
NOTE Confidence: 0.89641998

00:18:10.795 --> 00:18:12.143 she had that conversation,
NOTE Confidence: 0.89641998

00:18:12.150 --> 00:18:16.302 she runs in to a an attending faculty
NOTE Confidence: 0.89641998

00:18:16.302 --> 00:18:19.940 member who is a cancer researcher.
NOTE Confidence: 0.89641998

00:18:19.940 --> 00:18:22.464 And the attending says,
NOTE Confidence: 0.89641998

00:18:22.464 --> 00:18:25.619 why did you do that?
NOTE Confidence: 0.89641998

00:18:25.620 --> 00:18:27.645 I was hoping to enroll

NOTE Confidence: 0.89641998

00:18:27.645 --> 00:18:29.670 that person in a trial.

NOTE Confidence: 0.914661445

00:18:32.870 --> 00:18:35.750 Now it is tempting to revile one or the

NOTE Confidence: 0.914661445

00:18:35.750 --> 00:18:40.390 other of the actors in this situation. Right?

NOTE Confidence: 0.914661445

00:18:40.390 --> 00:18:43.967 But from an organizational point of view,

NOTE Confidence: 0.914661445

00:18:43.970 --> 00:18:46.140 the attending physician who's being

NOTE Confidence: 0.914661445

00:18:46.140 --> 00:18:49.227 promoted and who may have been recruited

NOTE Confidence: 0.914661445

00:18:49.227 --> 00:18:51.747 and is certainly being promoted and

NOTE Confidence: 0.914661445

00:18:51.747 --> 00:18:54.653 is being tasked with doing medical

NOTE Confidence: 0.914661445

00:18:54.653 --> 00:18:56.645 cutting edge medical research.

NOTE Confidence: 0.914661445

00:18:56.650 --> 00:18:58.519 Doing her job.

NOTE Confidence: 0.914661445

00:18:58.520 --> 00:19:01.480 Maybe we'll have that discussion.

NOTE Confidence: 0.914661445

00:19:01.480 --> 00:19:04.756 And the medical the chief resident

NOTE Confidence: 0.914661445

00:19:04.756 --> 00:19:07.440 trained is doing her job.

NOTE Confidence: 0.914661445

00:19:07.440 --> 00:19:10.051 And when the attending says to the

NOTE Confidence: 0.914661445

00:19:10.051 --> 00:19:11.948 chief resident, why'd you do that?

NOTE Confidence: 0.914661445

00:19:11.948 --> 00:19:13.096 Don't do it again.
NOTE Confidence: 0.914661445

00:19:13.100 --> 00:19:16.110 The chief resident has an ethical dilemma.
NOTE Confidence: 0.832043041666667

00:19:18.150 --> 00:19:20.388 Which you've all seen, I'm sure,
NOTE Confidence: 0.832043041666667

00:19:20.390 --> 00:19:22.090 or experience dozens of times,
NOTE Confidence: 0.832043041666667

00:19:22.090 --> 00:19:24.868 and it's because.
NOTE Confidence: 0.832043041666667

00:19:24.870 --> 00:19:27.180 A chief resident relationship to
NOTE Confidence: 0.832043041666667

00:19:27.180 --> 00:19:29.490 attend to an attending physician.
NOTE Confidence: 0.832043041666667

00:19:29.490 --> 00:19:32.954 And I would suggest to you that there's
NOTE Confidence: 0.832043041666667

00:19:32.954 --> 00:19:34.548 another historical relationship,
NOTE Confidence: 0.832043041666667

00:19:34.548 --> 00:19:37.443 which is the relationship between
NOTE Confidence: 0.832043041666667

00:19:37.443 --> 00:19:39.620 research and clinical care.
NOTE Confidence: 0.832043041666667

00:19:39.620 --> 00:19:42.280 Which is also at play in this
NOTE Confidence: 0.832043041666667

00:19:42.280 --> 00:19:44.396 interaction and and oftentimes the
NOTE Confidence: 0.832043041666667

00:19:44.396 --> 00:19:46.132 relationship between functional groups
NOTE Confidence: 0.832043041666667

00:19:46.132 --> 00:19:48.949 has a hierarchical component to it.
NOTE Confidence: 0.832043041666667

00:19:48.950 --> 00:19:51.652 That is one of those groups is

NOTE Confidence: 0.832043041666667
00:19:51.652 --> 00:19:53.952 by the organization's goals.
NOTE Confidence: 0.832043041666667
00:19:53.952 --> 00:19:56.996 Advantage over other groups
NOTE Confidence: 0.832043041666667
00:19:57.000 --> 00:19:59.220 and that advantage creates the
NOTE Confidence: 0.832043041666667
00:19:59.220 --> 00:20:00.996 vulnerability that we're talking.
NOTE Confidence: 0.832043041666667
00:20:01.000 --> 00:20:02.872 I'm getting Vertigo here.
NOTE Confidence: 0.832043041666667
00:20:02.872 --> 00:20:04.276 You're getting Vertigo.
NOTE Confidence: 0.832043041666667
00:20:04.280 --> 00:20:05.260 I'm not even doing it.
NOTE Confidence: 0.832043041666667
00:20:05.260 --> 00:20:06.388 I'm just standing here,
NOTE Confidence: 0.832043041666667
00:20:06.388 --> 00:20:08.725 OK, good all right.
NOTE Confidence: 0.832043041666667
00:20:08.725 --> 00:20:11.412 So number one structural
NOTE Confidence: 0.832043041666667
00:20:11.412 --> 00:20:14.472 vulnerability of hierarchy can can
NOTE Confidence: 0.832043041666667
00:20:14.472 --> 00:20:17.132 create various kinds of ethical
NOTE Confidence: 0.832043041666667
00:20:17.132 --> 00:20:20.120 dilemmas and those ethical dilemmas.
NOTE Confidence: 0.832043041666667
00:20:20.120 --> 00:20:21.090 Often.
NOTE Confidence: 0.935551276666667
00:20:23.260 --> 00:20:26.374 Look at you. Look at you.
NOTE Confidence: 0.935551276666667

00:20:26.374 --> 00:20:29.222 Those ethical dilemmas often
NOTE Confidence: 0.935551276666667

00:20:29.222 --> 00:20:33.010 result in constraints on speech.
NOTE Confidence: 0.935551276666667

00:20:33.010 --> 00:20:38.364 Speech being the ways in which we confront,
NOTE Confidence: 0.935551276666667

00:20:38.364 --> 00:20:41.534 negotiate, work through ethical issues
NOTE Confidence: 0.935551276666667

00:20:41.534 --> 00:20:44.930 and hierarchy and historical relationships
NOTE Confidence: 0.935551276666667

00:20:44.930 --> 00:20:48.758 between groups can often suppress speech,
NOTE Confidence: 0.935551276666667

00:20:48.758 --> 00:20:51.618 making the the negotiation about
NOTE Confidence: 0.935551276666667

00:20:51.618 --> 00:20:54.329 ethical dilemmas more difficult,
NOTE Confidence: 0.935551276666667

00:20:54.330 --> 00:20:55.770 and that is true,
NOTE Confidence: 0.935551276666667

00:20:55.770 --> 00:20:57.210 both hierarchically and function.
NOTE Confidence: 0.935551276666667

00:20:57.210 --> 00:20:59.935 So you know if the surgeon
NOTE Confidence: 0.935551276666667

00:20:59.935 --> 00:21:01.660 says we're going to do X.
NOTE Confidence: 0.935551276666667

00:21:01.660 --> 00:21:04.078 Yeah, the gastroenterologist doesn't say no,
NOTE Confidence: 0.935551276666667

00:21:04.080 --> 00:21:06.290 we're not.
NOTE Confidence: 0.935551276666667

00:21:06.290 --> 00:21:08.894 And similarly with
NOTE Confidence: 0.935551276666667

00:21:08.894 --> 00:21:11.320 hierarchical situations, OK?

NOTE Confidence: 0.730644975
00:21:13.440 --> 00:21:14.450 Functional groups.
NOTE Confidence: 0.24633187
00:21:24.110 --> 00:21:24.730 The.
NOTE Confidence: 0.773260988
00:21:28.530 --> 00:21:30.170 Yeah, I'm looking at you,
NOTE Confidence: 0.773260988
00:21:30.170 --> 00:21:31.670 but looking at you doesn't have
NOTE Confidence: 0.773260988
00:21:31.670 --> 00:21:33.862 to look at me in order to say you
NOTE Confidence: 0.773260988
00:21:33.862 --> 00:21:35.449 told me to stand next to the.
NOTE Confidence: 0.773260988
00:21:35.450 --> 00:21:37.375 What are you doing to me, alright?
NOTE Confidence: 0.773260988
00:21:37.375 --> 00:21:40.070 We're done there's a there's a movie
NOTE Confidence: 0.773260988
00:21:40.070 --> 00:21:42.158 where somebody keeps running in front
NOTE Confidence: 0.773260988
00:21:42.158 --> 00:21:44.614 of the camera OK I wanted to do
NOTE Confidence: 0.773260988
00:21:44.614 --> 00:21:46.119 something which word you're probably
NOTE Confidence: 0.773260988
00:21:46.119 --> 00:21:47.981 familiar with to discuss a little
NOTE Confidence: 0.773260988
00:21:47.981 --> 00:21:49.486 bit about the challenges functional
NOTE Confidence: 0.773260988
00:21:49.541 --> 00:21:51.297 groups represent and organizations.
NOTE Confidence: 0.773260988
00:21:51.300 --> 00:21:55.228 And that is the the notion of ethnocentrism.
NOTE Confidence: 0.773260988

00:21:55.230 --> 00:21:58.308 Meaning all groups begin to see
NOTE Confidence: 0.773260988

00:21:58.308 --> 00:22:01.918 themselves at the center of the universe.
NOTE Confidence: 0.773260988

00:22:01.920 --> 00:22:02.860 And when they see themselves
NOTE Confidence: 0.773260988

00:22:02.860 --> 00:22:04.190 at the center of the universe,
NOTE Confidence: 0.773260988

00:22:04.190 --> 00:22:07.100 what accompanies that is a belief
NOTE Confidence: 0.773260988

00:22:07.100 --> 00:22:10.531 that their view of the world is
NOTE Confidence: 0.773260988

00:22:10.531 --> 00:22:13.327 superior to the views of others.
NOTE Confidence: 0.773260988

00:22:13.330 --> 00:22:15.698 It's normal, it's problematic,
NOTE Confidence: 0.773260988

00:22:15.698 --> 00:22:19.250 but it's not like only some
NOTE Confidence: 0.773260988

00:22:19.358 --> 00:22:21.809 groups are ethnocentric.
NOTE Confidence: 0.773260988

00:22:21.810 --> 00:22:23.246 All groups are ethnocentric,
NOTE Confidence: 0.773260988

00:22:23.246 --> 00:22:26.465 so if we might think that surgeons are
NOTE Confidence: 0.773260988

00:22:26.465 --> 00:22:28.940 ethnocentric but pediatricians are not.
NOTE Confidence: 0.773260988

00:22:28.940 --> 00:22:31.467 That's only because we're not a pediatrician.
NOTE Confidence: 0.773260988

00:22:31.470 --> 00:22:31.910 Right,
NOTE Confidence: 0.773260988

00:22:31.910 --> 00:22:33.530 because if we're a pediatrician,

NOTE Confidence: 0.773260988

00:22:33.530 --> 00:22:35.960 guess how we think about surgeons.

NOTE Confidence: 0.773260988

00:22:35.960 --> 00:22:38.260 But surgeons think they're better

NOTE Confidence: 0.773260988

00:22:38.260 --> 00:22:40.100 than pediatricians or pediatricians

NOTE Confidence: 0.773260988

00:22:40.100 --> 00:22:42.992 are much on the outside of a of

NOTE Confidence: 0.773260988

00:22:42.992 --> 00:22:45.448 a of a particular ring because

NOTE Confidence: 0.773260988

00:22:45.448 --> 00:22:47.838 of how they were trained,

NOTE Confidence: 0.773260988

00:22:47.840 --> 00:22:49.524 how they were raised,

NOTE Confidence: 0.773260988

00:22:49.524 --> 00:22:52.050 what the internal conversations within those

NOTE Confidence: 0.773260988

00:22:52.114 --> 00:22:54.730 functional groups are about other groups.

NOTE Confidence: 0.773260988

00:22:54.730 --> 00:22:57.270 Now, this makes it difficult.

NOTE Confidence: 0.773260988

00:22:57.270 --> 00:22:58.866 When you have to work with those

NOTE Confidence: 0.773260988

00:22:58.866 --> 00:23:00.461 other groups, because now I'm

NOTE Confidence: 0.773260988

00:23:00.461 --> 00:23:02.346 going to exaggerate this slightly,

NOTE Confidence: 0.773260988

00:23:02.350 --> 00:23:05.410 you're being asked to work with

NOTE Confidence: 0.773260988

00:23:05.410 --> 00:23:08.560 people for whom you have some.

NOTE Confidence: 0.773260988

00:23:08.560 --> 00:23:11.170 Disregard.
NOTE Confidence: 0.773260988

00:23:11.170 --> 00:23:12.502 It's trained disregard.
NOTE Confidence: 0.773260988

00:23:12.502 --> 00:23:15.930 You can train yourself not to say it,
NOTE Confidence: 0.773260988

00:23:15.930 --> 00:23:16.920 and you can train yourself,
NOTE Confidence: 0.773260988

00:23:16.920 --> 00:23:18.990 even not to feel it,
NOTE Confidence: 0.773260988

00:23:18.990 --> 00:23:22.063 but it's in the it's how we
NOTE Confidence: 0.773260988

00:23:22.063 --> 00:23:24.150 build the boundary around.
NOTE Confidence: 0.773260988

00:23:24.150 --> 00:23:26.538 Any functional group is by distinguishing
NOTE Confidence: 0.773260988

00:23:26.538 --> 00:23:28.620 it from other functional groups.
NOTE Confidence: 0.773260988

00:23:28.620 --> 00:23:29.508 So for example,
NOTE Confidence: 0.773260988

00:23:29.508 --> 00:23:31.580 when I used to teach second year
NOTE Confidence: 0.773260988

00:23:31.648 --> 00:23:33.378 sciatic residents and they would
NOTE Confidence: 0.773260988

00:23:33.378 --> 00:23:35.480 on a in their inpatient year,
NOTE Confidence: 0.773260988

00:23:35.480 --> 00:23:38.224 be asked to do some things for patients
NOTE Confidence: 0.773260988

00:23:38.224 --> 00:23:40.568 which they would call social work,
NOTE Confidence: 0.773260988

00:23:40.570 --> 00:23:42.148 like making a call to find

NOTE Confidence: 0.773260988

00:23:42.148 --> 00:23:43.460 them a place to go.

NOTE Confidence: 0.773260988

00:23:43.460 --> 00:23:45.413 They would say I didn't go to

NOTE Confidence: 0.773260988

00:23:45.413 --> 00:23:47.198 medical school to do social work.

NOTE Confidence: 0.773260988

00:23:47.200 --> 00:23:48.928 Now if you find yourself saying

NOTE Confidence: 0.773260988

00:23:48.928 --> 00:23:50.470 oh that's a terrible thing,

NOTE Confidence: 0.773260988

00:23:50.470 --> 00:23:52.306 you have all said this at

NOTE Confidence: 0.773260988

00:23:52.306 --> 00:23:54.390 some time in your experience.

NOTE Confidence: 0.773260988

00:23:54.390 --> 00:23:56.542 When you've been asked to do some task

NOTE Confidence: 0.773260988

00:23:56.542 --> 00:23:58.869 that was not what you were trained for,

NOTE Confidence: 0.773260988

00:23:58.870 --> 00:24:01.198 you reveal your historical

NOTE Confidence: 0.773260988

00:24:01.198 --> 00:24:03.526 relationship to other groups.

NOTE Confidence: 0.773260988

00:24:03.530 --> 00:24:04.856 The sort of.

NOTE Confidence: 0.773260988

00:24:04.856 --> 00:24:07.066 Underbelly of those relationships which

NOTE Confidence: 0.773260988

00:24:07.066 --> 00:24:10.280 we all work to deal with consciously.

NOTE Confidence: 0.773260988

00:24:10.280 --> 00:24:13.094 But Ethnocentrism is built in to

NOTE Confidence: 0.773260988

00:24:13.094 --> 00:24:15.483 the creation of boundaries around
NOTE Confidence: 0.773260988

00:24:15.483 --> 00:24:18.486 groups because we learn who we are
NOTE Confidence: 0.773260988

00:24:18.486 --> 00:24:21.179 by comparing ourselves with others.
NOTE Confidence: 0.773260988

00:24:21.180 --> 00:24:23.400 It's not the best way.
NOTE Confidence: 0.773260988

00:24:23.400 --> 00:24:25.278 There are ways of addressing it,
NOTE Confidence: 0.773260988

00:24:25.280 --> 00:24:27.037 which we'll talk about in a moment,
NOTE Confidence: 0.773260988

00:24:27.040 --> 00:24:29.428 but it is what it is.
NOTE Confidence: 0.773260988

00:24:29.430 --> 00:24:31.628 It it's it's the way groups are
NOTE Confidence: 0.773260988

00:24:31.628 --> 00:24:33.899 created and because groups are the
NOTE Confidence: 0.773260988

00:24:33.899 --> 00:24:35.587 building blocks of organizations.
NOTE Confidence: 0.773260988

00:24:35.590 --> 00:24:39.286 In organizations we have a fair amount of.
NOTE Confidence: 0.773260988

00:24:39.290 --> 00:24:40.090 Ethnocentrism.
NOTE Confidence: 0.872095715384615

00:24:44.050 --> 00:24:48.451 The last sort of set of groups are the
NOTE Confidence: 0.872095715384615

00:24:48.451 --> 00:24:52.360 identity or historical groups. These are.
NOTE Confidence: 0.897049866153846

00:24:54.990 --> 00:24:57.370 Arguably, even more difficult to
NOTE Confidence: 0.897049866153846

00:24:57.370 --> 00:25:00.660 talk about than either of the 1st 2.

NOTE Confidence: 0.897049866153846

00:25:00.660 --> 00:25:04.310 And the historical and current

NOTE Confidence: 0.897049866153846

00:25:04.310 --> 00:25:09.048 relationship among identity groups is.

NOTE Confidence: 0.897049866153846

00:25:09.050 --> 00:25:12.114 It is more fraught,

NOTE Confidence: 0.897049866153846

00:25:12.114 --> 00:25:15.468 usually with various kinds of

NOTE Confidence: 0.897049866153846

00:25:15.468 --> 00:25:18.056 pain and historical grievances.

NOTE Confidence: 0.897049866153846

00:25:18.060 --> 00:25:19.800 Not always. And not always in

NOTE Confidence: 0.897049866153846

00:25:19.800 --> 00:25:21.999 in the front of people's minds,

NOTE Confidence: 0.897049866153846

00:25:22.000 --> 00:25:23.640 but often because, again,

NOTE Confidence: 0.897049866153846

00:25:23.640 --> 00:25:25.690 that's the nature of belonging

NOTE Confidence: 0.897049866153846

00:25:25.690 --> 00:25:27.980 to different kinds of groups.

NOTE Confidence: 0.897049866153846

00:25:27.980 --> 00:25:31.108 We see it all around us with respect

NOTE Confidence: 0.897049866153846

00:25:31.108 --> 00:25:34.758 today to things like immigration or race.

NOTE Confidence: 0.897049866153846

00:25:34.760 --> 00:25:37.441 We see it historically with respect to

NOTE Confidence: 0.897049866153846

00:25:37.441 --> 00:25:40.189 those groups as well as going back as

NOTE Confidence: 0.897049866153846

00:25:40.189 --> 00:25:43.180 far as any of us can historically record.

NOTE Confidence: 0.897049866153846

00:25:43.180 --> 00:25:44.956 Gender relations,
NOTE Confidence: 0.897049866153846

00:25:44.956 --> 00:25:49.396 national sort of a geographic.
NOTE Confidence: 0.897049866153846

00:25:49.400 --> 00:25:52.088 Identifications those all get
NOTE Confidence: 0.897049866153846

00:25:52.088 --> 00:25:54.104 brought into organizations.
NOTE Confidence: 0.897049866153846

00:25:54.110 --> 00:25:57.086 So when all of us are
NOTE Confidence: 0.897049866153846

00:25:57.090 --> 00:25:59.470 trained in unconscious bias,
NOTE Confidence: 0.897049866153846

00:25:59.470 --> 00:26:02.376 we're trained as if that's
NOTE Confidence: 0.897049866153846

00:26:02.376 --> 00:26:04.480 in the individual mind.
NOTE Confidence: 0.897049866153846

00:26:04.480 --> 00:26:07.472 I would suggest to you that the bias
NOTE Confidence: 0.897049866153846

00:26:07.472 --> 00:26:09.929 that comes or the historical views
NOTE Confidence: 0.897049866153846

00:26:09.929 --> 00:26:13.312 of other groups comes to us from the
NOTE Confidence: 0.897049866153846

00:26:13.312 --> 00:26:16.609 the the cultures that we belong to,
NOTE Confidence: 0.897049866153846

00:26:16.610 --> 00:26:17.670 it's deposited in us.
NOTE Confidence: 0.897049866153846

00:26:17.670 --> 00:26:19.910 So when we intervene on the individual.
NOTE Confidence: 0.897049866153846

00:26:19.910 --> 00:26:20.244 Brain,
NOTE Confidence: 0.897049866153846

00:26:20.244 --> 00:26:21.914 I would argue we're intervening

NOTE Confidence: 0.897049866153846
00:26:21.914 --> 00:26:24.019 at the wrong level of analysis.
NOTE Confidence: 0.897049866153846
00:26:24.020 --> 00:26:25.332 It's what where that?
NOTE Confidence: 0.897049866153846
00:26:25.332 --> 00:26:27.300 How that gets into our brain.
NOTE Confidence: 0.897049866153846
00:26:27.300 --> 00:26:29.355 And that's about groups and
NOTE Confidence: 0.897049866153846
00:26:29.355 --> 00:26:31.410 about what groups teach their
NOTE Confidence: 0.897049866153846
00:26:31.490 --> 00:26:33.438 members about other groups.
NOTE Confidence: 0.897049866153846
00:26:33.440 --> 00:26:35.000 And that's where we eventually
NOTE Confidence: 0.897049866153846
00:26:35.000 --> 00:26:35.936 need to intervene.
NOTE Confidence: 0.897049866153846
00:26:35.940 --> 00:26:36.186 Now,
NOTE Confidence: 0.897049866153846
00:26:36.186 --> 00:26:37.170 how does that create?
NOTE Confidence: 0.815771458666667
00:26:39.470 --> 00:26:41.474 Ethical challenges the ethical
NOTE Confidence: 0.815771458666667
00:26:41.474 --> 00:26:43.979 challenges of identity groups are
NOTE Confidence: 0.815771458666667
00:26:43.979 --> 00:26:46.766 often out of our conscious awareness.
NOTE Confidence: 0.815771458666667
00:26:46.770 --> 00:26:49.090 The example I'll give is about five or
NOTE Confidence: 0.815771458666667
00:26:49.090 --> 00:26:51.405 six years ago there was a front page
NOTE Confidence: 0.815771458666667

00:26:51.405 --> 00:26:53.489 article in New York Times about huge
NOTE Confidence: 0.815771458666667

00:26:53.489 --> 00:26:56.020 studies at the NIH about the four month.
NOTE Confidence: 0.815771458666667

00:26:56.020 --> 00:26:57.660 You're all you know,
NOTE Confidence: 0.815771458666667

00:26:57.660 --> 00:27:00.644 more than the four month delay for African
NOTE Confidence: 0.815771458666667

00:27:00.644 --> 00:27:02.970 American women in getting a mammogram,
NOTE Confidence: 0.815771458666667

00:27:02.970 --> 00:27:05.094 and the NIH did every statistical
NOTE Confidence: 0.815771458666667

00:27:05.094 --> 00:27:07.765 thing they could to try to explain
NOTE Confidence: 0.815771458666667

00:27:07.765 --> 00:27:10.129 and understand why this was happening.
NOTE Confidence: 0.815771458666667

00:27:10.130 --> 00:27:12.105 They controlled for dozens of
NOTE Confidence: 0.815771458666667

00:27:12.105 --> 00:27:14.759 variables and the front page of the
NOTE Confidence: 0.815771458666667

00:27:14.759 --> 00:27:16.880 times the lead of the study said.
NOTE Confidence: 0.815771458666667

00:27:16.880 --> 00:27:19.562 We were searching for every explanation
NOTE Confidence: 0.815771458666667

00:27:19.562 --> 00:27:23.066 we could and at the end of the day
NOTE Confidence: 0.815771458666667

00:27:23.066 --> 00:27:25.236 the only thing we can attribute
NOTE Confidence: 0.815771458666667

00:27:25.236 --> 00:27:27.498 this to is racism. Now.
NOTE Confidence: 0.815771458666667

00:27:27.498 --> 00:27:29.250 Even in this room,

NOTE Confidence: 0.815771458666667
00:27:29.250 --> 00:27:30.648 I'm sure people are saying no.
NOTE Confidence: 0.815771458666667
00:27:30.650 --> 00:27:33.635 I said it's it's interactions
NOTE Confidence: 0.815771458666667
00:27:33.635 --> 00:27:34.829 of socioeconomic.
NOTE Confidence: 0.815771458666667
00:27:34.830 --> 00:27:38.006 And the 35,000 or whatever it was OK,
NOTE Confidence: 0.815771458666667
00:27:38.010 --> 00:27:39.550 not a randomized control trial,
NOTE Confidence: 0.815771458666667
00:27:39.550 --> 00:27:42.150 but looking for everything they
NOTE Confidence: 0.815771458666667
00:27:42.150 --> 00:27:45.663 could find and not a single not
NOTE Confidence: 0.815771458666667
00:27:45.663 --> 00:27:46.728 going to say a single,
NOTE Confidence: 0.815771458666667
00:27:46.730 --> 00:27:50.350 but no more than 2% of the
NOTE Confidence: 0.815771458666667
00:27:50.350 --> 00:27:52.070 of the healthcare providers.
NOTE Confidence: 0.815771458666667
00:27:52.070 --> 00:27:54.236 If you interviewed them who were
NOTE Confidence: 0.815771458666667
00:27:54.236 --> 00:27:55.994 involved in the healthcare of
NOTE Confidence: 0.815771458666667
00:27:55.994 --> 00:27:58.128 those 35,000 patients would say
NOTE Confidence: 0.815771458666667
00:27:58.128 --> 00:28:00.488 I'm prejudice against black people,
NOTE Confidence: 0.815771458666667
00:28:00.490 --> 00:28:03.148 which is why I delay them.
NOTE Confidence: 0.815771458666667

00:28:03.150 --> 00:28:05.824 But the finding in terms of looking
NOTE Confidence: 0.815771458666667

00:28:05.824 --> 00:28:06.970 at everything else,
NOTE Confidence: 0.815771458666667

00:28:06.970 --> 00:28:09.130 is that somewhere the historical
NOTE Confidence: 0.815771458666667

00:28:09.130 --> 00:28:10.858 relationship between groups makes
NOTE Confidence: 0.815771458666667

00:28:10.858 --> 00:28:12.995 its way into our decision making
NOTE Confidence: 0.815771458666667

00:28:12.995 --> 00:28:15.317 about same thing is true for the
NOTE Confidence: 0.815771458666667

00:28:15.317 --> 00:28:17.480 meta studies that are done year after
NOTE Confidence: 0.815771458666667

00:28:17.480 --> 00:28:20.590 year about drug company sponsored research,
NOTE Confidence: 0.815771458666667

00:28:20.590 --> 00:28:22.510 not a single researcher says,
NOTE Confidence: 0.815771458666667

00:28:22.510 --> 00:28:23.162 yeah.
NOTE Confidence: 0.815771458666667

00:28:23.162 --> 00:28:25.770 Of course, I've I.
NOTE Confidence: 0.815771458666667

00:28:25.770 --> 00:28:27.314 I change my findings
NOTE Confidence: 0.815771458666667

00:28:27.314 --> 00:28:29.244 because of who's funding me.
NOTE Confidence: 0.815771458666667

00:28:29.250 --> 00:28:31.497 Not a single person says that because
NOTE Confidence: 0.815771458666667

00:28:31.497 --> 00:28:34.010 not a single researcher believes it.
NOTE Confidence: 0.815771458666667

00:28:34.010 --> 00:28:36.794 But the meta analysis clearly and

NOTE Confidence: 0.815771458666667

00:28:36.794 --> 00:28:39.849 repeatedly shows that it has an impact.

