



**Karolinska
Institutet**

Why is it important that doctors get engaged in leadership?

Session: Culture of Leadership in Medicine

Tallinn, 2018 05 11

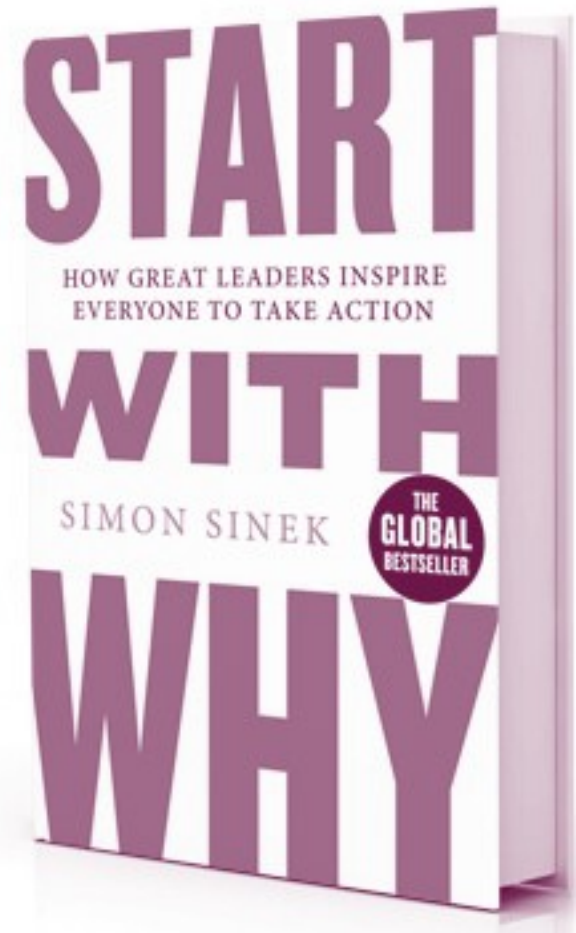
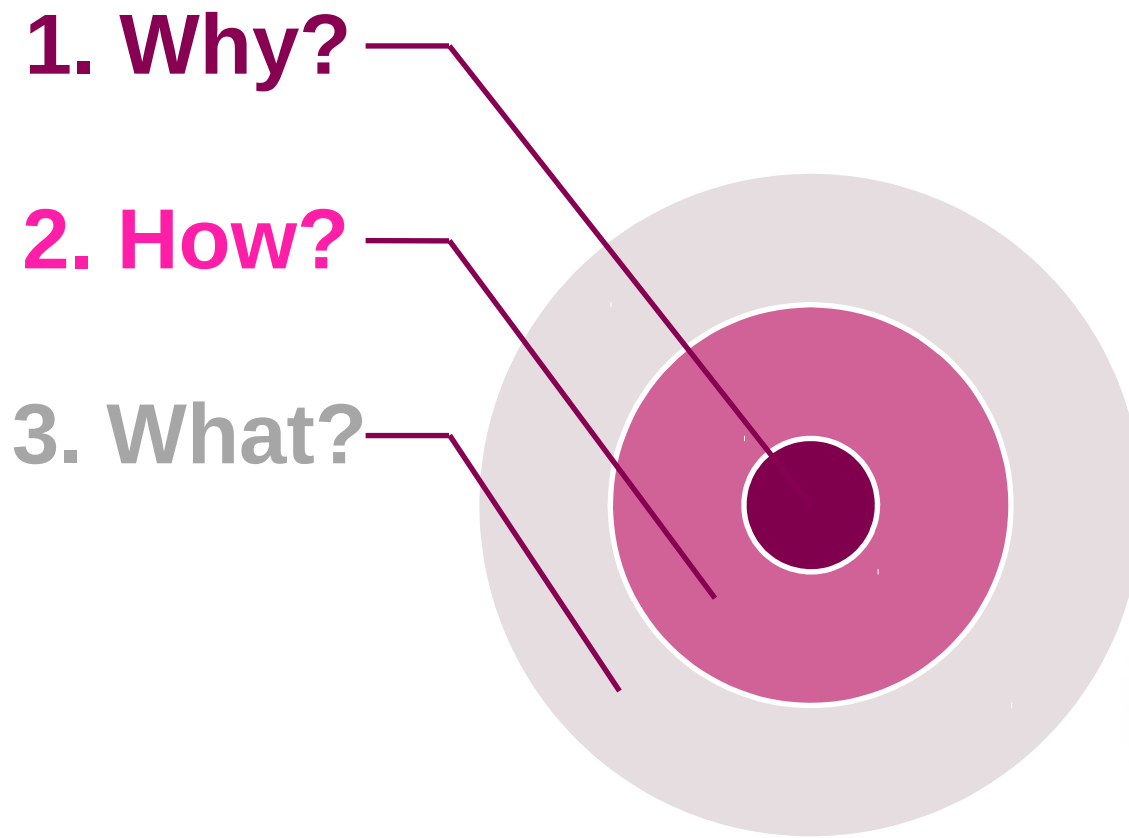
Carl Savage, PhD

