Originally published in 1994, *Built to Last* examined what differentiated successful companies from “Visionary” companies:

- Pragmatic Idealism
- Core Ideology
- Accepting Big Challenges
- “Genius of the AND”

DISCLOSURES

- Research Funding
- Clinical Funding
  - Salary supported by a VHA contract with VCU
- Travel Funding (2015-6) (with some honoraria)
  - AAPM
  - AAPM Chapters
  - Sun Nuclear (2016 QADS)
  - ASTRO (IHE-RO Technical Committee)
  - AIP (Audit Committee, Assembly of Society Officers)
Characteristics of a Visionary Organization

- Corporate Vision that employees could internalize
  - Employees believe in the Vision and strive to achieve it
- A Vision that can be pursued, but not completed
- Profits are made to enable Strategic Goals, not to “make money”
- “Try a lot of stuff and keep what works”

CAN AAPM BE A VISIONARY ORGANIZATION? SHOULD IT?

- Premier organization in its field
  - Admired by its peers
  - Track record of significant impact
- Not dependent upon a single leader
- More than successful, more than enduring

(adapted from Collins and Porras, Built to Last, HarperCollins, NY)

WHAT ARE THE PRODUCTS OF AAPM?

- Journals?
- Task Group and MPPG Reports?
- Educational Programs?
- Professional Development?
Science, education, and professional development are tools to help improve members and their contributions to healthcare.

- We must develop medical physicist leaders; individuals respected by their peers for their contributions and recognized for their skills, knowledge, and ability to inspire others.

**Inspiring Leadership**

- The Physicist’s Leadership Role in Academic Radiology: The Chair’s Perspective
  - Ronald Arenson, UCSF; Immediate Past President, RSNA
- Delivering Value Outside the Ivory Tower
  - David Beyer, CCNA; President, ASTRO
- Observations of a Nuclear Radiologist on the Value of the Medical Physicist
  - Bennett Greenspan, MCG; President-elect, SNMMI
- Medical Physics – Adding Value in Industry
  - Kolleen Kennedy, Executive VP, Oncology Systems, Varian
- Panel Discussion