NOTE Confidence: 0.815771458666667

00:28:39.850 --> 00:28:41.544 This is the impact of the groups

NOTE Confidence: 0.815771458666667

00:28:41.550 --> 00:28:42.790 to which you belong.

NOTE Confidence: 0.815771458666667

00:28:42.790 --> 00:28:44.422 That's not necessarily conscious,

NOTE Confidence: 0.815771458666667

00:28:44.422 --> 00:28:46.870 which makes the whole notion of

NOTE Confidence: 0.815771458666667

00:28:46.942 --> 00:28:49.168 this being an ethical dilemma very

NOTE Confidence: 0.815771458666667

00:28:49.168 --> 00:28:51.382 hard to confront because we think

NOTE Confidence: 0.815771458666667

00:28:51.382 --> 00:28:53.713 of ethics as something that's in the

NOTE Confidence: 0.815771458666667

00:28:53.713 --> 00:28:55.995 frontal lobe that we think about

NOTE Confidence: 0.815771458666667

00:28:55.995 --> 00:28:58.774 that we can reason about that we

NOTE Confidence: 0.815771458666667

00:28:58.774 --> 00:29:01.205 can set up principles for these

NOTE Confidence: 0.815771458666667

00:29:01.205 --> 00:29:04.535 kinds of ethical issues are buried.

NOTE Confidence: 0.815771458666667

00:29:04.540 --> 00:29:09.840 And harder to get. OK. So.

NOTE Confidence: 0.815771458666667

00:29:09.840 --> 00:29:12.312 So why do I have something up here

NOTE Confidence: 0.815771458666667

00:29:12.312 --> 00:29:14.380 called the worldly philosopher?

NOTE Confidence: 0.815771458666667

00:29:14.380 --> 00:29:16.360 Cause there's like this man named
NOTE Confidence: 0.815771458666667

00:29:16.360 --> 00:29:18.320 Albert Hirschman was an economist,
NOTE Confidence: 0.815771458666667

00:29:18.320 --> 00:29:20.756 wrote a book about markets and organizations.
NOTE Confidence: 0.815771458666667

00:29:20.760 --> 00:29:23.178 I won't bore you with it.
NOTE Confidence: 0.815771458666667

00:29:23.180 --> 00:29:26.666 But what he was trying to understand
NOTE Confidence: 0.815771458666667

00:29:26.666 --> 00:29:29.564 was what happens when you are a
NOTE Confidence: 0.815771458666667

00:29:29.564 --> 00:29:31.670 member of an organization and you
NOTE Confidence: 0.815771458666667

00:29:31.750 --> 00:29:34.110 see something that violates a
NOTE Confidence: 0.815771458666667

00:29:34.110 --> 00:29:35.998 moral or practical standard.
NOTE Confidence: 0.815771458666667

00:29:36.000 --> 00:29:37.668 Now in his case,
NOTE Confidence: 0.815771458666667

00:29:37.668 --> 00:29:39.336 that practical standard was
NOTE Confidence: 0.815771458666667

00:29:39.340 --> 00:29:40.948 good economic practices.
NOTE Confidence: 0.8606351925

00:29:42.970 --> 00:29:45.938 So his question was what are your options?
NOTE Confidence: 0.8606351925

00:29:45.940 --> 00:29:47.924 What do you do when you see that?
NOTE Confidence: 0.830791867142857

00:29:50.060 --> 00:29:53.707 And here's the title of his book.
NOTE Confidence: 0.830791867142857

00:29:53.710 --> 00:29:58.080 Is exit. Voice and loyalty.

NOTE Confidence: 0.896982003636364
00:30:00.680 --> 00:30:03.950 And the idea is you basically
NOTE Confidence: 0.896982003636364
00:30:03.950 --> 00:30:06.650 have three choices when you.
NOTE Confidence: 0.896982003636364
00:30:06.650 --> 00:30:10.178 See, I don't know why I'm picking.
NOTE Confidence: 0.896982003636364
00:30:10.180 --> 00:30:11.664 I'm not, you know, as they say,
NOTE Confidence: 0.896982003636364
00:30:11.670 --> 00:30:12.774 some of my best friends and
NOTE Confidence: 0.896982003636364
00:30:12.774 --> 00:30:13.510 I'm picking on surgeons.
NOTE Confidence: 0.896982003636364
00:30:13.510 --> 00:30:15.589 But medical student once told me about,
NOTE Confidence: 0.896982003636364
00:30:15.590 --> 00:30:16.525 you know we're talking about
NOTE Confidence: 0.896982003636364
00:30:16.525 --> 00:30:17.868 ethics and they said, you know,
NOTE Confidence: 0.896982003636364
00:30:17.868 --> 00:30:19.632 I saw somebody leave something in
NOTE Confidence: 0.896982003636364
00:30:19.632 --> 00:30:21.380 the patient, sew it up and then
NOTE Confidence: 0.896982003636364
00:30:21.380 --> 00:30:23.565 tell us not to tell anybody. OK,
NOTE Confidence: 0.896982003636364
00:30:23.565 --> 00:30:27.285 So what happens if you're shocked at this?
NOTE Confidence: 0.896982003636364
00:30:27.290 --> 00:30:29.495 You were never a medical student or
NOTE Confidence: 0.896982003636364
00:30:29.495 --> 00:30:31.205 you weren't paying attention because
NOTE Confidence: 0.896982003636364

00:30:31.205 --> 00:30:33.305 I heard dozens of these right?
NOTE Confidence: 0.896982003636364

00:30:33.310 --> 00:30:34.942 A different versions of this and
NOTE Confidence: 0.896982003636364

00:30:34.942 --> 00:30:37.049 I'm sure it's a small percentage.
NOTE Confidence: 0.896982003636364

00:30:37.050 --> 00:30:38.793 But you know, you're in the you're
NOTE Confidence: 0.896982003636364

00:30:38.793 --> 00:30:40.708 in a medical setting all the time.
NOTE Confidence: 0.896982003636364

00:30:40.710 --> 00:30:41.450 You're going to see one
NOTE Confidence: 0.896982003636364

00:30:41.450 --> 00:30:42.190 every once in a while.
NOTE Confidence: 0.896982003636364

00:30:42.190 --> 00:30:45.795 So what happens if you see it?
NOTE Confidence: 0.896982003636364

00:30:45.800 --> 00:30:47.088 What do you do?
NOTE Confidence: 0.896982003636364

00:30:47.088 --> 00:30:49.070 Now, if you're a medical student,
NOTE Confidence: 0.896982003636364

00:30:49.070 --> 00:30:49.830 what do you do?
NOTE Confidence: 0.85583290625

00:30:53.550 --> 00:30:54.598 What did this not?
NOTE Confidence: 0.85583290625

00:30:54.598 --> 00:30:55.646 What should you do?
NOTE Confidence: 0.85583290625

00:30:55.650 --> 00:30:57.696 Because that runs into exactly what
NOTE Confidence: 0.85583290625

00:30:57.696 --> 00:30:59.809 we're going to talk about here.
NOTE Confidence: 0.85583290625

00:30:59.810 --> 00:31:01.472 But what do you think this

NOTE Confidence: 0.85583290625

00:31:01.472 --> 00:31:04.338 medical student did talk to you?

NOTE Confidence: 0.85583290625

00:31:04.340 --> 00:31:05.588 That's because I asked.

NOTE Confidence: 0.859706563

00:31:07.780 --> 00:31:09.508 That's probably true also.

NOTE Confidence: 0.859706563

00:31:09.508 --> 00:31:12.100 What didn't the medical student do?

NOTE Confidence: 0.798314086923077

00:31:16.130 --> 00:31:18.125 Even raise a question report

NOTE Confidence: 0.798314086923077

00:31:18.125 --> 00:31:20.948 to anything because of the the

NOTE Confidence: 0.798314086923077

00:31:20.948 --> 00:31:22.448 hierarchical vulnerability.

NOTE Confidence: 0.798314086923077

00:31:22.450 --> 00:31:24.268 So this is fundamentally and we

NOTE Confidence: 0.798314086923077

00:31:24.268 --> 00:31:25.480 talked about functional groups.

NOTE Confidence: 0.798314086923077

00:31:25.480 --> 00:31:27.358 We talked about the the hierarchy

NOTE Confidence: 0.798314086923077

00:31:27.358 --> 00:31:28.610 that's nested in functions,

NOTE Confidence: 0.798314086923077

00:31:28.610 --> 00:31:30.556 meaning some are more powerful than others.

NOTE Confidence: 0.798314086923077

00:31:30.560 --> 00:31:32.926 So what hershman's trying to figure out?

NOTE Confidence: 0.798314086923077

00:31:32.930 --> 00:31:34.610 And of course, with respect to identity,

NOTE Confidence: 0.798314086923077

00:31:34.610 --> 00:31:36.990 there's also historical power differences.

NOTE Confidence: 0.798314086923077

00:31:36.990 --> 00:31:38.550 What Hurshman is trying to figure
NOTE Confidence: 0.798314086923077

00:31:38.550 --> 00:31:40.979 out is what do you do when you see
NOTE Confidence: 0.798314086923077

00:31:40.979 --> 00:31:42.960 something and there's a power difference.
NOTE Confidence: 0.798314086923077

00:31:42.960 --> 00:31:45.340 There's a vulnerability to speaking,
NOTE Confidence: 0.798314086923077

00:31:45.340 --> 00:31:47.909 so he says, well, you can speak.
NOTE Confidence: 0.943883261428572

00:31:49.970 --> 00:31:52.224 Because his point is, if you speak,
NOTE Confidence: 0.943883261428572

00:31:52.230 --> 00:31:54.530 you give the organization the
NOTE Confidence: 0.943883261428572

00:31:54.530 --> 00:31:57.190 information it needs to change so
NOTE Confidence: 0.943883261428572

00:31:57.190 --> 00:31:59.710 that it's the quality of its efforts.
NOTE Confidence: 0.943883261428572

00:31:59.710 --> 00:32:01.150 The ethical. In our case,
NOTE Confidence: 0.943883261428572

00:32:01.150 --> 00:32:03.522 the ethical behavior improves,
NOTE Confidence: 0.943883261428572

00:32:03.522 --> 00:32:04.708 because clearly,
NOTE Confidence: 0.943883261428572

00:32:04.710 --> 00:32:08.190 if nobody's ever reporting these things.
NOTE Confidence: 0.943883261428572

00:32:08.190 --> 00:32:10.165 The organization never has the
NOTE Confidence: 0.943883261428572

00:32:10.165 --> 00:32:12.930 information to be either self regulating,
NOTE Confidence: 0.943883261428572

00:32:12.930 --> 00:32:14.526 which is one of the of course

NOTE Confidence: 0.943883261428572
00:32:14.530 --> 00:32:16.020 key components of a profession
NOTE Confidence: 0.943883261428572
00:32:16.020 --> 00:32:18.250 is that it is self regulating,
NOTE Confidence: 0.943883261428572
00:32:18.250 --> 00:32:21.388 or to change whatever its organizational
NOTE Confidence: 0.943883261428572
00:32:21.388 --> 00:32:24.586 practices are that are making this
NOTE Confidence: 0.943883261428572
00:32:24.586 --> 00:32:27.640 seem like it's the standard practice.
NOTE Confidence: 0.943883261428572
00:32:27.640 --> 00:32:32.261 So Kirshman said you can leave and
NOTE Confidence: 0.943883261428572
00:32:32.261 --> 00:32:34.669 in leaving you do give a piece of
NOTE Confidence: 0.943883261428572
00:32:34.669 --> 00:32:36.269 information in the organization.
NOTE Confidence: 0.943883261428572
00:32:36.270 --> 00:32:37.150 And as you know,
NOTE Confidence: 0.943883261428572
00:32:37.150 --> 00:32:38.830 over the last two or three years,
NOTE Confidence: 0.943883261428572
00:32:38.830 --> 00:32:40.265 I'm sure you're all talking about it.
NOTE Confidence: 0.943883261428572
00:32:40.270 --> 00:32:42.480 There are increasing concerns that
NOTE Confidence: 0.943883261428572
00:32:42.480 --> 00:32:44.690 large numbers of healthcare providers,
NOTE Confidence: 0.943883261428572
00:32:44.690 --> 00:32:47.920 nurses, physicians.
NOTE Confidence: 0.943883261428572
00:32:47.920 --> 00:32:50.461 Are going to leave the health care
NOTE Confidence: 0.943883261428572

00:32:50.461 --> 00:32:53.635 system because of the as a way of saying
NOTE Confidence: 0.943883261428572

00:32:53.635 --> 00:32:56.099 the way this organization is functioning.
NOTE Confidence: 0.943883261428572

00:32:56.100 --> 00:32:58.196 I don't want to be part of anymore
NOTE Confidence: 0.943883261428572

00:32:58.200 --> 00:33:00.560 either for ethical reasons or
NOTE Confidence: 0.943883261428572

00:33:00.560 --> 00:33:01.976 resource allocation decisions.
NOTE Confidence: 0.943883261428572

00:33:01.980 --> 00:33:04.596 Whatever has to be so you can leave.
NOTE Confidence: 0.943883261428572

00:33:04.600 --> 00:33:08.121 Hirshman says if you leave, you only give
NOTE Confidence: 0.943883261428572

00:33:08.121 --> 00:33:10.556 gross information to the organization.
NOTE Confidence: 0.943883261428572

00:33:10.560 --> 00:33:13.689 Meaning you left you didn't like something.
NOTE Confidence: 0.943883261428572

00:33:13.690 --> 00:33:15.678 And many organizations do
NOTE Confidence: 0.943883261428572

00:33:15.678 --> 00:33:17.666 not do exit interviews,
NOTE Confidence: 0.943883261428572

00:33:17.670 --> 00:33:19.308 and when they do do exit interviews,
NOTE Confidence: 0.943883261428572

00:33:19.310 --> 00:33:21.977 those are tricky because people don't want
NOTE Confidence: 0.943883261428572

00:33:21.977 --> 00:33:25.528 to burn any bridges structural vulnerability.
NOTE Confidence: 0.943883261428572

00:33:25.530 --> 00:33:27.288 They don't necessarily tell the truth.
NOTE Confidence: 0.943883261428572

00:33:27.290 --> 00:33:29.789 Their relationships are going to do so,

NOTE Confidence: 0.943883261428572
00:33:29.790 --> 00:33:31.845 leaving gross information.
NOTE Confidence: 0.943883261428572
00:33:31.845 --> 00:33:33.900 But you know,
NOTE Confidence: 0.943883261428572
00:33:33.900 --> 00:33:36.049 have you ever seen anybody leave Yale?
NOTE Confidence: 0.943883261428572
00:33:36.050 --> 00:33:37.138 You have.
NOTE Confidence: 0.943883261428572
00:33:37.138 --> 00:33:39.858 What is the announcement say?
NOTE Confidence: 0.943883261428572
00:33:39.860 --> 00:33:42.340 Ohh they got a better offer somewhere else.
NOTE Confidence: 0.943883261428572
00:33:42.340 --> 00:33:44.500 Ohh they had other opportunities.
NOTE Confidence: 0.943883261428572
00:33:44.500 --> 00:33:46.215 Oh they wanted to spend more time.
NOTE Confidence: 0.943883261428572
00:33:46.220 --> 00:33:47.549 Nobody ever says.
NOTE Confidence: 0.943883261428572
00:33:47.549 --> 00:33:50.952 If all you see is an exit, well,
NOTE Confidence: 0.943883261428572
00:33:50.952 --> 00:33:53.066 here are the three critiques that made
NOTE Confidence: 0.943883261428572
00:33:53.066 --> 00:33:55.130 them want to choose someplace else.
NOTE Confidence: 0.943883261428572
00:33:55.130 --> 00:33:57.990 Now some people will say that on the way out,
NOTE Confidence: 0.943883261428572
00:33:57.990 --> 00:34:00.090 I would suggest to you that's this.
NOTE Confidence: 0.943883261428572
00:34:00.090 --> 00:34:03.184 That's a combination of exit and voice.
NOTE Confidence: 0.943883261428572

00:34:03.190 --> 00:34:04.884 We've seen examples of that as well.
NOTE Confidence: 0.943883261428572

00:34:04.890 --> 00:34:06.297 I guess I'm going to space where
NOTE Confidence: 0.943883261428572

00:34:06.297 --> 00:34:07.510 that actually may have happened,
NOTE Confidence: 0.943883261428572

00:34:07.510 --> 00:34:08.854 but but.
NOTE Confidence: 0.943883261428572

00:34:08.854 --> 00:34:12.214 But so you can leave,
NOTE Confidence: 0.943883261428572

00:34:12.220 --> 00:34:14.175 you can also stay around
NOTE Confidence: 0.943883261428572

00:34:14.175 --> 00:34:16.130 and keep your mouth shut.
NOTE Confidence: 0.943883261428572

00:34:16.130 --> 00:34:17.570 But in that case,
NOTE Confidence: 0.943883261428572

00:34:17.570 --> 00:34:19.370 the the organization doesn't get
NOTE Confidence: 0.943883261428572

00:34:19.370 --> 00:34:21.966 any information about its ethical
NOTE Confidence: 0.943883261428572

00:34:21.966 --> 00:34:24.990 professional standards or practice.
NOTE Confidence: 0.943883261428572

00:34:24.990 --> 00:34:27.504 So Herschman is essentially saying this
NOTE Confidence: 0.943883261428572

00:34:27.504 --> 00:34:31.120 is the key for organizational learning.
NOTE Confidence: 0.943883261428572

00:34:31.120 --> 00:34:33.810 But C was an economist.
NOTE Confidence: 0.943883261428572

00:34:33.810 --> 00:34:36.060 So what I don't think he
NOTE Confidence: 0.943883261428572

00:34:36.060 --> 00:34:37.560 he he emphasized enough,

NOTE Confidence: 0.943883261428572
00:34:37.560 --> 00:34:40.280 was how difficult this is.
NOTE Confidence: 0.943883261428572
00:34:40.280 --> 00:34:42.702 In theory this is of course the
NOTE Confidence: 0.943883261428572
00:34:42.702 --> 00:34:45.267 way in which the organization gets
NOTE Confidence: 0.943883261428572
00:34:45.267 --> 00:34:48.147 the information it needs to refine
NOTE Confidence: 0.943883261428572
00:34:48.147 --> 00:34:51.079 it's professional ethical practice.
NOTE Confidence: 0.943883261428572
00:34:51.080 --> 00:34:54.400 But if anybody is ever been on a on a
NOTE Confidence: 0.943883261428572
00:34:54.495 --> 00:34:57.640 committee to review other people's,
NOTE Confidence: 0.943883261428572
00:34:57.640 --> 00:34:59.340 you know, professional activity,
NOTE Confidence: 0.943883261428572
00:34:59.340 --> 00:35:00.615 it's very challenging.
NOTE Confidence: 0.943883261428572
00:35:00.620 --> 00:35:02.105 And if you've ever been in a low power.
NOTE Confidence: 0.943883261428572
00:35:02.110 --> 00:35:04.678 Position then you can fill out a form.
NOTE Confidence: 0.943883261428572
00:35:04.680 --> 00:35:06.425 You think multiple times before
NOTE Confidence: 0.943883261428572
00:35:06.425 --> 00:35:09.210 you fill out that form because the
NOTE Confidence: 0.943883261428572
00:35:09.210 --> 00:35:10.665 structural vulnerability means
NOTE Confidence: 0.943883261428572
00:35:10.665 --> 00:35:13.090 you're not sure how confidential
NOTE Confidence: 0.856234974782609

00:35:13.159 --> 00:35:14.988 that form is. That's what it means
NOTE Confidence: 0.856234974782609

00:35:14.988 --> 00:35:15.976 to be structurally vulnerable.
NOTE Confidence: 0.856234974782609

00:35:15.980 --> 00:35:17.368 That's what it means.
NOTE Confidence: 0.856234974782609

00:35:17.368 --> 00:35:19.985 And I remember I'm going to confess
NOTE Confidence: 0.856234974782609

00:35:19.985 --> 00:35:22.285 something I should not confess.
NOTE Confidence: 0.856234974782609

00:35:22.290 --> 00:35:24.466 I didn't do it. He says of course,
NOTE Confidence: 0.856234974782609

00:35:24.470 --> 00:35:26.423 but when I was in Graduate School
NOTE Confidence: 0.856234974782609

00:35:26.423 --> 00:35:28.630 and we used questionnaires right?
NOTE Confidence: 0.856234974782609

00:35:28.630 --> 00:35:30.955 And we worried about the
NOTE Confidence: 0.856234974782609

00:35:30.955 --> 00:35:32.815 response rate on questionnaires.
NOTE Confidence: 0.856234974782609

00:35:32.820 --> 00:35:34.610 There were little secrets that
NOTE Confidence: 0.856234974782609

00:35:34.610 --> 00:35:36.954 were told about how to give
NOTE Confidence: 0.856234974782609

00:35:36.954 --> 00:35:38.898 out an anonymous questionnaire,
NOTE Confidence: 0.856234974782609

00:35:38.900 --> 00:35:41.050 but keep track of it.
NOTE Confidence: 0.856234974782609

00:35:41.050 --> 00:35:44.510 So that you could follow up and or you know,
NOTE Confidence: 0.856234974782609

00:35:44.510 --> 00:35:46.834 find out you know how many you

NOTE Confidence: 0.856234974782609
00:35:46.834 --> 00:35:48.870 were getting back and from whom.
NOTE Confidence: 0.856234974782609
00:35:48.870 --> 00:35:50.375 You could write little tiny
NOTE Confidence: 0.856234974782609
00:35:50.375 --> 00:35:52.306 pencil numbers on the back of
NOTE Confidence: 0.856234974782609
00:35:52.306 --> 00:35:53.986 the questionnaire which you had
NOTE Confidence: 0.856234974782609
00:35:53.986 --> 00:35:55.651 then coded somewhere else, right?
NOTE Confidence: 0.856234974782609
00:35:55.651 --> 00:35:58.117 Or you could staple the staples
NOTE Confidence: 0.856234974782609
00:35:58.117 --> 00:35:59.350 in different directions,
NOTE Confidence: 0.856234974782609
00:35:59.350 --> 00:36:00.855 like let's say you want to know
NOTE Confidence: 0.856234974782609
00:36:00.855 --> 00:36:02.143 whether a particular PIN members
NOTE Confidence: 0.856234974782609
00:36:02.143 --> 00:36:03.648 vehicular department were returning it.
NOTE Confidence: 0.856234974782609
00:36:03.650 --> 00:36:06.156 So the Pediatrics the staple went this
NOTE Confidence: 0.856234974782609
00:36:06.156 --> 00:36:08.862 way and you know the oncology staple
NOTE Confidence: 0.856234974782609
00:36:08.862 --> 00:36:11.535 went this way and I never did any of that.
NOTE Confidence: 0.856234974782609
00:36:11.540 --> 00:36:14.890 But I suggest to you that that is a way
NOTE Confidence: 0.856234974782609
00:36:14.977 --> 00:36:18.498 of coping with trying to get information,
NOTE Confidence: 0.856234974782609

00:36:18.500 --> 00:36:20.696 but the deception that goes into
NOTE Confidence: 0.856234974782609

00:36:20.696 --> 00:36:23.833 that is a way of dealing with the
NOTE Confidence: 0.856234974782609

00:36:23.833 --> 00:36:26.540 fact that people are not going to.
NOTE Confidence: 0.856234974782609

00:36:26.540 --> 00:36:28.895 Often feel comfortable in the
NOTE Confidence: 0.856234974782609

00:36:28.895 --> 00:36:30.308 structurally vulnerable situation
NOTE Confidence: 0.856234974782609

00:36:30.308 --> 00:36:33.144 about what the UP group is going to
NOTE Confidence: 0.856234974782609

00:36:33.144 --> 00:36:35.069 do with the information they give.
NOTE Confidence: 0.856234974782609

00:36:35.070 --> 00:36:35.473 OK,
NOTE Confidence: 0.856234974782609

00:36:35.473 --> 00:36:38.294 so I think this is worth thinking
NOTE Confidence: 0.856234974782609

00:36:38.294 --> 00:36:40.730 about thinking about the conditions
NOTE Confidence: 0.856234974782609

00:36:40.730 --> 00:36:43.803 I was telling Mark about a colleague
NOTE Confidence: 0.856234974782609

00:36:43.803 --> 00:36:46.039 named Lauren Taylor who is struggling
NOTE Confidence: 0.856234974782609

00:36:46.039 --> 00:36:48.991 with this and one of the things she's
NOTE Confidence: 0.856234974782609

00:36:48.991 --> 00:36:51.520 she says is one way of dealing with
NOTE Confidence: 0.856234974782609

00:36:51.520 --> 00:36:53.110 the attention and the vulnerability,
NOTE Confidence: 0.856234974782609

00:36:53.110 --> 00:36:56.238 but also the discomfort of being in an

NOTE Confidence: 0.856234974782609

00:36:56.238 --> 00:36:58.121 organization that is doing something

NOTE Confidence: 0.856234974782609

00:36:58.121 --> 00:37:00.870 going UN quote wrong is to sit her.