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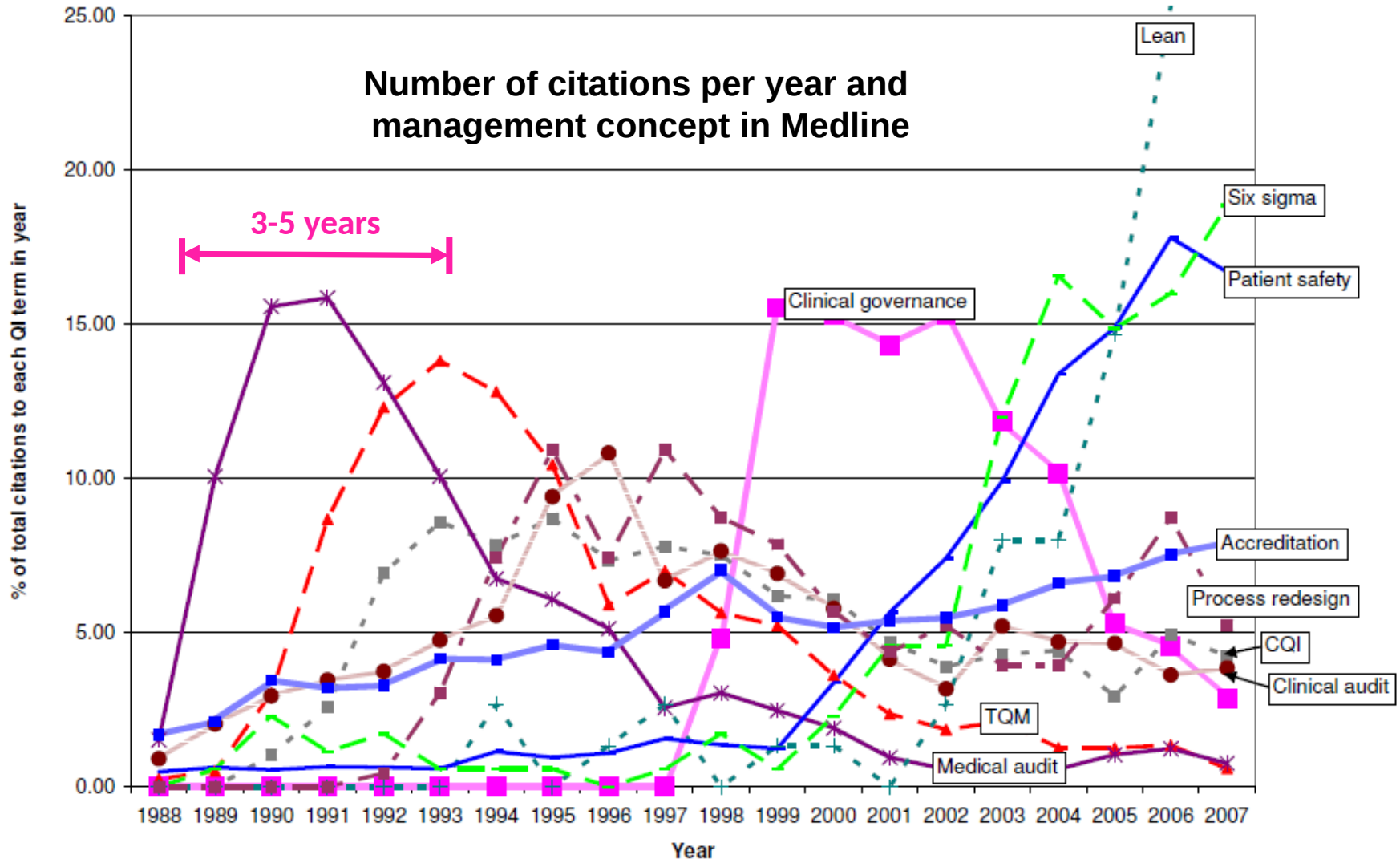
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A blurred hospital hallway with medical staff in blue scrubs and a hand holding a medical device in the foreground.

