

Presentation: The 2020s and leading through complexity.

Healthcare is becoming increasingly complex with continuous advances in clinical care coupled with system reorganisation. Leadership is critical and yet, have we asked if the leadership which has served us in the past is fit for the future or, indeed, the present? There is increasing talk of systems leadership but are we clear what it is? The literature suggests that leading in complex systems needs a different leadership mindset with different skills to what makes medical leaders successful in front-line clinical care.

Speaker: Mr Peter Lees

Peter Lees is the Chief Executive of the **UK Faculty of Medical Leadership and Management (FMLM)**. In 2011, he was charged by the UK medical royal colleges and the Academy of Medical Royal Colleges with leading the establishment of FMLM which became an independent charity in 2019. FMLM is now the second largest medical leadership organisation worldwide with over 2,600 members. It jointly owns the journal *BMJ Leader*. FMLM defined the first *UK Leadership and management standards for medical professionals* and awards fellowships against those standards.

Key Takeaways:

1. Leadership saves lives!
2. *In times of change, learners inherit the earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists. Eric Hoffer.* Are clinicians well equipped to lead increasingly complex systems?
3. Increased focus, investment and resources are needed to support medical leadership development especially with regards to the growing complexity of healthcare

References/reading/watching:

- West, MA, Borrill, C, Dawson, JF, Scully, JW, Carter, M, Anelay, S, Patterson, M & Waring, J 2002, 'The link between the management of employees and patient mortality in acute hospitals' *International Journal of Human Resource Management*, vol 13, no. 8, pp. 1299-1310.
- Snowden, D. (2010) The Cynefin Framework. <https://www.youtube.com/watch?v=N7oz366X0-8>
- Snowden DJ, Boone ME (2007). A Leader's Framework for Decision Making. *Harvard Business Review* 85(11):68-76, 149
- Rooke, D. (2018) "Transformational leadership capabilities for medical leaders", *BMJ Leader*; 2:3-6.
- Rooke, D. and Torbert, W. (2005) "Seven transformations of leadership", *Harvard Business Review*.
- David Rooke, Lilly Lecture 2017 <https://vimeo.com/215041608>