NOTE Confidence: 0.856234974782609

00:37:00.870 --> 00:37:04.558 Her word is stay in and speak out.

NOTE Confidence: 0.737400616

00:37:08.140 --> 00:37:09.840 But Lauren, too, I think,

NOTE Confidence: 0.737400616

00:37:09.840 --> 00:37:11.310 is underestimating the

NOTE Confidence: 0.737400616

00:37:11.310 --> 00:37:13.270 vulnerability of that strategy,

NOTE Confidence: 0.737400616

00:37:13.270 --> 00:37:14.515 because here's what I'm going

NOTE Confidence: 0.737400616

00:37:14.515 --> 00:37:16.140 to get to my last point.

NOTE Confidence: 0.737400616

00:37:16.140 --> 00:37:19.500 Because stay and speak out is

NOTE Confidence: 0.737400616

00:37:19.500 --> 00:37:23.220 an individual level exhortation.

NOTE Confidence: 0.737400616

00:37:23.220 --> 00:37:26.760 Right you you're in an organization

NOTE Confidence: 0.737400616

00:37:26.760 --> 00:37:29.120 and you're seeing something

NOTE Confidence: 0.737400616

00:37:29.120 --> 00:37:32.704 the way you remain whole as an

NOTE Confidence: 0.737400616

00:37:32.704 --> 00:37:35.486 individual is not to quit because

NOTE Confidence: 0.737400616

00:37:35.486 --> 00:37:38.188 that may be not possible for you

NOTE Confidence: 0.737400616

00:37:38.188 --> 00:37:40.329 given that you need the job,
NOTE Confidence: 0.737400616

00:37:40.330 --> 00:37:42.430 et cetera that you're whatever your
NOTE Confidence: 0.737400616

00:37:42.430 --> 00:37:45.017 own goals are not to just go along,
NOTE Confidence: 0.737400616

00:37:45.020 --> 00:37:48.646 but to stay in and speak out.
NOTE Confidence: 0.737400616

00:37:48.650 --> 00:37:50.967 That's a heavy burden on an individual.
NOTE Confidence: 0.737400616

00:37:50.970 --> 00:37:53.106 I mean, I think it's an impossible burden
NOTE Confidence: 0.737400616

00:37:53.106 --> 00:37:55.478 on all but the most secure individuals.
NOTE Confidence: 0.737400616

00:37:55.480 --> 00:37:57.082 And you know how many secure
NOTE Confidence: 0.737400616

00:37:57.082 --> 00:37:58.910 individuals there are in organizations.
NOTE Confidence: 0.787765731666667

00:38:02.140 --> 00:38:03.680 Because everybody's worried about
NOTE Confidence: 0.787765731666667

00:38:03.680 --> 00:38:05.106 their reputation, everybody's worried
NOTE Confidence: 0.787765731666667

00:38:05.106 --> 00:38:07.024 about their standing, their legacy.
NOTE Confidence: 0.787765731666667

00:38:07.024 --> 00:38:09.826 Everybody feels that to to do.
NOTE Confidence: 0.787765731666667

00:38:09.830 --> 00:38:13.916 This puts them at some risk.
NOTE Confidence: 0.787765731666667

00:38:13.920 --> 00:38:18.032 So that leads me to the notion
NOTE Confidence: 0.787765731666667

00:38:18.032 --> 00:38:19.640 of dissent in organizations.

NOTE Confidence: 0.787765731666667
00:38:19.640 --> 00:38:22.027 And I, I say dissent because I
NOTE Confidence: 0.787765731666667
00:38:22.027 --> 00:38:24.698 want to at least propose that when
NOTE Confidence: 0.787765731666667
00:38:24.698 --> 00:38:27.960 one is in a position of authority.
NOTE Confidence: 0.787765731666667
00:38:27.960 --> 00:38:32.196 That the cultivation of responsible dissent.
NOTE Confidence: 0.787765731666667
00:38:32.200 --> 00:38:34.335 As much as the cultivation
NOTE Confidence: 0.787765731666667
00:38:34.335 --> 00:38:35.616 of responsible conformity,
NOTE Confidence: 0.787765731666667
00:38:35.620 --> 00:38:36.840 which we're much better at,
NOTE Confidence: 0.787765731666667
00:38:36.840 --> 00:38:39.010 that's what we call professionalism.
NOTE Confidence: 0.787765731666667
00:38:39.010 --> 00:38:40.914 Professionalism is the cultivation
NOTE Confidence: 0.787765731666667
00:38:40.914 --> 00:38:41.866 of conformity.
NOTE Confidence: 0.787765731666667
00:38:41.870 --> 00:38:43.670 Meaning this is what we do
NOTE Confidence: 0.787765731666667
00:38:43.670 --> 00:38:44.570 in these situations.
NOTE Confidence: 0.787765731666667
00:38:44.570 --> 00:38:45.998 We don't get angry.
NOTE Confidence: 0.787765731666667
00:38:45.998 --> 00:38:47.783 We don't call anybody names.
NOTE Confidence: 0.787765731666667
00:38:47.790 --> 00:38:49.260 We listen carefully,
NOTE Confidence: 0.787765731666667

00:38:49.260 --> 00:38:50.240 we do,
NOTE Confidence: 0.787765731666667

00:38:50.240 --> 00:38:52.550 and we conform to those professional
NOTE Confidence: 0.787765731666667

00:38:52.550 --> 00:38:53.705 standards and practices.
NOTE Confidence: 0.787765731666667

00:38:53.710 --> 00:38:55.570 It's crucial for the functioning
NOTE Confidence: 0.787765731666667

00:38:55.570 --> 00:38:58.190 of any organization in any profession.
NOTE Confidence: 0.787765731666667

00:38:58.190 --> 00:39:00.662 But as important is the cultivation
NOTE Confidence: 0.787765731666667

00:39:00.662 --> 00:39:03.246 of the capacity for dissent for
NOTE Confidence: 0.787765731666667

00:39:03.246 --> 00:39:06.662 supporting in the in a position of authority.
NOTE Confidence: 0.787765731666667

00:39:06.670 --> 00:39:07.466 Getting access.
NOTE Confidence: 0.787765731666667

00:39:07.466 --> 00:39:09.854 To this to the experiences of
NOTE Confidence: 0.787765731666667

00:39:09.854 --> 00:39:12.373 people in different parts of the
NOTE Confidence: 0.787765731666667

00:39:12.373 --> 00:39:14.433 organization who are not likely
NOTE Confidence: 0.787765731666667

00:39:14.433 --> 00:39:17.169 to contribute that as individuals.
NOTE Confidence: 0.787765731666667

00:39:17.170 --> 00:39:22.138 Because I would suggest to you that dissent.
NOTE Confidence: 0.787765731666667

00:39:22.140 --> 00:39:23.980 Is a group phenomenon.
NOTE Confidence: 0.787765731666667

00:39:23.980 --> 00:39:26.280 It's a communication between a

NOTE Confidence: 0.787765731666667
00:39:26.280 --> 00:39:28.928 group as we've talked about here,
NOTE Confidence: 0.787765731666667
00:39:28.930 --> 00:39:31.054 a functional group to another functional
NOTE Confidence: 0.787765731666667
00:39:31.054 --> 00:39:33.243 Group A hierarchical group to another
NOTE Confidence: 0.787765731666667
00:39:33.243 --> 00:39:34.679 hierarchical Group One identity
NOTE Confidence: 0.787765731666667
00:39:34.679 --> 00:39:36.490 group to another identity group,
NOTE Confidence: 0.787765731666667
00:39:36.490 --> 00:39:38.270 which can often be misunderstood
NOTE Confidence: 0.787765731666667
00:39:38.270 --> 00:39:40.850 as the behavior of an individual,
NOTE Confidence: 0.787765731666667
00:39:40.850 --> 00:39:44.100 because often it's an individual.
NOTE Confidence: 0.787765731666667
00:39:44.100 --> 00:39:46.290 Who speaks?
NOTE Confidence: 0.787765731666667
00:39:46.290 --> 00:39:48.108 But if we imagine, and I,
NOTE Confidence: 0.787765731666667
00:39:48.110 --> 00:39:50.150 I think this is always true,
NOTE Confidence: 0.787765731666667
00:39:50.150 --> 00:39:52.214 that there is a group behind
NOTE Confidence: 0.787765731666667
00:39:52.214 --> 00:39:53.910 any individual who speaks out.
NOTE Confidence: 0.787765731666667
00:39:53.910 --> 00:39:55.710 Meaning as you just said,
NOTE Confidence: 0.787765731666667
00:39:55.710 --> 00:39:59.456 what does the medical student do talks to me?
NOTE Confidence: 0.787765731666667

00:39:59.456 --> 00:40:02.066 Talks to other medical students,
NOTE Confidence: 0.787765731666667

00:40:02.070 --> 00:40:04.728 so there's if a medical student
NOTE Confidence: 0.787765731666667

00:40:04.728 --> 00:40:07.370 raises her hand and says hey,
NOTE Confidence: 0.787765731666667

00:40:07.370 --> 00:40:09.246 what do we do about this practice?
NOTE Confidence: 0.787765731666667

00:40:09.250 --> 00:40:11.234 You can be sure there are lots of
NOTE Confidence: 0.787765731666667

00:40:11.234 --> 00:40:13.073 other medical students who know that
NOTE Confidence: 0.787765731666667

00:40:13.073 --> 00:40:14.683 or have had similar experiences.
NOTE Confidence: 0.787765731666667

00:40:14.690 --> 00:40:17.735 And so rather than make it difficult
NOTE Confidence: 0.787765731666667

00:40:17.735 --> 00:40:20.110 for the organization to negotiate,
NOTE Confidence: 0.787765731666667

00:40:20.110 --> 00:40:23.162 its where it falls short on its
NOTE Confidence: 0.787765731666667

00:40:23.162 --> 00:40:25.330 own professional ethical standards.
NOTE Confidence: 0.787765731666667

00:40:25.330 --> 00:40:28.030 By focusing on an individual,
NOTE Confidence: 0.787765731666667

00:40:28.030 --> 00:40:29.934 I suggest to you that the thing you
NOTE Confidence: 0.787765731666667

00:40:29.934 --> 00:40:32.003 want to do is think about how to
NOTE Confidence: 0.787765731666667

00:40:32.003 --> 00:40:34.358 enable groups to talk about their experience.
NOTE Confidence: 0.904376994285714

00:40:40.930 --> 00:40:42.730 I'll stay on camera, but I'm

NOTE Confidence: 0.904376994285714
00:40:42.730 --> 00:40:44.320 done 45 minutes on the nose.
NOTE Confidence: 0.802872143636364
00:40:47.300 --> 00:40:48.772 All right, go ahead.
NOTE Confidence: 0.802872143636364
00:40:48.772 --> 00:40:51.310 We'll use Jack if we need to.
NOTE Confidence: 0.834048333333333
00:40:55.870 --> 00:40:57.605 Yeah, so so yeah, I'm
NOTE Confidence: 0.834048333333333
00:40:57.605 --> 00:40:58.993 really interested in this
NOTE Confidence: 0.806463474
00:40:59.910 --> 00:41:01.400 idea of of trying to
NOTE Confidence: 0.815610393333333
00:41:01.410 --> 00:41:03.198 foster dissent. So so we've been.
NOTE Confidence: 0.8869695225
00:41:04.570 --> 00:41:05.198 Kind of a long
NOTE Confidence: 0.929030005555556
00:41:05.210 --> 00:41:06.720 story, but we've been trying
NOTE Confidence: 0.929030005555556
00:41:06.720 --> 00:41:09.190 to get feedback on different.
NOTE Confidence: 0.929030005555556
00:41:09.190 --> 00:41:10.804 Sort of ethics policies we put
NOTE Confidence: 0.929030005555556
00:41:10.804 --> 00:41:12.669 in place during the pandemic.
NOTE Confidence: 0.702864855
00:41:13.440 --> 00:41:16.300 And you know one area
NOTE Confidence: 0.9165015
00:41:16.300 --> 00:41:20.248 of real concern is. You know whether
NOTE Confidence: 0.954175008
00:41:20.260 --> 00:41:23.580 these policies have been used in
NOTE Confidence: 0.954175008

00:41:23.580 --> 00:41:27.604 a biased way with regard to race,
NOTE Confidence: 0.954175008

00:41:27.604 --> 00:41:28.900 ethnicity, socioeconomic status,
NOTE Confidence: 0.954175008

00:41:28.900 --> 00:41:29.920 and so that's that's been a,
NOTE Confidence: 0.833866773333333

00:41:29.960 --> 00:41:30.908 you know, a topic that we've
NOTE Confidence: 0.833866773333333

00:41:30.910 --> 00:41:33.076 been trying to get feedback from
NOTE Confidence: 0.833866773333333

00:41:33.076 --> 00:41:35.970 frontline clinicians about and.
NOTE Confidence: 0.90677747

00:41:37.520 --> 00:41:38.168 You know what
NOTE Confidence: 0.920600775

00:41:38.420 --> 00:41:39.900 we we've been particularly
NOTE Confidence: 0.920600775

00:41:39.900 --> 00:41:42.550 interested in the perspective of
NOTE Confidence: 0.93217649

00:41:42.980 --> 00:41:44.930 clinicians who are underrepresented in
NOTE Confidence: 0.8424720575

00:41:44.940 --> 00:41:50.450 medicine. And it's it's been really
NOTE Confidence: 0.8424720575

00:41:50.450 --> 00:41:52.880 challenging to get that perspective.
NOTE Confidence: 0.8424720575

00:41:52.880 --> 00:41:55.218 We've done a lot of interviews and it's been
NOTE Confidence: 0.776336174

00:41:55.400 --> 00:41:57.680 like there's been a noticeable.
NOTE Confidence: 0.5034446

00:41:59.730 --> 00:42:01.189 Skew and who's volunteering
NOTE Confidence: 0.5034446

00:42:01.189 --> 00:42:02.404 for the interviews and we?

NOTE Confidence: 0.929097348571429

00:42:02.410 --> 00:42:04.594 I mean, we've we've gone to

NOTE Confidence: 0.929097348571429

00:42:04.594 --> 00:42:06.242 individuals and there's there's been

NOTE Confidence: 0.929097348571429

00:42:06.242 --> 00:42:11.850 a lot of discomfort and and. It's.

NOTE Confidence: 0.929097348571429

00:42:11.850 --> 00:42:13.559 It's it's been a real challenge,

NOTE Confidence: 0.929097348571429

00:42:13.560 --> 00:42:14.540 so I mean I think we're we're.

NOTE Confidence: 0.929097348571429

00:42:14.540 --> 00:42:17.340 We are seeing the effect of,

NOTE Confidence: 0.93296231

00:42:17.790 --> 00:42:20.800 you know, hierarchy and particularly.

NOTE Confidence: 0.544283363

00:42:23.250 --> 00:42:26.760 A racial and ethnic. But

NOTE Confidence: 0.4371568685

00:42:30.040 --> 00:42:32.768 pressure to not give voice

NOTE Confidence: 0.4371568685

00:42:32.768 --> 00:42:34.410 right to like conform

NOTE Confidence: 0.62122546

00:42:34.960 --> 00:42:36.040 and and so it's

NOTE Confidence: 0.6703302175

00:42:36.050 --> 00:42:36.762 been something that we've

NOTE Confidence: 0.6703302175

00:42:36.762 --> 00:42:37.850 really been wrestling with. I'm

NOTE Confidence: 0.788341904285714

00:42:37.860 --> 00:42:40.300 curious, sort of like

NOTE Confidence: 0.788341904285714

00:42:40.300 --> 00:42:42.130 what tools organizations

NOTE Confidence: 0.8237523

00:42:42.140 --> 00:42:43.433 have used that have
NOTE Confidence: 0.8237523

00:42:43.433 --> 00:42:44.830 successfully promoted dissent.
NOTE Confidence: 0.8237523

00:42:44.830 --> 00:42:46.830 And like that that sharing of
NOTE Confidence: 0.8237523

00:42:46.830 --> 00:42:47.775 information because it's something
NOTE Confidence: 0.8237523

00:42:47.775 --> 00:42:49.140 that I've been running into a brick
NOTE Confidence: 0.913580272727273

00:42:49.150 --> 00:42:50.200 wall on personally.
NOTE Confidence: 0.913580272727273

00:42:50.200 --> 00:42:53.083 So most organizations are not good at it
NOTE Confidence: 0.913580272727273

00:42:53.083 --> 00:42:54.898 because most organizations don't want
NOTE Confidence: 0.913580272727273

00:42:54.898 --> 00:42:57.520 to hear it because most organizations
NOTE Confidence: 0.913580272727273

00:42:57.520 --> 00:43:00.558 feel that the the people out there.
NOTE Confidence: 0.913580272727273

00:43:00.560 --> 00:43:02.272 Just take medical students.
NOTE Confidence: 0.913580272727273

00:43:02.272 --> 00:43:03.984 What do they know?
NOTE Confidence: 0.913580272727273

00:43:03.990 --> 00:43:07.224 I don't want them putting out demands.
NOTE Confidence: 0.913580272727273

00:43:07.230 --> 00:43:08.530 I don't want them telling
NOTE Confidence: 0.913580272727273

00:43:08.530 --> 00:43:09.830 me what their experience is.
NOTE Confidence: 0.913580272727273

00:43:09.830 --> 00:43:11.798 They don't have a whole lot of experience

NOTE Confidence: 0.913580272727273
00:43:11.798 --> 00:43:13.368 with either education or medicine,
NOTE Confidence: 0.913580272727273
00:43:13.370 --> 00:43:15.570 so I I certainly don't
NOTE Confidence: 0.913580272727273
00:43:15.570 --> 00:43:17.330 want to encourage that.
NOTE Confidence: 0.913580272727273
00:43:17.330 --> 00:43:21.350 She not here Jen's general orientation.
NOTE Confidence: 0.913580272727273
00:43:21.350 --> 00:43:22.708 So first you have to deal with
NOTE Confidence: 0.913580272727273
00:43:22.708 --> 00:43:24.064 the fact that I think many
NOTE Confidence: 0.913580272727273
00:43:24.064 --> 00:43:25.510 organizations don't want to hear it.
NOTE Confidence: 0.913580272727273
00:43:25.510 --> 00:43:27.724 And that means that people in
NOTE Confidence: 0.913580272727273
00:43:27.724 --> 00:43:29.651 organizations have had the experience
NOTE Confidence: 0.913580272727273
00:43:29.651 --> 00:43:32.707 of being invited to speak and either not
NOTE Confidence: 0.913580272727273
00:43:32.707 --> 00:43:35.266 listen to not responded to or punished.
NOTE Confidence: 0.913580272727273
00:43:35.270 --> 00:43:37.446 So it's that when I talk about the
NOTE Confidence: 0.913580272727273
00:43:37.446 --> 00:43:38.739 historical relationship between groups,
NOTE Confidence: 0.913580272727273
00:43:38.740 --> 00:43:40.364 what they mean is when you go ask,
NOTE Confidence: 0.913580272727273
00:43:40.370 --> 00:43:42.755 and you think it's denovo, hey,
NOTE Confidence: 0.913580272727273

00:43:42.755 --> 00:43:45.185 I I'm a genuinely interested person.
NOTE Confidence: 0.913580272727273

00:43:45.190 --> 00:43:47.318 Can you tell me what your experience is?
NOTE Confidence: 0.913580272727273

00:43:47.320 --> 00:43:49.816 There's a whole history that comes with that,
NOTE Confidence: 0.913580272727273

00:43:49.820 --> 00:43:53.260 so tackling the history.
NOTE Confidence: 0.913580272727273

00:43:53.260 --> 00:43:54.780 Would be my first step.
NOTE Confidence: 0.913580272727273

00:43:54.780 --> 00:43:55.412 So you say, well,
NOTE Confidence: 0.913580272727273

00:43:55.412 --> 00:43:56.360 how do you tackle a history?
NOTE Confidence: 0.913580272727273

00:43:56.360 --> 00:43:56.694 Well,
NOTE Confidence: 0.913580272727273

00:43:56.694 --> 00:43:59.032 for starters the first thing you do
NOTE Confidence: 0.913580272727273

00:43:59.032 --> 00:44:02.280 is you say I know there's a history.
NOTE Confidence: 0.913580272727273

00:44:02.280 --> 00:44:04.079 I know I'm part of that history.
NOTE Confidence: 0.913580272727273

00:44:04.080 --> 00:44:05.316 I'll give you a concrete example.
NOTE Confidence: 0.913580272727273

00:44:05.320 --> 00:44:09.464 Years ago, two or three Deans before.
NOTE Confidence: 0.913580272727273

00:44:09.470 --> 00:44:12.445 There was a renewal of a grant,
NOTE Confidence: 0.913580272727273

00:44:12.450 --> 00:44:14.683 and in the renewal of the grant
NOTE Confidence: 0.913580272727273

00:44:14.683 --> 00:44:16.870 was a community engagement piece.

