Leadership:
Using the skills of leadership to improve patient care

Difference between leaders and managers

› Managers focus on problems

› Leaders focus on solutions
Difference between leaders and managers

» Managers give answers

» Leaders ask questions

Difference between leaders and managers

» Managers forget to praise

» Leaders encourage, give feedback and recognition
Managers give orders

Leaders seek agreement (consensus)

Managers expect the credit

Leaders give credit to others
Managers accept things as they are

Leaders ask:  What if?
  Why?
  Why not...?
  How can it be done better?

Personal qualities that good clinical leaders need?
Personal qualities

› Motivated
› Critical thinker
› Honest
› Integrity
› Ethical
› Good communicator

More personal qualities

› Learn from experience
› See big picture
› Put patient, not self, at centre stage
› A sense of humour
› Team player AND team leader
› Motivates and mentors
Other useful things to know

› **Negotiate** change instead of giving orders

› Clinicians unlikely to change unless convinced it will **improve care of their patients**

› Bottom-up improvements more likely to work than “big bang”

› Work constructively with administrators (**antagonism is destructive and not good for patient care**)

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How to convince people that there is a problem

› Target problems which are real

› Ask clinicians what problems **they see**... and what are their solutions

› Use data

› Show advantages to patient care

› Give feedback and credit