THERE'S GOT TO BE A BETTER WAY...

Management ideas often become trends that last 3-5 years before the next one comes along...



Modified from Walshe K (2009) Pseudoinnovation: The development and spread of health care quality improvement methodologies.

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International Journal for
Quality in Health Care

2007;12:96

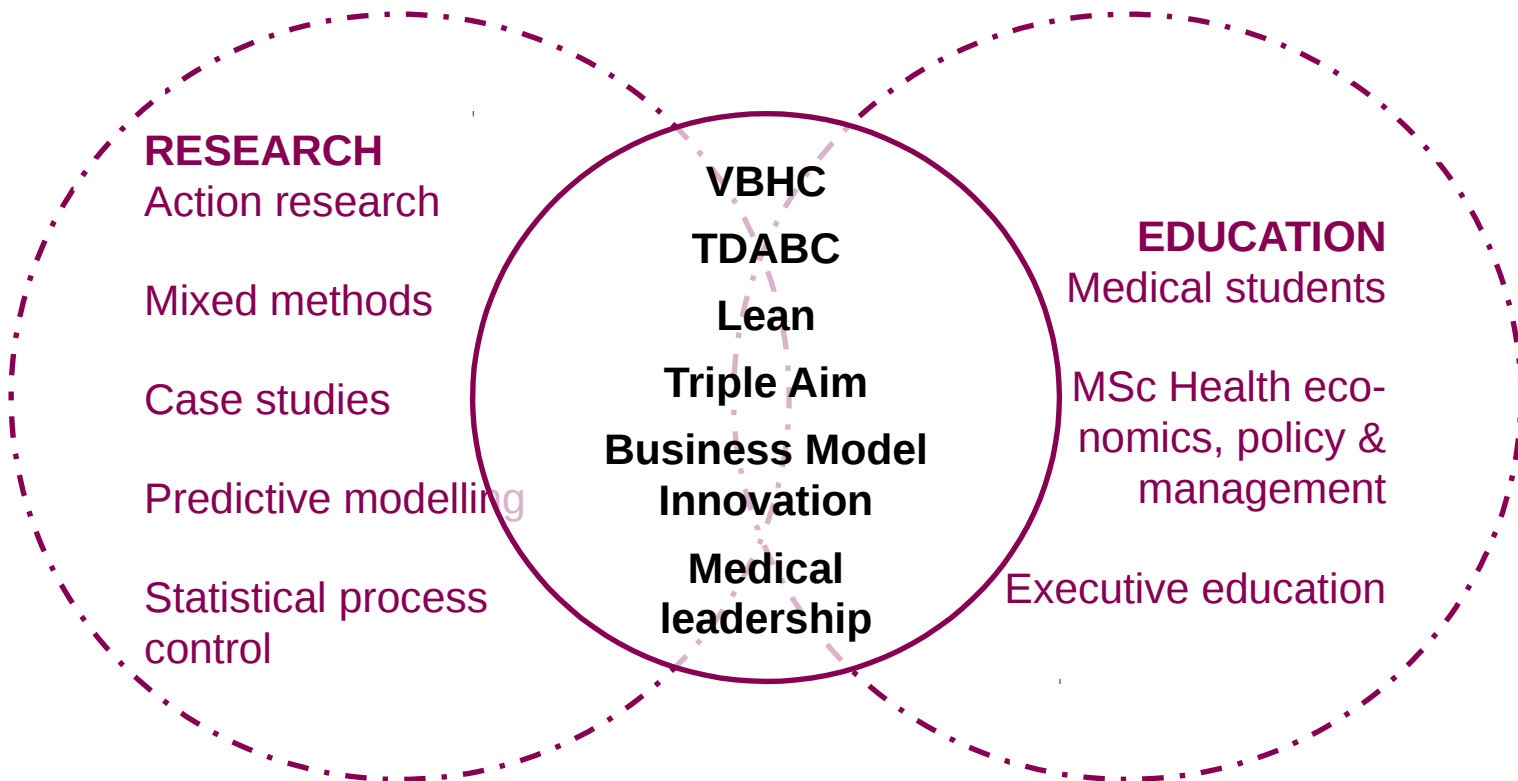
70%



THERE'S GOT TO BE A BETTER WAY...

Clinical management research group:

Developing innovative management practices together with practitioners



Multidisciplinary group: 6 MD, 4 MPH, 1 economist, 2 senior researchers, 1 professor *em*

DEBATT

"Sjukvården första hand ledarskapskris"

"The medical profession has to too large an extent focused more on studying complicated biological processes than on patient flows on a surgical ward."

"Health care's dilemma is not a lack of resources, but rather bad management."

Med m
persone
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emannas av
åga, skriver

Publicerad: 2017-09-05 07:00 Skrivnen av: Göran Kurlberg

Detta är opinionsmaterial. Åsikterna som förs fram här är upphovsmannens egna.