NOTE Confidence: 0.913580272727273
00:44:16.870 --> 00:44:18.870 This is 1520 years ago,
NOTE Confidence: 0.913580272727273
00:44:18.870 --> 00:44:20.730 so whatever you may be thinking,
NOTE Confidence: 0.913580272727273
00:44:20.730 --> 00:44:21.562 that's contemporary.
NOTE Confidence: 0.913580272727273
00:44:21.562 --> 00:44:24.890 It's turns out to be just an echo,
NOTE Confidence: 0.913580272727273
00:44:24.890 --> 00:44:25.770 but 1520 years ago,
NOTE Confidence: 0.913580272727273
00:44:25.770 --> 00:44:27.721 and so I went to a meeting with
NOTE Confidence: 0.913580272727273
00:44:27.721 --> 00:44:29.709 the Dean and a whole bunch of
NOTE Confidence: 0.913580272727273
00:44:29.709 --> 00:44:31.680 people about how this might unfurl.
NOTE Confidence: 0.913580272727273
00:44:31.680 --> 00:44:32.856 And I was new,
NOTE Confidence: 0.913580272727273
00:44:32.856 --> 00:44:35.060 so they're talking about all the great
NOTE Confidence: 0.913580272727273
00:44:35.060 --> 00:44:37.685 things that Yale's doing in the community.
NOTE Confidence: 0.913580272727273
00:44:37.690 --> 00:44:39.790 And I say because I've been here,
NOTE Confidence: 0.913580272727273
00:44:39.790 --> 00:44:40.690 I was over in school.
NOTE Confidence: 0.913580272727273
00:44:40.690 --> 00:44:42.754 Imagine I'm doing projects in the
NOTE Confidence: 0.913580272727273
00:44:42.754 --> 00:44:43.786 Community organizational projects,
NOTE Confidence: 0.913580272727273

00:44:43.790 --> 00:44:46.037 and I say run into exactly what
NOTE Confidence: 0.913580272727273

00:44:46.037 --> 00:44:47.889 you're running into all the time,
NOTE Confidence: 0.913580272727273

00:44:47.890 --> 00:44:49.909 and I say,
NOTE Confidence: 0.913580272727273

00:44:49.910 --> 00:44:51.821 how about if we acknowledge that we're
NOTE Confidence: 0.913580272727273

00:44:51.821 --> 00:44:53.987 not doing such a great job historically,
NOTE Confidence: 0.913580272727273

00:44:53.990 --> 00:44:56.251 and that the point of getting this
NOTE Confidence: 0.913580272727273

00:44:56.251 --> 00:44:59.108 grant is in order to be able to try
NOTE Confidence: 0.913580272727273

00:44:59.108 --> 00:45:01.409 to begin to address the historical
NOTE Confidence: 0.913580272727273

00:45:01.409 --> 00:45:04.463 relationship between you and the community.
NOTE Confidence: 0.913580272727273

00:45:04.470 --> 00:45:05.680 Dead silence.
NOTE Confidence: 0.83758295

00:45:08.500 --> 00:45:10.775 Dean says, well, we could do that,
NOTE Confidence: 0.83758295

00:45:10.780 --> 00:45:12.895 but I don't think we're going to and off
NOTE Confidence: 0.83758295

00:45:12.895 --> 00:45:15.034 we go promoting all the stuff that yell
NOTE Confidence: 0.83758295

00:45:15.034 --> 00:45:17.578 does in the community and we got the grant.
NOTE Confidence: 0.83758295

00:45:17.580 --> 00:45:20.256 So whatever the comment was about,
NOTE Confidence: 0.83758295

00:45:20.260 --> 00:45:21.916 we need to address the history.

NOTE Confidence: 0.83758295

00:45:21.920 --> 00:45:23.618 Did not happen at that point,

NOTE Confidence: 0.83758295

00:45:23.620 --> 00:45:25.177 so I think you need to address the history.

NOTE Confidence: 0.83758295

00:45:25.180 --> 00:45:27.088 Now I'm going to give you a more concrete

NOTE Confidence: 0.83758295

00:45:27.088 --> 00:45:28.817 because the dressing history is difficult,

NOTE Confidence: 0.83758295

00:45:28.820 --> 00:45:31.466 but it starts with being able to say the

NOTE Confidence: 0.83758295

00:45:31.466 --> 00:45:33.080 words when you sit down to somebody.

NOTE Confidence: 0.83758295

00:45:33.080 --> 00:45:36.650 I know we have a difficult history.

NOTE Confidence: 0.83758295

00:45:36.650 --> 00:45:40.420 We not you and me we the

NOTE Confidence: 0.83758295

00:45:40.420 --> 00:45:42.870 groups to which we belong,

NOTE Confidence: 0.83758295

00:45:42.870 --> 00:45:46.198 and that we now are in a representational

NOTE Confidence: 0.83758295

00:45:46.198 --> 00:45:48.553 conversation about whether we intend it

NOTE Confidence: 0.83758295

00:45:48.553 --> 00:45:51.070 to be a representational one or not.

NOTE Confidence: 0.83758295

00:45:51.070 --> 00:45:54.190 Right? So the concrete thing is,

NOTE Confidence: 0.83758295

00:45:54.190 --> 00:45:56.790 if I'm right about this,

NOTE Confidence: 0.83758295

00:45:56.790 --> 00:45:58.308 then the way to collect information

NOTE Confidence: 0.83758295

00:45:58.308 --> 00:46:00.180 about this is not from individuals.
NOTE Confidence: 0.774159852380953

00:46:02.240 --> 00:46:03.625 That just heightens the vulnerability
NOTE Confidence: 0.774159852380953

00:46:03.625 --> 00:46:05.708 of the of the of the individual
NOTE Confidence: 0.774159852380953

00:46:05.708 --> 00:46:07.323 right of the the structural
NOTE Confidence: 0.774159852380953

00:46:07.323 --> 00:46:08.910 vulnerability of the individual.
NOTE Confidence: 0.774159852380953

00:46:08.910 --> 00:46:10.162 You're asking whether their
NOTE Confidence: 0.774159852380953

00:46:10.162 --> 00:46:11.414 physicians of African descent,
NOTE Confidence: 0.774159852380953

00:46:11.420 --> 00:46:12.908 whether they're underrepresented minorities,
NOTE Confidence: 0.774159852380953

00:46:12.908 --> 00:46:14.396 where their community members,
NOTE Confidence: 0.774159852380953

00:46:14.400 --> 00:46:16.724 and your Yale and white and male
NOTE Confidence: 0.774159852380953

00:46:16.724 --> 00:46:19.017 and just looking at you and escape.
NOTE Confidence: 0.774159852380953

00:46:19.020 --> 00:46:22.964 You represent that even if you're not right.
NOTE Confidence: 0.774159852380953

00:46:22.970 --> 00:46:24.866 It just heightens the vulnerability here.
NOTE Confidence: 0.774159852380953

00:46:24.870 --> 00:46:26.704 So how do you ask a group?
NOTE Confidence: 0.88067226

00:46:29.530 --> 00:46:32.350 You can ask a group.
NOTE Confidence: 0.88067226

00:46:32.350 --> 00:46:35.758 You can say without me here.

NOTE Confidence: 0.88067226

00:46:35.760 --> 00:46:36.846 Convene a group.

NOTE Confidence: 0.88067226

00:46:36.846 --> 00:46:39.380 Ask this question and come back to

NOTE Confidence: 0.88067226

00:46:39.455 --> 00:46:41.795 me with what the group generates.

NOTE Confidence: 0.88067226

00:46:41.800 --> 00:46:43.640 You compose the group any way you want.

NOTE Confidence: 0.88067226

00:46:43.640 --> 00:46:45.782 Or maybe there are even groups

NOTE Confidence: 0.88067226

00:46:45.782 --> 00:46:48.003 that exist already on campus of

NOTE Confidence: 0.88067226

00:46:48.003 --> 00:46:49.215 minority faculty who explicitly

NOTE Confidence: 0.88067226

00:46:49.215 --> 00:46:50.730 come together because they have

NOTE Confidence: 0.88067226

00:46:50.777 --> 00:46:51.992 thoughts and feelings about what

NOTE Confidence: 0.88067226

00:46:51.992 --> 00:46:53.899 it's like to be part of that group,

NOTE Confidence: 0.88067226

00:46:53.900 --> 00:46:56.210 and doing clinical care or research

NOTE Confidence: 0.88067226

00:46:56.210 --> 00:46:59.420 or whatever has to be so using the

NOTE Confidence: 0.88067226

00:46:59.420 --> 00:47:01.814 existing groups and inquiring of groups.

NOTE Confidence: 0.88067226

00:47:01.820 --> 00:47:06.825 Without being in control of that interviewer,

NOTE Confidence: 0.88067226

00:47:06.830 --> 00:47:08.156 you know, because I got asked

NOTE Confidence: 0.88067226

00:47:08.156 --> 00:47:09.040 the same questions everybody.

NOTE Confidence: 0.88067226

00:47:09.040 --> 00:47:11.728 This is insane.

NOTE Confidence: 0.88067226

00:47:11.730 --> 00:47:13.405 Asking the same questions of

NOTE Confidence: 0.88067226

00:47:13.405 --> 00:47:15.774 anybody acts as if all of these

NOTE Confidence: 0.88067226

00:47:15.774 --> 00:47:17.646 are from groups are the same.

NOTE Confidence: 0.88067226

00:47:17.650 --> 00:47:19.850 Why would you ask the same question of

NOTE Confidence: 0.88067226

00:47:19.850 --> 00:47:21.758 everybody be like doing a health intake

NOTE Confidence: 0.88067226

00:47:21.758 --> 00:47:24.170 and ask the same questions of men and women.

NOTE Confidence: 0.88067226

00:47:24.170 --> 00:47:26.144 Now we can all laugh about

NOTE Confidence: 0.88067226

00:47:26.144 --> 00:47:27.810 that because 35 years ago,

NOTE Confidence: 0.88067226

00:47:27.810 --> 00:47:30.618 that's exactly what happened.

NOTE Confidence: 0.88067226

00:47:30.620 --> 00:47:33.618 There had to be a Women's Health division

NOTE Confidence: 0.88067226

00:47:33.618 --> 00:47:35.586 in the federal government because the

NOTE Confidence: 0.88067226

00:47:35.590 --> 00:47:39.517 £150 male was the standard of care.

NOTE Confidence: 0.88067226

00:47:39.520 --> 00:47:42.388 So we didn't really ask about

NOTE Confidence: 0.88067226

00:47:42.388 --> 00:47:44.300 even in that regard.

NOTE Confidence: 0.88067226
00:47:44.300 --> 00:47:45.608 50% of the population.
NOTE Confidence: 0.88067226
00:47:45.608 --> 00:47:47.570 So I would say the key
NOTE Confidence: 0.88067226
00:47:47.647 --> 00:47:49.317 is to ask about groups.
NOTE Confidence: 0.88067226
00:47:49.320 --> 00:47:51.120 Ask groups about their experience,
NOTE Confidence: 0.88067226
00:47:51.120 --> 00:47:52.164 not individuals.
NOTE Confidence: 0.88067226
00:47:52.164 --> 00:47:52.686 Yeah,
NOTE Confidence: 0.88067226
00:47:52.686 --> 00:47:53.730 so this
NOTE Confidence: 0.744225175454545
00:47:53.740 --> 00:47:55.280 this kind of touches on your point
NOTE Confidence: 0.744225175454545
00:47:55.280 --> 00:47:56.440 about groups versus individual,
NOTE Confidence: 0.744225175454545
00:47:56.440 --> 00:47:57.750 but taking it back to the
NOTE Confidence: 0.744225175454545
00:47:57.750 --> 00:47:58.675 left side of the chart,
NOTE Confidence: 0.744225175454545
00:47:58.680 --> 00:47:59.916 the the identity group and you
NOTE Confidence: 0.744225175454545
00:47:59.916 --> 00:48:01.500 pointed out it was very interesting.
NOTE Confidence: 0.744225175454545
00:48:01.500 --> 00:48:03.745 You pointed out that we when
NOTE Confidence: 0.744225175454545
00:48:03.745 --> 00:48:05.695 we have certain ideas in mind,
NOTE Confidence: 0.744225175454545

00:48:05.700 --> 00:48:07.725 prejudices perhaps that we think
NOTE Confidence: 0.744225175454545

00:48:07.725 --> 00:48:09.444 that we're unethical behavior that
NOTE Confidence: 0.744225175454545

00:48:09.444 --> 00:48:11.316 we think is actually an individual
NOTE Confidence: 0.744225175454545

00:48:11.316 --> 00:48:13.266 choice or decision is in fact part
NOTE Confidence: 0.744225175454545

00:48:13.266 --> 00:48:15.020 of the group that they identify
NOTE Confidence: 0.744225175454545

00:48:15.020 --> 00:48:16.826 with and that you point out.
NOTE Confidence: 0.744225175454545

00:48:16.826 --> 00:48:18.311 So we're kind of going out at the wrong
NOTE Confidence: 0.744225175454545

00:48:18.311 --> 00:48:19.820 way when we try and change the individual.
NOTE Confidence: 0.767854375

00:48:19.900 --> 00:48:22.970 Correct, so this I mean seems
NOTE Confidence: 0.852332542857143

00:48:22.970 --> 00:48:23.852 to me that then the best
NOTE Confidence: 0.852332542857143

00:48:23.852 --> 00:48:25.140 thing we can do is do a
NOTE Confidence: 0.77435768875

00:48:25.150 --> 00:48:26.998 better job teaching kindergarten
NOTE Confidence: 0.77435768875

00:48:26.998 --> 00:48:28.846 and fixing these groups.
NOTE Confidence: 0.77435768875

00:48:28.850 --> 00:48:31.378 But in terms of trying to fix an
NOTE Confidence: 0.77435768875

00:48:31.378 --> 00:48:33.030 organization now, I don't know how
NOTE Confidence: 0.77435768875

00:48:33.030 --> 00:48:34.305 much power that an organization

NOTE Confidence: 0.77435768875

00:48:34.305 --> 00:48:35.793 organization sees a problem with.

NOTE Confidence: 0.77435768875

00:48:35.793 --> 00:48:37.241 Sexism, racism, whatever.

NOTE Confidence: 0.77435768875

00:48:37.241 --> 00:48:40.099 We see a problem with and we say now we want

NOTE Confidence: 0.77435768875

00:48:40.099 --> 00:48:41.989 to address this within the organization.

NOTE Confidence: 0.77435768875

00:48:41.990 --> 00:48:43.410 I take your point that, well,

NOTE Confidence: 0.77435768875

00:48:43.410 --> 00:48:44.910 really, we need to address

NOTE Confidence: 0.77435768875

00:48:44.910 --> 00:48:46.620 this within the whole society.

NOTE Confidence: 0.77435768875

00:48:46.620 --> 00:48:48.580 But and and and of course,

NOTE Confidence: 0.77435768875

00:48:48.580 --> 00:48:50.180 it's going to take as many years and

NOTE Confidence: 0.77435768875

00:48:50.180 --> 00:48:51.757 maybe one or two generations and so,

NOTE Confidence: 0.77435768875

00:48:51.760 --> 00:48:54.393 but what, what would you say?

NOTE Confidence: 0.77435768875

00:48:54.393 --> 00:48:56.248 Practical points for the organization.

NOTE Confidence: 0.57136089

00:48:56.300 --> 00:48:57.510 So there's the practical point.

NOTE Confidence: 0.57136089

00:48:57.510 --> 00:48:59.178 What you just did Park was,

NOTE Confidence: 0.57136089

00:48:59.180 --> 00:49:01.220 you said, well, this is a big thing.

NOTE Confidence: 0.57136089

00:49:01.220 --> 00:49:02.907 I can understand that if we could
NOTE Confidence: 0.57136089

00:49:02.907 --> 00:49:04.659 address it at the societal level,
NOTE Confidence: 0.57136089

00:49:04.660 --> 00:49:05.940 but we have, for example,
NOTE Confidence: 0.57136089

00:49:05.940 --> 00:49:08.940 men and women in this institution.
NOTE Confidence: 0.57136089

00:49:08.940 --> 00:49:10.525 We could put men and
NOTE Confidence: 0.57136089

00:49:10.525 --> 00:49:11.793 women in this institution.
NOTE Confidence: 0.57136089

00:49:11.800 --> 00:49:14.104 We could collect data from men and women
NOTE Confidence: 0.57136089

00:49:14.104 --> 00:49:16.444 in this institution as groups about
NOTE Confidence: 0.57136089

00:49:16.444 --> 00:49:18.574 their experience in the institution.
NOTE Confidence: 0.57136089

00:49:18.580 --> 00:49:20.372 We don't have to go to the
NOTE Confidence: 0.57136089

00:49:20.372 --> 00:49:21.868 societal level either to fix it
NOTE Confidence: 0.57136089

00:49:21.868 --> 00:49:23.218 or to collect data about it.
NOTE Confidence: 0.57136089

00:49:23.220 --> 00:49:25.705 We can begin to address it in
NOTE Confidence: 0.57136089

00:49:25.705 --> 00:49:27.399 the institutions that we have.
NOTE Confidence: 0.57136089

00:49:27.400 --> 00:49:29.104 We give you a concrete example
NOTE Confidence: 0.57136089

00:49:29.104 --> 00:49:30.240 of the intersection when,

NOTE Confidence: 0.57136089

00:49:30.240 --> 00:49:34.027 because you brought it up when when

NOTE Confidence: 0.57136089

00:49:34.027 --> 00:49:37.665 Yale started to started when Yale

NOTE Confidence: 0.57136089

00:49:37.665 --> 00:49:40.368 was actually had a whatever it was a

NOTE Confidence: 0.57136089

00:49:40.368 --> 00:49:42.032 title 9 consent decree from federal

NOTE Confidence: 0.57136089

00:49:42.032 --> 00:49:44.328 government which created the Title 9 Office,

NOTE Confidence: 0.57136089

00:49:44.330 --> 00:49:44.754 you know.

NOTE Confidence: 0.57136089

00:49:44.754 --> 00:49:46.450 So you have to do certain things because

NOTE Confidence: 0.57136089

00:49:46.495 --> 00:49:48.315 the government's looking at you and saying,

NOTE Confidence: 0.57136089

00:49:48.320 --> 00:49:48.632 hey.

NOTE Confidence: 0.57136089

00:49:48.632 --> 00:49:50.816 There's not good stuff going on here,

NOTE Confidence: 0.57136089

00:49:50.820 --> 00:49:51.954 and you need to work on it,

NOTE Confidence: 0.57136089

00:49:51.960 --> 00:49:52.418 right?

NOTE Confidence: 0.57136089

00:49:52.418 --> 00:49:55.624 So one of the things that the

NOTE Confidence: 0.57136089

00:49:55.624 --> 00:49:58.149 organization did was it started

NOTE Confidence: 0.57136089

00:49:58.149 --> 00:50:00.684 to do things for undergraduates.

NOTE Confidence: 0.57136089

00:50:00.690 --> 00:50:05.580 Like films about bystander effect etcetera.
NOTE Confidence: 0.57136089

00:50:05.580 --> 00:50:07.308 All this is true,
NOTE Confidence: 0.57136089

00:50:07.308 --> 00:50:10.916 but if I'm right I may not be.
NOTE Confidence: 0.57136089

00:50:10.916 --> 00:50:13.261 And we're talking about structural
NOTE Confidence: 0.57136089

00:50:13.261 --> 00:50:14.870 vulnerability and hierarchy,
NOTE Confidence: 0.57136089

00:50:14.870 --> 00:50:17.290 and we're talking about where
NOTE Confidence: 0.57136089

00:50:17.290 --> 00:50:19.710 we learn about other groups.
NOTE Confidence: 0.57136089

00:50:19.710 --> 00:50:23.014 Where should we have started that training?
NOTE Confidence: 0.57136089

00:50:23.020 --> 00:50:24.825 Where should we have started
NOTE Confidence: 0.57136089

00:50:24.825 --> 00:50:25.547 that investigation?
NOTE Confidence: 0.57136089

00:50:25.550 --> 00:50:27.258 Where should we have asked a question?
NOTE Confidence: 0.57136089

00:50:27.260 --> 00:50:30.404 What are we doing that's contributing
NOTE Confidence: 0.57136089

00:50:30.404 --> 00:50:33.286 to this cultural environment in in the
NOTE Confidence: 0.57136089

00:50:33.286 --> 00:50:34.596 relationships between men and women,
NOTE Confidence: 0.57136089

00:50:34.600 --> 00:50:35.720 where should we have started?
NOTE Confidence: 0.89417325

00:50:37.860 --> 00:50:41.310 We should have started here.

NOTE Confidence: 0.89417325

00:50:41.310 --> 00:50:44.350 We should have asked a question in the

NOTE Confidence: 0.89417325

00:50:44.350 --> 00:50:47.820 highest levels of what are we doing?

NOTE Confidence: 0.89417325

00:50:47.820 --> 00:50:49.682 We should have at least asked a

NOTE Confidence: 0.89417325

00:50:49.682 --> 00:50:51.619 question what are we doing as a group,

NOTE Confidence: 0.89417325

00:50:51.620 --> 00:50:54.077 which I would call a leadership group.

NOTE Confidence: 0.89417325

00:50:54.080 --> 00:50:55.545 Now the leadership group tends

NOTE Confidence: 0.89417325

00:50:55.545 --> 00:50:57.780 to be more male and it tends to,

NOTE Confidence: 0.89417325

00:50:57.780 --> 00:51:00.696 so it tends to have other groups in it.

NOTE Confidence: 0.89417325

00:51:00.700 --> 00:51:03.178 But the group might have started

NOTE Confidence: 0.89417325

00:51:03.178 --> 00:51:06.360 with what are we doing as a group?

NOTE Confidence: 0.89417325

00:51:06.360 --> 00:51:08.736 Not what are you as an individual doing?

NOTE Confidence: 0.89417325

00:51:08.740 --> 00:51:11.368 My behavior is above reproach fine,

NOTE Confidence: 0.89417325

00:51:11.370 --> 00:51:14.362 but what are you doing that might contribute

NOTE Confidence: 0.89417325

00:51:14.362 --> 00:51:17.475 to a culture that has 19 year olds?

NOTE Confidence: 0.89417325

00:51:17.480 --> 00:51:19.924 Not following ethical behavior

NOTE Confidence: 0.89417325

00:51:19.924 --> 00:51:21.757 in their relationships.
NOTE Confidence: 0.89417325

00:51:21.760 --> 00:51:23.320 Relationship between men and women.
NOTE Confidence: 0.89417325

00:51:23.320 --> 00:51:26.155 We did not start there and and
NOTE Confidence: 0.89417325

00:51:26.160 --> 00:51:28.218 if you take seriously a group,
NOTE Confidence: 0.89417325

00:51:28.220 --> 00:51:29.330 an intergroup perspective,
NOTE Confidence: 0.89417325

00:51:29.330 --> 00:51:31.920 this group's going to have much more
NOTE Confidence: 0.89417325

00:51:31.983 --> 00:51:34.097 influence on what goes on down here.
NOTE Confidence: 0.89417325

00:51:34.100 --> 00:51:34.829 Then this group.
NOTE Confidence: 0.91567371375

00:51:37.710 --> 00:51:41.598 All right, thank you. We have some questions
NOTE Confidence: 0.892411389375

00:51:41.610 --> 00:51:44.580 from our zoom audience and I would like to
NOTE Confidence: 0.892411389375

00:51:44.580 --> 00:51:47.350 pose some of these questions to you. Oh,
NOTE Confidence: 0.9429770125

00:51:47.360 --> 00:51:49.298 by the way, those everyone should
NOTE Confidence: 0.9429770125

00:51:49.298 --> 00:51:51.518 know that we have a hard stop at 6:30.
NOTE Confidence: 0.9429770125

00:51:51.518 --> 00:51:53.534 So if you have a question that
NOTE Confidence: 0.971031538571429

00:51:53.550 --> 00:51:56.707 we have not been able to address,
NOTE Confidence: 0.971031538571429

00:51:56.710 --> 00:51:59.450 we apologize. It may be a great question.

NOTE Confidence: 0.971031538571429
00:51:59.450 --> 00:52:00.580 It's no reflection on you,
NOTE Confidence: 0.971031538571429
00:52:00.580 --> 00:52:02.992 but we do have to stop at that time.
NOTE Confidence: 0.769202066
00:52:04.110 --> 00:52:07.250 So all right. First question. Can you
NOTE Confidence: 0.937719446666667
00:52:07.260 --> 00:52:08.229 comment on the
NOTE Confidence: 0.923975716666667
00:52:08.240 --> 00:52:13.272 impact of unions on organizational ethics,
NOTE Confidence: 0.923975716666667
00:52:13.272 --> 00:52:15.220 particularly speaking to the
NOTE Confidence: 0.923975716666667
00:52:15.220 --> 00:52:17.568 ability of those on the bottom
NOTE Confidence: 0.923975716666667
00:52:17.568 --> 00:52:20.410 of the hierarchy to speak up?
NOTE Confidence: 0.9066934
00:52:22.980 --> 00:52:27.015 Great question. So the question
NOTE Confidence: 0.9066934
00:52:27.015 --> 00:52:28.515 of unions and organizations.
NOTE Confidence: 0.9066934
00:52:28.520 --> 00:52:29.810 From my perspective,
NOTE Confidence: 0.9066934
00:52:29.810 --> 00:52:32.390 having worked in that area for
NOTE Confidence: 0.9066934
00:52:32.390 --> 00:52:35.007 years at one point is complicated.
NOTE Confidence: 0.9066934
00:52:35.010 --> 00:52:37.506 It's complicated because there's a history,
NOTE Confidence: 0.9066934
00:52:37.510 --> 00:52:39.220 so let me illustrate again that
NOTE Confidence: 0.9066934

00:52:39.220 --> 00:52:41.359 if you start today and you don't
NOTE Confidence: 0.9066934

00:52:41.359 --> 00:52:42.924 take into account the history,
NOTE Confidence: 0.9066934

00:52:42.930 --> 00:52:46.094 you have one view of of, for example,
NOTE Confidence: 0.9066934

00:52:46.094 --> 00:52:47.570 union management relations.
NOTE Confidence: 0.9066934

00:52:47.570 --> 00:52:49.346 If you take a historical view,
NOTE Confidence: 0.9066934

00:52:49.350 --> 00:52:51.597 you have a slightly different view or
NOTE Confidence: 0.9066934

00:52:51.597 --> 00:52:54.360 radically different view, etcetera.
NOTE Confidence: 0.9066934

00:52:54.360 --> 00:52:57.209 So I would say unions are organizations
NOTE Confidence: 0.9066934

00:52:57.209 --> 00:53:00.299 just like medical schools or organizations.
NOTE Confidence: 0.9066934

00:53:00.300 --> 00:53:03.836 And that means that the the effect of
NOTE Confidence: 0.9066934

00:53:03.836 --> 00:53:06.559 these different groups inside unions.
NOTE Confidence: 0.9066934

00:53:06.560 --> 00:53:09.227 Is is just as capable as suppressing
NOTE Confidence: 0.9066934

00:53:09.227 --> 00:53:11.377 speech because of vulnerability as
NOTE Confidence: 0.9066934

00:53:11.377 --> 00:53:14.173 as any hierarchical group in any
NOTE Confidence: 0.9066934

00:53:14.173 --> 00:53:16.618 organization and it would be foolish
NOTE Confidence: 0.9066934

00:53:16.618 --> 00:53:19.308 to think that because unions in general

NOTE Confidence: 0.9066934

00:53:19.308 --> 00:53:22.476 are in a hierarchical relationship to

NOTE Confidence: 0.9066934

00:53:22.476 --> 00:53:24.985 management ownership that they then

NOTE Confidence: 0.9066934

00:53:24.985 --> 00:53:27.522 don't do anything to suppress, they don't.

