

dear residents

Problems and Opportunities

July 17, 2022

Dear Residents,

As the heat simmers and cooler days seem dreadfully far away, positive change can be impossible to imagine. There is a lot going on around us – inflation, economic uncertainty, global heatwaves, the COVID BA.5 surge, the war in Ukraine, intravenous contrast shortage, the turmoil in women's rights and the general sense that we are surely headed to a less happy place.

But good stuff is also happening. Scientific breakthroughs are accelerating, new knowledge is being created at an astronomical pace, there is the genuine possibility of a second generation COVID vaccine, we are incrementally weaning our dependence on fossil fuels, and there are real grassroots movements that embolden our drive for justice and equality. The residency is poised to add to its already rich portfolio of educational offerings. Each day we find new ways of refining what we do.

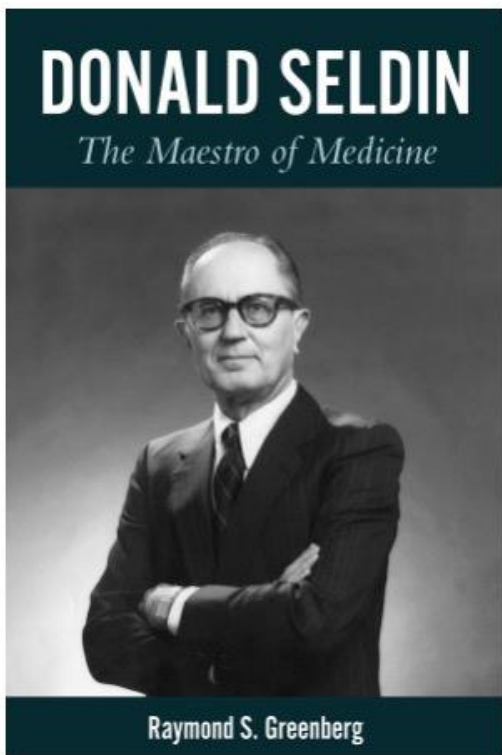
It is exactly when things are going in both the right *and* the wrong direction that leaders emerge, and disruptive innovation happens.



Disruptive innovation sneaks in from below. The theory of disruptive innovation was formulated by [Clayton Christenson](#) in 1995. Among the many tenets of that theory is that what works for “least demanding customers” can disrupt and take over what the “most demanding customers” desire. In my view, residents are the “least demanding customers.” It’s important to learn from you – how do you go about your day? what shortcuts and workarounds do you use? which of your “cheap and efficient” ideas will become the mainstream processes of tomorrow?

The history of UT Southwestern exemplifies how success can be achieved even when the odds are against you. In just a few decades, UT Southwestern went from a fledgling medical school to one of the nation’s finest institutions. I encourage you to read about the [history of UT Southwestern](#). There is a quote from Dr. Seldin worth reflecting on:

“The Medical School, at the outset of the 1950s, had almost no financial resources whatsoever, and the facilities were poor. It was an opportunity as well as a problem. Fortunately, we had resources of a kind which should be remembered: we had students; we had house staff; and we had student fellows. They would be, ultimately, the faculty of the future.”



In 2022, we have problems, but we also have opportunities – you are that opportunity – the architects of the future.

Thank you for being here – this is the place where the improbable happens.

Dino Kazi