Rekommen

- "Kroniskt sjuka be
- Flera landsting pol

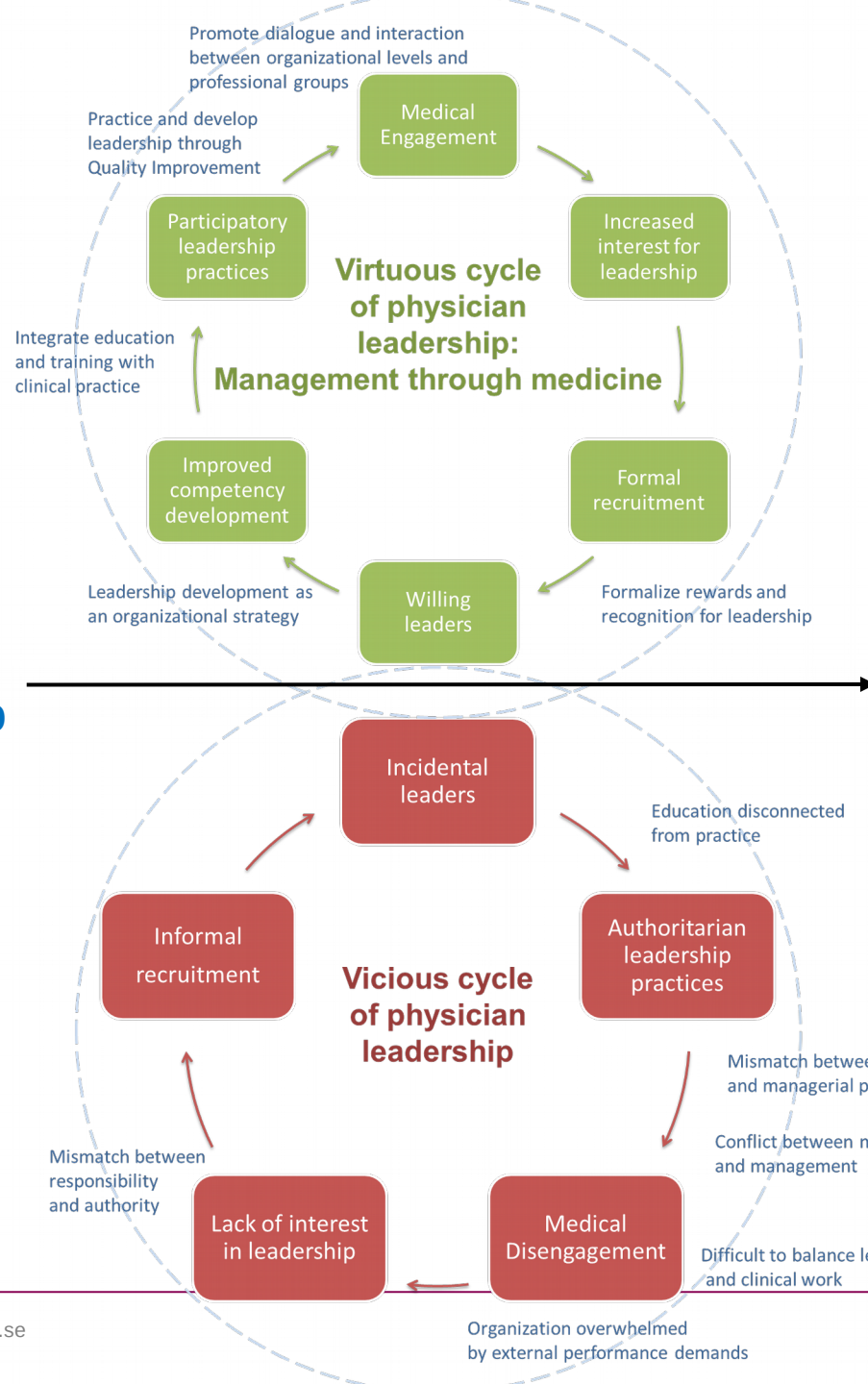
Lediga jo

- Ansvarig läkare
verksamheten
palliativa avdel
Eskilstuna
- Programleder:

70%



CAN DOCTOR'S BE PART OF THE R?



- **Quality of care**
- **Financial performance**
- **Staff satisfaction, retention, burnout & performance**
- **IT adoption**
- **Approval of reforms**

(Sarto & Veronesi, 2016)
(Savage et al, 2017)

“We need to discover the root causes of success rather than root causes of failure”

– Prof. David Cooperrider
Originator of Appreciative Inquiry

What do effective leaders do?

WHO ARE THE 30%?

Effective physician leaders

- Interview study with physicians instrumental to ongoing changes in health care in Sweden:
 - 10 senior executives
 - 10 emerging leaders
- Aim: To explore the qualities and capabilities health care leaders attribute to their success and how have they developed these.

(Savage, M. *et al*, 2017, manuscript)

Qualities of effective physician leaders enable a learning orientation