NOTE Confidence: 0.9066934

00:53:27.522 --> 00:53:28.964 They're not subject to the same quote,

NOTE Confidence: 0.9066934

00:53:28.970 --> 00:53:32.274 UN quote laws of of suppression of speech,

NOTE Confidence: 0.9066934

00:53:32.280 --> 00:53:33.860 than any other organization is.

NOTE Confidence: 0.9066934

00:53:33.860 --> 00:53:36.557 They are, in my opinion, in my experience.

NOTE Confidence: 0.9066934

00:53:36.557 --> 00:53:40.050 So they unions would have the same

NOTE Confidence: 0.9066934

00:53:40.151 --> 00:53:43.671 obligation to deal with information

NOTE Confidence: 0.9066934

00:53:43.671 --> 00:53:46.487 dissent about their practices.

NOTE Confidence: 0.9066934

00:53:46.490 --> 00:53:47.468 Great practices,

NOTE Confidence: 0.9066934

00:53:47.468 --> 00:53:48.446 corrupt practices,

NOTE Confidence: 0.9066934

00:53:48.446 --> 00:53:51.826 as any organization would have the obligation

NOTE Confidence: 0.9066934

00:53:51.826 --> 00:53:54.802 to to take a look at those practices.

NOTE Confidence: 0.9066934

00:53:54.810 --> 00:53:57.072 Now the history which sometimes gets

NOTE Confidence: 0.9066934

00:53:57.072 --> 00:53:59.832 washed away is that you know you go
NOTE Confidence: 0.9066934

00:53:59.832 --> 00:54:02.396 back long enough if you ever taken a
NOTE Confidence: 0.9066934

00:54:02.396 --> 00:54:04.909 course on history of the labor movement,
NOTE Confidence: 0.9066934

00:54:04.910 --> 00:54:06.590 it's the it's for me.
NOTE Confidence: 0.9066934

00:54:06.590 --> 00:54:09.432 One of the most amazing illustrations
NOTE Confidence: 0.9066934

00:54:09.432 --> 00:54:12.324 of organized dissent that I've ever
NOTE Confidence: 0.9066934

00:54:12.324 --> 00:54:15.106 seen at the turn of the 20th century,
NOTE Confidence: 0.9066934

00:54:15.110 --> 00:54:17.366 when the sweatshops were in existence.
NOTE Confidence: 0.9066934

00:54:17.370 --> 00:54:20.508 And the kodaks and whatever the
NOTE Confidence: 0.9066934

00:54:20.508 --> 00:54:23.230 worlds were running company towns.
NOTE Confidence: 0.9066934

00:54:23.230 --> 00:54:27.290 The labor movement stopped all the labor.
NOTE Confidence: 0.9066934

00:54:27.290 --> 00:54:29.824 In order to form the labor movement.
NOTE Confidence: 0.9066934

00:54:29.830 --> 00:54:34.330 And that meant they got people who were poor.
NOTE Confidence: 0.9066934

00:54:34.330 --> 00:54:35.586 To withhold their labor,
NOTE Confidence: 0.9066934

00:54:35.586 --> 00:54:37.800 which means to put themselves at risk,
NOTE Confidence: 0.9066934

00:54:37.800 --> 00:54:40.482 and people who could have run in to take

NOTE Confidence: 0.9066934

00:54:40.482 --> 00:54:43.303 those jobs which we have seen since to stop.

NOTE Confidence: 0.9066934

00:54:43.310 --> 00:54:44.440 If that had not happened,

NOTE Confidence: 0.9066934

00:54:44.440 --> 00:54:47.106 there wouldn't be any union unions today and

NOTE Confidence: 0.9066934

00:54:47.106 --> 00:54:49.730 some people may wish that had been the case.

NOTE Confidence: 0.9066934

00:54:49.730 --> 00:54:51.361 But when you're working 12 to 16

NOTE Confidence: 0.9066934

00:54:51.361 --> 00:54:53.245 hours a day and there's a triangle

NOTE Confidence: 0.9066934

00:54:53.245 --> 00:54:55.245 waste fire and you know you're you

NOTE Confidence: 0.9066934

00:54:55.245 --> 00:54:56.525 can't go to the bathroom,

NOTE Confidence: 0.9066934

00:54:56.530 --> 00:54:56.937 etcetera.

NOTE Confidence: 0.9066934

00:54:56.937 --> 00:54:59.379 You at that point historically you

NOTE Confidence: 0.9066934

00:54:59.379 --> 00:55:01.897 needed some protection from your the

NOTE Confidence: 0.9066934

00:55:01.897 --> 00:55:04.062 vulnerability that you that you experienced.

NOTE Confidence: 0.9066934

00:55:04.062 --> 00:55:06.350 So that's deep into.

NOTE Confidence: 0.9066934

00:55:06.350 --> 00:55:07.670 That's part of the history.

NOTE Confidence: 0.9066934

00:55:07.670 --> 00:55:09.524 Just like and if you have

NOTE Confidence: 0.9066934

00:55:09.524 --> 00:55:10.760 done research at Yale,
NOTE Confidence: 0.9066934

00:55:10.760 --> 00:55:12.626 just like Tuskegee is deep in
NOTE Confidence: 0.9066934

00:55:12.626 --> 00:55:14.617 the history of the relationship
NOTE Confidence: 0.9066934

00:55:14.617 --> 00:55:16.657 between minority communities,
NOTE Confidence: 0.9066934

00:55:16.660 --> 00:55:18.150 especially the African American Community,
NOTE Confidence: 0.9066934

00:55:18.150 --> 00:55:20.300 and research and elite research
NOTE Confidence: 0.9066934

00:55:20.300 --> 00:55:22.797 institutions like this happened 100 years
NOTE Confidence: 0.9066934

00:55:22.797 --> 00:55:25.342 ago or 80 years ago, front and center.
NOTE Confidence: 0.9066934

00:55:25.342 --> 00:55:27.940 So when you think about unions A,
NOTE Confidence: 0.9066934

00:55:27.940 --> 00:55:28.810 they're an organization.
NOTE Confidence: 0.9066934

00:55:28.810 --> 00:55:29.680 Like anything else,
NOTE Confidence: 0.9066934

00:55:29.680 --> 00:55:31.192 they can suppress dissent.
NOTE Confidence: 0.9066934

00:55:31.192 --> 00:55:34.070 But be that history is always present,
NOTE Confidence: 0.9066934

00:55:34.070 --> 00:55:34.443 and.
NOTE Confidence: 0.9066934

00:55:34.443 --> 00:55:36.681 Oftentimes doesn't get talked about much
NOTE Confidence: 0.9066934

00:55:36.681 --> 00:55:38.983 like history doesn't get talked about

NOTE Confidence: 0.9066934

00:55:38.983 --> 00:55:40.853 in most relationships between those,

NOTE Confidence: 0.753684302

00:55:41.660 --> 00:55:42.790 all right? Thank you, David.

NOTE Confidence: 0.778202756666667

00:55:43.870 --> 00:55:46.612 Next question, how does an organization

NOTE Confidence: 0.778202756666667

00:55:46.612 --> 00:55:49.918 or quote sub organization create a space

NOTE Confidence: 0.891531185

00:55:49.930 --> 00:55:52.890 in which dissent can be provided or voiced?

NOTE Confidence: 0.891531185

00:55:52.890 --> 00:55:54.759 Now you've partially addressed that with the.

NOTE Confidence: 0.76531531125

00:55:56.170 --> 00:55:58.706 So just once, a couple sentences on that,

NOTE Confidence: 0.76531531125

00:55:58.710 --> 00:56:03.110 I think it helps to be to

NOTE Confidence: 0.76531531125

00:56:03.110 --> 00:56:05.179 be looking for it meaning.

NOTE Confidence: 0.76531531125

00:56:05.179 --> 00:56:07.342 I think most of the time when

NOTE Confidence: 0.76531531125

00:56:07.342 --> 00:56:09.660 we do not respond to dissent,

NOTE Confidence: 0.76531531125

00:56:09.660 --> 00:56:11.280 it's not because it's not there.

NOTE Confidence: 0.76531531125

00:56:11.280 --> 00:56:14.416 It's because we don't notice it because

NOTE Confidence: 0.76531531125

00:56:14.416 --> 00:56:17.319 it's because of the vulnerability.

NOTE Confidence: 0.76531531125

00:56:17.320 --> 00:56:20.326 Dissent is going to be thrown

NOTE Confidence: 0.76531531125

00:56:20.326 --> 00:56:22.330 out there very gently.
NOTE Confidence: 0.76531531125

00:56:22.330 --> 00:56:24.808 And the people who throw it out
NOTE Confidence: 0.76531531125

00:56:24.808 --> 00:56:27.076 there are gonna be very careful
NOTE Confidence: 0.76531531125

00:56:27.076 --> 00:56:29.332 to see how it's responded to.
NOTE Confidence: 0.76531531125

00:56:29.340 --> 00:56:31.086 And if it's not responded to,
NOTE Confidence: 0.76531531125

00:56:31.090 --> 00:56:32.620 they either crawl away or
NOTE Confidence: 0.76531531125

00:56:32.620 --> 00:56:34.150 they tend to escalate it,
NOTE Confidence: 0.76531531125

00:56:34.150 --> 00:56:36.942 and then at some risk to themselves that
NOTE Confidence: 0.76531531125

00:56:36.942 --> 00:56:38.430 escalation actually paradoxically serves
NOTE Confidence: 0.76531531125

00:56:38.430 --> 00:56:40.964 as a way of dismissing the dissent.
NOTE Confidence: 0.76531531125

00:56:40.970 --> 00:56:43.399 So what I would say to you
NOTE Confidence: 0.76531531125

00:56:43.399 --> 00:56:45.630 is look for the dissent.
NOTE Confidence: 0.76531531125

00:56:45.630 --> 00:56:48.202 Encourage it, rather than,
NOTE Confidence: 0.76531531125

00:56:48.202 --> 00:56:50.530 you know, just roll over it.
NOTE Confidence: 0.76531531125

00:56:50.530 --> 00:56:52.090 So if somebody makes a joke.
NOTE Confidence: 0.889847295

00:56:54.510 --> 00:57:01.366 About rounds or a joke about their clerkship.

NOTE Confidence: 0.889847295

00:57:01.370 --> 00:57:03.916 Or a joke about the clinic's

NOTE Confidence: 0.889847295

00:57:03.916 --> 00:57:06.546 subtle little kind of joke.

NOTE Confidence: 0.889847295

00:57:06.550 --> 00:57:09.364 Ask about it. Don't laugh with it,

NOTE Confidence: 0.889847295

00:57:09.370 --> 00:57:11.874 or imagine to yourself that the joke is

NOTE Confidence: 0.889847295

00:57:11.874 --> 00:57:14.694 a way of of feathering something in to

NOTE Confidence: 0.889847295

00:57:14.694 --> 00:57:17.508 see how it's going to be responded to.

NOTE Confidence: 0.889847295

00:57:17.510 --> 00:57:18.836 You can do more than that.

NOTE Confidence: 0.889847295

00:57:18.840 --> 00:57:21.498 You can do a very you know how many

NOTE Confidence: 0.889847295

00:57:21.498 --> 00:57:23.040 of you have as physicians have

NOTE Confidence: 0.889847295

00:57:23.095 --> 00:57:24.810 ever at the end of the rotation,

NOTE Confidence: 0.889847295

00:57:24.810 --> 00:57:25.956 gotten your team together and said?

NOTE Confidence: 0.889847295

00:57:25.960 --> 00:57:28.300 So? How did the rotation go?

NOTE Confidence: 0.889847295

00:57:28.300 --> 00:57:31.300 Now, in Bird's view what you've

NOTE Confidence: 0.889847295

00:57:31.300 --> 00:57:34.190 done is you've taken this.

NOTE Confidence: 0.809165237

00:57:37.040 --> 00:57:40.099 Right, and you've asked a question that

NOTE Confidence: 0.809165237

00:57:40.099 --> 00:57:44.250 has in it a higher representatives of
NOTE Confidence: 0.809165237

00:57:44.250 --> 00:57:47.800 hierarchical groups with a history.
NOTE Confidence: 0.809165237

00:57:47.800 --> 00:57:49.858 Go to the look at the history
NOTE Confidence: 0.809165237

00:57:49.858 --> 00:57:51.499 of pimping in in the in,
NOTE Confidence: 0.809165237

00:57:51.500 --> 00:57:53.677 in the medical world, just the the
NOTE Confidence: 0.809165237

00:57:53.677 --> 00:57:55.439 publications about not just the word,
NOTE Confidence: 0.809165237

00:57:55.440 --> 00:57:57.825 but so if this person asks this person what
NOTE Confidence: 0.809165237

00:57:57.825 --> 00:58:00.340 do they think this person has this group?
NOTE Confidence: 0.809165237

00:58:00.340 --> 00:58:02.200 What do they think they're asking
NOTE Confidence: 0.809165237

00:58:02.200 --> 00:58:04.599 in the context of this relationship?
NOTE Confidence: 0.809165237

00:58:04.600 --> 00:58:07.198 Which is a very powerful hierarchical
NOTE Confidence: 0.809165237

00:58:07.198 --> 00:58:08.497 relationship in medicine.
NOTE Confidence: 0.809165237

00:58:08.500 --> 00:58:10.918 What if this person says hey,
NOTE Confidence: 0.809165237

00:58:10.920 --> 00:58:13.566 why don't you go over there?
NOTE Confidence: 0.809165237

00:58:13.570 --> 00:58:15.338 Make a sheet of paper of the things
NOTE Confidence: 0.809165237

00:58:15.338 --> 00:58:16.915 that went well about the about

NOTE Confidence: 0.809165237

00:58:16.915 --> 00:58:18.265 this rotation and things didn't

NOTE Confidence: 0.809165237

00:58:18.265 --> 00:58:20.070 go and then come back and give me

NOTE Confidence: 0.809165237

00:58:20.070 --> 00:58:22.130 the piece of paper I'll step out.

NOTE Confidence: 0.70030879

00:58:24.140 --> 00:58:27.795 Ask the group. Now it may not work

NOTE Confidence: 0.70030879

00:58:27.795 --> 00:58:28.880 because they're worried that one

NOTE Confidence: 0.70030879

00:58:28.928 --> 00:58:30.328 of these people is going to be a

NOTE Confidence: 0.70030879

00:58:30.328 --> 00:58:31.687 do gooder and tattle on somebody,

NOTE Confidence: 0.70030879

00:58:31.690 --> 00:58:34.489 but at least what it does is it says

NOTE Confidence: 0.70030879

00:58:34.489 --> 00:58:37.349 I don't need to control what you

NOTE Confidence: 0.70030879

00:58:37.349 --> 00:58:40.252 say and my presence is a powerful

NOTE Confidence: 0.70030879

00:58:40.252 --> 00:58:42.610 control on what you say because

NOTE Confidence: 0.70030879

00:58:42.610 --> 00:58:45.416 of the historical relationship

NOTE Confidence: 0.70030879

00:58:45.416 --> 00:58:48.624 hierarchical relationship in medicine.

NOTE Confidence: 0.70030879

00:58:48.630 --> 00:58:50.664 So David, you wouldn't think

NOTE Confidence: 0.70030879

00:58:50.664 --> 00:58:51.858 that necessarily asking.

NOTE Confidence: 0.70030879

00:58:51.860 --> 00:58:53.120 Well, what do you think went
NOTE Confidence: 0.883963785

00:58:53.130 --> 00:58:54.800 well about this rotation and
NOTE Confidence: 0.883963785

00:58:54.800 --> 00:58:57.116 what do you think could have
NOTE Confidence: 0.883963785

00:58:57.116 --> 00:58:59.499 been better? Is that marginally
NOTE Confidence: 0.888806178888889

00:58:59.510 --> 00:59:02.147 better, or is that it's got the same problem?
NOTE Confidence: 0.888806178888889

00:59:02.150 --> 00:59:03.678 It's got the same problem in the room.
NOTE Confidence: 0.888806178888889

00:59:03.680 --> 00:59:05.510 It's got the same problem and
NOTE Confidence: 0.888806178888889

00:59:05.510 --> 00:59:06.848 most people don't even do that.
NOTE Confidence: 0.888806178888889

00:59:06.850 --> 00:59:08.010 Most people what they do,
NOTE Confidence: 0.888806178888889

00:59:08.010 --> 00:59:09.984 and I would argue this is because
NOTE Confidence: 0.888806178888889

00:59:09.984 --> 00:59:11.280 we're mostly ambivalent about
NOTE Confidence: 0.888806178888889

00:59:11.280 --> 00:59:13.349 getting negative feedback. All of us.
NOTE Confidence: 0.888806178888889

00:59:13.349 --> 00:59:15.649 The whole world, me included, is.
NOTE Confidence: 0.888806178888889

00:59:15.649 --> 00:59:18.487 We've got three people and in.
NOTE Confidence: 0.888806178888889

00:59:18.490 --> 00:59:20.485 Our team and then after the last
NOTE Confidence: 0.888806178888889

00:59:20.485 --> 00:59:22.640 day we go up to one of them.

NOTE Confidence: 0.888806178888889
00:59:22.640 --> 00:59:26.238 And we say so, how was it?
NOTE Confidence: 0.888806178888889
00:59:26.240 --> 00:59:29.138 And we think we're getting good data.
NOTE Confidence: 0.888806178888889
00:59:29.140 --> 00:59:29.914 We do so.
NOTE Confidence: 0.888806178888889
00:59:29.914 --> 00:59:31.720 That person looks at me and says,
NOTE Confidence: 0.888806178888889
00:59:31.720 --> 00:59:32.920 I'll give you a great example.
NOTE Confidence: 0.888806178888889
00:59:32.920 --> 00:59:35.440 Let's say we had a difficult interaction
NOTE Confidence: 0.888806178888889
00:59:35.440 --> 00:59:38.139 on rounds and one of the residents
NOTE Confidence: 0.888806178888889
00:59:38.139 --> 00:59:39.690 did something, said something,
NOTE Confidence: 0.888806178888889
00:59:39.690 --> 00:59:42.485 made a mistake and I said, Gee,
NOTE Confidence: 0.888806178888889
00:59:42.485 --> 00:59:46.365 you know, that's not going to get you,
NOTE Confidence: 0.888806178888889
00:59:46.370 --> 00:59:47.442 you know, not going to get you to
NOTE Confidence: 0.888806178888889
00:59:47.442 --> 00:59:48.637 be a good doctor or something.
NOTE Confidence: 0.888806178888889
00:59:48.640 --> 00:59:49.794 Then I have some remorse, whatever.
NOTE Confidence: 0.888806178888889
00:59:49.794 --> 00:59:51.138 And then I go up afterwards.
NOTE Confidence: 0.888806178888889
00:59:51.140 --> 00:59:53.144 And I say, Gee,
NOTE Confidence: 0.888806178888889

00:59:53.144 --> 00:59:56.150 how do you think that went?
NOTE Confidence: 0.888806178888889

00:59:56.150 --> 00:59:57.158 What do you think?
NOTE Confidence: 0.888806178888889

00:59:57.158 --> 00:59:59.096 What do you think Jack was, you know,
NOTE Confidence: 0.888806178888889

00:59:59.096 --> 01:00:00.800 was it OK when I did with Jack?
NOTE Confidence: 0.888806178888889

01:00:00.800 --> 01:00:04.427 What is this person gonna say you did great.
NOTE Confidence: 0.888806178888889

01:00:04.430 --> 01:00:05.522 Don't worry about it.
NOTE Confidence: 0.888806178888889

01:00:05.522 --> 01:00:07.160 I think it was fine no
NOTE Confidence: 0.888806178888889

01:00:07.224 --> 01:00:08.900 matter what she's thinking.
NOTE Confidence: 0.888806178888889

01:00:08.900 --> 01:00:11.908 That's what she's going to say because look,
NOTE Confidence: 0.888806178888889

01:00:11.910 --> 01:00:13.600 I'm even standing because that's
NOTE Confidence: 0.888806178888889

01:00:13.600 --> 01:00:15.290 the metaphor for the heightened
NOTE Confidence: 0.888806178888889

01:00:15.352 --> 01:00:17.320 vulnerability of that person between an
NOTE Confidence: 0.888806178888889

01:00:17.320 --> 01:00:19.429 attending and a second year resident.
NOTE Confidence: 0.888806178888889

01:00:19.430 --> 01:00:20.074 And yet,
NOTE Confidence: 0.888806178888889

01:00:20.074 --> 01:00:22.328 I tend to think I'm getting good
NOTE Confidence: 0.888806178888889

01:00:22.328 --> 01:00:24.409 data because interpersonally,

NOTE Confidence: 0.888806178888889
01:00:24.410 --> 01:00:25.878 you're a thoughtful person.
NOTE Confidence: 0.888806178888889
01:00:25.878 --> 01:00:27.346 I trust you interpersonally,
NOTE Confidence: 0.888806178888889
01:00:27.350 --> 01:00:29.870 so I go person to person.
NOTE Confidence: 0.888806178888889
01:00:29.870 --> 01:00:30.840 I guess you what happened.
NOTE Confidence: 0.888806178888889
01:00:30.840 --> 01:00:32.289 You told me I walk away thinking,
NOTE Confidence: 0.888806178888889
01:00:32.290 --> 01:00:34.957 well, I got some good data there.
NOTE Confidence: 0.888806178888889
01:00:34.960 --> 01:00:36.436 Which is exactly the sort of
NOTE Confidence: 0.888806178888889
01:00:36.436 --> 01:00:38.360 your case across other kinds.
NOTE Confidence: 0.888806178888889
01:00:38.360 --> 01:00:41.460 It happens all the time.
NOTE Confidence: 0.888806178888889
01:00:41.460 --> 01:00:42.948 Partly because I really don't want to know,
NOTE Confidence: 0.888806178888889
01:00:42.950 --> 01:00:44.878 and partly because I don't know any better.
NOTE Confidence: 0.888806178888889
01:00:44.880 --> 01:00:46.609 I mean like nobody ever taught me
NOTE Confidence: 0.888806178888889
01:00:46.609 --> 01:00:48.188 that by getting somebody in the
NOTE Confidence: 0.888806178888889
01:00:48.188 --> 01:00:50.022 hallway and saying what do you think
NOTE Confidence: 0.888806178888889
01:00:50.076 --> 01:00:51.636 of that interaction over there?
NOTE Confidence: 0.888806178888889

01:00:51.640 --> 01:00:54.584 I might be distorting the data I
NOTE Confidence: 0.888806178888889

01:00:54.584 --> 01:00:57.968 might be making that an ethical
NOTE Confidence: 0.888806178888889

01:00:57.968 --> 01:01:00.840 practical challenge for that person
NOTE Confidence: 0.888806178888889

01:01:00.840 --> 01:01:05.220 to tell me her experience. Thank you.
NOTE Confidence: 0.888806178888889

01:01:05.220 --> 01:01:07.268 All right, another question.
NOTE Confidence: 0.766882117777778

01:01:07.280 --> 01:01:08.088 And then we'll share.
NOTE Confidence: 0.766882117777778

01:01:08.088 --> 01:01:09.098 Then we'll come to you.
NOTE Confidence: 0.963380058

01:01:09.790 --> 01:01:12.640 If there is institutional resistance
NOTE Confidence: 0.869231265

01:01:12.650 --> 01:01:14.758 to dissent is speaking
NOTE Confidence: 0.836969706666667

01:01:14.770 --> 01:01:16.069 by group sufficient?
NOTE Confidence: 0.836969706666667

01:01:16.069 --> 01:01:18.396 Does it just dilute vulnerability
NOTE Confidence: 0.836969706666667

01:01:18.396 --> 01:01:20.930 and proport in proportion to the
NOTE Confidence: 0.836969706666667

01:01:20.930 --> 01:01:22.918 size of the group? If so, might
NOTE Confidence: 0.89352891

01:01:22.930 --> 01:01:25.849 small groups be as effectively vulnerable as
NOTE Confidence: 0.887341601428571

01:01:25.860 --> 01:01:28.660 the individual? How can this be overcome?
NOTE Confidence: 0.72390687625

01:01:29.800 --> 01:01:34.056 These are great questions and right on point.

