Careers in Medical Leadership and Management

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The cat drawing test
Leadership and management for all doctors

2012

OP74: Role of the consultant psychiatrist. Leadership and excellence in mental health services

June 2010

OP80: Leadership and Management study guide

March 2012
Leadership v management

Leadership
- Makes connections
- Promotes diversity
- Challenges habits and assumptions
- Fosters innovation
- Works through conversations

Management
- Develops plans
- Creates structures
- Sets up procedures
- Develops business processes
- Controls performance
- Controls the numbers
Visionary leader

Strategic leader

Neither visionary nor managerial

Managerial leader
Makes sound decisions that have an important effect on the business

Passionate about making a difference

Gains people’s commitment and makes things happen

Turns strategy into results

Judgement

• Putting customers first
• Acting with integrity and respect
• Taking personal responsibility
• Working as a team

Drive

Influence

Execution
Quality

Mean Index of Hospital Quality (IHQ) Score of Hospitals Led by Physician CEOs and Manager CEOs in Three Specialty Fields

Engagement

Formal involvement in management

High

Low

Clinical engagement

High

Low

DEU

NL

GB

DK

ITA

FRA
Healthcare Leadership Model

Leadership that emphasises care for staff and high-quality support services

- Satisfied, loyal, productive and engaged employees
- High-quality, compassionate care
- Valued care services and patient satisfaction
- Successful healthcare organisations and a highly regarded service
Healthcare Leadership Model

- Leading with care
- Sharing the vision
- Influencing for results
- Engaging the team
Evaluating information

Inspiring shared purpose
FMLM Leadership and Management Standards

Self
– self awareness and self development
– personal resilience, drive and energy

Team Player/team leader
– effective teamwork
– cross team collaborations

Corporate responsibility
– corporate team player
– corporate culture and innovation

System leadership
Professionalism

A new professionalism.....
abandon rights and privileges.....

focus instead on obligations to patients
and relationships with colleagues

Don Berwick John Hunt Lecture 2008 ‘Epitaph of professionalism’
What have you done to align all three planets: ready, willing, able?

Ready: I really believe the status quo is untenable for us.

Willing: I believe this will be good for me.

Able: I know what to do and have the tools to do it.
Levels of leadership

Level 1: Leading as a professional
Level 2: Leading others
Level 3: Leading services
Level 4: Leading organisations
Level 5: Leading systems

John Adair model
Be the person you really are. Leadership is very personal and one of the things that people sniff out more than anything else is reality. Leaders who are not sincere get found out very quickly.

Justin King CEO J Sainsbury
The cat drawing test
So what does this mean for you?

- Know your style
- Consider your Myers Briggs type [www.humanmetrics.com](http://www.humanmetrics.com)
- Communicate effectively
- Get engaged and participate, commit to action
- Thinking critically; developing perspective and balance
- Work outside your comfort zone
- Engage with a diversity of people
- Promise to learn
- Get on the balcony
- And if you are a woman, Lean in......
Yes, I did it!
I will do it
I can do it
I'll try to do it
How do I do it?
I want to do it
I can't do it
I won't do it

Which step have you reached today?
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