(Savage, M. *et al*, 2017, manuscript)

- Clarity of purpose
- Positive outlook
- Endurance
- Authenticity



I can learn anything I want to.
When I'm frustrated, I persevere.
I want to challenge myself.
When I fail, I learn.
Tell me I try hard.
If you succeed, I'm inspired.
My effort and attitude determine everything.

(Dweck, 2007)



I'm either good at it, or I'm not.
When I'm frustrated, I give up.
I don't like to be challenged.
When I fail, I'm no good.
Tell me I'm smart.
If you succeed, I feel threatened.
My abilities determine everything.

Created by: Reid Wilson @wayfaringpath © ① ② ③ Icon from: thenounproject.com

1. Ground management in medicine

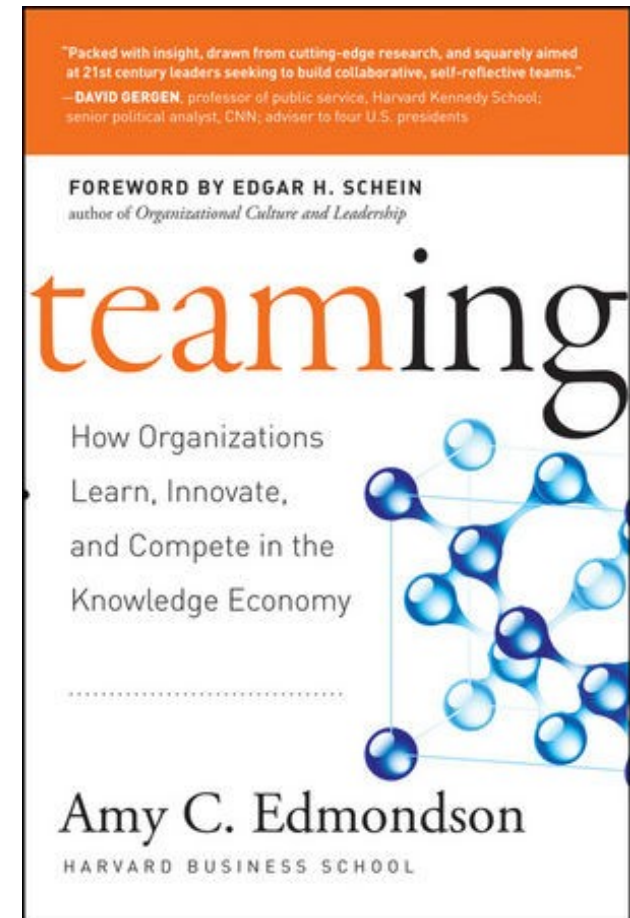
- Understand medical consequences of management decisions through integrating knowledge in:
 - Medicine
 - Economics
 - Quality improvement
 - Organizational development
- Maintain integrity of purpose
- Identify and resonate with the mental models of different professional groups through an engaging leadership practice

