

The Virtuous Supervisor

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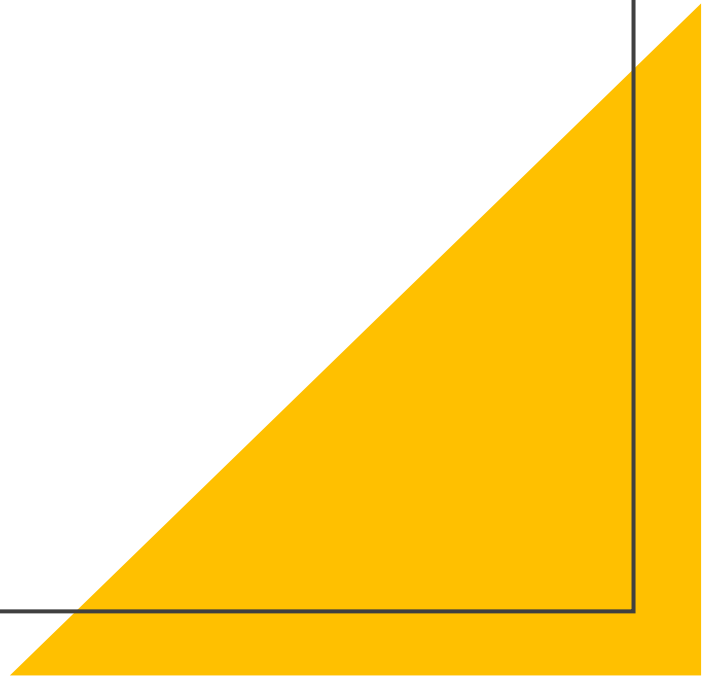
Declarations of Interest

- Academic Immunologist
- Chair of Oxleas NHS FT
- Chair of Health Innovation Network, South London
- Founder of AJTG Ltd provides coaching and consultancy to leaders
- Advisor to NHSE on Workforce
- Professor Emeritus Imperial College London and Brunel University London



Importance of Supervision

- Next generation
 - Skills
 - Ethics / professionalism
- Personal development of supervisor
 - Keeps you thinking!
- Fun!



What does it mean to be a professional (doctor)

- Mostly based on a taxonomic understanding of professions
 - Knowledge and skills
 - Correct behaviours
 - Following ethical codes
- Following codes is important aspect of being professional

Codes are important

- Ensures adequate standards
- Emphasises improvement from inadequate to competent
- Elements of 'tick box'
- does not emphasise excellence



