

Transforming the AIH

AIH Board of Directors' Meeting, October 6-7, 2007, Penn Valley, Pennsylvania

Workshop on Cultural Transformations Tools

Considering the obvious decrease in passion in the organization in the last few years, it has become imperative that we find a way to identify possible reasons for this situation and find a remedy; a pun can apply. After exploring various methodologies and models, the Cultural Transformation Tools (CTT), as developed by Richard Barrett, appeared as the most expeditious and profound system.

That model has evolved from Abraham Maslow's theory of human needs and motivations, and later theoretical models that include developmental psychology and corporate and business research. The justification for this process is the work by Daniel Goleman ("Emotional Intelligence") and James Collins ("Built to Last" and "Good to Great"), who have shown that organizations and companies that survive and thrive are those that take care of their internal culture and express and practice core values that support such culture, especially as it interacts with the community and society at large.

During the last AIH board meeting, and according to the CTT model, each individual board member identified: 10 core personal values, 10 values observed or experienced in the current AIH culture as an organization, and 10 values desired to be manifest in and by the AIH as an organization, out of lists of 70 standardized values. Each list was collated and the values with the greatest representation identified.

In this way, excellence, commitment, shared vision, mission focus, making a difference, and future generations were the values with the highest representation and which carried through, from personal, to current and to the desired culture. This means that the majority of board members believe these values are present and active in them as individuals, are active within the organization currently, and want to see them preserved; and, even though we may not be realizing them totally (the AIH has a way to go before being able to call ourselves an excellent organization that is making all

the difference we desire), we all strive to manifest these values fully. The reason why these values are not fully manifest can be the result of other, perhaps competing or limiting values, as will be explored later.

Certain values identified as personal values not perceived in the current culture nor desired in the future of the organization were: adaptability, clarity, efficiency, humor, listening, and reliability. We had some discussion about what these values mean and the ways in which we would see these personal values become manifest in the culture of the organization.

Values that are perceived in the current culture, and which board members desire to maintain in the future organizational culture were: ethics, future generations, long-term perspective, professionalism, and vision.

Other values identified as desired in the future culture, and not manifest currently, were: creativity, information sharing, and enthusiasm. All of the above-mentioned values, personal and cultural, are considered positive values and address dimensions of personal motivation and structure, function and relationship with members and society-at-large that are implicit in the mission and vision of the AIH.

On the other hand, an organization may manifest values that are considered "limiting." Even though these values may not be "negative" per se, they may hold back the organization from growing and fulfilling the mission and vision.

Values found to be limiting in our meeting were: caution, cost reduction, cynicism, image, and short-term focus. Where there is too much caution, there could be reluctance to take steps which could promote growth and improvement of the organization. When too much cost reduction is present, it can limit research, development and efficiency in an organization; certainly, as long as our membership is limited we will not have the financial resources we need to carry out all of the

projects we envision. Concern about image may also create a condition of shying away from opportunities to increase the visibility or out-reach into the community.

Cynicism can be very undermining in an organization because it breeds blame, discouraging criticism, and demoralization. It is important for all of us, as members, to consider how these values, both positive and limiting, may be present in our lives, as members of the AIH and of the larger homeopathic community. This awareness will determine the success of our homeopathic organizations and homeopathy at large.

Starting from these values we can then look at our mission and vision, and determine to what extent we are fulfilling our role. The first step in the clarification of the AIH's mission and vision is to determine what is our core business - what is or should be our focus.

The board determined that our core business, our focus, is the creation of a community of physicians and licensed health care providers who are excellent in the delivery of homeopathic care and follow high scientific standards. In order to provide such a community for our members, the AIH has to develop a culture of excellence, where reliability, creativity and efficiency are operant values.

With such an excellence we can provide value to our membership, be able to provide practice tools, excellent information services by means of a high-quality, educational journal; a list-serve, or forum, within our website, which would help not only with the communication amongst our members but also to provide education to our fellow, currently non-homeopathic, colleagues. As part of such a community, we need to also provide excellent educational opportunities for licensed health care providers, eligible for membership to the AIH, by organizing seminars, conferences, and training programs. The AIH also supports and encourages research within the community.

