

# Effective leadership



# Objectives

- Characteristics of medical leadership
- Importance of medical leadership
- Consultants as leaders
- Leadership and management
- Leadership styles

# Examples of poor leadership

- Bristol
- Mid-Staffs
- Elective orthopaedic services in N.....
- Failing surgical practice in W.....



# Leadership and your CV

- What leadership example(s) have you used in your CV?



# Levels of leadership in your Trust

- Day to day clinical practice
- Specialty team
- Whole Trust
- Education
- Research

# Levels of leadership

- Team
- Trust
- Regional
- National
- International

What teams do you lead or work in?



# Multiple teams....

- Primary care
- Out-patient
- Ward
- Surgical
- Scrub team
- Anaesthetic
- ITU / HDU
- Post-op recovery
- Non-clinical therapists
- Secretarial
- Managerial





# Why should clinicians lead?



# Why should clinicians lead?

- Patient centred
- Job satisfaction
- Sub-specialisation
- Clinical variation
- Working hours
- Non-medical staff development
- Cross-cover
- Reduced clinical responsibility
- Clinical engagement with management
- Central targets
- Financial pressures
- Innovation and research
- Training and education
- Patient choice
- ISTCs
- Error management

# Medical leadership

- Responds to challenges
- Always has context
- Relies on personal characteristics

# Core leadership practices

- What does leadership look like?
  - Having purpose
  - Living with risk
  - Networking
  - Facilitating
  - Asking questions
  - Power
  - Leading yourself



# Leadership or management?

- Not distinguished until 1980s
- Leadership was just good management
- Many scholarly articles
- Differences based on
  - Tasks
  - Personal characteristics
  - Environment

**Management**

**Leadership**

# Management

- Doing the thing right
- Being efficient
- Having subordinates
- Authority by position
- Supervision
- Compliance
- SOPs and guidelines
- Goods or services
- Individuals
- Coordinated activity

# Leadership

- Doing the right thing
- Being effective
- Strategic thinking
- Having followers
- Influence
- Delegate and develop
- Intend real change
- Uncertain consequences
- Teams – group knowledge, skills and wisdom
- Have mutual purpose



# The problem dictates the approach

- Seen this before versus never seen this before
- Tame and wicked problems
- Wicked problems need real leadership
  - Complex
  - Uncertain
  - Beyond an individual
  - Never solved



# Leadership styles



# Think about.....



- Click to edit Master text styles
  - Second level
  - Third level
  - Fourth level
  - Fifth level



# Think about.....

- Your CD
- Your MD
- Your CE
- Your specialty president
- Your College president



# Several frameworks described

- Leader's characteristics
- Environment they work in
- The task or challenge

# Authoritarian / autocratic

- Strict control
- Professional relationship
- Supervision
- Individual goals
- Bureaucracy
- One-way communication

# Paternalistic

- Deep concern for followers
- Expects complete trust
- Loyalty
- Highly organised
- Independent working not encouraged

# Democratic

- Shared decision-making
- Leader encourages participation and debate
- Workers must have knowledge and skills
- Leader must have
  - Integrity
  - Intelligence
  - Imagination



# Laissez-faire

- “Hands off” style
- Delegates tasks
- Minimal direct supervision
- Workers must be
  - Skilled
  - Motivated
  - Honest

# Transactional

- Motivate workers by rewards and punishments
- Rewards can be material or psychological
- Focus on performance and efficiency
- Very tight goal-setting

# Transformational

- Clear vision
- Inspirational
- Challenge processes and beliefs
- Change followers' thinking
- Encourages independence
- Takes risks

# Charismatic

- What is charisma?
- Leader's characteristic?
- Can you learn it?
- Is it a good thing?



# Confidence and trust.....



# What is the right style?

- Task
- Team

# Task

- Urgency
- Margin for error
- Improvement programme
- Innovative programme

# Team

- New team
- Established team
- Knowledge and skills of team members
- Leader's status within the team
- Leader's relationship with the team



# Adopting the right style

- Self awareness
- Emotional intelligence
- Same leader, different styles
- Preparation
- Feedback
- Experience