Appraisal

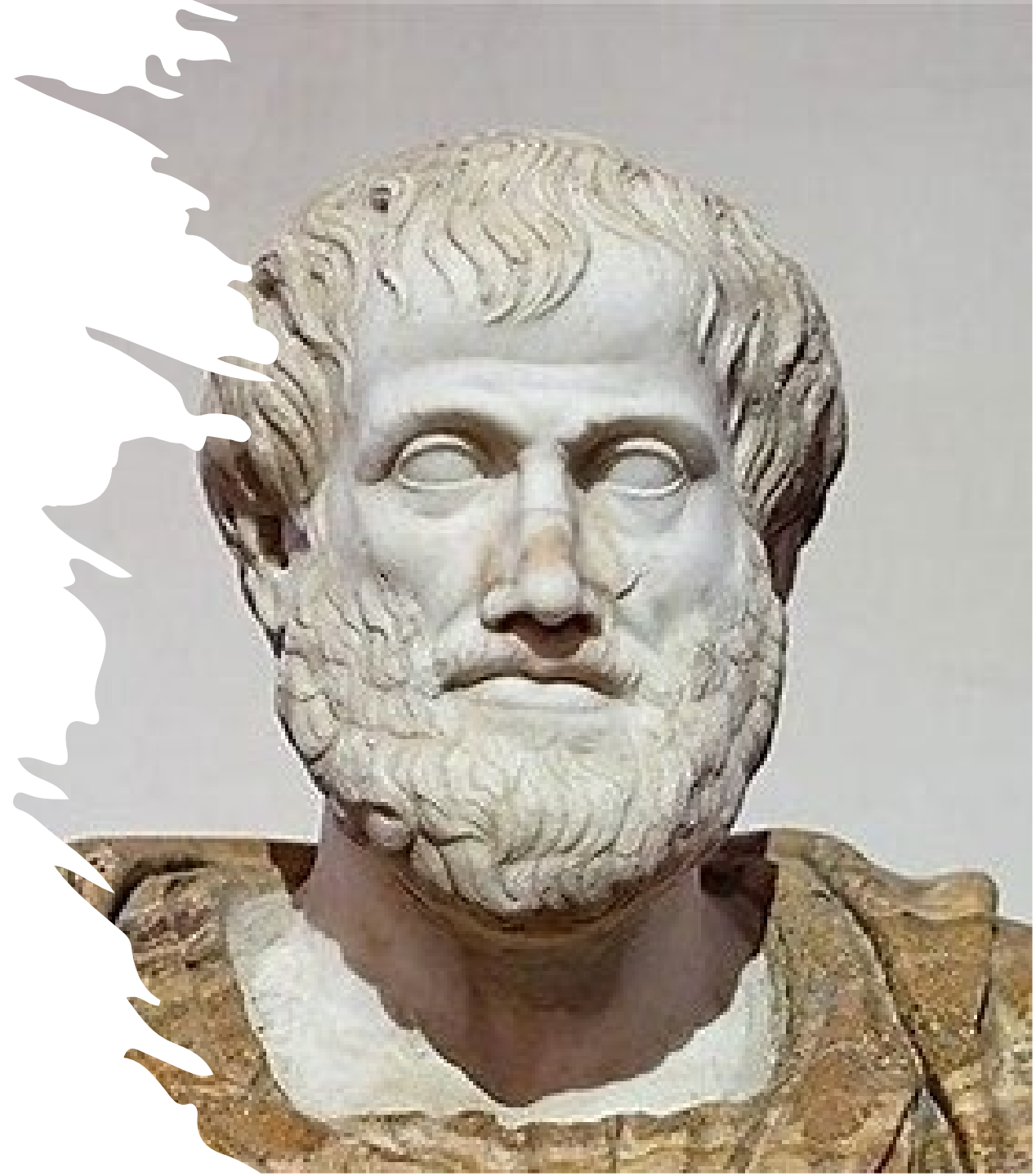
What does it mean to be a professional (doctor)

- Sociological understanding
- Accumulation of power with a monopoly
 - Benefit of client (protection)
 - Benefit of professional (enhanced status / reward)



Virtues framework

- Virtue ethics
- Aristotelian ethics
 - Dominant Western ethical framework from ancient Greeks, through Christian to the age of Enlightenment.
 - Deontological and consequentialism became the dominant ethical framework
 - Equivalents in Eastern philosophy





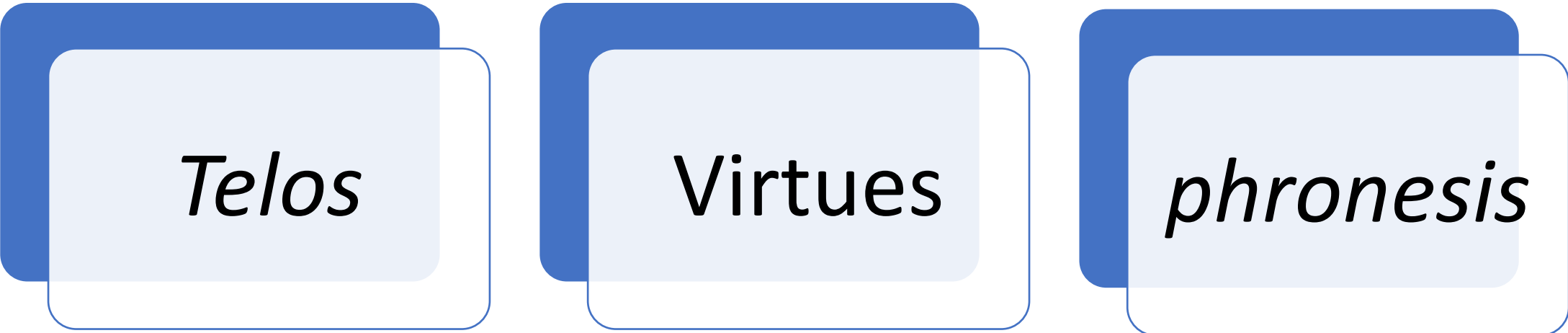
Contrast the differences

- Are the actions right?
 - Deontological (follow rules, duties, imperatives)
 - Consequentialist (what is for the best)
- Is the character right
 - Virtue ethics
- Others!
- Resurgence late 20th century (Anscombe, Foot, Midgley & Murdoch and MacIntyre)