The core business, our mission is summed up in the phrase "advancing healthcare through homeotherapeutics," and comprises all of the purposes of the AIH as stated in Article I of our by-laws:

- (a) the improvement of homeopathic therapeutics;
- (b) the promotion of the science and art of homeopathic medicine;
- (c) the dissemination of homeopathic medical knowledge;
- (d) the safeguard of the interests of the homeopathic medical profession;
- (e) the elevation and improvement of the standards of homeopathic medical education, and
- (f) the attainment of general recognition and

public acceptance of homeopathy.

According to these purposes, and to be able to fulfill them, the AIH should provide, and nurture, a community of practitioners and support a forum for discourse and discussion, to explore the advance of homeopathic science, find ways in which we can improve the teaching of homeopathy, the delivery of homeopathic healthcare, and the efficiency and efficacy of homeopathic treatment. For example, we still don't know, with certainty, which potencies of remedies or particular combinations and strategies may work best and for which patients. With this process we will insure that the future generations of homeopaths will have a solid foundation for practice and prosperity with the most effective and efficient way to practice homeopathy.

As we clarify our mission and vision, as stated above, we also have an "external" mission and vision. The external mission is to increase the number of homeopathic practitioners by offering the same opportunities to learn homeopathy to the rest of the medical and licensed healthcare community. The external vision is to improve the quality of life, and care, to the community and society at large; create standards of excellence which will define the future of healthcare that comprises a wholistic perspective. This vision also includes the care of future generations by improving the health of the planet and the population at large.

Another desired value is efficiency, to improve the timely delivery of our products and services within the community. This also includes the establishment of collaboration with medical centers, the scientific community, and the homeopathic pharmaceutical industry, which can also help with the financial support of the organization. The value of creativity runs throughout the various areas and brings to light various opportunities and methods to realize these goals.

The majority of members of the board of trustees identify ethics and commitment across the various dimensions, personal, current and future, and these values are evident in the hard work that each person has given the organization through the years. We need to thank each one who has served as an officer in the organization, for such perseverance, commitment and investment of personal effort and time in the organization.

The value of caring came up high in the cultural values and personal choices for most of the board members; it is obvious that we all care about homeopathy and the organization. It is still unclear why the organization is not flourishing yet considering there is such an energy and commitment in the organization.


Having established these various values, and

what they imply, the next step is for each one of us to explore how we can live up to these values so we can strengthen our beloved organization and help it to accomplish its purpose, not just to satisfy our own individual needs, but those of society and civilization at large. For this community, the AIH, to flourish, all of us need to determine how involved we need to be to reach our highest purpose.

We encourage each member to review the new AIH website. See how we can improve it; participate in the forum - it is there to support each other in our work with patients and in the diffusion of homeopathy; if you are teaching, let us know so we can add you to the list of courses and lectures

in the section for that purpose (due to be online in the next couple of weeks); make sure your information is complete and, if you have a website, make sure you have the seal, and/or the logo, and the link to the AIH that will make the organization come up higher in web crawler searches.

Bernardo Merizalde, MD
President, AIH

About the Author: Bernardo A Merizalde, M.D (www.pa-homeopathy.com) is Board Certified in Psychiatry and Neurology. He is the Medical Director of the Family Hope Center (www.familyhopecenter.org) and has a private practice in Lafayette Hill, PA. 

INDICATIONS	< Slight exertion, dry cold wind , before midnight, after sleep, heat esp. warm room > Eating, drinking
CONTRAINDICATIONS	♥ Sweets > Warm food + drinks < Tobacco, sweets
INDICATIONS	Tubercular , psoric, syphilitic
INDICATIONS	Pre-menstrual palpitations, laryngitis + dry croup < before midnight
COMMENTS	Contains iodine → thyroid affinity. The more rattling in the chest, the less is indicated [Kent]. Boenninghausen's croup powders were Acon., Hep. + 200 given in that order [Clarke].

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