NOTE Confidence: 0.8609308975
01:01:36.160 --> 01:01:38.456 The size of the group makes a difference,
NOTE Confidence: 0.8609308975
01:01:38.460 --> 01:01:40.340 so the questionnaire is right.
NOTE Confidence: 0.8609308975
01:01:40.340 --> 01:01:42.020 The smaller the group,
NOTE Confidence: 0.8609308975
01:01:42.020 --> 01:01:45.720 the more the impulse of any organization,
NOTE Confidence: 0.8609308975
01:01:45.720 --> 01:01:47.484 and I'm not blaming it when
NOTE Confidence: 0.8609308975
01:01:47.484 --> 01:01:49.320 we're in positions of authority,
NOTE Confidence: 0.8609308975
01:01:49.320 --> 01:01:52.296 we will have the same impulse which is.
NOTE Confidence: 0.8609308975
01:01:52.300 --> 01:01:54.568 To isolate or to think it's
NOTE Confidence: 0.8609308975
01:01:54.568 --> 01:01:55.702 an isolated phenomenon,
NOTE Confidence: 0.8609308975
01:01:55.710 --> 01:01:58.713 because that protects us from having to
NOTE Confidence: 0.8609308975
01:01:58.713 --> 01:02:01.597 think about broader change in the system,
NOTE Confidence: 0.8609308975
01:02:01.600 --> 01:02:04.152 and we're all homeostatic.
NOTE Confidence: 0.8609308975
01:02:04.152 --> 01:02:06.066 You know creatures.
NOTE Confidence: 0.8609308975
01:02:06.070 --> 01:02:08.188 So especially when we have responsibility
NOTE Confidence: 0.8609308975
01:02:08.188 --> 01:02:10.450 for an institution to have to think,
NOTE Confidence: 0.8609308975

01:02:10.450 --> 01:02:13.250 WOW, we have to take the well.
NOTE Confidence: 0.8609308975

01:02:13.250 --> 01:02:16.365 We have rampant sexism in this organization.
NOTE Confidence: 0.8609308975

01:02:16.370 --> 01:02:18.074 I don't want to have to think that
NOTE Confidence: 0.8609308975

01:02:18.074 --> 01:02:19.700 because next thing I'm doing I'm doing
NOTE Confidence: 0.8609308975

01:02:19.700 --> 01:02:21.016 marks doing which is post before,
NOTE Confidence: 0.8609308975

01:02:21.016 --> 01:02:22.827 which is how the hell am I going to
NOTE Confidence: 0.8609308975

01:02:22.827 --> 01:02:24.117 get my arms around this problem?
NOTE Confidence: 0.8609308975

01:02:24.120 --> 01:02:25.670 This is a societal problem,
NOTE Confidence: 0.8609308975

01:02:25.670 --> 01:02:28.148 so there's an impulse to say.
NOTE Confidence: 0.8609308975

01:02:28.150 --> 01:02:32.230 Well, that's just a few malcontents.
NOTE Confidence: 0.8609308975

01:02:32.230 --> 01:02:34.834 Well, if there's more than a few.
NOTE Confidence: 0.8609308975

01:02:34.840 --> 01:02:36.660 That makes it harder to isolate that,
NOTE Confidence: 0.8609308975

01:02:36.660 --> 01:02:37.760 so the questioner said,
NOTE Confidence: 0.8609308975

01:02:37.760 --> 01:02:39.410 isn't there a risk that a
NOTE Confidence: 0.8609308975

01:02:39.468 --> 01:02:40.760 resistant organization?
NOTE Confidence: 0.8609308975

01:02:40.760 --> 01:02:42.590 I would say all organizations are

NOTE Confidence: 0.8609308975

01:02:42.590 --> 01:02:44.745 resistant and I would suggest to you

NOTE Confidence: 0.8609308975

01:02:44.745 --> 01:02:46.503 that that resistance isn't is just

NOTE Confidence: 0.8609308975

01:02:46.503 --> 01:02:48.577 for a living organizational system,

NOTE Confidence: 0.8609308975

01:02:48.580 --> 01:02:50.205 it's just like resistance in

NOTE Confidence: 0.8609308975

01:02:50.205 --> 01:02:51.180 a personal system.

NOTE Confidence: 0.8609308975

01:02:51.180 --> 01:02:53.060 If I say to you where your resistance is low,

NOTE Confidence: 0.8609308975

01:02:53.060 --> 01:02:55.290 is that a good thing?

NOTE Confidence: 0.8609308975

01:02:55.290 --> 01:02:55.626 No,

NOTE Confidence: 0.8609308975

01:02:55.626 --> 01:02:57.642 that's a bad thing because resistance

NOTE Confidence: 0.8609308975

01:02:57.642 --> 01:03:01.041 is a break against Willy nilly kinds of

NOTE Confidence: 0.8609308975

01:03:01.041 --> 01:03:03.366 changes which are evolutionarily dangerous,

NOTE Confidence: 0.8609308975

01:03:03.370 --> 01:03:03.840 right?

NOTE Confidence: 0.8609308975

01:03:03.840 --> 01:03:05.720 So even organizational resistance

NOTE Confidence: 0.8609308975

01:03:05.720 --> 01:03:08.942 has a positive quality to it in

NOTE Confidence: 0.8609308975

01:03:08.942 --> 01:03:10.927 that it's conservative by nature.

NOTE Confidence: 0.8609308975

01:03:10.930 --> 01:03:12.037 Resistance is conservative,
NOTE Confidence: 0.8609308975

01:03:12.037 --> 01:03:14.620 which means there has to be a
NOTE Confidence: 0.8609308975

01:03:14.694 --> 01:03:16.770 pretty good case made to change,
NOTE Confidence: 0.8609308975

01:03:16.770 --> 01:03:19.254 and that case goes up to the extent that
NOTE Confidence: 0.8609308975

01:03:19.254 --> 01:03:21.737 you got more rather than fewer people.
NOTE Confidence: 0.8609308975

01:03:21.740 --> 01:03:23.924 The other thing that the questioner
NOTE Confidence: 0.8609308975

01:03:23.924 --> 01:03:25.660 I think is asking is.
NOTE Confidence: 0.8609308975

01:03:25.660 --> 01:03:26.569 Which I don't,
NOTE Confidence: 0.8609308975

01:03:26.569 --> 01:03:27.781 which Hirshman doesn't really
NOTE Confidence: 0.8609308975

01:03:27.781 --> 01:03:29.359 get into a little bit,
NOTE Confidence: 0.8609308975

01:03:29.360 --> 01:03:31.520 which is what's the difference
NOTE Confidence: 0.8609308975

01:03:31.520 --> 01:03:32.816 between respectful dissent,
NOTE Confidence: 0.8609308975

01:03:32.820 --> 01:03:34.500 disrespectful dissent,
NOTE Confidence: 0.8609308975

01:03:34.500 --> 01:03:37.860 dissent in an organization
NOTE Confidence: 0.8609308975

01:03:37.860 --> 01:03:40.380 and political organizer?
NOTE Confidence: 0.8609308975

01:03:40.380 --> 01:03:42.792 Where political organizing is

NOTE Confidence: 0.8609308975

01:03:42.792 --> 01:03:45.560 putting pressure because of the by.

NOTE Confidence: 0.8609308975

01:03:45.560 --> 01:03:47.900 By appealing to the organizations environment

NOTE Confidence: 0.8609308975

01:03:47.963 --> 01:03:50.279 on the leadership of the organization.

NOTE Confidence: 0.8609308975

01:03:50.280 --> 01:03:52.620 Whereas I would say dissent is

NOTE Confidence: 0.8609308975

01:03:52.620 --> 01:03:54.607 putting pressure internally on the

NOTE Confidence: 0.8609308975

01:03:54.607 --> 01:03:56.397 leadership of organization by saying

NOTE Confidence: 0.8609308975

01:03:56.397 --> 01:03:59.499 hey there are a bunch of us who live

NOTE Confidence: 0.8609308975

01:03:59.499 --> 01:04:01.353 and work in this organization who

NOTE Confidence: 0.8609308975

01:04:01.353 --> 01:04:02.871 think you should know about something

NOTE Confidence: 0.8609308975

01:04:02.871 --> 01:04:04.239 you're not paying attention to,

NOTE Confidence: 0.8609308975

01:04:04.240 --> 01:04:06.470 and we feel strongly about.

NOTE Confidence: 0.8609308975

01:04:06.470 --> 01:04:09.866 Political organization is that's not working.

NOTE Confidence: 0.8609308975

01:04:09.870 --> 01:04:12.950 I'm now going to go to the New York Times.

NOTE Confidence: 0.8609308975

01:04:12.950 --> 01:04:14.110 And that's another way

NOTE Confidence: 0.8609308975

01:04:14.110 --> 01:04:15.270 of expanding the group,

NOTE Confidence: 0.8609308975

01:04:15.270 --> 01:04:17.734 because as anybody who's done anything knows,
NOTE Confidence: 0.8609308975

01:04:17.740 --> 01:04:19.470 as soon as you go to the New York Times,
NOTE Confidence: 0.8609308975

01:04:19.470 --> 01:04:21.654 you got 5 or 600 people instantly
NOTE Confidence: 0.8609308975

01:04:21.654 --> 01:04:22.590 on social media.
NOTE Confidence: 0.8609308975

01:04:22.590 --> 01:04:24.054 And that's more than four or
NOTE Confidence: 0.8609308975

01:04:24.054 --> 01:04:25.710 five people in the small group.
NOTE Confidence: 0.8609308975

01:04:25.710 --> 01:04:26.352 You know,
NOTE Confidence: 0.8609308975

01:04:26.352 --> 01:04:28.599 sending a respectful letter up the hierarchy.
NOTE Confidence: 0.8609308975

01:04:28.600 --> 01:04:31.984 Now you know those are all forms of dissent,
NOTE Confidence: 0.8609308975

01:04:31.990 --> 01:04:33.950 but.
NOTE Confidence: 0.8609308975

01:04:33.950 --> 01:04:37.254 And and I think you'll you've seen
NOTE Confidence: 0.8609308975

01:04:37.254 --> 01:04:40.646 here when dissent is not handled well,
NOTE Confidence: 0.922741666

01:04:40.650 --> 01:04:42.910 it actually increases the frustration,
NOTE Confidence: 0.922741666

01:04:42.910 --> 01:04:44.920 which is more likely to
NOTE Confidence: 0.922741666

01:04:44.920 --> 01:04:46.528 lead to political activity.
NOTE Confidence: 0.922741666

01:04:46.530 --> 01:04:50.430 All right Doctor Hull is this?

NOTE Confidence: 0.922741666
01:04:50.430 --> 01:04:53.300 Yes I wanted to ask you sort
NOTE Confidence: 0.929564878333333
01:04:53.310 --> 01:04:55.636 of a follow up question on what
NOTE Confidence: 0.929564878333333
01:04:55.636 --> 01:04:57.066 you were saying previously about.
NOTE Confidence: 0.929564878333333
01:04:57.070 --> 01:04:58.400 You know the example of going up
NOTE Confidence: 0.866424096
01:04:58.410 --> 01:04:59.640 to a resident and saying
NOTE Confidence: 0.79894848
01:05:00.100 --> 01:05:02.230 hey like was that OK what just happened?
NOTE Confidence: 0.79894848
01:05:02.230 --> 01:05:03.900 Because that sort of reminded me of a
NOTE Confidence: 0.79894848
01:05:03.900 --> 01:05:05.790 of a general tendency that I I think
NOTE Confidence: 0.79894848
01:05:05.790 --> 01:05:07.589 is just part of the human condition
NOTE Confidence: 0.79894848
01:05:07.590 --> 01:05:09.038 which is to ask these questions that
NOTE Confidence: 0.79894848
01:05:09.038 --> 01:05:10.784 are like leading the witness. Right?
NOTE Confidence: 0.79894848
01:05:10.784 --> 01:05:14.576 You're you're asking a question as if to
NOTE Confidence: 0.8735569925
01:05:14.630 --> 01:05:16.830 elicit an actual. Actual
NOTE Confidence: 0.85567476
01:05:16.840 --> 01:05:18.232 opinion or information, but in fact
NOTE Confidence: 0.85567476
01:05:18.232 --> 01:05:20.026 you're just you want someone to
NOTE Confidence: 0.85567476

01:05:20.026 --> 01:05:21.460 cosign what what you're thinking.
NOTE Confidence: 0.85567476

01:05:21.460 --> 01:05:22.846 And I I joke about this on consults
NOTE Confidence: 0.85567476

01:05:22.846 --> 01:05:24.288 a lot where you know we'll get
NOTE Confidence: 0.650326906666667

01:05:24.300 --> 01:05:25.620 a question really
NOTE Confidence: 0.782901692

01:05:25.920 --> 01:05:26.840 someone's not interested in my
NOTE Confidence: 0.93144112125

01:05:26.850 --> 01:05:28.010 opinion on something they want
NOTE Confidence: 0.93144112125

01:05:28.010 --> 01:05:29.745 me to say. It's OK so that if
NOTE Confidence: 0.93144112125

01:05:29.745 --> 01:05:30.780 something happens they can say
NOTE Confidence: 0.805789135

01:05:30.790 --> 01:05:32.886 Oh well. The cardiologist said that was OK
NOTE Confidence: 0.782886488

01:05:33.000 --> 01:05:34.426 and and I think there's some of
NOTE Confidence: 0.782886488

01:05:34.426 --> 01:05:36.120 that going on here too where a lot
NOTE Confidence: 0.782886488

01:05:36.120 --> 01:05:37.740 of times when we elicit feedback,
NOTE Confidence: 0.782886488

01:05:37.740 --> 01:05:38.254 we're sensitive.
NOTE Confidence: 0.782886488

01:05:38.254 --> 01:05:40.053 We we really don't want negative feedback.
NOTE Confidence: 0.782886488

01:05:40.060 --> 01:05:42.598 We kind of want reassurance that that was OK.
NOTE Confidence: 0.782886488

01:05:42.600 --> 01:05:44.310 And and you know what?

NOTE Confidence: 0.782886488
01:05:44.310 --> 01:05:45.750 What are are some strategies
NOTE Confidence: 0.782886488
01:05:45.750 --> 01:05:46.938 that you think are helpful for
NOTE Confidence: 0.782886488
01:05:46.938 --> 01:05:48.370 people in leadership roles?
NOTE Confidence: 0.8744624125
01:05:48.700 --> 01:05:50.317 She's sort of get out of that
NOTE Confidence: 0.8744624125
01:05:50.317 --> 01:05:54.902 mindset of wanting to elicit sort of
NOTE Confidence: 0.8744624125
01:05:54.902 --> 01:05:56.330 superficially or nominally wanting to
NOTE Confidence: 0.751011568333333
01:05:56.340 --> 01:05:58.305 elicit feedback, but in fact
NOTE Confidence: 0.751011568333333
01:05:58.305 --> 01:06:00.840 wanting to to elicit reassurance
NOTE Confidence: 0.751011568333333
01:06:00.930 --> 01:06:03.680 because of this inertia and
NOTE Confidence: 0.92334462
01:06:03.690 --> 01:06:05.338 and resistance to change.
NOTE Confidence: 0.877763182222222
01:06:06.620 --> 01:06:08.100 And the stress of being
NOTE Confidence: 0.877763182222222
01:06:08.100 --> 01:06:09.284 working in an organization.
NOTE Confidence: 0.877763182222222
01:06:09.290 --> 01:06:11.546 So I have some compassion for for people.
NOTE Confidence: 0.877763182222222
01:06:11.550 --> 01:06:13.888 For those of us who do this.
NOTE Confidence: 0.877763182222222
01:06:13.890 --> 01:06:16.434 But what I would say is this the
NOTE Confidence: 0.877763182222222

01:06:16.434 --> 01:06:19.057 single piece of advice I would say
NOTE Confidence: 0.8777631822222222

01:06:19.057 --> 01:06:20.967 is use your hierarchal authority
NOTE Confidence: 0.8777631822222222

01:06:20.970 --> 01:06:24.490 to solicit critical information.
NOTE Confidence: 0.8777631822222222

01:06:24.490 --> 01:06:27.294 Critical meaning, things that people want
NOTE Confidence: 0.8777631822222222

01:06:27.294 --> 01:06:29.590 to change or want to be critical of.
NOTE Confidence: 0.8777631822222222

01:06:29.590 --> 01:06:30.630 So instead of saying,
NOTE Confidence: 0.8777631822222222

01:06:30.630 --> 01:06:32.190 how are things going or even
NOTE Confidence: 0.8777631822222222

01:06:32.242 --> 01:06:33.748 instead of saying which I do,
NOTE Confidence: 0.8777631822222222

01:06:33.750 --> 01:06:35.339 because I think it's just good form
NOTE Confidence: 0.8777631822222222

01:06:35.339 --> 01:06:37.066 asking a balanced question, say.
NOTE Confidence: 0.8777631822222222

01:06:37.066 --> 01:06:39.530 What's important to me?
NOTE Confidence: 0.8777631822222222

01:06:39.530 --> 01:06:42.736 Is to know your experience about what
NOTE Confidence: 0.8777631822222222

01:06:42.736 --> 01:06:44.728 was not comfortable, not ethical.
NOTE Confidence: 0.8777631822222222

01:06:44.728 --> 01:06:47.200 That raised ethical in in the in the
NOTE Confidence: 0.8777631822222222

01:06:47.267 --> 01:06:49.349 two weeks we just spent together.
NOTE Confidence: 0.8777631822222222

01:06:49.350 --> 01:06:49.942 Full stop.

NOTE Confidence: 0.877763182222222

01:06:49.942 --> 01:06:52.014 Now the first time you do that,

NOTE Confidence: 0.877763182222222

01:06:52.020 --> 01:06:53.772 people are looking a little like

NOTE Confidence: 0.877763182222222

01:06:53.772 --> 01:06:55.439 whoa that kids can't be true.

NOTE Confidence: 0.877763182222222

01:06:55.440 --> 01:06:57.589 You can't really be asking this question.

NOTE Confidence: 0.877763182222222

01:06:57.590 --> 01:06:59.090 You really want reassurance,

NOTE Confidence: 0.877763182222222

01:06:59.090 --> 01:07:01.340 but if you do that consistently,

NOTE Confidence: 0.877763182222222

01:07:01.340 --> 01:07:03.480 which is you're using your

NOTE Confidence: 0.877763182222222

01:07:03.480 --> 01:07:05.192 authority to solicit what?

NOTE Confidence: 0.877763182222222

01:07:05.200 --> 01:07:07.988 What would be helpful

NOTE Confidence: 0.877763182222222

01:07:07.988 --> 01:07:10.079 information about ethical?

NOTE Confidence: 0.877763182222222

01:07:10.080 --> 01:07:12.376 So for Can you imagine in the story

NOTE Confidence: 0.877763182222222

01:07:12.376 --> 01:07:15.203 I told where the you know the surgeon

NOTE Confidence: 0.877763182222222

01:07:15.203 --> 01:07:17.340 afterwards says to the resident.

NOTE Confidence: 0.877763182222222

01:07:17.340 --> 01:07:17.574 Well,

NOTE Confidence: 0.877763182222222

01:07:17.574 --> 01:07:19.212 it would be really helpful to know

NOTE Confidence: 0.877763182222222

01:07:19.212 --> 01:07:21.269 if at any time during this rotation.
NOTE Confidence: 0.877763182222222

01:07:21.270 --> 01:07:22.685 You felt ethically compromised or
NOTE Confidence: 0.877763182222222

01:07:22.685 --> 01:07:24.698 you were on the edge of feeling
NOTE Confidence: 0.877763182222222

01:07:24.698 --> 01:07:26.602 Ethicon or you think I did something
NOTE Confidence: 0.877763182222222

01:07:26.602 --> 01:07:28.313 that puts you in a tough spot
NOTE Confidence: 0.877763182222222

01:07:28.313 --> 01:07:30.527 because to ask that question is to
NOTE Confidence: 0.877763182222222

01:07:30.527 --> 01:07:32.672 acknowledge that naturally I'm going
NOTE Confidence: 0.877763182222222

01:07:32.672 --> 01:07:35.735 to put you in a tough spot because
NOTE Confidence: 0.877763182222222

01:07:35.735 --> 01:07:38.523 I have different you know I have
NOTE Confidence: 0.877763182222222

01:07:38.523 --> 01:07:40.412 different objectives or based on
NOTE Confidence: 0.877763182222222

01:07:40.412 --> 01:07:42.188 what I'm doing in the organization.
NOTE Confidence: 0.806482455

01:07:44.320 --> 01:07:45.880 Resource allocation is a great one,
NOTE Confidence: 0.806482455

01:07:45.880 --> 01:07:47.401 but if I if I went to and
NOTE Confidence: 0.806482455

01:07:47.401 --> 01:07:48.977 I said did it ever happen,
NOTE Confidence: 0.806482455

01:07:48.980 --> 01:07:51.244 I would have to be first accepting that
NOTE Confidence: 0.806482455

01:07:51.244 --> 01:07:53.497 maybe out of my awareness on identity,

NOTE Confidence: 0.806482455

01:07:53.500 --> 01:07:55.831 function and hierarchy I might have been

NOTE Confidence: 0.806482455

01:07:55.831 --> 01:07:58.025 putting you in a difficult situation

NOTE Confidence: 0.806482455

01:07:58.025 --> 01:08:00.281 as opposed to being defended against

NOTE Confidence: 0.806482455

01:08:00.281 --> 01:08:02.657 the possibility that I ever do that.

NOTE Confidence: 0.806482455

01:08:02.660 --> 01:08:04.064 So first I have to say, Yep,

NOTE Confidence: 0.806482455

01:08:04.064 --> 01:08:06.816 I could do that because I'm an agent.

NOTE Confidence: 0.806482455

01:08:06.820 --> 01:08:08.480 Of hierarchical groups and

NOTE Confidence: 0.806482455

01:08:08.480 --> 01:08:10.140 functional training and identity.

NOTE Confidence: 0.806482455

01:08:10.140 --> 01:08:11.109 Historical identity groups.