Components of virtue frameworks



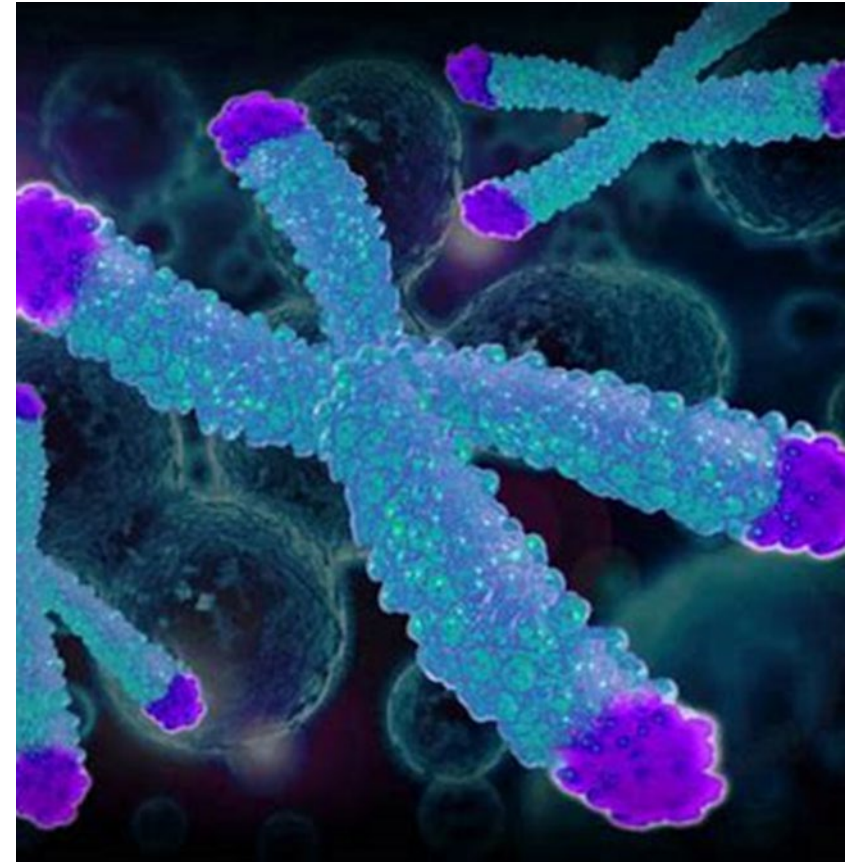
Telos

Virtues

phronesis

Telos

- Ultimate end/moral purpose
- What is left when you have exhausted ‘why is that the purpose?’ chain of questions
- About practical and moral outcomes
 - A good knife is sharp
 - A good doctor is both practically and morally effective
- Tell you what is in and what is out of your professional activity (e.g. as a doctor)





Telos of medicine:

*to help people flourish by
enabling them to optimise
their health*

Virtues

- Character traits that enable you to achieve your *telos*
 - Persistent
 - Recognised by yourself and others
 - Can be developed
 - Golden mean
- Cardinal virtues
 - Justice
 - Temperance
 - Courage
 - Wisdom



Virtues

- Positive psychology



The VIA Classification of Character Strengths and Virtues

VIRTUE OF *Wisdom*



CREATIVITY
Original & Adaptive.
Clever, A problem solver, Sees and does things in different ways