(Savage, M. *et al.*, 2017, manuscript)

2. Work with others by teaming, not team work

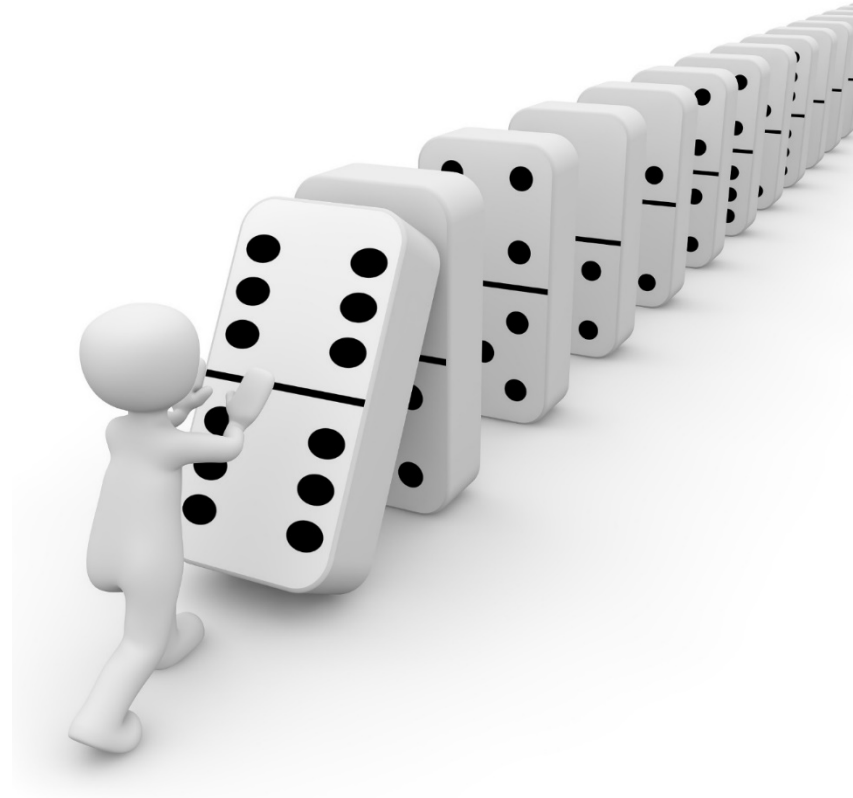
(Savage, M. *et al.*, 2017, manuscript)

- Ability to quickly build resonant relationships with a wide range and mix of colleagues *on the fly*
- Execution-as-learning:
 - Reaching Across Boundaries
 - Learning from Failure
 - Creating Psychological Safety
 - Framing for Learning



3. Catalyse systems by acting on interdependencies

- Facilitate and act on contextual understanding:
 - interdependencies between actors and interests (not simply present "the health system")
- Lead-by-example not as a strategy to convince others but to learn



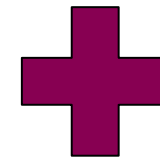
(Savage, M. *et al.*, 2017, manuscript)

4. Adopt a scientific approach to understand problems and develop solutions

(Savage, M. *et al.*, 2017, manuscript)



Evidence based
medicine



Evidence generating
medical practice

A close-up photograph of a person's hand, wearing a white lab coat, using a glass pipette with a black rubber bulb to add a green liquid into one of several test tubes held in a white rack. The background is blurred, showing the person's torso and hair. The text "Live life as a leadership laboratory" is overlaid in a purple serif font across the middle of the image.

"Live life as a leadership laboratory"

(Heifetz, Grashow & Linsky 2009)