NOTE Confidence: 0.806482455

01:08:11.109 --> 01:08:13.047 So it's possible I put you

NOTE Confidence: 0.806482455

01:08:13.047 --> 01:08:14.680 in a difficult situation,

NOTE Confidence: 0.806482455

01:08:14.680 --> 01:08:16.780 and if I then say did I,

NOTE Confidence: 0.806482455

01:08:16.780 --> 01:08:17.784 and if I did,

NOTE Confidence: 0.806482455

01:08:17.784 --> 01:08:19.708 could you tell me when the first

NOTE Confidence: 0.806482455

01:08:19.708 --> 01:08:21.438 time I asked that question,

NOTE Confidence: 0.806482455

01:08:21.440 --> 01:08:22.740 nobody's going to say squat,
NOTE Confidence: 0.806482455

01:08:22.740 --> 01:08:24.260 but by the 6th rotation,
NOTE Confidence: 0.806482455

01:08:24.260 --> 01:08:25.760 medical students or residents are
NOTE Confidence: 0.806482455

01:08:25.760 --> 01:08:27.918 talking to each other and they're saying
NOTE Confidence: 0.806482455

01:08:27.918 --> 01:08:30.018 this guy asks the question every time.
NOTE Confidence: 0.806482455

01:08:30.020 --> 01:08:31.560 And you know, last month,
NOTE Confidence: 0.806482455

01:08:31.560 --> 01:08:34.318 Sally said, well, when you called me,
NOTE Confidence: 0.806482455

01:08:34.320 --> 01:08:37.086 you know, honey, it was really.
NOTE Confidence: 0.806482455

01:08:37.090 --> 01:08:39.352 I don't think that's a professional standard.
NOTE Confidence: 0.806482455

01:08:39.352 --> 01:08:41.158 You know what he said wasn't
NOTE Confidence: 0.806482455

01:08:41.158 --> 01:08:42.110 even aware of it?
NOTE Confidence: 0.806482455

01:08:42.110 --> 01:08:43.629 I'm sorry I'll try to work harder
NOTE Confidence: 0.806482455

01:08:43.629 --> 01:08:45.390 on that and then the next time
NOTE Confidence: 0.806482455

01:08:45.390 --> 01:08:46.715 that attending asks that question
NOTE Confidence: 0.806482455

01:08:46.715 --> 01:08:48.187 at the end of the rotation,
NOTE Confidence: 0.806482455

01:08:48.190 --> 01:08:49.933 is he or she's going to get

NOTE Confidence: 0.806482455
01:08:49.933 --> 01:08:51.350 three or four responses?
NOTE Confidence: 0.806482455
01:08:51.350 --> 01:08:52.595 It takes time,
NOTE Confidence: 0.806482455
01:08:52.595 --> 01:08:53.010 right?
NOTE Confidence: 0.806482455
01:08:53.010 --> 01:08:55.500 But using your authority to solicit
NOTE Confidence: 0.806482455
01:08:55.574 --> 01:08:57.539 that kind of information over
NOTE Confidence: 0.806482455
01:08:57.539 --> 01:09:00.068 time as opposed to using your
NOTE Confidence: 0.806482455
01:09:00.068 --> 01:09:02.508 authority to tacitly or explicitly
NOTE Confidence: 0.806482455
01:09:02.508 --> 01:09:04.460 get comforted or reassured,
NOTE Confidence: 0.806482455
01:09:04.460 --> 01:09:05.800 is is, in my experience,
NOTE Confidence: 0.806482455
01:09:05.800 --> 01:09:06.646 the only way to do it.
NOTE Confidence: 0.806482455
01:09:06.650 --> 01:09:07.950 And the great thing.
NOTE Confidence: 0.806482455
01:09:07.950 --> 01:09:09.575 About that just parenthetically is
NOTE Confidence: 0.806482455
01:09:09.575 --> 01:09:11.579 that you're still a representative,
NOTE Confidence: 0.806482455
01:09:11.580 --> 01:09:13.659 so that means if I'm the attending
NOTE Confidence: 0.806482455
01:09:13.659 --> 01:09:15.400 physician who asks that question.
NOTE Confidence: 0.806482455

01:09:15.400 --> 01:09:17.540 I'm not just changing my
NOTE Confidence: 0.806482455

01:09:17.540 --> 01:09:18.396 interpersonal relationships,
NOTE Confidence: 0.806482455

01:09:18.400 --> 01:09:20.075 potentially with the three or
NOTE Confidence: 0.806482455

01:09:20.075 --> 01:09:21.750 four residents on my team.
NOTE Confidence: 0.806482455

01:09:21.750 --> 01:09:24.305 Each rotation I'm a representative
NOTE Confidence: 0.806482455

01:09:24.305 --> 01:09:25.838 of attending physicians,
NOTE Confidence: 0.806482455

01:09:25.840 --> 01:09:29.128 so I'm making a little contribution
NOTE Confidence: 0.806482455

01:09:29.128 --> 01:09:31.444 to to changing the relationship
NOTE Confidence: 0.806482455

01:09:31.444 --> 01:09:33.208 between residents and and
NOTE Confidence: 0.806482455

01:09:33.208 --> 01:09:35.281 attendees because I'm still a
NOTE Confidence: 0.806482455

01:09:35.281 --> 01:09:37.156 representative of an attending group.
NOTE Confidence: 0.772667985

01:09:39.280 --> 01:09:45.260 Thank you all, right. Next question.
NOTE Confidence: 0.772667985

01:09:45.260 --> 01:09:49.470 What do you have against economists?
NOTE Confidence: 0.772667985

01:09:49.470 --> 01:09:51.358 Just kidding real question,
NOTE Confidence: 0.772667985

01:09:51.358 --> 01:09:54.190 I could go on and on,
NOTE Confidence: 0.772667985

01:09:54.190 --> 01:09:59.175 but what are some particular considerations

NOTE Confidence: 0.772667985

01:09:59.175 --> 01:10:01.980 in organizational ethics in healthcare

NOTE Confidence: 0.772667985

01:10:02.060 --> 01:10:05.426 versus business ethics more generally?

NOTE Confidence: 0.772667985

01:10:05.426 --> 01:10:09.070 Is there a distinction, and if so,

NOTE Confidence: 0.772667985

01:10:09.070 --> 01:10:11.180 where is that line that was?

NOTE Confidence: 0.772667985

01:10:11.180 --> 01:10:12.720 I added that at the?

NOTE Confidence: 0.772667985

01:10:12.720 --> 01:10:17.017 I'm not sure I'm qualified to answer the

NOTE Confidence: 0.772667985

01:10:17.017 --> 01:10:19.171 question since as an organizational person

NOTE Confidence: 0.772667985

01:10:19.171 --> 01:10:22.308 I look for the similar occurrences across

NOTE Confidence: 0.772667985

01:10:22.308 --> 01:10:24.850 different types of organizations, but.

NOTE Confidence: 0.772667985

01:10:24.850 --> 01:10:28.500 But my first impression is,

NOTE Confidence: 0.772667985

01:10:28.500 --> 01:10:32.150 and this is going to sound terrible, but.

NOTE Confidence: 0.772667985

01:10:32.150 --> 01:10:33.422 I I don't mean it to sound the

NOTE Confidence: 0.772667985

01:10:33.422 --> 01:10:34.905 way it does and I can explain it.

NOTE Confidence: 0.772667985

01:10:34.910 --> 01:10:36.514 If people are excited,

NOTE Confidence: 0.772667985

01:10:36.514 --> 01:10:39.930 but I think medicine is a profession.

NOTE Confidence: 0.772667985

01:10:39.930 --> 01:10:42.690 And I mean that in its classic sense.
NOTE Confidence: 0.772667985

01:10:42.690 --> 01:10:45.903 That is, it is the application of
NOTE Confidence: 0.772667985

01:10:45.903 --> 01:10:48.580 knowledge of a knowledge base to
NOTE Confidence: 0.772667985

01:10:48.580 --> 01:10:52.160 the to the care or to of people,
NOTE Confidence: 0.772667985

01:10:52.160 --> 01:10:53.560 and that knowledge base
NOTE Confidence: 0.772667985

01:10:53.560 --> 01:10:54.610 is constantly upgraded.
NOTE Confidence: 0.772667985

01:10:54.610 --> 01:10:56.454 It's a self regulating.
NOTE Confidence: 0.772667985

01:10:56.454 --> 01:10:59.220 It's a profession in that regard.
NOTE Confidence: 0.772667985

01:10:59.220 --> 01:11:02.916 Most organizations are quote UN quote,
NOTE Confidence: 0.772667985

01:11:02.920 --> 01:11:05.130 not professions.
NOTE Confidence: 0.772667985

01:11:05.130 --> 01:11:12.920 Their their systems of of production.
NOTE Confidence: 0.772667985

01:11:12.920 --> 01:11:14.780 They may be professional.
NOTE Confidence: 0.772667985

01:11:14.780 --> 01:11:17.570 When somebody is a professional manager,
NOTE Confidence: 0.772667985

01:11:17.570 --> 01:11:19.950 presumably there's a body of
NOTE Confidence: 0.772667985

01:11:19.950 --> 01:11:22.330 knowledge about practical and moral
NOTE Confidence: 0.772667985

01:11:22.407 --> 01:11:25.157 standards that governs that behavior.

NOTE Confidence: 0.772667985

01:11:25.160 --> 01:11:28.052 In my experience and this is, I'm not.

NOTE Confidence: 0.772667985

01:11:28.052 --> 01:11:30.326 I'm not bashing it, you know,

NOTE Confidence: 0.772667985

01:11:30.326 --> 01:11:31.791 like what's the single most

NOTE Confidence: 0.772667985

01:11:31.791 --> 01:11:33.179 important thing that an organ?

NOTE Confidence: 0.772667985

01:11:33.180 --> 01:11:34.720 What is most organizations in

NOTE Confidence: 0.772667985

01:11:34.720 --> 01:11:36.680 business to do to make money?

NOTE Confidence: 0.772667985

01:11:36.680 --> 01:11:37.820 That's what their.

NOTE Confidence: 0.772667985

01:11:37.820 --> 01:11:39.720 That's their function in society,

NOTE Confidence: 0.772667985

01:11:39.720 --> 01:11:40.032 right?

NOTE Confidence: 0.772667985

01:11:40.032 --> 01:11:41.904 To make products that are profitable

NOTE Confidence: 0.772667985

01:11:41.904 --> 01:11:43.300 in a capitalistic society,

NOTE Confidence: 0.772667985

01:11:43.300 --> 01:11:45.520 there's nothing in there about

NOTE Confidence: 0.772667985

01:11:45.520 --> 01:11:46.408 ethical behavior.

NOTE Confidence: 0.772667985

01:11:46.410 --> 01:11:48.098 There's nothing in there

NOTE Confidence: 0.772667985

01:11:48.098 --> 01:11:49.364 about professional behavior.

NOTE Confidence: 0.772667985

01:11:49.370 --> 01:11:52.394 Now I would say you know professional

NOTE Confidence: 0.772667985

01:11:52.394 --> 01:11:54.771 basketball is not a profession

NOTE Confidence: 0.772667985

01:11:54.771 --> 01:11:56.680 either because the word is you

NOTE Confidence: 0.772667985

01:11:56.680 --> 01:11:58.756 do whatever you need to do until

NOTE Confidence: 0.772667985

01:11:58.756 --> 01:12:00.256 the ref blows the whistle.

NOTE Confidence: 0.772667985

01:12:00.260 --> 01:12:01.840 There's not standards people

NOTE Confidence: 0.772667985

01:12:01.840 --> 01:12:03.420 may talk about standards,

NOTE Confidence: 0.772667985

01:12:03.420 --> 01:12:05.694 but they deteriorate or they get

NOTE Confidence: 0.772667985

01:12:05.694 --> 01:12:08.692 put in place more they issue is

NOTE Confidence: 0.772667985

01:12:08.692 --> 01:12:10.556 around winning and competing,

NOTE Confidence: 0.772667985

01:12:10.560 --> 01:12:13.374 and then we find out where the

NOTE Confidence: 0.772667985

01:12:13.374 --> 01:12:14.580 professional standards are.

NOTE Confidence: 0.772667985

01:12:14.580 --> 01:12:17.709 So and again, I'm not bashing it,

NOTE Confidence: 0.772667985

01:12:17.710 --> 01:12:18.840 that's what they're good at.

NOTE Confidence: 0.772667985

01:12:18.840 --> 01:12:20.260 That's what you know.

NOTE Confidence: 0.772667985

01:12:20.260 --> 01:12:22.035 Entrepreneurial creativity is all about.

NOTE Confidence: 0.772667985

01:12:22.040 --> 01:12:23.692 It's about finding efficiencies.

NOTE Confidence: 0.772667985

01:12:23.692 --> 01:12:25.378 You know, the economists,

NOTE Confidence: 0.772667985

01:12:25.378 --> 01:12:27.952 the market should be everybody gets

NOTE Confidence: 0.772667985

01:12:27.952 --> 01:12:30.440 the same information, you know.

NOTE Confidence: 0.772667985

01:12:30.440 --> 01:12:32.165 That's what makes a market.

NOTE Confidence: 0.772667985

01:12:32.170 --> 01:12:33.724 You can't make any money with

NOTE Confidence: 0.772667985

01:12:33.724 --> 01:12:35.380 everybody having the same information.

NOTE Confidence: 0.772667985

01:12:35.380 --> 01:12:37.277 You have to find the piece of

NOTE Confidence: 0.772667985

01:12:37.277 --> 01:12:38.345 information that nobody else

NOTE Confidence: 0.772667985

01:12:38.345 --> 01:12:40.470 has or you have to squirrel away

NOTE Confidence: 0.772667985

01:12:40.470 --> 01:12:41.430 information nobody has.

NOTE Confidence: 0.772667985

01:12:41.430 --> 01:12:44.526 That's what a copywriter a patent is right,

NOTE Confidence: 0.772667985

01:12:44.530 --> 01:12:47.568 because otherwise I don't have any advantage.

NOTE Confidence: 0.772667985

01:12:47.570 --> 01:12:49.180 So everybody has the same

NOTE Confidence: 0.772667985

01:12:49.180 --> 01:12:50.468 information all the time.

NOTE Confidence: 0.772667985

01:12:50.470 --> 01:12:51.988 It might be a Great Society,
NOTE Confidence: 0.772667985

01:12:51.990 --> 01:12:54.678 but you can't make any money.
NOTE Confidence: 0.772667985

01:12:54.680 --> 01:12:57.128 Even conservative economists who
NOTE Confidence: 0.772667985

01:12:57.128 --> 01:12:59.896 trumpet the market system they
NOTE Confidence: 0.772667985

01:12:59.896 --> 01:13:01.792 can want want their client to
NOTE Confidence: 0.772667985

01:13:01.792 --> 01:13:04.119 have just a little proprietary,
NOTE Confidence: 0.772667985

01:13:04.120 --> 01:13:05.584 just a little bit more information
NOTE Confidence: 0.772667985

01:13:05.584 --> 01:13:06.316 than somebody else.
NOTE Confidence: 0.772667985

01:13:06.320 --> 01:13:08.288 I want to give that information
NOTE Confidence: 0.772667985

01:13:08.288 --> 01:13:10.200 away that's not part of free,
NOTE Confidence: 0.772667985

01:13:10.200 --> 01:13:12.060 you know, information.
NOTE Confidence: 0.772667985

01:13:12.060 --> 01:13:16.400 So I think there's something special about
NOTE Confidence: 0.8527035125

01:13:16.400 --> 01:13:17.753 about healthcare organizations,
NOTE Confidence: 0.8527035125

01:13:17.753 --> 01:13:20.008 both because of their task,
NOTE Confidence: 0.8527035125

01:13:20.010 --> 01:13:21.696 which is to care for people,
NOTE Confidence: 0.8527035125

01:13:21.700 --> 01:13:25.150 and because they are arguably.

NOTE Confidence: 0.8527035125
01:13:25.150 --> 01:13:27.070 The foundational profession in
NOTE Confidence: 0.8527035125
01:13:27.070 --> 01:13:30.960 the in human society. So the
NOTE Confidence: 0.81431677
01:13:31.090 --> 01:13:32.894 the fact that the Milton Friedman
NOTE Confidence: 0.81431677
01:13:32.894 --> 01:13:34.942 and the Chicago School of
NOTE Confidence: 0.81431677
01:13:34.942 --> 01:13:37.790 Economists believe that the moral
NOTE Confidence: 0.81431677
01:13:37.790 --> 01:13:40.050 obligation of business executives
NOTE Confidence: 0.81431677
01:13:40.050 --> 01:13:42.300 is to maximize shareholder value.
NOTE Confidence: 0.81431677
01:13:42.300 --> 01:13:44.460 Shareholder return on investment.
NOTE Confidence: 0.76997144
01:13:45.480 --> 01:13:46.320 Does that have anything
NOTE Confidence: 0.91059506
01:13:46.330 --> 01:13:48.490 to do with your dislike of economists?
NOTE Confidence: 0.74833616875
01:13:50.090 --> 01:13:52.943 This is some not not primarily by my dislike
NOTE Confidence: 0.74833616875
01:13:52.943 --> 01:13:55.839 of economist is more personal than that.
NOTE Confidence: 0.74833616875
01:13:55.840 --> 01:13:59.890 But yes, there is some theoretical.
NOTE Confidence: 0.74833616875
01:13:59.890 --> 01:14:03.600 Notion about about about economics
NOTE Confidence: 0.74833616875
01:14:03.600 --> 01:14:06.474 and morality, and even most economists
NOTE Confidence: 0.74833616875

01:14:06.474 --> 01:14:09.109 would say you don't want private sector
NOTE Confidence: 0.74833616875

01:14:09.109 --> 01:14:11.589 organizations deciding on public morality.
NOTE Confidence: 0.74833616875

01:14:11.590 --> 01:14:12.730 You don't want them doing that.
NOTE Confidence: 0.74833616875

01:14:12.730 --> 01:14:14.458 They're they're not the right place to do it.
NOTE Confidence: 0.74833616875

01:14:14.460 --> 01:14:17.370 You want some duly constituted
NOTE Confidence: 0.74833616875

01:14:17.370 --> 01:14:20.184 representative of the public of you know,
NOTE Confidence: 0.74833616875

01:14:20.190 --> 01:14:22.367 to be debating the questions of morality.
NOTE Confidence: 0.74833616875

01:14:22.370 --> 01:14:24.248 You don't want private sector organizations.
NOTE Confidence: 0.74833616875

01:14:24.250 --> 01:14:26.074 Now that's changing with double and
NOTE Confidence: 0.74833616875

01:14:26.074 --> 01:14:28.288 triple bottom line organizations, but.
NOTE Confidence: 0.74833616875

01:14:28.288 --> 01:14:32.280 Doctor Mercurio has gets.
NOTE Confidence: 0.74833616875

01:14:32.280 --> 01:14:32.880 Any questions?
NOTE Confidence: 0.931806702857143

01:14:34.890 --> 01:14:37.584 I think this is a big part of a lot
NOTE Confidence: 0.931806702857143

01:14:37.584 --> 01:14:38.954 of the struggle that's happening
NOTE Confidence: 0.931806702857143

01:14:38.954 --> 01:14:40.784 here at our medical school and
NOTE Confidence: 0.931806702857143

01:14:40.784 --> 01:14:42.474 perhaps elsewhere has to do with.

NOTE Confidence: 0.931806702857143
01:14:42.474 --> 01:14:43.938 I mean, I quite agree with
NOTE Confidence: 0.931806702857143
01:14:43.938 --> 01:14:44.946 you about the professions,
NOTE Confidence: 0.931806702857143
01:14:44.950 --> 01:14:46.616 and I think that that largely comes
NOTE Confidence: 0.931806702857143
01:14:46.616 --> 01:14:48.649 down to the fiduciary responsibility,
NOTE Confidence: 0.931806702857143
01:14:48.650 --> 01:14:49.804 which is, you know,
NOTE Confidence: 0.931806702857143
01:14:49.804 --> 01:14:50.956 is different than I'm here to
NOTE Confidence: 0.931806702857143
01:14:50.956 --> 01:14:52.164 make money for the owner or I'm
NOTE Confidence: 0.931806702857143
01:14:52.164 --> 01:14:53.410 here to make money for the owners,
NOTE Confidence: 0.931806702857143
01:14:53.410 --> 01:14:54.890 the stockholders,
NOTE Confidence: 0.931806702857143
01:14:54.890 --> 01:14:56.430 the fiduciary responsibility toward what
NOTE Confidence: 0.931806702857143
01:14:56.430 --> 01:14:58.422 some people want to call the customer.
NOTE Confidence: 0.931806702857143
01:14:58.422 --> 01:15:01.940 We still prefer to call them the patients.
NOTE Confidence: 0.931806702857143
01:15:01.940 --> 01:15:04.190 But this therein lies the struggle here,
NOTE Confidence: 0.931806702857143
01:15:04.190 --> 01:15:07.520 which is that that we've got that stress
NOTE Confidence: 0.931806702857143
01:15:07.520 --> 01:15:10.389 between the bottom line and the and the
NOTE Confidence: 0.931806702857143

01:15:10.389 --> 01:15:13.238 obligation we feel to not just our patients,
NOTE Confidence: 0.931806702857143

01:15:13.240 --> 01:15:14.450 but frankly also to are
NOTE Confidence: 0.931806702857143

01:15:14.450 --> 01:15:15.660 the others who are here.
NOTE Confidence: 0.931806702857143

01:15:15.660 --> 01:15:18.526 But we are our students and there's
NOTE Confidence: 0.931806702857143

01:15:18.526 --> 01:15:19.998 that conscience, constant tension,
NOTE Confidence: 0.931806702857143

01:15:20.000 --> 01:15:22.400 which I think looms over not just this,
NOTE Confidence: 0.931806702857143

01:15:22.400 --> 01:15:24.100 but every medical school.
NOTE Confidence: 0.931806702857143

01:15:24.100 --> 01:15:24.628 Because I mean,
NOTE Confidence: 0.931806702857143

01:15:24.628 --> 01:15:26.669 I feel it as a one of the triangles is
NOTE Confidence: 0.931806702857143

01:15:26.669 --> 01:15:28.680 probably closer to the bottom of the top,
NOTE Confidence: 0.931806702857143

01:15:28.680 --> 01:15:30.349 but I feel it with the the pressures
NOTE Confidence: 0.931806702857143

01:15:30.349 --> 01:15:32.167 that are clearly put on to.
NOTE Confidence: 0.931806702857143

01:15:32.170 --> 01:15:33.938 Manage the financial ship,
NOTE Confidence: 0.931806702857143

01:15:33.938 --> 01:15:36.148 sometimes at the expense of
NOTE Confidence: 0.931806702857143

01:15:36.148 --> 01:15:38.360 those to whom we have duties.
NOTE Confidence: 0.931806702857143

01:15:38.360 --> 01:15:38.924 At least,

NOTE Confidence: 0.931806702857143
01:15:38.924 --> 01:15:39.488 I think.
NOTE Confidence: 0.931806702857143
01:15:39.488 --> 01:15:41.532 And so when one is trying to
NOTE Confidence: 0.931806702857143
01:15:41.532 --> 01:15:43.499 hold back the tide of either one
NOTE Confidence: 0.931806702857143
01:15:43.500 --> 01:15:45.404 trying to serve 2 masters if you
NOTE Confidence: 0.674090711666667
01:15:45.780 --> 01:15:50.220 so I, I would say that you know.
NOTE Confidence: 0.939867058076923
01:15:54.200 --> 01:15:56.850 I would say as long as the United States is
NOTE Confidence: 0.939867058076923
01:15:56.916 --> 01:15:59.580 a culture where people are making money on
NOTE Confidence: 0.939867058076923
01:15:59.580 --> 01:16:02.039 health care at every step along the way,
NOTE Confidence: 0.939867058076923
01:16:02.040 --> 01:16:04.724 we're going to have this tension and there's
NOTE Confidence: 0.939867058076923
01:16:04.724 --> 01:16:06.296 money made at healthcare every step.
NOTE Confidence: 0.939867058076923
01:16:06.300 --> 01:16:08.799 I mean made. I don't just mean
NOTE Confidence: 0.939867058076923
01:16:08.800 --> 01:16:11.240 accumulated against a rainy day
NOTE Confidence: 0.939867058076923
01:16:11.240 --> 01:16:13.192 or surpluses against deficits,
NOTE Confidence: 0.939867058076923
01:16:13.200 --> 01:16:16.248 or I mean literally made for
NOTE Confidence: 0.939867058076923
01:16:16.248 --> 01:16:17.444 shareholders, et cetera.
NOTE Confidence: 0.939867058076923

01:16:17.444 --> 01:16:20.166 You're going to have this problem, I think.
NOTE Confidence: 0.939867058076923

01:16:20.166 --> 01:16:22.830 This is where I think the question is.
NOTE Confidence: 0.939867058076923

01:16:22.830 --> 01:16:25.770 How often is it talked about?
NOTE Confidence: 0.939867058076923

01:16:25.770 --> 01:16:27.903 That's the question and how often do we go?
NOTE Confidence: 0.939867058076923

01:16:27.910 --> 01:16:30.114 We collectively, not necessarily.
NOTE Confidence: 0.939867058076923

01:16:30.114 --> 01:16:32.869 The program on Biomedical Ethics,
NOTE Confidence: 0.939867058076923

01:16:32.870 --> 01:16:36.910 but how often do we talk about it?
NOTE Confidence: 0.939867058076923

01:16:36.910 --> 01:16:40.006 You know how often when we you know
NOTE Confidence: 0.939867058076923

01:16:40.006 --> 01:16:42.461 only have a week of insurance for
NOTE Confidence: 0.939867058076923

01:16:42.461 --> 01:16:44.246 somebody in an inpatient psychiatric
NOTE Confidence: 0.939867058076923

01:16:44.246 --> 01:16:46.140 facility and we don't think they're
NOTE Confidence: 0.939867058076923

01:16:46.140 --> 01:16:47.826 ready to go to be discharged?
NOTE Confidence: 0.939867058076923

01:16:47.830 --> 01:16:49.468 How often do we talk about making
NOTE Confidence: 0.939867058076923

01:16:49.468 --> 01:16:51.105 up a second diagnosis to protect
NOTE Confidence: 0.939867058076923

01:16:51.105 --> 01:16:53.149 that patient so that they can stay?
NOTE Confidence: 0.939867058076923

01:16:53.150 --> 01:16:55.520 And whether that's ethical or not?

NOTE Confidence: 0.939867058076923

01:16:55.520 --> 01:16:57.179 I mean, you know in classic terms,

NOTE Confidence: 0.939867058076923

01:16:57.180 --> 01:16:58.660 it's in a content way.

NOTE Confidence: 0.939867058076923

01:16:58.660 --> 01:17:00.830 It's not ethical because you're lying to

NOTE Confidence: 0.939867058076923

01:17:00.830 --> 01:17:02.858 the insurance company in a utilitarian way.

NOTE Confidence: 0.939867058076923

01:17:02.860 --> 01:17:05.308 May be the only ethical thing you can do,

NOTE Confidence: 0.939867058076923

01:17:05.310 --> 01:17:06.166 and the question is,

NOTE Confidence: 0.939867058076923

01:17:06.166 --> 01:17:07.236 can you talk about it?