CURIOSITY
Interested.
Explores new things, Open to new ideas



JUDGMENT
A critical thinker,
Thinks things through, Open minded



LOVE OF LEARNING
Masters new skills & topics, Systematically adds to knowledge



PERSPECTIVE
Wise, Provides wise counsel, Takes the big picture view

VIRTUE OF *Courage*



BRAVERY
Shows valor, Doesn't shrink from fear, Speaks up for what's right



PERSEVERANCE
Persistent, Industrious, Finishes what one starts



HONESTY
Authentic, Trustworthy, Sincere



ZEST
Enthusiastic, Energetic, Doesn't do things half-heartedly

VIRTUE OF *Humanity*



LOVE
Warm and genuine, Values close relationships



KINDNESS
Generous, Nurturing, Caring, Compassionate, Altruistic



SOCIAL INTELLIGENCE
Aware of the motives and feelings of others, Knows what makes others tick

VIRTUE OF *Justice*



TEAMWORK
Team player, Socially responsible, Loyal



FAIRNESS
Just, Doesn't let feelings bias decisions about others



LEADERSHIP
Organizes group activities, Encourages a group to get things done

VIRTUE OF *Temperance*



FORGIVENESS
Merciful, Accepts others' shortcomings, Gives people a second chance



HUMILITY
Modest, Lets one's accomplishments speak for themselves



PRUDENCE
Careful, Cautious, Doesn't take undue risk



SELF-REGULATION
Self-controlled, Manages impulses and emotions

VIRTUE OF *Transcendence*



APPRECIATION OF BEAUTY & EXCELLENCE
Feels awe & wonder in beauty, Inspired by goodness of others



GRATITUDE
Thankful for the good, Expresses thanks, Feels blessed



HOPE
Optimistic, Future-minded



HUMOR
Playful, Brings smiles to others, Lighthearted



SPIRITUALITY
Searches for meaning, Feels a sense of purpose, Senses a relationship with the sacred

Courage

- To make decisions
- To learn/admit mistakes
- To change and develop



Technē: practical knowledge (art, skill craft)

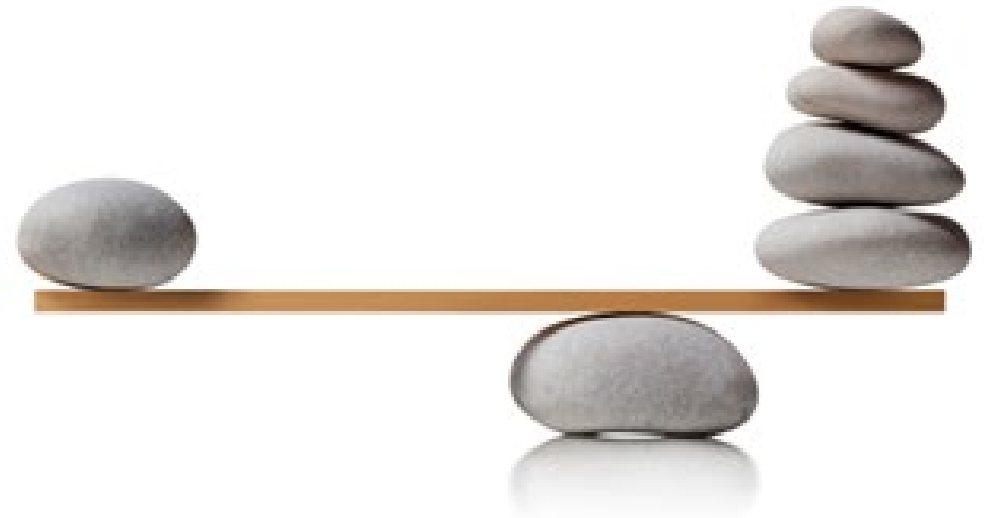
- Technical knowledge
- Focus most learning
- Fundamental to being doctor / professional

(epistēmē, technē, sophia, nous)



Justice

- Many forms of justice
 - Distributive justice
 - Giving people their fair dues/what they need
- Different things to consider in justice
 - Personal, patient, other patients,
Trust/NHS, society
- These can be in conflict



Phronesis (applied wisdom)

- Orchestration
 - Virtues
 - Skills



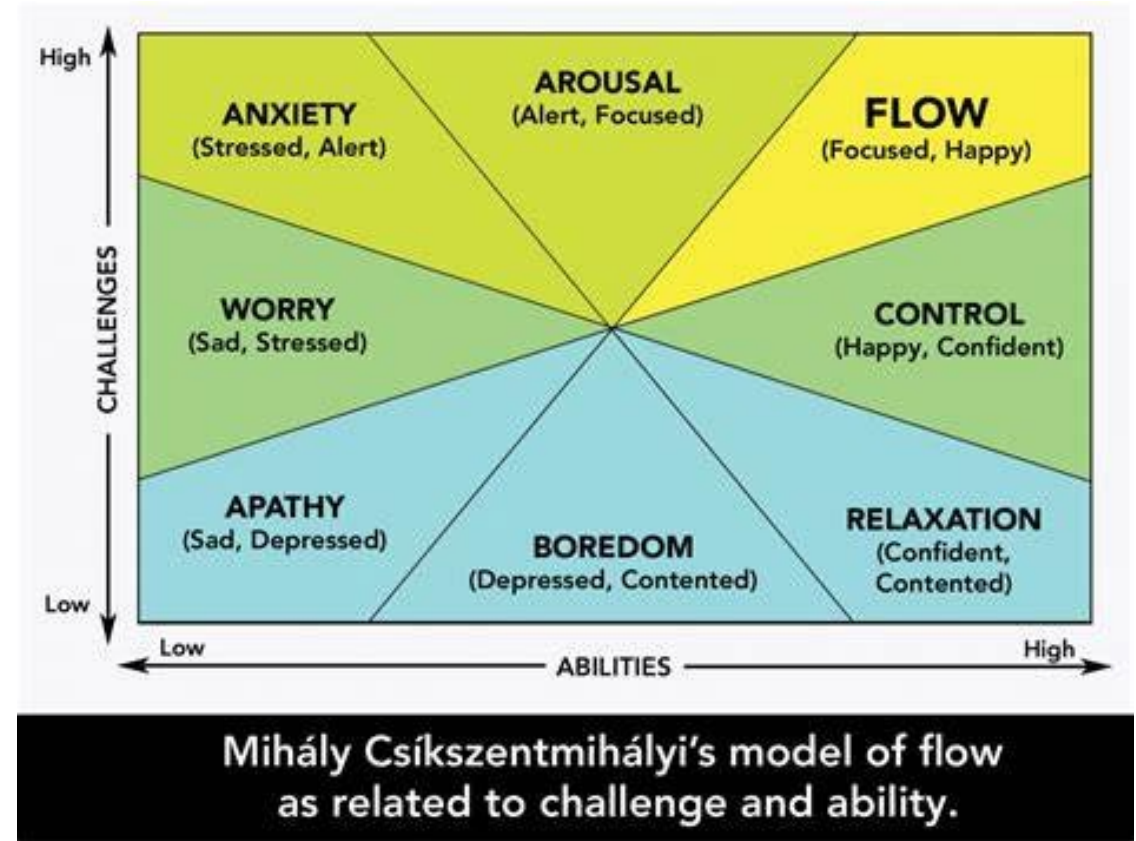
Internal – external goods

- Internal goods
 - Skilful exercise of an occupation
- External goods
 - Money, prestige, fame....



What enables or frustrates internal goods?

- External goods are important (especially when sub-threshold)
- Need to do some focus on external goods
- But true fulfilment comes from internal goods
- Excellence comes from striving to fulfil *telos*
- Flow



Medical Education

Concentration on skills

Ethics/Professionalism

Transactional

Relational

Loss vocational elements

Vocational

Competence

Excellence

/

So what would professional reflection include?



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OPINION

Opinion Piece

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EDUCATION AND TRAINING

A virtuous framework for professional reflection

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Ethical decision-making: Virtues for senior leadership in higher education

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Thank you

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Term	Rough Translation	Type of Knowledge	Focus	Example
Techne	Craft, skill, technique	Practical, productive	Making things	Carpentry, medicine, programming
Episteme	Scientific knowledge	Theoretical, demonstrable	Knowing <i>why</i> something is true	Geometry, physics
Phronesis	Practical wisdom	Ethical, action-guiding	Doing the right thing in real life	Judging how to act in a dilemma
Sophia	Wisdom	Highest theoretical knowledge	Contemplating eternal truths	Metaphysics, mathematics
Nous	Intellect, insight	Immediate understanding	Grasping first principles	Seeing that a premise is self-evident