NOTE Confidence: 0.939867058076923

01:17:07.240 --> 01:17:07.454 Well,

NOTE Confidence: 0.939867058076923

01:17:07.454 --> 01:17:08.738 you can't talk about it because

NOTE Confidence: 0.939867058076923

01:17:08.738 --> 01:17:09.965 the lawyers say you can't talk

NOTE Confidence: 0.939867058076923

01:17:09.965 --> 01:17:11.232 about it if you talk about it,

NOTE Confidence: 0.939867058076923

01:17:11.240 --> 01:17:13.784 you're confessing to fraud so you can't do

NOTE Confidence: 0.939867058076923

01:17:13.784 --> 01:17:16.569 that well from an educational point of view,

NOTE Confidence: 0.939867058076923

01:17:16.570 --> 01:17:18.602 I think we got to talk about exactly

NOTE Confidence: 0.939867058076923

01:17:18.602 --> 01:17:20.919 what you were saying as often as we can,

NOTE Confidence: 0.939867058076923

01:17:20.920 --> 01:17:23.938 and then we may have to.
NOTE Confidence: 0.939867058076923

01:17:23.940 --> 01:17:24.656 Stay in,
NOTE Confidence: 0.939867058076923

01:17:24.656 --> 01:17:28.187 we may have to follow the laws or the
NOTE Confidence: 0.939867058076923

01:17:28.187 --> 01:17:31.097 guidelines or the billing procedures,
NOTE Confidence: 0.939867058076923

01:17:31.100 --> 01:17:34.010 but the speaking creates the
NOTE Confidence: 0.939867058076923

01:17:34.010 --> 01:17:36.338 talking about it educationally.
NOTE Confidence: 0.939867058076923

01:17:36.340 --> 01:17:37.936 Creates just incrementally the
NOTE Confidence: 0.939867058076923

01:17:37.936 --> 01:17:40.712 possibility that people as they move up
NOTE Confidence: 0.939867058076923

01:17:40.712 --> 01:17:42.959 are not making the mistake of thinking
NOTE Confidence: 0.939867058076923

01:17:42.959 --> 01:17:44.800 that they're behaving ethically.
NOTE Confidence: 0.939867058076923

01:17:44.800 --> 01:17:46.714 They're behaving the only way they
NOTE Confidence: 0.939867058076923

01:17:46.714 --> 01:17:49.390 can in a very difficult situation.
NOTE Confidence: 0.939867058076923

01:17:49.390 --> 01:17:51.010 And I think that's for me.
NOTE Confidence: 0.939867058076923

01:17:51.010 --> 01:17:52.504 I learned that teaching in a
NOTE Confidence: 0.939867058076923

01:17:52.504 --> 01:17:53.882 management class I was teaching
NOTE Confidence: 0.939867058076923

01:17:53.882 --> 01:17:55.210 a little ethical dilemma.

NOTE Confidence: 0.939867058076923

01:17:55.210 --> 01:17:56.548 Classic one you all know about,

NOTE Confidence: 0.939867058076923

01:17:56.550 --> 01:17:58.366 which is an innocent guys in the house,

NOTE Confidence: 0.939867058076923

01:17:58.370 --> 01:17:59.945 and the mob comes and they want

NOTE Confidence: 0.939867058076923

01:17:59.945 --> 01:18:01.030 to lynch the person.

NOTE Confidence: 0.939867058076923

01:18:01.030 --> 01:18:03.510 And they say, is he in your house?

NOTE Confidence: 0.939867058076923

01:18:03.510 --> 01:18:03.824 Well,

NOTE Confidence: 0.939867058076923

01:18:03.824 --> 01:18:06.022 the Kantian ethic is you have to

NOTE Confidence: 0.939867058076923

01:18:06.022 --> 01:18:08.389 tell the truth because if you lie,

NOTE Confidence: 0.939867058076923

01:18:08.390 --> 01:18:09.830 you're undermining the entire

NOTE Confidence: 0.939867058076923

01:18:09.830 --> 01:18:11.630 ethical system of the society.

NOTE Confidence: 0.939867058076923

01:18:11.630 --> 01:18:12.770 But if you tell the truth,

NOTE Confidence: 0.939867058076923

01:18:12.770 --> 01:18:14.408 they're going to lynch an innocent man.

NOTE Confidence: 0.939867058076923

01:18:14.410 --> 01:18:16.800 So what do you do?

NOTE Confidence: 0.939867058076923

01:18:16.800 --> 01:18:17.297 OK,

NOTE Confidence: 0.939867058076923

01:18:17.297 --> 01:18:19.782 so we're going through this

NOTE Confidence: 0.939867058076923

01:18:19.782 --> 01:18:22.500 classic and and we come to the
NOTE Confidence: 0.939867058076923

01:18:22.500 --> 01:18:24.220 utilitarian decision in the class.
NOTE Confidence: 0.939867058076923

01:18:24.220 --> 01:18:25.090 The class says,
NOTE Confidence: 0.939867058076923

01:18:25.090 --> 01:18:27.120 you know you lie and there's a
NOTE Confidence: 0.939867058076923

01:18:27.193 --> 01:18:29.088 divinity student in the class.
NOTE Confidence: 0.939867058076923

01:18:29.090 --> 01:18:31.010 In this management class and and,
NOTE Confidence: 0.939867058076923

01:18:31.010 --> 01:18:34.170 he says the key is to know you're
NOTE Confidence: 0.939867058076923

01:18:34.170 --> 01:18:36.867 lying as opposed to saying that
NOTE Confidence: 0.939867058076923

01:18:36.867 --> 01:18:40.050 the lie itself is a moral act.
NOTE Confidence: 0.939867058076923

01:18:40.050 --> 01:18:43.029 So his comment was if you have to lie,
NOTE Confidence: 0.939867058076923

01:18:43.030 --> 01:18:44.680 you need to preserve the fact
NOTE Confidence: 0.939867058076923

01:18:44.680 --> 01:18:45.780 that it was a
NOTE Confidence: 0.890814644615385

01:18:45.847 --> 01:18:48.303 lie and that it puts at risk something
NOTE Confidence: 0.890814644615385

01:18:48.303 --> 01:18:50.965 about the the the shared society we have.
NOTE Confidence: 0.890814644615385

01:18:50.970 --> 01:18:53.706 IE lying only works truth telling you know,
NOTE Confidence: 0.890814644615385

01:18:53.710 --> 01:18:55.690 lying only work because we presume

NOTE Confidence: 0.890814644615385

01:18:55.690 --> 01:18:57.586 truth telling he says the slippery

NOTE Confidence: 0.890814644615385

01:18:57.586 --> 01:18:59.440 slope is when you think that

NOTE Confidence: 0.890814644615385

01:18:59.510 --> 01:19:01.466 the line is itself immoral act.

NOTE Confidence: 0.890814644615385

01:19:01.470 --> 01:19:06.170 So if I have to, you know.

NOTE Confidence: 0.890814644615385

01:19:06.170 --> 01:19:08.403 Change a diagnosis for a patient in

NOTE Confidence: 0.890814644615385

01:19:08.403 --> 01:19:10.758 order to get them what they need.

NOTE Confidence: 0.890814644615385

01:19:10.760 --> 01:19:13.100 What what I what I don't want to do is say,

NOTE Confidence: 0.890814644615385

01:19:13.100 --> 01:19:15.410 well, that's OK because it's

NOTE Confidence: 0.890814644615385

01:19:15.410 --> 01:19:16.796 a corrupt system.

NOTE Confidence: 0.890814644615385

01:19:16.800 --> 01:19:19.555 What you want to say is I am being

NOTE Confidence: 0.890814644615385

01:19:19.555 --> 01:19:21.830 forced to violate what I consider to

NOTE Confidence: 0.890814644615385

01:19:21.906 --> 01:19:24.562 be an ethical principle for a what I

NOTE Confidence: 0.890814644615385

01:19:24.562 --> 01:19:27.168 consider to be a greater good and it

NOTE Confidence: 0.890814644615385

01:19:27.168 --> 01:19:29.456 feels kind of crappy all the way around.

NOTE Confidence: 0.890814644615385

01:19:29.456 --> 01:19:31.445 And that's what I mean by the

NOTE Confidence: 0.890814644615385

01:19:31.445 --> 01:19:33.315 maintaining the conversation as opposed
NOTE Confidence: 0.890814644615385

01:19:33.315 --> 01:19:35.739 to either not talking or saying well,
NOTE Confidence: 0.890814644615385

01:19:35.740 --> 01:19:38.196 that's the right thing to do because the
NOTE Confidence: 0.890814644615385

01:19:38.196 --> 01:19:40.157 patient wasn't ready to be discharged.
NOTE Confidence: 0.890814644615385

01:19:40.160 --> 01:19:41.805 It wasn't the right thing to do.
NOTE Confidence: 0.890814644615385

01:19:41.810 --> 01:19:44.282 Until we change society that that
NOTE Confidence: 0.890814644615385

01:19:44.282 --> 01:19:47.463 makes money and has insurance companies
NOTE Confidence: 0.890814644615385

01:19:47.463 --> 01:19:50.866 deciding when and how people get treated.
NOTE Confidence: 0.890814644615385

01:19:50.870 --> 01:19:53.390 Very difficult, I mean, as Lauren says,
NOTE Confidence: 0.890814644615385

01:19:53.390 --> 01:19:54.440 the stay and speak out.
NOTE Confidence: 0.890814644615385

01:19:54.440 --> 01:19:58.108 We live in a murky moral world.
NOTE Confidence: 0.890814644615385

01:19:58.110 --> 01:20:00.902 Now the question is how do we navigate
NOTE Confidence: 0.890814644615385

01:20:00.902 --> 01:20:02.880 our way through it? You know?
NOTE Confidence: 0.828089885

01:20:06.920 --> 01:20:08.840 I'm curious if there's specific academic
NOTE Confidence: 0.828089885

01:20:08.840 --> 01:20:12.066 medical centers specifically and and
NOTE Confidence: 0.828089885

01:20:12.066 --> 01:20:13.640 also outside of academic medicine.

NOTE Confidence: 0.828089885

01:20:13.640 --> 01:20:16.230 If there are particular organizations or

NOTE Confidence: 0.83154247875

01:20:16.240 --> 01:20:17.600 like groups of organizations that

NOTE Confidence: 0.83154247875

01:20:17.600 --> 01:20:20.280 you think do a really good job

NOTE Confidence: 0.83154247875

01:20:20.280 --> 01:20:23.969 of allowing dissent, and more

NOTE Confidence: 0.74832549

01:20:23.980 --> 01:20:25.368 generally, allowing ethical behavior.

NOTE Confidence: 0.9043071372

01:20:27.720 --> 01:20:29.688 So the question was, do I know of

NOTE Confidence: 0.9043071372

01:20:29.688 --> 01:20:31.305 any other academic medical centers

NOTE Confidence: 0.9043071372

01:20:31.305 --> 01:20:33.080 or organizations in general that

NOTE Confidence: 0.9043071372

01:20:33.080 --> 01:20:35.509 do a better rather than worse job?

NOTE Confidence: 0.933024471666667

01:20:38.120 --> 01:20:40.526 I get this question a lot.

NOTE Confidence: 0.933024471666667

01:20:40.530 --> 01:20:44.085 You know about other sorts of things

NOTE Confidence: 0.933024471666667

01:20:44.085 --> 01:20:47.055 about organizations who's doing it well.

NOTE Confidence: 0.933024471666667

01:20:47.060 --> 01:20:50.950 And the simple answer is.

NOTE Confidence: 0.933024471666667

01:20:50.950 --> 01:20:53.389 I don't know any organization as well as I

NOTE Confidence: 0.933024471666667

01:20:53.389 --> 01:20:55.793 know this one because I live in this one.

NOTE Confidence: 0.933024471666667

01:20:55.800 --> 01:20:58.985 That mean that gives me certain advantages

NOTE Confidence: 0.933024471666667

01:20:58.985 --> 01:21:01.464 and certain disadvantages because I am

NOTE Confidence: 0.933024471666667

01:21:01.464 --> 01:21:03.900 just as encapsulated in my function and

NOTE Confidence: 0.933024471666667

01:21:03.968 --> 01:21:06.775 hierarchy and identity as anybody else is.

NOTE Confidence: 0.933024471666667

01:21:06.780 --> 01:21:09.102 What I do know is everybody's

NOTE Confidence: 0.933024471666667

01:21:09.102 --> 01:21:12.068 looking for a better place and that

NOTE Confidence: 0.933024471666667

01:21:12.068 --> 01:21:14.438 leads me to believe that.

NOTE Confidence: 0.933024471666667

01:21:14.440 --> 01:21:17.839 There are probably quote UN quote places

NOTE Confidence: 0.933024471666667

01:21:17.839 --> 01:21:20.113 that are more successful in engaging

NOTE Confidence: 0.933024471666667

01:21:20.113 --> 01:21:22.560 these kinds of issues than others,

NOTE Confidence: 0.933024471666667

01:21:22.560 --> 01:21:25.098 but marginally better.

NOTE Confidence: 0.933024471666667

01:21:25.100 --> 01:21:27.910 The vast majority are within

NOTE Confidence: 0.933024471666667

01:21:27.910 --> 01:21:29.596 one standard deviation,

NOTE Confidence: 0.933024471666667

01:21:29.600 --> 01:21:31.756 and so moving from going to one

NOTE Confidence: 0.933024471666667

01:21:31.756 --> 01:21:33.220 organization and learning about it,

NOTE Confidence: 0.933024471666667

01:21:33.220 --> 01:21:35.152 you'd recognize a lot of the stuff

NOTE Confidence: 0.933024471666667
01:21:35.152 --> 01:21:36.659 that you recognize around here,
NOTE Confidence: 0.933024471666667
01:21:36.660 --> 01:21:38.410 and you might pick up a tidbit
NOTE Confidence: 0.933024471666667
01:21:38.410 --> 01:21:39.589 here and there, but.
NOTE Confidence: 0.933024471666667
01:21:39.589 --> 01:21:40.876 By and large,
NOTE Confidence: 0.933024471666667
01:21:40.876 --> 01:21:42.592 the most organizations are
NOTE Confidence: 0.933024471666667
01:21:42.592 --> 01:21:44.492 struggling with the same sorts
NOTE Confidence: 0.933024471666667
01:21:44.492 --> 01:21:46.753 of issues that that we are now.
NOTE Confidence: 0.933024471666667
01:21:46.760 --> 01:21:47.528 You could say,
NOTE Confidence: 0.933024471666667
01:21:47.528 --> 01:21:48.040 OK bird,
NOTE Confidence: 0.933024471666667
01:21:48.040 --> 01:21:51.514 but your name is on a paper about outliers,
NOTE Confidence: 0.933024471666667
01:21:51.520 --> 01:21:54.016 which is true about door to balloon times.
NOTE Confidence: 0.933024471666667
01:21:54.020 --> 01:21:56.768 My name is on this where we looked at
NOTE Confidence: 0.933024471666667
01:21:56.768 --> 01:21:58.380 outliers to see what they were doing.
NOTE Confidence: 0.933024471666667
01:21:58.380 --> 01:22:00.798 Can't you give me an outlier?
NOTE Confidence: 0.933024471666667
01:22:00.800 --> 01:22:02.498 Just one hope.
NOTE Confidence: 0.7212533

01:22:05.290 --> 01:22:09.296 No. Meaning they probably exist,
NOTE Confidence: 0.7212533

01:22:09.296 --> 01:22:11.716 but I would be simplifying
NOTE Confidence: 0.7212533

01:22:11.716 --> 01:22:14.015 anything if I if I gave you one,
NOTE Confidence: 0.7212533

01:22:14.020 --> 01:22:15.427 because like I said at the beginning,
NOTE Confidence: 0.7212533

01:22:15.430 --> 01:22:18.294 I don't think I'm really qualified to to
NOTE Confidence: 0.7212533

01:22:18.300 --> 01:22:20.340 to characterize an entire organization
NOTE Confidence: 0.7212533

01:22:20.340 --> 01:22:22.590 in terms of how it's dealing with this.
NOTE Confidence: 0.7816415

01:22:24.950 --> 01:22:26.030 Alright, well I think we have
NOTE Confidence: 0.7816415

01:22:26.030 --> 01:22:27.532 time for one more question
NOTE Confidence: 0.7816415

01:22:27.532 --> 01:22:29.560 and I apologize to the folks
NOTE Confidence: 0.7816415

01:22:29.560 --> 01:22:31.150 that we haven't gotten to yet.
NOTE Confidence: 0.7816415

01:22:31.150 --> 01:22:33.290 Thank you so much for such
NOTE Confidence: 0.7816415

01:22:33.290 --> 01:22:34.610 an interesting talk.
NOTE Confidence: 0.7816415

01:22:34.610 --> 01:22:36.236 Can you tell us about your
NOTE Confidence: 0.7816415

01:22:36.236 --> 01:22:37.500 perception on the functionality
NOTE Confidence: 0.7816415

01:22:37.500 --> 01:22:39.040 of the hospital culture

NOTE Confidence: 0.89189585

01:22:39.050 --> 01:22:41.630 and stated mission statement?

NOTE Confidence: 0.89189585

01:22:41.630 --> 01:22:43.500 To cultivate an ethical culture?

NOTE Confidence: 0.89189585

01:22:43.500 --> 01:22:45.410 Excuse me, an ethical organization

NOTE Confidence: 0.89189585

01:22:45.410 --> 01:22:48.660 and cultivate responsible dissent.

NOTE Confidence: 0.91695113

01:22:48.800 --> 01:22:51.032 Some people are more skeptical about

NOTE Confidence: 0.91695113

01:22:51.032 --> 01:22:53.155 whether a mission statement of a

NOTE Confidence: 0.91695113

01:22:53.155 --> 01:22:55.638 hospital actually means anything.

NOTE Confidence: 0.91695113

01:22:55.640 --> 01:22:57.500 And doubt that the organization

NOTE Confidence: 0.91695113

01:22:57.500 --> 01:22:59.510 acts in a way that reflects all

NOTE Confidence: 0.91635138

01:22:59.520 --> 01:23:02.019 the stated value in the mission statement.

NOTE Confidence: 0.857886914

01:23:03.600 --> 01:23:06.050 Just is the word dissent in the

NOTE Confidence: 0.857886914

01:23:06.050 --> 01:23:07.100 hospital's mission statement.

NOTE Confidence: 0.857886914

01:23:07.100 --> 01:23:08.634 I don't think so. OK?

NOTE Confidence: 0.857886914

01:23:08.634 --> 01:23:10.826 I mean, I thought that's what I heard

NOTE Confidence: 0.857886914

01:23:10.826 --> 01:23:13.354 you that the question or say like so

NOTE Confidence: 0.857886914

01:23:13.354 --> 01:23:16.233 let me make a comment about missions.
NOTE Confidence: 0.857886914

01:23:16.233 --> 01:23:21.450 We have mission statement check check.
NOTE Confidence: 0.857886914

01:23:21.450 --> 01:23:24.480 OK, I'll talk to you and then, yeah, talk.
NOTE Confidence: 0.859584398

01:23:26.740 --> 01:23:29.720 I'm a mission statement skeptic.
NOTE Confidence: 0.859584398

01:23:29.720 --> 01:23:32.480 But not because I don't think we should
NOTE Confidence: 0.859584398

01:23:32.480 --> 01:23:35.119 have some aspirational language about
NOTE Confidence: 0.859584398

01:23:35.119 --> 01:23:37.615 about our organizational behavior.
NOTE Confidence: 0.859584398

01:23:37.620 --> 01:23:41.134 I do. I think I think, I think it's
NOTE Confidence: 0.859584398

01:23:41.134 --> 01:23:43.800 a long process of coming up with it,
NOTE Confidence: 0.859584398

01:23:43.800 --> 01:23:46.096 and I think it should be aspirational.
NOTE Confidence: 0.859584398

01:23:46.100 --> 01:23:47.997 The mistrust I have of mission statements
NOTE Confidence: 0.859584398

01:23:47.997 --> 01:23:50.305 is not that there shouldn't be an
NOTE Confidence: 0.859584398

01:23:50.305 --> 01:23:52.100 aspirational statement about our culture,
NOTE Confidence: 0.859584398

01:23:52.100 --> 01:23:56.316 it's how how we tie our the everyday
NOTE Confidence: 0.859584398

01:23:56.316 --> 01:24:00.308 decision making from strategy to operations.
NOTE Confidence: 0.859584398

01:24:00.310 --> 01:24:01.768 To the mission,

NOTE Confidence: 0.859584398

01:24:01.768 --> 01:24:05.170 and that's a very loosely coupled thing,

NOTE Confidence: 0.859584398

01:24:05.170 --> 01:24:08.285 so that makes the mission statements seem,

NOTE Confidence: 0.859584398

01:24:08.290 --> 01:24:09.607 if not hypocritical,

NOTE Confidence: 0.859584398

01:24:09.607 --> 01:24:11.802 not terribly meaningful or useful

NOTE Confidence: 0.859584398

01:24:11.802 --> 01:24:13.817 because people are not sitting

NOTE Confidence: 0.859584398

01:24:13.817 --> 01:24:15.597 around saying when they're about

NOTE Confidence: 0.859584398

01:24:15.597 --> 01:24:18.100 to make a decision about a patient.

NOTE Confidence: 0.859584398

01:24:18.100 --> 01:24:21.100 Does this align with our mission?

NOTE Confidence: 0.859584398

01:24:21.100 --> 01:24:22.969 And the reason they don't is because

NOTE Confidence: 0.859584398

01:24:22.969 --> 01:24:25.234 if they ask that question about each

NOTE Confidence: 0.859584398

01:24:25.234 --> 01:24:27.728 decision they run up against all

NOTE Confidence: 0.859584398

01:24:27.728 --> 01:24:29.963 these kinds of ethical dilemmas.

NOTE Confidence: 0.859584398

01:24:29.970 --> 01:24:34.368 And they would probably be immobilized.

NOTE Confidence: 0.859584398

01:24:34.370 --> 01:24:36.850 So most of us don't pay attention to

NOTE Confidence: 0.859584398

01:24:36.850 --> 01:24:38.489 mission statements as an aspirational

NOTE Confidence: 0.859584398

01:24:38.489 --> 01:24:40.094 statement because it would be
NOTE Confidence: 0.859584398

01:24:40.094 --> 01:24:41.809 too hard to operationalize,
NOTE Confidence: 0.859584398

01:24:41.810 --> 01:24:44.231 and we don't get a whole lot of help
NOTE Confidence: 0.859584398

01:24:44.231 --> 01:24:45.965 in translating aspirational statements
NOTE Confidence: 0.859584398

01:24:45.965 --> 01:24:49.206 to the gritty work of a clinic.
NOTE Confidence: 0.859584398

01:24:49.210 --> 01:24:52.120 Every Thursday from 1:00 to 5:00.
NOTE Confidence: 0.859584398

01:24:52.120 --> 01:24:52.786 Alright.
NOTE Confidence: 0.859584398

01:24:52.786 --> 01:24:57.448 Well, actually there is one other comment.
NOTE Confidence: 0.859584398

01:24:57.450 --> 01:24:59.400 Not everyone listening has a
NOTE Confidence: 0.859584398

01:24:59.400 --> 01:25:01.029 weak and tiny voice.
NOTE Confidence: 0.859584398

01:25:01.030 --> 01:25:02.788 Some of us are senior dogs
NOTE Confidence: 0.731357385

01:25:02.800 --> 01:25:05.256 with a strong bark and a potential bite.
NOTE Confidence: 0.839490006666667

01:25:06.920 --> 01:25:09.710 Is it if it
NOTE Confidence: 0.940298973333333

01:25:09.720 --> 01:25:11.028 is the responsibility of
NOTE Confidence: 0.940298973333333

01:25:11.028 --> 01:25:12.663 the senior staff to speak
NOTE Confidence: 0.73871169

01:25:12.680 --> 01:25:14.270 up where the junior folks

NOTE Confidence: 0.839432412142857
01:25:14.280 --> 01:25:16.645 are potentially intimidated and this
NOTE Confidence: 0.839432412142857
01:25:16.645 --> 01:25:20.388 actually is coming from a senior dog as you
NOTE Confidence: 0.845655348333333
01:25:21.180 --> 01:25:23.372 couldn't agree more, OK?
NOTE Confidence: 0.845655348333333
01:25:23.372 --> 01:25:26.200 All right, well this has been wonderful.
NOTE Confidence: 0.845655348333333
01:25:26.200 --> 01:25:27.655 David, thank you so much
NOTE Confidence: 0.845655348333333
01:25:27.655 --> 01:25:29.500 my pleasure this this is.
NOTE Confidence: 0.845655348333333
01:25:29.500 --> 01:25:31.040 And this is being recorded.
NOTE Confidence: 0.845655348333333
01:25:31.040 --> 01:25:34.140 It will be available on the program
NOTE Confidence: 0.845655348333333
01:25:34.140 --> 01:25:38.510 for Biomedical ethics website so.
NOTE Confidence: 0.845655348333333
01:25:38.510 --> 01:25:40.694 They there's a permanent resource,
NOTE Confidence: 0.845655348333333
01:25:40.694 --> 01:25:42.824 so thank you so much.
NOTE Confidence: 0.845655348333333
01:25:42.830 --> 01:25:43.878 Thank you for coming.